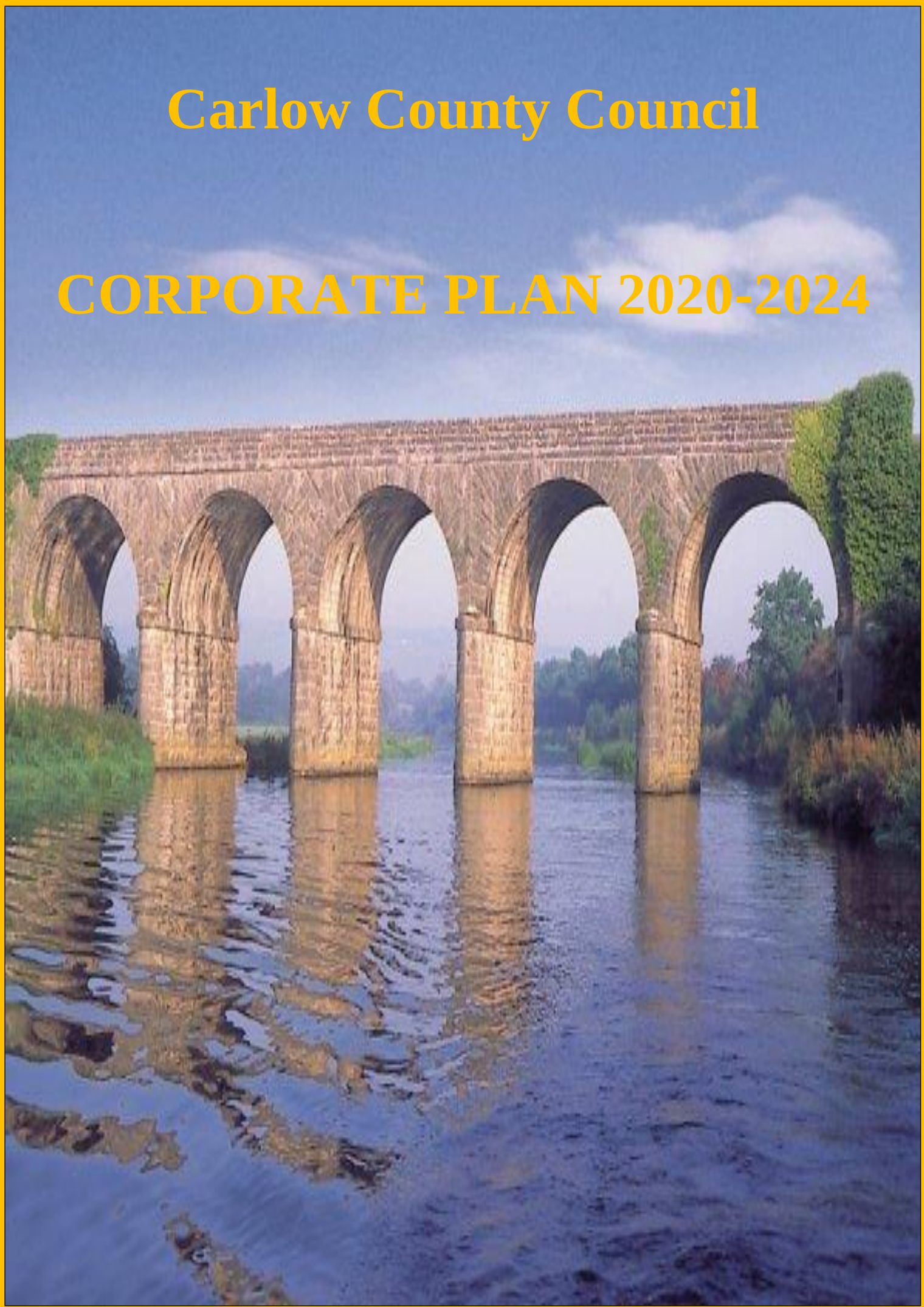
Carlow County Council

CORPORATE PLAN 2020-2024



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1.0 Introduction/Foreword

This Corporate Plan serves as the Council's strategic framework for action during the lifetime of the Council. It outlines Carlow County Council's Strategic Objectives and supporting strategies for the period 2020 - 2024, in relation to the Council's Mission and Core Values.

The Plan has been prepared following a consultation process and review by the Corporate Policy Group. It will be the primary influence for the preparation of the Annual Budget and Service Delivery Plans, through which the Council will seek to achieve its objectives. The Corporate Plan is also the foundation on which Annual Work Programmes and Personal Development Plans are based. The Plan includes a framework for the implementation, monitoring and review of these objectives, which will ensure that the Plan remains focussed, flexible and responsive in-an- ever changing environment.

In compliance with the Local Government Act 2001, as amended, this Corporate Plan is prepared on the basis of an organisational-wide strategic approach encompassing the various activities of the Council. The Plan includes the main objectives and priorities for each of the Council's principal activities and is designed to meet the circumstances of the local authority, whilst preserving flexibility in order to meet the demands of a changing environment.

In preparing the Plan the Council has been cognisant of cross cutting issues such as Social Inclusion, Equality, Climate Change Mitigation and Adaptation Objectives, and Sustainable Development together with Quality Service and Community Leadership. The Council is also cognisant of the Public Sector Equality and Human Rights duty as set out in Section 42 of the Irish Human Rights and Equality Commission Act 2014. This duty obliges the Council to have regard to the need to;

(a) Eliminate discrimination
(b) Promote Equality of Opportunity and treatment of its staff and the persons to whom it provides services and
(c) Protect the Human Rights of its members, staff and the persons to whom it provides services

Carlow County Council is committed in this Plan to supporting the Transforming Lives Programme in relation to people with disabilities to support participation in cultural, recreation, leisure and sporting activities and in fulfilling its role in ensuring that housing for people with disabilities is an integral part of mainstream housing efforts.

The Council's role in relation to migrants and new communities is reflected in the Corporate Plan and will be further detailed in the County Carlow Migrant Integration Strategy 2020-2022.

With Carlow County Council being one of twelve Sustainable Development Goal champions representing Local Authorities and the Government Sector, this Plan is reflective of that role.

The Elected Members and staff are fully committed to the implementation of the Plan, and look forward to working with the various statutory, voluntary and community bodies with whom the Council shares a common interest in the development of County Carlow.

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Cllr. John Pender
Cathaoirleach

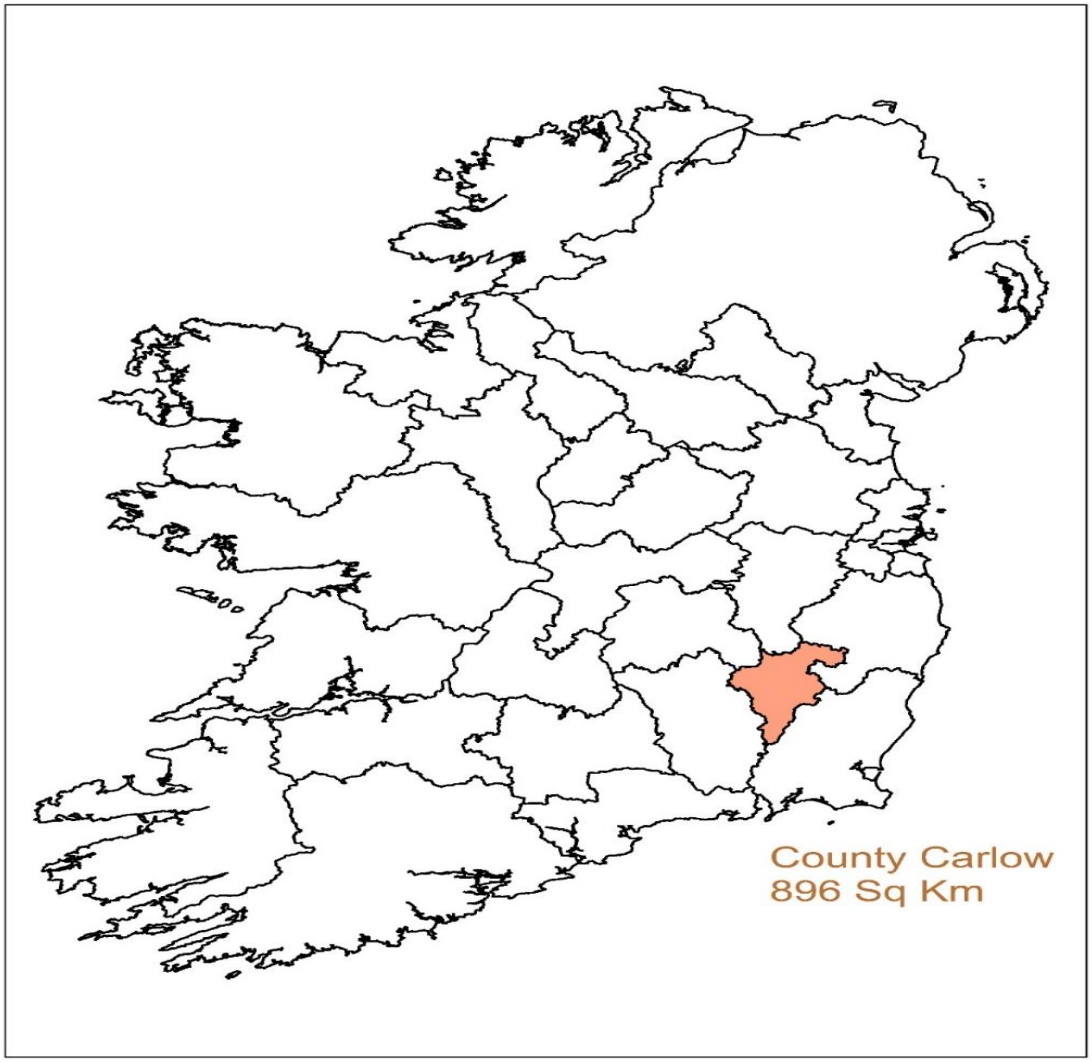
Kathleen Holohan
Chief Executive

2.0 Profile of County Carlow

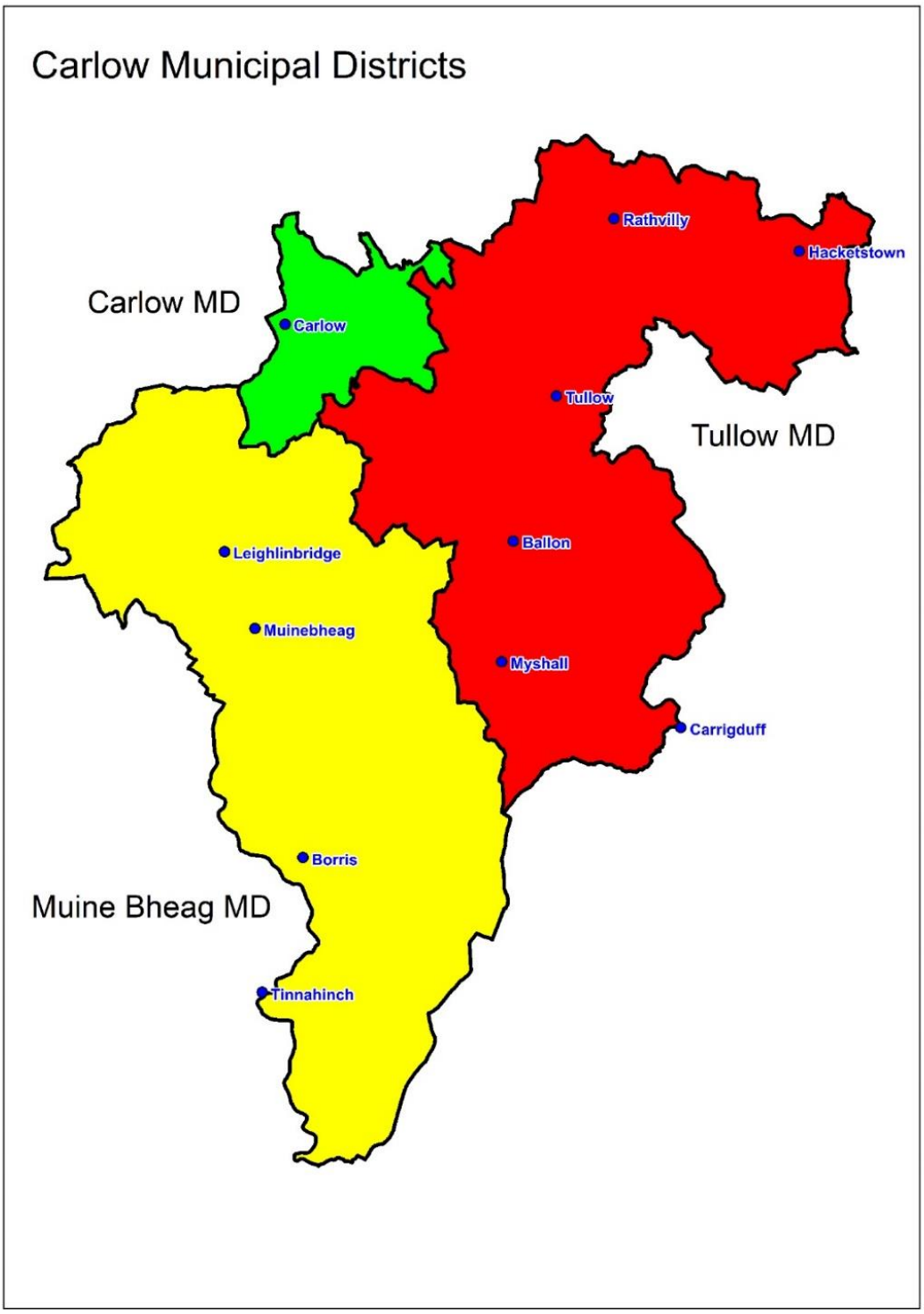
The County of Carlow (Contae Cheatharlach) is located inland within the South East of Ireland in the province of Leinster covering an area of 896 square kilometres. It is named after the town of Carlow, which lies on the River Barrow. The population of County Carlow recorded in the 2016 census was 56,932. The county town of Carlow is located in the north west of the County along the border with County Laois. Carlow Town (including Graiguecullen) had a population of 24,274 recorded in the 2016 census making it the thirteenth largest urban centre in the state.

It is noted that most of Graiguecullen area is within County Laois and within the administrative area of Laois County Council. This poses a challenge in the delivery of services for both Local Authorities. Carlow County Council's aim in this regard to in work particularly close cooperation with Laois County Council to delivery these service cooperatively.

The County is strategically located and has excellent access to transport infrastructure through its location on the M9 Dublin Waterford motorway, the Dublin Waterford main rail line and the N80 national road linking Rosslare Europort to the Midlands. Carlow is a regional centre within the South East Region for education, public services, shopping, arts, culture, leisure, recreation and sport.

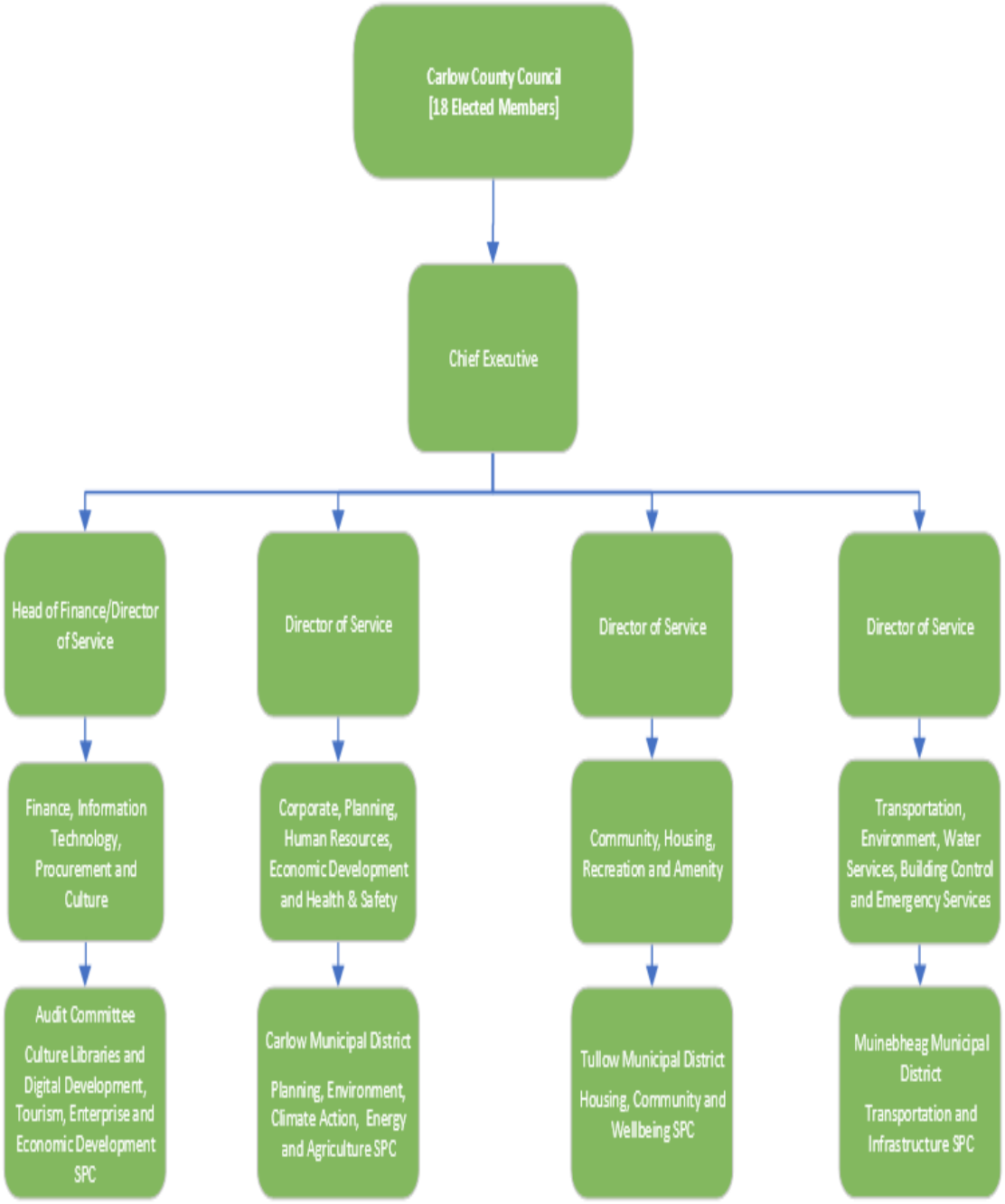


3.0 Local Operating Environment and Organisational Structure



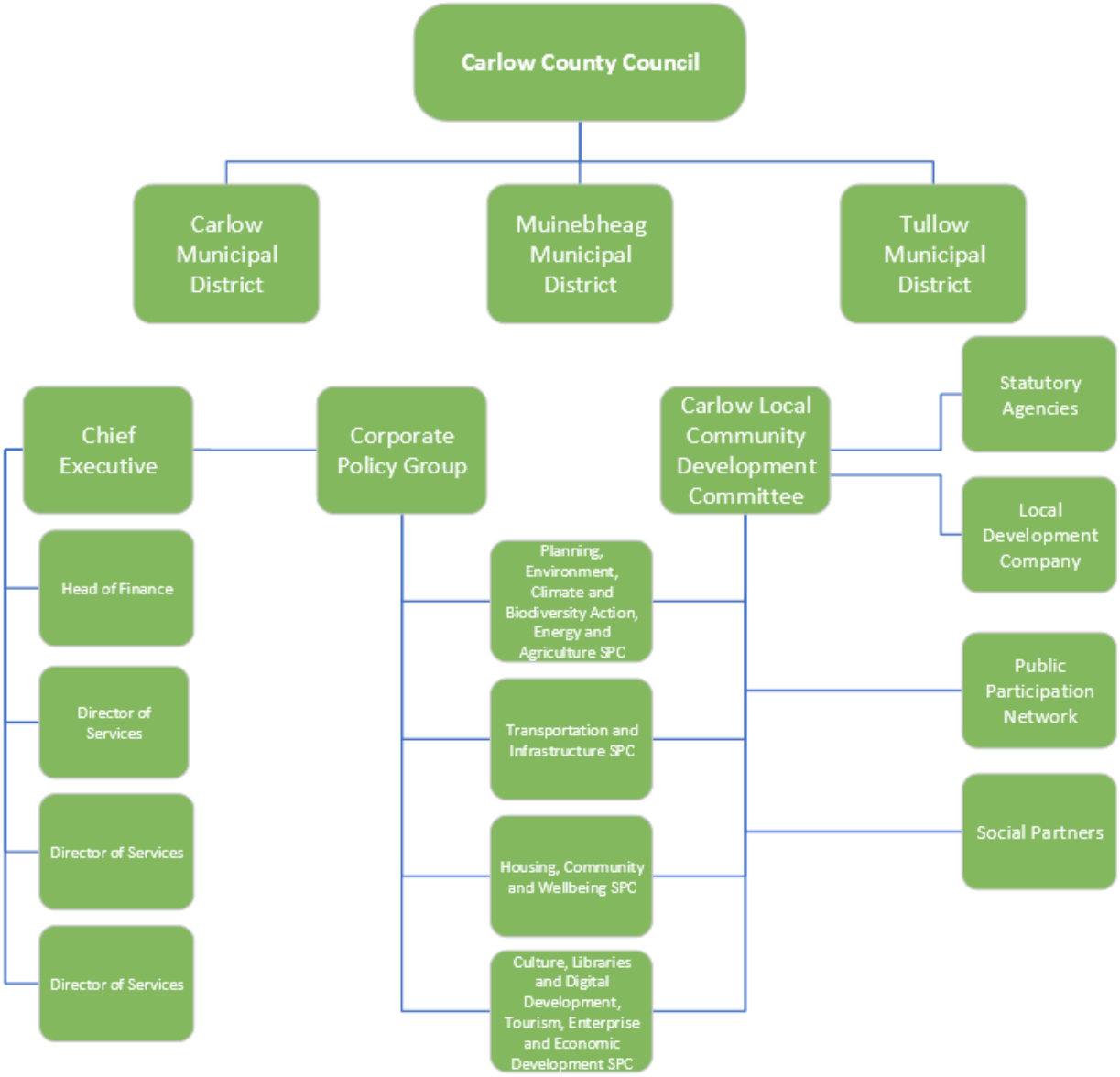
Local Operating Environment

The local operating environment in which Carlow County Council operates is outlined below.



Organisational Structure

The organisational structure of Carlow County Council is summarised in the diagram below.



3.*1 Executive and Reserved Functions*

The provision of services is shared between the Elected Members and the Council's Executive. The Elected Members perform their duties through 'Reserved Functions' which for example, include the adoption of the County Development Plan, Annual Budget, Corporate Plan, adopting a Scheme of Letting Priorities, varying the rate of Local Property Tax and making of Bye-laws.

Operational decisions are known as Executive Functions and are performed under the leadership of the Chief Executive having regard to the policies adopted by the Elected Members. Executive decisions include budgetary control, staff matters, planning decisions and housing allocations.

3.2 Elected Members

Carlow County Council has eighteen Elected Members, representing three Municipal Districts Carlow (7 members), Tullow (6 members) and Muinebheag (5 members).

Local Elections are held every 5 years with the most recent in 2019.

3.3. Municipal Districts

Municipal Districts were introduced in 2014 as part of Local Government Reform. Municipal Districts are a sub-county structure which provide for decision making at local level. As outlined above there are three Municipal Districts in County Carlow. Each Municipal District has an annual schedule of municipal district works which sets out its annual work programme. A number of specified reserved functions are carried out at municipal district level.

3.4. Corporate Policy Group (CPG)

The Council has a Corporate Policy Group (CPG) which comprises of the Cathaoirleach of the Council and the Chairpersons of the four Strategic Policy Committees. The Corporate Policy Group is served by the Chief Executive and the Management Team.

3.5 Strategic Policy Committees (SPC)

The Elected Members are responsible for the development of policies governing the Council's activities. The development of policies is facilitated through Strategic Policy Committees (SPC). Each SPC is comprised of a number of Elected Members and a number of members from designated external sectoral interests. For the period 2020 – 2024 Carlow County Council has four SPCs as follows:

- Planning, Environment, Climate and Biodiversity Action, Energy and Agriculture (7 Elected Members and 5 external sectoral representatives)
- Transportation and Infrastructure (6 Elected Members and 5 external sectoral representatives)
- Housing, Community and Wellbeing (7 Elected Members and 5 external sectoral representatives)
- Culture, Libraries and Digital Development, Tourism, Enterprise and Economic Development (6 Elected Members and 5 external sectoral representatives)

3.6 Public Participation Network (PPN)

The Council has comprehensive links with the Community and Voluntary Sector through the Public Participation Network (PPN). County Carlow's PPN currently has 410 community groups affiliated through the three Colleges – Community and Voluntary, Social Inclusion and Environmental. The PPN is a vehicle through which the Council informs the community of the work it carries out. The PPN is also a mechanism which facilitates community engagement and citizen participation.

3.7 Local Community Development Committee (LCDC)

The Council also facilitates the operation of the Local Community Development Committee (LCDC) which is the primary vehicle for the co-ordination of local and community activity in County Carlow. Its membership is drawn from a variety of statutory and non-statutory stakeholders.

4.0 Mission Statement and Core Values

4.1 Mission Statement

OUR MISSION STATEMENT

"To provide a quality local government service for the people of County Carlow, through the protection and enhancement of the environment and improvement in the quality of life."

We will achieve this by fostering a partnership between the elected members and staff of Carlow County Council and all sectors of the community. In a spirit of mutual trust, we will work in an open, effective and participative way, to ensure that County Carlow is an environmentally sustainable county, which is economically, culturally and socially inclusive and vibrant, where everybody can live and work in a healthy and safe community and where Carlow County Council earns a reputation for the quality and efficiency of its services.

4.2 Core Values

Core values shape the culture and form the identity of our organisation. Our core values are:

- ***Democratic and Civic Leadership*** **-** we provide clear, effective, democratic and civic leadership, informing, listening and responding to local people.

- ***Respect –*** we will 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.

- ***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.

- ***Accessibility*** **-** we are committed to the principles of Universal Access.

- ***Our Employees*** **-** we value our employees and are committed to developing a loyal, flexible and innovative workforce in a continuing positive work environment.

- ***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.

- ***Innovation*** **–** we are open to new ways of doing business which will add value and/or improve efficiency in service delivery.

- ***Value for Money / Maximizing 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.

4.3 Public Sector Equality and Human Rights Duty

Carlow County Council is a public body and has obligations under the Irish Human Rights and Equality and Commission Act 2014. These obligations require the Council to have regard to the need to eliminate discrimination, promote equality of opportunity and protect human rights. This is an ongoing duty and Carlow County Council will make an assessment of the equality and human rights issues that may be relevant to the functions and purpose of our organisation and the policies, plans and actions in place or proposed to be put in place to address those issues throughout the lifetime of this plan in accordance with the IHREC approach to:

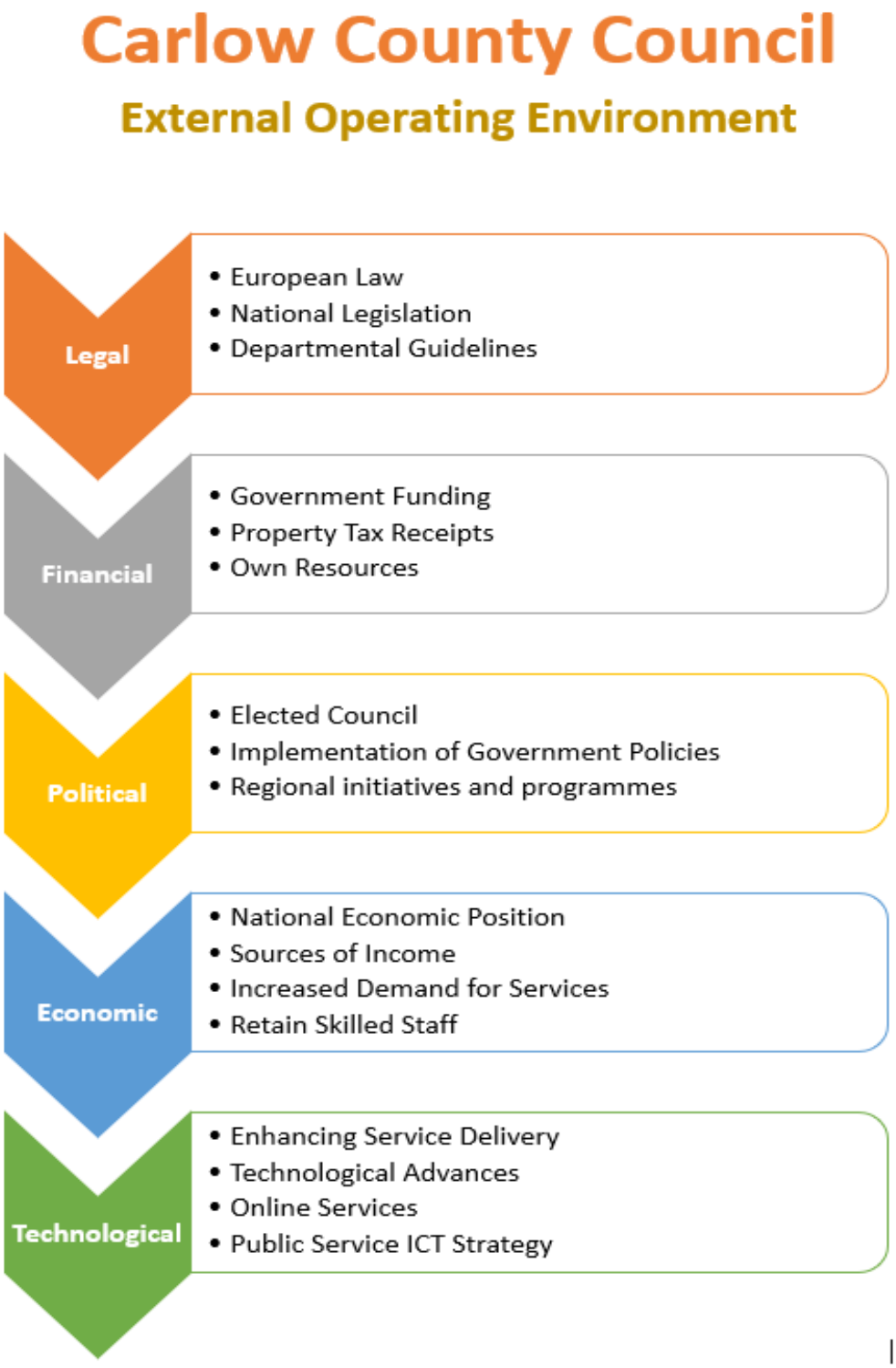
Assess: Carlow County Council will identify equality and human rights issues relevant to the Council's functions and purpose

Address: The Council will implement actions to address equality and human rights issues

Report: The Council will report on developments and achievements arising from implementation of the duty

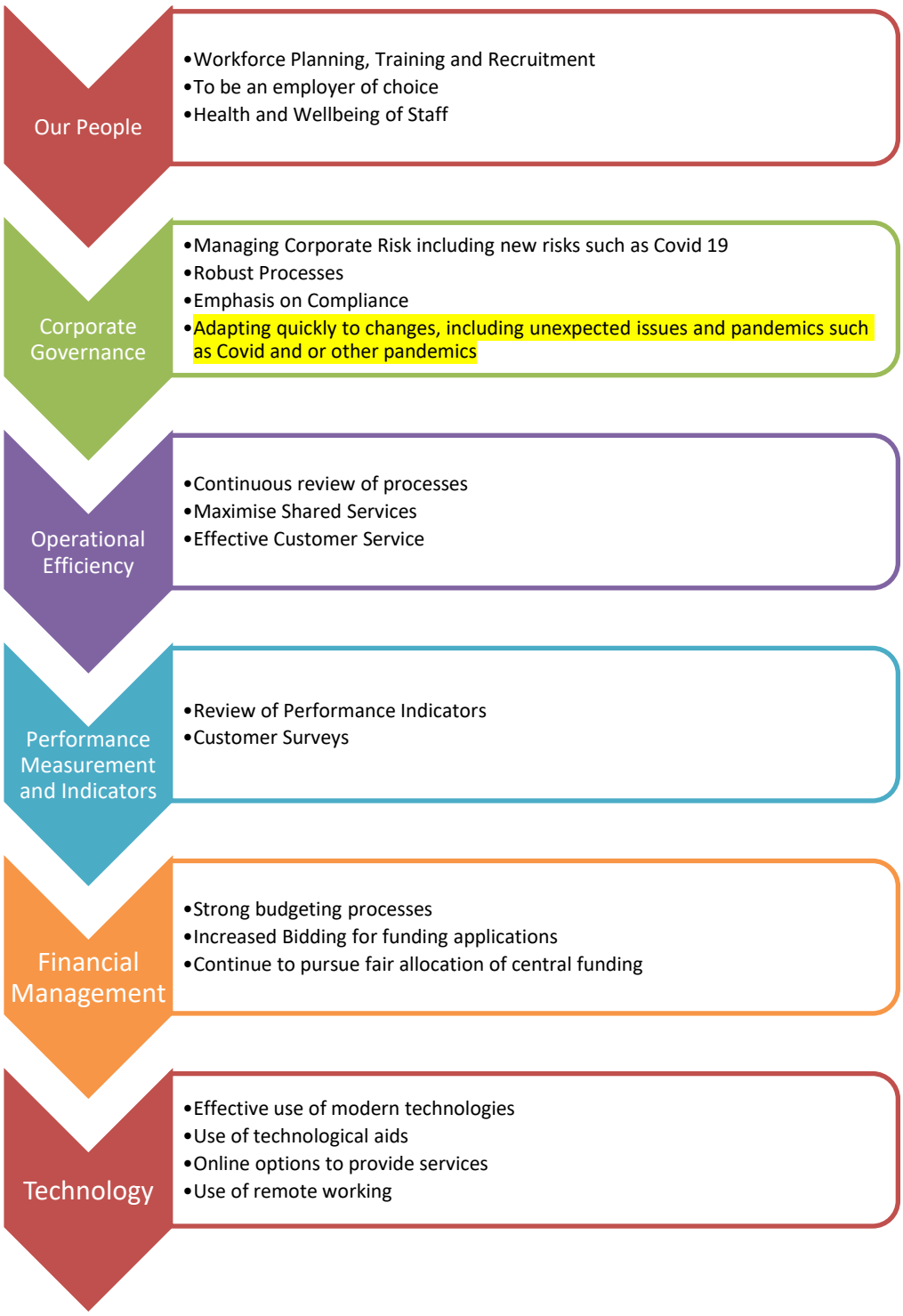
5.0 Operating Environment

5.1 External Environment



Carlow County Council

Internal Operating Environment



6.0 Strategic Objectives and Supporting Strategies

6.1 Introduction

The Council's strategic objectives are listed below. These 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	A continued focus on delivering a quality service to all customers and maximising organisational efficiency, effectiveness and continued promotion of innovation and leading-edge information and communications technology	The Council will concentrate on providing services which will improve the quality of life and wider environment for our citizens. The Council will continue to seek out best practice technologies and systems to enable it to deliver services optimally. This will involve exploring the use of new and emerging technologies including online and digital, Big Data and Artificial Intelligence having regard to the requirements of the General Data Protection Regulations
2	To improve, protect and promote our environment in the interests of present and future generations	The Council will lead communities, businesses and individuals on the journey to developing a sustainable environment through championing climate change mitigation, lower carbon emissions, and the UN Sustainable Development Goals
3	To promote economic development, job creation and tourism opportunities to fulfil County Carlow's potential	The Council will lead on developing the local economy, enabling job creation and the development of the Carlow tourist product. This will involve working constructively with all statutory and voluntary stakeholders to maximise opportunities
4	To promote and develop sustainable communities	The Council will work to increase community engagement, public participation, social inclusion and diversity. In this regard the Council will ensure that the Public Sector Equality and Human Rights Duty informs our culture and actions
5	Supporting and Enhancing Local Democracy	The Council will facilitate Elected Members and Community Representatives through its democratic structures in carrying out their representational role in response to community needs
6	To promote the highest quality sustainable living environment possible in County Carlow for all our citizens	Progress the development of the County through implementing EU, National, Regional and Local development policies

7.0 Supporting Strategies and Actions

7.1 Finance, Information and Communications Technology, Procurement and Culture

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Operational Baseline
Finance	Maintain moderate debt levels over the medium term	- Provide for repayment of loans	- Long term loans / revenue income %	
Finance	Liquidity levels to be sufficient	- Monitoring cashflow - Treasury management - Improve income collection - Expand rates base - Maximise credit terms	- Current assets - Current liabilities	
Finance	Revenue account in balance over the medium term	- Budget as adopted to be sufficient to meet service delivery requirements	- Annual Financial Statement - General revenue reserve at year end	
Finance	Pursue cost reductions and value for money	- Review how resources are expended - Strengthen internal controls - Monitor financial and regulatory compliance	- Annual Financial Statement - General revenue reserve balance at year end - Capital account balance at year end	
Finance	Operate efficiently to support local business and householders	- Ensure timely payment all commitments	- Compliance with prompt payment legislation	
Finance	Improved collection levels for debtor accounts	- Actively engage with debtors - Ongoing review of debt collection models	- National and local Collections targets	

Finance	Financial Management	- Provide timely, accurate and impartial financial advice to relevant stakeholders	- Quarterly financial reports - Annual Financial Statement	

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Operational Baseline
Information Communication Technology (ICT)	Support the functions of Carlow County Council through innovative ICT solutions	- Carlow IT Strategy - ICT Strategy for Local Government - Carlow GIS Strategy - Cloud Computing Strategy	Ensure that measures outlined in the supporting strategies are implemented in an innovative way	Support the functions of Carlow County Council through innovative ICT solutions
Information Communication Technology (ICT)	Enhance the robustness of the Carlow WAN/LAN to better support the delivery of services to the people of Carlow	- Carlow IT Strategy - IT Continuity Plan 2020	- Adherence to Disaster Recovery - SLAs as per IT Continuity Plan 2020	Ensure procedures in Draft IT Continuity Plan 2020 are in place for WAN/LAN redundancy and backup
Information Communication Technology (ICT)	Ensure successful rollout of National Broadband Plan in County Carlow	- Carlow County Development Plan - National Broadband Plan	- Ensure that all planning applications granted have the necessary broadband conditions where relevant - Prepare Digital Strategy for County Carlow - Broadband Connection Points - WiFi4EU Project	Higher broadband speeds achieved in Carlow in 2020

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Operational Baseline
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	- Carlow County Development Plan 2015-2021 - Our Public Libraries 2022: inspiring, connecting and empowering communities	- Annual business plan - Average weekly opening hours - Active membership per head of population - Library visits per head of population - Issues per head of population	Monitoring and Review of performance using (NOAC) national and local service indicators
County Library and Archives Service	Strengthen the Principle of the Library as a centre for reading, development and literacy in the community and lead on the *Right to Read* strategy on behalf of the County Council by providing information, supports and programmes to foster literacy development and promote reading and literacy for all	- Our Public Libraries 2022: inspiring, connecting and empowering communities - Brighter Outcomes, Better Futures - National Youth Strategy 2015 – 2020 - Literacy and Numeracy for Learning and Life - Carlow County Council Right to Read Plan 2018 – 2020	- Engagement numbers in Library literacy initiatives and programmes - Issues per head of population - Active membership per head of population	Targets as outlined in *Our Public Libraries 2022: inspiring, connecting and empowering communities*

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Operational Baseline
County Library and Archives Service	Provide access to information, support and facilities for engagement in lifelong learning in collaboration with local and national partners including the Work Matters and Healthy Ireland at Your Library programmes	- Our Public Libraries 2022: inspiring, connecting and empowering communities	- Engagement numbers in Library initiatives and programmes - Collaboration with national and local stakeholders	Monitoring and Review of performance using local service indicators
County Library and Archives Service	Promote the Library as a centre of community and cultural activity by encouraging creativity, inclusion and Partnership. Provide welcoming, free, open and democratic places for all through Library buildings and services	- Our Public Libraries 2022: inspiring, connecting and empowering communities - Carlow County Museum Strategic Management Plan 2019 – 2024 - Carlow Age Friendly County Strategy - Carlow Culture and Creativity Strategy 2018 – 2022	• Engagement numbers in Library initiatives and programmes • Collaboration with national and local stakeholders	Monitoring and Review of performance using local service indicators
County Library and Archives Service	Continue to collect, preserve and provide access to the social and documented heritage of County Carlow through the Local Studies and County Archives Department for current and future	- Our Public Libraries 2022: inspiring, connecting and empowering communities - Heritage Ireland 2030 - Carlow County Museum Strategic	- Library visits per head of population - Enquiry numbers per head of population - Online usage of digital resources	- Monitoring and Review of performance using local service indicators

	generations utilising technology where appropriate	Management Plan 2019 – 2024		
County Library and Archives Service	To promote, develop and encourage the use of Irish Language and Culture through County Library services, publications, events and online. Tá sé ar intinn ag an Seirbhís Leabharlanna an Ghaeilge a fhorbairt de réir Clubanna Gaeilge, idir léitheoireachta agus scríobhneoireachta de a chur ar fáil do chách	- Our Public Libraries 2022: inspiring, connecting and empowering communities - The National Language Strategy 2010 - 2030	- Collaboration with local and national Irish language bodies and programmes - Issues of Irish language materials per head of population - External funding to support Irish language programmes and library collection	- Review engagement with Irish language groups and participation in Irish language events

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Operational Baseline
County Museum	Update the displays at Carlow County Museum. Continue the documentation and conservation of the museum's collection and enhance the museum's storage capacity	- Carlow County Museum Collection Policy 2019 – 2024 - Carlow County Museum Disposal policy 2019 – 2024	- Include new objects guided by appropriate acquisitions that enhance the focus on County Carlow's history	- More objects on display and more objects conserved - Temporary/ Special exhibitions mounted - Plan for storage
County Museum	Achieve Full Museums Standards Programme of Ireland (MSPI) Accreditation	- The Heritage Council's Museums Standards Programme of Ireland - Carlow County Museum	- Submit for Interim Accreditation in 2019 - Submit for Full Accreditation in 2021	- Interim Accreditation awarded in 2020 - Full Accreditation awarded in 2022

		Strategic Management Plan 2019 – 2024		
County Museum	Work with Carlow Tourism to maintain and operate the Carlow Tourist Office (TO)	- Carlow County Council & Fáilte Ireland's Annual Budget - Carlow County Museum Strategic Management Plan 2019 – 2024 - County Carlow Tourism Strategy 2020-25 (pending)	- Ensure the Tourist Office is opened as advertised	- Tourist Office is opened as advertised - Monthly/Annual record of visitors to Museum & Tourist Office
County Museum	Carry out duties as a Designated Museum by the National Museum of Ireland (MMI) Promote the protection of our archaeological heritage	- Carlow County Museum Strategic Management Plan 2019 – 2024 - Carlow County Museum Collection Policy 2019 – 2024 - National Museum of Ireland Strategic Plan 2019 2022, Building Capacity, Driving Change	- Respond to archaeological queries and finds as and when notified by members of the public or the National Museum of Ireland	- Responding to archaeological queries and finds
County Museum	Coordination of the St. Willibrord, Patron Saint of Luxembourg, First Apostle of the	- Carlow County Museum Strategic	- Maintain the contact with Echternach, Luxembourg	- Reciprocal visits undertaken - St Willibrord Biennial lecture hosted

	Netherlands, and his County Carlow connection project	Management Plan 2019 – 2024	- Coordinate relevant visits to Echternach and to County Carlow	- Research work undertaken
County Museum	Co-ordinate with the Council's Culture Team to achieve Creative Ireland objectives	- Carlow Culture and Creativity Strategy 2018 – 2022	- Oversee, develop projects in accordance with the strategy	- Participation in the various elements of the Carlow strategy to enhance the cultural profile in the county
County Museum	Mark decade of commemorations with appropriate exhibitions and events in line with the Carlow County Council Centenary Committee plan	- Carlow County Council Centenary Committee plan - Carlow Culture and Creativity Strategy 2018 – 2022	- Enhance the Museum's Rebellion and Military displays - Work with the Commemorations Coordinator to achieve the Committee's yearly objectives	- Support the Commemorations Coordinator in undertaking their role.
County Museum	Ensure that the role and needs of the museum are reflected within the policy and strategy of the Local Authority Museum's Network (LAMN)	- Local Authority Museums' Network - 'Preserving the Past – Shaping the Future 2016 - 2019'	- Input into the new Local Authority Museum's Network strategy - Participate in Local Authority Museum's Network events, exhibitions and training	- New Local Authority Museum's Network strategy launched and being implemented.
County Museum	Develop strategic links with/ partnerships with relevant local, national and international organisations	- Carlow County Museum Strategic Management Plan 2019 – 2024 - County Carlow Local Economic and Community	- Carlow County Museum has an excellent record of working with international, national, county, local, community and voluntary groups through a variety of projects	- Further projects and activities undertaken similar to those outlined in the Carlow County Museum Strategic Management Plan 2019 – 2024

		Plan (LECP) 2015 – 2021		

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Operational Baseline
Arts Service	Strategically plan arts development in the county Lead, nurture and sustain arts development across County Carlow Lead, broker, advise, mentor, curate, support and enable local communities and artists to be self-directing and self- sufficient Work collaboratively with every aspect of local authority services, key partners and stakeholders	- Implementation of the Local Arts Development plan - Management of Arts Programme – Per cent for art commissioning. Management of youth theatre - Management of artist in residence programmes - Support to local Arts organisations, communities and artists including Venues, Festivals, music generation, Take a Part Carlow - Management of Funding opportunities and supports to artists and communities such as the Arts Act Grants, Bursaries, commissions, Artlinks - professional	- Increased opportunities for the Arts and Culture in areas of infrastructure, community, library/museum services, planning, local enterprise and corporate services - Increased numbers 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	- Monitoring and Review of performance using national and local service indicators - Increased engagement with community and relevant bodies and agencies - Increased and inclusive participation in the Arts and Culture

		development and training - Coordination of the Creative Ireland Carlow programme and membership on the Carlow County Council Culture Team		

7.2 Corporate, Planning, Human Resources, Economic Development and Health and Safety

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Operational Baseline
Corporate	To provide a healthy and safe working Environment To ensure in so far as is reasonably practicable, the Safety, Health and Welfare at work of all employees	- Health & Safety Act 1995 as amended - Corporate Safety Statement and Ancillary Statements	- 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	- Number of safety, health and welfare at work courses / training programmes arranged
Corporate	To provide corporate governance leadership to the Elected Members, employees and customers	- Knowledge and understanding of the ethical and legal requirements of good governance - Local Government	- Ensuring all returns and declarations are submitted. Regular and effective monitoring of data and returns	- Regular review by internal audit unit - Review by external audit and Audit Committee - Completion of accurate annual declarations and

		Acts 2001 – 2014 - Circular LG 24 of 2014 - Code of Conduct for Employees and Elected Members		compliance with Codes of Conduct
Functional Area	**Performance Goals**	**Supporting Programme**	**Measurement Methodology**	**Operational Baseline**
Corporate	Manage major Organisational Change Workforce Planning	- Review Organisational and Workforce Plans	- Anticipate change and plan for same through Cross Functional Transition Teams - To implement the provisions of the 2020 - 2024 Workforce Plan - Continue to implement the modernisation agenda in co-operation with Management, Staff and Unions	- Maintain service standards - Maintain /Improve Service Indicator Figures
Corporate	Lead on Implementation of Corporate Plan – ensuring objectives are achieved	- Establish Senior Cross Functional Team to monitor and review progress and also review Annual Service Plans	- Level of achievement of objectives - Comment in Annual Report on Achievements	- Level of achievement of objectives in Corporate Plan
Corporate	Prepare and complete each Register of Electors / Supplement to the highest degree of voter accuracy and	- Electoral Acts	- Encourage members of the public to register their entitlement to vote through campaigns in local media etc.	- Completion and publication of Register of Electors

	customer satisfaction Advocate for on-line, real-time Register of Electors		- Maintain effective information gathering and ensure all field work is comprehensive and accurate	
Functional Area	**Performance Goals**	**Supporting Programme**	**Measurement Methodology**	**Operational Baseline**
Corporate	Deliver quality services to our customers Delivering on Our Public Service 2020	- Customer Service Action Plan - Customer Service Charter - Our Public Service 2020	- Review Plan and Charter - Ensure implementation by all employees - Ensure all staff have regard to Our Public Service 2020	- Achieving the objectives of Our Public Service 2020 - Achieving the timelines of the Customer Service Charter

Corporate	Enable the public to gain access to records held by the Council to the greatest extent possible consistent with the right to privacy and the public interest To protect data and comply with General Data Protection Regulations (GDPR)	- Freedom of Information	- Respond to all requests received in a timely manner - Provide Freedom of Information and Data Protection Training Programmes	- Number of Freedom of Information (FOI) and Data Subject Access Requests (DSAR)
Functional Area	**Performance Goals**	**Supporting Programme**	**Measurement Methodology**	**Operational Baseline**
Human Resources	Recruitment, training and development of a sufficient number of qualified staff to meet the existing and future needs of the organisation	- Human Resource Strategy	- Adopt a Strategic Human Resource approach, employing best practice in relation to the recruitment, training and development of staff - Foster and maintain stable industrial relations - Implement Performance Management and Development System (PMDS)	- Number of staff recruited, whilst staying within employment control framework - Percentage of working days lost to sickness absence through certified and uncertified sick leave - Percentage of staff who have participated in Training & Development courses/programmes - Percentage of total workforce with a disability - Number of employees (by gender) availing of

			- To be an employer of Choice	Worklife Balance options
Human Resources	Implement Carlow County Council's People Strategy	- Carlow County Council People Strategy 2019	- Implement the provisions of the People Strategy 2019	- Achieving the specified outcomes

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Operational Baseline
Planning	To ensure effective, proper planning and sustainable, balanced development of urban and rural areas	- Adopt and implement a quality Carlow County development plan consistent with regional and national policies - Adopt and implement quality Local Area Plans and Joint Urban Plans consistent with regional and national policies - Implement Planning and Development enforcement legislation	- To monitor and prepare 2 year progress report on progress achieved in securing the objectives of the County Development Plan - Number of Local Area Plans and Joint Urban Plans adopted - Percentage of planning enforcement cases closed (against the number of cases that were investigated)	- Review to be concluded within statutory timeframe prescribed in the Planning and Development legislation - Number of enforcement complaints received
Planning	To ensure effective, proper planning and sustainable, balanced development of urban and rural areas	- Provide an efficient high quality service to include pre-planning consultations and development management assessments in line with the provisions of the Planning and Development legislation, Ministerial Guidelines, EU,	- Percentage of applications where the decision was confirmed (with or without variation) by An Bord Pleanala - Percentage of compliance concluded within the statutory timelines	- Number of pre-planning meetings held - Number of planning applications received - Number of compliance requests received

		National and Regional Policies - Process compliance requests associated with grants of planning permission		
Planning	Encourage the re-development and regeneration of Vacant and Derelict Sites	- Derelict Sites Legislation (Derelict Sites Register) - Development Plan and Local Area Plan Policy - Urban Regeneration and Housing Act 2015 (Vacant Site Levy) - Apply Urban and Rural Regeneration Funding to revitalise derelict, vacant and un-used properties	- Number of derelict sites removed from the register - Number of Vacant Sites removed from the register - Number of areas re-developed utilising rural and urban regeneration funding	- Number of derelict sites removed from the register - Number of Vacant Sites removed from the register - Number of areas re-developed utilising rural and urban regeneration funding
Planning	Undertake a Review of the Development Contribution Scheme	- Planning and Development Act 2000 (as amended)	- Adoption of Development Contribution Scheme	- Review to be concluded within twelve months from commencement date of review
Planning	Enhance Customer Services through the deployment of new technology	- Implement National e-Planning service	- Implementation in line with National timeframe	- N/a

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Operational Baseline
Economic Development	To promote Economic sustainability, development and enhancement by: - Promotion of County Carlow as a location for investment - Operation of business support development programme - Provision of economic infrastructure - Development and management of strategic alliances with education and training providers - Development and management of strategic alliances with business representation organisations - Provision of adequate zoned lands for industrial and commercial development - To prepare and implement a Local Economic and Community	- The specific objectives of the Economic Development Programme are defined annually as part of the County Enterprise Planning process which is developed in partnership with Enterprise Ireland covering four key areas: 1. Business Information & Advisory Services 2. Entrepreneurship Support Services 3. Enterprise Support Services 4. Local Enterprise Development Services	- As per County Enterprise Plan agreed with Enterprise Ireland and Carlow County Council under the Service Level Agreement - As per the Local Economic and Community Plan for County Carlow (LECP)	- As per County Enterprise Plan agreed with Enterprise Ireland and Carlow County Council under the Service Level Agreement - As per the Local Economic and Community Plan for County Carlow (LECP)

	Plan (LECP) for the county - Development of Special Projects to realise funding opportunities			
Functional Area	**Performance Goals**	**Supporting Programme**	**Measurement Methodology**	**Operational Baseline**
Economic Development **Tourism**	To develop a sustainable tourism industry capable of increasing the inflow of tourists and associated revenues in order to realize the full economic potential of tourism **Specific Objectives** The tourism development objectives are: 1. Create an awareness and knowledge of County Carlow as a tourist destination in its own right, both in the marketplace and among the people 2. Develop the infrastructure necessary to support the growth of Carlow's tourism industry	- Work with Carlow Tourism and Fáilte Ireland and the community to: 1. Generate an awareness of County Carlow as a developing tourist destination internally among its population and externally in selected target markets 2. Segment the market focusing on markets which offer the most potential, and on growth segments within those markets 3. Promote and support the distinctive image and brand identity for County Carlow which fairly reflects the County's tourism product offering 4. Liaise closely and form marketing networks with surrounding counties to ensure County Carlow benefits from marketing initiatives undertaken by its neighbours	- As per the Local Economic and Community Plan for County Carlow (LECP)	- Increased Visitor Numbers - Number of Tourism Initiatives organized each year - Increased awareness of County Carlow Tourism Attractions - Development of Annual Economic Impact Report for Tourism Investment - As per the Local Economic and Community Plan for County Carlow (LECP)

	3. Achieve optimum utilization of available tourism assets by identifying, developing and marketing products that will attract increased tourist traffic 4. Maximize the length of stay and expenditure by tourists 5. Extend the tourist season and to achieve higher yields, improved profitability and increased employment in the industry 6. Ensure that there is effective environmental management to conserve and enhance the vital natural and build heritage of the County, and that sustainable tourism development practices are observed 7. Achieve a more balanced geographic	5. Focus marketing initiatives on strategic objectives, including increasing the awareness of tourism among the local population, generating higher yields, dispersion of activity around the County, longer stays and season extension 6. Create a solid platform for a sustained, well resourced, market development campaign by ensuring the active involvement of the industry and the development agencies 7. Establish marketing networks between product providers in Carlow, and develop packaging opportunities 8. Examine the potential for further development/promotion of the Browneshill Dolmen, Duckett's Grove, Carlow Castle, Carlow Arts Centre / Visual, George Bernard Shaw Theater, River Barrow as a tourism amenity		

	spread of tourism activity and the associated economic benefits throughout the County, while ensuring that the essential character of the different tourism zones and sub-zones is maintained 8. Put in place and sustain the appropriate structures and resources to enable effective leadership, guidance and marketing of Carlow's tourism sector			

7.3 Transportation, Environment, Water Services, Building Control and Emergency Services

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Operational Baseline
Roads, Transportation & Safety	Continue to seek more cost effective means of undertaking the roads maintenance function	- The roads department will continuously endeavour to be more cost effective in its primary	- Identify each component element of the roads maintenanc e function and	- Better unit costs for the individual road maintenance activities - Increased area of surface dressing

		function of maintaining the road asset of the county - Continue this process by analysing each component element of the maintenance function to seek further improvements	establish how it can be improved - Reduce the number of account elements when recording expenditure to better identify the cost of the roads function - Work with local communities on class 3 roads to minimize the spend by the roads office in this area.	annually as more funds would be saved from the routine function to enable the more cost effective surface dressing activity to be undertake - Improved method of patching of potholes such that do not recur thereby reducing the monies committed to responsive maintenance
Roads, Transportation & Safety	Continue to seek funding under the Smarter Travel Initiative to broaden the modal shift in the urban areas to include walking and cycling.	- Develop cycling proposals for each of the main towns of the county and seek funding from the national funding sources associated with smarter travel	- Seek an Annual allocation towards the development of the facilities	- Length of the cycling network provided on a year to year basis - Number of people using the cycling network
Roads, Transportation & Safety	Develop the MapRoad Pavement Management System to enable a more cost effective approach to road maintenance	- Continue to work with the Roads Management Office to develop the functionality of this process. - Introduce its use as an essential	- Increase the number of supervisory staff who use the programme to carry out roads	- A more cost effective roads management function to be delivered in terms of the appropriateness of the treatment

		part of the roads management function of the Council	management tasks - The recording of works undertaken and works programmed on the system - The recording of condition rating of the road network on the system	for the nature of the roads defect - Improvement in cycle return periods for the surface dressing operation
Roads, Transportation & Safety	Survey all the regional and local road bridges in the county to establish a risk register of bridges that are vulnerable to failure.	- Inspect/survey all the regional and local road bridges, with a long span - Train roads office staff to use the Eirspan bridge management software & record the assessments on the Pavement Management System - Apply for an annual allocation to facilitate the survey	- Number of bridges surveyed on a year to year basis	- Number of bridges requiring urgent repairs
Roads, Transportation & Safety	Seek funding for the Improvement works on the N80 at Leagh	- Continue to make a business case for the provision of a re-alignment of the Section of the N80 located at Leagh	- The provision of the necessary funding for the execution of the works - Submit proposals	- The construction of the realigned section of N80

			requesting the provision of funding to develop detailed proposals for the project from inception to CPO - Acquire the lands necessary and secure the necessary funding for the execution of the works	
Roads, Transportation & Safety	Seek funding for the Carlow Relief Road from its junction with Hacketstown Road, orbiting South of Carlow Town connecting with the already constructed road in Laois, including a link to the Eire Og link Road.	- Continue to make the business case for the provision of this section of road measuring 8km in length	- Submit proposals requesting the provision of funding to develop detailed proposals for the project from inception to CPO - Seek Section 85 Agreement with Laois County Council to further progress the project	- Complete the construction of the proposed road

			- Acquire the lands necessary and secure the necessary funding for the execution of the work.	
Roads, Transportation & Safety	Seek funding for the Tullow Relief Road from its junctions with the N81, orbiting West of Tullow Town	- Continue to make the business case for the provision of this section of road measuring 5km in length	- Submit proposals requesting the provision of funding to develop detailed proposals for the project from inception to CPO - Acquire the lands necessary and secure the necessary funding for the execution of the works	- Complete the construction of the proposed road
Roads, Transportation & Safety	Examine the need for a bypass for Muine Bheag Bagnalestown to include a bridge over the main Dublin/Waterford railway line	- To carry out the necessary survey /traffic count to established the need for a bypass	- Seek an allotted allocation from the Department of Tourism Transport and sport	- Establish a need for the bypass of Muine Bheag
Roads, Transportation	Enter into a new contract for the	- The current contract expires	- Commence the	- Establishment of new regional

& Safety	maintenance of the county's public lighting stock	at the end of April 2021. This contract which was tendered on a regional basis delivered significant cost savings to the participating counties. The next contract should also make provision for enhanced energy performance	procurement process with an emphasis on energy enhanced performance - Seek virtual metering agreement from the Unmetered Services section of the ESB to facilitate this arrangement	contract that will continue to offer competitive maintenance costs but also deliver savings on energy
Roads, Transportation & Safety	Undertake a detailed examination of the energy component of public lighting and develop an approach to reducing the county's energy requirement, to assist Ireland in meeting its obligations under the Kyoto protocols	- Carry out a comprehensive survey of the entire lighting stock of the county, in terms of its location, the nature of each asset in terms of the lantern type and the physical and electrical condition of the lantern and the structural condition of the pole	- Comprehensive data on the entirety of the network - Analysis to be undertaken of the least energy efficient lights and also the lanterns and posts that require early replacement - Development of a multi annual programme for the replacement of the inefficient lighting stock	- Number of lights replaced on a year by year basis
Roads, Transportation & Safety	Examine the potential for entering a Public lighting retrofit programme in	- Carry out a comprehensive survey of the entire lighting stock of the	-Seek Section 85 Agreement with Kilkenny Co. Co. as lead authority to further	- Number of lights replaced during the term of the contract

	conjunction with the Roads Management Office to upgrade all remaining public lighting equipment to LED's	county, in terms of its location, the nature of each asset in terms of the lantern type and the physical and electrical condition of the lantern and the structural condition of the pole	progress the project -Submit proposals to council requesting the provision of funding to participate in the regional programme	
Roads, Transportation & Safety	In conjunction with the National Transport Authority, develop proposal to introduce a Bus Service to Carlow Town.	- Carry out a comprehensive survey of the road network, key locations requiring access - Determine the potential routes and locations to be served - Develop proposals to upgrade/install bus stops, vehicle requirements, time-tables, costings, etc.	- Submit proposals requesting the provision of funding to develop detailed proposals - Commence the procurement process for the provision of equipment and bus stop development	- Introduction of the Carlow town Bus Service
Roads, Transportation & Safety	Continue to prepare low cost safety initiative schemes to reduce the incidents of traffic accidents in the county	- Seek funding from the Department of Transport Tourism and Sport to undertake minor road improvements to reduce the risk of future traffic accidents	- Analyze the accident records of the county to establish locations of high or medium vulnerability for traffic accidents - Speak to the Garda Authorities to	- The level of funding provided on a year by year basis - The number of accidents occurring in Carlow on a year by year basis

			separately discover the locations they most often have to respond to for road traffic accidents	
Roads, Transportation & Safety	Update the 5 year road safety plan for the county	- Consult with the relevant stakeholders for this process	- Consult with the stakeholders, gather accident statistics for county for past 10 years - Considering the national objectives, update the 5 year plan	- Provision of a plan for the period 2020 to 2024
Roads, Transportation & Safety	Electric Vehicle Charging plan for the County	- Establish the relevant stakeholders for this process and contact them to see if they wish to participate in the process	- Consult with the stakeholders, gather statistics for county of preferred locations for charging points - Comply with national objectives in respect of provision and planning for charging types and locations, analyse data & prepare a plan	- Provision of a plan for the period 2020 to 2024

Roads, Transportation & Safety	Update the current Traffic Parking by-Laws for Carlow	- Carry out a comprehensive survey of the existing Traffic Parking By-Laws, considering need, location, residential parking permits, EV parking requirements, chargeability, restrictions, exemptions for events, new "cashless" methods of payment, etc.	- Consult with the stakeholders, gather statistics, seek information on locations, residential parking permits, EV parking requirements, chargeability, restrictions, exemptions for events, new "cashless" methods of payment, etc.	- Produce Updated Traffic Parking Bye-Laws for Carlow
Roads, Transportation & Safety	Improvement works on the Ex-National road R448 (Old N9) through County Carlow.	- Carry out a comprehensive survey of the Ex-national road (old N9) to determine the extents of the issues considering traffic flows, safety concerns, traffic incidents, road condition, etc. - Prepare submission to seek funding from the Department of Transport Tourism and Sport to	- Continue to make a business case for funding to undertake the improvement works of the Ex-national road (old N9)	- The level of funding provided on a year by year basis

		undertake the improvement works		
Roads, Transportation & Safety	Improvement and restoration of National road network in consultation with Transport Infrastructure Ireland.	- Undertake annual pavement condition surveys, road safety audits and analysis of traffic data	- Continue to make a business case for funding to undertake the improvement works of the National road network	- The level of funding provided on a year by year basis

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Operational Baseline
Environment	To implement National and European Legislation with regard to waste management and to monitor, regulate and enforce the legislation	- National Inspection Priorities Scheme' agreed by the Department, Local Authorities and the WERLAs (Waste Enforcement Regional Lead Authorities)	- Annual RMCEI (Recommended Minimum Criteria for Environmental Inspections)	- Achieve Targets Set Out in the RMCEI Plan
Environment	To implement a regime to support litter control and management through enforcement, education, street cleaning programmes and monitoring	- National Litter Pollution Monitoring System - Annual Programme for Street Cleaning - Annual RMCEI Plan	- National Litter Monitoring Pollution System - Pride of Place Judging - National Tidy Towns Awards	- To keep public areas litter free in so far as is reasonably practicable
Environment	To support the provision of recovery and recycling facilities in County Carlow	- Southern Waste Management Plan - Repak, Repak End of Life Tyrres (ELT), End of Life Vehicles (ELVES)	- Records of categorised tonnages of materials recycled/recovered	- Tonnage volumes collected in previous years - Percentage compliance

		- Waste Electrical and Electronic Equipment (WEEE Ireland) - National Waste Collection Permit Office (NWCPO) - Waste Enforcement Regional Lead Authorities (WERLA)	- Number of producers registered with PRI Schemes - Number of facilities provided by Carlow County Council - Records of Waste collected, recovered and recycled by private operators	with PRI Schemes - Maintenance of the minimum number of facilities in accordance with the Southern Waste Management Plan
Environment	Carry out aftercare monitoring and works required at historic landfills in accordance with the terms of the Industrial Emissions Licence	- EPA Landfill Manuals - Site Operations Manuals	- Conditions set out in the licence	- As set out in the annual operational plan
Environment	To implement the measures specified in the second cycle of the Water Framework Directive and the River Basin Management Plan and support the development of the plans and measures for the third cycle	- Local Authorities Water Programme - The River Basin Management Plan (RBMP) 2018 – 2021 (and the following years plan) - Blue Dot Programme	- River Water Status - Action Areas of Priority Annual Reports - Targets set out in the RBMP	- Maintenance and improvement of River Water Quality Status
Environment	To implement National and European Legislation with regard to Water	- National Inspection Plan for On Site Wastewater Treatment Plants	- Percentage compliance for onsite Wastewater	- Targets as set out in the RMCEI

	Pollution and to monitor, regulate and enforce the legislation	- Good Agricultural Practice Guidelines - Water Framework Directive (WFD) Rivers & Lakes Chemistry Monitoring Programme - Local Authorities Water Programme (LAWPro)	Treatment System - Percentage compliance of farms in accordance with the guidelines - Number of samples taken versus the number required - Annual RMCEI	
Environment	Carry out duties as the Water Services Authority for Group Water Schemes and Small Private Supplies and administration	- Rural Water Programme - National Federation of Group Water Schemes	- Number of samples taken versus the number of samples required under the Drinking Water Regulations - Number and amount of grants paid out under the rural water programme	- Ensure water quality standards are in accordance with the Drinking Water Regulations - All grant applications to be processed and assessed within one week
Environment	To implement objectives of Carlow's Climate Change Adaptation Strategy 2019 – 2024	- National Adaptation Framework - National Climate Action Plan 2019 - Climate Action Regional Offices (CARO)	- Implementation of objectives of the strategy	Compliance with objectives of the strategy

Environment	To promote and implement the 17 Goals UN Sustainable Development Goals (SDGs) and ensure that they are incorporated into plans and strategies	- Department of Communications, Climate Action and Environment - SDG Champions Programme	- 169 SDG targets - 232 unique indicators agreed by the UN	- Baselines set for each Goal in 2015
Environment	To promote energy awareness, achieve 2030 energy reduction targets and support energy efficiency scheme and programmes	- 3 Counties Energy Agency (3CEA) - Sustainable Energy Action Plan - Covenant of Mayors - Sustainable Energy Authority of Ireland (SEAI)	- 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 Carlows energy consumption - Support for SEAI programmes	- Achieve a 33% reduction in Energy consumption by 2020 and 50% by 2030 on a 2009 baseline - Achieve a 30% reduction in carbon emission by 2030 - Achieve a B rated energy standard for public buildings by 2030
Environment	To implement monitoring regime for Food Safety in accordance with requirements under the Food Safety of Ireland Act	- Kilkenny County Council - Food Safety Authority of Ireland	- Compliance with food safety standards as set out in the legislations	- Compliance with food safety standards
Environment	To maintain burial grounds and records in accordance with the Regulations	- Burial Ground Legislation	- Annual audit of interments versus the	- Maintenance of records in accordance

		- Burial Ground Bye Laws	records maintained	with Regulations

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Operational Baseline
Water Services	To work in partnership with Irish Water to implement the provisions of the Service Level Agreement, agreed between Carlow County Council and Irish Water for the provision of water and wastewater services	- Service Level Agreement between Carlow County Council and Irish Water	- Annual Service Plan, Monthly reports to assess progress. Quarterly Tier 2 & Tier 3 meetings with IW to review Key Performance Indicators	- Achieve Targets Set Out in the Annual Service Plan agreed with Irish Water

	To seek to ensure, through engagement with Irish Water, that the requisite water and wastewater infrastructure are provided into the future to meet the County Carlow's development objectives as set out in the Carlow Development Plan	- Service Level Agreement between Carlow county Council and Irish Water including Capital Maintenance Programme - Inclusion of Carlow Projects in Irish Water Capital Investment Programme 2020-2024	- Irish Water Capital Investment Programme Progress Reports - Carlow Water Services Capital Works annual programme, quarterly Reviews	- Current Infrastructure & Existing capacitie

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Operational Baseline
Fire Service: Response	To protect communities from fire and other emergencies, working with partner agencies and in accordance with national policies	- A Framework for Fire Safety in Ireland "Keeping Communities Safe" - Fire & Emergency Operations Plan - Carlow County Fire & Rescue Service - To identify and manage risk and to prepare to respond to emergencies in accordance with	- Key performance indicators to measure the Services' response to emergency incidents - Quality Assurance schemes and external auditing of particular functions of the service such as Training and Health & Safety	- Meet and surpass where possible targets set out in the National Policy Document "Keeping Communities Safe". Service indicators F2 and F3 - OHSAS 18001 Award for Health and Safety

		the Framework for Major Emergency Management in Ireland	- Maintain the Councils ability to carry out its functions in any Major Emergency that might be declared	management system - Review and update the Major Emergency Plan. - Deliver an average of 100 hours training per firefighter per year - Continue capital investment;- renovate Bagenalstown Fires Station - Develop and enhance Hacketstown Training Centre
Fire Service: Prevention	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	- A Framework for Fire Safety in Ireland "Keeping Communities Safe"		- Number of Fire Safety Inspections carried out under the Fire Services Act 1981 and 2003 per year
Fire Service: Response	Reduce the incidence of fire and other emergencies by the provision of an efficient and effective safety education, advice and legal enforcement service			- Delivery of the Fire Safety "Primary Schools programme" to all third classes in County Carlow - Response time to address complaints - Number of Fire Safety talks delivered to

				community and other groups
Building Control:	To ensure safe and sustainable buildings in urban and rural areas.	- Framework for Building Control Authorities - Building Control Regulations 1997 (as amended) - Monitor compliance with the Energy Performance of Buildings Directive	- Building Control activity in line with criteria defined by the National Building Control Office and National Oversight and Audit Commission (NOAC) - Cost of the Building Control per capita	- Number of Building Control Inspections per annum - Percentage inspection of Commencement Notices per year - Assessment of fire safety and disability access certificate applications within 28 days of receipt of a valid application - Number of BERs notified to the Authority per year

7.4 Housing, Community, Recreation and Amenity

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Operational Baseline
Housing Services	To deliver good quality accommodation and housing support services to meet the required needs To reduce the requirement for emergency accommodation.	- Social Housing Assessment - Allocations Policy - Disability Strategy - Housing First Programme - Resettlement Programme - Traveller Accommodation Programme - Placefinder Service	- Number of support services provided	

		- Homeless Support and Prevention Service - Advice and Information Service		
Housing Delivery	To expand the availability of good quality accommodation in association with the Private and Voluntary Sectors Reduce the number of vacant housing units	- Capital Delivery Programme - Leasing Schemes - Housing Assistance Programme - Rental Accommodation Scheme - Housing Inspections Programme - Voids Management Programme - Vacant Homes Officer	- Targets as set by Department in Rebuilding Ireland Action Plan - No of units returned to Housing Stock	- National Service Indicators - H5: Private Rented Inspections - H2: Housing Vacancies - H3: Average Re-letting Time and Direct Costs
Housing Maintenance	To implement a planned maintenance programme. To continue to refurbish existing housing stock subject to available resources. To provide good quality housing maintenance services.	- Planned Maintenance Programme - Retrofitting Programme - Housing Maintenance Log	- Investment in Planned Maintenance - Number of maintenance requests received and completed.	- National Service Indicators H1: Social Housing Stock - H4: Housing Maintenance Direct Costs
Tenancy Management	Promote good estate management	- Tenant Handbook - Tenant Liaison Services - Anti Social Behaviour management	- Engagement with Tenant Liaison Officer - Engagement with Tenancy Sustainment Service - Reduction in Anti-Social Behaviour complaints	

		- Tenancy Sustainment Service - Control of Horses Bye Laws	- Implementation of Control of Horse Bye Laws	
Housing Grant/Loans	To provide loans and incentives for people housing themselves To operate grant schemes to facilitate homeowners to remain in their own home	- Rebuilding Ireland Home Loan - HOP Grant Scheme - MAG Grant Scheme - Disability Grant Scheme	- Number of applications received/approved/drawn down - Number of applications received/approved/and paid out	

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Operational Baseline
Community	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 Community Planning process (LECP),	- Putting People First - Local Government Reform Act 2014 - Guidelines and Statutory Regulations on LCDC - Sustainable, Inclusive and Empowered Communities - Review of Local Community Development Committees	- Provide administrative and advisory support. - Provide administrative and advisory support in the preparation, approval, implementation and review on a regular basis of the 6 year Local Economic and Community Plan - Management of the Procurement	- Minimum of 6 meetings per annum - Lead Agencies present to LCDC during a 2-year action plan cycle and written update annually - Midterm Review, evaluation, approval and appointment of successful SICAP Programme - Implementer of the next new cycle/programme

	Social Inclusion and Community Activation Programme (SICAP) and the Rural Development Programme (LEADER)		of SICAP programme - Provide administrative and Financial management of SICAP - Provide administrative and advisory support in the preparation, approval, implementation and review on a regular basis of the Rural Development Programme (LEADER) - Provide administrative support in preparation the annual report on LCDC	- SICAP Subgroup meetings in tandem with Annual Plan review, monitoring and implementation programme - Minimum of 4 meetings of SIF (Social Inclusion Forum) per year - IRIS management - Co-operation with annual Internal Audit - LEADER ICT system – ensure smooth running of application process daily. - Support Article 48 process - Regular Financial reports to the LCDC/LAG - Mid-term Review
Community	Enable & Empower community voice and action	Putting People First Report on Citizen Engagement Local Government Reform Act 2014 Local Area Plans County Development Plan LECP Sustainable, Inclusive and Empowered Communities	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. Support the development of sustainable community responses.	Number of communities participating in Pride of Place Programme & Tidy Towns Facilitate number of interagency meetings specific to targeted communities Facilitate and empower a minimum one community per year to develop community action plan

		C&V Strategy 2019-2024	Support, encourage and engage communities to access funding & participate in opportunities to deliver on actions for their community. These include Community and Environmental initiatives at local and national level, such as Tidy Towns, Carlow Pride of Place and Co-operation Ireland Pride of Place Encourage and support the development of Social enterprises	Provision of adequate funding in annual budget for community grant programmes and town enhancement grants Provide support to targeted communities through phone, email and face to face meetings (weekly contact) Provision of adequate funding in annual budget for projects Minimum 1 community/project per year in Cooperation Ireland Pride of Place
Community	Target specific support to communities that are experiencing barriers	LECP SICAP Programme Healthy Carlow County Plan Age Friendly Strategy CYPSC Plan (check title) Migrant Strategy Local Area Plans County Development Plan Sustainable, Inclusive and Empowered Communities	Facilitate, enable and encourage interagency and cross-departmental support for communities. Creating awareness of issues inform & advocate for communities experiencing disadvantage and barriers, within cross departmental teams, interagency groups and community structures.	Develop a Multi-purpose Community Hub on the Tullow Road in partnership and consultation with community and agencies. Provide direct support to a minimum of 2 communities per year. Social Inclusion Forum (SIF) meets minimum 3 times per year and reports back to LCDC. Provide support to targeted

		C&V Strategy 2019-2024	Encourage and promote social inclusion initiatives at local and county level. Support the Social Inclusion SIM (check title) Develop & Implement the Migrant Strategy Use an integrated approach to support communities	communities through phone, email and face to face meetings (weekly contact) Engage in interagency events and projects to support targeted community minimum 2 communities per year. Participate in cross-departmental teams minimum 4 per year Migrant strategy is implemented. Interagency group created and functioning effectively.
Community	Actively support the development of representative structures that facilities citizen engagement	Putting People First Report on Citizen Engagement Local Government Reform Act 2014	Support the Carlow Public Participation Network and particularly the Secretariat Ensure that committees of the Local Authority such as SPCs, LCDCs and JPCs source community members through the PPN Encourage community groups to register with PPN	Providing support through match funding and provision of office space and administration of PPN Employees Minimum 2 formal meeting with PPN secretariat on annual basis Minimum 1 informal communication with PPN per Quarter Criteria for community and environment grants that a group must be registered with PPN to qualify

			Inform all sections/departments within the Local Authority that the Carlow PPN is the formal structure for consultation and engagement with regard to all strategic plans and all works that would affect communities and their well-being	Minimum 2 meetings with Cross Functional Team Annual Staff training on PPN Facilitate the PPN Secretariat to inform the Elected Members of their structure and processes at a Council Meeting
Community	Create an environment where every individual and sector of society can play their part in achieving a healthy Carlow.	LECP Healthy Carlow County Plan Carlow County Development Plan Local Area Plans	Support the Healthy Carlow LCDC subgroup to implement the Healthy Carlow County Plan. Coordination of Healthy Carlow. Ensure Carlow County Council embeds health and wellbeing actions and principles in it's Strategic Plans, policies & services.	HI co-ordinator is employed and supported Healthy Carlow LCDC Sub Group meets a minimum of 8 times per year. Cross- departmental participation in Healthy Carlow actions Regular progress report to LCDC and Council on progress of Healthy Carlow
Community	Promote Carlow as an Age Friendly County in partnership with Statutory and Non	Co. Carlow Age Friendly Strategy Carlow County Development Plan Local Area Plans	Support the Carlow Age Friendly committee and sub-committees in its County strategy and	Carlow Age Friendly Committee meet a minimum of 6 times per year. Cross-departmental

	Statutory Agencies and Community Groups through the implementation of Age Friendly Strategies – "If you design for the old you include everyone"		Carlow Town Strategy implementation Ensure that Carlow County Council embeds Carlow Age Friendly principles in all its strategic plans, services and programme of works.	participation in Age Friendly actions. Regular progress report to management & Council on progress of Age Friendly
Community	Improve access to all services and supports for the Traveller community. Work to achieve a more integrated service delivery.	Traveller Interagency plan Carlow County Development Plan Local Area Plans LECP	Facilitate, convene and support the Traveller Interagency Group in the implementation of the Carlow Traveller Interagency Strategy	Carlow Traveller Interagency Group meet a minimum of 4 times per year. Cross-departmental participation in Traveller Interagency strategy actions. Regular progress report to management & Council on progress of Traveller interagency actions.
Community	Promote and encourage the participation of young people in decision making structures in the County through Comhairle na nÓg Chontae Ceatharlach	The Children Act 2001 National Recreation Policy for Young People 2007 Comhairle na nÓg Annual Plan Carlow County Development Plan	Support and advise Comhairle na nÓg and its Steering Committee in the implementation its annual plan Ensure that all relevant sections (i.e. planning, recreation and amenities, Library Service etc) consult with Comhairle na nÓg as the formal representative of	Employ youth service to deliver the Comhairle programme Prepare annual funding application. Chairing of Interagency Steering

			young people in Co. Carlow in order to provide the young people with opportunity to influence policy and service delivery Ensure that other relevant stakeholders consult with Comhairle to influence policy and service delivery	Committee meeting that ensures relevant engagement of agencies
Community	Continue to develop and promote Carlow Town and County Amenity Trust in order to maximise its potential to contribute to the Community and Environmental Development of County Carlow	Community Jobs Initiative by Department of Social Protection	Provide advisory and financial management support to the Trust	Attend 3 meetings per annum Approval of wages and purchase orders Review of annual business plan and work programme
Community	Continue to enhance and develop partnerships with Twinned Sister Cities and Diaspora Communities in order to promote cultural, social and economic links	Local Government Act	To foster relationships in order to promote cultural, social and economic development	No of visits by sister cities/towns per year No of student exchange programmes per year Provision of adequate funding

Community	Increase participation in sport and physical activity	Support the Local Sports Partnership as a sub-committee of the County Council to increase participation in physical activity, address barriers to inclusion and maximise the use of facilities	Implement the LSP sports development strategy with key focus areas including; Participation Programmes; Facilities; Volunteer Support/Training; & Partnership Working. Ensure broad-based participation on the LSO Committee	LSP Committee to meet approx 8 times per year to oversee the delivery and monitoring of the annual operation plan arising needs identified and resources available
Community	Increase usage of local and amenities and natural resources	In collaboration with local communities identify issues, barriers to access and develop events/ Activities to promote usage. Implement the Outdoor Recreation Strategy	Implementation of a planned programme of events. Secure funding development/ improvements as the opportunities arise. Address barriers to access	Minimum of 4 events per year Funding secured to develop/ Improve local Amenities/ resource

*Noted named in the principal activities for community but not yet covered in the logic model:
Supporting tourism development- Interagency cross departmental teams.
Promote and protect Heritage Interagency cross departmental teams.
Supporting the Carlow Children and Young Persons Committee.
Collaborate with volunteer centre Interagency cross departmental teams.
The use of the socio-demographic profile- Tool and dissemination
Develop a communications plan- Agency wide

8.0 Implementation, Monitoring and Reporting

8.1 As an accountable and transparent organisation, it is necessary to measure the performance of the Council against the objectives set in the Corporate Plan on a frequent and structured basis. A range of indicators will be developed as part of regular management review processes to monitor performance in different service areas. A number of mechanisms are available to report on progress which include the following:

- Corporate Plan
- Customer Service Action Plan
- Annual Budget
- Annual Financial Statement
- Annual Business/Service Plans for each Directorate
- Municipal Districts Annual Service Delivery Plans
- Performance Indicators
- PMDS/ Personal Development Plans (PDPs)
- Chief Executive's Monthly Progress Report
- Annual Report
- Audit Committee Annual Report
- Local Government Audit Report
- National Oversight and Audit Commission Reports

8.2 *Monitoring*

National Performance Indicators as monitored by National Oversight and Audit Commission (NOAC) are completed on an annual basis and will be used to monitor the progress of the aims and objectives of this Plan. The Council will also use additional performance indicators as they are further developed and refined by NOAC.

8.3 *Reporting*

There are a number of methods through which the Council will report on the progress of the aims and objectives of the Plan. These are:

- The Chief Executive's Monthly Report to Council
- Annual Progress Report to Council
- Annual Report of the Council
- Annual National Performance Indicators Report (NOAC)
- Annual Financial Statement
- Internal and External Audit Reports

8.4 *Review*

Section 134(8) of the Local Government Act 2001 (as amended) provides for a review procedure for Corporate Plans. In the event that a review is warranted or directed the Council will undertake such a review in accordance with legislation.

APPENDIX 1

Carlow County Council Elected Members 2019 – 2024

MUNICIPAL DISTRICT OF CARLOW

Cllr. Fergal Browne

Cllr. John Cassin

Cllr. Andrea Dalton

Cllr. Ken Murnane

Cllr. Tom O'Neill

Cllr. Fintan Phelan

Cllr. Adrienne Wallace

MUNICIPAL DISTRICT OF MUINEBHEAG

Cllr. Michael Doran

Cllr. Andy Gladney

Cllr. Tommy Kinsella

Cllr. Arthur McDonald

Cllr. William Quinn

MUNICIPAL DISTRICT OF TULLOW

Cllr. John McDonald

Cllr. Charlie Murphy

Cllr. John Murphy

Cllr. Brian O'Donoghue

Cllr. William Paton

Cllr. John Pender

Appendix 2

List of Strategic Policy Committee Members

Planning, Environment, Climate & Bio-Diversity Action, Energy & Agriculture SPC

Cllr. Thomas Kinsella (Chair)	Elected Member
Cllr. Fergal Browne	Elected Member
Cllr. Charlie Murphy	Elected Member
Cllr. Brian O' Donoghue	Elected Member
Cllr. William Paton	Elected Member
Cllr. Fintan Phelan	Elected Member
Cllr. Adrienne Wallace	Elected Member
Brian O' Farrell	Development/Construction/Chambers Ireland
Liam Kelly	Environment / Conservation
Brian Byrne	Environment/ Conservation
Joe Campbell	Community / Voluntary
George Collier	Agriculture/Farming

Transportation & Infrastructural SPC

Cllr John Cassin (Chair)	Elected Member
Cllr. Michael Doran	Elected Member
Cllr. John McDonald	Elected Member
Cllr. Ken Murnane	Elected Member
Cllr. Brian O' Donoghue	Elected Member
Cllr. William Quinn	Elected Member
Rowena Dooley	Development/Construction/Chambers Ireland
John Brophy	Business / Commercial/Chambers Ireland
Jackie Meally	Community/Voluntary
Damian Howard	Community / Voluntary
Vacant	Environment / Conservation

Housing, Community and Wellbeing SPC

Cllr. Arthur McDonald (Chair)	Elected Member
Cllr. John Cassin	Elected Member
Cllr. Andrea Dalton	Elected Member
Cllr. Andy Gladney	Elected Member
Cllr. Ken Murnane	Elected Member
Cllr. Thomas O' Neill	Elected Member
Cllr William Quinn	Elected Member
Joe Butler	Community/Voluntary
George Stafford	Community / Voluntary
Claire Howlin	Social Inclusion
Eileen Brophy	Development/Construction/Chambers Ireland
John McHugh	Environmental / Conservation

Culture, Libraries and Digital Development, Tourism, Enterprise and Economic Development SPC

Cllr. John Murphy (Chair)	Elected Member
Cllr. Andrea Dalton	Elected Member
Cllr. Michael Doran	Elected Member
Cllr. John McDonald	Elected Member
Cllr. Thomas O' Neill	Elected Member
Cllr. John Pender	Elected Member
Brian O' Farrell	Business/Commercial/Chambers Ireland
Eileen O' Rourke	Community / Voluntary
Andrea McDonnell	Community / Voluntary
Eileen Doyle	Social Inclusion
Michael Browne	Trade Union

Appendix 3

CUSTOMER SERVICE CHARTER

WHAT YOU CAN EXPECT WHEN CONTACTING CARLOW COUNTY COUNCIL

Customers Visiting Our Offices:-

- We will be polite, courteous and fair in our dealings with you
- We will respond to your query promptly and if we are unable to help you we will try to redirect you to someone who can
- We will provide accessible public offices that are clean, safe, economic and afford adequate privacy
- We will be happy to facilitate you should you wish to conduct your business in Irish

Customers Telephoning Our Offices:-

- We will respond to your call promptly and will deal with your query in a polite and courteous manner
- We will be helpful and provide as much information as possible
- If we cannot deal with your query immediately we will call you back as quickly as possible

Customers Writing To Us:-

- We will reply to your correspondence within 15 days
- We will use technical and official terms only when absolutely necessary
- We will ensure that all replies contain a contact name, telephone number, fax number and e-mail address

Our Application Forms and Information Leaflets: -

- We will ensure that information provided is relevant up to date and easily understood
- We will seek from you only that information which is essential for a fair and prompt assessment of your application
- We will ensure that our information leaflets and application forms are easy to understand and complete
- We will ensure that our Application forms and Information Leaflets comply with the Councils Irish Language Scheme

Service Requests:-

- We will tell you when you can expect a response to your service request
- We will deal with all requests promptly
- We will deal with all requests in a fair and consistent manner
- We will explain the basis for decisions made
- We will advise you of your appeal rights

Service Quality and Complaints:-

- We will provide you with a good quality of service
- We will encourage you to tell us about your experience with Carlow County Council and the service provided and will welcome your comments for service improvement and policy change
- We will tell you about our complaints system and process any complaints made promptly and impartially
- We will apologise for and seek to address any mistakes that we make

Appendix 4

List of Strategies/Plans Influencing Local Government Activities

National/EU

- A Roadmap for Social Inclusion: Ambitions, Goals and Commitments 2019-2025
- Action Plan for Jobs (Department of Jobs, Enterprise and Innovation)
- Action Plan for Rural Development
- Action Programme for Effective Local Government, Putting People First
- Brighter Outcomes Better Futures: The national policy framework for children and young people 2014-2020
- Climate Action Plan 2019 to Tackle Climate Disruption (2019)
- Construction 2020 – Strategy for a Renewed Construction Sector
- DCCAE: National Cyber Security Strategy
- DCCAE: National Digital Strategy
- DEBI Innovation 2020
- Digital Single Market
- eGovernment Strategy https://egovstrategy.gov.ie/
- Europe 2020
- European Flood Awareness System (EFAS)
- EU 'Floods' Directive
- EU Strategy on Adaptation to Climate Change
- Flood Risk Management Plans and Maps produced under National CFRAM (Catchment Flood Risk Assessment & Management) programme (floodinfo.ie)
- Guidelines on the Planning System and Flood Risk Management
- Healthy Ireland Strategy
- Homeless Policy Statement 2013
- Implementation Plan on the State's Response to Homelessness 2014-2016.
- Infrastructure and Capital Investment Programme & associated Strategies.
- Keeping Communities Safe- Fire Services Framework
- Marine Planning Policy Statement
- Medium-Term Economic Strategy 2014-2020 (Department of an Taoiseach).
- Met Eireann Strategic Plan 2017-2027
- Migrant Integration Strategy
- National Adaptation Framework (2018)
- National Anti-Poverty Strategy
- National Broadband Plan
- National Development Plan
- National Disability Inclusion Strategy 2017 - 2021
- National Flood Forecasting and Warning Service
- National Heritage Plan - Heritage Ireland 2030
- National Homeless Strategy
- National Housing Strategy for People with a Disability 2011-2016 (NHSPWD)
- The National Language Strategy 2010-2030
- National Marine Planning Framework (to be adopted by end 2020)
- National Policy Framework for Children & Young People 2014-2020
- National Positive Aging Strategy

- National Social Enterprise Policy for Ireland 2019-2022
- National Spatial Strategy 2002-2020.
- National Traveller and Roma Inclusion Strategy 2017-2021
- National Vacant Housing Reuse Strategy
- Nitrates Action Plan 2018 - 2021
- Open-data-strategy-2017-2022
- Our Public Libraries 2022: Inspiring, Connecting and Empowering Communities
- Our Public Service 2020 (with particular reference to actions relating to Public Participation Networks and Local Community Development Committees).
- Our Sustainable Future – A Framework for Sustainable Development for Ireland 2012.
- People, Place and Policy – Growing Tourism to 2025 and the associated Tourism Action Plans
- Policy Framework for Rural Water Sector
- Policy on Property Acquisition and Disposal
- Project Ireland 2040 – National Planning Framework
- Protocols on Transfer and Sharing of Property Assets
- Public Service Data Strategy 2019-2023
- Public Sector Energy Efficiency Strategy
- Public Service ICT Strategy
- Rebuilding Ireland Action Plan for Housing & Homelessness – Strategy 2020
- Renewable Electricity Policy and Development Framework (REPDF)
- Restructuring of Rural Transport Programme
- River Basin Management Plan for Ireland 2018-2021
- RSA – Road Safety Strategy 2013 – 2020
- Rural Development Policy 2020+ Next phase
- Smarter Travel – A Sustainable Transport Future 2009 -2020.
- Strategy for the Future Development of National and Regional Greenways
- Strategy for the Rental Sector
- Sustainable, Inclusive and Empowered Communities: A Five-Year Strategy to Support the Community and Voluntary Sectors in Ireland
- The National Oil Spill Contingency Plan (DTTAS)
- The National Search and Rescue Plan (DTTAS)
- Water Services Policy Statement 2018-2025
- Wind Energy Development Guidelines (WEDGS)

Regional

- ERDF Operational Programmes 2014-2020
- Flood Risk Management Plans
- Southern Regional Operational Programmes
- Southern Region Spatial and Economic Strategy
- Southern Regional Waste Management Plan 2015 – 2021
- Regional Jobs Plan
- South East Homelessness Action Plan 2013 - 2016
- Strategy Plans of other Regional Bodies, e.g. HSE, Garda Síochána

Local

- Age Friendly Strategy 2017 - 2020
- Annual Budgets
- Anti-Social Behaviour Policy
- Annual Environment Enforcement Plan
- Annual Winter Maintenance Plan
- Burial Ground Bye Laws 2007
- Carlow County Development Plan 2015-2021
- Carlow County Museum Strategic Management Plan 2019 – 2024
- Carlow Culture and Creative Strategy 2018 -2022
- Carlow Town Council Parking Bye-laws (incorporating Car Park Bye-laws) 2010
- Car Parking Bye Laws
- Climate Change Adaptation Strategy 2019 - 2024
- Control of Horses Bye Laws
- County Carlow Local Sports Partnership Strategy
- County Carlow Tourism Strategy
- County Carlow (Segregation, Storage and Presentation of Household and Commercial Waste) Bye-laws 2018
- County Carlow Speed Limit Bye Laws
- Carlow Litter Management Plan
- Carlow Public Participation Network Strategic Plan
- Development Contribution Scheme 2017 - 2021
- Intoxicating Liquor Bye laws
- Irish Language Scheme
- Local Economic Community Plan 2016 -2021
- Litter Management Plan 2018 – 2020
- Joint Spatial Plan for the Greater Carlow Graiguecullen Urban Area 2012 - 2018
- Major Emergency Plan
- Muinebheag Local Area Plan 2017 - 2023
- Noise Action Plan 2018 – 2023
- Protocol Civic Honours
- Recommended Minimum Criteria for Environmental Inspections (RMCEI Plan)
- Socio-demographic Profile of Carlow 2019
- Strategic Plan for Housing People with a Disability
- Strategic Policy Committees Scheme 2019-2024
- Sustainable Energy Action Plan 2016 – 2020
- Tullow Local Area Plan 2017 - 2023
- Traveller Accommodation Programme 2019 – 2024

Appendix 5

NATIONAL PERFORMANCE INDICATORS

C	CORPORATE	H	HOUSING	P	PLANNING
		H1:	Social Housing Stock	P1:	New Buildings Inspected
C1:	Total Number of	H2:	Housing Vacancies	P2:	Number/% of Planning
C2:	WTEs	H3:	Average Re-letting		Decisions confirmed by An
C3:	Working Days lost to	H4:	Time & Direct Costs	P3:	Bord Pleanála
	Sickness	H5:	Housing	P4:	% of Planning Enforcement
C4:	Local Authority	H6:	Maintenance Direct	P5:	cases closed as resolved.
C5:	Website & Social		Costs		Cost per Capita of the
	Media		Private Rented Sector		Planning Service
E	Usage	J	Inspections	R	Applications for Fire
E1:	Overall Cost of ICT	J1:	Long-term Homeless	R1:	Safety Certificates
	Provision per WTE	J2:	Adults	R2:	
E2:	Overall cost of ICT	J3:		R3:	ROADS
	as a proportion of	J4:			Pavement Surface
E3:	Revenue		ECONOMIC		Condition Index [PSCI]
	Expenditure.	L	DEVELOPMENT		Ratings
E4:		L1:	Number of Jobs		Road Works
	ENVIRONMENT /	L2:	created		% of Motor Tax
	WASTE		Trading Online	W	Transactions conducted
F	Number/% of		Vouchers	W1:	online
F1:	Households availing	M	Number of		
F2:	of a 3 bin service	M1:	Mentoring Recipients		
F3:	% of Environmental	M2:	Tourism		
	Pollution Complaints			Y	
	Closed.		LIBRARY	Y1:	WATER
	% of Local Authority		Library Visits &	Y2:	% Drinking Water in
	Area within the 5		Issues		Private Schemes in
	levels of litter		Cost per Capita of		compliance with Statutory
	pollution		Operating a Library		Requirements
	% of schools that		Service		
	have been awarded				
	Green Flag Status				YOUTH/COMMUNITY
			FINANCE		Participation in Comhairle
			5 Year Summary of		na nÓg Scheme
	FIRE SERVICES		Revenue Account		Groups associated with the
	Cost per Capita of		Balance		Public Participation
	the Fire Service		5 Year Summary of		Network [PPN]
	Service Mobilisation		% Collection Levels		
	Percentage		for Major Revenue		
	Attendance Times at		Sources		
	Scenes				