



COMHAIRLE CONTAE  
CHEATHARLACH

CARLOW COUNTY COUNCIL

The background of the page is a photograph of a park. In the foreground, there is a large field of red and yellow tulips. Behind the flowers, several mature trees with green leaves are visible. In the background, a brick building and a white van can be seen. The sky is blue. The entire image is framed by a large, stylized, teal-colored shape that resembles a leaf or a drop, with white curved lines running through it.

# Corporate Plan 2024-2029





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## 1

INTRODUCTION/  
FOREWORD

**T**his Corporate Plan serves as the Council's strategic framework for the delivery of our services for the lifetime of this Council, up to 2029. It outlines our Vision, Mission, Core Values along with our delivery Strategies and how we will measure our delivery.

The Plan includes the main objectives and priorities for each of the Council's key activities. It is prepared, following consultation internally and externally, having regard to our current operating environment whilst preserving the flexibility to respond to changing circumstances and priorities. Flexibility and our organisations agility to respond was extremely important in the last Plan period, with many unplanned events requiring significant local response, including Covid 19, the energy crisis and the impact of the war in Ukraine. The Plan includes a framework for monitoring and review which will ensure that the Plan remains focussed, flexible and responsive in an ever-changing environment.

The Plan influences the preparation of our Annual Budgets, (Revenue and Capital) and our Annual Service Plans through which we embed our agreed objectives into delivery. The Corporate Plan feeds into Annual Work Programmes and Team Plans ensuring the delivery of Corporate Plan drives our day-to-day work on behalf of the people of Carlow.

In preparing the Plan we are cognisant of cross-cutting issues such as Social Inclusion, Equality, Climate Change and Sustainable Development. We are also conscious of our

Public Sector Equality and Human Rights duty as set out in Section 42 of the Irish Human Rights and Equality Commission Act 2014 and The United Nations' Sustainable Delivery Goals.

The Elected Members, the Management Team and our staff, in partnership with the many statutory, voluntary and community bodies with whom we share a common interest, will work to make Carlow a progressive, flourishing and welcoming County where our communities and people can live and work sustainably.



**Fergal Browne**  
Cathaoirleach



**Coilín O Reilly**  
Chief Executive



## Vision

Carlow will be a progressive, flourishing and welcoming County where our communities can live, prosper and work sustainably.

Carlow County Council will enable the County's Vision through inclusiveness, agility and ambition, empowering our communities through our people and services.



## Mission

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



## Our Core Values



### **Integrity, Honesty, Accountability and Transparency:**

We will uphold the highest standards of **integrity and honesty** in our organisation and in delivering our democratic mandate and will be **accountable** for our actions and **transparent** in our decision making.



**Sustainability and Responsibility:** We will be a **responsible** leader for the creation of a **sustainable** environment, strong economy and liveable communities for all.



**Leadership, Innovation and Ambition:** We will promote effective **leadership and be innovative and ambitious** to explore new ideas and solutions.



**Public Service and Continuous Improvement:** We will continually improve our services to deliver better, by connecting, communicating, listening and engaging and be agile and responsive to changing needs.



**Equality, Inclusion and Diversity:** We will create an **inclusive** environment for our service users and our staff, where **equality** is upheld, **diversity** is respected, and discrimination is not condoned.



## Our Approach



Continue to develop our organisation culture and our team to have the required leadership, skills, drive and understanding to deliver key projects and programmes.



Be people focussed, reduce bureaucracy and be responsive to competing demands.



Build vibrant, inclusive communities using an integrated approach to the development and implementation of Physical, Social and Economic Policies, Plans and Projects



Engage in meaningful consultation to inform our policies and plans.



## Our Commitment



**Partnership:** Work collaboratively with our Elected Members, who are democratically elected, the LCDC, Community Safety Partnership, SPCs, PPN, Community and Voluntary Groups and other State Agencies.



**Our Team:** Employ a diverse workforce and focus on staff development and employee wellbeing to ensure a vibrant and thriving work environment.



**Governance Principles and Framework:** Further embed good governance and behave with integrity, act in the public interest and in keeping with legal, regulatory and government policy obligations.



**SDGs:** Embed the SDGs into all aspects of our work and ensure that our plans and policies have regard to Agenda 2030



**Climate Action:** Deliver our Climate Action Plan and Targets.



**Age Friendly:** Lead the delivery of the Age Friendly Programme thus enabling longer healthier lives.

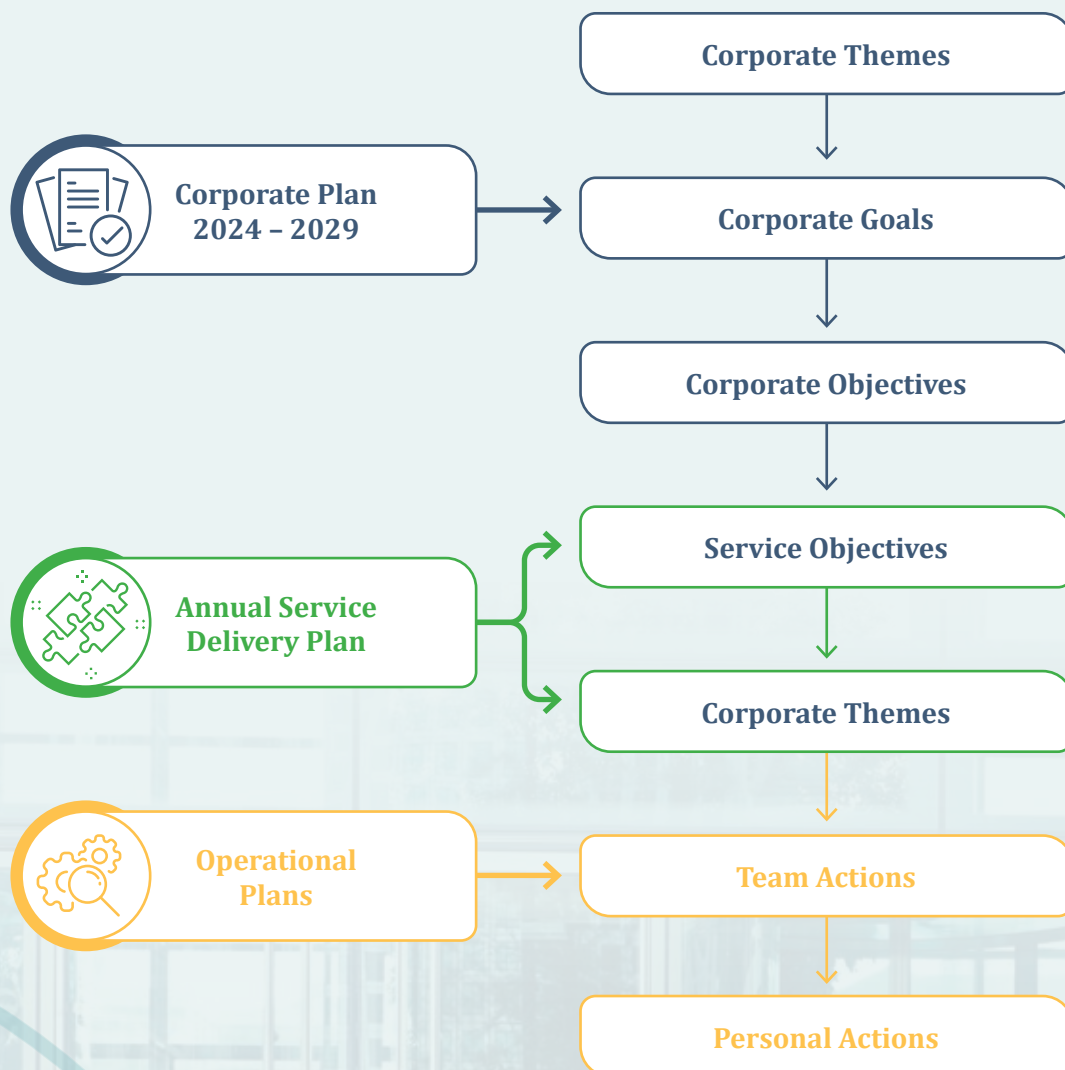


**Digital Innovation:** Be open to and implement digital innovation.



**Public Sector Human Rights Duty:** Promote equality, prevent discrimination. and protect the rights of all affected by our Policies and Plans.

## Hierarchy of Plans and Objectives

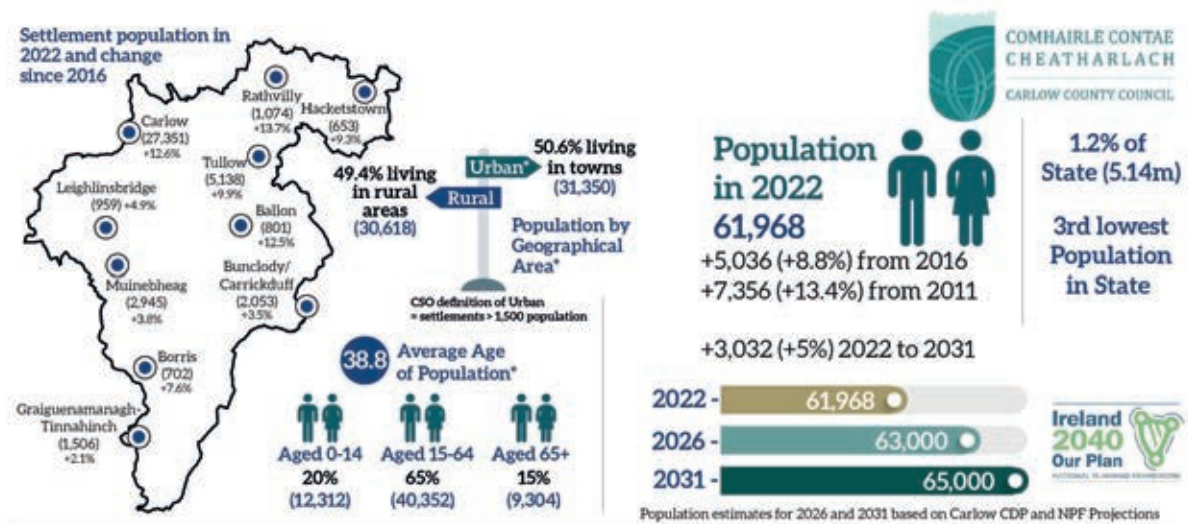


## 2 CARLOW IN CONTEXT

**C**ounty Carlow is located in the Southeast of Ireland, in the province of Leinster. The County is strategically located and has excellent access to transport infrastructure and services through its location on the M9 Dublin Waterford motorway, the Dublin Waterford main rail line and N80 national road linking Rosslare Europort to the Midlands.

There has been a strong population growth in Carlow between 2016-2022, during which the population increased from 56,932 to 61,968. This represented an increase of 8.8% since 2016 – the ninth highest among the 31 local authority areas and higher than the national average of 8.1%. 34.5% of the population is aged 0-24 years compared to

33.2% nationally. The highest rates of young people among the resident population are generally in the north of the County. Nearly one in seven persons is aged 65+ (15% which is comparable with the State), the highest values are generally in rural areas and in the south of the County.



**Fig: 1: Population Data 2022**

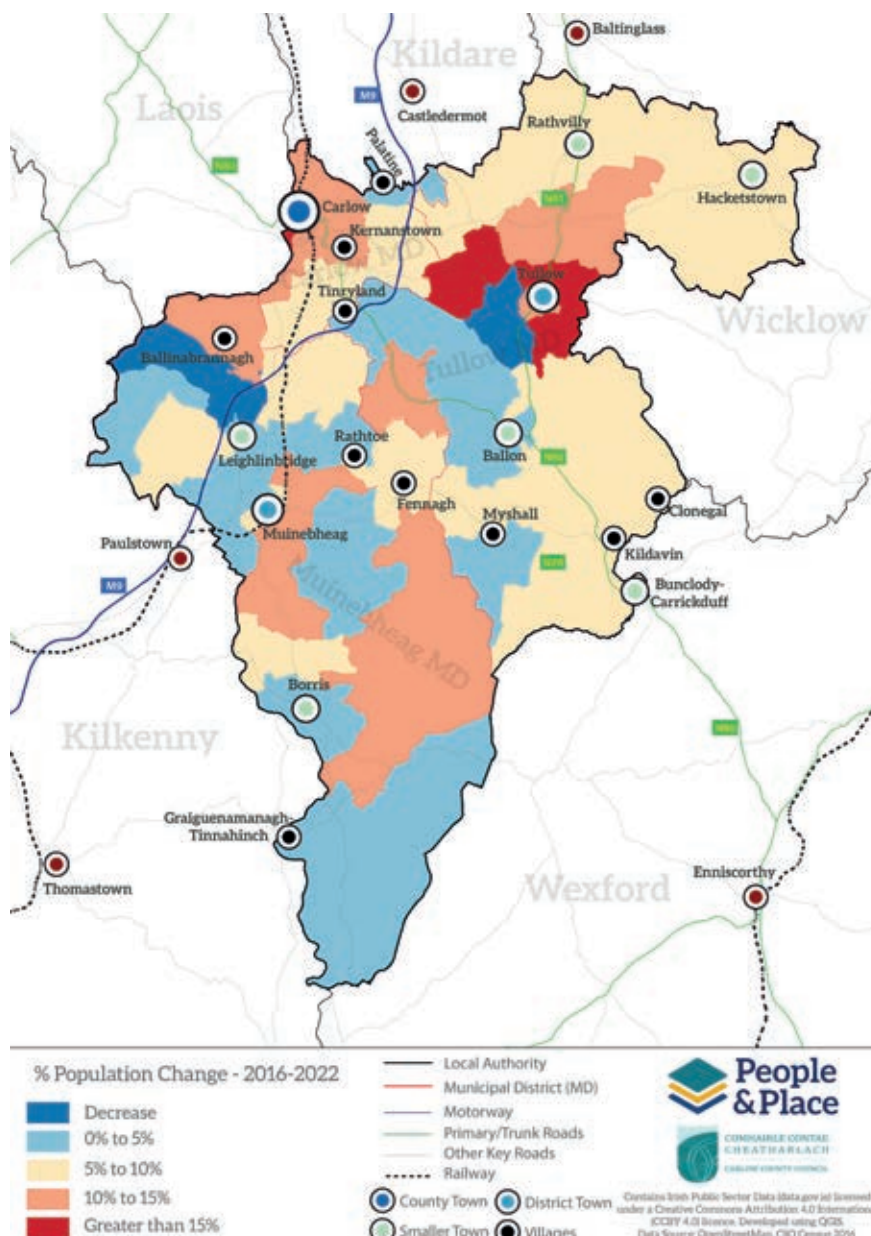


## 2.1 Where is Population Growth taking Place

Population growth between 2016-2022 in the County had been concentrated in the larger urban area with almost 50% of the overall growth taking place in Carlow Town which is designated as a Key Town and over 11% of the overall growth taking place in the District Town of Tullow and Muine Bheag. This is generally consistent with the growth strategy for the County which allocates 42% of the overall housing target to Carlow Town and 23% to the District Towns of Tullow and Muine Bheag. The level of growth in

both Tullow and Muine Bheag has been constrained due to infrastructural deficits in the wastewater treatment capacity of both settlements. Upgrade works on both plants are due for completion in 2024 and 2025.

c. 7.4% of the overall growth in the County took place in the Small-Town Category, with the greatest level of increase taking place in Rathvilly in the Northeast of County Carlow. Larger Serviced villages accounted for 4.7% of the growth. Smaller serviced villages (10no.) together with the Rural Nodes and the Rural Countryside accounting for 34% of the overall growth figures.



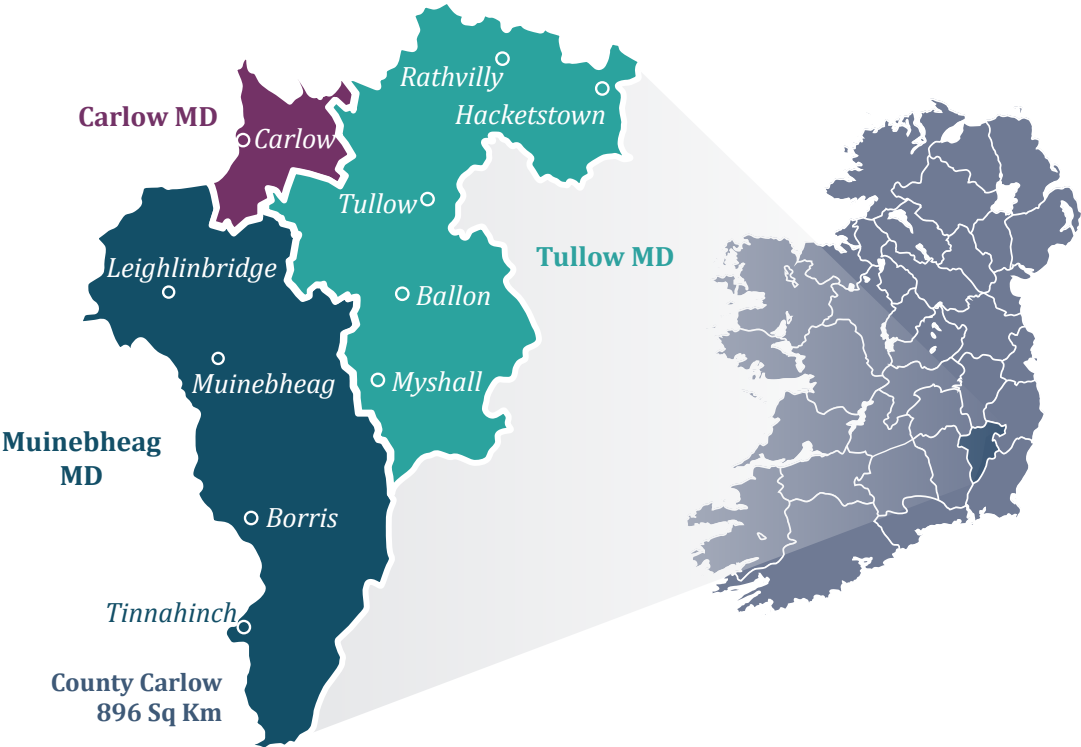


## Carlow has 18 Elected Members who have a dual role of

- Representing the people who elect them and
- Adopting Plan and Policies to guide the Councils work.

The Elected Members perform the latter through “Reserved” functions, which include the following:

Appointing a Cathaoirleach, making arrangements for meetings, subcommittees etc.	Making a scheme for the allocation of houses
Making a local economic and community plan and implementation strategy	Making a rent scheme
Adopting the draft local authority budget	Forming an anti-social behaviour strategy
Determining the annual rate on valuation to be levied	Making a Homeless Action Plan
Determining the rates refund applicable in respect of vacant property	Making speed limit bye-laws
Deciding to borrow or lend money	Adopting or varying a development plan
Delegating additional functions to municipal districts	Making a development contribution scheme
Approving the Corporate Plan	Making a plan for fire and emergency operations
Adopting the Annual Service Delivery Plan	Making horse control bye-laws
Disposing of land	Adopting a library development programme
Designating a landscape conservation area	Adopting a polling scheme
Adopting the Annual Report	Varying local property tax
Nominating a candidate for presidential election	Establishing a local community development committee
Adopting a Traveller Accommodation Plan	Establishing strategic policy committees



MUNICIPAL DISTRICT OF CARLOW



Cllr. Fergal Browne



Cllr. John Cassin



Cllr. Andrea Dalton



Cllr. Ken Murnane



Cllr. Paul Doogue



Cllr. Fintan Phelan



Cllr. Adrienne Wallace

MUNICIPAL DISTRICT OF TULLOW



Cllr. Jim Deane



Cllr. Charlie  
Murphy



Cllr. Ben Ward



Cllr. Brian  
O'Donoghue



Cllr. William  
Paton



Cllr. John  
Pender

MUNICIPAL DISTRICT OF MUINEBHEAG



Cllr. Michael  
Doran



Cllr. Andy  
Gladney



Cllr. Thomas  
Kinsella



Cllr. Daniel  
Pender

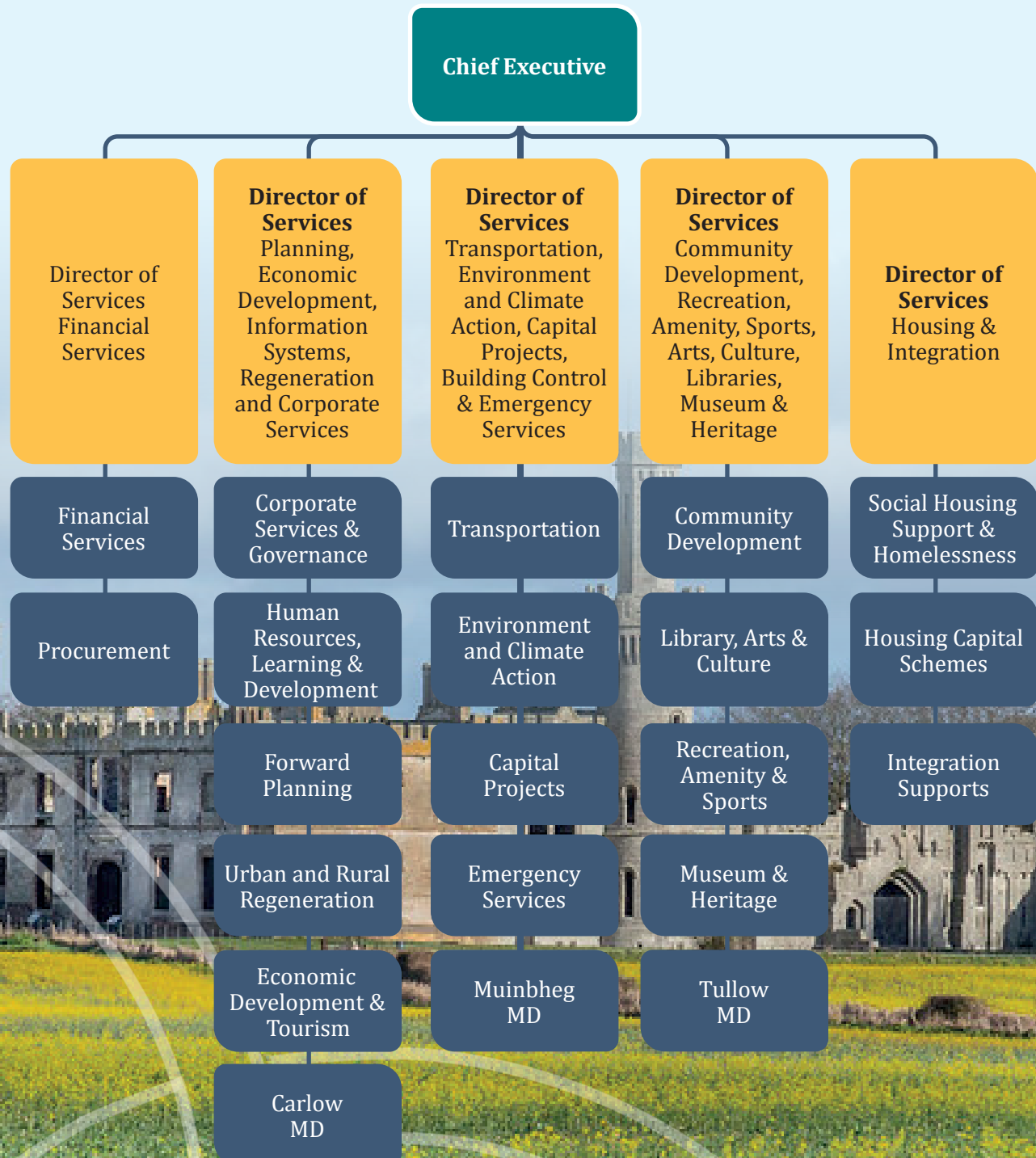


Cllr. William  
Quinn

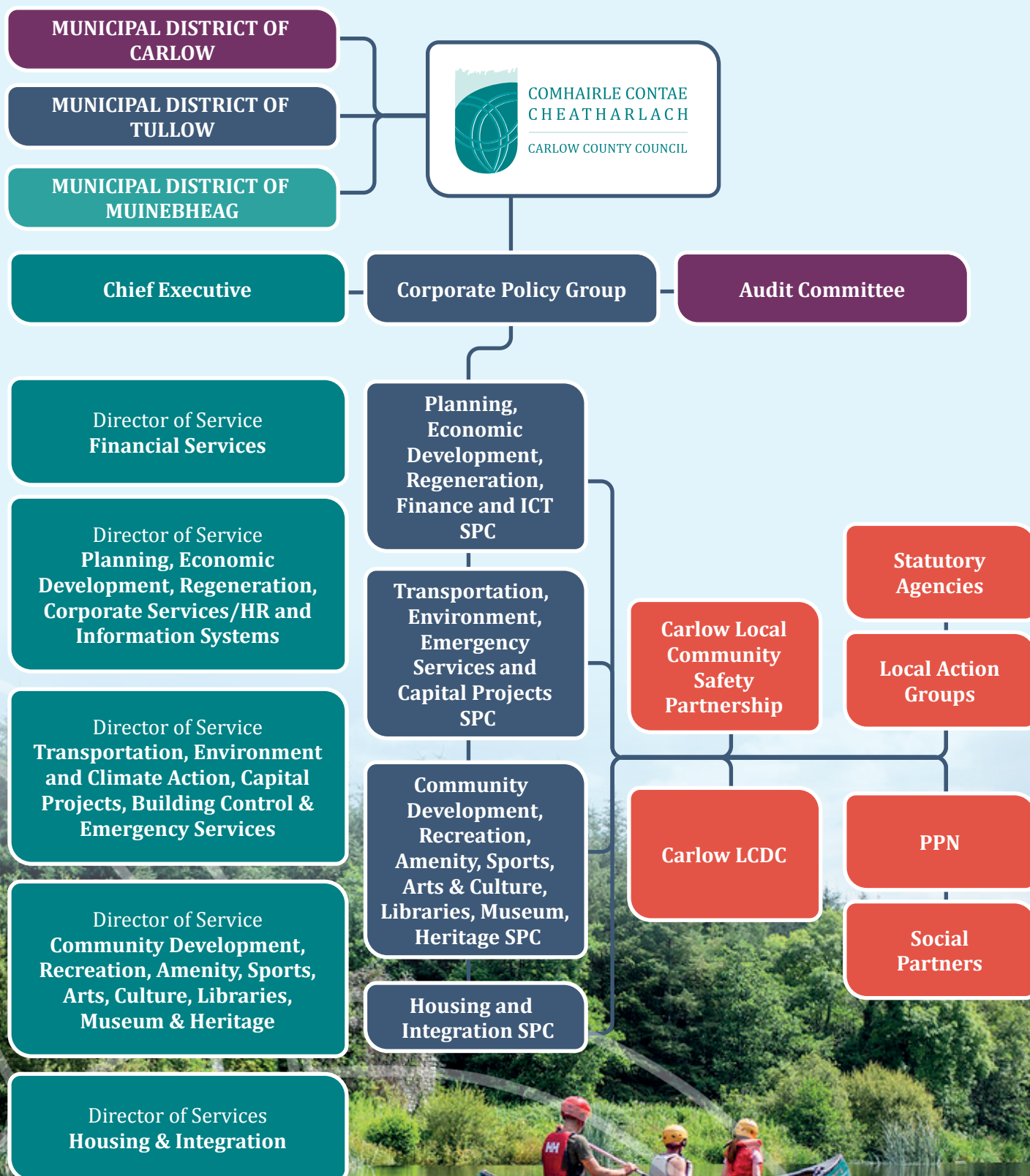


## Organisational Structure

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



## Operational Structure



# 3 OPERATING FRAMEWORK FOR DELIVERY

**T**his is an ambitious Plan for Carlow. It is projected we will invest €400 million in Carlow through our Annual Revenue budget over the lifetime of this plan. In addition, more than €300 million will be invested across the County through our Capital Investment Programme for 2025-2027.

We have robust financial management systems to ensure we invest our budget wisely and get best value for our spend of public funds. We will be proactive in applying for grant aid to supplement our own

resources. Our ability to attract grant aid and to work with and support communities to have “shovel ready” projects will be critical to the successful delivery of this ambitious Plan.

2025 Annual Budget	
Expenditure	€m
Housing	27.10
Road Transportation	17.42
Public Water and Wastewater	4.07
Physical Planning and Community Promotion	9.63
Environmental Protection	10.40
Recreation and Amenity	6.01
Agriculture, Education and Health	0.30
Miscellaneous Services	6.40
<b>Total</b>	<b>81.3</b>
Income	
Commercial Rates	16.15
LPT/LGF	9.12
Grants	39.11
Goods and Services	16.99
<b>Total</b>	<b>81.3</b>





# 4 STRATEGIC OBJECTIVES TO ACHIEVE OUR VISION AND MISSION



**1. To continue to facilitate and support sustainable housing delivery to meet the needs of our communities**

To deliver on the Housing For All programme to effectively plan for and meet the housing needs of all our citizens.



**2. To achieve balanced and sustainable development**

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.



**3. To support our communities to develop sustainably**

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**

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**

To support the Elected Members and community representatives in carrying out their roles within our democratic structures.



**6. To protect our environment, built and natural, and have regard to our responsibilities to the planet**

To have regard to our Climate Action Plan, Bio-diversity Action Plan and Heritage Plan obligations in the delivery of our services, projects, plans and policies.



# 5 EXTERNAL OPERATING ENVIRONMENT





# 6 IMPLEMENTATION, MONITORING AND REPORTING

**I**t is important for the Corporate Plan to possess the necessary flexibility to adapt to changes in our operating environment. The Vision, Mission and Strategic Objectives set out in this Plan are designed with flexibility to accommodate any unpredictable events and the Council has a proven track record in responding to such events.

The Council executive, led by the Chief Executive, working with the Corporate Policy Group will have overall responsibility for the implementation of this Plan. We will monitor implementation and report on progress through the publication of the Chief Executive's Monthly Management reports to Council and our Annual Report which will have a direct correlation to the Strategic Objectives outlined in this Plan.

We will review our own performance year on year and compare ourselves to similar sized Local Authorities by utilising the independent work of the National Oversight Audit Committee, their Local Authority

Indicator Report and their Best Practice Reports. We will also have regard to the recommendations included in the Local Government Audit Service Reports, Audit Reports and Annual Financial Statements Report.

The Objectives of this Plan are underpinned by a proactive Risk Management Framework and a robust Corporate Governance system. We will further advance an organisation risk culture that enhances corporate governance and fosters continuous learning and improvement. Management will review the Corporate Risk Register and Departmental Risk Registers on a regular basis.



**Implementing and Monitoring the Plan**

Progress on achieving objectives will be monitored through national, regional and local protocols and plans. It will also take into consideration and align with NOAC performance indicators and guidelines, where appropriate.

Carlow County Council operates a live risk register which is reviewed quarterly and identifies potential risks within our internal and external operating environment. We will adhere to the administrative and oversight requirements of the recently published Code of Corporate Governance for Local Authorities.

**Managing Risk**

Risk management helps the Council take advantage of opportunities and tackle challenges so we can stay on track to achieve our objectives. By managing risks, we improve our chances of success and reduce the probability of uncertainty.

Each quarter, Carlow County Council carefully evaluates risks in all the activities that support our goals and objectives, making sure we work in an efficient, effective and economical way.

We are committed to a zero or low risk approach when it comes to the safety of our staff, customers and community, as well as preventing fraud, corruption and any actions that are unfair or unjustifiable.

To drive more innovation, efficiency, and reward in the future, we may occasionally take higher risks, always working to maintain a highquality service to our communities.

**National**

National Service Indicators  
National Oversight & Audit Commission

**Regional**

Interactions with the Office of the Planning Regulator  
Interactions with the Eastern and Midland Regional Assembly

**Local**

Local Authority Annual Report  
Annual Service Delivery Plan - quarterly reviews  
Audit Committee Reports  
Local Government Audit Reports  
Annual Budgets - quarterly reviews  
Three Year Capital Programmes - annual and quarterly reviews  
End of Year Accounts and Outturn Report  
Monthly Chief Executive Report to Council  
Departmental Operational Plans  
Customer Surveys  
Consultation Portal

## APPENDIX:

# A SUPPORTING STRATEGIES AND ACTIONS

## Finance

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Operational Baseline
<b>Finance</b>	Revenue account in balance over the medium term	<ul style="list-style-type: none"> <li>Budget as adopted to be sufficient to meet service delivery requirements</li> </ul>	<ul style="list-style-type: none"> <li>Annual Financial Statement</li> <li>General revenue reserve at year end</li> </ul>	
<b>Finance</b>	Liquidity levels to be sufficient	<ul style="list-style-type: none"> <li>Monitoring cashflow</li> <li>Treasury management</li> <li>Improve income collection</li> <li>Expand rates base</li> <li>Maximise credit terms</li> </ul>	<ul style="list-style-type: none"> <li>Current assets</li> <li>Current liabilities</li> </ul>	
<b>Finance</b>	Pursue cost reductions and value for money	<ul style="list-style-type: none"> <li>Review how resources are expended</li> <li>Strengthen internal controls</li> <li>Monitor financial and regulatory compliance</li> </ul>	<ul style="list-style-type: none"> <li>Annual Financial Statement</li> <li>General revenue reserve balance at year end</li> <li>Capital account</li> <li>Balance at year end</li> </ul>	



Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Operational Baseline
<b>Finance</b>	Operate efficiently to support local business and Householders	<ul style="list-style-type: none"> <li>• Ensure timely payment all commitments</li> </ul>	<ul style="list-style-type: none"> <li>• Compliance with prompt payment legislation</li> </ul>	
<b>Finance</b>	Improved collection levels for debtor accounts	<ul style="list-style-type: none"> <li>• Actively engage with debtors</li> <li>• Ongoing review of debt collection models</li> </ul>	<ul style="list-style-type: none"> <li>• National and local Collections targets</li> </ul>	
<b>Finance</b>	Financial Management	<ul style="list-style-type: none"> <li>• Provide timely, accurate and impartial financial advice to relevant stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Quarterly financial reports</li> <li>• Annual Financial Statement</li> </ul>	
<b>Finance</b>	Support the Capital Delivery Programme	<ul style="list-style-type: none"> <li>• Provision of match funding</li> <li>• Multi-annual capital planning</li> </ul>	<ul style="list-style-type: none"> <li>• Annual Revenue Budget</li> <li>• Multi-Annual Capital Programme</li> </ul>	
<b>Procurement</b>	Obtain value for money	<ul style="list-style-type: none"> <li>• Use of centralised frameworks</li> <li>• Increased compliance</li> </ul>	<ul style="list-style-type: none"> <li>• Spend analysis</li> <li>• Centrals contracts Register</li> </ul>	
<b>Procurement</b>	Ensure compliance	<ul style="list-style-type: none"> <li>• Procurement Steering Committee oversight and accountability</li> <li>• Requisition controls</li> </ul>	<ul style="list-style-type: none"> <li>• Centrals contracts Register</li> <li>• Spend analysis</li> </ul>	
<b>Procurement</b>	Encourage business engagement	<ul style="list-style-type: none"> <li>• SME engagement and training</li> <li>• Open competition promotion</li> </ul>	<ul style="list-style-type: none"> <li>• Centrals contracts Register</li> <li>• Tender response analysis</li> </ul>	
<b>Procurement</b>	Promoting the use of Environmental, Social Consideration & Sustainability	<ul style="list-style-type: none"> <li>• Implementation of Green Public Procurement strategy</li> <li>• Training initiatives</li> </ul>	<ul style="list-style-type: none"> <li>• Tender response analysis</li> <li>• Central contracts Register</li> </ul>	
<b>Procurement</b>	Maximise contract performance	<ul style="list-style-type: none"> <li>• Ongoing monitoring and evaluation</li> <li>• Value for money assessment</li> </ul>	<ul style="list-style-type: none"> <li>• Central contracts Register</li> </ul>	

## Community Development, Recreation, Amenity, Sports, Arts, Culture, Libraries, Museum & Heritage

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Operational Baseline
<b>County Library &amp; Archives Service</b>	<b>Library Development Plan:</b> Ensure the implementation of the Library Development Plan (2025-2029) in tandem with the national library strategy The Library is the Place 2023 – 2027	<ul style="list-style-type: none"> <li>• The Library is the Place 2023-2027</li> <li>• Carlow County Library Development Plan 2025-2029</li> </ul>	Annual business plan Risk Register National Reporting to LGMA Chief Executive Monthly Reports	Monitoring and Review of performance using (NOAC) national and local service indicators and Library LG annual returns Targets as outlined in The Library is the Place
<b>County Library &amp; Archives Service</b>	<b>Service Delivery:</b> To provide and develop a well resourced public library service that contributes to the social, economic and cultural wellbeing of communities	<ul style="list-style-type: none"> <li>• Carlow County Development Plan 2022-2028</li> <li>• The Library is the Place 2022-2027</li> <li>• Carlow County Library Development Plan 2025-2029</li> </ul>	<ul style="list-style-type: none"> <li>• Annual business plan</li> <li>• Average weekly opening hours</li> <li>• Active membership per head of population</li> <li>• Library visits per head of population</li> <li>• Issues per head of population</li> </ul>	Monitoring and Review of performance using (NOAC) national and local service indicators and Library LG annual returns Targets as outlined in Carlow County Library Development Plan
<b>County Library &amp; Archives Service</b>	<b>Enhance Library Infrastructure &amp; Services:</b> Enhance and improve the service offering of all libraries, programmes, ICT infrastructure, collections, My Open Library access and workforce continued professional development	<ul style="list-style-type: none"> <li>• The Library is the Place 2022-2027</li> <li>• Carlow County Library Development Plan 2025-2029</li> </ul>	<ul style="list-style-type: none"> <li>• Engagement numbers in Library initiatives and programmes</li> <li>• Collaboration with national and local stakeholders</li> </ul>	Monitoring and Review of performance using local service indicators Targets as outlined in Carlow County Library Development Plan

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Operational Baseline
<b>County Library &amp; Archives Service</b>	<b>History &amp; Heritage:</b> Develop and promote Local History, Archival and Genealogy Services including the digitisation and preservation of archival documents for the local community and diaspora	<ul style="list-style-type: none"> <li>• The Library is the Place 2022-2027</li> <li>• Carlow County Library Development Plan 2025-2029</li> <li>• County Carlow Heritage Plan 2022-2027</li> </ul>	<ul style="list-style-type: none"> <li>• Library visits per head of population</li> <li>• Enquiry numbers per head of population</li> <li>• Online usage of digital resources</li> </ul>	<p>Monitoring and Review of performance using local service indicators</p> <p>Targets as outlined in Carlow County Library Development Plan</p> <p>Targets as outlined in The Library is the Place</p>
<b>Heritage Office</b>	<b>Reading &amp; Literacy:</b> Lead and ensure the implementation of Towards a Literacy Friendly County Carlow in collaboration with Carlow County Council and identified partners and agencies	<ul style="list-style-type: none"> <li>• The Library is the Place 2022-2027</li> <li>• Carlow County Library Development Plan 2025-2029</li> <li>• Towards a Literacy Friendly County Carlow</li> </ul>	<ul style="list-style-type: none"> <li>• Collaboration with local and national agencies with literacy remit</li> <li>• External funding to support literacy programmes and library collection</li> </ul>	<p>Monitoring and Review of performance using local service indicators</p> <p>Targets as outlined in Carlow County Library Development Plan</p> <p>Targets as outlined in The Library is the Place</p>
<b>Heritage Office</b>	<b>County Heritage Plan:</b> Ensure the implementation of the County Heritage Plan (2024-2028) in tandem with the Carlow Heritage Lead Regeneration Plan	<ul style="list-style-type: none"> <li>• County Heritage Plan</li> <li>• Heritage Lead Regeneration Plan</li> </ul>	<ul style="list-style-type: none"> <li>• County Heritage Forum Objectives</li> <li>• Annual business plan</li> <li>• Risk Register</li> </ul>	<p>Monitoring and Review of performance using local service indicators</p>
<b>Heritage Office</b>	<b>Climate Action:</b> Ensure that Climate Change is adequately considered by leveraging funding for suitable heritage audits of built heritage structures in County Carlow and subsequent needs-based conservation mitigations	<ul style="list-style-type: none"> <li>• County Heritage Plan</li> <li>• Heritage Lead Regeneration Plan</li> <li>• Carlow County Council Climate Action Plan</li> </ul>	<ul style="list-style-type: none"> <li>• County Heritage Forum Objectives</li> <li>• Climate Action Team Objectives</li> <li>• Annual business plan</li> <li>• Risk Register</li> </ul>	<p>Monitoring and Review of performance using local service indicators</p> <p>Targets as outlined in the Carlow County Council Climate Action Plan</p>

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Operational Baseline
<b>Heritage Office</b>	<b>Oral History:</b> Ensure delivery of suitable oral history projects to enhance understanding and incorporation of cultural heritage into regeneration and community-based projects around the county	<ul style="list-style-type: none"> <li>County Heritage Plan</li> <li>Heritage Lead Regeneration Plan</li> <li>Memorandum of Understanding with Carlow College, St Patrick's</li> </ul>	<ul style="list-style-type: none"> <li>County Heritage Forum Objectives</li> <li>Collaboration with Carlow College, St Patrick's</li> <li>Annual business plan</li> <li>Risk Register</li> </ul>	Monitoring and Review of performance using local service indicators in Memorandum of Understanding
<b>Heritage Office</b>	<b>Archival Policy:</b> Develop an Archival Policy with the members of the Culture Team	<ul style="list-style-type: none"> <li>County Heritage Plan</li> <li>Carlow County Library Development Plan 2025-2029</li> </ul>	<ul style="list-style-type: none"> <li>County Heritage Forum Objectives</li> <li>Annual business plan</li> <li>Risk Register</li> </ul>	Monitoring and Review of performance using local service indicators Targets as outlined in Carlow County Library Development Plan
<b>County Museum</b>	<b>MSPI Accreditation:</b> Ensure the retention of full accreditation under the Museum Standards Programme of Ireland (MSPI)	<ul style="list-style-type: none"> <li>The Heritage Council's Museums Standards Programme of Ireland</li> <li>Carlow County Museum Strategic Management Plan 2019 - 2024</li> </ul>	<ul style="list-style-type: none"> <li>Submit for Full Re-Accreditation in 2026</li> </ul>	Objectives as outlined in the Heritage Council's Museums Standards Programme of Ireland
<b>County Museum</b>	<b>Museum Exhibitions &amp; Collection:</b> Develop accessible, enjoyable and culturally diverse exhibitions and develop learning resources Continue the documentation and conservation of the museum's collection. Develop, preserve and care for the collections and county heritage	<ul style="list-style-type: none"> <li>Carlow County Museum Collection Policy 2019 - 2024</li> <li>Carlow County Museum Disposal Policy 2019 - 2024</li> <li>Carlow County Museum Strategic Management Plan 2019 - 2024</li> <li>Care of Collection Strategy 2022 - 2027</li> </ul>	<ul style="list-style-type: none"> <li>Include new objects guided by appropriate acquisitions that enhance the focus on County Carlow's history</li> </ul>	More objects on display and more objects conserved Temporary/ Special exhibitions mounted



Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Operational Baseline
<b>County Museum</b>	<b>Build Capacity:</b> Strengthen staff and their development and enhance administration. Work with Carlow Tourism to maintain and operate the Carlow Tourist Office (TO)	<ul style="list-style-type: none"> <li>• Carlow County Museum Strategic Management Plan 2019 – 2024</li> <li>• County Carlow Tourism Strategy 2020-25</li> </ul>	<ul style="list-style-type: none"> <li>• Strategic Management Plan Objectives</li> </ul>	Training targets Carlow County Council Workforce Plan Monthly/Annual record of visitors to Museum & Tourist Office
<b>Community</b>	<b>Market &amp; Promote:</b> Market and Promote the Museum and its services	<ul style="list-style-type: none"> <li>• Carlow County Museum Strategic Management Plan 2019 – 2024</li> </ul>	<ul style="list-style-type: none"> <li>• Strategic Management Plan Objectives</li> <li>• Engagement numbers in Museum initiatives and programmes</li> <li>• Collaboration with national and local stakeholders</li> </ul>	Monthly/Annual record of visitors to Museum & Tourist Office
<b>Community</b>	<b>Support &amp; Facilitate the LCDC through:</b> Working in partnership with Statutory & Non Statutory Agencies to deliver and implement Social & Economic Development through the LECP, SICAP & LEADER Programmes	<ul style="list-style-type: none"> <li>• Local Government Reform Act 2014</li> <li>• Guidelines and Statutory Regulations on LCDC</li> </ul>	<ul style="list-style-type: none"> <li>• Provide administrative &amp; advisory support</li> <li>• Support the implementation of the Local Economic and Community Plan through 2 year implementation actions plans</li> <li>• Provide administrative &amp; Financial support</li> <li>• Management of SICAP</li> <li>• Provide Management, Administrative and Financial support to the Leader Programme 2023-2027</li> <li>• Provide administrative support for the Preparation of the LCDC Annual report &amp; Grant Schemes</li> </ul>	<ul style="list-style-type: none"> <li>• Minimum of 6 meetings per annum</li> <li>• LEAD Agencies present to LCDC during 2 year implementation action plans</li> <li>• Review, evaluation of Annual, Mid Term &amp; End of Year SICAP Plans by SICAP Subgroup and LCDC</li> <li>• Minimum of 4 meetings of SIF ( Social Inclusion Forum )per year</li> <li>• Management of IRIS</li> <li>• Cooperation with annual Internal Statutory Audits &amp; ensure implementation of findings</li> <li>• Ensure smooth running of LEADER ICT System Application process</li> <li>• Support &amp; Manage Article 48 process.</li> <li>• Regular Financial reports to LCDC/LAG</li> <li>• Mid Term and End of Year reviews of LEADER programme</li> </ul>

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Operational Baseline
<b>Community</b>	<b>Promote &amp; Develop Sustainable Communities through:</b> The promotion of Carlow as an Age Friendly County in partnership with statutory and non statutory agencies & community groups through the implementation of age friendly strategies	<ul style="list-style-type: none"> <li>County Carlow Age Friendly Strategy 2025 - 2029</li> <li>County Development Plan 2023-2028</li> <li>Local Economic &amp; Community Plan 2023-2029</li> </ul>	<ul style="list-style-type: none"> <li>Support the Carlow Age Friendly Committee and sub committees in its delivery of the County Strategy &amp; implementation plans</li> <li>Ensure that Carlow County Council embeds Carlow Age Friendly principles in all its strategic plans, policies, and service delivery programmes of work</li> </ul>	<ul style="list-style-type: none"> <li>Carlow Age Friendly Committee meet a minimum of 6 times per year</li> <li>Regular progress reports to Management, Council and LCDC on progress of Age Friendly</li> <li>Cross -departmental participation in the delivery of Age Friendly actions</li> </ul>
<b>Community</b>	Promoting Social Inclusion, Integration & Equality	<ul style="list-style-type: none"> <li>Local Economic &amp; Community Plan 2023-2029</li> <li>SICAP.</li> <li>County Development Plan 2022-2028</li> <li>Migrant Strategy</li> <li>Age Friendly Strategy 2025 - 2029</li> <li>County Development Plan 2022-2028</li> <li>Traveller Interagency Plan</li> </ul>	<ul style="list-style-type: none"> <li>Facilitate, enable and encourage interagency and cross -departmental support for communities</li> <li>Create awareness of issues, inform and advocate for communities experiencing disadvantage &amp; barriers, within cross departmental teams, interagency groups and community structures</li> <li>Encourage and promote social inclusion initiatives at local &amp; county level</li> <li>Implement the Migrant Strategy</li> <li>Use an integrated approach to support communities</li> <li>Support the Traveller Interagency Group in the implementation of the Carlow Traveller Interagency Strategy</li> </ul>	<ul style="list-style-type: none"> <li>Develop Multi Functional Community Hub on Tullow Road</li> <li>Provide direct support to a minimum of 2 communities per year</li> <li>Social Inclusion Forum (SIF) meet minimum of 3 times per year and report back to LCDC</li> <li>Provide support to targeted communities through phone, email and face to face meetings (weekly contact) Engage in interagency events &amp; projects to support targeted communities minimum 2 communities per year</li> <li>Participate in cross departmental teams minimum 4 per year</li> <li>Implementation of Migrant strategy</li> <li>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 &amp; Council on progress of Traveller interagency actions</li> </ul>

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Operational Baseline
<b>Community</b>	<b>Enable &amp; Empower community voice:</b> Through Collaboration and Partnership	<ul style="list-style-type: none"> <li>Putting People First Report on Citizen Engagement</li> <li>Local Government Reform Act 2014 Local Area</li> <li>County Development Plan 2022-2028</li> <li>Local Economic &amp; Community Plan 2023-2029</li> <li>Sustainable, Inclusive &amp; Empowered Communities</li> </ul>	<ul style="list-style-type: none"> <li>Support the development &amp; work of community structures &amp; 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</li> <li>Support, encourage &amp; engage communities to access funding &amp; participate in opportunities to deliver on actions for their community, these include Community &amp; Environmental initiatives at local &amp; national level, such as Tidy Towns, Carlow Pride of Place &amp; Cooperation Ireland Pride of Place, Encourage &amp; support the development of Social Enterprises</li> </ul>	<ul style="list-style-type: none"> <li>Number of communities participating in Pride of Place Programme &amp; Tidy Towns. Facilitate number of interagency meetings specific to targeted communities. Facilitate &amp; empower a minimum one community per year to develop community action plans</li> <li>Provision of adequate funding in annual budget for community grant programmes &amp; town enhancement grants. Provide support to targeted communities through phone, email &amp; 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</li> </ul>
<b>Community</b>	Support the development of representative structures that facilitates citizen engagement through the Public Participation Network(PPN)	<ul style="list-style-type: none"> <li>Local Government Reform Act 2014</li> <li>Fourth Open Government National Action Plan 2023-2025</li> <li>MAZARS Implementation Road Map</li> </ul>	<ul style="list-style-type: none"> <li>Support the Carlow Public Participation Network &amp; particularly the Secretariat</li> <li>Ensure that committees of the Local Authority such as SPCs, LCDCs and LCSP source community members through the PPN</li> <li>Encourage Community groups to register with the PPN.</li> <li>Ensure that all sections within the Local Authority continue to be aware that PPN is the conduit for communications of policies, plans &amp; services to the public</li> </ul>	<ul style="list-style-type: none"> <li>Minimum 2 formal meetings with PPN secretariat per year</li> <li>Minimum 1 informal communication with PPN per Quarter</li> <li>Criteria for community environment grants that a group must be registered with PPN to qualify</li> </ul>



Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Operational Baseline
<b>Community</b>	<b>Support &amp; Enhance Local Democracy through:</b> Promoting & encouraging participation of young people in decision making structures in the County through Comhairle na nÓg Chontae Ceatharlach	<ul style="list-style-type: none"> <li>• The Children Act</li> <li>• 2001</li> <li>• National Recreation Policy for Young People 2007</li> <li>• Comhairle na nÓg Development Plan</li> </ul>	<ul style="list-style-type: none"> <li>• Support &amp; advise Comhairle na nÓg and its steering committee in the implementation of its annual plan</li> <li>• Ensure that all sections of the Local Authority and other stakeholders involve young people in their decision making processes</li> </ul>	<ul style="list-style-type: none"> <li>• Arrange for SLA with Carlow Regional Youth Services to deliver the Comhairle Programme</li> <li>• Prepare annual funding application</li> <li>• Chairing of Interagency committee meeting that ensures relevant engagement of all parties</li> </ul>
<b>Community</b>	<b>Promote Wellbeing &amp; Active Participation through:</b> ORIS & CLÁR Funding programmes	<ul style="list-style-type: none"> <li>• County Development Plan 2022-2028</li> <li>• Local Economic &amp; Community Plan 2023-2029</li> <li>• Embracing Ireland's Outdoor Recreation Strategy 2023-2027</li> <li>• Carlow County Outdoor Recreation Plan.</li> </ul>	<ul style="list-style-type: none"> <li>• Identify suitable projects in consultation with key stakeholders that will enhance Amenity/ Recreation Infrastructure and Community Well Being.</li> </ul>	<ul style="list-style-type: none"> <li>• Prepare funding applications under CLÁR &amp; ORIS</li> <li>• Programmes &amp; implement successful projects</li> </ul>
<b>Community</b>	Outdoor Recreation Strategy	<ul style="list-style-type: none"> <li>• County Development Plan 2022-2028</li> <li>• Local Economic &amp; Community Plan 2023-2029</li> <li>• Embracing Ireland's Outdoor Recreation Strategy 2023-2027</li> </ul>	<ul style="list-style-type: none"> <li>• Prepare and develop outdoor Recreation Strategy for County Carlow in consultation with key stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Preparation of Outdoor Recreation Strategy to be complete Q2 2025</li> <li>• Funding to be sourced and applications to be prepared to implement key projects</li> </ul>

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Operational Baseline
<b>Community</b>	Implementation of the Healthy Carlow Programme	<ul style="list-style-type: none"> <li>Local Economic &amp; Community Plan 2023-2029</li> <li>Healthy Carlow Strategy 2023-2025</li> <li>County Development Plan 2022-2028</li> </ul>	<ul style="list-style-type: none"> <li>Supporting people and communities to live longer, healthier lives in safe, healthy environments in resilient communities in line with the Carlow LECP</li> <li>Empowering people and communities to better look after their own health and wellbeing</li> <li>Reduce health inequalities</li> <li>Support measures to improve accessibility and equality through targeting specific support to communities that are experiencing barriers</li> <li>Support the Healthy Carlow LCDC sub group to implement the Healthy Carlow Plan. Ensure that Carlow County Council embeds health &amp; wellbeing actions and principles in all its strategic Plans Policies &amp; Services</li> </ul>	<ul style="list-style-type: none"> <li>HI Co-Ordinator continues to be employed and supported</li> <li>Healthy Carlow LCDC Sub-Group meets a minimum of 6 times per year</li> <li>Cross-Functional teams &amp; external stakeholders participation in Healthy Carlow Actions</li> <li>Regular progress reports to LCDC, Municipal District and Council meetings on progress of Healthy Carlow</li> <li>Annual reporting to Pobal on funding &amp; strategy implementation</li> </ul>

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Operational Baseline
<b>Recreation, Amenity and Sports</b>	<b>Active People &amp; Communities:</b> Create and support Active People and communities	<ul style="list-style-type: none"> <li>Local Sports Plan 2025 -2029</li> <li>Carlow Outdoor Recreation Plan</li> <li>Local Economic &amp; Community Plan 2023-2029</li> <li>County Development Plan 2022-2028</li> </ul>	<ul style="list-style-type: none"> <li>Increased sport and physical participation in County Carlow</li> <li>Primary focus on targeted groups, in particular groups experiencing disadvantage</li> <li>Empower and build capacity of people, clubs &amp; organisations to provide sustainable sport &amp; physical activity opportunities.</li> <li>Support the development &amp; sustainability of active communities, using sport &amp; physical activity to improve the health &amp; wellbeing of people across County Carlow</li> </ul>	<ul style="list-style-type: none"> <li>Operational objectives, programmes and goals are delivered in line with Local Sports Plan objectives in partnership with the Local Authority</li> <li>Delivery of Plan is monitored by LSP advisory committee that meets approx. eight times per year &amp; through regular reports to Council</li> </ul>
<b>Recreation, Amenity and Sports</b>	<b>Places &amp; Spaces:</b> Promote and utilize spaces and places across County Carlow for sport and physical activity		<ul style="list-style-type: none"> <li>Addressing the need of increased access to existing high quality indoor &amp; outdoor sport &amp; physical activity facilities &amp; spaces in all parts of Carlow</li> <li>Optimise our existing spaces &amp; places such as community centres, parks, leisure centres &amp; schools as places where sport, physical activity and recreation can occur</li> <li>Optimise Carlow's natural environment to increase participation in sport &amp; physical activity in the outdoors.</li> <li>Support active leadership &amp; engage in meaningful collaborative partnerships</li> </ul>	



Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Operational Baseline
<b>Recreation, Amenity and Sports</b>	<b>Leadership &amp; Partnership:</b> Support active leadership and engage in meaningful collaborative partnerships		<ul style="list-style-type: none"> <li>Enhancing the profile &amp; visibility of sport &amp; physical activity within Active Carlow and showcase the impact with evidence</li> <li>Proactively engaging &amp; collaborating with a wide range of people &amp; partners in the delivery of Carlow's sport &amp; physical activity priorities</li> <li>Embedding effective, accountable &amp; integrated systems &amp; structures with the right resources to deliver the Local Sports Plan</li> </ul>	
<b>Arts Service</b>	Continue to resource and build on a quality Arts Service	<ul style="list-style-type: none"> <li>Arts Service Strategy 2025-2035</li> <li>Carlow County Council Creative Ireland Culture and Strategy 2023-2027</li> </ul>	<ul style="list-style-type: none"> <li>Continue to lead out strategically through the Culture Team</li> </ul>	<ul style="list-style-type: none"> <li>Maintain and support the Creative Ireland Community Engagement Officer in the role to deliver the strategy</li> </ul>
<b>Arts Service</b>	<b>Arts Development Plan:</b> Develop & Implement a 10 year Arts Service Development Plan	<ul style="list-style-type: none"> <li>Arts Service Strategy 2025-2035</li> </ul>	<ul style="list-style-type: none"> <li>Develop an implementation plan of the Arts Service strategy</li> <li>Develop an implementation forum</li> </ul>	<ul style="list-style-type: none"> <li>Support the Arts Service to resource the plan and its implementation</li> </ul>
<b>Arts Service</b>	<b>Community Arts:</b> Continue to develop & resource place responsive/ place-based programmes that take a ground up approach such as Take a Part Carlow and Creative Places Bagenalstown	<ul style="list-style-type: none"> <li>Arts Service Strategy 2025 – 2035</li> <li>Take a Part Strategy 2023-2027</li> <li>Local Community &amp; Economic Plan (LECP)2023-2029</li> </ul>	<ul style="list-style-type: none"> <li>Implement the Take A Part Strategy 2023-2027</li> <li>Devise a work programme for Creative Places Bagenalstown 2025 – 2028</li> </ul>	<ul style="list-style-type: none"> <li>Embed these initiatives into the work of the Arts Service, support and resource both programmes</li> </ul>

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Operational Baseline
<b>Arts Service</b>	<b>Opportunity for Artists:</b> Nurture and Support artists	<ul style="list-style-type: none"> <li>Arts Service Strategy 2025 – 2035</li> <li>Take a Part Strategy 2023-2027</li> <li>Carlow County Council Creative Ireland Culture &amp; Strategy 2023-2027</li> </ul>	<ul style="list-style-type: none"> <li>Increased opportunities for artists across the Arts and Culture in areas of infrastructure, community, library/museum services, planning, local enterprise &amp; corporate services - Increased numbers of commissioning and support opportunities for artists</li> <li>Wide range of support structures for communities such as Arts Acts Grants, bursaries, training and mentorship - Increased participation and access opportunities for the Arts &amp; Culture to flourish</li> <li>Continued development of Creative Places Bagenalstown for supporting local artists in the area</li> <li>Feasibility of artist space in Carlow Town</li> <li>Development of a Public Art Policy under the new Per Cent for Art national strategy</li> </ul>	<ul style="list-style-type: none"> <li>Clear communication on supports that are offered by a Local authority arts service for artists in the local area and the distinct role local authorities play and have in long-term development of the arts</li> </ul>
<b>Arts Service</b>	<b>Partnership:</b> Continue to work in partnership with national agencies, national resource organisations, local arts organisations, local voluntary & community sectors	<ul style="list-style-type: none"> <li>Arts Service Strategy 2025 – 2035</li> <li>Take a Part Strategy 2023-2027</li> <li>Carlow County Council Creative Ireland Culture &amp; Strategy 2023-2027</li> <li>Local Economic and Community Plan (LECP) 2023-2029</li> <li>Making Great Art Work – Arts Council of Ireland National Strategy</li> </ul>	<ul style="list-style-type: none"> <li>Continue to nurture and collaborate as well as build and maintain partnerships in order to maximise the opportunities for our artists and our communities</li> </ul>	<ul style="list-style-type: none"> <li>Identify strategic partnerships &amp; communicate the distinct role of each of the partners</li> </ul>

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Operational Baseline
<b>Arts Service</b>	Champion & Communicate: Communicate the distinct role of a local authority arts service	<ul style="list-style-type: none"> <li>Arts Service Strategy 2025 – 2035</li> </ul>	<ul style="list-style-type: none"> <li>Champion the breadth &amp; depth of arts development that has been led by the Local Authority</li> </ul>	<ul style="list-style-type: none"> <li>Develop clear communication strategy that tells the story and the impact of a local arts service that is distinct from other arts providers/ Organisations</li> </ul>
<b>Arts Service</b>	Deliver: Creative Ireland Culture & Creativity Plan 2023-2027	<ul style="list-style-type: none"> <li>County Carlow Culture &amp; Creativity Plan 2023-2027</li> </ul>	<ul style="list-style-type: none"> <li>Work alongside the Local Authority Culture Team to lead &amp; deliver on the actions outlined in the plan</li> </ul>	<ul style="list-style-type: none"> <li>Develop an annual programme of work</li> <li>Maintain the Creative Communities Engagement Officer post to coordinate &amp; lead the programme</li> </ul>

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Operational Baseline
<b>Housing Services</b>	To provide and facilitate the delivery of a social and affordable housing programme to include social housing supports and promoting home ownership options to meet the accommodation needs of persons in the County	<ul style="list-style-type: none"> <li>Progress the various housing delivery programmes under Housing For All</li> <li>Implementation of the Traveller Accommodation Programme 2025 – 2029</li> <li>Continue to implement the Housing Accommodation Payment (HAP) and the Rental Accommodation Scheme (RAS)</li> </ul>	<ul style="list-style-type: none"> <li>Number of Housing Units delivered</li> <li>Number of units allocated under the Traveller Accommodation Plan 2025 - 2029</li> <li>Number of new HAP tenancies</li> <li>Number of new RAS tenancies</li> </ul>	<ul style="list-style-type: none"> <li>As per delivery targets</li> <li>85 Traveller Accommodation Programme units</li> <li>575 units - Housing Assistance Payment Scheme</li> <li>276 units - Rental Accommodation Scheme</li> </ul>
<b>Housing Services</b>	Continue to respond to homelessness through implementing policies and prevention measures to reduce the need for emergency accommodation	<ul style="list-style-type: none"> <li>Provision of Homeless accommodation and homeless prevention service</li> <li>Continue the HAP Place-Finder service</li> <li>Implement the Housing First National Implementation Plan</li> </ul>	<ul style="list-style-type: none"> <li>Number of Homeless HAP places secured</li> <li>Number of Housing First Tenancies supported</li> </ul>	<p>13 units – Homeless HAP</p> <p>15 units – Housing First Programme</p>



Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Operational Baseline
<b>Housing Services</b>	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"> <li>• Deliver on the objectives contained in the Carlow County Council Strategy for Disabled Persons 2022 – 2027</li> <li>• Processing of Older Persons and Disability Grant Schemes</li> </ul>	<ul style="list-style-type: none"> <li>• Number of housing units allocated to Older Persons</li> <li>• Number of housing units allocated to persons with disabilities</li> <li>• Number of Housing Aid for Older Persons grants processed</li> <li>• Number of Housing Adaptation Grants and Mobility Aid Grants processed</li> <li>• Number of Disabled Persons Grants</li> </ul>	<ul style="list-style-type: none"> <li>• 10% of annual allocations</li> <li>• 10% of annual allocations</li> <li>• 130 grants</li> <li>• 50 grants</li> <li>• 25 grants</li> </ul>
<b>Housing Services</b>	Promote good housing and estate management practices to improve accommodation standards for public and private rented dwellings	<ul style="list-style-type: none"> <li>• Maintenance Programme</li> <li>• Energy Efficiency Retrofit Programme</li> <li>• Continue Private Rental Dwelling Inspections</li> <li>• Implement Anti-Social Behaviour Policy</li> </ul>	<ul style="list-style-type: none"> <li>• Number of maintenance repairs completed</li> <li>• Number of units retrofitted</li> <li>• Number of private rented dwellings inspected</li> <li>• Number of complaints received</li> </ul>	<ul style="list-style-type: none"> <li>• 3,500 maintenance repairs</li> <li>• 5% of housing stock annually</li> <li>• 25% of private rented dwellings annually</li> <li>• 106 complaints</li> </ul>
<b>Integration</b>	To co-ordinate the provision of supports to enable new arrivals to live independently in the community	<ul style="list-style-type: none"> <li>• Irish Refugee Protection Programme</li> <li>• Work in partnership with the Community Integration Forum to provide integration supports</li> </ul>	<ul style="list-style-type: none"> <li>• Completion of Irish Refugee Protection Programme</li> <li>• Achieve the required key performance indicators</li> </ul>	

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

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Operational Baseline
<b>Roads &amp; Sustainable Transportation</b>	Maintenance and Improvement of National, Regional and Local Roads	<ul style="list-style-type: none"> <li>• Maintain regional and local roads to the highest standard within the available resources</li> <li>• National Roads – Projects</li> <li>• Pavement Improvement Schemes.</li> <li>• Development of Carlow Southern Relief Road</li> <li>• N80 Leagh Bends Safety Scheme</li> <li>• Tullow and Bagenalstown Relief Roads</li> <li>• Royal Oak on R448 Safety Scheme</li> </ul>	<ul style="list-style-type: none"> <li>• Complete Multi Annual Road Works Programme as submitted to the Department for 2025-2028 efficiently</li> <li>• Road Lengths completed</li> <li>• Progress of scheme through gates</li> <li>• Completion of scheme</li> <li>• Progress of schemes through gates</li> <li>• Delivery of scheme</li> </ul>	<ul style="list-style-type: none"> <li>• Includes works to resurface roads, Bridge repairs, road safety improvement works, drainage works</li> <li>• Two remaining schemes N81 Ballyoliver &amp; N80 Whitemills</li> <li>• Implement Contract for Design Consultants to complete Phases 1-4 of the Carlow SRR</li> <li>• Planning and CPO applications submitted to An Bord Pleanala on the 3rd December 2024</li> <li>• Tullow relief Road Appraisal submitted to DOT for consideration. Bagenalstown Relief Road Appraisal is under development</li> <li>• Preliminary design &amp; preferred site layout</li> </ul>
<b>Roads &amp; Sustainable Transportation</b>	Place making, town & village enhancement – Make Carlow a great place to live, work and visit	<ul style="list-style-type: none"> <li>• Open space maintenance and enhancement including Oak Park, Ducketts Grove, Parks, cemeteries and open spaces in all MD's</li> <li>• Facilitating and regulating services and resource provision to ensure development will not impact on road safety including the safe movement of vehicles, pedestrians &amp; Cyclists</li> </ul>	<ul style="list-style-type: none"> <li>• Provision of street cleaning, planting, improvement schemes. Delivery of new schemes across all MD's. Applications for funding</li> <li>• Event management/Road Opening Licences/Planning Report/Well Grants/Hedge cutting Notices issued</li> </ul>	<ul style="list-style-type: none"> <li>• Street sweeping, 12,000 litter bin lifts annually, planting &amp; maintenance. Success of Carlow in Entente Floral</li> <li>• Facilitated over 40 events, 500 road opening Licences, 400 planning reports, 70 well grant inspections and 340 hedge cutting notices served in 2024</li> </ul>

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Operational Baseline
<b>Roads &amp; Sustainable Transportation</b>	To promote the switch to sustainable transport modes and increase active travel	<ul style="list-style-type: none"> <li>• Increase Active Travel</li> <li>• Promote switch to Sustainable Transport modes</li> </ul>	<ul style="list-style-type: none"> <li>• Delivery of the Active Travel Programme annually &amp; development of pipeline projects, increase in length of cycleways &amp; footpaths</li> <li>• Awareness campaigns</li> <li>• Promote &amp; engage with NTA to improve Carlow Town Bus Service, and to improve bus stops &amp; shelters</li> <li>• Mobility Hubs</li> <li>• Regional EV Strategy</li> </ul>	<ul style="list-style-type: none"> <li>• €3m Active Travel allocation fully expended in 2024. 11 e-bulletins</li> <li>• Development of LUTS, ABTRA's for Carlow, Tullow &amp; Muinebheag</li> <li>• Tipperary appointed as regional lead for EV Strategy</li> </ul>
<b>Roads &amp; Sustainable Transportation</b>	Road Safety Improvements Including Promotion & Education	<ul style="list-style-type: none"> <li>• Implementation of National Default Rural &amp; Urban Speed Limits</li> <li>• Promote road safety</li> <li>• Identify priority at risk locations for road safety improvement works</li> <li>• Public Lighting</li> </ul>	<ul style="list-style-type: none"> <li>• Speed Limit Review, implementation of the review</li> <li>• Implementation of Road Safety Plan, Road Safety Committee, Maintain School Warden Service, Hedge Cutting Strategy</li> <li>• Submit applications under LCS scheme and implement as funding allows. Submit applications under TII for National Schemes following using identified High collision locations notification</li> <li>• Maintain existing public lighting networks and operate maintenance and improvements of public lighting to high standard</li> </ul>	<ul style="list-style-type: none"> <li>• National Rural Default Speed limit of 60 kph on local roads implementation date 7th Feb 2025. Urbans &amp; National roads proposed.</li> <li>• Road safety plan yr 1 review complete. School wardens in place &amp; refresher training provided. 340 hedge cutting notices served in 2024</li> <li>• 14 locations identified on regional &amp; local roads and applications made under LCS</li> <li>• Leagh Bends Planning and CPO applications submitted to An Bord Pleanala on the 3rd December 2024. 6 locations identified by TII + Kilbride Cross</li> <li>• Maintenance contractor in place. Full engagement with the LED retrofit programme contract</li> </ul>

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Operational Baseline
<b>Roads &amp; Sustainable Transportation</b>	Traffic Management & Parking	<ul style="list-style-type: none"> <li>Improved traffic flow &amp; road safety, reduction in traffic congestion</li> </ul>	<ul style="list-style-type: none"> <li>Manage traffic light maintenance contract</li> <li>Improved signage, including bilingual text.</li> <li>Implement transport assessments when complete Carlow LUTS, Tullow &amp; Muinebheag ABTA, Integrated Traffic management system</li> </ul>	<ul style="list-style-type: none"> <li>Carlow LUTS complete, Tullow &amp; Muinebheag ABTA underway.</li> </ul>
<b>Environment &amp; Climate Action</b>	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"> <li>National Inspection Priorities Scheme agreed by the Department (DECC), Local Authorities and the WERLAs (Waste Enforcement Regional Lead Authorities)</li> </ul>	<ul style="list-style-type: none"> <li>Annual RMCEI (Recommended Minimum Criteria for Environmental Inspections)</li> </ul>	<ul style="list-style-type: none"> <li>Achieve Targets Set Out in the RMCEI Plan</li> </ul>
<b>Environment &amp; Climate Action</b>	To implement a regime to support litter control and management through enforcement, education, street cleaning programmes and monitoring	<ul style="list-style-type: none"> <li>Carlow Litter Management plan 2024-2026 and any subsequent iterations</li> <li>National Litter Pollution Monitoring System</li> <li>Annual Programme for Street Cleaning</li> <li>Annual RMCEI Plan</li> </ul>	<ul style="list-style-type: none"> <li>Objectives of Litter Management Plan implemented</li> <li>National Litter Monitoring Pollution System</li> </ul>	<ul style="list-style-type: none"> <li>To keep public areas litter free in so far as is reasonably practicable</li> </ul>



Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Operational Baseline
<b>Environment &amp; Climate Action</b>	To support the provision of recovery and recycling facilities in County Carlow	<ul style="list-style-type: none"> <li>National Waste Action Plan for a Circular Economy 2024-2030</li> <li>Repak; Circol ELT, End of Life Vehicles (ELVES) Re-turn Deposit Return Scheme</li> <li>Waste Electrical and Electronic Equipment (WEEE Ireland)</li> <li>National Waste Collection Permit Office (NWCPO)</li> <li>Waste Enforcement Regional Lead Authorities (WERLA)</li> </ul>	<ul style="list-style-type: none"> <li>Measurement</li> <li>Methodology</li> <li>Number of facilities provided by Carlow County Council</li> <li>Records of categorised tonnages of materials recycled/recovered from facilities provided by Carlow County Council.</li> <li>Number of facilities provided by private operators</li> <li>Records of Waste collected, recovered and recycled by private operators</li> </ul>	<ul style="list-style-type: none"> <li>Tonnage volumes collected in previous years</li> <li>Percentage compliance with targets contained within the National Waste Action Plan for a Circular Economy and PRI Schemes</li> </ul>
<b>Environment &amp; Climate Action</b>	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"> <li>EPA Landfill Manuals</li> <li>Site Operations Manual</li> </ul>	<ul style="list-style-type: none"> <li>Conditions as set out in the EPA Licence (W0025-04)</li> </ul>	<ul style="list-style-type: none"> <li>As set out in the annual operational plan</li> </ul>
<b>Environment &amp; Climate Action</b>	<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"> <li>Local Authorities Water Programme</li> <li>Implement the measures specified in the Water Action Plan 2024</li> <li>Blue Dot Programme</li> </ul>	<ul style="list-style-type: none"> <li>River Water Status</li> <li>Action Areas of Priority Annual Reports</li> <li>Targets set out in the River Basin Management Plan</li> <li>Targets set out in the Water Action Plan 2024</li> </ul>	<ul style="list-style-type: none"> <li>Maintenance and improvement of River Water Quality Status</li> <li>Targets as set out in the RMCEI</li> </ul>

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Operational Baseline
<b>Environment &amp; Climate Action</b>	To implement National and European Legislation with regard to Water Pollution and to monitor, regulate and enforce the legislation	<ul style="list-style-type: none"> <li>National Inspection Plan for Domestic Septic Tanks</li> <li>Good Agricultural Practice Guidelines</li> <li>Water Framework Directive (WFD) Rivers &amp; Lakes Chemistry Monitoring Programme</li> <li>Local Authorities Water Programme (LAWPro)</li> </ul>	<ul style="list-style-type: none"> <li>Implement Domestic Wastewater Treatment Grant Scheme</li> <li>Implement EPA requirements as outlined</li> <li>No. of inspections completed against annual EPA RMCEI requirements</li> <li>Liaise with HSE, Teagasc, LAWPro, IFI, IFA, ICMSA and other relevant stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Targets as set out in the RMCEI</li> </ul>
<b>Environment &amp; Climate Action</b>	Carry out duties as the Water Services Authority for Group Water Schemes and Small Private Supplies and administration	<ul style="list-style-type: none"> <li>Rural Water Programme</li> <li>Multi Annual Rural Water Programme</li> <li>Liaison between DoHLGH &amp; National Federation of Group Water Schemes</li> </ul>	<ul style="list-style-type: none"> <li>Number and amount of grants paid out under the rural water programme</li> </ul>	<ul style="list-style-type: none"> <li>Ensure water quality standards are in accordance with the Drinking Water Regulations</li> </ul>
<b>Environment &amp; Climate Action</b>	To implement the objectives and actions of Carlow Local Authority Climate Action Plan 2024-2029	<ul style="list-style-type: none"> <li>Department of Communications, Climate Action and Environment Climate Action Regional Offices</li> <li>(CARO) South East Unit (SEU)</li> </ul>	<ul style="list-style-type: none"> <li>Implementation objectives and actions of the plan</li> </ul>	<ul style="list-style-type: none"> <li>2018 GHG Emissions Baseline</li> </ul>
<b>Environment &amp; Climate Action</b>	To implement the Carlow Biodiversity Action Plan 2023-2025, and any subsequent iteration	<ul style="list-style-type: none"> <li>National Biodiversity Action Plan 2023-2030</li> </ul>	<ul style="list-style-type: none"> <li>Implementation of the Biodiversity Action Plan, and adoption of subsequent iteration</li> </ul>	<ul style="list-style-type: none"> <li>Compliance with the Objectives of the Action Plan</li> </ul>
<b>Environment &amp; Climate Action</b>	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"> <li>Department of Communications, Climate Action and Environment</li> <li>SDG Ambassador Programme</li> </ul>	<ul style="list-style-type: none"> <li>Support actions outlined in Government of Ireland implementation plan for Sustainable Development Goals</li> </ul>	<ul style="list-style-type: none"> <li>Actions Completed</li> </ul>

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Operational Baseline
<b>Environment &amp; Climate Action</b>	<p>To 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>To achieve public sector targets set out for Carlow Town Decarbonising Zone</p>	<ul style="list-style-type: none"> <li>• South East Energy agency (SEEA)</li> <li>• Sustainable Energy Action Plan</li> <li>• Covenant of Mayors</li> <li>• Sustainable Energy Authority of Ireland (SEAI)</li> <li>• Climate Action Regional Offices (CARO)</li> <li>• Progress Solar Farm feasibility study for Powerstown Landfill</li> </ul>	<ul style="list-style-type: none"> <li>• Annual M&amp;R evaluation of energy consumption within Carlow County Council operations</li> <li>• Complete annual Energy Evaluation of the LA's Public Buildings</li> <li>• Carry out annual analysis of Carlows energy consumption</li> <li>• Support for SEAI Programmes</li> <li>• Retrofitting of Public Building to support Fossil less systems</li> <li>• Reduce GHG gasses and reduce energy use in collaboration with the community contained with Carlow Town Decarbonising Zone</li> </ul>	<ul style="list-style-type: none"> <li>• Achieve a 30% reduction in carbon emission by 2030 (Gap to Target (GtT))</li> <li>• Achieve a minimum of B rated energy standard to all retrofitted public buildings by 2030</li> </ul>
<b>Environment &amp; Climate Action</b>	To implement monitoring regime for Food Safety in accordance with requirements under the Food Safety of Ireland Act	<ul style="list-style-type: none"> <li>• Kilkenny County Council</li> <li>• Food Safety Authority of Ireland</li> </ul>	<ul style="list-style-type: none"> <li>• Compliance with food safety standards as set out in the legislations</li> </ul>	<ul style="list-style-type: none"> <li>• Compliance with food safety standards</li> </ul>
<b>Environment &amp; Climate Action</b>	To maintain burial grounds and records in accordance with the Regulations	<ul style="list-style-type: none"> <li>• Burial Ground Legislation</li> <li>• Burial Ground Bye Laws</li> <li>• Progress extension works to Muine Bheag, Tullow and Tinnahinch Cemeteries</li> <li>• Identify site for new Cemetery in Carlow Town</li> </ul>	<ul style="list-style-type: none"> <li>• Maintenance of records in accordance with Regulations</li> </ul>	<ul style="list-style-type: none"> <li>• Records maintained</li> </ul>
<b>Environment &amp; Climate Action</b>	Control of Dogs	<ul style="list-style-type: none"> <li>• Control of Dogs Acts &amp; Dog Breeding Establishments Act</li> </ul>	<ul style="list-style-type: none"> <li>• Complaints in relation to animal welfare and controls investigated and closed off.</li> <li>• Service contract in place and updated as required</li> </ul>	<ul style="list-style-type: none"> <li>• Recorded Complaints</li> </ul>

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Operational Baseline
<b>Fire Service: Response</b>	To protect communities from fire and other emergencies, working with partner agencies and in accordance with national policies	<ul style="list-style-type: none"> <li>• A Framework for Fire Safety in Ireland “Keeping Communities Safe”</li> <li>• Fire &amp; Emergency Operations Plan - Carlow County Fire &amp; Rescue Service 2024-2026</li> <li>• To identify and manage risk and to prepare to respond to emergencies in accordance with the Framework for Major Emergency Management in Ireland</li> <li>• Carlow County Council Climate Action Plan 2024-2029</li> <li>• Green Public Procurement Strategy 2024-2027</li> </ul>	<ul style="list-style-type: none"> <li>• Key performance indicators to measure the Services’ response to emergency incidents</li> <li>• Quality Assurance schemes and external auditing of particular functions of the service such as Training, Health &amp; Safety and Quality</li> <li>• Maintain the Councils ability to carry out its functions in any Major Emergency that might be declared</li> <li>• Contribute to Carlow County Council’s Climate Action Targets</li> </ul>	<ul style="list-style-type: none"> <li>• Meet and surpass where possible targets set out in the National Policy Document “Keeping Communities Safe”. NOAC Service indicators F2 and F3</li> <li>• Update Fire &amp; Emergency Operations Plan - Carlow County Fire &amp; Rescue Service 2024-2026</li> <li>• ISO45001 Award for Health and Safety</li> <li>• ISO9001 Award for Quality Management Systems</li> <li>• Reduction in CO2 emissions from fleet and equipment</li> <li>• Review and update the Area Risk</li> <li>• Review and update the Pre Determined Attendance with next nearest resource</li> <li>• Review and update the contacts in the Major Emergency Plan</li> <li>• Review and update Severe Weather Response Plan</li> <li>• Review and Update Flood Response Plan</li> <li>• Deliver an average of 100 hours training per firefighter per year</li> <li>• Continue capital investment; renovate Bagenalstown Fire Station</li> <li>• Develop and enhance Hacketstown Training Centre</li> </ul>



Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Operational Baseline
<b>Fire Service: Prevention</b>	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	<ul style="list-style-type: none"> <li>• A Framework for Fire Safety in Ireland “Keeping Communities Safe”</li> <li>• Code of Practice for the Remediation of Fire Safety Defects</li> <li>• Code of Practice for Fire Safety Assessment of Premises and Buildings</li> <li>• Dangerous Substances Regulations</li> </ul>	<ul style="list-style-type: none"> <li>• Reduce the incidence of fire and other emergencies by the provision of an efficient and effective safety education, advice and legal enforcement service</li> <li>• Update Carlow Fire Services Fire Safety Plan</li> <li>• Administer Dangerous Substances Licenses</li> </ul>	<ul style="list-style-type: none"> <li>• Number of Fire Safety Inspections carried out under the Fire Services Act 1981 and 2003 per year</li> <li>• Delivery of the Fire Safety “Primary Schools programme” to all third classes in County Carlow</li> <li>• Response time to address complaints</li> <li>• Number of Fire Safety talks delivered to community and other groups</li> <li>• Number of Home Fire Safety Visits and domestic smoke alarm installations</li> <li>• Update the Community Fire Safety Plan</li> <li>• Number of Dangerous Substance Licenses processed</li> </ul>
<b>Building Control:</b>	Influencing and regulating the built environment to protect people, property and the environment from harm, working together to deliver the highest quality services	<ul style="list-style-type: none"> <li>• Framework for Building Control Authorities</li> <li>• Building Control Regulations 1997 (as amended)</li> <li>• Monitor compliance with the Energy Performance of Buildings Directive</li> </ul>	<ul style="list-style-type: none"> <li>• Building Control activity in line with criteria defined by the National Building Control Office and National Oversight and Audit Commission (NOAC)</li> </ul>	<ul style="list-style-type: none"> <li>• Number of Building Control Inspections per annum</li> <li>• Percentage inspection of Commencement Notices per year</li> <li>• Assessment of fire safety and disability access certificate applications within 28 days of receipt of a valid application</li> <li>• Number of BERs notified to the Authority per year</li> <li>• NOAC Service indicators P5: Fire Safety Certificates Applications</li> </ul>

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Operational Baseline
<b>Building Control:</b>	Influencing and regulating the built environment to protect people, property and the environment from harm, working together to deliver the highest quality services	<ul style="list-style-type: none"> <li>• Framework for Building Control Authorities</li> <li>• Building Control Regulations 1997 (as amended)</li> <li>• Monitor compliance with the Energy Performance of Buildings Directive</li> </ul>	<ul style="list-style-type: none"> <li>• Building Control activity in line with criteria defined by the National Building Control Office and National Oversight and Audit Commission (NOAC)</li> </ul>	
<b>Civil Defence:</b>	To support communities in times of emergencies and to provide back up support to the Principal Response Agencies in the delivery of their services as required	<ul style="list-style-type: none"> <li>• Civil Defence Towards 2030 Volunteers serving the community</li> </ul>	<ul style="list-style-type: none"> <li>• No. of service callouts</li> <li>• Implementation of the VEMS system</li> <li>• No. of community supported events attended</li> <li>• Provision of health &amp; safety training for volunteers</li> <li>• No. of active volunteers participating in the civil defence service</li> </ul>	<ul style="list-style-type: none"> <li>• Update Civil Defence Operational 3 year Plan 2025-2027</li> </ul>

## Planning, Economic Development, Regeneration, Corporate Services/HR and Information Systems

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Operational Baseline
<b>Corporate</b>	<p>To provide a healthy and safe working Environment</p> <p>To ensure the Safety, Health and Welfare at work of all employees</p>	<ul style="list-style-type: none"> <li>• Health &amp; Safety Act 1995</li> <li>• Corporate Safety Statement and Ancillary Statements</li> </ul>	<ul style="list-style-type: none"> <li>• Continuous review, updating and implementation of Safety Statements etc</li> <li>• To raise awareness of Health &amp; Safety</li> </ul>	<ul style="list-style-type: none"> <li>• Number of safety, health and welfare at work courses / training programmes arranged</li> </ul>

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Operational Baseline
<b>Corporate</b>	To provide corporate governance leadership to the Elected Members, employees and customers	<ul style="list-style-type: none"> <li>Ethical and legal requirements of good governance Acts</li> <li>Codes of Conduct for Employees and Elected Members</li> </ul>	<ul style="list-style-type: none"> <li>Ensuring all returns and declarations are submitted</li> <li>Monitoring of data and returns</li> </ul>	<ul style="list-style-type: none"> <li>Review by internal audit, external audit and Audit Committee</li> <li>Completion of annual declarations and compliance with Codes of Conduct</li> </ul>
<b>Corporate</b>	Manage major Organisational Change  Workforce Planning	<ul style="list-style-type: none"> <li>Review Organisational and Workforce Plans</li> </ul>	<ul style="list-style-type: none"> <li>To implement Workforce Plan</li> <li>Continue to implement the modernisation agenda in co-operation with Management, Staff and Unions</li> </ul>	<ul style="list-style-type: none"> <li>Maintain service standards</li> <li>Maintain /Improve Service Indicator Figures</li> </ul>
<b>Corporate</b>	Lead on Implementation of Corporate Plan – ensuring objectives are achieved	<ul style="list-style-type: none"> <li>Review progress and also review Annual Service Plans</li> </ul>	<ul style="list-style-type: none"> <li>Annual Report on Achievements</li> </ul>	<ul style="list-style-type: none"> <li>Level of achievement of objectives in Corporate Plan</li> </ul>
<b>Corporate</b>	Prepare and complete each Register of Electors	<ul style="list-style-type: none"> <li>Electoral Acts</li> </ul>	<ul style="list-style-type: none"> <li>Encourage members of the public to register their entitlement to vote through campaigns in local media etc.</li> </ul>	<ul style="list-style-type: none"> <li>Completion and publication of Register of Electors</li> </ul>
<b>Corporate</b>	Deliver quality services to customers	<ul style="list-style-type: none"> <li>Customer Service Action Plan</li> <li>Customer Service Charter</li> </ul>	<ul style="list-style-type: none"> <li>Review Plan and Charter</li> <li>Ensure implementation by all employees</li> </ul>	<ul style="list-style-type: none"> <li>Achieving the timelines of the Customer Service Charter</li> </ul>
<b>Corporate</b>	Public access to information  Compliance with Data Protection Regulations (GDPR)	<ul style="list-style-type: none"> <li>Freedom of Information</li> </ul>	<ul style="list-style-type: none"> <li>Respond to requests</li> <li>Provide Freedom of Information and Data Protection Training Programmes</li> </ul>	<ul style="list-style-type: none"> <li>Number of Freedom of Information (FOI) and Data Subject Access Requests (DSAR)</li> </ul>

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Operational Baseline
<b>Human Resources</b>	Recruitment, retention, training and development of staff	<ul style="list-style-type: none"> <li>Human Resource Strategy</li> </ul>	<ul style="list-style-type: none"> <li>Adopt a Strategic Human Resource approach</li> <li>Implement Performance Management and Development System (PMDS)</li> <li>To be an employer of Choice</li> </ul>	<ul style="list-style-type: none"> <li>Number of staff recruited</li> <li>Working days lost to sickness absence</li> <li>Percentage of staff participated in Training &amp; Development courses/ programmes</li> <li>Percentage of workforce with a disability</li> <li>Number of employees availing of Work-Life Balance options</li> </ul>
<b>Human Resources</b>	Implement Carlow County Council's People Strategy	<ul style="list-style-type: none"> <li>Carlow County Council People Strategy 2019</li> </ul>	<ul style="list-style-type: none"> <li>Implement the provisions of the People Strategy 2019</li> </ul>	<ul style="list-style-type: none"> <li>Achieving the specified outcomes</li> </ul>
<b>Economic Development</b>	<p>To promote Economic sustainability, development and enhancement by:</p> <ul style="list-style-type: none"> <li>Delivery of the Enterprise Ireland Service Level Agreement</li> <li>Development &amp; Delivery of the Economic Development resourced by Carlow County Council</li> <li>Development &amp; Delivery of a series of EU Projects</li> </ul>	<ul style="list-style-type: none"> <li>The specific objectives of the Economic Development Programme are defined annually as annual planning process by:</li> <li>A partnership with Enterprise Ireland operated under SLA for the provision of Business Support Services in four core areas: (1) Business Information &amp; Advisory Services (2) Entrepreneurship Support Services (3) Enterprise Support Services (4) Local Enterprise Development Services</li> <li>A revenue funded programme which has a focus on (1) Promotion of County Carlow as a location for investment (2) Provision of economic infrastructure (3) Development and management of strategic alliances with education and training</li> </ul>	<ul style="list-style-type: none"> <li>As per County Enterprise Plan agreed with Enterprise Ireland and Carlow County Council under the Service Level Agreement</li> <li>As per the Local Economic and Community Plan for County Carlow (LECP)</li> </ul>	<ul style="list-style-type: none"> <li>As per County Enterprise Plan agreed with Enterprise Ireland and Carlow County Council under the Service Level Agreement</li> <li>As per the Local Economic and Community Plan for County Carlow (LECP)</li> </ul>





Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Operational Baseline
		<ul style="list-style-type: none"> <li>• Delivery of a series of EU Projects which are aligned to strategic objectives which provide a platform for (1) enhanced programme resources in relevant subject areas for the County (2) provide additional staffing resources for economic development (3) provide a platform for capacity development both internally and for stakeholders providers (4) Development and management of strategic alliances with business representation organisations (5) Provision of adequate zoned lands for industrial and commercial development (6) Operate a Festival &amp; Event Programme focused on balanced social and economic development.</li> <li>• To develop Enterprise Spaces &amp; Parks in line with market requirements.</li> <li>• To prepare and implement a Local Economic Community Plan</li> <li>• To prepare and implement a Tourism Strategy for County Carlow</li> <li>• To development data and strategies for the purpose of leverage of additional resources for County Carlow</li> </ul>		

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Operational Baseline
<b>Economic Development</b>	<p>To promote Economic sustainability, development and enhancement by:</p> <ul style="list-style-type: none"> <li>• Delivery of the Enterprise Ireland Service Level Agreement</li> <li>• Development &amp; Delivery of the Economic Development resourced by Carlow County Council</li> <li>• Development &amp; Delivery of a series of EU Projects</li> </ul>	<p>The specific objectives of the Economic Development Programme are defined annually as annual planning process by:</p> <ul style="list-style-type: none"> <li>• A partnership with Enterprise Ireland operated under SLA for the provision of Business Support Services in four core areas: (1) Business Information &amp; Advisory Services (2) Entrepreneurship Support Services (3) Enterprise Support Services (4) Local Enterprise Development Services</li> <li>• A revenue funded programme which has a focus on (1) Promotion of County Carlow as a location for investment (2) Provision of economic infrastructure (3) Development and management of strategic alliances with education and training providers (4) Development and management of strategic alliances with business representation organisations (5) Provision of adequate zoned lands for industrial and commercial development (6) Operate a Festival &amp; Event Programme focused on balanced social and economic development.</li> <li>• To develop Enterprise Spaces &amp; Parks in line with market requirements</li> <li>• To prepare and implement a Local Economic Community Plan</li> <li>• To prepare and implement a Tourism Strategy for County Carlow</li> </ul>	<ul style="list-style-type: none"> <li>• As per County Enterprise Plan agreed with Enterprise Ireland and Carlow County Council under the Service Level Agreement</li> <li>• As per the Local Economic and Community Plan for County Carlow (LECP)</li> </ul>	<ul style="list-style-type: none"> <li>• As per County Enterprise Plan agreed with Enterprise Ireland and Carlow County Council under the Service Level Agreement</li> <li>• As per the Local Economic and Community Plan for County Carlow (LECP)</li> </ul>

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Operational Baseline
		<ul style="list-style-type: none"> <li>To development data and strategies for the purpose of leverage of additional resources for County Carlow.</li> <li>Delivery of a series of EU Projects which are aligned to strategic objectives which provide a platform for (1) enhanced programme resources in relevant subject areas for the County (2) provide additional staffing resources for economic development (3) provide a platform for capacity development both internally and for stakeholders</li> </ul>		
<b>Economic Development</b>  <b>Tourism</b>	<p>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</p> <p>Specific Objectives The tourism development objectives are:</p> <ol style="list-style-type: none"> <li>Create an awareness and knowledge of County Carlow as a tourist destination in its own right, both in the marketplace and among the people</li> <li>Develop the infrastructure necessary to support the growth of Carlow's tourism industry</li> </ol>	<ul style="list-style-type: none"> <li>Work with Carlow Tourism and Fáilte Ireland and the community to:               <ol style="list-style-type: none"> <li>Generate an awareness of County Carlow as a developing tourist destination internally among its population and externally in selected target markets</li> <li>Segment the market focusing on markets which offer the most potential, and on growth segments within those markets</li> <li>Promote and support the distinctive image and brand identity for County Carlow which fairly reflects the County's tourism product offering</li> <li>Liaise closely and form marketing networks with surrounding counties to ensure County Carlow benefits from marketing initiatives undertaken by its neighbours</li> </ol> </li> </ul>	<ul style="list-style-type: none"> <li>As per the Local Economic and Community Plan for County Carlow (LECP)</li> </ul>	<ul style="list-style-type: none"> <li>Increased Visitor Numbers</li> <li>Number of Tourism Initiatives organized each year</li> <li>Increased awareness of County Carlow Tourism Attractions</li> <li>Development of Annual Economic Impact Report for Tourism Investment</li> <li>As per the Local Economic and Community Plan for County Carlow (LECP)</li> </ul>



Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Operational Baseline
	<p>3. Achieve optimum utilization of available tourism assets by identifying, developing and marketing products that will attract increased tourist traffic</p> <p>4. Maximize the length of stay and expenditure by tourists</p> <p>5. Extend the tourist season and to achieve higher yields, improved profitability and increased employment in the industry</p> <p>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</p> <p>7. Achieve a more balanced geographic 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</p>	<p>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</p> <p>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</p> <p>7. Establish marketing networks between product providers in Carlow, and develop packaging opportunities</p> <p>8. Examine the potential for further development of the River Barrow as a tourism amenity</p>		



Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Operational Baseline
	8. Put in place and sustain the appropriate structures and resources to enable effective leadership, guidance and marketing of Carlow's tourism sector			
<b>Town Centre First &amp; Regeneration</b>	Implementation and delivery of Town Centre First Policy	<ul style="list-style-type: none"> <li>Town Centre First Policy</li> </ul>	<ul style="list-style-type: none"> <li>Implementation in line with National timeframes</li> </ul>	<ul style="list-style-type: none"> <li>Number of approved Town Centre First Plans</li> </ul>
<b>Town Centre First &amp; Regeneration</b>	<p>To collect, monitor and assess vacancy data locally.</p> <p>Use that data to actively engage with property owners and promote schemes to encourage activation of properties</p>	<ul style="list-style-type: none"> <li>Housing for All Plan</li> </ul>	<ul style="list-style-type: none"> <li>Targets as set by the Department of Housing, Local Government and Heritage</li> </ul>	<ul style="list-style-type: none"> <li>Areas surveyed for data collection</li> <li>Number of properties activated</li> </ul>
<b>Town Centre First &amp; Regeneration</b>	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"> <li>Croi Conaithe – Vacant Property Refurbishment Grant</li> <li>Croi Conaithe – Ready to Build Scheme</li> <li>Repair &amp; Lease Scheme</li> <li>Buy &amp; Renew Scheme</li> </ul>		<ul style="list-style-type: none"> <li>Number of properties brought back in to use</li> <li>Number of sites available for sale</li> <li>Number of properties brought back in to use</li> </ul>
<b>Town Centre First &amp; Regeneration</b>	To enable the redevelopment and re-use of vacant and derelict properties	<ul style="list-style-type: none"> <li>Derelict Sites Act 1990 (CPO powers)</li> <li>Housing Act 1966 (CPO powers)</li> </ul>	<ul style="list-style-type: none"> <li>Targets as set by the Department of Housing, Local Government and Heritage</li> </ul>	<ul style="list-style-type: none"> <li>Number of properties brought back in to use</li> </ul>

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Operational Baseline
<b>Town Centre First &amp; Regeneration</b>	Optimise available funding streams	<ul style="list-style-type: none"> <li>• Town &amp; Village Renewal Scheme</li> <li>• Rural Regeneration Development Fund</li> <li>• Urban Regeneration Development Fund</li> <li>• TCF Suite of Supports</li> <li>• Building Acquisitions Measure</li> <li>• THRIVE</li> <li>• Community Recognition Fund</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation in line with National calls</li> </ul>	<ul style="list-style-type: none"> <li>• Number of successful applications and number of projects completed</li> </ul>
<b>Planning</b>	To ensure effective, proper planning and sustainable, balanced development of urban and rural areas	<ul style="list-style-type: none"> <li>• Continued implementation of the Carlow County Development Plan 2022-2028 and the undertaking of variations as deemed necessary to ensure continued consistency with legislative requirements, regional and national policies</li> <li>• Review the Carlow County Development Plan 2022-2028 in accordance with national and regional policy and new legislative provisions</li> <li>• Adopt and implement quality Local Area Plans / settlement plans consistent with regional and national policies</li> <li>• Implement Planning and Development enforcement legislation</li> </ul>	<ul style="list-style-type: none"> <li>• Monitoring of the implementation of the Development Plan Objectives</li> <li>• Number of Local Area Plans / Settlement Plans adopted</li> <li>• Percentage of planning enforcement cases closed (against the number of cases that were investigated)</li> </ul>	<ul style="list-style-type: none"> <li>• CDP / LAP reviews to be concluded within statutory timeframe prescribed in the Planning and Development legislation</li> <li>• Number of enforcement complaints received</li> </ul>

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Operational Baseline
<b>Planning</b>	To ensure effective, proper planning and sustainable, balanced development of urban and rural areas	<ul style="list-style-type: none"> <li>• Provide an efficient high quality development management service to include determination of planning applications, declarations, Part VIII's, pre-planning consultations and ensure development management assessments are in line with the provisions of the Planning and Development legislation, Ministerial Guidelines, EU requirements National and Regional Policies</li> <li>• Process compliance requests associated with grants of planning permission</li> </ul>	<ul style="list-style-type: none"> <li>• Percentage of applications where the decision was confirmed (with or without variation) by An Bord Pleanala</li> <li>• Percentage of compliance concluded within the statutory timelines.</li> </ul>	<ul style="list-style-type: none"> <li>• Number of pre- planning meetings held</li> <li>• Number of planning applications / section 5s, declaration, Part VIII's etc. received</li> <li>• Number of compliance requests received</li> </ul>
<b>Planning</b>	Promote the redevelopment and revitalisation of vacant and derelict sites	<ul style="list-style-type: none"> <li>• Derelict Sites Legislation (Derelict Sites Register)</li> <li>• Maintain and update the Derelict Sites Register</li> <li>• Development Plan and Local Area Plan/ settlement Policy</li> <li>• Implementation of Residential Zoned Land Tax provisions</li> <li>• Apply Urban and Rural Regeneration Funding to revitalise derelict, vacant and un-used properties</li> </ul>	<ul style="list-style-type: none"> <li>• Number of derelict sites removed from the register as a result of commencement of development / site activation</li> <li>• Number of properties / sites which come into active use arising from the RZLT provisions</li> <li>• Number of areas redeveloped utilising rural and urban regeneration funding</li> </ul>	<ul style="list-style-type: none"> <li>• Number of derelict sites recorded on the derelict sites register</li> <li>• Number of Vacant Sites recorded</li> <li>• Mapping of mixed use / residential zoned land subject to the RZLT provisions</li> </ul>
<b>Planning</b>	Undertake a Review of the Development Contribution Scheme	<ul style="list-style-type: none"> <li>• Planning and Development Act 2000 (as amended) or as may updated under the Planning and Development Act 2024 as appropriate</li> </ul>	<ul style="list-style-type: none"> <li>• Adoption of new Development Contribution Scheme in 2025.</li> </ul>	<ul style="list-style-type: none"> <li>• Review to be concluded within twelve months from commencement date of review</li> </ul>

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Operational Baseline
<b>Planning</b>	To continue the taking in charge of estates in line with National Guidelines and Planning and Development Legislation	<ul style="list-style-type: none"> <li>• Ensure bonds are secured before the commencement of new residential developments</li> <li>• Collaborate with key stakeholders to review and enhance the Taking in Charge policy and process, ensuring alignment with planning and development legislation</li> <li>• Process taking in charge requests promptly and continue the efficient progression of estates into local authority management</li> </ul>	<ul style="list-style-type: none"> <li>• Number of bonds secured upon the commencement of development</li> <li>• Review and update Taken in Charge Policy</li> <li>• Number of estates taken in charge each year</li> </ul>	<ul style="list-style-type: none"> <li>• Taking in charge policy adopted in 2015</li> </ul>
<b>Planning</b>	Enhance Customer Services through the deployment of new technology	<ul style="list-style-type: none"> <li>• Continue to support the use of the National e-Planning service</li> <li>• Maintain ongoing archiving of documentation to facilitate the digitisation of historical files, ensuring easier accessibility</li> </ul>	<ul style="list-style-type: none"> <li>• Continued Implementation in line with LGMA requirements</li> <li>• Improved dissemination of planning information on-line</li> </ul>	<ul style="list-style-type: none"> <li>• Percentage of applications submitted on the online eplanning platform</li> </ul>
<b>Information Communication Technology (ICT)</b>	Support the functions of Carlow County Council through innovative ICT solutions	<ul style="list-style-type: none"> <li>• Carlow County Council IT &amp; Digital Strategy 2024-2030</li> <li>• Digital Local Government: Working for Everyone Ireland's Local Government Digital and ICT Strategy 2030</li> <li>• Carlow County Council ICT Security Strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure that measures outlined in the supporting strategies are implemented in an innovative way</li> </ul>	<ul style="list-style-type: none"> <li>• Support the functions of Carlow County Council through innovative ICT solutions</li> </ul>
<b>Information Communication Technology (ICT)</b>	Enhance the robustness of the Carlow WAN/LAN to better support the delivery of services to the people of Carlow	<ul style="list-style-type: none"> <li>• Carlow County Council ICT Security Strategy</li> <li>• IT Continuity Plan 2024</li> </ul>	<ul style="list-style-type: none"> <li>• Adherence to Disaster Recovery</li> <li>• SLAs as per IT Continuity Plan 2024</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure procedures in Draft IT Continuity Plan 2024 are in place for WAN/LAN redundancy and backup</li> </ul>



Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Operational Baseline
Information Communication Technology (ICT)	Enhance the security of Carlow WAN/LAN to better support the delivery of services to the people of Carlow	<ul style="list-style-type: none"><li>• Carlow County Council IT &amp; Digital Strategy 2024-2030</li><li>• Digital Local Government: Working for Everyone Ireland’s Local Government Digital and ICT Strategy 2030</li><li>• Carlow County Council ICT Security Strategy</li></ul>	<ul style="list-style-type: none"><li>• Implement the security measures outlined in the ICT Security Strategy and continuously strengthen the measures to keep pace with evolving technologies</li></ul>	<ul style="list-style-type: none"><li>• Compliance with relevant ICT security standards e.g. NIS2, GDPR, PCI DSS</li></ul>
Information Communication Technology (ICT)	Ensure successful rollout of National Broadband Plan in County Carlow	<ul style="list-style-type: none"><li>• Carlow County Development Plan</li><li>• National Broadband Plan</li></ul>	<ul style="list-style-type: none"><li>• Ensure that all approved planning applications include the necessary broadband conditions where applicable</li><li>• Prepare the 2nd ICT &amp; Digital Strategy for County Carlow</li><li>• Broadband Connection Points</li><li>• WiFi4EU Project</li></ul>	<ul style="list-style-type: none"><li>• All citizens in Carlow will have access to high speed broadband by 2030</li></ul>



## APPENDIX:

## B

## MEMBERSHIP OF SPC'S

Carlow County Council operates 4 SPCs, each served by a Director of Service. The Chairs of the SPCs are selected by the Council at the AGM.

**Planning, Economic Development, Regeneration, Finance and ICT Strategic Policy Committee – Kieran Cullinane A/Director of Services**

Chaired by:	Cllr. Michael Doran
Council Members:	Cllr. Thomas Kinsella, Cllr. Charlie Murphy, Cllr. Daniel Pender and Cllr. William Paton.
External Members:	Lisa O'Shea (Development/Construction, Chambers Ireland), Eoin Kehoe (Business Commercial, Chambers Ireland), John Duffy (Agriculture Farming IFA), Sue Philips (Environment/Conservation PPN)

**Transportation, Environment & Emergency Services and Capital Projects Strategic Policy Committee -Padraig O'Gorman, Director of Services**

Chaired by:	Cllr. John Pender
Council Members:	Cllr. Paul Doogue, Cllr. Brian O'Donoghue and Cllr. Willie Quinn.
External Members:	John Brophy (Business Commercial, Chambers Ireland), Michael Purcell (Agriculture Farming IFA), Jackie Meally (Community/Voluntary, PPN), TBC (Environment/Conservation PPN)

**Housing and Integration Strategic Policy Committee – Fiona O'Neill, A/Director of Services**

Chaired by:	Cllr. Andrea Dalton
Council Members:	Cllr. Ken Murnane, Cllr. Fergal Browne, Cllr. John Cassin and Cllr. Adrienne Wallace
External Members:	Lisa O'Shea (Development/Construction, Chambers Ireland), Amanda Shasha (Community/Voluntary PPN), Niall Ryan (Social Inclusion, PPN), TBC (Environment/Conservation PPN)



**Community Development, Recreation Amenity Sports, Arts & Culture, Libraries, Museum & Heritage Strategic Policy Committee – Michael Brennan, Director of Services**

Chaired by:	Cllr. Andy Gladney
Council Members:	Cllr. Ben Ward, Cllr. Fintan Phelan and Cllr. Jim Deane.
External Members:	Deirdre O’Connell (Trade Unions, ICTU), Aisling O’Halloran (Community/Voluntary, PPN), TBC (Community/Voluntary, PPN), Trish Doyle (Social Inclusion, PPN)

APPENDIX:

# C 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 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:

# D CONSULTATION PROCESS

**We** started our process by reflecting on the last 5-year Corporate Plan, its implementation and learnings.

We held a workshop with our new Council post the local elections. This was invaluable in hearing the Elected Members priorities and the priorities of the public they engaged with during the Election campaign. The process has ensured the Plan reflects people's needs alongside our Statutory obligations.

We had an online public consultation process to seek views of the wider public and consulted with the Public Participation Network (PPN) on the draft Corporate Plan.

We have obtained the views of our staff through the senior staff and their teams.

The engagement and consultation process were not only about gathering input but building consensus, ensuring that our Plan and objectives are aligned with people's needs and aspirations.

We are committed to engaging and consulting with communities as we deliver the Corporate Plan and develop policies and plans and projects.





## APPENDIX:

# E OUR PUBLIC SECTOR DUTY

## CORPORATE GOVERNANCE

**C**arlow County Council is committed to ensuring that the organisation and all that we do is governed in accordance with our obligations.

Corporate governance will improve the overall performance of the organisation, promote trust among our citizens and within our communities and deliver on our objectives.

### 1. OUR PUBLIC SECTOR DUTY – WHAT WE WILL DO

The Public Sector Equality and Human Rights Duty ('the Duty') is a statutory obligation on public bodies to have regard to the need to:

- Eliminate discrimination.
- Promote equality of opportunity, and treatment of its staff and the persons to whom it provides services; and
- Protect the human rights of its members, staff, and the persons to whom it provides services.

Implementing the Duty has the potential to stimulate proactive approaches to equality and human rights at strategic planning level and in annual work plans, team development plans etc. We are requested to:

#### Assess

Undertake an assessment of the human rights and equality issues facing the identified groups for the Duty.

#### Address

Set out in its strategic plan the policies, plans and actions in place or proposed to be put in place to address those issues.

#### Report

Report on developments and achievements in its annual report.

An assessment of equality and human rights issues leads to recognition of the need to better understand the experience and diversity of staff and service users, to ensure dignity in the workplace and to improve access to services. In implementing the Duty the Council will apply the following three step approach: Assess, Address and Report adopting an 'evidence' based approach. The assessment of human rights and equality will focus on the following identified groups as the people covered by the nine grounds under equality legislation: gender (including transgender persons or persons transitioning to another gender), civil status, family status (including lone parents and carers) age, sexual orientation, disability, race, religion and membership of the Traveller community.

In the **Assessment stage** we will consider:

What potential human rights and equality issues need to be addressed or considered.

What structures and initiatives do we already have in place to support human rights and what improvements if any are required to be made to same to ensure their continued effectiveness.

What human rights and equality issues need to be prioritised for action.

In the **Addressing stage** we will:

Agree priority actions to address equality and human rights issues identified in the assessment stage.

Determine the most appropriate implementation structure to drive the Duty.

Consider staff capacity so as to ensure we are in a position to prevent and respond to issues as they present.

Integrate the Duty in strategic planning i.e. development plans, procurement plans, team development plans etc.

In the **Reporting stage** we will:

Review and monitor the collection of data, clearly defined targets arising from the assessment and addressing stages.

Consult and engage with staff and service users.

Detail achievements and steps taken in action plans in our annual report.

Report on developments and achievements in a manner that is accessible to the public.

## APPENDIX:



# POLICIES AND STRATEGIES THAT INFLUENCE AND GUIDE OUR WORK

## National/EU

- A Roadmap for Social Inclusion: Ambitions, Goals and Commitments 2019-2025
- Better Public Services - Public Service Transformation 2030 Strategy
- Building Control Acts 1990 to 2020
- Building Regulations 1997 to 2024
- Building Control Regulations 1997 to 2022
- Bringing Back Homes Manual
- Climate Action Plan 2024
- Climate Action Plan 2023 and Climate Action Plan 2024
- Climate Change Sectoral Adaptation Plan for Flood Risk Management 2019 – 2024
- Climate Action Sectoral Adaptation Plan for Built and Archaeological Heritage
- Climate and Low Carbon Development (Amendment) Act 2021
- Code of Practice for Inspecting and Certifying Buildings and Works
- Community Climate Action Fund DCCAE: National Cyber Security Strategy and current consultation
- Connect Government 2030, March 2022 (A Digital and ICT Strategy for Ireland's Public Service)
- Connecting Ireland Rural Mobility Plan
- Construction Products Regulation (EU) No 305/2011
- Culture and Creativity Strategies 2023-2027
- Cycle Connects
- DCCAE: National Digital Strategy
- DEBI Innovation 2020
- Development Plans Guidelines for Planning Authorities (2022)
- DHLGH Data Strategy
- Digital for Good: Ireland's Digital Inclusion Roadmap, August 2023
- Digital Single Market
- eGovernment Strategy
- Embracing Ireland's Outdoors - National Outdoor Recreation Strategy 2023-2027
- Energy Performance of Buildings Directive (Council Directive 2010/31/EU)
- Energy Security in Ireland to 2030
- EU Biodiversity Strategy
- EU Birds Directive
- EU Energy Performance of Buildings Directive (EPBD) EU Renewable Energy Directive (2023/2413) EU Solar Energy Strategy (COM (2022)221)
- EU 'Floods' Directive
- EU Just Transition Plan for Ireland 2021-2027
- EU Good Practice for Market Surveillance
- EU Habitats Directive
- EU Procurement Directives
- EU Strategy on Adaptation to Climate Change
- EC (Birds and Natural Habitats) Regulations 2011
- European Flood Awareness System (EFAS)
- European Union (Construction Products) Regulation (S.I. 225 of 2013, as amended)
- European Union (In-Building Physical Infrastructure for High-Speed Electronic Communications) Regulations 2023
- Electric Vehicle Charging Infrastructure Strategy 2022 to 2025



- Flood Risk Management Plans and Maps produced under National CFRAM (Catchment Flood Risk Assessment & Management) programme (floodinfo.ie)
- Get Ireland Active - National Physical Activity Plan for Ireland
- Government of Ireland: Residential Zoned Land Tax: Guidelines for Planning Authorities
- Guidelines for Inclusive Engagement in Local Planning and Decision Making (DRCD)
- Guidelines for the Local Authority Climate Action Plans
- Guidelines for New Emergency Accommodation (DHLGH, September 2022)
- Green Public Procurement Strategy 2024-2027
- Groundwater Protection Response
- Guidelines for Planning Authorities and An Bord Pleanála on carrying out Environmental Impact Assessment (DHPLG, 2018)
- Guidelines on the Information to be contained in Environmental Impact Assessment Reports (EPA, 2022)
- Guidance on Appropriate Assessment for Planning Authorities National Parks & Wildlife Service
- Guidelines on the Planning System and Flood Risk Management
- Healthy Ireland - A Framework for Improved Health and Wellbeing 2013 - 2025
- Heritage Ireland 2030
- Housing First National Implementation Plan 2022-2026
- Housing for All
- Housing for All Q3 2023 Action Plan and Progress Update
- Housing for All Roadmap for increased adoption of MMC in public housing delivery
- Housing for All Modern Methods of Construction (MMC) Introductory Guide
- Housing for All guidance for design build housing contracts
- Housing Action Delivery Plans
- Housing Options for our Ageing Population Policy (2019)
- Ireland's National Energy and Climate Plan 2021 - 2030
- Ireland's Road Haulage Strategy 2022-2031
- Local Authority Accounting Code of Practice
- Local Economic and Community Plan Guidelines 2021 (DRCD)
- Local Government Digital and ICT Strategy 2030
- Local Government (Financial & Audit Procedures) Regulations 2014
- Local Children and Young Persons Services Committee (CYPSC)
- Major Emergency Management Framework 2006 (MEM)
- Mara Statement of Strategy 2024-2027
- Marine Planning Policy
- Market Surveillance Regulation (EU) No. 2019/1020
- Market Surveillance of Construction Products Strategy
- Met Eireann Strategic Plan 2017-2027
- National Adaptation Framework
- National AI Strategy
- National Biodiversity Action Plan 2023-2030
- National Bioeconomy Action Plan 2023-2025
- National Broadband Plan
- National Clean Air Strategy
- National Cycle Network Plan
- National Landslide Database and Landslide Susceptibility Map
- National Development Plan
- National Disability Strategy,
- National Energy and Climate Plan 2021 - 2030
- National Flood Forecasting and Warning Service (data from monitoring stations - waterlevel.ie)
- National Implementation Plan for the SDGs 2022-2024

- National Heritage Plan - Heritage Ireland 2030
- National Housing Strategy for Disabled People 2022 – 2027 (NHSfDP)
- National Marine Planning Framework
- National Oversight and Audit Commission (NOAC) reports
- National Organic Strategy 2024-2030
- National Planning Framework 2040
- National Policy on Architecture 2022
- National Procurement Policies & Procedures
- National Road EV Charging Plan 2024 to 2030
- National Skills Strategy
- National Social Enterprise Policy for Ireland
- National Sports Policy 2018-2027
- National Strategy on Domestic, Sexual and Gender-Based Violence
- National Sustainable Mobility Policy 2022-2030 and associated Action Plan 2022-2025
- National Swimming Strategy 2024-2027 (due to be published in mid-2024)
- National Traveller and Roma Inclusion Strategy 2017-2021 (to run until 2025)
- National Vacant Housing Reuse Strategy
- Nature and biodiversity - Library (europa.eu)
- Net Zero Industry Act
- OECD Skills Strategy Ireland: Assessment and Recommendations
- Open Data Strategy
- Our Living Islands – National Islands Policy 2023-2033
- Our Public Service 2020 (with particular reference to actions relating to Public Participation Networks and Local Community Development Committees)
- Our Rural Futures
- People, Place and Policy – Growing Tourism to 2025 and the associated Tourism Action Plans
- Planning and Development Bill 2023
- Policy on Property Acquisition and Disposal
- Policy Statement on Geothermal Energy for a Circular Economy
- Policy Statement on Mineral Exploration and Mining
- Programme for Government: Our Shared Future
- Policing, Security and Community Safety Act 2024
- Project Ireland 2040
- Protocols on Transfer and Sharing of Property Assets
- Public Sector Energy Efficiency Strategy
- Public Service Apprenticeship Plan 2023
- Public Service Agreement 2024 - 2026
- Public Service Data Strategy
- Public Transport Accessibility Retrofit Programme
- Regulation of Commercial Institutional Investment in Housing
- Renewable Electricity Policy and Development Framework (REPDF)
- Renewable Transport Fuel Policy 2023-2025
- Report on Inter Departmental Group on National Coastal Change Management
- River Basin Management Plan for Ireland 2018-2021 (New RBMP to be published in coming months) 2022-2027
- Road Safety Strategy 2021-2030
- Rural Development Policy 2021-2025
- Sharing the Vision: A Mental Health Policy for Everyone 2020-2030
- SláinteCare | Right Care, Right Place Right Time
- Sráidainmneacha: Treoirínte/ Streetnames: Guidelines
- Strategic Environmental Assessment Guidelines
- Strategic Emergency Management Framework 2017 (SEM)
- Strategy for the Future Development of National and Regional Greenways
- Strategy for World Heritage in Ireland 2024-2034 (public consultation ongoing)



- Statement on Petroleum Exploration and Production in Ireland
- Sustainable, Inclusive and Empowered Communities: A Five-Year Strategy to Support the Community and Voluntary Sectors in Ireland
- Sustainable Residential Development and Compact Settlements Guidelines for Planning Authorities 2024
- Sustainable Urban Housing: Design Standards for New Apartments Guidelines for Planning Authorities (2023)
- The Library is the Place: Information, Recreation, Inspiration National Public Library Strategy 2023-2027
- The National Language Strategy 2010-2030
- The National Oil Spill Contingency Plan
- The National Search and Rescue Plan
- Tourism Policy Framework
- Town Centre First – A Policy Approach for Irish Towns.
- United Nations Convention on the Rights of Persons with Disabilities (UNCPRD)
- Water Framework Directive
- Water Services Policy Statement 2024 - 2030
- Whole of Government Circular Economy Strategy 2022 – 2023
- Wind Energy Development Guidelines (WEDGS)
- Young Ireland: The National Policy Framework for Children and Young People 2023-2028
- Youth Homelessness Strategy 2023-2025

## Regional

- ERDF Operational Programmes 2021-2027
- Flood Risk Management Plans and Maps including relevant local plans
- Regional Planning Guidelines 2010
- Regional Spatial & Economic Strategy (RSES) 2020
- Regional and Local EV Charging Network Plan 2024 to 2030 (published for public consultation May 2024)
- Southern Regional Programmes 2021 - 2027
- Southern Region Waste Management Plan 2015 – 2021
- South-East Regional Enterprise Plan to 2020
- South- East Homelessness Action Plan 2013 - 2016
- Strategy Plans of other Regional Bodies, e.g. HSE, Garda Síochána

## Local

- Carlow 2040
- Carlow Age Friendly County Strategy 2025-2030
- Carlow Age Friendly County Strategy 2017 – 2022
- Annual Budgets
- Anti-Social Behaviour Strategy 2020 – 2025
- Annual Winter Maintenance Plan
- Burial Ground Bye Laws
- Local Area Plans
- Carlow Arts Plan 2025-2035
- Carlow County Development Plans 2022 – 2028
- ICT and Digital Strategy Plan 2025-2030
- Carlow Heritage Plan 2024-29
- Carlow Local Economic and Community Plan (LECP) Year 2023-2029
- Carlow Local Economic and Community Plan (LECP)
- CCMA Delivering Effective Climate Action (DECA) Strategy 2030
- Carlow County Council Climate Action Plan 2024 – 2029
- Carlow County Museum Strategic Management Plan 2019-2024
- Carlow Cultural and Creative Strategy 2023-2027

- Carlow Cultural and Creative Strategy 2018-2022
- Code of Practice for Inspecting and Certifying Buildings and Works.
- Community & Cultural Facilities Capital Scheme
- Community Safety Partnership Strategic Plan
- Control of Horses Bye Laws 2015
- County Carlow Biodiversity Action Plan 2023-2025
- County Carlow Green Infrastructure Strategy
- Carlow Parking Byelaws 2021
- County Carlow Speed Limit Bye Laws 2017 (will be updated 2025)
- County Carlow Speed Limit Bye Laws 2017
- County Carlow Waste Management Bye Laws 2018
- Corporate Procurement Plan 2023 – 2025
- Capital Expenditure Programme 3 Year
- Carlow Culture & Creativity Strategy 2018-2022
- Carlow Development Contribution Scheme 2016 – 2017
- Carlow Public Participation Network Strategic Plan
- Differential Rent Scheme 2020
- Emergency Plan – Annual
- Environmental Education & Awareness Strategy 2021
- Estate Management Policy
- Framework for Building Control Authorities – ensuring effective Building Control administration, inspections and enforcement
- Fire & Emergency Operations Plan 2022 – 2026
- Guidelines for Market Surveillance Authorities
- Healthy Carlow Strategy 2023-2025
- Homeless Services Policy Document and Own Front Door 2021
- Housing for All 2021
- Intoxicating Liquor Bye laws 2017
- Irish Language Scheme 2019 – 2022
- Local Community & Economic Plan 2023 – 2028
- Local Enterprise Offices Policy Statement 2024-2030
- Litter Management Plan 2021-2023
- Carlow Graiguecullen Local Transport Plan (LTP)
- Local Children and Young Peoples Services Committees Plan (CYPSC) 2025-2027
- Local Children and Young Peoples Services Committees Plan (CYPSC)
- Major Emergency Plan
- Mobility Management Plans
- Naming & Commemorative Memorial Policy 2016
- Naming of Infrastructure and installations of Plaques Policy
- Noise Action Plan 2024-2028
- Pollinator Plan 2018
- Protocol Civic Honours
- Public Art Policy 2021
- Recommended Minimum Criteria Environmental Inspections (RMCEI)
- Road Safety Plan for County Carlow 2023 - 2030
- Scheme of Letting Priorities 2020
- Small Business Vacant Premises Scheme
- Strategic Plan for Housing People with a disability
- Strategic Policy Committee Scheme 2024 - 2029
- Sustainable Energy Action Plan 2016 – 2020
- Tourism Statement of Strategy and Work Programme 2017 - 2022
- Traveller Accommodation Programme 2019 – 2024
- Local Sports Plan 2025-2029
- County Outdoor Recreation Plan 2025 - 2029

**APPENDIX:**

# **G SERVICE LEVEL AGREEMENTS**

**Homeless Services:**

- Focus Ireland Tenancy Sustainment & Support Project
- Good shepherd Centre CLG Resettlement Officer for Own Front Doors
- Focus Ireland Housing First Project
- Depaul Ireland for the provision of Supported Emergency Accommodation

**Economic Development:**

- Enterprise Ireland

**Climate Action:**

- CARO (Climate Action Regional Office) Kildare County Council
- Energy Agency Carlow, Kilkenny, Waterford and Wexford Local Authorities

**Waste Management:**

- Waste Management Regional Lead Authority (WERLA)

**Library Service**

- Minister Tourism, Culture, Arts, Gaeltacht, Sport and Media – Creative Ireland Programme

**Human Resources:**

- Laois County Council -MyPay Shared Service

**Age Friendly:**

- Memorandum of Understanding with Meath County Council as the lead authority

**Procurement:**

- Kerry County Council - National Shared Service



**Healthy Age Friendly Homes:**

- Meath County Council for the employment of HAFH coordinator

**Uisce Eireann:**

- Uisce Eireann Services Support Agreement 2024 & Uisce Eireann Master Co-Operation Agreement 2023
- Department of Enterprise Trade & Employment
- Department of Enterprise Trade & Employment SLA for Increased Cost of Business Grants and Power Up Grants 2024 (Not relevant going forward)

**Regional ZEV Strategy**

- Tipperary County Council Section 85 Agreement



## APPENDIX:



## NOAC INDICATORS

Topic	Indicator	National Average 2023	Carlow 2023
<b>H1 – Social Housing Stock</b>	A. No. of dwellings in the ownership of the LA at 1/1/2023	4,724	1932
	B. No. of dwellings added to the LA owned stock during 2023 (whether constructed or acquired)	141	90
	C. No. of LA owned dwellings sold in 2023	15	8
	D. No. of LA owned dwellings demolished in 2023	4	0
	E. No. of dwellings in the ownership of the LA at 31/12/2023	4,846	2014
	F. No. of LA owned dwellings planned for demolition under a DHPLG approved scheme	26	0
<b>H2 – Housing Vacancies</b>	A. The percentage of the total number of LA owned dwellings that were vacant on 31/12/2023	2.81%	0.94%
<b>H3 – Average Re-letting Time &amp; Cost</b>	A. Time taken from the date of vacation of a dwelling to the date in 2023 when the dwelling is re-tenanted, averaged across all dwellings re-let during 2023 (weeks)	33.72 wks	18.37 wks
	B. Cost expended on getting the dwellings re-tenanted in 2023, averaged across all dwellings re-let in 2023	€28,347.05	€17,739.67
<b>H4 – Housing Maintenance Cost</b>	A. Expenditure during 2023 on the maintenance of LA housing compiled from 1 January 2023 to 31 December 2023, divided by the number of dwellings in the LA stock at 31/12/2023, i.e. H1E less H1F indicator figure	€1,493.19	€521.19
<b>H5 – Private Rented Sector Inspections</b>	A. Total number of registered tenancies in the LA area at end of June 2023	9,381.81	3,190
	B. Number of rented dwellings inspected in 2023	1,626.97	219



Topic	Indicator	National Average 2023	Carlow 2023
<b>H6 – Long-term Homeless Adults</b>	A. Number of adult individuals in emergency accommodation that are long-term homeless as a % of the total number of homeless adult individuals in emergency accommodation at the end of 2023	57.61%	30.00%
<b>H7 – Social Housing Retrofit</b>	A. (1) Total number of houses retrofitted between 01/01/2023 and 31/12/2023	78.87	106
	A. (2) The number of houses that achieved a BER rating of B2 or above between 01/01/2023 and 31/12/2023	74.68	105
<b>H7 – Social Housing Retrofit</b>	A. (3) The number of heat pumps installed in those houses between 01/01/2023 and 31/12/2023	70.97	103
	B. Total annual energy savings in MWh from houses retrofitted between 01/01/2023 and 31/12/2023	1,150.43	1,473.8MWh
	C. Total carbon emission reduction tCo2 from houses retrofitted between 01/01/2023 and 31/12/2023	334.72	422.4

Topic	Indicator	National Average 2023	Carlow 2023
<b>R1 – Pavement Surface Condition Index (PCSI) Ratings - A</b>	A(a): % of Regional Road that received a PSCI rating in the 24 month period to 31/12/2023	98%	96.80%
	A(b): % of Local Primary Road that received a PSCI rating in the 24 month period to 31/12/2023	97%	98.38%
	A(c): % of Local Secondary Road that received a PSCI rating in the 24 month period to 31/12/2023	98%	98.98%
<b>R1 – Pavement Surface Condition Index (PCSI) Ratings - A</b>	A(d): % of Local Tertiary Road that received a PSCI rating in the 60 month period to 31/12/2023	89%	95.41%
	B(a): % of total Regional Road (kms) with a PSCI rating of 1-4	2.26%	0.08%
	B(a): % of total Regional Road (kms) with a PSCI rating of 5-6	9.18%	4.37%
	B(a): % of total Regional Road (kms) with a PSCI rating of 7-8	39.38%	64.58%



Topic	Indicator	National Average 2023	Carlow 2023
<b>R1 – Pavement Surface Condition Index (PCSI) Ratings – B - Regional</b>	B(a): % of total Regional Road (kms) with a PSCI rating of 9-10	37.41%	27.78%
<b>R1 – Pavement Surface Condition Index (PCSI) Ratings – B – Local Primary</b>	B(b): % of total Local Primary Road with a PSCI rating of 1-4	4.76%	0.68%
	B(b): % of total Local Primary Road with a PSCI rating of 5-6	13.28%	14.10%
<b>R1 – Pavement Surface Condition Index (PCSI) Ratings – B – Local Primary</b>	B(b): % of total Local Primary Road with a PSCI rating of 7-8	40.96%	68.25%
<b>R1 - Pavement Surface Condition Index (PCSI) Ratings – C – Local Secondary</b>	B(b): % of total Local Primary Road with a PSCI rating of 9-10	27.93%	15.34%
<b>R1 - Pavement Surface Condition Index (PCSI)</b>	B(c): % of total Local Secondary Road with a PSCI rating of 1-4	7.31%	5.19%
<b>Ratings – C – Local Secondary</b>	B(c): % of total Local Secondary Road with a PSCI rating of 5-6	17%	21.51%
	B(c): % of total Local Secondary Road with a PSCI rating of 7-8	38.61%	55.75%
	B(c): % of total Local Secondary Road with a PSCI rating of 9-10 at	23.14%	16.54%
<b>R1 - Pavement Surface Condition Index (PCSI) Ratings – D – Local Tertiary</b>	B(d): % of total Local Tertiary Road with a PSCI rating of 1-4	13.13%	12.41%
	B(d): % of total Local Tertiary Road with a PSCI rating of 5-6	18.81%	19.52%
	B(d): % of total Local Tertiary Road with a PSCI rating of 7-8	31.89%	53.26%

Topic	Indicator	National Average 2023	Carlow 2023
<b>R1 - Pavement Surface Condition Index (PCSI) Ratings - D - Local Tertiary</b>	B(d): % of total Local Tertiary Road with a PSCI rating of 9-10	19.38%	10.21%
<b>R2 - Regional Road Grants Works</b>	A1. KMS of regional road strengthened during 2023	13.5 kms	4.3 kms
	A2. Amount expended on regional roads strengthening work during 2023	€3,667,417	€871,899
<b>R2 - Regional Road Grants Works</b>	A3: Average unit cost €/m <sup>2</sup> of regional road strengthening in 2023	€39	€31.71
<b>R2 - Regional Road Grants Works</b>	B1. KMS of regional road resealed during 2023	19.3 kms	9.7 kms
	B2. Amount expended on regional road resealing work during 2023	€742,600	€421,419
	B3: Average unit cost €/m <sup>2</sup> of regional road resealing in 2023	€6.1	€6.54
<b>R2 - Regional Road Grants Works</b>	C1. KMS of local road strengthened during 2023	74.3 kms	26.3 kms
<b>R2 - Regional Road Grants Works</b>	C2. Amount expended on local road strengthening work during 2022	€8,737,593	€2,984,512
	C3: Average unit cost €/m <sup>2</sup> of local road strengthening in 2022	€32.6	€22.87
	D1. KMS of local road resealed during 2021	107.6 kms	45.3 kms
<b>R2 - Regional Road Grants Works</b>	D2. Amount expended on local road resealing work during 2022	€ 2,527,766	€1,228,327
	D3. Average unit cost of local road (i.e. total of primary, secondary and tertiary) resealing in 2023 (€/m <sup>2</sup> )	€5.6	€6.74
<b>R3 - Motor Tax</b>	A. The percentage of motor tax transactions which were dealt with online (i.e. transaction is processed and the tax disc is issued) in 2022	81.38%	80.69%

Topic	Indicator	National Average 2023	Carlow 2023
<b>W1 - Water</b>	% of Drinking Water in private schemes in compliance with statutory requirements	98.63%	100%
<b>W2 - Water</b>	% of registered schemes monitored	83.45%	100%

Topic	Indicator	National Average 2023	Carlow 2023
<b>E1 - Waste</b>	A. The number of households, which are situated in an area covered by a licensed operator providing a 3 bin service at 31/12/2023	32,667	10,639
	B. The % of households within the local authority that the number at A represents (based on agglomerations > 500)	94.13%	98.89%
<b>E2 - Environmental Pollution</b>	A1. Total number of pollution cases in respect of which a complaint was made during 2023	2,277	662
<b>E2 - Environmental Pollution</b>	A2. Number of pollution cases closed from 1/1/2023 to 31/12/2023	2,283	647
	A3. Total number of pollution cases on hand at 31/12/2023	235	32
<b>E3 - Litter Pollution</b>	A1. The % of the area unpolluted or litter free	16% (Median)	41%
	A2. The % of the area slightly polluted	59% (Median)	59%
<b>E3 - Litter Pollution</b>	A3. The % of the area moderately polluted	12% (Median)	0%
	A4. The % of the area significantly polluted	1% (Median)	0%
	A5. The % of the area grossly polluted	0% (Median)	0%
<b>E4 - Green Flag Status</b>	A. The % of schools that have been awarded/ renewed green flag status in the two years to 31/12/2023	35.09%	38.18%

Topic	Indicator	National Average 2023	Carlow 2023
<b>E5 – Energy Efficiency Performance</b>	Cumulative % energy savings achieved by 31/12/2023 relative to baseline year (2009)	-38.79%	-41.20
<b>E6 – Public Lighting</b>	A. Total annual consumption of the public lighting system	5,332	2,355.21 MWh
	B. Average wattage of the public lighting system	76	86.93 W
	C. Percentage of the total system that LED lights represent	58.06	42.98%
<b>E7 – Climate Change</b>	A. Does the local authority have a designated (FTE) Climate Action Coordinator?		Yes
	B. Does the local authority have a designated (FTE) Climate Action Officer?		No
	C. Does the local authority have a climate action team?		Yes
<b>E5 – Energy Efficiency Performance</b>	Cumulative % energy savings achieved by 31/12/2023 relative to baseline year (2009)	-38.79%	-41.20
<b>E6 – Public Lighting</b>	A. Total annual consumption of the public lighting system	5,332	2,355.21
	B. Average wattage of the public lighting system	76	86.93
	C. Percentage of the total system that LED lights represent	58.06	42.98%

Topic	Indicator	National Average 2023	Carlow 2023
<b>P1 – New Buildings Inspected</b>	A. Buildings inspected as a percentage of new buildings notified to the local authority	25.87%	22.39%

Topic	Indicator	National Average 2023	Carlow 2023
<b>P2 – Planning Decisions confirmed by ABP</b>	A. Number of LA planning decisions which were the subject of an appeal to An Bord Pleanála that were determined by the Board on any date in 2023	55	15
	B. % of the determinations at A which confirmed (either with or without variation) the decision made by the LA	75.72%	86.67%
<b>P3 – Planning Enforcement Cases Closed as Resolved</b>	A. Total number of planning cases referred to or initiated by the local authority in the period 1/1/2023 to 31/12/2023 that were investigated	219	94
	B. Total number of investigated cases that were closed during 2023	208	122
<b>P3 – Planning Enforcement Cases Closed as Resolved</b>	C. % of the cases at B that were dismissed as trivial, minor or without foundation or were closed because statute barred or an exempted development	51.39%	60.66%
	D. % of cases at B that were resolved to the LA's satisfaction through negotiations	7.31%	5.74%
	E. % Cases at B that were closed due to enforcement proceedings	41.30%	33.61%
	F. Total number of planning cases being investigated as at 31/12/2023	681	280
<b>P4 – Cost per Capita of Planning Service</b>	A. The 2023 Annual Financial Statement (AFS) Programme D data divided by the population of the LA area per the 2022 Census	€35.97	€39.62
<b>P5 – Applications for Fire Safety Certificates</b>	A. The percentage of applications for fire safety certificates received in 2023 that were decided (granted or refused) within two months of their receipt	52.11%	74.14%
	B. The percentage of applications for fire safety certificates received in 2023 that were decided (granted or refused) within an extended period agreed with the applicant	36.28%	25.86%



Topic	Indicator	National Average 2023	Carlow 2023
<b>F1 – Cost per Capita of the Fire Service</b>	A. The Annual Financial Statement (AFS) Programme E expenditure data for 2023 divided by the population of the LA area per the 2022 Census figures for the population served by the fire authority as per the Risk Based Approach Phase One reports	€45.96 (Part-time) €87.80 (Full-time) €65.76 (Full & Retained)	Carlow - €46.71 (Part-time)
<b>F2 – Service Mobilisation</b>	A. Average time taken, in minutes, to mobilise fire brigades in Full-Time Stations in respect of fire	1.25 mins	-
	B. Average time taken, in minutes, to mobilise fire brigades in Part-Time Stations (retained fire service) in respect of fire	5.56 mins	6.37 mins
	C. Average time taken, in minutes, to mobilise fire brigades in Full-Time Stations in respect of all other (non-fire) emergency incidents	1.34 mins	-
<b>F2 – Service Mobilisation</b>	D. Average time taken, in minutes, to mobilise fire brigades in Part-Time Stations (retained fire service) in respect of all other (non-fire) emergency incidents	5.59 mins	6.43 mins
<b>F3 – Attendance Times at Scenes</b>	A. % of cases in respect of fire in which first attendance at scene is within 10 minutes	52.83%	42.7%
	B. % of cases in respect of fire in which first attendance at the scene is after 10 minutes but within 20 minutes	34.88%	40.21%
	C. % of cases in respect of fire in which first attendance at the scene is after 20 minutes	9.49%	17.08%

Topic	Indicator	National Average 2023	Carlow 2023
<b>F3 – Attendance Times at Scenes</b>	D. % of cases in respect of all other emergency incidents in which first attendance at the scene is within 10 minutes	38.35%	45.58%
	E. % of cases in respect of all other emergency incidents in which first attendance at the scene is after 10 minutes but within 20 minutes	39.33%	43.81%
	F. % of cases in respect of all other emergency incidents in which first attendance at the scene is after 20 minutes	14.64%	10.62%

Topic	Indicator	National Average 2023	Carlow 2023
<b>L1 – Library visits and issues</b>	A. Number of library visits per head of population for the LA area per the 2022 Census	2.70	2.59
	B. Number of items issued to borrowers in the year	523,208	121,429
	C. Active members per head of population in 2023	0.18	0.16
	D. Number of registered members in the library in the year	25,340.87	9,756
<b>Library Service: L2</b>	A. The Annual Financial Statement (AFS) Programme F data for 2021 divided by the population of the LA area per the 2022 Census	€38.87	€33.26
	B. Annual per capita expenditure on collections over the period 01/01/2022 to 31/12/2022	€2.00	€1.65

Topic	Indicator	National Average 2023	Carlow 2023
<b>Y1 – School Council/ Comhairle na nOg involvement</b>	A. Percentage of local schools involved in the local Youth Council/Comhairle na nÓg scheme	68.16%	90.91%

Topic	Indicator	National Average 2023	Carlow 2023
<b>Y2 – Social Inclusion: PPN</b>	A. % number of organisations included in the County Register and the proportion who opted to be part of the Social Inclusion College within the PPN	16.21%	1.47%

Topic	Indicator	National Average 2023	Carlow 2023
<b>C1 – Total No. WTEs</b>	A. The wholtime equivalent staffing number as at 31 December 2023	1,022.74	325.01
<b>C2 – Working Days lost to Sickness</b>	A. Percentage of paid working days lost to sickness absence through medically certified leave in 2023	3.77%	4.72%
	B. Percentage of paid working days lost to sickness absence through self-certified leave in 2023	0.32%	0.27%
<b>C3 – LA Website &amp; Social Media Usage</b> (A & B changed to per capita in 2020)	A. The per capita total page views of the local authority's websites in 2023	13.36	7.19
	B. The per capita total number of followers at end 2023 of the LA's social media accounts	1.05	1.18
<b>C4 – Overall Cost of ICT Provision per WTE</b>	A. All ICT expenditure in the period from 1/1/2023 to 31/12/2023, divided by the WTE no.	€3,948.63	€5,403.67
<b>C5 – Overall Cost of ICT as a proportion of revenue expenditure</b>	A. All ICT expenditure calculated in C4 as a proportion of Revenue expenditure	1.86%	2.77%

Topic	Indicator	National Average 2023	Carlow 2023
<b>M1 – Revenue Account Balance</b>	A. Cumulative surplus/deficit balance at <b>31/12/2019</b> in the Revenue Account from the Income & Expenditure Account Statement of the AFS	€1,471,481.65	- €744,827
	B. Cumulative surplus/deficit balance at <b>31/12/2020</b> in the Revenue Account from the Income & Expenditure Account Statement of the AFS	€2,025,465.39	- €772,516
	C. Cumulative surplus/deficit balance at <b>31/12/2021</b> in the Revenue Account from the Income & Expenditure Account Statement of the AFS	€2,496,287.29	€818,701
<b>M1 – 5 Year Summary of Revenue Account Balance</b>	D. Cumulative surplus/deficit balance at <b>31/12/2022</b> in the Revenue Account from the Income & Expenditure Account Statement of the AFS	€2,835,524.266	€860,054
	E. Cumulative surplus/deficit balance at <b>31/12/2023</b> in the Revenue Account from the Income & Expenditure Account Statement of the AFS	€455,067.00	€949,612

Topic	Indicator	National Average 2023	Carlow 2023
<b>M2 (A) – 5 Year Summary of Collection of Commercial Rates</b>	Percentage Commercial Rates Collected <b>2019</b>	87.0%	86%
	Percentage Commercial Rates Collected <b>2020</b>	77.1%	82%
	Percentage Commercial Rates Collected <b>2021</b>	83.4%	83%
	Percentage Commercial Rates Collected <b>2022</b>	88%	88%
	Percentage Commercial Rates Collected <b>2023</b>	88%	87%
<b>M2 (B) – 5 Year Summary of Collection of Rent &amp; Annuities</b>	Percentage Rent & Annuities Collected <b>2019</b>	90.0%	94%



Topic	Indicator	National Average 2023	Carlow 2023
<b>M2 (B) – 5 Year Summary of Collection of Rent &amp; Annuities</b>	Percentage Rent & Annuities Collected <b>2020</b>	90.0%	96%
	Percentage Rent & Annuities Collected <b>2021</b>	88.8%	95%
	Percentage Rent & Annuities Collected <b>2022</b>	89%	92%
	Percentage Rent & Annuities Collected <b>2023</b>	88%	94%
<b>M2 (C) – 5 Year Summary of Collection of Housing Loans</b>	Percentage Housing Loan Collected <b>2019</b>	78.0%	95%
	Percentage Housing Loan Collected <b>2020</b>	80.0%	94%
	Percentage Housing Loan Collected <b>2021</b>	81.6%	94%
	Percentage Housing Loan Collected <b>2022</b>	83.1%	97%

Topic	Indicator	National Average 2023	Carlow 2023
<b>M3 – Public Liability Claims</b>	A1. Per capita total cost of settled claims for 2023	€12.21	€9.63
<b>M4 – Overheads</b>	A. Overall central management charge as a percentage of total expenditure on revenue account	12.35%	13.65%
	B. Total payroll costs as a percentage of revenue expenditure	33.30%	34.11%

Topic	Indicator	National Average 2023	Carlow 2023
<b>J1 – No. of Jobs Created</b>	A. The no. of jobs created with assistance from the Local Enterprise Office during the period 1/1/2023 to 31/12/2023 per 100,000 population	41.39	5.89

Topic	Indicator	National Average 2023	Carlow 2023
<b>J2 -Trading online vouchers</b>	A. The no. of trading online voucher applications approved by the Local Enterprise Office in 2023 per 100,000 population	33.31	27.62
	B. The no. of those trading online vouchers that were drawn down in 2023 per 100,000 population	14.25	10.42
<b>J3 – Mentoring Participation</b>	A. The no. of participants who received mentoring during the period 1/1/2023 to 31/12/2023 per 100,000 population	275.72	102.80
<b>J4 – Tourism</b>	A. Does the local authority have a current tourism strategy?	-	Yes
	B. Does the local authority have a designated Tourism Officer?	-	Yes
<b>J5 – Economic Development Expenditure</b>	A. The spend on local economic development by the local authority in 2023 per head of population	€163.41	€96.71





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