



Comhairle Contae Chill Dara

Kildare County Council

PMDS

MANAGEMENT TEAM PLAN 2017

- 1.** To develop corporate management and to improve the quality of customer/members services
- 2.** To effectively manage the organisation's human resources
- 3.** To monitor and effectively manage the organisation's financial resources
- 4.** To promote sustainable economic development, including tourism and advance the delivery of key infrastructural projects
- 5.** To promote social inclusion and community development in the County
- 6.** To promote corporate governance, risk management and health and safety at work in the organisation
- 7.** To develop and promote a sustainable and clean environment
- 8.** To implement the Local Government Reform Programme



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1 To Develop Corporate Management and to Improve the Quality of Customer / Members Services.

- 1.1 Monitor and review 5 year Corporate Plan (2015 – 2019)
- 1.2 Quarterly review of the Customer Services Centre- Review customer contact management
- 1.3 Review and improve support services for elected members
 - Corporate Policy Group
 - Municipal Districts
 - Strategic Policy Committees
- 1.4 Publish the organisation's Annual Report by 30.06.2017
- 1.5 Finalise the Schedule of Municipal District Works (SMDW) by 31.3.2017 and monitor delivery
- 1.6 Complete Annual Service Delivery Plan by 31.03.2017
- 1.7 Implement actions as required from the NOAC Performance Indicators in Local Authorities Report and develop local performance measures by 31.03.2017.
- 1.8 Review progress and implementation of the Organisation's ICT Strategy
- 1.9 Review the Organisations Communications Policy and implement a proactive and reactive Communications Plan.
- 1.10 Review and manage the Organisation's Assets
- 1.11 Implement Irish Language Scheme when it is approved by the Minister
- 1.12 Complete organisational archive/document management policy and progress implementation.
- 1.13 Co-ordinate the change management programme and specify actions for 2017
- 1.14 Agree and implement Corporate Procurement Plan



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- 1.15 Review operation of Legal Services Framework
- 1.16 Ensure completion of Annual Ethics Declarations
- 1.17 Expand the use of GIS technologies for collecting and managing spatial data.
- 1.18 Prepare and co-ordinate a corporate estates management and maintenance programme.
- 1.19 Review the operation of the Lobbying Act 2015
- 1.20 Review compliance with the Protected Disclosure Policy
- 1.21 Commence the preparation for the Data Protection Regulations which come into force in May 2018.
- 1.22 Support and promote Kildare County Council nominated Board Members compliance with Governance Guidelines.



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2 To Effectively Manage the Organisation's Human Resources

- 2.1 Review organisational Workforce Plan to identify critical vacancies, staff mobility requirements, skills development and succession planning.
- 2.2 Implement staff training and development programme for 2017
- 2.3 Support and monitor the operation of PMDS and continue the implementation of the Competency Framework.
- 2.4 Maintain and encourage relationships between management, employees and union representatives
- 2.5 Review the operation of the staff welfare and occupational health programme.
- 2.6 Develop and improve interaction with the Senior Management Forum
- 2.7 Manage the My Pay / Superannuation Shared Services Project.
- 2.8 Re-introduce the Student Summer Scheme in 2017.
- 2.9 Review the Child Safeguard Training Programme.
- 2.10 Develop a policy for Corporate Knowledge Management and retention.
- 2.11 Monitor and review Staff Attendance.



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3 To Monitor and Effectively Manage the Organisation's Financial Resources

- 3.1 Implement the appropriate budgetary control framework
- 3.2 Monitor and manage Council's general revenue reserve
- 3.3 Review and improve Council's Debt Collection service
- 3.4 Prepare Annual Financial Statement by 31.03.2017
- 3.5 Review the 3 year Capital Investment Plan including linkage with economic development priorities
- 3.6 Facilitate the conduct of all statutory audits
- 3.7 Support implementation of Value for Money initiatives
- 3.8 Provide financial management reports to Council
- 3.9 Monitor and control travelling expenses, allowances and overtime for 2017
- 3.10 Compliance with recommendations of National Oversight and Audit Committee (NOAC)
- 3.11 Review implementation of Internal Audit Plan for 2017
- 3.12 Facilitate and support Audit Committee
- 3.13 Prepare and adopt balanced budget for year ended 31 December 2018 within the statutory timeframe
- 3.14 Implement Milestone 4 Agresso and comply with Revenue Electronic Tax Certificate Compliance (ETCC) requirements
- 3.15 Review operation of Development Contribution Scheme
- 3.16 Facilitate Commercial Rate Revaluation Project
- 3.17 Review Organisational compliance with the Credit Report Act 2013.
- 3.18 Review Insurance cover policies (IPB)
- 3.19 Progress the Shared Ownership Loan Restructuring Programme.



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4 To Promote Sustainable Economic Development (including Tourism) and Advance the Delivery of Key Infrastructural Projects

- 4.1 Support operation of the Local Enterprise Office (LEO) and prepare Enterprise Plan for 2017
- 4.2 Support the implementation of the Government Action Plan for Jobs including Mid-East Regional Action Plan
- 4.3 Implement actions arising from the Local Economic and Community Plan (LECP)
- 4.4 Work with business interests in county and their various representative bodies.
- 4.5 Maintain strong relationships with key major enterprises in county and agree contact points
- 4.6 Facilitate and support delivery of key enabling infrastructure for economic development;
 - Osberstown Interchange, Sallins By-Pass, M7 Road Widening
 - Athy Distributor Road
 - Maynooth Outer Orbital Route
 - Naas Inner Relief Road - Final section
 - Galway Dublin Greenway (Kildare Section)
 - Facilitate the development of the Naas Town Centre site at Corbans Lane
 - Water Services
 - Broadband
- 4.7 Continue the Town & Village Enhancement Programme
- 4.8 Lead the implementation of the Tourism Strategy and initiatives in conjunction with Kildare Fáilte and support development of Ireland's Ancient East Brand
- 4.9 Evaluate EU funding opportunities to enhance economic and social development
- 4.10 Continue to develop strategic partnerships with public bodies and key agencies
- 4.11 Implement Signage Policy and devise programme for the county



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- 4.12 Continue review process for County Development and Local Area Plans as required
- 4.13 Promote rural development in conjunction with the "Action Plan for Rural Ireland", Local Community Development Committee (LCDC) and Local Development Strategy
- 4.14 Support delivery of key major retail and commercial projects - Link infrastructure and commercial development
- 4.15 Support the ongoing strategic development of retail, commercial and industrial sites in the County
- 4.16 Market and Promote the County on a National and International level
- 4.17 Prepare inventory of zoned lands, Brownfield sites and Industrial/Commercial sites in the County
- 4.18 Support the National Broadband Rollout Plan
- 4.19 Support the implementation of the Rebuilding Ireland Strategy for Housing.
- 4.20 Explore opportunities under the National Planning Framework and Regional Spatial Economic Strategies
- 4.21 Pursue opportunities under the Local Infrastructure Housing Activation Fund (L.I.H.A.F.)



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5 To Promote Social Inclusion and Community Development in the County

- 5.1 Review operation of and support for the Local Community Development Committee (LCDC)
- 5.2 Support the implementation of key actions under the Local Community Development Committee (LCDC)
- 5.3 Develop and support the implementation of the Social Inclusion and Community Activation Programme (SICAP)
- 5.4 Continue to support Kildare Public Participation Network (PPN)
- 5.5 Review and develop the Integrated Services Programme (ISP)
- 5.6 Review Age Friendly Strategy and support its implementation
- 5.7 Support implementation of Children and Young people service plan
- 5.8 Support the implementation of the Kildare Sports Strategy
- 5.9 Support implementation of the Council's Housing and Disability Strategy
- 5.10 Support implementation of Ethnic Minority Integration Strategy
- 5.11 Support and deliver the Traveller Multi-Agency and Traveller Action Plans
- 5.12 Implement the Regional Homelessness Action Plan
- 5.13 Support ongoing programme for delivery maintenance and management of playgrounds
- 5.14 Develop a Parks and Open Spaces Strategy for the County including best use of recreational facilities
- 5.15 Develop a Play policy for the County
- 5.16 Review grants schemes and develop an effective model of delivery
- 5.17 Support schools delivery programme and use of facilities



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- 5.18 Develop and support County Joint Policing Committee strategy
- 5.19 Support the implementation of housing options under the Social Housing Strategy
- 5.20 Support the implementation of Arts, Heritage and Library Strategies
- 5.21 Support the Government's Creative Ireland Cultural Strategy
- 5.22 Develop an Accessibility Programme
- 5.23 Develop a policy for the operation and management of community facilities
- 5.24 Support the development of Kildare South Dublin Local Link Ltd - Rural Transport Company



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6 To Promote Corporate Governance, Risk Management and Health & Safety at Work in the Organisation

- 6.1 Review and update the Corporate Risk Management System
- 6.2 Continue to review and improve the organisation's Health and Safety Management System
- 6.3 Continue to emphasise the importance of the 5 Health and Safety building blocks;
 - 1. Method Statement.
 - 2. Risk Assessment
 - 3. Site Specific Traffic Management Plan (where appropriate)
 - 4. SSWP (Safe System at Work Practice)
 - 5. Toolbox Talk
- 6.4 Senior Management to continue the programme of Safety Meet and Greet Talks
- 6.5 Continue Communication of Safety Manual to all Employees
- 6.6 Review and monitor Major Emergency Management and other emergency arrangements/protocols.
- 6.7 Continue to review governance arrangements for special purpose Companies
- 6.8 Promote Road Safety and implement Road Safety Plan 2016 – 2018.
- 6.9 Promote Water Safety and implement Annual Programme
- 6.10 Prepare a Business Continuity Plan for the organisation



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7 To Develop and Promote a Sustainable and Clean Environment

- 7.1 Support implementation of Regional Waste Management Plan
- 7.2 Promote a range of environmental awareness initiatives to include inter alia;
 - Corporate social awareness
 - Community
 - Youth/education
- 7.3 Support the work of the Energy Management and Climate Action Team in reducing the Council's own energy costs
- 7.4 Aim to complete the current flood alleviation programme by 2017.
- 7.5 Prepare a County Climate Change Plan
- 7.6 Develop a Wind Energy Strategy
- 7.7 Continue the implementation of the rehabilitation plan for Kerdiffstown Landfill site
- 7.8 Work proactively to reduce the number of Derelict Sites
- 7.9 Improve services in relation to the control of horses and dogs
- 7.10 Review burial ground programme/capacity
- 7.11 Support the objectives of the Waste Enforcement Regional Lead Authorities Plan (WERLA)
- 7.12 Support the ongoing implementation of the Minor Capital Water Programme
- 7.13 Continue to support and promote Tidy Towns Committees
- 7.14 Review the implementation of the County Litter Plan
- 7.15 Review the County Street Cleaning Schedule for Towns & Villages.
- 7.16 Review Enforcement Protocols for Quarries in the County



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8 To Implement the Local Government Reform Programme.

- 8.1 Manage the implementation of the Lansdowne Road Agreement (PSA) - Compile list of relevant actions for 2017
- 8.2 Implement the actions arising from Putting People First (L.G. Reform Act 2014) - Review actions under the 4 key themes
- 8.3 Implement the relevant actions arising from Keeping Communities Safe (KCS)
- 8.4 Continue to advance the transition to Irish Water
- 8.5 Support the Government's Labour Activation Programmes
- 8.6 Pursue further opportunities under the National Share Services Programme
- 8.7 Actively participate at National and Regional Forums as required;
 - CCMA
 - LGMA
- 8.8 Support the Government's Action Plan for Housing and Homelessness
- 8.9 Implement the Social Housing Strategy 2020