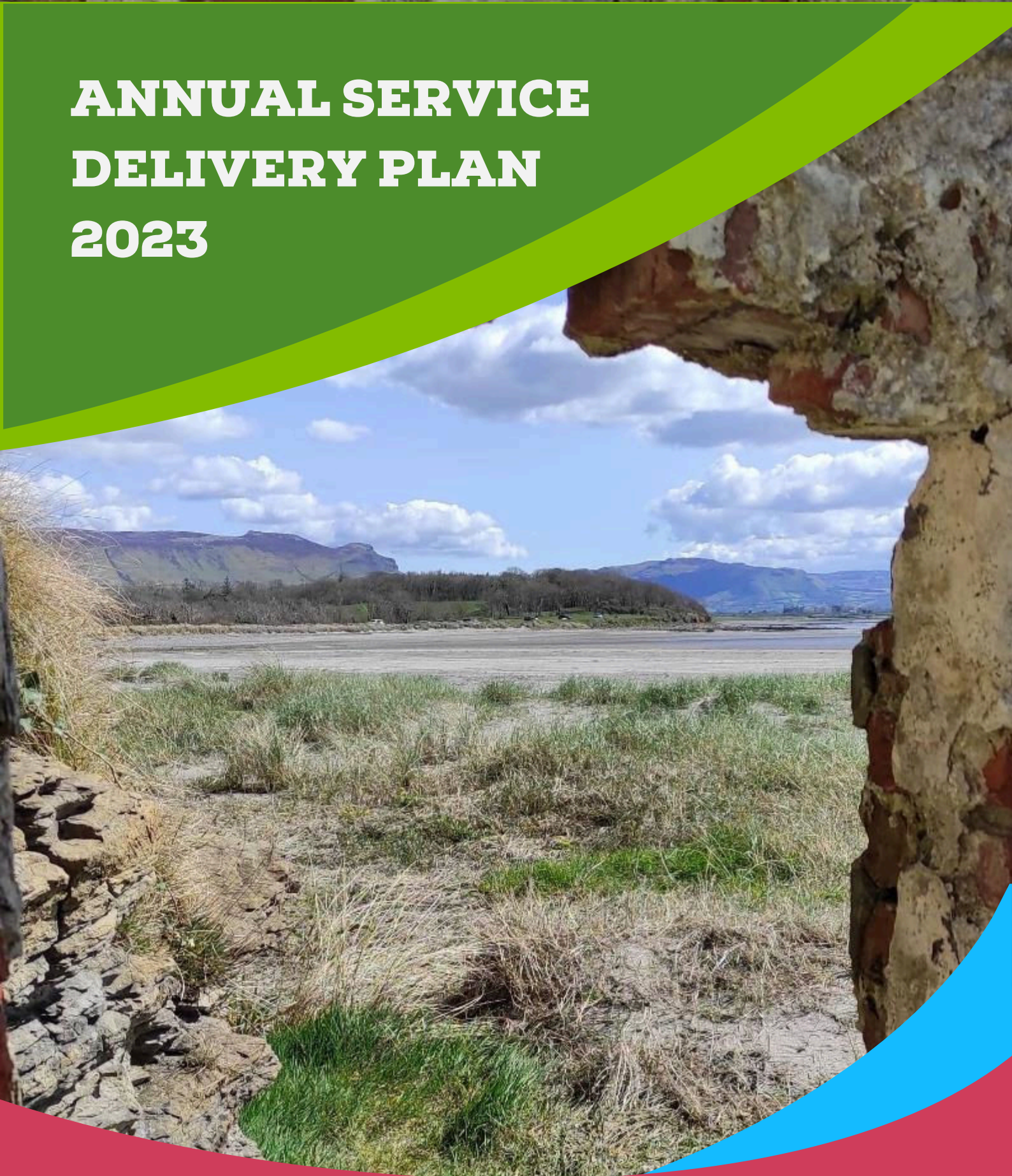


# ANNUAL SERVICE DELIVERY PLAN 2023



COMHAIRLE CHONTAE SHLIGIGH  
SLIGO COUNTY COUNCIL

Sligo.



Sligo Abbey

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# INTRODUCTION

Sligo County Council's Annual Service Delivery Plan is prepared in accordance with the provisions of Section 134(a) of the Local Government Act 2001, as amended by Section 50 of the Local Government Reform Act 2014.

Local Authorities are obliged to prepare an Annual Service Delivery Plan setting out their principal services that it intends to deliver in the relevant year. The purpose of the plan is to identify the services that Sligo County Council will provide, and will present the performance standards to be realised in the delivery of these services.

The Annual Service Delivery Plan references our Corporate Plan 2020-2024, which sets out the Council's mission statement, corporate objectives and supporting strategies. The Annual Service Delivery Plan is informed by these support strategies.

In preparing the Annual Service Delivery Plan, the Council has taken account of the policy framework within which the Authority operates. In addition to the Corporate Plan, this framework is set out in:

- The Local Economic and Community Plan
- Annual Budget Report 2023
- Sligo County Development Plan
- Capital Investment Programme

A wide range of local, regional and national plans and strategies inform the Council's work programme and have been taken into account in preparing the 2023 Annual Service Delivery Plan.



# OUR MISSION

“

**To maximise economic, social, cultural and community development, to harness Sligo's potential as smart city/community, deliver efficient and cost-effective services in a democratic, sustainable and transparent manner in partnership with local communities, voluntary and statutory agencies.**

”



# OUR 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 and develops a socially and economically culture of openness and diversity and full accessibility to all its services.



## FAIRNESS

- Impartiality and fairness to inform policies, procedures and actions.



## COMMUNICATION

- To embed effective, accessible internal and external communications, to fully inform processes and decisions and to provide clear, user friendly information



## OPENNESS, TRANSPARENCY & 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 & SAFETY

- To further embed a culture of health, safety and wellbeing

# CORPORATE OBJECTIVES

The Corporate Plan 2020-2024 also on a number of cross-cutting themes aimed at harnessing the best of our organisation that will be progressed throughout 2022:

- **Working collaboratively with key stakeholders to develop Sligo as a Regional Growth Centre**
- **Encouraging continued investment in education and research**
- **Supporting Age Friendly, Equality and Accessible practices**
- **Enhancing transport infrastructure in the North West**

This Service Delivery Plan is structured according to the Corporate Plan under the following objectives:

## Employment & Economic Activity (Economic Development)

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

## Social Inclusion & 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.

## Education & Training (Lifelong Learning)

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

## Climate Change & 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.

## **Health & Well-being (Quality of Life)**

- To place “quality of Life” / “health and well being” principles at the heart of all our activities and to ensure that Sligo is a place that will continue to be respectful of people of all ages, abilities, genders, sexual orientations, races, ethnicities and religious beliefs.

## **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.

## **Sustainable and Inclusive economy**

- To develop a sustainable and inclusive economy by working in partnership with our communities and key local agencies in accordance with the National Planning Framework.

## **Smart City and County**

- Promote a socially inclusive smart city and county vision that will facilitate the delivery of quality jobs in a sustainable and innovative environment.

## **Support for voluntary groups**

- Provide continued support for local community and voluntary groups to build their capacity and resilience around the vital services they provide.
- Continue to support the local Volunteer Centre.
- Implement the delivery of action from the National Volunteering Strategy.
- Promotion of interagency groups and committees.

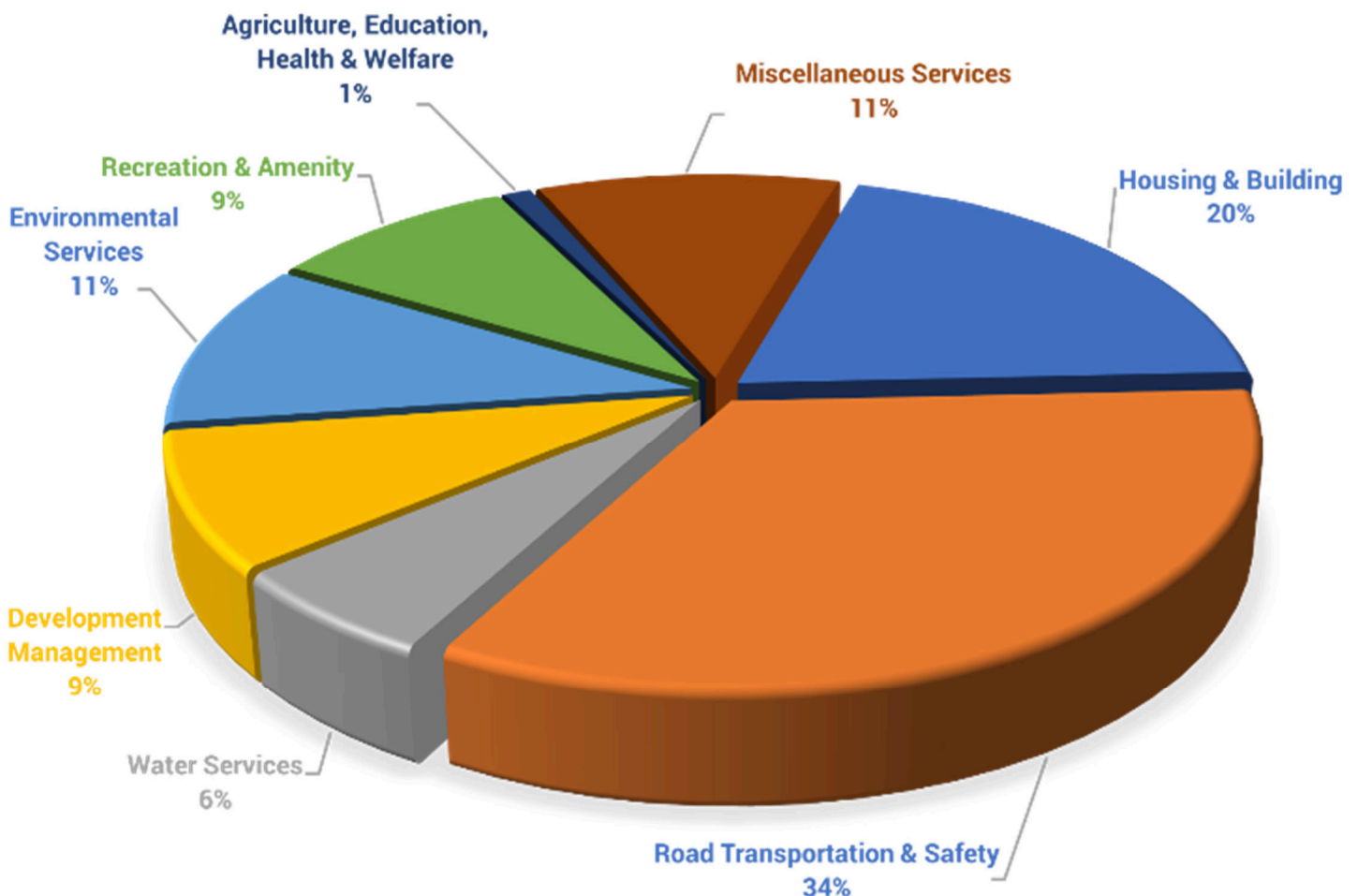


# ANNUAL BUDGET 2023

In Budget 2023, Sligo County Council allocated €73,748,747 funding to the Service Divisions to deliver services to the public during 2023.

## How Income will be spent by Division

	2023	2023
	€	%
Housing & Building	14,849,392	20
Road Transport & Safety	24,205,126	34
Water Services	4,693,748	6
Development Management	6,758,885	9
Environmental Services	7,894,716	11
Recreation & Amenity	6,631,057	9
Agriculture, Education, Health & Welfare	791,398	1
Miscellaneous Services	7,924,425	11
<b>Total</b>	<b>73,748,747</b>	<b>100</b>





WB Yeats Statue

# OUR PRINCIPAL SERVICES

We have 4 service areas as follows:

1

## Planning and Community and Economic Development

- Community Development and Supports, Inclusion, and Wellbeing
- Economic development, Enterprise and Digital development, Tourism development and promotion, Town Centre and Rural Regeneration
- Land Use Planning, Development Management, Forward Planning, Enforcement and Vacant Homes Office, Heritage, Conservation and Biodiversity
- Cultural Development and Creativity, Library and Arts Services

2

## Housing, Corporate and Human Resources

- Social Housing Services
- Homeless and Traveller Services
- Capital Housing Delivery
- Corporate Services and Human Resources

3

## Infrastructure, Environment and Fire Services

- Transportation Infrastructure maintenance and improvement
- Water Services provision under SLA with Irish Water
- Climate change mitigation and adaptation
- Environmental Protection
- Recreational areas maintenance and improvement
- Water Safety, beach and coastal management
- Veterinary Service
- Major Emergency Management
- Emergency fire and rescue and fire prevention
- Building Control

4

## Finance

- Financial Management and Income Collection
- Use of Information and Communication Technology
- Procurement Compliance and Planning
- Internal Audit independent assurance



Isle of Innisfree, Lough Gill,  
Co Sligo



# Planning and Community and Economic Development

The Directorate endeavours to collectively promote and develop Sligo as the economic driver of the North-West, as a quality location for sustainable investment, tourism and entrepreneurship as well as making Sligo a compelling place to live in, invest in or visit. The Directorate will continue to support Sligo's vibrant communities, promote our shared culture, heritage and creativity as well as promoting sustainable activity in all of our services to ensure compliance with relevant climate action and energy efficiency measures.

## Performance Indicators

- ✓ Adoption of Sligo 2030 One Voice One Vision - LECP
- ✓ Number of Community initiatives supported
- ✓ Number of Economic initiatives supported
- ✓ Number of Digital initiatives supported
- ✓ Anticipated job numbers (before transfers to Enterprise Ireland)
- ✓ Number of trading online voucher applications approved
- ✓ Number of participants receiving mentoring
- ✓ Number of participants receiving training
- ✓ Draft County Development Plan placed on public display
- ✓ County Heritage Plan reviewed and adopted
- ✓ Investigate all complaints alleging unauthorised development within 6 weeks of receipt
- ✓ Percentage of planning decisions confirmed by An Bord Pleanála
- ✓ Percentage of applications received and processed electronically



# 1

## Planning and Community and Economic Development

- Community Development and Supports, Inclusion, and Wellbeing
- Economic development, Enterprise and Digital development, Tourism development and promotion, Town Centre and Rural Regeneration
- Land Use Planning, Development Management, Forward Planning, Enforcement and Vacant Homes Office, Heritage, Conservation and Biodiversity
- Cultural Development and Creativity, Library and Arts Services



### Objective 1: Provide strategic Community development and Inclusion supports

In 2023, to ensure that Sligo continues to be a county that supports vibrant healthy and equitable communities and champions active inclusion of all, the Community Development Office will prepare and implement new Plans/Programmes for Peace Plus, Healthy Sligo (Healthy Ireland Round 4), new SICAP Programme, Age Friendly Strategy and a Local Development Strategy for new LEADER Programme (in conjunction with SLPCo).



### Objective 2: Provide strategic economic leadership

In 2023, continue to provide strategic leadership to ensure that all structures tasked with improving opportunities for sustainable economic activity including employment creation and the promotion and facilitation of enterprise by the Local Enterprise Office and other key players in Sligo are working collaboratively and in the collective interest of the county by engaging via the Sligo Economic Forum, the Economic SPC, the Sligo LCDC and with elected members of the Council in the implementation of the Sligo 2030 Strategy for the good of all those who live here or may be potential investors in Sligo or visitors to Sligo.



### Objective 3: To realise the National Planning Framework's growth ambitions for Sligo as a Regional Growth Centre in a manner which creates sustainable places and connected communities. This to be advanced in 2023 by

Preparing and placing on public display the Draft County Development Plan 2024 – 2030

Delivery of a high quality, customer focused, efficient and transparent planning system which is compliant with relevant European and National legislation and consistent with local, regional and national planning policies.

Supporting the roll out of e-planning and delivering on the government strategy to move more public services online

Support and co-ordinate the activity of the County Heritage Forum in the implementation of the County Sligo Heritage Plan.

Support and co-ordinate the activity of the County Heritage Forum in the implementation of the County Sligo Biodiversity Action Plan.

Work in partnership with DHLGH and key stakeholders to advance The PASSAGE Tomb Landscape of Sligo as a UNESCO World Heritage Site

Support the conservation of Sligo's heritage through the delivery of national conservation grant schemes (BHIS/HSF/CMF).

Reduce the number of vacant homes within the County by implementing the actions set out in the Vacant Homes Action Plan and managing the processing of the Vacant Homes Refurbishment Scheme

Use all available powers to reduce the number of Derelict Sites within the County

Put effective enforcement policies in place to ensure reduction in the incidence of unauthorised developments and monitor compliance with grants of planning permission

Commence the taking in charge process following the receipt of an application from a developer or a request from residents to take in charge a housing estate.



#### **Objective 4: Support Cultural Development, Creativity and Education through the Library and Arts Services**

Sligo County Council will continue to promote cultural development and support its creative communities by implementing the actions and objectives outlined in the Council's Cultural Sector Plans and Strategies ie; Sligo Library Plan 2019 – 2023, Sligo Arts Plan 2020 – 2025, Culture and Creativity Strategy 2023 – 2027 and the Public Art programme.

#### **Actions proposed for 2023:**

Once the new Culture and Creativity Plan is adopted, review the membership of the Culture Team, prepare an annual implementation work programme, advertise and process the Creative Ireland Open Call 2023 and finalise the Decade of Centenaries programme for 2023.

Put in place a digitisation strategy for the Local Studies collections.

Promote the Right 2 Read programme and Summer Stars.

Review the Work Matters service.

Commence the process of planning a museum website.

Undertake a review of the Music section of the Arts Programme in 2023.

Commence the commissioning of the per cent for art Public Art scheme.

Continue the progress on the Sligo Gaol Archives project

## 2

# Housing, Corporate Services and Human Resources

The Housing, Corporate Services and Human Resources directorate of Sligo County Council is responsible for providing homes to suitably qualified people through several avenues whilst also coordinating the Council's response to homelessness and the provision of services to deliver appropriate traveller accommodation. The Corporate Services department also provides support for the Elected Members and the administration of the various council committees, whilst the Human Resources department provides services for the recruitment and support of staff.

## Performance Indicators



Number of New Housing Allocations



Average Re-letting Time and Cost



Number of Homeless Bed Nights Provided



Percentage Delivery of Housing Delivery Action Plan Target

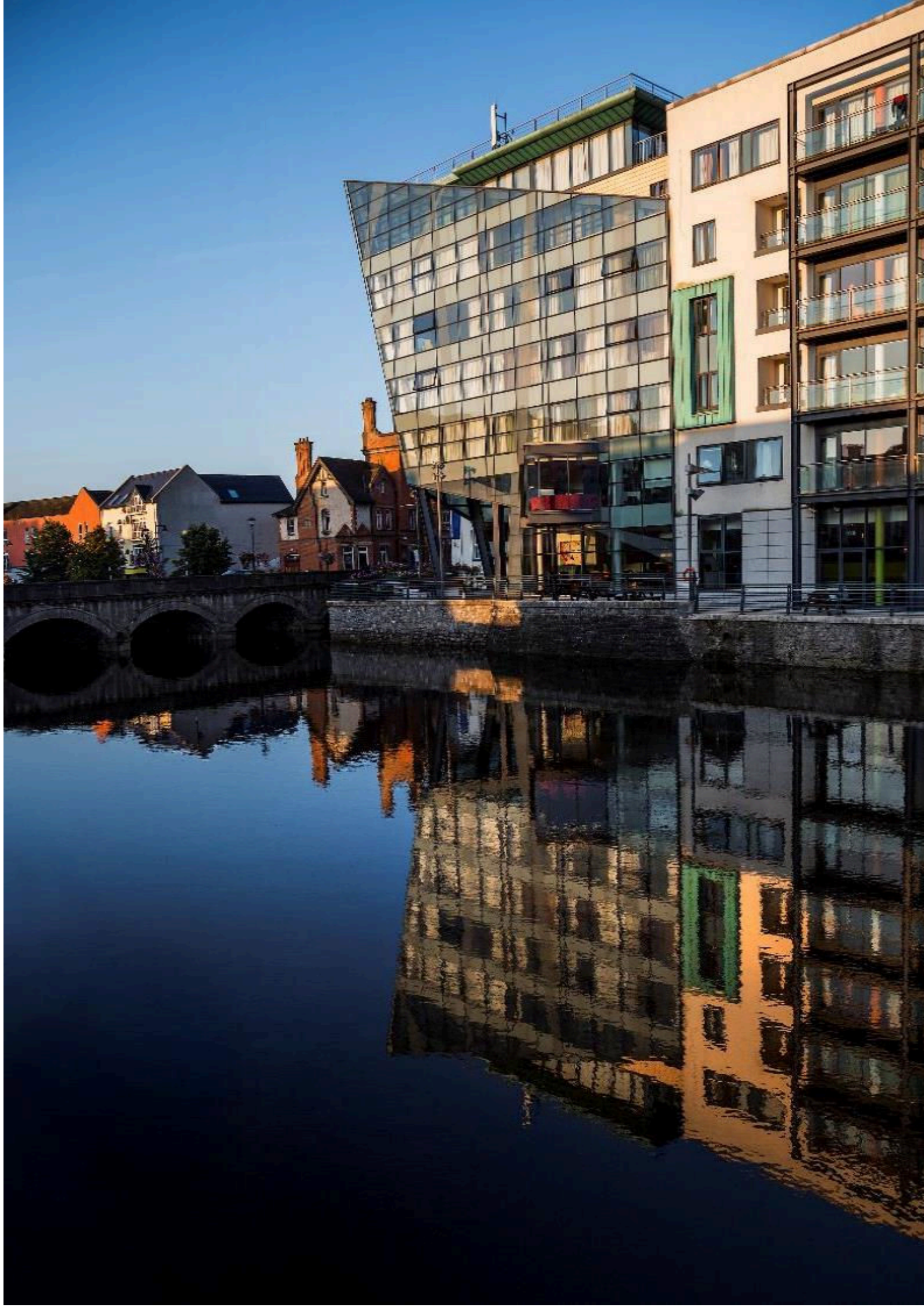


Number of Freedom of Information and Data Access Requests



Number of Days Lost due to Sick Leave





## 2

## Housing, Corporate Services and Human Resources

- Social Housing Services
- Homeless and Traveller Services
- Capital Housing Delivery
- Corporate Services and Human Resources



### Objective 1: Process applications for Social Housing Support in a timely manner.

Process applications, assessments and allocations for Social Housing Support.

Manage Tenant Incremental Purchase Scheme, Housing Loans Scheme and private housing grants.

Work within quality systems and procedures to ensure services are provided in a timely and efficient manner having regard to the relevant legislation.



### Objective 2: Work Collaboratively with other agencies, voluntary housing bodies and community organisations.

Implement the Traveller Accommodation Programme (TAP).

Deliver and manage the delivery of Homeless Services.

Develop relationships with relevant public and voluntary bodies to optimize service delivery and community support.

Work with local agencies to provide housing supports to marginalised people in our community and to promote migrant integration in accordance with guidelines issued by the Department of Justice and Equality.



### Objective 3: Manage and maintain housing stock.

Deliver estate management services, tenancy support and tenancy enforcement.

Implement Regulations for provision of Standards in Private Rented Accommodation in both Local Authority and Private Rented accommodation.



### Objective 4: Harness all opportunities to deliver additional accommodation in County Sligo.

Manage and deliver accommodation using the various schemes available to qualifying applicants.

Pursue every opportunity to deliver new housing opportunities.





**Objective 5: To ensure the delivery of Services in accordance with Corporate Governance norms.**

To administer Local Authority Council and Committee meetings in accordance with legal/statutory requirements.

To support the Council and its committees in playing an active role in developing and implementing policy.

Review and implement Customer Complaints Procedure, Customer Charter and Customer Actions Plan.

Conduct effective and timely workforce planning processes to analyse the current workforce, determine future workforce needs, identify the gap between the present and the future, and implement solutions so that the organisation can effectively accomplish its goals.



Harbour View Apartments,  
Rosses Point Road

# 3

## Infrastructure, Environment and Fire Services

This Directorate provides a wide range of front-line services including the maintenance and improvement of the transportation network, the provision of water services (under a service level agreement with Irish Water) and the protection of life and property through Fire Services. This Directorate enhances the quality of life for citizens and those visiting Sligo by protecting the environment and presenting our recreational areas and open spaces to a high standard while always looking for opportunities to improve our facilities. Climate Action is to the fore, and we are embracing the challenges and opportunities to influence the reduction in GHG emissions throughout Sligo, which will be formalised through the preparation of the Sligo County Council Climate Action Plan in 2023, and its implementation over the following 5 years.

### Performance Indicators



Extent of Non-National Road Restoration completed (Linear m)



Extent of new and upgraded Active Travel Infrastructure: Footpaths (Linear m); Cycleways (Linear m)



Percentage reduction in Sligo County Council's Energy Use: Buildings; Fleet



Number of Environmental Inspections carried out



Number of Environmental Awareness Campaigns carried out



Fire Service mobilisation time for fire and emergencies







# 3

## Infrastructure, Environment and Fire Services

- Transportation Infrastructure maintenance and improvement
- Water Services provision under SLA with Irish Water
- Climate change mitigation and adaptation
- Environmental Protection
- Recreational areas maintenance and improvement
- Water Safety, beach and coastal management
- Veterinary Service
- Major Emergency Management
- Emergency fire and rescue and fire prevention
- Building Control



### Objective 1: Provide appropriate and safe multimodal transport connectivity to and throughout Sligo

Finalise the Local Transport Plan for Sligo.

Develop and deliver Active Travel Infrastructure throughout Sligo.

Advance the development of the Sligo Greenway.

Progress the development of the Eastern Garvogue Bridge and Burton Street Link.

Deliver the Annual Non-National Roads Maintenance and Restoration Programme.

Support the Public Lighting Energy Efficiency Project.

Progress the development of the N17 (AEC) Knock to Collooney Project.

Progress to construction the N16 Lugatober Scheme.

Implement maintenance programme on roads and bridges.

Plan and provide Winter Maintenance Service.

Maximise funding opportunities for schemes including L.I.S, C.I.S and Clár.

Prepare and implement Road Safety Action Plan for Sligo.



### Objective 2: Develop a Culture of Climate Action and sustainability both within Sligo County Council and in the wider community of Sligo

Prepare and publish the Sligo County Council Climate Action Plan.

Progress Energy Efficiencies in Sligo County Council operations.

Progress the reduction in carbon emissions across Sligo County Council operations.

Support communities in to become low carbon communities via initiatives including Sustainable Energy Communities and Community Climate Action Programme.

Support Sligo Leitrim Energy Agency and the Regional Energy Bureau.

Embrace 'circularity' as outlined in the National Waste Management Plan for a Circular Economy.



### **Objective 3: Protect and Improve the quality of Sligo's environment**

Protect and improve water quality.

Progress Catchment Management Measures in line with River Basin Management Plan priorities and RMCEI requirements.

Deliver annual statutory monitoring programme.

Protect and improve air quality through enforcement of Solid Fuel Regulations.

Facilitate and promote Recycling Facilities and activities – Civic Amenity Sites, Green Waste Composting Facility, Bring Banks and kerbside collections.

Promote and enforce sustainable waste management practices in line with WERLA priorities and RMCEI requirements.

Monitor and enforce illegal waste and litter activities.

Implement litter prevention measures.

Monitor and enforce licence and permit compliance for waste, water and air activities.

Progress the landfill remediation at Finisklin including the development of a public amenity area.

Progress the provision of solutions to capacity issues at cemeteries.

Deliver Awareness Campaigns across all areas of environmental protection.



### **Objective 4: Protect and enhance Sligo's recreational and coastal amenity areas**

Maintain and manage public parks, pitches, open spaces and playgrounds.

Progress improvements to Cleveragh Regional Park, Mitchel Curley Park and the Fairgreen Park.

Increase the area of public open space that is managed in a pollinator-friendly way.

Manage responsibilities under the Control of Horses and Control of Dogs legislation.

Promote Water Safety throughout Sligo and provide lifeguard/warden service in accordance with Water Safety Ireland recommendations.

Manage beaches in partnership with community groups.

Manage the Bathing Water Monitoring Programme.



Progress access improvements to beaches.

Maintain piers and harbours and progress improvements as funded through the BALAMI Scheme.

Progress recommended actions in final 'Coastal Erosion and Flood Risk Management Study'.

Co-ordinate OPW Flood Mitigation and Drainage Schemes.



### **Objective 5: Protect life and property**

Operate emergency fire and rescue services.

Implement operational training programme.

Progress fire prevention activities including the management and implementation of responsibilities under Fire Safety and Building Control legislation.

Promote community fire safety and deliver fire safety awareness campaigns.

Support the Regional Training Centre in delivering expert training to external fire authorities and to the National Directorate for fire brigade training courses.

Manage, update and communicate Major Emergency Plan.

Implement Service Level Agreement with Food Safety Authority of Ireland



Tobergal Lane - Outdoor dining area



# 4

## Finance, IT, Procurement and Internal Audit

A broad range of services are provided by the Finance section including procurement, payment processing, income collection, banking, borrowing approvals, insurance administration, budgeting and financial reporting. The Finance Department oversees effective expenditure controls and debt collection, with the overall objective of ensuring that the Council operates within its allocated budget. Obtaining value for money, efficient delivery of services and optimising revenue streams continue to be the main focus of the department. It also ensures that statutory and financial accounting principles, which apply to all monies paid by or to the Council, are complied with and that internal controls are in place to safeguard the Councils assets and resources. It coordinates the Annual Audit with the Local Government Auditor. The Internal Auditor works with the Audit Committee. The Directorate also provides the Organisations Information Technology requirements.

### Performance Indicators



Revenue Account Balance



Revenue Collection for Rates, Rents and Annuities and Housing Loans



ICT Website and Social Media



ICT Expenditure







## Finance, IT, Procurement and Internal Audit

- Financial Management and Income Collection
- Use of Information and Communication Technology
- Procurement Compliance and Planning
- Internal Audit independent assurance



### Objective 1: Provide robust Financial Management and Risk Management Systems

Ensure timely income billing and debt management across the organisation.

Ensure that our suppliers are paid efficiently and promptly.

Enhance the rateable revision process to ensure all rateable properties are valued and ensure maximum income is achieved.

Facilitate and manage the 2023 Budget Strategy consultation process including the Local Property Tax variation procedure.

Prepare the three-year Capital Budget for 2023 – 2025.

Continue to implement and enhance the capital project monitor system.

Support and enhance cash flow, treasury management and financial management best practice within the organisation.

Prepare the 2022 annual financial accounts for presentation to Members and for audit.

Monitor and report on the Councils Revenue income and expenditure and on variations with the 2023 Revenue Budget.

Continuously review the Corporate Risk Register and ensure our insurance policies and mitigation strategies are aligned to the risks identified.

Implement a process for fixed asset reconciliations, excluding land assets, until such time as the property register is complete.

Implement the rates vacancy scheme and rates incentive scheme.

Ongoing monitoring and review of income from parking charges.

Improve the % collection for Housing Loan arrears by effective engagement with customers under MARP/MTR process.





**Objective 2: Advance the Councils use of Information and Communication Technology (ICT) through secure, modern, and intelligent initiatives enabling better experiences and outcomes in Service Delivery.**

Implement Year 1 of the Digital Transformation plan from Sligo County Council from the document "Towards an Operating Model for 2030 for Sligo County Council".

Implement new Cloud based G.I.S platform and expand the use of geographical information and related technologies.

Ensure our cyber security is constantly reviewed, and that we respond both proactively and reactively to any threats that emerge.

Ensure our ICT infrastructure and support services are always up to date.

Provide modern workplace communication methods and make these available to all staff.



**Objective 3: To Ensure Compliance with Procurement Legislation, Policies and Green Procurement**

Procurement Plan 2023 – 2025.

Embed Green Procurement within the organisation.

Support the transition to new etenders.gov.ie platform in 2023.



**Objective 4: To provide independent assurance that the organisations Internal Controls are working effectively through the existence of the Internal Audit Function**

Deliver Annual Work Plan.

Preparation of Quality Assurance Statement on the Public Spending Code.

Annual Motor Tax stock count.

Annual SICAP Review.

Review the Organisation's Policies and Procedures.

# RECOMMENDATION

This Annual Service Delivery Plan sets out the principal services and projects the Council proposes to deliver by the end of 2023 within existing constraints on funding and resources. The Corporate Policy Group will monitor the Plan and a monthly management report will be presented to the Elected Members.

In addition, the Audit Committee and the National Oversight and Audit Commission (NOAC) provide independent monitoring and scrutiny on the Council's performance against a range of Local and National Performance Indicators. Progress on the Corporate Plan Achievements will be prepared as part of the Annual Report Process.

This Annual Service Delivery Plan is to be considered by the Elected Members at the Council meeting held on 16 January 2023 and it is recommended for adoption.

Martin Lydon  
Chief Executive, Sligo County Council

# ANTICIPATED SERVICE LEVELS

## PLANNING AND COMMUNITY AND ECONOMIC DEVELOPMENT

PERFORMANCE INDICATOR	ANTICIPATED 2023 LEVEL
Adoption of Sligo 2030 One Voice One Vision - LECP	to be achieved in 2023
Number of Community initiatives supported	10
Number of Economic initiatives supported	11
Number of Digital initiatives supported	12
Anticipated job numbers (before transfers to Enterprise Ireland, which are estimated to be 42)	70
The no. of trading online voucher applications approved	32
The no. of participants receiving mentoring	270
The no. of participants receiving training	950
Draft County Development Plan placed on public display	to be achieved in 2023
County Heritage Plan reviewed and adopted	to be achieved in 2023
Investigate all complaints alleging unauthorised development within 6 weeks of receipt	100%
Percentage of planning decisions confirmed by An Bord Pleanála	70% of SCC decisions appealed to be confirmed by ABP
Percentage of applications received and processed electronically	50% of all applications lodged to be by electronic means

## HOUSING, CORPORATE AND HUMAN RESOURCES

PERFORMANCE INDICATOR	ANTICIPATED 2023 LEVEL
Number of New Housing Allocations	200
Average Re-letting Time and Cost	20 weeks
Number of Homeless Bed Nights Provided	75
Percentage Delivery of Housing Delivery Action Plan Target	100% (111)
Number of Freedom of Information and Data Access Requests	100 (85 & 15)
Number of Days Lost due to Sick Leave	3,400

## INFRASTRUCTURE, ENVIRONMENT AND FIRE SERVICES

PERFORMANCE INDICATOR	ANTICIPATED 2023 LEVEL
Extent of Non-National Road Restoration completed (Linear m)	150,000m
Extent of new and upgraded Active Travel Infrastructure: Footpaths (Linear m); Cycleways (Linear m)	Footpaths: 2,300m Cycleways: 500m
Percentage reduction in Sligo County Council's Energy Use: Buildings; Fleet	Buildings: 8% Fleet: 2%
Number of Environmental Inspections carried out	2,100
Number of Environmental Awareness Campaigns carried out	4
Fire Service mobilisation time for fire and emergencies	<4:30 mins

## FINANCE, IT, PROCUREMENT AND INTERNAL AUDIT

PERFORMANCE INDICATOR	ANTICIPATED 2023 LEVEL
Provide accurate timely management information	Monthly & Quarterly
Capex system for capital projects full rollout	Q3 2023
Rates on empty properties and rates incentive scheme	Ongoing
Digitalisation of Council processes	2023-2024
Procedures for roles in conjunction with internal audit	Q3 2023
Maintain and improve % collections on Income	+1%



**SLIGO COUNTY COUNCIL**  
County Hall  
Riverside  
Sligo  
F91 Y763



**Contact**

Tel: 071 911 11 11  
Fax: 071 914 11 19



**Web**

[www.sligococo.ie](http://www.sligococo.ie)  
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