



Sligo County Council
Comhairle Chontae Shligigh

Sligo.ie



CORPORATE PLAN
2020-2024



Section 134 of the Local Government Act 2001, amended by Section 49 of the Local Government Reform Act 2014, obliges Local Authorities to prepare a Corporate Plan ‘prepared on the basis of an organisational wide strategic approach encompassing the various activities of the local authority concerned.’





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INTRODUCTION

The social and economic landscape of County Sligo has been transformed in recent years. While we address the same challenges and embrace the same opportunities as other Local Authorities, there are convincing reasons to be positive about our future.

Over the life of this Corporate Plan we will see the benefits of an unprecedented level of capital investment in our county. The many roads and housing projects being delivered will not only enable us to realise our ambitious plans in these areas, it will be the catalyst for other major developments.

Sligo County Council will continue to work with our local communities and key local agencies to deliver on our common objectives, and this partnership approach lies at the heart of our planning for the duration of this plan.

It is also intended to progress a multi-sector sustainable development strategy for 2030, set investment priorities taking into account Sligo's comparative advantages, have regard to the opinions of stakeholders, adopt a comprehensive approach in the making of investment decisions, make use of skills, innovation and new technologies and foster a pro-innovation environment.

Sligo is positioned to fulfil its' Regional Growth Centre potential in accordance with the Government's National Planning Framework (NPF) designation. It is putting in place the necessary building blocks for the city and county to be promoted and marketed as a Smart Region that is attractive to a variety of companies capable of providing quality jobs in a sustainable and innovative environment.



Councillor Dara Mulvey
Cathaoirleach



Ciarán Hayes
Chief Executive





OPERATING ENVIRONMENT

County Sligo, located in the province of Connacht, in the North-West of Ireland, encompasses a total land surface of approximately 1,837.11 sq.km., bordered by Counties Leitrim, Roscommon and Mayo and flanked to the west by almost 200 km of Atlantic coastline.

Population

County Sligo's population of over 65,000 (2016 census) includes the city of Sligo, the largest centre of population in the northwest (over 19,000), exerting its influence on a hinterland that extends far beyond the County boundaries.

Sligo serves as an administrative, employment, commercial, health and education centre for a large hinterland. It has been designated as a centre for economic growth under the National Planning Framework.

Education

Sligo benefits from the presence of two third-level colleges. The Institute of Technology Sligo offers a diverse range of courses in business, engineering, humanities and science, while St. Angela's College (a constituent college of the NUI Galway) provides courses in nursing, health studies, home economics and education.

Business

With the benefit of improvements in telecommunications, utilities, infrastructure and the availability of well-serviced sites, Sligo has been able to establish itself as a high-quality location for business, with several international companies choosing to locate here. Sligo is served by road and rail-based public transport, with major funding currently being invested in our capital roads programme. There is also a port facility in the city, allowing for the import and export of goods.



Landscape

The county has a varied natural landscape with spectacular limestone mountains, such as Benbulbin and Benwisken, other interesting upland terrain (e.g. the Ox and Bricklieve Mountains), numerous picturesque lakes (Loughs Gill, Arrow, Glencar, Easky, Gara and Talt), enclosed farmland and a diverse coastline comprising low-lying cliffs, indented shoreline and sandy beaches.

These topographical attributes combine to give Sligo an outstanding landscape setting. In recent years the county has been enhanced by the development of scenic walks, mountain and coastal trails, recreation and amenity areas.

Heritage

Sligo possesses unique archaeological and historical features, with more than 5,000 recorded archaeological sites dating back over 6,000 years, including the prehistoric sites of Carrowmore, Carrowkeel and Creevykeel.

The beauty of the countryside coupled with a rich cultural and historical past has inspired musicians, artists and poets alike, including the Yeats family, St. Colmcille and Michael Coleman. This has provided Sligo with strong international recognition on which to base a thriving tourism industry.

Heritage is key to Sligo's identity and makes a significant contribution to the quality of life and well being of local communities. The County Sligo Heritage Plan aims to inspire our community to know, value and care for Sligo's unique heritage and to increase awareness, appreciation and enjoyment of our heritage for all.

Such a wealth of heritage makes Sligo a very attractive place in which to live, visit and work. Much has been achieved in recent years through the hard work and commitment of Sligo Heritage Forum and the wider community. We have seen the value of partnership in addressing local heritage needs and concerns.

The aim of the County Sligo Heritage Forum is: 'To inspire our community to know, value and care for Sligo's unique heritage and to increase awareness, appreciation and enjoyment of our heritage for all.'

The Forum adopted the following strategic themes:

- ◆ Raise awareness of Sligo's heritage
- ◆ Promote the conservation and management of Sligo's heritage
- ◆ Increase understanding of the value of Sligo's heritage
- ◆ Promote community participation in heritage plans and projects
- ◆ Record the heritage of Sligo and disseminate existing data



BUDGETARY CONTEXT

The framing and adoption of the Council's financial strategy is carried out in the context of national economic conditions and local financial and human resources.

Statutory obligations and key services will be managed by prudent management of resources, with the reduction in recent years in both central government funding and income from commercial rates impacting on the scope and ambition of programmes.

Financial management remains a primary focus in our ongoing endeavour to deliver the optimum level of services to the people of County Sligo.



MISSION STATEMENT

“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.”



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

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 2020 to 2024.

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.



DIRECTORATE OF PLANNING, COMMUNITY & ECONOMIC DEVELOPMENT, ARTS & CULTURE



COMMUNITY AND ECONOMIC DEVELOPMENT

STRATEGIC OBJECTIVES AND ACTIONS

1. Community:

For County Sligo to be a vibrant social and cultural hub where all members of the community are encouraged to achieve their full potential where active citizenship is fostered and where human rights, equality and diversity are valued and respected.

2. Economic:

For County Sligo to be known locally, nationally and internationally for its rich talent, innovative education system, robust infrastructure, supportive business environment, entrepreneurial culture and high quality of life.

Theme 1: Employment and Sustainable Economic Activity



Collectively promote and develop Sligo as the economic driver of the North West and as a quality location for sustainable investment, tourism, entrepreneurship and employment and in the implementation of the Communications and Branding Strategy to make Sligo a compelling place to live, invest and visit.



Objectives & Actions

STRATEGIC OBJECTIVES AND ACTIONS

1.1

Provide strategic leadership to ensure that all structures tasked with improving employment and economic activity in Sligo are working collaboratively and in the collective interest of the county by engaging via the Sligo Economic Forum, Economic SPC, the Sligo LCDC, AEC structure, and Sligo elected members in the planning and development of the Sligo 2030 Strategy planning process.

1.2

Develop a culture within Sligo County Council that is strongly supportive of sustainable economic development and ensure it is to the forefront in delivering services for ensuring a high quality of life for residents and visitors to Sligo.

1.3

Maximise the regional planning significance of Sligo as an economic hub for the Northwest Region and improve the county's connectivity and economic infrastructure.

1.4

Support job creation and sustainable economic development in communities throughout County Sligo.

1.5

Implement The Sligo Tourism and Diaspora Strategies for promotion and development of Sligo.

1.6

Promote Sligo as an attractive investment location for foreign direct investment and the development and expansion of the indigenous enterprise sector.

**STRATEGIC
OBJECTIVES
AND ACTIONS**

1.7

Support and develop Sligo's important micro-enterprise and SME sectors including the expansion of existing enterprises and the start-up of new businesses.

1.8

Implement a Social Enterprise Policy as set out in the National Social Enterprise Policy for Ireland 2019-2022.

1.9

Develop sustainable 'place-specific' economic development initiatives to stimulate thriving urban communities and strengthen the fabric of towns and their hinterlands, building on their key strengths.

1.10

Activate and support marginalised communities and individuals to access employment opportunities.

Theme 2: Education and Training



Harness the transformative power of education and training to boost sustainable economic and community development.

Objectives & Actions

2.1

Promote and develop Sligo as a regional centre of excellence in education and support Sligo Institute of Technology in its aim for University status. Support St Angela's linkages with National University of Ireland, Galway (NUI Galway), which will continue to be a catalyst for the advancement of University-level education for the North West.

*STRATEGIC
OBJECTIVES
AND ACTIONS*

2.2

Support Lifelong Learning and initiatives to support access to education and continue the work of the Sligo LCDC and subcommittee on this matter.

2.3

Utilise arts and culture as tools for education and personal development.

2.4

Develop targeted measures to address educational disadvantage and reduce the achievement gap.

2.5

Facilitate better linkages between schools, colleges and local employers.

2.6

Develop the skills and educational infrastructure to support job creation in key local economic sectors.

Theme 3: Health & Wellbeing

GOAL

Ensure community wellbeing by making Sligo a healthier place to live, grow, work and play in accordance with the Sligo LECP.

*STRATEGIC
OBJECTIVES
AND ACTIONS*

Objectives & Actions

3.1

Empower and build capacity within the community and support participation in health and community wellbeing initiatives via the LCDC and Public Participation Network strategies and initiatives, via grant schemes and the SICAP programme.

3.2

Introduce measures to improve accessibility and equality in the delivery of health and community services.

3.3

Promote positive mental health and wellbeing.

3.4

Reduce risk factors for chronic diseases and viruses through community-based initiatives.

3.5

Plan for a healthy and sustainable environment recognising different needs and abilities.

3.6

Develop integrated measures to improve community safety.

Theme 4: Social Inclusion, Poverty and Equality

GOAL

Promote a culture of inclusion and equality and address poverty via LCDC measures, interagency collaboration and actions within all Council policies including the LECP

Objectives & Actions

*STRATEGIC
OBJECTIVES
AND ACTIONS*

4.1

Develop measures to address exclusion and poverty in disadvantaged and isolated areas in the implementation of the Local Development Strategy (LEADER), the SICAP programme, Age Friendly initiatives, Healthy Ireland, PEACE IV, Community Enhancement grant aid, and all social inclusion support.

4.2

Develop specific initiatives that support social inclusion amongst groups that are vulnerable to poverty and exclusion such as aged, unemployed, disabled, single parents, new communities etc.

4.3

Build and strengthen leadership and capacity in the community sector and increase networking, collaboration and joint planning amongst all organisations.

4.4

Develop measures to ensure equality, cultural awareness and integration linking with Creative Ireland and Arts and Cultural initiatives.

4.5

Improve services and outcomes for children, young people and families by engaging with Foróige, CYPSC, Sligo Family Resource centre etc.

Theme 5: Environment and Climate Change

GOAL

C & ED in the implementation of the LECP and economic measures will work with partners including the Environment section of the Council to safeguard our environment for future generations by supporting sustainable economic and community development which ensures that the receiving environment is adequately protected.

**STRATEGIC
OBJECTIVES
AND ACTIONS**

Objectives & Actions

5.1

Promote awareness of and policies supporting environmental sustainability and energy efficiency across all sectors.

5.2

Enact policies that position Sligo as a leader in sustainable tourism while safeguarding our unique environmental infrastructure, landscape and built and natural heritage in the implementation of the LEADER programme and all grant schemes.

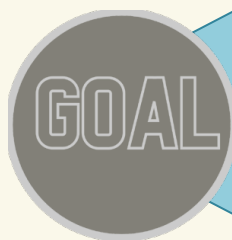
5.3

Increase the local environmentally sustainable production, supply and use of alternative sources of energy subject to Habitats Directive Assessment and Environmental Impact Assessment as appropriate.

5.4

Promote and support greater community involvement and business participation in sustainable environmental initiatives and promote funding opportunities.

Theme 6: Collaborative Framework



Create a framework for joint working through strategic community & economic planning, sharing of services and resources, evidence-based research and a clear commitment amongst all sectors to collaborative action.

Objectives & Actions

6.1

Work with all partners and structures across community and economic to ensure collaboration is a key pillar in development and work to develop a central portal for socio-economic research and data collection to support policy development in relation to economic and community planning and to maximise funding opportunities available to the county.

6.2

Identify areas for collaborative action in relation to training, development and strategic planning.



PLANNING ENFORCEMENT AND BUILDING

*STRATEGIC
OBJECTIVES
AND ACTIONS*

Objectives

1

Reduction in the incidence of unauthorised development.

2

Ensuring compliance with grants of planning permission.

3

Completion of housing developments to a standard suitable for taking in charge.

4

Reduce the number of long term vacant homes / derelict sites and facilitate their return to productive use.

5

Promote and enforce compliance with building regulations and construction product regulations.



*STRATEGIC
OBJECTIVES
AND ACTIONS*

Actions

1

Investigate complaints of unauthorised development and take appropriate enforcement action in a timely manner.

2

Monitor compliance with grants of planning permission.

3

Implement Vacant Homes Action Plan.

4

Undertake site inspections to ensure compliance with building regulations.



SLIGO LIBRARY, ARTS, MUSEUM & ARCHIVES

*STRATEGIC
OBJECTIVES
AND ACTIONS*

Objectives

1

Promote self education, reading and literature.

2

Support improvements in literacy and access to lifelong learning for all.

3

Continue to improve upon the library infrastructure throughout County Sligo.

4

Lend a supporting role to entrepreneurs and local economic development.

5

Fulfil a leading role in cultural development and appreciation.

6

Collect, augment and maintain the written history of County Sligo.

7

Improve access to an ever growing choice of library services.



Actions

1

Seek approval and funding from the Urban Regeneration Development Fund to build a new Sligo Central Library and County Museum.

2

Review and develop an annual programme of events.

3

Maintain and improve upon the process as adopted in the 5 year Library Plan to achieve a book fund target of €4 per capita by 2025.

4

Promote a social inclusion policy through community engagement and activities.

5

Develop Work Matters as a business and entrepreneur support service in Sligo County Council's network of libraries.

6

Produce programming in partnership with Europe Direct, the Arts, Museum and Archives.

7

Expand the use of online services such as e-Books, e-Audio, e-Magazines, social media, podcasts, training and educational online videos.

8

Develop in partnership with our colleagues from the 29 other Local Authorities the single National co-operative library management system.

9

Develop links with pre-schools and schools at all levels with a view to establishing a series of events and programmes.



SLIGO ARTS

Objectives

1

Sligo County Arts Service will work in partnership with key stakeholders to deliver a high quality arts service for the people of Sligo and to promote greater public involvement in the arts in a wide range of social and community settings.

2

The Arts Service will also work with the arts community to promote culture and creativity as an expression of contemporary Sligo at national and international level.

3

To promote the arts through Education.

4

To promote and encourage the arts for Young People.

5

Support Music festivals and events.



Actions

*STRATEGIC
OBJECTIVES
AND ACTIONS*

1

Draft a five year Arts Plan.

2

Primary Colours Visual Arts programme for primary schools.

3

Implement the Arts+Health Strategy.

4

Music Generation Sligo.

5

County Sligo Youth Theatre.

6

County-wide Arts + Health programme in partnership with the HSE, Hawk's Well Theatre, schools, Bealtaine, Cos Cos and Lily Lolly Festivals.

7

Annual festival in partnership with Vogler Quartet, RIAM and Con Brio.

8

Provide funding and support through publicity, advice and expertise.

9

Provide funding to professional arts organisations, festivals and programmes.



SLIGO MUSEUM

Objectives

1

Collect, preserve and exhibit the artefacts of historical importance to Sligo.

2

Promote the cultural tourism potential of Sligo.

3

Improve the Museum infrastructure to include a purpose built facility.

4

Liase with community and educational institutions in promoting our rich history.

Actions

1

Produce a minimum of two significant exhibitions in the County Museum per annum.

2

Continue the conservation programme on artefacts.

3

Provide information and guidance to individuals on historical artefacts and finds.



SLIGO ARCHIVES

Objectives

1

Collect and preserve the archives of the county.

2

Promote awareness of archives in the community.

3

Manage the records of Sligo County Council.

Actions

1

Draft a five year plan for Archives.

2

Establish a County Archive with the appropriate facilities including proper storage.

3

Encourage local people and organisations to deposit their archives.

4

Engage in outreach activities.

5

Develop a records management system in the council.



LOCAL ENTERPRISE OFFICE (LEO)

Objectives

*STRATEGIC
OBJECTIVES
AND ACTIONS*

- 1 Implement the Service Level Agreement between the Council and Enterprise Ireland, which sets out key actions to be delivered and funded on behalf of the Department of Jobs, Enterprise and Innovation and Enterprise Ireland by the Council to service the needs of the micro and small business sectors. These include, in particular, the provision of a comprehensive business information and advisory service; financial, training and advisory supports; enterprise promotion and local enterprise development.
- 2 Maximise the level of resources available to the Office, from non-exchequer (e.g. cross-border and European programmes) as well as exchequer resources.
- 3 Contribute to the formulation and implementation of the key economic and enterprise policies and objectives of the Council, particularly in the area of tourism.
- 4 Assist in the development and positioning of City Hall as a centre of delivery of the Council's key economic and enterprise activities in Sligo.
- 5 Contribute at national and local level to the development and implementation of policies, innovations and programmes relating to enterprise and economic development.
- 6 To work in collaboration with other agencies to enhance support mechanisms for business start-ups and small enterprise.



*STRATEGIC
OBJECTIVES
AND ACTIONS*

Actions

1

Provide a comprehensive first stop shop encompassing business advice and, where applicable, a sign-posting service to supports provided by other agencies and relevant Sections of the Council.

2

Maximise the level of resources available for business development.

3

Provide financial supports for start-up and business development.

4

Provide training and mentoring supports to client businesses.

5

Promote enterprise at every opportunity, including through national programmes such as the schools programmes and the National Enterprise Awards spearheaded through the Network.

6

Promote and provide access to relevant business networks.

7

Liaise with community enterprise centre managers and engage with them as appropriate in a context of any national policies and/or interventions of relevance.

8

Develop an annual enterprise plan and input into the Council's corporate, economic and other developmental plans as appropriate.

9

As appropriate, develop/foster existing partnerships and programmes with local businesses, their representative bodies and spokespersons and with other agencies, including those involved in North/South development.



*STRATEGIC
OBJECTIVES
AND ACTIONS*

10

Implement cross-border and other programmes in respect of which funding has been procured, e.g. the border uplands project, the discovery point remedial works programme along the Wild Atlantic Way, the Sligo BID's programme, Trade links and so on and continually endeavour to leverage further resources to introduce new, relevant programmes.

11

Promote and market local areas as locations for investment in conjunction with the appropriate national bodies.

12

Develop appropriate enterprise infrastructure at County/City level.

13

Act as an enhanced resource for Government to undertake one-off initiatives (e.g. Ireland's Best Young Entrepreneur; On-line Training vouchers).

14

Participate insofar as practicable in relevant local and national bodies and committees (e.g. LCDC, Network of LEOs, etc.) with a remit in enterprise and economic development.



DIRECTORATE OF HOUSING, CORPORATE & EMERGENCY SERVICES



HOUSING

*STRATEGIC
OBJECTIVES
AND ACTIONS*

Objectives

1

Process applications for Social Housing Support in a timely manner.

2

Work collaboratively with other agencies, voluntary housing bodies and community organisations.

3

Manage and maintain housing stock.

4

Harness all opportunities to deliver additional accommodation in County Sligo.

*STRATEGIC
OBJECTIVES
AND ACTIONS*

Actions

1

Process applications, assessments and allocations for Social Housing Support.

2

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

3

Implement the Traveller Accommodation Programme (TAP).

4

Deliver and manage the delivery of Homeless Services.

5

Deliver estate management services, tenancy support and tenancy enforcement.

6

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

7

Pursue every opportunity to deliver new housing opportunities.

8

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

9

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

10

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

11

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.



CORPORATE

*STRATEGIC
OBJECTIVES
AND ACTIONS*

Objectives

1

To ensure the delivery of Services in accordance with Corporate Governance norms.

2

To oversee democratic decision making in a transparent and accountable manner.

3

To provide details of all Council meetings.

4

To ensure the delivery of a high standard of Customer Services.

5

To maintain and enhance a culture of Health & Safety across the organisation.

6

To implement the Council's Disability, Inclusion and Access Strategy, the Training Lives Programme and EU Convention on the Rights of People with Disabilities.

7

Implementation of the Public Sector Duty.



*STRATEGIC
OBJECTIVES
AND ACTIONS*

Actions

1

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

2

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

3

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

4

To provide administrative support for Cathaoirleach and oversee delivery of civic functions.

5

To utilise current and emerging information systems to communicate effectively with Councillors, staff, media and general public, and enhancing access on online information services.

6

To make available all Council meeting minutes and agendas on the Council website.

7

To communicate clearly with the public concerning the cost and revenue implications of various services.

8

To process FOI requests in a timely fashion.

9

To use concise, jargon-free language in the preparation and placement of public notices and media releases.

10

To prepare and publish corporate publications in compliance with statutory timeframes.



HUMAN RESOURCES

*STRATEGIC
OBJECTIVES
AND ACTIONS*

Objectives

1

To ensure that an organisation has the right people, with the right skills, in the right places at the right time, to fulfil its mandate and strategic objectives.

2

Encourage staff to achieve their potential through the management of the Performance Management Development System (PMDS).

3

Develop and Implement HR policies and procedures in an efficient and timely manner.

4

Identify training needs and ensure that essential programmes are delivered in a timely and efficient manner.

5

Oversee Industrial relations activities and training programmes in accordance with budgetary and statutory requirements.



*STRATEGIC
OBJECTIVES
AND ACTIONS*

Actions

1

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.

2

Maintain effective working relationship with unions and staff through regular meetings and ongoing review of issues.

3

Maintain and update changes regarding organisational structure and changes in personnel profiles.

4

Ensure that all recruitment is carried out in an efficient and transparent manner.

5

Implement an effective programme of staff welfare services.

6

Prioritise essential Training & Development Needs.

7

Administer the Council's Superannuation Scheme by prompt calculation of staff entitlements on resignation/retirement.

8

Oversee the administration of relevant requirements of National Agreements.

9

Administer 'Family Friendly' policies in an efficient and timely manner.

10

Manage attendance through appropriate policies and procedures and IT systems.



DIRECTORATE OF FINANCE



FINANCE

*STRATEGIC
OBJECTIVES
AND ACTIONS*

Objectives

1

To secure agreement with the Department of Environment, Community and Local Government in respect of a Financial Plan in order to achieve sustainability for Sligo County Council's finances.

2

To exercise strict budgetary control and to maximise revenue from all income streams, and to identify and introduce additional efficiencies and ensure value for money in all service areas.

3

To prepare financial documents and reports in accordance with, Department's accounting code of practice and seek the approval of Council Members prior to the submission of these reports to the Department.



*STRATEGIC
OBJECTIVES
AND ACTIONS*

Actions

1

Imposition of strict budgetary control imposed and overseen by the Senior Management Team.

2

Ongoing review of financial position at all Senior Management Meetings.

3

Monitoring of Budgetary Control on an ongoing basis by Senior Management Team.

4

Evaluate and review objectives and work programme of 'Income Task Force' in considering achievable targets.

5

Achieve efficiencies by means of national and sectoral procurement initiatives and through improved purchasing strategies.

6

Improve accessibility to services using existing and emerging IT systems.

7

To prepare IMF/EU quarterly reports and present to Council Members and the Department within timelines as prescribed by the Department.

8

To prepare the Annual Financial Statement for Sligo County Council in accordance with the Departments accounting code of practice and present the Annual Financial Statement to Council Members and the Department within timelines prescribed by the Department.

9

To prepare Annual Budget within timelines prescribed by the Department and submit to the Council Members for adoption.



**DIRECTORATE OF
ENVIRONMENT,
INFRASTRUCTURE, FIRE
SERVICES & CLIMATE ACTION**



ROADS & TRANSPORTATION

*STRATEGIC
OBJECTIVES
AND ACTIONS*

Objectives

1

To maintain and enhance the physical condition of County Sligo's network of Public Roads as well as cycle lanes and footpaths, in order to facilitate and support the social and economic well-being and development of Sligo.

2

To continue to encourage, facilitate and develop the use of more sustainable modes of transport for commuting, business and leisure purposes including walking, cycling and public transport including bus and rail. In particular, develop and support specific schemes with significant tourism potential.

3

To enhance access to and from the region, county and to Sligo City and Environs through improved transport planning and improved traffic management.

4

To progress improvement schemes on County Sligo's network of National Roads (N4, N16, N15, N17 and N59) to enhance connectivity to the rest of the island and abroad including airports, ports etc.

5

To progress the development of strategic non-national roads in Sligo City and Environs to facilitate its social and economic development as a Regional Growth Centre and as the driver of economic growth within the region.



*STRATEGIC
OBJECTIVES
AND ACTIONS*

Actions

1

Review roads maintenance and improvement operations for both National and Non-National roads to enhance and achieve efficiencies including review of fleet management, staff training and use of IT and pavement management systems. Continue to liaise with DTTAS and TII to maximise roads maintenance funding to County Sligo.

2

Liaise with the Sligo Cycling Campaign to continue the development of cycle lanes within County Sligo.

3

Continue to liaise with the DTTAS and NTA to develop and construct Sligo's Smarter Travel Programme including the construction of improved facilities for pedestrians and cyclists and the facilitation of improved bus and rail services.

4

Review transport planning and traffic management in County Sligo and especially in Sligo City including the implementation of an Urban Traffic Control System within the City.

5

Progress the following improvement schemes on National Roads within County Sligo.

- Complete construction the N4 Collooney to Castlebaldwin Road Improvement Scheme.
- Complete construction the N4/N15 Sligo Urban Improvement Scheme – North of Hughes Bridge to R291/N16 junction, including urban traffic control system
- Develop and construct improvement schemes on the N16 Sligo to County Leitrim Boundary.
- Continue to develop through the planning stage improvement schemes on the N17 Collooney to Knock scheme
- Develop and construct the N59 Corhawnagh to Lugnadeffa Improvement Scheme.

6

Progress the following strategic non-national road schemes in Sligo City

- Eastern Garvogue Bridge and Approach Roads Scheme
- Western Distributor Road
- Burton Street link scheme
- Public Enhancement Schemes
- Markievicz Bridge Footbridge



PIERS, HARBOURS & COASTAL PROTECTION

*STRATEGIC
OBJECTIVES
AND ACTIONS*

Objectives

1

Maintain, repair and develop to a high standard Sligo's network of piers and harbours to support fishing, leisure and tourism activities.

2

Monitor, maintain and strengthen Sligo's existing network of coastal erosion defences especially to protect locations with significant economic, tourism and public leisure facilities.

3

Continue to identify locations which are at risk of coastal erosion and flooding.

4

Maintain and enhance sustainable public access to public beaches in County Sligo especially Blue Flag beaches.

5

Continue to coordinate the CFRAMs project in County Sligo.



*STRATEGIC
OBJECTIVES
AND ACTIONS*

Actions

1

Continue to foster and improve good working relationships with various funding agencies. To plan develop and source funding for identified new coastal and harbour schemes where appropriate.

2

Develop strategies for coastal areas at risk of erosion.

WATER SERVICES

*STRATEGIC
OBJECTIVES
AND ACTIONS*

Objectives

- 1 To continue to provide and seek to maintain first class Drinking Water and Wastewater Services on a daily basis to the people of Sligo in accordance with the terms of the SLA with Irish Water.
- 2 To continue to develop water and wastewater infrastructure in Sligo through partnership with Irish Water.
- 3 Ensure services are delivered within allocated budget.

Actions

- 1 Ensure that appropriate staff/resources are available to continue the satisfactory transition of Water Services to Irish Water.
- 2 Also to ensure that priority Water and Wastewater projects are advanced with IW, while also maintaining to the highest standards the daily maintenance operations for both the Water and Wastewater networks.



ENVIRONMENTAL SERVICES

*STRATEGIC
OBJECTIVES
AND ACTIONS*

Objectives

- 1 The protection and improvement of water quality in County Sligo.
- 2 To promote the conservation of areas of natural environmental value and enhance tourism in County Sligo.
- 3 Adhere to Connaught Waste Management Plan.
- 4 Provision of a clean living environment for the citizens of Sligo.
- 5 Protection and improvement of air quality in County Sligo.
- 6 Enforcement of food safety standards in premises.
- 7 Management of Dog Warden Service for County and implement Control of Horses Act.



**STRATEGIC
OBJECTIVES
AND ACTIONS**

8

Ensure services are delivered within allocated budget.

9

Maintain and enhance a culture of Health and Safety across the sector.

10

Maximise income generation.

Actions

1

Ensure Drinking Water Monitoring program is implemented in full and any non compliances resolved.

2

Carry out EPA inspection plan for Domestic Waste Water Treatment Systems.

3

Carry out Agricultural Inspections as required by the EPA.

4

Protect Drinking Water Sources.

5

Implement and enforce the River Basin Management Plans.

6

Manage and Enforce Waste Management Bye-Laws 2013.

7

Improve data collection for waste management and interpretation of same.

8

Ensure waste is managed in an environmentally proper fashion and in accordance with Regulations.



*STRATEGIC
OBJECTIVES
AND ACTIONS*

9

Meet obligations under service contract with the Food Safety Authority of Ireland.

10

Implement Control of Dogs Acts 1986-1992 and Dog Breeding Establishments Act 2010.

11

Implement Control of Horses Act.

12

Integration of Litter Management across the city and county.

13

Manage and improve the quality and distribution of recycling facilities.

14

Co-ordinate and enhance Beach Management across the county by ensuring criteria for Blue Flag Beaches are met, enforcement of beach bye laws and ensuring satisfactory provision of lifeguard/warden service at Enniscrone, Rosses Point, Streedagh, Dunmorán and Strandhill beaches.

15

Issue and Enforce Air Pollution Licences.

16

Assess planning and development applications for impact on the environment.



CROSS-CUTTING THEMES

The process of internal and external consultation identified a number of cross-cutting themes which informed the preparation of the Plan:

Transport

- Improve transport access to the Northwest to enable businesses operate competitively from the region.

Collaboration

- Work closely with key stakeholders to position the county more effectively as a major centre for economic growth and tourism, to facilitate new investment opportunities, and deliver strong regional image and brand.

Skills

- Work in partnership to implement the national skills agenda.

Education

- Encourage continued development and investment in education, research and academic linkages.



Human rights and equality

- Ensure human rights and equality issues are respected in accordance with S 42 of the Human Rights and Equality Act 2014.

Age Friendly

- Support the development of creative and innovative practices through the 'Age Friendly Ireland Programme' and the positioning of Age Friendly as a 'feature principle' in relevant strategic planning.

Health & Well-being

- Promote improved health, wellbeing and quality of life of people living in Sligo and support NW Regional Drug and Alcohol Task Force in their campaign to prevent and reduce alcohol-related harm.

Access

- Ensure Sligo is developed and promoted as a welcoming, accessible environment for people with disabilities.



MONITORING AND REVIEW

The National Oversight and Audit Commission (NOAC) will monitor the adequacy of the Corporate Plan and evaluate its implementation.

Monitoring performance across all key service areas is achieved through a Performance Indicator System which provides an important mechanism for the benchmarking of performance across a range of areas. These indicators are available publicly facilitating a greater understanding and openness in relation to the workings of Sligo County Council.

The National Oversight Audit Commission scrutinizes the performance of local government bodies against relevant indicators including indicators relating to customer service.

Progress on achieving the objectives in the Corporate Plan will be measured in a number of ways including:

- ◆ The National Performance Indicators
- ◆ Local Authority Annual Report
- ◆ Audit Committee Reports
- ◆ Local Government Auditor Reports
- ◆ The Annual Financial Statement
- ◆ Recommendations from the National Oversight and Audit Commission (NOAC)
- ◆ Monthly Management Report to Council
- ◆ Review of Annual Service Plans
- ◆ If the process of monitoring and review highlights the need for corrective action, this will be brought to the attention of the Corporate Policy Group in the first instance



ANNUAL SERVICE DELIVERY PLANS

A key purpose of the Corporate Plan will be to provide a framework within which annual service delivery plans are formulated.

Section 134A of the 2001 Act (as inserted by Section 50 of the 2014 Act) requires that, in future, local authorities prepare annual service delivery plans which will set out in detail the activities to be undertaken across all key function areas to deliver on the corporate plan's objectives.

The ASDP will identify the services to be provided and the standards to which they are to be delivered, monitored and evaluated so as to ensure that objectives for the optimum delivery of services is achieved. It will provide a new methodology whereby local authorities can gauge and be gauged on their own year-on-year performance.

The service delivery plan will also be linked to the budgetary process, the performance management and development system, and relevant service/performance indicators, aligning over the lifetime of the corporate plan with performance indicators developed by the National Oversight and Audit Commission (NOAC), the national oversight body for the local government.



SHARED SERVICES

- ◆ Sligo County Council is the lead authority for Homeless Services for the North West Region (Sligo, Donegal and Leitrim). This role includes overseeing the regional Joint Homelessness Consultative Forum and Management Group as provided for in Sections 38 and 39 of the Housing (Miscellaneous Provisions) Act 2009. Sligo County Council has ultimate responsibility for the finalisation of the region's expenditure programme, which it will develop in cooperation with the other two housing authorities. The regional allocation is also delegated to the Council, to be disbursed appropriately across all the housing authorities in the region. Sligo County Council is also responsible for managing the region's administrative relationship with the Department including certain reporting requirements.
- ◆ Shared public library services
- ◆ HR, payroll and superannuation [pension-related matters] national shared service
- ◆ Irish Water service level agreement
- ◆ Regional Training Centre for Fire Services
- ◆ MOU appointing Kerry County Council Central Procurement Body



COUNTY SLIGO DEVELOPMENT PLAN

The Development Plan for the County of Sligo 2017–2023 was made by the members of Sligo County Council at their meeting on 31st July 2017.

The Sligo County Development Plan 2017–2023 has been effective since 28 August 2017. It sets out an overall strategy for the proper planning and sustainable development of County Sligo, in accordance with the Planning and Development Act 2000 (as amended).

As a result of the implementation of the Local Government Reform Act 2014 and consequent abolition of Sligo Borough Council, Sligo County Council has extended its jurisdiction over the Sligo and Environs area, for which two development plans were previously prepared jointly by the two planning authorities (in 2004 and in 2010). The Local Government Reform Act 2014 also established a Municipal District system of local administration.

This Plan builds on the review of the Sligo CDP 2011-2017, taking into account recent changes as well as national, regional and local policy developments. The CDP presents the Council's outlook for the future development of County Sligo and its Regional Growth Centre for the period up to 2040, within a long-term perspective.



LAND ASSET MANAGEMENT

Sligo County Council holds a substantial property portfolio. The property is distributed across the county and includes key sites in Sligo City. This property offers an opportunity to respond to national policy initiatives particularly in respect to housing and the objectives for Sligo under the NPF. The Council intends to put in place a dedicated Land Asset Management Team. The team will bring a focus and emphasis to property development and management with a strategic focus on delivering housing and accelerating the development of Sligo.

Sligo County Council through its takeover of Sligo Harbour acquired an extensive range of property, previously managed by Sligo Harbour Commissioners. Much of this land was tied up in complex ownership arrangements involving leasehold interests but which were not managed. Many of the ownership issues have been resolved in the intervening 14 years since takeover at significant costs to Sligo County Council. The harbour area now holds substantial reserves of brown field sites in the Council's ownership and excellently located close to the city centre.

The Land Asset Management Team will be tasked to engage innovative means to advance property development and draw in the associated investment. The team will work closely with the Land Development Agency and the Housing Delivery Office.



APPENDICES



EXTRACT PROJECT IRELAND 2040 - NATIONAL PLANNING FRAMEWORK

NORTHERN AND WESTERN REGION

The Northern and Western region justifies a particular focus in this Framework. This is due to a historically lower level of urbanisation compared to other regions, proximity to the border and risks posed by Brexit. The spatial contrast between the five existing cities in Ireland, all south of a line from Dublin to Galway and cities in Northern Ireland such as Belfast and Derry emphasises this underdevelopment and the strategic imperative of building up the strength of this part of the country.

Such an approach would recognise and build on the facts that the region contains both the fastest growing city in Ireland over the past 50 years (Galway), as well as places that have far reaching positive effects on their surrounding areas, well beyond what might be suggested by their scale in population terms.

These city and city-region functions will be supported and enhanced over the lifetime of this Framework through relevant policies and investment but with a strong emphasis on securing a compact-growth development approach. Through such policies, by 2040, this will be a region of more than 1 million people, 180,000 more than today, with the biggest challenge it faces being the identification and implementation of actions that will build up its urban structure, diversify and strengthen its rural areas as they transition towards a more broadly based mix of economic activities sufficient to underpin long term self-sustaining local communities.



DIASPORA VISION FOR SLIGO

Sligo to be a compelling destination where our Diaspora return or engage to live, visit or invest.

It is widely recognised that Diaspora engagement is a critical component in local economic, social and community development in Ireland as outlined in “Global Irish – Ireland’s Diaspora Policy”. As well as reaching out to the Diaspora on a national level, there is potential for local communities and counties in Ireland to reach out to their own Diaspora and build new relationships, to benefit local and regional development.

At local level it is an action in the Sligo Local Economic Community Plan 2016-2021 to develop ways of linking with our Diaspora to build mutually beneficial linkages through networks and involvement of other agencies.

The strategic outcomes identified in the Diaspora Strategy for County Sligo 2019-2024 are:

- ◆ The development and delivery of a Sligo narrative that helps build the Sligo brand and delivers a strong sense of belonging for Sligo people everywhere
- ◆ The building of long-term, two-way relationships with the Diaspora so that they can be provided with support from Sligo and they in turn can promote Sligo abroad
- ◆ Greater engagement with the Diaspora so that they increasingly visit, invest in and/or return to Sligo

Our ongoing engagement with our Diaspora will be critical in achieving the social, economic and community development potential of the county.

The Strategy represents our commitment to ensure we create meaningful channels of communication that will serve to support our economy, increase our social capacity, and nurture the cultural roots of Sligo to which over 960,000 people across the world claim ownership.



SLIGO CITY CENTRE PUBLIC REALM PLAN

In February 2018, international design consultancy Building Design Partnership (BDP) were commissioned by Sligo County Council to prepare a public realm plan for Sligo. A Public Realm Plan is a planning document with a long-range vision for the built environment that takes into account the varied needs of its users. Following a period of public consultation, the Sligo City Centre Public Realm Plan was completed in September 2018. This single, coherent concept for the city centre's public realm seeks to achieve the ultimate goal of transforming Sligo into the leading city in the north-west region through the design of an attractive and vibrant city centre in which people want to live, work, socialise and shop.

The Plan identified a number of key locations within the urban core where there are significant opportunities to create high quality urban spaces including O'Connell Street, Stephen Street Cultural Plaza, Rockwood Parade and Quay Street car park. Sligo County Council has successfully applied under the Urban Regeneration and Development Fund for funding for a number of these projects which will be implemented in the coming years.



CUSTOMER CHARTER

Our commitment to you

- ◆ To deliver high quality services to you in an effective and caring manner.

Courtesy and Consideration

You are at all times entitled to be served:

- ◆ Promptly and in a courteous manner.
- ◆ With due regard to privacy and confidentiality.
- ◆ By helpful staff.

Openness and Impartiality

We undertake to:

- ◆ Deal with you in a fair and open manner.
- ◆ Discuss any aspect of your dealings with us.
- ◆ Explain how a decision was reached.

Access

We endeavour to:

- ◆ Provide clean, accessible public offices.
- ◆ Facilitate access for people with disabilities and special requirements.



SCHEDULE OF STRATEGIES AND POLICIES

NATIONAL/EU

- ◆ Role of the local authority in progressing and playing its part in existing relevant national policies
- ◆ Local Government Reform Act, 2014
- ◆ Guidelines on the Planning System and Flood Risk Management
- ◆ National Digital Strategy
- ◆ Our Public Service 2020
- ◆ National Positive Ageing Strategy
- ◆ National Spatial Strategy 2002-2020
- ◆ Marine Planning Policy Statement
- ◆ Brighter Outcomes Better Futures: The national policy framework for children and young people 2014-2020
- ◆ National Development Plan
- ◆ Rebuilding Ireland: Action Plan for Housing and Homelessness
- ◆ Homelessness Policy Statement 2013-2016 (DoECLG)
- ◆ Traveller Accommodation Programme 2019-2024 (DoECLG)
- ◆ Keeping Communities Safe – Fire Services Framework (DoECLG)
- ◆ National Climate Change Adaptation Framework 2012 (DoECLG)



- ◆ Our Communities: Framework Policy for Local Community Development in Ireland
- ◆ National Disability Inclusion Strategy (2017-2021)
- ◆ Protocols on Transfer and Sharing of Property Assets
- ◆ National Marine Planning Framework (to be adopted by end 2020)
- ◆ National Housing Strategy for People with a Disability 2011-2016 (NHSPWD) (DoECLG)
- ◆ Action Programme for Effective Local Government 2012 (DoECLG)
- ◆ Renewable Electricity Policy and Development Framework (REPDF)
- ◆ People, Place and Policy – Growing Tourism to 2025 and the associated Tourism Action Plans
- ◆ Implementation Plan on the State’s Response to Homelessness 2014-2016 (DoECLG)
- ◆ Medium-Term Economic Strategy 2014-2020 (Department of An Taoiseach), Action Plan for Jobs (Department of Jobs, Enterprise and Innovation), Construction 2020 (Department of An Taoiseach - 2014)
- ◆ Our Sustainable Future – A Framework for Sustainable Development for Ireland 2012 (DoECLG)
- ◆ National Policy Framework for Children 2014-2020 (Department of Children and Youth Affairs)
- ◆ Time to move on from Congregated settings – a Strategy for Community Inclusion (HSE)
- ◆ Social Housing Strategy 2020 (DoECLG)
- ◆ Met Éireann strategic plan 2017-2027
- ◆ Public Sector Energy Efficiency Strategy
- ◆ National Flood Forecasting and Warning Service
- ◆ National Social Enterprise Policy for Ireland 2019-2022
- ◆ A Roadmap for Social Inclusion: Ambitions, Goals and Commitments 2019-2025
- ◆ Climate Action Plan 2019 to Tackle Climate Breakdown
- ◆ Rural Development Policy 2020+ Next phase
- ◆ EU Strategy on Adaption to Climate Change
- ◆ EU ‘Floods’ Directive
- ◆ European Flood Awareness System (EFAS)
- ◆ Flood Risk Management Plans and Maps produced under National CFRAM (Catchment Flood Risk Assessment & Management) programme
- ◆ Digital Single Market
- ◆ National Adaptation Framework
- ◆ National Development Plan



- ◆ National Heritage Plan – Heritage Ireland 2030
- ◆ National Planning Framework 2040
- ◆ National Traveller and Roma Inclusion Strategy 2017-2021
- ◆ Our Public Libraries 2022: Inspiring, Connecting and Empowering Communities
- ◆ Putting People First- Action Programme for Effective Local Government
- ◆ Rebuilding Ireland
- ◆ National Broadband Plan
- ◆ Open Data Strategy 2017-2022
- ◆ National Vacant Housing Reuse Strategy
- ◆ River Basin Management Plan for Ireland 2018-2021
- ◆ Water Services Policy Statement 2018-2025
- ◆ Public Service ICT Strategy
- ◆ eGovernment Strategy
- ◆ DCCA: National Cyber Security Strategy
- ◆ Strategy for the Future Development of National and Regional Greenways
- ◆ DEBI Innovation 2020
- ◆ National Sports Policy 2018-2027
- ◆ Policy on Property Acquisition and Disposal
- ◆ Library Development Plan 2016-2021
- ◆ Healthy Ireland – A Framework for Improved Health and Wellbeing 2013-2025
- ◆ Guidelines for Planning Authorities on Architectural Heritage Protection
- ◆ The National Language Strategy 2010-2030
- ◆ Tourism Development and Innovation: A Strategy for Investment 2016-2022
- ◆ Human Rights and Equality Act 2014
- ◆ UN Convention on Human Rights of People with Disabilities
- ◆ Garda Síochána 2005
- ◆ The National Oil Spill Contingency Plan (DTTAS)
- ◆ The National Search and Rescue Plan (DTTAS)
- ◆ Wind Energy Development Guidelines (WEDGS)



REGIONAL

- ◆ Connaught Waste Management Plan 2015-2021
- ◆ Regional Assembly Operational Programmes
- ◆ Regional Spatial and Economic Strategy 2020-2032
- ◆ The Regional Indicators Report – Monitoring Framework for the Implementation of the Regional Planning Guidelines
- ◆ Strategy Plans of other Regional Bodies, e.g. HSE, Garda Síochána
- ◆ Regional Homelessness Action Plan
- ◆ Flood Risk Management Plan for the North Western River Basin
- ◆ Flood Risk Management Plan for the Sligo Bay & Drowse River Basin

LOCAL

- ◆ Local Economic and Community Plan 2016-2021
- ◆ County Development Plan 2017-2023
- ◆ Local Area Plans
- ◆ Housing Assistance Payment Programme
- ◆ Local Enterprise Development Plans
- ◆ PPN Well-Being Plans
- ◆ Major Emergency Plan
- ◆ Cranmore & Environs Regeneration Masterplan
- ◆ Traveller Accommodation Programme 2019-2024
- ◆ Climate Adaptation Strategy
- ◆ Waste Management Bye-Laws
- ◆ Annual Winter Service Plan County
- ◆ Sligo Tourism Strategy 2018-2023
- ◆ Culture and Creativity Strategy 2018-2022
- ◆ Disability Inclusion and Access Strategy 2019-2022
- ◆ Strategic Policy Committees Scheme 2019-2024
- ◆ Diaspora Strategy for County Sligo 2019-2024



YOUR COUNCIL

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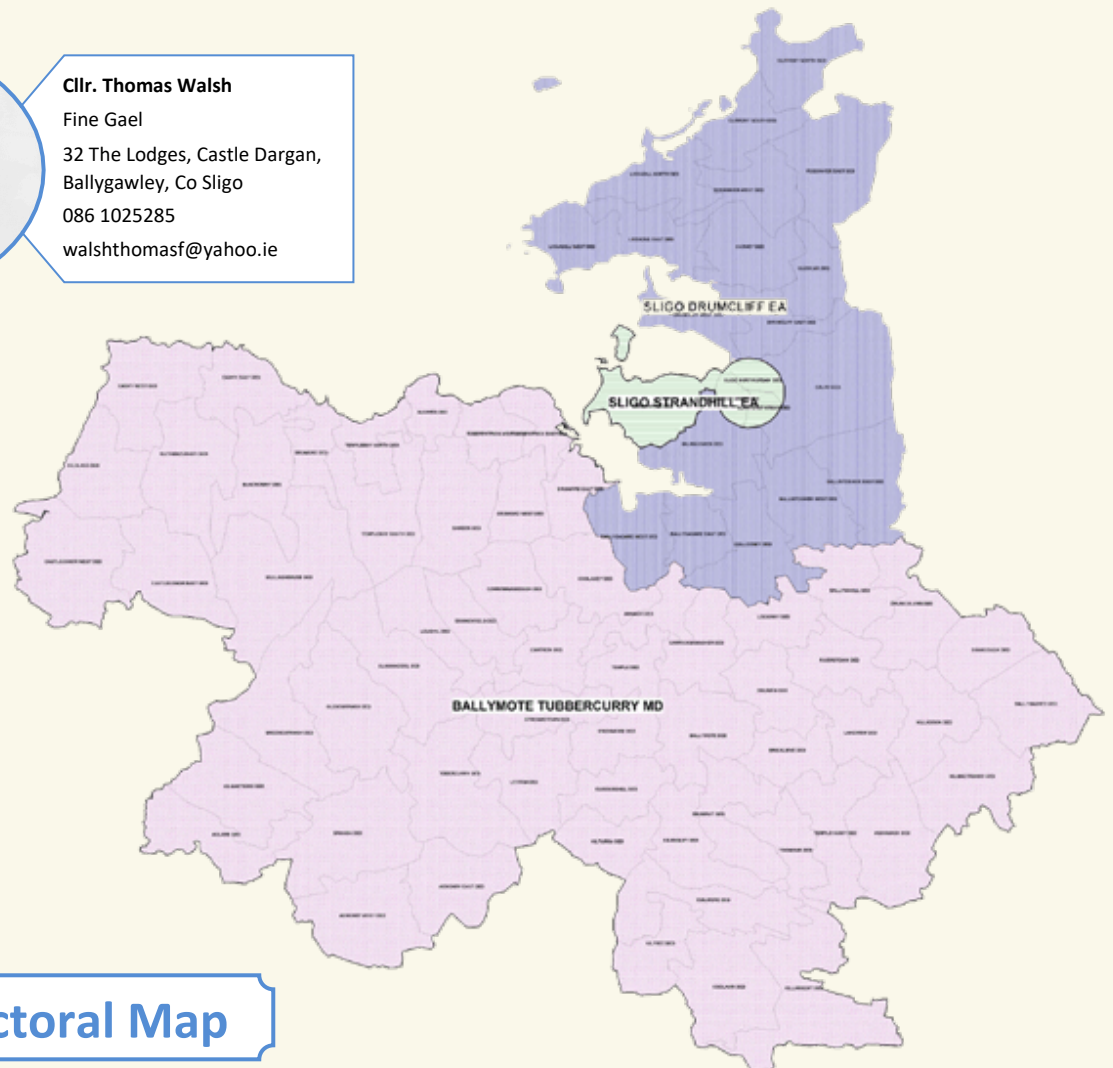
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County Sligo Electoral Map



STRATEGIC POLICY COMMITTEES

STRATEGIC POLICY COMMITTEE 1 Housing and Corporate

Name	Sector
Councillor Arthur Gibbons, Chairperson	Local Government
Councillor Martin Baker	Local Government
Councillor Declan Bree	Local Government
Councillor Tom Fox	Local Government
Councillor Gino O’Boyle	Local Government
Councillor Joe Queenan	Local Government
Alan McMenamin	PPN Community & Voluntary
Pippa Black	PPN Social Inclusion
Melinda Swann	PPN Environment
Pat Fallon	Trade Union Pillar



STRATEGIC POLICY COMMITTEE 2

Environment and Infrastructure

Name	Sector
Councillor Dónal Gilroy, Chairperson	Local Government
Councillor Michael Clarke	Local Government
Councillor Thomas Healy	Local Government
Councillor Thomas Walsh	Local Government
Councillor Paul Taylor	Local Government
Councillor Rosaleen O'Grady	Local Government
Sharon Eastwood	PPN Community & Voluntary
Joan Swift	PPN Environment
Conor McCarthy	Business Pillar
Michael O'Dowd	IFA



STRATEGIC POLICY COMMITTEE 3

Planning, Community and Economic Development, Arts and Culture

Name	Sector
Councillor Rosaleen O'Grady, Chairperson	Local Government
Councillor Marie Casserly	Local Government
Councillor Gerard Mullaney	Local Government
Councillor Arthur Gibbons	Local Government
Councillor Thomas Healy	Local Government
Councillor Thomas Walsh	Local Government
Councillor Tom Fox	Local Government
Councillor Tom MacSharry	Local Government
Corena Ward	PPN Community & Voluntary
Sanja Ivandic	PPN Social inclusion
Suzanne Tynan	PPN Environment
Karen O'Hara	Trade Union Pillar
Aidan Doyle	Business Pillar
Des Morrison	IFA



STRATEGIC POLICY COMMITTEE 4

Climate Change

Name	Sector
Councillor Sinéad Maguire, Chairperson	Local Government
Councillor Dara Mulvey	Local Government
Councillor Martin Connolly	Local Government
Councillor Dónal Gilroy	Local Government
Councillor Paul Taylor	Local Government
Councillor Tom MacSharry	Local Government
Lisa Moore	PPN Community & Voluntary
Yvonne Lang	PPN Environment
Laura Gaffney	Business Pillar
Bernard Finan	IFA

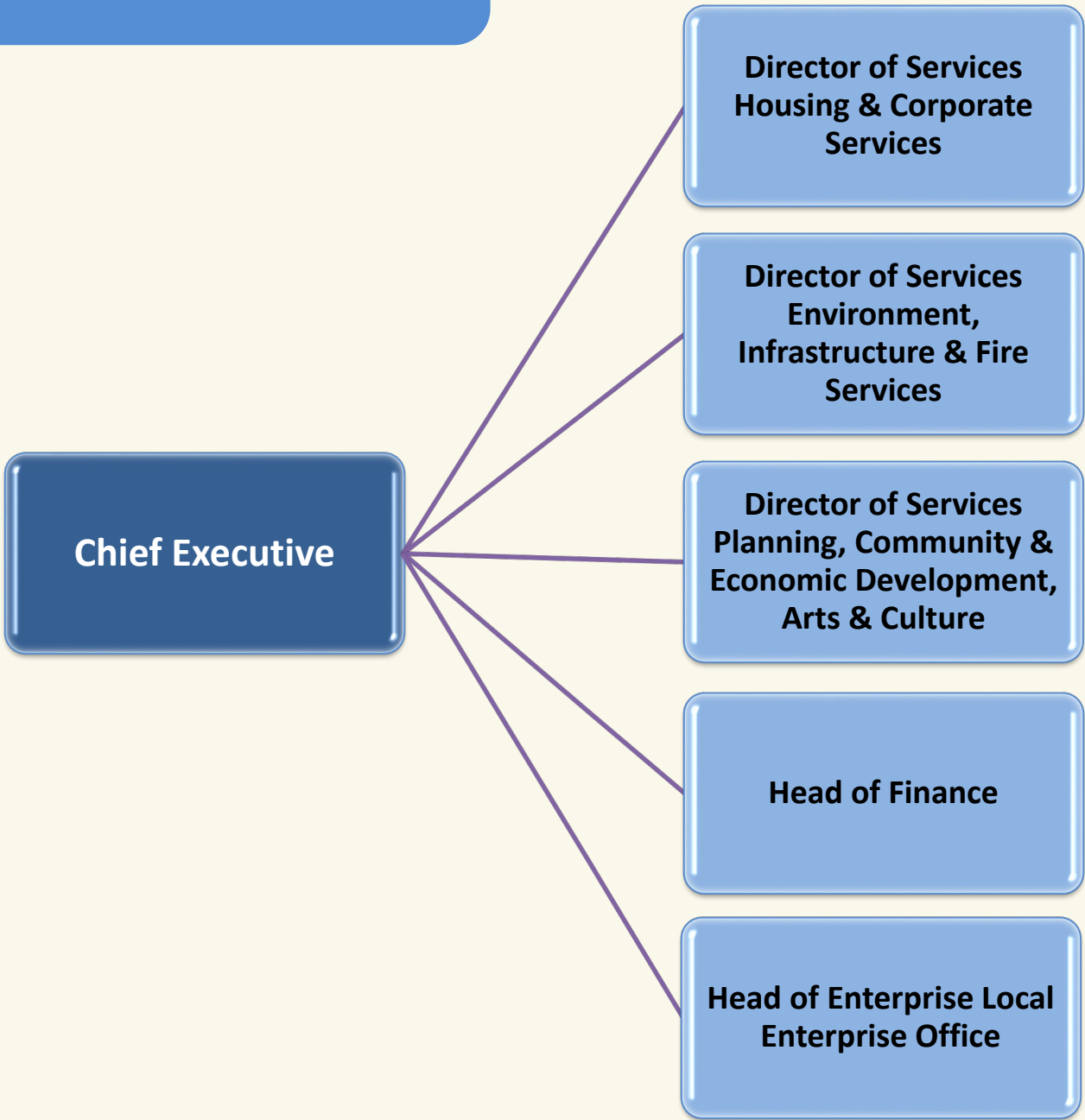


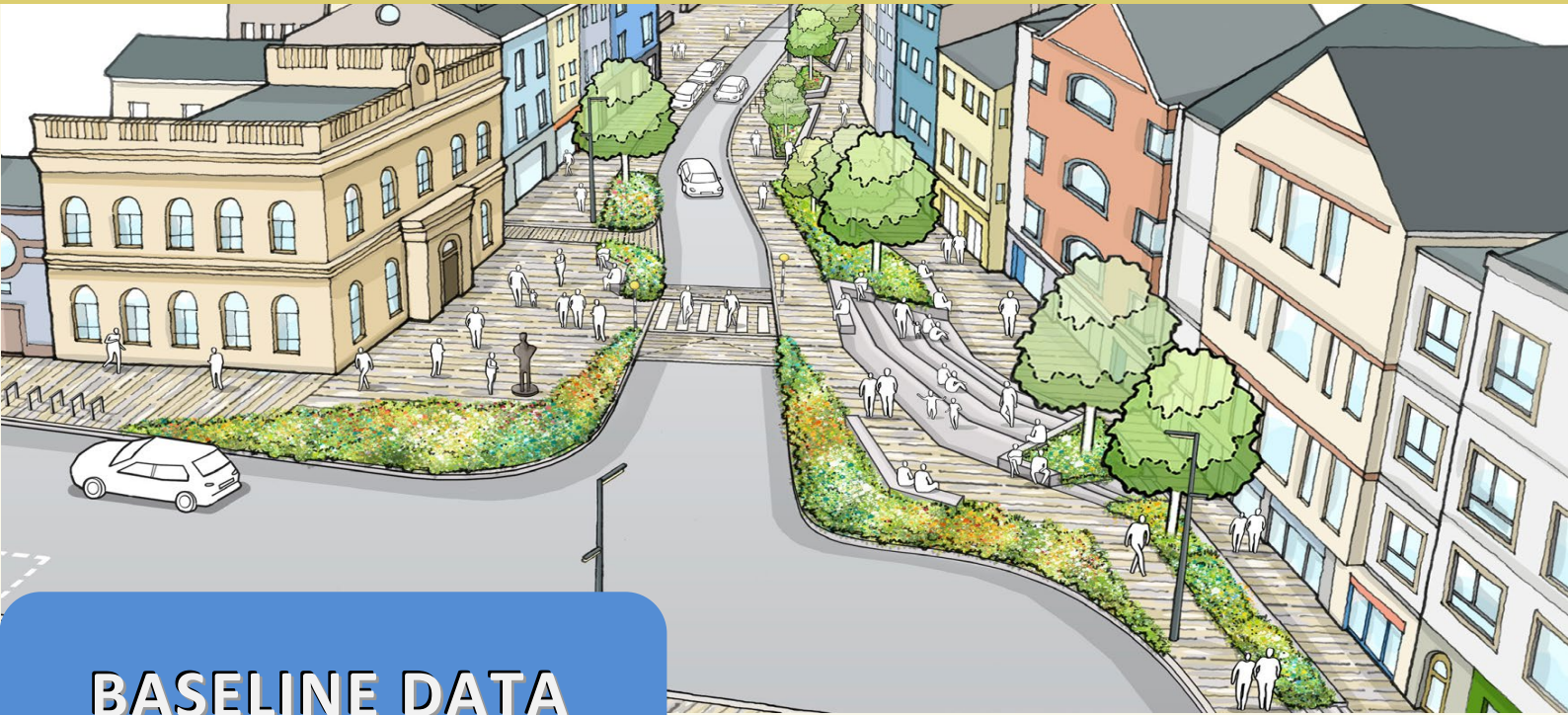
LOCAL COMMUNITY DEVELOPMENT COMMITTEE

Name	Organisation	Sector
Councillor Tom Fox	Sligo County Council	Local Government
Councillor Dara Mulvey	Sligo County Council	Local Government
Councillor Joe Queenan	Sligo County Council	Local Government
Ciarán Hayes	Chief Executive, Sligo County Council	Local Government
John Reilly	Head of Local Enterprise Office, Sligo County Council	Local Government
Mary Brodie	Mayo, Sligo Leitrim ETB	State Agency
Patricia Garland	HSE	State Agency
John Kennedy	Department of Employment Affairs & Social Protection	State Agency
John Feerick	Sligo LEADER Partnership Company CLG	Local & Community Development
Jennifer Van Aswegen	Disability Federation of Ireland (PPN)	Social Inclusion
Elizabeth King	Sligo Family Resource Centre (PPN)	Social Inclusion
Mary Murphy	CADRA (PPN)	Community & Voluntary
Gerry O'Connor	Cumann Luthchleas Gael (PPN)	Community & Voluntary
Michael Kirby	An Taisce Northwest (PPN)	Environmental Interests
Aidan Doyle	Business Pillar	Sligo Chamber of Commerce
Kathleen Henry	Farming Pillar	IFA
Hugh MacConville	Trade Union Pillar	Irish Congress of Trade Union



ORGANISATIONAL CHART





BASELINE DATA

Sligo County Council's Corporate Plan sets out the mission statement, strategic framework and core actions for the five year period 2020-2024.

Performance Indicators measure, monitor and review the delivery of the objectives outlined in the Plan. These Performance Indicators provide a baseline for service provision levels and will be updated annually and reviewed during the lifetime of the Plan. The National Oversight and Audit Commission (NOAC) will independently monitor and scrutinise these Performance Indicators.



HOUSING		BASELINE 2020
H1 Social Housing Stock		
A	Number of dwellings in the ownership of the Local Authority at year start	2,128
B	Number of dwellings added to the Local Authority owned stock during the year (whether constructed or acquired)	39
C	Number of Local Authority owned dwellings sold annually	11
D	Number of Local Authority owned dwellings demolished	0
E	Number of dwellings in the ownership of the Local Authority at year end	2,156
F	Number of Local Authority owned dwellings planned for demolition under a DHPLG approved scheme	16
H2 Housing Vacancies		
A	The percentage of the total number of Local Authority owned dwellings that were vacant at year end	3.46 %
H3 Average Re-Letting Time and Direct Costs		
A	The time taken from the date of vacation of wa dwelling to the date when the dwelling is re-tenanted, averaged across all dwellings re-let during the year	25.64 weeks
B	The cost expended on getting the dwellings re-tenanted during the year averaged across all dwellings re-let in that particular year	€20,521.29
H4 Housing Maintenance Direct Costs		
A	Expenditure on the maintenance of Local Authority housing - average p/unit	€403.85
H5 Private Rented Sector Inspections		
A	Total number of registered tenancies in the Local Authority area mid year	5,751
B	Number of rented dwellings inspected annually	624
C	Percentage of inspected dwellings annually that were found not to be compliant with the Standards Regulations	100%
D	Number of non-compliant dwellings that became compliant during the year	202
H6 Long-Term Homeless Adults		
A	Number of adult individuals in emergency accommodation that are long-term homeless as a % of the total number of homeless adult individuals in emergency accommodation at the end of the year	50%



ROADS		BASELINE 2020
R1	Pavement Surface Condition Index (PSCI)	
A(a)	The % of Regional road kilometres that received a PSCI rating in the 24 month period prior to year end	97.27%
A(b)	The % of Local Primary road kilometres that received a PSCI rating in the 24 month period prior to year end	96.66%
A(c)	The % of Local Secondary road kilometres that received a PSCI rating in the 24 month period prior to year end	95.89%
A(d)	The % of Local Tertiary road kilometres that received a PSCI rating in the 60 month period prior to year end	81.42%
B(a)	The % of total Regional road kilometres with a PSCI rating of 1-4 at year end	7.68%
	The % of total Regional road kilometres with a PSCI rating of 5-6 at year end	19.2%
	The % of total Regional road kilometres with a PSCI rating of 7-8 at year end	22.34%
	The % of total Regional road kilometres with a PSCI rating of 9-10 at year end	50.60%
B(b)	The % of total Local Primary road kilometres with a PSCI rating of 1-4 at year end	13.91%
	The % of total Local Primary road kilometres with a PSCI rating of 5-6 at year end	11.60%
	The % of total Local Primary road kilometres with a PSCI rating of 7-8 at year end	46.66%
	The % of total Local Primary road kilometres with a PSCI rating of 9-10 at year end	27.46%
B(C)	The % of total Local Secondary road kilometres with a PSCI rating of 1-4 at year end	27%
	The % of total Local Secondary road kilometres with a PSCI rating of 5-6 at year end	10.09%
	The % of total Local Secondary road kilometres with a PSCI rating of 7-8 at year end	42.21%
	The % of total Local Secondary road kilometres with a PSCI rating of 9-10 at year end	19.58%
B(D)	The % of total Local Tertiary road kilometres with a PSCI rating of 1-4 at year end	33.70%
	The % of total Local Tertiary road kilometres with a PSCI rating of 5-6 at year end	15.34%
	% of total Local Tertiary road kilometres with a PSCI rating of 7-8 at year end	20.50%
	The % of total Local Tertiary road kilometres with a PSCI rating of 9-10 at year end	14.42%
R2	Road Works	
A	Kilometres of regional road strengthened during the year	5.5km



B	Kilometres of regional road resealed during the year	8.90km
C	Kilometres of local road strengthened during the year	56.8km
D	Kilometres of local road resealed during the year	66.5km
R3 % of Motor Tax transactions conducted online		
A	The percentage of motor tax transactions which were dealt with online (i.e. transaction is processed and the tax disc is issued)during the year	64.65%

WATER		BASELINE 2020
R1	% of Private Drinking Water Schemes in compliance with statutory requirements in respect of the monitoring of the quality of private drinking water supplies during the year	98.74%

WASTE / ENVIRONMENT		BASELINE 2020
E1 Number or percentage of Households availing of a 3 Bin Service		
A	The number of households, based on the 2016 Census, who are situated in an area covered by a licensed operator providing a 3 bin service at year end	8,309
A	The % of households within the local authority (also as per the 2016 Census) that the number at A represents	33.56%
E2 Number of Environmental Pollution Complaints Closed		
A1	Total number of pollution cases in respect of which a complaint was made during the year	559
A2	Number of pollution cases closed during the year	486
A3	Total number of cases on hand at year end	197
E3 The % of Local Authority Area within the five levels of litter pollution		
A1	The % of the area within the Local Authority that when surveyed was unpolluted or litter free	19%



A2	The % of the area within the Local Authority that when surveyed was slightly polluted	66%
A3	The % of the area within the Local Authority that when surveyed was moderately polluted	15%
A4	The % of the area within the Local Authority that when surveyed was significantly polluted	0%
A5	The % of the area within the Local Authority that when surveyed was grossly polluted	0%
E4	Green Flag Status	
A	The % of schools that have been awarded green flag status in the 2 year period to end of year	53.09%
E5	Energy Efficiency	
A	The cumulative % of energy savings achieved by the end of the year relative to baseline year (2009)	26.28%

PLANNING		BASELINE 2020
P1	New Buildings Inspected	
A	Buildings inspected as a percentage of new buildings notified to the local authority	13.41%
P2	Planning Decisions confirmed by An Bord Pleanála	
A	Number of Local Authority planning decisions which were the subject of an appeal to An Bord Pleanála that were determined by the Board on any date during the year	25
B	% of the determinations at A which confirmed (either with or without variation) the decision made by the Local Authority	92%
P3	Planning Enforcement cases closed as resolved	
A	Total number of planning cases referred to or initiated by the local authority annually that were investigated	84
B	Total number of investigated cases that were closed during the year	162
C	% of the cases at B that were dismissed as trivial, minor or without foundation or were closed because statute barred or an exempted development	17.28%
D	% of cases at B that were resolved to the Local Authority's satisfaction through negotiations	13.58%
E	% Cases at B that were closed due to enforcement proceedings	69.14%
F	Total number of planning cases being investigated as at year end	202



P4 Cost per Capita of the Planning Service		
A	The current year Annual Financial Statement (AFS) Programme D data divided by the population of the Local Authority area per the 2016 Census	€32.58
P5 Applications for Fire Safety Certificates		
A	The percentage of applications for fire safety certificates received from 1st January to 31st December that were decided (granted or refused) within two months of their receipt	86.96%
B	The percentage of applications for fire safety certificates received from 1st January to 31st December that were decided (granted or refused) within an extended period agreed with the applicant	13.04%

FIRE SERVICE		BASELINE 2020
F1 Cost per Capita of the Fire Service		
A	The Annual Financial Statement (AFS) Programme E expenditure data for 2018 divided by the population of the Local Authority area per the 2016 Census figures for the population served by the fire authority as per the Risk Based Approach Phase One reports	€66.08
F2 Fire Service Mobilisation		
B	Average time taken, in minutes, to mobilise fire brigades in Part-Time Stations (retained fire service) in respect of fire	3.41 min
D	Average time taken, in minutes, to mobilise fire brigades in Part-Time Stations (retained fire service) in respect of all other (non-fire) emergency incidents	3.32 min
F3 Percentage Attendance Times at Scenes		
A	% of cases in respect of fire in which first attendance at scene is within 10 minutes	57.48%
B	% of cases in respect of fire in which first attendance at the scene is after 10 minutes but within 20 minutes	34.58%
C	% of cases in respect of fire in which first attendance at the scene is after 20 minutes	7.94%
D	% of cases in respect of all other emergency incidents in which first attendance at the scene is within 10 minutes	49.36%
E	% of cases in respect of all other emergency incidents in which first attendance at the scene is after 10 minutes but within 20 minutes	41.70%
F	% of cases in respect of all other emergency incidents in which first attendance at the scene is after 20 minutes	8.94%



LIBRARY SERVICE		BASELINE 2020
L1	Library Visits and Issues	
A	Number of visits to libraries per head of population for the Local Authority area per the 2016 Census	2.66
B	Number of items issued to borrowers in the year	201,830
L2	Cost Per Capita of operating a Library Service	
A	The Annual Financial Statement (AFS) Programme F data for current year divided by the population of the Local Authority area per the 2016 Census	€32.93

YOUTH / COMMUNITY		BASELINE 2020
Y1	Participation in Comhairle na nÓg scheme	
A	Percentage of local schools involved in the local Youth Council/Comhairle na nÓg scheme	84.62%
Y2	Groups associated with the Public Participation Network (PPN)	
A	Number of organisations included in the County Register at year end and the proportion who opted to be part of the Social Inclusion College within the PPN	8.93

CORPORATE		BASELINE 2020
C1	Total Number of Whole Time Equivalent staff	
A	The wholetime equivalent staffing number as at year end	423.34
C2	Working Days Lost to Sickness	
A	Percentage of paid working days lost to sickness absence through medically certified leave annually	3.49%
B	Percentage of paid working days lost to sickness absence through self-certified leave annually	0.22%
C3	Local Authority Website and social media usage	
A	Total page views of the local authority's websites during the year	1,014,460
B	Total number of followers at year end of the Local Authority's social media accounts	19,891



C4	Overall cost of ICT Provision per WTE	
A	All ICT expenditure in the period from 1st January to 31st December, divided by the WTE Number supplied under the C1 indicator	€3,747.59
C5	Overall cost of ICT as a proportion of Revenue Expenditure	
A	All ICT expenditure calculated in C4 as a proportion of Revenue expenditure	2.58

FINANCE		BASELINE 2020
M1	Revenue Account Balance	
E	Cumulative surplus/deficit balance at 31st December annually in the Revenue Account from the Income & Expenditure Account Statement of the AFS	€-18,483,135
F	Cumulative surplus or deficit at 31st December annually as a percentage of Total Income from the Income and Expenditure Account Statement of the AFS	-29.10%
G	Revenue expenditure per capita	€942.70
M2	% Collection Levels of major Revenue Sources	
A	Collection level of Rates from the Annual Financial Statement	82%
B	Collection level of Rent & Annuities from the Annual Financial Statement	80%
C	Collection level of Housing Loans from the Annual Financial Statement	64%

ECONOMIC DEVELOPMENT		BASELINE 2020
J1	Number of Jobs Created	
A	The Number of jobs created with assistance from the Local Enterprise Office from 1st January to 31st December annually	95.0
J2	Trading Online Vouchers	
A	The Number of trading online voucher applications approved by the Local Enterprise Office annually	19
B	The Number of those trading online vouchers that were drawn down annually	9



J3	Number of Mentoring Recipients	
A	The Number of participants who received mentoring from 1st January to 31st December annually	217
J4	Tourism	
A	Does the local authority have a current tourism strategy?	Yes
B	Does the local authority have a designated Tourism Officer?	Yes



Land of Heart's Desire,

Where beauty has no ebb, decay no flood,

But joy is wisdom, time an endless song.

(William Butler Yeats)





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