



**Comhairle Contae  
Dhún na nGall**  
Donegal County Council



**Corporate Plan**  
2020 - 2024





//

Working to build a **strong, sustainable and inclusive society** in Donegal with a competitive and innovative economy and prosperous communities, **fostering a culturally-rich and excellent quality of life for all.**

//

# FOREWORD



Cllr Nicholas Crossan  
Cathaoirleach

**A strong, sustainable and inclusive society with a competitive and innovative economy and prosperous communities, fostering a culturally-rich and excellent quality of life for all clearly sets out the sense of purpose and ambition of Donegal County Council for the next five years.**

This Corporate Plan sets out how we will work to achieve this vision, how we will respond to the challenges presented and how we will maximise the opportunities that emerge by working collaboratively with all our key stakeholders and partner organisations.

Engagement and consultation are at the heart of how we do business and this is reflected in our plan making process. Engagement with our elected members, our staff, our communities and other stakeholders has informed the priorities of this plan along with an analysis of our operating environment including the key facts, statistics and trends.

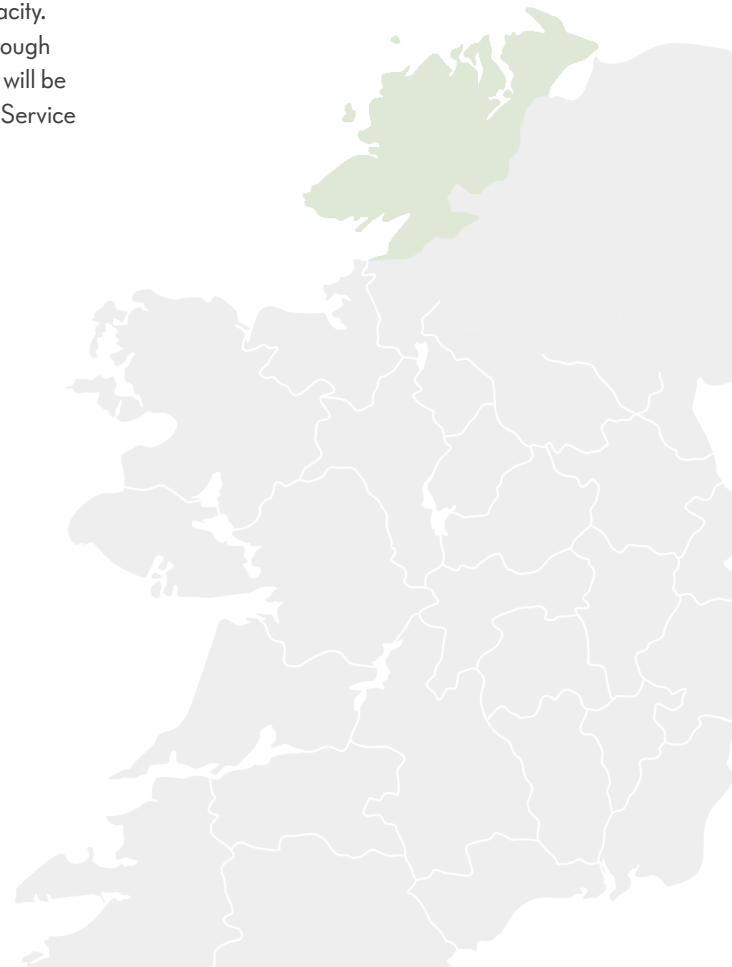
We have set out five strategic objectives in this Plan focusing on driving growth, delivering services, empowering communities, moving to a low carbon climate resilient society and building our organisational capacity. These objectives will be delivered through a range of supporting strategies that will be operationalised through our Annual Service Delivery Plans.

This Plan sets out a strategic framework for action and will guide the work of the entire organisation over the next five years. Measuring our performance is important to us and this will be achieved through a number of mechanisms including the national performance indicators, our local performance indicators, our reports to the Plenary Council and to the Municipal Districts and our Annual Reports.

We would like to acknowledge the contribution made by all our stakeholders in the making of this Plan including our elected members and staff. We would also like to acknowledge the various partner organisations that we work with who will be instrumental in enabling us to achieve the ambitions of this Plan. We know that it will only be possible to realise our ambitions by working collaboratively with various partners including Government Departments, state agencies, organisations and groups at all levels. This has been the cornerstone of how we do business and we intend to continue to build on this approach in the delivery of our strategic objectives over the lifetime of this Plan.



Seamus Neely  
Chief Executive



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# INTRODUCTION

**This Corporate Plan sets out the strategic direction for Donegal County Council over the next five years and in preparing this Plan we have taken on board the views and perspectives of a broad range of stakeholders including elected members, our staff, partner organisations, service users, customers and the wider community.**

## POLICY CONTEXT

This Plan has been prepared in the context of existing and emerging policy at local, national and EU level and has been shaped by the challenges and opportunities presenting. It takes account of the emerging context having regard to national policy direction including the provisions of the National Planning Framework, the National Development Plan, Climate Action, Rebuilding Ireland, Economic Development and Community Development as well as Brexit.

## BREXIT

The decision by the UK to leave the European Union is arguably likely to have more impact on Donegal than on any other Council area having regard to location, geography and the embedded nature of the cross-border economy and communities. We have, in collaboration with other border Councils, and particularly Derry City and Strabane District Council, taken a leadership role at local, regional, national, and where appropriate, international level to engage in the Brexit considerations to ensure that the implications at local level and regional level are fully understood. To assist in managing the potential risks associated with Brexit, Donegal County Council is commissioning an Economic Development Impact Assessment and supporting Investment plan addressing the unique circumstances arising in Donegal and this will assist in informing our priorities going forward.

## NATIONAL PLANNING FRAMEWORK

The National Planning Framework (NPF) sets out a single vision and a shared set of goals for every community across Ireland to plan for a population uplift of one million by 2040. Alongside this framework sits the 10-year National Development Plan setting out the strategic investment priorities to support this projected growth.

Letterkenny is designated as a Centre for growth in the NPF which recognises the important link between Letterkenny, Derry and Strabane and the North West City Region. The Donegal County Development Plan 2018 – 2024 is closely aligned with the ambitions of the NPF and seeks to be a catalyst for growth and economic development forecasting a population uplift of 40,000 for Donegal by 2038.

This Corporate Plan sets out our strategic objectives and priority areas that will play a key role in delivering on these policy ambitions at a local and regional level and is closely aligned with all the key

statutory policies, plans and strategies at national, regional and local level as set out in Appendix 1 including the Department of Housing, Planning and Local Government's Statement of Strategy and the Donegal Local Economic and Community Plan (LECP).

## LOW CARBON CLIMATE RESILIENT SOCIETY

Our commitment to transitioning to a Low Carbon Climate Resilient Society has underpinned this Plan. The future direction of policy at national and local level represents a decisive shift in the approach to long-term planning and investment and we have been to the fore in driving forward our commitment to improved energy performance and efficiency since 2015 being one of the first local authorities in Ireland to achieve the ISO 50001 accredited Energy Management System. The recently adopted Climate Adaptation Strategy and the signing of the local authority climate change charter reaffirms our commitment to continuing this journey and sets out an ambitious plan of action to support transition at local level to a low carbon climate resilient society.

## STRATEGIC PLANNING PROCESS

This Corporate Plan has been prepared following an extensive planning process which has involved an evidence-based approach supported by consultation and engagement with key stakeholders and has been guided from the outset by the Corporate Policy Group. This has informed our strategic objectives and supporting strategies over the next five years.

This Plan has taken account of the feedback received as part of the consultation and engagement process. The engagement of the elected members, the staff of the Council and the Corporate Policy Group has been a key element of the plan making process and has informed the strategic direction of the Plan. This has facilitated a strong sense of ownership and commitment to achieving the high-level strategic objectives set out in the Plan.

This Corporate Plan presents a broad framework for action for the next five years in terms of meeting our statutory obligations, investing in infrastructure including transport, water and telecommunications, driving growth, supporting economic development and job creation, developing the tourism sector, transitioning to a low carbon climate resilient society, empowering our communities and enabling the delivery of quality services and supports





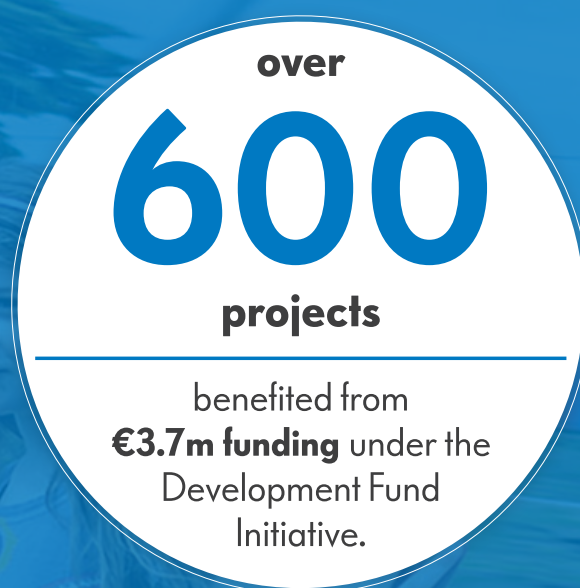
# LOOKING BACK - OUR HIGHLIGHTS

Our last Corporate Plan was made at a time when the overall national context was very different and local government was undergoing a period of unprecedented change and reform. We embraced this change in a positive and constructive way and

presented an ambitious plan of action that delivered a wide range of exciting projects and initiatives that have benefited individuals and communities across the county. Here are some of our highlights:

## COMMUNITY DEVELOPMENT & PLANNING SERVICES

- €8.96 million secured under Peace IV Programme for the development of the Riverine Community Park in Lifford / Strabane
- €2.59 million secured under the URDF for Letterkenny for Strategic Site Acquisition, Strategic Visioning Programme and Public Realm Works including the development of a Linear Park.
- €4.84 million secured for Killybegs Town Centre Regeneration project under the RRDF. Works to include Provision of a Digital Hub, Tourist Information Centre, Public Convenience, development of an integrated Civic Space and site acquisition.
- €4.12 million secured for the Burtonport / Arranmore Harbour to Island Regeneration project under the RRDF. Works to include the development of improved Harbour Infrastructure and development of multi-user shore front civic space.
- An average of 440 groups per year benefited from almost €1.3 million allocated under the Members Development Fund.
- Over 100 projects funded under the €12.9m Rural Development LEADER Programme administered by Donegal LCDC.
- Strategic festival and events secured including Pan Celtic Festival and Ulster Dancing Championships.
- Tourism flagship projects delivered at Wild Atlantic Way Signature Points Sliabh Liag, Malin Head and Fanad Lighthouse.
- Bunagee Marine Development officially launched.
- Letterkenny twinned with Rudolstadt in Germany.
- 972 planning enforcement cases dealt with from 2015 to 2018.
- Works completed on 18 Unfinished Housing Developments with works underway on a further 9 developments.
- 41 housing developments taken in charge by Donegal County Council with a further 80 initiated.
- New Donegal County Development Plan 2018 to 2024 adopted.
- €600k secured for Donegal projects under the Community Enhancement Programme and Men's Shed Programme.
- €5.5million secured for Donegal under the PEACE IV Programme.
- Donegal Age Friendly Strategy launched with range of innovative projects delivered including Ceol le Cheile Intergenerational Choir, Walkability Audits and Outdoor Gym at Letterkenny Town Park.



9,155

**planning applications**  
received from 2014 to 2018.



**€2 million**

funding for new  
**Social Enterprise Centre,**  
road completion and  
public realm improvements  
in Letterkenny.



# LOOKING BACK - OUR HIGHLIGHTS

## HOUSING, CORPORATE & CULTURE

- 223 properties purchased under the Single House Acquisition Programme since 2015 representing an investment of over €30 million.
- 4 new housing developments opened in Stranorlar, Newtowncunningham, Manorcunningham and Crievesmith Letterkenny providing 133 housing units.
- Over €12 million invested in returning 997 vacant housing to productive use since 2014.
- Over €4.5 million grants to 1,041 applicants under the Housing Adaptation Grant Schemes for Older People and People with a Disability.
- €4.5 million invested in Fabric Upgrade and Energy Efficiency works to Council houses.
- ISO 50001 accreditation for Energy Management System secured.
- Extensive programme of events hosted as part of the 1916 Commemorative Programme including the unveiling of the History Table Elevation in The Diamond in Lifford.
- Thousands of children and young people take part in Wainfest in October each year.
- Bealtaine, the Festival for Older People has grown from strength to strength.
- Cultúr: A Strategic Vision for Cultural Services 2016 -2020 launched providing an extensive programme to conserve, manage and promote our arts, culture, heritage and library service.

Approximately

**97,000**  
**calls &**  
**6,000**  
**online contacts**

each year to

**Customer Service Centre**

Over

**1,550**

**dogs reunited**

with owners or re-homed  
through the Donegal Dog  
Shelter.



**NEW**

state of the art premises for the

**Twin Towns  
Library**

at The Base Enterprise  
Centre.

**1,193**

**new tenancies**  
created since 2014.

# LOOKING BACK - OUR HIGHLIGHTS

## ECONOMIC DEVELOPMENT, INFORMATION SYSTEMS & EMERGENCY SERVICES

- Donegal Prospectus, a great place to live, work and do business launched.
- Ballyliffin Golf Club hosted the Dubai Duty Free Irish Open in July 2018.
- New crossborder North West Strategic Growth Partnership structures established to guide joint planning and resource allocation for the future development of the North West City Region.
- Hosted successful cross border Trade & Investment Missions to the United States each year.
- Local Enterprise Office approved over €2.2m to 113 projects with potential to create approximately 90 new jobs annually from 2015 to 2018.
- Online engagement grew with over 23,000 Facebook followers and 9,000 Twitter followers.
- The number of users to www.donegalcoco.ie increased by 111% from 135k in 2015 to over 286k in 2018.
- Council staff honoured at the 2019 Community and Council Awards with Special Recognition Award for their response to the major flood event in Inishowen in August 2017.
- 13k voluntary man-hours to 164 non-emergency events provided by Donegal Civil Defence.
- New €400k 'Class B' Fire Engines handed over to Milford and Gaoh Dobhair Fire Stations.

# €1.5m

funding secured for new  
**Digital Innovation Hub**  
at former Buncrana Town  
Council Offices.



# 3,300

## incidents

responded to by  
**Donegal County  
Council Fire Service**  
from 2015 to 2018.



# DONEGAL

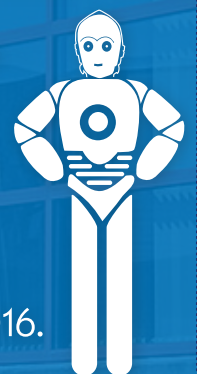
named as the

'Coolest Place on the Planet',  
'the media's favourite place in Ireland'  
and 'Ireland's hidden gem' in 2017.

Scenes from the blockbuster movie

# STAR WARS The Last Jedi

filmed at **MALIN HEAD** in May 2016.





# LOOKING BACK - OUR HIGHLIGHTS

## FINANCE

- Total Capital Expenditure 2014 to 2018 of over €238 million.
- Improvement on the Revenue Account for the period 2014 to 2018 of €7.366 million.
- Improvements in collection performance across all major income headings including Commercial Rates, Housing Rents and Housing Loans.
- A reduction in the Council's loan book (long-term financing obligations) of almost €71 million (which includes a transfer of €28 million in loan liabilities to Irish Water).
- The establishment of a centralised Procurement Function to drive savings and maximise efficiencies.
- The upgrade of the Council's Financial Management System to Agresso MS4.
- The upgrade to MyPay shared services for payroll functions.
- The introduction of Centralised Invoice Matching to streamline accounts payable processes.


**TOTAL REVENUE EXPENDITURE**  
 2014-2018  
 of almost  
**€727 million**


## SAVINGS

and **efficiencies** in areas such as electricity, telephony, postage costs and fuel costs.

## ROADS AND TRANSPORTATION



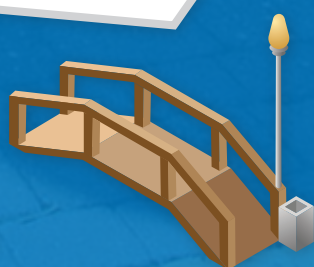
### NEW Tadhg Culbert Carpark

at High Road in Letterkenny providing an additional **40 car parking spaces**.



### NEW €800k footbridge at Finn Bridge

in Ballybofey/Stranorlar installed.



- Almost €300 million roads funding grants spent from 2015 -2019.
- Construction of new €3.15 million Cockhill Bridge in Buncrana replacing existing 200 year old bridge.
- Ambitious programme of repairs and reconstruction embarked upon following destruction of €15 million worth of road infrastructure during extreme flooding event in August 2017.
- Tidy Towns Local Authority Pollinator Award for Buncrana in 2017, 2018 and 2019.
- N56 Mountcharles to Inver Road Realignment (2 Phases) improving access to Killybegs, Sliabh Liag, Glencolmcille and the Wild Atlantic Way.
- €1 million upgrade of Tyrconnell Bridge in Donegal Town.
- €5.6 million N15 Blackburn Bridge Realignment enhancing road safety and improving journey times.
- Completion of phase 2 N56 Boyoughter to Kilkenny (Gweebarra Bends) of the N56 Dungloe to Glenties Road Scheme at a cost of €8.1m.
- New Mullantyboyle Bridge in Glenties crossing the Owenea River and providing alternative access route around Glenties.
- Construction of new N56 Kilty Roundabout in Letterkenny benefiting traffic flow on the N56 and adjacent to Letterkenny Business Park.
- N56 Coolboy to Kilmacrennan Road Realignment Scheme removing the infamous Bluebank bends and delivering water main upgrade to the Lough Salt/Goldrum Letterkenny Regional Water Supply Scheme.
- Donegal Ten-T National Road Improvement Project progressed.

# LOOKING BACK - OUR HIGHLIGHTS

## WATER & ENVIRONMENT

- 1 new blue flag for Greencastle Marina with blue flags for 11 beaches retained.
- New €14m EU Funded CatchmentCARE project launched to establish 3 water quality improvement projects at the Finn, Blackwater and Arney catchments.
- 13 beaches wheelchair accessible with beach wheelchairs available for use at Rathmullan, Downings, Carrickfinn, Rosnowlagh, Narin and Marble Hill.
- 12 bespoke bicycle stands installed at strategic locations along the coast.
- Enhanced support to Tidy Town Groups in Donegal.



# 32

### PUBLIC WATER SUPPLIES

producing **23.9million** cubic meters of drinking water serving a population of approximately

# 160,000



**Letterkenny**  
named  
**Ireland's**  
**tidiest town**  
in 2015



Each year

### Big Donegal Clean Up

initiative sees over

# 300

community clean ups involving thousands of volunteers.



2016

45,704

people (27.8%) were 18 years or under

24,989

(15.7%) were 65 years or over

## THE DONEGAL GAELTACHT

encompasses a geographical area of

1,502 km<sup>2</sup>

and has a population of

23,346  
persons

58,353

persons  
at work

in County Donegal in 2016,

a growth of 5,076

persons since 2011.

DONEGAL HAS THE  
LONGEST  
COASTLINE  
IN IRELAND

at 1,134 km/705 miles and

65%

of Donegal's population live  
less than 5km from the sea.

# DONEGAL AT A GLANCE

## PEOPLE & PLACE

- In 2016, 159,192 persons called Donegal their home, an increase of 29,198 over the last 20 years.
- 45,704 people (27.8%) in 2016 were 18 years or under while 24,989 (15.7%) were 65 years or over.
- 73% (115,778) of the population live in aggregate rural areas compared to 27% (43,414) in aggregate urban areas or areas with 1,500+ inhabitants.
- Our border with Northern Ireland is 140km while our border with the rest of the Island of Ireland is 9km.
- The Donegal Gaeltacht encompasses a geographical area of 1,502 km<sup>2</sup> and has a population of 23,346 persons.

## EMPLOYMENT

- There were 58,353 persons at work in County Donegal in 2016, a growth of 5,076 persons since 2011.
- The fastest growing sectors in County Donegal over the period 2011 - 2016 were 'Computer programming, consultancy and information service activities' (+638 Jobs); 'Residential care and social work activities' (+ 580 jobs); 'Restaurants and mobile food service activities' (+388 jobs); 'Pre-primary education' (+ 352); 'Hotels and similar accommodation' (+ 299 jobs)
- Of the 9,277 jobs in agency assisted companies in County Donegal in 2017, 57% (5,284) were in Irish Owned Companies and 43% (3,993) were Overseas Owned Companies.
- Of these 9,277 Jobs, 62% were in Primary Production and Manufacturing and 38% were in Services. Over the period 2008 - 2017, jobs in the 'service sector' increased by 26% compared to jobs in the 'primary production and manufacturing sector' by 4.6%
- In Aug 2019 there were 10,241 persons on the live register in County Donegal decreasing by 11% since August 2018. 88% of persons on the live register in 2018 were over 25 years of age and 12% were under 25 years.

## TOURISM

- In 2017 Donegal received 255,000 overseas tourists, contributing €82 million to the local economy. In addition, 376,000 trips were made by Irish residents to the county spending a total of €96 million.
- Donegal has the longest coastline in Ireland at 1,134 km/705 miles and 65% of Donegal's population live less than 5 km from the sea.



# DONEGAL AT A GLANCE

## EDUCATION

- For the academic year 2018/19, there were 174 primary schools in County Donegal with a total enrolment of 18,619 and 27 post primary schools with a total enrolment of 13,022
- Of the 5,476 full time students attending third level institutes in the academic year 2017/18:
  - 2,152 were attending universities around the country, the most popular being NUI Galway and Dublin City University
  - 2,239 were enrolled in Letterkenny Institute of Technology
  - 1,016 were enrolled in other Institutes of Technology, the most popular being IT Sligo and Galway Mayo Institute of Technology
  - 69 were attending other colleges i.e. Mary I, NCAD, RCSI, St Angela's.
  - In 2016 there were 32,552 persons with a third level education in County Donegal, that's 3,794 more than in 2011
  - There were 19,442 persons in full time education in 2016, a growth of 997 since 2011
- In 2016, the top fields of study of all persons who had completed their third level education were in:
  - Social sciences, business and law, attained by 9,645 persons
  - Health and welfare, attained by 8,279 persons
  - Engineering, manufacturing and construction, attained by 7,289 persons
  - Services, attained by 4,675 persons
  - Education and teacher training, attained by 4,670 persons
  - Science, mathematics and computing, attained by 4,079 persons
  - Agriculture and veterinary, attained by 2,642 persons
  - Arts, attained by 1,458 persons
  - Humanities, attained by 1,451 persons

## HEALTH

- Of all the persons aged 65 years and over in County Donegal in 2016, 28% or 6,576 older persons were living alone.
- 7,211 people provide regular unpaid personal help for a friend or family member on a regular basis
- There were 21,061 persons with a disability in Donegal in 2016 of which 21.4% (4,499) were living alone. 2,597 people with a disability and living alone were aged 65 years and over.
- 136,206 persons describe their health as good or very good, representing 86% of the total population.

2018/19

174

primary schools in County Donegal  
with a total enrolment of

18,619



27



post primary schools  
with a total enrolment of

13,022



5,476

FULL TIME STUDENTS

attending third level institutes  
in the academic year 2017/18



136,206

persons describe their

HEALTH

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of the total population.

7,211

people provide regular

UNPAID  
PERSONAL  
HELP

for a friend or family  
member on a regular  
basis





average price of a

**HOUSE** 

in County Donegal from Jan – Sept 2019

**€126,272****2016** **TRAVEL TO WORK****81%** car, van or lorry **7%** foot or bicycle **1.3%** bus **380,000**

VISITS TO

**DONEGAL  
PUBLIC  
LIBRARIES**

annually

**26%**of the area of the county is  
designated for the protection of**flora and  
fauna**

# DONEGAL AT A GLANCE

## HOUSING

- Donegal had a housing stock of 83,931 dwellings in 2016.
- 44% of all permanent dwellings (58,385) were owned without a loan or mortgage.
- The average price of a house in County Donegal from Jan – Sept 2019 was €126,272.

## TRAVEL

- 60% (5,608 persons) of all those travelling across the border to Northern Ireland for work, school or college originate in County Donegal. 75% of total cross border commuters travel for work reasons daily.
- 5,316 people travel to work outside of Donegal daily and of these 3,137 travel to work in Northern Ireland.
- In 2016, 81% travel to work by car, van or lorry, while only 7% travel on foot or bicycle and only 1.3% travel by bus.

## CULTURE, HERITAGE AND LANGUAGE

- As well as the Council's Arts Service and Ealaín na Gaeltachta, the network of arts facilities and arts groups in Donegal includes some 23 partially publicly-funded organisations. 13 public libraries, the mobile library and 8 community partnerships further extend access to cultural and creative programmes.
- Donegal County Council's annual festival & events programme includes Letterkenny Trad Week, Seachtain na Gaeilge, Bealtaine Festival of creativity in older age, Heritage Week, Culture Night, Donegal Bay and Blue Stacks Festival, Wainfest Childrens Arts and Books Festival and Cruinniú na nÓg.
- There are over 380,000 visits to Donegal public libraries annually.
- The Council preserves and makes accessible 7,000 artefacts and 15,000 archival collections and items through its Museum and Archives Services.
- There are 17 National Monuments and over 3,400 archaeological monuments in County Donegal protected under the National Monuments Acts.
- 2,228 structures are included on the National Inventory of Architectural Heritage and there are 474 Protected Structures in County Donegal.
- County Donegal is home to Glenveagh National Park, 47 Special Areas of Conservation, 26 Special Protection Areas, 14 Natural Heritage Areas, 10 Nature Reserves, 6 Wildfowl Sanctuaries and 4 Ramsar Wetland Sites.
- 26% of the area of the county is designated for the protection of flora and fauna.

# DONEGAL AT A GLANCE

## CONNECTIVITY

### Roads Infrastructure

Donegal has 6,407km of road network, 152km is National Primary, 157km is National Secondary and 6,099km are Regional or Local roads.

### Access Infrastructure

Donegal is well served by international air services which are within reasonable and acceptable commuting distance including;

- Dublin Airport,
- City of Belfast Airport
- Belfast International Airport
- City of Derry Airport
- Donegal Airport
- Ireland West Airport Knock

Donegal is also well served by international ports at Killybegs, Greencastle, Rathmullan and Burtonport.

### High Speed Broadband

There are core Metropolitan Area Networks in the following towns: Gweedore Industrial Estate, Letterkenny, Bundoran, Buncrana, Ballyshannon, Ballybofey/Stranorlar, Carndonagh and Donegal Town.

High Speed Broadband (30+Mbps) is currently available in all towns and villages across the county, with Gigabit fibre optic services available in Buncrana, Letterkenny, Ballybofey, Stranorlar and Donegal Town. In addition to the town Gigabit fibre networks, there are Gigabit fibre services available to 27,000 households on the perimeters of these Towns and villages on a separate commercial network. All commercial networks are open access with many different service providers operating in a competitive market.

There are diverse backhaul routes in and out of the county offering resilience and security of connectivity and direct access onto the Trans-Atlantic Fibre optic connection to North America through Letterkenny.

We are supporting the roll out of the National Broadband Plan (NBP), which will deliver High Speed Broadband (150+Mbps) to all areas of the county defined in the NBP Intervention Areas.



# DONEGAL COUNTY COUNCIL - THE ROLE AND FUNCTION

Donegal County Council is the local authority for County Donegal and is made up of 37 elected members. Each elected member is elected to one of five Municipal Districts in Donegal.

The combined 37 elected members make up the Plenary Council.



# ELECTED MEMBERS - OF DONEGAL COUNTY COUNCIL

## MUNICIPAL DISTRICT OF DONEGAL



Cllr Tom Conaghan  
**Independent**



Cllr Noel Andrew Jordan  
**Sinn Féin**



Cllr Niamh Kennedy  
**Independent**



Cllr Michael McMahon  
**Sinn Féin**



Cllr Micheál Naughton  
**Fianna Fáil**

Fianna Fáil



Cllr Barry Sweeny  
**Fine Gael**

## MUNICIPAL DISTRICT OF GLENTIES



Cllr Anthony Molloy  
**Fianna Fáil**



Cllr Michael McClafferty  
**Independent**



Cllr Marie Therese Gallagher  
**Sinn Féin**



Cllr Micheál Cholm  
Mac Giolla Easbuig  
**Independent**



Cllr Noreen McGarvey  
**Fianna Fáil**



Cllr John Sheamais  
O'Fearraigh  
**Sinn Féin**



# ELECTED MEMBERS - OF DONEGAL COUNTY COUNCIL

## MUNICIPAL DISTRICT OF INISHOWEN



Cllr Paul Canning  
**Fianna Fáil**



Cllr Terry Crossan  
**Sinn Féin**



Cllr Albert Doherty  
**Sinn Féin**



Cllr Rena Donaghey  
**Fianna Fáil**



Cllr Martin Farren  
**Labour**  
Fianna Fáil



Cllr Martin McDermott  
**Fianna Fáil**



Cllr Nicholas Crossan  
**Independent**



Cllr Jack Murray  
**Sinn Féin**



Cllr Bernard McGuinness  
**Fine Gael**

# ELECTED MEMBERS - OF DONEGAL COUNTY COUNCIL

## MUNICIPAL DISTRICT OF LETTERKENNY MILFORD



Cllr Liam Blaney  
**Fianna Fáil**



Cllr Ciaran Brogan  
**Fianna Fáil**



Cllr Jimmy Kavanagh  
**Fine Gael**



Cllr Michael McBride  
**Independent**



Cllr Donal Coyle  
**Fianna Fáil**



Cllr Ian McGarvey  
**Independent**



Cllr Gerry McMonagle  
**Sinn Féin**



Cllr John O'Donnell  
**Independent**

Fianna Fáil



Cllr Donal Kelly  
**Fianna Fáil**



Cllr Kevin Bradley  
**Non Party**

Fianna Fáil

## MUNICIPAL DISTRICT OF LIFFORD STRANORLAR



Cllr Gerry Crawford  
**Fianna Fáil**



Cllr Gary Doherty  
**Sinn Féin**



Cllr Liam Doherty  
**Sinn Féin**



Cllr Martin Harley  
**Fine Gael**



Cllr Frank McBrearty Jnr  
**Independent**



Cllr Patrick McGowan  
**Fianna Fáil**



# POLICY MAKING ROLE

The Elected Members are responsible for considering and making policy in a range of areas and this role is facilitated through the six Strategic Policy Committees or SPCs which includes participation from external representatives including the Public Participation Network and other representative bodies.

In addition to the SPCs, the Corporate Policy Group which is made up of the Cathaoirleach and the chair of each SPC and supported by the Chief Executive and the Senior Management Team, is responsible for facilitating the development of key policies instruments such as the Annual Revenue Budget and the County Development Plan.



The Council also identified a number of areas that it wishes to prioritise during the course of the current term of the Council and consequently established a number of committees with a specific focus as follows:

- Mica Redress Committee
- Brexit Committee
- Fisheries Committee
- Agriculture Committee
- Emergency Response Committee
- Health Committee.



# POLICY MAKING ROLE

## MANAGEMENT STRUCTURES AND FUNCTIONS

There are six directorates in Donegal County Council, and each directorate is responsible for providing a range of functions and services.



# WHAT WE DO...

## COMMUNITY DEVELOPMENT & PLANNING SERVICE

Community Development, Local Community Development Committee, Local Economic & Community Plan, Social Inclusion Unit, Public Participation Network, Age Friendly Alliance, Strategic Tourism Product Development, Planning Policy, Development Control, Planning Enforcement, Building Control, Regeneration Team, Greenways/Sustainable Transport.

## HOUSING, CORPORATE & CULTURAL SERVICE

Housing Services, Motor Tax Services, Asset Management, Facilities Management, Building/Housing Construction, Library Services, Cultural Services, Veterinary Services, Human Resources, Freedom of Information, Register of Electors, County Secretariat, Communications Office, Customer Service Centre.



## ECONOMIC DEVELOPMENT, INFORMATION SYSTEMS & EMERGENCY SERVICES

Local Enterprise Office, Economic Development Supports, Tourism Marketing, Donegal Diaspora, Research & Policy, Strategic Funding Unit, Fire Service, Major Emergency Management, Civil Defence, Information Systems.

## FINANCE

Financial Management, Budget Management, Annual Financial Statements, Income Collection Unit, Payroll, Accounts Payable, Internal Audit, Procurement, Insurance, Loan Book.

## ROADS & TRANSPORTATION

Road Asset Management, Road Construction & Maintenance, Traffic Management, Road Safety, Public Lighting, National Road Design Office, Non-National Road Design Office, Roads Management Office, Piers & Harbours, Burial Grounds, Greenways/Sustainable Transport, Traffic Signs, Lines, Car Parking.

## WATER & ENVIRONMENT SERVICES

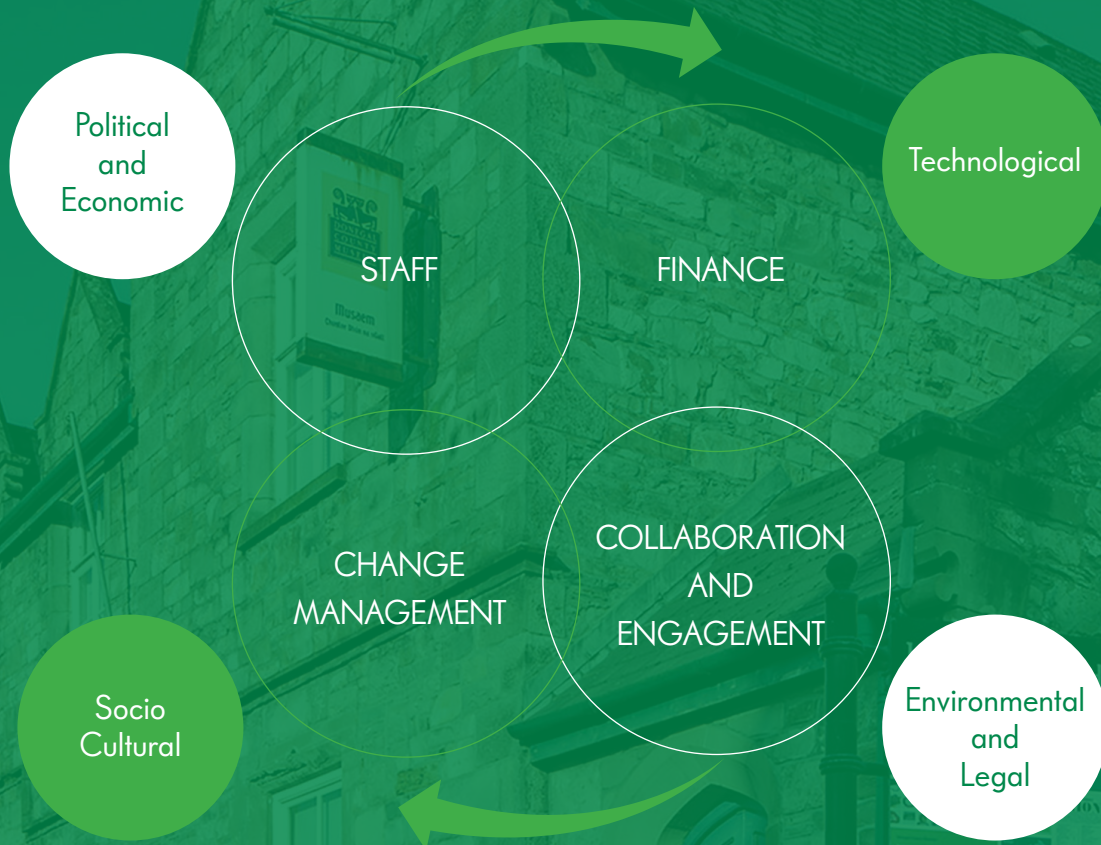
Water Services via Service Level Agreement with Irish Water, Environmental Protection/Climate Action, Waste Management, Pollution Control, Litter Management, Beach Management, Swimming Pools.





# OPERATING ENVIRONMENT

We operate in an environment that is affected by a range of factors both external and internal. These factors have been considered throughout this Plan making process and has shaped our strategic approach.



## POLITICAL AND ECONOMIC

- Changes in the international geo-political landscape, currently manifesting as escalations in trade tariffs and other protectionism measures along with the evolving nature of international taxation agreements have both direct and indirect implications on the entire country including Donegal.
- Brexit, both short term in 2020 and how new trade arrangements will be concluded will have an impact on Donegal with regards to our location, geography and embedded nature of our cross-border economy and communities. Assessing the potential economic impact of Brexit and putting in place a supporting investment plan in line with Government responses will inform our priorities in coming years.
- Current national policy as set out in the National Planning Framework and the National Development Plan and their subsidiary enabling policies provide an exciting framework for growth for Donegal and the North West City Region. Aligning investment requirements to meet the developmental targets set have played a key role in informing the strategic direction of this Plan.

## SOCIO CULTURAL

- Donegal's population has increased over the last 20 years by just over 29,000 and although the population fell by 1,945 between 2011 and 2016 (this can be attributed in some part to the levels of emigration as a result of the economic downturn) it is expected that the 20-year trajectory will continue with a population uplift of 40,000 projected by 2038. A key strategic objective of this Plan is to work to drive this growth through the promotion of a sustainable, competitive and innovative economy, with the potential to create quality job and career opportunities and initiatives to support the development of inclusive, safe and prosperous communities offering an excellent quality of life.
- In 2016 almost 46,000 people living in Donegal were 18 years or under and retaining our young people and attracting talent is a key priority if we are to achieve our potential.
- 73% of the population live in aggregate rural areas with only 27% living in aggregate urban areas reflecting the importance of our smaller towns and villages to communities across Donegal. How these towns and villages function has changed significantly in recent years. This Plan articulates our commitment to working in

# OPERATING ENVIRONMENT

partnership with local communities to ensure the vitality and long-term functioning of our towns and villages making them better places to live, work in and visit.

- Donegal is renowned as a place with a unique culture and it is this culture that engenders a deep sense of place and citizenship and we are steadfast in our commitment to investing in our arts, culture, heritage and language making for a healthier, fulfilled, prosperous and successful county.

## TECHNOLOGICAL

- Recent technological advancements have had a substantial impact on people's lives including consumer behaviour and how people engage and communicate. The growth in the number of users to our online platforms including our websites reflects the increasing change in the way that our customers want to interact with us. Customers are becoming more and more accustomed to using online services through their mobile devices and expect to be able to interact with the Council using online channels at a time and place of their choice.
- This increase in the number of online users, changes in consumer behaviour and the potential of emerging disruptive technologies presents exciting opportunities for us in terms of developing new intuitive ways of interacting and engaging with our customers providing better services in a more efficient way and resulting in better outcomes for all concerned. This is in line with the Public Service ICT Strategy and Local Government Sectoral ICT Strategy 2017 - 2022.
- The roll out of high-speed broadband coverage will have substantial benefits for Donegal including opportunities for developing remote and other innovative working arrangements as well as opportunities for relocation and second site locations for businesses. We are supporting the roll out of the National Broadband Plan (NBP), which will deliver High Speed Broadband (150+Mbps) to all areas of the county defined in the NBP Intervention Areas.
- Technology also brings greater exposure to cyber security threats and requires increasing resources and competency in mitigating the risk effectively. This Plan recognises that well-resourced ICT programmes to support organisational efficiencies, manage cyber security risks and improved customer service delivery are essential organisational tools.

## ENVIRONMENTAL AND LEGAL

- Transitioning to a low carbon, climate resilient society is underpinning the future direction of policy and priorities at a national and local level and represents a decisive shift to long term planning and investment. Our commitment has been articulated in the recently adopted Donegal County Council Adaptation Strategy and in the Local Authority Climate Change Charter. Low carbon climate resilience is a central and crosscutting theme of this

Plan and will inform our work over the lifetime of the Plan.

- Donegal's offering as a place of outstanding natural beauty with superb scenic landscapes, coastal regions and a built and natural environment steeped in historical significance and tradition is truly valued and not just from a tourism perspective but is cherished by the people of Donegal. Our role as custodians of this unique environment, protecting and preserving it, and not just for our generation but for generations to come is one that is reinforced in this Plan.
- The complex policy and legal context within which we operate, the increasing legal and statutory obligations both at national and EU level are ongoing deliverables that the organisation is committed to meeting.

## STAFF

- Our staff are our most valuable resource and are key to enabling the organisation to meet our statutory obligations and achieve our ambitions in terms of driving growth and prosperity in Donegal. Creating an environment where our staff can flourish through a culture of continuous learning, training, support and development is a key priority of this Plan.

## FINANCE

- Establish a sustainable income and funding level to enable the planned development of the county over the 5 year period of this Plan.
- The structured approach pursued by the Council over the last five years to address the financial challenges has resulted in improvements in the revenue account of over €7 million. Establishing a solid sustainable financial position while at the same time ensuring that expenditure provisions are sufficient to enable the delivery of essential services as well as fund work that supports and develops the county and economy locally has been a priority.
- Creating sufficient funding capacity, or co-funding capacity, to take advantage of emerging opportunities to leverage external funding, that can facilitate high value, high impact capital investment in facilities and infrastructure that will create the platform for growth and development in the county into the future will continue to be a priority over the lifetime of this Plan.

## CHANGE

- Change is a constant factor in the operating environment of any local authority and the pace of change will continue to increase in the coming years with technological advancements, changes in consumer behaviour and expectations, in national policies and priorities and in economic circumstances as well as increasing obligations and expectations in terms of governance, transparency and openness.
- We will remain agile and responsive to changing circumstances



# OPERATING ENVIRONMENT

positioning ourselves in a state of readiness to respond in a positive and constructive way and avail of the opportunities presented for the benefit of the county.

## COLLABORATION & ENGAGEMENT

- Donegal County Council has a strong track record working in a collaborative fashion at local, cross-border, regional, national and international level. The Council recognises the value of joint working, of creating meaningful linkages with key partners, of sharing learning, perspectives and ideas and collaborative partnership working will continue to be an important cornerstone of how we do business and how we in engage with all our stakeholders.
- Working with relevant Government departments and agencies to achieve the required outcomes will continue to be a priority.
- Our collaborative work with Derry City and Strabane District Council through the cross-border structures including the North West Development Group and the North West Strategic Growth Partnership recognises the potential and ambition of the North West City Region and opportunities and commitments to align national policies, priorities and investment resources with the identified needs and priorities of the City Region. This work and these relationships and structures will continue to be essential mechanisms in driving growth and achieving the ambitions of the region and will form a key strategic element in the delivery of the objectives and strategies of this Plan.
- Donegal has many longstanding global connections and strong relationships have been developed through a range of unique and innovative initiatives. The Council is committed to continuing to develop and build on these global connections as a key priority in the coming years including through the work of our Donegal Diaspora Project.

## HUMAN RIGHTS AND EQUALITY

The need to eliminate discrimination, promote equality of opportunity and protect the human rights of service users and staff has been an important theme throughout the preparation of this Plan.

As a public body we are obliged under the Irish Human Rights and Equality Commission Act 2014 to assess the relevant rights and issues arising in the context of our functions and services, how these issues are or will be addressed, and report on developments and achievements each year. Appendix 4 sets out our Human Rights and Equality Framework on how we meet or plan to meet our obligations.

## SERVICE LEVEL AGREEMENTS

Donegal County Council has entered into a range of agreements with other agencies and local authorities to generate significant savings and efficiencies and to impact on our capacity to deliver a more strategic and targeted service model for our local communities across the sector. These include:

- HR, payroll and superannuation national shared service
- Irish Water service level agreement
- Shared services agreement for procurement functions with Kerry County Council
- Shared public library services
- Shared Service through Waste Enforcement Regional Lead Authorities (WERLAs) with Donegal and Leitrim County Councils as lead for Ulster/Connaught region.
- Agreement with Offaly County Council on the National Waste Collection Permitting Office
- Service level agreement with the Food Safety Authority of Ireland
- Service level agreement with Enterprise Ireland in relation to the operation of the Local Enterprise Office.
- Shared service through the Roads Management Office and the National Road Design Office.





# CORE VALUES AND GUIDING PRINCIPLES

**These core values are the principles that underpin the strategic framework set out in this Plan and will guide us in doing our work and delivering on the objectives and strategies set out in this Plan.**

## **SOCIAL INCLUSION AND ACCESSIBILITY**

We are committed to promoting and facilitating inclusion and ease of access to all.

## **HUMAN RIGHTS AND EQUALITY**

We will actively promote equality of opportunity, eliminate discrimination and protect human rights of those to whom we provide services to and our staff when carrying out their daily work in accordance with our statutory obligation under Section 42 of the Irish Human Rights and Equality Act 2014.

## **LOW CARBON AND CLIMATE RESILIENCE**

We are committed to supporting and proactively facilitating the transitioning to a low carbon climate resilient society in Donegal.

## **SUSTAINABLE DEVELOPMENT**

We are committed to the Sustainable Development Goals to achieve a better and more sustainable future for all and address the global challenges we face, including those relating to poverty, inequality, climate change, environmental degradation, peace and justice.

## **INTEGRITY AND ACCOUNTABILITY**

We work to the highest standards of ethical conduct and probity and are committed to doing business in an open and fair way.

## **OPEN, FLEXIBLE AND RESPONSIVE**

We are committed to being open, agile, flexible and responsive to the changing needs of our community and to availing of the opportunities that will enable the achievement of the ambitions set out in this Plan.

## **INNOVATION, CREATIVITY AND CONTINUOUS IMPROVEMENT**

We are committed to fostering an innovative and creative approach to achieve continuous improvement in the way we do business, improving positive outcomes for the people of Donegal.

## **VALUING ELECTED MEMBERS AND STAFF**

We value our councillors and staff and are committed to creating an environment that will allow them to achieve their full potential in a culture of learning, innovation and creativity.

## **CULTURE, HERITAGE AND LANGUAGE**

We are committed to protecting and promoting our unique indigenous culture, heritage and language whilst also embracing and valuing the diversity of all cultures and languages in Donegal.

## **ECONOMIC DEVELOPMENT**

We are committed to working in collaboration with local and national partners in maximizing sustainable job creation opportunities and supporting existing business to achieve their individual capabilities.



# STRATEGIC FRAMEWORK

## VISION

Working to build a strong, sustainable and inclusive society in Donegal with a competitive and innovative economy and prosperous communities, fostering a culturally-rich and excellent quality of life for all.

## MISSION STATEMENT

Serving our communities, driving our economy and valuing our unique culture, landscape and diversity of population.

## STRATEGIC OBJECTIVES AND SUPPORTING STRATEGIES

Our strategic objectives for the next five years are as follows:

|  |   |
|--|---|
| <b>Driving Growth</b>                          | To drive population growth by promoting economic development and job creation and by enhancing the excellent quality of life offering across Donegal. |
| <b>Delivering Services</b>                     | To deliver accessible, efficient and good value services and supports.  |
| <b>Empowering our Communities</b>              | To empower, support and promote sustainable, inclusive and prosperous communities.  |
| <b>Moving to Low Carbon Climate Resilience</b> | To lead the transition to a low carbon climate resilient community in Donegal.  |
| <b>Building Organisational Capacity</b>        | To support and develop our organisational capacity to achieve our objectives.   |

# STRATEGIC OBJECTIVES AND SUPPORT STRATEGIES

## DRIVING GROWTH

**To drive population growth by promoting economic development and job creation and by enhancing the excellent quality of life offering across Donegal.**

|    |   |
|----|---|
| 1  | Deliver Letterkenny 2040 enabling Letterkenny to achieve its potential as a designated centre for growth as set out in the National Planning Framework and as a key driver for growth and job creation in Donegal and the region.   |
| 2  | Proactively engage in economic development opportunities supporting job creation and strategic investment in Donegal through the newly established Economic Development Unit including maximising the potential of Council owned land and property to drive economic growth in key strategic locations.         |
| 3. | Progress plans for the delivery of critical infrastructure including the Ten-T Improvement project and other key road network infrastructure within the county including non-national roads.  |
| 4  | Implement the County Donegal Development Plan 2018 - 2024 and the Local and Economic Community Plan for Donegal.  |
| 5  | Assist and support the roll-out of the National Broadband Plan advocating for priority implementation in Donegal, maximising potential opportunities including the development of a network of Digital Innovation Hubs and other digitally enabled initiatives.   |
| 6  | Continue to work with stakeholders including Department of Transport, Tourism and Sport, Transport Infrastructure Ireland and the Department of Infrastructure in Northern Ireland, to improve and develop strategic connectivity to priority urban areas on the island including by road, air access and rail. |
| 7  | Build on our strong cross-border working relationships to leverage critical mass and influence to support the economic, social and cultural development of the county and the region.   |
| 8  | Deliver an ambitious social housing building programme with a view to ensuring that every household in Donegal has an affordable dwelling of good quality suited to its needs in a good environment and, as far as possible, at a tenure of its choice.   |
| 9  | Deliver an ambitious programme of regeneration and development for Towns and Villages using funding programmes such as the Urban Regeneration and Development Fund (URDF), Rural Regeneration and Development Fund (RRDF) and Town and Village Renewal Programme.   |
| 10 | Protect and enhance the built heritage through environmental, conservation and public realm programmes, the production of design guidance and addressing vacancy and dereliction along with an ambitious programme of investment in facilities and amenities.   |
| 11 | Support enterprise and job creation in Donegal through the Local Enterprise Office and business support initiatives.  |
| 12 | Work with key partners including the private sector to maximise opportunities in high growth potential sectors including FinTech, Tourism, the Green Economy, Blue Technologies, Food and Creative industries.  |
| 13 | Build on our tourism offering through investment in key strategic initiatives along with a strategic Tourism Marketing Plan with the potential to grow visitor numbers and extend the tourist season.   |
| 14 | Support the development of the Donegal brand as a resource to be used to the optimum benefit of the county.   |
| 15 | Continue to strengthen and build connections with our diaspora developing a range of mutually beneficial relationships.   |
| 16 | Support the work of key partners in the further and higher education and training sector to ensure a pipeline of highly skilled and talented people.  |
| 17 | Work to secure investment in marine and coastal facilities and infrastructure to support the fishing industry and assist in realising the potential of the marine tourism and leisure sector.   |
| 18 | Work collaboratively with Irish Water under the terms of the Service Level Agreement to deliver the Irish Water Capital Investment Plan in Donegal and advocate for the provision of Water and Wastewater infrastructure as key enablers of growth.   |
| 19 | Support our cultural resources as an enabler for economic, social and community development and promote their use in a sustainable and responsible way.   |
| 20 | Work to develop and sustain the county's exceptional arts and cultural festivals and events.  |



# STRATEGIC OBJECTIVES AND SUPPORT STRATEGIES

## DELIVERING SERVICES

To deliver accessible, efficient and good value services and supports.

|    |   |
|----|---|
| 1  | Ensure services and supports we provide are accessible to all and are delivered in a culturally appropriate way to cater for the diverse range of needs in our communities.   |
| 2  | Assess and address equality and human rights impact of our work as it relates to members of the public, people who use our services, and our staff, in line with the Public Sector Equality and Human Rights Duty.  |
| 3. | Ensure access to services and supports through Irish in line with the Donegal County Council Language Scheme 2018 to 2021.  |
| 4  | Deliver on our commitment to Public Sector Innovation by embedding a culture of innovation and continuous process improvement with a view to increasing efficiencies, improving accessibility and delivering positive outcomes.   |
| 5  | Build on our successful engagement through social media, GIS and online platforms and explore the potential of emerging technologies to further improve engagement and the delivery of services to our customers.   |
| 6  | Strengthen Donegal's online sense of place by introducing a strong unified online identity that is reflective of the county's actual sense of place and its interactions with residents, businesses, visitors and diaspora.   |
| 7  | Progress the Digital Transformation agenda with a view to achieving business process improvements while meeting the emerging needs and expectations of our customers in line with the Public Service ICT Strategy and Local Government Sectoral ICT Strategy 2017 - 2022.                       |
| 8  | Enhance access to public library services through the roll out of the My Open Library service and the provision of a new purpose-built community library in Donegal Town.   |
| 9  | Support the performance of functions at Municipal District level including the prioritisation and delivery of services in line with our overall policy and strategy and as required by regulation.  |
| 10 | Develop and deliver an effective and efficient Building Control Service in line with the Building Control Reform Agenda and the Building Control Operational Plan.  |
| 11 | Seek external accreditation for services and activities to ensure a consistent, high quality approach in how we do business.  |
| 12 | Provide emergency response capabilities through the Fire Service alongside the provision of high-quality fire prevention service across both regulatory and advisory areas.   |
| 13 | Implement the Major Emergency Management framework in conjunction with Principal Response Agencies - An Garda Síochána and the HSE.   |
| 14 | Support Civil Defence in its voluntary support role to both primary response agencies and the community sector.   |
| 15 | Meet contractual obligations in line with statutory and legal commitments.  |
| 16 | Develop and deliver a new strategic plan for the Culture Division 2021 - 2025 including Archives, County Arts, Creative Ireland, Heritage, Museum, Regional Cultural Centre and Public Art.   |
| 17 | Enhance archives and records management services as required under Section 80 of the Local Government Act 2001.   |
| 18 | Continue the appropriate protection of our valued built heritage and historic structures including administering and managing publicly funded programmes such as the Built Heritage Investment Scheme and Historic Structures Fund and oversee and maintain our Record of Protected Structures. |

# STRATEGIC OBJECTIVES AND SUPPORT STRATEGIES

## EMPOWERING COMMUNITIES

**To empower, support and promote sustainable, inclusive and prosperous communities.**

|    |   |
|----|---|
| 1  | Support communities in the delivery of a range of development initiatives including resident groups, recreational amenities, environmental projects, enterprise initiatives, cultural, heritage and artistic activities and community facilities.   |
| 2  | Work with key partner organisations and stakeholders to ensure that our services and supports contribute in a positive way to addressing poverty and social exclusion and achieving more positive outcomes for everyone in our communities.   |
| 3. | Support people with disabilities by ensuring accessible environments and facilities, fostering disability-friendly communities, and in ensuring housing for people with disabilities is an integral part of our mainstream housing efforts.   |
| 4  | Take the lead role in the development of a Migrant Integration Strategy with input from relevant stakeholders to support and value diversity and interculturalism and work towards integration and equality of opportunity in our communities.  |
| 5  | Empower communities and individuals to avail of opportunities emerging as a result of new digital technologies and services including remote working and greater digital inclusion through improved broadband coverage, access and upskilling.  |
| 6  | Deliver national strategic programmes as set out in Our Public Libraries 2022 including Right to Read, Healthy Ireland, Work Matters, and digital learning centres.   |
| 7  | Continue to support an environment where creativity and culture can flourish including the delivery of the Creative Ireland initiative supporting the cultural and creative sectors and promoting individual, community and national wellbeing.   |
| 8  | Develop plans and programmes to protect and promote the Irish Language both within and outside the Gaeltacht in line with the 20 Year Strategy for the Irish Language.  |
| 9  | Support the implementation of the County Donegal Heritage Plan.   |
| 10 | Continue to reach communities by delivering outreach programmes and services through our Culture Division.  |
| 11 | Build on the success of the Donegal Age Friendly initiative by working closely with the Donegal Older Persons Council and other relevant stakeholders.  |
| 12 | Facilitate community engagement, representation and participation through the Public Participation Network in Donegal.  |
| 13 | Support and resource the work of the Donegal Joint Policing Committee with a focus on delivering effective joint programmes of work that will promote crime prevention, combat disorder and anti-social behaviour.  |
| 14 | Facilitate, co-ordinate and support the Local Community Development Committee and the implementation of the Local Economic & Community Plan including the delivery of Leader/Rural Development Programmes, Social Inclusion Activation Programme and other funding programmes benefitting communities across Donegal including our islands. |
| 15 | Continue to support youth participation and representation through the Donegal Youth Council/ Comhairle na nÓg.   |
| 16 | Promote volunteerism and active citizenship through a range of initiatives and activities   |
| 17 | Promote safety in the community through a range of initiatives including awareness raising initiatives such as road safety, water safety and fire safety and prevention.  |
| 18 | Promote positive mental health and wellbeing by working in partnership with key agencies and support organisations.   |



# STRATEGIC OBJECTIVES AND SUPPORT STRATEGIES

## MOVING TO LOW CARBON CLIMATE RESILIENCE

To lead the transition to a low carbon climate resilient community in Donegal.

|    |  |
|----|--|
| 1  | Promote a 'Climate Ready Donegal' by delivering on the Climate Adaptation Strategy.  |
| 2  | Support Government objectives on climate action by promoting the outcomes set in Climate Charter.  |
| 3. | Protect, conserve and promote our county's natural and built heritage and identify and support biodiversity for the benefit of our policies, people and our environment.   |
| 4  | To maintain a capacity to sustain capability to respond to challenges arising from the impacts of extreme weather conditions and climate related emergencies.  |
| 5  | Ensure that climate adaptation and resilience is mainstreamed into the Council's policies, buildings, infrastructure and operations to reduce energy demand in line with our ISO 50001 Energy Management System.   |
| 6  | Work with the OPW and other organisations to identify and support the development of major and minor flood protection and flood proofing schemes in Donegal.   |
| 7  | Increase organisational and community resilience to climate change through effective planning and education and awareness programmes.  |
| 8  | Ensure continued robust enforcement, licensing, certification and regulation in environmental protection, planning, building control, fire safety and public health and safety to support excellent quality of life and the built and natural environment. |
| 9  | Protect and improve water quality through implementing River Basin Management Plans and supporting the Multi Annual Rural Water Programme.   |
| 10 | Continue to support and encourage positive community actions that improve our environment and mitigate climate change.   |
| 11 | Develop and incorporate a programme to increase management of amenity areas to mitigate and adapt to climate change and benefit biodiversity subject to funding and resources.   |
| 12 | Convert existing public lights to low energy LED bulbs.  |

# STRATEGIC OBJECTIVES AND SUPPORT STRATEGIES

## DEVELOPING OUR ORGANISATIONAL CAPACITY

To support and develop our organisational capacity to achieve our objectives.

|    |  |
|----|--|
| 1  | Strengthen our commitment to an organisational culture including our organisational and workplace community culture that values and respects individual elected member and employee contributions and needs.           |
| 2  | Support the development of a highly motivated, skilled and talented workforce dedicated to delivering the organisations objectives, by facilitating a culture of continuous learning, training and development.        |
| 3. | Work with elected members to identify their training and development needs and put in place appropriate programmes to address their needs.   |
| 4  | Build on the strong organisational health and safety culture ensuring the health, safety and welfare of our staff.   |
| 5  | Continue to build a solid sustainable financial position that will enable the delivery of required services and fund work that supports and develops the county and the economy at a local level.                      |
| 6  | Continue to resource and develop a Strategic Funding function to enable the organisation to maximise external funding opportunities, both EU and national, aligned to our key priorities and strategic objectives.     |
| 7  | Work to ensure compliance with legal and statutory obligations and requirements.   |
| 8  | Strengthen our capacity to undertake effective cross-directorate and intra-organisational working, leading to a more integrated approach to decision-making and service delivery.                                      |
| 9  | Undertake effective workforce planning, including succession planning, to ensure staff resources are in line with the changing organisational requirements and service demands.  |
| 10 | Strengthen our communications function to support the needs and function of the organisation.  |
| 11 | Continue to invest in and resource ICT programmes, plant and equipment to support the business and operational needs of the organisation as well as improving customer service delivery.                               |
| 12 | Build on strong partnerships and collaborative working arrangements with key partners and stakeholders to achieve critical mass and influence at local, regional, cross-border, national, EU and international levels. |







# RESOURCING THE PLAN

**Our capacity to put in place the resources needed to achieve the strategic objectives set out in this Plan has been a key consideration in its preparation.**

This Corporate Plan provides a strategic framework to guide and support the Council in prioritising key areas of activity and expenditure as part of the Budgetary processes.

The financial resources required to deliver on this Corporate Plan will be considered in the context of the Annual Budgetary Process for both the revenue and capital budgets. A key priority for the Council during the lifetime of this Plan is to continue to address the financial challenge facing the Council in a structured and systematic way building on the good progress made to date.

The Council is committed to continuing to achieve greater efficiencies and value for money in the way we do business and these efficiencies will play an important role in resourcing the delivery of this Corporate Plan.

External funding opportunities will continue to be pursued. The Strategic Funding Unit will have a key role to play in targeting and securing external funds that will contribute to the delivery of this Plan.







# IMPLEMENTATION & MONITORING PERFORMANCE

**This Corporate Plan provides an overall strategic framework that will be translated into detailed actions in the Annual Service Delivery Plans for the organisation.**

## ANNUAL SERVICE DELIVERY PLANS

The Annual Service Delivery Plans will set out the activities to be undertaken in each Directorate to achieve the objectives of the Corporate Plan and will reflect annual deliverable outputs for each area of activity.

The Annual Service Delivery Plans will be translated into Divisional Business Plans and team and individual work programmes through the Performance Management Development System (PMDS). This process will link the strategic objectives and supporting strategies to the Business and Team Plans for each service and to the Personal Development Plan for each member of staff. This will allow each individual member of staff to clearly see how their work is contributing to the overall strategic objectives of the organisation.

There will also be a clear link between the Annual Service Delivery Plans and the Annual Revenue Budget and the Multi Annual Capital Budget for the organisation. These plans will demonstrate how the budgetary process will resource and support the delivery of activities committed to in the Annual Service Delivery Plan.

## REPORTING ON PROGRESS

The Annual Report will report on the progress made in achieving the strategic objectives set out in the Corporate Plan and this will be referenced against the commitments and targets set out in the Annual Service Delivery Plans.

Significant progress on the achievement of the strategic objectives will also be reported through the Management Reports to Council.

As with all good strategic planning tools, the Corporate Plan is not set in stone and will be responsive to the changing needs of the organisation and the community.

## PERFORMANCE MEASUREMENT

The Annual Service Delivery Plans will detail the activities to be undertaken to achieve the objectives of this Plan and this will include the setting of targets and the measurement of outputs and outcomes as appropriate.

In addition, our performance will also be measured annually using the National Oversight Audit Commission's (NOAC) National Performance Indicators. Appendix 2 sets out the national performance indicators including the 2018 baseline measurement. A number of local service indicators have also been chosen for measurement during the plan period and these are listed in Appendix 3.

NOAC also has a role in monitoring the performance of local authorities including the adequacy of their Corporate Plans and the evaluation of their implementation.





# APPENDICES

## APPENDIX 1

### Policy Framework

Donegal County Council operates within a complex and diverse policy and legislative framework reflecting the scope of functions of the organisation. This Plan has regard for the wide range of national, regional and local strategies and policies that shape and influence its delivery including the following:

### Key legislation

Local Government Act 2001  
Local Government Reform Act 2014

### National Statement of Strategy 2017-2020 – Department of Housing, Planning & Local Government

Project Ireland 2040 – National Planning Framework  
National Development Plan 2018 – 2027  
Re-Building Ireland – Action Plan for Housing and Homelessness (2016)  
National Vacant Housing Reuse Strategy  
National Housing Strategy for People with a Disability (NHSPWD)  
National Traveller and Roma Inclusion Strategy 2017-2021  
Housing First National Implementation Plan 2018 – 2021  
Housing Options for Our Aging Population – Policy Statement (2019)  
Strategy for the Rented Sector - Inspection Targets  
Marine Planning Policy Statement  
National Marine Planning Framework  
River Basin Management Plan for Ireland 2018-2021  
Guidelines on the Planning System and Flood Risk Management  
National Flood Forecasting and Warning Service  
Flood Risk Management Plans and Maps produced under National CFRAM  
Water Services Policy Statement 2018-2025  
Framework for Building Control Authorities  
Enforcement of Energy Performance of Buildings Directive  
Met Eireann Strategic Plan 2017-2027

### Statement of Strategy 2019-2021 – Department of Communications, Climate Action & Environment

Climate Action Plan 2019 - to tackle Climate Disruption  
National Adaptation Framework (2018)  
National Mitigation Plan (2017)  
Local Authority Adaptation Strategy Development Guidelines (2018)

EU Strategy on Adaptation to Climate Change  
Public Sector Energy Efficiency Strategy  
Renewable Electricity Policy and Development Framework (REPDF)  
Wind Energy Development Guidelines (WEDGS)  
Sustainable Development Goals - National Implementation Plan (2018)  
River Basin Management Plan for Ireland 2018-2021  
National Broadband Plan  
National Digital Strategy  
National Cyber Security Strategy  
All Ireland Pollinator Plan 2015-2020

### Statement of Strategy 2016-2019 – Department of Transport, Tourism and Sport

People, Place and Policy – Growing Tourism to 2025  
Strategy for the Future Development of National and Regional Greenways  
National Sports Policy 2018 - 2027  
National Oil Spill Contingency Plan 2019  
National Search and Rescue Plan 2019

### Statement of Strategy 2017-2020 – Department of Rural and Community Development

Realising Our Rural Potential - Action Plan for Rural Development  
Rural Development Policy 2020+ Next Phase  
Tourism Development and Innovation: A Strategy for Investment 2016-2022  
Framework Policy for Local Community Development  
Sustainable, Inclusive and Empowered Communities: A Five-Year Strategy to Support the Community and Voluntary Sectors in Ireland  
National Social Enterprise Policy for Ireland 2019-2022  
Our Public Libraries 2022: Inspiring, Connecting and Empowering Communities

### Statement of Strategy 2018-2020 – Department of Culture, Heritage and the Gaeltacht

National Heritage Plan - Heritage Ireland 2030  
National Landscape Strategy for Ireland 2015-2025  
National Language Strategy 2010-2030  
Action Plan 2018-2022 – for the 20 Year Strategy for the Irish Language 2010-2030  
A Framework for Collaboration – Agreement between the Arts Council and the CCMA



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Decade of Centenaries 2016-2023 Guidance  
 Project Ireland Investing in our Culture, Language & Heritage  
 2018-2027  
 Audio Visual Action Plan  
 National Biodiversity Action Plan  
 Culture 2025  
 Creative Ireland Programme

## **Statement of Strategy 2016-2019 – Department of Public Expenditure and Reform**

Our Public Services 2020 – Public Service Reform Programme  
 Public Spending Code  
 Open Data Strategy 2017-2022  
 Public Service ICT Strategy  
 eGovernment Strategy 2017-2020  
 Cloud Computing Advice Note October 2019  
 Regulation of Lobbying  
 Public Sector Energy Efficiency Strategy  
 Freedom of Information  
 General Data Protection Regulation and Data Protection Acts  
 Public Service Data Strategy 2019-2023  
 Policy on Property Acquisition and Disposal  
 Protocols on Transfer and Sharing of Property Assets

## **Statement of Strategy 2018-2021 – Department of Business, Enterprise and Innovation**

Future Jobs Ireland  
 Enterprise 2025 Renewed  
 Global Ireland 2025  
 Innovation 2020 - Ireland's strategy for research and development, science and technology

## **Statement of Strategy 2016-2019 – Department of Children and Youth Affairs**

Brighter Outcomes Better Futures: The national policy framework for children and young people 2014- 2020

## **Statement of Strategy 2017-2019 – Department of Employment and Social Protection**

A Roadmap for Social Inclusion: Ambitions, Goals and Commitments 2019-2025  
 National Traveller and Roma Inclusion Strategy 2017 - 2021  
 Transforming Lives Programme - reform of Disability Services in Ireland

## **Other**

National Positive Ageing Strategy  
 WHO Global Age Friendly Cities Guide  
 Dublin Declaration on Age Friendly Cities 2013  
 Arts Council Strategy Making Great Art Work 2016 - 2025

## **Regional**

Regional Spatial and Economic Strategy 2019-2031 (Pending)  
 Border Regional Authority Planning Guidelines 2010 - 2022  
 BMW Operational Programme 2014-2020  
 Connaught Ulster Waste Management Plan 2015 - 2021  
 North West River Basin Management Plan  
 Flood Risk Management Plans and Maps (OPW)  
 EIP European Innovation Partnership on Active and Healthy Ageing  
 North West Regional Enterprise Plan 2020

## **Local**

Donegal County Development Plan 2018 - 2024  
 Local Economic Community Plan for Donegal 2016 - 2022  
 Donegal County Council Capital Budget 2020 - 2022  
 Donegal Local Development Strategy 2014 - 2020  
 Donegal County Council Energy Policy  
 Donegal Age Friendly Strategy 2017-2020  
 Donegal Food Strategy  
 Donegal Creative Coast Strategic Action Plan for Creative Entrepreneurship 2019-2022  
 Donegal Tourism Strategy (pending)  
 Donegal Digital Action Plan 2017 - 2020  
 Donegal County Council Declaration on Public Service Innovation  
 Donegal Road Safety Plan 2016 - 2021  
 Cultúr: A Strategic Vision for Cultural Services 2016 - 2020  
 Donegal Traveller Accommodation Programme 2019 - 2024  
 Donegal Climate Adaptation Strategy 2019-2024  
 County Donegal Heritage Plan  
 Donegal Culture and Creativity Strategy 2018-2022 (Creative Ireland)  
 Donegal County Council Scheme for the Official Languages Act  
 Donegal Children and Young People's Plans (CYPSC)

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## APPENDIX 2

### National Performance Indicators – 2018 Baselines

| Corporate Plan Strategic Objective | Area                  | Measurement / Indicator   | Baseline 2018 |
|------------------------------------|-----------------------|---|---------------|
| <b>Driving Growth</b>              | Economic Development: | The no. of jobs created with assistance from the Local Enterprise Office during the period 1/1/2018 to 31/12/2018 | 203           |
|                                    |                       | The no. of trading online voucher applications approved by the Local Enterprise Office in 2018                    | 47            |
|                                    |                       | The no. of those trading online vouchers that were drawn down in 2018   | 23            |
|                                    |                       | The no. of participants who received mentoring during the period 1/1/2018 to 31/12/2018                           | 93            |
|                                    |                       | Does the local authority have a current tourism strategy?   | Yes           |
|                                    |                       | Does the local authority have a designated Tourism Officer?   | Yes           |
|                                    | Roads:                | The % of Regional road kilometres that received a PSCI rating in the 24-month period prior to 31/12/2018          | 100%          |
|                                    |                       | The % of Local Primary road kilometres that received a PSCI rating in the 24-month period prior to 31/12/2018     | 96%           |
|                                    |                       | The % of Local Secondary road kilometres that received a PSCI rating in the 24-month period prior to 31/12/2018   | 93%           |
|                                    |                       | The % of Local Tertiary road kilometres that received a PSCI rating in the 60-month period prior to 31/12/2018    | 66%           |
|                                    |                       | The % of total Regional road kilometres with a PSCI rating of 1-4 at 31/12/2018                                   | 8%            |
|                                    |                       | The % of total Regional road kilometres with a PSCI rating of 5-6 at 31/12/2018                                   | 24%           |
|                                    |                       | The % of total Regional road kilometres with a PSCI rating of 7-8 at 31/12/2018                                   | 28%           |
|                                    |                       | The % of total Regional road kilometres with a PSCI rating of 9-10 at 31/12/2018                                  | 39%           |
|                                    |                       | The % of total Local Primary road kilometres with a PSCI rating of 1-4 at 31/12/2018                              | 7%            |
|                                    |                       | The % of total Local Primary road kilometres with a PSCI rating of 5-6 at 31/12/2018                              | 28%           |
|                                    |                       | The % of total Local Primary road kilometres with a PSCI rating of 7-8 at 31/12/2018                              | 36%           |
|                                    |                       | The % of total Local Primary road kilometres with a PSCI rating of 9-10 at 31/12/2018                             | 27%           |
|                                    |                       | The % of total Local Secondary road kilometres with a PSCI rating of 1-4 at 31/12/2018                            | 13%           |
|                                    |                       | The % of total Local Secondary road kilometres with a PSCI rating of 5-6 at 31/12/2018                            | 26%           |
|                                    |                       | The % of total Local Secondary road kilometres with a PSCI rating of 7-8 at 31/12/2018                            | 43%           |



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### National Performance Indicators – 2018 Baselines

| Corporate Plan Strategic Objective | Area     | Measurement / Indicator   | Baseline 2018     |
|------------------------------------|----------|---|-------------------|
| Driving Growth                     | Roads:   | The % of total Local Secondary road kilometres with a PSCI rating of 9-10 at 31/12/2018   | 14%               |
|                                    |          | The % of total Local Tertiary road kilometres with a PSCI rating of 1-4 at 31/12/2018   | 29%               |
|                                    |          | The % of total Local Tertiary road kilometres with a PSCI rating of 5-6 at 31/12/2018   | 13%               |
|                                    |          | The % of total Local Tertiary road kilometres with a PSCI rating of 7-8 at 31/12/2018   | 16%               |
|                                    |          | The % of total Local Tertiary road kilometres with a PSCI rating of 9-10 at 31/12/2018  | 13%               |
|                                    |          | Kilometres of regional road strengthened during 2018  | 38.9 km           |
|                                    |          | The amount expended on regional roads strengthening work during 2018  | €5,489,882        |
|                                    |          | Kilometres of regional road resealed during 2018  | 25.2 km           |
|                                    |          | The amount expended on regional road resealing work during 2018   | €813,161          |
|                                    |          | Kilometres of local road strengthened during 2018   | 232.9 km          |
|                                    |          | The amount expended on local road strengthening work during 2018  | €12,438,043       |
|                                    |          | Kilometres of local road resealed during 2018   | 105.5 km          |
|                                    |          | The amount expended on local road resealing work during 2018  | €2,159,957        |
| Delivering Services                | Housing: | No. of dwellings in the ownership of the LA at 1/1/2018   | 4698              |
|                                    |          | No. of dwellings added to the LA owned stock during 2018 (whether constructed or acquired)  | 118               |
|                                    |          | No. of LA owned dwellings sold in 2018  | 26                |
|                                    |          | No. of LA owned dwellings demolished in 2018  | 0                 |
|                                    |          | No. of dwellings in the ownership of the LA at 31/12/2018   | <b>4790</b>       |
|                                    |          | No. of LA owned dwellings planned for demolition under a DHPLG approved scheme  | 7                 |
|                                    |          | The percentage of the total number of LA owned dwellings that were vacant on 31/12/2018   | <b>3.85%</b>      |
|                                    |          | The time taken from the date of vacation of a dwelling to the date in 2018 when the dwelling is re-tenanted, averaged across all dwellings re-let during 2018 | <b>39.92 wk</b>   |
|                                    |          | The cost expended on getting the dwellings re-tenanted in 2018, averaged across all dwellings re-let in 2018  | <b>€13,477.94</b> |
|                                    |          | Total number of registered tenancies in the LA area at end of June 2018   | 6920              |

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### National Performance Indicators – 2018 Baselines

| Corporate Plan Strategic Objective | Area          | Measurement / Indicator   | Baseline 2018 |
|------------------------------------|---------------|---|---------------|
| Delivering Services                | Housing:      | Number of rented dwellings inspected in 2018  | 759           |
|                                    |               | Percentage of inspected dwellings in 2018 that were found not to be compliant with the Standards Regulations  | <b>88.14%</b> |
|                                    |               | Number of non-compliant dwellings that became compliant during 2018   | 227           |
|                                    |               | The number of dwellings inspected in 2018 that were found not to be compliant with the Housing (Standards for Rented Houses) Regulations  | 669           |
|                                    |               | 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 2018 | <b>27.27%</b> |
|                                    |               | The number of adult individuals classified as homeless and in emergency accommodation on the night of 31 December 2018 as recorded on the PASS system                                     | 11            |
|                                    | Motor Tax:    | The percentage of motor tax transactions which were dealt with online (i.e. transaction is processed, and the tax disc is issued) in 2018   | 54.69%        |
|                                    | Fire Service: | Cost per capita of Fire Service   | <b>€49.87</b> |
|                                    |               | Average time taken, in minutes, to mobilise fire brigades in Full-Time Stations in respect of fire  |               |
|                                    |               | Average time taken, in minutes, to mobilise fire brigades in Part-Time Stations (retained fire service) in respect of fire  | 5.7 min       |
|                                    |               | Average time taken, in minutes, to mobilise fire brigades in Full-Time Stations in respect of all other (non-fire) emergency incidents  |               |
|                                    |               | 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                            | 5.81 min      |
|                                    |               | % of cases in respect of fire in which first attendance at scene is within 10 minutes   | <b>28.83%</b> |
|                                    |               | % of cases in respect of fire in which first attendance at the scene is after 10 minutes but within 20 minutes  | <b>49.64%</b> |
|                                    |               | % of cases in respect of fire in which first attendance at the scene is after 20 minutes  | <b>21.53%</b> |
|                                    |               | % of cases in respect of all other emergency incidents in which first attendance at the scene is within 10 minutes  | <b>32.78%</b> |
|                                    |               | % of cases in respect of all other emergency incidents in which first attendance at the scene is after 10 minutes but within 20 minutes   | <b>52.98%</b> |
|                                    |               | % of cases in respect of all other emergency incidents in which first attendance at the scene is after 20 minutes   | <b>14.24%</b> |



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### National Performance Indicators – 2018 Baselines

| Corporate Plan Strategic Objective | Area                     | Measurement / Indicator  | Baseline 2018 |
|------------------------------------|--------------------------|--|---------------|
| <b>Delivering Services</b>         | Library Service:         | Number of visits to libraries per head of population for the LA area per the 2016 Census   | <b>2.39</b>   |
|                                    |                          | Number of items issued to borrowers in the year  | 237,678       |
|                                    |                          | Cost per capita of operating Library Service   | <b>€24.66</b> |
| <b>Empowering Communities</b>      | Youth and Community:     | Percentage of local schools involved in the local Youth Council/Comhairle na nÓg scheme  | <b>70.37%</b> |
|                                    |                          | Number of organisations included in the County Register and the proportion who opted to be part of the Social Inclusion College within the PPN                           | <b>17.83</b>  |
|                                    |                          | Total number of organisations included in the County Register for the local authority area as at 31/12/2018  | 516           |
|                                    |                          | Total number of those organisations that registered for the first time in 2018   | 29            |
|                                    |                          | Number of organisations that opted to join the Social Inclusion Electoral College on whatever date they registered for the PPN   | 92            |
| <b>Climate Resilience</b>          | Water:                   | % of Private Drinking Water Schemes in compliance with statutory requirements in respect of the monitoring of the quality of private drinking water supplies during 2018 | 1.00%         |
|                                    | Waste:                   | 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 31/12/2018                   | 1636          |
|                                    |                          | The % of households within the local authority (also as per the 2016 Census) that the number at A represents   | 2.81%         |
|                                    | Environmental Pollution: | Total number of pollution cases in respect of which a complaint was made during 2018   | 1012          |
|                                    |                          | Number of pollution cases closed from 1/1/2017 to 31/12/2018   | 1474          |
|                                    |                          | Total number of cases on hands at 31/12/2018   | 213           |
|                                    | Litter Pollution:        | The % of the area within the LA that when surveyed in 2018 was unpolluted or litter free   | 66%           |
|                                    |                          | The % of the area within the LA that when surveyed in 2018 was slightly polluted   | 27%           |
|                                    |                          | The % of the area within the LA that when surveyed in 2018 was moderately polluted   | 6%            |
|                                    |                          | The % of the area within the LA that when surveyed in 2018 was significantly polluted  | 1%            |
|                                    |                          | The % of the area within the LA that when surveyed in 2018 was grossly polluted  | 0%            |
|                                    | Green Flag Status:       | The % of schools that have been awarded green flag status  | 52.22%        |

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## APPENDIX 2

### National Performance Indicators – 2018 Baselines

| Corporate Plan Strategic Objective   | Area             | Measurement / Indicator   | Baseline 2018 |
|--|------------------|---|---------------|
| Climate Resilience   | Planning:        | Buildings inspected as a percentage of new buildings notified to the local authority  | <b>18.75%</b> |
|  |                  | Number of LA planning decisions which were the subject of an appeal to An Bord Pleanála that were determined by the Board on any date in 2018                           | 26            |
|  |                  | % of the determinations which confirmed (either with or without variation) the decision made by the LA  | <b>73.08%</b> |
|  |                  | Total number of planning cases referred to or initiated by the local authority in the period 1/1/2018 to 31/12/2018 that were investigated                              | 306           |
|  |                  | Total number of investigated cases that were closed during 2018   | 330           |
|  |                  | % of the cases at B that were dismissed as trivial, minor or without foundation or were closed because statute barred or an exempted development                        | <b>59.09%</b> |
|  |                  | % of cases at B that were resolved to the LA's satisfaction through negotiations  | <b>3.94%</b>  |
|  |                  | % Cases at B that were closed due to enforcement proceedings  | <b>36.97%</b> |
|  |                  | Total number of planning cases being investigated as at 31/12/2018  | 811           |
|  |                  | Cost per capita of Planning Service   | <b>€27.16</b> |
|  |                  | The percentage of applications for fire safety certificates received in 2018 that were decided (granted or refused) within two months of their receipt                  | <b>45.33%</b> |
|  |                  | The percentage of applications for fire safety certificates received in 2018 that were decided (granted or refused) within an extended period agreed with the applicant | <b>48.00%</b> |
|  |                  | Organisational Capacity   | Corporate:    |
| Percentage of paid working days lost to sickness absence through medically certified leave in 2018 | <b>3.97%</b>     |   |               |
| Percentage of paid working days lost to sickness absence through self-certified leave in 2018      | <b>0.34%</b>     |   |               |
| All ICT expenditure in the period from 1/1/2018 to 31/12/2018, divided by the WTE no.              | <b>€2,783.52</b> |   |               |
| Total page views of the local authority's websites in 2018   | 1,861,460        |   |               |
| Total number of followers at end 2018 of the LA's social media accounts                            | 92,443           |   |               |
|  | Finance:         | Cumulative surplus/deficit balance at 31/12/2014 in the Revenue Account from the Income & Expenditure Account Statement of the AFS                                      | -€14,966,588  |
|  |                  | Cumulative surplus/deficit balance at 31/12/2015 in the Revenue Account from the Income & Expenditure Account Statement of the AFS                                      | -€14,345,654  |
|  |                  | Cumulative surplus/deficit balance at 31/12/2016 in the Revenue Account from the Income & Expenditure Account Statement of the AFS                                      | -€9,717,139   |



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## APPENDIX 2

### National Performance Indicators – 2018 Baselines

| Corporate Plan Strategic Objective   | Area     | Measurement / Indicator  | Baseline 2018  |
|--|----------|--|----------------|
| <b>Organisational Capacity</b>   | Finance: | Cumulative surplus/deficit balance at 31/12/2017 in the Revenue Account from the Income & Expenditure Account Statement of the AFS               | -€8,953,104    |
|  |          | Cumulative surplus/deficit balance at 31/12/2018 in the Revenue Account from the Income & Expenditure Account Statement of the AFS               | -€8,386,583    |
|  |          | Cumulative surplus or deficit at 31/12/2018 as a percentage of Total Income in 2018 from the Income and Expenditure Account Statement of the AFS | <b>-5.21%</b>  |
|  |          | Revenue expenditure per capita in 2018   | <b>€959.48</b> |
|  |          | Collection level of Rates from the Annual Financial Statement for 2014   | 56.30%         |
|  |          | Collection level of Rates from the Annual Financial Statement for 2015   | 62.80%         |
|  |          | Collection level of Rates from the Annual Financial Statement for 2016   | 68.00%         |
|  |          | Collection level of Rates from the Annual Financial Statement for 2017   | 74.30%         |
|  |          | Collection level of Rates from the Annual Financial Statement for 2018   | 76%            |
|  |          | Collection level of Rent & Annuities from the Annual Financial Statement for 2014  | 89.30%         |
|  |          | Collection level of Rent & Annuities from the Annual Financial Statement for 2015  | 89.80%         |
|  |          | Collection level of Rent & Annuities from the Annual Financial Statement for 2016  | 89.00%         |
|  |          | Collection level of Rent & Annuities from the Annual Financial Statement for 2017  | 89.20%         |
|  |          | Collection level of Rent & Annuities from the Annual Financial Statement for 2018  | 89%            |
|  |          | Collection level of Housing Loans from the Annual Financial Statement for 2014   | 63.30%         |
|  |          | Collection level of Housing Loans from the Annual Financial Statement for 2015   | 63.40%         |
|  |          | Collection level of Housing Loans from the Annual Financial Statement for 2016   | 66.00%         |
| Collection level of Housing Loans from the Annual Financial Statement for 2017 | 67.90%   |  |                |
| Collection level of Housing Loans from the Annual Financial Statement for 2018 | 68%      |  |                |

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## APPENDIX 3

### Local Performance indicators and baseline data

The following local performance indicators have been chosen for measurement during the plan period in addition to and separate from the national service indicators overseen by NOAC.

| Corporate Plan Strategic Objective     | Service/ Functional area | Measurement / Indicator  |
|--|--------------------------|--|
| <b>Driving Growth</b>                  | Planning:                | Number of Planning Applications received.  |
|  |                          | Number and value of Town/Village regeneration and enhancement initiatives completed.                       |
|  |                          | Length of new and upgraded footpaths.  |
|  | Roads/ Community:        | Length of new and upgraded walking/cycling pathways completed.   |
|  |                          | Number of new and upgraded play spaces and sports facilities.  |
|  | Economic Development:    | Number of concierge supports provided.   |
|  |                          | Number of business support initiatives and expenditure.  |
|  |                          | Economic Development Strategy in place.  |
| <b>Delivering Services</b>             | Housing:                 | Number of new tenancies created.   |
|  |                          | Amount spent on maintenance and improvement of our Housing Stock.  |
|  | Corporate:               | Number of press releases/statements issued.  |
|  | Finance:                 | Number of additional online payment options for Council services.  |
| <b>Empowering Communities</b>          | Community                | Amount of funding allocated under the Development Fund Initiative and number of groups/projects supported. |
|  |                          | Amount of funding allocated under the Members Development Fund and number of groups/projects supported.    |
| <b>Climate Resilience</b>              | Environment              | Number of flood protection/mitigation schemes implemented.   |
|  |                          | Number of community clean-ups undertaken, and number of volunteers involved.                               |
|  | Roads                    | Number of public lighting upgrades completed.  |
|  |                          | Length of national roads resurfaced.   |
|  | Corporate                | % of improved energy performance/savings.  |
| <b>Building Organisations capacity</b> | Human resources          | % of staff/elected members participating in training programmes.   |



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## APPENDIX 4

### HUMAN RIGHTS AND EQUALITY FRAMEWORK

Donegal County Council has regard to the need to eliminate discrimination, promote equality of opportunity and protect the human rights of service users and staff throughout the preparation of this plan.

Section 42 of the Irish Human Rights and Equality Commission Act 2015 places obligations on Donegal County Council to eliminate discrimination, protect human rights and promote equality of opportunity. This Plan contains an assessment of human rights and equality issues to be considered in carrying out the Council's functions and services and how these issues are or will be addressed.

Donegal County Council provides and funds a broad range of services including housing, roads and cycling routes, parks and playgrounds, libraries, sports and cultural facilities, litter control, planning, enterprise units, community infrastructure and financial supports through a variety of grants.

It also serves as a platform for local democracy with 37 councillors distributed across five municipal districts. As a public body serving and supporting diverse communities, equality and human rights considerations apply across the breadth of our functions.

The following Local Authority functions have been identified to which human rights and equality considerations are particularly essential:

- Housing: Within the law and subject to our statutory obligations, our function as a Housing Authority is to enable every individual or family to have available to them a home, suited to their needs, in a good environment, and as far as possible at a tenure of their choice. The diverse Housing remit includes the provision of housing and accommodation for disabled people, Travellers, homeless persons and older people. It also includes administration of housing adaptation grants, maintenance, housing welfare and tenancy support.
- Community: Provision of accessible and inclusive community, arts, sports and leisure facilities and related grants, including a dedicated Social Inclusion Unit that provide support to community groups working with a range of identified target groups.
- Customer Services: Provision of customer services that recognise the diverse needs of the communities we serve.
- Planning and development: including the administration of Disability Access Certificates.
- Procurement: Procurement practices that are underpinned by universal design and equality.
- Policy development and implementation: Equality proofing of Council policies and plans and their implementation.
- Human Resources: Ensuring that human resource practices, including recruitment, and staff welfare, are compliant with best practice regarding equality and human rights.
- Roads and transportation: Provision and maintenance of road user and pedestrian facilities and considering access and equality when prioritising resource deployment.
- Allocation of Grants: Grant provision that supports and encourages access, equality and human rights.

The Council has policies, plans and strategies in place to support the inclusion of, and deliver services to, people in the county that experience marginalisation such as Irish Travellers, women, disabled people, LGBT individuals, non-Irish nationals, young people and other marginalised or minority groups.

There are a number of examples of activities that demonstrate the Council's commitment not only to equality but to achieving substantive equality (equality of outcome) for citizens, customers (internal and external), and visitors in programmes and services such as:

- Donegal County Council Social Inclusion Week
- Donegal Age Friendly Programme
- Health and Well Being Week
- Ongoing commitment to be a literacy friendly local authority
- Accessible website and a high level of accessibility provided across Council facilities, buildings and services

