



Comhairle Cathrach na Gaillimhe
Galway City Council

Comhairle Cathrach na Gaillimhe AN PHLEAN CORPARÁIDEACH

Galway City Council CORPORATE PLAN

2020
2024



Table of Contents

1. Foreword	2
2. Mission Statement	3
3. Core Values	4
5. Operating Culture	5
6. Strategic Objectives & Supporting Strategies	16
7. Internal Capacity and Resources	22
8. Implementation and Monitoring	24

Appendices

Appendix 1	Accolades	27
Appendix 2	List of Strategies and Plans influencing Galway City Council's Activities	29
Appendix 3	Performance Indicators	31
Appendix 4	Stakeholder Consultation	46

Foreword

We are delighted to welcome the publication of the Corporate Plan for Galway City Council 2020-2024, which sets out the strategic direction for the City Council. This Plan, which was developed based on a broad consultation process, including a cross departmental Committee of City Council officials, sets out the City Council's core values, principal objectives and the strategies for achieving these objectives over its lifetime. A wide range of services and facilities are provided by Galway City Council to the residents, visitors and organisations of Galway. The City Council executive commits to continually improving the delivery of these services to our residents, working side by side with our Councillors.

The next five years will present challenges, difficulties and but also opportunities for the City Council and for Galway. Through collective commitment from Councillors and executive of Galway City Council, this plan provides the strategic framework for this collaboration in working towards the objectives laid out for the next five years. This Corporate Plan allows us to proceed effectively and efficiently for the five-year term of the recently elected Council.

We already have many achievements to date, including this year with Galway's designation as European Capital of Culture 2020. This is a major honour for Galway, and we have been given a huge opportunity to showcase our city's greatness and its deserving of this title to the world. We wish to thank Councillors, City Council staff and all stakeholders for their hard work, dedication and passion for our great city and commitment to what it can achieve. Galway has proved itself to be a fantastic place to live, work, study, visit and invest. The next five years will be dedicated to continuing to strive for Galway's continued success.

We also wish to thank all of those who had input into the Plan, and those who will be working hard to achieve its objectives. Galway City Council is fully committed to this five-year plan. The past has shown us our resilience in times of uncertainty and fear. We have proved as a City that we can work together to overcome difficult times, and we live in a strong and resilient city. We have a very bright future ahead, and we are committed to achieving the goals set out in the attainment of this.



Michael Cubbard
Mayor of Galway City



Brendan McGrath
Chief Executive



Mission Statement

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

Core Values



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



DEMOCRACY

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



ACCOUNTABILITY

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



EQUALITY

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



SUSTAINABILITY

We will lead the way in sustainability and build resilience through implementing a range of distinct, but complementary, climate action adaptation and mitigation measures



PARTNERSHIP

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

Operating Culture

GALWAY CITY

- Regional capital of the West located on the Atlantic Economic Corridor
- Only city in the North West Region and key driver for the West of Ireland
- Ireland's most rapidly developing urban area for half a century
- Projected population growth from 80,000 to 125,000 by 2040
- Home to a world class med-tech & ICT cluster
- Thriving third level sector catering for 25,000 students
- Top tourist destination with vibrant arts and cultural scene
- Holds bilingual city status and contains part of the largest and most populated Gaeltacht in the country

PRINCIPAL ACTIVITIES

Most accessible form of government to the people it serves delivering a wide range of services including:

- Housing
- Transport
- Climate Action Initiatives
- Environmental Regulation
- Forward Planning & Development Control
- Recreation & Amenity Services
- Economic, Community and Cultural Activities
- Water Services (SLA with Irish Water)

EXTERNAL ENVIRONMENT

The Council interacts with a wide range of Government Departments and State Agencies including:

DHPLG	Department of Housing, Planning & Local Government
DTTAS	Department of Transport, Tourism & Sport
DPER	Department of Public Expenditure & Reform
DCCA	Department of Communications, Climate Action and Environment
IDA	Industrial Development Authority
TII	Transport Infrastructure Ireland
NTA	National Transport Authority
LDA	Land Development Agency
DBEI	Department of Business, Enterprise and Innovation
DCHG	Department of Culture, Heritage and the Gaeltacht
EI	Enterprise Ireland
IR	Irish Rail
BE	Bus Éireann
IW	Irish Water
EPA	Environmental Protection Agency
GHC	Galway Harbour Company

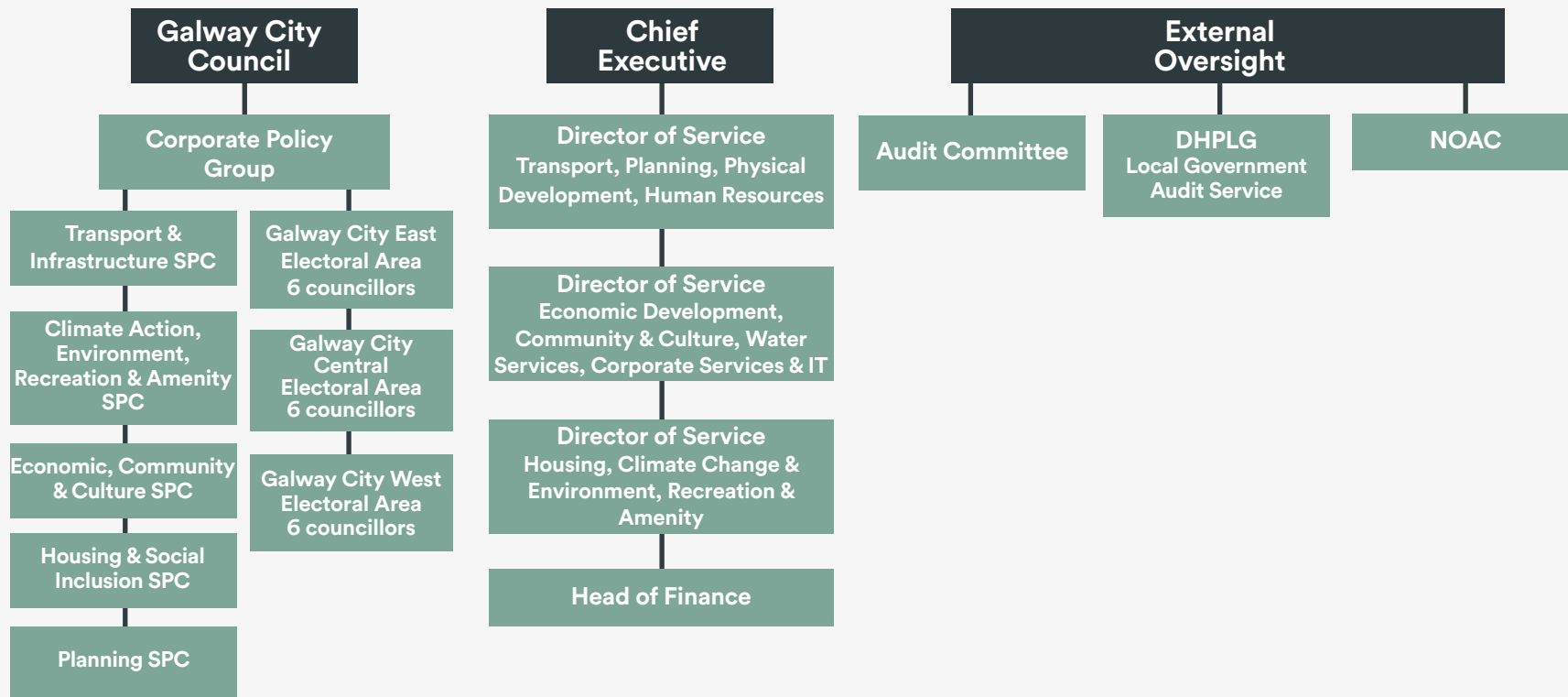
GOVERNANCE STRUCTURE

The elected councillors collectively act as a governing body, working in partnership with the Chief Executive, Senior Management Team and staff to develop and implement policy at local level. Each department has a designated Head of Function that reports directly to one of the management team.

The Elected Council has a policy remit referenced as ‘reserved functions’ under legislation such as the adoption of the annual budget and the City Development Plan. Decisions of the Council are made by way of resolution.

The Executive working with the five Strategic Policy Committees (SPC’s), assist and advise the Council with its policy making role. One third of SPC membership is drawn from sectors relevant to the work of the particular SPC to assist in enhancing the policy formulation process.

The Mayor and Chairs of each of the SPC’s comprise the Corporate Policy Group which acts as a type of cabinet, providing a forum where high level policy decisions are agreed for submission and recommendation to the full City Council.



INTERNATIONAL INFLUENCES

Policy development is influenced by:

- European Union legislation
- National legislation, regulations & ministerial directions
- Government policies & strategies
- Regional strategies
- Local plans and policies

The main plans and policies that influence Galway City Council are detailed below with a further list of Legislation, Plans and Strategies scheduled in Appendix 2.

The 2030 Agenda for Sustainable Development, adopted by all UN member states in 2015, provides a shared blueprint for peace and prosperity, now and into the future. At its heart are 17 Sustainable Development Goals (SDGs), which are integrated and indivisible and seek to realise the human rights of all and to achieve gender equality. They recognise that ending poverty and other deprivations must go hand in hand with strategies that improve health education and economic growth whilst tackling climate change. The SDGs have very strongly influenced the formulation of this Corporate Plan and underpins its policies, objectives and actions.



NATIONAL INFLUENCES

Project Ireland 2040

Project Ireland 2040 is the national growth strategy shaping Ireland's spatial development to 2040. The National Development Plan 2018-2027 sets out the government's targeted investment priorities which commits to a number of key infrastructural projects in Galway, acknowledging the city's importance as a regional growth centre. This was further reinforced in the recently adopted Regional and Spatial Economic Strategy for the North West Region which incorporates a specific Metropolitan Area Strategic Plan (MASP) for the city and environs. The €2 billion Urban Regeneration and Development Fund (URDF) provided for under the national growth strategy is also of particular significance for the city in delivering transformational regeneration and public realm projects.

Rebuilding Ireland

Housing supply is a significant challenge in Galway city. Rebuilding Ireland: Action Plan for Housing and Homelessness sets out ambitious targets for the City Council but the Council has risen to this challenge and will deliver over 3,500

housing interventions and supports over the life of the Plan. The Council is also pursuing a number of major brownfield and regeneration projects in partnership with the public and the private sector which has the potential to deliver significant numbers of affordable housing units in the city.

Climate Action

In 2019 the Department of Communications, Climate Action and Environment published a Climate Action Plan to tackle Climate Breakdown. The Plan sets out climate change targets for the public sector which must be achieved by 2030. The Council also adopted its own Climate Adaptation Strategy 2019-2024 which focuses on preparing for the effects of climate change adaptation of negative impacts. The next step is the implementation of a Climate Action Plan which will have significant impact across a wide range of departments within the local authority and how they do their business including Environment, Recreation & Amenity, Transport & Infrastructure, Planning and Housing.

Water Framework Directive

The EU Water Framework Directive (2000/60/EC) requires all member states to protect and improve water quality in all waters to good ecological status by 2015, or at the very latest by 2027. It was given legal effect in Ireland by the European Communities (Water Policy) Regulations (S.I. No. 722 of 2003).

The Directive specifies a structured method for developing management plans on a river basin basis. The River Basin Management Plan for Ireland 2018-2021 sets out actions that will be taken to improve water quality in rivers, lakes, estuaries, groundwater and coastal areas across the entire country. The EU Water Framework Directive along with the Urban Waste Water Treatment Directive and the Drinking Water Directive form the legal basis for the treatment of water and waste water. Galway City Council has a service level agreement with Irish Water for planning, developing and operating our water service functions in line with the requirements of prevailing relevant national and European legislation.

Environmental Protection Agency

The Environmental Protection Agency (E.P.A.) is an independent public body established under the Environmental Protection Agency Act, 1992. The E.P.A. has a wide range of functions, to protect people and the environment from the harmful effects of radiation and pollution, such as environmental licensing and environmental planning, education, research and development.

Enterprise

The Department of Business, Enterprise and Innovation published Enterprise 2025: Ireland's National Enterprise Policy 2015-2025. It replaces the previous Action Plan for Jobs and sets out a long term strategy for the development of enterprise and job creation. Its four main aims are to: drive export led growth, stretch employment ambition, enhance employment opportunities for the unemployed and invest for competitive advantage.

Enterprise 2025 also contains details on preparing for a post Brexit reality. Since the publication

of this policy the UK has ratified Brexit and is in negotiation with the EU with regards to its withdrawal treaty and will operate a transition period until the end of December 2020. The full implications for Ireland are not known at this stage.

Tourism

The Department of Tourism, Transport and Sport published People, Place and Policy: growing Tourism to 2025. It is based on creating the drive to travel and meeting visitor expectation, empowering the tourism industry for the future and regulation of the tourism sector.

A three-year Tourism Action Plan 2019-2021 was published to implement the policy goals set out in the Government's Tourism Policy Statement.

Irish Language

The Department of Culture, Heritage and the Gaeltacht's mission is to promote, nurture and develop Ireland's arts, culture and heritage; to support and promote the use of the Irish language

and to facilitate the development of the Gaeltacht and Islands.

The Department published a 20 Year Strategy for the Irish Language 2010-2030, a wide-ranging statement of intent which aims to promote and develop Irish in the Gaeltacht and outside it.

Equality and Human Rights

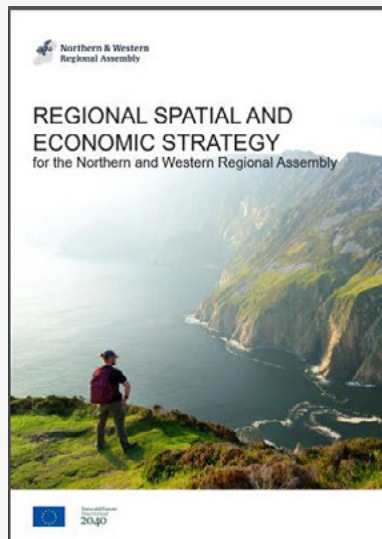
Galway City Council is committed to an ongoing implementation of the equality and human rights duty set out in Section 42 of the Irish Human Rights and Equality Commission Act. In doing so, the City Council will embed an explicit, coherent and consistent focus on equality and human rights in all our operations across all our functions and has developed an Equality and Human Rights Values Statement and public sector duty implementation plan to guide and drive this approach.



REGIONAL INFLUENCES

Regional Spatial and Economic Strategy

The Northern and Western Regional Assembly adopted a Regional Spatial and Economic Strategy (RSES) in December 2019 which is a twelve year strategic planning and investment framework for the region. Within this, the Galway Metropolitan Area which comprises the Galway city administrative area and the settlements of Bearna, Baile Chláir and Oranmore in the county area is supported by a specific Galway Metropolitan Area Strategic Plan (MASP). The city's prominence in this strategy will ensure Galway is well placed to benefit from investment under the National Development Plan.



Regional Enterprise Plan for the West

Regional Enterprise Plans were launched in 2019 to support enterprise growth and job creation through collaborative initiatives and are an extensive refresh of the Regional Action Plan for Jobs. The Regional Enterprise Plan for the West is focused around six Strategic Objectives that build on the region's strengths and address vulnerabilities; these include achieving further development and growth in specific identified sectors, as well as strengthening the region in relation to skills availability and enterprise space.



Waste Management and Enforcement

Leitrim and Donegal County Councils (combined) are the Waste Enforcement Regional Lead Authorities (WERLA) for the Connacht/ Ulster region. The WERLA's have responsibility for setting waste enforcement priorities and objectives and coordinating waste enforcement in the regions.

Waste Management Plans are statutory documents whose objective is to set out a framework for the prevention and management of waste for a defined region. The Connacht Ulster Waste Management Plan covers the period 2015-2021 and Galway City council is responsible for implementation in its area.



Local Authorities Waters Programme

The Local Authorities Waters Programme is a shared service working with Local Authorities and state agencies to develop and implement River Basin Management Plans (RBMP's) in Ireland, as required under the EU Water Framework Directive. The programme has three strategic aims: to support and coordinate public bodies to achieve the objectives of the RBMP's, to activate local communities to engage with river catchments in line with the integrated catchment management approach and to build the foundation for and inform the implementation of the 3rd cycle of the RBMP's. The programme is managed jointly by Kilkenny and Tipperary County Councils and consists of the Communities Team and the Catchments Team who work closely together operating out of 13 different Local Authorities.

Climate Action Regional Office

Four Climate Action Regional Offices (CARO's) were set up in response to Action 8 of the 2018 National Adaptation Framework – Planning for a Climate Resilient Ireland. The aim of the CARO's is to engage effectively with climate change to implement the Government's climate action measures. Mayo County Council is the lead Authority for the Atlantic Seaboard North Region which consists of Donegal County Council, Sligo County Council, Mayo County Council, Galway County Council and Galway City Council.

Environmental Protection Agency

The Environmental Protection Agency (E.P.A.) is an independent public body to protect people and the environment from the harmful effects of radiation and pollution. The E.P.A. headquarters are in Wexford and there are Regional Inspectorates in Dublin, Cork, Kilkenny, Castlebar and Monaghan.

Education and Training Board

The Education and Training Boards (ETB's) were established in 2013, to replace the Vocational Education Committees (VEC's) that were dissolved. The mission of the ETB's is to support individuals through learning, to reach their full potential. There are 16 ETB's and the Galway Roscommon Education and Training Board (GRETB) serves part of the region.

Údarás na Gaeltachta

Údarás na Gaeltachta is the regional authority responsible for the economic, social and cultural development of the Gaeltacht. The overall objective of Údarás na Gaeltachta is to ensure that Irish remains the main communal language of the Gaeltacht and is passed on to future generations. It has five regional offices one of which is located in Furbo, Galway.

LOCAL INFLUENCES

Since the last Corporate Plan the Local Government sector has undergone significant change through the introduction of Local government Acts in 2014 and 2019 which included enhancing the role of local authorities in economic and local community development and established new fora to support this process.

Galway Transport Strategy 2016-2036

This 20 year strategy is an integrated transport management programme for the metropolitan area of Galway – i.e. city and its environs, to address transportation challenges in the city. The main aim is to increase the modal shift towards more sustainable transport modes including public transport, cycling, park and ride facilities, and shared mobility schemes. Key projects include:

- BusConnects Galway
- Galway City Centre Traffic Management Plan
- High quality public transport cross city link and public transport hub
- Galway City Ring Road (N6 GCRR)
- Development of a walking and cycling network

The National Catchment Flood Risk Assessment and Management (CFRAM) Programme

Galway City Council is in the process of preparing a plan to address flooding in the city. This will cover flood risk prevention and preparedness measures such as sustainable planning, sustainable Urban Drainage Systems, land use, forecasting, emergency response and collection of data as well as physical works in high risk areas in the city such as Nimmo's Pier, Claddagh Quay, Eglinton Canal, Wolfe Tone Bridge, Merchants Quay, Long Walk, the Docks and Salthill.

Galway Public Realm Strategy

The City Council's Public Realm Strategy aims to enhance Galway's streets and public places and support livability and permeability through offering design guidance to both the public and private sectors which is location specific, based on the history and character of the city. Its overall purpose is to improve the look and feel of the public realm throughout the city.

Joint Policing Committee

The Joint Policing Committee is a forum where matters that affect policing in Galway city is discussed. The committee is comprised of elected members of Galway City Council, senior members of An Garda Síochana, local community representatives and Oireachtas na hÉireann.

Economic Development

Economic development is to the fore in Galway City Council's work. A specific Economic Development Unit has been established that further includes a dedicated Tourism Officer and an Atlantic Economic Corridor officer. The city also shares a Local Enterprise Office with Galway County Council. The unit works to develop and grow key economic infrastructure such as strategic sites, land banks and enterprise space specifically aimed at growing the successful clusters already established in the city e.g. med tech/ICT/Film/Tourism/Creative industries.

Shared Services

The City Council provides a number of services on a shared basis with other bodies including the following:

- Galway County Council - Fire services, Library services, Veterinary services and Local Enterprise Office
- Laois County Council – Payroll and superannuation services
- Offaly County Council - National Waste Collection Permit Office
- Donegal & Cork County Councils – Road Management Office
- Service Level Agreement (SLA) with Irish Water to deliver water services for the period 2013-2024
- LAWPRO - Local Authority Waters Programme
- CARO- Climate Action Regional Office
- WERLA - Waste Enforcement Regional Authority





Galway City Community Network
Líonra Pobail Chathair Na Gaillimhe

Public Participation Network (PPN)

Galway City Community Network (GCCN) is the formal Public Participation Network in Galway City. It comprises local groups and organisations which are categorized into three pillars- community, social inclusion and environmental. It is the main link through which the City Council connects with the community, voluntary and environmental sectors and from which community representatives are selected to sit on the Local Community Development Committee (LCDC), Strategic Policy Committees, Joint Policing Committee, Galway Sports Partnership and a range of other structures within the local authority.



Local Community Development Committee (LCDC)

The Galway City Local Community Development Committee (LCDC) is a 15 member committee comprising representatives from the local government and local development sectors, public bodies and the community and voluntary sector. Its main function is to develop, coordinate and implement a coherent and integrated approach to local and community development as well as planning, coordinating and overseeing local and community development programmes and funding in the city .e.g. Social Inclusion and Community Activation Programme (SICAP) 2018-2022. The committee operates within the context of the Galway City Local Economic and Community Plan (LECP) 2015 – 2021

Irish Language

The Irish language plays an important role in creating Galway's vibrant atmosphere and its 'bilingual city' status will futureproof the Irish language in the city. The City Council and Gaillimh le Gaeilge are collaborating to develop a seven year Irish Language Plan for the city.

Tourism

Tourism is a key sector in Galway City. Galway City Council is a direct provider of tourism services and infrastructure as well as a stakeholder in developing the sector in partnership with agencies like Fáilte Ireland who in 2019 awarded their largest ever grant of €6.6M for the extension and re-branding of the Galway museum. Galway City Council appointed a Tourism Officer in 2019 who is charged with developing a new tourism strategy for the city and promoting the city as a 'product' nationally and internationally.

Digital Strategy for Galway City

Galway City Council will work with key stakeholders in the public, private, community and academic sectors to develop and implement a digital strategy for the city to deliver a world class digital infrastructure and improve people's lives through using digital technology in appropriate ways.

Biodiversity

Galway City has a large and diverse range of habitats and wildlife relative to its compact size. The Galway City Local Biodiversity Action Plan 2014-2024 is a plan to conserve the flora, fauna and habitats. A Biodiversity Officer will be appointed to implement measures in this plan. The Council also adopted the All Ireland Pollinator Plan in 2019.

Climate Action

Galway City Council has prepared a Climate Adaptation Strategy 2019-2024 to prepare for the effects of climate change and to seek to mitigate

negative impacts. A Climate Action Mitigation Plan is currently being prepared.

City Development Plan

The Galway City Development Plan 2017-2023 is currently in place. It sets out the overarching strategy for spatial development of the city over the medium term and the policies for the sustainable development of Galway City to 2023.

A new City Development Plan will be prepared for the period 2023-2029 which will require intensive public consultation with the general public, statutory bodies and relevant stakeholders.

Other Plans and Strategies

A number of other local plans and strategies also influence and define the work of Galway City Council, including: The Irish Language Plan for Galway City 2020-2026, Biodiversity Action Plan for Galway City 2014-2024 and Galway City Statements of Strategy for Tourism Sustainability 2015-2021 and Economic Sustainability 2015-2021.

Culture

Everybody Matters is a 10 year Cultural Strategy Framework for Galway for the period 2016-2025. It identifies the pivotal role of culture in Galway and the potential growth of this sector into the future.

Securing this designation has provided the City with an invaluable opportunity to harness cultural activity for the future economic, social and cultural development of the city in an inclusive and sustainable manner. This will be done through investing in the development/re-development of cultural infrastructure and expanding the range of cultural activities available through the city council's Cultural Strategy.



STRATEGIC OBJECTIVES AND SUPPORTING STRATEGIES

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

We will achieve this objective by:

- Having robust governance structures in place to ensure the strategic framework set out in this Corporate Plan is delivered upon
- Developing realistic and achievable Annual Service Delivery Plans that are intrinsically linked to the annual budgetary process
- Providing real time updates on progress through the Chief Executive's monthly reports to Council along with other reports and updates
- Providing full accountability each year for the work of the local authority through the Annual Report, Report of the Audit Committee, the independent Local Government Audit Service, National Service Indicators and reports of the National Oversight and Audit Committee
- Putting in place internal controls and procedures to ensure that accountability and value for money is being maintained and achieved
- Delivering a human resources function that recruits the right people with the right skills for the tasks in hand and provide on-going advice, support and training for our line managers
- Ensuring that our services meet the needs of customers, are accessible to all and are in line with our public sector duty on equality and human rights
- Operating a clear internal and external communications strategy which maximizes the potential of modern ICT technology to get important messages and information across to our customers and stakeholders
- Ensuring the efficient and effective use of financial resources and to achieve a balanced budget to the highest standards of accountability and financial probity.

STRATEGIC OBJECTIVES AND SUPPORTING STRATEGIES

We will achieve this objective by:

- Collaborating with relevant agencies and stakeholders to ensure that projects identified in the Galway Transport Strategy are delivered in a timely manner. The key elements of the strategy to be progressed during the lifespan of this plan are:
 - the Galway City Ring Road,
 - high quality public transport Cross-City Link,
 - development of the walking and cycling network
 - Supporting the Climate Action Plan by implementing Mobility Management/ Smarter Travel initiatives to support walking, cycling, public transport, and shared mobility services including car and bike sharing schemes;
 - Ensuring effective management of the finite parking infrastructure in Galway, while facilitating access, retail and the continued economic attractiveness of Galway City;
 - Management of the Urban Traffic Management Control centre, with upgrade of control systems on a phased basis;
 - Improving and maintaining our road network;
 - Participation in Emergency Management Plan responses for Galway City Council;
 - Working with the newly-established National Transport Authority Park and Ride and Cycling Offices to progress facilities for same in Galway City, in conjunction with Galway County Council;
 - Road Safety measures, including road engineering measures/ schemes, and maintenance and upgrade of public lighting;
 - Support of Planning Function of Galway City Council, where developments would have an impact on the transport network, and the implementation of the Galway Transport Strategy;
 - Making successful funding applications and subsequent delivery of infrastructure projects through funding streams including Urban Regeneration Development Fund, European Regional Development Fund etc.; and
 - Responding to Customers reporting issues in a timely manner.

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

STRATEGIC OBJECTIVES AND SUPPORTING STRATEGIES

CLIMATE ACTION, ENVIRONMENT AND RECREATION & 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

We will achieve this objective by:

- Implementing the Galway City Council Climate Adaptation Strategy 2019-2024 to prepare for the effects of climate change effecting the city and to seek to mitigate negative impacts
- Prepare a Climate Action Mitigation Plan in 2020
- Implementing flood risk prevention and preparedness measures under the CFRAMS program
- Providing supports for communities and promoting environmental awareness in schools, workplaces and local neighbourhoods
- Implementing a litter management plan and provision of recycling facilities in accessible locations
- Complying with environmental legislation, carrying out regulatory functions and achieving best environmental rankings (IBAL/Tidy Towns etc.)
- Improving and maintaining our woodlands, estates, sports fields, beaches and community centres
- Providing cemetery and burial services for the future needs of the city
- Implementing of the Pollination Plan and Biodiversity Action Plan
- Maximizing the potential of our waterways as a core element of the recreation and amenity facilities for tourists, residents, workers and all visitors to our City
- Developing a new and updated recreation needs strategy, implementing its actions and sourcing Sport Capital funding for a city wide programme
- Ensuring the efficient and effective use of financial resources and to achieve a balanced budget to the highest standards of accountability and financial probity.
- Implement the annual RMCEI plan in conjunction with the E.P.A.

We will achieve this objective by:

- Implementing the Local Economic and Community Plan
- Engaging and collaborating with the Galway City Community Network / PPN and LCDC
- Support LCDC in the performance of its functions, including co-ordination, management and oversight of local and community development programmes and funding for the city
- Support the collaborative work of the local law enforcement and the local authority through the operations of the Joint Policing Committee
- Support the Galway Age Friendly programme
- Support the Galway City Comhairle na nÓg in the delivery of their programme of work
- Preparing and implementing an economic strategy and a Tourism Strategy
- Identifying key sectors of the City's economy with significant potential for growth and employment and directing local authority resources to realise this potential
- Maintaining Galway's competitive advantage for inward investment and ensure that the benefits of this investment for local enterprises are exploited
- Working in partnership with Government and other State agencies to deliver the necessary infrastructure required to facilitate sustainable economic growth into the future
- Develop strategic network of sites specifically for economic development
- Implement Everybody Matters, Galway City Council's Cultural Sustainability Strategy 2016-2025
- Implement Galway City Council's Arts Strategy
- Putting culture at the heart of Galway's development and using culture to examine new ways of creating a better future
- Embracing communities and diversity, finding room for all aspects of cultural identity and expression and new ways to collaborate and participate
- Showcasing what Galway does best and delivering it to new audiences and participants.
- Developing and enhancing Galway's standing as a bilingual city
- Securing investment for Cultural infrastructure in the City and maintain an ongoing legacy from designation as a European Capital of Culture
- Facilitate implementation of the Public Sector Duty Plan for Galway City Council
- 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 persons cultural hub

STRATEGIC OBJECTIVES AND SUPPORTING STRATEGIES

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

STRATEGIC OBJECTIVES AND SUPPORTING STRATEGIES

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

We will achieve this objective by:

- Implementing the objectives of Rebuilding Ireland Action Plan for Housing and Homelessness to address housing supply, homelessness and Traveller accommodation in the city.
- Planning and delivering sustainable and mixed tenure communities, where people want to live and work
- Providing an effective range of suitable accommodation supports for eligible households
- Ensuring that all homeless persons in the city have an accommodation option available to them and expanding the range of supports available to homeless households
- Meeting the diverse needs of residents by promoting equality of opportunity and protecting human rights through the implementation of housing policies, including; Traveller Accommodation Plan 2019-2024, Regional Homeless Action Plan 2020-2023, Scheme of Allocations, Affordable Housing Scheme 2019, etc.
- Provision of additional good quality housing in suitable locations and in line with the compact growth requirements of Galway City and taking into consideration our aging population
- Increased collaboration with Approved Housing Bodies to deliver homes for disadvantaged households
- Better management of housing stock including a planned maintenance programme and increased energy efficiency of city homes
- Provision of tenancy supports and achievement of relevant standards in housing and building control
- Provide housing supply and land for future social and affordable housing

STRATEGIC OBJECTIVES AND SUPPORTING STRATEGIES

We will achieve this objective by:

- Working in collaboration with the North West Regional assembly to deliver on the objectives of the Regional Spatial Economic Strategy (RSES) and the Galway Metropolitan Area Plan (MASP)
- Implementing the policies and objectives of the current City Development Plan 2017-2023 and preparing for adoption of a new City Development Plan for the period 2023-2029.
- Implement Local Area Plans (LAP's)
- Providing an efficient development management service and ensuring compliance with planning codes and standards
- Preparing and implementing Local Area Plans and Masterplans as required
- Implementing the Public Realm Strategy
- Preserving and enhancing the built and natural heritage, using heritage grant schemes where available
- Supporting the planning and development of Major Urban Housing Development Sites (MUHDS) and strategic infrastructure projects such as those outlined in the GTS
- Develop and implement new development contribution scheme
- Work in conjunction with the Land Development Agency to coordinate land within state control for more optimal uses including redevelopment and regeneration opportunities with a special focus on key brownfield lands.

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

INTERNAL CAPACITY AND RESOURCES

Corporate services

The strategic objective of the Corporate Services

Department is:

- To provide an effective support service for the elected members and the organisation generally and to assist the members in fulfilling their democratic mandate.
- To ensure the efficient delivery of the corporate services and supports required by the Council.

Some of the key service objectives for the Corporate Service Department include:

- Manage and develop 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.
- Maintain and manage the Electoral Register.
- Administer Public Liability Claims and ensure Corporate Liability is effectively managed.
- Progress our vision for Galway as a bilingual city 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.

- Implement effective procedures to manage Archives and Record Management systems for the City Council.
- Manage a cross-departmental document and file retention programme.
- Manage and deliver an effective Internal & External Communications strategy and plan for the Council.
- Safety, Health & Welfare at Work – continue to implement and enhance safety, health and welfare code as a key priority within Galway City Council.
- Ensure that Ethics Code, Regulation of Lobbying, Dignity at Work Policies, Grievance Policies, and GDPR are implemented and enhanced across the organisation in conjunction with all other Departments.

Human Resources

Human Resources will promote Galway City Council as an employer of choice so that we can attract the right people with the right skills in a very competitive environment and retain our staff through offering an exciting career in a challenging and dynamic front line public service supported by an on-going training, development and welfare programme.

The priority of the department over the next five years will be to develop a new workforce plan that takes account of the changing needs of the sector, the new range of skills required, an aging workforce and planning for the corporate memory loss and pensions burden that will arise from this. This will be done in the context of the extension of the retirement age to 70, increasing industrial unrest nationally and the lack of clarity on the role of the local authority in Water Services and the ultimate implications when a decision on this is made nationally. The way in which we work will also have to change to reflect the modern day needs of employees and customers in a busy city and the challenges to be addressed in relation to climate change and reducing our carbon footprint. Human Resources will for example be engaging with the relevant stakeholders on opening hours, time and attendance patterns, remote working, flexible working arrangement, mobility management plans, shared mobility schemes to achieve the necessary changes.

Finance

The City Council:

- **Spends c.€100m per annum (Revenue)**
Galway City Council Finance Department currently interacts with 35,000 customers, processes payments to circa 3,500 no Suppliers, is responsible for managing tax related deductions on behalf of Revenue and processes payments for 550 staff and 245 pensioners.
- **Manages Capital Budget for 3-year capital plan**
- **Owns €1.13 bn worth of Assets**
Galway City Council currently owns €1.13 bn worth of Assets and manages a loan book of €58M.
- **Manages a loan book of €58M.**
The revenue budget for 2020 provides for expenditure of €99,710,970, an increase of €11,855,830 (13.4%) on the 2019 budgeted figure of €87,855,140. This increase has been budgeted for without increase in Rates or Local Property Tax. Grant funding, the utilisation of existing reserves and increased rates of income from new and increased commercial property valuations have allowed for this budget increase.
- **Interacts with c.35,000 customers**
The need to exercise prudence in managing our finances, ensuring sufficient cashflow to maximise all revenue streams and investments to ensure financial stability is critical.
- **Utilises the services of c.3,500 Suppliers**
The financial objectives for the next five years

include maximising and managing resources available for infrastructural and service provision, ensuring efficient and effective use of these resources, the achievement of a balanced budget and the highest standards of accountability and financial probity.

- **Processes €91m Electronic Fund Transfer**
Going forward external stakeholders, including government departments and agencies, will continue to be reported to on financial returns.
- **Manages €7.5m tax related deductions on behalf of Revenue**
We will engage with and support the Valuation Office and our Commercial Customers to ensure the implementation of the National Revaluation Programme 2021, of all rateable properties within the City as determined by the relevant provision of valuation and rating legislation is communicated and applied effectively.
- **Processes payroll for 550 staff and 245 pensioners.**
Over the next five years, Finance will assist the overall corporate governance of the Council by ensuring internal controls exist and are applied consistently on all financial transactions, delivery of the Internal Audit Programme and facilitating the Audit Committee in their programme delivery. The Finance Department strives for efficient and effective delivery of services, and is committed to placing customer service at the core achieving organisational goals and objectives. Over the next five years, the current service delivery model will be examined and reconfigured to facilitate shared service arrangements and potential consolidation of functions.

ICT

ICT is a key contributor to improving service delivery and has the ability to further transform the way services are delivered for the benefit of all. The demand and expectations from both our own staff and customers on how ICT services, in particular digital technologies should be delivered in the modern workplace will require significant investment. Galway City Council has a growing demand for high quality real time information from people on the move which has resulted in greater investment in the council's website www.galwaycity.ie and social media.

Information management is central to providing digital services. In partnership with the Information Manager, ICT will continually improve digital record systems to ensure records are organised, accessible, protected and available in line with our data retention policy. Cloud technologies have the potential to greatly enhance this and the City Council will lever cloud based solutions to improve both internal and external Information management, access, and protection.

The City Council is constantly vigilant with regards to the increase in cybercrime attacks against public sector bodies and has invested heavily in protection against this including staff awareness training, physical security, firewalls, investment in latest AI virus protection software, actively applying the latest security updates from software vendors, and implementing multiple-layer access control. The Council will continually review and update systems as required.

IMPLEMENTATION AND MONITORING

Annual Business Service Delivery Plans

The Corporate Plan will provide a framework within which the Annual Service Delivery Plans are formulated, monitored and reported upon each year. Reporting on implementation of the Annual Service Delivery Plan is done by way of the monthly Chief Executive Report to the Council, the more detailed quarterly report also to the Council and the Annual Report that is produced at the end of the year. The monthly reports provides a vehicle to signal changes in direction or emphasis and any amendment to the Plan that may be necessary. The Plan can then will be reviewed, as required, in order to take account of any significant changes which would require a re-appraisal of the strategic priorities.

National Oversight and Audit Commission (NOAC)

This Corporate Plan will be submitted to NOAC to facilitate the Commission's review of the adequacy of the Plan. Any review of the Corporate Plan will have regard to any recommendations made by NOAC in respect of adequacy, either on a sector wide or individual local authority basis.

Audit Committee

The Audit Committee oversees financial reporting and related matters. The work undertaken by the audit committee is ultimately to ensure financial oversight of Galway City Council.

Local Government Audit Service

The Council is subject to audit by the Department of Housing, Planning and Local Government's independent Audit Service. The report of the Auditor is published each year and priority is given by the Council to addressing any areas for attention that are highlighted within this.

APPENDIX



Galway – European Capital of Culture 2020



Galway the 4th best city in the world to visit. Lonelyplanet.ie 2020



top 20 best places in the world to visit in 2020 according to CNN Travel.



“The atmosphere, the craic, the feeling of Irishness” Galway City named Ireland’s Favourite Home Holiday in Independent.ie Reader Travel Awards 2020.



An Taisce Green Coast Awards 2019 – Salthill and Silverstrand.



for a better night out

Purple Flag: for a better night out.

FDI Microcity award



European Green Leaf Environmental Award 2017.



European Green Leaf Environmental Award 2017.



International Blue Flag Beaches 2019 – Salthill and Silverstrand.





APPENDIX

Appendix 2 - list of strategies/Plans influencing Galway City Council's Activities

NATIONAL

- An Garda Síochána Strategy 2019-2021
- Bathing Water Quality Regulations 2008
- Brighter Outcomes Better Futures: policy framework for children and young people 2014-2020
- Climate Action Plan 2019 to Tackle Climate Disruption (2019)
- DCCAE: National Cyber Security Strategy & National Digital Strategy
- EU 'Floods' Directive
- EU Strategy on Adaptation to Climate Change
- European Flood Awareness System (EFAS)
- Flood Risk Management Plans and Maps produced under National CFRAM
- Guidelines on the Planning System and Flood Risk Management
- Irish Water Business Plan
- Lead Mitigation Plan
- Making Great Art Work. Leading the Development of the Arts in Ireland. Arts Council Strategy The Arts Council / An Comhairle Ealaíon 2016-2025.
- National Adaptation Framework (2018)
- National Development Plan
- National Flood Forecasting and Warning Service (data from monitoring stations - waterlevel.ie)
- National Heritage Plan - Heritage Ireland 2030
- National Housing Strategy for People with a Disability (NHSPWD)
- National Planning Framework 2040 <http://npf.ie/>
- National Social Enterprise Policy for Ireland 2019-2022
- National Traveller and Roma Inclusion Strategy 2017-2021
- National Vacant Housing Reuse Strategy
- National Water Resources Plan
- Our Public Service 2020
- People, Place and Policy – Growing Tourism to 2025 and the associated Tourism Action Plans
- People Strategy for the Civil Service 2017- 2020
- Policy on Property Acquisition and Disposal
- Public Sector Energy Efficiency Strategy
- Public Service Data strategy and Public Service ICT Strategy
- Review of Local Community Development Committees July 2019
- Rebuilding Ireland and Rebuilding Ireland Home Loan Scheme
- River Basin Management Plan for Ireland 2018-2021.
- Recommended Criteria for Environmental Inspections (RMCEI)
- Safety, Health and Welfare at Work Act 2005
- Sustainable, Inclusive and Empowered Communities: A Five-Year Strategy 2019-2024
- The National Language Strategy 2010-2030
- Wastewater Sludge Management Plan
- Water Services Policy Statement 2018-2025
- Water Services Strategic Plan

REGIONAL

- ERDF Operational Programmes 2014-2020
- Flood Risk Management Plans and Maps including relevant local plans
- Regional Action Plan for Jobs West
- Regional Homelessness Action Plan 2020-2023
- Regional Spatial and Economic Strategy and MASP
- Regional River Basin District
- Regional Water Plan

APPENDIX

Appendix 2 - list of strategies/Plans influencing Galway City Council's Activities

LOCAL

- Anti-social Behaviour Strategy 2017
- Ardaun Local Area Plan 2018-2024
- Biodiversity Action Plan for Galway City 2014-2024.
- Draft Galway Public Realm Strategy
- Everybody Matters A Cultural Sustainability Strategy Framework for Galway 2016-2025
- Galway City Local Community Development Committee - Equality and Human Rights Statement
- Galway City Age Friendly Strategy 2014-2018.
- Galway City Alcohol Strategy 2019-2023
- Galway City Arts Plan 2016-2018.
- Galway City Council Statement of Strategy: Economic Sustainability 2015-2021
- Galway City Climate Change Adaptation Strategy
- Galway City Development Plan 2017-2023 and Local Area Plans
- Galway City Local Economic and Community Plan (LECP) 2015-2021
- Galway City Museum Strategic Management Plan 2016-2020
- Galway City Social Inclusion and Community Activation Programme 2018-2022 (SICAP)
- Galway City SICAP Action Plan.
- Galway City Statement of Strategy – Tourism Sustainability 2015-2021.
- Galway Sports Partnership Plan
- Galway Transport Strategy (GTS) 2016-2026
- Galway Mayo Institute of Technology (GMIT) Strategy Plan 2019-2023
- Galway Roscommon Education and Training Board (GRETB) Strategy Statement 2017-2021
- Healthy Galway City Strategy 2019-2021
- Housing Estate Management Strategy 2018
- Internal Audit Charter 2017
- Joint Policing Committee Strategic Plan 2017-2020
- Local Homelessness Action Plan 2020-2023
- Scheme of Letting Priorities 2017
- Service Level Agreement between Enterprise Ireland and Galway City & County Council
- Strategic Plan for housing Persons with a Disability
- Strategic Policy Committees Scheme 2019-2024
- Tenant Purchase Scheme 2016
- Traveller Accommodation Programme 2019-2024
- Vision 2020 – N.U.I.G. Strategic Plan 2015-2020.

APPENDIX

appendix 3 - Performance indicators

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Actual Current Operational Baseline <i>(based on most recent available data)</i>
ROAD TRANSPORTATION AND SAFETY	<ul style="list-style-type: none"> • The Galway City Ring Road (N6 GCRR) • High quality public transport Cross City Link • Development of the walking and cycling network • Increase the modal shift towards a more sustainable transport mode 	<ul style="list-style-type: none"> • Galway Transport Strategy 	<ul style="list-style-type: none"> • NTA Business Plan 2019-2024 	<ul style="list-style-type: none"> • Business plan commenced 2019.

APPENDIX

appendix 3 - Performance indicators

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Actual Current Operational Baseline
FINANCE	<ul style="list-style-type: none"> • Maintain moderate debt levels over the medium term • Liquidity levels to be sufficient 	<ul style="list-style-type: none"> • Provide for repayment of loans payable • Monitoring cash flow • Budget as adopted to be sufficient to meet the expenditure arising in the year • Income collection 	<ul style="list-style-type: none"> • Long term loans payable / revenue income (%) • 5 year summary of revenue a/c balance • 5 year summary of Cumulative Surplus /Deficit as % of AFS Total Income • 5 year summary of % collection levels on major revenue sources 	<ul style="list-style-type: none"> • Annual % as per AFS • Annual Revenue Balance as per AFS • Annual Cumulative Surplus/Deficit as % of total Income • % of Commercial Rates Collected • % of Rent & Annuities Collected • % of Housing Loans Collected

APPENDIX

appendix 3 - Performance indicators

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Actual Current Operational Baseline <i>(based on most recent available data)</i>
WATER SERVICES	<ul style="list-style-type: none"> • Provide and maintain both the Public Water Supply Network and the Drainage Network to an optimal service level 	<ul style="list-style-type: none"> • Service Level Agreement • Annual Service Plan • Irish Water Business Plan • CRU Customer Handbook • EPA • All Statutory & Regulatory Requirements 	<p>Adherence to all KPI's, Operational Measures and Tracking Measures as set out in the ASP covering the areas of:</p> <ul style="list-style-type: none"> • Internal Process/Compliance • Customer • Financial • Learning & Growth <p>Unaccounted for Water as a % of total volume supplied by Terryland WTP</p> <p>% of drinking water in compliance with statutory requirements</p> <p>Urban Wastewater Discharge License % Compliance</p>	<ul style="list-style-type: none"> • 87.7% KPI Q2 2019 Score • 42% • 100% • 100%

APPENDIX

appendix 3 - Performance indicators

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Actual Current Operational Baseline <i>(based on most recent available data)</i>
WASTE MANAGEMENT	<ul style="list-style-type: none"> • Sufficient waste collection services and facilities in place 	<ul style="list-style-type: none"> • Waste collection licences awarded (through NWCPO) within each local authority area • Grants for waste recycling facilities (provided through Environment Fund) 	<ul style="list-style-type: none"> • Number of licensees operating in their area (to provide adequate competitive services) • % of households accessing multiple bin service collection 	<ul style="list-style-type: none"> • 4 authorised waste collectors provide a municipal waste collection service to households and businesses in Galway City. • 0 facilities within City boundary accepting municipal waste. Nearest facility located in Galway County (Carrowbrowne and Oranmore) • 99.34% of households serviced - 2 bin service. 87.25% of households serviced - 3 bin service • No funding received through the Environment Fund

APPENDIX

appendix 3 - Performance indicators

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Actual Current Operational Baseline <i>(based on most recent available data)</i>
ENVIRONMENT	<ul style="list-style-type: none"> • Ensure a high quality environment and take early action to protect it. 	<ul style="list-style-type: none"> • Environmental objectives in land use plans • Adherence to SEA and EIA in relation to plans, projects and developments • National Litter Pollution Monitoring Results • National Oil Spill Contingency Plan (DTTAS) (due for publication Sept 2019) 	<ul style="list-style-type: none"> • No of complaints lodged with EPA -Office of Environment Enforcement (OEE) • % of Non-EPA (OEE) environmental complaints investigated that were closed where no further action was necessary. • Percentage of areas in the local authority that are; <ul style="list-style-type: none"> > unpolluted (i.e. litter-free) > slightly polluted with litter > moderately polluted with litter > significantly polluted with litter 	<ul style="list-style-type: none"> • No of complaints lodged directly to EPA was 15 in 2018. To date in 2019, a total of 20 have been lodged. • Data from 2018 -97.89% (see NOAC Service Indicators) • Data from 2018 – (see NOAC Service Indicators) <ul style="list-style-type: none"> • 15.8% • 57.9% • 22.8% • 3.5%

APPENDIX

appendix 3 - Performance indicators

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Actual Current Operational Baseline <i>(based on most recent available data)</i>
CLIMATE ACTION	<ul style="list-style-type: none"> Mitigation (Reducing greenhouse gas emissions associated with Galway City Council's Activities) 	<ul style="list-style-type: none"> Implement Mitigation Measures to achieve National Targets Improve Energy Efficiency of Organisation Reduce CO₂eq emitted Improve Energy Efficiency of Public Buildings 	<ul style="list-style-type: none"> EnPI for Energy Efficiency for Galway City Council determined by SEAI (Target 2020 EnPI < 67%) (Target 2030 EnPI < 50%) Annual CO₂eq emitted as % of Base Year (Target 30% reduction on by 2030) Energy Efficiency of Buildings (Target improvement of 50% by 2030) 	<ul style="list-style-type: none"> EnPI for 2018 was 71.36
	<ul style="list-style-type: none"> Adaptation (build resilience, manage risks and exploit beneficial opportunities due to Climate Change impacts) 	<ul style="list-style-type: none"> Implement Galway City Council's Climate Adaptation Strategy 2019-2024 and the National Adaptation Framework 	<ul style="list-style-type: none"> No of Adaptation Actions as per their status [On-going/ Completed] 	<ul style="list-style-type: none"> 31 Actions by Sept 2019 (0 on-going, 0 completed)

APPENDIX

appendix 3 - Performance indicators

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Actual Current Operational Baseline <i>(based on most recent available data)</i>
HOUSING TARGET BUILD 2018-2021 IS 1,089 UNITS	<ul style="list-style-type: none"> • Deliver social housing to meet identified needs including the Traveller Accommodation Programme • Increase social housing construction in order to deliver built units • Build on better utilisation of existing stock to increase the availability of units available for social housing • Rollout of Housing Assistance Payment Scheme (HAP) • Deliver sufficient and appropriate housing for disabled persons 	<ul style="list-style-type: none"> • Rebuilding Ireland • Housing Services Plan (local) • Land Use Strategy • National Funded Programme for Vacant Stock • Housing First National Implementation Plan 2018-2021 • Deliver on the Housing and Disability Steering Groups five year plans 	<ul style="list-style-type: none"> • Combined total number of dwellings provided and data for each delivery type should be presented separately (i.e. through direct provision + RAS + HAP+ leasing etc) • Maintenance cost for direct provision housing (= Total maintenance spend / Total no. of Direct Provision Dwellings) • % of private rented tenancies inspected • % local authority housing vacant; Number of Voids • Average re-letting time & cost • Achieve targets for the provision of suitable housing for people with disabilities nationally • Number of grants paid 	<ul style="list-style-type: none"> • 2,120 @ 31/08/2019 • N/A • 224 dwellings inspected in 2018 • 2% average • 44 weeks average @ €14,692 • 220

APPENDIX

appendix 3 - Performance indicators

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Actual Current Operational Baseline <i>(based on most recent available data)</i>
HOMELESSNESS	<ul style="list-style-type: none"> Addressing homelessness 	<ul style="list-style-type: none"> Provide and oversee the delivery of homeless accommodation and related services in the context of Rebuilding Ireland Action Plan for Housing and Homelessness 	<ul style="list-style-type: none"> Number of adult individuals considered to be long-term homeless as % of the total number of adult individuals either using emergency accommodation or sleeping rough in a given period The number of adult Individuals, families and their dependants accessing emergency accommodation over the course of a certain week every month. The number of households who exit emergency accommodation to a tenancy on a quarterly basis. 	<ul style="list-style-type: none"> P:1 2018 69.97% (22 – 28 July 2019) Individual Adults 350 Families 69 Dependents 165 Quarter 2, 2019 Quarterly Total Units 52

APPENDIX

appendix 3 - Performance indicators

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Actual Current Operational Baseline <i>(based on most recent available data)</i>
PLANNING	<ul style="list-style-type: none"> To ensure effective, proper planning and sustainable, balanced development of urban and rural areas 	<ul style="list-style-type: none"> Adopt and implement quality development plans consistent with regional and national policies Implement Ministerial policy direction on enforcement Monitor compliance of conditions associated with grants of planning permission National Planning Framework under Project Ireland 2040 	<ul style="list-style-type: none"> % of planning enforcement cases closed (against the number of cases that were investigated) % of applications where the decision was confirmed (with or without variation) by An Bord Pleanala Buildings inspected as a percentage of new buildings notified to the local authority Cost of the Planning Service per capita 	<ul style="list-style-type: none"> 29.25% 76.32% 10.50% €2,047,147 Inclusive of CMC for D01+D02+D03

APPENDIX

appendix 3 - Performance indicators

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Actual Current Operational Baseline <i>(based on most recent available data)</i>
BUILDING CONTROL	<ul style="list-style-type: none"> • To ensure safe and sustainable buildings in urban and rural areas 	<ul style="list-style-type: none"> • Framework for Building Control Authorities • Monitor compliance with the Building Regulations and Building Control Regulations • Monitor compliance with the Construction Products Regulation • Monitor compliance with the Energy Performance of Buildings Directive 	<ul style="list-style-type: none"> • Building Control activity in line with criteria defined by the National Building Control Office and NOAC • Cost of the Building Control Service per capita 	<ul style="list-style-type: none"> • 12%-15% Inspections of valid Commencement Notices annually. • Income & Costs for BC services are accounted for under Planning returns.

APPENDIX

appendix 3 - Performance indicators

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Actual Current Operational Baseline <i>(based on most recent available data)</i>
CITIZEN ENGAGEMENT/ PUBLIC PARTICIPATION NETWORKS (PPNS)	<ul style="list-style-type: none"> To enable the public to take an active formal role in policy making and oversight committees of the local authority 	<ul style="list-style-type: none"> Report on Citizen Engagement SLA/MOU between LA and PPN Provision of dedicated funding at national and local level. Consultation with children and young people in line with guidance from the Department of Children and Youth Affairs and in line with equality and diversity requirements 	<ul style="list-style-type: none"> No of PPN member groups No of LA consultations issued to PPN No of LA consultations carried out via the PPN as main vehicle No of LA Boards/Committees in which community representation is facilitated through PPN No of training days for LA staff and elected members in public participation and the PPN 	<ul style="list-style-type: none"> 150 2 1 12 0

APPENDIX

appendix 3 - Performance indicators

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Actual Current Operational Baseline <i>(based on most recent available data)</i>
<p>(COMMUNITY) SOCIAL INCLUSION AND COMMUNITY ACTIVATION PROGRAMME (SICAP)</p> <p>2018 - 2022</p>	<ul style="list-style-type: none"> To reduce poverty, promote social inclusion and equality through local, regional and national engagement and collaboration 	<ul style="list-style-type: none"> Putting People First Report on Citizen Engagement To support and resource disadvantaged communities and marginalised target groups to engage with relevant local and national stakeholders in identifying and addressing social exclusion and equality issues To move them closer to the labour market and improve work readiness, and support them in accessing employment, self-employment, and creating social enterprise opportunities. 	<ul style="list-style-type: none"> Number of Groups associated with the PPN Number of individuals from the most marginalised SICAP target groups who are nominated to LCDC membership via the PPN structure and who take up their positions on the Committees. The agreed KPIs for the two programme goals, Supporting Communities and Supporting Individuals, are met 	<ul style="list-style-type: none"> 150 2 50

APPENDIX

appendix 3 - Performance indicators

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Actual Current Operational Baseline <i>(based on most recent available data)</i>
TOURISM	<ul style="list-style-type: none"> To support the sustainable development of tourism 	<ul style="list-style-type: none"> National Tourism Policy and Action Plans LA Tourism Strategy LA Tourism Officer Capability Programme Regional Festivals and Events Programme 	<ul style="list-style-type: none"> Revenue from tourism (per Fáilte Ireland) No. of tourism events/projects supported 	<ul style="list-style-type: none"> €836M Revenue from Tourism in Galway County (2017) based on 1.6M international visitors and 1M domestic visitors €138K marketing and promotion fund to support 20 festivals and events in 2019.

APPENDIX

appendix 3 - Performance indicators

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Actual Current Operational Baseline <i>(based on most recent available data)</i>
WATER SAFETY	<ul style="list-style-type: none"> To ensure safety for users of aquatic environments 	<ul style="list-style-type: none"> Provision and maintenance of safety equipment on rivers, lakes and beaches Provision of lifeguard services where and when required 	<ul style="list-style-type: none"> Inspection of water safety equipment and replacement as necessary Number of areas with trained lifeguards on duty Number of days per annum of provision of lifeguards 	<ul style="list-style-type: none"> Weekly inspections are carried out on Ringbuoy stations along the beaches and canal waterways in Galway City. Currently 111 stations <ol style="list-style-type: none"> Ladies Beach, Blackrock, Silverstrand, Grattan, Salthill Palmers, Salthill Ballyloughane <ul style="list-style-type: none"> 72 days in 2019 June – 15/16/22/23/29/30 – 6 (weekends only) July – 30 days August – 31 days Sept – 1/7/8/14/15 – 5 (weekends only)

APPENDIX

appendix 3 - Performance indicators

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Actual Current Operational Baseline <i>(based on most recent available data)</i>
CORPORATE	<ul style="list-style-type: none"> • Optimum management of resources within the local authority • Development of ICT based customer friendly initiatives • Compliance with the statutory obligation to eliminate discrimination and promote equality and protect human rights under Section 42 of the Irish Human Rights and Equality Commission Act 2014 • Provide robust business management, risk management, procurement, audit and corporate governance structures and systems in compliance with statutory obligations including under: <ul style="list-style-type: none"> • FOI Act • GDPR • Official Languages Act • Protected Disclosures Act 	<ul style="list-style-type: none"> • Workforce Plan • Annual Budget • Putting People First • E-Government Policy • Training programme for staff • Awareness campaigns 	<ul style="list-style-type: none"> • Total Number of WTEs • WTEs per capita • % of Working Days lost to Sickness (certified / uncertified) • Average no. of Training Days per WTE • Number of Page Visits to the local authority website • Percentage of motor tax transactions dealt with online • Overall cost of ICT provision per WTE • Elimination of complaints • Awareness of all staff • Annual Reports 	<ul style="list-style-type: none"> • 441.59 • 500.82 • 4.5% • Not available for all of GCC • 4 days provided by HR in 2018 • 4.5 days provided by HR in 2019 • 10,716.81 • N/A – Galway County Council provides this service • €4012.08 • 30 in 2019 so far • Annual Report 2018 Published

APPENDIX

Appendix 4 - An extensive consultation process took place with both internal and external stakeholders. Galway City Council wishes to thank all that took part in the process.

GALWAY CITY COUNCIL CORPORATE PLAN COMMITTEE:

Cllr. Mike Cubbard	Mayor of Galway City Council
Alfie Jones	Head of Information Systems, I.C.T.
Brian Barrett	Senior Executive Officer, Economic Development and Culture
Caitriona Morgan	Administrative Officer, Community
Carmel Kilcoyne	Senior Engineer, Environment, Climate Change and Recreation & Amenity
Caroline Phelan	Senior Planner, Planning
Eithne Murphy	A/Senior Executive Officer, Human Resources (Chair)
Elizabeth Fanning	A/Senior Engineer, Water Services
Gary McMahan	A/Senior Executive Officer, Corporate Services
Helena Martyn	A/Senior Executive Officer, Housing
John Mullin	Irish Language Officer
Laurena Mitchell	Senior Executive Officer, Finance
Ruth McNally	Director of Services, Transport, Planning and Physical Development
Uinsinn Finn	Senior Engineer, Transport
Stephen Healy	Local Authority Graduate, Community & Corporate Services
Adrienne Preston Kelly	Local Authority Graduate, Human Resources
Suzanne McCann	Clerical Officer, Human Resources

EXTERNAL STAKEHOLDERS

Galway Chamber
East Village Business Association
Galway City Business Association
Latin Quarter Business Association
The Village Salthill

Corporate Policy Group
Strategic Policy Committee Economic Development
Strategic Policy Committee Environment, Climate change and Recreation & Amenity
Strategic Policy Committee Planning
Strategic Policy Committee Transport

Audit Committee

Galway City Community Network (PPN for Galway City)

Local Community Development Committee (LCDC)

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