



Comhairle Cathrach na Gaillimhe  
Galway City Council

planning for the future

# CORPORATE PLAN



2009 - 2014





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# INTRODUCTION



# FOREWORD

**We are pleased to present Galway City Council's Corporate Plan for the period 2009 – 2014, which coincides with the five-year term of the recently elected Council.**



This Plan, which was prepared by a Joint Committee comprised of the members of the Corporate Policy Group and City Council officials, sets out the City Council's core values, principal objectives and the strategies for the achievement of these objectives over the lifetime of the Plan. It also provides a strategic framework within which the combined efforts of the elected members and staff can work together to achieve these objectives having regard to the mission statement and core values of the organisation.

During the period of the previous Corporate Plan, Galway City Council has met the challenges posed by the unprecedented economic growth and consequent development of the City. In preparing this Plan, the Council is cognisant of the current economic downturn and the challenges that this will present. We believe that the objectives set out in the Plan are both reasonable and achievable and that both Council members and staff are committed to meeting these challenges in an efficient, inclusive and democratic manner.

To underpin these objectives, annual operational plans for each area of activity will be prepared which will in turn, monitor and measure our progress in achieving these objectives.

We wish to express our thanks to all who have contributed to the formulation of this Plan and in particular to the members of the Joint Working Group established for this purpose. We look forward to working with all concerned in implementing this Plan.

**Cllr. Declan McDonnell**      **Joe MacGrath**  
**Mayor of the City of Galway.**      **City Manager.**







# INTRODUCTION

## **Galway city is the gateway city for the West of Ireland.**

Located on the shores of Galway Bay, within sight of the Atlantic Ocean, the city is surrounded by the phenomenal landscape of Connamara to the west and Lough Corrib to the north. The city is bisected by the river whose stony bed (*Gaill Aimh*) gave it its name and the city centre is interwoven with canals and mill races which have their origins in the commercial heritage of earlier centuries.

The population of the city has continued to grow from just over 47,000 in 1986 to now stand at 72,144. This growth not only reflects a national and international trend of increased urbanisation but more specifically reflects the attractiveness of Galway as a city to study in, to work in, to visit and to live in. Throughout the recent years from the 1990's through to the last number of years, employment in the city has increased with areas such as bio-technology, medical devices, information technology and peripherals combining with strong commercial, retail, health, education and public service sectors bolstering employment figures.



## **Galway is a young and vibrant city.**

It is a learning city. There are 38,000 pupils and students in primary, secondary, further and third-level schools and colleges across Galway. Education and learning is part of the past, the present and the future of the city. Learning and the knowledge society will sustain

and develop our city into the 21st century. The challenge of securing the resources and infrastructure required for a learning city is one that City Council is rising to in both the identification of locations for educational and training development and providing the networks for broadband, a basic requirement for the knowledge economy.



## **Galway is a vibrant multi-cultural city.**

According to the census in 2006, 10.7% of the population of the city was born outside of Ireland. This diversity presents everyone in the city with opportunities and challenges. The opportunity exists to integrate people from differing ethnic and

national origins in a sustainable intercultural way into the life of the city. The challenge is to build communities which acknowledge diversity and at the same time work together. These challenges impact on many aspects of the work of City Council including the areas of housing, community development and social inclusion.

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## INTRODUCTION (CONTINUED)



**Galway is a cultural, creative city.** Over the years, our city's reputation in Ireland and overseas has been enhanced by the presence of world leaders in the arts like Druid Theatre Company and Galway Arts Festival and festivals such as the Volvo Ocean Race. Locally based visual artists, writers,

musicians, film makers, actors, producers and directors all contribute to the collective gaiety, creative atmosphere, economic mix and cultural identity of the city. Our joint endeavours as a creative city pay dividends which nurture and recognise artistic excellence but also infuse the city with a sense of the possibilities which imagination brings.

The City Council recognises that the city is constantly changing and evolving to meet the needs of the current generation while also respecting the historical legacy of the city. Working in close association with business, tourism, cultural and community interests the City Council has led the way in infrastructure development, urban regeneration, service provision enhancements, development of amenities and in creating an environment from which the city can plan into the future.

The challenge of the present economic situation is to be able to provide both the immediate supports required by the recently unemployed and also to have in place the mechanisms for re-training, for further and higher education, for personal development and for nurturing local enterprise. Galway City Council is working with its colleagues on Galway City Development

Board and with other stakeholders in the city to ensure that these supports are in place and the economy and workforce of the city will be ready to take advantage of the recovery when it comes. The commercial and retail sectors of Galway have learned resilience over the years. The joint challenge for both City Council and the business community is to provide a sustainable and ultimately thriving local economy.

The role of the local authority continues to change and develop. The centrality and leadership that City Council brings to all aspects of life in the city is growing even stronger. The historic commitment of City Council to infrastructural and service provision is not diminished. However, the lead roles that we now take in sustainable economic development, social inclusion and community development will be further enhanced by the more cohesive, integrated and co-ordinated approach to economic, social, cultural, political and environmental development that City Council will drive with the stakeholders in Galway's future. At the same time, we will work to preserve and conserve the city's unique identity, its heritage and its ecology.

We, the members and staff of Galway City Council, are committed to work in partnership with other organisations to ensure that Galway remains the best city in Ireland in which to live, work and visit. We will work to ensure the best quality of life for all the people of the city in an open, transparent and democratic way through the responsible and imaginative use of our resources and facilities.



# MISSION STATEMENT

To **work in partnership** as Elected Members and Staff of Galway City Council in the **development** and **enhancement** of the City and to **provide efficient services** to the people we serve, and, in so doing to continue to make Galway City an **attractive, vibrant and proud city** in which to live, work and visit.



# CORE VALUES

## **Democratic Leadership**

To represent all people of the city in an open and transparent fashion and to maintain and develop the City Council's lead role in meeting the challenges facing the city as we strive for a better quality of life for the people we serve.

## **Corporate Governance**

To sustain commitment to openness, accountability and a high standard of Corporate Governance, the maintenance of high standards of conduct and integrity by Members and staff, thereby promoting a culture of trust.

## **Public service to the highest standards**

To deliver high quality public services to the people of the City through a committed, dedicated and innovative staff.

## **Efficiency**

To provide all services in an efficient and cost effective manner is of critical importance. The City Council is committed to the optimum use of its resources and to sound financial management having regard to prevailing economic circumstances and the necessity to prioritise core services.

## **Partnership**

To foster and develop partnership with public and private organisations and communities in the development and advancement of initiatives and to maximise resources and investments for the City.

## **Inclusiveness**

To reach out to all of the people of the City, to respect all members of the community and to promote an inclusive and accessible city.

## **Sustainability**

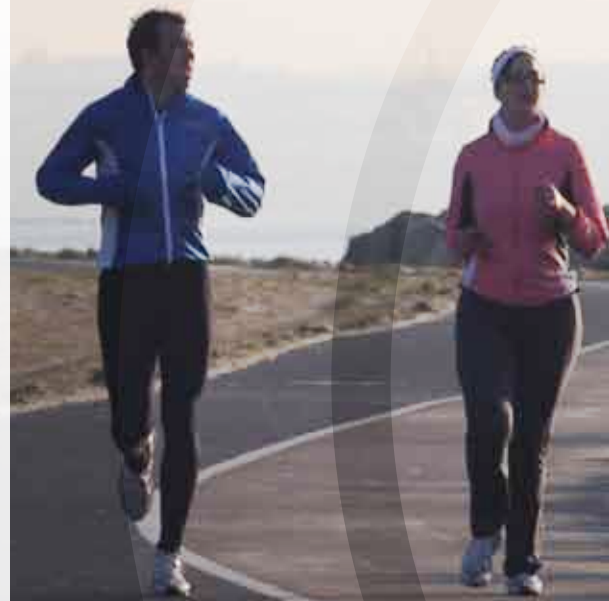
To lead the way in the sustainable development of the City, to enhance the unique character and environment of the City and to continually improve the quality of life of its citizens having regard to the challenges that exist including climate change and the requirements of future generations.

## **Accountability**

To accept that, in making and implementing public policy, we, the members and staff of the City Council, are accountable for our decisions and actions.

## **Value our staff**

To encourage and recognise a culture of performance, commitment and loyalty among our staff, to support our workforce during this time of change through ongoing partnership initiatives, training and assistance programmes and at all times to maintain a workplace environment that encourages and supports the right of dignity at work.







**GALWAY**

**Welcome  
Fáilte  
Bienvenue  
Wilkommen  
Bienvenidos  
To  
Galway  
City**



**WAY**



**WAY**



**AY**



**AY**

*Keep  
Galway  
City*



# OPERATING ENVIRONMENT

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# OPERATING ENVIRONMENT

Galway City Council is a local authority charged with providing a range of services to the public and together with this operational role, it also has a representational role and a regulatory function.

As a local authority, much of what the City Council does is determined by statute law made by central government.

## Internal Environment

The Council comprises of the elected Council and the staff of the Council under the leadership of the City Manager. Local Government law dictates that the functions of the City Council are divided into those policy making functions reserved to Councillors known as Reserved Functions, and those executive functions performed by the City Manager (or his delegated officers). The City Manager must have regard to the policies made/adopted by the Elected Council in making his decisions.

While policy making is the role of the overall Elected Council, the five Strategic Policy Committees (S.P.C.'s) of the Council consider policy development in areas related to Council services and recommendations emanating from the S.P.C.'s are referred to the full Council for consideration and final decision. The membership of the S.P.C.'s is comprised of elected members and sectoral interests made up of the social partners community & voluntary groups and other relevant interests at local level. The Chairperson of each S.P.C. must be a member of the Council and the five Chairpersons together with the Mayor form the Corporate Policy Group of the Council (C.P.G.). The C.P.G. is a forum from which policy positions affecting the whole City Council issue. The Chairpersons are also members of the City Development Board.

As part of their representational role Councillors also represent the Council on a number of external committees including the City of Galway Vocational Education Committee and also on the implementation groups of the City Development Board.

The work of each of the Strategic Policy Committee's is supported by a Director of Services, who is Head of a Department(s)

within the Council. These Directors of Services together with the Head of Finance and the City Manager form the Management Team.

The need to co-ordinate the delivery of services provided by the various departments within the Council is a key objective of the Management Team and a significant consequence of this objective is the increasing importance of internal communications. Department heads are encouraged to facilitate vertical communication through staff meetings, briefing and seminars. Horizontal communication is facilitated through the Management Team and in-house teams. The use of information and communication technologies are key agents of change to achieve these objectives.

The current economic downturn is resulting in reduced resources and staffing levels, which will act as a constraint on activities, but the City Council is committed in its pursuit of continued improvement of services and achieving greater efficiencies in the work place and encouraging innovation and new ways of working. To achieve these goals management will rely on the Performance Management & Development System (PMDS) which is in operation in the Council and which is intended to enable each member of staff to relate his/her own work to the objectives of the Council's Corporate and Business Plans and to ensure that each employee knows what is expected of them. The Workplace Partnership Committee already in place will be used to continue meaningful consultation on organisational change.





## External Environment

The City Council interacts with all of the citizens of the city directly or indirectly, through the provision of services or the implementation of policies. The following issues have particular relevance for the city over the next number of years.

The city has experienced unprecedented economic growth over the last number of years which has seen the city grow from a physical perspective and in population. The management of the slow down in the economy with the resultant reduction in standards of living presents significant challenges for all in providing services in a more cost-effective manner and with reduced resources.

The maintenance of high value industry in biotechnology, medical devices and information technology together with the strong commercial retail sector, education, health and other public services is critical for the city in the current economic climate. The city must build on its designation as a gateway for the west of Ireland.

The importance of the educational sector to the city is recognised and the continued investment in the third level colleges is welcome. A well educated, young workforce provides an essential resource for the benefit of the city's economy.

The city has a population which is multi-cultural and this diversity brings its own opportunities and challenges. It is for the city to meet and embrace this cultural mix and integrate with the local traditions.

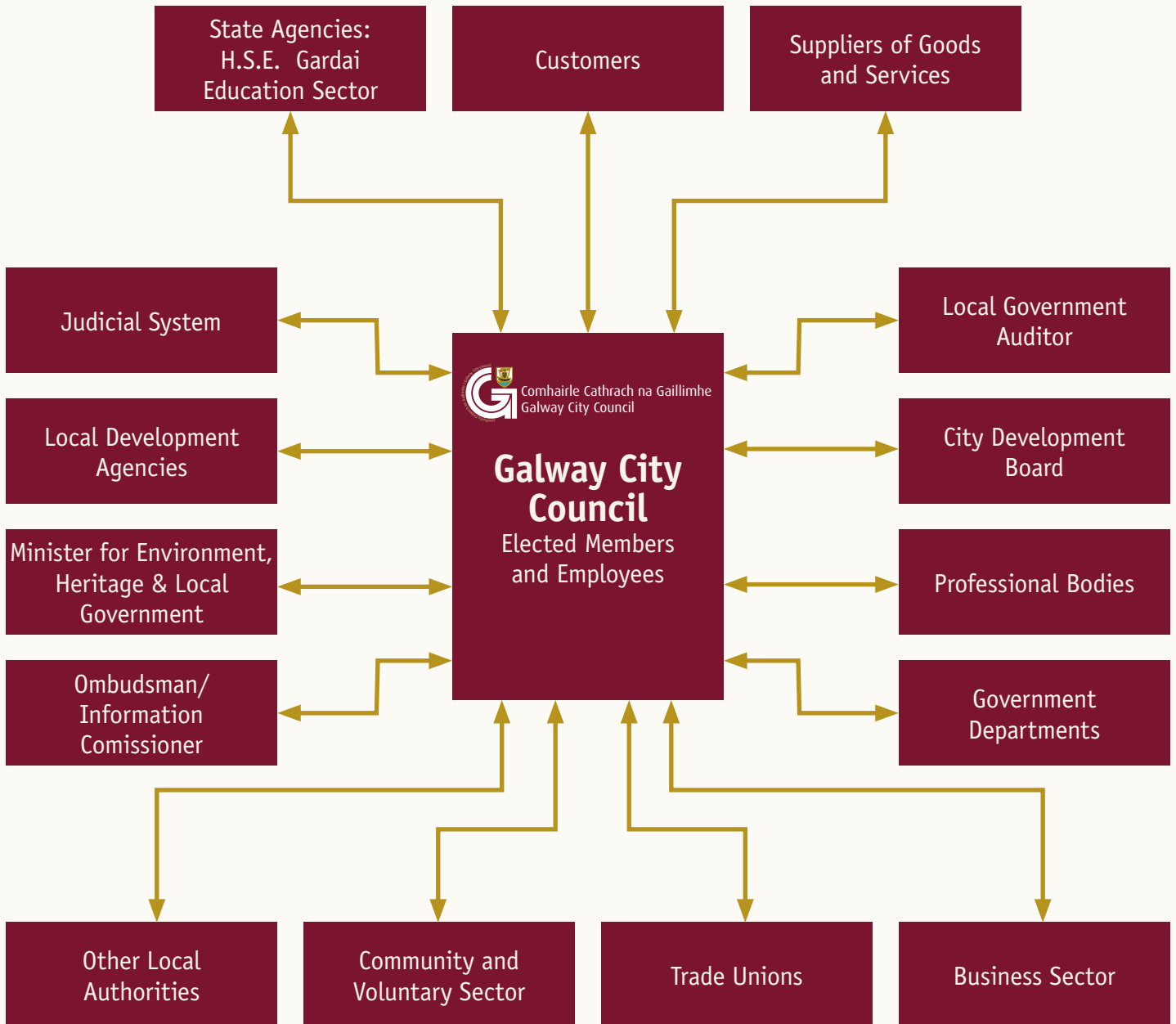
The continued physical expansion of the city has seen the consolidation of residential areas in the west and the development of new areas to the east of the City. Building sustainable communities within these areas with the provision of local services,

community facilities and social services is a continuous objective and involves working in multi agency initiatives through the mechanisms of the City Development Board.

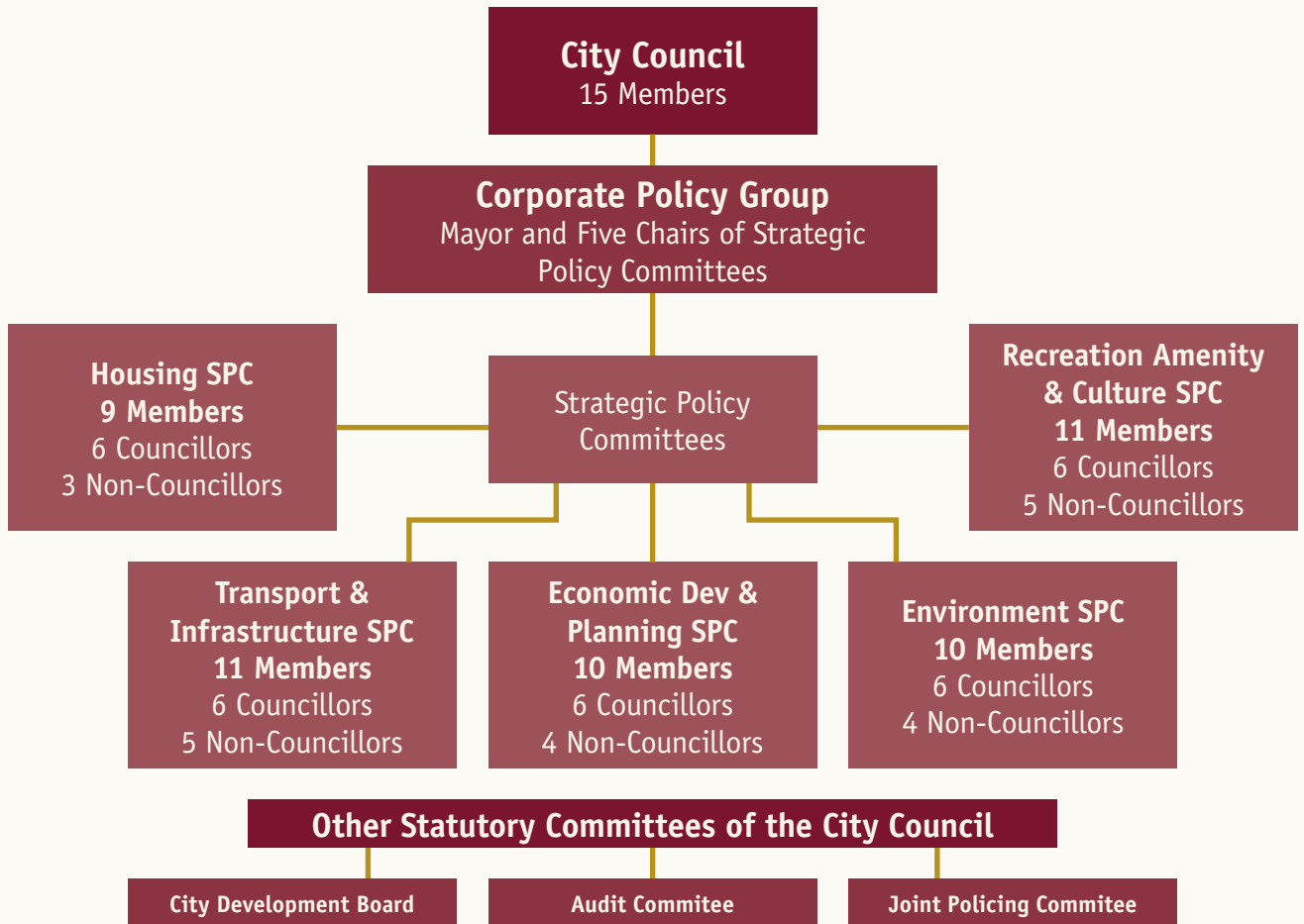
The development of partnerships with other state and local bodies facilitates joint initiatives and projects, which are for the benefit of the city. This joint approach in these current times is more important than ever, having regard to the reduced resources that are available. The importance of Government Departments financial assistance is paramount in allowing the City Council to develop and achieve its objectives.

The City Council's influence and political leadership responsibilities pervade all aspects of life in the city. The political vision must set clear objectives for the betterment of the city. The provision of the critical physical infrastructure to allow the city to grow and develop lies with the City Council together with the provision of the core services. The role on community development and economic development has allowed the broadening of this influence, working in partnership with the key drivers for the betterment of the city.

## GALWAY CITY COUNCIL STAKEHOLDERS



## REPRESENTATIONAL ROLE / POLICY DEVELOPMENT



## EXECUTIVE FUNCTION / POLICY IMPLEMENTATION





# DEPARTMENTAL OBJECTIVES & SUPPORTING STRATEGIES





**HOUSING**



**COMMUNITY DEVELOPMENT**



**TRANSPORT & INFRASTRUCTURE**



**CORPORATE SERVICES**



**ECONOMIC DEVELOPMENT & PLANNING**



**HUMAN RESOURCES**



**ENVIRONMENT**



**FINANCE**



**RECREATION & AMENITY**



**INFORMATION & COMMUNICATION TECHNOLOGY**



**ARTS & CULTURE**







# HOUSING

## Objective

- 1.** To provide suitable and appropriate accommodation in a tenure of choice, at a price or rent that is affordable, in an appropriate environment, to those who are not in a position to provide accommodation from their own resources.

## Strategy

- 1.1** To provide accommodation and/or assistance to those who have a housing need and reduce the incidence of homelessness.
- 1.2** To provide effective management, repair and maintenance of our housing stock.
- 1.3** To provide a comprehensive local Housing Strategy.
- 1.4** To promote improvement of housing conditions in the private sector.
- 1.5** To engage with the voluntary agencies and bodies in the provision of housing services and supports.
- 1.6** To continuously seek to improve the quality and timeliness of service provision.
- 1.7** To provide social integration in housing in the city.
- 1.8** To work with Government and other agencies in identifying and implementing appropriate options for meeting housing need.





# TRANSPORTATION & INFRASTRUCTURE

Objective	Strategy
<p><b>1.</b> Provide for Smarter Travel by working with the Integrated Transportation Group, Access for All and other relevant stakeholders and providers in developing an integrated transportation plan.</p>	<p><b>1.1</b> To develop and implement policies to promote greater use of Sustainable Transport.</p> <p><b>1.2</b> To develop and implement Walking and Cycling Strategies.</p> <p><b>1.3</b> To develop and implement an Urban Traffic Control Centre.</p> <p><b>1.4</b> City Development Board Strategy 'Gaillimh Beo agus Briamhar.</p> <p><b>1.5</b> To formulate and implement Parking and Freight Management Policies.</p>
<p><b>2.</b> To build on delivered infrastructural projects and facilitate the provision of key Civic Infrastructure.</p>	<p><b>2.1</b> To implement the Water Conservation programme.</p> <p><b>2.2</b> To advance the Water Services Investment Programme.</p>
<p><b>3.</b> Promote Health and Safety in all aspects of the Design, Maintenance and Operation of all Services.</p>	<p><b>To Implement:</b></p> <p><b>3.1</b> Health and Safety Legislation.</p> <p><b>3.2</b> Codes of Practice.</p> <p><b>3.3</b> safety audits and checking procedures.</p> <p><b>3.4</b> Ensure all designs and works include for the needs of people with disabilities and impaired mobility.</p>





Objective	Strategy
<p><b>4.</b> To provide and sustain a high quality water supply and wastewater service.</p>	<p><b>4.1</b> To comply with Urban Waste Water Directive.</p> <p><b>4.2</b> To provide a water supply service in compliance with Quality Standard.</p> <p><b>4.3</b> To implement the Water Conservation Programme.</p> <p><b>4.4</b> To implement the W.H.O. Water Safety Plan.</p> <p><b>4.5</b> To operate the Drinking Water Incident Response Plan (DWIRP).</p> <p><b>4.6</b> To implement the River Basin District Management Plan.</p> <p><b>4.7</b> To implement the Water Services Investment Programme.</p>
<p><b>5.</b> Timely maintenance and upgrading the network of Roads, Footpaths, Pedestrian ways, Cycle ways, Signage and Public Lighting.</p>	<p><b>To Implement:</b></p> <p><b>5.1</b> Capital Programmes.</p> <p><b>5.2</b> Annual works programme.</p>
<p><b>6.</b> Maintain and Strengthen a link between land use and transportation.</p>	<p><b>To implement:</b></p> <p><b>6.1</b> City Development Plan.</p> <p><b>6.2</b> Technical Guidance Documents.</p> <p><b>6.3</b> Regional Planning Guidelines.</p>
<p><b>7.</b> By working in conjunction with the Department of Transport, Bus Providers, Iarnród Eireann and other Agencies in the development of and promotion of Bus and Rail Transport and other appropriate means of transport to, from, and within the City.</p>	<p><b>To implement:</b></p> <p><b>7.1</b> National Spatial Strategies.</p> <p><b>7.2</b> Implement Smarter Travel Policies.</p> <p><b>7.3</b> City Development Plan.</p> <p><b>7.4</b> Public Transport Feasibility Study.</p>



# ECONOMIC DEVELOPMENT & PLANNING

## Objective

1. To have in place a system of physical planning capable of meeting the economic, social and sustainable development of the city.

## Strategy

- 1.1 To review and adopt a new City Development Plan 2011–2017 for the city.
- 1.2 To provide an efficient development management service to the people of the city and to ensure compliance with Planning Codes and Standards, through proactive monitoring and enforcement.
- 1.3 To bring forward local area plans for Ardaun, Murrough and Headford Road, having regard to the fact that these plans are of strategic importance for the city development.
- 1.4 To adhere to the principles of the National Spatial Strategy and the Gateway status of the city, The National Development Plan, National Climate Change Strategy and Sustainable Development – A Strategy for Ireland.
- 1.5 To work in partnership and through the City Development Board to advance economic and community objectives of the city.
- 1.6 To preserve and enhance the unique built and natural heritage of the city and plan for urban renewal projects at specific locations.



# ENVIRONMENT

## Objective

1. To protect, enhance and conserve the natural environment of the city, to develop a litter-free culture, to prevent pollution of air, water and soil and to promote and maintain a sustainable waste management system in Galway City taking into consideration the current economic climate.

## Strategy

- 1.1 To operate key services including refuse collection, litter management, central composting, civic amenity facility and cemetery services.
- 1.2 To regulate all environmental activities under relevant legislation and associated regulations (air pollution act, solvent regulations, waste management acts, litter pollution act,).
- 1.3 To deliver environmental awareness programmes through the schools system, colleges and workplaces and in partnership with communities (e.g. residents committees).
- 1.4 To plan for the future, in the context of the regional waste management plan and national guidelines.
- 1.5 To protect the environment through the monitoring of air, noise, soil and water pollution and enforcement of relevant standards.
- 1.6 To liaise with the city development board, strategic policy committees and external bodies to preserve and enhance the environment of Galway city.
- 1.7 To continue working with Galway County Council to ensure an effective fire service for the city.





# RECREATION & AMENITY

## Objective

1. To develop and promote the provision of high quality recreational, leisure and amenity facilities for all groups and enhance the quality of life through conserving the City's Natural Heritage.

## Strategy

- 1.1 To implement all Actions set out in the Recreation and Amenity Needs Study (2008).
- 1.2 To implement relevant Policy & Actions set out in the Galway City Child Friendly Strategy (2001).
- 1.3 To implement Natural Conservation, Recreational & Amenity policies and specific objectives as set out in the Galway City Development Plan by assessing and enforcement of policy in relation to new developments in partnership with the Planning Department.
- 1.4 To implement proposed actions as set out in the Galway City Habitats Inventory (2005).
- 1.5 To implement Actions listed in the Galway City Biodiversity Plan (2008).
- 1.6 To implement Actions listed in the Barna Woods Conservation Plan (2008).
- 1.7 To implement recommendations and actions as set out in the Merlin Woods Conservation Plan (2009).
- 1.8 To implement recommendations and Actions as set out in the Galway City Active Recreational Facilities Strategic Management Plan (2009).
- 1.9 To secure and conserve specimen trees, woodlands & forests within the city.





# ARTS & CULTURE

## Objective

1. To continue to promote and develop the Arts & Culture tradition of the city and to extend its influence across all strands of society.

## Strategy

- 1.1 To prepare and adopt the Arts Strategy 2010 – 2013.
- 1.2 To continue to provide financial support for the development of the Arts in the city.
- 1.3 To assess and advance the cultural infrastructure needs of the city.
- 1.4 To facilitate access to, and participation in cultural activity for all of the people of the city.
- 1.5 To promote and develop Community Arts throughout the city.
- 1.6 To facilitate and broaden the use of the City Museum in the context of the Museum's Strategic Plan.
- 1.7 To co-ordinate the cultural activities in the city through the Arts Office.
- 1.8 To embed the role of the Irish language in the City Council and support the concept of bilingualism in the city.



# COMMUNITY DEVELOPMENT

## Objective

1. To support the City Development Board and work with its Partners towards the co-ordination of the economic, social and cultural development of Galway City.

## Strategy

- 1.1 To facilitate the efficient operation of the City Development Board.
- 1.2 To work with all members of the City Development Board and other stakeholders, in achieving the objective of the integration of Local Government and Local Development.
- 1.3 To advance the objectives set out in the Strategy for Economic, Social and Cultural Development 2002 – 2012.



# CORPORATE SERVICES

Objective	Strategy
<p><b>1.</b> To provide an effective support service for elected members and to assist the members in fulfilling their democratic mandate</p>	<p><b>1.1</b> To ensure the efficient conduct of the local election process and to provide relevant support services and facilities to the Mayor, Elected Council and Committees of the Council.</p>
<p><b>2.</b> To promote and protect the Corporate interests of the City Council and to provide a support service for the organisation generally</p>	<p><b>2.1</b></p> <ul style="list-style-type: none"> <li>• To adopt and implement a Corporate Plan and a Customer Service Plan/Charter.</li> <li>• To develop effective risk management systems.</li> <li>• To promote best practice in the internal audit function.</li> <li>• To manage effectively the Council's corporate estate (land &amp; property) and it's archival and record management systems.</li> </ul> <p><b>2.2</b> To provide support services to the Senior Management Team, by providing adequate and appropriate offices/ accommodation for staff, elected members and the public with access for all and by ensuring the health and safety of all concerned.</p> <p><b>2.3</b> To implement our communications strategy and by promoting the Councils corporate identity locally, nationally and internationally.</p> <p><b>2.4</b> To ensure that the Health &amp; Safety Ethos is prevalent throughout the organisation.</p>



# HUMAN RESOURCES

Objective	Strategy
<p><b>1.</b> To utilise our staff resources to maximum effect in the context of our changing environment.</p>	<p><b>1.1</b> To develop effective communication channels to reinforce organisational objectives.</p> <p><b>1.2</b> To agree core competencies associated with each role.</p> <p><b>1.3</b> To ensure, as far as possible, that our staff have the appropriate skills to achieve our objectives.</p> <p><b>1.4</b> To promote effective delegation in a consistent manner across the organisation.</p> <p><b>1.5</b> To promote a culture positive to change in Galway City Council.</p>
<p><b>2.</b> To encourage and assist staff to develop their full potential as valued employees of Galway City Council.</p>	<p><b>2.1</b> To maintain a workplace that encourages and supports the right to Dignity at Work.</p> <p><b>2.2</b> To utilise the principles of the PMDS process to maximise performance and to develop and enhance staff potential in line with 1.2 above.</p> <p><b>2.3</b> To support staff to gain a wide range of experience to enhance their career path in the local authority sector.</p>
<p><b>3.</b> To work in partnership with all relevant stakeholders to maintain industrial peace and ensure a consistent high quality service to our customers.</p>	<p><b>3.1</b> To promote the partnership ethos in our day to day work.</p> <p><b>3.2</b> To encourage joint ownership of decision making and problem solving.</p>



# FINANCE

Objective	Strategy
<p><b>1.</b> To maximise the resources available for essential services, infrastructure and regulation and to ensure the prudent use/allocation of these resources.</p>	<p><b>1.1</b> To maximise income collection levels and explore the potential for other sources of revenue.</p> <p><b>1.2</b> To promote the case for additional funding from the Local Government Fund and from other National and EU funding.</p> <p><b>1.3</b> To increase the range of payment options available to our customers.</p> <p><b>1.4</b> To proactively seek the best value for money for goods and services and continue to engage in competitive tendering and procurement in line with National and EU Public Procurement Policy.</p> <p><b>1.5</b> To achieve the full economic cost for services in order to achieve full cost recovery where practicable.</p>
<p><b>2.</b> To comply with government and legislative requirements to achieve a balanced budget.</p>	<p><b>2.1</b> To continuously monitor Management Information extracted from the Financial Management System in order to aid budgetary control and decision-making in a volatile and challenging economic climate.</p>
<p><b>3.</b> To secure and guarantee transparency, accountability, financial probity and effective risk management.</p>	<p><b>3.1</b> To ensure appropriate checks and balances are in place.</p>



# INFORMATION & COMMUNICATIONS TECHNOLOGY

## Objective

1. To provide a quality support and developmental service for staff and Councillors and to obtain optimum levels of reliability and efficiency, through the use of ICT Web and E-Business technologies in our service delivery.

## Strategy

- 1.1 To develop and enhance systems to meet Galway City Council's current and future technical and communications requirements.
- 1.2 To provide a reliable and secure Network infrastructure to support our operational requirements.
- 1.3 To provide standardised and integrated information systems.
- 1.4 To use Web Technologies to:
  - Advance our E-Business Strategy.
  - To provide a Communications Portal.
  - To establish an inter-active communications facility for staff, council members and the public.
- 1.5 To provide timely high-quality support to our staff, council members and where relevant, the public.



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CAILLINNAH







# IMPLEMENTATION, MONITORING AND REVIEW

The adoption of a Corporate Plan is the first phase of the process of good strategic management in an organisation. In this Plan we have identified the City Council's core objectives and the supporting strategies being pursued to achieve them. The Plan reflects the physical and socio-economic demands and challenges in the current and foreseeable climate that confront us and set the direction for the work of the City Council in the period to 2014. The Plan will be circulated to every staff member, made available to all our stakeholders and published on our website.

The next stage of the process will be to translate the strategies into action. This will involve the preparation of annual operational plans for the various service areas and principal support service activities. An important dimension here will be the preparation of team and individual plans in compiling the operational plans. This will ensure that every staff member is aware of the importance of their his/her role and contribution to the achievement of the objectives set out in this Plan. The annual plans will also enable us to take account of changing circumstances during the period to 2014.

The ongoing monitoring and review of the Corporate Plan will be an integral part of the work of the Corporate Policy Group of the City Council. The Management Team as part of their strategic management role will pay particular attention to monitoring progress on the achievement of the objectives set out in the Plan. The Workplace Partnership Committee will also be involved and consulted during the review process. We will use

data gathering and research capacity to support the policy development and review process and to monitor service outputs and outcomes, and our progress in meeting targets over the period of the Plan. This will also strengthen our capacity to learn from previous experiences and to incorporate that learning in new or reviewed policies.

In presenting the Statutory Annual Report to Council, the City Manager will detail progress in implementing this Corporate Plan. Inevitably unforeseen demands or issues not addressed in the Plan will arise during the operational period of the Plan. The City Manager will refer to these developments in his report and outline the measures adopted in response.

As already stated the adoption of the Corporate Plan is but the first stage in the process. The Plan is a statement of intent. It will be on our attitude, commitment and performance in implementation that we as a local authority will be judged.

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# APPENDIX

- (1) THE PREPARATION OF THE CORPORATE PLAN 2009 – 2014 WAS CARRIED OUT BY THE FOLLOWING JOINT COMMITTEE MEMBERS:

## **Joint Committee Members**

Cllr. Declan McDonnell, Mayor of the City of Galway

Cllr. Derek Nolan

Cllr. Michael J. Crowe

Cllr. Catherine Connolly

Cllr. Padraig Conneely

Cllr. Brian Walsh

## **Staff Members**

Mr. Tom Connell, Director of Services, Economic, Planning, Community & Culture.

Mr. Joe Considine, Senior Executive Officer, Corporate Services.

Ms. Anne Brett, Administrative Officer, Corporate Services.

Mr. Ronan O'Reilly, Executive Engineer, Environment.

Ms. Nuala Quintan, Assistant Staff Officer, Internal Audit.

Ms. Patricia Philbin, Administrative Officer, Housing.

Mr. John Lardner, Health & Safety Officer, Corporate Services.

Mr. Paul Colleran, Executive Engineer, Transport & Infrastructure.

- (2) ABBREVIATIONS:

C.P.G. – Corporate Policy Group

S.P.C. – Strategic Policy Committee



Red Chinese characters at the top of the sail.



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SDLG

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