



Galway City Local Economic and Community Plan Implementation Plan 2020-2021

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1. Local Economic and Community Plan

This two year implementation plan covers the final period of the Galway City LECP 2015-2021. The LECP is organised around five high level goals, to:

1. Develop and promote Galway as a world-class, creative city region.
2. Develop and promote Galway as an innovative city.
3. Ensure Galway City is an equal and inclusive city.
4. Encourage a sustainable, resilient urban environment for Galway City that is the regional capital of the West.
5. Promote the health and wellbeing of all people in Galway City.

This plan builds on the January 2017 workshop hosted by Galway City Council to enable the various stakeholders involved to reflect on the work that had been done in implementing the plan and to chart out future directions for the plan. This workshop identified the importance of prioritising a smaller number of actions within the LECP. It emphasised the value of collaborative multi-agency cross sectoral initiatives and of actions that provide added value in terms of new actions, new approaches to implementing actions, new working relationships involved in actions, new models for specific actions, and new tools for implementing actions.

The preparation of this plan involved literature review to explore progress in implementing the LECP and the changing policy context for the LECP. It included interviews with individual stakeholder organisations and two sectoral workshops, one hosted by Galway Chamber of Commerce and one by Galway City Community Network to examine ambitions and assess needs. Two cross-sectoral planning workshops were hosted to identify and debate priorities for the next period. The draft plan was subject to an equality and human rights impact assessment by the LCDC Social Inclusion Sub Group, hosted by the Galway City Partnership. Feedback was provided through a meeting of the LECP Steering Group before discussion by the Economic, Community and Culture SPC and the LCDC.

2. Policy and Contextual Developments

2.1 SICAP Data

The *Galway City SICAP Profile Lot Data* prepared to inform the SICAP funding period of 2018-2022, provided by Galway City Partnership, provided the planning process with a snapshot of contextual developments. This draws from data sources not available in preparing the LECP, in particular Census 2016.

Headline figures from this profile of importance for this plan include:

- There are 4,083 people who had left school early before the age of 17 years.
- There are 11,099 people who indicate that they are unskilled or semi-skilled.
- The unemployment rate for Galway City decreased to 12.9% in 2016. Live register figures show the ongoing decrease in this figure is for all groups, but at a slower rate for young people and women.
- There are 21 areas classified as disadvantaged, 4 areas as very disadvantaged, and no areas are severely disadvantaged. However, it is noted that the dispersal of people on low income or dependent on social welfare through the city may be masking the reality of disadvantage.

- Homelessness is on the increase with up to 3,322 households assessed as in need of social housing support in 2017, with growing numbers of families and children impacted.
- Galway City is characterised by high levels of ethnic diversity with: 25.8% of residents born outside Ireland, 18.6% indicating their nationality as other than Irish, and 2.1% identifying as Irish Travellers. Significant areas of concentration of these groups are identified.
- There were 3,336 lone parent families, predominantly headed by women, accounting for 30% of all families with children in Galway City in 2016.
- There were 10,133 people with disabilities, 12.9% of the population in 2016.

2.2 National Policy

The LECP is organised around five high level goals to be pursued over the 2015 to 2021 period. There have inevitably been significant changes of context for the plan since its elaboration and the following **policy developments** relevant to each high level goal have been taken into account in identifying the flagship and seed actions of this implementation plan:

Goal 1: Develop and promote Galway as a world-class, creative city region

One recent policy development informed the flagship action under this high-level goal:

A: Equality, Human Rights and Diversity Strategy of the Arts Council and its incorporation in Making Great Art Work, Three year plan 2020-2022. This is based on an acknowledgement that 'every person living in Ireland has the right to create, engage with, enjoy and participate in the arts' and a commitment to 'a formal process for EHRD proofing of future policy and strategy development'.

Goal 2: Develop and promote Galway as an innovative city

Two recent policy and contextual developments informed the flagship actions under this high-level goal:

A: The economy of the future is increasingly an international and national concern. 'Future Jobs Ireland 2019, Preparing Now for Tomorrow's Economy' is the recent Irish policy perspective and reflects a concern to respond to the reality that 'the structure of our economy will undergo profound transformation as the impact of new technologies and decarbonisation reshape industries and jobs'. There are five pillars to the strategy: Embracing innovation and technological change; Improving SME productivity; enhancing skills and developing and attracting talent; increasing participation in the labour force; and Transitioning to a low carbon economy.

B: A new National Digital Strategy is being finalised with a digital strategy for Galway City being developed. Galway City Council is developing a Smart City agenda with stakeholders, based on work done to date under the LECP.

Recent policy and contextual developments that have stimulated the identification of seed initiatives under this high-level goal include: the successor policy framework to Pathways to Work 2016-2020 is now in preparation and an enhanced focus on groups most distanced from the labour market suggested in the calls for submission given the current employment context.

Goal 3: Ensure Galway City is an equal and inclusive city

Three recent policy developments informed the flagship actions under this high-level goal:

A: The Irish Human Rights and Equality Commission published guidance in 2019 on implementing the public sector equality and human rights duty, a duty on public bodies to have regard to the need to eliminate discrimination, promote equality and protect human rights in carrying out all their functions, under the Irish Human Rights and Equality Commission Act 2014.

B: The 'National Social Enterprise Policy for Ireland 2019-2022' has been published, with its three policy objectives to: build awareness of social enterprise, grow and strengthen social enterprise, and achieve better policy alignment and its acknowledgement of the by role to be played by local authorities, local development companies, and LEOs. Policy measures include to strengthen business supports and to improve access to funding, including to identify and address any gaps in this regard.

C: The 'National Disability Inclusion Strategy 2017-2021' provides a mechanism for joined-up working to deliver on Ireland's commitments to implementing the UN CRPD, which Ireland ratified in March 2018. It is to be reviewed in 2019 to examine how the Strategy is aligned with the articles of the Convention and how the Strategy could be revised and built upon in order to continue progressive realisation of the aims of the Convention.

Recent policy and contextual developments that have stimulated the identification of seed initiatives under this high-level goal include: National Traveller and Roma Inclusion Strategy 2017-2021, the National LGBTI+ Inclusion Strategy 2019-2021, The Migrant Integration Strategy, A Blueprint for the Future, 2017, and the forthcoming Solas 'Further Education and Training Strategy 2020 – 2024' alongside GRETB plans to enhance transition from DEIS schools to third level education.

Goal 4: Encourage a sustainable, resilient urban environment for Galway City that is the regional capital of the West

Two recent policy and contextual developments informed the flagship actions under this high-level goal:

A: Climate Change is on the policy agenda in a manner that was not envisaged when the LECP was developed. The 'Climate Action Plan 2019, to tackle climate breakdown' has been developed, as a central part of a suite of policy initiatives, in response to the UN's Agenda 2030 for Sustainable Development and the Paris Agreement on climate change. These involve, according to the policy, 'a transformational shift of our economies and societies towards climate resilient and sustainable development'.

B: Homelessness is now on the policy agenda in a manner that was not envisaged when the LECP was developed. Rebuilding Ireland: Action Plan for Housing and Homelessness has been developed, as a central part of a suite of national policy initiatives on homelessness and housing insecurity. A draft West Region Homelessness Action Plan 2020-2022 has also been prepared which identifies that, 'since 2016 the West Region has experienced a 153% increase in the number of adults accessing homeless services through emergency accommodation. This is the highest increase of any region in the country'.

Recent policy and contextual developments that have stimulated the identification of seed initiatives under this high-level goal include the UN 2030 Agenda for Sustainable

Development and the seventeen Sustainable Development Goals were agreed in 2015, and the SDG Summit of world leaders in September 2019 called for a decade of action and delivery for sustainable development.

Goal 5: Promote the health and wellbeing of all people in Galway City.

Recent policy and contextual developments that have stimulated the identification of seed initiatives under this high-level goal include the context of progress made under the Healthy Galway City Strategy that enables further developments.

2.3 Regional Spatial and Economic Strategy

The ***Regional Spatial and Economic Strategy for the Northern and Western Regional Assembly*** has been drafted and is to be agreed in early 2020. This is a key new development since the preparation of the LECP. Galway City Council is obliged within 26 weeks of the adoption of the RSES to commence the process of varying its own development plan to align it with the RSES. Alignment with the current draft of the RSES was considered and addressed in the preparation of this LECP implementation plan and, given the nature and timing of this plan, will need to be a focus in its ongoing implementation.

The current draft RSES includes the Galway Metropolitan Area Strategic Plan 2019-2031. This 'sets the key change parameters for the city of Galway, enabling it to continue to be the major growth centre and influencer in the region, creating synergies to enable wider prosperity within its city region hinterland' and 'addresses the critical challenges facing Galway around housing, transport and infrastructure provision that will determine the continued success of the city'.

The MASP establishes a range of elements for action of relevance:

- Strategy to respond to housing demands of growing population;
- Economic development strategy, with a focus on planning and a sectoral focus on retail, education, health, tourism, marine sector, creative/culture sector, and inter-urban and inter-region connectivity;
- The Galway Transport Strategy and City Centre Transport Management Plan, identifying components of particular relevance as: N6 Galway City Ring Road; public bus transport; cycle network; walking; park and ride; and rail;
- Living environment and built heritage;
- Green network, with a focus on the 'fifth of the total land area of the City being designated as protected habitats, recreation and amenity open space and agricultural land' comprising a green network within the city;
- The development of a Public Realm Strategy for the City Centre;
- Culture and community and implementation of the Cultural Sustainability Strategy 2016-2025;
- Health and wellbeing, with a focus on the Galway Healthy Cities Project and related initiatives; and
- Climate change resilience, with a focus on reduction of carbon footprint and addressing vulnerability to harmful effects.

The current draft RSES identifies five growth ambitions:

- ***economy and employment – vibrant region***, with regional policy objectives set in relation to: Tourism; Renewable energy and low carbon future; Agri-Food; Marine

and blue economy; Information and Communications Technology services; Med-Tech; and Retail;

- **environment – natural heritage**, with regional policy objectives set in relation to: Landscape; Natural assets; Cultural heritage; Natural heritage; Natural networks; and Forestry and woodlands;
- **connectivity – connected region**, with regional policy objectives set in relation to: International connectivity; Roads; Rail; Bus network; Rural transport; enabling plans; digital infrastructure; Broadband connectivity; and Smart region;
- **quality of life – inclusive region**, with regional policy objectives set in relation to: Talent; Healthy places; Age-friendly; Childcare, education and lifelong learning; and Housing; and
- **infrastructure – enabling our region**, with regional policy objectives set in relation to: Electrical grid network; Gas networks; Waste infrastructure; and Water services infrastructure.

3. Equality and Human Rights

An equality and human rights impact assessment process was conducted on this implementation plan at final draft stage in compliance with the public sector equality and human rights duty. The Irish Human Rights and Equality Commission Act 2014 requires public bodies to have regard to the need to eliminate discrimination, promote equality, and protect human rights in the implementation of all their functions.

Galway City LCDC has an Equality and Human Rights Statement, which identifies equality and human rights issues, and a manual for implementing the Duty, which includes a tool for equality and human rights impact assessment. These were used in the impact assessment conducted by the LCDC Social Inclusion Sub Group.

The report on this process concluded: “The draft LECP implementation plan 2020-2021, as currently constructed and with the issues above addressed, was found to be satisfactory in advancing action on the equality and human rights issues and no measures running counter to an effective response to the equality and human rights issues identified were noted”. A number of recommendations were made in relation to the processes for implementation and these have been incorporated.

4. Motivating Values

The 2017 LECP workshop hosted by Galway City Council identified five key values as motivating the vision, high level goals, objectives and actions of the LECP. These values are interconnected and provide a guiding framework for the LECP that enables coherence and energy across the different objectives and actions. They were named and defined as:

Value 1: Creativity is about new and novel ideas to realise and fulfil the values espoused in the LECP across all aspects of life. It involves imaginative thinking to bring about change and improvements in the quality of life. It emphasises the role of the imagination and informs the design and delivery of public and publicly funded services.

Value 2: Innovation is a lifeline for existence. It involves original ideas that can be defined, refined, and moved forward to become the basis for growth within the community. It is relevant to all arenas, including both social and economic fields, concerned with positive impacts, and benefits from the diversity of people and ideas.

Value 3: Equality and inclusiveness: about the right of all people to be included and to fully participate in social, economic, political and cultural life and to live healthy lives free from poverty and exploitation. It involves a rights-based approach to planning and decision-making that envisions a society where human rights and equality are recognised and realised, diversity is valued, and discrimination is eliminated.

Value 4: Sustainability is where, based on various international agreements such as Agenda 21, the Paris Agreement and the Sustainable Development Goals, different communities and their activities can be maintained in a way that contributes to quality of life without creating or compounding negative consequences for future generations. It interconnects social, environmental, economic and cultural aspects. It is concerned about climate change and embedding sustainable practices among all stakeholders.

Value 5: Wellbeing: about the freedom to work and to pursue one's choices, to engage and to participate, and to be listened to. It is about freedom from experiences such as poverty, violence, racism, homelessness, isolation and loneliness. It is about people realising their full potential and includes a focus on both the individual and the community or collective. It is holistic in going beyond physical and mental health to integrate a wider range of issues such as respect, dignity, income, housing, environment, equality and human rights and in involving a broad spectrum of stakeholders.

5. Flagship Initiatives

Nine flagship initiatives were identified through the planning process for this implementation plan. Flagship initiatives are those actions that are:

- substantive in their potential to advance outcomes of importance in a changing context;
- collaborative in nature, being multi-agency and/or multi-sectoral; and
- offering added value, involving any of: new actions, new approaches to implementing actions, new working relationships involved in actions, new models for specific actions, and/or new tools for implementing actions.

5.1 High Level Goal One: Develop and promote Galway as a world-class, creative city region

Flagship One: Develop and implement a programme of cultural actions, based on collaborative practice, targeted on disadvantaged communities.

Purpose: to engage communities and people, experiencing inequality and exclusion, as collaborative producers and consumers of art and culture.

Milestones

- Commitment agreed with partners, made in GCC Arts Plan 2019-2021 and implemented.
- Targeted collaborative practice identified and pursued as part of the legacy infrastructure from Galway 2020.
- Talent, skills and knowledge development initiatives in place and taken up from within these communities.
- Socially engaged artists involved in process for and outputs of this initiative.

Partners: GCC as lead partner, convening and working with partners that include GRETB, Galway 2020 and GCCN.

Timeline: Ongoing from first quarter 2020.

5.2 High Level Goal Two: Develop and promote Galway as an innovative city

Flagship Two: Establish and report on the implications and potential of national policy proposals on future of work for Galway city with a view to taking actions.

Purpose: to advance Galway city as destination of innovation, establish economic and job creation strategies that are resilient and sustainable into the future, and identify gaps in current approaches.

Milestones:

- Working group meeting and considering implications, feeding back to national level as required.
- Report on actions required and engagement with these by public and private sector bodies.

Partners: Galway Chamber of Commerce as lead partner, convening and working with partners that include PorterShed, Western Skills, NUIG, GMIT, GCC, Atlantic Economic Corridor Officer, LEO, GCP, and Galway Council of Trade Unions.

Timeline: Ongoing from third quarter 2020.

Flagship Three: Implement a programme of Smart City initiatives.

Purpose: to promote Galway City as a destination of innovation, enable coherence for Galway as a Smart City, and evolve an approach that encompasses large and small scale initiative and social, environmental and economic gains.

Milestones:

- Local digital strategy in place.
- Networks of organisations collaborating to prioritise, implement, monitor, and promote Smart City initiatives.

Partners: Insight NUIG as lead partner, convening and working with partners that include Enterprise Ireland, Galway Chamber of Commerce, GCC, GCCN, and Galway Council of Trade Unions.

Timeline: Ongoing from first quarter 2020.

5.3 High Level Goal Three: Ensure Galway City is an equal and inclusive city

Flagship Four: Convene a collaborative forum to support implementation of the public sector equality and human rights duty.

Purpose: to promote awareness and understanding of the public sector duty and to enable peer support and joint endeavour for its implementation.

Milestones:

- Regular meetings of the collaborative forum.

- Number and range of public bodies with a published assessment of equality and human rights issues relevant to their functions.

Partners: LCDC Social Inclusion Sub Group as lead partner, involving public agencies and GCCN.

Timeline: Ongoing from first quarter 2020.

Flagship Five: Develop and strengthen the support infrastructure for social economy enterprise.

Purpose: to ensure a broad and shared understanding of the social benefit and economic impact of social enterprises and of the social economy as a vehicle for wellbeing, and to track and advance the physical, funding, and business supports required for the social economy to achieve a critical mass.

Milestones:

- Agreed definition of social enterprise being worked to by all relevant agencies.
- Specific enhancements to the business and financial support infrastructure available to social enterprise.
- Social enterprises engaged in process for and outputs of this initiative.

Partners: GCC as lead partner, convening and working with partners that include DEASP, GCP, LEO, GRETB, Galway Chamber of Commerce, Galway Council of Trade Unions, and GCCN.

Timeline: Ongoing from second quarter 2020.

Flagship Six: Develop and monitor implementation of a rolling action plan for the city that achieves the relevant standards set in the UN CRPD.

Purpose: to deepen commitment and capacity to achieve the standards established in the UN CRPD, in the public, private and community sectors.

Milestones:

- A Forum established, convened and resourced to develop, agree, and monitor rolling action plans relating to different elements of the UN CRPD.
- A number of rolling action plans under implementation.

Partners: Access for All as lead partner, convening and working with partners that include people with disabilities, organisations of people with disability, and including Galway Chamber of Commerce, Galway Council of Trade Unions, GCC, DEASP, GRETB, HSE, Tusla, and GCCN.

Timeline: Ongoing from second quarter 2020.

5.4 High Level Goal Four: Encourage a sustainable, resilient urban environment for Galway City that is the regional capital of the West

Flagship Seven: Develop, promote and monitor a rolling plan of action for a sustainable and resilient city.

Purpose: to establish, drive and monitor action on climate change mitigation and adaptation, and climate justice such that effective action on each informs all local plans and policies, and to stimulate and enable organisations in the public and private sector to reduce greenhouse gas emissions.

Milestones:

- Expert forum in place and meeting on a regular basis to plan and track progress towards a sustainable, resilient Galway.
- A rolling action plan for a sustainable, resilient Galway in place and promoted.
- A positive branding scheme in place for companies and organisations taking steps to reduce their greenhouse gas emissions.

Partners: GCC as lead partner, convening and working with partners that include Galway Environmental Network, Galway Chamber of Commerce, GCCN, NUIG, GMIT, other public sector agencies, and Comhairle na nÓg.

Timeline: Ongoing from first quarter 2020.

Flagship Eight: Implement an action plan on homelessness and housing insecurity in the City.

Purpose: to ensure effective action in Galway to reduce homelessness, to examine and implement new models of intervention, available and tested, on homelessness and housing insecurity, to enable effective dialogue between relevant sectors on the issues, and to ensure enforcement of legal provisions and regulations on short-term lets and on rent controls.

Milestones:

- Regional Homeless Forum reconvened and meeting on a regular basis.
- A local action plan on homelessness and housing insecurity agreed and under implementation.

Partners: GCC as lead partner, convening and working with partners that include housing and homeless organisations from the community and voluntary sector and GCCN (Housing and homelessness linkage group).

Timeline: Ongoing from second quarter 2020.

5.5 High Level Goal Five: Promote the health and wellbeing of all people in Galway City

Flagship Nine: Strengthen implementation of the Healthy Galway City Strategy.

Purpose: to take a collaborative interagency approach to refocus existing resources to ensure implementation of priority actions under the Strategy, to replicate those actions that have proven effective, and to link with other local policy strategies to secure implementation of actions relevant to these.

Milestones:

- Progress made on implementation of the Healthy Galway Strategy actions.
- Effective links made between the Healthy Galway City Strategy and other local strategies of relevance.

Partners: LCDC Healthy Ireland Steering Committee, chaired by the HSE.

Timeline: Ongoing from first quarter 2020.

6. Seed Initiatives

Ten Seed initiatives were identified through the planning process for this implementation plan. Seed initiatives are those actions that are:

- small in scale but offer significant potential for future action of greater scale;
- looking to create the conditions for new possibilities and priorities to be pursued; and
- opening up new agendas of importance for Galway City.

6.1 High Level Goal One: Develop and promote Galway as a world-class, creative city region

No seed initiative is to be pursued under this high level goal over this implementation period.

6.2 High Level Goal Two: Develop and promote Galway as an innovative city

Seed One: Establish, resource, and locate a position to enable access to EU and national funding opportunities.

Purpose: to provide a support service, including information sharing, training, and practical support, to individuals, companies, and groups, including community and voluntary groups, seeking to apply for EU and national funding.

Milestones:

- Funding secured and support person employed, located in agreed partner organisation.

Partners: Galway Chamber of Commerce as lead partner, convening and working with partners that include GCC, and GCP.

Timeline: Complete in 2020.

Seed Two: Convene a task force on the needs of groups distanced from the labour market.

Purpose: to examine and promote responses to unemployment and underemployment that would be relevant to groups experiencing significant distance from the labour market, including through the Youth Guarantee Scheme.

Milestones:

- Task force meeting and reporting on a regular basis.
- Task force proposals integrated into relevant public agency plans.

Partners: GCP as lead partner, convening and working with partners that include DEASP, GRETB, GCC, Galway Chamber of Commerce, Galway Council of Trade Unions, and GCCN.

Timeline: Ongoing from second quarter 2020.

6.3 High Level Goal Three: Ensure Galway City is an equal and inclusive city

Seed Three: Map the strategies and initiatives in place to enhance educational transitions for disadvantaged groups and establish the further actions required.

Purpose: to establish current provision of the supports, including after-school provision, required for effective learning pathways and active inclusion through the education and training system in Galway with a view to addressing any gaps found in future plans.

Milestones:

- Map of the current situation and needs prepared.
- Outcomes of the mapping processes integrated into relevant public agency and education provider plans.

Partners: GRET B as lead partner, convening and working with partners that include NUIG, GMIT, GTI, Equal Ireland, and GCCN.

Timeline: Complete by end 2020.

Seed Four: Reconvene the Galway City Traveller Inter-agency Group.

Purpose: to make local progress on implementing the policy commitments in the National Traveller Roma Inclusion Strategy, and to enhance access and outcomes for the Traveller community from public services.

Milestones:

- Traveller Inter-agency Group meeting on a regular basis, progressing and keeping under review an agreed strategy and action plan.
- New initiatives in place to implement National Traveller and Roma Inclusion Strategy locally.
- Agreed guidance being implemented on public service provision to the Traveller community.

Partners: GCP as lead partner, convening and working with partners that include DEASP, GRET B, TUSLA, Galway City Children and Young Peoples' Services Committee, the HSE, GCC, and Galway Traveller Movement.

Timeline: Ongoing from the first quarter 2020.

Seed Five: Convene a LGBTI+ inter-agency group.

Purpose: to make local progress on implementing the policy commitments in the National LGBTI+ Inclusion Strategy, and to enhance supports and services to the LGBTI+ community.

Milestones:

- New initiatives in place to implement National LGBTI+ Inclusion Strategy locally.
- Teach Solais LGBT+ Resource Centre funded on a sustainable basis to serve as a hub for the development of supports and services to the LGBTI+ community.

Partners: LCDC Social Inclusion Sub-committee as a lead partner, convening and working with partners that include GCC, HSE, Galway Chamber of Commerce, GCP, Amach!, and GCCN.

Timeline: Ongoing from the second quarter 2020.

Seed Six: Develop and implement a Galway Intercultural Strategy

Purpose: to ensure an appropriate response to intercultural issues, an adequate challenge to racism in a culturally diverse city.

Milestones:

- Strategy developed and agreed in a participative manner.
- Funding and structures secured for implementation.
- Migrant Integration Forum for the City established.
- New initiatives in place to implement The Migrant Inclusion Strategy locally.

Partners: GCP as a lead partner, convening and working with partners that include GCC, GRETB, HSE, Tusla, Bridge Project, Galway Chamber of Commerce, Galway Inter-agency Consortium, Community of Sanctuary NUIG, GTM, and GCCN.

Timeline: Ongoing from second quarter 2020.

6.4 High Level Goal Four: Encourage a sustainable, resilient urban environment for Galway City that is the regional capital of the West

Seed Seven: Develop a shared vision for Galway City and its future to inform consistent messaging and future planning.

Purpose: to establish a shared cross-sectoral vision for Galway City, out of the many visions that are currently called on, to shape future planning.

Milestones:

- Working group convened and collaborative process devised and implemented.
- Vision for Galway City to shape future planning agreed.
- Communication messages and materials developed.
- LCDC values of dignity, autonomy, participation, inclusion, social justice and environmental justice engaged by this vision for Galway City.

Partners: Portershed as a lead partner, convening and working with partners that include NWRA, GCC, Galway Chamber of Commerce, Galway Council of Trade Unions, GCCN, Galway Environmental Network, and Comhairle na nOg.

Timeline: Complete in 2020.

Seed Eight: Promote sustainable transport solutions and initiatives to enable these.

Purpose: to promote and monitor immediate sustainable transport actions as longer-term transport infrastructure strategies are progressed.

Milestones

- Communication strategies across a range of sectors with creative messaging on sustainable transport.

- Initiatives for sustainable transport in place, ranging from cycling paths, walkways, park and ride facilities, and local community solutions to traffic congestion.

Partners: GCC as a lead partner, convening and working with partners that include GTU, Galway Chamber of Commerce, and Galway Environmental Network.

Timeline: Ongoing from first quarter 2020.

Seed Nine: Advance capacity and commitment to drive implementation of the UN Sustainable Development Goals.

Purpose: to promote the SDGs, make them relevant for Galway, and establish the means for advancing their implementation through mainstream policies, plans and programmes.

Milestones:

- Proofing tools developed and being applied to test proposed policies, plans and programmes for their capacity to advance the SDGs.
- Agreed metrics deployed to track implementation of the SDGs in Galway City.
- Collaborative fora established to enable cross-sectoral dialogue on implementing the SDGs and to engage peer support for their implementation.

Partners: LCDC Social Inclusion Sub-committee as a lead partner, convening and working with partners that include GRET, HSE, Tusla, GCP, Galway Environmental Network, GCC, Galway Chamber of Commerce, Galway Council of Trade Unions, and GCCN.

Timeline: Ongoing from first quarter.

Seed Ten: Implement the Galway City Biodiversity Plan.

Purpose: to mobilise a spectrum of stakeholders and expertise in the implementation of the Galway City Biodiversity Plan.

Milestones:

- Bio-diversity officer for the city recruited.
- Forum of relevant organisations and expert individuals convened on a regular basis.

Partners: GCC as a lead partner, convening and working with partners that include Galway Environmental Network.

Timeline: Ongoing from second quarter.

6.5 High Level Goal Five: Promote the health and wellbeing of all people in Galway City

No seed initiative is to be pursued under this high level goal over this implementation period.

7. Ongoing Initiatives

While flagship initiatives and, to a lesser extent, seed initiatives will receive priority attention, progress will continue to be made and monitored in relation to the full spectrum of outstanding actions from the LECP. These are set out in the tables below for each of the five high level goals.

In a number of instances, additional dimensions to these actions, made possible by progress to-date, are identified in bold. These additional dimensions were identified as part of the preparation of this implementation plan and will be a specific focus over the final two years of the LECP.

High Level Goal One: Develop and promote Galway as a world-class, creative city region			
Objective	Action	Existing Partners (lead in bold)	Implementation Plan
Support and promote Galway City's role as a cultural city of international renown	1.1.1 Recognise and build upon the significance of Galway's designation as a UNESCO City of Film.	GCC, GCoC, Galway Film Centre, GRETB, GCCN	Ongoing
	1.1.2 Support and promote Galway's bid for European Capital of Culture 2020.	Galway 2020, GCC, GCoC, GCCN	Ongoing
	1.1.3 Support implementation of the Galway Cultural Strategy and the Galway City Arts Action Plan.		Ongoing Flagship Initiative One
	1.1.4 Support community-based activity relating to culture and facilitate cultural access and participation, embracing cultural diversity and including everyone.	GCC, GCCN, GCP, Galway 2020, GRETB	Ongoing Link with Seed Six
Preserve and ensure the economic, cultural and social benefits associated with the use of the Irish language remain in Galway City.	1.2.1 Continue to promote and support Galway as a bilingual city and, in particular, the gradual normalisation of the Irish language in Galway City.	GCC, Gaillimh le Gaeilge, Galway Chamber of Commerce	Ongoing Implement Irish Language Plan for Galway City 2019-2026
	1.2.2 Explore opportunities to create a physical hub for Irish Celtic Culture, including the Irish language sector, in Galway City.	GCC, Gaillimh le Gaeilge, GRETB, UnaG	Concluded
Encourage the establishment and expansion of creative industries and education experiences in Galway City.	1.3.1 Develop a value proposition around the strength of Galway City for indigenous and FDI companies and education experiences in the Film/Digital Media/Animation Space.	GCC, IDA, Enterprise Ireland, UnaG GRETB, Galway Chamber of Commerce, Education Sector	Ongoing

High Level Goal Two: Develop and promote Galway as an innovative city			
Objective	Actions	Existing Partners (lead in bold)	Implementation Plan
Develop, encourage and create an environment for	2.1.1 Create and support a series of innovation ecosystems in Galway City.		Flagship Initiative Two

innovation, enterprise and entrepreneurship, including community/social enterprise.	2.1.2 Develop a feasibility study for enterprise/creative ecosystems in Galway City.	GCC, LEO, SCCUL, GTC, Galway Chamber of Commerce	Ongoing Actions taken on foot of Galway Incubation and Enterprise Space Review study.
	2.1.3 Support and promote national and local innovation and enterprise events, such as: Meet West; Venture West; Start Up Gathering; LEO Craft Fair; Galway City Marketing Fund	GCC, LEO, Start Up Galway GRETB, Galway Chamber of Commerce	Ongoing
	2.1.4 Actively work with national government to progress the implementation of social clauses in public procurement.	Galway Council of Trade Unions, GCP, GCC	Ongoing Expand range of public bodies implementing social clauses beyond the social housing sector.
	2.1.5 Actively engage with and support Connect Ireland in rolling out its community partnership programme.	Connect Ireland, GCC	Ongoing
	2.1.6 Develop Galway as a Centre of Excellence for social enterprise.		Flagship Initiative Five
	2.1.7 Create opportunities for European funded projects in Galway City.		Seed Initiative One
	2.1.8 Establish an interagency group to address long-term unemployment/ underemployment.		Seed Initiative Two
Foster the spirit of creativity, innovation and entrepreneurship in our education system.	2.2.1 Introduce entrepreneurship as a viable career option and provide a network of venture coaches and entrepreneurial support systems, through: Blackstone LaunchPad at NUI Galway; Galway LEO; Galway Technology Centre	NUIG, GCID, GTC, LEO GRETB PorterShed	Ongoing
Promote and foster indigenous business and investment in the city.	2.3.1 Support implementation of the annual Galway County and City Enterprise Plan.	LEO, GCC, Galway Council of Trade Unions	Ongoing Action to support migrant entrepreneurs and women entrepreneurs.
	2.3.2 Support and promote training and mentoring programmes for small business and start-ups.	LEO, SCCUL Enterprises Ltd., GTC, GRETB, GCP, DSP	Ongoing

	2.3.3 Investigate the establishment of a Business Improvement District (BID).	Galway Chamber of Commerce, GCC, Galway City Business Associations	Concluded
Encourage innovators to locate in Galway City.	2.4.1 Work collaboratively to encourage investment into Galway City through the development of a portal and promotional pack for all information relating to business and enterprise.	GCC, LEO, Galway Chamber of Commerce , GCID, GTC	Ongoing
	2.4.2 Explore opportunities around the EU Cities of Innovation programme.	GCC, Galway Chamber of Commerce	Complete
	2.4.3 Develop interactive map sites for the Galway Technology and Medtech maps.	GCID, GCC, Insight PorterShed	Complete
	2.4.4 Build upon the fDi MicroCity of the Year Award 2014/2015.	GCC, Galway Chamber of Commerce, GCID	Ongoing
Develop Galway as a Smart City.	2.5.1 Further develop and implement the formal agreement between Insight NUIG and Galway City Council to develop joint initiatives including: public open database study (www.galwaydashboard.ie); applications for national and EU funding		Flagship Initiative Three
	2.5.2 Develop and progress a number of Smart City initiatives, including the Open Agile Smart Cities (OASC) Initiative in conjunction with Dublin, Cork and Limerick.		Flagship Initiative Three

High Level Goal Three: Ensure Galway City is an equal and inclusive city			
Objective	Action	Existing Partners (lead in bold)	Implementation Plan
Deliver local and national social inclusion/ community development	3.1.1 Monitor poverty reduction programmes and community development programmes in the city, including the SICAP Action Programme.		Flagship Initiative Four

programmes to reduce poverty and alleviate disadvantage.	3.1.2 Re-establish a Social Inclusion group in Galway City, as part of the LCDC structure.	LCDC, GCP, GCC , HSE, Tusla, GRETB, GCCN	Ongoing
	3.1.3 Support the implementation of the Galway City and County Childcare Committee Plan.	Galway City Childcare Committee , GRETB, Tusla	Ongoing
	3.1.4 Establish a taskforce to deal with localised areas of deprivation and disadvantage.	Tusla , GCC, GCCN, SCCUL, LCDC	Ongoing
	3.1.5 Support delivery of social enterprise and opportunities for work within communities.		Flagship Initiative Five
Address educational disadvantage.	3.2.1 Provide targeted educational supports for those who are disadvantaged in Galway City.		Seed Initiative Three
	3.2.2 Provide and promote educational opportunities for those who are underemployed, unemployed and those wishing to upskill and/or retrain.	DEASP, GRETB , GCC, HSE, an Garda Síochána, Youth Work Providers, Comhairle na nÓg, GCC	Ongoing
	3.2.3 Map and develop afterschool supports in the city.	Tusla , GCCN, GRETB, GTM, Youth Work Providers, Education Providers	Ongoing
Ensure full integration and equality of all people within our community.	3.3.1 Re-establish the Traveller Interagency Group (TIG) and: Develop an action plan and Support traveller led social housing (CENA).		Seed Initiative Four
	3.3.2 Review and develop the Access for All group and support their action plan.		Flagship initiative Six
	3.3.3 Support the development of an accessible and safe resource centre for the LGBT community.		Seed Initiative Five
Recognise and support the value that diversity brings to the City Region.	3.4.1 Review 'A City of Equals', Galway City's inter-cultural strategy.		Seed Initiative Six
	3.4.2 Develop and support European integration funding opportunities for Galway City.	GCC, GCP	Ongoing

	3.4.3 Ensure migrant supports towards integration	GCC, GCP , DSP, GRETB	Ongoing
	3.4.4 Promote and develop awareness programmes and educational initiatives relating to cultural diversity and anti- racism, including: Yellow Flag & Red Card	GRETB , GCC, FAI , GTM , GCP	Ongoing Link to Seed Four and Seed Six

High Level Goal Four: Encourage a sustainable, resilient urban environment for Galway City that is the regional capital of the West			
Objective	Actions	Existing Partners (lead in bold)	Implementation Plan
Define and nurture the uniqueness of Galway City and the region	4.1.1 Develop a strong and coherent narrative branding initiative for Galway City.		Seed Initiative Seven
	4.1.2 Deliver on the actions of the Galway City Tourism Strategy.	GCoC, LEO, Galway Chamber of Commerce, GCC , Fáilte Ireland, Tourism Sector, Hospitality Sector	Ongoing Implement Tourism Strategy
	4.1.3 Identify and enhance the key factors and inter-relationships linking Galway city, its hinterland and the West Region.	GCC , GCoC, NWRA	Ongoing GCC Atlantic Economic Corridor Officer in place
Create linkages between all sectors, including food, culture, ICT, tourism, education.	4.2.1 Identify and facilitate sectoral-led networks and clusters to grow and maximise their potential, individually and as a collective.	LEO , GCC, GCoC iTAG, GRETB	Ongoing
	4.2.2 Support and promote Galway's bid for European Region of Gastronomy 2018.	GCoC , GCC , GMIT, Galway Chamber of Commerce	Ongoing
Build and support vibrant communities and a strong sense of place.	4.3.1 Support, promote and resource Galway City's bid for European Youth Capital 2019.	GRETB , Youthwork Ireland , Comhairle na nÓg	Complete
	4.3.2 Support delivery of needs based youth programmes.	GRETB , Youthwork Ireland , Tusla,	Ongoing

		Comhairle na nÓg, GCCN.	
	4.3.3 Support Lifelong Learning and initiatives to support access to education.	GRETB	Ongoing
	4.3.4 Enable the provision of funding for grass roots and community development support agencies.	GCP, GCCN, GCC, LCDC	Ongoing
	4.3.5 On-going support and implementation of the Age Friendly Strategy for Galway City.	Galway Age Friendly Steering Committee, GCC, GCoC, GRETB	Ongoing
	4.3.6 Support development of a volunteer centre for non-profit and community organisations in Galway City.	GCC, GVC	Ongoing
	4.3.7 Support recreation and community facilities/amenities, where possible, and ensure they are adequate to cater for the needs of Galway City.	GSP, GCC, HSE, GRETB, GCCN	Ongoing
Provide, maintain and enhance strategic infrastructure that supports economic, cultural, health, environmental and community development.	4.4.1 Map and monitor the community, cultural and economic assets and facilities in Galway City.	GCC, LCDC, Insight	Complete
	4.4.2 Continue to grow Galway City's Local Learning network ensuring the identification of gaps, areas of duplication and areas of collaboration amongst all education providers, taking into account current needs and future trends.	GRETB , Education Sector	Ongoing
	4.4.3 Support the development of vacant sites in Galway City for use as allotments, social enterprise spaces, gardens and social farming and establish an education and training programme to support the development of these areas.	GRETB, HSE, Brothers of Charity, GCP	Ongoing
	4.4.4 Develop a Green Map for Galway City.	Tr. Galway, NUIG, GCC, Insight	Ongoing
	4.4.5 Build new library and shared space for Galway City, in addition to other cultural infrastructure.	GCC	Ongoing
Support sustainable development by improving	4.5.1 Support and promote Galway City's application to EU Green Leaf 2016.	GCC Environment SPC	Complete

natural environment and providing housing, energy, transport infrastructure consistent with commitments on emissions.	4.5.2 Support development and implementation of a Climate Change Strategy for Galway City.		Flagship Initiative Seven
	4.5.3 Support development and implementation of the Integrated Transport Management Programme (ITMP) for Galway City and environs.		Seed Initiative Eight Ongoing
	4.5.4 Review and develop a new Estate Management Strategy for Galway City.	GCC Housing SPC	Ongoing Implement adopted strategy

High Level Goal Five: Promote the Health and Wellbeing of all People in Galway City			
Objective	Action	Existing Partners (lead in bold)	IMPLEMENTATION PLAN
Support implementation of local health and wellbeing related programmes and plans, including those related to mental health, domestic violence and sexual violence.	5.1.1 Communicate and co-ordinate development and implementation of health and well-being actions across all programmes and plans in Galway City, including: Galway Healthy Cities; Age Friendly Galway; Suicide Prevention; WRDTF; THU	LCDC, HSE , WRDTF, GCCN, SAOLTA, GSP, GCC	Flagship Initiative Nine & Implement Community Healthcare West Plan 2018-2022, under Healthy Ireland. Implement Connecting for Life, Galway, Mayo and Roscommon Suicide Prevention Action Plan 2018-2020. Ongoing
	5.1.2 Develop a more unified approach in collecting and utilisation of data across agencies.	HSE, GCC , SAOLTA, GSP, GCCN	Not clear this remains a priority
Promote the safety of all people in Galway City.	5.2.1 Support the objectives of the Joint Policing Committee's Strategic Plan 2015-2020.	JPC members GCC	Ongoing
Support development of local sport and physical activity programmes & plan	5.2.2 Communicate and implement the actions of Galway Sports Partnership's Strategic Plan.	GSP , GCC , HSE, GRETB, GCCN	Ongoing

8. Implementation Arrangements

The LCDC and the Economic, Community and Culture SPC of Galway City Council will oversee the implementation of this plan. This oversight will be exercised by:

- Considering bi-annual progress reports from the LECP Steering Group and addressing any issues or proposals set out in these reports.
- Ensuring communication systems are in place and deployed to communicate achievements through and outcomes from the LECP initiatives across the public, private and community and voluntary sectors and among the general public.
- Identifying and leveraging funding and resources, as required, to enable the collaborative processes involved in this plan.

Leadership for driving the implementation of this plan will be provided by the LECP Steering Group, with the support of Galway City Council. This will have a particular focus on the flagship initiatives and the seed initiatives. This leadership will be exercised by:

- Establishing and networking individual LECP champions at a senior level within each of the key partners.
- Monitoring, on a quarterly basis, the progress made and challenges faced by each of the nine flagship initiatives, and bringing forward solutions to problems arising.
- Monitoring, on a six-monthly basis, the progress made and challenges faced by each of the ten seed initiatives, and bringing forward solutions to problems arising.
- Providing a public face for the LECP and the progress it achieves.
- Devising and communicating a clear and shared understanding of collaboration to inform all initiatives.

Participation in and ownership of the LECP across the public, private and community and voluntary sectors will be further enabled through a:

- Review workshop event, organised in early 2021, to consider the learning from preparing and implementing this plan with a view to informing the preparation of future plans.

The implementation of the flagship initiatives and the seed initiatives will:

- include meaningful processes for hearing the voice of people who are disadvantaged and marginalised and who are experiencing the issues under consideration.
- have regard to the six equality and human rights values identified by Galway City LCDC so that the evident potential of each action to engage these values is realised.
- have regard to the need to eliminate discrimination, promote equality, and protect human rights in testing outputs for their potential impact on the ten identified groups for the public sector equality and human rights duty and for issues such as universal accessibility.