



COMHAIRLE CONTAE
CHEATHARLACH

CARLOW COUNTY COUNCIL



Annual Service Delivery Plan 2025



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OUR MISSION



Through strong leadership we will promote the well-being of our people, quality of life in our communities and enhance the attractiveness of Carlow as a place in which to live, work, visit and invest, whilst upholding the highest standards of honesty, integrity and accountability.



OUR CORE VALUES



Democratic & Civic Leadership

We provide clear, effective, democratic and civic leadership, informing, listening and responding to local people.



Respect

We treat all persons fairly and have regard to their needs and concerns.



Social Inclusion

We respect cultural and ethnic diversity and are committed to the principles of equality of access, participation and outcomes for all in relation to service delivery.



Accessibility

We are committed to the principles of Universal Access.



Quality Services / Customer Care

We strive for continuous improvement in our service delivery including internal and external communications, with a strong customer and citizen focus and we ensure that all services are customer and user driven.



Partnership

We work positively with other agencies and local communities.



Transparency, Accountability & Integrity

We maintain the highest standards of conduct and probity, are open, accountable, objective and make impartial decisions in the public interest.



Our Employees

We value our employees and are committed to developing a loyal, flexible and innovative workforce in a continuing positive work environment.



Innovation

We are open to new ways of doing business which will add value and / or improve efficiency in service delivery.



Value for Money/Maximising Resources

We are committed to the most efficient and effective use of available resources to provide a quality service, whilst ensuring value for money.



Sustainability

We work in ways that will not constrain the current or future needs of the people and communities of County Carlow.



Pride

We take pride in our work and in the leadership role of Carlow County Council in the economic, social, cultural and environmental development of the county.



INTRODUCTION

Section 50 of the Local Government Reform Act, 2014, established the requirement for each local authority to prepare an Annual Service Delivery Plan identifying the services that it proposes to deliver to the public in the year ahead.

Carlow County Council's Annual Service Delivery Plan 2025 is formulated in the context of the overarching vision of the Corporate Plan 2024-2029. The Corporate Plan sets out the Mission, Strategic Priorities and Strategic Objectives of Carlow County Council over a period of five years.

The Annual Service Delivery Plan underpins these objectives and identifies, with measurable targets, the key services which Carlow County Council intends to deliver over the course of the year.

The activities included in the Service Delivery Plan take account of the priorities agreed during the annual budgetary process and will be subject to the expenditure service and subservice cost centers as set out in the Annual Budget 2025.

This Service Delivery Plan is structured by directorate and service division as identified in the Budget.

- **Corporate Services, Planning, Economic Development, Regeneration, and ICT**
- **Transportation, Environment and Climate Action, Capital Projects, Building Control and Emergency Services.**
- **Community Development, Recreation, Amenity, Sports, Arts & Culture, Libraries, Museum & Heritage**
- **Housing and Integration**
- **Finance**

Coilín O Reilly
Chief Executive

ORGANISATIONAL RESOURCES

The Budget for the year ending 31st December 2025 was presented to and approved by the Members on 2nd December 2024, it provides for a total expenditure of €81,387,520m. A full breakdown of the Council's Budget for 2025 is available by searching Annual Budget on www.carlow.ie.

The following table depicts Revenue Expenditure by Service Division.

Division	Service Description	Budget 2024	Budget 2025	% of Budget
A	Housing & Building	23,912,941	27,147,034	33%
B	Road Transport & Safety	17,611,765	17,420,256	21%
C	Water Services	4,390,060	4,074,012	5%
D	Development Management	9,607,370	9,629,573	12%
E	Environmental Services	9,552,275	10,395,753	13%
F	Recreation & Amenity	5,883,488	6,011,823	7%
G	Agriculture, Food & Marine	299,729	304,235	0%
H	Miscellaneous Services	6,503,072	6,404,835	9%
Total		€77,760,700	€81,387,520	100%

One of the Council's major sources of income is commercial rates and is estimated to be €16 million in 2025. The Annual Rate on Valuation (ARV) is €0.27 in 2025. In addition, the Local Property Tax allocation for 2025 amounts to just over €9.1 million. This Service Plan focuses on the principal services delivered on a day-to-day basis and funded from the Revenue Budget.



STRATEGIC OBJECTIVES AND SUPPORTING STRATEGIES

The Council’s strategic objectives as set out in the Corporate Plan 2024-2029 listed below, are high level objectives which range across all directorates and functions of the Council. All staff will have regard to these strategic objectives in their interactions with all stakeholders.

Division	Service Description
1. To achieve balanced and sustainable development	<p>Having regard to the County Development Plan 2022-2028, further develop Carlow in a balanced manner, through progressive planning and the provision of essential infrastructure.</p> <p>To promote sustainable economic development for Carlow to be a good location for investment and job creation.</p> <p>To promote the switch to sustainable transport modes and increase active travel</p>
2. To continue to facilitate and support sustainable housing delivery to meet the needs of our communities	<p>To deliver on the Housing For All programme to effectively plan for and meet the housing needs of all our citizens.</p>
3. To support our communities to develop sustainably	<p>To engage with and support communities to develop community assets to enhance the quality of life for all.</p> <p>Support interagency initiatives to create safe, welcoming and connected communities.</p>

Division	Service Description
4. To deliver quality customer services that are efficient, effective and accessible	<p>To continue to improve how we deliver our services, providing value for money and accountability for decisions and expenditure.</p> <p>To keep citizens informed of the diverse range of services provided by Carlow County Council and how they can be accessed.</p> <p>To have regard to the National ICT and Digital Strategy in maximising the use of technology and implementing best practice to improve our services.</p> <p>To have regard to the Local Government Code of Governance and ensure compliance with statutory obligations, including inter alia, GDPR, Protected Disclosures and FOI etc..</p>
5. To support and enhance local democracy	To support the Elected Members and community representatives in carrying out their roles within our democratic structures.
6. To protect our environment, built and natural, and have regard to our responsibilities to the planet	To have regard to our Climate Action Plan, Bio-diversity Action Plan and Heritage Plan obligations in the delivery of our services, projects, plans and policies.

SUPPORTING STRATEGIES AND ACTIONS

Corporate Affairs, Human Resources, Planning, Regeneration, Health & Safety, Economic Development and ICT		
Functional Area	Performance Goals	Supporting Programme
Corporate Affairs	To provide corporate governance leadership to the Elected Members, employees and customers	<ul style="list-style-type: none"> • Ensuring all returns and declarations are submitted • Regular and effective monitoring of data and returns
Corporate Affairs	Manage Major Organisational Change	<ul style="list-style-type: none"> • Anticipate change and plan for same through the Cross Functional Team • Continue to implement the Modernisation agenda in co- operation with Management, Staff and Unions
Corporate Affairs	Deliver quality services to our customers.	<ul style="list-style-type: none"> • Ensure implementation by all employees
Human Resources	Recruitment, training and development of a sufficient number of qualified staff to meet the existing and future needs of the organisation	<ul style="list-style-type: none"> • Adopt a Strategic Human Resource approach, employing best practice in relation to the recruitment, training and development of staff • Maintain stable industrial relations • Ongoing workforce planning • To be an employer of choice
Human Resources	Workforce Planning	<ul style="list-style-type: none"> • To implement the provisions of the Workforce Plan
Planning	Forward Planning: To ensure effective, proper planning and sustainable, balanced development of urban and rural areas.	<ul style="list-style-type: none"> • To monitor implementation of the Carlow County Development Plan 2022-2028 and possible variations required to the Plan. • Conclude reviews of Local Area Plans for Tullow and Muine Bheag / Royal Oak.

Corporate Affairs, Human Resources, Planning, Regeneration, Health & Safety, Economic Development and ICT		
Functional Area	Performance Goals	Supporting Programme
Planning	Development Management and Enforcement: To ensure effective, proper planning and sustainable, balanced development of urban and rural areas through efficient development management services.	<ul style="list-style-type: none"> • Percentage of applications where the decision was confirmed (with or without variation) by An Bord Pleanála • Process planning applications, declarations, and Part VIII consultations efficiently and in compliance with relevant legislation. • To continue to provide expertise and guidance through the pre-planning service • Number of pre-planning meetings held. • Monitor and report on compliance within the statutory timeline • Percentage of compliance requests resolved within statutory timelines. • Percentage of planning enforcement cases closed (against the number of cases that were investigated)
Planning	Encourage the redevelopment and regeneration of lands zoned for residential purposes encourage the reuse of Vacant Properties / Sites and improvement of Derelict Sites.	<ul style="list-style-type: none"> • Implementation of Residential Zoned Land Tax Provisions. • Number of properties reactivated due to RZLT provisions. • Maintain and update the Derelict Sites Register. • Number of derelict sites removed from the register • Number of areas / sites redeveloped utilising rural and urban regeneration funding
Planning	Undertake a Review of the Development Contribution Scheme.	<ul style="list-style-type: none"> • Adoption of Development Contribution Scheme in 2025
Planning	Enhance Customer Services through the deployment of new technology.	<ul style="list-style-type: none"> • Continued implementation of eplanning. Digitise historical files to improve accessibility and transparency.



Corporate Affairs, Human Resources, Planning, Regeneration, Health & Safety, Economic Development and ICT		
Functional Area	Performance Goals	Supporting Programme
Economic Development	To promote Economic sustainability, development and enhancement of County Carlow Enterprises by delivery of the Enterprise Ireland Service Level Agreement in respect of the Local Enterprise Office suite of capacity development supports and grants.	<ul style="list-style-type: none">• Fostering an enterprise culture in County Carlow by engagement• Annual Employment Survey• Enterprise Ireland Scorecard Metrics Achieved• Annual Review of LEO Metrics & Impact• Annual Review of Economic Development & Business Support Strategy
Economic Development	To support community organizations who host community led festivals and events which attract external visitors and to host a Council led festival & event programme	<ul style="list-style-type: none">• Number of Festival & Events Grants Awarded• Number of events hosted by Carlow County Council
Economic Development	To support commercial property owners to enhance their streetscape and customer experience across County Carlow	<ul style="list-style-type: none">• Number of Streetscape Grants provided• Development of Age Friendly Business Programme• Delivery of Shop Local/Shop Carlow Programme
Economic Development	To support the development of Tourism Enterprises in County Carlow via delivery of an Annual Programme with Carlow Tourism	<ul style="list-style-type: none">• Financial Assistance provided to Carlow Tourism• Agreement & Monitoring of Carlow Tourism of Annual Plan• Engagement with Carlow Tourism in respect of Tourism Strategy delivery
Economic Development	To support the development of Business Parks, Enterprise Centres & Connected Hubs	<ul style="list-style-type: none">• Sustainable development of Carlow Community Enterprise Centres CLG• Development of applications under the RRDF Scheme (Presentation House) & SMART Regions (Catalyst Campus).• Examine the potential for the development of business parks.

Corporate Affairs, Human Resources, Planning, Regeneration, Health & Safety, Economic Development and ICT		
Functional Area	Performance Goals	Supporting Programme
Economic Development	To support the delivery of European Union directly funded projects which enhance nationally and locally resourced programmes by Carlow County Council	<ul style="list-style-type: none"> • Development of EU Project Application as an association partner. • Delivery of EU Project funding on a cross functional basis.
Economic Development	To support the South East Agenda by active participation in the Ireland South East Project	<ul style="list-style-type: none"> • Implementation of the Regional Jobs Plan • Development of applications for the Regional Enterprise Development Fund
Economic Development	To conduct and support promotional campaigns for County Carlow focused on investment and visitors	<ul style="list-style-type: none"> • Support the delivery of visitor focused marketing campaigns via supporting Carlow Tourism in the delivery of County Promotional Campaigns • To develop inward investment marketing materials via a co-operative approach
Town Centre First & Regeneration	Implementation and delivery of Town Centre First Policy	<ul style="list-style-type: none"> • Preparation and approval of Muinebheag Town Centre First Plan. • Secure funding to progress projects identified in approved Town Centre First Plans
Town Centre First & Regeneration	<p>To collect, monitor and assess vacancy data locally.</p> <p>Use data to actively engage with property owners and promote schemes to encourage activation of properties</p>	<ul style="list-style-type: none"> • Complete surveys in all housing estates • Reach targets as set by the Department of Housing, Local Government and Heritage
Town Centre First & Regeneration	To actively communicate, promote and lead on the uptake of various initiatives, schemes, and funding to address vacancy and bring vacant properties into residential use	<ul style="list-style-type: none"> • Continue to promote and roll out the following initiatives and schemes <ul style="list-style-type: none"> – Croi Conaithe Vacant Property Refurbishment Grant and Ready to Build Scheme, Repair & Lease Scheme and Buy & Renew Scheme.



Corporate Affairs, Human Resources, Planning, Regeneration, Health & Safety, Economic Development and ICT		
Functional Area	Performance Goals	Supporting Programme
Town Centre First & Regeneration	To enable the redevelopment and re-use of vacant and derelict properties	<ul style="list-style-type: none">• Reach targets to commence Compulsory Purchase Orders as set by the Department of Housing, Local Government and Heritage
Town Centre First & Regeneration	Optimise available funding streams	<ul style="list-style-type: none">• Prepare and submit funding applications in line with National Calls• Delivery of projects under various funding streams
ICT	<p>To provide a class leading IT Infrastructure</p> <p>Support the functions of Carlow County Council through innovative ICT solutions</p>	<ul style="list-style-type: none">• Implementation of IT and Digital Strategy• Ensure that measures outlined in the supporting strategies are implemented in an innovative way
Health & Safety	<p>To provide a healthy and safe working environment</p> <p>To ensure in so far as is reasonably practicable, the Safety, Health and Welfare at work of all employees.</p>	<ul style="list-style-type: none">• Continuous review, updating and implementation of Safety Statements etc.To raise awareness of Health & Safety at work through the provision of training and staff wellbeing programmes



Housing and Integration		
Functional Area	Performance Goals	Supporting Programme
Housing	To provide and facilitate the delivery of a social and affordable housing programme to include social housing supports and promoting home ownership options to meet the accommodation needs of persons in the County	<ul style="list-style-type: none"> • Progress the various delivery targets under Housing For All programme • Progress the delivery of targets in accordance with the Traveller Accommodation Plan 2025-2029 • Implement the Housing Accommodation Programme (HAP) • Implement the Rental Accommodation Scheme (RAS) • Process the Local Authority Home Loan Applications • Process the Tenant Purchase Scheme • Review the Housing Allocation Policy • Review Differential Rent Scheme • Examine Choice Based Letting Scheme
Housing	Continue to respond to homelessness through implementing policies and prevention measures to reduce the need for emergency accommodation	<ul style="list-style-type: none"> • Provide Homeless accommodation and homeless prevention services • Provide the HAP Place-Finder service • Implement the Southeast Regional Homeless Action Plan 2023-2026 • Implement the Housing First National Implementation Plan • Examine the expansion of Own Front Door temporary accommodation
Housing	To provide suitable choices and supports for older persons and persons with disabilities to enable them to continue residing in their own home	<ul style="list-style-type: none"> • Deliver on the objectives contained in the Carlow County Council Strategy for Disabled Persons 2022-2027 • Process Housing Aid for Older Persons Grants • Process Housing Adaptation Grants and Mobility Aid Grants • Process Disabled Persons Grants



Housing and Integration		
Functional Area	Performance Goals	Supporting Programme
Housing	Promote good housing and estate management practices to improve accommodation standards for public and private rented dwellings	<ul style="list-style-type: none">• Deliver targets under the National Energy Efficiency Retrofit Programme• Deliver targets contained in the Private Rental Dwellings Implementation Plan• Commence a Housing Stock Condition survey for social housing stock• Develop a planned maintenance approach to ongoing maintenance of social housing stock• Implement Carlow County Council’s Anti-Social Behaviour Policy• Continue to provide Tenant Liaison Support to ensure the sustainment of tenancy and promote good estate management practices
Integration	To co-ordinate the provision of supports to enable new arrivals to live independently in the community	<ul style="list-style-type: none">• Implement the Irish Refugee Protection Programme• Work in partnership with the Community Integration Forum to provide integration supports• Achieve the required key performance indicators• Continue to provide a relationship manager role to support those participating in the Offer A Home Scheme• To progress projects under the Community Recognition Fund



Transportation, Environment & Climate Action, Capital Projects, Building Control & Emergency Services		
Functional Area	Performance Goals	Supporting Programme
Roads & Sustainable Transport	Maintenance and Improvement of National, Regional and Local Roads	<ul style="list-style-type: none"> • Complete Multi Annual Road Works Programme for Regional & Local Roads, Bridges, safety Improvement works & Drainage. • National Roads Pavement Schemes – N81 Ballyoliver & N80 Whitemills • Implement contract for design consultants to progress phases 1-4 Carlow Southern Relief Road • Progress scheme for N80 Leagh Bends, Planning and CPO applications submitted 3rd December 2024. • Progress Royal Oak Safety Scheme on R448, design, approval, funding.
Roads & Sustainable Transport	Place making, town & village enhancement – Make Carlow a great place to live, work and visit.	<ul style="list-style-type: none"> • Open Space Management -Continued provision of street cleaning, planting, improvement schemes in all MD's. • Continued Facilitation and regulation of services and resource provision including event mgmt./road opening license/planning reports/well grants/hedge cutting notices.



Transportation, Environment & Climate Action, Capital Projects, Building Control & Emergency Services		
Functional Area	Performance Goals	Supporting Programme
Roads & Sustainable Transport	To promote the switch to sustainable transport modes and increase active travel	<ul style="list-style-type: none">• Delivery of Active Travel Programme 2025• Development of pipeline projects to increase the length of cycleways & footpaths• Promote & engage with NTA to improve Carlow Town Bus Service and agree and deliver a bus stop enhancement programme in 2025.• Develop Mobility Hubs• Development of Regional Electric Vehicle Strategy• Development of Pilot EV Hub at County Hall Carpark• Development of spatial awareness of Carlow Town Centre through development of a map highlighting journey times using various modes of transport.
Roads & Sustainable Transport	Road Safety Improvements Including Promotion & Education	<ul style="list-style-type: none">• Speed Limit Review, Implementation of National Default Speed Limits.• Implementation of Roads Safety Plan• Maintain School Warden Service• Implement works under Low-Cost Safety Scheme – 14 applications submitted for funding for 2025• Maintain existing public lighting networks, 10 working day repair on reported faults.• Continued implementation of the PLEEP contract for the LED retrofit programme throughout the county.
Roads & Sustainable Transport	Traffic Management & Parking	<ul style="list-style-type: none">• Carlow LUTS complete and commence implementation• Complete Areas Based Transport Assessments of Tullow & Muinebheag• Integrated Traffic Management System Feasibility for Carlow Town

Finance		
Functional Area	Performance Goals	Supporting Programme
Finance	Annual Financial Statement 2024	<ul style="list-style-type: none"> To be complete by 31st March 2025
Finance	Annual Budget 2026 adopted	<ul style="list-style-type: none"> Facilitate the statutory consultation process Adopt within the prescribed time frame
Finance	Continue to maintain and seek increases in revenue collection levels	<ul style="list-style-type: none"> % collections for commercial rates, rents and housing loans
Finance	3 Year Capital Programme 2026 -2028	<ul style="list-style-type: none"> Work with Directors of Services and Project managers to identify and source funding requirements Submit 3 Year Capital Programme to Elected Members
Finance	Ensure a Revenue surplus at year end	<ul style="list-style-type: none"> Increased general reserve reported in 2025 Annual Financial Statement
Finance	Submit Statutory and Department led returns	<ul style="list-style-type: none"> Returns submitted within prescribed timeframe
Finance	Enhancements to Financial Management System (FMS)	<ul style="list-style-type: none"> Engagement with LGMA for FMS modernisation project
Finance	Enhanced system of internal financial control & governance	<ul style="list-style-type: none"> Local Government Audit recommendations Support Audit Committee and Internal Audit function NOAC engagement
Procurement	Increased compliance	<ul style="list-style-type: none"> Reporting & oversight through the procurement steering committee Expenditure analysis and central contracts register development Training initiatives



Community Development, Recreation, Amenity, Arts, Culture, Library, Heritage & Museum		
Functional Area	Performance Goals	Supporting Programme
Community	<p>Support and facilitate the Local Community Development Committee in partnership with Statutory and Non-Statutory Agencies to deliver and implement Social and Economic Development through the Local Economic and Planning Process (LECP)</p> <p>Social Inclusion and Community Activation Programme (SICAP) and the Rural Development Programme (LEADER)</p>	<ul style="list-style-type: none"> • Monitor & report on the actions of the 2 year Implementation Plan 2023-2025 in respect of the Local Economic & Community Plan 2023-2029 • Manage and monitor the oversight of SICAP 2023-2028 • Monitor and ensure optimum delivery of the SICAP programme and that key KPI targets are achieved in partnership with Carlow LCDC and Carlow LDC • Manage and monitor the oversight of the LEADER Programme 2023-2027 • As Financial Partner in respect of LEADER Programme 2023 -2027 carry out all financial checks on LEADER projects, claims and administration claims, including Article 48 checks prescribed in EU Regulations
Community	Create an environment where every individual and sector of society play their part in achieving a healthy Carlow	<ul style="list-style-type: none"> • Implement the Healthy Carlow Strategy for period 2023-2026
Community	Promote Carlow as an Age Friendly County in partnership with Statutory and Non-Statutory Agencies and Community Groups through the implementation of Age Friendly Strategies	<ul style="list-style-type: none"> • Preparation, development and implementation of Age Friendly Strategy for period 2025-2029.



Community Development, Recreation, Amenity, Arts, Culture, Library, Heritage & Museum		
Functional Area	Performance Goals	Supporting Programme
Community	Enable & Empower Community Voice and action	<ul style="list-style-type: none"> • Continue to support the development and work of community structures and platforms where communities have the means and opportunity to participate in decision making on issues that effect and impact them • Continue to support the PPN process • Continue to support, encourage and engage communities to access funding & participate in opportunities to deliver actions for their community i.e. Tidy Towns, Carlow Pride of Place. North/ South Co-operation Pride of Place
Community	Support the Local Community Safety Partnership	<ul style="list-style-type: none"> • Establish the Local community Safety Partnership • Prepare, develop and implement the Local Community Safety Plan
Sports Partnership	Increase Participation in Sports and Physical Activity	<ul style="list-style-type: none"> • Adopt the Local Sports Plan 2025-2029 • Implement the Local Sports Plan with key focus on participation in physical activity, address barriers and maximise use of facilities in partnership with Carlow Local Sports Partnership Committee & relevant Stakeholders • Implement the LSP sports development strategy with key focus areas including: participation in physical activity, address barriers surrounding inclusion and maximise use of facilities



Community Development, Recreation, Amenity, Arts, Culture, Library, Heritage & Museum		
Functional Area	Performance Goals	Supporting Programme
Recreation & Amenity	Increase usage of local amenities and natural resources	<ul style="list-style-type: none">• Promote the development of recreational infrastructure works in 2025, both Council led and collaborative projects i.e CLÁR, ORIS and submit applications under each scheme, where appropriate in 2025 and deliver approved projects• Support the delivery of the Tullow Road Multi Functional Community Hub• Support the delivery of the Carlow Water Activity Hub• Provide Summer Lifeguards at designated bathing areas. Continue to work with Carlow Water Safety and Water Safety Ireland. Monitor and replace Lifebuoys as necessary.• Prepare and develop the Outdoor Recreation Plan 2025-2029 with relevant Stakeholders and deliver projects.



Community Development, Recreation, Amenity, Arts, Culture, Library, Heritage & Museum		
Functional Area	Performance Goals	Supporting Programme
Arts Service	Strategically plan arts development in the county. Lead, nurture and sustain arts development across County Carlow	<ul style="list-style-type: none"> • Increased opportunities for the Arts & Culture in areas of infrastructure, community, library/museum services, planning, local enterprise and corporate services • Increased number of commissioning and support opportunities for artists • Wide range of support structures for communities such as Arts Acts Grants, bursaries, training and mentorship • Increased participation and access opportunities for the Arts & Culture to flourish • Preparation & development of the Arts Strategy 2025-2035 in consultation with relevant stakeholders • Management of Arts Programme • Per cent for art commissioning • Support to local arts organisations, communities and artists including Venues, Festivals, Music Generation, Take a Part Carlow • Design & Implement Creative Ireland programmes in partnership with other Departments • Support the development of physical infrastructural facilities for artists across artforms • Endeavour to continue to nurture & develop new relationships within our communities & public engagement on projects & programmes



Community Development, Recreation, Amenity, Arts, Culture, Library, Heritage & Museum		
Functional Area	Performance Goals	Supporting Programme
County Library and Archives Service	To provide and develop a well-resourced public library service that contributes to the social, economic and cultural wellbeing of communities.	<ul style="list-style-type: none"> • County Development Plan • Corporate Plan • Library Development Plan • Annual Business Plan • Average weekly opening hours • NOAC Service Indicators
County Library and Archives Service	To develop and improve library buildings and collections through pursuit of external funding sources, a proactive maintenance programme and implementation of the Collection Development Policy.	<ul style="list-style-type: none"> • County Development Plan • Corporate Plan • Library Development Plan • Collection Development Policy • NOAC Service Indicators
County Library and Archives Service	Strengthen the principle of the library as a centre for reading, development and literacy in the community by providing information, supports and programmes to foster literacy development and promote reading and literacy for all.	<ul style="list-style-type: none"> • Engagement numbers in Library literacy initiatives and programmes. • County Development Plan • Corporate Plan • Library Development Plan • Annual Business Plan
County Library and Archives Service	Improve access to library services and collections focusing on neurodiversity, new communities and the Irish language.	<ul style="list-style-type: none"> • Annual Business Plan • Average weekly opening hours • Active membership per head of population • Library visits per head of population • Issues per head of population • NOAC Service Indicators
County Library and Archives Service	Develop the Local Studies, Genealogy and Archives Services through collection development, promotion of service offering, a conservation and digitisation programme and enhancement of the Genealogy Service.	<ul style="list-style-type: none"> • Library Development Plan • Collection Development Policy • Annual Business Plan • Visitor and enquiry statistics • NOAC Service Indicators

Community Development, Recreation, Amenity, Arts, Culture, Library, Heritage & Museum		
Functional Area	Performance Goals	Supporting Programme
County Library and Archives Service	Work with County Council Departments and other local, regional and national organisations to support their policy programmes.	<ul style="list-style-type: none"> • Corporate Plan • Annual Business Plan • Visitor and enquiry statistics • NOAC Service Indicators
Heritage Office	Implement the County Carlow Heritage Plan (2024-2029)	<ul style="list-style-type: none"> • Work with the Heritage Forum to deliver the annual County Carlow Heritage Seminar; Phase II of the Audit of Historic Churches and Graveyards; Identify initiatives to enhance inter-generational engagement around heritage themes; Produce a heritage video of the Fire Service in County Carlow
Heritage Office	Encourage communities groups to engage with heritage	<ul style="list-style-type: none"> • Introduction of the Irish Community Archive Network in the County; Work with community groups to secure funding for Heritage projects i.e Heritage Community Grants; Coordinate delivery of Heritage Week events; Work with Culture team to develop the Creative Carlow's Holy Wells Project; Promote Heritage-Led Regeneration through the implementation of the Heritage Town Initiative Plan- Heritage-Led Regeneration for Carlow Town
Heritage Office	Identify and implement actions about Heritage and Climate Change	<ul style="list-style-type: none"> • Work through Carlow County Council and community groups to Identify and secure funding for protection of built heritage in the County through the Community Monuments Fund; Encourage and advise owners of protected structures about available funding; Work with County Archive on materials within the collection relating to biodiversity and climate change.



Community Development, Recreation, Amenity, Arts, Culture, Library, Heritage & Museum		
Functional Area	Performance Goals	Supporting Programme
County Museum	<p>Continue to update the displays and exhibitions at Carlow County Museum.</p> <p>Continue the documentation and conservation of the Museum’s collection.</p>	<ul style="list-style-type: none">• Include new objects guided by appropriate acquisitions that enhance the focus on County Carlow’s history.• Source and install museum specific catalogue software, Content Management System (CMS).
County Museum	Coordination of the St. Willibrord, Patron Saint of Luxembourg, First Apostle of the Netherlands, and his County Carlow connection project.	<ul style="list-style-type: none">• Maintain the contact with Echternach, Luxembourg.• Coordinate relevant visits to Echternach and to County Carlow.
County Museum	Designation by the National Museum of Ireland to collect and display archaeological finds from the county.	<ul style="list-style-type: none">• Be Designated under the newly enacted ‘Historic and Archaeological Heritage and Misc. Provisions Act 2023 (replaces the National Monuments Act 1930 and Amendments under which the Museum is currently designated).
County Museum	Museum Standards Programme for Ireland (MSPI) coordinated by the Heritage Council.	<ul style="list-style-type: none">• Maintain and improve on the standards achieved under MSPI including updating relevant museum policies that expire this year.
County Museum	Enhance the Museum’s storage capacity and Environmental monitoring and controls.	<ul style="list-style-type: none">• Conduct a review of the Museum’s storage.• Install updated environmental monitoring equipment in the Museum and storage buildings.• Conduct a review of environmental controls in the Museum and storage buildings.



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