



Sligo County Council
Corporate Plan 2015 – 2019



Sligo County Council Corporate Plan 2015-2019

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.’

INDEX

Introduction	1
Operating Environment	2
Budgetary Context	4
Reform and Renewal	5
Mission Statement and Core Values	6
Corporate Objectives	8
Directive Objectives and Actions	9
Cross-Cutting Themes	31
Monitoring and Review	32
Annual Service Delivery Plans	33

APPENDICES

Schedule of National and Regional Strategies	34
Your Council	36
Organisational Chart	39

INTRODUCTION

While the model of Local Government has changed, the primary objective remains the same – to plan and deliver the optimum level of services with the available resources.

An important element in delivering this goal is the process of meaningful engagement with all stakeholders, to work in active and dynamic partnership on behalf of the people of County Sligo.

While all Local Authorities are facing enormous challenges, there is a strong consensus that Sligo has the capacity and will to deliver in a number of strategically important areas, and Sligo County Council will be driving this endeavour with ambition and purpose.

The outstanding success of Fleadh 2014, which attracted over 300,000 visitors, provided invaluable marketing opportunities, showcasing the many outstanding scenic and cultural attractions of our wonderful county. It was also an example of our ability to work alongside and energise the local community and the business sector, who share our resolve to capitalise on our county's enormous tourism potential.

Local Government is in a process of transition, but the local authority remains the 'arm' of government closest to the people. The spirit and drive of our local communities provide a robust platform to build for the future, and this Council is committed to working alongside our communities and key partner agencies for the benefit of people who live, work or invest in our county.

Councillor Joe Queenan

Cathaoirleach

Ciarán Hayes

Chief Executive



Comhairle Contae Shligigh
Sligo County Council

OPERATING ENVIRONMENT

Strategic Location

County Sligo, with a population of over 65,000, encompasses a total land surface of approximately 1,837.11 km², bordered by Counties Leitrim, Roscommon and Mayo, and flanked to the west by almost 200 km of Atlantic coastline.

Sligo is the key centre of economic growth and tourism in the northwest. Its location and scale support the desired critical mass necessary to sustain strong levels of regional economic growth and prosperity.

Sligo has developed as an important industrial, commercial and residential centre and serves as the administrative, tourism, commercial, service, health and educational centre for a large hinterland.

Accessibility

Sligo is served by a strong national roads network – N4 to Dublin, N15 to Donegal, N16/A4 to Belfast, N17 to Galway and N59 to Ballina. Sligo is also linked to Dublin by rail, and Ireland West Airport Knock ensures further connectivity to British and other European cities.

Landscape and Setting

The county has a varied natural landscape with spectacular limestone mountains, such as Benbulbin and Benwislin, other interesting upland terrain (e.g. the Ox and Bricklieve Mountains), numerous picturesque lakes (Loughs Gill, Arrow, Glencar, Easkey, 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.

The Garvogue River and Estuary, Lough Gill and the significant woodlands at Hazelwood and Cleveragh has resulted in the town growing predominantly southwards towards Carrowroe and westwards along the Strandhill Road.

Heritage and Culture

Sligo possesses unique archaeological and historical remains, 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.

In recent years, County Sligo has benefitted from the development of a range of cultural facilities such as the Coleman Music Centre, The Folk Museum, The James Morrison Teach Ceoil and Teach Laighne, Tobercurry Community Library. The character of the county has also been enhanced through public art commissions, which have been integrated with village renewal schemes

The coherent and effective deployment of artistic initiatives and supports is largely determined at local and national level by financial and staff resources. Partnership and dialogue with the wider arts community has informed the Council's strategic planning in this area, and this has been the backdrop to many acclaimed arts initiatives over the years.

Sligo County Council promotes and supports the arts for the betterment of artists, arts organisations and the practice of the arts in a wide range of social and community settings.

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. The reduction in recent years of staff and financial resources has impacted on every level of operation, and has presents a challenging backdrop to Sligo County Council's efforts to prioritise and deliver services to the community.

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. The significant reduction in the local government fund in the last five years has also impacted on Sligo County Council's discretion in planning and delivering its services.

This authority's progressive implementation of Government policy resulted in a significant investment in our water and waste water infrastructure. This investment has presented financial challenges, but provides a foundation to attract inward investment and sustainable jobs and enhances our county's status as a key centre of economic growth and a popular tourism destination.

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

REFORM AND RENEWAL

New sub-county governance and organisational arrangements came in to operation on 1st June 2014, introducing an eighteen member plenary Council, two Municipal Districts and a single county-wide executive. The statutory format of a single corporate entity incorporating two elements of jurisdiction had implications in terms of budgetary strategy, human resources, prioritisation and delivery of services, and achieving clarity in terms of functions and responsibilities reserved to elected members at District and Council level.

As an integrated streamlined authority, Sligo County Council can identify and achieve economies and organisational efficiencies in its service delivery arrangements and the management of systems and procedures.

The establishment of Local Enterprise Offices and their integration in to the local authority organisational structure enables the Council to focus on economic development policy.

MISSION STATEMENT

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

CORE VALUES

Democracy

TO ENSURE ACTIONS AND DECISIONS ARE GUIDED BY DEMOCRATIC PRINCIPLES

Public Service

THE HIGHEST STANDARDS OF CUSTOMER SERVICE WILL BE OBSERVED

Inclusion

THE COUNCIL PROMOTES A CULTURE OF OPENNESS AND DIVERSITY 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 HEALTH & SAFETY CULTURE IN SLIGO COUNTY COUNCIL

CORPORATE OBJECTIVES

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

1. 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.

2. 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

3. 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.

4. 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.

5. 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 all age groups, ethnic groups, people with disabilities etc

6. Democratic & Participative Representation & 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.

**STRATEGIC
OBJECTIVES
AND
ACTIONS**

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

Community and Economic Development

Objective

1. Support the Local Community Development Committee (LCDC) by facilitating the community element, and supporting the oversight function of the Local Economic Community Plan (LECP).

Actions

- Thematic workshops on Health and Wellbeing, Climate Change, Social inclusion & Poverty, Employment and Economic Activity & Education and Training
- Research on each thematic area- baseline data, Identify participants for focus groups & organise meetings
- Draft plan
- Organising area based consultations.
- Assist LCDC prepare EOI for LEADER programme.

Objectives

Facilitate the implementation of the Social Inclusion and Community Activation Programme

1. Oversee procurement, evaluation and contract management
2. Monitor implementation with IRIS programme
3. Facilitate LCDC review programme

Actions

- Staff Training on IRIS
- Staff Training on Contract Management

**STRATEGIC
OBJECTIVES
AND
ACTIONS**

Objectives

Support and Develop the **Public Participation Network**

Priority/Objectives

1. Facilitate communications
2. Increase membership
3. Support secretariat
4. Ensure transparency in elections to various committees

Actions

- Review all lists of community groups and check membership
- Social media/newsletter
- Phone calls to groups
- Distributing information through road shows
- Press releases
- Operating rules and procedures

Objective

1. Promotion of Social Inclusion and Equality

Actions

- National Age Friendly Programme
- Comhairle na nÓg
- Inter Agency Traveller Support Group
- Literacy Friendly
- PEACE IV
- Time to move on from congregated settings – a Strategy for Community Inclusion (HSE 2011)

**STRATEGIC
OBJECTIVES
AND
ACTIONS**

Planning & Heritage

Objectives

1. To ensure the effective, proper planning and sustainable, balanced development of urban and rural areas of County Sligo
2. Deliver a high quality, customer focused, efficient and transparent Development Management system which is compliant with relevant European and National legislation and consistent with local, regional and national planning policies.
3. To work in partnership with key stakeholders to deliver a high quality heritage service for the people of County Sligo through co-ordinating the activity of the County Sligo Heritage Forum, the implementation of the County Sligo Heritage Plan and the County Sligo Biodiversity Action Plan.

Actions

- Preparation, adoption and review of the Sligo County Development Plan, any subsequent variations and local area plans for those settlements specified in the CDP. All of the above must be consistent with national and regional planning policy
- Adopt and implement County Heritage Plan and County Biodiversity Plan and integrate the provisions of these plans into County Development Plan and Local Area Plans
- Maintenance of links to LCDC and PPN in relation to local and community development as it relates to heritage.

**STRATEGIC
OBJECTIVES
AND
ACTIONS**

Planning Enforcement

Objectives

1. Reduction in the incidence of unauthorised development
2. Compliance with grants of Planning Permission

Actions

- Implement ministerial policy direction on Enforcement
- Respond to complaints in a timely manner
- Inspection of unauthorised developments
- Issue of Warning Letters, Enforcement Notices and the institution of Legal Action (as appropriate)
- Monitor compliance with grants of planning permission

Objectives – Unfinished Estates

1. Completion of housing developments to a standard suitable for taking in charge
2. Reduce the number of unfinished developments in the County
3. Maximise drawdown of Site Resolution Funding from the Department

Actions

- Liaising with developers, banks, receivers etc.
- Inspection of estates and follow up action
- Draw down of bonds where necessary
- Issue of Warning Letters, Enforcement Notices and the institution of legal action (as appropriate)

**STRATEGIC
OBJECTIVES
AND
ACTIONS**

Objectives – Development Contributions

1. Reduce the arrears owed to the Council
2. Maximise the collection of contributions

Actions

- Communicate with developers/applicants for planning permission
- Issue of bills, reminders, warning letters, enforcement notices
- Institution of legal proceedings (as appropriate)

Objectives – Building Control

1. Compliance with the Building Regulations and Building Control Regulations
2. Compliance with Energy advertising requirements
3. Achieve inspection targets set by the Department.
4. Comply with Part L Building Regulations

Actions

- Inspection of dwelling houses in the course of construction
- Correspond with estate agents regarding energy advertising requirements
- Issue of Disability Access Certificates (with conditions as appropriate)
- Seek Part L calculations for all commencement notices received to 1st March, 2014

Objective – Derelict Sites

1. Reduce the numbers of derelict sites in the County

Actions

- Respond to complaints in a timely manner
- Inspection of sites
- Service of Notices under the Derelict Sites Act
- Identification of new derelict sites

**STRATEGIC
OBJECTIVES
AND
ACTIONS**

Sligo Library, Arts, Museum & Archives

Sligo Library

Objectives

1. Promote reading and literature.
2. Support improvements in literacy and access to lifelong learning for all.
3. Continue to play a leading role in maintaining community cohesion and well being.
4. Lend a supporting role to entrepreneurs and local economic development.
5. Fulfil a leading role in cultural development and appreciation.
6. Collect and maintain the written history of County Sligo.
7. Improve access to library services.

Actions

- Draft a five year Library Development Plan 2015 – 2020.
- Submit an application to the Department for a new Sligo Central Library.
- Develop an annual programme of events.
- Develop a collections policy for book stock.
- Promote a social inclusion policy through community engagement and activities.
- Develop a business and entrepreneur support service in Sligo Central Library
- Produce programming in partnership with the Arts, Museum and Archives.
- Introduce RFID in each branch Library.
- Preparation for the single National library management system.
- Develop the links with schools at all levels.
- Continue the promotion of the biblio-therapy programme.

**STRATEGIC
OBJECTIVES
AND
ACTIONS**

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

- Draft a five year Arts Plan.
- Primary Colours Visual Arts programme for primary schools
- Implement the Arts+Health Strategy
- Music Generation Sligo
- County Sligo Youth Theatre
- County-wide Arts + Health programme in partnership with the HSE, Hawk's Well Theatre, schools, Bealtaine, Cos Cos and Lily Lolly Festivals
- Annual festival in partnership with Vogler Quartet, RIAM and Con Brio
- Provide funding and support through publicity, advice and expertise
- Provide funding to professional arts organisations, festivals and programmes.

**STRATEGIC
OBJECTIVES
AND
ACTIONS**

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

Actions

- Produce a minimum of two significant exhibitions in the County Museum per annum.
- Continue the conservation programme on artefacts.
- 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

- Draft a five year plan for Archives.
- Establish a County Archive with the appropriate facilities including proper storage
- Encourage local people and organisations to deposit their archives
- Engage in outreach activities
- Develop a records management system in the council

**STRATEGIC
OBJECTIVES
AND
ACTIONS**

Local Enterprise Office (LEO)

Objectives

- 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

Actions

- 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
- Maximise the level of resources available for business development

STRATEGIC OBJECTIVES AND ACTIONS

- Provide financial supports for start-up and business development
- Provide training and mentoring supports to client businesses
- Promote enterprise at every opportunity, including through national programmes such as the schools programmes and the National Enterprise Awards spearheaded through the Network of Local Enterprise Offices
- Promote and provide access to relevant business networks
- Liaise with community enterprise centre managers and engage with them as appropriate in a context of any national policies and/or interventions of relevance
- Develop an annual enterprise plan and input into the Council's corporate, economic and other developmental plans as appropriate
- 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
- 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
- Promote and market local areas as locations for investment in conjunction with the appropriate national bodies
- Develop appropriate enterprise infrastructure at County/City level
- Act as an enhanced resource for Government to undertake one-off initiatives (e.g. Ireland's Best Young Entrepreneur; On-line Training vouchers)
- 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

**STRATEGIC
OBJECTIVES
AND
ACTIONS**

DIRECTORATE OF HOUSING & CORPORATE

Housing

Objectives

1. To deal with applications for Social Housing Supports promptly and efficiently.
2. To work on an inter-agency basis with public and voluntary bodies
3. To manage and maintain Social Housing stock.
4. To ensure a new supply of housing and options in accordance with the Social Housing Strategy 2020.

Actions

- Ensure that all applications for housing assistance are dealt with within the prescribed timeframe and criteria.
- To liaise with Approved Housing Bodies and local service providers to ensure best use of resources to meet needs.
- To utilise all available options to meet the housing needs of Homeless, Persons with a Disability, Older people and members of the Travelling Community.
- To act on all repair requests to meet the needs of tenants and upkeep of stock.
- To operate the Grant scheme for Private Housing.
- To maximise all opportunities for obtaining funding to provide new housing and ensure the promotion of the Regeneration of Cranmore.

**STRATEGIC
OBJECTIVES
AND
ACTIONS**

Corporate

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 ensure the delivery of a high standard of Customer Services.
4. To maintain and enhance a culture of Health & Safety across the organisation.

Actions

- 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.
- To provide administrative support for Cathaoirleach and oversee delivery of civic functions.
- To utilise current and emerging information systems to communicate effectively with Councillors, staff, media and general public, and enhancing access on online information services.
- To communicate clearly with the public concerning the cost and revenue implications of various services.
- To process FOI requests in a timely fashion.
- To use concise, jargon-free language in the preparation and placement of public notices and media releases.
- To prepare and publish corporate publications in compliance with statutory timeframes.
- Oversee the implementation of Sligo County Council's safety Management Systems.

**STRATEGIC
OBJECTIVES
AND
ACTIONS**

Human Resources

Objectives

1. Implement HR policies and procedures in an efficient and timely manner.
2. Encourage staff to achieve their potential through the management of the Performance Management Development System (PMDS)
3. Oversee Industrial relations activities and training programmes in accordance with budgetary and statutory requirements.

Actions

- Maintain effective working relationship with unions and staff through regular meetings and ongoing review of issues.
- Maintain and update changes regarding organisational structure and changes in personnel profiles.
- Ensure that all recruitment is carried out in an efficient and transparent manner.
- Implement an effective programme of staff welfare services
- Prioritise essential Training & Development Needs.
- Administer the Council's Superannuation Scheme by prompt calculation of staff entitlements on resignation/retirement.
- Oversee the administration of relevant requirements of National Agreements.
- Administer 'Family Friendly' policies in an efficient and timely manner.
- Manage attendance through appropriate policies and procedures.

**STRATEGIC
OBJECTIVES
AND
ACTIONS**

DIRECTORATE OF FINANCE

Finance

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 Departments accounting code of practice and seek the approval of Council Members prior to the submission of these reports to the Department.

Actions

- Engage with Department to oversee planning and production of Financial Plan.
- Evaluate and review progress on the implementation of the Financial Plan.
- Imposition of strict budgetary control imposed and overseen by the Senior Management Team.
- Ongoing review of financial position at all Senior Management Meetings.
- Monitoring of Budgetary Control on an ongoing basis by Senior Management Team.
- Evaluate and review objectives and work programme of 'Income Task Force' in considering achievable targets.
- Achieve efficiencies by means of national and sectoral procurement initiatives and through improved purchasing strategies.

**STRATEGIC
OBJECTIVES
AND
ACTIONS**

- Improve accessibility to services using existing and emerging IT systems.
- To prepare IMF/EU quarterly reports and present to Council Members and the Department within timelines as prescribed by the Department.
- 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.
- To prepare Annual Budget within timelines prescribed by the Department and submit to the Council Members for adoption.

**STRATEGIC
OBJECTIVES
AND
ACTIONS**

DIRECTORATE OF ENVIRONMENT, INFRASTRUCTURE & FIRE
SERVICES

Roads & Transportation

Objectives

1. To maintain and enhance the physical condition of County Sligo's network of Public Road's 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 & 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 & 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 & Environs to facilitate its social and economic development as a gateway city and as the driver of economic growth within the region.

Actions

- 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 NRA to maximise roads maintenance funding to County Sligo.

**STRATEGIC
OBJECTIVES
AND
ACTIONS**

- 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. Develop Sligo Collooney Manorhamilton to Enniskillen Greenway.
- 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.
- Progress the following improvement schemes on National Roads within County Sligo.
- Progress to construction the N4 Collooney to Castlebaldwin Road Improvement Scheme.
- Progress to construction the N4/N15 Sligo Urban Improvement Scheme – North of Hughes Bridge to R291/N16 junction.
- 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 including Tubbercurry Bypass.
- Develop and construct the N59 Corhawnagh to Lugnadeffa Improvement Scheme.
- Secure funding and proceed to construction the Strategic Non-national Roads Schemes in Sligo City as follows:
 - Eastern Garvogue Bridge and Approach Roads Scheme
 - Western Distributor Road

**STRATEGIC
OBJECTIVES
AND
ACTIONS**

Piers, Harbours & Coastal Protection

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.

Actions

- Continue to foster and improve good working relationships with various funding agencies e.g. DOELG, DOTTS, DAFM, OPW etc. To plan develop and source funding for identified new coastal and harbour schemes where appropriate.
- Develop strategy for coastal areas at risk of erosion.

Subject to funding:

- Obtain planning and progress Rosses Point Pier Enhancement Project.
- Carry out repairs and strengthening to Aughris Pier.
- Raghly – strengthen and extend coastal defences.
- Carry out protection works at Pullaheeny.
- Enniscrone- commission study regarding pier area expansion.
- Mullaghmore – commission a study to consider and address siltation on harbour and bay area.
- Mullaghmore- carry out improvement works to existing harbour facilities.
- Sligo Port – obtain permissions and licensing to carry out dredging to Sligo shipping channel and dock and disposal of material.

**STRATEGIC
OBJECTIVES
AND
ACTIONS**

- Maintain the Navigation Aids within County Sligo.
- Sligo Port – increase the leisure pontoon facility at Timber Jetty, Sligo.
- Strandhill- maintain existing coastal defences.
- Rosses Point- maintain Blue Flag beaches and accesses thereto.
- Enniscrone – maintain, manage and enhance coastal defences at the beach (Blue Flag).
- Retain scenic drive at Easkey.
- Retain access to coastline along public roads.

**STRATEGIC
OBJECTIVES
AND
ACTIONS**

Water Services

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. To ensure that all budgets are adhered to.

Actions

- Ensure that appropriate staff/resources are available to continue the satisfactory transition of Water Services to Irish Water.
- 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.

**STRATEGIC
OBJECTIVES
AND
ACTIONS**

Environmental Services

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.
8. To ensure that all budgets are adhered to.
9. Maintain and enhance a culture of Health and Safety across the sector.
10. To promote Sligo County Council's compliance with efficiency obligations under the EU (Energy Efficiency) SI. 426 of 2014.
11. Maximise income generation.

Actions

- Ensure Drinking Water Monitoring program is implemented in full and any non compliances resolved.
- Carry out EPA inspection plan for Domestic Waste Water Treatment Systems.
- Carry out Agricultural Inspections as required by the EPA.
- Protect Drinking Water Sources.
- Implement and enforce the River Basin Management Plans.
- Manage & Enforce Waste Mgt Bye-Laws 2013.
- Manage Brown Bin Awareness Pilot Project.
- Improve data collection for waste management and interpretation of same.
- Ensure waste is managed in an environmental proper fashion and in accordance with Regulations.

**STRATEGIC
OBJECTIVES
AND
ACTIONS**

- Meet obligations under service contract with the Food Safety Authority of Ireland.
- Implement Control of Dogs Acts 1986-1992 and Dog Breeding Establishments Act 2010.
- Implement Control of Horses Act.
- Integration of Litter Management across the city and county.
- Manage and improve the quality and distribution of recycling facilities.
- 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 & Strandhill beaches.
- Issue and Enforce Air Pollution Licences.
- Assess planning and development applications for impact on the environment.
- Promote Environmental sustainability initiatives as part of Fleadh 2015.
- Promote the reestablishment of the cross departmental Energy Efficiency Working Group.
- Support and service the cross departmental Energy Efficiency Working Group.
- Co-ordinate and support the Council's compliance with Public Sector Energy Monitoring and Reporting obligations.

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.

⇒ **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 & 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.

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 new national oversight body for the local government.

APPENDICES

Appendix 1: Schedule of Strategies and Policies

1. National/EU

- Role of the local authority in progressing and playing its part in existing relevant national policies
- National Spatial Strategy 2002-2020
- Homelessness Policy Statement 2013-2016 (DoECLG)
- Traveller Accommodation Programme 2014-2018 (DoECLG)
- Keeping Communities Safe – Fire Services Framework 2013 (DoECLG)
- National Climate Change Adaptation Framework 2012 (DoECLG)
- National Disability Strategy Implementation Plan 2013-2015 (Department of Health)
- National Housing Strategy for People with a Disability 2011-2016 (DoECLG)
- Social Housing Strategy 2014 (DoECLG)
- Action Programme for Effective Local Government 2012 (DoECLG)
- 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

2. Regional

- Regional Assembly Operational Programmes
- Regional Planning Guidelines & Regional Spatial and Economic Strategies
- The Regional Indicators Report – Monitoring Framework for the Implementation of the Regional Planning Guidelines
- Regional Waste Management Plan
- Strategy Plans of other Regional Bodies, e.g. HSE, Garda Síochána

3. Local

- Local Economic and Community Plan
- County/ City Development Plan
- Housing Assistance Payment Programme
- Local Enterprise Development Plans
- PPN Well-Being Plans
- Cranmore & Environs Regeneration Masterplan

Appendix 2: Your Council

Sligo County Council

NAME	MUNICIPAL DISTRICT
Councillor Dara Mulvey	BALLYMOTE/TOBERCURRY
Councillor Eamon Scanlon	BALLYMOTE/TOBERCURRY
Councillor Jerry Lundy	BALLYMOTE/TOBERCURRY
Councillor Joseph Queenan	BALLYMOTE/TOBERCURRY
Councillor Margaret Gormley	BALLYMOTE/TOBERCURRY
Councillor Martin Baker	BALLYMOTE/TOBERCURRY
Councillor Michael Clarke	BALLYMOTE/TOBERCURRY
Councillor Paul Taylor	BALLYMOTE/TOBERCURRY
Councillor Declan Bree	SLIGO
Councillor Hubert Keaney	SLIGO
Councillor Marie Casserly	SLIGO
Councillor Rosaleen O'Grady	SLIGO
Councillor Seamus Kilgannon	SLIGO
Councillor Seamus O'Boyle	SLIGO
Councillor Sean Mac Manus	SLIGO
Councillor Sinead Maguire	SLIGO
Councillor Thomas Healy	SLIGO
Councillor Tom MacSharry	SLIGO

Corporate Policy Group

Councillor Joe Queenan
Councillor Dara Mulvey
Councillor Jerry Lundy
Councillor Sean Mac Manus
Mayor of Sligo Municipal District
Cathaoirleach of Ballymote-Tobercurry Municipal District

Sligo's Municipal Districts

The process of local government reform has transformed the way local services are planned, prioritised and delivered. The 18 member Sligo County Council (or plenary Council) comprises members of two Municipal Districts, Sligo and Ballymote-Tobercurry. Legislative provision for the new local authority structures, and their governance and management, are set out in the Local Government Reform Act 2014, which also identifies the functions reserved for members of the Local Authority and the Municipal Districts.

Municipal District of Sligo

Councillor Declan Bree
Councillor Marie Casserly
Councillor Thomas Healy
Councillor Hubert Keaney
Councillor Seamus Kilgannon
Councillor Sinead Maguire
Councillor Sean Mac Manus
Councillor Tom MacSharry
Councillor Seamus O'Boyle
Councillor Rosaleen O'Grady

Municipal District of Ballymote-Tobercurry

Councillor Martin Baker
Councillor Michael Clarke
Councillor Margaret Gormley
Councillor Jerry Lundy
Councillor Dara Mulvey
Councillor Joseph Queenan
Councillor Eamon Scanlon
Councillor Paul Taylor

Audit Committee

Mr Gerard Mullaney
Mr Aidan Colleary
Mr Michael Farrell
Mr Bill Walsh
Ms Anne Taheny

Strategic Policy Committees

SPC 1 – Housing & Corporate (6)

Cllr Dara Mulvey – Chair
Cllr Martin Baker
Cllr Declan Bree
Cllr Seamus O’Boyle
Cllr Joe Queenan
Cllr Eamon Scanlon
Mr. Brendan Henry (Business/Employers)
Mr. Gerry O’Connor (Community/Voluntary)
Ms. Marcella Flanagan (Community/Voluntary)
Mr. Pdraig Colreavy (Social Inclusion)

SPC 2 – Environment & Infrastructure (6)

Cllr Jerry Lundy – Chair
Cllr Michael Clarke
Cllr Margaret Gormley
Cllr Thomas Healy
Cllr Hubert Keaney/Cllr Sinéad Maguire – ½ term each
Cllr Paul Taylor/Cllr Marie Casserly – ½ term each
Mr. Conor McCarthy (Business/Employers)
Mr. Eddie Davitt (Agricultural/Farming)
Ms. Sharon Eastwood (Environment/Conservation)
Ms. Michelle McMorrow (Community/Voluntary)

SPC 3 – Planning, Community & Economic Development, Arts & Culture (8)

Cllr Sean Mac Manus – Chair
Cllr Marie Casserly
Cllr Hubert Keaney
Cllr Seamus Kilgannon
Cllr Sinéad Maguire
Cllr Tom Mac Sharry
Cllr Rosaleen O’Grady
Cllr Paul Taylor
Mr. Paul Keyes (Business/Employers)
Mr. Anthony McCormack (Trade Union)
Mr. Gerard Queenan (Agricultural/Farming)
Ms. Sue Mahon (Community/Voluntary)
Ms. Rosaleen Doonan (Social Inclusion)

Appendix 3: Organisational Chart

