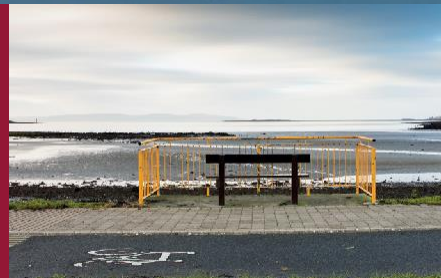


Comhairle Cathrach na Gaillimhe - Dréachtphlean Seachadta Seirbhíse Bliantúil 2025 Galway City Council Annual Service Delivery Plan 2025



**Comhairle Cathrach
na Gaillimhe**
Galway City Council



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Chief Executive Welcome Note

The Galway City Council Annual Services Delivery Plan 2025 details the services, infrastructure, and projects which Galway City Council will progress over the coming 12 months on behalf of the people of Galway City.

This Annual Service Delivery Plan is the first of the new five-year term of local government, following the local elections in 2024.

The ASDP 2025 reflects this new term of local government, and significant organisational change, with the establishment of five new directorates – Social Development, Operational Development, Project Development, Urban Development and Corporate Development, with six Strategic Policy Committees and a new sub-Committee for Gaeilge.

This plan summaries the commencement of significant, much-needed, investment in our city, with the adoption by Members of a variation of Local Property and Commercial Rates in Q4 2024.

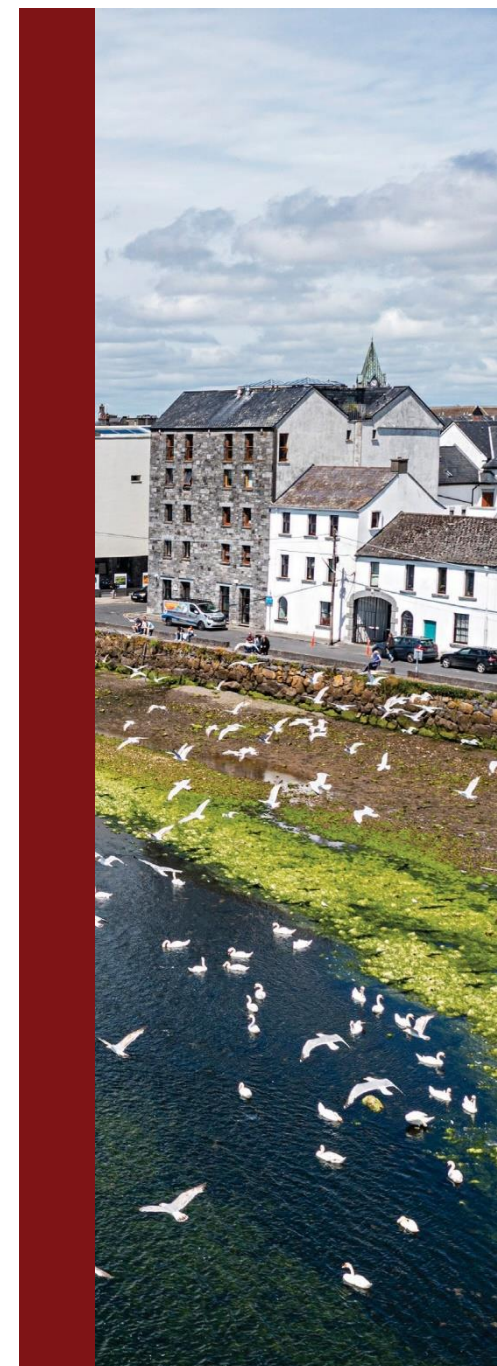
The €143m budget for 2025 is an investment in our city, and in our future - increasing public services, and supporting delivery in areas including housing, tourism, arts, sports, and amenity and recreation infrastructure across the city.

I would like to thank the staff and Elected Members of Galway City Council for their work preparing this plan and this programme of investment, and I look forward to working together for the people of Galway City in 2025 and beyond.



Leonard Cleary

Chief Executive, Galway City Council



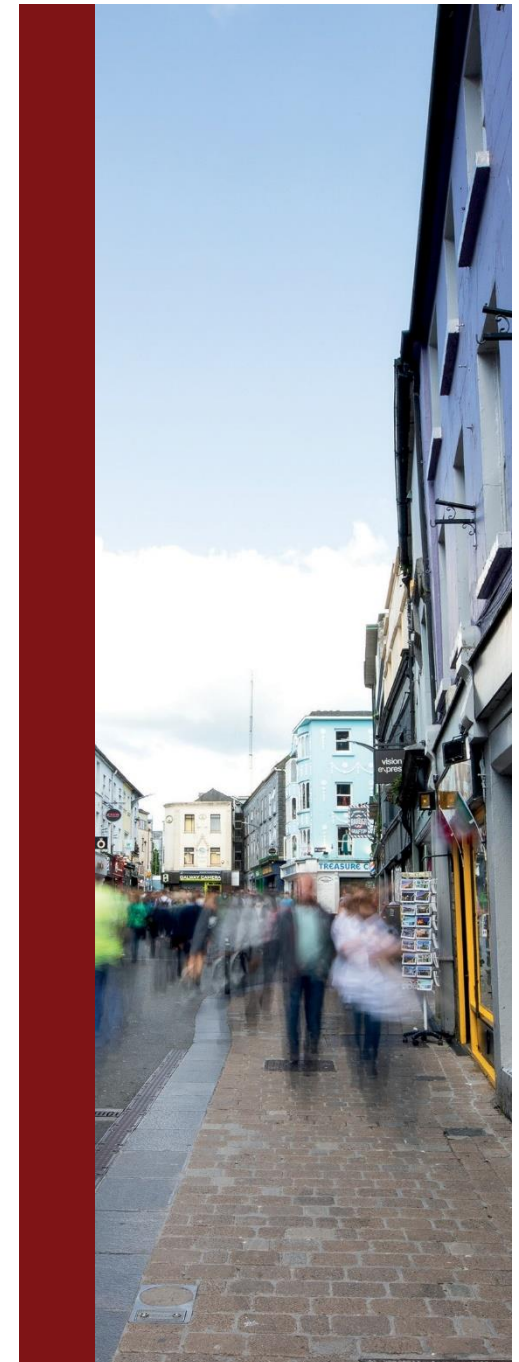
1. Introduction and Context

This plan is prepared in accordance with Section 50 of the Local Government Reform Act 2014, which mandates local authorities to develop annual service delivery plans to ensure transparency, accountability, and efficiency in service provision. The plan is also guided by the Local Government Act 2001, which outlines the functions and responsibilities of local authorities, and the broader framework of government policies such as the Programme for Government, Project Ireland 2040, and the Climate Action Plan.

The Annual Service Delivery Plan 2025 sets out the Council's objectives, priorities, and commitments for the year, ensuring that all services align with national policies, local development goals, and the statutory functions of the Council.

Informed by the Corporate Plan 2024–2029, the Annual Budget 2025, Galway City Development Plan 2023-2029 and Galway City LECP Framework Plan 2024-2029, this document provides a structured approach to service delivery across key areas, including housing, transportation, environmental protection, economic development, and community engagement. It sets measurable targets to monitor progress throughout the year, ensuring the effective implementation of strategic initiatives.

Galway City Council remains dedicated to providing innovative, responsive, and sustainable services to meet the evolving needs of our growing city. Through this plan, we reaffirm our commitment to collaboration, inclusivity, and continuous improvement, ensuring that Galway continues to thrive as a dynamic, resilient, and forward-looking city.



2. Our Mission and Vision Statements

Our Mission Statement

To continue the development of Galway as a world class city in which to live, work, study, visit, and invest through delivering services in an equal, inclusive, and sustainable manner.

Our Vision Statement

Galway City Council will lead a cultural and creative city, collaborating with the diverse communities and businesses of Galway and beyond, to strengthen and enhance our unique attributes, sustainability, inclusiveness, safety and innovation.



3. Our Core Values

We are guided by our Core Values in delivery of services by Galway City Council:

Respect

We respect and value our Councillors and Staff, and our communities and service-users, particularly those experiencing inequality, in our role as employer and in our work of delivering services for the people of the city, considering the many different needs of our modern society.

Democracy

We support our Councillors' leadership by providing widest open transparent engagement with participation from the full diversity of our communities in the democratic process.

Accountability

We will carry out our work with honesty and integrity to the highest professional standards across all our services ensuring decisions are made in the best public interest.

Equality

We will ensure equal treatment of all, recognise and adapt for the diversity of service-users and staff to ensure inclusion and accessibility, and embrace and strive for equality of outcomes for this diversity of people.

Sustainability

We will lead the way in achieving sustainability, advancing environmental justice and building resilience through a just transition implementing a range of distinct, but complementary, climate action adaptation and mitigation measures. We commit to the Sustainable Development Goals (SDGs) of the United Nations.

Partnership

We will support, lead and work in partnership with the public, private, community and voluntary sectors including enabling participation by those experiencing inequality, to deliver our corporate objectives and statutory responsibilities.

Inclusion

We will create novel ways to adapt for diversity, achieve accessibility, and ensure the people of Galway city have equality, with the resources to fully participate.

Integrity

We will ensure transparency, accountability and fairness in decision making.

Innovation

We will develop new ideas, initiatives, practices and resources to deliver more efficient services.

4. Organisational Capacity and Resources

Galway City Council is dedicated to delivering high-quality services to its residents by effectively leveraging its organisational capacity and resources. The Human Resources Department plays a pivotal role in this effort by attracting, retaining, and motivating a skilled workforce, ensuring that staff are well-equipped to meet the city’s needs. Financially, the council maintains transparency and accountability through the publication of annual budgets and financial statements, which outline the allocation of resources across various services and initiatives.

By strategically managing its human and financial resources, Galway City Council aims to fulfill its commitments outlined in the Annual Service Delivery Plan 2025, ensuring the continued prosperity and wellbeing of the city.

Employee Category	Total December 2024
Managerial	6
Clerical/Administrative	254
Professional/Technical	136
Outdoor	241
Overall Total	637

5. Financial Summary

Galway City Council has provided for expenditure of €144,104,090 to the service divisions to deliver services in 2025. The budget provides for a significant level of investment in the city and represents expenditure of €1,690 per person in the city.

The expenditure by Division is outlined in the table below and the following sections in this report outline the services delivered through this expenditure.

Expenditure has been planned across the Council's Service Divisions as follows in 2025:

Gross Expenditure	Adopted Budget 2025		Adopted Budget 2025	
Housing and Building	65,384,217	45%	49,445,810	41%
Road, Transport and Safety	16,672,912	12%	14,396,695	12%
Water Services	2,137,665	2%	3,181,824	3%
Development Management	15,254,229	11%	11,429,069	9%
Environmental Services	15,917,801	11%	13,863,088	11%
Recreation and Amenity	21,925,506	15%	20,751,533	17%
Agriculture, Education, Health and Welfare	419,010	0%	269,171	0%
Miscellaneous Services	6,392,760	4%	8,037,363	7%
	144,104,090		121,374,553	

6. Our Principal Services

Galway City Council has five directorates.

Social Development Directorate

- Housing Services
- Housing Capital
- Housing Maintenance
- Traveller Accommodation
- Homelessness Services
- Social Inclusion
- Ukrainian Services
- Integration

Operational Development Directorate

- Roads and Transportation
- Maintenance Environment Services
- Recreation and Amenity
- Water Services
- Community Centres

Project Development Directorate

- Project Management Office (PMO) and Capital Development
- New HQ development
- City Hall site re-development
- Active Travel
- GCCR Development
- Property Assets and Derelict Sites
- Climate Change
- Community Development

Urban Development Directorate

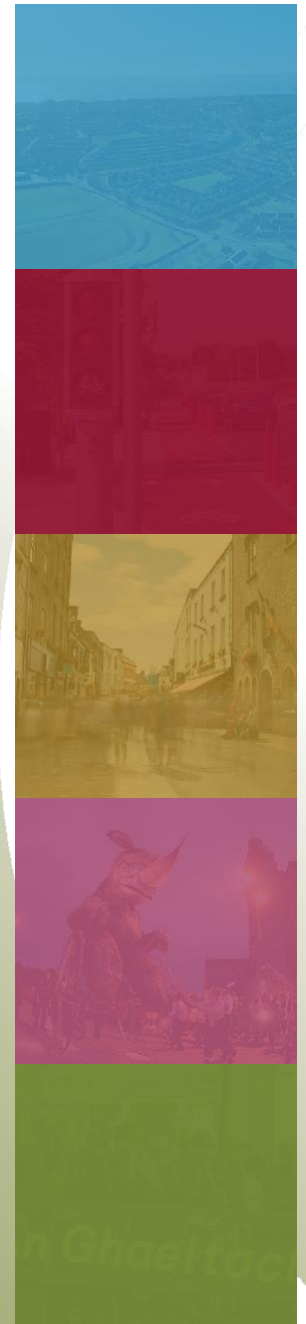
- Placemaking
- Forward Planning
- Development Control
- Architectural Services
- Economic Development
- Heritage and Conservation
- Tourism Development
- Arts and Culture Development
- Human Resources

Corporate Development Directorate

- Finance
- Corporate Services
- Corporate Governance
- Communications and Marketing
- Gaeilge | Irish Language
- ICT and Digital
- Corporate Transformation
- Change Management
- Commercial Services

Shared Services with Galway County Council:

- Fire and Emergency Services
- Local Enterprise Office (LEO)
- Library



7. Performance Indicators

Performance indicators are used to assess efficiency, effectiveness, and service delivery across various functions such as housing, environment, planning, and economic development. The National Oversight and Audit Commission (NOAC) oversees these indicators, which include metrics like housing vacancy rates, planning application processing times, waste management efficiency, and financial management. These benchmarks help ensure transparency, accountability, and continuous improvement in local government operations, enabling better service outcomes for communities.

Performance Indicators for Galway City Council (2023)

Service	Performance Indicator Ref	Description
Housing	H1, H2, H4	Local Authority Stock (dwellings)
	H3 and H5	Reletting time/Cost/Inspections
	H6	Homeless and Emergency Accommodation
	H7	Retrofitting/Maintenance
Roads	R1 and R2	Road maintenance/Costs
	R3	Motor Tax (Not applicable to City Council – motor tax is operated by Galway County Council)
Water	W1 and W2	Not applicable to Galway City Council – Zero water schemes
Environment	E1	Household waste
	E2	Environmental Pollution
	E3	Litter pollution
	E4	Green flag status
	E5	Energy Efficiency
	E6	Public Lighting
	E7	Climate Change

Service	Performance Indicator Ref	Description
Planning	P1	Building Control/Inspections
	P2 and P3	Planning Applications and Decisions
	P4 and P5	Forward Planning/Fire Safety
Fire Service	F1	Shared service with Galway County Council
	F2 and F3	Shared service with Galway County Council
Library Service	L1	Shared service with Galway County Council
	L2	Shared service with Galway County Council
Youth and Community	Y1 and Y2	Community Development
Corporate	C1, C2, C4 and C5	Staffing and Costs
	C3	IT/Website
Finance	M1 to M4	Collections/surplus/deficit
Economic Development	J1 to J5	Job Creation/LEO

8. Implementation and Monitoring

Implementing and monitoring the Annual Service Delivery Plan 2025 for Galway City Council involves a structured approach to ensure the effective execution of key objectives. The plan is aligned with the Council's strategic priorities, and each Directorate is responsible for delivering specific goals.

To monitor progress, performance standards are set, and regular reviews are conducted by the Directors of Service and their teams. Performance indicators, including those from the National Oversight and Audit Commission (NOAC), are tracked to assess alignment with national benchmarks. Relevant updates and any significant matters are communicated through the monthly Chief Executive's Reports to the elected members. Additionally, the Corporate Policy Group receives regular performance reports, ensuring continuous oversight.

At year-end, the Senior Management Team prepares a comprehensive progress report, which is reviewed by Elected Members and published in Galway City Council's Annual Report. This process ensures accountability, transparency, and continuous improvement in service delivery.

9. Service Delivery Objectives

In support of the delivery of the strategic objectives published in the Corporate Plan 2024-2029, the specific objectives identified by each directorate for 2025 are outlined in the following pages of tables.

10. Social Development Directorate

10.1 Housing and Social Inclusion

Strategic Objective: To enhance the quality of life for the people of Galway City through the acceleration of the delivery of excellent quality social and affordable homes and housing supports to those in need and in appropriate locations, thereby creating socially inclusive and sustainable communities as an exemplar of Social Development.

Ref:	Principal Services	Service Objective /Priorities	Service Delivery Strategy	High Level Goal in LECP	Performance Standard	Budget Division	Timeline
SD1	Housing Capital Delivery	Implement actions from key pathways of Housing for All and Implementation of the Galway City Council Housing Delivery Action Plan 2022-2026 and any subsequent plan to underpin housing delivery.	Progress a range of housing capital schemes in partnership with DHLGH, AHBs, Housing Agency, Local Service Providers, LDA and Agencies.	Goal 3: An equal and inclusive city	Delivery of new homes through the range of options available in line with targets set by the DHLGH and included in the GCC Housing Delivery Action Plan 2022 - 2026 Claí Mór, Old Monivea Road - Tuath AHB 33 CAS, 41 CALF Murrough - Apartments - Cluid AHB Cluid 32 Part V's as they complete in 2025 Maolchnoc, Ballymoneen Road 14 units	Capital 010	Unit delivery throughout year
		Pathway to Supporting Home ownership and Increasing Affordability	Housing for All – A New Housing Plan for Ireland	Goal 4: A sustainable and resilient city	Garrai na Saili Part V affordable 8 units Claí Mór, Old Monivea Road Tuath AHB 28 CREL units	Capital 010	Unit delivery throughout year

Ref:	Principal Services	Service Objective /Priorities	Service Delivery Strategy	High Level Goal in LECP	Performance Standard	Budget Division	Timeline
		Pathway to Eradicating Homelessness, Increasing Social Housing Delivery and Supporting Social Inclusion	GCC Housing Delivery Action Plan 2022-2026	Goal 5: A city that promotes health and wellbeing	Commence construction of Day Centre Site at Seamus Quirke Road. Relocate existing service during construction.	Capital DHLGH / Homeless Unit	Commence construction Q2 24 month programme to completion
		Pathway to Increasing New Housing Supply and deliver mixed tenure housing whilst ensuring the elimination of all forms of discrimination and addressing the specific needs of the communities.	GCC Housing Delivery Action Plan 2022-2026	Goal 4: A sustainable and resilient city	Commence implementation objectives of new TAP 2025 - 2029, the Vacant Homes Strategy and return voids to use in an efficient timeframe. Circular Road Completion Q1 2025	Capital 010	
		Capital delivery assistance to implement the objectives of the Vacant Homes Strategy set out in Housing for all.	Maximise the number of units returned to use through available mechanisms; Repair and Lease, Buy and Renew and the Croí Cónaithe vacant property refurbishment grant recently extended to Cities.	Goal 4: A sustainable and resilient city	Vacant property refurbishment grant promotion and administration. Increase repair and lease adoption in the city	Capital 010	

Ref:	Principal Services	Service Objective /Priorities	Service Delivery Strategy	High Level Goal in LECP	Performance Standard	Budget Division	Timeline
SD2	Provision of support to AHB's in the delivery of Social Housing	Work with AHB's as part of joint City / County AHB Forum	GCC Housing Delivery Action Plan 2022 - 2026	Goal 4: A sustainable and resilient city	Development of joint initiatives on lands across the city including Doughiska and Circular Road. Developer updated EOI and register of interest for AHB's	Capital 010	Q1
		Work with AHB's to maximise delivery numbers in Part V's	Ensure compliance with Part V requirements	Goal 4: A sustainable and resilient city	Early engagement on schemes both pre and post planning stages	A06	Q2
		Increasing cost rental provision across the city	GCC Housing Delivery Action Plan 2022 - 2026	Goal 4: A sustainable and resilient city	Delivery of Cost Rental units through AHB's East and West of city. 28 Homes Claí Mór, Tuath Supporting Clúid for 75 CREL units in Maolchonc Support for CREL units in St Brendan's Ave	A01	Unit delivery throughout year
		Work with AHB's in the delivery of accommodation for homeless services through the CAS scheme.	GCC Housing Delivery Action Plan 2022 - 2026	Goal 4: A sustainable and resilient city	Continue GCC support of SIMON and COPE AHB's in delivery of homeless schemes.	A01	Q4

Ref:	Principal Services	Service Objective / Priorities	Service Delivery Strategy	High Level Goal in LECP	Performance Standard	Budget Division	Timeline
SD3	Management and Maintenance of Housing Stock	Continued implementation of planned maintenance and management programmes including the boiler replacement, Window and Door, Roof Repair, Radon Remediation, Damp Remediation programmes, ongoing implementation of the Energy Efficiency Programme and continue a maintenance stock survey in a planned manner. Enhanced management of our social housing stock including a planned maintenance programme and increased energy efficiency of social homes with a target for all housing stock to achieve minimum B2 BER rating	Housing for All	Goal 4: A sustainable and resilient city	Continue planned maintenance and asset management of housing stock	A01	Delivery through multi annual programmes

Ref:	Principal Services	Service Objective /Priorities	Service Delivery Strategy	High Level Goal in LECP	Performance Standard	Budget Division	Timeline
				Goal 5: A city that promotes health and wellbeing	Continue planned maintenance and asset management of housing stock	A01	Delivery through multi annual programmes
				Goal 5: A city that promotes health and wellbeing	Continue planned maintenance and asset management of housing stock, underpinned by comprehensive stock condition survey, in line with DHLGH initiative in this area	A01	Delivery through multi annual programmes in line with DHLGH funding
				Goal 5: A city that promotes health and wellbeing	Continue Energy Efficiency Retrofit Programme in a planned manner in line with resources.	A01	Delivery through multi annual programmes in line with DHLGH funding
				Goal 5: A city that promotes health and wellbeing	Achievement of annual targets for the return of vacant Council housing stock (<1.5%) and NOAC Indicators	A01	Delivery through multi annual programmes

Ref:	Principal Services	Service Objective /Priorities	Service Delivery Strategy	High Level Goal in LECP	Performance Standard	Budget Division	Timeline
SD4	Delivery of Homeless Supports and Services	Ensure that people assessed as homeless by GCC have an emergency accommodation option available and expand the range of supports available to homeless households.	Adopt and Implement the Regional Homeless Action Plan in line with Housing for All Pathway 2 - Eradicating Homelessness.	Goal 3: An equal and inclusive city	Actions implemented in line with agreed targets. Reductions on dependence on PEA. Adopt revised Action Plan 2025 – 2027	A05	ongoing
			West Region Homeless Action Plan 2025 -2027	Goal 5: A city that promotes health and wellbeing	Commence construction of Day Centre Site at Seamus Quirke Road. Relocate existing service during construction.	A05	Commence construction Q2 24 month programme to completion
			Implementation Plan Housing first 2022 - 2026	Goal 5: A city that promotes health and wellbeing	Continue to implement Housing First Programme for single homeless.	A05	ongoing
			Homeless Legislation and West Region Homeless Action Plan	Goal 5: A city that promotes health and wellbeing	Ensure maximum use of the Emergency Homeless services. Relocation Day Centre to Modular Hub Temporary Homeless Accommodation on Seamus Quirke Rd under development. Continue CWR in leased facilities until completion of Day Centre	A05	ongoing
			Implement National Quality Standards Framework including review of agencies delivering homeless services.	Goal 5: A city that promotes health and wellbeing	Ensure compliance with National Standards Quality Framework in Homeless Services	A05	ongoing

Ref:	Principal Services	Service Objective / Priorities	Service Delivery Strategy	High Level Goal in LECP	Performance Standard	Budget Division	Timeline
			Expand Homeless HAP and Place finder Services.	Goal 5: A city that promotes health and wellbeing	Implement Housing First and achieve agreed targets for 2025	A05	ongoing
			Reduce reliance on PEA for families. Ensure continued monitoring of joint city and county family pilot	Goal 5: A city that promotes health and wellbeing	Achieve agreed targets and progress tenancies. Number of meetings of oversight and implementation groups	A05	ongoing
				Goal 5: A city that promotes health and wellbeing	Ensure Service level agreements reflect S10 funding.	A05	ongoing
SD5	Delivery and management of RAS and HAP, Private Rented Min. Standards	Implementation and Reporting on the Housing Assistant Payment (HAP) and Rental Accommodation Scheme (RAS). Carry out a differential rent review of all Council, Housing Assistant Payments and Rental Accommodation Scheme (HAP/RAS) and Lease Tenancies.	Housing for All, Housing Acts 2009/2014.	Goal 5: A city that promotes health and wellbeing	Achievement of HAP delivery targets as set by DHLGH	A07	ongoing

Ref:	Principal Services	Service Objective / Priorities	Service Delivery Strategy	High Level Goal in LECP	Performance Standard	Budget Division	Timeline
				Goal 5: A city that promotes health and wellbeing	Global Rent Review of HAP/RAS	A07	ongoing
				Goal 5: A city that promotes health and wellbeing	Manage all landlord and AHB rental payments / rent reviews / tenancy issues/delivery of RAS targets in the private rented and AHB Sector	A07	ongoing
		Progress the transfer of long term rent supplement recipients from DEASP over to HAP		Goal 5: A city that promotes health and wellbeing	Complete transfers the of RAS in CAS tenancies from the DEASP to GCC on a phased and agreed basis	A07	ongoing
		Management and Promotion of RAS / Short Term Leasing Schemes (Private and AHB Sector)		Goal 5: A city that promotes health and wellbeing	Number of Units secured.	A07	ongoing
		Ensuring achievement of relevant standards in housing and building control and support the implementation of minimum standards in the rented sector.	Housing (Standards for Rented houses) Regulations 2019 and Building Control Act	Goal 5: A city that promotes health and wellbeing	No. of private rented inspections completed, and No. improvement and prohibition notices issued. Increase number of inspections in line with national targets and NOAC standards	A07	ongoing

Ref:	Principal Services	Service Objective /Priorities	Service Delivery Strategy	High Level Goal in LECP	Performance Standard	Budget Division	Timeline
		Implement revised procedures for the management of tenancies supported under RAS in CAS funded properties	Housing for All	Goal 5: A city that promotes health and wellbeing	Completion of procedures	A02	Q4
SD6	Housing Assessments and Allocations	Complete Housing Needs Assessment 2025	HNA Guidelines / 2011 Regs	Goal 5: A city that promotes health and wellbeing	Completion of annual SSHA in line with national guidelines with a customer focus	A02	Q3
		Continue programme of tenancy allocation	Scheme of Letting Priorities	Goal 5: A city that promotes health and wellbeing	Continue allocation process for voids, acquisitions, new build schemes, AHB properties including a Transfer procedure for social tenants (est. 300 allocations)	A02	ongoing
			National Implementation Framework for the National Housing Strategy for People with a Disability / GCC Disability Strategy 2021	Goal 3: An equal and inclusive city	Procedures developed and introduced for assessment of people with a disability	A02	ongoing
		Manage Choice Based Letting system for allocation of standard LA / AHB properties	Scheme of Letting Priorities	Goal 3: An equal and inclusive city	Maximum allocations numbers	A02	ongoing

Ref:	Principal Services	Service Objective /Priorities	Service Delivery Strategy	High Level Goal in LECP	Performance Standard	Budget Division	Timeline
SD7	Implementation of Traveller Accommodation Programme	Implement the objectives and targets set out in the TAP 2025 - 2029	Traveller Accommodation Act 1998	Goal 3: An equal and inclusive city	Bring forward capital schemes through planning and procurement in consultation with the LTACC and in line with targets set and agreed in TAP including Keeraun (8), Doughiska (4), Circular Rd (5)	Capital O1	Schemes at feasibility stage
			Traveller Accommodation Programme 2025-2029	Goal 5: A city that promotes health and wellbeing	Continue to seek solutions to decant Carrowbrowne temporary site and Cul Tra halting sites.	A01	ongoing
				Goal 3: An equal and inclusive city	Completion and occupation of Circular Road Project in Q1. Continue to collaborate with Respond on development of site at Doughiska to deliver units for Traveller Accommodation.	Capital O1	Q1
				Goal 3: An equal and inclusive city	Continue programme of stock surveys and upgrades.	A01	Delivery through multi annual programmes in line with DHLGH funding
		Ensure functioning and effective LTACC		Goal 3: An equal and inclusive city	Convene regular LTACC meetings to monitor TAP 2025 – 2029 including regular meetings of the LTACC sub-groups (Operations and Estate Management)	A01	ongoing

Ref:	Principal Services	Service Objective /Priorities	Service Delivery Strategy	High Level Goal in LECP	Performance Standard	Budget Division	Timeline
SD8	Manage Estate Management and Tenancy Supports	Implement provisions of the Estate Management Strategy	Estate Management Strategy 2018	Goal 4: A sustainable and resilient city	Continue programme of work to Community Buildings to improve quality and ensure compliance with all regulatory standards. Continue to implement community enhancement programmes.	A04	ongoing
			Control of Horses Act 1996	Goal 4: A sustainable and resilient city	Develop of project for horses in conjunction with LTACC	A04	ongoing
			Housing Acts	Goal 4: A sustainable and resilient city	Ensure implementation of Estate Management Strategy	A04	ongoing
				Goal 4: A sustainable and resilient city	Manage tenancy warning process and adherence to lease agreements and ongoing co-operation with An Garda Síochána.	A04	ongoing

Ref:	Principal Services	Service Objective /Priorities	Service Delivery Strategy	High Level Goal in LECP	Performance Standard	Budget Division	Timeline
SD9	Manage Housing Rents and Loans, Tenant Purchase schemes and initiatives	Tenancy Compliance /Liaison	Estate Management Strategy 2018	Goal 3: An equal and inclusive city	Draft Differential Rent Scheme 2025 including HAP/RAS	A03	ongoing
			Housing Loans Credit Policy / Housing for All	Goal 5: A city that promotes health and wellbeing	Regular meetings of Credit Committee to consider loan applications	A03	ongoing
		Manage and maintain the rent accounts of social housing tenants		Goal 3: An equal and inclusive city	Sale of properties to approved applicants and adherence to new policy and procedures document	A03	ongoing
		Manage and progress applications under TPS	Tenant Incremental Purchase Scheme 2016 and Local Authority Home Loan Scheme	Goal 3: An equal and inclusive city	Number of Loan applications processed.	A04	ongoing

Ref:	Principal Services	Service Objective /Priorities	Service Delivery Strategy	High Level Goal in LECP	Performance Standard	Budget Division	Timeline
SD10	Implement Social Inclusion Initiatives and support measures	Implementation of Social Inclusion Grant Scheme	Social Inclusion Grant Scheme in Q2	Goal 5: A city that promotes health and wellbeing	Number of applications processed.	A04	Q2
		Continue to facilitate Access for All Galway Group and achieve targets set out in Accessibility Strategy	Social Inclusion Programme	Goal 3: An equal and inclusive city	Delivery of targets within the city to meet accessibility targets	A04	ongoing
			Develop procedures from National Guidelines	Goal 3: An equal and inclusive city	Number of grants issued	A04	Q3
		Coordination of Social Inclusion Week	Progress tasks in line with Implementation Plans Sept 2023 – Sept 2024.	Goal 4: A sustainable, and resilient city	No. of Tasks Completed	A01	Q3
		Implement the Galway City Strategic Plan for Housing People with Disabilities	Housing and Disability Strategy 2021	Goal 4: A sustainable, and resilient city	No. of units provided for people with a disability	A01	ongoing

Ref:	Principal Services	Service Objective / Priorities	Service Delivery Strategy	High Level Goal in LECP	Performance Standard	Budget Division	Timeline
SD11	Implement actions in the Climate Action Plan	Implement actions set out in the GCC Climate Action Plan	Significant Energy Users in the department to work as part of a cross-departmental Energy Team, together with the Galway City Council's Energy Performance Officer (EPO) and a new Regional Energy Bureau to prepare an Energy Action Plan and implement Energy Saving Measures.	Goal 4: A sustainable, and resilient city	Continue improvements in energy efficiency towards 2030 targets and report regularly. Measured and verified energy savings.	A01	ongoing
			Energy Efficiency Retrofit Programme	Goal 5: A city that promotes health and wellbeing	Incorporate energy efficiency opportunities into change of tenancy works schedules	A01	ongoing
SD12	Ukraine and Integration Services	Promoting the social inclusion of IP applicants, Programme Refugees and BOTP into local communities through effective use of community development principles and practices and local integration supports	Department guidelines	Goal 3: An equal and inclusive city	Conduct fortnightly support clinics across all site locations		Unit delivery throughout year

11. Operational Development Directorate

11.1 Environment

Strategic Objective: To protect, enhance, and conserve the natural environment of our city, while promoting environmental awareness through collaboration with organisations and local communities. Our aim is to improve the quality of life for all residents by fostering a sustainable and eco-friendly urban environment.

Ref:	Principal Services	Service Objective /Priorities	Service Delivery Strategy	High Level Goal in LECP	Performance Standard	Budget Division	Timeline
EN1	Monitor and Manage RMCEI Plan	Report on RMCEI Plan for 2024.	Compliance with EPA guidelines and National Priorities	Goal 4: A sustainable and resilient city	Meet targets and deadlines set out in Plan as resources allow	E07 Waste Regulations, Monitoring and Enforcement	Annually
		Prepare plan for 2025 and implement actions arising including relevant inspections		Goal 5: A city that promotes health and wellbeing			

Ref:	Principal Services	Service Objective /Priorities	Service Delivery Strategy	High Level Goal in LECP	Performance Standard	Budget Division	Timeline
EN2	Monitor and Manage Waste Enforcement	Implementation of waste management legislation including the National Waste Enforcement Priorities for 2025. Waste Facility Permit Management.	Compliance with the National Waste Enforcement Priorities for 2025 including tackling significant illegal waste activity, illegal dumping, unauthorised collectors & disposal of construction waste. Demolition Activity, End of Life Vehicles Directive & Waste Metal Industry, Waste Collection - Household & Commercial. Compliance with Legislation, Certificates of Registration. Annual return validation of permits.	Goal 4: A sustainable and resilient city Goal 5: A city that promotes health and wellbeing	Compliance with the Priorities. Regular reporting on compliance achieved. Document and follow up on complaints. Waste Facilities Permit Procedures in place and complied with as resources allow	E07 Waste Regulations, Monitoring and Enforcement	Annually

Ref:	Principal Services	Service Objective /Priorities	Service Delivery Strategy	High Level Goal in LECP	Performance Standard	Budget Division	Timeline
EN3	Provision of Waste Management Services and Supports	Manage Carrowbrowne Site to include the aftercare and remediation of the closed landfill site to ensure EPA Licence compliance and management of the lease of the composting facility. Continue to improve the overall cleanliness of Galway through waste management initiatives operating throughout the city. Ensure the Civic Amenity Site, bulky goods collection and bring banks continue to meet statutory requirements. Reduce illegal dumping and participation in the Anti Dumping Initiative 2025.	Environmental Compliance. Compliance with the Litter Management Plan 2025 -2029. Compliance with the Waste Management Acts & Plan and EPA compliance guidelines. Reduce the level of illegal dumping and prevention, abatement, education and enforcement.	Goal 5: A city that promotes health and wellbeing	Continue to engage with the EPA. Facility leased and monitoring of adherence to lease terms. Continue to improve IBAL ratings in both City Centre and Ballybane. Improve public awareness measured through use of Bring Banks and Civic Amenity Site & EPA Compliance in regard to segregation. Enforcement of Bye-Law provisions. Maintain Section 34 Waste Register and commence compliance checks. As resources allow.	E08 Waste Management Planning	Ongoing

Ref:	Principal Services	Service Objective /Priorities	Service Delivery Strategy	High Level Goal in LECP	Performance Standard	Budget Division	Timeline
EN4	Deliver Education and Environmental Awareness Programmes and Initiatives	Maximise impact of funding programmes including: EPA Circular Economy Programme, Anti-Litter Anti- Graffiti Grant, Anti-Dumping Initiative.	Implementation of grant schemes with due governance in accordance with Guidelines. Cross-departmental and sectoral communication to ensure maximum effectiveness of programmes	Goal 2: An innovative city Goal 4: A sustainable and resilient city	Feedback and review on success of individual projects. Improvement of the overall cleanliness and attractiveness of Galway City and increased public awareness.	E08 Waste Management Planning	Ongoing
		Advance key deliverables of the National Waste Management Plan for a Circular Economy 2023-2029 through education and raising awareness of the plans priority actions.	Run awareness campaigns on the key awareness raising actions in the plan. Assist in implementation of key deliverable 23. Embed the principals of co-ownership when tackling the challenges of transitioning to a circular economy. Tie in any work from the plan that is also relevant to actions in GCC Climate Action Plan.	Goal 4: A sustainable and resilient city Goal 5: A city that promotes health and wellbeing	Campaigns targets met which influence sustainable consumption and prevent the generation of waste.	E08 Waste Management Planning	Ongoing

Ref:	Principal Services	Service Objective / Priorities	Service Delivery Strategy	High Level Goal in LECP	Performance Standard	Budget Division	Timeline
		-Amenity Grants	Highlight grant scheme through social media and press coverage, notify and engage with local residents' groups	Goal 3: An equal and inclusive city Goal 5: A city that promotes health and wellbeing	Improvement of the overall cleanliness and attractiveness of Galway City and increase in applications for funding by members of the public / community.	E08 Waste Management Planning	Ongoing
		Anti-Litter Anti-Graffiti Grant	Engage with schools through on anti-litter initiatives (school calendar competition, Picker-Pals), initiative new campaigns on responsible dog ownership and continue community projects which promote public awareness and education in relation to litter and graffiti	Goal 4: A sustainable and resilient city Goal 5: A city that promotes health and wellbeing	Grant funding spend in full and projects having a long lasting effect on local communities with a high outreach to schools. Successful implementation of all projects with positive feedback.	E08 Waste Management Planning	Ongoing
		EPA Circular Economy Programme	Liase with the EPA, local groups and Clean Technology Ireland in creating a competitive project for this funding call, which can influence sustainable consumption.	Goal 2: An innovative city Goal 4: A sustainable and resilient city	Successful implementation of project and sustainable plan to maintain awareness on topic.	E08 Waste Management Planning	Ongoing

Ref:	Principal Services	Service Objective /Priorities	Service Delivery Strategy	High Level Goal in LECP	Performance Standard	Budget Division	Timeline
		Pride of Place	Find appropriate groups and work with them in consultation with the Pride of Place Judges towards the achievement of an award. Promote, Reward and support local people coming together to shape, change and enjoy all that is good about their area	Goal 1: A world-class, creative city region Goal 3: An equal and inclusive city Goal 5: A city that promotes health and wellbeing	Competitive entries which continue to shine the light on the collective effort of communities and groups in Galway City who enhance their local area.	E08 Waste Management Planning	Ongoing
		Anti-Dumping Initiative	Raise awareness and continue high profile projects which tackle illegal dumping hotspots across the city. Continue to fund projects under the 'Circular City Galway' Initiative which recieved funding last year.	Goal 1: A world-class, creative city region Goal 4: A sustainable and resilient city Goal 5: A city that promotes health and wellbeing	Improved public awareness through a number of campaigns, monitoring of illegal dumping areas and measurable success in improving these areas.	E08 Waste Management Planning	Ongoing
		Green Schools Programme	Engage with schools across the city and highlight the 7 themes of the programme through school visits, presentations and assessments.	Goal 3: An equal and inclusive city Goal 5: A city that promotes health and wellbeing	Ensure that the maximum amount of schools continue to engage and renew their flags, engagement with schools on a regular basis and meet RMCEI targets	E08 Waste Management Planning	Ongoing

Ref:	Principal Services	Service Objective /Priorities	Service Delivery Strategy	High Level Goal in LECP	Performance Standard	Budget Division	Timeline
		Love your Dog, Love your City' Campaign	Roll out city wide awareness campaign which focuses on responsible dog ownership and continue to liaise with resident associations on problem areas	Goal 5: A city that promotes health and wellbeing	Feedback and review on success of campaign areas. Improvement of the overall cleanliness and attractiveness of Galway City and increased public awareness.	E08 Waste Management Planning	Ongoing
		Spaces for Biodiversity Competition/Tidy Towns	Expand the new 'Spaces for Biodiversity' competition to include schools and emphasise purpose of competition as a tool to assist the sustainability and biodiversity goals of Galway City Council. Also to support Galway City Tidy Towns committee	Goal 5: A city that promotes health and wellbeing Goal 4: A sustainable and resilient city	Success in raising awareness over the importance of a biodiverse rich home environment. Increased number and standard of competition entries.	E08 Waste Management Planning	Ongoing
		Love your Beach	Engage with An Taisce's Clean Coasts to deliver 2 days of activities for the public to highlight the importance of the city's beautiful coastline	Goal 3: An equal and inclusive city Goal 5: A city that promotes health and wellbeing	Positive engagement from wider public, survey and full day of activities highlighting environmental importance of our beaches	E08 Waste Management Planning	Ongoing

Ref:	Principal Services	Service Objective / Priorities	Service Delivery Strategy	High Level Goal in LECP	Performance Standard	Budget Division	Timeline
EN5	Litter Management Services and Initiatives	Improve the overall impact of the appearance of Galway City through the implementation of the Litter Management Plan and to include engagement with businesses, schools, citizens and visitors to the city. Ongoing review of the current level of service and preparation for new Litter Management Plan 2025 - 2029 where resources allow	Engagement and campaigns to raise awareness	Goal 4: A sustainable and resilient city Goal 5: A city that promotes health and wellbeing	Success results in IBAL surveys	E06 Street Cleaning	2025
EN6	Monitor and Manage Air and Noise Quality	Assist the EPA in Monitoring Air Quality	Compliance with EPA requirements. and with the CAFE Directive.	Goal 5: A city that promotes health and wellbeing	Engage with EPA throughout 2025	E13 Water Quality, Air and Noise pollution	2025
		Smoky Coal Management	Air Pollution Act (Marketing, Sale, Distribution and Burning of Specified Fuels) Regulations 2012	Goal 5: A city that promotes health and wellbeing	Air Pollution Act (Marketing, Sale, Distribution and Burning of Specified Fuels) Regulations 2012	E13 Water Quality, Air and Noise pollution	ongoing
		Investigate Noise Complaints	Investigate complaints and advise public of available actions subject to resources	Goal 5: A city that promotes health and wellbeing	Section 108 of the Environmental Protection Agency Act, 1992	E13 Water Quality, Air and Noise pollution	ongoing

Ref:	Principal Services	Service Objective /Priorities	Service Delivery Strategy	High Level Goal in LECP	Performance Standard	Budget Division	Timeline
EN7	Water Pollution	Monitor Water Quality in Rivers & Lakes	River Basin Management Plan (Current edition) and now Water Action Plan 2024	Goal 5: A city that promotes health and wellbeing	EU Water Framework Directive (WFD) (2000/60/EC).	E13 Water Quality, Air and Noise pollution	ongoing
		Water Pollution Incidents	Follow up on all reported incidents	Goal 5: A city that promotes health and wellbeing	EPA Guidance	E13 Water Quality, Air and Noise pollution	ongoing
		Monitor Water Quality of Bathing Waters and publishing Information to EPA & Public	Sample water quality of bathing waters during bathing season. Publish results to EPA and on Social Media to inform public. Issues notices and prohibitions where required	Goal 5: A city that promotes health and wellbeing	Bathing Water Regulations 2008 (as amended). Achieve standards and accreditation particularly Blue Flag and at minimum designated bathing area status	E13 Water Quality, Air and Noise pollution	seasonally
EN8	Bye Laws	Monitor compliance with Street Performance & Busking Bye-Laws. Update Casual Trading Byelaws and bring to SPC and council for approval.	Street Performance & Busking Byelaws 2019. Casual Trading Act 1995 (as amended)	Goal 5: A city that promotes health and wellbeing	Adherence to Bye Laws.	H07 Operation of Markets and Casual Trading	2025

Ref:	Principal Services	Service Objective /Priorities	Service Delivery Strategy	High Level Goal in LECP	Performance Standard	Budget Division	Timeline
EN9	Operation of Dog Shelter and Services	Review the Dog Control Byelaws and bring to SPC and Council for approval	Control of Dogs Act 1986 (as amended)	Goal 5: A city that promotes health and wellbeing	Draft for review	G04 Veterinary Services	end of 2025
		Operation of Dog Shelter	Control of Dogs Act 1986 (as amended)	Goal 5: A city that promotes health and wellbeing	Care & re-homing of dogs. Management of Dog Wardens	G04 Veterinary Services	ongoing
		Maintenance and Upgrading of Dog Shelter	Upgrades to building and equipment where required	Goal 5: A city that promotes health and wellbeing	Review and organise as required	G04 Veterinary Services	ongoing

Ref:	Principal Services	Service Objective / Priorities	Service Delivery Strategy	High Level Goal in LECP	Performance Standard	Budget Division	Timeline
EN10	Domestic Waste Water Treatment Systems Planning Applications Review	Monitor compliance with legislation and code of practice.	Legislation and code of practice	Goal 5: A city that promotes health and wellbeing	Ensure compliance with conditions set out. Inspections, investigations of complaints and follow up carried out.	E13 Water Quality, Air and Noise pollution	ongoing
		Inspection of DWWTS	EPA Guidance	Goal 5: A city that promotes health and wellbeing	Water Services Act 2007 (as amended)	E13 Water Quality, Air and Noise pollution	ongoing
EN11	Automated Public Conveniences (APC)	Operation & Maintenance of APCs at 5 locations throughout the city.	Provision of Public Amenities/Services	Goal 5: A city that promotes health and wellbeing	Organise and monitor maintenance	E13 Water Quality, Air and Noise pollution	ongoing
		Ballyloughane APC – Appoint Consultant to progress through detail design, produce tender documents for construction, award contract and manage construction phase.	Provision of Public Amenities/Services	Goal 5: A city that promotes health and wellbeing	Complete tender and appoint consultant and progress contract documents	E08 Waste Management Planning	end of 2025
		Update Doors at Blackrock and Ladies Beach APC	Provision of Public Amenities/Services	Goal 5: A city that promotes health and wellbeing	Replace doors at black and ladies beach	E08 Waste Management Planning	Q1 2025
EN12	Illegal Dumping/ CCTV Footage	Re-establish monitoring programme for CCTV locations at Bring Banks pending updated GDPR legislation	CCTV strategy	Goal 5: A city that promotes health and wellbeing	GDPR Legislation, Circular Economy & Miscellaneous Provisions Act 2024	E08 Waste Management Planning	

11.2 Recreation and Amenity

Strategic Objective: To protect, enhance and conserve the natural environment of our city and to develop and promote high quality, accessible and inclusive recreational, leisure and amenity facilities to improve quality of life.

Ref:	Principal Services	Service Objective / Priorities	Service Delivery Strategy	High Level Goal in LECP	Performance Standard	Budget Division	Timeline
RA1	Sports Capital	Mervue All-weather Pitch	Development of all-weather pitch facility	Goal 5: A city that promotes health and wellbeing	Project to be completed in Q2 2025	F04 / Sports Capital	2025
		Doughiska Skatepark Refurbishment	Refurbishment and enhancement of existing skatepark facility	Goal 5: A city that promotes health and wellbeing	Stakeholder consultation, design, tender and construction to be completed in 2025.	F04 / Sports Capital	2025/2026
		O'Sullivan Park Field Athletics Facilities	Develop high jump, long jump, triple jump and shot-put facilities at existing running track	Goal 5: A city that promotes health and wellbeing	Construction phase to be completed in 2025.	F04 / Sports Capital	2025/2026
		Renmore Grassed Pitch Floodlighting	Install floodlighting at existing soccer pitch	Goal 5: A city that promotes health and wellbeing	Stakeholder consultation, design, statutory planning procedure and construction phase to be completed in 2025.	F04 / Sports Capital	2025/2026
		Doughiska Pitches – Floodlighting and Pitch Drainage Improvement	Install floodlighting and undertake drainage improvement works at 2 no. existing soccer pitches	Goal 5: A city that promotes health and wellbeing	Stakeholder consultation, design, statutory planning procedure and construction phase to be completed in 2025.	F04 / Sports Capital	2025/2026
		Castle Park All-weather Pitch	Develop state-of-the-art full sized all-weather pitch facility to cater for multiple sports	Goal 5: A city that promotes health and wellbeing	Stakeholder consultation, design, and statutory planning procedure to be completed in 2025.	F04 / Sports Capital	2025/2026

Ref:	Principal Services	Service Objective / Priorities	Service Delivery Strategy	High Level Goal in LECP	Performance Standard	Budget Division	Timeline
		Blackrock Diving Tower	Deliver the essential conservation, safety works	Goal 5: A city that promotes health and wellbeing	Feasibility study, stakeholder consultation, design, start statutory planning procedure in 2025 pending funding is obtained.	F04 / Sports Capital / Other funding req.	TBC
		Kingston & Millar's Lane Public	Design, Public Consultation, Land Acquisition, Statutory	Goal 1: A world-class creative city region Goal 3: An equal and inclusive city Goal 4: A sustainable and resilient city Goal 5: A city that promotes health and wellbeing	Non Statutory consultations Preliminary design Environmental Planning documents submitted	TBC	2025

Ref:	Principal Services	Service Objective / Priorities	Service Delivery Strategy	High Level Goal in LECP	Performance Standard	Budget Division	Timeline
		Southpark Public Park & Urban Realm Project	Design, Public Consultation, Land /Property Acquisition,	Goal 1: A world-class creative city region Goal 3: An equal and inclusive city Goal 4: A sustainable and resilient city Goal 5: A city that promotes health and wellbeing	Non Statutory consultations Preliminary design Environmental Draft planning documents completed	TBC	2025
		Renmore Neighbourhood Park Park	Design, Public Consultation, Land /property Acquisition,	Goal 1: A world-class creative city region Goal 3: An equal and inclusive city Goal 4: A sustainable and resilient city Goal 5: A city that promotes health and wellbeing	Non Statutory consultations Preliminary design Environmental Draft planning documents completed	TBC	2025
		Sourcing funding opportunities	Maximise the Funding opportunities available through e.g. Sports Capital Grants Scheme, Fáilte Ireland, LSSIF etc.	Goal 5: A city that promotes health and wellbeing	Engage departments & agencies with funding capability to seek funding for projects outlined.	NA	ongoing

Ref:	Principal Services	Service Objective / Priorities	Service Delivery Strategy	High Level Goal in LECP	Performance Standard	Budget Division	Timeline
RA2	Parks Capital Projects	Woodquay Park Redevelopment	Upgrade public park and surrounding streets to enhance amenity value & promote traffic-calmed pedestrian friendly environment	Goal 1: A world-class creative city region Goal 3: An equal and inclusive city Goal 4: A sustainable and resilient city Goal 5: A city that promotes health and wellbeing	Statutory planning procedure underway, pending the outcome allowing detailed design to be commenced followed by construction.	F04 / Fáilte Ireland	2025/ 2026
		Continue to advance upgrade of O'Sullivan Park to make it Age Friendly and improve accessibility	Deliver next phase of Masterplan	Goal 1: A world-class creative city region Goal 3: An equal and inclusive city Goal 4: A sustainable and resilient city Goal 5: A city that promotes health and wellbeing	Install final footpath upgrade. Initiate public consultation for possible new community garden. Appointment of consultants for phase 4 works, planning & design of age friendly parking, construction following year.	F03	2025 / 2026

Ref:	Principal Services	Service Objective / Priorities	Service Delivery Strategy	High Level Goal in LECP	Performance Standard	Budget Division	Timeline
		Improvement works to Eyre Square/ Kennedy Park	Complete key upgrade projects to the park	Goal 1: A world-class creative city region Goal 4: A sustainable and resilient city Goal 5: A city that promotes health and wellbeing	Seasonal soft landscape refurbishment works ongoing. Renovate pedestrian ramp to plaza, appoint contractor and complete works.	F03	2025
		Teen Park/ Pump Track	Provide self-directed play & age-appropriate facilities	Goal 1: A world-class creative city region Goal 3: An equal and inclusive city Goal 5: A city that promotes health and wellbeing	Scope of park to follow findings of GSS. Progress site location & funding source.	TBC	2025/ 2026
		Pregnancy Loss Memorial Garden	Delivery memorial garden	Goal 3: An equal and inclusive city Goal 5: A city that promotes health and wellbeing	Tender and appointment of contractor. Substantially complete memorial garden.	F03	2025/ 2026

Ref:	Principal Services	Service Objective / Priorities	Service Delivery Strategy	High Level Goal in LECP	Performance Standard	Budget Division	Timeline
RA3	Parks Policies & Strategies	No Mow Strategy	Improve areas of No Mow across the city	Goal 4: A sustainable and resilient city Goal 5: A city that promotes health and wellbeing	Feasibility study into composting and reuse of green waste generated by No Mow meadow management regime, appoint consultants by Q4 2025. Soil mapping for improved meadow management across the city.	F03	ongoing
		Develop Green Spaces Strategy 2022 – 2032	Update the existing RANS strategy 2008, as per the City Development Plan	Goal 3: An equal and inclusive city Goal 4: A sustainable and resilient city Goal 5: A city that promotes health and wellbeing	Final report to be delivered.	F03	2025
		Implement Galway City Biodiversity Action Plan & the All-Ireland Pollinator Plan including invasive species management.	Implementation of the Biodiversity Galway City Biodiversity Action Plan & All-Ireland Pollinator Plan	Goal 4: A sustainable and resilient city Goal 5: A city that promotes health and wellbeing	Five actions/projects from the Biodiversity Plan initiated 2025 to be completed/progressed. Complete five actions from the All-Ireland Pollinator Plan	F03	2025
		Healthy Green Spaces Initiative	Continue the implementation of the Healthy Green Spaces Project with community groups in the estate	Goal 3: An equal and inclusive city Goal 4: A sustainable and resilient city Goal 5: A city that promotes health and wellbeing	Plan, procure & deliver projects with HGS groups.	F03	2025

Ref:	Principal Services	Service Objective / Priorities	Service Delivery Strategy	High Level Goal in LECP	Performance Standard	Budget Division	Timeline
		Green Flag Park Award Applications	Maintain the Green Flag Award for Children's Millennium Park, Quincentennial Park, O'Sullivan Park, Eyre Square (Kennedy Park) and Terryland Forest Park	Goal 3: An equal and inclusive city Goal 4: A sustainable and resilient city Goal 5: A city that promotes health and wellbeing	Produce new park 5 year management plans for each park. Green Flag Park Award in Q3 2025.	F03	2025
		Galway City Tree Management Strategy	Develop a new Tree Strategy. A new city wide tree planting & management plan looking at the development and management of existing woodlands, new urban woodlands, pocket woodlands, street tree planting, tree preservation orders and city core tree planting.	Goal 4: A sustainable and resilient city Goal 5: A city that promotes health and wellbeing	Tree Strategy and management program to follow the publication & recommendations from the Galway City Green Spaces Strategy. Appointment of consultants.	TBC	2025
		Climate Action and Biodiversity	Implement actions set out in the Galway City Council Local Authority Climate Action Plan (LACAP) 2024-2029	Goal 4: A sustainable and resilient city Goal 5: A city that promotes health and wellbeing	Under the Climate Action Plan action no's 34, 35, 36, 39, 40 (Environment & Biodiversity theme) there will be 5 KPIs delivered	F03	2025

Ref:	Principal Services	Service Objective / Priorities	Service Delivery Strategy	High Level Goal in LECP	Performance Standard	Budget Division	Timeline
RA4	Lough Corrib Navigation Trust	Submission of NIS to An Bord Pleanála for maintenance works on Lough Corrib.	5-year maintenance programme to be developed.	Goal 5: A city that promotes health and wellbeing	Works ongoing throughout 2025	F06	2025
			Review of existing marker design/layout		Appoint Consultants and commence Review Q1 2025	F06	2025
		Navigation channel Markers review	Analysis of existing bathymetric data			F06	2025
			Implementation of design changes to reduce marker maintenance requirements			F06	2025
			Increasing design standards to further efforts to reach IALA levels			F06	2025
		LCNT maintenance and improvement works on the Claddagh Basin, Eglinton Canal, Steamers Quay, Kilbeg, Lisloughrey, Oughterard and Knockferry piers.	Maintenance carried out in accordance with maintenance programme and as issues arise.	Goal 5: A city that promotes health and wellbeing	Works ongoing throughout 2025	F06	2025

Ref:	Principal Services	Service Objective / Priorities	Service Delivery Strategy	High Level Goal in LECP	Performance Standard	Budget Division	Timeline
		Monitoring and inspection of LCNT piers, slipways and marker system on navigation channel and issuing of marine notices where necessary.	Inspections carried out in accordance with inspection schedule and after significant weather events.	Goal 5: A city that promotes health and wellbeing	Works ongoing throughout 2025	F06	2025
		Maintenance and improvement works on the Lough Corrib navigation channel markers.	Maintenance carried out in accordance with maintenance programme and as issues are detected.	Goal 5: A city that promotes health and wellbeing	Works ongoing throughout 2025.	F06	2025
			Carry out assessment of current numbers of markers with a view to bringing them to the "IALA" standard.	Goal 5: A city that promotes health and wellbeing		F06	2025
RA5	Cemeteries	New Burial Ground	Commence CPO Process with adjacent landowner. Progress to detailed design. Proceed to construction.		Works ongoing throughout 2025	F03 / Capital	2025
		Rahoon Cemetery - Maintenance Works	Continue ongoing regular maintenance by cemetery staff.		Ongoing 2025	F03	2025
		Rahoon Cemetery - Surfacing	Continue surfacing of unbound areas.		Ongoing 2025	F03	2025

Ref:	Principal Services	Service Objective / Priorities	Service Delivery Strategy	High Level Goal in LECP	Performance Standard	Budget Division	Timeline
		Bohermore Cemetery - Maintenance Works	Continue ongoing regular maintenance by cemetery staff.		Ongoing 2025	F03	2025
		Bohermore Cemetery - Metal Railing and Gates	Carry out restoration works to metal railing and gates at the main entrance. Source funding for works.		Ongoing 2025	F03	2025
		Bohermore Cemetery - New Pregnancy Loss Burial Area	Finalise kerbing to pregnancy loss burial area which is located next to the Protestant Chapel.		Ongoing 2025	F03	2025
RA6	Management & Operations	Maintenance of 4 no. beaches at Salthill, Silverstrand, Ballyloughane and Grattan Road.	National Physical Activity Plan (DH, 2021) and National Sports Policy 2018-2027 (DTTS, 2018)	Goal 5: A city that promotes health and wellbeing	Blue Flag and Green Coast Flag Status maintained.	F03	2025
		Maintenance and improvement of all forest/woodland areas in the City to include Dangan Woods, Barna/Lough Rusheen Woods, Rosshill Woods, Merlin Woods and Terryland Forest.	Works carried out in accordance with proposed masterplans.	Goal 3: An equal and inclusive city Goal 5: A city that promotes health and wellbeing	Ongoing in 2025	F03	2025

Ref:	Principal Services	Service Objective / Priorities	Service Delivery Strategy	High Level Goal in LECP	Performance Standard	Budget Division	Timeline
		Consider the delivery of new walkways, upgrading existing walkways and providing signage in several parks, woodlands and green areas	City Development Plan 2023 -2029	Goal 3: An equal and inclusive city Goal 5: A city that promotes health and wellbeing	Q4 2025	TBC	2025
		Maintenance of 50 no. playing pitches	National Physical Activity Plan (DH, 2021) and National Sports Policy 2018-2027 (DTTS, 2018)	Goal 5: A city that promotes health and wellbeing	Planned pitch maintenance schedule implemented. Sodding, Aerating, Fertilising, Weed control, Grass cutting, over-seeding, new goalposts, new ball stop nets and repairs carried out before years end. Implement plans and policies.	F03	2025
		Maintenance of 5 no exercise equipment areas and 30 no. playgrounds in the City.	Recreation and Amenity Needs Study, National Physical Activity Plan (DH, 2021) and National Sports Policy 20182027 (DTTS, 2018)	Goal 5: A city that promotes health and wellbeing	Ongoing repair works carried out as per external RoSPA inspection and internal weekly inspections carried out on all equipment. Equipment to be maintained to EN1176 and EN1177 safety standards. New Calisthenics Park developed in 2024.	F03	2025

Ref:	Principal Services	Service Objective / Priorities	Service Delivery Strategy	High Level Goal in LECP	Performance Standard	Budget Division	Timeline
		Maintenance and improvement of green spaces in 419 number estates throughout City.	All Ireland Pollinator plan 2021 - 2025 and Galway City Biodiversity Action Plan 2025 - 2030	Goal 5: A city that promotes health and wellbeing	Works to be carried in accordance with annual maintenance programme. Actions implemented in line with agreed objectives of Pollinator Plan and Galway City Biodiversity Action Plan.	F03	2025
		Maintenance and improvement of all other R&A infrastructure parks, road verges & roundabouts, junctions, seating, picnic tables, walkways, flowerbeds and other infrastructure.	City Development Plan 2023 -2029, All Ireland Pollinator plan 2021 - 2025 and Galway City Biodiversity Action Plan 2025 - 2030 and Public Realm Strategy	Goal 1: A world-class creative city region Goal 3: An equal and inclusive city Goal 5: A city that promotes health and wellbeing	All queries and complaints to be addressed as they arise.	F03	2025
		All Community Centres	Extend opening hours, in line with additional budget allocation	Goal 5: A city that promotes health and wellbeing	To be in place in 2025	F04	2025
		Maintenance and improvement of Community Centre Knocknacarra	Maintenance carried out in accordance with maintenance programme	Goal 5: A city that promotes health and wellbeing	Works ongoing throughout 2025	F04	2025
		Renmore Community Centre	Maintenance carried out in accordance with maintenance programme and refurbishment works	Goal 5: A city that promotes health and wellbeing	Works ongoing throughout 2025	F04	2025

Ref:	Principal Services	Service Objective / Priorities	Service Delivery Strategy	High Level Goal in LECP	Performance Standard	Budget Division	Timeline
		Crestwood changing rooms	Maintenance carried out in accordance with maintenance programme and refurbishment works	Goal 5: A city that promotes health and wellbeing	Works ongoing throughout 2025	F04	2025
		On-line booking and payment system (Dressing Rooms, pitches, outdoor playing courts etc.) to provide wider public access, maximise usage and meet customer needs.	Review of existing system and suitability to extend to Dressing rooms pitches etc. Engagement with Clubs Draft report and recommendation to Council Training and implementation	Goal 1: A world-class creative city region Goal 3: An equal and inclusive city Goal 5: A city that promotes health and wellbeing	Extension of online booking system to cover all sports facilities review 2025 and present the plan for delivery to SPC.	F04	2025 / 2026
		Maintenance of outdoor playing courts such as tennis courts, basketball courts, MUGAs (Multi Use Games Areas), All-Weather Pitches	Maintenance carried out in accordance with maintenance programme and refurbishment works		Works ongoing throughout 2025	F04	2025
		Planning and implementation of improvement works and litter removal from the Eglinton canal utilising the Community Service Initiative service.	Works carried out in accordance with maintenance programme and as issues are detected.		Works ongoing throughout 2025	F03	2025

Ref:	Principal Services	Service Objective / Priorities	Service Delivery Strategy	High Level Goal in LECP	Performance Standard	Budget Division	Timeline
		Management and development of Allotments	Continued maintenance of existing city Allotments	Goal 4: A sustainable and resilient city Goal 5: A city that promotes health and wellbeing	Procure and deliver improvement works including painting works, improved access, assess and repair polytunnels, install kerbing, signage where needed, install fencing where needed. Survey plot holders & perspective plot holders in line with Green Spaces Strategy and Climate Action Plan recommendations.	F04	2025
		Terryland Forest Park	Continued maintenance of the woodland and amenity areas	Goal 4: A sustainable and resilient city Goal 5: A city that promotes health and wellbeing	Actions to improve assess and the entrances. Install signage and improve wayfinding. Develop seedling nursery project with the Tuatha of TFP. Feasibility of developing a pond in TFP.	F03	2025
		Improvement works to Eyre Square/ Kennedy Park	Key annual improvement works to the park in line with plans and strategies	Goal 4: A sustainable and resilient city Goal 5: A city that promotes health and wellbeing	Ongoing repair works to existing hard and soft landscape elements in the park. Minor improvement/ upgrade works to existing hard and soft landscape elements in the park. Ramp area to be modified to improve visibility and reduce anti-social behaviour.	F03	2025

Ref:	Principal Services	Service Objective / Priorities	Service Delivery Strategy	High Level Goal in LECP	Performance Standard	Budget Division	Timeline
		Floral projects	Implement amenity planting and pollinator friendly projects across the city	Goal 4: A sustainable and resilient city Goal 5: A city that promotes health and wellbeing	x10 no of amenity planting and pollinator friendly planting projects delivered by Q4 2024 in the following areas, including: Eyre Square, Salthill Park, Quincentennial Park, Memorial Garden (Quin. Park), Millennium Park, O'Sullivan Park, Glenard Park, Ballyloughane Beach (car park) and the planter boxes and Parklets in the city centre.	F03	2025
		Tree & Hedgerow Planting Programme for 2025	Tree maintenance works to continue Tree Strategy for the City to be devised by new Tree Officer	Goal 4: A sustainable and resilient city Goal 5: A city that promotes health and wellbeing	Implement tree planting programme as per Rec & Amenity department plans	F03	2025
RA7	Planning, Policies and By-Laws	Planning & Development	Implementation of planning policy, biodiversity and landscape policy to protect/enhance the green network, amenity provision and biodiversity in the city	Goal 3: An equal and inclusive city Goal 4: A sustainable and resilient city Goal 5: A city that promotes health and wellbeing	Circa x160 number of planning files processed annually. Compliance with statutory and legislative obligations at all stages of the planning process including; forward planning, pre planning, planning application stages, compliance and enforcement.	F03	2025

Ref:	Principal Services	Service Objective / Priorities	Service Delivery Strategy	High Level Goal in LECP	Performance Standard	Budget Division	Timeline
	Policies	Pitch licences policy	Draft policy that provides clearer information on usage of GCC facilities will tie in all current requirements of licences, signage etc.	Goal 3: An equal and inclusive city Goal 5: A city that promotes health and wellbeing	Draft policy to SPC, final issue to clubs.	TBC	2025/2026
		Community Centres	Draft policy that provides clearer information on usage of GCC facilities and responsibilities when booking facility	Goal 3: An equal and inclusive city Goal 5: A city that promotes health and wellbeing	Draft policy to SPC, final issue Document.	TBC	2025/2026
		Estate Management	Draft policy on what GCC will provide in estate management once estates are taken in charge.	Goal 3: An equal and inclusive city Goal 5: A city that promotes health and wellbeing	Draft policy to SPC, final issue Document.	TBC	2025/2026
	By-Laws	Beaches / Parks / Woodlands	Commence drafting by-laws for recreation and amenity facilities. The by-laws will include enforcement for example the following, littering / dumping, control of animals, misuse drugs / consumption of intoxicating liquor, illegal camping	Goal 3: An equal and inclusive city Goal 5: A city that promotes health and wellbeing	Engage specialists to provide specialist advice and start initial draft of by-laws.	TBC	2025/2026

Ref:	Principal Services	Service Objective / Priorities	Service Delivery Strategy	High Level Goal in LECP	Performance Standard	Budget Division	Timeline
RA8	Biodiversity Action Plan (BAP) 2025 to 2030	Conduct a biological audit for Galway City	Update the Galway City Habitat Inventory 2005. Baseline habitat and ecological corridor mapping, combination of remote sensing techniques and field survey	Goal 4: A sustainable and resilient city	Appoint remote sensing consultant, ground truthing surveys to commence	F03	2025/2026
		Develop a biodiversity awareness, education and training programme	Procurement of specialists for development of training materials. Run training events with City Council Staff, community Groups and members of the public. Support local biodiversity initiatives and volunteer organisations	Goal 4: A sustainable and resilient city Goal 5: A city that promotes health and wellbeing	Appoint consultant to develop training materials . Training to commence in 2025 and combined with LA induction training	F03	2025/2026
		Establish a network of Local Biodiversity Areas and associated wildlife corridors	Review condition of Local Biodiversity Areas in the BAP & CDP and amend according to baseline habitat surveys.	Goal 4: A sustainable and resilient city	Appoint consultant to map the network of Locally Important Biodiversity Sites and opportunities for connectivity.	F03	2025

Ref:	Principal Services	Service Objective / Priorities	Service Delivery Strategy	High Level Goal in LECP	Performance Standard	Budget Division	Timeline
		Coastal Zone	Map the seagrass beds and saltmarsh habitat for opportunities for habitat restoration and climate adaptation. Nature based solutions projects in the coastal zone, such as wave overtopping attenuation, stormwater attenuation, conservation grazing, high carbon ecosystem restoration.	Goal 4: A sustainable and resilient city Goal 5: A city that promotes health and wellbeing	Working with local academic institutes to map coastal and marine protected habitats commencing Q2 2025	F03	2025/2026
		Revision of Galway City Biodiversity Action Plan 2025 to 2030	The objectives of Local Biodiversity Plan To develop and maintain the Galway City's Ecological Network and increase the resilience of the network by restoring degraded habitats and habitat creation. To tackle key pressures on species and habitats. To ensure that (inter)national targets for species and habitats are translated into effective conservation action at local level in Galway City. To raise public awareness and encourage involvement in biodiversity action by the wider community. To increase our knowledge and understanding of biodiversity and monitor impacts of biodiversity actions through ecological research.	Goal 4: A sustainable and resilient city Goal 5: A city that promotes health and wellbeing	SEA and AA of Plan, Final draft plan to be approved at SPC, Final GCC Biodiversity Action Plan presented to City Council Meeting	F03	2025

Ref:	Principal Services	Service Objective / Priorities	Service Delivery Strategy	High Level Goal in LECP	Performance Standard	Budget Division	Timeline
RA9	Invasive Species	GCC Invasive Species Strategy to deliver Galway City Development Plan 2018-2024: Policy 4.4 and Climate Adaptation Strategy Action 3.1	Deliver measures, treatment and training under the GCC Invasive Species Strategy	Goal 4: A sustainable and resilient city	Tender for 3 year framework for the treatment of new and known invasive species on public lands. Appointment of consultants for phase 3 of the GCC Invasive Species Strategy including public consultation, citizen science training, recording to be delivered .	F03	2025

11.3 Roads and Transportation

Strategic Objective: To provide, manage, and maintain the roads and transport network within the available budget. A further key objective is to implement a Major Emergency Management Framework incorporating response plans for severe weather events. We work closely with the Department of Transport, Transport Infrastructure Ireland (TII), RMO and other stakeholders.

Ref:	Principal Services	Service Objective /Priorities	Service Delivery Strategy	High Level Goal in LECP	Performance Standard	Budget Division	Timeline
1	Operations and Maintenance	Bridge Management	Prepare and implement bridge maintenance programme	Goal 4: A sustainable and resilient city	Complete works by year end	B07 - Road Safety Engineering Improvement	2025
		Rehabilitation of Salmon Weir Bridge	Design and delivery of rehabilitation works to the Salmon Weir Bridge (subject to DoT funding)	Goal 4: A sustainable and resilient city Goal 5: A city that promotes health and wellbeing	Design of remedial works, statutory requirements. Appointment of contractor and commencement of works on-site.	B07 - Road Safety Engineering Improvement	2025
		Rehabilitation of University Road Canal Bridge	Design and delivery of rehabilitation works to the University Road Canal Bridge (subject to DoT funding)	Goal 4: A sustainable and resilient city Goal 5: A city that promotes health and wellbeing	Design of remedial works and appointment of contractor. Commencement of works on site.	B07 - Road Safety Engineering Improvement	2025
		Rehabilitation of Barna Road Bridge	Design and delivery of remedial works to Barna Road Bridge (subject to DoT funding)	Goal 4: A sustainable and resilient city	Design of remedial works. Appointment of contractor and completion of works by Q4 2025.	B07 - Road Safety Engineering Improvement	2025

Ref:	Principal Services	Service Objective /Priorities	Service Delivery Strategy	High Level Goal in LECP	Performance Standard	Budget Division	Timeline
		Wolfe Tone Bridge	Inspection and identification of the required remedial works (subject to DoT funding)	Goal 4: A sustainable and resilient city	Bridge inspection and identification of remedial works.	B07 - Road Safety Engineering Improvement	2025
2	Operations and Maintenance	Road Restoration Improvement Programme	Implement Road Resurfacing Programme on Non-National Roads	Goal 4: A sustainable and resilient city	Complete Restoration Improvement works programme by Q4 2025	B03 - Regional Road Maintenance & Improvement B04 - Local Road Maintenance & Improvement	2025
		National Road Resurfacing	Contract resurfacing under the TII Programme	Goal 5: A city that promotes health and wellbeing	Undertake design, tender and delivery by Q4 2025 subject to funding allocation from TII.	B01 - NP Road Maintenance & Improvement B02 - NS Road Maintenance & Improvement	2025
		Pedestrian Crossing - N59 Dangan	Provision of controlled pedestrian crossing subject to TII approval and funding.	Goal 3: An equal and inclusive city Goal 5: A city that promotes health and wellbeing	Submission of feasibility study as funding application to TII stage approvals.	B10 - Supports to Roads Capital Programme	2025/2026
		Kirwan Roundabout Upgrade	Project closeout - completion of land acquisition and legal agreements - 2025-2026	Goal 3: An equal and inclusive city		B10 - Supports to Roads Capital Programme	2025/26

Ref:	Principal Services	Service Objective /Priorities	Service Delivery Strategy	High Level Goal in LECP	Performance Standard	Budget Division	Timeline
		Browne Roundabout upgrade	Develop feasibility report for TII re funding for a pedestrian crossing at Seamus Quirke Road	Goal 5: A city that promotes health and wellbeing.	Submit funding application 2025	B10 - Supports to Roads Capital Programme	2025/26
		City Centre Pedestrian Area Rehabilitation Programme phase 7: Quay Street Upper and High Street	Continue enhancements to key pedestrian area in the city centre. Maintain engagement with all stakeholders.	Goal 5: A city that promotes health and wellbeing	Complete by Q3 2025	B10 - Supports to Roads Capital Programme	2025 - Ongoing
		Safety Improvements schemes	City Wide Junction safety Improvements schemes subject to DOT funding approval	Goal 3: An equal and inclusive city	Design and implementation of agreed schemes by Q4 2025 subject to funding approval from DOT	B07 - Road Safety Engineering Improvement	2025 - Ongoing
				Goal 4: A sustainable and resilient city			
		Enhancements to School Warden Crossings	Carry out works in line with the review undertaken in 2023	Goal 3: An equal and inclusive city	50% Completion of agreed works by year end.	B07 - Road Safety Engineering Improvement	2025
				Goal 5: A city that promotes health and wellbeing			

Ref:	Principal Services	Service Objective /Priorities	Service Delivery Strategy	High Level Goal in LECP	Performance Standard	Budget Division	Timeline
		Grass Cutting	Carry out grass cutting, hedge trimming and litter picking on our primary routes in accordance with our maintenance standard	Goal 5: A city that promotes health and wellbeing	Carry out maintenance during 2025 season in line with agreed programme and in accordance with GCC's adopted Pollinator Plan.	B01 - NP Road Maintenance & Improvement	Ongoing
		Local Improvement Works	Attending area committee meetings, prepare 2025 programme, based on identified priorities	Goal 3: An equal and inclusive city	Agree programme of works.	B04 - Local Road Maintenance and Improvement	2025 - Ongoing
			Implement 2025 programme in each electoral area.		Commence works Q1 2025 with completion by year end.		
3	Operations and Maintenance	Licensing/ Traffic Management	Continue to streamline Licensing services through liaising with the RMO and all relevant stakeholders.	Goal 4: A sustainable and resilient city Goal 5: A city that promotes health and wellbeing	Ongoing processing of licensing	B06 - Traffic Management Improvement	Ongoing
			Process all other licenses and applications relating to skips, scaffolding and abnormal loads				
			To assess all proposed events with respect to impacts on traffic and the general public.				

Ref:	Principal Services	Service Objective /Priorities	Service Delivery Strategy	High Level Goal in LECP	Performance Standard	Budget Division	Timeline
		Planning	Assessment of planning applications from a transport perspective in line with national standards, Development plan, GTS strategies and policies - as resources allow	Goal 4: A sustainable and resilient city.	Assessment of planning applications and reports to planning- as resources allow	Multiple / as required. We liaise with Planning Dept. also.	Ongoing
		Taking In Charge	Closing out unfinished housing estates and engaging in taking in charge processes as required.	Goal 4: A sustainable and resilient city.	Ongoing	Multiple / as required. We liaise with Planning Dept. as required also.	Ongoing
4	Operations and Maintenance	Christmas Park and Ride	Christmas Park and Ride	Goal 4: A sustainable and resilient city Goal 5: A city that promotes health and wellbeing	To review Christmas Park and Ride by end Q2/2025	B06 - Traffic Management Improvement	Q4 2025
5	Winter Maintenance	Winter Service Plan	Update winter service plan for 2025/2026	Goal 5: A city that promotes health and wellbeing	2025/26 to be updated in October 2025	B03 - Regional Road Maintenance & Improvement B04 - Local Road Maintenance & Improvement	Q1 2025 & Q4 2025

Ref:	Principal Services	Service Objective /Priorities	Service Delivery Strategy	High Level Goal in LECP	Performance Standard	Budget Division	Timeline
7	Traffic Management and Road Safety	Public Lighting	Maintenance and improvement of public lighting as part of agreed programme	Goal 2: An innovative city	Programme reviewed and updated on a prioritised basis.	B05 - Public Lighting	Ongoing
			Upgrade of City Public Lighting to energy efficient LED lanterns under the retrofit funded programme	Goal 5: A city that promotes health and wellbeing	Completion of programme	B05 - Public Lighting	Ongoing
			Infrastructure upgrade for public lighting		Proactive maintenance on existing lighting columns and wiring is ongoing subject to available funding	B05 - Public Lighting	Ongoing
8	Traffic Management and Road Safety	Parking Management	Maintain and enhance associated infrastructure as required.	Goal 4: A sustainable and resilient city.	Continued implementation of improved Parking system 2025	B06 - Traffic Management Improvement B09 - Car Parking	Ongoing
9		Road safety Plan for Galway City and County	Galway City and County Joint Road Safety Committee to produce a new road safety plan	Goal 3: An equal and inclusive city	Road Safety Plan to issue Q1 2025 with scheduled review in Q4 2025	B08 - Road Safety Promotion & Education	Ongoing
		Speed Limits	Speed limit review to be undertaken arising from the provisions of the Road Traffic Act 2024	Goal 5: A city that promotes health and wellbeing	Carry out city-wide speed limit review in line with DoT guidance and timelines in respect of Phase 2 of the national speed limit implementation programme.	B07 - Road Safety Engineering Improvement	2025

Ref:	Principal Services	Service Objective /Priorities	Service Delivery Strategy	High Level Goal in LECP	Performance Standard	Budget Division	Timeline
10	Emergency Management	Major Emergency Management	Maintain preparedness in the event of a major emergency and preparedness for increasing level of severe weather events	Goal 5: A city that promotes health and wellbeing	Major Emergency Plan to be reviewed in partnership with Galway Co. Council to include severe weather response procedures and protocols - Q3 2025	B11 - Agency & Recoupable Services	Ongoing
			Review and update Major Emergency Plan to reflect organisational changes		Key roles identified and assigned with Plan		
					Participate in West Regional Major Emergency Planning Steering Group and Working Group		
11	GTS: Traffic Management	Continued expansion of UTMC	Maintenance of Traffic Control and Signaling Equipment incl. hardware, databases, software, firmware and licenses	Goal 2: An innovative city Goal 4: A sustainable and resilient city.	Respond to signal failures and faults within agreed response times;	B06 - Traffic Management Improvement B07 - Road Safety Engineering Improvement	
			Expansion on other priority junctions subject to funding		Carry out annual inspections of all traffic signals sites;		
			Maintenance and upgrade where required of CCTV Manager Application and Car Park Manager Application		Continue to populate IMTRAC Fault Management System, including inventory of all hardware and repository of all inspections and fault history;		
					Connection of additional priority Signalised Junctions where required and where budget allows		

Ref:	Principal Services	Service Objective /Priorities	Service Delivery Strategy	High Level Goal in LECP	Performance Standard	Budget Division	Timeline
12	Sustainable Travel	Multi-modal transport corridors for specific roads in Galway City	A feasibility study will be completed for the roads outlined in the Development Plan	Goal 5: A city that promotes health and wellbeing	Feasibility Study - Q1/2025	B04 - Local Road Maintenance and Improvement B10 - Supports to Roads Capital Programme	2025
		EV Charging Infrastructure Policy	EV Policy to brought from draft to implementation. Will extend through to 2026.	Goal 2: An Innovative City Goal 4: A sustainable and resilient city. Goal 5: A city that promotes health and wellbeing.	Bring strategy to Op. Dev SPC in Q2/2025, adoption by council Q3/2025	B09 - Car Parking	Ongoing
		Greening of City Council Transport Fleet	Continued transformation plan of fleet to eco-friendly E-Vehicles	Goal 2: An Innovative City Goal 4: A sustainable and resilient city. Goal 5: A city that promotes health and wellbeing.	Throughout 2025 as part of 3-year programme which commenced in 2024	B06 - Traffic Management Improvement	Ongoing

12. Project Development Directorate

12.1 Project Management and Capital Delivery Office

Strategic Objective: To protect, enhance, and conserve the natural environment of our city, while promoting environmental awareness through collaboration with organisations and local communities. Our aim is to improve the quality of life for all residents by fostering a sustainable and eco-friendly urban environment.

Ref:	Principal Services	Service Objective /Priorities	Service Delivery Strategy	High Level Goal in LECP	Performance Standard	Budget Division	Timeline
PMCDO 1		Drive Galway City's evolution as a vibrant, resilient, and inclusive urban centre, positioning the city to meet the challenges of the 21st century while preserving its unique cultural and environmental heritage	Adopt a defined set of project management governance principles and having a standardised project management approach by doing the following:	Goal 1: A world-class, creative city region Goal 2: An innovative city Goal 3: An equal and inclusive city Goal 4: A sustainable and resilient city Goal 5: A city that promotes health and wellbeing	Quarterly meetings held with implementation group Funding programmes identified by relevant departments Annual agreed actions implemented		Q4 2025
			Establishing a Structured Governing Body for Project Management and Capital Delivery				
			Creating a Centralised Repository for Project Data				
			Overseeing All Project Management Functions				
			Providing Real-Time Reporting and Monitoring				

Ref:	Principal Services	Service Objective / Priorities	Service Delivery Strategy	High Level Goal in LECP	Performance Standard	Budget Division	Timeline
			Establishing Standardised Project Management Methodologies				
			Providing Real-Time Reporting and Monitoring				
PMCDO 2		Oversee the professional and efficient management of capital projects, aligning them with the Council's strategic objectives and adhering to best practices in design and construction.	Advance the delivery of key projects including, but not limited to,	Goal 1: A world-class, creative city region Goal 2: An innovative city Goal 3: An equal and inclusive city Goal 4: A sustainable and resilient city Goal 5: A city that promotes health and wellbeing	Quarterly meetings held with implementation group Funding programmes identified by relevant departments Annual agreed actions implemented		Q4 2025
			Newcastle Community Centre				
			Coirib go Cósta - Galway City Flood Relief Scheme				
			Crown Square				
			City Hall site redevelopment				
			Delivery of a reconfigured Wood Quay Park.*				
			Lawn Cemetery at Old Dublin Road*				
			Public Realm Projects				
			*Subject to Directorate transfer				

12.2 Active Travel Objective

Strategic Objective: To lead the roll out of new and upgraded walking, wheeling and cycling infrastructure across the city, linking into the regional travel networks that are the responsibility of Galway City Council. This will help to deliver the vision of the Galway Transport Strategy, which identifies the need for a shift towards sustainable travel, reducing dependence on the private car. This includes the development of segregated cycle lanes and widened footpaths, new walking and cycling bridges, and new pedestrian crossings. One of the key aims is to increase the number of walking and cycling networks so that walking, cycling and public transport will account for 50% of all journeys made by 2030.

Ref:	Principal Services	Service Objective /Priorities	Service Delivery Strategy	High Level Goal in LECP	Performance Standard	Budget Division	Timeline
AT1	Review of the Galway Transport Strategy (GTS)	Support the National Transport Authority in the review of the GTS	Undertake a review in conjunction with the NTA and Galway County Council in relation to the Galway Transport Strategy	Goal 1: A world-class, creative city region	GCiC is a member of the Co-ordination Group and will advocate on behalf of the City to the NTA which has ultimate responsibility for the drafting and publishing of the review	N/A	TBC by NTA
				Goal 2: An innovative city			
				Goal 3: An equal and inclusive city			
				Goal 4: A sustainable and resilient city			
				Goal 5: A city that promotes health and wellbeing			
AT2	Galway Transport Strategy (GTS): BusConnects Galway	Cross-City Link (University Road to Dublin Road)	Public Transport, cycling and pedestrian priority measures from University Road to Moneenagheisha Junction and Inner City Access Network capacity improvements between Lough Atalia and Headford Rd (via Fairgreen Road, Bóthar Uí Eithir, Botharmore and Bóthar Na mBan)	Goal 3: An equal and inclusive city	Application approved in October 2024. This is now subject to Judicial Review.	NTA	Outcome of JRs will determine
				Goal 4: A sustainable and resilient city	Subject to the above Tender for and appoint consultants to progress Phase 5		
					Subject to the above Commence Phase 5 – Detailed design and procurement		

Ref:	Principal Services	Service Objective /Priorities	Service Delivery Strategy	High Level Goal in LECP	Performance Standard	Budget Division	Timeline
AT3	GTS: N6 Transport Project	Galway City N6 Transport Project – N6 Galway City Ring Road	Progress scheme with Steering Group with Galway County Council and TII to deliver a ring road for Galway City in accordance with the GTS	Goal 4: A sustainable and resilient city	Participate as a member of the Steering Group	TII	Submission of RFI to ABP in Q1 2025
AT4	GTS: BusConnects Galway:	Dublin Road	Introduce bus priority measures on Dublin Road from Moneenageisha to Martin Roundabout, including walking and cycling infrastructure, in accordance with the GTS	Goal 4: A sustainable and resilient city	Phase 4 Statutory Procedure	NTA and URDF	Q1 2025
				Goal 4: A sustainable and resilient city	Submission of consent application to ABP		
AT5	GTS: Sustainable Travel:	Ardaun Transport Upgrade (Martin Roundabout)	Progress Ardaun LAP Link Road and new junction on the R446 East of the existing Martin Junction.	Goal 4: A sustainable and resilient city	Progress procurement of consultancy design services for Ardaun LAP Link Road and new junction, subject	NTA and URDF	Q4 2025
AT6	GTS: Traffic Management	Parkmore Access Improvements	Work with IDA and PTAG and Galway County Council to improve Mobility Management in Parkmore.	Goal 4: A sustainable and resilient city	Parkmore Road Bus Priority Scheme - Construction completed in Q4 2024. Project closeout underway.	NTA	Q1 2025 for submission of application. Q3 2025 for construction, subject to approval.
			Work with IDA, PTAG, Bus Éireann and Galway County Council to provide infrastructure to allow for the extension of bus services into Parkmore West.		Submit planning application to Galway County Council for bus turnaround and set-down area. Progress to construction, pending approval.		
			Implement short, medium and long-term measures as outlined in the Parkmore Area Strategic Transport Framework		Briarhill Suite of Projects - Further feasibility studies of access improvements to Parkmore area in conjunction with NTA, IDA and PTAG		Q3 2025

Ref:	Principal Services	Service Objective / Priorities	Service Delivery Strategy	High Level Goal in LECP	Performance Standard	Budget Division	Timeline
AT7	GTS: Clifden Railway Pedestrian and Cycle Bridge	Clifden Railway Pedestrian and Cycle Bridge	Provision of pedestrian/ cycle bridge over the existing Clifden Railway piers. This bridge will improve linkage with the city centre, University, Dyke Road and Terryland	Goal 4: A sustainable and resilient city	Work with University of Galway and NTA to agree delivery of this project	NTA and URDF	Completed Q1 2024
					Get NTA Phase 2 gateway approval to proceed to Phase 3 – preliminary design		
					Undertake Non-Statutory public consultation on options report		
AT8	GTS: BusConnects Galway	City Centre Transport Management Plan	Targeted interventions on the City Centre Access Network (CCAN).	Goal 4: A sustainable and resilient city	Complete construction of The Crescent/Sea Road junction upgrade.	NTA	Q2 2025
					Appoint consultants to examine area with a view to bringing forward traffic management interventions along the GTS Orbital Route.	NTA / URDF / Development Contributions	Q3 2025

Ref:	Principal Services	Service Objective / Priorities	Service Delivery Strategy	High Level Goal in LECP	Performance Standard	Budget Division	Timeline
AT9	GTS: Sustainable Travel	Wolfe Tone Pedestrian Bridge	Provision of cantilever pedestrian bridge on the southern side of Wolfe Tone Bridge, as one of a number of interventions in the GCCTMP. Length = 54m.	Goal 4: A sustainable and resilient city	Project closeout.	NTA	Q2 2025
AT10	GTS: Sustainable Travel	Pedestrian and Cyclist Safety Interventions	Pedestrian and Cycle Safety Interventions across Galway City. Provision of new or rehabilitation of existing cycling infrastructure across the city. Pedestrian crossings provision across the city.	Goal 4: A sustainable and resilient city	Ongoing Active travel schemes proposed, and funding approval received from the NTA	NTA	This project will be continuing throughout 2025 in partnership and collaboration with GCiC, NTA and relevant stakeholders
		Access Controls	Provision of suitable access controls that prevent inappropriate vehicular access to pedestrian and cycling facilities, amenities etc whilst achieving consistent universal access.		Progress preliminary designs at 19 locations to detailed design and construction on a phased basis subject to NTA funding.		

Ref:	Principal Services	Service Objective / Priorities	Service Delivery Strategy	High Level Goal in LECP	Performance Standard	Budget Division	Timeline
AT11	GTS: Appendix F – Walking and Cycling	Implementation of the Galway cycling strategy Stage 1 (East) CCN	Ballybane and Castlepark Road	Goal 4: A sustainable and resilient city	Ballybane and Castlepark Rd - Commence construction phase	NTA and URDF	Construction commencing Q1 2025
			Ballyloughane Road/ Renmore Avenue		Review design of Ballyloughane Scheme		Q2 2025
			Monivea Road		Develop preliminary design.		Q4 2025
AT12	GTS: Appendix F – Walking and Cycling	Implementation of the Galway cycling strategy Stage 2 (West) CCN	Bóthar Stiofáin	Goal 4: A sustainable and resilient city	Tender for construction and commence construction phase.	NTA and URDF	Q1 2025
			Western Distributor Road		Finalise preliminary design and submit planning application.		Q4 2025
			Clybaun Road		Clybaun Rd - Advance preliminary design and commence detailed design		Q4 2025

Ref:	Principal Services	Service Objective / Priorities	Service Delivery Strategy	High Level Goal in LECP	Performance Standard	Budget Division	Timeline
AT13	GTS: Appendix F – Walking and Cycling	Millar’s Lane and other strategic permeability routes, and urban greenways.	Upgrading of existing overgrown pathway to provide walking/ cycling link in the Knocknacarra area linking Ragoon Road and Kingston Road.	Goal 4: A sustainable and resilient city	Examine possible introduction of permeability linkages subject to stakeholder approvals on a trial or permanent basis	NTA	This project will be continuing throughout 2025 in partnership and collaboration with GCiC, NTA and relevant stakeholders
					Citywide pedestrian and cycle safety interventions e.g. pedestrian crossings, lighting upgrades, asset renewals		
AT14	GTS: Park and Ride	Park and Ride	Progress Park and Ride Sites	Goal 4: A sustainable and resilient city	Submit planning application for PandR on West side of the City at Cappagh Park	NTA	Q2 2025
					Work with the NTA Park and Ride Project Office in developing PandR sites in Galway		This project will be continuing throughout 2025 in partnership and collaboration with GCiC, NTA and relevant stakeholders
					Support NTA in identifying sites and bringing to planning		

Ref:	Principal Services	Service Objective /Priorities	Service Delivery Strategy	High Level Goal in LECP	Performance Standard	Budget Division	Timeline
AT15	GTS: Greenways	Greenways - Galway to Dublin,	Implementation of the City element of the Galway to Dublin Greenway, between transition point at Ballyloughane and City.	Goal 4: A sustainable and resilient city	Assess route options	TII	This project will be continuing throughout 2025 in partnership and collaboration with GCiC, TII, NTA and relevant stakeholders
			Participant on the steering group for the Galway to Athlone element of the Greenway with particular focus on the section within the City (from Ballyloughane to the City).				
AT16	GTS: Sustainable Travel	School Streets/ School Zones	Close out Pilot School Streets project in Scoil Iognáid, Raleigh Row	Goal 2: An innovative city Goal 3: An equal and inclusive city	Publish final report for Scoil Iognáid pilot School Streets project	NTA	Q2 2025
			Initiate School Zones projects in additional schools subject to NTA funding.	Goal 4: A sustainable and resilient city	Review Safe Routes to Schools (SRTS) delivery plans, as received.		This project will be continuing throughout 2025 in partnership with GCiC, NTA and relevant stakeholders
				Goal 5: A city that promotes health and wellbeing	Progress initial designs of selected schools		
					Public consultation where required		
					On-going management of schools Park and Stride		
					Engage in design and statutory process for relevant school schemes.		

Ref:	Principal Services	Service Objective /Priorities	Service Delivery Strategy	High Level Goal in LECP	Performance Standard	Budget Division	Timeline
AT17	Bus Stop Enhancement Programme	To support the revised bus network.	The programme of bus stop enhancements is being reviewed and developed by the NTA, in conjunction with GCC to facilitate the revised bus network.	Goal 3: An equal and inclusive city Goal 4: A sustainable and resilient city	Work with the NTA to develop bus stops, interchanges and layover areas across the City.	NTA	This project will be continuing throughout 2025 in partnership and collaboration with GCiC, NTA and relevant stakeholders
AT18	Urbanism and Placemaking	Sandy Road Liosbán	Work with LDA to progress the project from vision to application stage, consider the relocation of the existing uses on the site including the ESB, Galway City Council and Galway County Council	Goal 3: An equal and inclusive city Goal 4: A sustainable and resilient city Goal 5: A city that promotes health and wellbeing	Relocation plans complete, proposals progressed	URDF/ GCC	TBC by LDA
		City Centre Streets - placemaking	Progress initial projects starting with Cross Street and Middle Street, establish a steering focus group consisting of engaged stakeholders		Option Selection and feasibility report complete. Second non-statutory stakeholder meeting to be held in January to present same. MCA ongoing for options. Topo and GPR surveys returned. Under review	URDF/ NTA	This project will be continuing throughout 2025 in partnership and collaboration with GCiC, NTA, URDF and relevant stakeholders

Ref:	Principal Services	Service Objective /Priorities	Service Delivery Strategy	High Level Goal in LECP	Performance Standard	Budget Division	Timeline
		Galway City Council Transport Connectivity Project - Ceannt Quarter Regeneration	Liaise with partners, including Irish Rail and NTA to ensure that project is progressing and adequately funded.		Funding determined, project progressing	URDF/ NTA/Irish Rail	This project will be continuing throughout 2025 in partnership and collaboration with GCiC, NTA, Irish Rail, URDF and relevant stakeholders
		Galway City Council Transport Connectivity Project - Ardaun Access Phase 2	Complete infrastructure phasing plan, commence subject to east Galway local transport plan and GMATS		Phasing plan sent for tender with no returned tenders. Liaising with LDA on same	URDF/ NTA	TBC by NTA
		Progress Projects allocated Funding under URDF Call 1 and Call 2			Liaison with and supporting NTA Capital Projects Team with URDF Administrative Duties for existing Galway Cycle Networks East and West	URDF	This project will be continuing throughout 2025 in partnership and collaboration with GCiC, NTA, URDF and relevant stakeholders
		Monitor and Apply for future URDF Calls	Liaise with relevant departments and ensure that project selection and development is progressed		Apply for relevant URDF Calls as appropriate	URDF	Awaiting announcement of Call

12.3 Climate Change and Sustainability

Strategic Objective: To be a climate resilient, biodiversity rich, environmentally sustainable and carbon neutral city by no later than the end of 2050 by delivering transformative change, just transition and measurable climate action within our own organisation and services and across Galway City, through leadership, example, and mobilising action at a local level. Addressing climate change has become a global priority, with efforts focused on reducing greenhouse gas emissions, transitioning to renewable energy sources, improving energy efficiency, promoting sustainable practices, and adapting to climate change well underway.

The Strategic Objective of the Climate Action Department is to reduce Greenhouse Gas emissions, Increase Energy Efficiency, Promote renewable energy, enhance resilience and adaptation, engage stakeholders and building partnerships and foster innovation and technology adoption within the city.

Strategic Goal 1: Fostering Governance, Leadership and Partnership for Climate Action
Strategic Goal 2: Achieve Carbon Emission and Energy Efficiency Targets for 2030 and 2050
Strategic Goal 3: Deliver on Climate Adaptation and Climate Resilience
Strategic Goal 4: Mobilise Climate Action in Local Communities
Strategic Goal 5: Mobilise Climate Action in Enterprise and support Transition to an Inclusive, Net Zero and Circular Economy
Strategic Goal 6: Achieve a 'Just Transition' particularly for Communities that may be Economically Disadvantaged by Decarbonising Projects

Ref:	Principal Services	Service Objective /Priorities	Service Delivery Strategy	High Level Goal in LECP	Performance Standard	Budget Division	Timeline
CA1	Fostering Governance, Leadership and Partnership for Climate Action	Climate Action resourced vacancies	Work with Human Resources dept to fill vacancies	Goal 1: A world-class, creative city region Goal 2: An innovative city Goal: 3: An equal and inclusive city	Vacancies filled	E15	Q3 2025
		Local Authority Climate Action Plan implementation	Work with CARO and other stakeholders to implement agreed actions annually	Goal 1: A world-class, creative city region Goal 2: An innovative city Goal 3: An equal and inclusive city Goal 4: A sustainable and resilient city Goal 5: A city that promotes health and wellbeing	Quarterly meetings held with implementation group Funding programmes identified by relevant departments Annual agreed actions implemented	E15	Annually
		Develop a Climate Mitigation Strategy	Work with CARO and other stakeholders to develop plan	Goal 2: An innovative city Goal 3: An equal and inclusive city Goal 4: A sustainable and resilient city Goal 5: A city that promotes health and wellbeing	Quarterly meetings held to review requirements Funding programmes identified by relevant departments Adopt Plan	E15	Q 4 2026
		Develop Implementation Plan for Decarbonising zone	Work with CARO and other stakeholders to implement agreed actions annually	Goal 1: A world-class, creative city region Goal 2: An innovative city Goal 3: An equal and inclusive city Goal 4: A sustainable and resilient city Goal 5: A city that promotes health and wellbeing	Quarterly meetings held with implementation group Funding programmes identified by relevant departments Annual agreed actions implemented	E15	Q 4 2026

Ref:	Principal Services	Service Objective /Priorities	Service Delivery Strategy	High Level Goal in LECP	Performance Standard	Budget Division	Timeline
		Prepare Climate risk assessment	Work with CARO and other stakeholders to implement agreed actions annually	Goal 4: A sustainable and resilient city Goal 5: A city that promotes health and wellbeing	Quarterly meetings held with implementation group Funding programmes identified by relevant departments Annual agreed actions implemented	E15	Annually
		Sign up to EU Climate Adaptation Missions on	Work with EU and other stakeholders to implement agreed actions annually missions team	Goal 2: An innovative city Goal 3: An equal and inclusive city. Goal 4: A sustainable and resilient city. Goal 5: A city that promotes health and wellbeing	Quarterly meetings held to review requirements Funding programmes identified by relevant departments Annual agreed actions	E15	Annually
		Sign up to the Regional Energy Bureau	Work with CARO to develop the Service Level Agreement and Memo of understanding	Goal 4: A sustainable and resilient city	Contract in place Yearly agreed actions implemented	E15	Annually
		Research grant funding opportunities and secure collaborators, prepare applications for submittal	Improvement of the overall awareness of funding opportunities and successfully applying for same.	Goal 1: A world-class, creative city region Goal 2: An innovative city Goal 3: An equal and inclusive city Goal 4: A sustainable and resilient city Goal 5: A city that promotes health and wellbeing	Funding programmes identified by relevant departments Collaborate with relevant departments to prepare applications Implementation of successful grant award schemes with due governance in accordance with Guidelines	E15	Annually

Ref:	Principal Services	Service Objective /Priorities	Service Delivery Strategy	High Level Goal in LECP	Performance Standard	Budget Division	Timeline
CA2	Achieve Carbon Emission and Energy Efficiency Targets for 2030 and 2050	European Union Regulations 2014 SI No. 426 energy audits of minimum 85% of public buildings.	Schedule audits of appropriate buildings	Goal 4: A sustainable and resilient city Goal 5: A city that promotes health and wellbeing	Audits completed Register of opportunities identified Funding programmes identified by relevant departments Implement projects	E15	Annually
		Reporting Energy Efficiency to SEAI	Complete MandR return	Goal 4: A sustainable and resilient city	Returns completed	E15	Annually
		Energy Awareness- Display Energy Certificates (DEC) in Public Buildings greater than the specified size and visited frequently by the Public	All DEC's are on display as required (9 Buildings)	Goal 4: A sustainable and resilient city	Continue improvements in absolute energy efficiency towards 2030 targets and report regularly Measured and verified energy savings.	E15	Annually
		Improve absolute energy efficiency for Galway City Council energy use in Buildings, Transport and Public Lighting	Assist in the delivery of Energy saving projects for buildings in conjunctions with other departments and measuring the resulted savings using SEAI energy MandR, Energy audits, Gap to target tool etc.	Goal 4: A sustainable and resilient city	Ensuring DEC's are on display Complete yearly MandR Returns Update Gap to target tool	E15	Annually
		Develop pathway to installing ISO50001 Energy Management System	Work with the Energy Bureau to develop pathway	Goal 4: A sustainable and resilient city	Complete ISO50001 Training Appoint specialist consultant	E15	Q4 2025

Ref:	Principal Services	Service Objective /Priorities	Service Delivery Strategy	High Level Goal in LECP	Performance Standard	Budget Division	Timeline
		Energy Management and Improving Energy Efficiency.	Significant Energy Users in each department to work as part of a cross-departmental Energy Team, EPO and a new Regional Energy Bureau to prepare an Energy Action Plan and implement Energy Savings.	Goal 4: A sustainable and resilient city	Funding programmes identified by relevant departments Implement projects Continue improvements in energy efficiency towards 2030 targets and report regularly.	E15	Annually
		Continue implementing Climate Action training, through CARO	Work with CARO to implement training	Goal 4: A sustainable and resilient city	Number of staff trained	E15	Annually
		Work with all stakeholders to increase the use of green procurement on contracts in order to be able to measure, manage and reduce emissions from services procured	Assist procurement dept in promotion of green public procurement strategy	Goal 4: A sustainable and resilient city	Number of services procured utilising green procurement	E15	Annually

Ref:	Principal Services	Service Objective /Priorities	Service Delivery Strategy	High Level Goal in LECP	Performance Standard	Budget Division	Timeline
CA3	Deliver on Climate Adaptation and Climate Resilience	Report on storm events to SEAI through the WIRE App	Complete yearly returns	Goal 2: An innovative city Goal 3: An equal and inclusive city Goal 4: A sustainable and resilient city Goal 5: A city that promotes health and wellbeing	Quarterly meetings held to review requirements Relevant departments updating WIRE app Annual agreed actions implemented	E15	Annually
		Completion of legacy climate adaptation plan projects	Progress outstanding tasks in line with Implementation Plans	Goal 2: An innovative city Goal 3: An equal and inclusive city Goal 4: A sustainable and resilient city Goal 5: A city that promotes health and wellbeing	Quarterly meetings held to review requirements Close out of adaptation plan	E15	Q1 2025
		Support other depts in providing information to embed climate adaptation within all forward and physical planning processes	Work with CARO/ Stakeholders and Consultants to provide up to date information	Goal 2: An innovative city Goal 3: An equal and inclusive city Goal 4: A sustainable and resilient city Goal 5: A city that promotes health and wellbeing	Number of projects completed including climate adaptation	E15	Annually

Ref:	Principal Services	Service Objective /Priorities	Service Delivery Strategy	High Level Goal in LECP	Performance Standard	Budget Division	Timeline
CA4	Mobilise Climate Action in Local Communities	Develop Energy Master Plan/SEC charter	Work with CARO/ Stakeholders and Consultant to develop plan	Goal 4: A sustainable and resilient city	Appoint consultants Secure funding Adopt plan	E15	Q4 2026
		Explore the possibility of engaging in the Climate neutral smart Cities mission to detail Galway City's pathway to achieving climate neutrality by 2050.	Complete the initial application and screening process	Goal 1: A world-class, creative city region Goal 2: An innovative city Goal 3: An equal and inclusive city Goal 4: A sustainable and resilient city Goal 5: A city that promotes health and wellbeing	Develop Application Agreement to proceed	E15	Q4 2025
		Support Sustainable Energy Communities through Bridge funding/climate action programme	Complete the initial application and screening process	Goal 3: An equal and inclusive city Goal 4: A sustainable and resilient city	Support the successful applications in delivering agreed projects	E15	Annually
		Engage with the Sustainable Energy Communities and other stakeholders to provide a culture change in how energy is utilised throughout these areas	Work with SEAI to facilitate Sustainable Energy Communities	Goal 3: An equal and inclusive city Goal 4: A sustainable and resilient city	Quantity of staff trained and quality of training received A number of highly engaged Communities in operation	E15	Annually

Ref:	Principal Services	Service Objective /Priorities	Service Delivery Strategy	High Level Goal in LECP	Performance Standard	Budget Division	Timeline
		Create a range of climate action awareness campaigns in collaboration with community groups and other stakeholders to build capacity	Work with SEAI/ CARO/Communities to disseminate knowledge and information sharing	Goal 1: A world-class, creative city region Goal 2: An innovative city Goal 3: An equal and inclusive city Goal 4: A sustainable and resilient city Goal 5: A city that promotes health and wellbeing	Number of community groups engaged	E15	Annually
		Support communities in	Agree and complete yearly actions	Goal 1: A world-class, creative city region Goal 2: An innovative city Goal 3: An equal and inclusive city Goal 4: A sustainable and resilient city Goal 5: A city that promotes health and wellbeing	Number of private sector residential homes retrofitted	E15	Q3 2025
		-Establish a Warm Home Hub					
		-Accelerate retrofits in private home					
		-Increase no of trained skilled staff					
		-Reduce barriers to retrofit					

Ref:	Principal Services	Service Objective /Priorities	Service Delivery Strategy	High Level Goal in LECP	Performance Standard	Budget Division	Timeline
		Support projects that are successful in the Community Climate Action fund application	Work with community groups to complete climate action projects	Goal 1: A world-class, creative city region Goal 2: An innovative city Goal 3: An equal and inclusive city Goal 4: A sustainable and resilient city Goal 5: A city that promotes health and wellbeing	Support the successful applications in delivering agreed projects	E15	Annually
CA5	Mobilise Climate Action in Enterprise and support Transition to an Inclusive, Net Zero and Circular Economy	Collaborate with other depts. to introduce behavioural change campaigns, initiatives and energy reduction projects within Galway city enterprise.	Meetings /Lunch and Learns, workshops arranged to disseminate documentation and information	Goal 1: A world-class, creative city region Goal 2: An innovative city Goal 3: An equal and inclusive city Goal 4: A sustainable and resilient city Goal 5: A city that promotes health and wellbeing	Number of internal staff engaged Number of enterprise engaged	E15	Annually
		Create a range of climate impact reductions recommendations in collaboration with enterprise and support innovation	Meetings/Lunch and Learns, workshops arranged to disseminate documentation and information	Goal 1: A world-class, creative city region Goal 2: An innovative city Goal 3: An equal and inclusive city Goal 4: A sustainable and resilient city Goal 5: A city that promotes health and wellbeing	Number of enterprise engaged	E15	Annually

Ref:	Principal Services	Service Objective /Priorities	Service Delivery Strategy	High Level Goal in LECP	Performance Standard	Budget Division	Timeline
CA6	Achieve a 'Just Transition' particularly for Communities that may be Economically Disadvantaged by Decarbonising Projects	Maximise impact of funding programmes including: -Community Climate Action Fund -Sustainable Energy Community Bridge Funding Sustainable Energy Authority Ireland (SEAI) Implement the Education and Awareness programme	Improvement of the overall awareness of funding opportunities and successfully applying for same.	Goal 1: A world-class, creative city region Goal 2: An innovative city Goal 3: An equal and inclusive Goal 4: A sustainable and resilient city Goal 5: A city that promotes health and wellbeing	Implementation of grant schemes with due	E15	Annually
					Meet targets and deadlines set out in Plan		
					Promote, Reward and support local people coming together to shape, change and enjoy all that is good about their area		

Ref:	Principal Services	Service Objective /Priorities	Service Delivery Strategy	High Level Goal in LECP	Performance Standard	Budget Division	Timeline
CA7	Flood Risk Management (FRM)	Coirib go Cósta Galway City Flood Relief Scheme	To assess, design and deliver a viable, cost- effective, and environmentally sustainable flood relief scheme for Galway city. Coirib go Cósta, while primarily focused on addressing the sustainable and effective management of flood risk, shall ensure that the design of any measures, in particular structural measures, recognise the distinctive character of Galway city. All works will include creative landscape and architectural solutions, which can, in addition to addressing flood risk management, enhance the urban landscape and public realm amenity whilst integrating with other advancing projects.	Goal 4: A sustainable, resilient city	Develop viable flood defence options to the required design standard of protection in collaboration with the Office of Public Works. Conduct a non-statutory public engagement process to present various options to assist in the development of a preferred overall scheme option. Engagement with all stakeholders as required during the optioneering process. Engagement with all interacting projects across the city to ensure all opportunities are availed of.	OPW	Q2/3 2025 - Complete the development of a suite of options in 2025 and present to the public through a non statutory public engagement process. Q4 - develop the emerging preferred option incorporating all feedback from the public/ stakeholders.
		OPW minor works scheme	To assess, design and develop minor flood defence interventions both temporary and permanent to mitigate flood risk from the more frequent storm events in Galway City.	Goal 4: A sustainable, resilient city	To conduct a viability assessment of measures and develop options to a level that will facilitate implementation	OPW (90%) and GCC (10%)	Viable options and design complete in 2025. Where possible deliver elements in 2025 and complete in 2026. Subject to OPW funding approval.

12.4 Community Development, Corporate Assets and Derelict Sites

Strategic Objective: To enhance quality of life by fostering community engagement, social cohesion, access to services and remediating abandoned or underutilised properties to revitalise communities. To empower and engage the diversity of local voices and address the diverse needs of the community through programmes and initiatives, while also enhancing public safety and encouraging community investment.

Ref:	Principal Services	Service Objective /Priorities	Service Delivery Strategy	High Level Goal in LECP	Performance Standard	Budget Division	Timeline
CD1	Local Community Development Committee	Facilitation and administration of the Galway City Local Community and Development Committee (LCDC)	Plan, coordinate and monitor local community development programmes and funding for Galway City Monitor delivery of actions in LECP Implementation Plan 2024 – 2025 Administration of funding through the LCDC including Local Enhancement Programme Develop LECP Implementation Plan 2026-2027 Review membership in line with Guidelines	Goal 3: An equal and inclusive city Goal 5: A city that promotes health and wellbeing	6 meetings of Galway City LCDC during 2025 Funding programmes by relevant Departments implemented LECP Monitoring reports prepared Adoption of Plan by year end. Increase membership to 17	D0601	Ongoing
CD2	Local Economic and Community Plan (LECP)	Support the delivery of actions in the LECP Implementation Plan 2024-2025	Monitor and engage with lead partners and provide support for action delivery Develop monitoring system and engage with delivery partners Prepare and adopt Implementation Plan 2026 - 2027	Goal 3: An equal and inclusive city Goal 5: A city that promotes health and wellbeing	Report on the delivery of LECP Implementation Plan actions to LCDC Monitoring report produced on delivery and impact of actions over 2024 - 2025 Adoption by LCDC	D0601	2024-2029

Ref:	Principal Services	Service Objective /Priorities	Service Delivery Strategy	High Level Goal in LECP	Performance Standard	Budget Division	Timeline
CD3	SICAP programme 2024 - 2028	Delivery of Social Inclusion and Community Activation Programme (SICAP)	Monitor the performance and ongoing work of the SICAP programme delivered by Galway City Partnership Approval of the SICAP planning process through the LCDC. Annual Internal Audit of SICAP programme Report as required to Pobal / DRCD Increased targeting of resources to disadvantaged communities and agreed target groups	Goal 3: An equal and inclusive city Goal 5: A city that promotes health and wellbeing	Monitor the implementation of SICAP programme for 2025 and issue reports to LCDC and Pobal as required Process completed in line with DRCD guidance / timeframe. Completion of Annual Audit Completion of reports as required Achievement of agreed SICAP KPI's	D0603	Annually
CD4	Healthy Ireland	Develop and implement activities workplan for 2024 in line with the Healthy Ireland Fund 2023-2025 Local Strategy for Galway City Council under the Healthy Ireland Fund, Round 4	Support the delivery of activities under Healthy Ireland Fund Round 4 Promote the health and wellbeing agenda through local authority structures Facilitate planning and preparation for workplan for 2025 under Healthy Ireland, Round 4 Membership of the National Healthy Cities and Counties of Ireland Network and WHO European Healthy Cities Network	Goal 5: A city that promotes health and wellbeing Goal 3: An equal and inclusive city	Delivery of approved actions/activities and achievement of full spend under Round 4 Completion and submission of reports / returns to Pobal in line with timeframe 4 meetings of Healthy Galway City Steering Committee during 2025 4 meetings of the National Healthy Cities and Counties of Ireland Network during 2025	D0905	Annually

Ref:	Principal Services	Service Objective /Priorities	Service Delivery Strategy	High Level Goal in LECP	Performance Standard	Budget Division	Timeline
CD5	Community Engagement	Continue to build and support relationships with marginalised groups in the city	Utilise LECP funding to encourage community and voluntary groups to play an active role in their community Provide and administer funding to support community initiatives including Community Participatory Budgeting initiative 'Have Your Say' 3 Urban & Community Development Officers to be recruited to assist communities in each Electoral Area.	Goal 3: An equal and inclusive	Small projects successfully delivered in the community. Administer Cllr funding allocations to community groups and 'Have Your Say' initiative Staff in place and work programme agreed	D0601	Annually

Ref:	Principal Services	Service Objective /Priorities	Service Delivery Strategy	High Level Goal in LECP	Performance Standard	Budget Division	Timeline
CD6	Support to Communities	Support the Galway City Community Network (PPN) and recognise community achievement Galway Age Friendly Programme Support Galway City Comhairle na nÓg in line with Comhairle na nÓg funding approved Support AMACH LGBT Community Development Programme Support and participate in local and regional committees and forums to contribute towards enhanced service provision to local communities	Support the Galway City Community Network (PPN structure for Galway City) to enable local participation in local government structures and policy making Provide opportunities for participation, funding for initiatives and acknowledgement of community and voluntary activity throughout Galway City Organise and host Mayors Awards 2025 Implementation of key priorities identified for 2025 Support and develop the Older Persons Council for Galway City Work with the Galway Integrated Care Older People (GICOP) project and deliver on a range of initiatives Develop an Age Friendly Strategy for Galway City Delivery of initiatives in line with Comhairle na nÓg funding Facilitate and chair the Galway City Comhairle na nÓg Steering Group Administer Community Development Programme funding to AMACH LGBT and ensure compliance with financial and governance requirements Membership and participation on the Western Regional Drug & Alcohol Task Force, Galway City Alcohol Forum, Galway City Childcare Committee, CYPSC Committee,	Goal 3: An equal and inclusive city Goal 5: A city that promotes health and wellbeing	Administration of funding and governance supports Administration of local community festival grants, community funding grants etc. Administration of national funding programmes for community sector in line with guideline and timeframes. Mayors Awards May 2025	F0401	Annually

Ref:	Principal Services	Service Objective /Priorities	Service Delivery Strategy	High Level Goal in LECP	Performance Standard	Budget Division	Timeline
CD7	Community Centres and Facilities	Support the ongoing management of Ballinfoile Community Centre operated by SCCUL Enterprises Commence construction of a new community centre in Newcastle through the Community Centre Investment Fund	Management and Licence agreement in place for 2025- 2026 Timely and ongoing maintenance and repair as required Work with SCCUL to enhance service provision in the centre Work with the DR&CD and Newcastle Combined Residents Association to commence the community facility in Newcastle. Project Steering Committee established. Manage financial recoupments and reporting	Goal 3: An equal and inclusive city Goal 5: A city that promotes health and wellbeing	Continued participation in the Advisory Group representing local communities and centre users. Complete coffee dock project Project team established Contractor procurement and on-site construction commenced in Q2 2025 Quarterly reporting to Dept R&CD	D0601	2025-2026
CD8	Local Community Safety Partnership	Establish Galway City Local Community Safety Partnership	Establishment of LCSP and identification of members Coordinate and support area-based neighbourhood community safety Improve multi-agency collaboration to deliver services for the needs of individual communities Develop a Local Community Safety Plan Prioritise safety concerns identified by communities	Goal 5: A city that promotes health and wellbeing Goal 4: A sustainable resilient city	Appointment of staff to support the Local Community Safety Partnership Adoption of a Local Community Safety Plan Collaborate and coordinate with relevant stakeholders in relation to the implementation of actions in the Local Community Safety Plan	D0601	2025

Ref:	Principal Services	Service Objective /Priorities	Service Delivery Strategy	High Level Goal in LECP	Performance Standard	Budget Division	Timeline
CD9	Local Sports Partnership	Support Sports Partnership work through implementation of the Local Sports Plan	Support delivery of Sports Partnership Actions Delivery of funding schemes of Local Sports Partnership & City Council Deliver training programme to up skill those in sports clubs and groups Set up sustainable physical active programmes with local communities Develop a Galway City Local Sports Plan 2025 – 2030 Deliver national events in partnership with other departments within Galway City Council and other statutory bodies that promote participation in physical activity.	Goal 5: A city that promotes health and wellbeing Goal 3: An equal and inclusive city	Action Plan agreed with Sport Ireland Sports Grants 2025 allocated. Implement 2025 schedule of education and training courses. Implement work plan and deliver programmes and projects to increase physical activity. Plan completed by December 2025 Deliver and support the roll out of a number of national events that promote and encourage participation in physical activity e.g. Bike Week, European Week of Sport, National Play Day.	F0404	2025

Ref:	Principal Services	Service Objective /Priorities	Service Delivery Strategy	High Level Goal in LECP	Performance Standard	Budget Division	Timeline
CD10	Derelict Sites	Take appropriate action to ensure that sites in Galway City Council's functional area do not become or continue to be derelict.	Progress existing sites on the register. Respond to customer complaints in relation to derelict sites. Proactively pursue any additional derelict sites in the City Council's Functional Area. Draft Derelict Sites Policy for Galway City Council for adoption by Project Development SPC.	Goal 4: A sustainable resilient city	Take enforcement action under the Derelict Sites Act 1990 (as amended) to advance existing sites on the Derelict Sites Register to Section 23 – demand for payment of levy. / Progress these sites to compulsory acquisition stage as appropriate. / Take enforcement action on all other eligible sites as necessary under the Act, up to and including Section 22 – Notice of Valuation to enable levy to be applied from 1st January 2026.	E1004	2025
CD11	Corporate Assets	Manage the operations of the Corporate Land Estate.	Manage and maintain a database of current interests in land by Galway City Council, using the IMGS Asset Management Software Solution. / Ensure registration of title with the Property Registration Authority/ Land Direct for all acquisitions. / Oversee the management of corporate leases, licences, ownership queries, proposals to purchase land from public, third party queries and property valuations. / Continue the transfer of remaining Water Based Assets to Irish Water.	Goal 4: A sustainable resilient city	The remaining records of 195 out of the original 639 are to be progressed with legal representatives in relation to registering. Ongoing / Quarterly, yearly, as required. / Ongoing.	Corporate Buildings Overhead, Central Management Charges	2025

Ref:	Principal Services	Service Objective /Priorities	Service Delivery Strategy	High Level Goal in LECP	Performance Standard	Budget Division	Timeline
CD12	Dangerous Structures	Ensure that any potentially dangerous place or structure in Galway City Council's functional area does not pose or continue to pose danger to any person.	Respond to complaints received from staff/members of the public. Arrange for inspections of structures/places reported to be potentially dangerous. Follow up with correspondence to owner/occupiers to ensure structure is no longer dangerous. Explore the feasibility of establishing a Framework Panel to carry out urgent Safety Works.	Goal 4: A sustainable resilient city	Take appropriate enforcement action under the (Sanitary Services) Act 1964, where owner / occupiers do not respond to correspondence issued. / Quarter 1 2025.	E1002	2025

13.1 Urban Development Directorate

13.1 Planning

Strategic Objective: To lead the development of Galway City, in a co-ordinated approach, to address the challenges of housing, movement and climate change to deliver a better city for all. The planning section will maintain an effective planning system that can successfully meet the city's sustainable economic, environmental, and social development goals.

Ref:	Principal Services	Service Objective /Priorities	Service Delivery Strategy	High Level Goal in LECP	Performance Standard	Budget Division	Timeline
1	Development Plan and Policy	Secure the policies and objectives of the current City Development Plan 2023-2029, including any future variations to same.	Collaboration and engagement with the various stakeholders, sectoral and statutory bodies to assist with delivery of the policies and objectives of the plan in securing the delivery of sustainable development.	Goal 1: A world-class, creative city region	Monitor, review and analysis of the policies and objectives to ensure an effective and dynamic approach in the implementation of the plan.	D01 Forward Planning	2025
			Develop and commence a monitoring regime for development plan objectives in accordance with the Development Plan Guidelines	Goal 2: An innovative city	Monitoring programme established, 2 year review complete, capacity for data analytics increased	D01 Forward Planning	2025
			Prepare any proposed variations to the Development Plan 2023-29, where needed, and prepare policy/mapping changes, along with associated environmental assessments and statutory consultations.	Goal 2: An innovative city	Prepare variations within the statutory requirements and timeframes, along with associated environmental assessments and statutory consultation.	D01 Forward Planning	2025

Ref:	Principal Services	Service Objective /Priorities	Service Delivery Strategy	High Level Goal in LECP	Performance Standard	Budget Division	Timeline
			Initiate the preparation of a Headford Road Urban Area Plan.	Goal 2: An innovative city	Headford Road LAP initiated within the statutory requirements and timeframes.	D01 Forward Planning	2025
			Complete the Joint Retail Strategy for Galway City and MASP area.	Goal 1: A world-class, creative city region	Work with Galway County Council to present a draft JRS to the Joint SPC and ensure adoption by both Councils - Work with Night Time Economy Officer to ensure the planning-related actions of the night time economy action plan are implemented.	D01 Forward Planning	2025
			Proactively support strategic projects in the current development plan, essential to the City's sustainable growth and development, in collaboration with relevant internal and external stakeholders and working groups to deliver on agreed strategies, plans and frameworks for the City, in particular for the Galway Flood Relief Scheme; N6 GCRR, Galway Transport Strategy; and the regeneration and opportunity sites at Ceannt Quarter, Inner Harbour Area, Headford Road, Sandyroad and Dyke Road sites.	Goal 1: A world-class, creative city region	1. No. of statutory consultation processes undertaken. 2. No. of non-statutory stakeholder consultations. 3. No. of cross-departmental meetings held. 4. No. of inter-agency groups meetings attended. 5. No. of policy submissions. 6. No. of projects initiated and consented.	D01 Forward Planning	2025

Ref:	Principal Services	Service Objective /Priorities	Service Delivery Strategy	High Level Goal in LECP	Performance Standard	Budget Division	Timeline
			Facilitate increase in housing stock across the city in line with government policy and the City Council's Housing Strategy, HNDA and any other emerging housing policies. Maintain Vacant Sites Register and prepare the maps for Residential Zoned Land Tax.		Maintain Vacant Sites Register and prepare the maps for Residential Zoned Land Tax, and apply a levy, where appropriate.	D01 Forward Planning	2025
		Align policies and plans with the National Planning Framework, National Development Plan, the North West Regional Assembly's Regional Spatial Economic Strategy (RSES), and the Galway Metropolitan Area Plan (MASP).	Prepare any proposed variations to the Development Plan 2023-29, where needed, to align with the provisions of the NPF, NDP, RSES and MASP.	Goal 1: A world-class, creative city region	Prepare variations within the statutory requirements and timeframes, along with associated environmental assessments and statutory consultation.	D01 Forward Planning	2025

Ref:	Principal Services	Service Objective /Priorities	Service Delivery Strategy	High Level Goal in LECP	Performance Standard	Budget Division	Timeline
		Drive the planning and development of Major Urban Housing Development Sites (MUHDS) and strategic infrastructure projects such as those outlined in the Galway Transport Strategy.	Review Ardaun Lands Planning Policy and progress its development under the emerging definition of strategic housing under “Housing for All” as an Urban Development Zone. Advise and support the Housing Department to design and deliver high quality social, affordable housing units and provide for cost rental also at appropriate locations.	Goal 3: An equal and inclusive city	1. Ensure interest and progress in the physical development of the site. 2. No. of new units in planning granted No. of new units commenced. 3. No. of Part VIII’s in planning. 4. Annual RZLT Map finalised.	D01 Forward Planning	2025
			Facilitate an active land management approach to progressing Phase 1 by pursuing appropriate land acquisitions and partnerships with relevant landholders	Goal 4: A sustainable and resilient city	1. Funding for critical core infrastructure secured or committed. 2. No. of pre-planning consultations/applications assessed. 3. Implement the URDF funding regarding the design for a second access into Ardaun. 4. Advance design of surface water scheme for the Ardaun lands.	D01 Forward Planning	2025

Ref:	Principal Services	Service Objective /Priorities	Service Delivery Strategy	High Level Goal in LECF	Performance Standard		
		Work in conjunction with the Land Development Agency to coordinate land within state control for more optimal uses including redevelopment and regeneration opportunities with a special focus on key brownfield lands.	Continue cooperation with the LDA to develop an infrastructure phasing framework, progress the east galway transportation plan as an abta for the lands, procure and progress an urban design development framework. Consider most appropriate planning policy for activation of the lands including priority area plans and urban development zones	Goal 3: An equal and inclusive city	Ensure interest and progress in the physical development of the		
			Review work to date on the Masterplan for Sandy Road site in conjunction with the LDA and other stakeholders including policy changes in the City Plan if required.	Goal 1: A world-class, creative city region	Agree and a first phase development Sandy Road in conjunction with development lands	001 Forward Planning	
			Collaborate on a masterplan for strategic local authority owned lands on the Dyke Road in conjunction with the LDA to include for a mix of uses, public and private including a significant level of residential.	Goal 1: A world-class, creative city region	Planning A lodged for 1. Negotiating feasibility ex further phase	001 Forward Planning	

Ref:	Principal Services	Service Objective /Priorities	Service Delivery Strategy	High Level Goal in LECP	Performance Standard	Budget Division	Timeline
		To embody the shared project that is the development of the city through a creative and collaborative approach to public engagement and co-design.	Progress the Salthill Seafront Framework, taking a shared decision making approach to creating a vision for the future of Salthill seafront running from blackrock to grattan beach and including the village itself, the park and leisureland.	Goal 1: A world-class, creative city region	Complete a programme of engagement with the vast array of stakeholders in Salthill village and promenade	D01 Forward Planning	2025
		Continue to advance improvements to public spaces through the implementation of the Public Realm Strategy, including concern for accessibility.	Implement Public Realm Strategy (PRS), supported by URDF funding, through collaboration under the stewardship of a cross-department working group overseeing delivery of the strategy and associated projects consistent with policies therein.	Goal 5: A city that promotes health and wellbeing Goal 3: An equal and inclusive city	Set up of cross departmental group and implementation of PRS approach in associated projects	D01 Forward Planning	2025
			Development of a maintenance and management strategy, in collaboration with all relevant stakeholders including external agencies delivering public realm works.	Goal 5: A city that promotes health and wellbeing	1. No. of new funding applications prepared / submitted by City Council for specific public realm projects. 2. Projects advance to design stage, commenced or completed. 3. Maintenance and management strategy completed. 4. Galway Flood Relief Scheme and Galway Transport projects incorporate PRS approach in design and implementation.	D01 Forward Planning	2025

Ref:	Principal Services	Service Objective /Priorities	Service Delivery Strategy	High Level Goal in LECP	Performance Standard	Budget Division	Timeline
		Support the effective use of funding sources through the preparation of strategic plans to unlock the potential of key urban sites and provide for compact growth.	Assign specific resources to identify potential funding opportunities for Urban Renewal, Enhancement and Regeneration projects. Work with the relevant internal and external stakeholders to advance projects approved under the URDF fund, and ensure further projects have been identified and are 'ready to go' as new funding opportunities arise.	Goal 1: A world-class, creative city region	1. No. of projects commenced or completed. 2. No. of new funding applications prepared/ submitted by City Council.	D01 Forward Planning	2025
		Strengthen the position of Galway City as the regional lead for the west of Ireland.	Aspire to ensure the role for Galway City as identified in the RSES and the MASP is prioritised in decision making in national regional and local policy, infrastructure investments and strategic decision making.	Goal 1: A world-class, creative city region	1. Lobby and review all relevant draft policy documents, infrastructure providers to ensure the status of Galway in NPF/ RSES/MASP is reflected and supported. 2. Consider the status of Galway in NPF/RSES/ MASP in strategic decision making including policy and development management. 3. Prepare an option for governance of the MASP area in conjunction with Galway Co. Co. and relevant agencies/stat bodies to enable the establishment of a share strategic vision for the MASP area.	D01 Forward Planning	2025

Ref:	Principal Services	Service Objective /Priorities	Service Delivery Strategy	High Level Goal in LECP	Performance Standard	Budget Division	Timeline
			Proactively support strategic projects in the current development plan, essential to the City's sustainable growth and development, in collaboration with relevant internal and external stakeholders and working groups to deliver on agreed strategies, plans and frameworks for the City, in particular for the Galway Flood Relief Scheme; N6 GCRR, Galway Transport Strategy; and the regeneration and opportunity sites at Ceannt Quarter, Inner Harbour Area, Headford Road, Sandyroad and Dyke Road sites.	Goal 1: A world-class, creative city region	1. No. of statutory consultation processes undertaken. 2. No. of non-statutory stakeholder consultations. 3. No. of cross-departmental meetings held. 4. No. of inter-agency groups meetings attended. 5. No. of policy submissions.	D01 Forward Planning	2025

Ref:	Principal Services	Service Objective /Priorities	Service Delivery Strategy	High Level Goal in LECP	Performance Standard	Budget Division	Timeline
2	Development Management and Planning Enforcement	Ensure the effective delivery of our development management functions and services and implement revisions arising from the New Planning Act and Regulations	Continue to implement the provisions of the Galway City Development Plan 2023-2029, and planning legislation through the Development Management process in the assessment of all planning applications, s.254 licence applications, Outdoor Event Licence applications, Section 5s & 97 applications, Living City Urban Regeneration Incentive applications, Article 10(6) notifications, condition compliance timeframes, ABP deadlines and Part 8 projects.	Goal 4: A sustainable and resilient city	1. Decisions, observations and submissions made within statutory timeframes.	D02 Development Management	2025
			Ensure all planning decisions are transparent and are decided in accordance with the planning legislation, the proper planning and sustainable development, in compliance with EU/National regulations, policies, directives and guidance documents, Regional Strategies and Galway City Development Plan and the Climate Action Plan.	Goal 4: A sustainable and resilient city	1. Meeting all legislative & decision target dates. 2. No. of planning decisions which were the subject of an appeal to An Bord Pleanála (ABP) that were determined by the Board. 3. % of the planning appeal determinations at which confirmed (either with or without variation of the plan) the decision made by the local authority.	D02 Development Management	2025

Ref:	Principal Services	Service Objective /Priorities	Service Delivery Strategy	High Level Goal in LECP	Performance Standard	Budget Division	Timeline
			Review and revise planning procedures and operations for the Planning Dept. to ensure alignment and compliance with the new planning act and associated regulations, where appropriate.	Goal 4: A sustainable and resilient city	1 Review and revise the planning functions, in a timely manner before the various commencement orders enacting the new planning act and regulations come in force. 2. Ensure all planning staff are aware of the changes to existing work practices under the new Planning Acts and subsequent regulations. 3. Support planning staff by providing ongoing training.	D02 Development Management	2025
			Prioritise climate change mitigation and implementation in development management assessments.	Goal 4: A sustainable and resilient city	Implement policies and objectives in the City Dev Plan 2023-29 (and associated environmental reports), in relation to climate change mitigation and adaptation, in the development management function.	D02 Development Management	2025
			Support planning applications for appropriate residential and for large schemes incl Large Scale Residential Development schemes.	Goal 4: A sustainable and resilient city	1. No. of pre-planning consultations facilitated. 2. No. of LRD pre-planning consultations facilitated. 3. No of LRDs opinions issued. 4. No of planning applications / LRDs determined.	D02 Development Management	2025

Ref:	Principal Services	Service Objective /Priorities	Service Delivery Strategy	High Level Goal in LECP	Performance Standard	Budget Division	Timeline
		Continue to review service delivery to enhance the effective operations of the planning authority to improve services for customers.	Continue to review and enhance the administration operations of the Planning System, where appropriate.	Goal 2: An innovative city	Provide opportunities for our customers to access our services through the use of digital technology and online services	D02 Development Management	2025
				Goal 2: An innovative city	Ongoing website review and enhancement	D02 Development Management	2025
				Goal 4: A sustainable and resilient city	4. Cost of the Planning Service per capita.	D02 Development Management	2025
		Continue to provide planning advice and engagement with stakeholders involved with the Development Management process through pre-planning meetings, written advice and calls, and review and enhance the pre-delivery of the planning pre-planning service, as necessary.		Goal 3: An equal and inclusive city	1. Timely pre-consultation meetings for customers 2. Number of pre-planning meetings held. 3. Number of decisions upheld on appeal by ABP, where pre-planning meetings were held.	D02 Development Management	2025

Ref:	Principal Services	Service Objective /Priorities	Service Delivery Strategy	High Level Goal in LECP	Performance Standard	Budget Division	Timeline
			Manage financial resources efficiently and effectively within the department and maximise the use of Agresso for financial reporting.	Goal 4: A sustainable and resilient city	Produce monthly reports	D02 Development Management	2025
			Ensure relevant plan data is integrated with Dept. Data System (myplan.ie)	Goal 2: An innovative city	Working, in conjunction with ICT, in the implementation of the ARC GIS systems.	D02 Development Management	2025
			Continue to maximise the availability of publicly available planning documentation through ongoing use of systems such as IDocs - Document Mgt System, website, online planning portal etc.	Goal 2: An innovative city	Continue to migrate historic data from papervision and review the viability of categorising the historic data.	D02 Development Management	2025
			Continue to improve the planning application system to enable more applications to be completed online and enable easier access to planning information and services	Goal 2: An innovative city	% of planning applications submitted online	D02 Development Management	2025
			Continuation and maintenance of the national online eplanning portal project and iDocs.	Goal 3: An equal and inclusive city	Continue development delivery through the use of e-planning and iDocs thereby enhancing engagement and efficiency with applicants and the public through the planning process.	D02 Development Management	2025

Ref:	Principal Services	Service Objective /Priorities	Service Delivery Strategy	High Level Goal in LECP	Performance Standard	Budget Division	Timeline
			Provide an efficient and effective customer service to all stakeholders.	Goal 4: A sustainable and resilient city	Review, revise and enhance planning function, in light of new planning act.	D02 Development Management	2025
			Promote a culture of good ethics and professional standards.	Goal 3: An equal and inclusive city	Clear decision-making process.	D02 Development Management	2025
				Goal 3: An equal and inclusive city	High-quality reporting	D02 Development Management	2025
				Goal 3: An equal and inclusive city	Availability of up to date planning information/data	D02 Development Management	2025
				Goal 3: An equal and inclusive city	Compliance with Statutory ethics declarations	D02 Development Management	2025
				Goal 3: An equal and inclusive city	Support staff in their jobs through ongoing training.	D02 Development Management	2025
			Support the legislated fire safety requirements of the Building Control Act, through providing an efficient Fire Safety Certification (FSC) process.	Goal 3: An equal and inclusive city	1. No. of FSCs issued in 2025 2. The number/percentage of applications for FSCs received in 2025 that were decided (granted or refused) within statutory timeframe. 3. The number/percentage of applications for FSCs received in 2023 that were decided (granted or refused) within an extended period agreed with applicants.	D02 Development Management	2025

Ref:	Principal Services	Service Objective /Priorities	Service Delivery Strategy	High Level Goal in LECP	Performance Standard	Budget Division	Timeline
			Support the legislated accessibility requirements of the Building Control Act, through providing an efficient Disability Access Certificates (DACs) process.	Goal 3: An equal and inclusive city	1. No of DACs issued in 2025 2. The number/percentage of applications for DACs received in 2025 that were decided (granted or refused) within statutory timeframe. 3. The number/percentage of applications for DACs received in 2025 that were decided (granted or refused) within an extended period agreed with applicants.	D02 Development Management	2025
			Apply best practice in relation to Planning Enforcement.	Goal 4: A sustainable and resilient city	1. No. of cases referred to or initiated by the local authority that were investigated. 2. No. of investigated cases that were closed. 3. No. of cases that were dismissed as trivial, minor or without foundation or were closed because they were statute barred or an exempted development. 4. No. of warning letters and enforcement notices issued and cases referred to Court. 5. % of cases that were resolved to the local authority's satisfaction through negotiations. 6. % of cases that were closed due to enforcement proceedings (i.e. s.152, s.154, s.157 or s.160 of PDA).	D03 Enforcement	2025

Ref:	Principal Services	Service Objective /Priorities	Service Delivery Strategy	High Level Goal in LECP	Performance Standard	Budget Division	Timeline
			Implement robust monitoring, inspection and enforcement regime	Goal 4: A sustainable and resilient city	Initiate Agile Planning (Enforcement & Compliance) & GIS Project.	D03 Enforcement	Q2 of 2025
				Goal 4: A sustainable and resilient city	Initiate a Review of Development Bonds	D03 Enforcement	Q2/Q3 of 2025
		Apply best practice to planning enforcement.		Goal 4: A sustainable and resilient city	1. Timely enforcement proceedings undertaken within statutory requirements. 2. No. of investigated cases that were closed. 3. No. of cases that were dismissed as trivial, minor or without foundation or were closed because they were statute barred or an exempted development. 4. No. of warning letters and enforcement notices issued and cases referred to Court. 5. % of cases that were closed due to enforcement proceedings (i.e. s.152, s.154, s.157 or s.160 of PDA).	D03 Enforcement	2025

Ref:	Principal Services	Service Objective /Priorities	Service Delivery Strategy	High Level Goal in LECP	Performance Standard	Budget Division	Timeline
			Provide an efficient and effective customer service to all stakeholders regarding planning enforcement proceedings.	Goal 4: A sustainable and resilient city	1. Timely respond to customer queries/complaints. 2. No. of cases referred to or initiated by the local authority that were investigated. 3. % of cases that were resolved to the local authority's satisfaction through negotiations.	D03 Enforcement	2025
				Goal 4: A sustainable and resilient city	High-quality reporting	D03 Enforcement	2025
				Goal 4: A sustainable and resilient city	Timely issuing of Condition Compliance	D03 Enforcement	2025
				Goal 4: A sustainable and resilient city	Initiate a Review of Commencement Notices (BCMS) process in relation to pre-development condition compliance.	D03 Enforcement	Q2 of 2025
				Goal 4: A sustainable and resilient city	Initiate Standards & Procedures for condition compliance (liaise & support)	D03 Enforcement	Q1/Q2 of 2025
				Goal 4: A sustainable and resilient city	Initiate a Review of Taking in Charge of Housing Estate process.	D03 Enforcement	Q2/Q3 of 2025

Ref:	Principal Services	Service Objective /Priorities	Service Delivery Strategy	High Level Goal in LECP	Performance Standard	Budget Division	Timeline
			Promote a culture of good ethics and professional standards.	Goal 4: A sustainable and resilient city	Clear decision-making procedure(s) and continued professional development.	D03 Enforcement	2025
				Goal 4: A sustainable and resilient city	High-quality reporting	D03 Enforcement	2025
				Goal 4: A sustainable and resilient city	Timely issuing of Condition Compliance within statutory requirements.	D03 Enforcement	2025
		Continue to support the delivery of public infrastructure and services through the efficient management of the Development Contribution Scheme and prepare revised schemes as required by legislation.	Implementation of Development Contribution Scheme 2021 - 2026	Goal 4: A sustainable and resilient city	Actively secure compliance with financial conditions and pursue outstanding debt.	D02 Development Management	2025
				Goal 4: A sustainable and resilient city	Active debt management policy in place.	D02 Development Management	2025
				Goal 4: A sustainable and resilient city	Initiate a review of special development contributions.	D02 Development Management	Q2/Q3 of 2025

Ref:	Principal Services	Service Objective /Priorities	Service Delivery Strategy	High Level Goal in LECP	Performance Standard	Budget Division	Timeline
3	Heritage and Conservation	Preserving and enhancing the built and natural heritage, through the advancement of actions contained in the Galway City Heritage Plan 2025- 2030.	Prepare an Implementation Programme for 2025.	Goal 1: A world-class, creative city region	No. of actions implemented during the year.	D11 Heritage and Conservation Services	2025
			Ensure that all legislative & decision target dates are met in the processing & administration of Built Heritage Investment Scheme Grants and Heritage Council Grants.	Goal 1: A world-class, creative city region	To meet deadlines and agreed time procedures.	D11 Heritage and Conservation Services	2025
			To initiate the preparation of Conservation Management Plans (CMP) for ACAs in the city.	Goal 4: A sustainable and resilient city	1. No. of CMP initiated. 2. No. of CMP completed.	D11 Heritage and Conservation Services	2025
			To prepare a pre-feasibility study of Mutton Island.	Goal 1: A world-class, creative city region	Feasibility study initiated.	D11 Heritage and Conservation Services	2025
			To initiate a shoptfront SWOT analysis in the city centre.	Goal 1: A world-class, creative city region	1. Completion of the SWOT analysis. 2. Preparation of guidelines.	D11 Heritage and Conservation Services	2025
			Update next scheduled phase of works for Castles Conservation and Management Plans.	Goal 1: A world-class, creative city region	Review works completed and identify next phase of works and review Public Realm proposals.	D11 Heritage and Conservation Services	2025

Ref:	Principal Services	Service Objective /Priorities	Service Delivery Strategy	High Level Goal in LECP	Performance Standard	Budget Division	Timeline
				Goal 1: A world-class, creative city region	Programme for Stage 2 identified in report. Review Public Realm Strategy for Castles report and include cross departmental discussions on means of implementation.	D11 Heritage and Conservation Services	2025
			Protect Built and Natural Heritage	Goal 1: A world-class, creative city region	Proactively pursue potential funding sources for the conservation and management of City Council owned build and natural heritage assets	D11 Heritage and Conservation Services	2025
				Goal 1: A world-class, creative city region	Level of grant funding secured	D11 Heritage and Conservation Services	2025
				Goal 3: An equal and inclusive city	No. of City Council supported heritage related projects undertaken	D11 Heritage and Conservation Services	2025
				Goal 3: An equal and inclusive city	No. of individuals assisted and advised in relation to potential development management issues	D11 Heritage and Conservation Services	2025
				Goal 3: An equal and inclusive city	No. of engagement with community groups to advise on grant applications.	D11 Heritage and Conservation Services	2025
				Goal 1: A world-class, creative city region	To initiate an Inventory of Vernacular Architecture in the City.	D11 Heritage and Conservation Services	2025

Ref:	Principal Services	Service Objective /Priorities	Service Delivery Strategy	High Level Goal in LECP	Performance Standard	Budget Division	Timeline
				Goal 3: An equal and inclusive city	No. of consultations/liaisons with Dept. of Housing, Local Government and Heritage	D11 Heritage and Conservation Services	2025
			To prepare a heritage-led strategy for intergrated strategy and project pipeline for the West Area in Galway City (Thrive).	Goal 1: A world-class, creative city region	Intergrated Heritage Strategy completed.	D11 Heritage and Conservation Services	2025
			To prepare a conservation management plan (CMP) for No. 47 Dominick Street Lower (Thrive).	Goal 1: A world-class, creative city region	CMP completed.		
			To prepare a pre-feasibility study of Mutton Island.	Goal 1: A world-class, creative city region	Feasiblity study initiated.	D11 Heritage and Conservation Services	2025
			To initiate a shoptfront SWOT analysis in the city centre.	Goal 1: A world-class, creative city region	1. Completion of the SWOT analysis. 2. Preparation of guidelines.	D11 Heritage and Conservation Services	2025

13.2 Arts and Culture, Economic & Tourism Development

Strategic Objective: To facilitate a strong, sustainable, inclusive, economic ecosystem in Galway City, which offers access to employment for all, with particular attention to the diversity of groups covered by the Public Sector Equality and Human Rights Duty; will provide a good quality of life for its residents; and will ensure the sustainable development of the region. To make Galway City a model of cultural sustainability, community participation and exciting cultural and creative experiences.

Ref:	Principal Services	Service Objective / Priorities	Service Delivery Strategy	High Level Objective in LECP	Performance Standard	Budget Division	Timeline
	Implement a programme of SME support and innovation actions in the Local Economic & Community Plan 2024 – 2025.	To facilitate a strong, sustainable, inclusive, economic ecosystem in Galway City, which offers access to employment for all, with particular attention to the diversity of groups covered by the Public Sector Equality and Human Rights Duty; will provide a good quality of life for its residents; and will ensure the sustainable development of the region	Implementing the Local Economic and Community Plan, having regard to the requirements of the Public Sector Equality and Human Rights Duty.	An innovative city	NOAC J5: Economic Development Spend	D09 Economic Development and Promotion	2025

Ref:	Principal Services	Service Objective / Priorities	Service Delivery Strategy	High Level Objective in LECP	Performance Standard	Budget Division	Timeline
	Support the delivery of the Galway City Council Local Enterprise Office programme	To facilitate a strong, sustainable, inclusive, economic ecosystem in Galway City, which offers access to employment for all, with particular attention to the diversity of groups covered by the Public Sector Equality and Human Rights Duty; will provide a good quality of life for its residents; and will ensure the sustainable development of the region	Support indigenous and start up enterprises through the work of the Galway City Council Local Enterprise Office, responding to the specific needs across the diversity of our communities in this work.	An innovative city	No. of jobs created with assistance from the LEO during 2025 No. of trading online voucher applications approved by the LEP during 2025 No. of participants who received mentoring during 2025	D09 Economic Development and Promotion	2025
	Work with partner organisations and the WDC to progress the Atlantic Economic Corridor.	To facilitate a strong, sustainable, inclusive, economic ecosystem in Galway City, which offers access to employment for all, with particular attention to the diversity of groups covered by the Public Sector Equality and Human Rights Duty; will provide a good quality of life for its residents; and will ensure the sustainable development of the region	Maintaining Galway's advantages as a location for inward investment and ensure that local enterprises can benefit from this investment.	An innovative city	Support ongoing AEC projects included in the AEC Strategy 2023-2025 and National Hubs Strategy	D09 Economic Development and Promotion	2025

Ref:	Principal Services	Service Objective / Priorities	Service Delivery Strategy	High Level Objective in LECP	Performance Standard	Budget Division	Timeline
	Continue to operate and upgrade enterprise units at Westside and Sandy Road.	To facilitate a strong, sustainable, inclusive, economic ecosystem in Galway City, which offers access to employment for all, with particular attention to the diversity of groups covered by the Public Sector Equality and Human Rights Duty; will provide a good quality of life for its residents; and will ensure the sustainable development of the region	Managing, maintaining and upgrading the enterprise and cultural infrastructure owned by Galway City Council.	A world-class, creative city region		D04 Industrial and Commercial Facilities	2025
	Support the development of existing events and festivals in Galway City and work with partner organisations to pilot new events/festivals in the City.	To make Galway City a model of cultural sustainability, community participation and exciting cultural and creative experiences.	Using culture to implement new approaches to tackling disadvantage and social exclusion and engage marginalised and lesser heard communities	A world-class, creative city region	Production of Event Management Guide and Procedures, Production of a Filming Guide and Procedures, Database and Procedures for Galway City Council equipment	D05 Tourism Development and Promotion	2025

Ref:	Principal Services	Service Objective / Priorities	Service Delivery Strategy	High Level Objective in LECP	Performance Standard	Budget Division	Timeline
	Implement the Destination Experience Development Plan (DEDP) in 2025 in partnership with Fáilte Ireland.	To facilitate a strong, sustainable, inclusive, economic ecosystem in Galway City, which offers access to employment for all, with particular attention to the diversity of groups covered by the Public Sector Equality and Human Rights Duty; will provide a good quality of life for its residents; and will ensure the sustainable development of the region	Increasing revenue in the tourism sector, benefiting local businesses and employment.	An innovative city	Increased Tourism activity	D05 Tourism Development and Promotion	2025
	Further develop the Winter Holiday experience in Galway City	To facilitate a strong, sustainable, inclusive, economic ecosystem in Galway City, which offers access to employment for all, with particular attention to the diversity of groups covered by the Public Sector Equality and Human Rights Duty; will provide a good quality of life for its residents; and will ensure the sustainable development of the region	Increasing revenue in the tourism sector, benefiting local businesses and employment.	An innovative city	Increased Tourism activity Upgraded Christmas Holiday Experience in the City	B05 Public Lighting	2025

Ref:	Principal Services	Service Objective / Priorities	Service Delivery Strategy	High Level Objective in LECP	Performance Standard	Budget Division	Timeline
	Support the Galway Convention Bureau to attract business-based tourism in the City.	To facilitate a strong, sustainable, inclusive, economic ecosystem in Galway City, which offers access to employment for all, with particular attention to the diversity of groups covered by the Public Sector Equality and Human Rights Duty; will provide a good quality of life for its residents; and will ensure the sustainable development of the region	Increasing revenue in the tourism sector, benefiting local businesses and employment.	A world-class, creative city region	Increased Tourism activity	D09 Economic Development and Promotion	2025
	Carry out research into the potential to develop RV/ Campervan - Aire de Service in Galway City.	To facilitate a strong, sustainable, inclusive, economic ecosystem in Galway City, which offers access to employment for all, with particular attention to the diversity of groups covered by the Public Sector Equality and Human Rights Duty; will provide a good quality of life for its residents; and will ensure the sustainable development of the region	Invest in key infrastructure projects that improve access to cultural sites and tourism attractions	A world-class, creative city region	Increased Tourism activity	D05 Tourism Development and Promotion	2025

Ref:	Principal Services	Service Objective / Priorities	Service Delivery Strategy	High Level Objective in LECP	Performance Standard	Budget Division	Timeline
	Implement the Night-Time Economy action plan	To facilitate a strong, sustainable, inclusive, economic ecosystem in Galway City, which offers access to employment for all, with particular attention to the diversity of groups covered by the Public Sector Equality and Human Rights Duty; will provide a good quality of life for its residents; and will ensure the sustainable development of the region	Supporting the development of the night-time economy in Galway City.	An innovative city	Number of actions in plan in progress	D05 Tourism Development and Promotion	2025
	Progress the develop of the Watersports Hub at the waterworks site in Terryland.	To facilitate a strong, sustainable, inclusive, economic ecosystem in Galway City, which offers access to employment for all, with particular attention to the diversity of groups covered by the Public Sector Equality and Human Rights Duty; will provide a good quality of life for its residents; and will ensure the sustainable development of the region	Invest in key infrastructure projects that improve access to cultural sites and tourism attractions	An innovative city	Increased Tourism activity		2025

Ref:	Principal Services	Service Objective / Priorities	Service Delivery Strategy	High Level Objective in LECP	Performance Standard	Budget Division	Timeline
	Progress the development of a new tourist information centre in Eyre Square with support from Fáilte Ireland.	To facilitate a strong, sustainable, inclusive, economic ecosystem in Galway City, which offers access to employment for all, with particular attention to the diversity of groups covered by the Public Sector Equality and Human Rights Duty; will provide a good quality of life for its residents; and will ensure the sustainable development of the region	Invest in key infrastructure projects that improve access to cultural sites and tourism attractions	An innovative city	Increased Tourism activity	D05 Tourism Development and Promotion	2025
	Deliver the Creative Ireland strategy in Galway City	To make Galway City a model of cultural sustainability, community participation and exciting cultural and creative experiences.	Using culture to implement new approaches to tackling disadvantage and social exclusion and engage marginalised and lesser heard communities	An equal and inclusive city	Programme implemented	F05 Operation of Arts Programme	2025
	Progress development of new artists workspaces in the City.	To make Galway City a model of cultural sustainability, community participation and exciting cultural and creative experiences.	Safeguard and celebrate Galway City's unique cultural heritage while developing contemporary arts and creativity.	A world-class, creative city region	development of Artists workspaces	F05 Operation of Arts Programme	2025

Ref:	Principal Services	Service Objective / Priorities	Service Delivery Strategy	High Level Objective in LECP	Performance Standard	Budget Division	Timeline
	Continue investment in the energy upgrade of economic and cultural buildings to ensure that 2030 sustainability targets are met	To facilitate a strong, sustainable, inclusive, economic ecosystem in Galway City, which offers access to employment for all, with particular attention to the diversity of groups covered by the Public Sector Equality and Human Rights Duty; will provide a good quality of life for its residents; and will ensure the sustainable development of the region	Managing, maintaining and upgrading the enterprise and cultural infrastructure owned by Galway City Council.	a sustainable and resilient city	Retrofit projects	F01 Leisure Facilities Operations	2025
	Implement the Cultural Partnerships programme	To make Galway City a model of cultural sustainability, community participation and exciting cultural and creative experiences.	Safeguard and celebrate Galway City's unique cultural heritage while developing contemporary arts and creativity.	A world-class, creative city region	Number of Cultural partnerships in place	F05 Operation of Arts Programme	2025

Ref:	Principal Services	Service Objective / Priorities	Service Delivery Strategy	High Level Objective in LECP	Performance Standard	Budget Division	Timeline
	Implement the Arts Strategy	To make Galway City a model of cultural sustainability, community participation and exciting cultural and creative experiences.	Safeguard and celebrate Galway City's unique cultural heritage while developing contemporary arts and creativity.	A world-class, creative city region	Actions within the Arts Strategy in Progress	F05 Operation of Arts Programme	2025
	Operate Galway Museum	To make Galway City a model of cultural sustainability, community participation and exciting cultural and creative experiences.	Managing, maintaining and upgrading the enterprise and cultural infrastructure owned by Galway City Council.	a sustainable and resilient city	Level of activity at facility	F05 Operation of Arts Programme	2025
	Progress the Museum Extension and refurbishment Project	To make Galway City a model of cultural sustainability, community participation and exciting cultural and creative experiences.	Managing, maintaining and upgrading the enterprise and cultural infrastructure owned by Galway City Council.	a sustainable and resilient city	Progress of project to construction phase	F05 Operation of Arts Programme	2025
	Operate Council owned cultural infrastructure in partnership with Cultural partners	To facilitate a strong, sustainable, inclusive, economic ecosystem in Galway City, which offers access to employment for all, with particular attention to the diversity of groups covered by the Public Sector Equality and Human Rights Duty; will provide a good quality of life for its residents; and will ensure the sustainable development of the region	Safeguard and celebrate Galway City's unique cultural heritage while developing contemporary arts and creativity.	An equal and inclusive city	Level of activity at facility	F05 Operation of Arts Programme	2025

Ref:	Principal Services	Service Objective / Priorities	Service Delivery Strategy	High Level Objective in LECP	Performance Standard	Budget Division	Timeline
	Operate the Town Hall and Black Box Theatres	To make Galway City a model of cultural sustainability, community participation and exciting cultural and creative experiences.	Managing, maintaining and upgrading the enterprise and cultural infrastructure owned by Galway City Council.	A world-class, creative city region	Level of activity at facility	F05 Operation of Arts Programme	2025
	Establish an international relations unit within Galway City Council to harness the potential of EU funding, Sister Cities and Twinning and international delegations coming to the City	To facilitate a strong, sustainable, inclusive, economic ecosystem in Galway City, which offers access to employment for all, with particular attention to the diversity of groups covered by the Public Sector Equality and Human Rights Duty; will provide a good quality of life for its residents; and will ensure the sustainable development of the region	Maintaining Galway's advantages as a location for inward investment and ensure that local enterprises can benefit from this investment.	A world-class, creative city region	Level of international Activity	D09 Economic Development and Promotion	2025
	Operate Leisureland Facility	To facilitate a strong, sustainable, inclusive, economic ecosystem in Galway City, which offers access to employment for all, with particular attention to the diversity of groups covered by the Public Sector Equality and Human Rights Duty; will provide a good quality of life for its residents; and will ensure the sustainable development of the region	Managing, maintaining and upgrading the enterprise and cultural infrastructure owned by Galway City Council.	A city that promotes health and wellbeing	Level of activity at facility	F01 Leisure Facilities Operations	2025

13.3 Human Resources

Strategic Objective: To ensure adequate staff resources to meet Galway City Council's objectives, and to encourage, assist and support our staff through the employee life cycle in developing their full potential as valued employees of Galway City Council.

Ref:	Principal Services	Service Objective / Priorities	Service Delivery Strategy	High Level Goal in LECP	Performance Standard	Budget Division	Timeline
HR1	Recruitment & Workforce Planning	Develop GCC Strategic Workforce Plan	Complete GCC Strategic Workforce Plan to include workforce planning model, Recruitment, Retention, and Learning & Development Strategies		Plan completed and submitted to Department with relevant actions being implemented		Ongoing
		Deliver an accelerated 2024 Recruitment Plan	Develop and implement 2025 Recruitment Plan in accordance with employment legislation, government circulars and agreements as relevant		New and vacant posts filled according to priorities in a timely manner		Ongoing
			Manage staff assignment process for Water Services Transition Programme		Reassignments progressed in accordance with relevant vacancies		Ongoing
HR2	Learning & Development	Support staff throughout the employee life cycle through the provision of training and development	Develop and implement 2025 Training & Development Plan in line with corporate requirements and/or PMDS identified training needs		2025 Recruitment Plan developed and being implemented		Ongoing

Ref:	Principal Services	Service Objective / Priorities	Service Delivery Strategy	High Level Goal in LECP	Performance Standard	Budget Division	Timeline
HR3	Industrial Relation & Employee Relations	Manage Industrial Relations and Employee Relations matters through HR policies and processes, trade union engagement, dispute protocols and mechanisms, and/or WRC/Labour Court processes	Facilitate union and engagement on high level transformation programmes such as Strategic Workforce Plan, relocations to Crown Sq. & Sandy Road; and Water Services Transition and other industrial relations and employee relations matters/ issues that arise		High Level Information & Consultation meetings held on transformation programmes Effective engagement held with trade unions, employees, Line Managers to address matter/ issues raised		Ongoing
			Manage grievance investigation process, and WRC/Labour Court caseload		Investigations, WRC and Labour Court cases progressed as required		Ongoing
HR4	Staff Welfare & Wellbeing	Assist staff to deal with issues as they arise in their working lives	Provide information and advice to staff and Line Management on staff welfare and wellbeing supports		Line Management and staff aware of staff welfare and wellbeing supports as required and staff availing of supports as appropriate		Ongoing

Ref:	Principal Services	Service Objective / Priorities	Service Delivery Strategy	High Level Goal in LECP	Performance Standard	Budget Division	Timeline
HR5	Data Systems & Support Operations	Support organisational policy development and operations	Manage HR Payroll amendments process and implementation of pay increases and allowance as applicable		Payments and allowances made on a fortnightly basis with pay increases made in a timely manner		Fortnightly
			Operate superannuation schemes in accordance with relevant legislation		Schemes administered in accordance with legislation		Ongoing
			Compile reports and analyse data from HR data systems as required by the organisation		Reports compiled and data analysed as required		Ongoing

14 Corporate Development Directorate

14.1 Corporate Services Administration and Governance

Strategic Objective: To provide support services and resources to elected members, enabling them to fulfil their democratic responsibilities, and to provide staff with the tools they need to effectively implement their executive functions, ensuring the delivery of high-quality, efficient services to the people of Galway.

Ref:	Principal Services	Service Objective / Priorities	Service Delivery Strategy	High Level Goal in LECP	Performance Standard	Budget Division	Timeline
CS1	Governance	Having robust governance structures in place to ensure the strategic framework set out in the Corporate Plan is delivered. Continue to embed the Corporate Governance and compliance Program across the organisation in the areas of Business Continuity, Public Sector Equality and Human Rights Duty, Child Protection and Welfare, Data Protection, Internal Audit and Freedom of Information/Access to Information on the Environment/ Ombudsman. Continue to ensure & monitor our GDPR compliance by assisting all sections within GCC to keep abreast of case law from Irish & European Courts, advices from the Data Protection Commission & European Data Protection Board.	Develop & improve 3 aspects of GDPR in GCC in 2025. Provide sections with knowledge, training & regular updates about GDPR. The Information Governance Team is to monitor case law coming from Irish & European Courts, rulings & advices emanating from the DPC & EDPB	Goal 3: An equal and inclusive city	Ensure that the goals are monitored for implementation & any deviation will be escalated to ensure that the timelines in each quarter are met.	H - Miscellaneous Services	Q1- plan for implementing the goals. Q2 - progress towards achieving goals Q3 Goals to either be 50% or above implemented Q4 The goals to completed & fully implemented by end Nov/early December 2025

Ref:	Principal Services	Service Objective / Priorities	Service Delivery Strategy	High Level Goal in LECP	Performance Standard	Budget Division	Timeline
CS2	Corporate Administration	Developing realistic and achievable Annual Service Delivery Plans that are intrinsically linked to the annual budgetary process.	Facilitate regular cross-departmental meetings to coordinate planning and budgeting efforts. Encourage departments to share resources and collaborate on overlapping objectives. Conduct reviews of draft service delivery plans against budget projections and adjust as necessary to ensure they are realistic and achievable within financial constraints. Clearly communicate the plans and associated budgets to all stakeholders, ensuring transparency. Ensure periodic evaluations to ensure the plans remain on track and make adjustments as necessary. At the end of the fiscal year, review successes and challenges in the planning and budgeting process to refine future planning and budget alignment efforts.	Goal 5: A city that promotes health and wellbeing Goal 3: An equal and inclusive city	The Annual Service Delivery Plans should be developed in alignment with organisational goals, ensuring they are realistic, achievable, and directly linked to the annual budgetary process. Submission of the final plan within the statutory deadlines and be approved by relevant stakeholders, demonstrating a thorough integration of financial and operational planning.	H - Miscellaneous Services	In line with statutory requirements

Ref:	Principal Services	Service Objective / Priorities	Service Delivery Strategy	High Level Goal in LECP	Performance Standard	Budget Division	Timeline
CS3	Corporate Administration	Providing updates on progress through the Chief Executive's Management Report to Council along with other reports and updates.	Facilitate meeting support services for intracorporate committees, including the Plenary Council, Corporate Policy Group, Corporate Development Strategic Policy Committee (SPC), Procedures Committee, and Area Committees. Collate progress reports and data from relevant departments and teams with regular updates on key performance indicators (KPIs), milestones, and updates on strategic objectives. Address Council feedback and incorporate recommendations into future reporting cycles to ensure transparency and effective communication of progress.	Goal 5: A city that promotes health and wellbeing Goal 3: An equal and inclusive city	Ensure that progress updates are provided to the Council through the Management Report on a regular and timely basis. These updates must include clear, accurate, and comprehensive information on key projects, initiatives, and performance metrics. Additional reports and updates shall be prepared as necessary to address specific issues or emerging priorities. All reports must be written in a clear, concise, and accessible manner, enabling informed decision-making and effective oversight by the Council.	H - Miscellaneous Services	In line with Standing Orders

Ref:	Principal Services	Service Objective /Priorities	Service Delivery Strategy	High Level Goal in LECF	Performance Standard	Budget Division	Timeline
CS4	Corporate Administration	Providing full accountability each year for the work of the local authority through the Annual Report, Report of the Audit Committee, the independent Local Government Audit Service, National Service Indicators and reports of the National Oversight and Audit Committee.	Gather data and summaries of key achievements, challenges, and financial performance for the year for the Annual Report. Ensure the timely publication and dissemination of reports to relevant stakeholders. Ensure timely submission of audit documents and respond to any feedback or requirements and integrate reports and recommendations from the National Oversight and Audit Committee into the accountability documents. Review feedback from audits and committees and integrate improvements into future work planning to ensure comprehensive transparency and accountability for the local authority's activities.	Goal 5: A city that promotes health and wellbeing Goal 3: An equal and inclusive city	Preparing and publishing a detailed Annual Report by the statutory deadline, outlining key achievements, financial performance, and service delivery outcomes. Ensuring the report is accurate, accessible, and aligned with statutory and policy guidelines. Facilitating a transparent and timely audit by the LGAS, with all findings addressed and actions implemented as per recommendations. Measuring performance against National Service Indicators, reporting results in the Annual Report, and demonstrating progress or corrective actions where necessary. Providing comprehensive responses to NOAC recommendations and demonstrating alignment with best practices in governance and service delivery. Timeliness, accuracy, transparency, and compliance shall be the guiding principles for all reporting and accountability efforts, with measurable improvements incorporated into subsequent reports.	H - Miscellaneous Services	In line with statutory requirements

Ref:	Principal Services	Service Objective / Priorities	Service Delivery Strategy	High Level Goal in LECP	Performance Standard	Budget Division	Timeline
CS5	Governance	Putting in place internal controls and procedures to ensure that accountability and value for money is being maintained and achieved.	Assign clear roles and accountability for decision-making and financial management. Monitor and ensure robust policies and procedures are in place for budget approval processes, expense tracking, and financial reporting systems. Schedule periodic internal and external audits to review compliance with procedures. Maintain open records of financial transactions and decision-making processes. Provide training for staff on internal controls, accountability, and best practices. Continuously evaluate and improve internal controls and procedures based on audit findings and feedback.	Goal 5: A city that promotes health and wellbeing	Establish and maintain a comprehensive system of internal controls and procedures that effectively promote accountability and ensure value for money . These controls should include documented policies, clear delegation of authority, and regular financial and performance monitoring. Compliance with internal controls shall be verified through periodic audits, with any deficiencies addressed within agreed timelines. Adherence to budget allocations and demonstrate measurable cost-efficiency improvements annually, as evidenced by key performance indicators (KPIs) and audit findings. All processes must align with legal, regulatory, and ethical standards.”	H - Miscellaneous Services	In line with statutory requirements

Ref:	Principal Services	Service Objective /Priorities	Service Delivery Strategy	High Level Goal in LECP	Performance Standard	Budget Division	Timeline
CS6	Customer Services	Business Transformation through Enhanced Customer Service.	Review existing customer service operations to identify inefficiencies and areas for improvement. Introduce customer service tools, such as CRM systems or self-service portals, to enhance service delivery and to simplify and integrate service delivery across multiple channels (phone, email, web, social media). Provide ongoing training for customer service teams to improve communication, problem-solving, and responsiveness. Implement regular surveys, focus groups, or other feedback methods to continuously monitor customer satisfaction. Foster an organizational culture that prioritises the customer experience at all levels of operation. Regularly assess the impact of changes and report on improvements in customer satisfaction and service efficiency.	Goal 5: A city that promotes health and wellbeing Goal 3: An equal and inclusive city	Deliver exceptional customer service by leveraging innovative technologies and streamlined processes to improve responsiveness, efficiency, and satisfaction. Ensure all customer interactions are resolved promptly. Continuously gather and act on customer feedback to drive service enhancements and align with evolving needs	H - Miscellaneous Services	Ongoing

Ref:	Principal Services	Service Objective /Priorities	Service Delivery Strategy	High Level Goal in LECP	Performance Standard	Budget Division	Timeline
CS7	Customer Services	Ensuring that our services meet the needs of customers, that they are accessible to all and are in line with our public sector duty on equality and human rights.	Gather feedback from a diverse range of customers to identify their needs and preferences. Review and improve physical, digital, and communication accessibility for all service users, including those with disabilities. Regularly review services to ensure they comply with relevant Equality and Human Rights legislation Provide ongoing training to staff on equality principles, diversity, inclusion, and human rights to ensure they meet customer needs effectively. Update policies to ensure that all services are inclusive and reflect best practices in equality and human rights. Build partnerships with community groups, advocacy organisations, and other stakeholders to ensure services reflect diverse needs. Establish clear channels for customers to provide feedback or complaints, and ensure prompt and thorough responses to any issues raised.	Goal 3: An equal and inclusive city	Services shall be delivered in a manner that is customer-focused, inclusive, and aligned with public sector duties on equality and human rights. All services must be accessible, address diverse customer needs, and comply with statutory equality and human rights obligations, as evidenced by regular feedback, accessibility audits, and adherence to equality impact assessments.	H - Miscellaneous Services	Ongoing

Ref:	Principal Services	Service Objective /Priorities	Service Delivery Strategy	High Level Goal in LECP	Performance Standard	Budget Division	Timeline
CS8	Customer Services	Continued implementation and review of Customer Charter and Code of Conduct and Customer Services Action Plan in line with targets as set out in the Quality Customer Services Strategy. Revision of the Charter will commence to address the diversity of Council customers and their specific needs.	Continuously apply the principles outlined in the Customer Charter to ensure service excellence and accountability. Reinforce staff compliance with the Code of Conduct through regular training and awareness initiatives. Track progress on targets in the Customer Services Action Plan through periodic reviews and updates. Initiate the revision of the Customer Charter to reflect the diversity of Council customers, ensuring it addresses specific needs through stakeholder engagement and equality impact assessments. Utilise customer feedback to refine the Charter, Action Plan, and service delivery practices.	Goal 5: A city that promotes health and wellbeing Goal 3: An equal and inclusive city	The Customer Charter, Code of Conduct, and Customer Services Action Plan shall be implemented and reviewed regularly. Revisions to the Charter will prioritise inclusivity and address the diverse needs of Council customers, with updates completed within established timelines and informed by stakeholder engagement and feedback	H - Miscellaneous Services	Ongoing

Ref:	Principal Services	Service Objective /Priorities	Service Delivery Strategy	High Level Goal in LECP	Performance Standard	Budget Division	Timeline
CS9	Facilities	Optimise efficiency in the management and maintenance of Council facilities including offices, depots and other facilities.	Monitor and review staff and customer car parking requirements. Provide support to Council Meeting Delivery. Implement a Visitor Management Policy. Management of Corporate contracts. Management of Energy and Waste Reduction. Provide Facility Management Support.	Goal 5: A city that promotes health and wellbeing Goal 3: An equal and inclusive city	Effectively manage access and safe operation of public/ staff parking at City Hall. Ensure Council Chamber and ancillary meeting spaces are fit for purpose. Ensure best practice procedures are followed to maintain secure working environment and public facility. Continue regularisation and management of support service contracts in compliance with procurement guidelines. Management of support and maintenance services in accordance with statutory requirements. Monitoring of Energy and Waste usage and implementation/ encouragement of efficiency measures. Management of facility provision through Helpdesk support. Facilitating a Porter Service over all office locations.		Ongoing and In line with statutory requirements

Ref:	Principal Services	Service Objective /Priorities	Service Delivery Strategy	High Level Goal in LECF	Performance Standard	Budget Division	Timeline
CS10	Register of Electors/ Franchise	Maintain and manage the Electoral Register.	Ensure the Electoral Register is updated promptly through continuous data collection and regular canvassing of residents, incorporating changes due to moving, deaths, or other relevant status changes. Provide accessible and straightforward registration methods, including online platforms, mail-in forms, and in person registration options, ensuring inclusion of all eligible voters. Implement robust data verification techniques to maintain accuracy, such as cross-referencing with other official databases and periodic audits. Conduct outreach campaigns to inform citizens about registration deadlines, their right to vote, and the importance of keeping their details up to date. Ensure the register is maintained in accordance with national legislation, providing transparent and secure handling of voter information. Offer targeted support to help underrepresented or vulnerable groups, such as those with disabilities or language barriers, register and remain on the Electoral Register. Ensure the Electoral Register is available for public inspection in a timely manner and is accessible to all.	Goal 5: A city that promotes health and wellbeing Goal 3: An equal and inclusive city	The Electoral Register shall be maintained and updated accurately and promptly, ensuring all eligible voters are included. Regular checks will be conducted to verify data integrity, and any changes, such as new registrations or removals, will be processed in compliance with statutory requirements. The register must be made available for public inspection and accessible in a timely manner, ensuring transparency and accuracy at all times.	H - Miscellaneous Services	Ongoing

Ref:	Principal Services	Service Objective /Priorities	Service Delivery Strategy	High Level Goal in LECP	Performance Standard	Budget Division	Timeline
CS11	Public Liability Claims	Develop a data lead approach to public liability claims. Use geo location data to develop an overview and assist in proactive approach to claims. Improve our knowledge of our assets. Engage with IPB to provide training sessions for staff within GCC. Liaise with sections to ascertain information quickly and develop a repository of documents that will lead to better technical reports being issued.	Gather data from IPB and from within GCC to develop our use geo location data to mapping of problem areas. Liaise with estates on assets. Develop information sessions with speakers from IPB tailored to each sections needs. Gather neccessary documents that will assist the technician in developing her reports.	Goal 5: A city that promotes health and wellbeing	Ensure that the goals are monitored for implementation & any deviation will be escalated to ensure that the timelines in each quarter are met.		Q1- plan for implementing the goals. Q2 - progress towards achieving goals Q3 Goals to either be 50% or above implemented Q4 The goals to completed & fully implemented by end Nov/early December 2025

Ref:	Principal Services	Service Objective /Priorities	Service Delivery Strategy	High Level Goal in LECP	Performance Standard	Budget Division	Timeline
CS12	Gaeilge	Progress our vision for Galway as a Gaeltacht city through the implementation of the 4ú Language Plan/Scéim Teanga and Official Languages Act (2003) and in conjunction with relevant stakeholders and continue to enhance our capacity to provide services through the Irish language, visibility of the Irish language and to promote the use of Irish.	Monitor and implement statutory advertising targets for Irish Monitor Irish language ability within the Council, promote upskilling Monitor and optimise output from translation Services Create TikTok series Gaillimh Dúrónta for publishing in early 2025. Performing a central role within the Communications team, creating Gaeilge promotional and TV advertising content Assist Council colleagues provide Council services in Irish	Goal 3: An equal and inclusive city	We aim to change Fáilte Ireland's assessment of Galway as not quite living up to its claim of a city that visually 'feels bilingual.'		Ongoing: the deadline for all communications in Irish or Irish and English passed on the 22 December 2024 with Article 9E coming into effect, 'All public Communications by and on behalf of public bodies shall be in Irish or Irish and English'

Ref:	Principal Services	Service Objective /Priorities	Service Delivery Strategy	High Level Goal in LECP	Performance Standard	Budget Division	Timeline
CS13	Archives & Record Management	Continue to reduce our paper records as we progress towards the move to Crown Square. Develop our digital records & implement a digital records strategy for GCC	Assist sections with destruction certs & reducing paper records within GCC. Create a digital policy with SOPs for each section to implement same. Develop a digital system for records within GCC	Goal 1: A world- class creative city region	Each goal will have objectives that will need to be met. Meeting these objectives will ensure that the reduction in paper records & the move towards digital records is implemented efficiently& effectively		Q1- plan for implementing the goals. Q2 - progress towards achieving goals Q3 Goals to either be 50% or above implemented Q4 The goals to completed & fully implemented by end Nov/early December 2025

Ref:	Principal Services	Service Objective / Priorities	Service Delivery Strategy	High Level Goal in LECP	Performance Standard	
CS14	Communications	Supporting our staff to engage in effective communications with our diverse internal and external stakeholders, across a range of channels – supporting access to services, information and fairdealing with the local authority, in a timely manner.	Policy and resource development. Supporting public consultation, marketing and communications across the organisation/ stakeholders. Branding Press Office/ Media Liaison Social Media management Digital Content development PR management Staff training in communications and media skills Major Emergency/ Severe Weather communications	Goal 1: A world-class, creative city region. Goal 2: An innovative city. Goal 3: An equal and inclusive city. Goal 4: A sustainable, resilient city. Goal 5: A city that promotes health and wellbeing.	Develop and update policy and resources as required, for example Style Guide, Social Media Policy. Support public consultation, marketing and communications across the organisation/ stakeholders. Monitor and raise awareness of City Branding Guidelines. Manage media accounts across a range of platforms. Support and develop digital content, graphics, video, photo bank. Manage press enquiries. Deliver training in house and external in relation to communications and media skills Deliver major emergency/ severe weather communications.	

Ref:	Principal Services	Service Objective / Priorities	Service Delivery Strategy	High Level Goal in LECP	Performance Standard	Budget Division	Timeline
CS15	Health & Safety	Safety, Health and Welfare at Work – continue to implement and enhance safety, health and welfare code as a key priority within Galway City Council.	Promote and support the Safety, Health and Welfare of all employees through the implementation of an organisation wide Safety Management System. Ensure compliance with all requirements of the Safety, Health and Welfare at Work Act 2005 and the Regulations made thereunder.	Goal 5: A city that promotes health and wellbeing	Staff Safety Induction & Annual Health & Safety Briefings to communicate Health & Safety Policy. Regular Safety Consultation with Safety Representatives & Management committees to develop & review Health & Safety Policies, Risk Assessments and Emergency Plans. Robust programme of Safety Inspections & Audits across organisation & tracking on (H&S) Risk Register. Accident reporting, investigation & corrective actions to prevent recurrences. Compliance with Health and Safety legislation and policies. Maintain statutory Safety documentation, Risk Assessments, Emergency Plans, Training records, Health & Safety Plans & plant certification. Support use of ProWork App across all maintenance & construction type works at GCC. Introduce & embed NEW Contractors Competency Application across all contractors used at GCC. Regular management reports & meetings with the Safety Monitoring Committee.	ZHR00016 Health & Safety Training	Ongoing

Ref:	Principal Services	Service Objective / Priorities	Service Delivery Strategy	High Level Goal in LECP	Performance Standard	Budget Division	Timeline
CS16	Corporate Administration	Strive to achieve the 'Excellence in Local Government' award.	Implement a culture of continuous improvement through regular performance reviews, customer feedback, and benchmarking against best practices in local government. Prioritise the needs of communities and stakeholders by improving service accessibility, responsiveness, and satisfaction through streamlined processes and effective communication. Adopt innovative technologies and approaches to enhance service delivery while ensuring cost- effectiveness and operational efficiency. Invest in staff training and professional development to build a highly skilled, motivated, and customer-focused workforce. Ensure high levels of accountability and transparency in decision-making, financial management, and reporting. Collaborate with local organisations, businesses, and community groups to enhance service offerings and promote community wellbeing. Regularly track progress against key performance indicators and award criteria, making adjustments as needed to ensure sustained excellence.	Goal 5: A city that promotes health and wellbeing Goal 3: An equal and inclusive city	Strive to meet or exceed the criteria for the 'Excellence in Local Government' award by consistently delivering high-quality services, demonstrating innovation, improving efficiency, and upholding the highest standards of governance. Achievements should be evidenced through performance metrics, stakeholder feedback, and alignment with the award's key principles, with continuous efforts to enhance service delivery and community outcomes.		Ongoing

Ref:	Principal Services	Service Objective / Priorities	Service Delivery Strategy	High Level Goal in LECP	Performance Standard	Budget Division	Timeline
CS17	Corporate Administration	To deliver economies and efficiencies through working with other local authorities and agencies on shared services initiatives.	To achieve economies and efficiencies, we will collaborate with neighboring local authorities and relevant agencies to identify and implement shared service initiatives. This will involve joint planning, resource pooling, and leveraging collective expertise to streamline operations, reduce costs, and enhance service quality. Regular performance reviews and partnership evaluations will ensure ongoing effectiveness, and opportunities for further collaboration will be explored to maximise value for money	Goal 5: A city that promotes health and wellbeing Goal 3: An equal and inclusive city	Efficiencies and cost savings shall be achieved through collaborative partnerships with other local authorities and agencies. Shared services initiatives must be regularly evaluated for effectiveness, with clear performance targets and measurable outcomes, ensuring that services are delivered at optimal cost while maintaining quality and accessibility		Ongoing

14.2 Information & Communication Technology (ICT)

Strategic Objective: To fundamentally transform the way people, interact and do business with Galway City Council through the digitalisation of 90% of applicable services, in line with Ireland's Local Government Digital and ICT Strategy 2030, Digital Local Government: Working for Everyone and Connecting Government 2030 - the Digital Strategy for the Public Service.

ICT is a key enabler in the delivery of modern local government services, modern workplace technologies and the delivery of new systems which improve the efficiency and effectiveness of council staff.

Ref:	Principal Services	Service Objective / Priorities	Service Delivery Strategy	High Level Goal in LECP	Performance Standard	Budget Division	Timeline
ICT1	Digital Transformation	To fundamentally transform the way people, interact and do business with Galway City Council through the digitalisation of 90% of applicable services by 2030. To provide easy access to digital local government services and encourage people to use these services by improving consistency and focusing on the needs of individuals planning when designing those services	Local Government Digital and ICT Strategy 2024-2030; Digital Government 2030	Goal 2, 3 & 4	The procurement and development of a CRM Case Management and Field services digital platform in 2025 to improve customer engagement and the ability to report issues digitally. To provide the ability for internal staff to manage customer service cases and assign them to field service teams for action To migrate all telephony to Microsoft platform enabling integration with CRM system Promote innovative technologies and approaches to enhance service delivery while ensuring cost-effectiveness and operational efficiency.	J03	2-48 months

Ref:	Principal Services	Service Objective / Priorities	Service Delivery Strategy	High Level Goal in LECP	Performance Standard	Budget Division	Timeline
ICT2	Secure and Reliable ICT	To support the organisation in the delivery of services through the provision of stable & secure technology & communications infrastructure Continually improve the technology infrastructure to ensure our data and records are secure, following least privilege access principles, while being highly available and resilient to outages. Continue to provide cloud-based solutions, to improve both internal and external information management, access, and protection.	Local Government Digital and ICT Strategy 2024-2030; Digital Government 2030; NCSC Guidelines; NIS2 Information Security Framework;	Goal 2 & 4	99.95% Uptime across all systems and platforms Disaster Recovery Time Objective of 5mins on core infrastructure (network, domain, file servers, application servers, databases) Demonstrated energy savings from Hyper-converged infrastructure	J03	Ongoing
ICT3	Internet/ Intranet	To provide web technology for the delivery of information to, and collection of data from citizens of the city and an engagement platform for employees	Local Government Digital and ICT Strategy 2024-2030; Digital Government 2030	Goal 2, 3 & 4	To provide an accessible web platform that enables staff to directly edit news items and department information so that timely information can be provided to citizens To provide data collection platforms for online applications & requests	J03	Ongoing

Ref:	Principal Services	Service Objective / Priorities	Service Delivery Strategy	High Level Goal in LECP	Performance Standard	Budget Division	Timeline
ICT4	Employee Technical Support	To provide all staff with the technology, tools and skills they need to fully interact in a digital way.	Local Government Digital and ICT Strategy 2024-2030; Digital Government 2030	Goal 2	To provide an internal helpdesk platform for the submission of all ICT issues and requests. To ensure all requests and issues closed within agreed timeframes (according to urgency/severity) To ensure all staff have the technology, tools & skills needed to interact with digital business processes and customer portals	J03	Ongoing
ICT5	Enterprise Application support	To improve the efficiency and effectiveness of the way we work by making the most of new technologies Provide maintenance and support of all major Enterprise IT systems (including iHouse, iPlan, iReg, iDocs, Agresso, Office 365, FOI Management system, Contracts Register etc.)	Local Government Digital and ICT Strategy 2024-2030; Digital Government 2030	Goal 2	Enterprise App availability 99.95% The development of new digital business processes to increase efficiency & effectiveness	J03	Ongoing
ICT6	Cyber Security	To remain constantly vigilant regarding the increase in cybercrime attacks against public sector bodies.	Local Government Digital and ICT Strategy 2024-2030; Digital Government 2030; NCSC Guidelines; NIS2 Information Security Framework;	Goal 2	Adherence to NCSC Guidelines Improve CIS Controls Score PEN Testing exposes no vulnerabilities Vulnerabilities in 3rd party technologies closed within agreed timeframes (depending on severity)	J03	Ongoing

14.3 Finance

Ref:	Principal Services	Service Objective / Priorities	Service Delivery Strategy	High Level Goal in LECP	Performance Standard	Budget Division	Timeline
FIN01	Maximise and management resources	Efficient & Effective administration of the Purchase to Pay Process	Monitoring and updating policies and procedures in relation to procurement and processes within the organisation	An equal and inclusive city A sustainable and resilient city	Prompt, compliant and secure processing and payment of suppliers and payment of taxes to Revenue.	J06	Ongoing throughout 2025
FIN02	Income Collection	Maximise Income collection from major Revenue sources (Rates, Rents, Loans and others)	Appropriate and effective communication with customers on an ongoing basis. Increasing methods of payment options for customers	An equal and inclusive city A sustainable and resilient city	Rate, Rents & Loans Collection % published Annually by NOAC	J06	Ongoing throughout 2025
FIN03	Statutory Financial Reporting	Prepare and publish Quarterly Financial Reporting and Statutory Annual Financial Statements in line with the code of Practice and Statutory Deadlines	Accurate and timely reporting is supported by detailed Finance work schedules and ongoing budgetary reviews. The Annual Audit report is prepared by the Independent Local Government Auditor each year.	An equal and inclusive city A sustainable and resilient city	Revenue Account Balance published annually by NOAC	J06	Quarterly throughout 2025 and Annual Financial Statements deadline is 31 March each year

Ref:	Principal Services	Service Objective / Priorities	Service Delivery Strategy	High Level Goal in LECP	Performance Standard	Budget Division	Timeline
FIN04	Budgetary Process	Adopt Local Property Tax adjustment factor. Prepare and publish Annual Statutory Budgets in consultation with public and elected members.	Prescribed annual budget work programme which includes consultations with other Directorates and to produce a balanced budget which meets the needs of all stakeholders	An equal and inclusive city A sustainable and resilient city	Prescribed Budget process and statutory deadlines	J06	Annual Budget Process commences August each year until Nov/Dec each year
FIN05	Governance	To assist with the overall Governance of the Council	Ensure the Finance objectives included in the Corporate Plan are delivered by including them in the Finance Team Development Plan	An equal and inclusive city A sustainable and resilient city	Quarterly review of Finance Team Development Plan	J06	Ongoing throughout 2025



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