

Annual Service Delivery Plan 2020



Kildare County Council

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Introduction:

Section 50 of the Local Government Reform Act, 2014 requires the local authority to prepare a document called an Annual Service Delivery Plan. The purpose of the plan is to provide a corporate document that sets out the objectives for service delivery and performance standards to be achieved in 2020. It takes account of and is consistent with Budget 2020 which was adopted by the members of 18 November 2019.

In preparing the document, Kildare County Council takes account of all plans, statements and strategies that set out policies and objectives for all of its functional Programmes having full regard to its Corporate Plan in which the council's vision is:

“Kildare – Living; growing; leading.

Working together towards an inclusive and sustainable County”.

A wide range of other local, regional and national plans, statements and strategies inform and guide the council's work, and the provisions of these plans have been considered, reference has been made to the following documents in preparing the 2020 Annual Service Delivery Plan:

- Legislative requirement of the Local Government Reform Act 2014 and other relevant legislation/regulation
- National Government Policy
- Kildare County Council Corporate Plan 2019-2024
- Kildare County Development Plan 2017-2023
- Local Economic and Community Plan 2016 – 2021
- Service Level Agreement with Irish Water

The sections in this plan set out the high-level objectives of each service area for 2019 together with the desired performance standard. They have been compiled having regard to the Strategic Objectives agreed in Kildare County Council's Corporate Plan 2019-2024 and the funding allocated to the services divisions in 2019 detailed as follows:

Service Division	Expenditure Approved
Housing and Building	€47,923,621
Road Transport & Safety	€36,592,223
Water Services	€10,192,607
Development Management	€19,138,645
Environmental Services	€19,882,263
Recreation and Amenity	€11,054,078
Agriculture, Education, Health & Welfare	€1,184,366
Miscellaneous Services	€18,122,854
Total Budget	€164,090,656

The performance of Kildare County Council will be measured across the standards set out in this document and an assessment of service delivery performance will be included in our Annual Report.

This plan provides a clear focus to enable the elected members and staff of Kildare County Council to work together to develop and improve the services that we deliver to our citizens.

Department/Service Area: Transportation and Public Safety incorporating Building and Development Control

The Roads Transportation and Public Safety Directorate Integrated Building and Development Control into the Directorate in early 2018, streamlining and rationalising services, with the objective of improving regulatory compliance and customer services in these areas. With responsibility for over 2,500 kilometers of roadway in County Kildare, the Directorate completes an annual road improvement and restorative maintenance Programme. Major capital infrastructure projects are managed and delivered with annual funding provided by Government Departments and related Agencies, and direct funding from Kildare County Council.

The combined technical and administrative workforce ensures the safety of vehicles and vulnerable road users through the operation of an extensive traffic management system and a network of pedestrian crossings supported by 28 school wardens. Parking in the seven main towns in the County is regulated by local Bye Laws, while enforcement is provided through a combination of a private contracted service (APCOA) and KCC community wardens.

Fire Services are provided from six strategically located retained Fire Stations across the county. The Engineer, Educate, enforce paradigm is used in the Fire Safety Section to enhance the fire safety in the built environment including the Emergency Management and Special Projects Section which co-ordinates emergency management preparation across the council.

The Road Safety, Cycling and Sustainable Transport role will continue to develop and deliver roads safety measures and activities in the areas of *Education, Engineering, Enforcement and Evaluation*. This will include supporting Mobility Management Initiatives and other initiatives which support greater use of walking, cycling and public transport including Bike Week, European Mobility Week and other related promotions.

The Department also plays a key role in the area of access and disability. We have appointed an access officer who is responsible for providing or arranging for, and co-ordinating assistance and guidance to persons with disabilities accessing our services.

The access officer also assists the various departments in meeting their requirements under the Disability Act 2005, and in turn therefore making Kildare County Council and its services "accessible for all".

Kildare is to the forefront of the delivery of housing developments. Our Building and Development Control section monitors the quality of these developments via a schedule of targeted inspections.

Corporate Plan Supporting Strategy	5-year objective (As per corporate Plan)	2020 Objective	Performance Standard	Performance indicator (end 2018 unless otherwise stated)
1.2 Collaborate with agencies to strengthen our ability sustain responsive and effective operations and services to reduce the impacts of extreme weather conditions and climate related emergencies.	Deliver the Annual Winter Maintenance Programme	To implement the Severe Weather Plan as required.	No of routes serviced	10 Winter Salting Routes (total 678km) (2019)
			Number of Winter Salting Events	97 (2019)
	To implement the Severe Weather Plan as required.	To respond to Major Emergencies as required.	No of weather-related alerts via MapAlerter	6 weather event alerts to average of 1,300 subscribers per alert (2019)
	Appropriate and timely response to Major Emergencies		Ensure effective planning and coordination to deliver an efficient response when emergencies arise.	6 MEMC Meetings per year and one Interagency Meeting per year (2019)
1.3 Ensure over the lifetime of the Corporate Plan that climate action is mainstreamed into the Council's policies, buildings, infrastructure and operations to reduce energy demand	Implement the National Public Lighting Upgrade Project to improve energy efficiency and the safety of the County road network.		% of public street lighting infrastructure that is low energy (baseline stock c28,000 public lights Sept 2019)	Measurement commencing when Project commences in County Kildare. Regional Project, led by Kilkenny County Council

<p>5 "Continue to plan, deliver and maintain key infrastructure in our County that sustains mobility and access and positions Kildare to achieve sustainable growth."</p>	<p>Deliver major capital infrastructure projects</p>	<p>To deliver the Kildare Capital Programme</p>	<p>3 Year Capital Programme</p>	<p>€111m</p>
<p>5.1 Optimise connectivity and ease of access within and through the County through planning, development, maintenance, upgrade and management of a safe road network.</p>	<p>Deliver a Multi Annual Road Improvement and Restoration Programme for the regional and local road network, in accordance with DTTaS funding allocation.</p>	<p>To deliver annual road improvement and restoration works in accordance with DTTaS funding allocation.</p>	<p>Current ratings provided in the Pavement Surface Condition Index (PSCI) at www.noac.ie</p>	<p>2,528 Kilometres of road (2019)</p>
	<p>Continue to update the Map Road database to maximize the annual allocation of funding</p>	<p>To review and update MapRoad on an annual basis to maximise funding and secure annual funding for Safety Improvement Schemes.</p>	<p>Annual Roadworks Programme</p>	<p>€37.9M</p>
	<p>Continue to identify Safety Improvement Schemes to reduce the incidents of road traffic collisions.</p>			
	<p>Survey all bridges on local roads and establish a Risk Register based on vulnerability to failure.</p>	<p>To deliver an annual programme of bridge repairs in accordance with DTTaS funding allocation</p>	<p>Annual % of surveys of bridges by Kildare County Council on national database (Baseline no of bridges 2,000)</p>	<p>Reporting to commence in 2020</p>
	<p>Support the Kildare National Road Office to deliver improvements and upgrades to</p>	<p>To deliver TII annual programme of road improvements and upgrades</p>	<p>Annual spend on National Road Network</p>	

5.1 Optimise connectivity and ease of access within and through the County through planning, development, maintenance, upgrade and management of a safe road network.	the National road network			
	Operate an effective road licensing system and management of road openings in a coordinated way	To issue road opening licences as required.	No. of road opening licenses processed	1,260
	Deliver local traffic management projects to support mobility and ease congestion	To provide new pedestrian crossings	Cumulative no of Signalised junctions	84
			Pedestrian crossings	128
		To provide traffic cameras	Traffic cameras	80
	Ensure the continued safety of vulnerable road users	To provide and maintain appropriate measures to protect vulnerable road users	School flashing display signs	48
			Electronic speed display sites	31
	Promote Road Safety with the Road Safety Authority, An Garda Síochána and other key stakeholders in promoting and improving road safety in the County	To publish a Kildare Road Safety Plan	Road Safety Working Together Group (RSWTG)	Completion of a 5-year plan for 2020-2024 4 RSTWG Meetings per year.
		To publish the County Speed Limit Bye Laws	Published Bye Laws as approved by Elected Members	Publication of County Speed Limit Bye Laws

<p>5.2 Promote and support the use, development and maintenance of sustainable transport alternatives including walking, cycling and public transport in collaboration with key transport stakeholders and agencies</p>	<p>Promote and support the development and maintenance of walking/cycling routes within the County in conjunction with other Agencies.</p>	<p>To deliver the Greater Dublin Area Cycling Network for Kildare in accordance with NTA annual funding allocations</p>	<p>No of cycleway Schemes delivered each year</p>	<p>Reporting to commence in 2020</p>
	<p>To ensure our services, projects and programmes promote the Climate Action Plan for County Kildare.</p>	<p>Optimise sustainable alternatives to the use of motorized vehicles - LocalLink and public transport</p>	<p>No. of NTA funded projects ongoing at year end.</p>	<p>Eight (8) projects</p>
<p>5.3 Continue to provide infrastructure and facilities including car parking solutions, that support accessibility, commuters and the economic life of our towns and villages.</p>	<p>Support BusConnects</p>	<p>Cumulative no of new park and ride spaces and bicycle facilities provided</p>	<p>60 park and ride</p>	<p>12 Bicycle Lockers</p>
		<p>Number of new rural bus routes - LocalLink Routes</p>	<p>37</p>	<p>Reporting to commence in 2020</p>
		<p>Cumulative no. of bus stops and related infrastructure provided</p>	<p>To provide electronic signage</p>	
	<p>Manage parking to optimize parking spaces and support businesses and users</p>	<p>To implement Pay Parking Bye Laws</p>	<p>No of towns and villages with pay parking</p>	<p>7 (2019)</p>
	<p>Provide user friendly options to pay for parking (discs and Park by Phone) as well as the management</p>			

<p>5.3 Continue to provide infrastructure and facilities including car parking solutions, that support accessibility, commuters and the economic life of our towns and villages.</p>	<p>of on-street parking</p>			
	<p>Continue to administer and enforce pay parking and associated Bye LawsManage Enforcement System</p>			
	<p>Manage Enforcement System</p>			
<p>5.4 Support the development of a Digital Strategy that enhances our County's economy by enabling rollout of broadband and telecommunications infrastructure by relevant providers</p>	<p>Support the installation of services and rollout of broadband services by relevant providers.</p>	<p>To support the development of a digital strategy</p>	<p>No of road opening licences for telecommunications companies</p>	<p>Reporting to commence in 2020</p>

Department/Service Area: Health & Safety

Corporate Plan Supporting Strategy	5 year objective (As per corporate Plan)	2020 Objective	Performance Standard	Performance indicator (end 2018 unless otherwise stated)
6.1 Provide a best practice health and safety culture through staff training and proactive monitoring and reporting	Drive health and safety best practice through staff consultation, communication and proactive monitoring	Prepare and hold Annual Health & Safety Conference	No of attendees at 2019 Health and Safety Conference	445 (2019)
		Continue to review and improve the organisation's Health and Safety Management System	Annual target of 48 safety inspections to be completed by Health and Safety Section - No of inspections y.t.d (End Sept 2019)	69 (2019)

Department/Service Area: Building & Development Control

Corporate Plan Supporting Strategy	5-year objective (As per corporate Plan)	2020 Objective	Performance Standard	Performance indicator (end 2018 unless otherwise stated)
1.6 Ensure continued robust enforcement, licensing, certification and regulation in environmental protection, planning, building control, fire safety and public health and safety in order to support our citizen's quality of life and the built and natural environment.	To ensure safe and sustainable buildings in urban and rural areas	Monitor compliance with the Building Regulations and the Building Control Regulations	Total number of new buildings notified to Building Control Authority	1817
			Number of new buildings notified that were subject to at least one inspection	325
			P1 Number of buildings inspected as a percentage of new buildings notified to the local authority (Minimum Target 15%)	17.89%
			Total number of inspections	1309
			Total number of Commencement Notices received	664
			Number of Valid Commencement Notices Received	619
			Number of Certificates of Compliance received	604
			Number of Valid Certificates of Compliance received	590
			Number of Disability Access Applications received	<u>139</u>

		Monitor compliance with the Energy Performance of Buildings Directive	Number of BER Certificates received	This metric will be recorded for the first time in 2020
		Monitor performance with the Construction Products Directive	Ongoing review of construction products and CE markings as part of site inspections	Currently no relevant metric
3.8 Facilitate and promote excellence in architectural and urban design and maintain development controls to support sustainable and quality-built environments.	To ensure safe and sustainable buildings in urban and rural areas	Active Private Housing Developments: To monitor active private housing developments so that site development works are constructed and completed in accordance with the conditions of the granted Planning Permission and in accordance with the relevant specifications	Number of Development Control Inspections of Active Housing Developments	Reporting to commence in 2020
		Legacy Housing Estates: Estates not completed to the satisfaction of the Planning Authority/ where works are outstanding for various reasons	Number of site resolution plans developed Number of site resolution plans agreed with Irish Water	Reporting to commence in 2020

		Progress the Taking in Charge process when requested by Developers or the Majority of Homeowners (Section 180 request)	Number of estates where snag lists have been prepared and passed to the Developer	Reporting to commence in 2020
			Number of estates Taken in Charge	

Department/Service Area: Fire Service

Corporate Plan Supporting Strategy	5-year objective (As per corporate Plan)	2020 Objective	Performance Standard	Performance indicator (end 2018 unless otherwise stated)
1.6 Ensure continued robust enforcement, licensing, certification and regulation in environmental protection, planning, building control, fire safety and public health and safety in order to support our citizen’s quality of life and the built and natural environment.	To ensure safe and sustainable buildings in urban and rural areas	Enforce fire safety legislation in premises through a programme of inspections, licencing and enforcement, prioritised based on risk	The number of premises inspected (in accordance with the schedule set out in the Fire Safety Business Plan)	88 inspections of 85 premises
		Support the legislated Fire Safety requirements of the Building Control Act, through providing an efficient Fire Safety Certification Process	P5: A. % of applications for fire safety certificates received that were decided (granted or refused) within two months of their receipt	78.86%
			P5: B - %of applications for fire safety certificates received that were decided (granted or refused) within an extended period agreed with the applicant	19.51% (as above)
		Promote fire safety via the "Schools Programme"	Number of National School Third Classes visited as a percentage of the total number of classes in the county	81%

4.9 To protect our citizens from fire through an efficient and effective Fire Service that co-ordinates with other response services when emergencies occur		Improve fire safety in vulnerable communities through the promotion and implementation of Home Fire Safety Checks	Number of Home Fire Safety Checks	45
	To protect communities from fire and other emergencies, working with partner agencies and in accordance with national policies	Maintain operational readiness and capability to deliver an appropriate response to Fire Service Incidents	F2: Average time taken, in minutes, to mobilise the fire brigades in respect of fire	6.19
			F2: Average time taken, in minutes, to mobilise fire brigades in respect of all other (non-fire) emergency incidents	6.12
			F3: A % of cases in respect of fire in which first attendance at the scene is within 10 minutes	21.14
			F3 B % of cases in respect of fire in which first attendance at the scene is after 10 minutes but within 20 minutes	61.03
			F3 C % of cases in respect of fire in which first attendance at the scene is after 20 minutes	17.83

4.9 To protect our citizens from fire through an efficient and effective Fire Service that co-ordinates with other response services when emergencies occur			F3 D % of cases in respect of all other emergency incidents in which fire attendance at the scene is within 10 minutes	17.1
	To protect communities from fire and other emergencies, working with partner agencies and in accordance with national policies	Maintain operational readiness and capability to deliver an appropriate response to Fire Service Incidents	F3 E % of cases in respect of all other emergency incidents in which first attendance at the scene is after 10 minutes but within 20 minutes	59.25
			F3 F % of cases in respect of all other emergency incidents in which first attendance at the scene is after 20 minutes	23.65
			F1: Cost Per Capita of the Fire Service	€30.49
			Co-ordinate the emergency management function for Kildare County Council and arrange bi-monthly Major Emergency Management Committee (MEMC) meetings	MEMC Meetings held
	Major Emergency Management Committee (MEMC) meetings	Internal MEM exercises and training held	2	

			Interagency exercises and training	1
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Department/Service Area: Housing

The Housing Department aims to provide social housing support to persons who are unable to meet their housing need through their own resources. During 2020 the Housing Department will focus on housing delivery, having regard to Rebuilding Ireland: Action Plan for Housing and Homelessness. The Department of Housing, Planning and Local Government set targets for each local authority for the period 2017 to 2021; the target for delivery in Kildare is 2,603 units. This is the number of social housing homes for delivery via build, acquisition and leasing arrangements under specific programmes. In addition, we will continue to work to deliver social housing through the Housing Assistance Payment and Rental Accommodation Schemes.

As Lead Authority for the Mid East Region Homeless Action Plan 2018-2020, the prevention of homelessness, provision of services to address the needs of homeless households and effective coordination of activities and services will remain a priority in 2020.

The following sets out the principal services areas, together with main objectives for the Housing Department, for 2020.

Corporate Plan Supporting Strategy	5 year objective (As per corporate Plan)	2020 Objective	Performance Standard	Performance indicator (end 2018 unless otherwise stated)
1.3 Ensure over the lifetime of the Corporate Plan that climate action is mainstreamed into the Council's policies, buildings, infrastructure and operations to reduce energy demand	To continue to encourage energy efficiency and environmental awareness by incorporating a module in the tenancy induction programme.	Amend Tenancy Induction Handbook to reflect new heating/ventilation systems installed in new and refurbished units	Review of relevant content during 2020. Number of tenants receiving revised tenant handbook.	Measurement commencing in 2020

	To implement a programme of retrofitting Council houses to increase energy efficiency and reduce carbon usage, subject to available resources.	Implement a planned energy efficiency programme in existing Housing stock.	Measurement methodology to be determined.	
	Housing Supply			
<p>3.1 To increase and maintain housing provision in Kildare in line with the national objectives of “Rebuilding Ireland: Action Plan for Housing and Homelessness” and to strive to achieve social housing targets and delivery of affordable housing.</p> <p>3.9 Plan for the needs of our growing population by identifying strategic sites and supporting sufficient supplies of zoned serviced land to deliver sustainable communities.</p>	<p>Deliver new local authority social housing units across the following programmes: Construction, Turnkey, Acquisition, Housing Assistance Payment, Rental Accommodation Scheme, Leasing [including Repair and Lease Scheme], Buy and Renew Scheme, Public Private Partnerships, Part V, Land Acquisition, Affordable Housing.</p>	<p>Acquire additional lands for social housing.</p> <p>Pursue opportunities for turnkey developments.</p> <p>Actively monitor Part V delivery programmes.</p> <p>Support Vacant Homes Strategy.</p> <p>Use OGP Rapid Build Framework as appropriate.</p> <p>Monitor Housing Assistance Payment (HAP) and Rental Accommodation Scheme (RAS).</p> <p>Implement affordable purchase arrangements as appropriate having regard to economic assessments.</p>	<p>Combined number of units delivered across the different streams DHPLG annual targets. Targets for HAP</p>	<p><u>Delivery across all schemes:</u> Housing Assistance Payment (HAP) - 706 Rental Accommodation Scheme (RAS) - 4 Construction - 26 Acquisition - 225 Leasing (CALF) - 20 Part V - 30 Leasing - 12 Capital Acquisition Scheme - 28</p>
	To pursue opportunities for joint venture initiatives.	Monitor delivery under Public Private Partnership Schemes (Bundles 1 and 2) and pursue inclusion of Co Kildare in PPP Bundle 3. Develop potential for delivery of social,		

		affordable and private units on sites identified for possible JV opportunities.		
	To support approved housing bodies to deliver social housing units across the following programmes: Capital Advance Leasing Facility, Capital Assistance Scheme, Social Leasing Scheme.	Develop joint projects with Approved Housing Bodies. Support Approved Housing Bodies in the delivery of social housing by means of CALF, CAS and Leasing.		
		Complete Annual Summary of Housing Needs Assessment and manage the assessment of social housing applications	Assessment Completed	
3.2 Implement the Traveller Accommodation Programme 2019-2024 and support members of the Travelling community, who have been approved for social housing, to access and maintain housing supports including culturally appropriate housing.	Support members of the Travelling Community to access social housing support.	Implement and monitor the Traveller Accommodation Programme. Maintain and manage existing halting sites. Complete Annual Traveller Census/Count	No. Traveller specific units delivered under Traveller Accommodation Plan 2019-2024	71
3.3 Continue to work with regional and sectoral partners to reduce the numbers of people who need to be placed in emergency accommodation, by increasing availability of housing stock and working closely with approved housing bodies and advocacy groups to reduce the numbers who find themselves homeless or at risk of being homeless, and	Continue the roll out of the HAP Homeless Placefinder Service.	Implement Mid East Regional Homeless Action Plan 2018-2020 and pursue innovative solutions as appropriate. Secure the required HAP placements	Number of Homeless HAP placements secured.	
	Deliver Housing First in the county in conjunction with our partners The Peter McVerry Trust.	Implement the Housing First Plan 2018-2020.	Number of Housing First tenancies supported.	31 tenancies over the period 2019-2021.

enable people to sustain their tenancies	Pursue innovative solutions to address homelessness in the county.	Exit Strategies to be put in place at the point of entry into emergency accommodation. Review Mid East Regional Homeless Action Plan 2018-2020	Number of Mortgage to Rent Cases concluded. Number of exits from emergency accommodation	10 (based on 2018 returns to DHPLG)
3.4 To maximise availability and utilisation of housing through repair/refurbishment of vacant units.	Greater utilisation and improvement of existing social and private housing stock to increase the availability of social housing.	Implement a planned maintenance programme. Continue to refurbish vacant/derelict units in accordance with funding and resource provision	Number of units acquired/leased	225 units acquired/18 leased.
		Provide a response maintenance services	Number of maintenance repairs	5,311 housing repairs carried out.
		Deliver Self Help Tenant Support Scheme	Expenditure on planned/response maintenance.	€3,600,345 spent on planned maintenance.
				€3,404,093 spent on response maintenance.
		Continue inspections of private rented dwellings	No. of private units inspected	462 private rented properties inspected.
3.5 To provide suitable, accessible social housing and housing supports for older persons and people with a disability and to support homeowners to carry out necessary adaptations/improvements to enable them to continue residing in their home.	Deliver and adapt appropriate housing for people with a disability and older people and provide grant funding.	Consider housing for the elderly in the context of the social housing delivery programme Provide housing units and design input to new schemes to meet targets	No. of units built/adapted	10% of acquisitions (depending on market availability) + 12% of new builds suitable for a person with a disability.
		Manage Housing Adaptation Grants programme for social and private housing. Assess applications received in accordance with Annual Funding Allocation	Number of grants paid.	438 grants paid.

<p>3.6 Implement our anti-social behaviour strategy in order to prevent the occurrence of anti-social behaviour, by encouraging tenant participation in estate management and fostering the development of balanced communities</p> <p>3.7 Facilitate access to social housing, and other supports, where applicants have demonstrated eligibility with the necessary criteria</p>		Assess applications received for CAS funding	Number of Capital Assistance Scheme Units delivered.	28 new CAS households created (2018 full year figure).
	Provide eligible persons with access to social housing supports, engage with and support existing tenants.	Allocate social houses as delivered	Number of allocations to social houses.	546 allocations (2018)
		Process Housing Applications within 12-week statutory timeframe. Monitor estate management and issues of anti-social behaviour having regard to our policies and procedures.	Housing applications processed within permitted time frame.	952 in 2018
	Support eligible persons to access Rebuilding Ireland Home Loan funding.	Complete Annual Housing Needs Assessment	Undertake an annual housing needs assessment in accordance with departmental guidelines.	One Annual Housing Needs Assessment completed within the permitted timeframe.
		Assess applications received in accordance with Annual Funding Allocation	Number of loans approved.	63 loans approved

Department/Service Area: Corporate Services

The Corporate Services Departments core activities include providing first point of contact customer service management via email, post phone and in person, providing support services for the elected members, servicing council meetings, maintaining the register of electors, dealing with freedom of information/data protection and Facilities Management.

To meet the needs of all customers the dedicated Customer Service Units located at Level 1, Áras Chill Dara and Athy Customer Service Point will continue to provide information on services and deal with customer enquiries in an efficient and courteous manner. Similarly, Members Services will provide a comprehensive and accessible service to the 40 elected members of Kildare County Council. Local Elections were held in May 2019 and a new council was elected. A change to local electoral area boundaries has been implemented which sees the county divided into eight local electoral areas with the number of members (40) and the number of Municipal Districts (5) remaining the same.

A key focus in 2020 will be continued delivery of quality services to both members and customers and as part of this we will review customer service delivery and systems during the year.

Corporate Plan Supporting Strategy	5-year objective (As per corporate Plan)	2020 Objective	Performance Standard	Performance indicator (end 2018 unless otherwise stated)
1.3 Ensure over the lifetime of the Corporate Plan that climate action is mainstreamed into the Council's policies, buildings, infrastructure and operations to reduce energy demand	To ensure that all non-domestic local authority owned premises comply with sustainability requirements by undergoing energy audits to identify ways improve energy efficiency.	Co-ordinate a corporate estates management and maintenance programme	Ensure that relevant SLAs and service contracts are adhered to in order to provide safe, suitable, accessible facilities for customers and staff	SLA Monitoring ongoing

			Cumulative no. (and type) of non-domestic local authority owned premises where an energy audit has been carried out	At end 2019 (6 Libraries. 2 Office Buildings (including Head Office- Aras Chill Dara)
<p>6.4 Utilise ICT to reduce costs, improve operational efficiency, expand online and Cloud enabled services to make it easier for customers to access services and information.</p> <p>6.9 Review and improve our communications channels to deliver timely and useful information that makes it easier for customers to access services and information</p>	To ensure ICT is used to track and effectively manage customer interactions	Procure and complete pilot for new CRM during 2020 in conjunction with IT Dept	No. of customer cases processed annually within the Customer Relation Management System	14,553 (2019)
			New CRM solution to be in place by end 2020	
		Quarterly review of the Customer Services Centre	Completion of ongoing reviews with related metrics	
6.5 Support local democracy and the interests of the community by assisting the role of elected representatives and by growing voter registration	To ensure ICT is used to track representations and effectively support the elected members role	Review and improve support services for elected members	Explore use of IT solutions to manage Council meetings during 2020	
		To review and improve service to meetings of council – Full Council, MD’s, CPG and Protocol	No. of statutory meetings annually serviced. Complete review of	

6.5 Support local democracy and the interests of the community by assisting the role of elected representatives and by growing voter registration			Standing Orders in 2020. Oversee formation of new SPC Scheme.	
	To ensure ICT is used to track representations and effectively support the elected members role	Further develop and integrate CRM system to record and monitor members and TD reps	No.of representations from elected members processed annually	4436 (2019)
	To grow awareness and participation in the electoral process	Maintain register for General Election 8 Feb 2020	Publish Supplementary Register on 29th January 2020 to facilitate General Election	Published Jan 2020.
		Publish and maintain Live Register in line with statutory deadlines	No. of electors on Register	151,751
	Publication of 2020/2021 Register on 15th Feb. 2020.		Published	
6.7 Continue to support strong audit, financial, risk, data and corporate governance and reporting systems to build public confidence, maximise efficiency and ensure compliance with our obligations.	To ensure efficiency, transparency and accountability is upheld in monitoring, reporting and meeting statutory requirements corporately	Monitor delivery of the Corporate Plan 2020 – 2024	Ensure <i>annual</i> progress reporting including updated local metrics (By 30.6.2020 each year)	
		Publish the organisation's Annual Report by 30.06.2020	By 30.06.2020	

6.7 Continue to support strong audit, financial, risk, data and corporate governance and reporting systems to build public confidence, maximise efficiency and ensure compliance with our obligations

To ensure efficiency, transparency and accountability is upheld in monitoring, reporting and meeting statutory requirements corporately

Complete Annual Service Delivery Plan by 31.03.2020	By 31.03.2020	
Ensure completion of Annual Ethics Declarations	By 28/02/2020	
Monitor implementation of Lobbying Act 2015	Ongoing oversight	
Monitor compliance with the Protected Disclosure Policy	Ongoing oversight	
Monitor compliance with the General Data Protection Regulations (GDPR)	No. of staff taking up employment each year attending induction/staff awareness training	121 (end 2019)
To ensure that that the FOI Act 2014 is complied with.	Average no of days for FOI decisions made (statutory requirement is 20 working days).	18.9 days (2019)
To ensure that that the FOI Act 2014 is complied with.	Annual FOI Training to FOI Decision Makers (Yes/No).	
To establish and manage a Legal Services Framework	To implement new Framework during 2020	

<p>6.7 Continue to support strong audit, financial, risk, data and corporate governance and reporting systems to build public confidence, maximise efficiency and ensure compliance with our obligations.</p>		To conduct Qtrly Budgetary reviews	% spend vs budget ongoing	Ongoing
		To support the work of the Audit Committee	No of meetings supported annually	5 (2019)
		Complete document management policy, progress implementation and progress Records Management Centre	Adoption of Records Management Policy by Information Management Committee during 2020	
			Stage in project implementation - Records Management Centre	
<p>6.8 To work alongside key partners to strategically use data to make informed, transparent and evidence led decisions, to inform service and infrastructure needs and advocate for our county from a strong evidence base.</p>		To oversee the reporting of 2019 Performance Indicators to NOAC within statutory deadlines	by 24.7.2020	
<p>6.10 Improve visibility and awareness of the Council by effectively promoting our role and our achievements in the delivery of projects and services.</p>	To increase the use of social media and other communications tools by the Council and enhance community awareness	Appoint Communications Officer	To have new position filled in 2020	
		Review communications strategy 2016-2019	To have reviewed the Communications Strategy as ongoing or completed during 2020	

		Increase usage on social media pages	Number of followers on social media pages	34,608 (2019)
		Review and expand use of Mapalerter and other IT customer information systems	No of registers users of MapAlerter system	1700 users (end 2019)

Department/Service Area: Human Resources

The Human Resources Department's core activities include recruitment, staff training and development, staff welfare, industrial relations and superannuation.

During 2020 the department will continue to promote staff training and development, good attendance, a safe and healthy work environment and stable industrial relations. Recruitment campaigns will continue throughout the year to ensure that all available posts are filled as required.

Corporate Plan Supporting Strategy	5-year objective (As per corporate Plan)	2020 Objective	Performance Standard	Performance indicator (end 2018 unless otherwise stated)
6.3 Support organisational effectiveness, training and continuous professional development, staff well-being, innovation, flexibility and performance by implementing the sectoral People Strategy	Build organisational competence to effectively deliver on our current and future services through creating a culture of training excellence and continuous learning and development	To ensure best recruitment practice is followed and that the human resource needs of the organisation are met	Responsive, effective and flexible recruitment programme in place to meet organisational needs	
		Progress staff training and development through implementation of Training Plan 2020 to include where possible the training needs as identified through PMDS process	Implementation of Training Plan 2020.	No of average training days per staff member (2018) = 3.06 No of training courses/seminars delivered (2018) = 427. No of staff attending training (2018) = 952.

<p>6.3 Support organisational effectiveness, training and continuous professional development, staff well-being, innovation, flexibility and performance by implementing the sectoral People Strategy</p>		<p>To support and monitor the operation of PMDS and continue the implementation of the competency framework</p>	<p>PMDS implemented, i.e. Team Plans and PDPs completed and reviewed throughout the organisation</p>	
		<p>To ensure management and staff are supported so that the organisation is best placed to meet current workloads, deadlines, change management and future challenges in a healthy and safe working environment.</p>	<p>Provision of Employee Assistance Programme. Ongoing supports as required</p>	
		<p>To continue to promote positive employee relations and engagement and good industrial relations</p>	<p>Ongoing engagement and regular meetings with all trade unions</p>	

Department/Service Area: Finance

The Finance Department, under the management of the Head of Finance, has primary responsibility for a range of functions including:

- Budgets
- Financial management and reporting
- Accounting
- Payments
- Revenue collection (including rates, rents, housing loans)
- Treasury management
- Development contribution collection
- Motor Tax

Corporate Plan Supporting Strategy	5-year objective (As per corporate Plan)	2020 Objective	Performance Standard	Performance indicator (end 2018 unless otherwise stated)
1.3 Ensure over the lifetime of the Corporate Plan that climate action is mainstreamed into the Council's policies, buildings, infrastructure and operations to reduce energy demand	To enhance the competency of staff in Green Procurement practices	Procurement to liaise with Climate Action Team to increase staff awareness of Green Procurement options	No. of relevant staff attending Green Procurement briefings/training	Reporting to commence in 2020
6.7 Continue to support strong audit, financial, risk, data and corporate governance and reporting systems to build public confidence, maximise efficiency and ensure compliance with our obligations.	To ensure that the Council's Revenue account is in balance over medium term	Continue to maintain, and where possible increase, collection rates	Collection level for Rates	83% (2019)
			Collection level for rents and Annuities	92% (2019)
			Collection level of Housing Loans	62% (2019)
		AFS to be submitted to the DoHPLG within statutory timeframe	Annual Financial Statement	Annually - March
			Revenue expenditure per capita	€701.51 (2019)

Department/Service Area: Information Systems

The principal focus for I.T. in 2020 is the protection of council information assets. Primarily I.T. will look to protect the organisation against a cyber security incident e.g. ransom ware. Compliance with GDPR and the provision of robust and resilient information management systems and solutions to protect the council in the event of an infrastructural failure is included in this area. An initiative, termed a 'Disaster Recovery' or DR solution is an ongoing project over several years to include technologies such as virtualization, resilient links, off-site data storage and the use of the Cloud where appropriate. The second area of focus is in assisting service delivery sections to examine current work practices and to look for ways to improve the flow of work thereby reducing delivery times and improving customer services. This initiative involves the development of customer service channels via web and mobile. The deployment of a new Council's Customer Relationship Management (CRM) system will provide the opportunity streamline existing processes and introduce a platform for the new technology solutions. Finally, in 2020 I.T. will continue to provide excellent levels of technical support service to staff and to members, will be responsive to organisational needs and will strive for maximum up-time on all hardware and software in use in the council.

Corporate Plan Supporting Strategy	5-year objective (As per corporate Plan)	2020 Objective	Performance Standard	Performance indicator (end 2018 unless otherwise stated)
6.4 Utilise ICT to reduce costs, improve operational efficiency, expand online and Cloud enabled services to make it easier for customers to access services and information.	Support the functions of Kildare County Council through innovative ICT solutions	Cyber Security - Implement systems and technologies to protect council assets and organise ongoing training programmes for staff awareness to the dangers of cybercrime.	Run staff IT security training	Aim for 90% attendance
			Change IT password policy	Applied to all staff

<p>6.4 Utilise ICT to reduce costs, improve operational efficiency, expand online and Cloud enabled services to make it easier for customers to access services and information.</p>	<p>Support the functions of Kildare County Council through innovative ICT solutions</p>	<p>Services to the Public - Develop a new public facing website for public interaction with the council to include public consultations, transaction processing and GIS.</p>	<p>Get third party to perform IT security risk assessment</p>	<p>Complete by Q2 2020</p>	
			<p>Launch new 'look and feel' council website</p>	<p>Complete by Q2 2020</p>	
			<p>Launch of new consultation portal</p>	<p>Aim to use consultation portal for all major consultations</p>	
			<p>Open data</p>	<p>Continue to deploy open data sets to data.gov.ie</p>	
			<p>CRM - develop new communications channels for public engagement</p>	<p>Start deployment of new CRM solution Q4 2020</p>	
			<p>Technical Support - Continue to deliver effective technical support to elected members and to staff in a cost effective and efficient manner.</p>	<p>Upgrade all Windows 7 machines to Windows 10</p>	<p>99% of Windows 7 machines upgraded to Windows 10 - Q3 2020</p>
				<p>Full deployment of o365 Teams</p>	<p>Teams available to all staff</p>
				<p>Virtualisation of all servers and fully hosted on resilient SAN environment</p>	<p>All physical servers virtualised by Q4 2020 and hosted on resilient SAN environment</p>

<p>6.4 Utilise ICT to reduce costs, improve operational efficiency, expand online and Cloud enabled services to make it easier for customers to access services and information</p>	<p>Support the functions of Kildare County Council through innovative ICT solutions</p>	<p>Deliver Internal Efficiencies - Continue to work closely with service delivery sections to improve information and transaction workflow.</p>	<p>Continue to use Business Process Improvement</p>	<p>Continued focus on key processes supporting Housing, Planning and Finance</p>
			<p>Implementation of new CRM solution</p>	<p>Replacement of legacy Sugar system with Microsoft Dynamics opportunity to review existing processes Q4 2020</p>
			<p>Development of an Enterprise reporting strategy</p>	<p>Use Microsoft Power BI for the development of all new enterprise reporting requirements</p>
		<p>Data Management - Deliver resilient systems that will assist the organisation to store, manage and process data in a compliant and effective manner.</p>	<p>Deployment of a new resilient SAN solution</p>	<p>Migration all physical servers to visualised environment hosted on a new resilient SAN with integrated backup solution with the potential to extend backup to the cloud. Q4 2020</p>
			<p>Data Governance</p>	<p>Access opportunities to create a data catalogue, initiate data classification and implement data retention policies through the migration of data from on premise to the cloud.</p>

Department/Service Area: Library and Arts

Service

Several key actions from Ideas Realised: Spreading the Word... Library Services Development Plan 2015 – 2019 and Arts Strategy 2018-2022 will be delivered on in 2020, including a review of the Library Services Development Plan.

The Library and Arts Service will deliver a high-quality range of learning, literacy, reader development, cultural, arts and heritage programming through the County Programming Team while also delivering on relevant elements of the Decade of Commemorations Programme and Kildare’s Creative Ireland Strategy.

Priority areas for 2020 are Children and Young People, to includes support for Music Generation, carrying out a review, audit and plan for the further development of Kildare County Council’s Municipal Art Collection. ‘Kildare Short Grass Film’ Festival will take place, showcasing the support that Kildare County Council has provided over the last decade. The biennial Dance Summer School will take place in St. Patrick’s College, Maynooth.

Corporate Plan Supporting Strategy	5-year objective (As per corporate Plan)	2020 Objective	Performance Standard	Performance indicator (end 2019 unless otherwise stated)
4.6 Continue to improve the well-being, learning, recreation and cultural needs of our community through participation in and development of our library, arts, heritage and culture services and programmes	To Deliver a library service which meets the information, learning, recreational and cultural needs of the community.	Support the Implementation of Arts, Heritage and Library Strategies		
		Review Library Development Plan	Average weekly opening hours	481 hrs library service per week across 15 service points
		Implement National Public Library Policy	Active Membership	23,554
		Tender for design led team to progress Kildare County Library and Archive Facility as part of	No. Visits to Libraries per head of population	3.14

4.6 Continue to improve the well-being, learning, recreation and cultural needs of our community through participation in and development of our library, arts, heritage and culture services and programmes

To Deliver a library service which meets the information, learning, recreational and cultural needs of the community.

Urban grant application process		
Progress remedial works to preserve the Local Studies building	No. of Issues per head of population	3.6
Redevelop Castledermot Community Library.	No. of social media followers across all platforms	Facebook 4,259 Twitter 2,807
Respond to outcomes of National LMS / eServices Tenders and develop libraryapp.	Number of events including outreach	7,315
Continue development and extension of online/24-hour services and technological innovations, ie 3D printers and virtual reality devices.	No of hits to website	522,121
Embed Library Workforce Plan, recruitment, training and integration of new staff	No. of Wifi and Public Access PC sessions	90,623
Action Marketing Plan 2020	No. of uses of online services	77,060
Implement a Community Digital Training Awareness Programme		
Continue to invest in quality leisure reading and educational support collections		

<p>4.6 Continue to improve the well-being, learning, recreation and cultural needs of our community through participation in and development of our library, arts, heritage and culture services and programmes</p>		<p>Deliver educational awareness programming on Climate and Energy Conservation</p> <p>Deliver targeting programmes including 'Toys, Technology and Training' etc</p>		
	<p>To Deliver a library service which meets the information, learning, recreational and cultural needs of the community.</p>	<p>Programme reader development events such as Kildare Readers Festival</p>		
		<p>Implement Kildare Collections Development Policy</p>		
		<p>Continue to work with communities to provide a high-quality range of cultural, heritage and arts programming across the county via the County Programming Committee.</p>		
		<p>Deliver on Decade of Commemoration Programme – 1920/2020</p>		

<p>4.6 Continue to improve the well-being, learning, recreation and cultural needs of our community through participation in and development of our library, arts, heritage and culture services and programmes</p>	<p>To Deliver a library service which meets the information, learning, recreational and cultural needs of the community.</p>	<p>Support the Government's Creative Ireland Cultural Strategy</p>		
		<p>Deliver on Kildare's Creative Ireland Strategy</p>	<p>No of bursaries awarded</p>	
		<p>Deliver Cruinniú na nÓg Programme of creativity for young people</p>	<p>No of participants</p>	<p>16</p>
		<p>Support and facilitate the delivery of major library capital projects in the County in Clane and Naas</p>		
		<p>Progress to construction phase Capital Project for library services in Naas.</p>	<p>Project Status</p>	<p>Project Timeline</p>
		<p>Tender for design led team for Clane Capital Project, Part 8 and tender for contractor</p>	<p>Project Status</p>	<p>Project Timeline</p>

4.10 To support Irish language and culture through implementing our Irish Language Scheme and related events and supports.		Promote and facilitate Irish language engagement opportunities		
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Corporate Plan Supporting Strategy	5 year objective (As per corporate Plan)	2020 Objective	Performance Standard	Performance indicator (end 2019 unless otherwise stated)
<p>4.6 Continue to improve the well-being, learning, recreation and cultural needs of our community through participation in and development of our library, arts, heritage and culture services and programmes</p>	<p>To further develop an Arts Service for Kildare County Council which supports a vibrant arts infrastructure that reaffirms the intrinsic value of the arts, enables public engagement and nurtures the artist</p>	<p>6.17 Support the Implementation of Arts, Heritage and Library Strategies</p>	<p>Number of arts grants and bursary awards</p>	<p>80 grants annually</p>
		<p>With the KWETB, support the development of Music Generation, a music education programme for children and young people</p>	<p>Number of artists, community groups and arts organisations supported</p>	<p>350 120</p>
		<p>To further promote Kildare as a 'film friendly' county and to support artists working in film</p>	<p>Number of artists on professional development, mentoring and training programmes</p>	<p>200</p>
		<p>To bring the Municipal Art Collection to more audiences and develop the collection, supporting artists</p>	<p>Number of members of the public attending events</p>	<p>10,000</p>
		<p>Through the Dance Summer School and seminar, provide a professional development opportunity for dancers and community practitioners, especially those working in Dance and Health</p>	<p>Number of social media followers and hits on social media links</p>	<p>8000</p>

Department/Service Area: Economic Development

The Business Support Unit of Kildare County Council incorporates the Local Enterprise Office and the Economic Development Team to form a central point of contact for all businesses in County Kildare. It nurtures a pro-business environment working with local businesses, key stakeholders and enterprise support organisations. The Business Unit in Kildare County Council works to make County Kildare an attractive and competitive location for setting up and doing business; thus, creating a strong and sustainable county economy with a strong focus on employment creation and on accessing external international markets.

If a business is relocating or expanding, or where an entrepreneur is starting a new enterprise, the Business Support Unit will be available to effectively guide and facilitate them through their journey.

Corporate Plan Supporting Strategy	5 year objective (As per corporate Plan)	2020 Objective	Performance Standard	Performance indicator (end 2018 unless otherwise stated)
2.1 Grow employment by supporting existing SME's growth and innovation plans, while maintaining a supportive environment that attracts and supports entrepreneurship	To strengthen the enterprise base and encourage job creation activities Promote entrepreneurship & provide an integrated support structure conducive to enterprise start up and growth	Increase the number of jobs created in Kildare through upskilling from training courses, financial assistance through LEO grant schemes & MFI loans, attracting & supporting new and existing businesses to/in Kildare	Number of jobs created.	285
		Increase the number of Grant Applications both Received & Approved.	Financial Activity Number of grants approved.	68 grants approved

		Increase the number of training courses and to develop programmes specific to entrepreneurs' current needs	No. training participants on training courses	1,653
		Maintain the number of Mentoring sessions to assist develop entrepreneur's business needs	NO. of mentoring sessions	421
		Increase the number of applications received and approved for online trading vouchers	No of online trading vouchers approved	40 Trading Online Vouchers approved.
2.10 Support creativity, innovation and enterprise in Kildare through effective stimuli for local entrepreneurship to leverage the innovative capacity of the County and retain talented people.	Promote and assist access to the agile and Innovation funds across all industry sectors	Increase awareness of the agile and innovation funds through LEO Kildare's communication and promotion channels.	No. of Innovation Vouchers availed of & € value of funds accessed by Kildare based companies	Reporting to commence in 2020
2.2 Work with strategic partners to deliver infrastructure and promotional campaigns to attract, sustain and expand foreign direct investment and major indigenous companies	Promote Kildare as location of choice for FDI Investment & support existing FDI companies in sustaining and expanding their business.	Support County Kildare to showcase the attractions of the county and to demonstrate that it is an outstanding area to establish and develop a modern business. The new gains will come from expansions of the existing base of foreign companies as well as new arrivals.	No of FDI companies in Kildare	28

<p>2.3 Support and promote growth opportunities for the equine industry in recognition of its central place as a unique feature of Kildare’s identity</p>	<p>Promote Kildare as “The Thoroughbred County”</p> <p>Pursue planning policies which protect the environmental qualities which have led to the development of Kildare as the centre of the equine industry in Ireland</p>	<p>To establish County Kildare as the “Centre of excellence for the bloodstock industry in Ireland. To discover, share and apply new knowledge that will enhance the health, performance and management of horses commensurate with the signature status of Kildare’s equine industry.</p>	<p>No. Employed In the Equine Industry</p> <p>No Visitors related</p> <p>No Training participants in Equine related programs</p> <p>No Start-ups in Equine Tech Hub</p> <p>Completion of an Equine Asset map of the County Establishment of an EQUINE Industry Forum</p>	<p>Reporting to commence in 2020</p>
<p>2.5 Consult with communities and collaborate with partners to enhance the public realm and design of our towns and villages and deliver projects and programmes that revitalise the local retail economy and rural hinterlands.</p>	<p>Facilitate and support the expansion and sustainment of the retail offering in County Kildare.</p>	<p>Successfully run a Retail Conference in 2019 to support retailers in Co. Kildare</p> <p>Increase number of applications for Shop Front grant Scheme</p> <p>Increase number of applications for Shop Front Competition</p> <p>Increase number of retailers engaging with Age Friendly Business Recognition Scheme</p>	<p>No. of retail Outlets in the County</p> <p>No. of Shops opting to use Shop Front grant Scheme</p> <p>No. of entrants in pride of place Shop Front Competition.</p> <p>No. of retailers engaging with Age Friendly Business Recognition Scheme</p>	<p>Reporting to commence in 2020</p> <p>33 Shop Front Grants approved</p> <p>Reporting to commence in 2020</p> <p>Reporting to commence in 2020</p>

		Increase awareness of initiative Purple brigade	No of MD'S Developing and promoting initiative Purple brigade	Reporting to commence in 2020
		Increase awareness of Enterprise Town initiatives	No. of MD'S Developing and promoting Enterprise Town initiatives	Reporting to commence in 2020
		Increase targeted promotion to grow take up of online retailing	No. of retail adopting online amongst our bricks and mortar retailers	Reporting to commence in 2020
2.4 Collaborate with local providers, communities and strategic agencies to develop, package and promote our tourism offering and leverage our location as part of Ireland's Ancient East, located on Dublin's Doorstep.	Support, co-ordinate and optimize the visitor experience potential and reinforcing a positive image encompassing, Equine, history, culture, food, retail and natural and built environment. Support the expansion/improvement of existing network of facilities in Tourism, Hospitality & Leisure Industry.	Manage and update asset map of Kildare on a quarterly basis	Completion of an Asset Map across the county	Reporting to commence in 2020
		Increase promotion of jobs opportunities through Kildare Economic Job Opportunities Database	Increased No. employed in the sectors associated with visitor experience	
		Increase number of courses, initiatives and events specifically related to Tourism, FDI & Equine.	No of Visitors as well as FDI and business start-ups in the County	

<p>2.8 Continue to work with partner agencies to support rural communities through skills development, enabling broadband delivery and supporting employment opportunities aligned to a rural lifestyle and setting.</p> <p>2.6 Support and promote growth opportunities from the Agri-food & drinks sector in recognition of its strength as a key economic drive in County Kildare</p>	<p>Increase economic activity and build sustainability into the rural economy</p> <p>Support increase development of rural enterprises in renewable energy and Green technology</p> <p>Encourage and support start up enterprises along the Blueway and greenways</p>	<p>Successfully run a Green & Sustainability Conference in 2020, specifically aimed at businesses in Kildare.</p> <p>Run a Green for Micro courses for LEO clients/ businesses in Kildare to adopt green processes within their operations</p>	<p>Increased numbers of rural enterprise and diversification initiatives</p> <p>Development of Agri-food – science network</p> <p>Development Agri-food – Hub</p>	<p>Reporting to commence in 2020</p>
<p>2.9 Working in collaboration with all education stakeholders, encourage and support skill development and talent retention required by employers in all sectors</p>	<p>Encourage and support upskilling, job mobility and enterprise creation management</p>	<p>Run courses & initiatives specifically aimed current demands to support upskilling, job mobility and enterprise creation management</p>	<p>No of people engaged in upskilling and training in business sector</p>	<p>Reporting to commence in 2020</p>

<p>2.0 To optimise the potential of Kildare and its businesses to innovate, invest, promote and sustain growth and employment, across our County and throughout our community.”</p>	<p>Contribute to the growth of the region and expand international reach</p>	<p>Identify and encourage new businesses which have the potential to develop and grow employment and export. Increase the progression of companies exporting through Export Enterprise Development Programmes, Technical Assistance for Micro Exporters Grant. Running a Innovation Conference for the Mid-East region to support growth within business. Increase awareness of High Potential or Export related initiatives.</p>	<p>No. Client companies exporting No. of clients accessing TAME vouchers No. of Innovation hubs developed in the County and Region No of hpsu startups transferred to Enterprise Ireland No. of Start-ups on Global ambition program No. of attendees at Regional Conference on INNOVATION.</p>	<p>Reporting to commence in 2020</p>
<p>2.11 Promote key aspects of the Green Economy including the adoption of appropriate alternative, sustainable and smart energy solutions including co-working hubs.</p>	<p>To provide opportunities to reduce car based commuting out of the County, through high quality co-working hubs enabling people to work remotely, temporarily or permanently</p>	<p>Create clusters of Innovation hubs in the County. Open the Mid-Eastern Region Innovation Think Space (MERITS) building to provide co-working incubation and accelerator space for technology entrepreneurs and technology businesses</p>	<p>% occupancy of MERITS</p>	<p>Measurement to commence on delivery of MERITS project</p>

Department/Service Area: Environmental & Water Services

The availability of quality environmental services is critical to securing economic investment, creating sustainable and attractive places, in ensuring health and wellbeing and in safeguarding the environment.

The Environment Department functions and objectives are managed in a sustainable manner in line with national and regional policies. Kildare is one of 12 counties which operate within the Eastern Midlands Region Waste Management Plan 2015-2021. The priorities for the region in 2020 will address waste reduction programmes, illegal activity and unaccounted for waste, construction and demolition waste and capacity challenges and dealing with sites with illegally deposited waste.

Kildare will continue to carry out its functions in accordance with the Environmental Protection Agency's (EPA) 'Recommended Minimum Criteria for Environmental Inspections' (RMCEI Plan) 2019. The plan identifies and prioritises enforcement activities.

Whilst actively working towards a more environmentally sustainable County, the department also educates citizens of all ages through school education programmes, through communication campaigns, and by working in partnership with neighbourhood improvement groups like Tidy Towns.

Water and wastewater functions are provided by Kildare County Council on behalf of Irish Water under the terms of a Service Level Agreement (SLA).

Corporate Plan Supporting Strategy	5 year objective (As per corporate Plan)	2020 Objective	Performance Standard	Performance indicator (end 2019 unless otherwise stated)
1.5 Drive climate change action and environmental protection through organisational and community awareness, supports, research and facilities	Provide for the maintenance of existing Civic Amenity sites to encourage the recycling of waste, and forward plan for new CAS's where deemed necessary and funding available.	Continue servicing of existing civic amenity and bring bank sites.	Number of civic amenity sites.	2
		Seek to increase number of bring banks via appropriate planning permissions.	Number of bring bank sites	40
1.6 Ensure continued robust enforcement, licensing, certification and regulation in environmental protection, planning, building control, fire safety and public health and safety in order to support our citizen's quality of life and the built and natural environment.	Ensure a high-quality environment through effective environmental enforcement activities.	Deliver revised Litter Management Plan.	New LMP agreed and in place.	Q4 2020.
		Continue programme of litter inspections/pollution surveys.	Number of litter inspections completed	2080
		Implement Waste Management Byelaws	Number of spot checks to support and facilitate the separation of waste at source	30
	Ensure the protection of rivers and public waterways and use enforcement legislation where necessary to prevent pollution.	To continue to use enforcement legislation	Number of complaints received in reporting year.	63
			Number of complaints investigated in reporting year.	74

		where necessary to prevent pollution.	Number of complaints resolved / closed in reporting year.	72
1.6 Ensure continued robust enforcement, licensing, certification and regulation in environmental protection, planning, building control, fire safety and public health and safety in order to support our citizen's quality of life and the built and natural environment.	Oversee the provision of waste collection on a County-wide basis, both domestically and commercially; and take enforcement action where necessary.	Maintain and improve number of households using authorised waste services.	Percentage of households who avail of a waste collection service	Reporting to commence 2020
		To continue monitoring and enforcement of waste permits / waste facility permits.	No of spot checks for compliance.	Reporting to commence 2020
	Plan for long-term cemetery needs of the county and maintain existing cemeteries	To continue to provide funding for cemetery maintenance, improvement and expansion programme.	No of burial grounds being maintained. Number of burial grounds with improvement works completed	32 Ongoing.
	Ensure the control of dogs.	To administer council's obligations under the control of horses and dog's legislation.	Work on dog pound extension complete.	Completed Q1 2020.
		To promote the requirement to hold a dog license.	No. dog licences issued/ renewed.	5338
	Ensure the protection of the general public against derelict sites.	To maintain the derelict sites, register and implement the provisions of the Derelict Sites Act.	No. of entries in Derelict Sites Register	14

			No. of statutory notices served	22
	Kerdiffstown Remediation Project - Management and Remediation of former landfill site.	To continue to progress the development of the Kerdiffstown site as a public park	Programme of works agreed and being implemented	Ongoing
1.10 Support and incentivise positive community actions that improve our environment and mitigate climate change	Support and recognize environmental protection through community awareness, supports, incentives and facilities	To continue to support greater environmental awareness through school's education and awareness programmes, neighbourhood improvement programmes such as Tidy Towns, Community Clean-Ups, and the provision of promotional material and support.	Number of participants in Tidy Towns Network. Number of schools participating in environmental campaigns (e.g. Green schools)	39 100
		To trial a reverse vending scheme for plastic beverage bottles	Pilot scheme in operation	Naas MD- 2020

<p>6.7 Continue to support strong audit, financial, risk, data and corporate governance, transparency and reporting systems to build public confidence, transparency, maximise efficiency and ensure compliance with our obligations.</p>	<p>Ensure the public's right of access to environmental information (AIE)</p>		<p>No. of Access to Information on the Environment requests.</p>	<p>21</p>
<p>1.8 To protect and improve water quality through implementing River Basin Management Plans and supporting the Multi Annual Rural Water Programme for the County</p>	<p>Rural Water Provision of Support/Advice to Group Water schemes and small private supplies through Govt grants and Liaison with Irish Water.</p>		<p>Level of Spend under Rural Water Multi Annual Programme 2019-2021</p>	<p>Allocation of €414,000 for life of programme</p>
			<p>No of well grant applications processed</p>	<p>47</p>
<p>5.5 Facilitate and support Irish Water in their Delivery of significant capital investments in the County</p>	<p>Provide Water and wastewater functions on behalf of Irish Water under the terms of a Service Level Agreement (SLA).</p>	<p>Continue to provide Water and wastewater functions on behalf of Irish Water under the terms of a Service Level Agreement (SLA).</p>		<p>Ongoing</p>

Department/Service Area: Planning and Strategic Development

The Kildare County Development Plan (CDP) was adopted in 2017 and underwent a two year review during 2019. Following on from the adoption of the Regional Spatial and Economic Strategy (RSES) by the Eastern & Midland Regional Assembly during 2019, the council is currently preparing a variation (Variation No.1) to the CDP to incorporate the required changes to the Core Strategy and to the Population Projections contained within the CDP.

Due to the effect of the adoption of the RSES, all Local Area Plan reviews had to be paused. The Naas Local Area Plan is expected to be recommenced and completed in 2020. Work will also continue on the Athy Local Area Plan and will commence on the Maynooth Local Area Plan and on the Kildare Town Plan. It is also expected to commence preparatory work in relation to the review of the County Development Plan 2023 – 2029.

The Public Realm and Strategic Projects Team joined the Planning and Strategic Department in December 2019. Through evidence-based data and urban design analysis, the team in collaboration with Communities develop transformative Public Realm/ Urban Design solutions to create more vibrant and livable town and village centers from concept right through to construction. With several successful applications already made to the Rural Regeneration and Development Fund and the Urban Regeneration and Development Fund, these projects are being progressed to construction stage, with additional applications to both the RRDF and URDF submitted in 2020.

The Planning Department continues to deal with planning applications of varying sizes and levels of complexity. Pre-planning meetings are designed to deal with prospective applicants for large scale residential or commercial developments, and the department will continue to facilitate pre-planning meetings during 2020.

Monthly pre-planning clinics dealing specifically with prospective applicants for one-off houses or small-scale commercial developments will continue in 2020.

Applications for Strategic Housing Developments are made directly to An Bord Pleanála, and the department will continue to engage with the Board on such developments.

Preparations will also commence for the proposed nationwide introduction of E-Planning. Changes in how the council manages public consultation processes are expected to take place in 2020.

Reports of unauthorized development will be pursued, and appropriate enforcement action taken. Where necessary, cases will be referred for legal action.

A County Heritage Plan was completed during 2019. In 2020 the Heritage Officer will continue to implement actions arising from this Plan. During 2020 the Conservation Officer will continue to facilitate the roll-out of the Built Heritage Investment Scheme and Structures at Risk Schemes as approved by the Department of Culture, Heritage and the Gaeltacht.

Local heritage and conservation will be promoted to ensure that they receive due consideration at local level.

Corporate Plan Supporting Strategy	5-year objective (As per corporate Plan)	2020 Objective	Performance Standard	Performance indicator (end 2018 unless otherwise stated)
5. "Continue to plan, deliver and maintain key infrastructure in our County that sustains mobility and access and positions Kildare to achieve sustainable growth."	To ensure effective, proper planning and sustainable, balanced development of urban and rural areas	To progress all statutory forward planning processes in line with statutory deadlines and the County Development Plan	Variation of Kildare County Development Plan	Complete by 31/12/20
			Review of Kildare County Development Plan	Complete by 01/02/23
			Local Area Plans Naas Athy Kildare Town Maynooth	To be commenced during 2020
5.6 To ensure planning policy and development management support consolidated urban development and the reuse and regeneration of land and buildings in order to make making the provision of key		To initiate a review of the Development Contribution Scheme during 2020	Review of Development Contribution Scheme 2015-2022	To commence review of scheme in 2020

public services sustainable				
1.6 Ensure continued robust enforcement, licensing, certification and regulation in environmental protection, planning management and control, building control, fire safety and public health and safety in order to support our citizen's quality of life and the built and natural environment.	To ensure effective, proper planning and sustainable, balanced development of urban and rural areas	To ensure effective development management and development control activities to support the ongoing proper planning and sustainable development of the County	Processing of Planning applications	1,596 applications 1,288 decisions issued
			% of Planning enforcement cases closed (against no. of cases that were investigated)	49.2% (2018)
			% of applications where the decision was confirmed (with or without variation) by an Bord Pleanala	84.93% (2018)
			Buildings inspected as a percentage of new buildings notified to the local authority	17.89% (2018)
			Cost of the Planning service per capita	€35.44 per person (2018)
			Pre-planning meetings	222 commercial meetings
				143 one-off housing meetings
				10 pre-planning clinics
Section 5 (exempt Development) declarations	36 decisions issued			

Strategic Projects & Public Realm				
2.5 Consult with communities and collaborate with partners to enhance the public realm and design of our towns and villages and deliver projects that revitalise the local economy and rural hinterlands.	To conduct a "health check"/ urban design analysis of settlements and develop an associated Town/ Village Renewal Plan in line with the County Development Plan and an agreed programme across Municipal Districts	To progress reviews of settlements (towns and villages) throughout the County during 2020	No of settlements reviewed per year in line with agreed programme.	10 in progress during 2020
	To maximise public participation and collaboration in informing design and project proposals for each Town and Village	To progress extensive public consultations during 2020 to maximise the relevance, quality and impact of projects in addressing the needs of towns and villages	No of public consultation events held per year and no of associated submissions received,	17 planned for 2020
	To actively pursue funding opportunities for projects that revitalise the County's towns and villages	To submit further funding applications to expand the programme of approved projects under the Strategic Projects and Public Realm Programme beyond 2020	Total value of funding approvals annually.	€5m being sought over 2 RRDF applications in 2020

<p>5.2 Promote and support the use, development and maintenance of sustainable transport alternatives including walking, cycling and public transport in collaboration with key transport stakeholders and agencies</p>	<p>To deliver projects that revitalise the local economy and rural hinterlands of the County's Towns and Villages, including greenway and blueway projects. To create an increased sense of place, where sustainable transport and modal shift is prioritised.</p>	<p>To progress delivery of programme of approved funded projects under the Strategic Projects and Public Realm Programme</p>	<p>Funding spend per annum on completed projects Value of active projects on hand at year end.</p>	<p>Reporting to commence in 2020</p>
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Department/Service Area: Community Services

Community and Cultural services develop, and lead initiatives aimed at providing civic leadership and opportunities for community engagement. Community & Cultural Services section continues to support community leadership and engagement through Community grants, Community Development supports, Comhairle na nÓg and the Kildare Age Friendly County Programme, in addition to co-ordinating the participation of Kildare Sports Partnership, Parks and Landscaping, Tourism promotion, Joint Policing Committee, Integration Strategy, Public Participation Network and others.

Kildare Local Community Development Committee (LCDC) aims to achieve a more strategic, joined-up approach to local and community development. The Local Economic and Community Plan (LECP) which was completed in December 2015, provides the framework for community and economic development for the county. Work is commencing to review the actions of this plan. Kildare LCDC continues to provide oversight and leadership to the implementation of two national programmes a) Social Inclusion Community Activation Programme (SICAP) b) Rural Development LEADER Programme and emerging funding streams such as Healthy Ireland, Community Enhancement Programme.

The Parks Department provides Kildare County Council's landscaping service. This section also delivers a wide range of work across the county related to provision, design and maintenance of recreation and amenity facilities. The main priorities for 2020 are:

- Delivery of playgrounds in Castledermot & Allenwood
- Commence preparation of masterplan for amenity lands in Sallins and Carton Avenue, Maynooth
- Design for Boardwalk in Newbridge
- Commence detail design for Cherry Avenue Park
- Pilot scheme for reduction of glyphosate
- Develop a monastic garden in Kildare Town
- Develop a sensory garden in St Catherine's Park

The Community Development Team actively engages with communities to identify needs source funding and build capacity to enable those communities to meet their needs. The team works from a social inclusion perspective and is involved in the following key activities

- Community workers assigned to identify local authority estates under a social inclusion remit.
- Age Friendly Programme
- Athy Community Enterprise Centre
- Kildare County Pride of Place

Corporate Plan Supporting Strategy	5-year objective (As per corporate Plan)	2020 Objective	Performance Standard	Performance indicator (end 2019 unless otherwise stated)
4.1 Enhance social inclusion, community participation and development through training, awareness, capacity building, community grants and awards in collaboration with the PPN and LCDC.	To work to enhance community participation and achieve citizenship through capacity building and training in conjunction with the PPN	Promote increased participation	No. of PPN Members	826 (2018)
		Encourage representation	No of PPN representatives to KCC & related structures	30
	To Promote consultation and communication through partnership with employees and citizens	Arrange social events	No of events in Social Inclusion Week	22
		Arrange information sessions	No of PPN Information Sessions regarding supports available	11
	To develop the community leadership role of the council through the Local Community Development Committee (LCDC)	To ensure that Kildare LCDC continues to run effectively and efficiently	Sustain the current no of meetings annually by LCDC and its supporting sub-committees (3-4)	20 meetings
	4.0 To empower all citizens to participate in safe and inclusive communities and access services and supports that make a positive difference in their lives.	To support the work of the Strategic Policy Committees	Areas for attention will be identified in the 2020 Work Plan at the inaugural meeting of the new committee in March.	No of policies, strategies and schemes reviewed and developed by Strategic Policy Committee
Residents Associations: To continue to work with existing community residents' associations and support the development of new residents' associations.		Residents' Associations grants scheme will be run for local authority and private estates in 2020.	No. Resident Association Groups applications	325

4.0 To empower all citizens to participate in safe and inclusive communities and access services and supports that make a positive difference in their lives.	Continue to promote social inclusion and community development as good practice in all Project estates.	Continue promotion	KCC priority project estates supported.	10
	Support groups to participate in local and national award competitions to highlight best practice and encourage participation.	Continue to support participation	Over 30 groups participate in the annual Pride in your Place Competition.	30
		Continue to support participation	Over 20 gardens qualified for the Best Kept Garden Competition.	20
		Continue to support participation	Over 10 young people participate in the Youth Endeavour Awards.	10
4.1 Enhance social inclusion, community participation and development through training, awareness, capacity building, community grants and awards in collaboration with the PPN and LCDC.	Supports in the preparation of project proposals/accessing grants/funds for identified projects. E.g. community festival LPT etc..	Continue to support and promote participation	No of applications for LARA grants	74
4.8 Oversee and collaborate with partner agencies in the LCDC to implement a joined up, cross sectoral approach to local and community development programming, particularly targeting the most excluded.	Multi Agency Group established for targeted estates in the County to highlight gaps in service provision	Continue to work with targeted estates	At least 4 meetings per year.	4
	To continue to focus on social inclusion as a means of tackling poverty and disadvantage	To ensure that the Kildare SICAP programme is delivered in line with the agreed plan 2020	No of persons supported annually No of groups supported annually Bimonthly LCDC Reports Annual review complete Yes/No	781 52 Yes

<p>6.11 Facilitate youth participation in policy development through Comhairle na nOg.</p>	<p>To continue to support the work of Comhairle na nOg under the national policy framework “Better Outcomes Brighter Futures 2014-2020”</p>	<p>Continue support</p>	<p>No of Second-level schools participated in Comhairle</p>	<p>31 (2018)</p>
<p>4.11 Promote and recognise cultural differences in planning and decision making by understanding needs, agreeing actions and including more diversity in decision making structures.</p>	<p>To continue to develop a more inclusive and inter-cultural society in the county through the implementation of the Co Kildare Integration Strategy 2019-2024</p>	<p>Implement new strategy</p>	<p>Successful Africa Day, Inter-cultural event held in Athy May 2019</p>	<p>Reporting to commence in 2020, following development and adoption of new Integration Strategy</p>
		<p>Implement strategy</p>	<p>Develop and implement a Traveller and Roma Inclusion Strategy to support communities.</p>	<p>Strategy adopted in 2019</p>
<p>2.7 Develop and leverage opportunities for community, cultural and economic developments through Twinning and strategic engagement with our Diaspora</p>	<p>Twinning: Strengthen and develop Kildare cultural relationships across the world. Providing support to twinning throughout the County. Continued implementation of the twinning policy and committee oversight.</p>	<p>Develop website</p>	<p>No of active twinning groups in County</p>	<p>17</p>
<p>2.8 Continue to work with partner agencies to support rural communities through skills development, enabling broadband delivery and supporting employment opportunities aligned to a rural lifestyle and setting.</p>	<p>To support and facilitate existing and alternative agricultural and rural based economic activities</p>	<p>To ensure that the LEADER programme is delivered in line with the Local Development Strategy and priorities for 2020</p>	<p>Leader Projects supported:</p>	<p>8</p>

4.4 To facilitate the provision of recreation, sports and open space facilities in the County and educate and build the capacity of the entire community to participate in healthier lifestyles	To promote access to community-based sports and recreational opportunities	Continue to promote opportunities	Cumulative total of playgrounds/skateparks/outdoor gyms facilitated and/or maintained by the Council	Playgrounds 30, Outdoor Gyms11, Skateparks 3.
		Organise and hold annual playday event	Cumulative attendance at Annual Play Day over Corporate Plan lifetime	3,000 (2019)
		Continue to promote participation	Annual participation in Kildare residents engaged in sports and physical activities.	30,000
		Continue to provide upskilling	No of volunteers receiving upskilling annually	1,250
3.10 Work with Partner agencies to identify, plan and deliver social infrastructure such as schools, childcare, medical services, recreation and community facilities to meet the needs of our young, growing and diverse population.	To seek the delivery of physical and community infrastructure in conjunction with high quality residential developments to create quality living conditions	Continue to access funding to support capital initiatives	Annual funding to support small scale capital initiatives in residential areas (subject to funding approved by Dept. of Rural and Community Development)	
		Upgrade St Cocoa Athletic Track in Bawnogues	Appoint contractor to complete works	Complete works as outlined
4.1 Enhance social inclusion and community participation and development through training, awareness, capacity building, community grants and awards in collaboration with the PPN and LCDC.	To support the development of sustainable communities through active intervention in facilitating community lead projects	Community and festival grants schemes will be run in 2020.	No of individual grants awarded	1,000
		Grants information nights will be organised through PPN.	No of information sessions	11

<p>4.4 To facilitate the provision of recreation, sports and open space facilities in the County and educate and build the capacity of the entire community to participate in healthier lifestyles</p>	<p>To support the development and enhancement of local sports, leisure, recreational and arts facilities</p>	<p>Support ongoing programme for delivery maintenance and management of playgrounds</p>	<p>Construct Castledermot & Prosperous Playground. Complete Part 8 and tender for construction of Allenwood, Tender for upgrade to St John of God Playground. Commence redesign of Leixlip Playground. Install CCTV in Newbridge skatepark</p>	<p>Completion of works as outlined</p>
		<p>Implement the adopted the Play Policy for the County</p>	<p>Develop design guidelines for playgrounds in residential developments</p>	<p>Completion of guidelines</p>
<p>1.7 Continue to improve and maintain the appearance of our County with the cooperation of our communities.</p>	<p>To enhance and develop the appearance and environment of Kildare</p>	<p>Develop a Parks and Open Spaces Strategy for the County including best use of recreational facilities</p>	<p>Complete tender for consultants to develop strategy. Liaise with Planning and Sports Partnership re requirements for strategy</p>	<p>Presentation of a draft strategy</p>
		<p>Carry out a Tree Works Programme for the county</p>	<p>Tender for works</p>	<p>Completion of works</p>
		<p>Prepare Masterplans for Carton Avenue, Maynooth, Sallins Amenity Land & Monread Park, Naas</p>	<p>Tender for consultants to prepare the masterplan</p>	<p>Completion of tender and appointment of consultants</p>
		<p>Implement masterplan for Cherry Avenue Park, Kildare</p>	<p>Tender for consultants to prepare detail design</p>	<p>Appointment of consultants to prepare design</p>
		<p>Develop a community tree planting initiative</p>	<p>Identify pilot sites</p>	<p>Implement pilot projects across the county</p>

1.7 Continue to improve and maintain the appearance of our County with the cooperation of our communities.	To enhance and develop the appearance and environment of Kildare	Continue grass maintenance of approach roads and open spaces in the county	Maintain grass contract areas across the county	Completion of grass contracts
		To enhance and regenerate Kildare's towns and villages by improving streetscapes and public realm and creating urban places and spaces.	Landscape Caragh Court Roundabout and replant Kilcullen & Monasterevin Roundabouts, Summer Bedding Leixlip, Design for amenity land in Athgarvan, Install Monastic Garden in Kildare Town, Landscaping works at Moate of Ardsnull, Design for Newbridge Boardwalk	Complete works as outlined
			Reinstate Riverforest Bowl,	Completion of work
			St Catherine's Parks - upgrade seating & complete Sensory Garden	Completion of work
1.1 To protect, conserve and promote our County's natural and built heritage & identify and support biodiversity for the benefit of our policies, people and our environment	To protect and maintain the natural environment of Kildare and change management of amenity & recreation areas to mitigate and adapt to climate change and benefit biodiversity, subject to funding and resources	Develop a community tree planting initiative	Identify pilot sites	Implement pilot projects across the county
		Continue conservation of key sites within the county	Conservation of Spa Well to be progressed in 2020.	Completion of annual maintenance and progress conservation of the spa well Leixlip
			Prepare Conservation Plan for Oldtown Gardens, Naas and Castletown Woods, Celbridge	Complete Conservation Plans
			Update conservation plan for the Wonderful Barn	Complete revision

	To protect and maintain the natural environment of Kildare and change management of amenity& recreation areas to mitigate and adapt to climate change and benefit biodiversity, subject to funding and resources		Design of Tree Planting Pits in Pairc Mhuire	Complete design for tree pit
			Develop standard Signage Scheme for Liffey Linear Park	Complete brief for consultant to develop design
			Install pilot public water point in Lourdesville Playground	Completion of pilot
1.11 Develop and incorporate a programme to increase management of amenity areas to mitigate and adapt to climate change and benefit biodiversity subject to funding and resources	To protect and maintain the natural environment of Kildare and change management of amenity& recreation areas to mitigate and adapt to climate change and benefit biodiversity, subject to funding and resources	Pilot areas for reduced application of Glyphosate and change in grass cutting methods and frequency	Identify pilot sites and implement and monitor results	Completion of pilot study
4.3 Continue to support the active inclusion of people through the delivery of Age Friendly Programmes in partnership with the National Shared Services Centre	To lead and support the Kildare Age Friendly County Programme (and act as regional lead for South East region) which is being developed and overseen by the Kildare Age Friendly Alliance supported by Age Friendly Ireland	To continue to monitor and support the implementation of the Kildare Age Friendly County Strategy 2019-2021 and to work closely with Age Friendly Ireland as the South East regional lead.	Continue to support Kildare Alliance and agree 6 monthly work programmes. Annual report published identifying progress in key objectives from the Kildare strategy. Support given to national shared service centre and SE counties as agreed with Age Friendly Ireland	Work programmes implemented. Annual report published and distributed. 2 Alliance meetings held.