

C A R L O W
C O U N T Y C O U N C I L

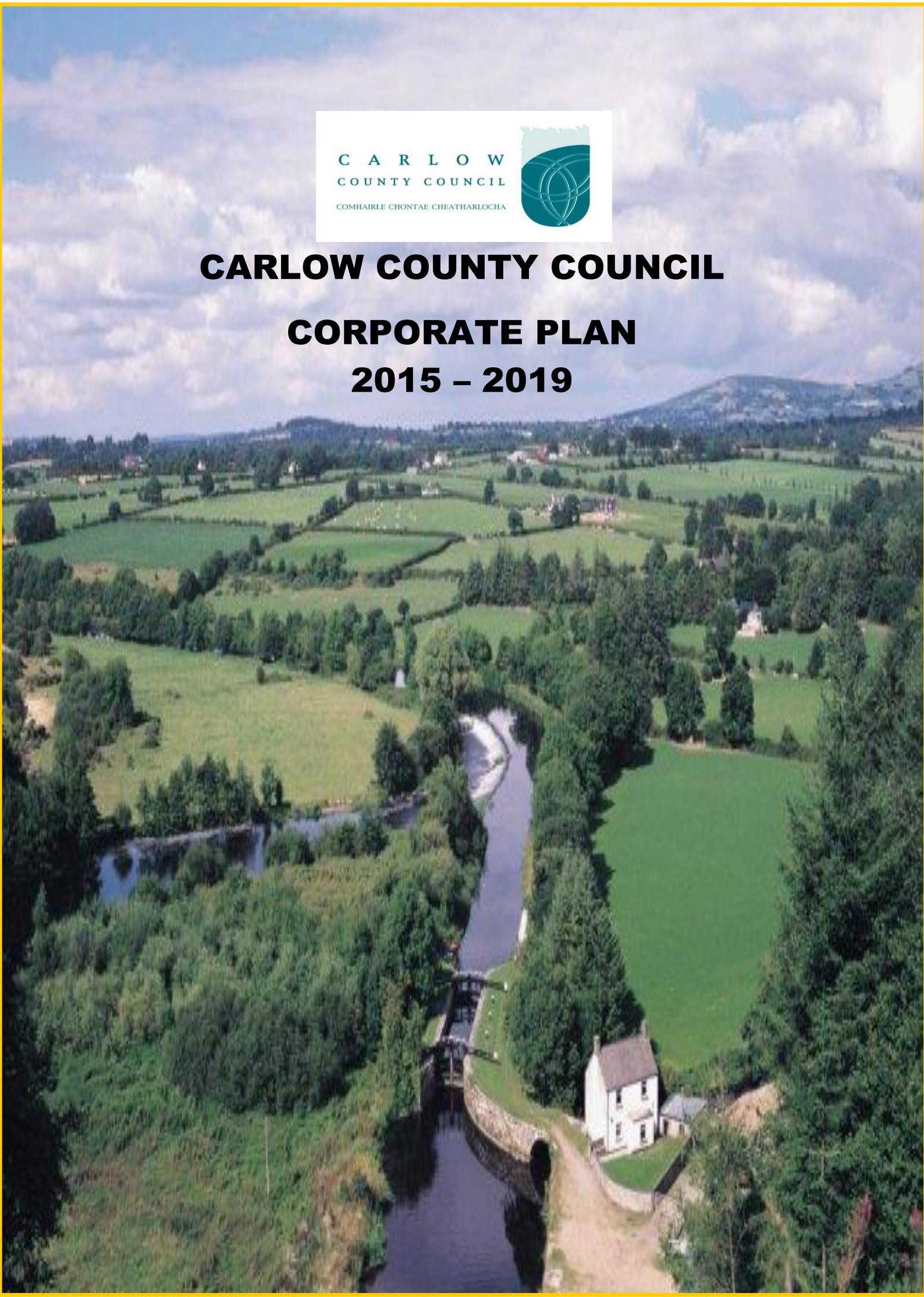
COMHAIRLE CHONTAE CHEATHARLOCHA



CARLOW COUNTY COUNCIL

CORPORATE PLAN

2015 – 2019





PREAMBLE

The central aims of the Local Government Act 2001, as amended, are to enhance the role of the Elected Member, to support community involvement with the local authority in a more participative local democracy and to facilitate local government renewal including new systems and other procedures to promote efficiency and effectiveness. Priority is given to Quality of Life, Participation, Civic Leadership and Democratic Representation. This is further developed by the policy document 'Action Programme for Effective Local Government'- 'Putting People First'.

The measures outlined in the Government's Action Programme for Effective Local Government, given legal effect, where appropriate, by the Local Government Reform Act 2014 (the 2014 Act), provide for the most far reaching changes in Irish Local Government since the current system was established in 1898. These changes embrace all the key aspects of local government – structures, functions, governance, operational efficiency and funding. The reforms, now being implemented, will contribute towards realisation of the vision for local government that is set out in the Action Programme, to be ***“the main vehicle of governance and public service at local level – leading economic, social and community development, delivering efficient and good value services and representing citizens and communities as effectively and accountably as possible.”***

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

The Plan furthermore takes account of such policies and objectives in relation to any of its functional programmes as set out in any other plan, statement, strategy or other documents prepared by the Council under any other provision of the Local Government Act 2001, as amended, or of any other enactment including Sections 69, 71 and 129 of that Act.

This Plan provides a clear link to the Council's annual Departmental Business/Service Plans, the budgetary process, the performance management and development system, the Municipal District Annual Service Delivery Plans, the audit system and the Chief Executive's monthly progress report.

Adopted 12th January, 2015

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Message from the Cathaoirleach

I welcome this Corporate Plan which is the central feature of the Council's business framework and sets out the strategic direction for Carlow County Council for the next five years.

The operating environment in which the local authority functions has a significant bearing on its ability to fulfil its mandate effectively. Against a backdrop of reduced human and financial resources, the Corporate Plan highlights the need for a co-ordinated response to service areas and the identification of efficiency improvements to ensure cost effective delivery of services within the resources available.

The prioritisation of our work programme, together with the management of fundamental change, adaptation of the transition to a single local authority, enhancement of technology and our capacity to innovate, are all crucial elements identified in the Plan to meet the challenges ahead.

This Plan, which is the governance framework for the Council, also provides for the delivery of Annual Reports to record details of progress in relation to the objectives outlined herein and the delivery of our services between now and 2019.

On behalf of the Elected Members of Carlow County Council, I wish to pledge our commitment to ensuring this Corporate Plan is appropriately monitored and delivered over the next five year period. I wish to express appreciation to the Chief Executive, management and staff, members of the Corporate Policy Group and other stakeholders for their work in the preparation of the Plan.

Cllr. Fergal Browne
Cathaoirleach



Foreword from the Chief Executive

This Corporate Plan outlines our Strategic Objectives and supporting strategies for the period 2014 - 2019, in relation to our Mission and Core Values.

The ten organisational objectives identified, are of cross cutting themes, which apply across the organisation. Each Department, in turn, has identified priority objectives, strategies, measures and performance baselines, to ensure delivery on our commitments.

2014 was a year of unprecedented change in local government and there are many new challenges ahead for the Council, including the roll out of shared services at a national, regional and inter county level. The strengthening of the Council's role in economic development and community development has been strengthened and this is welcomed by all. It must be acknowledged that the changing economic climate both at national and local levels will have a defining influence on the extent to which our services are delivered. Despite the reduction in human and financial resources in recent years, Carlow County Council continues to deliver a high standard of service. The Council's policy is to "do more with less" and to achieve greater efficiencies where possible. Our staff, with the support and leadership of the elected members, will continue to maintain and deliver quality services during the term of this plan, whilst also keeping the Council on a firm financial standing. Similar to all local authorities in the country, Carlow County Council relies heavily on government funding. It follows that a reduction in overall funding can profoundly impact on our capacity to deliver our services. The external and internal environments will continue to shape and influence the allocation and provision of resources and the strategic direction of Carlow County Council in the coming years.

For our achievements to date and there have been many, I wish to thank the Elected Members for their support and all of the employees of the Council for their continuing dedicated work ethic. It is through this successful ongoing co-operation that we can endeavour to meet the challenges ahead and deliver quality services to the citizens of the County in the best possible manner that meet the commitments outlined in this Plan.

Tom Barry
Chief Executive



1.0 Our Mission Statement

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

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

2.0 Our Core Values

- **Democratic and Civic Leadership** - we provide clear, effective, democratic and civic leadership, informing, listening and responding to local people
- **Social Inclusion** - we respect cultural and ethnic diversity and are committed to the principles of equality of access, participation and outcome for all in relation to service delivery
- **Quality Services / Customer Care** - we strive for continuous improvement in our service delivery including internal and external communications, with a strong customer and citizen focus and we ensure that all services are customer and user driven
- **Accessibility** - we are committed to the principles of Universal Access
- **Our Employees** - we value our employees and are committed to developing a loyal, flexible and innovative workforce in a continuing positive work environment
- **Partnership** - we work with other agencies and local communities
- **Transparency, Accountability & Integrity** - we maintain the highest standards of conduct and probity, are open, accountable and objective and make impartial decisions in the public interest
- **Value for Money / Maximizing Resources** - we are committed to the most efficient and effective use of available resources to provide a quality service, whilst ensuring value for money
- **Sustainability** - we work in ways that will not constrain the current or future needs of the people and communities of County Carlow
- **Pride** - we take pride in our work and in the leadership role of Carlow County Council in the economic, social, cultural and environmental development of the county

3.0 Operating Environment

County Carlow is strategically located in the south east of Ireland, in close proximity to the greater Dublin Region. Having an area of 897 sq. kilometres and a population of 54,612, the county is bordered by counties Laois, Kilkenny, Wexford, Kildare and Wicklow, with a labour force of 100,000 within a 30km radius. Following the abolition of town government in 2014, local authority services are now provided for the entire county by Carlow County Council. The principal towns are the County Town of Carlow and District Towns of Tullow and Muinebheag.

The Council provides a broad range of services and functions for the County directly and also in co-operation with national, regional and local organisations, communities and local development groups. In the performance of its functions, the Council takes account of all relevant legislation, policies, and objectives as set out in statutory plans and strategies. Carlow County Council is obliged, under section 134 of the Local Government Act 2001, as amended, to prepare a Corporate Plan every five years. As with the previous Plan 2009 - 2014, this Corporate Plan for the period 2015 - 2019 is cognisant of the local authority's operating environment. Comprising external and internal factors, the operating environment in which the local authority functions has a significant bearing on its ability to fulfil its mandate effectively. The Corporate Plan therefore must have regard to a number of critical factors as set out below.

External Factors

The operating environment is influenced by the European Union, its funding and compliance requirements under EU Directives. National policies and funding programmes are also significant influences on the operating environment for example, the National Spatial Strategy, Regional Planning Guidelines, National Development Plans, e-Government initiatives and 'Putting People First'. The Corporate Plan 2015 - 2019 is therefore framed to take account of the policies and objectives set out in relevant statutory plans, statements or strategies, local regional and national policies and legislation including the Local Government Act 2001 as amended, which outlines the statutory functions of the local authority. The recent national economic downturn has had a considerable bearing on the overall financial resources available to the Council, including resources from the Local Government Fund, upon which the Council is reliant. The Government policy on capping staffing levels and the embargo/moratorium on recruitment may present further challenges over the period of the Corporate Plan. The potential of online service provision, including the effective use of modern technologies, social networking, mobile apps and Geographical Information Systems (GIS), in an interactive manner with the public and low cost web-based solutions, will be fully exploited during the term of this Plan, having regard to the Local Government ICT Strategy Implementation Plan

Set out hereunder is schedule of Plans and Strategies which will influence Carlow County Council's activities during the term of this new Corporate Plan:

National/EU

- Action Programme for Effective Local Government 2012 "Putting People First"
- Keeping Communities Safe – Fire Services Framework 2013 (DECLG)
- Opportunities for All - A Strategy for Public Libraries 2013 - 2017
- Government's Action Plan for Jobs 2012 & Pathways to Work 2013
- National Spatial Strategy 2002 - 2020
- CEDRA – Energising Ireland's Rural Economy (Report of the Commission for the Economic Development of Rural Areas)
- Supporting Enterprise, Local Development & Economic Growth (Analysis of Local Authority Activities)
- Food Harvest 2020
- Department of the Environment, Community & Local Government's Strategy Statement (2011 – 2014)

- Local Government ICT Strategy Implementation Plan
- Report on Growth & Employment in the Green Economy in Ireland (DJEI) 2013
- Our Sustainable Future – A Framework for Sustainable Development for Ireland 2012 (DECLG)
- Horizon 2020 – IDA Ireland Strategy
- National Climate Change Adaptation Framework (NCCAF) 2012
- Homelessness Policy Statement 2013 – 2016 (DECLG)
- Traveller Accommodation Programme 2014 – 2018 (DECLG)
- National Climate Change Adaptation Framework
- National Disability Strategy Implementation Plan 2013 – 2-15 (Dept. Health)
- National Housing Strategy for People with a Disability 2011 – 2016 (DECLG)
- DECLG Housing Policy Statement 2011
- Social Housing Strategy 2014 (DECLG)
- Social Housing Strategy 2020 (DECLG)
- Implementation Plan on the State's Response to Homelessness 2014–2016 (DECLG)
- National Policy Framework for Children 2014 – 2020 (Dept. Children & Youth Affairs)
- Children First – National Guidance for the Protection & Welfare of Children (DCYA)
- Government's Infrastructure and Capital Investment Programme and associated strategies (eg Health Strategy, Childcare Strategy, National Anti-Poverty Strategy)
- Towards 2016 (Ten Year Framework for Social Partnership Agreement 2006 – 2015)
- National Positive Ageing Strategy
- WHO Global Age Friendly Cities Guide

Regional

- Regional Planning Guidelines for the South East Region 2010- 2022
- Regional Spatial and Economic Strategies (Pending)
- Joint Waste Management Plan for the South East Region
- Waste Management Plan for the Southern Region (Pending)
- South East Economic Development Strategy (SEEDS) 2013 – 2023
- South East Homelessness Action Plan 2013 – 2016
- Traveller Accommodation Programme 2014 - 2018
- South East River Basin District Management Plan
- Barrow Corridor Recreational, Tourism & Commercial Product Identification Study

Local

- Carlow County Development Plan 2009 – 2015
- Carlow County Development Plan 2015 – 2021 (Pending)
- Joint Spatial Plan for the Greater Carlow Graiguecullen Urban Area 2012 - 2018
- Local Area Plans for the Towns of Tullow, Bagenalstown, Hackestown & Borris
- County Carlow Rural Development Strategy 2015 – 2020 (Pending)
- County Carlow Local Economic & Community Plan (LECP) 2015 – 2021(Pending)
- County Carlow Local Sports Partnership Strategy
- County Carlow Arts Strategy 2014 – 2019
- County Carlow Litter Management Plan 2014 – 2017
- Carlow County Council Towards Universal Access for All Implementation Plan 2008 – 2015
- Carlow County Council Irish Language Scheme
- Carlow Age Friendly County Strategy
- County Carlow PPN (Public Participation Network) Strategic Plan
- County Carlow Childcare Strategic Plan
- Institute of Technology / IT Carlow Strategic Plan 2014 – 2018

Society and Social Inclusion

Within the County, demographic changes such as the population age profile, the increase in the number of households and more recently the increase in unemployment will continue to significantly affect the scope and scale of demand for local authority services and related social inclusion issues. Throughout the period of this Corporate Plan the local authority will continue, in line with the Local Government Acts 2001-2014, to consider social inclusion in the design and delivery of local services and to develop local strategies to address social inclusion. The Local Economic Community Plan (LECP) will include measures aimed at tackling poverty, disadvantage and social exclusion through support for basic services and other initiatives.

Equality and Human Rights

The Council will make an assessment of the equality and human rights issues that may be relevant to the functions and purpose of its organisation and the policies, plans and actions in place or proposed to be put in place to address those issues.

Internal Factors

The previous Corporate Plan 2009 – 2014, delivered significant infrastructural, economic and social improvements across the functional areas of the local authority, resulting in progressive development for the County. Improvements in waste management and the upgrading of the County's water services infrastructure, including the completion of the Carlow Main Drainage, Tullow, Leighlinbridge and Tinnahinch Flood Relief Schemes and other major schemes were realised. Major improvements were achieved in road infrastructure, including the completion of the M9 motorway linking Carlow to Dublin and Waterford, with three interchanges serving Carlow. Information and Communications Technology also delivered improvements including the introduction and maintenance of the new Attendance Management System, a new voice over Internet Office Phone System, and further advances in enhancing more efficient administrative procedures and additional delivery of services electronically. Ongoing training and development of staff continued and all staff have now received awareness training in issues such as Child Protection, PMDS and various Health and Safety programmes such as Manual Handling etc.

The structures in place underpin the governance role of the local authority. These structures include the Municipal Districts, Corporate Policy Group, Strategic Policy Committees, Audit Committee and the Local Community Development Committee (LCDC).

In 2013 a Transition Co-ordination Team was established, which co-ordinated and managed the move in 2014 from three local authorities to a single / unitary local authority. This involved major organisational restructuring of directorates, systems and office accommodation and the preparation of a new Workforce Plan.

The establishment of the Local Community Development Committee (LCDC) and Local Enterprise Office (LEO), reconfiguration of engineering services with the Municipal Districts and revised organisational arrangements, are all factors which will influence future service delivery.

The Corporate Plan 2015 - 2019 also reflects the impact of the reduction in resource availability for the Council's programmes and activities. The external and internal operating environment will continue to shape and influence the allocation and prioritisation of resources and the strategic direction the local authority takes throughout the term of the Corporate Plan. The strategic objectives, as outlined hereunder, will be supported by Annual Business/Service Delivery Plans for each Directorate and these plans will form a basis for the monitoring and implementation of the Corporate Plan.

Local Economic and Community Plan (LECP)

In accordance with the Local Government Act 2001 and the Local Government Reform Act 2014, the Council will prepare an integrated Local Economic and Community Plan (LECP) for the period 2015 to 2021, which will form part of the objectives of this Corporate Plan. The vision for Local Government in the “Action Programme for Effective Local Government – Putting People First”, is that “**Local Government will be the main vehicle of governance and public service at local level – leading economic, social and community development, delivering efficient and good value services and representing citizens and local communities effectively and accountably**”.

The purpose of the LECP for County Carlow, shall be to identify and implement actions to strengthen and develop the economic and community development dimensions of the local authority area over the following six year period and in a manner that both reflects and supports the implementation of the existing Carlow County Development Plan, Joint Spatial Plan for Carlow and the Draft Carlow County Development Plan 2015 to 2020. The LECP must also be consistent with the Regional Planning Guidelines and proposed Regional Spatial and Economic Strategies (RSEs). The Strategic Economic Development Objectives (SEDOs) of the Draft LECP are subject to a specific written assessment and report, to ensure consistency with the Regional Planning Guidelines (RPG) and proposed Regional Spatial and Economic Strategies (RSEs). The LECP will be as action focused as possible, recognising that delivery will be through the programmes of other stakeholders as well as by the local authority. Main features of the LECP will consist of high level goals of the Integrated Plan, supported by specific objectives under the respective economic and community streams.

The County Carlow Local Economic and Community Plan (LECP) will deliver clear, concise, and innovative and evidence based measures, aimed at accelerating the economic and social transformation, revitalisation and sustainable development of the county. The LECP will provide an ambitious, yet achievable Economic and Social Vision for County Carlow, with living and workable Actions and ongoing Monitoring and Appraisal. Implementation will be in tandem with the implementation of this Corporate Plan, to reflect the contents of and ensure full consistency with the Local Economic & Community Plan.

4.0 Organisational Structure - Carlow County Council

Carlow County Council (See Appendix A)

In accordance with the Irish system of Local Government, which encompasses both democratic representation and public administration, Carlow County Council, as a local authority, performs both a representational and operational role. The eighteen elected representatives, drawn from two electoral areas, perform the representational role of the authority under a system of reserved functions, whereby they lay down the framework for policy under which the Management and staff operate. A Corporate Policy Group and four Strategic Policy Committees (SPC) formulate and agree policy.

Eighteen Councillors are elected to Carlow County Council from two Local Electoral Areas / Municipal Districts:-

- **Electoral Area / Municipal District of Carlow** 10 Elected Members
- **Electoral Area / Municipal District of Muinebheag** 8 Elected Members

The Council elects a Cathaoirleach from among its members at the Annual Meeting. The role and functions of the elected members include Setting of Policy, Adoption of Annual Budget, making or varying of the County Development Plan, Approving Loans and Sale of Lands. The Council makes such decisions by way of resolution.

Municipal Districts (See Appendix B)

Both electoral areas constitute Municipal Districts (MD) and persons elected to the Council are also automatically elected to represent their Municipal District. Each Municipal District meets regularly to discuss issues particularly relevant to the MD, such as the General Municipal Allocation (GMA), Schedule of Municipal District Works and Annual Service Plan. Some reserved functions are also exercisable at Municipal District Level in accordance with Schedule 3 of the Local Government Reform Act 2014. The Municipal District of Carlow elects a Mayor and the Municipal District of Muinebheag elects a Cathaoirleach from amongst their members at their Annual Meetings.

Corporate Policy Group

The Cathaoirleach and Chairperson of each of the Strategic Policy Committees form the Corporate Policy Group, which assists and advises the Council in a range of areas, with specific reference to the Annual Budget and Performance Management.

Strategic Policy Committees (See Appendix C)

Strategic Policy Committees comprise Elected Members, together with Sectoral Representatives from Business/Commercial; Development/Construction; Environmental/Conservation; Agriculture/Farming; Trade Union; Community/Voluntary and Social Inclusion, who review and formulate policy across the range of Council functions. The SPCs formulate policy, for consideration by the full Council, in the following areas:

- Economic Development, Enterprise Support & Planning Policy
- Transportation, Environmental & Infrastructural Policy
- Community, Housing & Amenity Policy
- Cultural, Health & Agricultural Policy

Executive Structure – Management Team

A Management Team, comprising the Chief Executive, three Directors of Services and Head of Finance operate in an executive capacity. The Directors of Services and Head of Finance administer the following areas:

- Community, Housing, Recreation & Amenity, Building Control & Emergency Services
- Corporate, Planning, Economic Development & Health & Safety
- Transportation, Environment & Water Services
- Finance, Information Technology & Culture (Libraries, Arts & County Museum)

5.0 Principal Activities of Carlow County Council

Three Directorates and a Finance Unit have responsibility for the provision of the range of services delivered by Carlow County Council.

1. Community, Housing, Recreation & Amenity, Building Control & Emergency Services

Community - Principal Activities

- Facilitating the Carlow LCDC (Local Community Development Committee) and the PPN (Public Participation Network) related sub-structures
- Operating a County Pride of Place programme
- Supporting Tidy Towns and other Community Development Groups
- Supporting Tourism Development and liaising with Carlow Tourism and other stakeholders
- Operating the Social Inclusion Unit – providing advisory and support services on social inclusion
- Supporting Carlow Age Friendly County
- Supporting the development of Comhairle na nÓg in County Carlow
- Supporting County Carlow Children & Young People's Services Committee
- Supporting Carlow Integration Forum
- Supporting Carlow Volunteer Centre
- Undertake socio-economic research as required and support for development of local authority strategies and policies
- Operating the Local Sports Partnership and supporting sports development and implementing:
 - Women in Sport
 - Carlow Men's Health Programme
 - Sports Inclusion Development Programmes / Special Needs
 - Older Person's Network – Sporting Activities
 - Bike Week
 - Walking Routes
 - Schools Programmes
 - National Play Day
 - National Recreation Week
 - Support for Sports Capital Programme Applicants
 - Training & Education

Housing - Principal Activities

- Provision and maintenance of Local Authority Housing
- Housing Needs Assessment
- Management of Differential Rents Scheme
- RAS (Rental Accommodation Scheme)
- Delivery of Estate Management Initiatives
- Provision of Accommodation for Travellers
- Implementation of Tenant Purchase and Shared Ownership schemes
- Provision of Housing Loans; Housing Grants – Housing Adaptation Grants / Mobility Aid Grants / Housing Aid for Older People Grants
- Provision of Affordable Housing
- Facilitation of approved Voluntary or Non-Profit Housing
- Implementation of Housing Standards for Private Rented Dwellings
- Housing (Miscellaneous Provisions) Act 2014 - Housing Assistance Payment (HAP)
- Support Community, Housing & Amenity SPC

Recreation & Amenity - Principal Activities

- Management of Ducketts Grove Castle & Walled Gardens
- Management of Oak Park Forest Park
- Management and Development of Walking Trails throughout the County

- Management and Maintenance of Carlow Town Park; Tullow Town Park; Muinebheag Town Park; Playgrounds; Open Spaces; Playing Pitches
- Implementing Barrow Corridor Study and River Barrow Recreational Initiatives
- SEAI Better Energy Communities

Building Control & Emergency Services - Principal Activities

- Administration of the Building Control Service
- Provision of Fire Fighting and Rescue Services
- Implementation of Keeping Communities Safe
- Fire Prevention
- Fire Service Capital Programme
- Training and Development
- Occupational Health & Safety Assessment Specificaiton (OSHAS 18001 Safety Management System) – Award from the NationalStandards Authority of Ireland (NSAI) – Annual Review

Civil Defence

- **Management of Civil Defence Authority for the County**

2. Corporate, Human Resources, Planning, Economic Development & Health & Safety

Corporate Affairs and Human Resources - Principal Activities

- Management of Council and Corporate Policy Matters / Corporate Governance (Legislative)
- Meeting administration and support service to Elected Members
- Provision of secretarial service to Management and to Council as a corporate body
- Promotion of positive corporate image / Public Relations
- Provision of Training and Development to Staff and Elected Members
- Administration of a range of miscellaneous services including, provision of Office Accommodation, Higher Education Grants, Veterinary Services and Register of Electors.
- Management of Council / Corporate Property
- Administration of HR function to include Workforce Planning, Recruitment, Induction, Training, Superannuation, Attendance Management, Industrial Relations and Grievance and Disciplinary issues
- Provision and retention of sufficient professionally developed staff to meet the needs of the organisation and the public
- Procurement of legal services
- Provision of access as far as possible, to the Council's records, by members of the public
- Implementation of the Official Languages Act and promotion of the use of Irish in the organisation
- Management of Universal Access Plan
- Schools to Business Programme / Partnership
- Development, dissemination and training of staff in relation to corporate policies, such as Dignity at Work, Child Protection, Social Media , etc
- Management of Joint Policing Committee
- Customer Service
- Ethics
- Freedom of Information; Ombudsman; Data Promotion
- Local Elections

Planning & Sustainable Development - Principal Activities

- Development Management
- Forward Planning - Preparation and Implementation of County Development Plan and Local Area Plans

- Control of Unauthorised Development / Enforcement
- Unfinished Estates
- Taking of Estates in Charge
- Bond Register
- Protected Structures
- Dangerous Structures
- Derelict Sites
- Heritage and Conservation Protection and Awareness

Economic Development - Principal Activities

- Management and Operation of Local Enterprise Office (LEO)
- Promotion of County Carlow as an investment location
- Operation of business support development programme
- Development and management of strategic alliances with education and training providers
- Development and management of strategic alliances with business representation organizations
- Provision of adequate zoned lands for industrial and commercial development
- Provision of a Tourism Promotion programme in association with Carlow Tourism
- Tourism Product Development
- Support Economic Development, Enterprise Support & Planning SPC

Safety, Health & Welfare at Work - Principal Activities

- Integration of health and safety into day to day tasks of the organisation
- Increasing the awareness of health and safety issues throughout the workforce
- Update and distribution of Safety Statements for all of the Council's Workplaces and Operations
- Assessment of safety training needs of the workforce and the development of appropriate training initiatives
- Risk Assessments and Auditing

Internal Audit

- To maintain and further develop a quality Internal Audit function, which adheres to the standards and guidelines issued by the Department of the Environment, Community & Local Government
- Agree and deliver Strategic Audit Plans at three yearly intervals
- Introduce a business process to support the Audit Planning Cycle
- Maintain and extend Value for Money Programme
- Examine, evaluate and report on the adequacy of internal controls as a contribution to the proper, economic, effective and efficient use of resources

3. Transportation, Environment and Water Services

Roads and Transportation - Principal Activities

- Provision, Maintenance and Upkeep of the Road Network
- Promotion of Road Safety in the Community
- Implementation of Traffic Management Plans
- Provision of Public Lighting
- Management of and Community Involvement in Roadwork Schemes
- Support Transportation, Environmental & Infrastructural SPC

Environment, Veterinary and Water Services - Principal Activities

- Waste Management Planning
- Operation of Powerstown Landfill site
- Provision of Environmental Awareness Education.
- Implementation of Litter Control Measures and Litter Management Plan
- Environmental Protection
- Ensuring the Safety of Structures and Places
- Provision and Maintenance of Burial Grounds
- Protection of Natural Waters
- Service Level Agreement (SLA) with Irish Water - Provision and Operation of Water and Wastewater Services
- Agreeing Annual Service Plans with Irish Water

4. Finance, Information Technology & Culture (Libraries, Arts, County Museum)

Finance - Principal Activities

- Operations relating to adoption by Council of Annual Budget, completion of Statutory Annual Accounts and Treasury Management
- Preparation of Annual Financial Statement
- Processing of all Creditor Payments in respect of supply of goods and services to the Council
- Management of income transfers including Housing Loan Accounts and Water Charges
- Operation of Valuation System and collection of County Commercial Rates
- Appraisal of Internal Control Systems of all Council sections including validity of Financial Transactions and Value for Money and Efficiency Audits
- Operations relating to adoption by Council of Annual Budget, completion of Statutory Annual Accounts and Treasury Management
- Co-ordination of Risk Management Team, Cash-Flow and Investment Management
- Delivery of Motor Tax Services
- Support to Audit Committee
- Support Cultural, Health & Agricultural SPC

Information Technology - Principal Activities

- Provision of quality internal Information Technology Support and Development
- Management of IT infrastructure
- Management of Wide Area Network
- Management of Council's website

County Library Service - Principal Activities

- Management and operation of County Library Service
- Implementation of Opportunities for All – Strategy for Public Libraries 2013 - 2017
- ICT Learning and Development
- Local Studies
- Digital Libraries
- Social and Cultural Activities
- Development of Library HQ

County Arts Service - Principal Activities

- Implementation of County Arts Plan
- Provision of supports for Artists and Arts Acts Grants Scheme
- Music Generation Carlow
- Artlinks

- County Carlow Youth Theatre
- Dancer in Residency Programme
- Carlow African Film Festival
- Supporting Public Art Working Group

County Museum Service - Principal Activities

- Management and Operation of County Museum
- Collect, preserve, conserve, document and display the historical and material culture of the county
- Preservation of uniqueness of County Carlow as an historical and cultural area
- Delivery of Annual Heritage Week and other Heritage Initiatives
- Social, Cultural and Economic Development of County Carlow

6.0 Strategic Organisational Objectives

The following Strategic Organisational Objectives are identified to achieve our Mission Statement and underpin our Core Values.

Ref:	Organisational Objectives	Strategies
1.	To Achieve Balanced and Sustainable Development	Further develop the County in a balanced manner, through progressive planning that meets the needs of industry and communities and through the provision of essential infrastructure, enhancing the county's product
2.	To progress Economic Development	To promote economic sustainability and development of the county, progressing the county as a location for investment and employment creation
3.	To Preserve and Enhance the Environment	Manage the natural heritage of the County to meet the needs of local communities in the present, while ensuring that future generations can sustain a living in harmony with their environment.
4.	To Develop Sustainable Communities	Strengthen local communities through the provision of community assets and resources through engagement and proactive support. Promote and empower Active Citizenship in an inclusive and integrated manner, to improve the Quality of Life of all citizens in the county
5.	To Maximise Social Inclusion and Local Governance	Strive to improve the public services in the county which contribute to the quality of life of all citizens and recognise and support communities to play an active part in society.
6.	To Support County Carlow's Unique Culture	Support the Irish language and culture and celebrate cultural diversity and encourage participation in the arts and sports.
7	To Maximise Organisational Efficiency and Effectiveness	Improve the effectiveness of the local authority to plan and deliver its services based on efficiency, value for money, accountability and the optimisation of resources across all areas of the organisation including Human, Financial and Information Communications Technology.
8	To Enhance Quality Customer Services and Delivery	Implement best practice standards in delivery of quality services to our customers.
9	To Support and Enhance Local Democracy	Facilitate the Elected Members and Community Representatives within our democratic structures in carrying out their representational role in response to the needs of the Community.
10	To Optimise Human Resources	Fully utilise the PMDS (Performance Management & Development System) throughout the organisation and promote the Safety, Health and Welfare of all employees.

Each Directorate within the organisation will identify, in its Annual Business/Service Plan, supporting strategies to achieve the above organisational objectives within its functional area of work.

7.0 Strategic Functional Objectives, Strategies, Measures and Performance Baselines

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Operational Baseline
<p>Community</p>	<p>Actively support the development of representative structures that facilitates citizen engagement</p>	<p>Putting People First Report on Citizen Engagement Local Government Reform Act 2014</p>	<p>Support the Carlow Public Participation Network and particularly the Secretariat Ensure that committees of the Local Authority such as SPCs, LCDs and JPCs source community members through the PPN</p> <p>Encourage community groups to register with PPN</p> <p>Inform all sections/departments within the Local Authority that the Carlow PPN is the formal structure for consultation and engagement with regard to all strategic plans and all works that would affect communities and their well-being</p>	<p>Support the provision of a resource worker through funding and provision of office space Minimum 2 formal meeting with PPN secretariat on annual basis Minimum 1 informal communication with PPN per Quarter Add criteria to community and environment grants that a group must be registered with PPN to qualify</p> <p>Minimum 2 meetings with Cross Functional Team Staff presentations on PPN to raise awareness Facilitate the PPN Secretariat to inform the Elected Members of their structure and processes at a Council Meeting</p>

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Operational Baseline
Community	Support and facilitate the establishment of the Local Community Development Committee in partnership with Statutory and Non-Statutory Agencies, to deliver and implement Social and Economic Development through the Local Economic and Community Planning process (LECP), Social Inclusion and Community Activation Programme (SICAP) and the Rural Development Programme (LEADER)	Putting People First Local Government Reform Act 2014 Guidelines and Statutory Regulations on LCDC	Support and advise the Carlow Local Community Development Committee to carry out their statutory functions	<p>Minimum of 6 meetings per annum.</p> <p>Provide administrative and advisory support in the preparation, approval, implementation and review on a regular basis of the 6 year Local Economic and Community Plan</p> <p>Management of the Procurement of SICAP programme Management of the Evaluation , approval and appointment of successful SICAP Programme.</p> <p>Implement Financial management of SICAP</p> <p>Provide administrative and advisory support in the preparation, approval, implementation and review on a regular basis of the Rural Development Programme. Financial Management of Rural Development Programme. Provide administrative support in preparation of the annual report on LCDC</p>

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Operational Baseline
Community	Promote Carlow as an Age Friendly County in partnership with Statutory and Non Statutory Agencies and Community Groups through the implementation of Age Friendly Strategies – “if you design for the old you include everyone”	County Carlow Age Friendly Strategy & Action Plan Carlow Town Age Friendly Town Carlow County Development Plan	Lead and co-ordinate the implementation of the Age Friendly County Programme Support the Carlow Age Friendly Committee and Sub Committees in its County Strategy and Carlow Town Strategy Implementation Ensure that Carlow County Council embeds Carlow Age Friendly principles in all its strategic plans, services and programme of works	Active staff members on both County and Town Committees. Regular progress reports to the Elected Members on progress of Age Friendly Strategy Staff member from Planning is an active member of the Carlow Age Friendly Committee which facilitates direct link with planning policy Minimum 2 meetings with Cross Functional Team
Community	Continue to encourage and promote the participation of communities in Community and Environmental initiatives at local and national level such as Tidy Towns, Carlow Pride of Place and Co-operation Ireland Pride of Place	Guidelines of Tidy Towns Competition	Roll out of Annual Environmental Grant scheme Promotion and financial management of Town Enhancement grants and other community initiatives Advisory support to community groups Annual Implementation of Carlow's Pride of Place programme Involvement and participation in the Co-operation Ireland Pride of Place & Taste of Carlow	Number of communities participating in Pride of Place Programme Provision of adequate funding in annual budget for community grant programmes and town enhancement grants No of phone calls and meetings with community groups Provision of adequate funding in annual budget Minimum 1 community/project per year Provision of adequate funding in annual budget Number of stalls participating

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Operational Baseline
Community	Continue to enhance and develop partnerships with Twinned Sister Cities and Diaspora Communities in order to promote cultural, social and economic links	Local Government Acts 2001 - 2014	To foster relationships in order to promote cultural, social and economic development	Number of visits by sister cities/towns per year Number of student exchange programmes per year Provision of adequate funding
Community	Increase participation in sport and physical activity	Support the Local Sports Partnership (LSP) as a sub-committee of the County Council, to increase participation in physical activity, address barriers to inclusion and maximise the use of facilities Local Sports Partnership Strategy	Implement the LSP sports development strategy with key focus areas including; Participation Programmes; Facilities; Volunteer Support/Training; & Partnership Working. Ensure broad-based participation on the LSO Committee	LSP Committee to meet approx 8 times per year to oversee the delivery and monitoring of the annual operation plan arising needs identified and resources available
Community	Increase usage of local and amenities and natural resources	In collaboration with local communities identify issues, barriers to access and develop events/activities to promote usage	Implementation of a planned programme of events. Secure funding development/improvements as the opportunities arise. Address barriers to access	Minimum of 4 events per year Funding secured to develop/improve local amenities/resource
	To provide a healthy and safe working Environment To ensure in so far as is reasonably practicable, the Safety, Health and Welfare at work of all employees	Health & Safety Act 1995 as amended Corporate Safety Statement and Ancillary Statements	Continuous review, updating and implementation of Safety Statements etc. To raise awareness of Health & Safety at work through the provision of training and staff wellbeing programmes	Number of safety, health and welfare at work courses / training programmes arranged

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Operational Baseline
Housing	Identify the categories of social housing need of the communities in County Carlow	Housing Needs Assessment	Adjudicate on applications within a 12 week period	Social Housing Assessment Regulations 2011
Housing	Deliver good quality public housing through planned programmes for construction, acquisition, leasing, maintenance and refurbishment	Local Housing Action Plan / Strategy	Number of units delivered / improved in comparison to Action Plan / Strategy	Housing Need
Housing	Optimise use of housing land bank	Local Housing Action Plan / Strategy	Delivery of social housing construction programme	Housing Need / Funding
Housing	Ensure casual vacancies are re-let in a timely fashion / optimum use of housing stock while at the same time achieving value for money	Local Housing Action Plan / Strategy National Funding Schemes Adherence to Local and National Procurement Policies	Improved housing standards Percentage voids Value for money	Service indicator / number of voids
Housing	Provide for the housing needs of vulnerable groups	Categorize specific needs – special needs including the elderly	Number of allocations to special needs	Housing Need / Funding
Housing	Meet the needs as set out in the Traveller Accommodation Plan	Traveller Accommodation Programme 2014 - 2018	Meet targets as set out in the TAP	National Guidance
Housing	Meet the needs of Homeless in Carlow	South East Homelessness Action Plan 2014 - 2016	Performance report for Carlow within the South East Region	Implementation Plan on the States Response to Homelessness - May 2014 to December 2016
Housing	Promote home ownership by increasing the range of housing procurement alternatives	National Loan Credit Policy Tenant Purchase Scheme	Process loans locally in accordance with Credit Policy	Number of loans applications approved / refused

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Operational Baseline
Housing	Enhance co-operation and communication with all public housing tenants in conjunction with the members of Carlow County Council	Tenants Handbook Meetings with residents associations Annual review of tenancies	Number of new tenant completing pre-tenancy familiarization course per annum	Service indicator
Housing	Ensure private grants for the disabled / elderly meet the priority needs in County Carlow	Implement and review Priority Policy for Housing Grants	Number of grants issued per annum compared to applications received	National Guidelines for Grants / budget allocation
Housing	Promote high standard of private rented dwellings	Private rented inspections programme	Number of inspections in comparison to planned inspections	Percentage inspections in comparison to overall number of private rented dwellings
Recreation & Amenity	Provide a quality service to the community by identifying, developing and implementing policies and objectives which will aid in expanding the role of the local authority in social, cultural and community development Ensure there is effective environmental management to conserve and enhance the vital natural and built heritage of the County and that sustainable development practices are observed	Putting People First Management of Duckett's Grove Castle & Walled Gardens Management of Oak Park Forest Park Management and Development of Walking Trails throughout the County Management and Maintenance of Carlow Town Park; Tullow Town Park; Muinebheag Town Park; Playgrounds; Open Spaces; Playing Pitches Implementation of Barrow Corridor Study and River Barrow Recreational Initiatives SEAI Better Energy Communities	Number of inspections Number of new projects In conjunction with the SPC, identify, develop and implement policies and strategies that further community and social involvement in the recreation and amenity services of the Council	Number of visitors to local authority facilitated leisure facilities Number of children's playgrounds Number of groups supported Number of new river based initiatives delivered Participation of community and voluntary sector in policy development and service delivery Number of new energy saving initiatives delivered throughout the county

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Operational Baseline
Fire & Civil Protection Services	Provide and continue to develop an effective and efficient Prevention, Protection and Response, Fire & Rescue Service, matched to locally identified risks, which is responsive to the needs of the Community it serves	<p>A Framework for Fire Safety in Ireland "Keeping Communities Safe"</p> <p>2010 Baseline Study of Fire & Rescue Services in Ireland</p> <p>2013 'Strategic Risk Analysis of County Carlow</p> <p>Our Vision: To make our communities safe places to live, work and visit.</p> <p>Our Values:</p> <ul style="list-style-type: none"> • Professionalism • Respect • Integrity • Dedication • Excellence <p>Corporate Priorities:</p> <ul style="list-style-type: none"> • Community • People • Protection • Partnership • Environment 	<p>Key performance indicators to measure the Services' response to Emergency incidents. Reduction in the number of incidents overall but particularly in the number of fatal fires</p> <p>Quality Assurance schemes and external auditing of particular functions of the service such as training and Health and Safety</p> <p>Number of Training Hours delivered to personnel</p> <p>Delivering excellence through a visible commitment of continuous improvement in Critical Infrastructure</p>	<p>Meet and surpass where possible the targets set out in the National Policy Document "Keeping Communities Safe"</p> <p>Average recorded performance times over the past three years</p> <p>Average number of incidents attended per year grouped by category compared with National and Regional averages.</p> <p>Review the Emergency Operations plan to effectively meet risks identified in the 'Strategic Risk Analysis 2013' document</p> <p>OHSAS 18001 Award for Health and Safety & ISO 9001 2008 for Quality Assurance Award for the delivery of training.</p> <p>Achieve Quality Management System Accreditation in selected business areas by 2016</p> <p>Deliver an average of 100 hours training per firefighter per year</p> <p>Continue Capital Investment:- Renovate and extend Bagenalstown Fire station. Develop our Training Centre in Hacketstown Extend Fire station yard in Tullow</p>

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Operational Baseline
Fire & Civil Protection Services	Lead, plan and manage organisational change in line with present and future needs and expectations of stakeholders and the capacity to deliver change	A Framework for Fire Safety in Ireland "Keeping Communities Safe"	Implementation of a "Shared Service" Service delivery model for Fire & Rescue Services between Carlow and Kilkenny County Councils	Bring about one new service delivery model for Fire and Rescue Services in two adjoining Counties (Carlow & Kilkenny) to serve a total population of approximately 150,000 people thereby enhancing consistency and efficiency
Fire & Civil Protection Services	<p>To provide and maintain an effective Technical and Community Fire Safety service, responsive to the needs of the community and in accordance with National Policy and norms</p> <p>Develop a safer Community</p> <p>Reduce the incidence of fire and other emergencies by the provision of an efficient and effective safety education, advice and legal enforcement service</p>	A Framework for Fire Safety in Ireland "Keeping Communities Safe".	<p>Fire Safety Inspections under the Fire Services Act 1981 & 2003</p> <p>Provide and continue to develop an effective Community Fire Safety Strategy – public awareness, education and community engagement</p>	<p>Number of Fire safety Inspections carried out under the Fire Services Act 1981 & 2003, per year</p> <p>Number of "During Performance Inspections" undertaken per year.</p> <p>Response time to address complaints</p> <p>Number of Fire Safety talks delivered to community and other groups</p> <p>Delivery of the Fire Safety "Primary Schools programme" to all third class students in County Carlow</p> <p>Delivery of seasonal 'fire safety messages' and demonstrations to the local communities</p> <p>Increased % of homes with properly fitted, working smoke alarms</p>

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Operational Baseline
Fire & Civil Protection Services	<p>To protect communities from Fire and other Emergencies, working with partner agencies and in accordance with National Policies</p> <p>Perform the role of "Lead Agency" on behalf of the three Principal response agencies in the South East M.E.M Region</p>	<p>To identify and manage risk and to prepare to respond to emergencies in accordance with the Framework for Major Emergency Management in Ireland</p> <p>Perform the role of "Lead Agency" in accordance with the Service Level Agreement</p>	<p>Having "good to strong" Annual Major Emergency Management Appraisal</p> <p>Four Local Authorities agreement to fund and assign a Fire Officer to Major Emergency Management for the South East Region. Meet targets and deliver quarterly and annual reports established as part of the service level agreement</p>	<p>Undertake the necessary duties including delivering quarterly and annual reports to demonstrate performance</p>
Fire & Civil Protection Services & Building Control	<p>To provide and maintain an effective and efficient Building Control system in County Carlow</p>	<p>Draft Framework for Building Control Authorities</p> <p>Code of Practice for inspecting and certifying works</p>	<p>Building Control Inspections</p> <p>Technical Assessment of Fire Safety Certificates and Disability Access Certificates</p> <p>Processing of Commencement Notices</p> <p>Building Energy Rating Certificates</p>	<p>Number of Building Control Inspections per annum</p> <p>Assessment of Fire safety Certificate and Disability Access Certificate applications within 28 days of receipt of a valid application</p> <p>Percentage Inspection of Commencement Notices per year</p> <p>Number of BER's notified to the Authority per year</p>
Civil Defence	<p>To provide a Healthy and Safe Working Environment</p> <p>Develop a response to major emergencies</p> <p>Stewarding and Community Support</p>	<p>To recruit and train volunteers to the required level of expertise</p> <p>To Train instructors in various disciplines</p> <p>To formulate and improve Emergency Response Plans</p>	<p>Measure the number of classes</p> <p>Measure the individual development of volunteers</p> <p>Hold regular exercises</p> <p>Hold a number of competitive events</p>	<p>Number of personnel trained per year</p> <p>Number of new volunteers per year</p> <p>Number of exercises held per year</p> <p>Number of events held per year</p>

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Operational Baseline
Corporate	To provide a healthy and safe working Environment To ensure in so far as is reasonably practicable, the Safety, Health and Welfare at work of all employees	Health & Safety Act 1995 as amended Corporate Safety Statement and Ancillary Statements	Continuous review, updating and implementation of Safety Statements etc. To raise awareness of Health & Safety at work through the provision of training and staff wellbeing programmes	Number of safety, health and welfare at work courses / training programmes arranged
Corporate	To provide corporate governance leadership to the Elected Members, employees and customers	Knowledge and understanding of the ethical and legal requirements of good governance Local Government Acts 2001 – 2014 Circular LG 24 of 2014 Code of Conduct for Employees and Elected Members	Ensuring all returns and declarations are submitted. Regular and effective monitoring of data and returns	Regular review by internal audit unit Review by external audit and Audit Committee Completion of accurate annual declarations and compliance with Codes of Conduct
Corporate	Manage major Organisational Change Workforce Planning	Review Organisational and Workforce Plans	Anticipate change and plan for same through Cross Functional Transition Teams Comply with terms of Employment Control Framework Continue to implement the modernisation agenda in co-operation with Management, Staff and Unions	Maintain service standards Maintain /Improve Service Indicator Figures
Corporate	Lead on Implementation of Corporate Plan – ensuring objectives are achieved	Establish Senior Cross Functional Team to monitor and review progress and also review Annual Service Plans	Level of achievement of objectives Comment in Annual Report on Achievements	Level of achievement of objectives in Corporate Plan

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Operational Baseline
Corporate	Prepare and complete each Register of Electors / Supplement to the highest degree of voter accuracy and customer satisfaction	Electoral Acts	Encourage members of the public to register their entitlement to vote through campaigns in local media etc. Maintain effective information gathering and ensure all field work is comprehensive and accurate	Completion and publication of Register of Electors
Corporate	Deliver quality services to our customers	Customer Service Action Plan Customer Service Charter	Review Plan and Charter Ensure implementation by all employees	
Corporate	Enable the public to gain access to records held by the Council to the greatest extent possible consistent with the right to privacy and the public interest	Freedom of Information	Respond to all requests received in a timely manner Provide Freedom of Information Training Programme	Number of requests administered
Human Resources	Recruitment, training and development of a sufficient number of qualified staff to meet the existing and future needs of the organisation	Human Resource Strategy	Adopt a Strategic Human Resource approach, employing best practice in relation to the recruitment, training and development of staff Foster and maintain stable industrial relations Implement Performance Management and Development System (PMDS)	Number of staff recruited, whilst staying within employment control framework Percentage of working days lost to sickness absence through certified and uncertified sick leave Percentage of staff who have participated in Training & Development courses/programmes Percentage of total workforce with a disability Number of employees (by gender) availing of Worklife Balance options

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Operational Baseline
Planning & Sustainable Development	To provide an effective, equitable and consistent planning service	Development Management and Enforcement procedures compliant with: Planning and Development Legislation Development Plan and Local Area Plan policy Ministerial Guidelines EU Directives	Percentage of planning applications received for which pre-planning consultations have been held Number of invalid planning applications as a percentage of applications received Number of Warning letters or Enforcement Notices issued as a percentage of site visits Number of enforcement complaints investigated within 6 weeks of receipt of complaint Percentage of compliance requests regarding planning conditions responded to within 15 working days	Number of pre-planning meetings held Number of planning applications received Number of enforcement complaints received Number of enforcement complaints received Number of compliance requests received
Planning & Sustainable Development	To ensure a planning policy framework for balanced and sustainable development in the urban and rural areas	To adopt and implement a quality County Development Plan and Local Area Plans consistent with regional and national policies	To monitor and report every 2 years on progress achieved in securing the objectives of the County Development Plan and the Local Area Plans	Development Plans and Local Area Plans are consistent and compliant with National and Regional policies

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Operational Baseline
Planning & Sustainable Development	Use all options available to reduce the number of unfinished housing developments	Derelict Sites Legislation Local Government (Sanitary Services) Act 1964 Planning and Development legislation Litter Management Legislation	Percentage of Housing developments completed based on a n agreed Site Resolution Plan Number of housing developments completed based on the claiming of security bonds	Number of developments completed and taken in charge Number of security bonds claimed, works completed to development taken in charge
Planning & Sustainable Development	Reduce the level of dereliction	Derelict Sites Legislation Development Plan and Local Area Plan Policy	Number of Notices issued within 5 days of receiving of complaint Number of inspections carried out as a percentage of the number of complaints received Number of derelict sites removed from the register as a percentage of the total contained on register	Number of complaints received Number of complaints received Total number of derelict sites contained on register
Planning & Sustainable Development	To provide a healthy and safe working Environment To ensure in so far as is reasonably practicable, the Safety, Health and Welfare at work of all employees	Health & Safety Act 1995 as amended Corporate Safety Statement and Ancillary Statements	Continuous review, updating and implementation of Safety Statements etc. To raise awareness of Health & Safety at work through the provision of training and staff wellbeing programmes	Number of safety, health and welfare at work courses / training programmes arranged

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Operational Baseline
Economic Development	<p>To promote Economic sustainability , development and enhancement by:</p> <p>Promotion of County Carlow as a location for investment</p> <p>Operation of business support development programme</p> <p>Provision of economic infrastructure</p> <p>Development & management of strategic alliances with education and training providers</p> <p>Development & management of strategic alliances with business representation organizations</p> <p>Provision of adequate zoned lands for industrial and commercial development</p> <p>To prepare and implement a Local Economic and Community Plan (LECP) for the county</p>	<p>The specific objectives of the Economic Development Programme are defined annually as part of the County Enterprise Planning process which is developed in partnership with Enterprise Ireland covering four key areas:</p> <ol style="list-style-type: none"> 1. Business Information & Advisory Services 2. Entrepreneurship Support Services 3. Enterprise Support Services 4. Local Enterprise Development Services <p>The annual plan which is reviewed by the SPC and also takes into consideration other activities carried out by Carlow County Council which will have a knock on economic benefit i.e. Culture Investment, Tourism Infrastructure, Arts Infrastructure & Arts Programme and the measurement of same</p> <p>The plan is prepared in the context of alignment of supports to ensure non-duplication of resources and takes into consideration SLA's agreed at National Level with Micro Finance , Design & Crafts Council of Ireland , Revenue , Department of Social Protection , Skillsnet , Bord Bia etc.</p>	<p>As per County Enterprise Plan agreed with Enterprise Ireland and Carlow County Council under the Service Level Agreement</p> <p>As per the Local Economic and Community Plan for County Carlow (LECP)</p>	<p>As per County Enterprise Plan agreed with Enterprise Ireland and Carlow County Council under the Service Level Agreement</p> <p>As per the Local Economic and Community Plan for County Carlow (LECP)</p>

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Operational Baseline
<p>Economic Development</p> <p>Tourism</p>	<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"> 1. Create an awareness and knowledge of County Carlow as a tourist destination in its own right, both in the marketplace and among the people 2. Develop the infrastructure necessary to support the growth of Carlow's tourism industry 3. Achieve optimum utilization of available tourism assets by identifying, developing and marketing products that will attract increased tourist traffic 4. Maximize the length of stay and expenditure by tourists 	<p>Work with Carlow Tourism and Fáilte Ireland and the community to:</p> <ol style="list-style-type: none"> 1. Generate an awareness of County Carlow as a developing tourist destination internally among its population and externally in selected target markets 2. Segment the market focusing on markets which offer the most potential, and on growth segments within those markets 3. Promote and support the distinctive image and brand identity for County Carlow which fairly reflects the County's tourism product offering 4. Liaise closely and form marketing networks with surrounding counties to ensure County Carlow benefits from marketing initiatives undertaken by its neighbours 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>As per the Local Economic and Community Plan for County Carlow (LECP)</p>	<ol style="list-style-type: none"> 1. Increased Visitor Numbers 2. Number of Tourism Initiatives organized each year 3. Increased awareness of County Carlow Tourism Attractions <p>Development of Annual Economic Impact Report for Tourism Investment</p> <p>As per the Local Economic and Community Plan for County Carlow (LECP)</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>8. Put in place and sustain the appropriate structures and resources to enable effective leadership, guidance and marketing of Carlow's tourism sector</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 development of the Browneshill Dolmen & River Barrow as a tourism amenity</p>		
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Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Operational Baseline
Road Transportation & Safety	Continue to seek more cost effective means of undertaking the roads maintenance function	<p>The roads department has endeavoured to be more cost effective in its primary function of maintaining the road asset of the county.</p> <p>Continue this process by analyzing each component element of the maintenance function to seek further improvements.</p>	<p>Identify each component element of the roads maintenance function and establish how it can be improved.</p> <p>Reduce the number of account elements when recording expenditure to better identify the cost of the roads function.</p> <p>Work with local communities on class 3 roads to minimize the spend by the roads office in this area.</p>	<p>Better unit costs for the individual road maintenance activities.</p> <p>Increased area of surface dressing annually as more funds would be saved from the routine function to enable the more cost effective surface dressing activity to be undertaken.</p> <p>Improved method of patching of potholes such that do not recur thereby reducing the monies committed to responsive maintenance.</p>
Road Transportation & Safety	Continue to seek funding under the smarter travel initiative to broaden the modal shift in the urban areas to include walking and cycling.	Develop cycling proposals for each of the main towns of the county and seek funding from the national funding sources associated with smarter travel.	Annual allocation received towards the development of the facilities	<p>Length of the cycling network provided on a year to year basis.</p> <p>Number of people using the cycling network.</p>
Road Transportation & Safety	Develop the Map Road pavement management system to enable a more cost effective approach to road maintenance	<p>Continue to work with the Roads Management Office to develop the functionality of this process.</p> <p>Introduce its use as an essential part of the roads management function of the Council.</p>	<p>The number of our supervisory staff who use the programme to carry out their roads management tasks.</p> <p>The recording of works undertaken and works programmed on the system.</p> <p>The recording of condition rating of the network on the system</p>	<p>A more cost effective roads management function to be delivered in terms of the appropriateness of the treatment for the nature of the roads defect.</p> <p>Improvement in cycle return periods for the surface dressing operation.</p>

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Operational Baseline
Road Transportation & Safety	Survey all the bridges in the county to establish a risk register of bridges that are vulnerable to failure.	<p>All the regional road bridges and the longer span local road bridges have already been surveyed.</p> <p>Train one of the roads office staff to use the Eirspan bridge management software to undertake surveys on the local roads not already surveyed.</p> <p>Provide an annual allocation to facilitate the survey of local road bridges to enable external consultants to be engaged in the process.</p>	Number of bridges surveyed on a year to year basis.	Number of bridges requiring urgent repairs.
Road Transportation & Safety	Seek funding for the Ballinacarrig Road Roundabout	Continue to make a business case for the provision of a roundabout at the junction of the N80 and the L1028 Ballinacarrig Road.	The provision of the necessary funding for the execution of the works.	The construction of the roundabout.
Road Transportation & Safety	Seek funding for the Carlow Southern Relief Road from its junction with the N80 to the Eire Og link of the Relief Road.	Continue to make the business case for the provision of this section of road measuring 1.0 km in length. The road would provide a new access point to the town from the south east, would open up lands for development purposes and would assist in alleviating traffic build up on the N80 inside Walls Forge	<p>The provision of the necessary funding for the execution of the works.</p> <p>The approving of a CPO to acquire the lands necessary.</p>	The construction of the road.

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Operational Baseline
Road Transportation & Safety	Enter into a new contract for the maintenance of the county's public lighting stock.	The current contract expires at the end of April 2015. This contract which was tendered on a regional basis delivered significant cost savings to the participating counties. The next contract should also make provision for enhanced energy performance.	Commence the procurement process with an emphasis on energy enhanced performance. Seek virtual metering agreement from the UMS section of the ESB to facilitate this arrangement.	Establishment of new regional contract that will continue to offer competitive maintenance costs but also deliver savings on energy.
Road Transportation & Safety	Undertake a detailed examination of the energy component of public lighting and develop an approach(s) to reducing the county's energy requirement, to assist Ireland in meeting its obligations under the Kyoto protocols.	Carry out a comprehensive survey of the entire lighting stock of the county in terms of its location, the nature of each asset in terms of the lantern type and the physical and electrical condition of the lantern and the structural condition of the pole.	Comprehensive data on the entirety of our network. Analysis to be undertaken of the least energy efficient lights and also the lanterns and posts that require early replacement. Development of a multi annual programme for the replacement of the inefficient lighting stock	Number of lights replaced on a year by year basis.
Road Transportation & Safety	Continue to prepare low cost safety initiative schemes to reduce the incidents of traffic accidents in the county	Seek funding from the Department of Transport Tourism and Sport to undertake minor road improvements to reduce the risk of future traffic accidents.	Analyze the accident records of the county to establish locations of high or medium vulnerability for traffic accidents. Speak to the Garda Authorities to separately discover the locations they most often have to respond to for road traffic accidents.	The level of funding provided on a year by year basis. The number of accidents occurring in Carlow on a year by year basis.
Road Transportation & Safety	Develop a 5 year road safety plan for the county.	Establish the relevant stakeholders for this process and contact them to see if they wish to participate in the process.	Consult with the stakeholders. Gather accident statistics for county for past 10 years Read the national objectives in respect of safety planning for roads and have regard to it in plan drafting. Analyze data & prepare a plan	Provision of a plan for the period 2015 to 2019

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Operational Baseline
Environment Veterinary and Water Services	To implement National and E.U Legislation with regard to Waste Management and to monitor, regulate and enforce said Legislation.	Implementation of environmental management in the Carlow County Council Functional Area in accordance with the Proposed Southern Waste Management Plan, Carlow Co Council Environmental Enforcement Plan and other National Strategies	Carry out inspections and Licence Reviews in line with the Carlow County Council Environmental Enforcement Plan Inspect Permit Holders. Review AERs	Achieve targets set out in Carlow Co Council Environmental Enforcement Plan Achieve targets and objectives set out in Litter Management Plan Targets and objectives set out in proposed Waste Management Plan
Environment Veterinary and Water Services	To implement National and E.U. Legislation with regard to Water Quality for both Surface Waters and Groundwater Working with the objectives of the Water Framework Directive strive to achieve "Good Status" in all water bodies	The South East River Basin Management Plan The objectives of the EPA Co ordination and Integration Group The Water Framework Directive The National Inspection Plan for On Site Wastewater Treatment Systems	Sampling of Water Bodies, Inspection of Septic Tanks, Farm Inspections, Nutrient Management Plans, Source Protection, Section 4 Licences. Review and condition Planning Applications from an Environment aspect	Achieve targets set out in Carlow Co Council Environmental Enforcement Plan Work to set in place the Programme of Measures in the SERBMP
Environment Veterinary and Water Services	To achieve all duties, compliances and targets set out in the Service Level Agreement with Irish Water To work under the terms of the Service Level Agreement with Irish Water to provide efficient and quality water services To satisfy the needs of our customers/consumers in compliance with statutory and regulatory requirements and in a cost effective manner	Service Level Agreement between Carlow Co Council and Irish Water Annual Service Plan for Carlow Co Council relating to Irish Water Drinking Water Regulations 2014	Testing of Drinking Water in line with Drinking Water Regulations 2014 Monitoring of wastewater discharges in line with Licences and Certificates of Authorisation	Compliance with the Drinking Water Regulations 2014 Compliance with the individual Wastewater Discharge Licences and Certs of Authorisation Reduction in the UFW percentages. Attain targets in Annual Service Plan Work to Service Level Agreement

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Operational Baseline
Environment Veterinary and Water Services	Execute duties as The Water Authority for Group Schemes and Small Private Supplies under the Drinking Water Regulations 2014. Facilitate Grants and Subsidies to Group Water Schemes. Facilitate and administer Well Grants Facilitate new Group Sewerage Schemes	Rural Water Programme EPA Guidelines on Water Quality	Ensure Rural Water Programme is carried out. Monitor supplies to ensure compliance with Drinking Water Regulations 2014	Achieve monitoring targets for Drinking Water in line with Drinking Water Regulation 2014 Targets set out in Rural Water Programme
Environment Veterinary and Water Services	Promotion of the development and implementation of high Energy Efficiency standards and practices.	Energy Map and National Energy Efficiency Plan	Continued participation in Energy Map Team and Energy Map Plan On going monitoring of ESB Bills	Achievements of Goals in Energy Map Plan
Environment Veterinary and Water Services	Complete infilling of Powerstown Landfill Site and carry out required remediation works and continue to manage landfill site into future.	Southern Waste Management Plan	Maintain current rate of infilling. Manage site in terms of Gas, Leachate, emissions to Air and Water.	Achieve target of completion of landfilling by end of 2016. Conditions of EPA Licence and Planning Permission.
Environment Veterinary and Water Services	Provide and maintain recycling facilities within Co Carlow.	Southern Waste Management Plan Carlow Co Co Policy on Bring Bank Sites	Operate and maintain and manage Bring Centres and recycling centre at Powerstown	Achieve targets set out in Southern Waste Management Plan and in Carlow County Council Policy on Bring Bank Sites
Environment Veterinary and Water Services	To provide a healthy and safe working Environment To ensure in so far as is reasonably practicable, the Safety, Health and Welfare at work of all employees	Health & Safety Act 1995 as amended Corporate Safety Statement and Ancillary Statements	Continuous review, updating and implementation of Safety Statements etc. To raise awareness of Health & Safety at work through the provision of training and staff wellbeing programmes	Number of safety, health and welfare at work courses / training programmes arranged

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Operational Baseline
Finance	Maintain moderate debt levels over the medium term	Provide for repayment of loans payable	Long term loans payable / revenue income (%)	
Finance	Liquidity levels to be sufficient	Monitoring cash flow Improve Income Collection Expand Rates base Maximise credit terms Budget as adopted to be sufficient to meet the expenditure arising in the year	Current assets Current liabilities	
Finance	Revenue account in balance over medium term	Budget as adopted to be sufficient to meet the expenditure arising in the year	Annual Financial Statement General revenue reserve at year end	
Finance	Pursue cost reductions and Value for Money	Review how resources are expended and strengthen internal controls, monitor financial and regulatory compliance	Annual Financial Statement General revenue reserve and Capital Account balance at year end	
Finance	Operate efficiently to support Local Business and householders	Ensure payment to suppliers and householders are made promptly	Percentage of total invoices paid within 15 days Percentage of total invoices paid within 30 Days	

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Operational Baseline
ICT	Support the functions of Carlow County Council through innovative ICT solutions	Carlow IT Strategy 2009 ICT Strategy for Local Government 2012 – 2015 Carlow GIS Strategy 2009 Cloud Computing Strategy	Ensure that measures outlined in the supporting strategies are implemented in an innovative way	Support the functions of Carlow County Council through innovative ICT solutions
ICT	Enhance the robustness of the Carlow WAN/LAN to better support the delivery of services to the people of Carlow	Carlow IT Strategy 2009 IT Continuity Plan 2009	Adherence to Disaster Recovery SLAs as per IT Continuity Plan 2009	Ensure procedures in IT Continuity Plan 2009 are in place for WAN/LAN redundancy and backup.
ICT	Work with ISPs to improve the existing broadband infrastructure in County Carlow	Carlow County Development Plan	Ensure that all planning applications granted have the necessary broadband conditions where relevant	Higher broadband speeds achieved in Carlow in 2015
ICT	Collaborate with other Local Public Bodies to achieve synergies in the ICT area	ICT Strategy for Local Government 2012 – 2015 Carlow IT Strategy 2009 Carlow GIS Strategy 2009	Quarterly collaborative meetings with Local Public Bodies CIOs	Carlow Public Bodies Synergy Plan created in 2015

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Operational Baseline
Library Service	To provide for the information, cultural education, recreational and learning needs of people throughout the network of library branches and administrative HQs	Carlow County Development Plan 2015-2021 Putting People First Opportunities For All Managing the Delivery of effective Library Services	Produce and implement an annual business plan outlining annual targets and objectives Progress Reports to Council and Municipal Districts	Monitoring and Review of performance using national and local service indicators
Library Service	Continue to work collaboratively with a range of local and national organisations and support the library as a valuable community space actively engaging with the citizen	Putting People First Opportunities For All	Develop and maintain strategic partnerships to ensure the public library service supports and inputs into community development	Increased engagement with the citizen using the LCDC and PPN structures as initial point of entry into local communities. Collaborative programming and increased use of library as a community space
Library Service	Continue to support and develop ICT and online services as an integral part of the modern library service in the knowledge economy	E Government Strategy Opportunities For All National Digital Strategy	Utilise emerging technologies and promotion of digital literacy to facilitate and engage citizens to access library services and local authority services	Monitor and Review of online usage figures National service and local indicators
Library Service	Further develop the library service as a centre for culture, as a resource for business and enterprise and as an agent for social inclusion	Opportunities For All Carlow Integration Strategy 2014-2018	Develop and Implement relevant programmes and events. Collaborate with relevant agencies and bodies to develop same	Increased engagement with relevant bodies and agencies Increase in visitor numbers

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Operational Baseline
Library Service	Support the libraries commitment to learning and literacy by providing all ages with a timely and well targeted collection in all formats	Opportunities For All Literacy and Numeracy for Learning and Life	Targeted programmes in partnership with relevant literacy agencies both locally and nationally Liaising and working with primary and secondary schools to develop and respond to needs	Review of literacy programmes and evaluation of same.
Library Service	Provide an environment that is safe, friendly and welcoming with modern and flexible buildings complying with all relevant Health and Safety and Accessibility legislation.	Health and Safety at Work Act 2005 Disability Act 2005 Children First: National Guidance for the Protection and Welfare of Children 2011	Regular review and monitoring of Health and Safety Statements and Risk Assessments Regular review of accessibility requirements Ensure the Code of Behaviour for the Protection and Safeguarding of Children in Public Libraries is applied	Compliance with requirements and standards under the legislation
Library Service	Continue to collect, preserve and provide access to the social and documentary heritage of County Carlow through the Local Studies and Archives Department for current and future generations utilising technology and digitisation methods.	Opportunities For All	Promotion of resources locally and nationally. Build on existing content with ongoing programmes of content development and digitisation Investigate funding sources	Review usage using local indicators report model

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Operational Baseline
Library Service	To promote, develop and encourage the use of Irish Language and Culture through library services, publications, events and online. Tá sé ar intinn ag an Seirbhís Leabharlanna an Ghaeilge a fhorbairt de réir Clubanna Gaeilge, idir léitheoireachta agus scríobhneoireachta de a chur ar fáil do chách.	20-YEAR STRATEGY FOR THE IRISH LANGUAGE 2010 – 2030 Opportunities For All	Provide enhanced Irish Language Services Liaise with local groups to promote Irish Language within the community	Increased engagement with Irish language groups
Library Service	Maximise opportunities to market and promote library services to wider communities.	Opportunities ForAll	Develop a pro-active marketing strategy and investigate possibilities regarding alternate models of delivery for outreach to communities.	Increased Social Media usage and enhanced web presence and usage Develop local branding National service indicators
Library Service	Lead, plan and manage organisational change in line with present and future needs and expectations of stakeholders and the capacity to deliver change	A Framework for the Library Service “Opportunities For All”	To consider the implications of the implementation of a “Shared Service” Service delivery model for County Library Services between Carlow and Kilkenny County Councils	Endeavour to conclude the deliberations on a “Shared Service” delivery model by 30 th April, 2015

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Operational Baseline
Arts Service	<p>Strategically plan arts development in the county</p> <p>Lead, broker, advise, mentor and curate</p> <p>Support and enable local communities and artists to be self directing and self sufficient</p> <p>Work collaboratively with every aspect of local authority services, key partners and stakeholders</p>	<p>County Arts Strategy</p> <p>Consolidation and continuation of long term partnership programmes and implementation of new clear funding processes with key partner organisations</p> <p>Undertake an Economic, Social and Cultural Impact Study of the Arts in the county</p> <p>Devise Communication Strategy</p> <p>Commission feasibility study on countywide youth arts strategy</p> <p>Continue to work with Kilkenny and Carlow ETB to develop & support Music Generation Carlow</p> <p>Support our Venue – VISUAL</p> <p>Undertake evidence based research for an archival project</p> <p>Commission publication acknowledging the Council's investment in local arts development since appointment of first arts officer 15 years ago</p> <p>Review and examine current professional development supports</p>	<p>Increase in numbers availing of the Arts Service</p> <p>Number of projects delivered</p> <p>Build on existing content with ongoing programmes of content development</p> <p>Increase in funding sources</p>	<p>Monitoring and Review of performance using national and local service indicators</p> <p>Increased engagement with community and relevant bodies and agencies</p>

8.0 Internal Capacity and Resources

Since 2009 considerable reductions and major adjustments to the Council's resources occurred consequent to the overall national economic downturn. The years 2015 to 2019 therefore will continue to present significant challenges regarding the internal capacity and resources needed to achieve the core objectives of this Corporate Plan. Meeting these challenges will require strategic and co-ordinated responses including a re-allocation of resources, both human and financial, to priority areas and the identification of efficiency improvements to ensure the cost effective delivery of services within the resources available

Modernisation

The Council will continue further implementation of the modernisation objectives within the available resources and reflecting the need to prioritise certain services

Financial Resources

The national economic downturn has had a significant impact on the Council's financial resources. It is envisaged that a fluctuation in financial resources will occur over the period of this Plan, which may impact on progress in meeting objectives. In this regard, the overall resources allocated to the local authority will require constant value for money reviews, audits and adjustment. Furthermore, the Council will optimise existing income resources and pursue any new revenue stream opportunities as they arise. Funding services will always be one of the biggest challenges for this Council. Stable public finances are an essential prerequisite for the long-term economic wellbeing of the county and in this regard the preparation and adoption of the annual budget is a vital component in keeping the Council on a firm financial footing.

The costs of providing particular services will be identified through the financial management system. Value for money reviews and audits will also assist this process by assessing expenditure programmes in the Council. This will enable the Council, particularly through the role of the Audit Committee, to relate input costs to outputs and provide a more rational and informed basis on which to make decisions for allocating available resources in the light of the priority areas identified.

The Council will consider how an improved level and quality of information can be provided to the public regarding the cost (and related revenue-raising) implications of various options and decisions in relation to services. The Council will also provide clearer, meaningful and user friendly information locally to citizens, revenue payers and service users, in relation to local customer service arrangements and how resources are utilised locally, particularly in the context of the local property tax and other charges in respect of services.

Human Resources

Government decision regarding local authority staffing and the non-filling of vacant posts has impacted on services and will lead to change in how services are planned and delivered. It is hoped that the moratorium on public sector recruitment will end during the lifetime of this plan and necessary posts can again be filled. In this regard the human dimension of the organisation must be considered by developing human resource potential through appropriate work practices including PMDS, Staff Development, Redeployment and Training. The Council will prioritise and allocate the necessary human resources to deliver the strategic objectives of the Plan and ensure the Safety, Health and Welfare of all employees. The Council's Training Programme will engage in staff training and development of skills in order to equip staff to deliver on this Plan.

Managing and Delivering Change

The local authority will be required to develop a capacity to innovate even more over the period of the Plan and derive the maximum potential from opportunities to fund initiatives in a variety of ways. Technological changes have improved customer services and

responsiveness and these will continue to be enhanced including extending payments options for customers. The prioritisation of work will be a key focus requiring reviews and changes in various departments within the organisation. In addition, cost reductions across the organisation are envisaged. The issue of managing fundamental change must be embraced and monitored to the extent that the local authority will anticipate change, prepare for it and seek the support of the public in managing it over the period of the Plan.

Democratic Mandate

The local authority's commitment to citizen involvement and participative democracy will continue through support for the policy formulation structures established through the Corporate Policy Group, Strategic Policy Committees, Municipal Districts, Local Community Development Committee and the Public Participation Network.

Working in Partnership

The local authority will continue to co-operate with its regional partners and adjoining local authorities in areas such as Roads and Transportation, Water Catchment Management and Waste Management and Emergency Services. A co-ordinated approach with other service providers is necessary and will be facilitated through a number of sub-structures of the Local Community Development Committee (LCDC) in areas such as Economic Development, Enterprise Support, Tourism, Transport, Enterprise, Social Inclusion, Community, Health and Agriculture and other mechanisms.

This Plan highlights the need for a co-ordinated response to service areas and the identification of efficiency improvements to ensure cost effective delivery of services within the resources available.

9.0 Implementation and Monitoring

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

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

Annual Business/Service Delivery Plans for each Directorate

For the five year duration of the Corporate Plan, Annual Business/Service Plans will be developed, comprising of supporting strategies, actions and service/performance indicators to be implemented by each Directorate of the Council, in order to achieve the strategic objectives of the Corporate Plan. The Service Delivery Plans will ground the objectives of the Corporate Plan into more detailed actions which link with annual Directorate activity. Annual Business/Service Delivery Plans will be developed by the end of January each year and will be linked to the Budgetary Process, the Performance Management and Development System (PMDS) and national and local Service Indicators.

Schedule of Municipal District Works

The Local Government Reform Act 2014 provides that, following the adoption of the General Municipal Allocation (GMA) by the elected members of each Municipal District and the adoption of the Annual Budget by the members of the Council, a schedule of proposed works of maintenance and repair to be carried out during the financial year in each municipal district shall be prepared under the direction of the Chief Executive, having regard to the availability of resources. The schedule of Municipal District works shall be considered by the Municipal District members concerned and be adopted by resolution, with or without amendment.

Chief Executive's Monthly Progress Report

As part of the ongoing governance of the local authority, the Local Government Act 2001, as amended by the Local Government Reform Act 2014, requires that the Chief Executive shall prepare a Monthly Progress Report, to be known as the management report and shall furnish a copy to each member of the local authority. The management report sets out the performance of the Chief Executive's executive functions during the preceding calendar month, including matters relating to the implementation of policy and the provision of services. Progress on implementation of the Corporate Plan objectives will also be included in the monthly management report. Any changes in direction or emphasis and any amendments to the Corporate Plan, which may be necessary, will be signalled in the monthly report.

Annual Report

The Local Government Act 2001, as amended, requires that the local authority forward a progress report on the Corporate Plan to Council each year and that details of progress be included in the Annual Report. The Annual Report of the Council will specifically report on the implementation of the Corporate Plan. This will be achieved by providing a summary report on progress achieved and by assessing implementation against the agreed set of performance indicators.

In addition, regular reporting to the Corporate Policy Group will ensure ongoing assessment and review. The local authority needs to be responsive to change. Monitoring and review processes will enable changes in direction or focus to be signalled. Any changes from the Corporate Plan will be reflected in the Annual Business Plan.

Audit

Oversight and governance will also take place through regular reviews by Internal Audit, the Council's Audit Committee and the annual Local Government Audit Review and Report.

National Oversight & Audit Commission (NOAC)

Copy of this Plan shall also be submitted to the NOAC, to facilitate the Commission's review of the adequacy of the Plan and regular monitoring and review. Performance indicators to be adopted by the NOAC will form part of the implementation process.

Management Team

Regular reviews of this Corporate Plan will be conducted by the Management Team and feedback will be actively sought from Staff, Elected Members and Customers

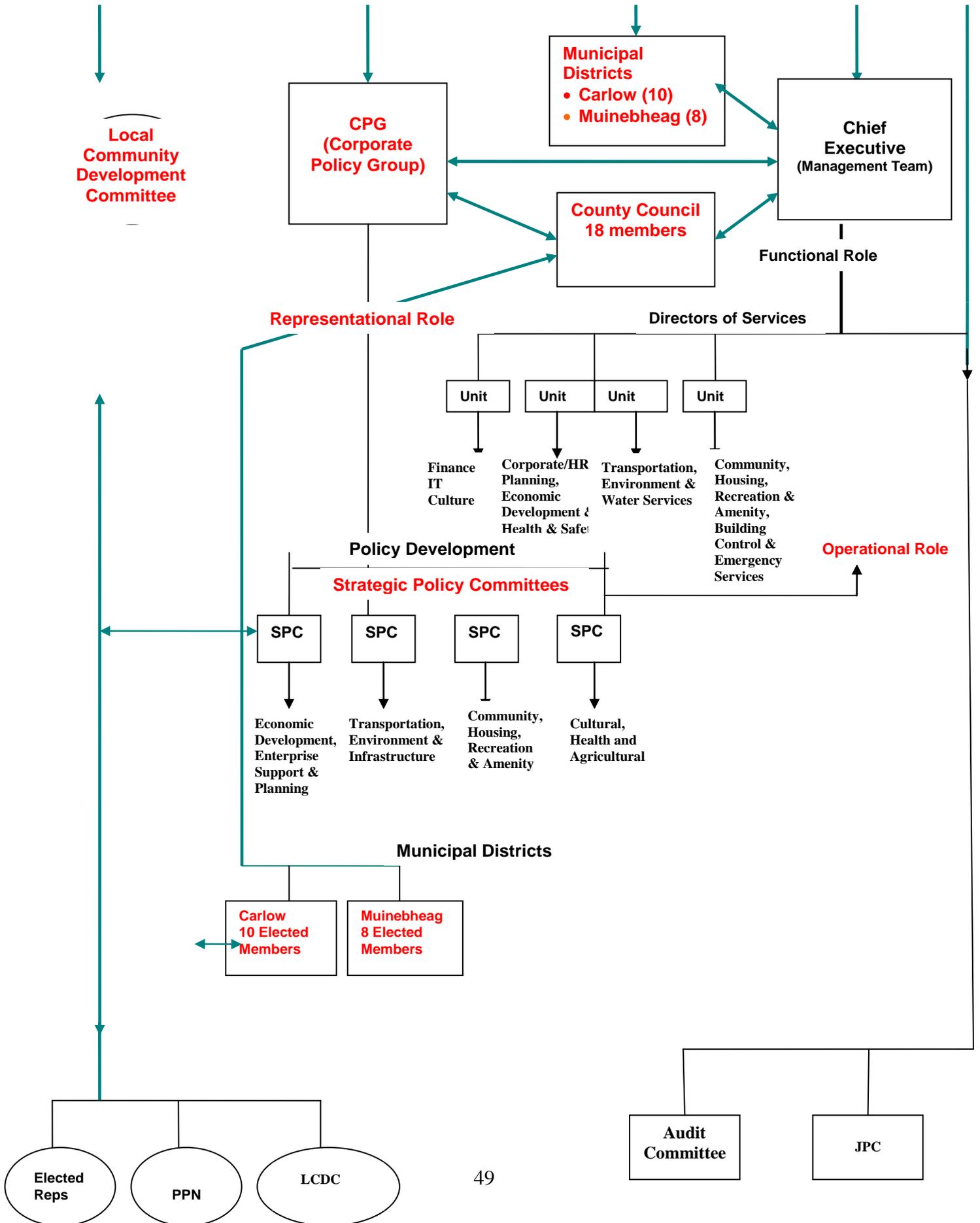
Evaluation of Performance

The baseline performance measures outlined in this Plan will provide a definitive uniform baseline against which future performance can be assessed. These measures and the key performance indicators outlined in the Annual Business/Service Plans for each Directorate, will be utilised as a conduit to the annual reporting mechanism.

In implementing this Corporate Plan, the Council will regularly consult with the Corporate Policy Group (CPG); the Strategic Policy Committees (SPCs); Local Community Development Committee and the Public Participation Network (PPN)

APPENDIX A

Carlow County Council - Organisational Structure



APPENDIX B

CARLOW COUNTY COUNCIL ELECTED MEMBERS

MUNICIPAL DISTRICT OF CARLOW



MUNICIPAL DISTRICT OF MUINEBHEAG



APPENDIX C

Carlow County Council – Strategic Policy Committees

Economic Development, Enterprise Support & Planning SPC

Cllr. Michael Doran (Chair)	Elected Member
Cllr. William Paton	Elected Member
Cllr. John Murphy	Elected Member
Cllr. Denis Foley	Elected Member
Cllr. Charlie Murphy	Elected Member
Cllr. Fintan Phelan	Elected Member
Eileen Brophy	Business/Commercial
John Nolan	Trade Union
Alan Price	Environmental/Conservation
Cornelia McCarthy	Community/Voluntary
Paul Maher	Community/Voluntary

Transportation, Environmental & Infrastructural SPC

Cllr. Thomas Kinsella (Chair)	Elected Member
Cllr. William Quinn	Elected Member
Cllr. Michael Doran	Elected Member
Cllr. Andy Gladney	Elected Member
Cllr. Jennifer Murnane O'Connor	Elected Member
Cllr. John Murphy	Elected Member
Ashling Phelan	Development/Construction
Eamonn Moore	Environmental/Conservation
Mary Doyle	Community/Voluntary
TBC by PPN	Community/Voluntary
Michael Moloney	Agriculture/Farming

Community, Housing & Amenity SPC

Cllr. Jennifer Murnane O'Connor(Chair)	Elected Member
Cllr. William Quinn	Elected Member
Cllr. Fergal Browne	Elected Member
Cllr. Brian O'Donoghue	Elected Member
Cllr. John Cassin	Elected Member
Cllr. Arthur McDonald	Elected Member
Cllr. Fintan Phelan	Elected Member
Andrea Dalton	Social Inclusion
Lorraine Hynes	Community/Voluntary
Thomas Kelly	Community/Voluntary
Frank Comerford	Voluntary Housing

Cultural, Health & Agricultural SPC

Cllr. Walter Lacey (Chair)	Elected Member
Cllr. Tommy Kinsella	Elected Member
Cllr. Brian O'Donoghue	Elected Member
Cllr. Jim Deane	Elected Member
Cllr. Anne Ahern	Elected Member
Cllr. Denis Foley (HSE Rep)	Elected Member
Cllr. John Pender (HSE Rep)	Elected Member
Cllr. Arthur McDonald	Elected Member
Eric Driver	Agriculture/Farming
Eileen Doyle	Social Inclusion
Orla Ryan	Community/Voluntary
TBC by PPN	Community/Voluntary
Derek Shannon	Business/Commercial

APPENDIX D

C A R L O W
C O U N T Y C O U N C I L
COMHAIRLE CHONTAE CHEATHARLOCHA



CUSTOMER SERVICE CHARTER

WHAT YOU CAN EXPECT WHEN CONTACTING CARLOW COUNTY COUNCIL

Customers Visiting Our Offices:-

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

Customers Telephoning Our Offices:-

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

Customers Writing To Us:-

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

Our Application Forms and Information Leaflets: -

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

Service Requests:-

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

Service Quality and Complaints:-

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

C A R L O W
C O U N T Y C O U N C I L

COMHAIRLE CHONTAE CHEATHARLOCHA



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