



**Comhairle Cathrach
na Gaillimhe**
Galway City Council

Annual Service Delivery Plan 2024



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Introduction

The Local Government Reform Act, 2014, requires each local authority to prepare an Annual Service Delivery Plan. The purpose of the plan is to provide a corporate document that sets out the service delivery and performance standards to be achieved. This document takes account of, and is consistent with, the 2024 Council Budget which was adopted by the Elected Members on 4 December, 2023.

In preparing this plan account has been taken of all plans, statements and strategies that set out policies and objectives for the functional programmes of the City Council, in particular the following:

- Corporate Plan 2020-2024
- Galway City Development Plan 2023-2029
- Housing for All
- Traveller Accommodation Programme (TAP)
- Service Delivery Plan with Irish Water
- Galway Transport Strategy
- Local Economic and Community Plan 2024-2029
- Social Inclusion Community Activation Plan
- Project Ireland 2040
- Regional Spatial & Economic Strategy / MASP
- Galway City Council's Climate Adaptation Strategy
- The National Climate Action Plan
- Climate Flood Risk and Management Assessment (CFRAM)
- Regional Waste Management Plan
- Galway Public Realm Strategy
- Galway City Council Tourism Strategy
- Digital Strategy for Galway City
- Recreational Needs Study
- Biodiversity Plan - National Pollinator Plan

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- Healthy Cities Strategy
- Everybody Matters - Cultural Strategy
- Galway City Council's Art Strategy
- Catchment Flood Risk Management Plan

The Service Delivery Plan for 2024 is the final one within the context of the Galway City Council Corporate Plan 2020-2024 and outlines the level of services that can be delivered within the resources available to the Council in that timeframe. The initiatives that are set out in the Annual Service Delivery Plan are also underpinned by the Corporate Plan's core values. These include: respect, democracy, accountability, equality, sustainability and partnership. The Annual Service Delivery Plan's actions are also underpinned by the UN's sustainable development goals. The Council will strive to continue to reduce the carbon footprint of its activities and encourage external stakeholders in the city to aim for the same goal.

The activities included in the service delivery plan take account of the priorities agreed during the finalisation of the annual budget. The Council has adopted a budget that provides for an ambitious programme of work, including the recruitment of additional staff and organisational restructuring and transformation. In delivering on this programme of work, the Council recognises the need to maximise the sustainable use of its resources, the need for improved communication, enhancement of supports to Elected Members and more innovation and creativity in customer delivery. Galway City Council will continue to provide services that meet the needs of those who live in the city, those who work and study in Galway and the extensive number of tourists and visitors who come to the Galway. The Annual Service Delivery Plan sets out the Council's key objectives to deliver services, including the performance standards across our various functions that will be achieved in 2024.

Patricia Philbin
Interim Chief Executive



Our Mission

To make Galway the best city in which to Live, Work, Study, Visit and Invest through delivering services in an equal, inclusive and sustainable manner.



Our Core Values

Equality

We will ensure equal treatment of all and embrace and foster the city's diversity and strive for equal outcomes for all groups

Democracy

We support our Councillors by providing widest open transparent engagement with participation from all in the democratic process

Partnership

We will work in partnership with the public, private, community and voluntary sectors to deliver our corporate objectives and statutory responsibilities.

Sustainability

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.

Respect

We respect and value our Councillors and staff in delivering services for the people of the city taking into account the many different needs of our modern society

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.



Corporate Objectives

Our Services and Resources

- To provide support services and resources to elected members to fulfill their democratic mandate and to staff to effectively undertake their executive function so that we can deliver efficient and effective quality services to all
- To deliver economies and efficiencies through working with other local authorities and agencies on shared services initiatives

Transport

- To work in partnership with the Department of Tourism, Transport and Sport, key funding agencies and other stakeholders to implement the Galway Transport Strategy

Climate Action, Environment and Recreation and Amenity

- To protect, enhance and conserve the natural environment of our city, to provide leadership in climate action and to develop and promote high quality recreational, leisure and amenity facilities to improve quality of life

Economic Development, Community and Culture

- To facilitate a strong sustainable economic ecosystem in Galway which will support a good quality of life for its residents, and will ensure the sustainable development of the region
- To deliver a transformative strategy which makes Galway a working model of cultural sustainability, community participation, best practice and world class cultural and creative experiences
- To ensure all our communities can achieve their full potential and take an active formal role in policy making and oversight through targeted engagement and collaboration

Housing and Social Inclusion

- To accelerate the delivery of good quality social and affordable housing in an equitable manner and in appropriate locations in order to develop sustainable balanced communities

Planning

- To have in place a system of effective proper planning capable of meeting the sustainable economic, environmental and social development objectives of the city

Our Principal Services

Roads and Transport (Operations), Water Services (Operations), Recreation and Amenity, Sports Capital, Environment

- Transportation Infrastructure maintenance
- Water Services provision under SLA with Irish Water
- Environmental Protection
- Recreational areas maintenance and improvement
- Beach and coastal management
- Major Emergency Management
- Lough Corrib Navigational Trust

Housing, Economic Development and Culture

- Economic development, Enterprise and SMART City development, Tourism development and promotion, Night time Economy
- Cultural Development and Creativity, Museum, Theatre/Venue and Arts Services
- Social Housing Services
- Homeless and Traveller Services

Finance and ICT

- Financial Management and Income Collection
- Use of Information and Communication Technology
- Procurement Compliance and Planning
- Internal Audit independent assurance
- Galway Port

Infrastructure Development and Planning

- Land Use Planning, Development Management, Forward Planning, Enforcement and Vacant Homes Office, Heritage, Conservation
- Capital Housing Delivery
- Transport Infrastructure Development
- URDF

Corporate Governance and Services, Community and Climate Change

- Community Development and Supports, Sports Participation and Wellbeing
- Support to Youth Services
- Migrant Integration
- URDF External projects

Annual Budget 2024

Galway City Council has provided for expenditure of €121,374,553 to the service divisions to deliver services in 2024. The budget provides for a significant level of investment in the city and represents an expenditure of €1,454 per person in the City.

The net 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 2024:

Gross Expenditure	Adopted Budget 2024		Adopted Budget 2023	
Housing & Building	49,445,810	41%	44,807,516	40%
Road, Transport & Safety	14,396,695	12%	14,022,850	12%
Water Services	3,181,824	3%	3,552,739	3%
Development Management	11,429,069	9%	11,150,538	10%
Environmental Services	13,863,088	11%	14,152,776	12%
Recreation & Amenity	20,751,533	17%	19,933,946	16%
Agriculture, Education, Health & Welfare	269,171	0%	263,992	2%
Miscellaneous Services	8,037,363	7%	5,437,183	5%
	121,374,553		113,321,540	



Roads and Transport (Operations), Water Services (Operations), Recreation and Amenity, Sports Capital, Environment

The Work programme outlined for this Directorate primarily addresses the following Objectives in the Galway City Council Corporate Plan;

- To provide, manage and maintain, a safe and effective, roads and transportation network and work in partnership with public transport providers and other agencies in developing integrated and sustainable transport policies.
- To protect, enhance and conserve the natural environment of our city, to provide leadership in climate action and to develop and promote high quality recreational, leisure and amenity facilities to improve quality of life.

Performance Indicators

R1: Pavement Surface Condition Index (PSCI) Ratings

R2: Roadworks / Expenditure

Water Services provision under SLA with Irish Water

E1: Households which availed of a 3 Bin Service

E2: Percentage of environmental pollution complaints closed

E3: Percentage of local authority area within the 5 levels of litter pollution

E4: % of schools that currently hold and have renewed their green flag status

Recreational areas maintenance and improvement

Beach and coastal management

Major Emergency Management

Lough Corrib Navigational Trust



Transport Operations						
No.	Principal Services	Service Objective/Priorities	Service Delivery Strategy	High Level objective in LECP	Performance Standard	
1	GTS: Traffic Management	Continue expansion of UTMC	Maintenance of Traffic Control and Signalling Equipment incl. hardware, databases, software, firmware and licences	Goal 4: A sustainable, resilient urban environment that is the regional capital of the West	Respond to signal failures and faults within agreed response times;	
			Expansion on other priority junctions		Carryout 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;	
			Planned Upgrades for Traffic Lights at Bothar na mBan and Cookes Corner Junctions		Connection of additional priority Signalised Junctions –Martin Junction;	
					Ongoing maintenance of Traffic Signals and the UTMC	
					Completion of planned works Q2	
2	GTS: Sustainable Travel	EV Charging	Develop an Electric Vehicle Charging Strategy	Goal 4: A sustainable, resilient urban environment that is the regional capital of the West	Development of EV Charging Policy by Q2	
				Goal 2: An innovative city		
				Goal 3: An equal and inclusive city		
		Multi Modal Transport Corridor	Undertake a Constraints and Feasibility Study for specific roads identified in the GCDP	Goal 1: A world-class, creative city region	Complete assessment of options for each road considered, prioritise a list and formulate a work programme Q4 2024	
				Goal 2: An innovative city		
		Goal 3: An equal and inclusive city				
		Goal 4: A sustainable, resilient urban environment that is the regional capital of the West				
		Goal 5: A city that promotes the health and well-being of all its people				
3	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.	
			Upgrade of City Public Lighting to energy efficient LED lanterns under the retrofit funded programme	Goal 5: A city that promotes the health and well-being of all its people	Completion of programme	
			Infrastructure upgrade for public lighting		Proactive maintenance on existing lighting columns and wiring is ongoing.	
4	Traffic Management and Road Safety	Parking Management	Ongoing maintenance of Pay and Display machines, signage and marking. Upgrade pay and display machines and implement improved enforcement services as recommended by Iregan report	Goal 4: A sustainable, resilient urban environment that is the regional capital of the West	Strategy advanced/completed. Publish a tender for the provision of parking services. Upgrade pay and display machines and improve enforcement services.	
			Enforcement of bye-laws			
		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	Publish a new road safety plan	
		Speed limits	Goal 5: A city that promotes the health and well-being of all its people	Commence review of city speed limits following the completion of the national task force recommendations on speed limit review main report.- still awaiting		
5	GTS: Traffic Management	City Centre Pedestrian Area Rehabilitation	Rehabilitation of the pedestrian area streets to improve public realm and reduce trip hazards	Goal 4: A sustainable, resilient urban environment that is the regional capital of the West	Ongoing Stakeholder Engagement and Dialogue	
				Goal 5: A city that promotes the health and well-being of all its people		Traffic Management, restriction on vehicle access
						Quay Street Upper to be completed in Q1 2024. High Street to be completed in 2024 (subject to resources).
6	Operations and Maintenance	Road Restoration Improvement Programme	Implement Road Resurfacing Programme on Non-National Roads	Goal 4: A sustainable, resilient urban environment that is the regional capital of the West	Complete Restoration Improvement works programme by Q4 2024	
7	Operations and Maintenance	City Wide Junction Safety Improvements and mobility improvements	Improvements at various city junctions to include Pedestrian and Cycle crossing facilities	Goal 3: An equal and inclusive city	Design and implementation of agreed schemes by Q4 2024	
				Goal 4: A sustainable, resilient urban environment that is the regional capital of the West		
8	Operations and Maintenance	National Road Resurfacing	Contract resurfacing under the TII Programme	Goal 5: A city that promotes the health and well-being of all its people	Undertake design, tender and delivery by Q4 2024 subject to funding allocation from TII.	
		Pedestrian Crossing - N59 Dangan	Provision of controlled pedestrian crossing subject to TII approval and funding.	Goal 3: An equal and inclusive city	Completion of feasibility report, detailed design, procurement and construction by Q4 2024 subject to TII stage approvals and funding.	
				Goal 5: A city that promotes the health and well-being of all its people		
	Browne Roundabout Pedestrian Crossing	Provision of pedestrian crossing subject to TII approval and funding.	Goal 5: A city that promotes the health and well-being of all its people	Completion of feasibility report, detailed design, procurement and construction by Q4 2024 subject to TII stage approvals		

				Goal 3: An equal and inclusive city	and funding.
		Enhancements to School Crossings	Carry out works in line with the review undertaken in 2023	Goal 3: An equal and inclusive city Goal 5: A city that promotes the health and well-being of all its people	Completion of agreed works by year end.
9	Operations and Maintenance	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 the health and well-being of all its people	Retender and award of new contract by Q2 2024. Carry out maintenance during 2024 season in line with agreed programme and in accordance with GCC's adopted Pollinator Plan.
10	Operations and Maintenance	Local Improvement Works	Attending area committee meetings, prepare 2024 programme, based on identified priorities Implement 2024 programme in each electoral area.	Goal 3: An equal and inclusive city	Agree programme of works. Commence works Q1 2024. Completion of full agreed works by year-end
11	Operations and Maintenance	Bridge Management	Prepare and implement bridge maintenance programme	Goal 4: A sustainable, resilient urban environment that is the regional capital of the West	Complete works programme by year end
		Weighbridge Fr Griffin Road	Works to make safe	Goal 5: A city that promotes the health and well-being of all its people	Q4 2024
12	Operations and Maintenance	Wild Atlantic Way	Wild Atlantic Way Route Signage Upgrade	Goal 1: A world-class, creative city region	Installation of additional route signage in Q1 2024 as agreed with Fáilte Ireland.
13	Fleet Management	Fleet Management	Maintenance of Council vehicles to Road Worthiness Standards Vehicle replacement/renewals Co-ordinated procurement of fleet for sections Review of Fleet and Stores Greening of GCC Fleet	Goal 4: A sustainable, resilient urban environment that is the regional capital of the West Goal 5: A city that promotes the health and well-being of all its people	Vehicles to pass road worthiness tests Set up frameworks for hiring vehicles and plant Q2 2024 Replacement of traditional vehicles with e-vehicles - ongoing Report by Q4 2024 Progress next phase Q4 2024
14	Operations and Maintenance	Licencing/ Traffic Management	Continue to streamline Road Opening Licences services through liaison with the RMO and all relevant stakeholders. 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 public	Goal 4: A sustainable, resilient urban environment that is the regional capital of the West Goal 5: A city that promotes the health and well-being of all its people	Ongoing processing of licencing
15	Operations and Maintenance	Public Transport	To ensure all NTA bus stop approvals are assessed in accordance with GCC protocols and procedures.	Goal 3: An equal and inclusive city Goal 4: A sustainable, resilient urban environment that is the regional capital of the West Goal 5: A city that promotes the health and well-being of all its people	Ongoing processing of stop approval applications
16	Operations and Maintenance	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, resilient urban environment that is the regional capital of the West	Assessment of planning applications and reports to planning- as resources allow
17	Operations and Maintenance	Taking In Charge	Closing out unfinished housing estates and taking in charge estates	Goal 4: A sustainable, resilient urban environment that is the regional capital of the West	Ongoing
18	Operations and Maintenance	Christmas Park and Ride	Christmas Park and Ride	Goal 4: A sustainable, resilient urban environment that is the regional capital of the West Goal 5: A city that promotes the health and well-being of all its people	To deliver Christmas Park and Ride 2024
19	Emergency Management	Major Emergency Management	Maintain preparedness in the event of a major emergency and preparedness for increasing level of severe weather events Review and update Major Emergency Plan to reflect organisational changes	Goal 5: A city that promotes the health and well-being of all its people	Major Emergency Plan to be updated in partnership with Galway Co. Council to include severe weather response procedures and protocols- Q3 2024 Key roles identified and assigned with Plan Participate in West Regional Major Emergency Planning Steering Group and Working Group
20	Winter Maintenance	Winter Service Plan	Update winter service plan for 2023/2024	Goal 5: A city that promotes the health and well-being of all its people	Completed October 2023. 2024/2025 to be updated in October 2024

Recreation & Amenity					
No.	Principal Services	Service/Objective	Service Delivery Strategy	High Level objective in LECP (select one or more)	Performance Standard/Stages to be completed in 2024
1	Sports Capital	Corrib Park Natural Grassed Pitch	New Pitch only (no associated facilities) delivered beside all weather Pitch.	Goal 5: A city that promotes the health and well-being of all its people	Project to be completed in Q3 2024.
		Blackrock Diving Tower	Deliver the essential conservation, safety works	Goal 5: A city that promotes the health and well-being of all its people	Stakeholder consultation, design, start statutory planning procedure by end of Q2 2024.
		Refurbishment of Glen Oaks/Drom Chaoin (mini sized soccer Pitches)	Refurbish one all-weather court and replace second court with a community garden space.	Goal 3: An equal and inclusive city Goal 5: A city that promotes the health and well-being of all its people	Community park space to be completed by end of Q2 2024.
		Refurbishment of Corrib Park MUGA	Refurbish one all-weather MUGA.	Goal 5: A city that promotes the health and well-being of all its people	Project to be completed by end of Q2 2024.
		Refurbishment of Bohemore All-Weather Pitch	Refurbishment of all-weather pitch facility	Goal 5: A city that promotes the health and well-being of all its people	Consultation with stakeholders ongoing. Project to be progressed pending outcome of consultation.
		Westside Running Track Floodlighting	Provide floodlighting for running track	Goal 5: A city that promotes the health and well-being of all its people	Appointment of consultants, planning & detailed design, statutory planning procedure and construction to be delivered by Q4 2024.
		Kingston & Millar's Lane Public Parks & Public Urban Realm Project	Design, Public Consultation, Land Acquisition, Statutory Planning Approval & Construction to include New & Refurbished Parklands, Community Buildings, Hockey Facilities, Rugby Facility Play Facilities, Teenage Facilities, Age & Gender Friendly Facilities. The parks will include Nature Based Flood Water Management facilities including constructed wetlands to support re-introduction of appropriate habitats to support pollinator species.	Goal 3: An equal and inclusive city Goal 4: A sustainable, resilient urban environment that is the regional capital of the West Goal 5: A city that promotes the health and well-being of all its people	Formal commencement of Multi-disciplinary Framework Q1. Formal Appointment and commencement of Multi-disciplinary Design Team Contract Q1. Commencement and completion of Stage 1 Feasibility and concept design processes. Commencement of Stage 2 Preliminary design for planning consent and developed design for initial pre-tender cost estimate. Completion of sub stage (a) Draft planning documents, drafting of Environmental Impact Assessment, Strategic Flood Risk Assessment, Appropriate Assessment & Screening report, Presentations, Public consultation processes. Completion under sub stage (b) Bring preliminary and preferred design option to planning submission state, Stakeholder consultations and engagement, Lodge Application for planning approval. Sub stage (c) Amend drawings and specifications according to planning feedback, BCMS review.
		Southpark Public Park & Urban Public Realm Project	Design, Public Consultation, Land /property Acquisition, Lease and MOU arrangements, Statutory Planning Approval & Construction to include Refurbished Parklands, Existing Building repurposing and improvement (wider accessibility), Improved Existing Soccer, GAA and Rugby Facilities, Rugby Facility Play Facilities, Teenage Facilities, Age & Gender Friendly Facilities. The park will include Nature Based Flood Water Management facilities including constructed wetlands to support re-introduction of appropriate wildlife habitats to support essential pollinator species.	Goal 3: An equal and inclusive city Goal 4: A sustainable, resilient urban environment that is the regional capital of the West Goal 5: A city that promotes the health and well-being of all its people	Completion and advertisement under formally approved Framework agreement of a restricted tender for multi-disciplinary Design Consultants. Processing of tenders received and formal appointment of design team. Commencement and completion of Stage 1 Feasibility and concept design processes. Formal Appointment and commencement of Multi-disciplinary Design Team Contract. Commencement and completion of Stage 1 Feasibility and concept design processes. Commencement of Stage 2 Preliminary design for planning consent and developed design for initial pre-tender cost estimate. Completion of sub stage (a) Draft planning documents, drafting of Environmental Impact Assessment, Strategic Flood Risk Assessment, Appropriate Assessment & Screening report, Presentations, Public consultation processes. Completion under sub stage (b) Bring preliminary and preferred design option to planning submission state, Stakeholder consultations and engagement.
		Renmore Neighbourhood Park & Public Urban Realm Project	Design, Public Consultation, Land /property Acquisition, Lease and MOU arrangements, Statutory Planning Approval & Construction to include New & Refurbished Parklands, Existing community buildings repurposing and improvement, All weather training facilities upgrading of existing soccer and GAA Facilities, inclusion of wider pitch usage options to include for Rugby Facilities Play Facilities, Teenage Facilities, Age & Gender Friendly Facilities. The park will include Nature Based Flood Water Management facilities including constructed wetlands to support re-introduction of appropriate wildlife habitats to support essential pollinator species.	Goal 3: An equal and inclusive city Goal 4: A sustainable, resilient urban environment that is the regional capital of the West Goal 5: A city that promotes the health and well-being of all its people	Completion and advertisement under formally approved Framework agreement of a restricted tender for multi-disciplinary Design Consultants. Processing of tenders received and formal appointment of design team. Commencement and completion of Stage 1 Feasibility and concept design processes. Formal Appointment and commencement of Multi-disciplinary Design Team Contract. Commencement and completion of Stage 1 Feasibility and concept design processes. Commencement of Stage 2 Preliminary design for planning consent and developed design for initial pre-tender cost estimate. Completion of sub stage (a) Draft planning documents, drafting of Environmental Impact Assessment, Strategic Flood Risk Assessment, Appropriate Assessment & Screening report, Presentations, Public consultation processes. Completion under sub stage (b) Bring preliminary and preferred design option to planning submission state, Stakeholder consultations and engagement.
		Public Park Framework Projects	Framework Project Review Phases 1 & 2	Goal 3: An equal and inclusive city Goal 4: A sustainable, resilient urban environment that is the regional capital of the West Goal 5: A city that promotes the health and well-being of all its people	Review Phase 1 that includes Kingston & Millars Lane, Southpark & Renmore Public Park & Public Urban Realm Projects. Issue report for agreement. Undertake an assessment based on findings and lessons learned from the phase 1 to determine how to progress phase 2 that includes Terryland Forest Park, Bains Lough Rushen City Park, Merlin Woods City Park. Issue a report for agreement and submit proposals for the Multi-annual capital works programme, the 2025 Estimates and 2025 Annual Service Plan.
		Salthill Tidal Pool	Feasibility of re-introduction of tidal pool facility	Goal 3: An equal and inclusive city Goal 4: A sustainable, resilient urban environment that is the regional capital of the West Goal 5: A city that promotes the health and well-being of all its people	Feasibility study to be completed in Q2 2024.
		Ball Walls	Investigate whether there is still a need for ball wall facilities at locations identified. Options for other similar facilities and engagement with the Dept of Sport.	Goal 5: A city that promotes the health and well-being of all its people	Review to be completed of existing locations identified inclusive of designs. Engagement with local sports groups to identify need for similar style projects. Consultation with Dept. of Sport to be undertaken to explore option of reallocation of funding to alternative projects of a similar nature.
		Mervue All-weather Pitch	Development of all-weather pitch facility	Goal 5: A city that promotes the health and well-being of all its people	Appointment of consultants, detailed design and procurement to be delivered by Q3 2024. Construction to commence Q4 2024.
Sports Capital Funding	Maximise the Funding opportunities available through the Sports Capital Grants Scheme	Goal 5: A city that promotes the health and well-being of all its people	Engage with Galway Sports Partnership, sports clubs and community groups.		
2	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, resilient urban environment that is the regional capital of the West Goal 5: A city that promotes the health and well-being of all its people	Stakeholder consultation, planning & design, statutory planning procedure to be delivered by Q4 2024. Construction phase for park space to be commenced in 2025.
		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, resilient urban environment that is the regional capital of the West Goal 5: A city that promotes the health and well-being of all its people	Appointment of consultants for phase 2 works, planning & design, statutory planning procedure to be delivered by Q4 2024.
		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, resilient urban environment that is the regional capital of the West Goal 5: A city that promotes the health and well-being of all its people	Deliver key hard and soft landscape refurbishment works by end of Q4 2024
		Cappagh Park GAA Pitch Improvement Works	Retractable (Battery Electric) Ball Stop System	Goal 3: An equal and inclusive city Goal 4: A sustainable, resilient urban environment that is the regional capital of the West Goal 5: A city that promotes the health and well-being of all its people	Manage the Construction and Installation Stage of the project, consultation with stakeholders, training of key stakeholders to use the system, system testing, handover and commencement of 12 months satisfactory installation.

		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 the health and well-being of all its people	Scope of park to follow findings of GSS. Progress site location & procurement feasibility in and bring proposals to SMT by Q4 2024.		
		Pregnancy Loss Memorial Garden	Delivery memorial garden	Goal 3: An equal and inclusive city Goal 5: A city that promotes the health and well-being of all its people	Conclude consultation process. Progress design & cost estimates, Q1 2024. Appoint contractors in Q2. Delivery of completed garden by Q3 2024.		
3	Parks Policies & Strategies	No Mow Strategy	Improve areas of No Mow across the city (R631109)	Goal 4: A sustainable, resilient urban environment that is the regional capital of the West Goal 5: A city that promotes the health and well-being of all its people	Feasibility study into composting and reuse of green waste generated by No Mow meadow management regime, appoint consultants by Q4 2024. Soil mapping for improved meadow management by Q3 2024. Trial area of overseeding with native species in test areas for improved provision for pollinators, by Q4 2024.		
		Develop Green Spaces Strategy 2022 – 2032	Update the existing RANS strategy 2008, as per the City Development Plan (R642623)	Goal 3: An equal and inclusive city Goal 4: A sustainable, resilient urban environment that is the regional capital of the West Goal 5: A city that promotes the health and well-being of all its people	Final report to be delivered by Q3 2024.		
		Implement Galway City Biodiversity Action Plan & the All-Ireland Pollinator Plan including invasive species management.	Implementation of the Biodiversity & All-Ireland Pollinator Plan	Goal 4: A sustainable, resilient urban environment that is the regional capital of the West Goal 5: A city that promotes the health and well-being of all its people	Five actions/projects from the Biodiversity Plan initiated 2022 to be completed/progressed by Q4 2023 Complete five actions from the All-Ireland Pollinator Plan by Q4 2023		
		Healthy Green Spaces Initiative	Continue the implementation of the Healthy Green Spaces Project with community groups in the estate (R631124)	Goal 3: An equal and inclusive city Goal 4: A sustainable, resilient urban environment that is the regional capital of the West Goal 5: A city that promotes the health and well-being of all its people	Assess group applications and plan implementation actions. Plan, procure & deliver projects with groups by Q4 2024		
		Green Flag Park Award Applications	Maintain the Green Flag Award for Children's Millennium Park, Quincentennial Park & O'Sullivan Park (R631111)	Goal 3: An equal and inclusive city Goal 4: A sustainable, resilient urban environment that is the regional capital of the West Goal 5: A city that promotes the health and well-being of all its people	Green Flag award for 2024 Q3		
			Submit a new application for Green Flag Community Award for Terryland Forest Park (R631111)	Goal 3: An equal and inclusive city Goal 4: A sustainable, resilient urban environment that is the regional capital of the West Goal 5: A city that promotes the health and well-being of all its people	Prepare & submit new application and management plan in Q2 2024. Achieve Green Flag Community Award in Q3 2024		
		Galway City Tree 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 (R631129)	Goal 4: A sustainable, resilient urban environment that is the regional capital of the West Goal 5: A city that promotes the health and well-being of all its people	Tree Strategy to follow the publication & recommendations from the Galway City Green Spaces Strategy. Appointment of consultants by Q4 2024.		
		Climate Action and Biodiversity	Implement actions set out in the Climate Adaptation Strategy 2019-2024	Goal 4: A sustainable, resilient urban environment that is the regional capital of the West Goal 5: A city that promotes the health and well-being of all its people	Under the Climate Action Plan action no's 34, 35, 36, 38, 39 (Environment & Biodiversity theme) there will be 5 KPIs delivered by Q4 2024		
		4	Lough Corrib Navigation Trust	Submission of NIS to An Bord Pleanála for maintenance works on Lough Corrib.	5 year maintenance programme to be developed.		Prepare & submit submission by Q1 2024
				Steamers Quay Pontoon & Carrieway	Consultation/preliminary design stage to be progressed.		Complete consultation & preliminary design by Q2
Advertise tender for maintenance works on the Lough Corrib navigation channel markers	3 year programme to be developed and maintenance contractor to be appointed.				Prepare programme & publish tender by end of Q2		
Carry out water safety risk assessment and IPB inspection of recently upgraded pier facilities at Lisloughrey.	Consultation with GCC Water safety Officer and IPB insurers rep required.				Complete by end of Q1		
Advertise Tender for maintenance works on Claddagh Basin and Eglinton Canal and Steamers Quay, Kilbeg, Lisloughrey, Maam, Oughterard and Knockferry piers.	3 year programme to be developed and maintenance contractor to be appointed.				Prepare programme & publish tender by end of Q2		
LCNT maintenance and improvement works on the Claddagh Basin, Eglinton Canal, Steamers Quay, Kilbeg, Lisloughrey, Maam, Oughterard and Knockferry piers.	Maintenance carried out in accordance with maintenance programme and as issues arise.				Works ongoing throughout 2024		
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.				Works ongoing throughout 2024		
Maintenance and improvement works on the Lough Corrib navigation channel markers.	Maintenance carried out in accordance with maintenance programme and as issues are detected.				Works ongoing throughout 2024		
5	Cemeteries	New Burial Ground	Negotiate with adjoining landowner in relation to access. Progress to detailed design		Q1		
		Rahoon Cemetery - Maintenance Works	Continue ongoing regular maintenance by cemetery staff.		Ongoing in 2024		
		Rahoon Cemetery - Surfacing	Continue surfacing of unbound areas.		Q4		
		Rahoon Cemetery - Hand Railing	Install hand railing next existing stone wall and steps		Q1		
		Rahoon Cemetery Extension	Carry out official opening of extension.		Mar-24		
		Bohermore Cemetery - Maintenance Works	Continue ongoing regular maintenance by cemetery staff.		Ongoing in 2024		
		Bohermore Cemetery - Surfacing Works	Continue surfacing of unbound areas.		Q4		
		Bohermore Cemetery - Materials Storage Area	Install materials storage slab and shed next to the existing equipment storage shed.		Q2		
		Bohermore Cemetery - Trees and Bench Seating	Install additional trees and bench seating inside the main entrance.		Q2		
		Bohermore Cemetery - Metal Railing and Gates	Carry out restoration works to metal railing and gates at the main entrance. Source funding for works.		Q4		
		Bohermore Cemetery - New Pregnancy Loss Burial Area	Complete the installation of the new pregnancy loss burial area which is located next to the Protestant Chapel.		Q3		
Bohermore Cemetery - Chapels & Gate Lodge	Progress waterproofing works to the Protestant Chapel. Source funding for works.		Q4				
6	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 the health and well-being of all its people	Blue Flag and Green Coast Flag Status maintained.		

	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 the health and well-being of all its people	Ongoing in 2024	
	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 the health and well-being of all its people	Q4 2024	
	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 the health and well-being of all its people	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.	
	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 2018-2027 (DTTS, 2018)	Goal 5: A city that promotes the health and well-being of all its people	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.	
	Maintenance and improvement of green spaces in 419 number estates through out City.	All Ireland Pollinator plan 2021 - 2025 and Galway City Biodiversity Action Plan 2014 - 2024	Goal 5: A city that promotes the health and well-being of all its people	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.	
	Maintenance and improvement of all R&A infrastructure to include 50 no. 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 2014 - 2024 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 the health and well-being of all its people	All queries and complaints to be addressed as they arise. Nr of tasks completed.	
	Maintenance and improvement of Community Centre Knocknacarra	Maintenance carried out in accordance with maintenance programme		Works ongoing throughout 2024	
	Renmore Community Centre	Maintenance carried out in accordance with maintenance programme and refurbishment works		Works ongoing throughout 2024	
	Crestwood changing rooms	Maintenance carried out in accordance with maintenance programme and refurbishment works		Works ongoing throughout 2024	
	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 the health and well-being of all its people	Extension of online booking system to cover all sports facilities	
	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 2024	
	Management and progression of 29 grants as per Adopted Budget 2024	R631445 - Ball Nets Instal. Cappagh Pk R631447 - Grt Corrib Rangers Fball Club Toilet Facil. R631448 - Westside Amenity Pk Improv. Wrks R631455 - Glenard Pk Amenity Pk Plan -Continuation Wks R631458 - Pregnancy Loss Remembrance Garden R631478 - Westside Park Perimeter Fencing R631479 - Shantalla Neighbourhood Park R631489 - Storage Facility Crestwood R643715 - Landscaping Monalee Tennis Courts R643716 - Ballybane Enhancement Scheme R643717 - Ballyloughane Field TBD R643719 - Liam Mellows Walkway Seating R643720 - Nolan Park Seating R643722 - Water Station Ballyloughane R643718 - Planting Playground Projects R631484 - Tirellan Residents Association Grant R631487 - Friends Of Merlin Woods Grant R631490 - Corrib Rangers Drive For 2025 Support R631491 - Online Booking System Credit R643723 - Claddagh Enhancement Scheme R643724 - Shantalla Enhancement Scheme R643725 - Bohemore Enhancement Scheme R643726 - South Parks Works- Capital Fund R643727 - Polytunnel Shantalla Allotments R225620 - Castelawn Walking Improv. Walking Proj R521110 - Forthill Cemetery 2017 R521111 - Old Mervue (St. James) Cemetery R631314 - Galway Mountain Rescue Team Grant Aid		To progress and complete same by Q4	
	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 2024	
	Management and development of Allotments	Continued maintenance of existing city Allotments	Goal 4: A sustainable, resilient urban environment that is the regional capital of the West Goal 5: A city that promotes the health and well-being of all its people	Procure and deliver improvement works including planting works, improved access, assess and repair polytunnels, install kerbing, signage where needed, install fencing where needed. Survey plot holders & prospective plot holders in line with Green Spaces Strategy and Climate Action Plan recommendations.	
	Terryland Forest Park	Continued maintenance of the woodland and amenity areas	Goal 4: A sustainable, resilient urban environment that is the regional capital of the West Goal 5: A city that promotes the health and well-being of all its people	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.	
7	Strategies, plans and Policies	Improvement works to Eyre Square/Kennedy Park	Key annual improvement works to the park in line with plans and strategies	Goal 4: A sustainable, resilient urban environment that is the regional capital of the West Goal 5: A city that promotes the health and well-being of all its people	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. Steps to Eyre Square Plaza to be repaired.
		Floral projects	Implement amenity planting and pollinator friendly projects across the city	Goal 4: A sustainable, resilient urban environment that is the regional capital of the West Goal 5: A city that promotes the health and well-being of all its people	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.
		Tree & Hedgerow Planting Programme for 2024	Tree maintenance works to continue Tree Strategy for the City to be devised by new Tree Officer	Goal 4: A sustainable, resilient urban environment that is the regional capital of the West Goal 5: A city that promotes the health and well-being of all its people	Implement tree planting programme as per Rec & Amenity department plans
		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, resilient urban environment that is the regional capital of the West Goal 5: A city that promotes the health and well-being of all its people	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.
8	Biodiversity Action Plan (BAP) 2014 to 2024	BAP Action No. 4: 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, resilient urban environment that is the regional capital of the West	Appoint remote sensing consultant by Q2 2024, digital mapping to be completed by Q4 2024 and ground truthing surveys to commence Q2 2025

		BAP Action No. 6: 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, resilient urban environment that is the regional capital of the West Goal 5: A city that promotes the health and well-being of all its people	Appoint consultant to develop training materials Q2 2024, Training to commence in Q4 2024 running into 2025
		BAP Action No. 11: 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, resilient urban environment that is the regional capital of the West	Appoint consultant in Q2 2024 to map the network of Sites of Local Nature Conservation Importance to existing and opportunities for connectivity
		BAP Action No. 13: Key Zone: 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, resilient urban environment that is the regional capital of the West Goal 5: A city that promotes the health and well-being of all its people	Working with local academic institutes to map coastal and marine protected habitats commencing Q1 2024
9	Biodiversity Action Plan (BAP) 2025 to 2030	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, resilient urban environment that is the regional capital of the West Goal 5: A city that promotes the health and well-being of all its people	Q1: Desktop study to fill gaps the knowledge of the current state of our biodiversity and to examine what actions we might carry forward from old plan and what new legislation, plan and policies should be considered as part of the revised plan. Set-up internal Biodiversity Steering Group and Biodiversity Forum Q2: workshops with GCC and stakeholders such as NPWS, An Taisce, Birdwatch Ireland, LAWPRO, Bat Conservation Ireland, Coast watch, GCCN etc. Discussions with academic institutions to explore where collaborations are possible and where research can be incorporated into the plan. Drafting of the Themes, Objectives and Action of the plan Q3: Drafting of the Themes, Objectives and Action of the plan. Open invitation to the general public to inform them of the plan and to receive feedback through GCC for example through "Have your Say" Q4: SEA and AA of Plan, Final draft plan to be approved at SPC, Final GCC Biodiversity Action Plan presented to City Council Meeting
10	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, resilient urban environment that is the regional capital of the West Goal 5: A city that promotes the health and well-being of all its people	Tender for 3 year framework in Q2 2024 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 by Q4 2023.

Environment					
No.	Principal Services	Service/Objective	Service Delivery Strategy	High Level objective in LECPP (select one or more)	Performance Standard
1	Provision of Waste Management Services and Supports	Manage Carrowbrowne Site to include the after-care and remediation of the closed landfill site to ensure EPA license compliance and management of the lease of the Composting facility	Environmental Compliance	Goal 4: A sustainable, resilient urban environment that is the regional capital of the West	EPA compliance achieved
		Improve the overall cleanliness of	Compliance with the Litter Management Plan 2023-2027.	Goal 4: A sustainable, resilient urban environment that is the regional capital of the West	Facility leased and monitor adherence to lease terms.
		Galway through waste management	Compliance with the Waste Management Acts and Plan and EPA compliance guidelines, and maximising Bring bank locations within the city.	Goal 5: A city that promotes the health and well-being of all its people	Compliance with the National Waste Management Plan.
		initiatives operating in the City	Implement Waste Bye-Laws to manage Segregation, Storage		Improve the IBAL ratings in both City Centre and Ballybane
		Ensure that the Civic Amenity site, bulky goods collection and bring banks continue to meet statutory requirements	Presentation of Household waste		Improved public awareness measured through use of Bring Banks and Civic Amenity Site EPA compliance in regard to segregation
		Minimize the overall waste generated in Galway City, reduce illegal dumping and improve segregation of waste streams	Commercial Waste in Galway		Enforcement of Bye-law provisions. Maintain Section 34(c) Waste Register and commence compliance checks
		Participation in the Anti-Dumping Initiative 2024	Reduce the level of illegal dumping and prevention, abatement, education and enforcement		Meet targets and deadlines set out in Circular/guidelines
2	Monitor and Manage Waste Enforcement	Implementation of waste management legislation including the National	Compliance with the National Waste Enforcement Priorities for 2024 including tackling significant illegal waste activity, focusing on illegal dumping, unauthorised collectors, disposal of construction waste.		Compliance with the Priorities.
		Waste Enforcement Priorities for 2024	Demolition Activity, End-of Life		Regular reporting on compliance achieved. Document and follow up on complaints
		Waste Facility Permit management	Vehicles (ELV) Directive & the Waste Metal Industry. Waste Collection-Household & Commercial. Compliance with Legislation Certificates of registration Annual return validation of permits		Waste Facilities Permit Procedures in place and complied with
3	Deliver Education and Environmental Awareness Programmes and Initiatives	Maximise impact of funding programmes including: Local Authority Prevention Network (LAPN), Anti-litter, Anti-Dumping.	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, resilient urban environment that is the regional capital of the West	Feedback and review on success of individual projects. Improvement of the overall cleanliness and attractiveness of Galway City and increased public awareness.
		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 main challenges outlined in the plan. Embed the principals of co-ownership when tackling the challenges of transitioning to a circular economy.	Goal 4: A sustainable, resilient urban environment that is the regional capital of the West Goal 5: A city that promotes the health and well-being of all its people	Campaigns targets met which influence sustainable consumption and prevent the generation of waste.
		-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 the health and well-being of all its people	Improvement of the overall cleanliness and attractiveness of Galway City and increase in applications for funding by members of the public / community.
		Anti-Litter Anti-Graffiti Grant	Engage with schools through on anti-litter initiatives (school calendar competition), review and update existing 'Greening the Laneways' project and create new projects	Goal 4: A sustainable, resilient urban environment that is the regional capital of the West Goal 5: A city that promotes the health and well-being of all its people	Find appropriate groups and work with them in consultation with the Pride of Place Judges towards the achievement of an award.
		Local Authority Prevention Network (LAPN) Grant	Liase with the EPA, local groups and Clean Technology Ireland in creating a project which can influence sustainable consumption. Relaunch 2GoCup campaign to further highlight the issue of single-use plastics	Goal 2: An innovative city Goal 4: A sustainable, resilient urban environment that is the regional capital of the West	Successful implementation of project and sustainable plan to maintain awareness on topic.

		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 the health and well-being of all its people	Competitive entries which continue to shine the light on the collective effort of communities and groups in Galway City who enhance their local area.
		Clean Air together project	Raise awareness on Galway City Council's proactive approach to air quality across the city and promote ways in which individuals can contribute to better air quality through media campaigns and school engagement	Goal 1: A world-class, creative city region Goal 4: A sustainable, resilient urban environment that is the regional capital of the West Goal 5: A city that promotes the health and well-being of all its people	Improved public awareness through a number of campaigns, CCTV, promotional leaflets, monitoring of litter fines & Implementation of Plan
		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 the health and well-being of all its people	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
		Clean it up you dirty Pup Campaign	Maintain City wide awareness of campaign and continue to liaise with resident associations on problem areas	Goal 5: A city that promotes the health and well-being of all its people	Feedback and review on success of campaign areas. Improvement of the overall cleanliness and attractiveness of Galway City and increased public awareness.
		Love your Beach Day	Engage with An Taisce's Clean Coasts to deliver a free day 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 the health and well-being of all its people	Positive engagement from wider public, survey and full day of activities highlighting environmental importance of our beaches
4	Litter Management Services and initiatives	Improve the overall impact of the appearance of Galway City through the implementation of litter Management Plan for Galway to include engagement with businesses, schools, citizens and visitors and litter management	Engagement and campaigns to raise awareness.	Goal 4: A sustainable, resilient urban environment that is the regional capital of the West Goal 5: A city that promotes the health and well-being of all its people	Successful results on IBAL surveys
		Continuation of emptying bins throughout the city	Continuation of shift work including 5am start. Emptying bins throughout the city and key areas like Salthill several times a day. Litter picks on a scheduled basis in housing estates taken in charge (over 170) Use of bowser for cleaning Eyre Square and shop street. Use of sweepers for cleaning of roads, pedestrianised areas, laneways etc.	Goal 4: A sustainable, resilient urban environment that is the regional capital of the West Goal 5: A city that promotes the health and well-being of all its people	Successful results on IBAL surveys
		Review of current level of service and expansion to allow for additional infrastructure, including new estates being taken in charge, infrastructure from Transport projects etc.	Review of staffing levels and shift patterns. Include what additional staff levels and equipment required into the future.	Goal 4: A sustainable, resilient urban environment that is the regional capital of the West Goal 5: A city that promotes the health and well-being of all its people	Successful results on IBAL surveys
		Preparation of a new Litter Management Plan for 2024 -2028	Draft plan and put forward SPC and then Council for approval and adoption in 2024	Goal 5: A city that promotes the health and well-being of all its people	Plan implemented by end of 2024
		Tender for specialist Services (e.g gum removal, graffiti removal)	Retender for specialist services	Goal 5: A city that promotes the health and well-being of all its people	Successful results on IBAL surveys
5	Monitor and Manage RMCEI Plan	Report on RMCEI Plan for 2023.	Compliance with EPA guidelines and National Priorities		Meet targets and deadlines set out in Plan
		Prepare plan for 2024 and implement actions arising including relevant inspections			
6	Management of Derelict Sites	Continue to monitor level and extent of derelict sites in line with legislation	Carry out an audit across the city.	Goal 5: A city that promotes the health and well-being of all its people	Reduce number of existing historic derelict sites (manage S.11 notices issued to ensure compliance)
		Undertake regular inspections of sites as appropriate	Initiate follow up actions as required including levies and CPO if appropriate	Goal 5: A city that promotes the health and well-being of all its people	
		Issue Section 11 notices and work with the owners to complete demolition of specified sites		Goal 5: A city that promotes the health and well-being of all its people	
		Build team dedicated to Derelict Sites, Dangerous Structures and Vacant Sites	Review of requirements for team, structure and start process of filling rolls	Goal 5: A city that promotes the health and well-being of all its people	
7	Monitor and Manage Dangerous Structures	Continue to monitor and inspect and take required action on dangerous structures as reported	Dangerous Structures Protocol	Goal 5: A city that promotes the health and well-being of all its people	Reduce number of existing historic dangerous structures sites (manage S.3 notices issued to ensure compliance)
		Undertake regular inspections of sites as appropriate	Initiate follow up actions as required including levies and CPO if appropriate	Goal 5: A city that promotes the health and well-being of all its people	
		Issue Section 3 notices and work with the owners to complete works of specified sites		Goal 5: A city that promotes the health and well-being of all its people	
8	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 the health and well-being of all its people	Eyre Square Site Commissioned and in operation. Briar Hill Site finalised and brought forward

		Smoky Coal Management	Air Pollution Act (Marketing, Sale, Distribution and Burning of Specified Fuels) Regulations 2012	Goal 5: A city that promotes the health and well-being of all its people	Air Pollution Act (Marketing, Sale, Distribution and Burning of Specified Fuels) Regulations 2012
		Investigate Noise Complaints	Investigate complaints and advise public of available actions	Goal 5: A city that promotes the health and well-being of all its people	Section 108 of the Environmental Protection Agency Act, 1992
9	Water Pollution	Monitor Water Quality in Rivers & Lakes	River Basin Management Plan (Current edition)	Goal 5: A city that promotes the health and well-being of all its people	EU Water Framework Directive (WFD) (2000/60/EC).
		Water Pollution Incidents	Follow up on all reported incidents	Goal 5: A city that promotes the health and well-being of all its people	EPA Guidance
		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 the health and well-being of all its people	Bathing Water Regulations 2008 (as amended). Achieve standards and accreditation particularly Blue Flag and at minimum designated bathing area status
10	Bye Laws	Monitor compliance with Street Performance & Busking Bye-Laws	Street Performance & Busking Bye-Laws 2019		Adherence to Bye-Laws
		Update the Casual Trading Byelaws and bring to SPC and Council for approval	Casual Trading Act 1995 (as amended)		New Bye Laws brought to main Council for approval
					New Bye Laws brought to main Council for approval
11	Operation of Dog Shelter	Update 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 the health and well-being of all its people	
		Operation of Dog Shelter	Control of Dogs Act 1986 (as amended)	Goal 5: A city that promotes the health and well-being of all its people	Care & re-homing of up to 200 dogs per annum. Management of Dog Wardens
		Maintenance and Upgrading of Dog Shelter	Upgrades to building and equipment where required	Goal 5: A city that promotes the health and well-being of all its people	
12	Domestic Waste Water Treatment Systems Planning application review	Monitor compliance with legislation and code of practice.	Legislation and code of practice	Goal 5: A city that promotes the health and well-being of all its people	Ensure compliance with conditions set out. Inspections, investigations of complaints and follow up carried out.
		Inspection of DWWTS	EPA Guidance	Goal 5: A city that promotes the health and well-being of all its people	Water Services Act 2007 (as amended)
13	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 the health and well-being of all its people	
		Review Silverstrand Beach for location of new APC	Provision of Public Amenities/Services	Goal 5: A city that promotes the health and well-being of all its people	
		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 the health and well-being of all its people	
		Update cash readers in existing APC	Provision of Public Amenities/Services	Goal 5: A city that promotes the health and well-being of all its people	
14	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 the health and well-being of all its people	GDPR Legislation

Corporate Governance and Services, Community and Climate Change

The Work programme outlined for this Directorate primarily addresses the following Objectives in the Galway City Council Corporate Plan;

- To provide support services and resources to elected members to fulfill their democratic mandate and to staff to effectively undertake their executive function so that we can deliver efficient and effective quality services to all
- To deliver economies and efficiencies through working with other local authorities and agencies on shared services initiatives
- To ensure all our communities can achieve their full potential and take an active formal role in policy making and oversight through targeted engagement and collaboration
- To protect, enhance and conserve the natural environment of our city, to provide leadership in climate action and to develop and promote high quality recreational, leisure and amenity facilities to improve quality of life

Performance Indicators

Y1: Participation in Comhairle na nÓg scheme

Y2 - Groups associated with the Public Participation Network (PPN)

Migrant Integration

URDF External projects

E5: Percentage Energy Efficiency Performance

E7: Climate Change

M3: Public Liability Claims



Corporate Services Department

To ensure the efficient delivery of the corporate services and supports required by the Council. Some of the key service delivery for 2024 for the Corporate Service Department include:

- Provide meeting support services to intracorporate committees such as the CPG, Procedures Committee, Area Committees, JPC etc.
- Provide an effective support service for the elected members and the organisation generally and to assist the members in fulfilling their democratic mandate.
- Progress the relocation to Crown Square development.
- Co-ordinate the implementation of the Corporate Communications Strategy.
- Co-ordinate Archives and Records Management within the organisation.
- Maintain and manage the Electoral Register and continue to incorporate actions under the Governments Electoral Register Modernisation Programme.
- Progress Galway as a bilingual Cathair dhátheangach and Baile Seirbhíse Gaeltachta in conjunction with relevant stakeholders and continue to enhance our capacity to provide services through the Irish language and to promote the use of Irish within the organisation.
- Enhance Corporate Governance processes including embedding risk management across all elements of day-to-day activity.
- Implementation of Standing Orders for Regulating Meetings and Procedures to ensure more effective and productive meetings.
- Co-ordinate and enhance Safety, Health, and Welfare policy and processes across the organisation as a key priority.
- Ensure that Ethics Code and GDPR are implemented and enhanced across the organisation in conjunction with all other Departments.
- Co-ordinate facility and asset management activity across Galway City Council.
- Progress climate risk assessments across the suite of local authority offices/depots managed by facilities as part of implementation of the Galway City Council Climate Adaptation Strategy 2019-2024.
- Ensure that Ethics Code, Regulation of Lobbying, Corporate Policies, Grievance Policies, and GDPR are implemented and enhanced across the organisation in conjunction with all other Departments.
- Manage the Council's land/property assets as part of the Property Interest Register and to optimise efficiency in the management and maintenance of Council facilities including offices, depots and other facilities.
- Administer Public Liability Claims and ensure Corporate Liability is effectively managed.
- To facilitate the Local elections 2024.
- Support International relations of Galway City Council.



Communitiy & Humanitarian Response					
No.	Principal Services	Service /Objective	Service Delivery Strategy	High Level Goal in LECP	Performance Standard
1	Local Community Development Committee	Facilitation and administration of the Galway City Local Community 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 the Local Enhancement Programme 2024	Goal 3: An equal and inclusive city Goal 4: A sustainable, resilient city Goal 5: A city that promotes health and well-being	6 meetings of the LCDC held in 2024 Funding programmes by relevant Departments delivered LECP monitoring reports prepared
2	Local Economic and Community Plan	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 a monitoring system and engage with delivery partners	Goal 3: An equal and inclusive city Goal 4: A sustainable and resilient city Goal 5: A city that promotes health and wellbeing	Report on delivery of LECP Implementation Plan actions to LCDC Monitoring report produced on delivery and impact of actions
3	SICAP Programme 2024 - 2028	Delivery of Social Inclusion and Community Activation Programme (SICAP) for 2024	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 audit of SICAP programme during 2024 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 well-being	Monitor the implementation of SICAP programme for 2024 and issue reports to LCDC and Pobal as required Process completed in line with DRCD guidance / timeframe. Completion of Annual Audit. Achievement of agreed SICAP KPI's
4	Healthy Galway City	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 pf the National Healthy Cities and Counties of Ireland Network and WHO European Helathy Cities network Delivery of Community Food Initiatives	Goal 3: An equal and inclusive city Goal 5: A city that promotes health and well-being	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 held during 2024 Activities completed No. of initiatives completed
5	Community Engagement	Coninute 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 thier community Provide and administer funding to support communitiy initiatives	Goal 3: An equal and inclusive city	Small proejects sucessfully delivered in the community Administer Cllr funding allocations to community groups
6	Human Rights, Equality and Public Sector Duty	Support the ongoing implementation of the Galway City LCDC Human Rights and Equality Statement Establish a Public Sector Duty network of agencies to support the development and implementation of the Duty	Implement initiatives to achieve the Galway City LCDC Human Rights and Equality Statement Designate a Public Sector Duty 'champion' who can drive awareness of PSD, and its integration into functions across all sections of GCC	Goal 3: An equal and inclusive city	Meeting the priorities as set out under Human Rights and Equality Statement Provision of training including PSD, Intercultural competence, LGBTI+ cultural competence, traveller awareness and anti-bias, anti-racism, disability awareness and trama informed practice
7	Support to Communities	Support the Galway City Communitiy Network (PPN) and recognise community achievement	Support the Galway City Community Network (PPN) structure for Galway city) to enable local participations in lical government strucures and policy making Provide opportunities for partiapiation, funding for initiatives and acknowledgement of community and voluntary activity throughout Galway City Implementation of the Community Volunteers Programme with Volunteer Galway and DRCD Organise and host the Mayors Awards 2024	Goal 3: An equal and inclusive city Goal 5: A city that promotes health and well-being	Administration of funding and governance supports Administration of local community festival grants, community funding etc Membership of GCC committees and policy making forums Administration of national funding programmes for community sector in line with guideline and timeframes Mayors Awards April 2024
		Galway Age Friendly Programme	Implementation of key priorities identified for 2024 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	Goal 3: An equal and inclusive city Goal 5: A city that promotes health and well-being	4 meetings of the Galway Age Friendly Alliance held during 2023 Regular meetings of the Galway City Older Persons Council facilitated during 2023. Strategy developed in 2024

		Support Galway City Comhairle na nÓg in line with Comhairle na nÓg funding approved	Delivery of initiatives in line with Comhairle na nÓg funding Facilitate and Chair the Galway City Comhairle na nÓg Steering Group	Goal 3: An equal and inclusive city Goal 5: A city that promotes health and well-being	Percentage of local schools involved in the Galway City Comhairle na nÓg during 2024 4 meetings of the Galway City Comhairle na nÓg held during 2024
		Support AMACH LGBTI Community Development Programme	Administer Community Development Programme funding to AMACH LGBTI and ensure compliance with financial and governance requirements	Goal 3: An equal and inclusive city	Funding administered and reports issued to Department
		Support and participate in local and regional committees and forums to contribute towards enhanced service provision to local communities	Membership and participation in the Western Regional Drug & Alcohol Task Force, Galway City Alcohol Forum, Galway City Childcare Committee and CYPSC	Goal 3: An equal and inclusive city Goal 5: A city that promotes health and well-being	Attendance at committee meetings and support for initiatives
		Support with the establishment of Community Safety Partnership in line with Departmental guidelines when they are issued	Work with stakeholders identified in the Guidelines to establish and operate a Community Safety Partnership in Galway City	Goal 3: An equal and inclusive city	Establishment of Community Safety Partnership
8	Humanitarian Response Service	Lead the coordination of the humanitarian response to refugees arriving in Galway City	Work with Galway City Partnership, HSE, DSP, local community groups /organisations, Community Gardaí and others to coordinate service delivery and address needs of BOTP and IP applicants	Goal 3: An equal and inclusive city Goal 5: A city that promotes health and well-being	Work through established Community Response Forum to deliver actions and support programmes providing assistance
			Delivery of targeted community supports and assistance to those in need of support		Response Forum meetings as required responding to issues as appropriate Delivery of health and wellbeing supports to Ukrainian BOTP's
			Support inter-cultural events and programmes for migrants and new communities		Migrant Integration Forum established and deliver actions within the inter-cultural strategy for Galway city (Bridge Project) Secure membership of the Inter-Cultural Cities Network
		Secure medium-term accommodation for BOTP's	Manage the Offer a Home Scheme and ensure pledged properties are occupied in line with guidance and protocols	No. of properties secured / active management of transfers and moves	
			Source alternative accommodation for medium term occupancy in line with national protocols		No. of properties secured under the Refurbishment Programme
		Provision of integration supports to refugees and asylum seekers	Establish the Local Authority Integration Team and commence work in the delivery of integration supports	No. of direct and indirect supports provided	
			Work with the Community Engagement Team at national level on International Protection and BOTP and extension of the Community Response Forum to include integration supports for IP	No. of local engagements and meetings of the Forum	
			Development of an Inter-cultural strategy for the city with partners in the Bridge Project Deliver the Africa Day Programme	Strategy developed and adopted in 2024 No. of events held	
			Deliver initiatives in partnership with SALAAM (Sustainable Alliances Against Anti-Muslim Hatred) project including training, improved supports for those who experience anti-Muslim hatred, developing sustainable participation platforms and public awareness campaigns	No. of initiatives delivered	
		Complete projects funded under the Community Recognition Fund 2023	Ensure completion of remaining projects under the CRF and liaise with delivery partners to ensure compliance	Goal 3: An equal and inclusive city	No. of projects completed and level of funding drawn down
9	Community Centres and Facilities	Support the ongoing management of Ballinfolie Castlegar Neighbourhood Centre operated by SCCUL Enterprises on behalf of Galway City Council	Management and Licence agreement in place for 2023 - 2024 Timely and ongoing maintenance and repair as required	Goal 3: An equal and inclusive city	Continued participation in the Steering Group representing local communities and centre users
		Support the development of a new community centre in Newcastle under the Community Centres Investment Fund	Work with the Department of R&CD and Newcastle Combined Residents Association to commence the community facility in Newcastle subject to funding	Goal 3: An equal and inclusive city Goal 5: A city that promotes health and wellbeing	Project Team established Contractor procurement and onsite construction commenced
10	Local Sports Partnership	Support Sports Partnership work through implementation of the Sports Partnership Strategy	Support delivery of Sports Partnership Actions	Goal 3: An equal and inclusive city Goal 5: A city that promotes health and well-being	Support the development of a new Galway Sports Partnership strategic plan

		Delivery of funding schemes of Local Sports Partnership & City Council		Funding and grants paid out to local sports groups
		Deliver training programme to upskill those in sports clubs and groups	Goal 5: A city that promotes health and well-being	Implement 2024 schedule of training and upskilling courses
		Set up sustainable physical active programmes with local communities		Implement work plan and deliver a number of programmes and projects to increase physical activity
		Develop a Galway City Local Sports Plan 2024 - 2029		Agreement reached with Galway County Council and Sports Ireland regarding revised governance, funding and staffing of GLSP.
		Deliver national events in partnership with other Departments within City Council and other bodies that promote participation in physical activity		Deliver and support the roll out of a number of national events that promote and encourage participation including Bike Week, European Week of Sport, National Children's day etc
	Active Cities Programme	Initiate Active Cities programme to engage, increase and maintain the number of citizens regardless of age or ability participating in sport and physical activity in Galway city		Deliver programmes and projects under the Active Cities initiative Effective partnerships created with a wide range of agencies and communities

Climate Action

Under Delivering Effective Climate Action 2030 - local authorities are committed to an ambitious set of shared strategic goals and key objectives.

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

	Principal Services	Service /Objective	Service Delivery Strategy	High Level Goal in LECP	Performance Standard
1	Fostering Governance, Leadership and Partnership for Climate Action	Climate Action vacancies resourced	Work with Human Resources dept to fill vacancies	3. an equal and inclusive city 4. a sustainable, resilient urban environment that is the regional capital of the west 5. a city that promotes the health and well-being of all its people	Vacancies filled
		Develop Local Authority Climate Action Plan and Implement actions	Work with CARO and other stakeholders to develop and adopt plan		Adopt Plan
		Develop a Climate Mitigation Strategy	Work with CARO and other stakeholders to develop plan		Adopt Plan
		Develop Implementation Plan for Decarbonising zone	Work with consultant and other stakeholders to develop plan		Adopt Plan
		Prepare Climate risk assessment	Work with CARO and other stakeholders to develop plan		Riska Assessment developed
		Sign up to the Covenant of Mayors for Climate and Energy-Europe and develop SECAP within 2 years	Memo of understanding signed by the council		Successful Acceptance onto COM
		Sign up to EU Missions on Climate Adaptation	Memo of understanding signed by the council		Returns completed
		Sign up to the regional Energy Bureau	Work with CARO to develop the Service Level Agreement and Memo of understanding		Yearly agreed actions implemented
2	Achieve Carbon Emission and Energy Efficiency Targets for 2030 and 2050	Research grant funding opportunities and secure collaborators	Improvement of the overall awareness of funding opportunities and successfully applying for same.	Implementation of grant schemes with due governance in accordance with Guidelines	Implementation of grant schemes with due governance in accordance with Guidelines
		European Union Regulations 2014 SI No. 426 energy audits of minimum 85% of public buildings.	Schedule audits of appropriate buildings	Audits completed	Audits completed
		Reporting Energy Efficiency to SEAI	Complete M&R return	Returns completed	Returns completed
		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)	Continue improvements in absolute energy efficiency towards 2030 targets and report regularly. Measured and verified energy savings.	Continue improvements in absolute energy efficiency towards 2030 targets and report regularly. Measured and verified energy savings.
		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 M&R, Energy audits, Gap to target tool etc	Ensuring DEC's are on display Complete yearly M&R returns Update Gap to target tool	Ensuring DEC's are on display Complete yearly M&R returns Update Gap to target tool
		Develop pathway to installing ISO50001 Energy Management System	Work with the Energy Bureau to develop plan	Draft pathway Secure Resources	Draft pathway Secure Resources
		Energy Management and Improving Energy Efficiency.	Significant Energy Users in the 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.	Continue improvements in energy efficiency towards 2030 targets and report regularly. Measured and verified energy savings.	Continue improvements in energy efficiency towards 2030 targets and report regularly. Measured and verified energy savings.
		Continue implementing Climate Action training, through CARO	Work with CARO to implement training	Number of staff trained	Number of staff trained
3	Deliver on Climate Adaptation and Climate Resilience	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		Number of services procured utilising green procurement in evaluation stage	Number of services procured utilising green procurement in evaluation stage
		Report on storm events to SEAI through the WIRE App	Complete yearly returns	Return completed	Return completed
		Implement actions set out in the Climate Adaptation Strategy 2019-2024	Progress tasks in line with Implementation Plans Sept 2023 – Sept 2024.	Number of Tasks completed	Number of Tasks completed
4	Mobilise Climate Action in Local Communities	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	Number of projects completed	Number of projects completed
		Develop Energy Master Plan/SEC charter	Work with CARO/Stakeholders and Consultant to develop plan	Draft Plan	Draft Plan
		Explore the possibility of engaging in the Climate neutral smart Cities mission and considering entering into a Climate City Contract to detail Galway City's pathway to achieving climate neutrality by 2030.	Complete the initial application and screening process	Agreement to proceed	Agreement to proceed
		Support Sustainable Energy Communities through Bridge funding/climate action programme	Complete the initial application and screening process	Agreement to proceed	Agreement to proceed
		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	Quantity of staff trained & quality of training received A number of highly engaged Communities in operation	Quantity of staff trained & quality of training received A number of highly engaged Communities in operation
		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	Number of community groups engaged	Number of community groups engaged
		Support communities in delivering the net Zero pilot city programme. -Establish a Warm Home Hub -Accelerate retrofits in private home -Increase no of trained skilled staff -Reduce barriers to retrofit	Agree and complete yearly actions	Number of private sector residential homes retrofitted	Number of private sector residential homes retrofitted
5	Mobilise Climate Action in Enterprise and support Transition to an Inclusive, Net Zero and Circular Economy	Support projects that are successful in the Community Climate Action fund application	Work with community groups to complete climate action projects	Number of community groups projects completed	Number of community groups projects completed
		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	Number of internal staff engaged Number of enterprise engaged	Number of internal staff engaged Number of enterprise engaged
6	Achieve a 'Just Transition' particularly for Communities that may be Economically Disadvantaged by Decarbonising Projects	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	Number of enterprise engaged	Number of enterprise engaged
		Maximise impact of funding programmes including: -Community Climate Action Fund -Sustainable Energy Community - Bridge Funding - Sustainable Energy Authority Ireland (SEAI) - Implement the Education & Awareness programme	Improvement of the overall awareness of funding opportunities and successfully applying for same.	Implementation of grant schemes with due governance in accordance with Guidelines Increase in applications for funding by members of the public / community Greater public engagement 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	Implementation of grant schemes with due governance in accordance with Guidelines Increase in applications for funding by members of the public / community Greater public engagement 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

Infrastructure Development and Planning

The Work programme outlined for this Directorate primarily addresses the following Objectives in the Galway City Council Corporate Plan;

- To provide, manage and maintain, a safe and effective, roads and transportation network and work in partnership with public transport providers and other agencies in developing integrated and sustainable transport policies.
- To accelerate the delivery of good quality social and affordable housing in an equitable manner and in appropriate locations in order to develop balanced and sustainable communities.
- To have in place a system of effective proper planning capable of meeting the sustainable economic, environmental and social development objectives of the city.

Performance Indicators

H1: - Social Housing Stock

P2: No./% of Planning decisions confirmed by An Bord Pleanála

P3: Planning Enforcement

P4: Cost per Capita

P5: Fire Safety Certificate Applications

Transport Infrastructure Development

URDF



Active Travel					
No.	Principal Services	Service Objective/Priorities	Service Delivery Strategy	High Level objective in LECP	Performance Standard
1	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	Publish review.
				Goal 2: An innovative city	
				Goal 3: An equal and inclusive city	
				Goal 4: A sustainable, resilient urban environment that is the regional capital of the West	
2	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	Oral Hearing on scheme and CPO
				Goal 4: A sustainable, resilient urban environment that is the regional capital of the West	Tender for and appoint consultants to progress Phase 5 Commence Phase 5 – Detailed design and procurement
3	GTS: N6 Transport Project	Galway City N6 Transport Project – N6 Galway City Ring Road	Progress scheme with Steering Group with GCoCo and TII to deliver a ring road for Galway City in accordance with the GTS	Goal 4: A sustainable, resilient urban environment that is the regional capital of the West	Participate as a member of the Steering Group
4	GTS: BusConnects Galway:	Dublin Road	Introduce bus priority measures on Dublin Road from Moneenagheisha to Martin Roundabout, including walking and cycling infrastructure, in accordance with the GTS	Goal 4: A sustainable, resilient urban environment that is the regional capital of the West	Preliminary Design Phase 3 NTA PMG Phase 4 Statutory Procedure
					Submission of consent application to ABP
5	GTS: Sustainable Travel	Ardaun Transport Upgrade (Martin Roundabout)	Complete Martin Junction upgrade.	Goal 4: A sustainable, resilient urban environment that is the regional capital of the West	Completion of construction of Martin Junction Upgrade Q2 2024
			Progress Ardaun LAP Link Road and new junction on the R446 East of the existing Martin Junction.		Progress procurement of consultancy design services for Ardaun LAP Link Road and new junction, subject to the establishment of URDF project Team.
6	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, resilient urban environment that is the regional capital of the West	Parkmore Road Bus Priority Scheme - Construction phase to commence Q1 2024.
			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 IDA and PTAG
7	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, resilient urban environment that is the regional capital of the West	Work with University of Galway and NTA to agreed delivery of this project
					Get NTA Phase 2 gateway approval to proceed to Phase 3 – preliminary design
					Undertake Non-Statutory public consultation on options report
8	GTS: BusConnects Galway:	City Centre Transport Management Plan	Targeted interventions on the City Centre Access Network (CCAN), at The Crescent	Goal 4: A sustainable, resilient urban environment that is the regional capital of the West	Seek approval from NTA to progress Part 8 approved plan for the Crescent project.
					Tender issue, assessment and appointment of a contractor
					Commence construction of The Crescent upgrade
9	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, resilient urban environment that is the regional capital of the West	Complete construction and project close out
10	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, resilient urban environment that is the regional capital of the West	Ongoing Active travel schemes proposed, and funding approval received from the NTA
11	GTS: Appendix F – Walking and Cycling	Implementation of the Galway cycling strategy Stage 1 (East) CCN	Ballyloughane Road/ Renmore Avenue	Goal 4: A sustainable, resilient urban environment that is the regional capital of the West	Review design of Ballyloughane Scheme

			Ballybane and Castlepark Road	regional capital of the West	Ballybane and Castlepark Rd - Complete detailed design and commence construction
12	GTS: Appendix F – Walking and Cycling	Implementation of the Galway cycling strategy Stage 2 (West) CCN	Clybaun Road	Goal 4: A sustainable, resilient urban environment that is the regional capital of the West	Clybaun Rd - Advance preliminary design and commence detailed design
			Bóthar Stiofáin		Bóthar Stiofáin - NTA Phase 4 - Preparation of Part 8 Planning Documentation and complete Statutory process
13	GTS: Appendix F – Walking and Cycling	Millar's Lane	Upgrading of existing overgrown pathway to provide walking/ cycling link in the Knocknacarra area linking Rahoon Road and Kingston Road.	Goal 4: A sustainable, resilient urban environment that is the regional capital of the West	Examine possible introduction of permeability linkages subject to stakeholder approvals on a trial or permanent basis
14	GTS: Park and Ride	Park and Ride	Progress Park and Ride Sites on East of City	Goal 4: A sustainable, resilient urban environment that is the regional capital of the West	Work with the NTA Park and Ride Project Office in developing PandR sites in Galway
					Support NTA in identifying sites and bringing to planning
15	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, resilient urban environment that is the regional capital of the West	Assess route options
			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).		
16	GTS: Sustainable Travel	School Streets/ School Zones	Pilot School Streets project in Scoil Iognáid, Raleigh Row	Goal 2: An innovative city	Publish final report for Scoil Iognáid pilot School Streets project
			Initiate School Zones projects in additional schools	Goal 3: An equal and inclusive city	Review Safe Routes to Schools (SRTS) delivery plans, as received.
				Goal 4: A sustainable, resilient urban environment that is the regional capital of the West	Progress initial designs of selected schools
				Goal 5: A city that promotes the health and well-being of all its people	Public consultation where required On-going management of schools Park and Stride
17	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, resilient urban environment that is the regional capital of the West Goal 5: A city that promotes the health and well-being of all its people	Relocation plans complete, proposals progressed
		City Centre Streets -placemaking	Progress initial projects starting with Cross Street and Middle Street, establish a steering focus group consisting of engaged stakeholders	Goal 3: An equal and inclusive city Goal 4: A sustainable, resilient urban environment that is the regional capital of the West Goal 5: A city that promotes the health and well-being of all its people	Steering group established, consultants engaged, consent process determined.
		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.	Goal 3: An equal and inclusive city Goal 4: A sustainable, resilient urban environment that is the regional capital of the West Goal 5: A city that promotes the health and well-being of all its people	Funding determined, project progressing
		Galway City Council Transport Connectivity Project - Ardaun Access Phase 2	complete infrastructure phasing plan, commence subject to east galway local transport plan and GMATS	Goal 3: An equal and inclusive city Goal 4: A sustainable, resilient urban environment that is the regional capital of the West Goal 5: A city that promotes the health and well-being of all its people	Project progressed, funding sought

		Progress Projects allocated Funding under URDF Call 1 and Call 2		Goal 3: An equal and inclusive city Goal 4: A sustainable, resilient urban environment that is the regional capital of the West Goal 5: A city that promotes the health and well-being of all its people	Liaison with and supporting NTA Capital Projects Team with URDF Administrative Duties for existing Galway Cycle Networks East and West
		Monitor and Apply for future URDF Calls	Liaise with relevant departments and ensure that project selection and development is progressed	Goal 3: An equal and inclusive city Goal 4: A sustainable, resilient urban environment that is the regional capital of the West Goal 5: A city that promotes the health and well-being of all its people	Apply for relevant URDF Calls as appropriate
18	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.	Goal 4: A sustainable, resilient urban environment that is the regional capital of the West	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

Housing Capital Department

No.	Principal Services	Service Objective/Priorities	Service Delivery Strategy	High Level Objective in LECP	Performance Standard
1	Delivery of key Housing Services in line with Housing for All	Implement actions from key pathways of Housing for All:	Progress a range of housing capital schemes in partnership with AHB's, DHLGH, Housing Agency and local service providers 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
		Pathway to Supporting Home ownership and Increasing Affordability	Housing for All – A New Housing Plan for Ireland	Goal 4: A sustainable, resilient living urban environment that is the regional capital of the West	Advance CALF/CAS projects in association with AHB's
		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 the health and well-being of all its people	Address provision of supports for homeless persons in partnership with local providers
		Pathway to Increasing New Housing Supply	GCC Housing Delivery Action Plan 2022 - 2026	Goal 3: An equal and inclusive city	Implement objectives contained in TAP, Vacant Homes Strategy and return voids to use in an efficient timeframe
		Pathway to Addressing Vacancy and Efficient Use of Existing Stock	GCC Housing Delivery Action Plan 2022 - 2026	Goal 3: An equal and inclusive city	Implement actions within the Disability Strategy 2021 – 2026
2	Increase Social and Affordable Housing Supply in line with Housing Delivery Action Plan 2022 - 2026	Implement housing construction programme on Council owned lands	Housing for All	Goal 3: An equal and inclusive city	Develop Turnkey schemes across the city to increase our social housing stock
			Vacant Homes Strategy 2017 (including Repair & Leasing scheme)	Goal 4: A sustainable, resilient urban environment that is the regional capital of the West	Complete culturally appropriate traveller housing scheme On Circular road (5 Units)
			Planning & Development Acts	Goal 5: A city that promotes the health and well-being of all its people	Complete the Garraí Beag Scheme (58 units) with newly procured contractor
			GCC Housing Delivery Action Plan 2022 - 2026		Advance the approved Affordable Housing Scheme at Merlin Woods (103) mixed tenure scheme. Bring the following schemes through all stages of CWMF approvals, planning process and commence construction: Await ABP decision to develop the Merchant's Road Scheme (12) Advance proposals for Mixed Tenure Schemes on Council owned lands at Clybaun 65 unit, Ballyburke 85 unit & . Progress and advance the Sliabh Bhán refurbishment project in accordance with the programme
3	Infill Strategy and development to be pursued, in conjunction with the review and revision of the City Development Plan				Advance a masterplan for Castlegar lands and Bothar an Choiste, for inclusion in next PPP bundle
					Mapping of the city to be carried out to identify areas to achieve compact growth.
					Development of the Infill Strategy in Partnership with DELGH, Local Agencies and GCC Interdepartmental collaboration
					Develop the Galway Charter in conjunction with all stakeholders
					commence development of a master plan for Merlin Lane Lands.
					Advance 1 Munster Avenue through Planning and detailed design process
4	Increase housing supply through AHBs, vacant homes initiatives and Part V	Work with AHB's as part of joint City / County AHB Forum	Housing for All	Goal 3: An equal and inclusive city	Assist AHB Sector in their commitment in the Housing for All Plan
		Assist with the provisions of the Vacant Homes Strategy (VHS) and the Housing Delivery Action Plan 2022-2026	GCC Housing Delivery Action Plan 2022 - 2026	Goal 4: A sustainable, resilient urban environment that is the regional capital of the West	Development of joint initiatives on lands across the city including Doughiska and Circular Road.
		Ensure compliance with Part V requirements			Assist with delivery on targets in VHS to maximise the number of units returned to use through available mechanisms; Repair & Lease, Buy & Renew and the Croí Cónaithe vacant property refurbishment grant recently extended to Cities.
					Together with progressing strategic CPOs and purchase of properties/sites with development potential Manage Part V process and engage with developers to maximise the delivery of social housing in private developments
5	Seek Turnkey and One off Acquisitions and Regeneration Opportunities				Seek to acquire additional housing lands and Turnkey schemes in partnership with private land owners as well as inspecting properties for one off acquisitions
6	Facilitate LDA Projects. Sandy Road Regeneration Dyke Road Regeneration	Creation of a new urban quarter with high quality housing alongside workspace and commercial hubs.	NPF, RSES, MASP	Goal 4: A sustainable, resilient urban environment that is the regional capital of the West	Advance the projects through the feasibility stages with the private service providers.

				Goal 5: A city that promotes the health and well-being of all its people	RIAI-led design review team to complete Design Review on Sandy Road Project in Q1 2023
7	Assist with the Delivery of Homeless Accommodation Supports and Services	Progress the redevelopment proposals for the Day Centre Site at SQ Road and progress development of additional hostel facilities as required	Housing for All Pathway 2	Goal 3: An equal and inclusive city	Advance plans for the Day Centre Site at SQR to Part 8 / Relocate existing service during construction.
			Western Regional Homeless Action Plan 2020 – 2022 and 2023 – 2025 (to be adopted in 2023)	Goal 5: A city that promotes the health and well-being of all its people	Assist with CWR where required and identify suitable location to provide CWR services for winter 2023/24 and other as applicable
8	Implementation of Traveller Accommodation Programme	Capital delivery assistance to implement the objectives and targets set out in the TAP 2019-2024	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)
			Traveller Accommodation Programme 2019 – 2024 Housing for all	Goal 5: A city that promotes the health and well-being of all its people	Commence redevelopment of Circular Road Site in conjunction with CENA.
9	Implement Social Inclusion Initiatives and support	Continue to facilitate Access for All Galway Group and achieve targets set out in Accessibility Strategy & the Galway City Strategic Plan for Housing People with Disabilities	Local Economic & Community Plan and Accessibility Strategy.	Goal 3: An equal and inclusive city	Delivery of targets within the city to meet accessibility targets
			Progress projects and acquisitions for people with disabilities	Goal 5: A city that promotes the health and well-being of all its people	
10	Implement actions in the Climate Action Plan	Implement actions set out in the GCC Climate Adaptation Strategy 2019-2024	Progress tasks in line with Implementation Plans Sept 2022 – Sept 2023.	Goal 4: A sustainable, resilient urban environment that is the regional capital of the West	Number of Tasks Completed
			Implement planned energy saving projects for 2023		Continue improvements in energy efficiency towards 2030 targets and report regularly. Measured and verified energy savings.
			Implement Green Procurement in all Capital Projects and ensure all projects are climate proofed		kWh/yr saved
			A pilot decarbonisation project at Westside, Shantalla and parts of Rahoon		CO _{2eq} /yr saved As per GREEN PUBLIC procurement Guidelines second Edition 2021 The aim of the project is to contribute to the reduction in emissions with the objective to achieve a target emission cut of 51% by 2030. New development should be so designed to align with target emission ambitions for this area.
11	Establish an Infrastructural Development Unit under the Infrastructure Development, Planning and Climate Change Directorate	Establish a dedicated, cross-sectoral Infrastructure Development project office team to coordinate the social, economic and sustainable growth of the city in support of an enhanced quality of life for those living, studying, working or visiting Galway. City.		Goal 3: An equal and inclusive city	TBC
				Goal 4: A sustainable, resilient urban environment that is the regional capital of the West	

Planning Department

No.	Principal Service	Service Objective/Priorities	Service Delivery Strategy	High Level objective in LECP (select one or more)	Performance Standard	
1	Development Plan and Policy	Implementation of the core strategy and policies of the Development Plan 2023-29.	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.	
		Monitor the implementation of the Development Plan Objectives	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	
		Prepare any proposed variations to the Development Plan 2023-29 where needed	Prepare policy /mapping changes and associated environmental assessments and statutory consultations	Goal 2: An innovative city	Variations progressed in line with statutory timelines and adopted by Council	
		Review Ardaun Local Area Plan	Develop an infrastructure phasing framework, progress the east galway transportation plan as an abta for the LAP, procure and progress an urban design development framework, commence the LAP review	Goal 3: An equal and inclusive city	Ensure interest and progress in the physical development of the site.	
				Facilitate an active land management approach to progressing Phase 1	Goal 4: A sustainable, resilient urban environment that is the regional capital of the West	Funding for critical core infrastructure secured or committed.
				Goal 5: A city that promotes the health and well-being of all its people	No. of pre-planning consultations /applications assessed.	
				Goal 1: A world-class, creative city region	Implement the URDF funding regarding the design for a second access into Ardaun.	
		Goal 5: A city that promotes the health and well-being of all its people	Advance design of surface water scheme for the LAP lands.	Goal 1: A world-class, creative city region	Engagement and Design consultants procured, programme agreed and commenced	
				Goal 5: A city that promotes the health and well-being of all its people	Advance design of surface water scheme for the LAP lands.	
		Instigate the Salthill Seafront Framework	Take 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	Engagement and Design consultants procured, programme agreed and commenced	
		Progress Plans as required to support the proper planning and sustainable development of the City	- Collaborate on work on the Feasibility and Masterplan for Sandy Road site in conjunction with the LDA and other stakeholders including policy changes in the City Plan if required. - 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. - Initiate the preparation of a Headford Road LAP.	Goal 1: A world-class, creative city region	Sandy Road feasibility and masterplan completed and agreed.	
				Goal 2: An innovative city	Dyke Road masterplan completed	
				Goal 5: A city that promotes the health and well-being of all its people	Headford Road LAP initiated	
		Climate Change mitigation and adaptation	- Prioritise climate change mitigation and implementation in planning policy, environmental assessments and in development management assessments. - Adhere to commitments in Galway City Council Climate Action Plan	Goal 4: A sustainable, resilient urban environment that is the regional capital of the West	Implement policies in the City Dev Plan 2023-29 and associated environmental reports in relation to climate change mitigation and adaptation.	
				Goal 5: A city that promotes the health and well-being of all its people	Participate in the ongoing review and monitoring of Galway City Council Climate Action Plan.	
		Implement Public Realm Strategy supported by URDF funding.	- Collaboration under the stewardship of a cross-department working group overseeing delivery of the strategy and associated projects consistent with policies therein. - Development of a maintenance and management strategy, in collaboration with all relevant stakeholders including external agencies delivering public realm works.	Goal 1: A world-class, creative city region	- Set up of cross departmental group and implementation of PRS approach in associated projects	
				Goal 3: An equal and inclusive city	- No. of new funding applications prepared / submitted by City Council for specific public realm projects	
				Goal 5: A city that promotes the health and well-being of all its people	- Projects advance to design stage, commenced or completed	
					- Maintenance and management strategy completed. - Galway Flood Relief Scheme and Galway Transport projects incorporate PRS approach in design and implementation.	
		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	Projects commenced or completed	
Goal 3: An equal and inclusive city	No. of new funding applications					
Goal 4: A sustainable, resilient urban environment that is the regional capital of the West	prepared/submitted by City Council					
Deliver on the central role of Galway city as identified in the Regional Spatial and Economic strategy (RSES) for the NWRA and the associated MASP	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	Lobby and review all relevant draft policy documents, infrastructure providers to ensure the status of Galway in NPF/RSES/MASP is reflected and supported.			
		Goal 2: An innovative city	Consider the status of Galway in NPF/RSES/MASP in strategic decision making including policy and development management.			

			Goal 3: An equal and inclusive city	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.			
	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.	Goal 1: A world-class, creative city region	Apply levy for vacant sites where appropriate			
		Support planning applications for appropriate residential and for large schemes incl Large Scale Residential Development schemes.	Goal 2: An innovative city	No. of pre-planning consultations facilitated			
			Goal 3: An equal and inclusive city	No. of LRD pre-planning consultations facilitated			
			Goal 4: A sustainable, resilient urban environment that is the regional capital of the West	No of planning applications / LRDs determined			
		Progression of Ardaun 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 5: A city that promotes the health and well-being of all its people	No. of new units in planning granted			
			Goal 4: A sustainable, resilient urban environment that is the regional capital of the West	No. of new units commenced			
			Goal 3: An equal and inclusive city	No. of Part VIII's in planning			
			Goal 2: An innovative city	Annual RZLT Map finalised			
	Proactively support strategic projects essential to the City's sustainable growth and development	Collaborate with relevant internal and external stakeholders and working groups to deliver on agreed strategies, plans and frameworks for the City in particular the:	Goal 1: A world-class, creative city region	No. of statutory consultation processes undertaken			
		- Galway Flood Relief Scheme	Goal 2: An innovative city				
		- N6 GCRR -	Goal 3: An equal and inclusive city	No. of non-statutory stakeholder consultations			
		- Galway Transport Strategy	Goal 4: A sustainable, resilient urban environment that is the regional capital of the West				
		- Regeneration and Opportunity sites in particular at Ceannt Quarter, Inner Harbour, Headford Road; Sandy Road and Dyke Road sites.	Goal 5: A city that promotes the health and well-being of all its people	No. of cross-departmental meetings held			
			Goal 5: A city that promotes the health and well-being of all its people	No. of inter-agency groups meetings attended			
			Goal 5: A city that promotes the health and well-being of all its people	No. of policy submissions			
2	Development Management and Planning Enforcement	Apply best practice to ensure a sustainable quality environment through providing a professional, transparent and ethical planning framework and service	Ensure all decisions made in compliance with EU/National regulations, policies, directives and guidance documents, Regional Strategies and Galway City Development Plan and the Climate Action Plan 2021.	Goal 1: A world-class, creative city region	Decisions, observations and submissions made within statutory timeframes		
		Continue to review the administration operations of the Planning System.	- Ensure relevant plan data is integrated with Dept. Data system (myplan.ie)	Goal 4: A sustainable, resilient urban environment that is the regional capital of the West	Working in conjunction with ICT ahead of implementation of roll out of ARC Gis systems		
			- Implement and Maintain IDocs - a new Document Mgt System maximising use of the standardisation of planning document categories.	Goal 5: A city that promotes the health and well-being of all its people	Migrate historic data from Papervision and review the viability of categorising the historic data.		
			- Continuation and maintenance of the national online eplanning portal project.	Goal 3: An equal and inclusive city	- Deliver on e-planning project and new Document Mgt System thereby enhancing engagement and efficiency with applicants and the public through the planning process.		
				Goal 2: An innovative city	Timely enforcement proceedings undertaken		
			Provide an efficient and effective customer service to all stakeholders.	Goal 3: An equal and inclusive city	High quality reporting		
			Promote a culture of good ethics and professional standards.	Goal 4: A sustainable, resilient urban environment that is the regional capital of the West	- Clear decision making - Timely pre consultation meetings for customers - Availability of up to date planning information/ data - Compliance with Statutory ethics declarations		
		Maximise available funding towards delivery of public infrastructure	Implementation of Development Contribution Scheme 2021 - 2026	Goal 1: A world-class, creative city region	Active debt management policy in place		
			Actively secure compliance with financial conditions and pursue outstanding debt.	Goal 3: An equal and inclusive city	Active ongoing collaboration		
			Work with other sections of the City Council to prepare funding applications for key infrastructure.	Goal 5: A city that promotes the health and well-being of all its people	Active ongoing collaboration		
		Apply best practice in relation to Planning Enforcement	Implement robust monitoring, inspection and enforcement regime	Goal 4: A sustainable, resilient urban environment that is the regional capital of the West	Timely enforcement proceedings undertaken within statutory requirements		
			Provide an efficient and effective customer service to all stakeholders	Goal 4: A sustainable, resilient urban environment that is the regional capital of the West	High quality reporting		
			Promote a culture of good ethics and professional standards	Goal 4: A sustainable, resilient urban environment that is the regional capital of the West	Clear decision making		
		3	Heritage	Implement actions in City Council Heritage Plan and prepare new Heritage Plan for the period 2023- 28	Prepare Implementation Programme for 2023 include for review of Heritage Plan and preparation of new Plan with particular focus on biodiversity and	Goal 1: A world-class, creative city region	No. of actions implemented during the year, Delivery and implementation of the Heritage Plan

			particular focus on biodiversity and climate actions measures.	Goal 2: An innovative city	Formally incorporating Heritage Forum
				Goal 3: An equal and inclusive city	Draft plan placed on public display and subsequently presented to the Council for adoption
		Update next scheduled phase of works for Castles Conservation and Management Plans.	Review works completed and identify next phase of works and review Public Realm proposals.	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.
		Protect Built and Natural Heritage	Proactively pursue potential funding sources for the conservation and management of City Council owned build and natural heritage assets	Goal 1: A world-class, creative city region	Level of grant funding secured
			Support private individuals in their efforts to preserve and conserve heritage assets within their ownership. Support Community groups applying for Heritage Community Council funding.	Goal 3: An equal and inclusive city	<ul style="list-style-type: none"> - No. of City Council supported heritage related projects undertaken - No. of individuals assisted and advised in relation to potential development management issues. - No. of engagement with community groups to advise on grant applications. - No. of consultations/liaisons with Dept. of Housing, Local Government and Heritage

Housing, Economic Development and Culture

The Work programme outlined for this Directorate primarily addresses the following Objectives in the Galway City Council Corporate Plan;

- To accelerate the delivery of good quality social and affordable housing in an equitable manner and in appropriate locations in order to develop balanced and sustainable communities.
- To ensure that Galway has a strong economic base which will support a good quality of life for its citizens and will drive the sustainable development of the region.
- To maximise the potential of arts and culture to enrich the lives of all who live in, work in, and visit the city.

Performance Indicators

J1: Job Creation

J2: Trading Online Vouchers

J3: No. of mentoring recipients

J4: Tourism Strategy

J5 Economic Development: The annual spend on local economic development (per head of population) by each local authority

H2: Housing Vacancies

H3: Average Re-letting Time and Cost

H4: Housing Maintenance Cost

H5: Private Rented Sector Inspections

H6: Long-term Homeless Adults (A)



Housing Operations and Social Inclusion Department						
No.	Principle Service	Service Objective/Priorities	Service Delivery Strategy	High Level Objective in LECP	Performance Standard	
1	Delivery of key Housing Services in line with Housing for All	Implement actions from key pathways of Housing for All:	Progress a range of housing capital schemes in partnership with AHB's, DHLGH, Housing Agency and local service providers 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	
		Pathway to Supporting Home ownership and Increasing Affordability	Housing for All – A New Housing Plan for Ireland	Goal 4: A sustainable, resilient living urban environment that is the regional capital of the West	Advance CALF/CAS projects in association with AHB's	
		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 the health and well-being of all its people	Address provision of supports for homeless persons in partnership with local providers and continue to seek new opportunities	
		Pathway to Increasing New Housing Supply			Continue to implement objectives of TAP pending drafting of TAP 2025 - 2030, the Vacant Homes Strategy and return voids to use in an efficient timeframe	
		Pathway to Addressing Vacancy and Efficient Use of Existing Stock			Implement actions within the Disability Strategy 2021 – 2026	
Implement actions within the Disability Strategy 2021 – 2026						
2	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, resilient urban environment that is the regional capital of the West	Development of joint initiatives on lands across the city including Doughiska and Circular Road.	
		Work with AHB's in the delivery of accommodation for homeless services through the CAS scheme.	Ensure compliance with Part V requirements		Progress CAS applications with AHB's for construction projects. (Galway Simon: Doughiska and Knocknacarra), (COPE: Ballybrit), (Peter McVerry Trust: Knocknacarra), (Newgrove Housing Association: Clybaun).	
		Work with AHB's in the delivery of Cost Rental Equity Loan (CREL) accommodation			Delivery of Cost Rental units through AHB's East and West of city.	
		Implement provisions of the Vacant Homes Strategy (VHS) and the Housing Delivery Action Plan 2022-2026			Deliver on targets in VHS to 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. Together with progressing strategic CPOs and purchase of properties/sites with development potential.	
3	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	Housing for All	Goal 4: A sustainable, resilient urban environment that is the regional capital of the West	Commence planned maintenance and asset management of housing stock	
			Vacant Homes Strategy 2017 (including Repair and Leasing scheme)	Planning and Development Acts	Goal 5: A city that promotes the health and well-being of all its people	Implement schedule of planned maintenance works.
			GCC Housing Delivery Action Plan 2022 – 2026			Develop long term planned maintenance programme, underpinned by comprehensive stock condition survey, in line with DHLGH initiative in this area
					Continue Energy Efficiency Retrofit Programme in a planned manner in line with resources.	
4	Delivery of Homeless Supports and Services	Implement Regional Homeless Action Plan and update to reflect Housing for All	Housing for All Pathway 2	Goal 3: An equal and inclusive city	Actions implemented in line with agreed targets. Reductions on dependence on PEA. Adopt revised Action Plan 2024 – 2026	
		Progress the redevelopment proposals for the Day Centre Site at SQ Road and progress development of additional hostel facilities as appropriate	Western Regional Homeless Action Plan 2024 - 2026	Goal 5: A city that promotes the health and well-being of all its people	Advance plans for the Day Centre Site at SQR to Part 8 / Relocate existing service during construction.	
		Continue to monitor progress on reliance on PEA for families			Ensure maximum use of the Modular Hub and Family Hub in partnership with service providers. Examine need for additional emergency accommodation. Continue to seek prevention solutions	
		Implement Housing First Programme for single homeless			Manage CWR and identify suitable location to provide CWR services for winter 2023/24 and other as applicable	
		Expand Homeless HAP and Placefinder services			Implement Housing First and achieve agreed targets for 2024	
Implement National Quality Standards Framework including review of agencies delivering homeless services		Achieve agreed targets and progress tenancies				
5	Delivery and management of RAS and HAP, Private Rented Min. Standards	Continue to embed HAP as an immediate form of social housing support in the private rented sector	Housing for All	Goal 3: An equal and inclusive city	Achievement of HAP delivery targets as set by DHLGH	
		Progress the transfer of long term rent supplement recipients from DEASP over to HAP	Housing Acts 2009 / 2014	Goal 5: A city that promotes the health and well-being of all its people	Delivery of Rent Supplement transfer targets	

		Management and Promotion of RAS / Short Term Leasing Schemes (Private and AHB Sector)	Housing (Standards for Rented houses) Regulations 2017		Manage all landlord and AHB rental payments / rent reviews / tenancy issues/delivery of RAS targets in the private rented and AHB Sector
		Implement revised procedures for the management of tenancies supported under RAS in CAS funded properties			Transfer the establishment of RAS in CAS tenancies from the DEASP to GCC on a phased and agreed basis
		Continue programme of inspections of private rented dwellings under the Private Rented Minimum Standards Regulations			No. of private rented inspections completed, and No. improvement and prohibition notices issued. Increase number of inspections in line with national targets
6	Manage Housing Assessments and Allocations	Complete Housing Needs Assessment 2023	HNA Guidelines / 2011 Regs	Goal 3: An equal and inclusive city	Completion of SSHA in line with national guidelines
		Continue programme of tenancy allocation	Scheme of Letting Priorities	Goal 5: A city that promotes the health and well-being of all its people	Implement allocation process for voids, acquisitions, new build schemes, AHB properties including a Transfer procedure for social tenants (est. 300 allocations)
		Manage Choice Based Letting system for allocation of standard LA / AHB properties	CBL Guidelines	Goal 3: An equal and inclusive city	Continue CBL in 2024.
		Introduce Guidelines for the Assessment and Allocation Process for Social Housing Provision for People with a Disability	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
		Amend Scheme of Letting Priorities as required	Housing Acts / Regs	Goal 3: An equal and inclusive city	Reflect succession of tenancies, joint tenancies, Housing First as relevant. Review Scheme of Letting Priorities if necessary
7	Implementation of Traveller Accommodation Programme	Implement the objectives and targets set out in the TAP 2019 - 2024, Begin process of drafting TAP 2025 - 2030	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)
		Address key management issues on existing halting sites including fire safety	Traveller Accommodation Programme 2019 – 2024	Goal 5: A city that promotes the health and well-being of all its people	Continue to seek solutions to decanting Carrowbrowne temporary site and Cui Tra halting sites, including strategic acquisitions
		Advance priorities set out in TAP and implement Estate Management Plan in consultation with stakeholders	Housing for All	Goal 3: An equal and inclusive city	Delivery of Circular Road Project in Q4. Agree handover to CENA via SLA. Commence development of Doughiska in conjunction with Respond
		Examine options for carrying out Irish Human Rights and Equality Commission (IHREC) Equality Review		Goal 5: A city that promotes the health and well-being of all its people	Ensure appropriate Fire Safety measures are in place at halting sites
		Ensure functioning and effective LTACC		Goal 5: A city that promotes the health and well-being of all its people	Commence programme of stock surveys and upgrades to GHS.
				Goal 3: An equal and inclusive city	Convene regular LTACC meetings to monitor TAP 2019 – 2024 including regular meetings of the LTACC sub-groups (Operations and Estate Management)
8	Manage Estate Management and Tenancy Supports	Introduce Control of Horses Byelaws	Control of Horses Act 1996	Goal 3: An equal and inclusive city	Finalise new Traveller Specific Estate Management Strategy Q1
		Implement provisions of the Estate Management Strategy	Estate Management Strategy 2018	Goal 5: A city that promotes the health and well-being of all its people	Byelaws adopted in Q2 2024
		Implement provisions of the Anti-Social Behaviour Strategy	Anti-Social Behaviour Strategy 2022	Goal 5: A city that promotes the health and well-being of all its people	Continue programme of work to Community Buildings to improve quality and ensure compliance with all regulatory standards
		Tenancy Compliance /Liaison	Housing Acts	Goal 5: A city that promotes the health and well-being of all its people	Implement Anti-Social Behaviour Strategy and revise, as necessary.
9	Manage Housing Rents and Loans, Tenant Purchase schemes and initiatives	Manage and maintain the rent accounts of social housing tenants	Differential Rent Scheme 2019	Goal 5: A city that promotes the health and well-being of all its people	Ensure implementation of Estate Management Strategy
		Manage revised Local Authority Home Loan applications process	Housing Loans Credit Policy / Housing for All	Goal 5: A city that promotes the health and well-being of all its people	Manage tenancy warning process and adherence to lease agreements and ongoing co-operation with An Garda Siochana.
		Manage and progress applications under TPS	Tenant Incremental Purchase Scheme 2016	Goal 3: An equal and inclusive city	Review Differential Rent Scheme including HAP
10	Implement Social Inclusion Initiatives and support measures	Continue to facilitate Access for All Galway Group and achieve targets set out in Accessibility Strategy	Local Economic and Community Plan and Accessibility Strategy	Goal 3: An equal and inclusive city	Regular meetings of Credit Committee to consider loan applications
		Implementation of Social Inclusion Grant Scheme	Social Inclusion Initiative	Goal 5: A city that promotes the health and well-being of all its people	Sale of properties to approved applicants and adherence to new policy and procedures document
		Coordination of Social Inclusion Week	Social Inclusion Programme	Goal 3: An equal and inclusive city	Delivery of targets within the city to meet accessibility targets
		Implement the Galway City Strategic Plan for Housing People with Disabilities	Develop procedures from National Guidelines	Goal 3: An equal and inclusive city	Social Inclusion Grant Scheme in Q2
11	Implement actions in the Climate Action	Implement actions set out in the GCC Climate Adaptation Strategy 2019-2024	Progress tasks in line with Implementation Plans Sept 2023 – Sept 2024.	Goal 4: A sustainable, resilient urban environment that is the regional capital of the West	Number of allocations in line with guidelines. Procedures for the Assessment and Allocation for Social Housing Provision for People with a Disability
					Nr of Tasks Completed

Plan	Energy Management and Improving Energy Efficiency.	Significant Energy Users in the department to work as part of a cross-departmental Energy Team, together with the Galway City Implement planned energy saving projects for 2024	Goal 4: A sustainable, resilient urban environment that is the regional capital of the West	Continue improvements in energy efficiency towards 2030 targets and report regularly. Measured and verified energy savings.
			Goal 5: A city that promotes the health and well-being of all its people	kWh/yr saved
			Goal 5: A city that promotes the health and well-being of all its people	Phase 2 Energy Efficiency Programme for social housing stock ongoing implementation
			Goal 5: A city that promotes the health and well-being of all its people	Incorporate energy efficiency opportunities into change of tenancy works schedules

Economic Development and Culture				
Principal Services	Service /Objective	Service Delivery Strategy	High Level Goal in LECP	Performance Standard
Local Economic and Community Plan	Support the delivery of actions in the LECP Implementation Plan 2024 - 2025	Monitor and engage with lead partners and provide support for action delivery	Goal 1: A world-class creative city region Goal 2: An innovative city Goal 4: A sustainable and resilient city	Report on delivery of LECP Implementation Plan actions to SPC No. of projects supported in line with GCC partner role during 2024
Atlantic Economic Corridor	Promote the development of the Atlantic Economic Corridor initiative in tandem with the other regional stakeholders	Implement priority initiatives strategically to maximise the potential to the City and region	Goal 1: A world-class creative city region Goal 2: An innovative city Goal 4: A sustainable and resilient city	Support ongoing AEC projects included in the AEC Strategy 2023-2025 and National Hubs Strategy
Economic Development	Implement economic initiatives to ensure further economic growth in the City	Programmes to further develop the Social Enterprise sector in partnership with appropriate agencies	Goal 1: A world-class creative city region Goal 2: An innovative city Goal 4: A sustainable and resilient city	NOAC J5: Economic Development Spend
		Implement initiatives to support Local Retail	Goal 1: A world-class creative city region Goal 2: An innovative city Goal 3: An equal and inclusive city	Continue to work in partnership with Galway Chamber and engage with the Galway Chamber retail committee and support initiatives
	Identifying key sectors of the City's economy with significant potential for growth and employment and directing local authority resources to realize this potential	Programmes to further develop key sectors e.g. Creative entrepreneurship / Creative industries Work with Enterprise Ireland and Galway Port on the development of a Renewable Energy Innovation Hub Collaborate and support Enterprise / Innovation Hubs	Goal 1: A world-class creative city region Goal 2: An innovative city Goal 4: A sustainable and resilient city	Delivery of a range of supports for key sectors during 2024
	Manage the Economic assets and facilities operated by Galway City Council including Westside Enterprise Units and Sandy Road Enterprise Units	Ongoing refurbishment and repair as necessary Manage Galway City's involvement in Galway Airport Site	Goal 1: A world-class creative city region Goal 2: An innovative city Goal 4: A sustainable and resilient city	Support the ongoing development and seek funding to support these
	Maintaining Galway's competitive advantage for inward investment and ensure that the benefits of this investment for local enterprises are exploited	Implementation of joint projects with the Local Enterprise Office	Goal 1: A world-class creative city region Goal 2: An innovative city Goal 4: A sustainable and resilient city	No. of jobs created with assistance from the LEO during 2024 No. of trading online voucher applications approved by the LEP during 2024 No. of participants who received mentoring during 2024
	Participation in the All-Ireland Smarter Cities Forum and continue to implement Smart City initiatives	Develop and implement Smart Galway initiatives, with a particular focus on Economy and Innovation	Goal 1: A world-class creative city region Goal 2: An innovative city Goal 4: A sustainable and resilient city	No. of Smart City initiatives implemented
Economic Development, Community and Culture SPC	Facilitation and administration of the SPC	Support the SPC in the delivery of its work programme 2024	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 well-being	4 meetings of the SPC held in 2024 Implement work plan
Tourism and Events	Implement the Tourism Strategy	Continue to deliver the Tourism Strategy for Galway City. Support Fáilte Ireland in the development of the Destination Experience Development Plan (DEDP) for Galway City. Bring the development of a new tourist office in Eyre Square through planning and the development of a feasibility study for a major visitor attraction	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 well-being	Support the Destination Experience Development Plan (DEDP) with Fáilte Ireland and Tourism Taskforce for Galway City. Work on the development of a number of projects to be ready for funding opportunities.
		Launch the Feasibility Study on the Blueway in partnership with Galway County Council and Mayo County Council	Goal 4: A sustainable and resilient city Goal 5: A city that promotes health and well-being	Develop the Great Western Blueway
		Bring the Waterworks Sports Hub to a planning application with An Bord Pleanála	Goal 3: An equal and inclusive city Goal 4: A sustainable and resilient city Goal 5: A city that promotes health and well-being	Develop the Waterworks Amenity Hub
		Complete and Launch the Destination Towns project Identify funding opportunities to expand the project	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 well-being	Complete the Destination Towns project on the City's Waterways
		Work with the University of Galway on phase 1 of the public consultation process for Leisureland and Salthill Park	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 well-being	Begin public consultation on the Leisureland redevelopment
		Appoint the new Events Co-ordinator to develop a new Events section within GCC. Deliver the St Patricks Day Festival 2024 and work with and support other festivals and events for the year.	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 well-being	Production of Event Management Guide and Procedures, Production of a Filming Guide and Procedures, Database and Procedures for Galway City Council equipment
		Support RandA to move the Woodquay Park project through Public Consultation, Planning and procurement in 2024	Goal 2: An innovative city Goal 3: An equal and inclusive city Goal 5: A city that promotes health and well-being	Administer the Urban Animation Project
		Promotion of Galway as a business tourism destination and identify opportunities for the city through the delivery of the Gala Dinner funding	Goal 1: A world-class creative city region	Support Galway Convention Bureau to increase number of Conferences/Events in the City and develop the pipeline of events up 2031. Integrate the Galway Convention Bureau into the Galway City DEDP
		Work with the Climate Action Team to improve Galways scoring in the GDSI index by recording the good work taking part across the city	Goal 2: An innovative city	Implement initiatives that promote Galway nationally and internationally as a sustainable business tourism location through the Global Destination Sustainability Index.
		Develop a Branding and Marketing plan for the City to take place in Q2 2024 in partnership with Galway County Council Tourism Office. This will align with the 2024 DEDP for Galway City that is being developed by Fáilte Ireland	Goal 1: A world-class creative city region Goal 2: An innovative city	Launch the Brand for Galway Tourism and develop communication channels to target both domestic and international visitors through our partnership with Galway County Council, Fáilte Ireland and the Tourism Taskforce.
	Manage the Galway City Council Marketing Fund.	Goal 1: A world-class creative city region	Continue to award the Marketing Fund prioritising festivals and events in the shoulder season.	
Night Time Economy	Maintain the Purple Flag Designation for Galway City and Salthill	Work within the NTE Action Plan to develop the submission for the Purple Flag with the varies stakeholders.	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 well-being	Maintain the Purple Flag Designation.

	<p>Strengthen the NTE and broaden the appeal of the city's night-time offering to visitors, families and other hospitality, cultural and leisure activities in a safe environment.</p> <p>Stimulate NTE activity through the development of enhanced collaborative structures at local level supported by a Night-Time Economy Advisor.</p>	Devise, develop, and implement NTE Action Plan for Galway City	<p>Goal 1: A world-class creative city region</p> <p>Goal 2: An innovative city</p> <p>Goal 3: An equal and inclusive city</p> <p>Goal 4: A sustainable and resilient city</p> <p>Goal 5: A city that promotes health and well-being</p>	<p>Establish a Night-Time Economy Committee</p> <p>Optimise local Data - which will feed into the preparation of a NTE Action Plan for Galway City.</p> <p>Consult - conduct a consultation process to engage the local community in the process of developing ideas for the NTE.</p> <p>Review existing funding structures - at local and national level to highlight potential funding streams for the Action Plan.</p> <p>Highlight challenges and opportunities and potential solutions.</p> <p>Develop a comprehensive Action Plan.</p>		
Capital Investment	Working in partnership with Government and other State agencies to deliver the necessary infrastructure required to facilitate sustainable economic growth into the future.	Progress the Dyke Road Site Plans in association with LDA.	<p>Goal 1: A world-class creative city region</p> <p>Goal 2: An innovative city</p>	Participate in the Planning process being undertaken to advance these projects		
	Develop strategic network of sites specifically for economic development	Progress Plan for Merchant Road Assets	<p>Goal 1: A world-class creative city region</p> <p>Goal 2: An innovative city</p>	Advance the Merchant Road Cultural Project		
		Secure funding to develop Cultural infrastructure in Galway City including Church House – Nun's Island, Nun's Island Theatre, No. 47 Dominick Street	<p>Goal 1: A world-class creative city region</p>	<p>Nun's Island / Manse House project at construction.</p> <p>Refurbishment plans and funding for Dominick Street identified</p> <p>Refurbishment plans and funding for Dominick Street identified</p> <p>Deliver Destination Towns by September 2024</p> <p>Advance Woodquay Park and Waterworks projects through design and planning phases</p>		
Leisureland Complex	Provide accessible indoor and outdoor leisure opportunities catering for a wide range of interests, levels and abilities.	Work with Board of Directors of Galway Salthill Faite Ltd in regard to implementing the Asset Management Plan.	Goal 4: A sustainable and resilient city	Secure resources to implement phases of the Asset Management Plan.		
		Manage financial outturns.	Goal 5: A city that promotes health and well-being	Attain National Quality Standard Mark.		
		Promote the facility and develop competitive nature of facility.	Goal 1: A world-class creative city region	Advance strategic plan objectives. Increase usage numbers. Engagement in public consultation about future development of the Leisureland site.		
Cultural Framework Strategy	Implement Everybody Matters, Galway City Council's Cultural Sustainability Strategy 2016-2025	Continue Implementation Plan of the cultural strategy.	<p>Goal 1: A world-class creative city region</p> <p>Goal 2: An innovative city</p>	<p>Delivery mechanisms and monitoring tools in place.</p> <p>Refurbishment plans and funding for Dominick Street identified</p>		
		Agreement of local partnership delivery framework – all those identified in the actions for the Implementation Plan.	<p>Goal 3: An equal and inclusive city</p> <p>Goal 4: A sustainable and resilient city</p> <p>Goal 5: A city that promotes health and well-being</p>	<p>Progression of Phase III work programme including peer-learning visits.</p> <p>Manage the Cultural Assets and Facilities operated by Galway City Council.</p> <p>Advance the refurbishment of the Church House on Nuns' Island to construction stage.</p>		
		Improve arts and culture infrastructure to include visual arts space, modern multi-purpose performance space.		Advance the development of Cultural space at Merchants Road to construction stage in conjunction with Housing Department.Performance/Arts Space Feasibility Report to be undertaken.		
Creative Ireland	Implement Culture and Creativity Strategy 2023-2027	Manage and implement Creative Ireland funds, including Creative Communities and Cruinniú na nÓg	<p>Goal 1: A world-class creative city region</p> <p>Goal 2: An innovative city</p> <p>Goal 3: An equal and inclusive city</p>			
		Announce and manage Open Call	Goal 3: An equal and inclusive city	Delivery of community-led cultural and creative initiatives through Open Call 2024		
		Develop Eastside Consultation and Engagement programme	Goal 3: An equal and inclusive city	Delivery of Ballybane Arts Festival		
		Work with partners to develop pilot one-day Ballybane Arts Festival				
		Support delivery of Festival				
		Support evaluation				
		Support collaborations and initiatives that support the activities of the creative industries and cultural sector	Goal 2: An innovative city	Delivery of Creative Industries project		
Support the LACAP by raising awareness, communicating, and engaging in open dialogues on climate related issues and responses.	Goal 4: A sustainable and resilient city	First phase of Creative Climate Action project completed				
Work with project partners and local community on first phase of Creative Climate Action project, 'The Air We Share'.						
Build on agility and integrated approach of Culture and Creativity Team to sustain further delivery of targeted collaborative programmes.	Goal 4: A sustainable and resilient city	Continue to develop Culture and Creativity Team as active forum for cross-departmental collaborations				
Work with partners to develop Child and Youth Advisory Groups for Cruinniú na nÓg, supporting increased participation by younger people in all aspects of creativity and culture	<p>Goal 3: An equal and inclusive city</p> <p>Goal 5: A city that promotes health and well-being</p>	Implement a programme of activity for Cruinniú na nÓg in June.				
Arts Office Services	Showcasing what Galway does best and delivering it to new audiences and participants.	Embracing communities and diversity, finding room for all aspects of cultural identity and expression and new ways to collaborate and participate	Developing and enhancing Galway's standing as a bilingual city	Implementation of "New Directions - Strategic plan for the Arts 2021 - 2026" action for 2024.	Goal 1: A world-class creative city region	New Arts Council/GCC Framework Agreement in place.
				Work in collaboration with the Arts Council, Creative Ireland and with other regional and local networks and support bodies.	Goal 2: An innovative city	
				Projects and Programming that ensure all people can access high-quality arts experiences in their local area.	Goal 3: An equal and inclusive city	Revised and renewed Galway City Public Arts Commissioning Plan in place.
				Projects and Programming that strengthen arts opportunities and participation in marginalised communities, neighbourhoods and districts across the city.	Goal 4: A sustainable and resilient city	
					Goal 5: A city that promotes health and well-being	<p>Creative Community Consultative Committee terms of reference, membership and schedule of meetings agreed and operating.</p> <p>Arts Act Grants Scheme 2024 approved by end Q1.</p> <p>Arts Development work programme underway with emphasis on equality, diversity and inclusion particularly among marginalised and less-engaged communities.</p>

				<p>Implementation, development and delivery of specific projects including:</p> <p>Artists Residencies Programme</p> <p>Advice and Info</p> <p>Arts Grant – Strand I and II</p> <p>Band Grants</p> <p>Individual Creative Practitioner Bursary</p> <p>Culture Night 2023</p> <p>Development of Arts Communication media and strategies including social media.</p> <p>Catalogue and Curation of Municipal Art Collection</p> <p>Maintain Relationship and develop National and EU funding opportunities, progression pathways and capacity building for the sector along with local partners.</p> <p>Implement a pilot programme with Cultural Partners</p>
	Create a cultural legacy post-ECOC2020 to include delivery of cultural infrastructure with a new library, performance space, museum extension, visual arts space and young person's cultural hub	<p>Work to build on the legacy from the designation of Galway as European Capital of Culture 2020;</p> <p>Galway 2020 legacy, legacy projects and initiatives including Galway Culture Company when constituted.</p>	<p>Goal 1: A world-class creative city region</p> <p>Goal 2: An innovative city</p> <p>Goal 3: An equal and inclusive city</p> <p>Goal 3: An equal and inclusive city</p> <p>Goal 4: A sustainable and resilient city</p> <p>Goal 5: A city that promotes health and well-being</p>	<p>Establish a Cultural and Creative Sector Consultative Committee which will build on the legacy of European Capital of Culture designation.</p> <p>Engagement with legacy programme of G2020 and Galway Culture Company.</p>
Town Hall Theatre and Black Box Theatre	Putting culture at the heart of Galway's development and using culture to examine new ways of creating a better future	<p>Provide a well-equipped, well maintained and well promoted venue for artists and art organisations.</p> <p>Improve occupancy levels and upgrade facilities in Town Hall Theatre.</p> <p>Provide a platform and supportive environment for new and emerging companies.</p> <p>Finalise and deliver Strategic Plan for GCC's Municipal Theatres.</p>	<p>Goal 1: A world-class creative city region</p> <p>Goal 2: An innovative city</p> <p>Goal 3: An equal and inclusive city</p> <p>Goal 4: A sustainable and resilient city</p> <p>Goal 5: A city that promotes health and well-being</p>	<p>Production of engaging programme of events attracting wide audience numbers and facilitating emerging artistic talent.</p> <p>Marketing Plan in place Q3.</p> <p>Undertake remediation works in both BB and THT to increase energy efficiencies and to work toward net zero targets incl low cost-high return upgrades/replacements</p> <p>Increase occupancy levels.</p> <p>Operational, staffing and development plan in place by Q3.</p>
City Museum	Putting culture at the heart of Galway's development and using culture to examine new ways of creating a better future	<p>Continue to work with Fáilte Ireland on the development of the €12m museum expansion programme</p> <p>Work with Curam, Medtech Research Centre in UoG to maintain and develop new medical technology exhibition</p> <p>Create outside and inside temporary exhibition programme with material of interest to local communities</p> <p>Develop Climate Change Gallery with GCC Climate Action Team CAROs and other agencies and implement relevant actions from Climate Action Plan</p> <p>Implementation of Creative Ireland programme to bring innovative projects to GCM.</p> <p>Develop outreach and community initiatives targeted at marginalised and less-engaged communities.</p> <p>Continue to improve the services of the City Museum.</p> <p>Manage, maintain and develop museum collection and building and increase sustainability across all operations</p> <p>Continue to deliver access to the museum collection through good storage plans; collection management; collection development and access to the collection digitally</p>	<p>Goal 1: A world-class creative city region</p> <p>Goal 3: An equal and inclusive city</p> <p>Goal 4: A sustainable and resilient city</p> <p>Goal 3: An equal and inclusive city</p> <p>Goal 3: An equal and inclusive city</p> <p>Goal 1: A world-class creative city region</p> <p>Goal 4: A sustainable and resilient city</p> <p>Goal 1: A world-class creative city region</p>	<p>Schedule and Work Programme agreed and implemented with Project Design Team and FI.</p> <p>Well maintained, well visited exhibition with a strong educational support programme.</p> <p>Schedule exhibitions to change every 3-4 months to provide constant changing interest for local communities</p> <p>Curate a clear relatable climate change exhibition that gives good information about GCC Climate Action Plan</p> <p>Continued participation in Creative Ireland Team and related projects across themes.</p> <p>Manage Events and Education Programme to include Community Conversations Programme.</p> <p>Further develop Volunteer Programme.</p> <p>Work with technical staff, Energy Audit Company and others to reduce carbon footprint and manage all museum operations.</p> <p>Work with donors, potential donors, City Council Staff and the museum team to realise goals.</p>

Finance and ICT

The Work programme outlined for this Directorate primarily addresses the following Objectives in the Galway City Council Corporate Plan;

- To provide support services and resources to elected members to fulfil their democratic mandate and to staff to effectively undertake their executive function so that we can deliver efficient and effective quality services to all.
- To deliver economies and efficiencies through working with other local authorities and agencies on shared services initiatives.

Performance Indicators

M1: Revenue Account Balance

M2: Revenue Collection Rates

M4: Overheads

R3: % Motor Tax Transactions Conducted Online

C3: Website and Social Media

C4 and C5: ICT Expenditure

Annual Total Income per AFS

Annual Total Expenditure per AFS

Cumulative Surplus/deficit as a % of Total Income

Revenue Expenditure per Capita



The strategic objective of the Finance Department is:

To maximise resources available for infrastructural and service provision and ensure, the efficient and effective use of these resources, the achievement of a balanced budget and the highest standards of accountability and financial probity.

The Finance Department, under the management of the Head of Finance, has primary responsibility for a range of functions including:

- As a public body charged with the prudent management of the expenditure of public monies and the effective utilisation of limited resources, Galway City Council will continue in 2024 to strengthen the governance function of the Council Continue to support strong audit, financial, risk, data and corporate governance and reporting systems to build public confidence, maximise efficiency and ensure compliance with our obligations
- Prepare and publish monthly financial reporting and statutory Annual Financial Statements in line with Accounting Code of Practice and statutory deadlines
- Prepare and publish the statutory Annual Budget in consultation with elected members.
- To promote a best practice procurement culture across the organisation in order to deliver value for money savings and efficiencies, mitigate against procurement risks and ensure compliance with local and national policy and legislation.
- Work in partnership with Irish Public Bodies Mutual Insurance Co and chair the insurance committee in order to ensure adequate levels of insurance cover, to reduce insurance risks and to administer claims effectively and efficiently.
- Maximise income collection from major revenue sources - rates, rents, loans, NPPR and others. Explore the potential for additional sources of revenue and expand payment options for customers.
- Efficient and effective administration of the Purchase to Pay process including payroll.
- Ensuring financial stability through ongoing management of all cash flows, maximising on investment returns and minimising our exposure to overdraft.
- Assist in development of the 3 Year Capital Programme (2024-2027)
- One of the key objectives for the Finance department in 2024 is to continue to engage with Tailte Éireann and ratepaying customers to ensure the implementation of the National Revaluation Programme which comes into effect for rates this year.



The delivery of these principal functions will involve:

- Interacting with almost 35,000 customers, processing payments to over 3,400 suppliers, and responsible for managing tax related deductions on behalf of Revenue and processing payments for 619 staff and 274 pensioners
- Managing €15m tax related deductions on behalf of Revenue
- Overseeing the Capital Budget for Galway City Council's 3-year Capital plan
- Responsible for €1.3bn worth of assets and managing a loan book of €88m
- Processing €125m Electronic Fund Transfers for all external stakeholders, including government departments and agencies.

Note: Numbers above are estimates based on service provision in 2023

Progress on achieving objectives will be measured in a variety of ways including through:

- National Service Indicators
- Recommendations from National Oversight & Audit Commission
- Annual Progress Report on Corporate Plan Implementation
- Local Authority Annual Report
- Quarterly review of Annual Service Plan targets
- Audit Committee Reports
- External Local Government Audit Reports
- Internal Audit Reports
- Monthly Chief Executive Report to Council
- Annual Financial Statement, End of Year Accounts and Outturn Report
- Completion of regular Risk Management review
- Budgetary Control metrics



The key service delivery objectives for the ICT department in 2024 are:

An updated Digital Strategy: Galway City Council will adapt the National Digital & ICT Strategy to be published by LGMA to align with local priorities for 2024-2030

ICT Infrastructure and Operations:

- Migration of all IT services to new office accommodation – this will be a significant project for the department in 2024 and will include a review of all IT infrastructure to establish their relevance/applicability/place in a modern office setting
- Provision of resilient connections to Government networks from both the new offices at Crown Square and the Disaster Recovery site
- Current ICT server and storage infrastructure will be replaced with a Hybrid-Cloud, Hyper-converged Infrastructure in Q1 which will increase resilience and recoverability in the event of a cyber-attack or other physical infrastructure disaster. This will be ICT's key contribution to the implementation of the GCC Climate Adaptation Strategy 2019-2024, targeting a reduction in ICT energy usage from 6.7kW/h to 0.7kW/h
- Cybersecurity: multiple layers of protection against cybercrime have been put in place over the last number of years. Protection against cybercrime is a number one priority. We will continually review and update cybercrime prevention. Mandatory Cybersecurity Training will continually develop awareness of ever-increasing and evolving Cybersecurity threats. The ICT department will seek to recruit 2 x dedicated cybersecurity specialists by Q2 who will be tasked with managing the many security systems in place.
- Microsoft Office 365 and other Productivity Tools will continue to be rolled out across the organisation to improve collaboration workflows and productivity, including a new Sharepoint Intranet site and a new Service Desk for internal support. Streamlined work practices and new ways of working will be fully promoted and supported to reduce the reliance on manual paper-heavy processes.
- Remote working will continue to be supported through secure network access, the provision of fit-for-purpose devices and systems.



Enterprise Applications and Digital Transformation

- Mobile Working: The ICT department will continue to support mobile working through the delivery of bespoke apps and back office reporting
- Digital first principles: we will continue to focus on providing digital options for public interaction, applications and services, engaging with all departments to identify new ways of working
- A new, fully accessible website will be launched in Q2 to coincide with the local elections
- A new modern intranet will launch in January which is aimed at improving staff engagement and communications
- Development of solutions on Microsoft's Power Platform. An FOI (Freedom of Information) app will be designed and developed in-house in Q1. Business processes for customer relations will be developed following on from this in Q2&3, to assist with case and task tracking and management throughout the organisation.
- Continuous upgrade of Local Authority systems as necessary.
- Dashboards and Reporting Systems will be upgraded to future- proof and expand on data-driven dashboards and metrics that support ease of access to information and evidence-based decision-making for the organisation.
- Engagement with National projects e.g. the Housing Maintenance project, MyCoCo Planning Development contributions, National Housing system, Planning Enforcements system. iPlan v5.0, iHouse upgrade to V3.10
- Engagement with local strategic projects – e.g. Parking enforcement system
- Migration of Housing documentation to iDocs document management system
- AI-led search & retrieval of Council meeting minutes will be developed in-house

Geographic Information Systems:

- Continue to pursue a cloud-first strategy for GIS in 2024. This removes reliance on physical servers in-house and the resulting maintenance, energy and licensing costs, to highly available and secure cloud-based systems which are accessible from anywhere.



Human Resources Department

The strategic objectives of the Human Resources Department are:

- To encourage, assist and support our staff to develop their full potential as valued employees of Galway City Council.
- To utilise our staff resources to the maximum effect in the context of our changing environment.
- To work in partnership with all the relevant stakeholders to maintain industrial peace and ensure a consistent high-quality service to our customers.

The key service objectives for the Human Resources Department in 2024 are as follows:

- Development of the Strategic Workforce Plan.
- Facilitate engagement on organisational change management programmes as relevant to include the Water Services Transition Programme.
- Deliver recruitment programme for 2024 to provide for the filling of new posts and vacancies in existing posts as they arise.
- Support staff throughout employee life cycle through provision of staff learning and development opportunities Provision of advice and support on HR policies and procedures.





**Comhairle Cathrach
na Gaillimhe**
Galway City Council