Cover page – International delegates participating in the LADDER project visiting Glenveagh National Park.

P1 – Creative Sector exhibition at launch of Donegal Creative Enterprise Strategy, Special Need Group Home at Laughlin, Letterkenny, Enjoying Wainfest 2015, Surface dressing at Ardara, Go Visit Donegal app.
"serving our communities, supporting our businesses and welcoming our visitors"
Foreword

A vibrant, progressive and responsive Council working for the people of Donegal, whether at home or abroad, to develop sustainable, inclusive and prosperous communities.

The vision set out in this Corporate Plan captures the sense of purpose and the ambition of Donegal County Council and outlines the priorities that the Council will be working to achieve over the next five years.

The Council undertook an extensive public consultation process, which provided us with a wealth of insights, perspectives and views from the various stakeholders. This feedback has been considered alongside an analysis of key facts, statistics and trends and provides us with a strategic framework that will guide the work of the Council over the lifetime of this Plan.

The last number of years was a period of unprecedented change in the local government sector in Ireland. The implementation of the new reform agenda has changed the representational structures at local level, has repositioned and strengthened the role of local government in economic, social and community development, and has changed the way some services are delivered. We have embraced this programme of change in a positive and constructive way.

The process of making the Corporate Plan has facilitated the emergence of a number of key priority themes, which have informed the strategic objectives and supporting strategies set out in the Plan. The key priority themes include: economic development and job creation; infrastructure; culture and heritage; sustainable and inclusive communities; and collaboration and partnership working.

We would like to acknowledge the contribution made by various stakeholders in the making of this Plan and, in particular, the engagement of the Elected Members, the Strategic Policy Committees, the Corporate Policy Group, and the staff of the Council.

The diverse range of submissions received as part of the public consultation process has contributed greatly to the making of this Plan, providing an insight into the priority areas for communities, organisations and citizens generally.
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1.0 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 an outline of this policy landscape is presented in Appendix 1.

Putting People First, the Action Programme for Local Government Reform has set out a clear policy framework for local government in Ireland. This Plan will play a key role in realising the vision set out in this national policy instrument.

The emerging Local Economic & Community Plan (LECP) is a key local policy instrument for Donegal and will underpin the Council’s enhanced role in economic and local community development. The Corporate Plan has been informed by and is coherent with the emerging high level goals of the Donegal LECP.

The 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. A number of key priority themes have emerged from this process which have informed the strategic objectives and supporting strategies for Donegal County Council over the next five years.

This Plan has taken account of the feedback received as part of the consultation and engagement process. 70 written submissions were received from the wider community as part of the public consultation process. The engagement of the elected members, the staff of the Council, the Strategic Policy Committees and the Corporate Policy Group has been a key element of the plan making process and has informed the strategic direction of the Plan.

The Cross Directorate Working Group set up to assist and support in the preparation of the Plan 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 for Donegal County Council in terms of driving enterprise and growth, in supporting economic development & job creation and enabling the delivery of quality services and supports.
2.0 Donegal at a glance ...

People
- In 2011 161,137 people lived in Donegal, an increase of 33,020 since 1991.
- 45,704 people (28.4%) in 2011 were 18 years or under while 21,471 (13.3%) were 65 years or over.
- Almost 73% of people in Donegal live in rural areas while 27% live in urban areas.
- Our border with Northern Ireland is 140km while our border with the rest of the island of Ireland is 9km.

Employment
- The primary employment sectors in Donegal in 2011 were Wholesale & Retail Trade, Health and Social Work, Education, Manufacturing and Agriculture, Forestry & Fishing.
- In 2013 there were 2,765 people employed in agency assisted foreign owned companies and 5,089 people employed in agency assisted Irish owned companies.
- In April 2015 there were 17,230 people signing on the live register in County Donegal a decrease of 1,980 since April 2014. 15% were 25 years or under.

Tourism
- In 2013 Donegal received 199,000 overseas visitors and 269,000 domestic visitors, this was an increase of 14.3% and 9.8% respectively on 2012 visitor numbers.
- The Donegal Gaeltacht encompasses a geographical area of 1,502 km², where Irish is a living language.
- Donegal is one of the most scenic counties on the island of Ireland and boasts the longest mainland coastline in the State at 1,134 km along the Wild Atlantic Way.

Education
- There are 202 schools in Donegal of which 175 are primary schools with an enrolment of 18,919 students in the 2013/2014 academic year and of which 27 are post primary schools with an enrolment of 12,854 students.
- Letterkenny Institute of Technology has 3,300 full-time students, 70% of whom are from Donegal.
- In 2014 there were 2,952 students from Donegal studying in 12 other counties in Ireland, the most popular destinations for study were Dublin (1,156 students), Galway (850 students) and Sligo (438 students).
2.0 Donegal at a glance ...

- The top 10 skills of those who have attained a third level educational qualification after completing two or more years of study were in:
  - Social sciences, business and law (6,510 persons)
  - Health and welfare (4,724 persons)
  - Education and teacher training (3,979 persons)
  - Science, mathematics & computing (2,998 persons)
  - Engineering, manufacturing & construction (2,763 persons)
  - Nursing and caring (2,347 persons)
  - Business and administration, broad programmes (1,800 persons)
  - Humanities (1,459 persons)
  - Accounting and taxation (1,134 persons)
  - Arts (1,116 persons).

- The number of households in Donegal in rented accommodation increased by 48% over the 2006 – 2011 period and this included a 33% increase in the number of households renting from a Local Authority.

- In 2014 Donegal County Council directly provided 4,635 units for social housing. 2,216 qualified applicants were on the housing waiting list in Donegal at the end of 2014.

Health and Deprivation

- County Donegal experienced the second highest relative deprivation score\(^1\) in the State at -6.25 in 2011.

- Donegal has the second highest dependency\(^4\) rate in the state at 56.9.

- 27% of people aged 65 years or over were living alone in Donegal in 2011.

- 7,433 people provide regular unpaid personal help for a friend or family member on a regular basis.

- There were 22,646 people with a disability in Donegal in 2011 of which 4,430 (19.6%) were living alone.

- In 2011, 12% of households (6,947) in Donegal were headed by a lone parent.

Access Infrastructure

Donegal is well served by international air services through 6 airports at:
- Dublin Airport,
- City of Belfast Airport
- Belfast International Airport
- City of Derry Airport
- Donegal Airport
- Ireland West Airport Knock

High Speed Broadband

The County is well served in many areas and in particular its main urban areas by a range of Broadband Providers. Connectivity for Business in Letterkenny is excellent through the availability of the Kelvin line which links directly into the United States with reduced latency. There are also Metropolitan Area Networks in Gweedore, Letterkenny, Bundoran, Buncrana, Ballyshannon, Ballybofey/Stranorlar, Carndonagh and Donegal Town\(^5\). It remains a key objective to further improve the quality and availability of broadband service across the County.

Travel

- 5,316 people travel to work outside of Donegal on a daily basis and of these 3,137 travel to work in Northern Ireland.

- 82% travel to work by car, van or lorry, while only 7% travel on foot or bicycle and only 1.2% travel by bus.

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1 This is defined as areas with a population of 1,500 or more inhabitants of which there are 9 in County Donegal.
2 Department of Education and Skills Stats Bank, 2014
3 Relative Deprivation Index scores have been prepared by Trutz Haase & Jonathan Pratschke August 2012 for the island of Ireland and are used to measure the levels of deprivation experienced in specific areas.
4 This is defined as the total population who are termed dependent that is those persons aged under 15 years of age and those aged 65 years and over, expressed as a percentage of the total population.
5 Source: Donegal County Development Plan 2012-2018
3.0 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. The Local Government Reform Act 2014 requires a balanced approach between the Plenary Council and Municipal Districts in managing the delivering the range of Council services.

Elected Members of Donegal County Council

Municipal District of Donegal

- Cllr John Campbell
  Party: Independent
- Cllr Tom Conaghan
  Party: Independent
- Cllr Noel Andrew Jordan
  Party: Sinn Fein
- Cllr Niamh Kennedy
  Party: Independent
- Cllr Sean McEniff
  Party: Fine Gael
- Cllr Barry O’Neill
  Party: Fine Gael
Elected Members of Donegal County Council

Municipal District of Glenties

Cllr Enda Bonner
Party: Fianna Fail

Cllr Maire Therese Gallagher
Party: Sinn Fein

Cllr Michael Cholm Mac Giolla Easbuig
Party: Independent

Cllr Seamus O’Domhnaill
Party: Fianna Fail

Cllr John Seamas O’Fearraigh
Party: Sinn Fein

Cllr. Terence Slowey
Party: Fine Gael

Elected Members of Donegal County Council

Municipal District of Inishowen

Cllr Paul Canning
Party: Fianna Fail

Cllr Nicholas Crossan
Party: Independent

Cllr Albert Doherty
Party: Sinn Fein

Cllr. Rena Donaghey
Party: Fianna Fail

Cllr Martin Farren
Party: Labour

Cllr Martin McDermott
Party: Fianna Fail

Cllr Bernard McGuinness
Party: Fine Gael

Cllr Jack Murray
Party: Sinn Fein

Cllr John Ryan
Party: Fine Gael
Elected Members of Donegal County Council

Municipal District of Letterkenny

Cllr Liam Blaney  
Party: Fianna Fail

Cllr Ciaran Brogan  
Party: Fianna Fail

Cllr Jimmy Kavanagh  
Party: Fine Gael

Cllr Michael McBride  
Party: Independent

Cllr James Pat McDaid  
Party: Fianna Fail

Cllr Ian McGarvey  
Party: Independent

Cllr Gerry McMonagle  
Party: Sinn Fein

Cllr John O’Donnell  
Party: Independent

Cllr Mick Quinn  
Party: Sinn Fein

Cllr Dessie Shiels  
Party: Independent

Elected Members of Donegal County Council

Municipal District of Stranorlar

Cllr Gerry Crawford  
Party: Fianna Fail

Cllr Gary Doherty  
Party: Sinn Fein

Cllr Liam Doherty  
Party: Sinn Fein

Cllr Martin Harley  
Party: Fine Gael

Cllr Frank McBrearty  
Party: Independent

Cllr Patrick McGowan  
Party: Fianna Fail
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 five Strategic Policy Committees or SPCs which includes participation from a number of 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.

Management Structures and Functions

There are five directorates in Donegal County Council and each provides a range of functions and service as set out below.
Community, Enterprise & Planning
- Local Community Development Committee
- Local Economic & Community Plan
- Public Participation Network
- Planning Policy
- Planning Services including Planning
- Enforcement
- Unfinished Housing Estates
- Building Control
- Local Enterprise Office
- Economic Development
- Irish Language Office
- Tourism
- Film Office
- Research & Policy
- Playground & Recreational Amenities
- Social Inclusion Unit
- External Funding Unit

Finance, Information Systems & Emergency Services
- Financial Management
- Budget Management
- Annual Financial Statements
- Income Collection Unit
- Payroll
- Accounts Payable
- Internal Audit
- Asset Management
- Fire Service
- Civil Defence
- Major Emergency Management
- Digital Agenda
- Information Systems Technology
- Infrastructure and Network
- Communications & Media Liaison
- Corporate Planning

Housing, Corporate & Culture
- Housing Services
- Motor Tax Services
- Library Services
- Cultural Services including Arts, Public Art, Archives, Regional Cultural Centre, County Museum
- Heritage and Conservation Services
- Human Resources
- Council Secretariat and Services to elected members
- Training
- Register of Electors
- Freedom of Information

Roads & Housing Capital
- 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
- Facilities Management
- Building / Housing Construction

Water & Environment
- Managing Service level Agreement with Irish Water
- Environmental Protection
- Waste Management
- Pollution Control
- Water Quality
- Litter Management
- Beach Management including Blue Flag Beaches
- Swimming Pools
- Veterinary Services including Dog Control
4.0 Operating Environment

In considering our capacity to achieve the strategic objectives set out in this Plan a number of external and internal factors have been taken into account.

External Factors

**Political & Economic**
- The Local Government Reform agenda as set out in the Government’s key policy document ‘Putting People First’ has enabled an extensive programme of change within the sector.

- This programme provides opportunities to enhance our role in economic, social and community development as well as opportunities to introduce new and innovative approaches to how we deliver services.

- Given the early state of the economic recovery in Donegal, the environment continues to present challenges for all citizens but especially for small businesses, for the unemployed, for low income households and for the many communities who have experienced high levels of emigration over the last number of years.

- The need to prioritise available resources against the infrastructural and developmental needs emanating from the strategic objectives of the Plan remains challenging.

- In promoting greater economic development at a local level a number of high growth or potentially high growth sectors have been identified including Tourism, Food, the Green Economy, the Creative Economy and Blue Technologies.
Political & Economic

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- The need to prioritise available resources against the infrastructural and developmental needs emanating from the strategic objectives of the Plan remains challenging.

- In promoting greater economic development at a local level a number of high growth or potentially high growth sectors have been identified including Tourism, Food, the Green Economy, the Creative Economy and Blue Technologies.
Internal Factors

Socio Cultural

- Donegal has a growing population with an increase of 33,020 in the last 20 years. Almost 30,000 people are 60 years or over and a quarter of the population is made up of children and young people 15 years or under. The changing profile of the population and the challenges being experienced by individuals, families and communities play a pivotal role in determining the nature and extent of the services and supports we deliver and in prioritising the developmental opportunities that we pursue.

- New forms of funding and charges have led to an increased demand from the public for more user-friendly information on how public finances are spent. Over the lifetime of this Plan, arrangements will be put in place to provide information in a clear and meaningful way on how local services are resourced.

Technological

- New and emerging technologies such as social media and online services present opportunities for new ways of providing services and engaging with the general public.

- These advances in technology and online services have also increased the risk of exclusion as a result of the ‘digital divide’ and steps should be taken to minimise these risks.

Environmental and Legal

- Our natural environment, our welcoming people, our landscape, coastline, culture and heritage are key factors in setting the County apart as an ideal place to live, as a great place to work, and as a fabulous place to visit. Protecting the environment, our culture and our heritage will continue to be a key priority for the organisation.

- The complex policy and legal context within which we operate, the increasing legal and statutory obligations both at national and EU level is an ongoing deliverable that the organisation must meet.
Staff

- The last number of years has been challenging for the organisation in the delivery of services and supports. Notwithstanding the reduction in staff numbers an extensive front line services presence has been maintained to deliver key services across the County. New strategic initiatives and projects have been developed and delivered and are testament to the commitment and dedication of the staff and members of the Council.

- The Council is committed to promoting and supporting an organisational culture that values and respects the contribution of all its employees.

Finance

- The funding of services and activities is an ongoing challenge for the Local Government Sector generally. Donegal County Council will continue to pursue a structured approach to addressing the financial challenge it faces. This approach has informed and influences how services are delivered and how the strategic objectives set out in this Plan are to be achieved.

- The Council fully recognises the pressures facing citizens, community and business in the County at this time and is committed to continuing to work with all stakeholders to achieve a balance between the need to raise revenue and the level of service provided. The Council will continue to target external funding opportunities to improve quality of life opportunities and to support economic recovery in Donegal.

Change Management

- The last number of years has seen unprecedented change for local government in Ireland. The implementation of the new reform agenda has changed the representational structures at local level, has repositioned and strengthened the role of local government in economic, social and community development and has changed the way some services are delivered.

- Donegal County Council has embraced this programme of change in a positive and constructive way. A number of structures have been established including the Local Enterprise Office, the Local Community Development Committee, the Public Participation Network and the Municipal Districts.
### 5.0 Priority Themes

The following key themes have emerged as priorities for the organisation as part of the plan making process. These priority themes have been used to inform the strategic objectives and supporting strategies set out in this Plan.

#### Economic Development & Job Creation


#### Infrastructure

| Roads, Broadband, Air Access, Rail, Signage, Water, Wastewater, Transport, Housing, Footpaths, Playgrounds & Parks, Local Amenities, Buildings, Leisure Centres, Streetscapes |

#### Culture & Heritage

| Languages, Diversity, Local History, Conservation, Monuments, Structures of Historical Value, Gaeltacht, Islands, Cultural Facilities, Museum, Libraries, Arts, Community Arts |

#### Sustainable & Inclusive Communities

| Revitalising Towns & Villages, Local Area Plans/Town Plans, Walking/Cycling Routes, Amenities, Physical Activity, Participation, PPN, Young People, Older People, Vulnerable People, People with Disabilities, Food, Fuel, Funding, Safety, Valuing Volunteerism, Mental Health, Engagement, Community Development, Equality, Interculturalism, Anti-racism/sectarianism, Drugs/Alcohol Misuse, Road Safety |

#### Collaboration & Partnership Working

| Co-operation, Crossborder working, Linkages, Critical mass, Influence, Local, Regional, National, International, Central Government, Funding Agencies, Sectoral Organisations, Diaspora, Intra-organisational collaboration |
6.0 Core Values

Our core values are the guiding principles that help shape our plans and direct our work so that we can achieve the vision and the overall strategic objectives set out in this plan. These core values will underpin the basis of all our work.

- **Community Development and Participation**: We support community development and participation and value the commitment of all who engage with us for the collective good of the entire community.

- **Inclusion, Equality and Accessibility**: We are committed to facilitating inclusion, promoting equality and providing ease of access to all our services and supports.

- **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, flexible and responsive to the changing needs of our community.

- **Sustainable Development**: Protecting the natural assets of our county is important to us and we are committed to meeting the existing needs of our community in a way that will not compromise the ability of future generations to meet their needs.

- **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.

- **Valuing Staff and Elected Councillors**: 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.

- **Language and Culture**: We are committed to protecting and promoting our unique indigenous heritage, culture and language whilst also embracing and valuing the diversity of all cultures and languages in Donegal.
Admiring St. Conall Caen's Bell & Shrine during its visit to Donegal County Museum.
7.0 Strategic Framework

Our Vision
“A vibrant, progressive and responsive Council working for the people of Donegal, whether at home or abroad, to develop sustainable, inclusive and prosperous communities.”

Mission Statement
Serving our communities, supporting our businesses and welcoming our visitors.

Strategic Objectives

1. To take a lead role in promoting sustainable economic development and job creation in Donegal.

2. To continue to manage, maintain and develop the physical, social, economic, environmental, community and cultural infrastructure in our county.

3. To provide accessible, efficient and good value services and supports.

4. To conserve, manage, support and promote our arts, culture, environment, heritage and languages.

5. To support and promote sustainable and inclusive communities.

6. To support and develop our organisational capacity to achieve our objectives.
1. To take a lead role in promoting sustainable economic development and job creation in Donegal

Supporting Strategies

| 1.1 | Develop and implement the Donegal Digital Action Plan. |
| 1.2 | Assist and support the roll-out of the National Broadband Plan, advocating for priority implementation in Donegal. |
| 1.3 | Develop and facilitate the implementation of the Local & Economic Community Plan and the County Development Plan for Donegal. |
| 1.4 | Support entrepreneurship and job creation in Donegal through the Local Enterprise Office and business support initiatives. |
| 1.5 | Continue to build and strengthen cross-border working to leverage critical mass and influence to support the economic development of the county and the region. |
| 1.6 | Support the continued development of cultural resources as a driver of economic growth and ongoing promotion of Donegal as a ‘Creative County’. |
| 1.7 | Work with key partners including the private sector to maximise opportunities in high growth potential sectors including Tourism, the Green Economy, Blue Technologies, Food and Creative industries. |
| 1.8 | Work with local communities, businesses and key agencies to maximise economic and job creation potential in the designated Development Hubs/Towns in the county. |
| 1.9 | Maximise the potential of the Wild Atlantic Way by developing infrastructure at the 3 signature points and discovery points along this route in Donegal. |
| 1.10 | Continue to work with key partners via Donegal Tourism Ltd to market and promote Donegal as a world class tourist destination. |
| 1.11 | Work with key partners to actively develop and promote Donegal as an ideal location for business targeting both indigenous businesses and foreign direct investment. |
| 1.13 | Support the continued development of Letterkenny - Derry Gateway as a primary growth centre for the region. |
| 1.14 | Develop and promote Killybegs as an Innovation Centre for Marine Resources, Food and Tourism. |
| 1.15 | Support the development of the Donegal brand as a valuable resource and put in place a range of actions to ensure that the potential of the Donegal brand is recognised and used to the optimum benefit of the county. |
| 1.16 | Continue to strengthen and build connections with our diaspora so as to develop relationships that are mutually beneficial. |
| 1.17 | Support and promote development of the Trans European Network to the county as an enabler of economic development. |
| 1.18 | Support the continued development of 3rd Level Education in the region to develop and sustain economic development and job creation. |
2. To continue to manage, maintain and develop the physical, social, economic, environmental, community and cultural infrastructure in our county.

### Supporting Strategies

<table>
<thead>
<tr>
<th>Supporting Strategy</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1</td>
<td>Continue to manage, maintain and further develop a sustainable roads and transportation network.</td>
</tr>
<tr>
<td>2.2</td>
<td>Continue to work with key stakeholders to improve and develop strategic connectivity to priority urban areas on the island including by road, rail and air access.</td>
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<tr>
<td>2.3</td>
<td>Maintain and develop the Wild Atlantic Way touring route ensuring ease of access and a positive touring experience for visitors.</td>
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<tr>
<td>2.4</td>
<td>Develop and maintain Local Authority Housing Stock including the implementation of the 5 Year Capital Housing Programme.</td>
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<tr>
<td>2.5</td>
<td>Facilitate development and implementation of the Regional Waste Management Plan.</td>
</tr>
<tr>
<td>2.6</td>
<td>Facilitate development and implementation of River Basin Management Plans with other key stakeholders.</td>
</tr>
<tr>
<td>2.7</td>
<td>Undertake a strategic approach to developing a network of walking and cycling routes.</td>
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<tr>
<td>2.8</td>
<td>Continue to undertake a strategic approach to beach management.</td>
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<tr>
<td>2.9</td>
<td>Target external resources to support harbour and pier improvements &amp; enhancements.</td>
</tr>
<tr>
<td>2.10</td>
<td>Advocate for the provision of Water and Wastewater infrastructure as a key enabler of economic development.</td>
</tr>
<tr>
<td>2.11</td>
<td>Manage, maintain and further develop Council owned property.</td>
</tr>
<tr>
<td>2.12</td>
<td>Support and empower local communities to assist in creating and maintaining high quality public realm which is attractive and safe.</td>
</tr>
<tr>
<td>2.13</td>
<td>Maximise opportunities arising from EU and other external funding sources to address infrastructural needs in Donegal.</td>
</tr>
</tbody>
</table>
### Supporting Strategies

<table>
<thead>
<tr>
<th>3.1</th>
<th>Continue to develop the Customer Service Centre to improve access to services and supports in an effective, efficient and professional way.</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.2</td>
<td>Develop and implement a Customer Service Action Plan for the organisation.</td>
</tr>
<tr>
<td>3.3</td>
<td>Work to ensure that the services and supports we provide are accessible to all and are delivered in a culturally appropriate way so as to cater for the diverse range of needs in our communities.</td>
</tr>
<tr>
<td>3.4</td>
<td>Ensure access to services and supports through Irish in line with the Donegal County Council Language Scheme 2014 to 2017.</td>
</tr>
<tr>
<td>3.5</td>
<td>Undertake continuous process improvement and innovation with a view to increasing efficiencies, improving accessibility and delivering positive outcomes in the delivery of services and supports.</td>
</tr>
<tr>
<td>3.6</td>
<td>Support the development and provision of appropriate shared services in the Local Authority sector.</td>
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<tr>
<td>3.7</td>
<td>Use new and emerging technologies to deliver online/digital services and supports in keeping with the objectives of the recently launched Public Service ICT Strategy.</td>
</tr>
<tr>
<td>3.8</td>
<td>Work to achieve external accreditation so as to ensure a consistent, high quality approach in how we do business.</td>
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<tr>
<td>3.9</td>
<td>Continue to introduce a Plain Language approach to Donegal County Council.</td>
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<tr>
<td>3.10</td>
<td>Continue to implement framework for Major Emergency Management in conjunction with Principal Response Agencies - An Garda Síochána and the HSE.</td>
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<tr>
<td>3.11</td>
<td>Meet contractual obligations in line with statutory and legal commitments.</td>
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<tr>
<td>3.12</td>
<td>Continue to raise awareness of the range of services and supports provided across the organisation.</td>
</tr>
<tr>
<td>3.13</td>
<td>Provide user-friendly information to citizens, rate payers and service users on how resources are used locally.</td>
</tr>
</tbody>
</table>
4. To conserve, manage, support and promote our Arts, Culture, Environment, Heritage and Languages.

**Supporting Strategies**

| 4.1 | Protect and promote the Irish language by supporting learning opportunities and developmental activities. |
| 4.2 | Continue to support an environment within which creativity and culture can flourish. |
| 4.3 | Develop & deliver a new 5 Year strategic plan for Cultural Services Division which includes Libraries, Arts, Cultural, Public Art, Museum and Archive Services. |
| 4.4 | Work to deliver the Opportunities for All, National Strategy for Public Libraries 2013 - 2017 and put in place a plan to achieve the national Public Library Standards and Benchmarks. |
| 4.5 | Support literacy development through the introduction of the Right to Read campaign. |
| 4.6 | Celebrate and enhance Donegal’s unique culture and creative resource through engagement with our diaspora. |
| 4.7 | Support the implementation of the County Donegal Heritage Plan. |
| 4.8 | Protect the natural environment and built heritage in Donegal. |
| 4.9 | Develop and implement Action Plans to promote and celebrate the unique value of our Heritage Towns for both residents and visitors. |
| 4.10 | Promote and support our cultural resource as an enabler for economic, social and community development. |
## 5. To support and promote sustainable and inclusive communities.

### Supporting Strategies

<table>
<thead>
<tr>
<th>5.1</th>
<th>Continue to facilitate community development by engaging on an ongoing basis with communities in the delivery of actions and supports including recreational amenities, environmental projects, enterprise initiatives, cultural &amp; artistic activities and community facilities.</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.2</td>
<td>Continue to work on an interagency basis 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.</td>
</tr>
<tr>
<td>5.3</td>
<td>Support and promote access to facilitate inclusion and community integration in the county including supporting the implementation of a sustainable rural transport initiative.</td>
</tr>
<tr>
<td>5.4</td>
<td>Support pathways to employment and life long learning opportunities through the Donegal Library Service network including educational and outreach programmes.</td>
</tr>
<tr>
<td>5.5</td>
<td>Support the implementation of the Age Friendly Strategy for Donegal.</td>
</tr>
<tr>
<td>5.6</td>
<td>Facilitate community engagement, representation and participation through the Public Participation Network in Donegal.</td>
</tr>
<tr>
<td>5.7</td>
<td>Implement the Social Inclusion &amp; Community Activation Programme in Donegal ensuring activation targets are met in terms of community development, employment and education.</td>
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<tr>
<td>5.8</td>
<td>Facilitate, co-ordinate and support the Local Community Development Committee and the implementation of the Local Economic &amp; Community Plan.</td>
</tr>
<tr>
<td>5.9</td>
<td>Ensure Youth Participation in policy, practice and service design &amp; delivery through the Donegal Youth Council/Comhairle na nÓg.</td>
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<tr>
<td>5.10</td>
<td>Continue to support the work of the Donegal Diversity Plan to enhance equality and interculturalism and promote inclusion for all.</td>
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<tr>
<td>5.11</td>
<td>Work to ensure digital inclusion by addressing issues such as broadband coverage and availability, affordability and skills.</td>
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<tr>
<td>5.12</td>
<td>Promote and support the improvement the visual appearance of towns and villages, protecting their character and maximising potential through environmental and public realm programmes, design guidance and actions to address dereliction.</td>
</tr>
<tr>
<td>5.13</td>
<td>Promote volunteerism and active citizenship through a range of initiatives and activities.</td>
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<tr>
<td>5.14</td>
<td>Promote safety in the community through a range of initiatives including awareness raising initiatives such as Road Safety and Fire Safety &amp; Prevention.</td>
</tr>
<tr>
<td>5.15</td>
<td>Promote positive mental health and wellbeing by working in partnership with key agencies and support organisations.</td>
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</table>
6. To support and develop our organisational capacity to achieve our objectives

**Supporting Strategies**

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<tr>
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<tbody>
<tr>
<td>6.1</td>
<td>Manage effectively and efficiently the financial resources available to the organisation so as to achieve the strategic objectives set out in this plan.</td>
</tr>
<tr>
<td>6.2</td>
<td>Work to ensure compliance with legal and statutory obligations and requirements.</td>
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<tr>
<td>6.3</td>
<td>Support the development of a highly skilled and talented workforce by facilitating a culture of continuous learning, training and development.</td>
</tr>
<tr>
<td>6.4</td>
<td>Continue to ensure health, safety and welfare of our staff.</td>
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<tr>
<td>6.5</td>
<td>Work with elected members to identify their training and development needs and put in place appropriate programmes to address these needs.</td>
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<tr>
<td>6.6</td>
<td>Engage with staff and elected members to identify ways to improve the services and supports we provide and how best to maximise opportunities presented to us.</td>
</tr>
<tr>
<td>6.7</td>
<td>Put in place mechanisms to facilitate effective cross-directorate and intra-organisational working including the sharing of information, ideas and resources to support a collective approach within the organisation.</td>
</tr>
<tr>
<td>6.8</td>
<td>Work to provide staff resources in line with changing organisational requirements and service demands.</td>
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<tr>
<td>6.9</td>
<td>Continue to strengthen communications so as to support the needs and function of the organisation.</td>
</tr>
<tr>
<td>6.10</td>
<td>Continue to invest in Information systems, applications, plant and equipment to support the business and operational needs of the organisation.</td>
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<tr>
<td>6.11</td>
<td>Continue to promote an organisational culture that values and respects individual employee contributions and needs.</td>
</tr>
<tr>
<td>6.12</td>
<td>Continue to develop strong partnership approaches and collaborative working arrangements with key partners and stakeholders in order to achieve critical mass and influence at local, regional, cross-border, national, EU and international levels.</td>
</tr>
</tbody>
</table>
8.0 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.

Over the last number of years the Council has been required to continually review and make changes to how work is resourced in response to a number of factors including the economic downturn, the changes in demand for services, the local government reform agenda and a reduction in staff numbers.

The Council has developed a Workforce Plan setting out the key staff resource requirements for the organisation in order to meet its legal and statutory obligations and to achieve the strategic objectives committed to in this Plan. This Workforce Plan will underpin the reorganisation that has taken place in the Council over the last number of years and will be monitored and reviewed to meet the changing organisational requirements and service demands.

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 the both revenue and capital budgets. A key priority for the Council during the lifetime of this plan is to address the financial challenge facing the Council in a structured and systematic way which builds on 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. A dedicated External Funding Unit is currently in place in the organisation and this Unit will have a key role to play in targeting and securing external funds that will contribute to the delivery of this Plan.

The introduction of the Local Property Tax presents a new approach to funding local services and provides an opportunity for greater engagement with the public on how resources are used locally and on the options available in terms of local services and supports.
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 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 National Oversight Audit Commission (NOAC) has a role in monitoring the performance of local authorities including the adequacy of their Corporate Plans and the evaluation of their implementation.

Performance Indicators for the local government sector are being developed and will continue to evolve and develop overtime.

As part of the Annual Service Delivery Plans which will detail the activities to be undertaken to achieve the objectives of this Plan, the Council will prepare appropriate baseline data for Donegal and, including taking advice from external bodies, will apply key performance indicators and other metrics that will assist in measuring progress in achieving targeted deliverables in the Annual Service Delivery Plans.
Nancy’s Barn, Ballyliffin, winners of the Donegal Chowder Cook off
Appendices

Policy Context for Donegal County Council

Key Legislation

Local Government Act 2001
Local Government Reform Act 2014

National Policy, Plans & Strategies

Putting People First - Action Programme for Effective Local Government
Public Sector Reform Plan 2014 - 2016
Healthy Ireland - A Framework for Improved Health & Well Being 2013 - 2025
National Spatial Strategy for Ireland 2002 - 2020
Planning Policy Statement 2015
Social Housing Strategy 2020: Support, Supply and Reform
National Housing Strategy for People with a Disability 2011 -2016
Homelessness Policy Statement 2013
Implementation Plan of the States Response to Homelessness May 2014 to December 2016
Action Plan to Address Homelessness (Published December 2014)
Keeping Communities Safe - Fire Services Framework
National Climate Change Adaptation Framework
## Appendices

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## Appendices

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- 20 Year Strategy for the Irish Language 2010 - 2030
- Opportunities for all: a strategy for public libraries 2013 - 2017
- The National Strategy to improve literacy and numeracy among children and young people 2011 - 2020
- Museums Standards Programme of Ireland Guidelines 2014
- National Heritage Plan
- Actions for Biodiversity 2011-2016: Ireland's Second National Biodiversity Plan
- River Basin Management Plan

### Key Regional Policies & Plans

- Border Regional Authority Planning Guidelines 2010 - 2022
- Connaught Ulster Regional Waste Management Plan
- North West River Basin Management Plan

### Key Local Policies, Plans & Strategies

- Donegal Economic & Community Plan (Pending)
- Donegal County Development Plan 2012 -2018
- Donegal Traveller Accommodation Programme 2014 -2018
## Appendices

### Key Local Policies, Plans & Strategies

- Donegal Digital Action Plan (pending)
- Donegal Food Strategy (July 2012)
- Strategy for Growth and Jobs in Coastal and Marine Tourism in Donegal April 2014
- Donegal Local Authorities Scheme for the Official Languages Act 2014 - 2017
- Cultural Connections, Strategic Plan for Cultural Services Division of Donegal County Council Strategy 2009 - 2014
- County Donegal Heritage Plan 2014 - 2016
- Creative Donegal Strategy 2015
- Donegal Age Friendly Strategy 2015