

Sligo County Council

Model Publication Scheme

Routinely available or published information



April 2016



Model Publication Scheme

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Section 1

Introduction

Sligo County Council's 'Model Publication Scheme' is prepared in accordance with Section 8 of the Freedom of Information Act 2014.

The purpose of the Scheme is to assist public understanding of the Local Authority and its functions, to explain procedures, and to provide a reference to information held by the Authority.

The scheme provides a mechanism to address the public interest in:

- (a) allowing public access to information held by the Authority,
- (b) the publication of reasons for FOI decisions made by the Authority,
- (c) publishing information of relevance or interest to the general public in relation to its activities and functions generally.

The information in this publication presented under a number of headings:

- A) Information about the Authority
- B) Services provided or to be provided
- C) Decision making process for major policy proposals
- D) Financial information
- E) Procurement
- F) FOI Disclosure Log For non-personal information

Sligo County Council is required to conduct an annual review of the information in the scheme, with the overall scheme to be formally reviewed every 3 years.

Corporate Services
Sligo County Council

Section 2

Background and overview

A brief history

The first meeting of Sligo County Council was held in the Grand Jury room, Sligo Courthouse on April 22nd 1899. P. A. McHugh was the only nominee for Chairman, and the record shows that he 'took the chair amidst great acclamation' John O'Dowd was unanimously elected Vice-Chairman. The 'Sligo Independent' reported the historic meeting as follows: 'It is gratifying to be able to say that their deliberations were conducted with becoming decorum. If the Council acts with wisdom and prudence, and attend to local affairs, the affairs of the county should progress.'

Five months after his election, P. A. McHugh resigned the Chairmanship due to the pressure of Parliamentary duties, with the mantle passing to John O'Dowd.

The first election under Proportional Representation was held on May 29th 1920. For this election the nineteen electoral divisions were replaced by four electoral areas: Ballymote (6 seats), Dromore (4 seats), Sligo (6 seats) and Tubbercurry (4 seats). All twenty seats were won by Sinn Féin candidates, and the first meeting of the 'Republican' County Council, as it was called, was held on 21st June 1920 and John J. Clancy was elected Chairman.

Rural District Councils, established under the Local Government Act of 1898, were abolished under the Local Government Act of 1925 and their functions were transferred to the County Council. The 1925 Act increased the elected membership from 20 to 28: Ballymote (8), Dromore (6), Sligo (8), including the Borough, Tubbercurry (6). Four candidates elected in 1925 would go on to represent Sligo in Dáil Éireann.... Eugene Gilbride, John Hennigan, Martin Roddy and Patrick J Rogers.

Under the Management Act of 1940, some counties, including Sligo and Leitrim, were grouped together for administrative purposes. In 1942 each of the electoral areas lost a seat, reducing the council to twenty four members.

Under the Health Act of 1970 County Councils ceded their health functions to newly established Regional Health Boards. Local Health Committees were formed with three Councillors from each electoral area.

There was a revision of electoral areas in 1974 arising from population decline, with Dromore and Tubbercurry Electoral Divisions each reduced by one seat.

The representation of the Sligo electoral area increased by two, leaving the number of seats on the Council unchanged at twenty four. Following the Local Government (Re-organisation) Act, 1985 representation on the Council was increased by one to twenty five.

In 1976 the functions of the County Councils were arranged into eight programme groups, and in 1999 the establishment of Strategic Policy Committees was one of a series of measures introduced under the process of Local Government reform.

For two centuries the County Courthouse served as the administrative centre for County Sligo, initially for the Grand Juries and since 1899 for the County Council. In May 1979 Sligo County Council convened its last meeting in Sligo Courthouse; it was held in the Grand Jury Room, the same venue at the first Council meeting in 1899. In June 1979 County Hall, Riverside, became the administrative headquarters of Sligo County Council.

Under the Local Government Reform Act of 2014 Sligo Borough Council was abolished and a new 18 member County Council is made up of ten members from Sligo Municipal District and eight from Ballymote-Tobercurry Municipal District.

Section 3 – Information about the Authority

Mission Statement, core values and Corporate Objectives

Mission Statement:

“To maximise economic, social, cultural and community development, deliver efficient and cost effective services in a democratic, accountable and transparent manner in partnership with local communities, voluntary and statutory agencies”

Core values:

Democracy: To ensure actions and decisions are guided by democratic principles.

Public Service: The highest standards of Customer service will be observed.

Inclusion: The Council promotes a culture of openness and diversity.

Fairness: Impartiality and fairness to inform policies, procedures and actions.

Communication: To embed effective internal and external communications to fully inform processes and decisions.

Openness, transparency and accountability: To formulate and implement policy in an open, transparent and accountable manner.

Innovation: To embed an innovative approach to service delivery and cultivate a culture of entrepreneurship and economic development.

Community focus: To recognise the important and integral role of local Communities.

Health and Safety: To further embed Health and Safety culture in the interest of the Council.

To achieve the vision as outlined above, the Council has determined that the following strategic goals will be implemented over the lifetime of the Corporate Plan.

Corporate objectives:

In order to achieve the vision as outlined in the Mission Statement, Sligo County Council has determined that the following Strategic Corporate objectives will underpin the implementation of the Corporate Plan over its lifetime from 2015-2019.

1) Employment and Economic activity (Economic Development):

To maximise opportunities for job creation, entrepreneurship, creativity and economic development in the county to ensure maximum employment across broad range of economic activity.

2) Social inclusion and poverty:

To promote a culture of inclusion and diversity socially, culturally and economically in all our activities so as to eradicate disadvantage, alienation, isolation and poverty within the county.

3) Education and training (Lifelong learning):

To support individuals and marginalised target groups experiencing educational disadvantage to participate fully, engage with and progress through lifelong learning opportunities.

4) Climate change and Environment:

To promote principles and best practices of a sustainable environment and to maintain Sligo's clean, green image as an environmentally friendly county in all its aspects.

5) Health and wellbeing (Quality of life):

To place "quality of life", "health" and "wellbeing" principles at the heart of all our activities and to ensure that Sligo is a place that will continue to be respectful of all age groups, ethnic groups, diversity, etc.

6) Democratic and participative representation and accountability:

To ensure the highest level of accountability in the Council and relevant and appropriate engagement with communities and citizens in relation to our activities.

**Sligo County Council's Headquarters and other offices
can be contacted as follows:**

Telephone: (071) 9111111;

Fax: (071) 9141119;

Email: info@sligococo.ie

Web: www.sligococo.ie

HEADQUARTERS: County Hall, Riverside, Sligo.

Sligo County Council has four Area Offices at the following locations:

BALLYMOTE: Courthouse, Ballymote, Co Sligo.

Telephone No. (071) 9111111

E-mail: scasey@sligococo.ie

TUBBERCURRY: Teach Laighne, Tubbercurry, Co Sligo.

Telephone No. (071) 9111111

E-mail: bdurkin@sligococo.ie

ENNISCRONE: Pier Road, Enniscrone, Co Sligo.

Telephone No. (071) 9111650

E-mail: mcowley@sligococo.ie

NORTH SLIGO: Grange, Co Sligo.

Telephone No. (071) 9111111

E-mail: dhenry@sligococo.ie

Section 4 – Services

HOUSING SECTION

General Description

The overall aim of housing policy is to enable every household to have available an affordable dwelling of good quality, suited to its needs, in a good environment and as far as possible at a tenure of its choice.

Function

The functions of Sligo County Council in relation to housing are as follows:

- to provide and manage rented Local Authority housing for those unable to provide housing from their own resources
- to provide and manage accommodation for travellers
- to promote home ownership through tenant purchase schemes, and various loan options for those who fulfil certain criteria
- to enforce housing standards and controls in relation to private rented dwellings.

RECORDS
<ul style="list-style-type: none">➤ Applications Register for Housing.➤ Engineering reports on suitability of accommodation for extension or improvement.➤ Income details for rent calculation purposes.➤ Details of rent and payment history.➤ Revenue collector reports where relevant.➤ Legal records where relevant.➤ Plans, costings, tenders relating to provision of housing.➤ Maintenance records.➤ Statistical information and returns on housing needs, allocations.

Further information on all Housing Services may be requested from:

Housing Section,
Sligo County Council,
County Hall,
Riverside,
Sligo.

Contact Numbers

Housing Staff: 071 9111310.

ROADS & TRANSPORT SECTION

General description

Sligo County Council works with Government Departments and the National Roads Authority to develop a transport infrastructure to underpin our status as the key centre of economic growth in the north-west.

Function

The overall objective is to develop a public road network adequate to cater for the ever-increasing volume of modern traffic and to provide the necessary infrastructure to support economic and social development, with due regard for the safety and amenity of all road users.

<u>RECORDS:</u>
<ul style="list-style-type: none">• Environmental Impact Statements• Five Year Roads Plan• Annual Road-works Programme• Plans and costings for all road projects, community Road-works projects, urban/village renewal projects, local improvement schemes, public lighting proposals• Tender received for projects• Designs for proposed major projects in the County• Applications for temporary closure of roads, road opening licences, water connections, vehicle permits, scaffolding licences, Junior School Warden Schemes, Urban/Village Renewal Scheme, Community Road-works, Local Improvement Scheme, Community Alert Signs• Complaints regarding roads/roads users• Landowners upon whom compulsory Purchase Order procedures have been initiated.

PLANNING SECTION

General description

The overall objective is to implement the provisions of the Planning Acts and associated Regulations and provide appropriate support measures in order to promote the physical, social and economic well being of the Sligo County Area in the interest of the common good.

Function

The functions of Sligo County Council in relation to *planning and development* are as follows:

- to process planning applications and development enquiries
- to prepare and publish a County Development Plan and carry out regular reviews of the County Development Plan.
- to monitor unauthorised development and enforce regulatory codes including Building Control and Fire Safety.
- to facilitate local industrial development by working with the IDA and other appropriate agencies in relation to sites for industry
- to continue to work in partnership with the local community to facilitate redevelopment and combat decline.
- Planning Fees and Development Contributions
- Enforcement Notices
- Building Control - Commencement Notice and Dispensation/Relaxation of Building Regulations (note: this service is delivered by Sligo County Council on behalf of the County Council)
- Operation of Derelict Sites Act
- Licence for Advertising Sign

RECORDS
<ul style="list-style-type: none">• Sligo County Council Development Plan;• Planning Applications and Decisions appealed;• Planning Register;• Unauthorised Development Files.

Further information on Planning Services may be obtained from:

Planning Section,
Sligo County Council,
City Hall,
Quay Street
Sligo

CONTROL OF UNAUTHORISED DEVELOPMENT

Sligo County Council's role in this area involves investigating complaints from the public with regard to unauthorised development, random inspections of developments in progress, and dealing with prior to commencement, conditions which have not been complied with.

Unauthorised development include developments works, (which are not exempted) which are carried out on a site without the benefit of planning permission, and development which is not in compliance with the terms (drawing, site layout, etc) or the conditions of the grant of planning permission.

RECORDS
<ul style="list-style-type: none">• Commencement Notices Register• Unauthorized Development Files• Bond files• Development contribution files• Building control files• Taking in charge files

ENVIRONMENT SECTION

General description

The Environmental Services Section is responsible for a wide range of services. The objectives are to;

- Provide a clean living environment for the citizens of Sligo
- Promote the conservation of areas of natural environmental value
- Protect and improve water and air quality in Sligo
- Reduce the amount of waste going to landfill

Function

The level of interest in waste minimization and effective waste management has dramatically increased in recent years and diverting waste from landfill is one of the greatest waste management challenges facing our Country. The Connaught Waste Management Plan (2006-2011) re-emphasises the waste management targets to be achieved in order to comply with National and EU targets, namely: Recycle 48%, Thermally Treat 33% and Landfill 19% of our waste.

The main role of the enforcement section is in to ensure that waste is properly managed in a way that avoids environmental pollution, increases diversion from landfill rates and does not allow for non compliant operators to have a competitive advantage over compliant operators.

RECORDS

- Register of Air Emission Licences issued
- Register of Discharge Licences to waters and sewers
- Files on Unauthorised activity
- Water Quality Management Plans
- Water Quality Monitoring Reports
- Monitoring Results of bathing waters and lakes
- Records on Drinking Water Quality
- Waste Management Plan
- Recycling figures for Bring Centres
- Litter Management Plan
- Register of Casual Trading Licences
- Registers of Waste Management Permits
- Registers of all notices served under the waste Management Acts
- Registers of all notices served under the water Pollution Acts
- Registers of all notices served under Air and Noise regulations
- Copies of all permits and licences issued
- Registers of retailers subject to the WEEE & Batteries regulations

CORPORATE SERVICES AND HUMAN RESOURCES

General description:

The Corporate Services Section of Sligo County Council carries out a wide range of functions, including preparing and maintaining the register of electors, administering Council meetings, personnel, recruitment, staff training and welfare, Freedom of Information, Customer Services, producing Corporate publications.

Function:

Following the change in local government structures introduced in 2014, Sligo County Council has an eighteen member Plenary Council and two Municipal Districts, Sligo and Ballymote-Tobercurry. Plenary meetings are held bi-monthly and Municipal meetings held on alternate months.

The Customer Services staff fulfil a very important function as the first point of contact for many visitors to County Hall, a key resource in the Council's ongoing commitment to provide a quality service to the Sligo public.

RECORDS:

- Applications for High Education grants/HEG Scheme
- Minutes and agendas for meetings/reports and correspondence
- Personnel and staff training records
- Freedom of Information requests
- Councillors' conferences, seminars and training
- Public registers
- Advertisements
- Reports and publications

PAYMENT TO MEMBERS OF COUNCIL

The Corporate Services Section is responsible for payment of the following expenses as incurred by members:

- Cathaoirleach's Allowance
- Leas Cathaoirleach's Allowance
- Expenses of members attending conferences abroad
- Representational Payments
- Members Annual Allowance
- Members expenses conferences etc.

COUNCIL MEETINGS

Every year the Council is obliged to hold an annual meeting, a budget meeting (estimates meeting) and such number of ordinary meetings as are necessary to transact the business of the Council. Sligo County Council currently holds monthly meetings on the first Monday of each month with the exception of the month of August.

Meetings of Sligo County Council are normally held in the Council Chamber, County Hall, Riverside, and usually commence at 11.00 am. The Council may, from time to time, hold meetings at locations other than the Council Chamber in County Hall. The Council has adopted "Standing Orders" which govern the conduct of meetings.

<u>RECORDS:</u>
<ul style="list-style-type: none">• Standing Orders• Minutes of Council Meetings

CORPORATE PLAN

Not later than six months from the date of the Annual Meeting in an election year, Sligo County Council must prepare a statement of strategy, which is referred to as the Corporate Plan. The plan must be prepared in consultation with the Corporate Policy Group and the elected members must adopt the plan. The plan is prepared on the basis of an organisational wide strategic approach encompassing the various activities of the Council. The plan may be reviewed from time to time. Arising out of the Corporate Plan, the Council has prepared a Customer Care Charter and Customer Complaints Procedure.

<u>RECORDS:</u>
<ul style="list-style-type: none">• Corporate Plan• Customer Care Charter• Customer Complaints Procedure

TRAINING & DEVELOPMENT

Training and Development is an essential element of the Council's Strategic Policy for the future. It is the Council's Policy to train and develop all staff in all areas of activities, subject to the availability of funds. Due to the significant reduction in the Council's training budget, much of the current focus is on health & safety training. The basis of all training and development carried out by Sligo County Council is the identification of training needs as defined by staff, line managers and the Health & Safety Advisor. Training records are maintained for all staff.

<u>RECORDS:</u>
<ul style="list-style-type: none">• Staff Training Records• Training Evaluation Forms

COUNTY LIBRARY SERVICE:

General description

The Library Service acts as a centre for the provision of cultural, heritage, educational and information services.

Function

Reading and borrowing continue at the heart of all public libraries, but a lot more happens. Even the most regular of library users are not always aware of the full range of services on offer. The public library remains one of the few civic spaces, which offers an equal and unreserved welcome to each member of the community

<u>RECORDS:</u>
<ul style="list-style-type: none">• Comprehensive listing of library stock currently held by the Service.• List of members, addresses and telephone numbers (protected by Data Protection Act 1988 & 2003).• Inter-library loans requests received and loaned.• Requests and books on loan to the public.• Records on charges received in respect of library book fines (overdues, lost, damaged items, prints and photocopies etc).

COUNTY ARTS SERVICE

In Sligo a significant level of creativity has been nurtured and developed since the arts were introduced to the range of public service provisions in 1997. Through a continued commitment to the Arts, the County Council has expanded its support for and contribution to the on-going development of the arts in Sligo.

RECORDS:
<ul style="list-style-type: none">• Files in relation to the Arts Service Annual Programme including Bealtaine Sligo Festival; HE+ART Arts & Health Programme; Primary Colours Visual Arts Education Programme; Music Generation Sligo Music Education Programme; County Sligo Youth Theatre; Music in Drumcliffe International Chamber Music Festival; Sligo Music; Culture Night; Sligo Public Art Programme.• Files pertaining to awards / grants to individuals and organisations.• Files pertaining to particular projects, programmes and arts interventions.• Data base of artists in County Sligo (subject to Data Protection Act).

FIRE SERVICE

FIREFIGHTING

Sligo County Council, in accordance with the provisions of the Fire Services Act 1981 & 2003 provides a Fire Service for the entire County.

The Central Fire Station is located at St. Anne's Place, Sligo, with other Fire Stations situated in Ballymote, Tubbercurry & Enniscrone.

FIRE PREVENTION

The Fire Service has a large involvement in Fire Prevention as opposed to normal fire fighting activities.

This ranges from inspection work under the Fire Services Acts, 1981 & 2003 and Building Control Act 1990 in relation to buildings to which the public has access. Members of the Fire Service also liaise with the Civil Defence Officer and volunteers and give information talks to schools and other groups.

PROVISION OF FIRE STATIONS AND EQUIPMENT

RECORDS HELD IN SLIGO FIRE STATION:
<ul style="list-style-type: none">• Records regarding Fire Stations• Agreements with other Counties re. Fire Service Cover• Records regarding incidents attended (e.g. R.T.A. etc.)• Reports regarding Building Control inspections• Applications for Fire Safety Certificates• Files re. Inspection of Buildings• Commencement Notices• Records regarding Licensing

HUMAN RESOURCES SECTION

STRUCTURE OF HUMAN RESOURCES SECTION IN SLIGO COUNTY COUNCIL:

The Senior Executive Officer has responsibility for Human Resources Administration with day-to-day customer services falling to the Administrative Officer and staff of the HR Section.

Sligo County Council's Human Resources Function:

Sligo County Council's Human Resources Section caters for the needs of the Council's work force of approximately 519 staff. Human Resources are one of the most vital assets of any organisation, especially so when that organisation is a service provider, depending on its staff to provide a courteous and efficient service at all times. Therefore, staff welfare and needs are of the utmost importance.

<u>CLASSES OF RECORDS HELD:</u>
Personnel files, containing application form, birth certificate, offer of employment, references medical acceptance, appointment Manager's Order, annual leave, maternity Leave, special leave, sick leave, work sharing, disciplinary action (if any), acting up, promotion, retirement.

MOTOR TAXATION

The Local Authority, on an agency basis carries out the Motor Taxation function for the Minister for the Environment.

Under local authority funding arrangements 100% of the proceeds of taxation of vehicles and licensing of drivers is transferred to the Local Government Fund on a daily basis.

SLIGO COUNTY COUNCIL MOTOR TAX FUNCTION:

The following range of services are provided by the Motor Tax Office:

- Taxation of Vehicles registered in Sligo and the issuing of all associated certs
- Appointment of garages as authorised tester for commercial vehicles
- Certification of vehicle and driver details to Gardai, Local Authorities, and approved other parties.
- Issue of Trade Plates
- Registration of articulated trailers

CENTRAL REGISTRATION UNIT - SHANNON

The Central Registration Unit for the Motor Taxation is based in Shannon, Co. Clare, where details of vehicle registration for the entire country are computerised. Each Local Authority has on-line connection to this database of information.

RECORDS:
<ul style="list-style-type: none">• Vehicle Registration Files for each vehicle• Registers of Daily transactions

FINANCE SECTION

General Description

The core objective of the Finance Section is to:

- Manage the finances of Sligo County Council in an efficient and effective manner while achieving value for money.

Functions

The main function of the Finance Section of Sligo County Council is to:

- manage the financial affairs of the Council
- produce annual budget and annual financial statement
- ensure that adequate internal controls are in operation to safeguard the assets of the organisation, and
- ensure, as far as possible, the accuracy and reliability of the accounting records.

The Local Government Act, 2001 and the Public Bodies Orders, 1946 - 1998 govern the keeping of accounts and records in Local Authorities. The Local Government Act, 2001 introduced a new Accounting Code of Practice to bring the accounting practices of local authorities in line with those in the private sector.

Services

The Head of Finance and staff of the Finance Section, deliver the following services to the public:

- Payment of Wages & Salaries to staff
- Payment for Goods & Services (Creditors Payments)
- Payment of Pensions to former staff of Sligo County Council and their spouses and children where applicable
- Annual Budget and monthly management reporting to budget managers
- Annual Financial Statement and preparation of quarterly accounts on the revenue and capital account
- Fixed Asset Register
- Processing travel claims in accordance with rates and rules set out.
- Treasury management of cash and loans
- Management of income and debtors including the collection of housing rents, housing loans, commercial rates, traffic fines and parking charges.
- Audit of Accounts
- Control of Insurances

Audit of Accounts: An important element of the Finance function of the Local Authority is the whole system of internal control. Internal checking of all monies receipted and lodged is

carried out on an ongoing basis. Internal audit reviews the operations and procedures of the County Council in terms of efficiency, effectiveness of internal check and accounting procedures. The Local Government Auditor is appointed by

Further information on the range of Finance Services delivered may be accessed at

Financial Accounts & Budgets <http://www.sligococo.ie/Publications/FinancePublications/>

or requested from:

Finance Section,
County Council Offices,
County Hall,
Riverside
Sligo.

Contact Number: Tel. (071) 9111111

Appendices

APPENDIX 1
Sligo County Council

Management Team



Acting Posts to be Retained



Expressions of Interest in
Re-deployment



Staff on Career Break,
Secondment, Carer's Leave



Proposed/Vacant Post



Redeployment/
Re-Assignment In



Temporary Post



Substantive Post of Staff
Reverting Back After Acting



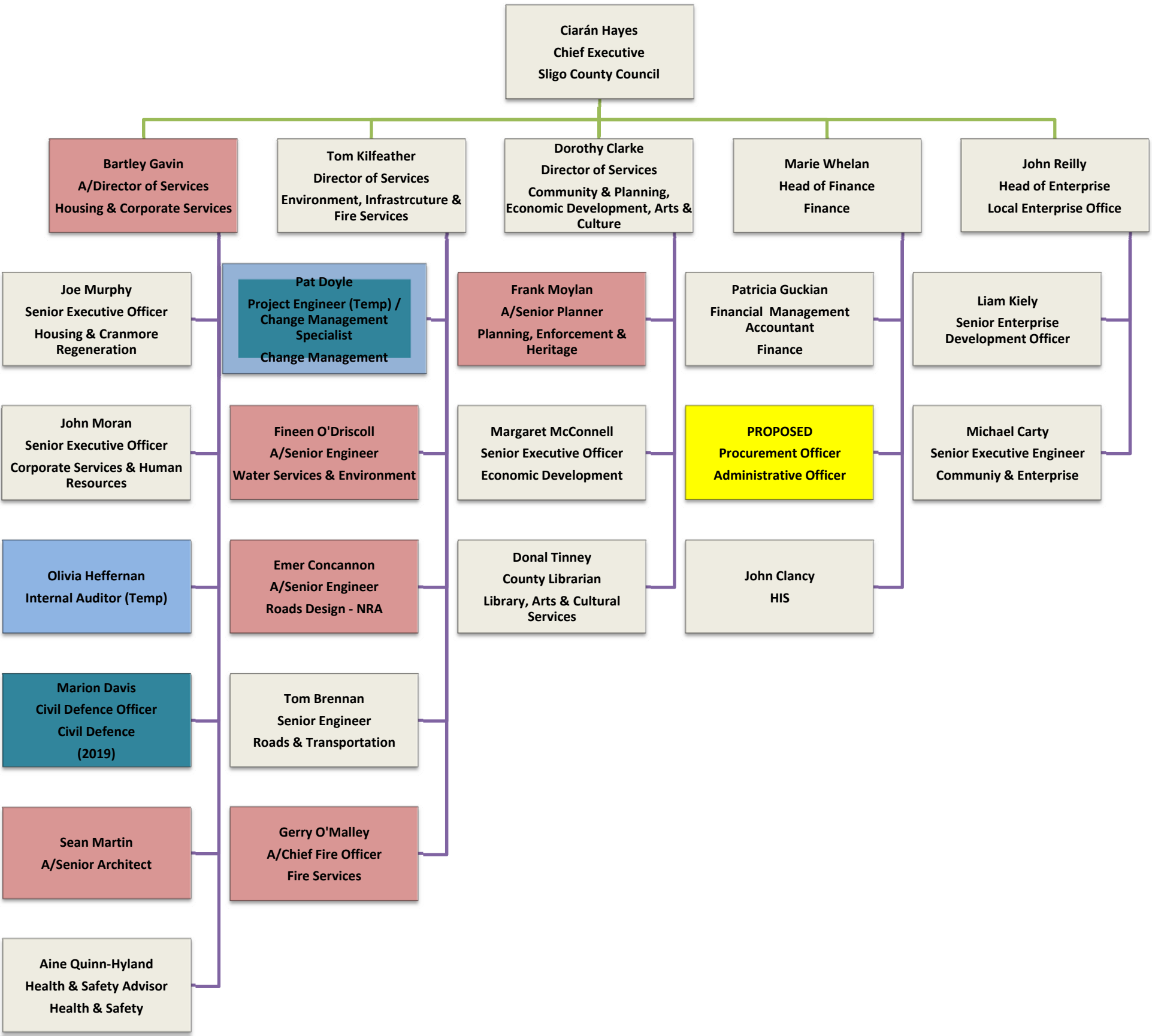
Staff Due to Retire From
01/05/2016 – 31/12/2019



Posts for Further
Consideration



3 Year Incentivized Career
Break



- Association of Irish Local Government (AILG) – 3 Representatives
- Coleman Heritage Centre – 3 Representatives
- County Sligo Heritage Forum – 1 Representative
- County Sligo Leader Partnership Company Limited – 2 Representatives
- *Cranmore Regeneration Sub-Committee*
- Education and Training Board (ETB) formerly Sligo VEC – 3 Representatives
- Enniscrone Leisure Limited – 2 Representatives
- Hawk's Well Theatre – 2 Representatives
- Irish Central Border Area Network - 2 Representatives
- Irish Public Bodies Mutual Insurances Co. Ltd. – 1 Representative
- *Joint Policing Committee*
- Local Authority Members' Association (LAMA) – 1 Representative
- *Local Community Development Committees*
- Local Traveller Accommodation Consultative Committee – 3 Representatives
- The Model – 4 Representatives
- North West Airport Company Limited – 4 Representatives
- Omagh-Sligo Cross Border Partnership – 2 Representatives
- Regional Health Forum West – 3 Representatives
- Sligo Access Committee – Deferred appointment
- Sligo Harbour Advisory Committee – 4 Representatives
- Sligo Music Fest Company – 3 Representatives
- Sligo Regional Sports Centre – 4 Representatives
- Sligo Sport and Recreation Partnership
- Sligo Tourism – 4 Representatives
- *Strandhill Community Maritime Company Limited – Deferred July 2014*
- Western Inter County Railway Committee
- Procedures Committee
- SPCs
- Sligo Volunteer Bureau – 1 Representative
- Sligo Gaol Conservation Plan Steering Group – 4 Representatives

Sligo Local Authorities

Corporate Procurement Plan 2013-2016

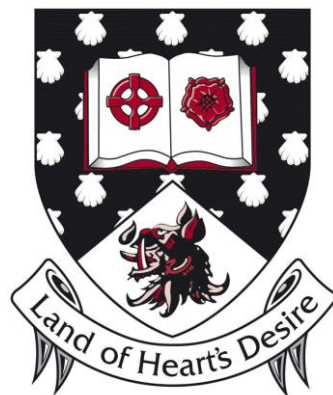


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1. Introduction

Public Procurement can be defined as the acquisition, whether under formal contract or not, of works, supplies and services by public bodies. It ranges from the purchase of routine supplies or services to formal tendering and placing contracts for large infrastructural projects by a wide and diverse range of contracting authorities.

The aim of this Plan is to deliver effective, professional and well-managed procurement. It provides clear and challenging aims for procurement and defines the future direction and vision for the procurement function within Sligo local authorities.

In recent years the profile of public sector procurement has been raised with a greater understanding of the role it can have in delivering excellent quality services, whilst consistently demonstrating value for money and increasingly driving the modernisation and efficiency agenda. For the period 2010-2011 procurement initiatives are attributed with delivering €78.8m of efficiency savings for the Local Authority sector. Whilst 2012 saw further procurement driven savings of €30m as we endeavour to do more with less ([Local Government Efficiency Review Implementation Group, April 2013](#)).

Many changes have occurred in public sector procurement since the inception of Sligo County Council's first Corporate Procurement Plan which spanned the period 2009-2012. A [National Procurement Service](#) (NPS) was established under the auspices of the Office of Public Works in 2009, and its remit covered goods and services with many centralised contracts and framework agreements having been put in place for use by public sector bodies. The NPS has developed standardised template documents for tenders and contracts in relation to goods and services, and recommends that they be adopted by buyers across the public sector. In addition the NPS now oversees the [etenders website](#), the official public procurement website, a brand new version of which was released at the end of 2012, featuring significantly increased functionality in accordance with the

requirements of an e-procurement system. It is now technically possible to prepare, publish, and evaluate tenders online, and to then continue to sign and exchange contracts with a complete audit trail. Dept of Public Expenditure and Reform (DPER) [Circular 10/10](#) entitled *Facilitating SME Participation in Public Procurement* lowered the recommended threshold for advertising on etenders to €25,000 for goods and services and €50,000 for works.

Following from the recommendations of a DPER commissioned report in 2012, [Capacity and Capability Review of Central Procurement Function](#) prepared by Accenture, a Chief Procurement Officer has been appointed and work is underway to establish an Office of Government Procurement which will subsume the NPS. Increased use of centralised arrangements, promoting collaborative procurement initiatives and the development of procurement metrics will form a central plank of the government's policy to drive efficiency and reduce public sector spend.

LA Quotes – Kerry County Council have set up a procurement website, www.laquotes.ie, specifically for local authorities, and an upgraded version was released for 2012. It has largely become a single point of reference for all LAs and suppliers for sourcing road making materials, plant hire, concrete products, water chemicals, with recent additions of minor construction works and bulk fuel also being catered for. Suppliers are admitted to multi-operator framework agreements; LAs then run online mini-competitions amongst framework suppliers. There is also an online quick quote facility for numerous categories of goods and services. A separate website, www.labitumen.ie, was developed for bitumen transactions under a similar model.

As of May 2012 the Local Government Efficiency Review - Project Management Office has established a LA National Procurement Office based in Kerry County Council, which has been tasked with promoting aggregation, centralisation, improved compliance, standardisation and efficiencies across the LA sector.

Local Authorities have been bundled into [regions](#) with a Regional Co-ordinator being appointed to liaise between local Procurement Officers and the LA NPO.

It is recognised that there is potential for further savings locally in all areas of spend if the Sligo local authorities aggregate purchasing strategies. Procurement spend for both authorities amounted to €24.3m on the 2012 Revenue Accounts alone, whilst purchase orders (POs) to a combined value of €35.6m for goods, services and works, were issued for the same period when the Capital Accounts are included. Almost 9,000 POs in total were raised for approximately 1,400 trade suppliers. An analysis of existing procurement practices and procedures has identified areas where we as an organisation can implement effective change. A procurement function and a dedicated Procurement Oversight Group have been established to support these activities and to ensure that the purchasing practices in Sligo local authorities are continuously evaluated and improved.

This Corporate Procurement Plan (hereinafter called the Plan) has been prepared following consultation with stakeholders and has been approved by Sligo Local Authorities Management Team. The Plan seeks to meet our authorities' obligations under the national policy framework and, in so doing, strengthen senior management's commitment to effective and efficient allocation of resources and service provision as prescribed by the Public Service Management Act, 1997. The Plan will be subject to regular monitoring and review.

This is a challenging agenda which will require the co-operation and support of all areas and departments in order to be successful. In practical terms it requires a stronger focus on procurement planning, information sharing and collaboration between the different purchasing units throughout the local authorities in Sligo. The Directors of Services shall play a lead role in the implementation of this policy and promote a culture of efficiency, effectiveness and economy within their areas of delegated responsibility.

2. Corporate Procurement – Strategic Goal

The strategic procurement goal for Sligo local authorities is to ensure that the best value for money is achieved using procurement methods that fully comply with EU and National legislation. This goal is achievable through the successful implementation of various plans and strategies across the organisation.

Value for money (VFM) is defined as providing a service in a way which is economical, efficient and effective.

- Economy means doing things cheaply
- Efficiency means doing things well
- Effectiveness means doing the right things

3. Procurement Overview

A comprehensive review identified opportunities for procurement management reform.

This review looked at two key elements:

- An analysis of the authorities' spend profile for 2012 ([2012 Procurement Analysis](#))
- An examination of the authorities' existing procurement capacity and function ([2013 Procurement Review](#))

The findings of both exercises informed the development of this Plan.

The spend analysis provided a profile of expenditure by product category, supplier and department. It also identified the volumes and values of POs which, in turn, provided a picture of the transactional activity and indicated where process efficiencies may be achieved either as individual units or through aggregation with other purchasing departments. Separate exercises looked at the capacity and function of the organisation and involved: (i) consulting budget

holders and buyers; (ii) reviewing existing internal policy documents; (iii) identifying information deficits; and (iv) observing purchasing practices.

Procurement is an activity which is commenced before a purchase order (PO) is created on the Agresso financial management system. Procurement refers to the process of acquiring goods, works and services. It includes acquisition from third parties and also from in-house providers. The process spans the whole cycle from identification of needs [Demand Management], through to the end of a service contract [Contract Management], or to the end of the useful life of an asset [Asset Management]. It involves options appraisal and the critical “make or buy” decision - whether to provide services in-house or to procure services in other ways. Public Sector procurement in Ireland is governed by EU Directives and National Regulations, which in turn are underpinned by a suite of National Guidelines, Departmental Circulars, template documents, etc. The nature and potential value of a contract ultimately determines the minimum appropriate procurement regime to be used. The purpose of the legislation and guidance is to ensure that all public procurement is accountable, competitive, non-discriminatory, fair and transparent.

Purchasing is defined as the actual process of buying goods and services or engaging a works contractor i.e. raising a purchase order on the Agresso system (the commitment), receiving the goods and services (the accrual) and receipt of invoice (the payment stage)

4. Procurement Principles and High Level objectives

This Plan is underpinned by four core procurement principles:

- Achieve optimum value for money
- Carry out procurement and purchasing activities in a manner consistent with EU and National procurement law whilst adhering to official Government policy and guidelines
- Follow best procurement practice, seeking to achieve the procurement reform policy objectives as set out in the [National Public Procurement Policy Framework](#) and other Government led initiatives
- Promote an increasingly sustainable approach to Sligo local authorities procurement activities in terms of environmental, social and financial considerations within applicable legislative constraints

Sligo local authorities are committed to meeting their obligations under the National Public Procurement Policy Framework, which is the National policy underpinning public procurement reform. This involves ensuring that the procurement function formally supports Sligo local authorities' key business activities and is focused on delivering value for money outcomes through analysis-based purchasing strategies that are consistent with EU and National Guidelines. This will require an undertaking to improve procurement structures and expertise in the organisation on a continual basis, ensuring that purchasing practices are professional and that staff involved have the necessary skills to operate in line with best practice.

Practical implementation of the core principles will be advanced by pursuit of 8 high-level procurement objectives.

High Level Procurement Objectives

The following eight high level procurement objectives have been identified:

(1) Planning Framework

To develop a framework that will deliver a coherent and consistent approach to procurement across the organisation that will support the introduction and adoption of best practice initiatives.

(2) Infrastructure

To develop appropriate purchasing structures and capabilities to support the planning framework and to provide strategic direction and capabilities that deliver effective purchasing performance. This includes consideration of how best to group and coordinate internal resources to manage total purchasing expenditure on goods, services and capital works.

(3) Governance

To implement policies and procedures that will ensure all procurement activities are managed in an open, transparent and non-discriminatory manner with the highest levels of compliance, probity and risk awareness.

(4) Management Information / Technology

To ensure our authorities information technology systems; in particular our financial management and purchase-to-pay systems, support an information based procurement management and streamlined procurement processing.

(5) Supply Category Management

To develop a supply category management system that will enhance the capacity of Sligo local authorities to leverage the best value from the market for each supply category and to proactively manage its supplier base.

(6) Demand Management

To introduce initiatives designed to enhance demand management and purchasing strategy development

(7) Collaboration and Proactive Participation

To participate in public sector procurement initiatives as they arise and are deemed appropriate to the organisation, including e-procurement ventures and aggregation projects.

(8) Measuring and Monitoring

Develop, monitor and measure procurement-related activity to ensure that the adopted procurement policies and strategies are working efficiently and effectively.

5. Actions for procurement

Each of the eight High Level Objectives listed above are now outlined in more detail.

(1) Planning Framework

To develop a framework that will deliver a coherent and consistent approach to procurement across the organisation that will support the introduction and adoption of best practice initiatives.

Public sector procurement activity is slowly beginning to modernise and loose its tag as being a back office function. It is now being recognised as a function that plays a very crucial role within the organisation and that the development of practical and realistic procurement strategies is key to achieving value for money. In order to continue to make progress it is essential that certain actions be taken in this regard:

- 1.1 Ensure procurement reform is visibly supported at the most senior level of management within Sligo local authorities
- 1.2 Establish a Procurement Oversight Group made up of budget holders from all sections of Sligo local authorities. This Group will prepare and present an annual report on procurement for the County Manager that will subsequently be forwarded to the audit committee. [See [Appendix B](#)]
- 1.3 Ensure that procurement policy is recognised and included in future Corporate Plans

(2) Infrastructure

To develop appropriate purchasing structures and capabilities to support the planning framework and to provide strategic direction and capabilities that deliver effective purchasing performance. This includes consideration of how best to group and coordinate internal resources to manage total purchasing expenditure on goods, services and capital works.

The procurement review exercise carried out suggests that there is a requirement for the Procurement Officer to provide practical, professional procurement advice and guidance. The Procurement Officer will lead on the adoption of best practice procurement, working with staff throughout the local authorities in their day-to-day procurement activities.

This objective will be progressed through the following actions:

- 2.1 Give the Procurement Officer a remit to support and monitor procurement throughout Sligo local authorities.
- 2.2 Establish a network of lead buyers throughout Sligo local authorities who will liaise between the Procurement Officer and their departments.
- 2.3 Establish procurement policies and procedures that support the achievement of optimum value for money, greater efficiencies and compliance with national and European legislation and minimise procurement-related risk.
- 2.4 Develop a training strategy to promote best practice procurement activity throughout Sligo local authorities.

- 2.5 Design and implement the training strategy review its impact and update where appropriate.
- 2.6 Review the effectiveness of the newly implemented procurement infrastructure.
- 2.7 Standard procurement documentation, operational plans and guidelines appropriate to Sligo local authorities to be devised and made available to personnel involved in the procurement process.
- 2.8 Procurement practice and expenditure approval thresholds to be reviewed and updated.

(3) Governance

To implement policies and procedures that will ensure all procurement activities are managed in an open, transparent and non-discriminatory manner with the highest levels of compliance, probity and risk awareness.

Responsibility for the use of public funds brings with it an expectation of sound policies and procedures, which will ensure transparency, non-discrimination and probity. This objective will be progressed through the following actions:

- 3.1 Develop procurement policies based upon best procurement practice that are designed to protect Sligo local authorities and their staff from governance-related challenge.
- 3.2 Develop procedures that provide a cost-effective procurement process while giving cognisance to each requirement's relative importance in terms of legal compliance as well as financial and other risks.
- 3.3 Ensure appropriate segregation of duties in all purchase to pay activities. The person who raises a purchase order must not be enabled to approve that order.

(4) Management Information Technology

To ensure our authorities information technology systems; in particular our financial management and purchase-to-pay systems, support an information based procurement management and streamlined procurement processing.

Sligo local authorities have invested time and effort in the design and roll out of the Agresso financial management system. The system can support automated purchase-to-pay and gather, record and process financial data in a structured, readily available, transparent and auditable way. This data, enhanced by category classification provides a platform upon which local authorities can develop future procurement strategies.

This objective will be progressed through the following actions:

- 4.1 Review spend and Purchase Order patterns, using the data to inform future procurement strategies and evaluate the impact of on-going initiatives
- 4.2 Configure procurement reports required from the Agresso financial management system to meet end-users' needs
- 4.3 Seek to reduce transaction and processing costs by adopting the use of available electronic systems, e.g. e-procurement; e-invoicing; and e-payment.
- 4.4 Training documentation will be developed and provided on the intranet, providing 'on-demand' information to staff
- 4.5 Develop and implement an on-line reporting facility through which staff can provide feedback on suppliers' performance and on our internal procurement and purchasing procedures
- 4.6 Review the Agresso financial system training from a procurement viewpoint to emphasise the critical importance of inputting accurate information such as product codes, quantities, units, price, etc.
- 4.7 Develop and roll-out an online contract register to track and monitor existing contractual commitments and to facilitate enhanced procurement planning. Assigning individuals within the organisation as contract managers will be a key development.

(5) Supply Category Management

To develop a supply category management system that will enhance the capacity of Sligo local authorities to leverage the best value from the market for each supply category and to proactively manage its supplier base.

The correct use of supply classification (product codes) will enable our local authorities to profile spend on a category basis. This analysis is used to gain an understanding of the relationship that the organisation has with its suppliers. Specifically, it concentrates on identifying:

- the number of suppliers in each supply category
- the value of business within each supply category
- the main suppliers by value
- the number of transactions conducted within each supply category

This objective will be progressed through the following operational elements:

- 5.1 Establish high level approaches for the different supply categories identified in the spend analysis.
- 5.2 Identify category specialists within Sligo local authorities who will develop or enhance their expert knowledge for particular supply categories
- 5.3 Develop and implement detailed procurement strategies for the high spend categories.
- 5.4 Maintain a sound understanding of changing legislation where it applies to our procurement activity.
- 5.5 Where appropriate, seek to reduce the size of the supplier base.
- 5.6 Develop a proactive approach to ensure an adequate number of quality suppliers and a competitive market place, wherever possible.
- 5.7 Develop and implement a supplier relationship management approach.

(6) Demand Management

To introduce initiatives designed to enhance demand management and purchasing strategy development

Demand Management consists of activities designed to monitor and manage procurement processes to ensure that the organisation optimises the benefits of supplier relationships over time. Some of the fundamental prerequisites of

demand management are a thorough understanding of the organisations needs, historical purchasing trends, and accurate projected future demand for specific products or services. A Demand Management approach will challenge the organisational culture of Sligo local authorities with a focus on real needs, specifications, alternatives and quantities.

This objective will be progressed through the following operational elements:

- 6.1 Introduce a requirement for Budget Holders to carry out procurement planning
- 6.2 Establish a buyers network amongst category specialists
- 6.3 Devise a procurement planning database

(7) Collaboration and Proactive Participation

To participate in public sector procurement initiatives as they arise and are deemed appropriate to the organisation, including e-procurement ventures and aggregation projects.

Aggregating our purchasing power with other organisations and sharing the work involved in setting up and managing collaborative arrangements will yield cash savings and process efficiencies for the participants.

This objective will be progressed through the following operational elements:

- 7.1 Identify and where beneficial, participate in new or use existing national, regional and other procurement arrangements e.g. Framework agreement and contracts put in place by NPS/OGP, LA NPO, or any collective of LAs or other public bodies in the region.
- 7.2 Identify opportunities to streamline the purchase-to-pay process through the adoption of e-procurement techniques and functionalities, e.g. Low value purchase cards, Purchase cards, Fuel Cards, and e-invoicing / EFT.

8) Measuring and Monitoring

To develop, monitor and measure procurement-related activity to ensure that the adopted procurement policies and strategies are working efficiently and effectively.

The development and implementation of this Plan will be assessed continuously in terms of the benefits to our local authorities. A spend / PO analysis for 2012 provided a snap shot of the local authorities' procurement activity in transactional terms and this data will now form an objective baseline against which the implementation of the Plan can be measured and monitored. We will measure and assess our identified procurement Plan successes and where strategies do not appear to be effective they will be reviewed and amended as necessary.

This objective will be progressed through the following operational elements:

- 8.1 Develop a system of capturing and reporting cash savings and efficiency gains arising from the adoption of better procurement practices.
- 8.2 Develop a set of procurement metrics that will be used to monitor our procurement and purchasing activity on an annual basis.
- 8.3 Review and analyse annual spend data to measure past performance and inform any future procurement Plan.

In support of this plan, operational plans will be prepared setting down the key milestones and timelines for the attainment of the Policy's goals and objectives.

Conclusion

The goal of this plan is to deliver value for money whilst at the same time ensuring compliance with public procurement law. This means continuously examining spend in all non pay related activity and shifting to new procurement and purchasing paradigms which are not restrained by a rigid adherence to the departmental silos which have characterised the organisation to date. The successful implementation of this plan will require leadership from the Management Team along with the support and commitment of the elected members, budget holders, buyers and other stakeholders in pursuit of the objectives of this plan. In so doing a significant and valuable contribution will be made to delivering the objectives of our corporate mission statement to the people of Sligo by providing the best possible level of service within available resources.

Local Authority Regional Procurement Structure

Region 1 Connaught & Ulster	Region 2 Munster & South Leinster	Region 3 North Leinster	Region 4 Dublin
Cavan	Limerick	Louth	Dublin City
Galway	Kerry	Westmeath	Fingal
Mayo	Cork	Kildare	South Dublin
Sligo	Tipperary	Meath	Dun- Laoghaire Rathdown
Leitrim	Clare	Wicklow	
Donegal	Waterford	Longford	
Monaghan	Wexford	Laois	
Roscommon	Kilkenny	Offaly	
	Carlow		

Mr. John Maughan, Procurement Officer, Mayo County Council, has recently been appointed as the Regional Procurement Co-ordinator for Connaught – Ulster.

Sligo Local Authorities Procurement Oversight Group

Director of Services and Head of Finance
Procurement Officer
AO - Community & Enterprise
Arts Officer
Authorised Officer - Motor Tax
Chief Fire Officer
Civil Defence Officer
County Librarian
Cranmore Regeneration Project Leader (SBC)
Financial/Management Accountant
Head of Information Systems
Heritage Officer
Procurement Officer
RE - Land Asset Management, etc
SE - Environment Section
SE - Roads Section
SE - Water Services Section
SEE - Parks Section (SBC)
SEE - Roads Section (SBC)
Senior Planner
SEO - Enforcement Section
SEO - Housing Section
SEO - HR & Corporate Services Section
AO - Corporate Services Section (SBC)

This committee will be appointed by the County Manager and is representative of all areas/sections of Sligo local authorities. The committee members will be the designated Budget Holders for the Revenue Accounts of Sligo County Council and Sligo Borough Council. The primary function of the committee is to contribute to the development of the procurement function. This committee, under the chairmanship of Bartley Gavin, A/Director of Services will submit an annual report on procurement to the County Manager that will subsequently be presented to the audit committee.

Sligo County Council - Purchasing Policy

Public Sector Procurement – Guiding Principles

- ✓ **Competition** – a competitive process generates better value for money
- ✓ **Openness** – it is government policy to open up opportunities to win public sector contracts, especially to the SME sector
- ✓ **Transparency** – fair procedures and accurate records are critical because public sector expenditure is open to scrutiny from audit and under Freedom of Information requests
- ✓ **Proportionality** – The type of competitive process should be in keeping with the size and characteristics of the contract to be awarded

It is the responsibility of the Budget Holder to ensure that all purchases or contracts have been procured in an appropriate and compliant manner. The thresholds (ex VAT) outlined below are intended as a guide in this regard.

Goods / Services	Works	Procurement Method
≤€250	≤€1,000	1-3 quotations
≤€5,000	≤€10,000	3 quotations
<€25,000	<€50,000	5 quotations based on written specification or etenders
≥€25,000	≥€50,000	etenders* - open procedure for tenders up to €125,000
≥€209,000	≥€5.225million	etenders - OJEU**
≥€418,000 [Utilities]	≥€5.225million	etenders - OJEU**

*The same thresholds and requirements apply when using RFQs on SupplyGov.ie **Mandatory per EU Directives

- 1) All quotations shall be in written or electronic form and must be retained for future reference.
- 2) Only in exceptional cases of urgency shall a commitment be made for goods, services or works in the absence of obtaining quotations in advance and the exceptional reasons shall be documented on file.
- 3) In advance of running any competition purchasers **must check** if any existing national, regional or local framework agreements / contracts can be availed of, thereby reducing duplication of effort and to ensure adherence to Government policy as outlined in [DPER Circular 16/13](#)
- 4) Purchase Order Approvers are responsible for ensuring the correctness of Product Codes, Quantity & Unit Price prior to approving POs in AGRESSO

Aggregation: Individual transactions cannot be viewed in isolation. Buyers need to have regard to the typical or projected spend by the LA on the particular category of goods/service/works during the calendar year or over the term of the contract whichever is longest, when determining how best to go to the market. For spend on areas such as hire and leasing, or for professional services where contracts have no fixed term, the estimated contract value is calculated on the basis of the monthly value multiplied by 48.

[Sligo County Council Intranet – Procurement and Purchasing Directory](#)

[Local Government Procurement Portal](#)

[Office of Government Procurement website](#)

[etenders website](#)

[SupplyGov website](#)

Strategic Policy Committees

What are strategic Policy committees?

Strategic Policy Committees were introduced as part of an ongoing process of local government reform and in keeping with the policy of broadening involvement in the local government through participation by community and sectoral interests.

The role of the SPCs is:

- To formulate policy proposals, evaluate and report on policy implementation for consideration
- Provide policy centred committees which can harness the experience of external bodies in the formulation of policy

The Committees are not designed to deal with routine operational matters in relation to the delivery of services. These are dealt with through the Area Committees

How are they structured?

The SPCs which consists of elected members of Sligo County Council and others who are nominated by / or representative of the sectors relevant to the work of the particular SPC.

The Chairperson of each Committee is appointed from the full Council, from amongst the Councillor appointees to the SPCS. i.e. the Cathaoirleach is a member of the Council.

Each Chairperson holds the office for the life time of the Council.

SPC membership for Councillors will be for the lifetime of the Council. A member ceasing to be a Councillor will cease to be a member of the SPC. Councillors may not be nominated to represent sectoral interests.

Sectors Represented on the SPC's include the National Pillars representing Agricultural/Farming; Business/Employers and Trade Unions with representatives from Environment, Social Inclusion and Community/Voluntary being nominated through the Public Participation Network (PPN).

Sligo County Council have 3 Strategic Policy Committees (SPCs):

	Title	Membership
SPC 1	Housing & Corporate	10 (6 elected members, 4 sectoral)
SPC 2	Environment & Infrastructure	10 (6 elected members, 4 sectoral)
SPC 3	Planning, Community & Economic Development, Arts & Culture	13 (8 elected Members, 5 sectoral)

Membership of Sligo County Council SPC's together with the sector they represent is outlined in table below:

SPC	NAME	ORGANISATION	SECTOR
SPC 1 - Housing & Corporate			
Chairperson	Cllr Dara Mulvey	Rockfield, Coolaney, Co. Sligo	dfmulvey@gmail.com
	Councillor Declan Bree	1 High Street, Sligo	dbree@eircom.net
	Cllr Martin Baker	2 Ardkeerin, Riverstown, Co. Sligo	cllrmbaker@gmail.com
	Cllr Joe Queenan	Lacknaslieva, Enniscrone, Co. Sligo	queenanjoseph@eircom.net
	Cllr Gino O'Boyle	1 Stephen McDonagh Place, Sligo	ginopbp@outlook.com
	Cllr Keith Henry	Harristown, Killavil, Ballymote, Co. Sligo	keithhenrysligo@gmail.com
	Brendan Henry,	Managing Director, Kilcawley Construction, Sansheen House, Wolfe Tone Street, Sligo	Business/Employers
	Gerry O'Connor	Gerrib Little Skreen Co. Sligo	Community/Voluntary 087 6822365 gerriblittle@gmail.com
	Marcella Flanagan	Marcella Flanagan 14 Galway Technology Park Parkmore Galway	Community/Voluntary 086 6063144 mflanagan@cluid.ie
	Rosaleen Doonan	The Carers Association, Castle House, Castle Street, Sligo	Social Inclusion 087 4190342 rdoonan@carersireland.com rosaleendoonan@gmail.com
SPC 2 Environment & Infrastructure			
Chairperson	Cllr Jerry Lundy	Rhue, Tubbercurry, Co. Sligo	cllrjerrylundy@eircom.net
	Cllr Michael Clarke	Knocknacullen, Dromore West, Co. Sligo	michaelclarkesales@eircom.net
	Cllr Margaret Gormley	Carrowloughlin, Bunninadden, Ballymote, Co. Sligo	gormleymargaret@eircom.net
	Cllr Thomas Healy	Largan, Collooney, Co. Sligo	thealyt@gmail.com
	Cllr Hubert Keaney/Cllr Sinead Maguire	Drum Road, Rathcormac, Co. Sligo 29 The Plains, Strandhill, Co. Sligo	hubertkeaney@hotmail.com sinead@sineadmaguire.ie
	Cllr Paul Taylor/Cllr Marie Casserly	17 Cluain Dara, Gurteen, Co. Sligo Streedagh, Grange, Co. Sligo	paultaylorsligo@gmail.com mariecasserly1@gmail.com
	Conor McCarthy	Jennings O'Donovan Engineers, Finisklin Industrial Park, Sligo	Business/Employers
	Eddie Davitt	Cloonacool, Tubbermore, Co. Sligo	Agricultural/Farming 0872257587 eddiedavitt@ifarm.ie
	Sharon Eastwood	Derk, Dromard, Co. Sligo	Environment/Conservation 087 7452141 sharon@woodrow.ie
	Michelle McMorrow	44 Cranmore Drive, Sligo	Community/Voluntary 086 3662706 mcmorrow_michelle@yahoo.ie

SPC 3 - Planning, Community & Economic Development, Arts & Culture			
Chairperson	Cllr Sean MacManus	11 The Green, Ocean Links, Strandhill, Co. Sligo	seanmacmanus@eircom.net
	Cllr Marie Casserly	Streedagh, Grange, Co. Sligo	mariecasserly1@gmail.com
	Cllr Hubert Keaney	Drum Road, Rathcormac, Co. Sligo	hubertkeaney@hotmail.com
	Cllr Seamus Kilgannon	80 Rathedmond, Sligo	skilgannonssligo@gmail.com
	Cllr Sinead Maguire	29 The Plains, Strandhill, Co. Sligo	Sinead@sineadmaguire.ie
	Cllr Tom MacSharry	Teeling Street, Sligo	tommacsharry@hotmail.com
	Cllr Rosaleen O'Grady	1 The Orchard, Kevinsfort, Sligo	ogradyrosaleen@eircom.net
	Cllr Paul Taylor	17 Cluain Dara, Gurteen, Co. Sligo	paultaylorssligo@gmail.com
	Paul Keyes	Sligo Chamber of Commerce, 16 Quay Street, Sligo	Business/Employers
	Anthony McCormack	SIPTU, Hanson Retail Park, Cleveragh, Sligo	Trade Union amccormack@siptu.ie
	Gerard Queenan	Cabra, Rathlee, Via Easkey, Co. Sligo	Agricultural/Farming 0871358056
	Sue Mahon	44 Cranmore Drive, Sligo	Community/Voluntary 086 4453465 smahon.face@gmail.com
	Rosaleen Doonan	The Carers Association, Castle House, Castle Street, Sligo	Social Inclusion087 4190342 rdoonan@carersireland.com rosaleendoonan@gmail.com