



COMHAIRLE
CONTAE
CHEATHARLACH

CARLOW
COUNTY COUNCIL



CARLOW COUNTY COUNCIL
ANNUAL SERVICE
DELIVERY PLAN
2026

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OUR MISSION

THROUGH STRONG LEADERSHIP WE WILL PROMOTE THE WELL-BEING OF OUR PEOPLE, AND 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 2026 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 2026.

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

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

Chief Executive
Coilín O'Reilly

ORGANISATIONAL RESOURCES

The Budget for the year ending 31st December 2026 was presented to and approved by the Members on 20th November 2025, it provides for a total expenditure of €83,318,210. A full breakdown of the Council's Budget for 2026 is available by searching Annual Budget on www.carlow.ie.

The following table depicts Revenue Expenditure by Service Division.

Division	Service Description	Budget 2025	Budget 2026	% of Budget
A	Housing & Building	27,147,034	27,019,454	32%
B	Road Transport & Safety	17,420,256	17,336,651	21%
C	Water Services	4,074,012	3,606,933	4%
D	Development Management	9,629,573	9,951,616	12%
E	Environmental Services	10,395,753	11,948,052	14%
F	Recreation & Amenity	6,011,823	6,669,239	8%
G	Agriculture, Food & Marine	304,235	387,452	0%
H	Miscellaneous Services	6,404,835	6,398,812	9%
Total		€81,387,520	€83,318,210	100%

One of the Council's major sources of income is commercial rates and is estimated to be approximately €16 million in 2026. The Annual Rate on Valuation (ARV) is €0.27 in 2026. In addition, the Local Property Tax allocation for 2026 amounts to just over €9.8 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.

	Strategic Organisational Objective	Supporting Strategies
1.	To achieve balanced and sustainable development	<ul style="list-style-type: none"> • 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. • To promote sustainable economic development for Carlow to be a good location for investment and job creation. • To promote the switch to sustainable transport modes and increase active travel.
2.	To continue to facilitate and support sustainable housing delivery to meet the needs of our communities	<ul style="list-style-type: none"> • To deliver on the Housing For All programme to effectively plan for and meet the housing needs of all our citizens.
3.	To support our communities to develop sustainably	<ul style="list-style-type: none"> • To engage with and support communities to develop community assets to enhance the quality of life for all. • Support interagency initiatives to create safe, welcoming and connected communities.
4.	To deliver quality customer services that are efficient, effective and accessible	<ul style="list-style-type: none"> • To continue to improve how we deliver our services, providing value for money and accountability for decisions and expenditure. • To keep citizens informed of the diverse range of services provided by Carlow County Council and how they can be accessed. • To have regard to the National ICT and Digital Strategy in maximising the use of technology and implementing best practice to improve our services. • 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.
5.	To support and enhance local democracy	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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 Services, Human Resources, Planning, Regeneration, Health & Safety & Economic Development

Functional Area	Performance Goals	Measurement Methodology
Corporate Services	To provide corporate governance leadership to 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 Services	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 cooperation with Management, Staff and Unions.
Corporate Services	Deliver quality services to our customers.	<ul style="list-style-type: none"> Ensure implementation by all employees.
Corporate Services	Facilities and property management.	<ul style="list-style-type: none"> Continue to develop and enhance Property Management within the Corporate Services Department including the management of Carlow County Council owned buildings and land.
Corporate Services	Health and Safety	<ul style="list-style-type: none"> Continue to review, promote and improve the organisation's Health and Safety Management System, ensuring a working environment that is safe, supportive, accessible and healthy for all.
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.

Corporate Services, Human Resources, Planning, Regeneration, Health & Safety & Economic Development

Functional Area	Performance Goals	Measurement Methodology
Human Resources	Staff well being	<ul style="list-style-type: none"> • Support staff health and wellbeing through the Wellbeing Committee and implementing the Wellbeing Strategy.
Planning	<p>Forward Planning: To ensure effective, proper planning and sustainable, balanced development of urban and rural areas.</p> <p>To support the NPF Implementation: Housing Growth Requirements Guidelines for Planning Authorities to give effect to the National Planning Frameworks First Revision (2025).</p>	<ul style="list-style-type: none"> • To monitor implementation of the Carlow County Development Plan 2022-2028 and possible variations required to the Plan. • To deliver and implement the District Town Plans for Muinebheag-Royal Oak and Tullow and ensure sufficient land is zoned for residential purposes and other appropriate land uses. • To deliver and implement a variation to the County Development Plan 2022-2028 providing sufficient residential zoned land to facilitate the achievement of housing growth required over the period of the Plan.
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 Coimisiún 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).

Corporate Services, Human Resources, Planning, Regeneration, Health & Safety & Economic Development

Functional Area	Performance Goals	Measurement Methodology
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"> • To publish the Final Draft Map for 2026 and Annual Draft Map for 2027 to support implementation of the Residential Zoned Land Tax to support the activation of residentially zoned land for housing purposes. • Number of properties reactivated, and sites activated for residential purposes. • 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	Enhance Customer Services through the review of current technology and deployment of new technology.	<ul style="list-style-type: none"> • Continued implementation and promotion of the e-planning system. • Digitise historical files to improve accessibility and transparency. • Update application forms and update information on website.

Corporate Services, Human Resources, Planning, Regeneration, Health & Safety & Economic Development

Functional Area	Performance Goals	Measurement Methodology
Economic Development	<p>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.</p>	<ul style="list-style-type: none"> • Delivery of Start Your Own Business Programmes. • Delivery of Business Development Programmes. • Delivery of Powerhouse Women in Business Network. • Delivery of a series of Management Development Networking based events. • Delivery of key National Programmes at Local Level including Local Enterprise Week, National Enterprise Awards, Student Enterprise Awards, Local Enterprise Showcase, Local Enterprise Village & National Women’s Enterprise Day. • Delivery of a suite of supports to support challenges in retail in hospitality. • Delivery of Right to Read – My Favourite Local Business Programme. • Delivery of TU: Rise Rural Hub Programme. • Development of Cluster Strategy for Craft & Creativity and Suite of Development Supports. • Link Twinning & Diaspora Activity with EU Network and Stakeholders for Trade Opportunity Development. • Delivery of Suite of Investment Supports for Green Transition / Digital Development & Export Development. • Annual Employment Survey. • Enterprise Ireland Scorecard Metrics Achieved. • Development of new Local Enterprise Development Plan aligned with Enterprise Ireland SLA.

Corporate Services, Human Resources, Planning, Regeneration, Health & Safety & Economic Development

Functional Area	Performance Goals	Measurement Methodology
Economic Development	To conduct and support promotional campaigns for County Carlow focused on investment and visitors.	<ul style="list-style-type: none"> • Co-ordination of the County Carlow Communications & Engagement Business Forum. • Development of projects with Town Teams in Tullow, Bagenalstown and Carlow. • Lead and deliver Samhain Festival (Halloween) and Féile Lonrach (Christmas) and Streetfest Programme. • Delivery of events programme in Carlow Exchange. • Delivery of Nighttime Economy Pilot Programme. • Delivery of Pan Celtic Festival. • Supporting key festivals and events via a partnership approach. • Delivery a series of TV, Print and Digital Marketing campaigns.
Economic Development	To support community organisations 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 the 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 Annual Plan. • Engagement with Carlow Tourism & Failte Ireland in respect of strategic tourism delivery. • Delivery of Tourism Projects funded under Town & Village Renewal Scheme.

Corporate Services, Human Resources, Planning, Regeneration, Health & Safety & Economic Development

Functional Area	Performance Goals	Measurement Methodology
Economic Development	To support the development of Business Parks, Enterprise Centres & Connected Hubs.	<ul style="list-style-type: none"> • Sustainable development of Enterprise House & Station House in partnership with Carlow Community Enterprise Centres CLG. • Support the delivery of The Sorting House (Community & Enterprise Hub – Borris) in partnership with Carlow Community Enterprise Centres CLG. • Development of Catalyst Campus in partnership with Southeast Catalyst Innovation CL. • Development of application for Presentation House (Bagenalstown) under the RRDF funding Stream. • Delivery of enhanced Industrial Estate Signage in Carlow Municipal District. • Support the work of IDA in promotion of the IDA Advanced Factory in Carlow Town.
Economic Development	To support the delivery of European Union directly funded projects which enhanced nationally and locally resourced programmes by Carlow County Council.	<ul style="list-style-type: none"> • Development of 4 EU Project Applications. • Delivery of Interreg Europe InnoCom Project. • Delivery and International Co-ordination of Hands Across Generations – Erasmus + Project. • Delivery of DIGITEXT – Erasmus + Project. • Delivery of Craft Work 4.0 All Project. • Co-ordination of Enterprise Europe Southeast Hub including Seminars, Trade Activities and Business Matchmaking.
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.

Corporate Services, Human Resources, Planning, Regeneration, Health & Safety & Economic Development

Functional Area	Performance Goals	Measurement Methodology
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 of the following initiatives and schemes. • Croí Cónaithe Vacant Property Refurbishment Grant and Ready to Build Scheme. • Repair & Lease Scheme. • Buy & Renew Scheme.
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 including: <ul style="list-style-type: none"> • Bank of Ireland, Carlow Thrive Project. • Schoolhouse Rathvilly. • Market Square, Tullow. • Tullow Town Park. • Rathoe Recreation Area.
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	Measurement Methodology
<p>Housing</p>	<p>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.</p>	<ul style="list-style-type: none"> • Achieve social housing new-build targets under the Housing Action Plan through a combination of direct construction, turnkey acquisitions, turnkey renewal project, Part V agreements and partnerships with Approved Housing Bodies (AHBs). • 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. • Examine Choice Based Lettings. • Process applications for social housing supports. • Delivery Affordable Housing units for purchase under the various Affordable Housing Schemes in accordance with the targets set out by the Department of Housing, Local Government and Heritage. • Progress the delivery of Repair and Lease Schemes.
<p>Housing</p>	<p>Continue to respond to homelessness through implementing policies and prevention measures to reduce the need for emergency accommodation.</p>	<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. • Manage Service Level Agreements in relation to Homelessness and Emergency Accommodation. • Provide supports for marginalised groups such as persons with disabilities, Travellers and homeless. • Examine long-term solutions for individuals facing eviction and provide sustainable, long-term supports for people currently in emergency accommodation. • Examine current emergency accommodation capacity and assess opportunities for expansion.

Housing and Integration		
Functional Area	Performance Goals	Measurement Methodology
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. • Oversee the co-ordination of the Housing Disability Steering Group (HDSG) and delivery of the necessary supports to enable it's effective operation.
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. • Examine the operation and effectiveness of the rolling rent review process. • Deliver targets contained in the Private Rental Dwellings Implementation Plan. • Commence a Housing Stock Condition survey for social housing stock and develop a planned maintenance approach to ongoing maintenance of social housing stock. • Review and prepare 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. • Develop and introduce a dedicated tenant newsletter to enhance communication. • Assess the feasibility of implementing a new online system to strengthen and streamline tenant liaison functions. • Examine the feasibility of transitioning to a fully online Housing Application System. • Examine the feasibility of digitising existing hardcopy records.

Housing and Integration

Functional Area	Performance Goals	Measurement Methodology
Integration	To co-ordinate the provision of supports to enable new arrivals to live independently in the community.	<ul style="list-style-type: none"> • The Local Authority Integration Team (LAIT) to achieve the required key performance indicators as set out by the Department of Justice, Home Affairs and Migration. • Work in partnership with the Community Integration Forum to provide integration supports. • Implement the Irish Refugee Protection Programme. • 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	Measurement Methodology
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 Rathvilly. • Complete phase 2 including non-statutory public consultation of the Carlow Southern Relief Road Scheme. • Progress scheme for Realignment of N80 Leagh Bends, with submission to TII in respect of the completion of Phase 4 (Statutory Processes) and seek to commence Phase 5 (Enabling and Procurement). • Tender and Construction for Royal Oak on R448 and Ballyoliver Safety schemes. • Graiguecullen Junction for new traffic flow scheme.

Transportation, Environment & Climate Action, Capital Projects, Building Control & Emergency Services

Functional Area	Performance Goals	Measurement Methodology
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 licence/planning reports/well grants/hedge cutting notices. • Rollout of new Event Management Procedures and end of year review.
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 2026. • Completion of the Kilkenny Road, Carlow Active Travel Pathfinder project. • Development of pipeline projects to increase the length of cycleways & footpaths. • Promote & engage with NTA to improve Carlow Town Bus Service and delivery of the bus stop enhancement programme in 2026. • 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 Speed Limits Guidelines – Urban Speed Limit for completion & implementation March 2027. • Implementation of Roads Safety Plan. • Maintain School Warden Service. • Implement works under Low-Cost Safety Scheme – 16 applications submitted for funding for 2026. • Maintain existing public lighting networks, 10 working day repair on reported faults. • Implementation of the PLEEP contract for the LED retrofit programme throughout the county.

Transportation, Environment & Climate Action, Capital Projects, Building Control & Emergency Services

Functional Area	Performance Goals	Measurement Methodology
Roads & Sustainable Transport	Traffic Management & Parking	<ul style="list-style-type: none"> • Carlow LUTS complete and commence implementation. • Muine Bheag Area Based Transport Assessment Complete and commence implementation. • Complete Area Based Transport Assessment of Tullow. • Prepare and Implement a Parking Plan for Tullow. • Integrated Traffic Management System Feasibility for Carlow Town.
Environment & Climate Action	To implement National and European Legislation with regard to waste management and to monitor, regulate and enforce the relevant legislation.	<ul style="list-style-type: none"> • Annual RMCEI (Recommended Minimum Criteria for Environmental Inspections).
Environment & Climate Action	To implement a regime to support litter control and management through enforcement, education, street cleaning programmes and monitoring.	<ul style="list-style-type: none"> • Objectives of Litter Management Plan implemented. • National Litter Monitoring Pollution System.
Environment & Climate Action	To support the provision of recovery and recycling facilities in County Carlow	<ul style="list-style-type: none"> • Number of facilities provided by Carlow County Council. • Records of categorised tonnages of materials recycled/recovered from facilities provided by Carlow County Council. • Number of facilities provided by private operators. • Records of Waste collected, recovered and recycled by private operators.
Environment & Climate Action	Carry out aftercare monitoring and works required at historic landfills in accordance with the terms of the Industrial Emissions Licence.	<ul style="list-style-type: none"> • Conditions as set out in the EPA Licence.

Transportation, Environment & Climate Action, Capital Projects, Building Control & Emergency Services

Functional Area	Performance Goals	Measurement Methodology
Environment & Climate Action	<p>To implement the measures specified in the third cycle of the Water Framework Directive and the River Basin Management Plan.</p> <p>The River Basin Management Plan (RBMP) 2022 – 2027.</p>	<ul style="list-style-type: none"> • River Water Status. • Action Areas of Priority Annual Reports. • Targets set out in the River Basin Management Plan. • Targets set out in the Water Action Pan 2024.
Environment & Climate Action	<p>To implement National and European Legislation with regard to Water Pollution and to monitor, regulate and enforce the legislation.</p>	<ul style="list-style-type: none"> • Implement Domestic Wastewater Treatment Grant Scheme. • Implement EPA requirements as outlined. • No. of inspections completed against annual EPA RMCEI requirements. • Liaise with HSE, Teagasc, LAWPro, IFI, IFA, ICMSA and other relevant stakeholders.
Environment & Climate Action	<p>Carry out duties as the Water Services Authority for Group Water Schemes and Small Private Supplies and administration.</p>	<ul style="list-style-type: none"> • Number and amount of grants paid out under the rural water programme.
Environment & Climate Action	<p>To implement the objectives and actions of Carlow Local Authority Climate Action Plan 2024-2029.</p>	<ul style="list-style-type: none"> • Implementation objectives and actions of the plan.
Environment & Climate Action	<p>To establish the Carlow Decarbonization Zone Steering Committee.</p>	<ul style="list-style-type: none"> • Setting up of DZ Steering Group and outline programme of work.
Environment & Climate Action	<p>To Systematically Improve Carlow County Council's Energy Performance leading to Enhanced Energy Efficiency, Reduce Energy Consumption and Costs and Lower GHG Emissions.</p>	<ul style="list-style-type: none"> • To Achieve Accreditation to ISO 50001 International Standard for Energy Management Systems.

Transportation, Environment & Climate Action, Capital Projects, Building Control & Emergency Services

Functional Area	Performance Goals	Measurement Methodology
Environment & Climate Action	Delivery of the SEAI Climate Action Pathfinder Programme.	<ul style="list-style-type: none"> • Tender and Appoint Design Team for the Proposed Works to Visual Building. • Tender and Appoint Design Team for the Proposed Works to County Buildings, Carlow.
Environment & Climate Action	To implement the Carlow Biodiversity Action Plan 2023-2025, and any subsequent iteration.	<ul style="list-style-type: none"> • Implementation of the Biodiversity Action Plan, and adoption of subsequent iteration.
Environment & Climate Action	To promote public awareness of 17 Goals UN Sustainable Development Goals (SDGs) and ensure that they are incorporated into relevant Local Authority plans and strategies.	<ul style="list-style-type: none"> • Support actions outlined in Government of Ireland implementation plan for Sustainable Development Goals.
Environment & Climate Action	<p>Promote energy awareness, achieve 2030 energy reduction targets and support energy efficiency scheme and programmes.</p> <p>Climate Action Plan 2024 – 50% Reduction in Energy Consumption by 2030.</p> <p>Achieve ISO 50001 Energy Management System Accreditation.</p> <p>Achieve public sector targets set out for Carlow Town Decarbonising Zone.</p>	<ul style="list-style-type: none"> • Annual M&R evaluation of energy consumption within Carlow County Council operations. • Complete annual Energy Evaluation of the LA's Public Buildings. • Carry out annual analysis of Carlow's energy consumption. • Retrofitting of Public Building to support Fossil less systems. • Reduce GHG gases and reduce energy use in collaboration with the community contained with Carlow Town Decarbonising Zone.

Transportation, Environment & Climate Action, Capital Projects, Building Control & Emergency Services

Functional Area	Performance Goals	Measurement Methodology
Environment & Climate Action	To implement monitoring regime for Food Safety in accordance with requirements under the Food Safety of Ireland Act.	<ul style="list-style-type: none"> • Compliance with food safety standards as set out in the legislations.
Environment & Climate Action	Develop a plan for the extension of cemeteries in Carlow, Muine Bheag, Tullow and Tinnahinch.	<ul style="list-style-type: none"> • Preparation of development programme for each site. • Commencement of actions to deliver on each site.
Environment & Climate Action	To maintain burial grounds and records in accordance with the Regulations.	<ul style="list-style-type: none"> • Maintenance of records in accordance with Regulations.
Environment & Climate Action	Control of Dogs	<ul style="list-style-type: none"> • Complaints in relation to animal welfare and controls were investigated and closed off. • Service contract in place and updated as required.
Water Services	To work with Uisce Éireann to complete the transition of water services.	<ul style="list-style-type: none"> • Liaising and meetings with Uisce Éireann to review activities and to finalise the transition of all functions of water services. • Liaising with W/S staff for reassignment who wish to remain with the local authority after the completion of the transition.
Fire Services Operations	To protect communities from fire and other emergencies, working with partner agencies and in accordance with national policies and provide for the prompt & appropriate response to fire and other incidents.	<ul style="list-style-type: none"> • Key performance indicators to measure the Services' response to emergency incidents. • Develop and implement a new Carlow County Fire and Emergency Operations Plan 2026-2030. • Health & Safety, Quality & Environmental Waste Management ISO 45001, ISO 9001 & ISO 14001 schemes and external auditing of particular functions of the service such as Training, Health & Safety, Quality and Environmental. • Maintain the Councils ability to carry out its functions in any Major Emergency in line with the Major Emergency Framework. • Contribute to Carlow County Council's Climate Action Targets. • Deliver a range of capital project upgrades throughout Carlow Fire Services. • Review and develop Pre-Incident Plan Policy. • Review and develop Training Plan Policy.

Transportation, Environment & Climate Action, Capital Projects, Building Control & Emergency Services

Functional Area	Performance Goals	Measurement Methodology
	<p>To provide and maintain an effective Technical and Community Fire Safety Service, responsive to the needs of the community and in accordance with National Policy and norms.</p> <p>Engaging with the community to inform and educate citizens in how to reduce the risk of fires and other emergencies.</p>	<ul style="list-style-type: none"> • Implement a programme of community engagement measures including a Primary Schools Programme, a Road Safety Programme, Home Fire Safety visits and Fire Station Visits/ Open Days as per the programme within our agreed Community Fire Safety Plan. • Assess Licensing Applications under Intoxicating Liquor, Dangerous Substances legislation. • Review of buildings under the Fire Services Acts as per the programme within the agreed Strategic Fire Safety Plan.
Building Control	<p>Influencing and regulating the built environment to protect people, property, and the environment from harm, working together to deliver the highest quality services.</p>	<ul style="list-style-type: none"> • Assess Applications for Fire Safety Certificates, Revised Fire Safety Certificates and Regularisation Certificates. • Assess Applications for Disability Access Certificate and Revised Disability Access Certificate. • Assess Commencement Notices Received. • Assess Certificates of Compliance on Completion. • On Site Inspections under the second schedule of the Building Control Regulations.
Civil Defence	<p>To provide support to communities and back up support to the Principal Response Agencies in times of emergencies.</p>	<ul style="list-style-type: none"> • No. of service call outs. • No. of unique entries on the new VEMS System. • No. of attendances by the service at community supported events. • Number of volunteers participating in the services. • Implementation of Civil Defence Operational 2 year Plan 2026-2027. • Transition from a part-time to full-time Civil Defence Officer in 2026.
Special Capital Projects	<p>Continue to progress and seek funding for Capital Works planned for the development in County Carlow.</p>	<ul style="list-style-type: none"> • Submit proposals and applications for funding. • Delivery of projects through liaison with project stakeholders to progress through all stages required for project completion.

Transportation, Environment & Climate Action, Capital Projects, Building Control & Emergency Services

Functional Area	Performance Goals	Measurement Methodology
Urban Regeneration Development Fund	Continue to work with the Design Teams, both internal and external, for the delivery of the Carlow Town URDF projects.	<ul style="list-style-type: none"> • Manage the tender processes and works construction contracts for the delivery of the Carlow URDF Scheme. • Manage the project budgets for the scheme. • Liaise with the business and property owners in the scheme area to minimise disruption to business during the construction of the scheme.



Finance & ICT

Functional Area	Performance Goals	Measurement Methodology
Finance	Annual Financial Statement 2025	<ul style="list-style-type: none"> • To be complete by 31st March 2026.
Finance	Annual Budget 2027 adopted	<ul style="list-style-type: none"> • Facilitate the statutory consultation process. • Adopt within the prescribed timeframe.
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 2027 -2029	<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"> • Facilitate and support enhanced devolved financial management. • Increased general reserve reported in 2026 Annual Financial Statement.
Finance	Capital Budget oversight	<ul style="list-style-type: none"> • Facilitate and support enhanced devolved financial management.
Finance	Submit Statutory and Department led returns.	<ul style="list-style-type: none"> • Returns submitted within prescribed timeframe.

Finance & ICT		
Functional Area	Performance Goals	Measurement Methodology
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.
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 and implemented in an innovative way.



Community Development, Recreation, Amenity, Arts, Culture, Library, Heritage & Museum

Functional Area	Performance Goals	Measurement Methodology
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 2026-2028 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	<p>Create an environment where every individual and sector of society play their part in achieving a healthy Carlow.</p>	<ul style="list-style-type: none"> • Implement the Healthy Carlow Strategy for period 2023-2026.
Community	<p>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.</p>	<ul style="list-style-type: none"> • Implementation of Age Friendly Strategy actions for period 2025-2029.

Community Development, Recreation, Amenity, Arts, Culture, Library, Heritage & Museum

Functional Area	Performance Goals	Measurement Methodology
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	Host the Entente Florale Competition finals 2026.	<ul style="list-style-type: none"> • Manage, support & deliver a successful Entente Florale Competition event in Carlow Town in September.
Community	Support the Local Community Safety Partnership.	<ul style="list-style-type: none"> • Manage and support the work of the Local Community Safety Partnership. • Build & maintain good working relationships both inside & outside the partnership, including with key actors in the local authority functional area. • Prepare, develop and implement the Local Community Safety Plan.
Sports Partnership (Active Carlow)	Increase Participation in Sports and Physical Activity across the county through the delivery of the Local Sport and Physical Activity Plan 2025–2029.	<ul style="list-style-type: none"> • Adopt the Local Sports Plan 2025-2029 in collaboration with the Active Carlow Committee and key stakeholders. • Deliver targeted sport and physical activity initiatives that increase participation, address barriers to inclusion, and support lifelong engagement across all communities. • Maximise the use of existing and new facilities and spaces through partnership working place-based approaches and cross-sector collaboration.

Community Development, Recreation, Amenity, Arts, Culture, Library, Heritage & Museum

Functional Area	Performance Goals	Measurement Methodology
Recreation & Amenity	Increase usage of local amenities and natural resources.	<ul style="list-style-type: none"> • Promote the development of recreational infrastructure works in 2026, both Council led and collaborative projects i.e. CLÁR, ORIS and submit applications under each scheme, where appropriate in 2026 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 in respect of risks along the rivers Barrow, Burrin & Slaney. Monitor and replace Lifebuoys as necessary. • Implement the Outdoor Recreation Plan 2025-2029 with relevant Stakeholders and deliver projects. • Develop & Prepare Park Bye Laws for adoption by Council. • Support the delivery of a new outdoor events/ recreation structure at Ducketts Grove and biodiversity garden. • Work in partnership with the Irish Heritage Trust to develop Ducketts Grove Amenity as a significant Tourism Asset for County Carlow. • Examine open spaces suitable for Community Gardens, Playing pitches and Parks.

Community Development, Recreation, Amenity, Arts, Culture, Library, Heritage & Museum

Functional Area	Performance Goals	Measurement Methodology
<p>Arts Service</p>	<p>Strategically support the growth, accessibility, and sustainability of the arts across County Carlow by:</p> <p>Nurturing artistic talent and practice.</p> <p>Engaging communities and cultivating audiences.</p> <p>Strengthening leadership and sustainability.</p> <p>Delivery of Per Cent for Art Commissioning including management of the internal Public Art Working Group.</p> <p>Delivery of the Creative Ireland programme including management of the internal Culture Team.</p>	<ul style="list-style-type: none"> • Implement the Carlow Strategic Arts Plan 2025-2035. • There are 8 key drivers required for the successful implementation of the Arts Plan over the coming decade. The Arts Office will work collaboratively with colleagues in the Council to ensure annual business plans with evaluation metrics are resourced and delivered. • Financial resources. • Strategic partnerships. • Like-minded allies. • Network of activated creatives. • Supportive advocates on Council. • Community networks who have capacity and knowledge of advocacy and public affairs. • Public support. • Monitoring, evaluating, and iterating. • Prepare and develop a new Public Art Policy 2026-2030 with relevant Stakeholders and implement delivery of same. • Implement the Creative Ireland Carlow Strategic Plan 2023-2027. • Increased opportunities for the Arts & Culture in areas of infrastructure, community, library/museum services, planning, local enterprise, environment and corporate services. • Increased number of commissioning and support opportunities for artists and creative communities. • Prepare & develop % for Arts Scheme Policy. • Prepare and develop funding proposals & deliver & support Artistic Workspaces in each Municipal District.
<p>County Library and Archives Service</p>	<p>To provide and develop a well-resourced public library service that contributes to the social, economic and cultural wellbeing of communities.</p>	<ul style="list-style-type: none"> • Develop a marketing and communications plan for the library service. • Review opening hours of all library branches to better serve the needs of our communities. • Continue the administration of the annual Cathaoirleach's Bursary for post graduate students. • Continue the annual Lunchtime in the Library series with national authors.

Community Development, Recreation, Amenity, Arts, Culture, Library, Heritage & Museum

Functional Area	Performance Goals	Measurement Methodology
County Library and Archives Service	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"> • Conservation and restoration of Presentation Building front door and surrounds using Built Heritage Investment Scheme (BHIS) Funding. • Conservation and remedial works on bulging wall at Borris Library. • Carry out a feasibility study on the need for a mobile library service to reach currently underserved parts of the County. • Develop Climate collection in line with SDG 13.3 in the National Public Library Strategy. • Increase Irish Language collection spend from 2% to 3% of overall book budget. • Launch class reader scheme to support literacy in primary schools.
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"> • Continue rollout of the Story Streets family literacy programme at local and national level. • Pilot Literacy-Friendly Carlow County Council programme with other sections of the Council with a focus on using plain language and literacy awareness.
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"> • Expand and harness sensory friendly and neuro divergent services and facilities in all library branches. • Further access communities through the PPN, LCDC and by progressing LECP objectives. • Respond to user needs through the introduction of emerging technologies to encourage digital inclusion across all ages and abilities.

Community Development, Recreation, Amenity, Arts, Culture, Library, Heritage & Museum

Functional Area	Performance Goals	Measurement Methodology
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"> • Publish and launch podcast on history and memory of Carlow Sugar Factory. • Launch and schedule travelling exhibition of historical photographs of Carlow Sugar Factory digitised in 2025 as part of the Centenaries Programme. • Identify and apply for Heritage Stewardship funding for the digitisation of Archival material in consultation with the County Archivist. • Publish and host performance of a play currently being written by Carlow Writer's Group based on the Sugar Factory in Carlow. • Continue the annual Local History bursary to support research and publication of local studies materials.
County Library and Archives Service	Collaborate with County Council Departments and other local, regional and national organisations to support their policy programmes.	<ul style="list-style-type: none"> • Continue to support local and national festivals and initiatives – Samhain, Heritage Week, Pan Celtic etc. • Continue partnership with Carlow County Council Arts Office in delivering the Writer in Residence Programme. • Respond to new policies and programmes by linking with others who have knowledge and expertise of particular issues or audiences.
Heritage Office	Implement the County Carlow Heritage Plan (2024-2029).	<ul style="list-style-type: none"> • Coordinate four quarterly meetings of the County Carlow Heritage Forum. • Deliver the annual County Carlow Heritage Seminar. • Complete the Audit of Historic Churches and Graveyards in the County. • Support the archaeological research excavations at Ballymoon Castle. • Support County Council's ongoing Carlow Walled Towns Project.

Community Development, Recreation, Amenity, Arts, Culture, Library, Heritage & Museum

Functional Area	Performance Goals	Measurement Methodology
Heritage Office	Encourage communities/groups to engage with heritage.	<ul style="list-style-type: none"> • Support community groups that are active members 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. • Expand the Heritage and Wellbeing project that has developed from the Creative Carlow's Holy Wells Project done in collaboration with Creative Ireland and the Arts Office. • Implement the Heritage Town Initiative Plan- Heritage-Led Regeneration for Carlow Town with reference to the oral history of business owners in Carlow town. • Deliver the Carlow Heritage Camp (Pilot project) for school children in partnership with Carlow Libraries and Active Carlow. • Prepare & submit application for funding for a Heritage-led Regeneration Plan for Borris, Co. Carlow from the Heritage Council.
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.
County Museum	Continue to update the displays and exhibitions at Carlow County Museum. Continue the documentation and conservation of the Museum's collection.	<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.

Community Development, Recreation, Amenity, Arts, Culture, Library, Heritage & Museum

Functional Area	Performance Goals	Measurement Methodology
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.



COMHAIRLE CONTAE
CHEATHARLACH

CARLOW COUNTY COUNCIL

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