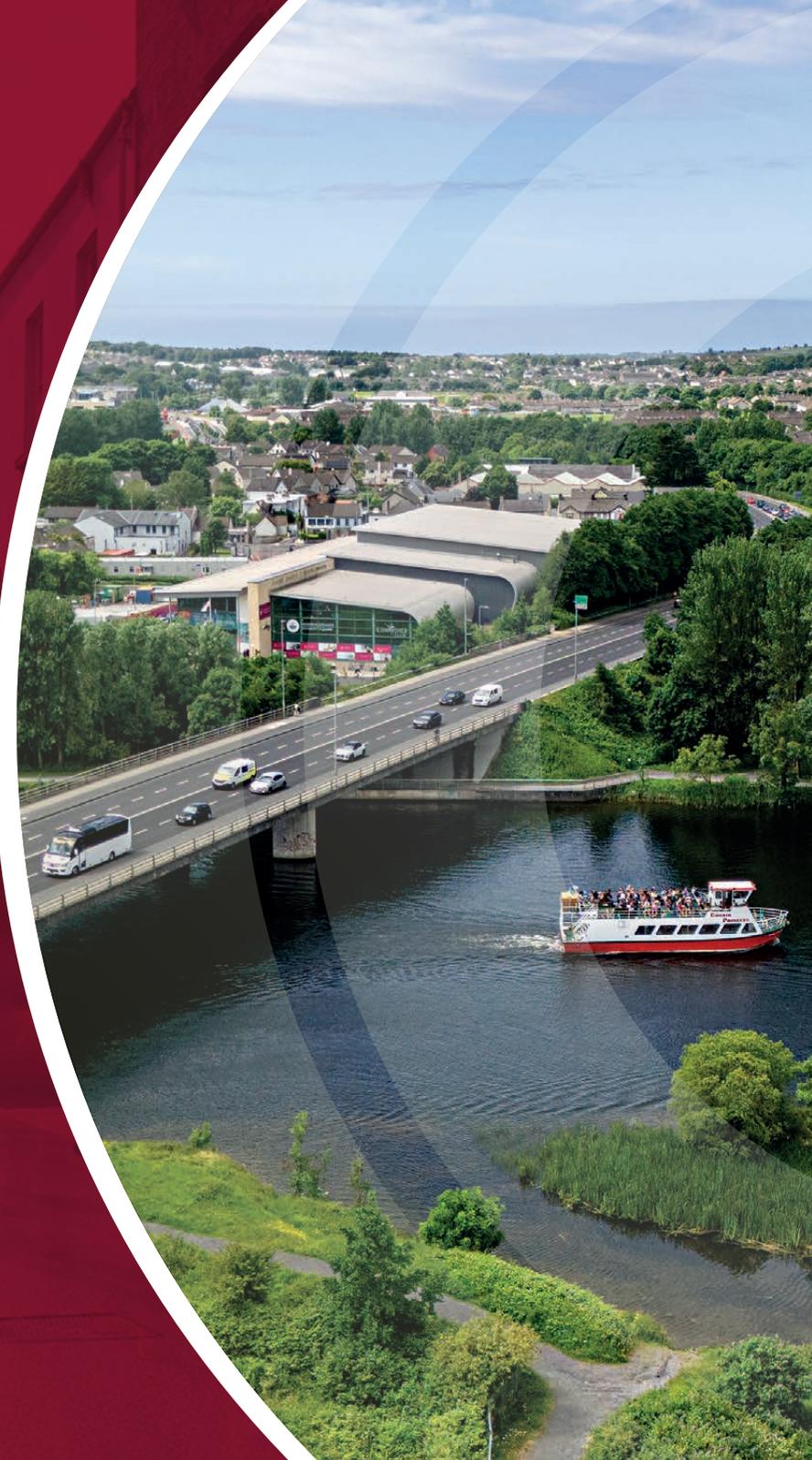


**Comhairle Cathrach na Gaillimhe**  
**Seachadta Seirbhíse Bliantúil 2026**

**Galway City Council**  
**Annual Service Delivery Plan 2026**



**Comhairle Cathrach  
na Gaillimhe**  
Galway City Council



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## Chief Executive Introduction

The Galway City Council Annual Service Delivery Plan 2026 details a substantial and impactful work programme, arising from a €161,201,146 investment in our city's services, amenities and capital projects over the coming year.

Galway City Council's focus remains on progressing the 12 Priority Projects submitted to the National Programme for Government in November 2024, to ensure Galway City delivers under the National Development Plan and the National Planning Framework. These priorities include the N6 Galway City Ring Road, BusConnects Galway; Galway City Flood Defence Scheme (Coirib go Cósta); funding model; pilot Tourist Bed Night Tax; wastewater infrastructure; regeneration of Dyke Road and Sandy Road; enabling development of Ardaun; the Clifden Railway Pedestrian and Cycle Bridge; cultural infrastructure fund; and Galway Port redevelopment.

Elected Members and Senior Management continue to engage and collaborate to progress the priority projects, and key local electoral area objectives, with Elected Members taking some challenging decisions to date, to ensure our city has access to the resources required to bridge the gap in delivering our vision for Galway.

The adoption of Budget 2026 and the Annual Service Delivery Plan 2026 position the local authority to take stock, and to plan service and infrastructure delivery for the year ahead, with a view to a medium and longer term vision for Galway City as a great place to live, work, invest in and visit.

I would like to acknowledge the Elected Members for their partnership and support to date. Likewise, recognition is due to the staff of Galway City Council for their dedication to public service delivery, in particular to those who retired in 2025 after a career in public service. Welcome to our new staff, many of whom have joined Galway City Council in new roles, created to address the changing needs of the public, and in turn the local authority.

At the core of this Annual Service Delivery Plan are the people and communities of Galway City. The local authority is the most accessible and local form of government, with Galway City Council having the unique mandate of representing the people of Galway locally, regionally, nationally and internationally.

Galway City Council welcomes continued engagement and collaboration with the people of Galway City, to drive forward with both the high level, visionary projects we want to see in our city, and the smaller community-based initiatives that are the backbone of our city.



**Leonard Cleary**

Chief Executive,  
Galway City Council

# 1. Introduction and Context

This Annual Service Delivery Plan 2026 has been prepared in accordance with Section 50 of the Local Government Reform Act 2014, which requires Local Authorities to publish Annual Service Delivery plans to support transparency, accountability, and efficiency. The plan is further shaped by the statutory framework of the Local Government Act 2001, together with national policy priorities including the Programme for Government, Project Ireland 2040, and the Climate Action Plan.

The Annual Service Delivery Plan 2026 sets out the Council's priorities, service commitments, and performance targets for the coming year, ensuring alignment with national policies, local strategic objectives, and the Council's statutory functions.

Significant achievements in 2025 provide a strong foundation for the year ahead.

Building on these accomplishments, the 2026 Plan is informed by the Corporate Plan 2024–2029, the Annual Budget 2026, the Galway City Development Plan 2023–2029, and the **Galway City Local Economic Community Plan (LECP) 2024–2029**.

The Galway City LECP Framework Plan 2024-2029, contains five high level goals, namely: Goal 1. A world class, creative city. 2: An innovative city 3: An equal and inclusive city 4: A sustainable and resilient city 5:A city that promotes health and wellbeing



The Annual Service Delivery Plan provides a structured approach to service delivery across key areas such as Housing, Transport, Environmental, Economic Development, Culture and Community. The plan sets indicators to track performance and ensure effective implementation of strategic initiatives throughout the year.

Galway City Council remains committed to delivering innovative, inclusive, and sustainable public services that respond to the needs of a growing and diverse City.

Through this plan, we reaffirm our commitment to partnership, continuous improvement, and future-focused leadership ensuring that Galway continues to thrive as a dynamic, resilient, and forward-looking City.

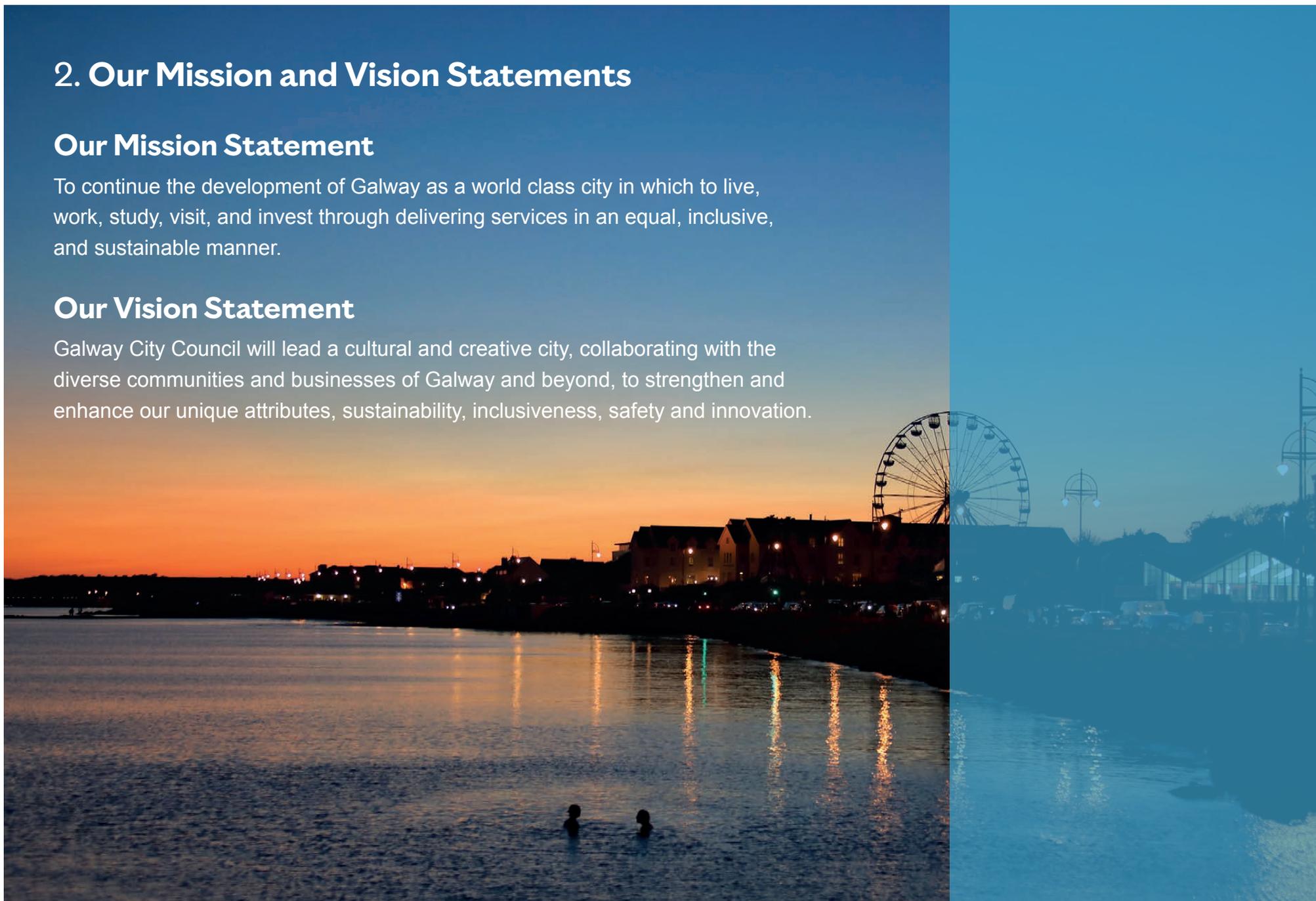
## 2. Our Mission and Vision Statements

### Our Mission Statement

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

### Our Vision Statement

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



### 3. Our Core Values

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

#### **Respect**

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

#### **Democracy**

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

#### **Accountability**

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

#### **Equality**

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

#### **Sustainability**

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

#### **Partnership**

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

#### **Inclusion**

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

#### **Integrity**

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

#### **Innovation**

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



## 4. Organisational Capacity and Resources

Galway City Council is committed to delivering high-quality services to its residents by effectively leveraging its organisational capacity and resources. In 2025, the Council successfully completed its Strategic Workforce Plan, ensuring a structured approach to workforce planning and development. The Human Resources Department continues to play a pivotal role by attracting, retaining a skilled workforce, ensuring staff are well-equipped to meet the city's evolving needs.

Financially, the Council maintains transparency and accountability through the publication of annual budgets and financial statements, which outline the allocation of resources across various services and initiatives.

As of December 2025, the Council employed 680 staff members across key categories: 6 managerial, 274 clerical/administrative, 156 professional/technical, and 244 outdoor staff.

By strategically managing its human and financial resources, Galway City Council aims to fulfil its commitments outlined in the Annual Service Delivery Plan 2026, ensuring continued prosperity and wellbeing for the City.

Employee Category	Total December 2025
Managerial	6
Clerical/Administrative	274
Professional/Technical	156
Outdoor	244
<b>Overall Total</b>	<b>680</b>



## 5. Financial Summary

Galway City Council has provided for expenditure of €161,201,146 to the service divisions to deliver services in 2026. The budget provides for a significant level of investment in the city and represents expenditure of €1,930 per person in the city.

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

Expenditure has been planned across the Council's Service Divisions as follows in 2026:

Gross Expenditure	Adopted Budget 2026		Adopted Budget 2025	
<b>Housing and Building</b>	76,219,226	47%	65,384,217	45%
<b>Road, Transport and Safety</b>	16,451,479	10%	16,672,912	12%
<b>Water Services</b>	1,945,223	1%	2,137,665	2%
<b>Development Management</b>	18,163,369	11%	15,254,229	11%
<b>Environmental Services</b>	17,664,599	11%	15,917,801	11%
<b>Recreation and Amenity</b>	23,846,994	15%	21,925,506	15%
<b>Agriculture, Education, Health and Welfare</b>	455,132	0%	419,010	0%
<b>Miscellaneous Services</b>	6,455,124	4%	6,392,760	4%
	<b>161,201,146</b>		<b>144,104,090</b>	

## 6. Our Principal Services

Galway City Council has five directorates.

### Social Development Directorate

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

### Operational Development Directorate

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

### Project Development Directorate

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

### Urban Development Directorate

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

### Corporate Development Directorate

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

### Shared Services with Galway County Council

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

## 7. Performance Indicators

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

### Performance Indicators for Galway City Council (2024)

NOAC Annual Performance Indicator			
	Section	Indicator	Indicator Description
1	Housing	H1	Social Housing Stock
		H2	Housing Vacancies
		H3	Average Re-letting Time and Direct Costs
		H4	Housing Maintenance Direct Costs
		H5	Private Rented Sector Inspections
		H6	Long-term Homeless Adults
		H7	Social Housing Retrofit
2	Roads	R1	Pavement Surface Condition Index (PSCI) Ratings
		R2	Road Works
		R3	Percentage of motor tax transactions conducted online
		R4	Road Opening Licensing and Inspections
3	Water	W1	Percentage of drinking water in private schemes in compliance with statutory requirements
		W2	Percentage of registered schemes monitored

	Section	Indicator	Indicator Description
4	Waste / Environment	E1	Number/percentage of households with access to a 3-bin service
		E2	Number of environmental pollution complaints closed
		E3	Percentage of local authority areas within the 5 levels of litter pollution
		E4	Percentage of schools that currently hold and have renewed their green flag status
		E5	Percentage Energy Efficiency Performance
		E6	Public Lighting
		E7	Climate Change
5	Planning	P1	New Buildings Inspected
		P2	Number/ percentage of planning decisions confirmed by An Bord Pleanála*
		P3	Percentage of Planning Enforcement cases closed as resolved
		P4	Cost per capita of the Planning Service
		P5	Applications for Fire Safety Certificates
6	Fire Service	F1	Cost per capita of the Fire Service
		F2	Service Mobilisation
		F3	Percentage Attendance Time at Scenes
7	Library/ Recreation	L1	Library Visits, Issues and Registered Members
		L2	Cost per capita of operating a Library Service and per capita expenditure on collections
8	Youth and Community	Y1	Participation in Comhairle na nÓg scheme
		Y2	Groups associated with the Public Participation Network (PPN)

	Section	Indicator	Indicator Description
9	Corporate - HR and ICT	C1	Total Number of Whole-Time Equivalents (WTEs)
		C2	Working Days lost to Sickness
		C3	Local Authority website and social media usage
		C4	Overall cost of ICT provision per WTE
		C5	Overall cost of ICT as a proportion of Revenue expenditure
10	Finance	M1	Five-year summary of Revenue Account balance
		M2	Five-year percentage summary of collection levels for major revenue sources
		M3	Public Liability Claims
		M4	Overheads
10	Economic Development	J1	Number of jobs created
		J2	Trading Online Vouchers
		J3	Number of mentoring recipients
		J4	Tourism
		J5	Economic Development Spend

Note new indicators: H7 Social Housing Retrofit, R4 Road Opening Licensing

Source: NOAC Annual Performance Indicator Report 2024 (Report 77), published September 2025.

Available at: [https://cdn.noac.ie/wp-content/uploads/2025/11/NOAC-Local-Authority-Performance-Indicator-Report-2024\\_FINAL.pdf](https://cdn.noac.ie/wp-content/uploads/2025/11/NOAC-Local-Authority-Performance-Indicator-Report-2024_FINAL.pdf)

## 8. Implementation and Monitoring

Implementing and monitoring the Annual Service Delivery Plan 2026 for Galway City Council involves a structured approach to ensure the effective execution of key objectives. The plan is aligned with the Council's strategic priorities, and each Directorate is responsible for delivering specific goals.

To monitor progress, performance standards are set, and regular reviews are conducted by the Directors of Service and their teams. Performance indicators, including those from the National Oversight and Audit Commission (NOAC), are tracked to assess alignment with national benchmarks. Relevant updates and any significant matters are communicated through the Monthly Management Report issued to the Elected Members in accordance with Section 136(2) of the Local Government Act 2001, as amended by the Local Government Reform Act 2014.

Additionally, the Corporate Policy Group receives regular performance reports, ensuring continuous oversight.

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

## 9. Service Delivery Objectives

In support of the delivery of the strategic objectives published in the Corporate Plan 2024-2029, the specific objectives identified by each Directorate for 2026 are outlined in the following tables.

## 10. Social Development Directorate



## 10.1 Housing and Social Inclusion

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

### Sustainable Development Goals



Ref:	Principal Services	Service Objective / Priorities	Service Delivery Strategy	Performance Standard	Budget Division	Timeline
SD1	<b>Housing Capital and Affordable Housing</b>	Implement actions from the Government's 'Housing for All' Plan for 2026 and identify actions for subsequent 'Delivery Homes, Building Communities' plan to 2030.	Housing Delivery Action Plan 2022-2026 developed under Government's 'Housing For All' Plan and Galway Housing Delivery Taskforce.	Work to create and extend opportunities for the delivery of social, affordable and traveller specific housing and address homelessness, in line with the Taskforce's Terms of Reference.		Quarterly meetings with Galway Housing Delivery Taskforce
			New Government Plan to 2030 'Delivering Homes, Building Communities'	Develop new Housing Delivery Action Plan for 2027-2030 under new Government Plan 'Delivering Homes, Building Communities'.		Draft Plan by Q2 2026 for adoption by Q3 2026

Ref:	Principal Services	Service Objective / Priorities	Service Delivery Strategy	Performance Standard	Budget Division	Timeline
SD1	<b>Housing Capital and Affordable Housing</b>	Implementation of the Galway City Council's Housing Delivery Action Plan (HDAP) 2022-2026 and any subsequent plan to underpin housing delivery.	Galway City Council's HDAP 2022-2026 with delivery through own build, supporting AHB's (CAS & CREL), working with LDA, private development Part V requirements and turnkey opportunities.	GCC HDAP Target for 2026= 246 social units and 100 affordable units. Investigate the opportunity to provide affordable units through LA direct cost rental mechanism directly		Unit delivery throughout year with overall target by Q4 2026
		Provision of additional quality housing, of appropriate scale in suitable locations and inline with compact growth requirements of Galway City, (taking account of our ageing population) eliminating all forms of discrimination and addressing the specific needs of the community.	Homeless Legislation and West Region Homeless Action Plan.	Continue supervision and management of construction of Day Centre Site at Seamus Quirke Road. Manage and monitor relocation of existing service during construction.		Project commenced due for delivery in Q4 2027
			Traveller Accommodation Plan (TAP) 2025-2029	Commence implementation objectives of TAP 2025 - 2029, incl. delivery of units at Doughiska in conjunction with Respond AHB and LA own build units at Keeraun.  Assess feasibility of sites/options for solutions to decant from halting sites.		Doughiska and Keeraun schemes for delivery in 2029  As required
			Capital delivery assistance to increase housing supply measures including Vacant Homes Strategy, Repair and Lease, Buy and Renew.	Maximise the number of units returned to use through available mechanisms; Repair and Lease, Buy and Renew and the Croí Cónaithe vacant property refurbishment grant.		Ongoing

Ref:	Principal Services	Service Objective / Priorities	Service Delivery Strategy	Performance Standard	Budget Division	Timeline
SD1	<b>Housing Capital and Affordable Housing</b>	Capital delivery assistance to implement the objectives of the Vacant Homes Strategy set out in Housing for all.	Maximise the number of units returned to use through available mechanisms; Repair and Lease, Buy and Renew and the Croí Cónaithe vacant property refurbishment grant recently extended to Cities.	Vacant property refurbishment grant promotion and administration. Increase repair and lease adoption in the city		Ongoing
		Ensure the city will have a strategic land bank in place to facilitate future development to meet social and affordable housing targets and support the delivery of sustainable mixed tenure communities	Acquire strategic residential zoned lands to enable delivery of housing as per Government Plan to 2030 'Delivering Homes, Building Communities'	Identify suitable lands and acquire same through Land Acquisition Fund from Housing Agency		As it arises
			Activate delivery of all types of housing on Residential zoned land to enable delivery of housing as per the New Government Plan to 2030 'Delivering Homes, Building Communities'.	Work with all GCC Depts., private Developers, AHB's and LDA to address infrastructure deficits and apply for competitive funding from Housing Activation Office (HAO) for same		Apply for HAO Funding call Q12026

Ref:	Principal Services	Service Objective / Priorities	Service Delivery Strategy	Performance Standard	Budget Division	Timeline
SD2	<b>Provision of support to AHBs in the delivery of Social and Affordable (cost rental) Housing</b>	Work with AHBs as part of joint City / County AHB Forum	Joint City and County AHB Forum	Develop workplan for the year and meet to work on initiatives		Develop work plan in Q1 2026 and meet quarterly
		Work with, and support, all AHBs in the delivery of social developments and cost rental schemes in the city	GCC Housing Delivery Action Plan 2022 - 2026	Delivery of social and cost Rental units through AHB's.		Unit delivery throughout year
		Work with AHBs in the delivery of accommodation for homeless services through the CAS scheme.	GCC Housing Delivery Action Plan 2022 - 2026	Continue GCC support of SIMON and COPE AHB's in delivery of homeless schemes.		Ongoing

Ref:	Principal Services	Service Objective / Priorities	Service Delivery Strategy	Performance Standard	Budget Division	Timeline
SD3	<b>Delivery of Homeless Supports and Services</b>	Prevent and reduce homelessness in Galway City and reduce the reliance on private emergency accommodation.	Maximise the number of exits and preventions from emergency accommodation using all supports and delivery streams available, in line with Delivering Homes, Building Communities 2025 - 2030.	Monthly and quarterly reporting on homeless figures to the Department of Housing, including analysis of data. Number of preventions and exits, including number of social housing allocations to homeless families and number of homeless HAP tenancies created.	A05	Ongoing
			Implement the West Regional Homeless Plan 2025 - 2027	Actions implemented in line with agreed targets. Act as lead authority for the West region.	A05	Ongoing
			Implementation Plan for Housing First 2022 - 2026	Implementation of Housing First Programme, number of Housing First tenancies.	A05	Ongoing
		Expand the range of supports available to homeless households and ensure that people assessed as homeless by Galway City Council have an emergency accommodation option available.	Implement the National Quality Standards Framework, including review of agencies delivering homeless services.	Compliance with the National Standards Quality Framework in Homeless Services. Ensure service level agreements reflect section 10 funding.	A05	Ongoing
			Review and monitor emergency accommodation options in Galway City.	Sufficient capacity in emergency homeless services.	A05	Ongoing

Ref:	Principal Services	Service Objective / Priorities	Service Delivery Strategy	Performance Standard	Budget Division	Timeline
SD4	Delivery and management of RAS and HAP	Management, implementation and reporting on the Housing Assistant Payment (HAP) and Rental Accommodation Scheme (RAS).	Management and promotion of HAP and RAS schemes, in line with national guidelines.	Achievement of delivery targets, as set by DHLGH, number of units secured. Management of schemes, including tenancy matters and landlord/AHB rental payments.	A07	Ongoing
			Carry out a differential rent review of all Housing Assistant Payment (HAP), Rental Accommodation Scheme (RAS) and Lease Tenancies, in line with the Differential Rent Scheme 2025.	Global rent review of HAP/RAS, with all rent charges calculated under the Differential Rent Scheme 2025	A07	Ongoing
			Progress the transfer of long term rent supplement recipients from DEASP over to HAP.	Complete transfers from DEASP to GCC on a phased and agreed basis.	A07	Ongoing

Ref:	Principal Services	Service Objective / Priorities	Service Delivery Strategy	Performance Standard	Budget Division	Timeline
SD5	<b>Housing Assessments and Allocations</b>	Provide a quality, customer focused Housing Needs Assessment to inform the allocation of social housing.	Management of the social housing waiting list, including assessment of applications and completion of the Housing Needs Assessment, in line with housing legislation and Department guidelines.	Completion of annual HNA by deadline. Housing applications assessed within statutory timeframe	A02	Ongoing
		Review and continue programme of tenancy allocation.	Review and prepare a revised Scheme of Letting Priorities 2026. Continue allocation process for voids, acquisitions, new build schemes and AHB properties. Manage Choice Based Letting System for allocation of social housing tenancies.	New Scheme of Letting Priorities published. Reduced time for allocation process. Number of social housing allocations. Number of social housing tenancies allocated through Choice Based Letting.	A02	Q3
		Prepare and implement the Galway City Strategic Plan for Housing People with Disabilities.	National Implementation Framework for the National Housing Strategy for People with a Disability	Number of meetings of Housing Disability Steering Group. Draft Galway City Disability Strategy published.	A02	Ongoing

Ref:	Principal Services	Service Objective / Priorities	Service Delivery Strategy	Performance Standard	Budget Division	Timeline
SD6	<b>Manage and support housing tenancies and estates.</b>	Provision of tenancy supports and quality estate management services for all residents, by promoting equality of opportunity and protecting human rights, ensuring socially inclusive, safe and sustainable communities.	Implement provisions of the Galway City Council Estate Management Strategy and Anti Social Behaviour Strategy, including tenancy engagement and community enhancement programmes. Promote and enforce compliance with tenancy agreements.	Records of collaborative work with relevant stakeholders, including Galway City Council departments, residents associations, An Garda Síochána and direct engagement with tenants. Number of tenancy warnings issued.	A04	Ongoing
		Manage housing tenancies to ensure best use of social housing stock	Management of surrenders, successions, transfers and permission to reside applications, in line with the Scheme of Letting Priorities. Manage and progress applications under the Tenant Incremental Purchase Scheme 2016.	Number of applications processed.	A04	Ongoing
		Manage and maintain rent accounts, including a differential rent review of all Council tenancies.	Carry out a differential rent review, in line with the Differential Rent Scheme 2025.	Global rent review of all council tenancies, with all rent charges calculated under the Differential Rent Scheme 2025		Ongoing

Ref:	Principal Services	Service Objective / Priorities	Service Delivery Strategy	Performance Standard	Budget Division	Timeline
SD7	Traveller Accommodation Programme	Implement the objectives and targets set out in the TAP 2025 - 2029	Implement the objectives and targets set out in the TAP 2025 - 2029	Bring forward capital schemes through planning and procurement in consultation with the LTACC and in line with targets set and agreed in TAP including Keeraun (8) and Doughiska (4). Note: Circular Rd (5) delivered in 2025 Continue to seek solutions to decant Carrowbrowne temporary site and Cúl Trá halting sites. Continue to collaborate with Respond on development of site at Doughiska to deliver units for Traveller Accommodation. Continue programme of stock surveys and upgrades.	A01	
		Ensure functioning and effective LTAC	Convene regular LTACC meetings to monitor TAP 2025 – 2029 including regular meetings of the LTACC sub-groups (Operations and Estate Management)	Convene regular LTACC meetings to monitor TAP 2025 – 2029 including regular meetings of the LTACC sub-groups (Operations and Estate Management)		

Ref:	Principal Services	Service Objective / Priorities	Service Delivery Strategy	Performance Standard	Budget Division	Timeline
SD8	<b>Manage Housing Loans and Grants</b>	Provide housing loans to support individuals and families purchase or renovate their own homes.	Manage and promote the Local Authority Home Loan and the Local Authority Renovation Loan.	Regular meetings of the Credit Committee to consider loan applications. Number of applications processed, number of loans approved and number	A03	
		Provide housing grants to support individuals and families in adapting their accommodation to meet the changing needs of their household.				
SD9	<b>Integration Services</b>	Promoting the social inclusion of International Protection applicants, Programme Refugees and Beneficiaries of Temporary Protection into local communities through effective use of community development principles and practices and local integration supports.	Actions delivered by the Local Authority Integration Team, in line with national guidelines. Accommodate the model for distribution for the Irish Refugee Protection.	Conduct fortnightly support clinics across all site locations. Meetings of the Community Integration Forum. Commencement of the IRPP3 Programme.		

Ref:	Principal Services	Service Objective /Priorities	Service Delivery Strategy	Performance Standard	Budget Division	Timeline
SD10	<b>Implement actions in the Climate Action Plan</b>	Implement actions set out in the GCC Climate Action Plan	Significant energy users in the department to work as part of a cross-departmental Energy Team to implement energy saving measures. Support the Climate Ambassador Programme, in line with Galway City Council's Climate Action Plan. Energy Efficiency Retrofit Programme			
SD11	<b>Management and Maintenance of Housing Stock</b>	Continued implementation of planned maintenance and management programmes including boiler replacement, window and door, roof repair, radon remediation programmes, ongoing implementation of Energy Efficiency Programme and continue maintenance stock survey in a planned manner. Enhanced management of our social housing stock including planned maintenance programme and increased energy efficiency of social homes with a target for all housing stock to achieve minimum B2 BER rating.	Housing for All	Continue planned maintenance and asset management of housing stock.	A01	Delivery through multi annual programmes.
				Continue planned maintenance and asset management of housing stock	A01	Delivery through multi annual programmes.
				Continue planned maintenance and asset management of housing stock, underpinned by comprehensive stock condition survey, in line with DHLGH initiative in this area.	A01	Delivery through multi annual programmes in line with DHLGH funding.

Ref:	Principal Services	Service Objective /Priorities	Service Delivery Strategy	Performance Standard	Budget Division	Timeline
SD11	<b>Management and Maintenance of Housing Stock</b>	Continued implementation of planned maintenance and management programmes including boiler replacement, window and door, roof repair, radon remediation programmes, ongoing implementation of Energy Efficiency Programme and continue maintenance stock survey in a planned manner. Enhanced management of our social housing stock including planned maintenance programme and increased energy efficiency of social homes with a target for all housing stock to achieve minimum B2 BER rating.	Housing for All	Continue Energy Efficiency Retrofit Programme in a planned manner in line with resources.	A01	Delivery through multi annual programmes in line with DHLGH funding.
				Achievement of annual targets of return of vacant Council housing stock (<1.5%) and NOAC Indicators	A01	Delivery through multi annual programmes.
SD12	<b>Building Control and Minimum Standards</b>	Ensuring compliance with Building Control Regulations, Building Regulations, Construction Production Regulations and Energy Performance in Buildings. Ensuring compliance with Housing (Standards for Rented Houses) Regulations 2019	Carry out inspections of 12% to 15% of new buildings notified. Carry out inspections of 25% of registered rented accommodation in the City.	New Buildings inspected (New buildings inspected as a percentage of new buildings Notified)		Ongoing and in line with Statutory requirements

Ref:	Principal Services	Service Objective /Priorities	Service Delivery Strategy	Performance Standard	Budget Division	Timeline
SD13	Facilities	Optimise efficiency in the management and maintenance of Council facilities including offices, depots and other facilities.	Monitor and review staff and customer car parking requirements. Provide support to Council Meeting Delivery. Implement a visitor Management Policy. Management of corporate contracts. Management of Energy and Waste Reduction. Provide Facility Management Support	Effectively manage access and safe operation of public / staff parking at City Hall. Ensure Council Chamber and ancillary meeting spaces are fit for purpose. Ensure best practice procedures are followed to maintain secure working environment and public facility. Continue regularisation and management of support service contracts in compliance with procurement guidelines. Management and support and maintenance services in accordance with statutory requirements. Monitor of energy and waste usage and implementation / encouragement of efficiency measures. Management of facility provision through helpdesk support. Facilitating of Porter Service over all office locations.		Ongoing and in line with Statutory requirements

## 11. Operational Development Directorate



## 11.1 Environment

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

### Sustainable Development Goals



Ref:	Principal Services	Service Objective /Priorities	Service Delivery Strategy	Performance Standard	Budget Division	Timeline
EN1	Monitor and Manage RMCEI Plan	Report on outcomes of RMCEI Plan for 2025 and preparation of the 2026 Plan.	Compliance with EPA guidelines and national priorities.	Meets targets & deadlines set out in RMCEI Plan.	E07	Annually
EN2	Monitor and Manage Waste Enforcement	Implementation of Waste Management legislation including NEPs for 2026. Waste Facility Permit Management.	Compliance with NEPs for 2026 including tackling illegal waste activity, illegal dumping, unauthorised collectors & disposal of C&D waste and ELVs. Waste Collection of both household and commercial waste. Compliance with legislation, certs of registration and annual return validation of permits.	Compliance with NEPs new priorities. Regular reporting on compliance achieved. Document and follow up on complaints. Waste Facilities permit procedures in place.	E07	Annually

Ref:	Principal Services	Service Objective /Priorities	Service Delivery Strategy	Performance Standard	Budget Division	Timeline
EN3	<b>Provision of Waste Management Services and Supports</b>	Manage Carrowbrowne Site to include the aftercare and remediation of the closed landfill site to ensure EPA Licence compliance. Management of the lease of the composting facility. Continue to improve the overall cleanliness of Galway through waste management initiatives operating throughout the city. Ensure the Civic Amenity Site, bulky goods collection and bring banks continue to meet statutory requirements. Reduce illegal dumping and participation in the Anti-Dumping Initiative 2026.	Environmental Compliance. Compliance with the Litter Management Plan 2025 -2028. Compliance with the Waste Management Acts & Plan and EPA compliance guidelines. Reduce the level of illegal dumping and prevention, abatement, education and enforcement.	Continue to engage with the EPA. Facility leased and monitoring of adherence to lease terms. Continue to improve IBAL ratings in both City Centre and Ballybane. Improve public awareness measured through use of Bring Banks and Civic Amenity Site & EPA Compliance in regard to segregation. Enforcement of Bye-Law provisions. Maintain Section 34 Waste Register and commence compliance checks. As resources allow.	E08	Ongoing

Ref:	Principal Services	Service Objective /Priorities	Service Delivery Strategy	Performance Standard	Budget Division	Timeline
EN4	<b>Deliver Education and Environmental Awareness Programmes and Initiatives</b>	<p>Maximise impact of funding programmes including: EPA Circular Economy Programme, Anti-Litter Anti-Graffiti Grant, Anti-Dumping Initiative. Advance key deliverables of the National Waste</p> <p>Management Plan for a Circular Economy 2023-2029 through education and raising awareness of the plans priority actions. Amenity Grants. Anti-Litter Anti-Graffiti Grant. EPA Circular Economy Programme. Pride of Place Awards 2026. Anti-Dumping Initiative 2026.</p>	<p>Implementation of grant schemes with due governance in accordance with Guidelines. Cross-departmental and sectoral communication to ensure maximum effectiveness of programmes. Run awareness campaigns on the key awareness raising actions in the plan. Assist in implementation of key deliverable 23. Embed the principals of co-ownership when tackling the challenges of transitioning to a circular economy. Tie in any work from the plan that is also relevant to actions in GCC Climate Action Plan. Highlight grant scheme through social media and press coverage, notify and engage with local residents' groups. Engage with schools through on anti-litter initiatives (school calendar competition, Picker-Pals), initiative new campaigns on responsible dog ownership and continue community projects which promote public awareness and education in relation to litter and graffiti.</p>	<p>Feedback and review on success of individual projects. Improvement of the overall cleanliness and attractiveness of Galway City and increased public awareness. Campaigns targets met which influence sustainable consumption and prevent the generation of waste. Improvement of the overall cleanliness and attractiveness of Galway City and increase in applications for funding by members of the public / community. Improvement of the overall cleanliness and attractiveness of Galway City and increase in applications for funding by members of the public / community. Successful implementation of project and sustainable plan to maintain awareness on topic.</p>	E05 E08	Ongoing

Ref:	Principal Services	Service Objective /Priorities	Service Delivery Strategy	Performance Standard	Budget Division	Timeline
EN4	<b>Deliver Education and Environmental Awareness Programmes and Initiatives</b>	Green Schools Programme 2026.'Love your Dog, Love your City'. Love your Beach. 'Spaces for Biodiversity Competition/Tidy Towns Campaign 2026.	Liaise with the EPA, local groups and Clean Technology Ireland in creating a competitive project for this funding call, which can influence sustainable consumption. Find appropriate groups and work with them in consultation with the Pride of Place Judges towards the achievement of an award. Promote, Reward and support local people coming together to shape, change and enjoy all that is good about their area. Raise awareness and continue high profile projects which tackle illegal dumping hotspots across the city. Continue to fund projects under the 'Circular City Galway' Initiative which received funding last year. Engage with schools across the city and highlight the 7 themes of the programme through school visits, presentations and assessments.	Competitive entries which continue to shine the light on the collective effort of communities and groups in Galway City who enhance their local area. Ensure that the maximum amount of schools continue to engage and renew their flags, engagement with schools on a regular basis and meet RMCEI targets. Success in raising awareness over the importance of a biodiverse rich home environment. Increased number and standard of competition entries.		

Ref:	Principal Services	Service Objective /Priorities	Service Delivery Strategy	Performance Standard	Budget Division	Timeline
EN4	<b>Deliver Education and Environmental Awareness Programmes and Initiatives</b>	Green Schools Programme 2026.'Love your Dog, Love your City'. Love your Beach. 'Spaces for Biodiversity Competition/Tidy Towns Campaign 2026.	Roll out city wide awareness campaign which focuses on responsible dog ownership and continue to liaise with resident associations on problem areas. Expand the new 'Spaces for Biodiversity' competition to include schools and emphasise purpose of competition as a tool to assist the sustainability and biodiversity goals of Galway City Council. Also to support Galway City Tidy Towns committee. Engage with An Taisce's Clean Coasts to deliver 2 days of activities for the public to highlight the importance of the city's beautiful coastline.	Positive engagement from wider public, survey and full day of activities highlighting environmental importance of our beaches.		
EN5	<b>Litter Management Services and Initiatives</b>	Improve the overall impact of the appearance of Galway City through the implementation of the Litter Management Plan and to include engagement with businesses, schools, citizens and visitors to the city. Ongoing review of the current level of service and preparation for new Litter Management Plan 2025 - 2028 where resources allow.	Engagement and campaigns to raise awareness.	High results in IBAL Surveys	E06	Ongoing

<b>Ref:</b>	<b>Principal Services</b>	<b>Service Objective /Priorities</b>	<b>Service Delivery Strategy</b>	<b>Performance Standard</b>	<b>Budget Division</b>	<b>Timeline</b>
<b>EN6</b>	<b>Monitor and Manage Air and Noise Quality</b>	Assist the EPA in Monitoring Air Quality. Smoky Coal Management. Investigate Noise complaints.	Compliance with EPA requirements. and with the CAFE Directive. Air Pollution Act (Marketing, Sale, Distribution and Burning of Specified Fuels) Regulations 2012. Investigate complaints and advise public of available actions.	Engage with EPA through 2026. Air Pollution Act (Marketing, Sale, Distribution and Burning of Specified Fuels) Regulations 2012. Section 108 of the Environmental Protection Agency Act, 1992.	E13	Ongoing
<b>EN7</b>	<b>Water Pollution</b>	Monitor Water Quality in Rivers & Lakes. Water Pollution Incidents. Monitor Water Quality of Bathing Waters and publishing Information to EPA & Public.	River Basin Management Plan (Current edition) and now Water Action Plan 2024. Follow up on all reported incidents.	EU Water Framework Directive (WFD) (2000/60/EC). EPA	E13	Seasonally
<b>EN8</b>	<b>Bye-Laws</b>	Bring proposed new Casual Trading Bye-Laws to full Council following Public Consultation. Examine Layout of the current designated market.	Implement new Casual Trading Bye-Laws.	Monitoring adherence to Bye-Laws	H07	Q3 2026

Ref:	Principal Services	Service Objective /Priorities	Service Delivery Strategy	Performance Standard	Budget Division	Timeline
EN9	<b>Operation of Dog Shelter and Services</b>	Operation of Dog Services. Maintenance & upgrading of Dog Shelter.	Upgrades to building and equipment where required through the Dog Control Funding Initiative 2026.	Care & re-homing of dogs. Management of Dog Wardens. Drawdown of funding from the Dept within the timelines.	G04	Ongoing
EN10	<b>Domestic Waste Water Treatment Systems Planning Applications Review</b>	Monitor compliance with legislation and code of practice. Inspection of DWWTS.	Legislation & code of practice & EPA guidance.	Ensure compliance with conditions set out. Inspections, investigations of complaints and follow up carried out. Water Services Act 2007 (as amended)	E13	Ongoing
EN11	<b>Automated Public Conveniences (APC)</b>	Operation & Maintenance of APCs at 5 locations throughout the city. Consultant appointed to draw up detailed drawings. Floors at APC's to be upgraded in sequence.	Provision of Public Amenities/ Services across the city.	Organise and monitor maintenance	E08	2026
EN12	<b>Illegal Dumping/ CCTV Footage</b>	Re-establish monitoring programme for CCTV locations at Bring Banks pending formation & permission of internal oversight committee.	CCTV Strategy	GDPR Legislation, Circular Economy & Miscellaneous Provisions Act 2024	E08	Ongoing

## 11.2 Recreation and Amenity

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

### Sustainable Development Goals



Ref:	Principal Services	Service Objective /Priorities	Service Delivery Strategy	Performance Standard	Budget Division	Timeline
RA1	Sports Capital	O'Sullivan Park Field Athletics Facilities.	Develop high jump, long jump, triple jump and shot-put facilities at existing running track	Secure additional funding and construct in 2026	F04 / Sports Capital	2026
		Renmore Grassed Pitch Floodlighting.	Install floodlighting at existing soccer pitch	Contract awarded in 2025, works to be completed in 2026	F04 / Sports Capital	2026
		Doughiska Pitches – Floodlighting and Pitch Drainage Improvement.	Install floodlighting and undertake drainage improvement works at 2no. existing soccer pitches	Construction commenced in 2025 to be completed in 2026	F04 / Sports Capital	2026
		Toilet facilities - Corrib Park, McGraths Field, Laurel Park.	Install toilet facilities at pitches without club houses	Design and planning in 2026. Additional funding to be sought for construction.	F04 / Sports Capital	2026

Ref:	Principal Services	Service Objective /Priorities	Service Delivery Strategy	Performance Standard	Budget Division	Timeline
RA1	Sports Capital	Westside - Refurbishment of basketball courts, lighting basketball and tennis courts.	Refurbish the existing basketball courts and install lighting in both basketball and tennis courts.	Tender for consultancy services, Planning if required and look for additional funding (Sports Capital)		
		Bohermore All Weather Pitch.	Redevelop existing all weather pitch.	Lease on all weather pitch to be resolved prior to project proceeding. On Hold.		2026
		Castle Park - All Weather Pitch.	Develop state-of-the-art full sized all-weather pitch facility to cater for multiple sports	Stakeholder consultation, design, and statutory planning procedure to be completed in 2025.	F04 / Sports Capital	2026
		Blackrock Diving Tower.	Deliver the essential conservation, safety works.	Feasibility study complete, awaiting outcome of Bord Fáilte Usage Study Report - R&A and Planning to collaborate on plans going forward.	F04 / Sports Capital / Other Funding Req.	TBC
		Kingston & Millers Lane Public.	Design, Public Consultation, Land Acquisition, Statutory.	Kingston and Millers lane Part X lodged in Q. 4 2025, Awaiting outcome of ABP decision in 2026. Complete detail design work in 2026. Lodgement of Phase 2 to ABP in 2026.	F0301, F0302, F0303, F0399, F0402, F0404	2026 onwards
		Southpark Public Park & Urban Realm Project.	Design, Public Consultation, Land/Property Acquisition.	Complete phase 3 South Park Masterplan non statutory consultations, lodge Part X application to ABP	F0301, F0302, F0303, F0399, F0402, F0404	2026 onwards
		Renmore Neighbourhood Park Project.	Design, Public Consultation, Land/property Acquisition.	Westside	F0301, F0302, F0303, F0399, F0402, F0404	2026 onwards

Ref:	Principal Services	Service Objective / Priorities	Service Delivery Strategy	Performance Standard	Budget Division	Timeline
RA2	Parks Capital Projects	Sourcing funding opportunities for all Masterplans.	Maximise the Funding opportunities available through e.g. Sports Capital Grants Scheme, Fáilte Ireland, LSSIF etc.	Engage departments & agencies with funding capability to seek funding for projects outlined.	NA	Ongoing
		Woodquay Park Redevelopment.	Upgrade public park and surrounding streets to enhance amenity value & promote traffic-calmed pedestrian friendly environment.	Planning received and construction commenced in 2025 . All Construction works to be completed in 2026	F04 / Fáilte Ireland	2026
		Continue to advance upgrade of O’Sullivan Park to make it Age Friendly and improve accessibility.	Deliver next phase of Masterplan.	Initiate public consultation for possible new community garden. Complete hedge laying project. New tree and boundary hedge planting. Update park signage. Lodgement of Phase 2 to ABP in 2026.  Appointment of consultants for phase 4 works, planning & design of age friendly parking, construction following year.	F03	2026
		Improvement works to Eyre Square/ Kennedy Park.	Complete key upgrade projects to the park.	Seasonal soft landscape refurbishment works ongoing. Improved park signage.	F03	2026
		Teen Park/ Pump Track.	Provide self-directed play & age-appropriate facilities.	Scope of park to follow findings of GSS. Progress site location & funding source & engagement with young people and the Comhairle na nÓg	TBC	2026/2027
		Pregnancy Loss Memorial Garden.	Delivery memorial garden.	Complete Memorial Garden in 2026	F03	2026

Ref:	Principal Services	Service Objective / Priorities	Service Delivery Strategy	Performance Standard	Budget Division	Timeline
RA3	Parks Capital Projects	No Mow Strategy.	Improve areas of No Mow across the city.	Feasibility study into composting and reuse of green waste generated by No Mow meadow management regime, appoint consultants by Q4 2026. Soil mapping for improved meadow management across the city.	F03	Ongoing
		Publish and implement Green Spaces Strategy (GSS).	Published and implement the GSS in 2026.	GSS adopted by Council in December 2026, with one amendment required. Final report to be translated into Irish and published early 2026.	F03	2026
		Implementation of Galway City Biodiversity Action Plan 2025 - 2030 & the invasive species Strategy 2025 - 2030 and All-Ireland Pollinator Plan.	Implementation of the Biodiversity Galway City Biodiversity Action Plan, Invasive Species Strategy & All-Ireland Pollinator Plan.	Biodiversity Action Plan and Invasive Species Strategy launched and published in English Q 4 2025. Irish translation ongoing to be completed in early 2026. Actions/projects from the Biodiversity Plan initiated 2025 to be completed/progressed in 2026. Complete actions from the All-Ireland Pollinator Plan in 2026.	F03	Ongoing
		Healthy Green Spaces Initiative.	Continue the implementation of the Healthy Green Spaces Project with community groups in the estate.	Plan, procure & deliver projects with HGS groups.	F03	2026

Ref:	Principal Services	Service Objective / Priorities	Service Delivery Strategy	Performance Standard	Budget Division	Timeline
RA3	Parks Capital Projects	Green Flag Park Award Applications.	Maintain the Green Flag Award for Children’s Millennium Park, Quincentennial Park, O’Sullivan Park, Eyre Square (Kennedy Park) and Terryland Forest Park.	Green Flag Park Award in Q3 2026. Ensure works required to retain Green Flags in all 5 Parks continues. To include upgrade to existing footpaths.	F03	2026
		Galway City Tree Management Strategy.	Develop a new Tree Strategy. A new city wide tree planting & management plan looking at the development and management of existing woodlands, new urban woodlands, pocket woodlands, street tree planting, tree preservation orders and city core tree planting.	Galway City Tree Strategy to follow the publication & recommendations from the Galway City Green Spaces Strategy. Appointment of consultants in 2026/ Woodland Management programmes are progressing taking into account damage from Storm Eowyn	TBC	2026
RA4	Lough Corrib Navigation Trust	The Lough Corrib Navigation Trustees are responsible for the navigation channel which starts at Claddagh Basin, Eglington Canal to Lough Corrib navigation channel and the following piers Steamer Quay, Kilbeg, Lisloughrey, Oughterard and Knockferry.	Maintenance programme to be developed to include rationalising markers in navigation channel, inspection regimes at piers. Meet IALA standards.	Appoint specialist Consultants, including Marine Engineer. Provide expert advice, 5yr work programme and cost estimates. Run tenders for works.	F06	2026

Ref:	Principal Services	Service Objective / Priorities	Service Delivery Strategy	Performance Standard	Budget Division	Timeline
RA5	Cemeteries	New Burial Ground	Part 8 planning received. Works to be progressed by Capital Delivery team.	Works ongoing throughout 2026	F03 /	2026
		Rahoon Cemetery - Maintenance Works	Continue ongoing regular maintenance by cemetery staff.	Ongoing 2026	F03	2026
		Bohermore Cemetery - Maintenance Works	Continue ongoing regular maintenance by cemetery staff.	Ongoing 2026	F03	2026
		Bohermore Cemetery - New Pregnancy Loss Burial Area.	Finalise kerbing to pregnancy loss burial area which is located next to the Protestant Chapel.	Ongoing 2025	F03	2026
RA6	Management & Operations	Maintenance of 4 no. beaches at Salthill, Silverstrand, Ballyloughane and Grattan Road.	National Physical Activity Plan (DH, 2021) and National Sports Policy 2018-2027 (DTTS, 2018)	Blue Flag and Green Coast Flag Status maintained.	F03	2026
		Maintenance and improvement of all forest/ woodland areas in the City Woods, Barna/Lough Rusheen Woods, Rosshill Woods, Merlin Woods and Terryland Forest.	Continue regular maintenance and plan recovery works for Merlin Woods post storm	Ongoing in 2026	F03	2026
		Ongoing delivery of upgrading existing walkways and providing signage in several parks, woodlands and green areas.	City Development Plan 2023 -2029	ongoing in 2026	TBC	

Ref:	Principal Services	Service Objective / Priorities	Service Delivery Strategy	Performance Standard	Budget Division	Timeline
RA6	Management & Operations	Maintenance of 50 no. playing pitches	National Physical Activity Plan (DH, 2021) and National Sports Policy 2018-2027 (DTTS, 2018)	Planned pitch maintenance schedule implemented. Sodding, Aerating, Fertilising, Weed control, Grass cutting, over-seeding, new goalposts, new ball stop nets and repairs ongoing	F03	2026
		Maintenance of exercise equipment areas and playgrounds throughout the City.	Green Spaces Strategy 2025 - 2030, National Physical Activity Plan (DH, 2021) and National Sports Policy 2018-2027. (DTTS, 2018)	Ongoing repair works carried out as per external RoSPA inspection. Feasibility of developing a pond in TFP. Sourcing funding and brief development. Full Upgrade of Fr. Burke Park	F03	2026
		Maintenance and improvement of green spaces in over 400 number estates throughout City.	All-Ireland Pollinator plan 2021 - 2025 and Galway City Biodiversity Action Plan 2025 - 2030.	Works to be carried in accordance with annual maintenance programme. Actions implemented in line with agreed objectives of Pollinator Plan and Galway City Biodiversity Action Plan.	F03	2026
		Maintenance and improvement of all other R&A infrastructure parks, road verges & roundabouts, junctions, seating, picnic tables, walkways, flowerbeds and other infrastructure.	City Development Plan 2023 -2029, All-Ireland Pollinator plan 2021 - 2025 and Galway City Biodiversity Action Plan 2025 - 2030 and Public Realm Strategy.	All queries and complaints to be addressed as they arise.	F03	2026

Ref:	Principal Services	Service Objective / Priorities	Service Delivery Strategy	Performance Standard	Budget Division	Timeline
RA6	Management & Operations	All Community Centres.	Extend opening hours, in line with additional budget allocation	To be in place in 2026	F04	2026
		Maintenance and improvement of Community Centres throughout the City.	Maintenance carried out in accordance with maintenance programme.	Works ongoing throughout 2026	F04	2026
		On-line booking and payment system Review.	Review of existing system and suitability to extend to Dressing room and pitches. Engagement with Clubs. Draft report and recommendation to Council Training and implementation.	Extension of online booking system to cover all sports facilities review 2026 and present the plan for delivery to SPC. Engagement and consultation with Clubs Draft report and recommendation to present to SPC	F04	2026
		Maintenance of outdoor all weather facilities such as tennis courts, basketball courts, MUGAs (Multi Use Games Areas), All-Weather Pitches	Maintenance carried out in accordance with maintenance programme and refurbishment works.	Works ongoing throughout 2026	F04	2026

Ref:	Principal Services	Service Objective / Priorities	Service Delivery Strategy	Performance Standard	Budget Division	Timeline
RA7	<b>Planning, Policies and Bye-Laws</b>	Planning & Development	Implementation of planning policy, biodiversity and landscape policy to protect/enhance the green network, amenity provision and biodiversity in the city	Circa x160 number of planning files processed annually. Compliance with statutory and legislative obligations at all stages of the planning process including; forward planning, pre-planning, planning application stages, compliance and enforcement.	F03	2026
	<b>Policies</b>	Pitch licences policy	Draft policy that provides clearer information on usage of GCC facilities will tie in all current requirements of licences, signage etc.	Draft policy to SPC, final issue to clubs.	TBC	2026
		Community Centres	Draft policy that provides clearer information on usage of GCC facilities and responsibilities when booking facility	Draft policy to SPC, final issue Document.	TBC	2026
		Estate Management	Draft policy on what GCC will provide in estate management once estates are taken in charge.	Draft policy to SPC, final issue Document.	TBC	2026
	<b>Bye-Laws</b>	Recreation and Amenity	Commence drafting bye-Laws for recreation and amenity facilities.	Draft bye-laws, present to SPC, arrange public consultation ahead of formal adoption with Full Council.	TBC	2026

Ref:	Principal Services	Service Objective /Priorities	Service Delivery Strategy	Performance Standard	Budget Division	Timeline
RA8	<b>Biodiversity Action Plan (BAP) 2025 to 2030</b>	Continue biological audit for Galway City.	Update the Galway City Habitat Inventory 2005. Baseline habitat and ecological corridor mapping, combination of remote sensing techniques and field survey.	Ground truthing surveys to continue.	F03	2026
		Continue to develop a biodiversity awareness, education and training programme.	Specialists for development of training materials. Run training events with City Council Staff, community Groups and members of the public. Support local biodiversity initiatives and volunteer organisations.	Continue development training materials . Training commenced in 2025 and combined with LA induction training. To continue in 2026.	F03	2026
		Establish a network of Local Biodiversity Areas and associated wildlife corridors	Review condition of Local Biodiversity Areas in the BAP & CDP and amend according to baseline habitat surveys.	Continue with projects such as Swift Project, Conservation Grazing and modelling of landscape connectivity for lesser horseshoe bats.	F03	2026
		Coastal Zone	Map the seagrass beds and saltmarsh habitat for opportunities for habitat restoration and climate adaptation. Nature based solutions projects in the coastal zone, such as wave overtopping attenuation, stormwater attenuation, conservation grazing, high carbon ecosystem restoration.	Working with local academic institutes to map coastal and marine protected habitats commencing Q2 2025.	F03	2026

Ref:	Principal Services	Service Objective /Priorities	Service Delivery Strategy	Performance Standard	Budget Division	Timeline
RA9	<b>Invasive Species</b>	Implementation of Invasive Species Strategy	Deliver measures, treatment and training under the GCC Invasive Species Strategy	Tender for 3 year framework for the treatment of new and known invasive species on public lands. Undertake topographical survey of invasive species and map (GIS). Mapping to be available on intranet. Start public campaign to report invasive species, training events. Follow NBDC advice on recording protocols.	F03	2026

## 11.3 Roads and Transportation

**Strategic Objective:** To provide, manage, and maintain the roads and transport network within the available budget. A further key objective is to implement a Major Emergency Management Framework incorporating response plans for severe weather events.

We work closely with the Department of Transport, Transport Infrastructure Ireland (TII), RMO and other stakeholders.

### Sustainable Development Goals



Ref:	Principal Services	Service Objective / Priorities	Service Delivery Strategy	Performance Standard	Budget Division	Timeline
R1	Operations and Maintenance	Bridge Management	Prepare and implement bridge maintenance programme	Complete works by year end	B07	2026
		Rehabilitation of Salmon Weir Bridge	Tender advertisement and delivery of rehabilitation works to the Salmon Weir Bridge (subject to DoT funding)	Design of remedial works, statutory requirements.	B07	Q4 2026
		Rehabilitation of University Road Canal Bridge	Design and delivery of rehabilitation works to the University Road Canal Bridge (subject to DoT funding)	Appointment of contractor and substantial completion of works on-site subject to DOT funding	B07	Q4 2026

Ref:	Principal Services	Service Objective / Priorities	Service Delivery Strategy	Performance Standard	Budget Division	Timeline
R1	Operations and Maintenance	Rehabilitation of Barna Road Bridge	Design and delivery of remedial works to Barna Road Bridge (subject to DoT funding)	Design of remedial works. Appointment of contractor and completion of works by Q4 2026 subject to funding	B07	Q4 2026
		Wolfe Tone Bridge	Inspection and identification of the required remedial works (subject to DoT funding)	Bridge inspection and identification of remedial works.	B07	2026
R2	Operations and Maintenance	Road Restoration Improvement Programme	Implement Road Resurfacing Programme on Non-National Roads	Complete Restoration Improvement works programme by Q4 2025	B03 B04	2026
		National Road Resurfacing	Contract resurfacing under the TII Programme	Undertake design, tender and delivery by Q4 2025 subject to funding allocation from TII.		2026
		Pedestrian Crossing - N59 Dangan	Provision of controlled pedestrian crossing subject to TII approval and funding.	Submission of feasibility study as funding application to TII stage approvals.		2026/ 2027
		Kirwan Roundabout Upgrade	Project closeout - completion of land acquisition and legal agreements - 2025-2026	Awaiting approval from TII for design report. Subject to approval progress procurement and construction		2026

Ref:	Principal Services	Service Objective / Priorities	Service Delivery Strategy	Performance Standard	Budget Division	Timeline
R2	Operations and Maintenance	Browne Roundabout upgrade	Progress subject to approval by TII of the Design report		B10	2026
		City Centre Pedestrian Area Rehabilitation Programme: Churchyard street and Cross street	Continue enhancements to key pedestrian area in the city centre. Maintain engagement with all stakeholders.	Churchyard street complete Q1 2026, Cross street bollards completion subject to funding Q4 2026	B10	2026
		Safety Improvements schemes	City Wide Junction safety Improvements schemes subject to DOT funding approval	Design and implementation of agreed schemes by Q4 2026 subject to funding approval from DOT	B07	2026 - Ongoing
		Enhancements to School Warden Crossings	Carry out works in line with the review undertaken in 2023	70% Completion of agreed works by year end.	B07	2026
		Grass Cutting	Carry out grass cutting, hedge trimming and litter picking on our primary routes in accordance with our maintenance standard	Carry out maintenance during 2026 season in line with agreed programme and in accordance with GCC's adopted Pollinator Plan.	B01	Ongoing
		Local Improvement Works	Attending area committee meetings, prepare 2026 programme, based on identified priorities for each electoral area.	Agree programme of works. Commence works Q1 2026 with completion by year end	B04	2026 - Ongoing

Ref:	Principal Services	Service Objective / Priorities	Service Delivery Strategy	Performance Standard	Budget Division	Timeline
R3	Operations and Maintenance	Licensing/ Traffic Management	<p>Continue to streamline Licensing services through liaising with the RMO and all relevant stakeholders.</p> <p>To assess all proposed events with respect to impacts on traffic and the general public.</p> <p>Process all other licenses and applications relating to skips, scaffolding and abnormal loads.</p>	Ongoing processing of licensing	B06	Ongoing
		Planning	<p>Assessment of planning applications from a transport perspective in line with national standards, Development plan, GTS strategies and policies - as resources allow.</p>	Assessment of planning applications and reports to planning - as resources allow	Multiple	Ongoing
R4	Operations and Maintenance	Park and Commute	Christmas Park and commute	To review Christmas Park and commute by end Q2/2026	B06	Q4 2026
R5	Winter Maintenance	Winter Service Plan	Update winter service plan for 2026/2027	2025/26 to be updated in October 2025	B03/B04	Q1 & Q4 2026

Ref:	Principal Services	Service Objective / Priorities	Service Delivery Strategy	Performance Standard	Budget Division	Timeline
R6	Traffic Management and Road Safety	Public Lighting	Maintenance and improvement of public lighting as part of agreed programme.	Programme reviewed and updated on a prioritised basis.	B05	Ongoing
			Upgrade of City Public Lighting to energy efficient LED lanterns under the retrofit funded programme.	Completion of programme.	B05	Ongoing
			Infrastructure upgrade for public lighting - complete plan for 3 year programme of infrastructure upgrade.	Develop programme for the completion of infrastructure upgrades over a 3 year period.	B05	Q2 2026
R7	Traffic Management and Road Safety	Parking Management	Maintain and enhance associated infrastructure as required. Complete audit of signage for parking to ensure compliance with the new Bye-Laws 2025 and put together a programme for replacement. Continue with the communications plan for parking in Galway City. Update Giant Leap in accordance with the Bye-Laws.	Continued implementation of improved Parking system in 2026.	B06	Ongoing
		Road safety Plan for Galway City and County	Galway City and County Joint Road Safety Committee to complete new road safety plan.	Road Safety Plan to issue Q1 2026 with scheduled review in Q4 2026.	B08	Ongoing
		Speed Limits	Speed limit review to be undertaken arising from the provisions of the Road Traffic Act 2024.	Carry out city-wide speed limit review in line with DoT guidance and timelines in respect of Phase 2 of the national speed limit implementation programme.	B07	2026

Ref:	Principal Services	Service Objective / Priorities	Service Delivery Strategy	Performance Standard	Budget Division	Timeline
R8	Emergency Management	Major Emergency Management	Maintain preparedness in the event of a major emergency and preparedness for increasing level of severe weather events. Review and update Major Emergency Plan to reflect organisational changes.	Major Emergency Plan to be reviewed in partnership with Galway Co. Council - Q1 2026. Key roles identified and assigned with Plan. Participate in West Regional Major Emergency Planning Steering Group and Working Group.	B11	Ongoing
R9	GTS: Traffic Management	Continued expansion of UTMC	Maintenance of Traffic Control and Signaling Equipment incl. hardware, databases, software, firmware and licenses	Respond to signal failures and faults within agreed response times;	B06	Ongoing
			Expansion on other priority junctions subject to funding	Carry out annual inspections of all traffic signals sites;	B07	Ongoing
			Maintenance and upgrade where required of CCTV Manager Application and Car Park Manager Application	Continue to populate IMTRAC Fault Management System, including inventory of all hardware and repository of all inspections and fault history; Connection of additional priority Signalised Junctions where required and where budget allows		

Ref:	Principal Services	Service Objective / Priorities	Service Delivery Strategy	Performance Standard	Budget Division	Timeline
R10	Sustainable Travel	Multi-modal transport corridors for specific roads in Galway City	A project outline document will be completed for the roads outlined in the Development Plan. Continue to source funding from other Government Departments	Project outline document Q2 2026 subject to DOT approval	B04/B10	2026
		Greening of City Council Transport Fleet	Continued transformation plan of fleet to eco-friendly E-Vehicles and consideration of other measures as part of the plan.	Throughout 2026 as part of 3-year programme which commenced in 2024	B06	Ongoing
	Traffic Safety	Traffic Calming Policy	Complete Traffic Calming Policy.	Present final version of traffic calming policy to SPC and SMT in January. Progress to plenary council meeting in March 2026	B11	2026
	Parking Policy	Campervan/overnight parking policy.	Review and develop policy.	Draft policy Q3 2026	B11	2026
		Permit parking only.	Review and consider.	Research and options Q3 2026	B11	2026

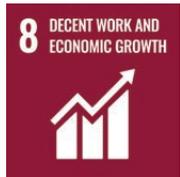
## 12. Project Development Directorate



## 12.1 Project Management and Capital Delivery Office

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

### Sustainable Development Goals



Ref:	Principal Services	Service Objective / Priorities	Service Delivery Strategy	Performance Standard	Budget Division	Timeline
PMCDO 1		Drive Galway City's evolution as a vibrant, resilient, and inclusive urban centre, positioning the city to meet the challenges of the 21st century while preserving its unique cultural and environmental heritage.	<p>Adopt a defined set of project management governance principles and having a standardised project management approach by doing the following:</p> <ul style="list-style-type: none"> <li>Establishing a Structured Governing Body for Project Management and Capital Delivery</li> <li>Creating a Centralised Repository for Project Data</li> <li>Overseeing All Project Management Functions</li> <li>Providing Real-Time Reporting and Monitoring.</li> </ul>	<p>Progress delivery of capital Projects from across the organisation</p> <ul style="list-style-type: none"> <li>Crown Square Fitout</li> <li>Newcastle Community Centre</li> <li>Museum</li> </ul>	Various	<p>Crown Square Fitout Commence Q1 2026</p> <p>Newcastle Community Centre Commence Q1 2026</p> <p>Museum Commence Q1 2026.</p>

Ref:	Principal Services	Service Objective / Priorities	Service Delivery Strategy	Performance Standard	Budget Division	Timeline
<b>PMCDO 2</b>		Oversee the professional and efficient management of capital projects, aligning them with the Council's strategic objectives and adhering to best practices in design and construction.				Quarterly meetings held with implementation group Funding programmes identified by relevant departments Annual agreed actions implemented.

## 12.2 Active Travel Objective

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

### Sustainable Development Goals



Ref:	Principal Services	Service Objective / Priorities	Service Delivery Strategy	Performance Standard	Budget Division	Timeline
AT1	<b>Progressing Key Active Travel Projects from Galway Transport Strategy: BusConnects Galway</b>	Cross-City Link (University Road to Dublin Road).	Public Transport, cycling and pedestrian priority measures from University Road to Moneenagheisha Junction and Inner City Access Network capacity improvements between Lough Atalia and Headford Rd (via Fairgreen Road, Bóthar Uí Eithir, Bothermore and Bóthar Na mBan).	Progress to detailed design following outcome of Judicial review	NTA	Outcome of JR hearing in December will determine timeline.

Ref:	Principal Services	Service Objective / Priorities	Service Delivery Strategy	Performance Standard	Budget Division	Timeline
AT2	<b>Progressing Key Active Travel Projects from Galway Transport Strategy: N6 Transport Project</b>	Galway City N6 Transport Project – N6 Galway City Ring Road.	Progress scheme with Steering Group with Galway County Council and TII to deliver a ring road for Galway City in accordance with the GTS.	Participate as a member of the Steering Group.	TII	Documentation resubmitted to ACP in Q2 2025. Awaiting decision.
AT3	<b>Progressing Key Active Travel Projects from Galway Transport Strategy: BusConnects Galway.</b>	Dublin Road.	Introduce bus priority measures on Dublin Road from Moneenageisha to Martin Roundabout, including walking and cycling infrastructure, in accordance with the GTS.	ACP granted permission in September 2025. CPO process underway December 2025	NTA and URDF	Q1 2026 Procurement of consultants for Detailed Design. (Subject to successful outcome of Judicial Review).
AT4	<b>Promoting and encouraging Sustainable Travel: Galway Transport Strategy</b>	Parkmore Bus Turning Circle.	Progress construction of Bus Turning Circle in Q2 2026.	Consultants progressing phase 5a detailed design in Q.1. Phase 5b procurement of contractor in Q1/2. Commence Construction Q 3/4.	NTA	Q.3/4- 2026
		Salmon Weir Bridge Pedestrian Crossing.	Crossing that will connect footway on University Road and Droichead an Dóchais and will improve safety for all users.	Complete phase 7 and close out in Qtr 1 2026		Q.1 - 2026

Ref:	Principal Services	Service Objective / Priorities	Service Delivery Strategy	Performance Standard	Budget Division	Timeline
AT5	<b>Progressing Key Active Travel Projects from Galway Transport Strategy: BusConnects Galway</b>	City Centre Transport Management Plan	Targeted interventions on the City Centre Access Network (CCAN).	Agree Plan with NTA & seek to appoint consultants to examine area with a view to bringing forward traffic management interventions along the City Centre Access Network (CCAN)	NTA and URDF	Discussions ongoing with GCC and NTA
AT6	<b>Promoting and encouraging Sustainable Travel: Galway Transport Strategy.</b>	Access Controls	Provision of suitable access controls that prevent inappropriate vehicular access to pedestrian and cycling facilities, amenities etc whilst achieving consistent universal access.	The detailed design process including the Road Safety Audit for the first Group of 9 Access Controls is completed. Construction to start in Q4 2025. Group 2 Access Control Designs commenced.	NTA	This project will be continuing throughout 2026 in partnership and collaboration with GCC, NTA and relevant stakeholders.
AT7	<b>Developing new and improved Walking and Cycling infrastructure Galway Transport Strategy.</b>	Implementation of the Galway cycling strategy Stage 1 (East) CCN	Ballybane/Castlepark	Complete Construction in Q.3 for Ballybane/Castlepark	NTA/ URDF	Q.3 2026
			South Doughiska	Complete Phase 7 and close out	NTA/ URDF	Q.1 2026
			Monivea Road East	Conclude NTA Phase 3 Preliminary Design. Commence NTA Phase 4 Planning in Q1	NTA/ URDF	Q.1 2026

Ref:	Principal Services	Service Objective / Priorities	Service Delivery Strategy	Performance Standard	Budget Division	Timeline
AT8	Developing new and improved Walking and Cycling infrastructure Galway Transport Strategy.	Implementation of the Galway cycling strategy Stage 2 (West) CCN	Bóthar Stiofáin	Complete construction in Q.3 for Bóthar Stiofáin.	NTA/ URDF	Q.3 2026
			Western Distributor Road	Commence Construction in Q.4 for WDR.	NTA/ URDF	Q.4 2026
			Clybaun Road	Progression of phases 3/4 in Q.2	NTA/ URDF	Q.2 2026
			Dr Mannix Road	Commence Phase 1 in Q.4		Q.4 2026
AT9	Progressing the development of Park and Ride Facilities - Galway Transport Strategy.	Park & Ride	Progress Park & Ride Sites	Submit Planning application for Park & Ride at Cappagh Park.  Work with NTA in identifying additional P&R sites.	NTA	Q.1 2026 - Being led by NTA
AT10	Promoting and encouraging Sustainable Travel: Galway Transport Strategy.	School Street/ School Zones	Initiate school Zone projects in additional schools subject to funding.	Review SRTS delivery plans when received Progress initial designs of selected schools. Facilitate Public Consultation if required. Engage in design and statutory process for relevant schemes.	NTA	To continue throughout 2026

Ref:	Principal Services	Service Objective / Priorities	Service Delivery Strategy	Performance Standard	Budget Division	Timeline
AT11	<b>Improving Public Transport- Bus Stop Enhancement Programme</b>	To support the revised bus network.	The programme of bus stop enhancements is being reviewed and developed by the NTA, in conjunction with GCC to facilitate the revised bus network.	Work with the NTA to develop bus stops, interchanges and layover areas across the City.	NTA	To continue throughout 2026- Programme of works been finalised at present.
AT12	<b>Improving Public Transport - Bus Network Redesign</b>	To support the revised bus network.	Currently at Phase 3 preliminary design in conjunction with GCC & NTA in relation to installation of new bus stops & route changes across the City.	Support NTA in delivery of New Revised Bus Network and necessary infrastructure.	NTA	Scope of work, deliverables, and programme of works to be determined by the NTA.
AT13	<b>Review of the Galway Transport Strategy</b>	Support the National Transport Authority in the review of the GTS.	Work on the strategy has been paused by NTA but GCC will work with Galway County Council to review the strategy when the process recommences.	GCC is a member of the Co-ordination Group and will advocate on behalf of the City to the NTA which has ultimate responsibility for the drafting and publishing of the review.	NTA	NTA announced delay in delivery of GMATS in June 2025.

## 12.3 Climate Change and Sustainability

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

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

### Sustainable Development Goals



Ref:	Principal Services	Service Objective / Priorities	Service Delivery Strategy	Performance Standard	Budget Division	Timeline
CA1	<b>Fostering Governance, Leadership and Partnership for Climate Action</b>	Climate Action vacancies resourced	Work with Human Resources dept to fill vacancies	Vacancies filled	E15	Annually
		Local Authority Climate Action Plan implementation	Work with CARO and other stakeholders to implement agreed actions annually.	Quarterly meetings held with implementation group Funding programmes identified by relevant departments Annual agreed actions implemented	E15	Annually
		Develop a Climate Mitigation Strategy	Work with CARO and other stakeholders to develop plan	Quarterly meetings held to review requirements Funding programmes identified by relevant departments Implement plan	E15	Annually
		Develop Implementation Plan for Decarbonising zone	Work with CARO and other stakeholders to implement agreed actions annually.	Quarterly meetings held with implementation group Funding programmes identified by relevant departments Annual agreed actions implemented	E15	Annually

Ref:	Principal Services	Service Objective / Priorities	Service Delivery Strategy	Performance Standard	Budget Division	Timeline
CA1	<b>Fostering Governance, Leadership and Partnership for Climate Action</b>	Prepare Climate risk assessment	Work with CARO and other stakeholders to implement agreed actions annually.	Quarterly meetings held with implementation group Funding programmes identified by relevant departments Annual agreed actions implemented	E15	Annually
		Sign up to EU Climate Adaptation Missions on adaptation	Work with EU and other stakeholders to implement agreed actions annually missions team	Quarterly meetings held to review requirements Funding programmes identified by relevant departments Annual agreed actions implemented	E15	Annually
		Sign up to the Regional Energy Bureau	Work with CARO to develop the Service Level Agreement and Memo of understanding	Contract in place Annual agreed actions implemented	E15	Annually
		Research grant funding opportunities and secure collaborators, prepare applications for submittal	Improvement of the overall awareness of funding opportunities and successfully applying for same.	Funding programmes identified by relevant departments Collaborate with relevant departments to prepare applications Implementation of successful grant award schemes with due governance in accordance with Guidelines	E15	Annually

Ref:	Principal Services	Service Objective / Priorities	Service Delivery Strategy	Performance Standard	Budget Division	Timeline
CA2	Achieve Carbon Emission and Energy Efficiency Targets for 2030 and 2050	European Union Regulations 2014 SI No. 426 energy audits of minimum 85% of public buildings.	Schedule audits of appropriate buildings	Audits completed Register of opportunities identified	E15	Annually
		Reporting Energy Efficiency to SEAI	Complete Monitoring and Reporting Return (MandR)	Funding programmes identified by relevant departments implement projects Returns completed	E15	Annually
		Energy Awareness - Display Energy Certificates (DEC) in Public Buildings greater than the specified size and visited frequently by the Public.	All DEC's are on display as required (9 Buildings)	Continue improvements in absolute energy efficiency towards 2030 targets and report regularly Measured and verified energy savings.	E15	Annually
		Improve absolute energy efficiency for Galway City Council energy use in Buildings, Transport and Public Lighting	Assist in the delivery of Energy saving projects for buildings in conjunctions with other departments and measuring the resulted savings using SEAI energy MandR, Energy audits, Gap to target tool etc.	Ensuring DEC's are on display Complete annual MandR Returns Update Gap to target tool	E15	Annually

Ref:	Principal Services	Service Objective / Priorities	Service Delivery Strategy	Performance Standard	Budget Division	Timeline
<b>CA2</b>	<b>Achieve Carbon Emission and Energy Efficiency Targets for 2030 and 2050</b>	Develop pathway to installing ISO50001 Energy Management System	Work with the Energy Bureau to develop pathway	Complete ISO50001 Training Appoint specialist audit consultant Annual returns completed	E15	Annually
		Energy Management and Improving Energy Efficiency.	Significant Energy Users in each department to work as part of a cross-departmental Energy Team, EPO and a new Regional Energy Bureau to prepare an Energy Action Plan and implement Energy Savings.	Funding programmes identified by relevant departments Implement projects. Continue improvements in energy efficiency towards 2030 targets and report regularly.	E15	Annually
		Continue implementing Climate Action training, through CARO	Work with CARO to implement training	Number of staff trained	E15	Annually
		Work with all stakeholders to increase the use of green procurement on contracts in order to be able to measure, manage and reduce emissions from services procured.	Assist procurement dept in promotion of green public procurement strategy.	Number of services procured utilising green procurement	E15	Annually

Ref:	Principal Services	Service Objective / Priorities	Service Delivery Strategy	Performance Standard	Budget Division	Timeline
CA3	<b>Deliver on Climate Adaptation and Climate Resilience</b>	Report on storm events to SEAI through the WIRE App	Complete annual returns	Quarterly meetings held to review requirements Relevant departments updating WIRE app Annual agreed actions implemented	E15	Annually
		Completion of legacy climate adaptation plan projects	Progress outstanding tasks in line with Implementation Plans	Quarterly meetings held to review requirements Close out of adaptation plan	E15	Annually
		Support other depts in providing information to embed climate adaptation within all forward and physical planning processes	Work with CARO/ Stakeholders and Consultants to provide up to date information	Number of projects completed including climate adaptation	E15	Annually
		Continue the development of the Coirib go Cósta Galway City Flood relief Scheme	Engagement with all stakeholders throughout the development of the scheme's emerging option. Management of the scheme through the project steering group which consists of appointed specialist consultants(Arup), the Office of Public Works and Galway City Council.	Preferred option developed, non statutory public engagement completed and option confirmed by Q4 2026.	E15	Annually

Ref:	Principal Services	Service Objective / Priorities	Service Delivery Strategy	Performance Standard	Budget Division	Timeline
<b>CA4</b>	<b>Mobilise Climate Action in Local Communities</b>	Develop Energy Master Plan/SEC charter	Work with CARO/ Stakeholders and Consultant to develop plan	Appoint consultants Secure funding Develop plan Annual agreed actions implemented	E15	Annually
		Explore the possibility of engaging in the Climate neutral smart Cities mission to detail Galway City's pathway to achieving climate neutrality by 2050.	Complete the initial application and screening process	Develop Application Agreement to proceed	E15	Annually
		Support Sustainable Energy Communities through Bridge funding/climate action programme	Complete the initial application and screening process	Support the successful applications in delivering agreed projects	E15	Annually
		Engage with the Sustainable Energy Communities and other stakeholders to provide a culture change in how energy is utilised throughout these areas	Work with SEAI to facilitate Sustainable Energy Communities	Quantity of staff trained and quality of training received. A number of highly engaged Communities in operation	E15	Annually

Ref:	Principal Services	Service Objective / Priorities	Service Delivery Strategy	Performance Standard	Budget Division	Timeline
CA4	<b>Mobilise Climate Action in Local Communities</b>	Create a range of climate action awareness campaigns in collaboration with community groups and other stakeholders to build capacity	Work with SEAI/ CARO/ Communities to disseminate knowledge and information sharing	Number of community groups engaged	E15	Annually
		Support communities in Establish a Warm Home Hub Accelerate retrofits in private home Increase no of trained skilled staff Reduce barriers to retrofit	Agree and complete yearly actions	Number of private sector residential homes retrofitted	E15	Annually
		Support projects that are successful in the Community Climate Action fund application	Work with community groups to complete climate action projects	Support the successful applications in delivering agreed projects	E15	Annually

Ref:	Principal Services	Service Objective / Priorities	Service Delivery Strategy	Performance Standard	Budget Division	Timeline
CA5	<b>Mobilise Climate Action in Enterprise and support Transition to an Inclusive, Net Zero and Circular Economy</b>	Collaborate with other departments to introduce behavioural change campaigns, initiatives and energy reduction projects within Galway city enterprise.	Meetings /Lunch and Learns, workshops arranged to disseminate documentation and information.	Number of internal staff engaged Number of enterprise engaged	E15	Annually
		Create a range of climate impact reductions recommendations in collaboration with enterprise and support innovation	Meetings/Lunch and Learns, workshops arranged to disseminate documentation and information.	Number of enterprise engaged	E15	Annually
CA6	<b>Achieve a 'Just Transition' particularly for Communities that may be Economically Disadvantaged by Decarbonising Projects</b>	<p>Maximise impact of funding programmes including:</p> <ul style="list-style-type: none"> <li>• Community Climate Action Fund</li> <li>• Sustainable Energy Community Bridge Funding Sustainable Energy Authority Ireland (SEAI)</li> </ul> <p>Implement the Education and Awareness programme</p>	Improvement of the overall awareness of funding opportunities and successfully applying for same.	Implementation of grant schemes with due Meet targets and deadlines set out in Plan Promote, Reward and support local people coming together to shape, change and enjoy all that is good about their area.	E15	Annually

## 12.4 Community Development, Corporate Assets and Derelict Sites

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

### Sustainable Development Goals



Ref:	Principal Services	Service Objective / Priorities	Service Delivery Strategy	Performance Standard	Budget Division	Timeline
CD1	Local Community Development Committee (LCDC)	Effective management of the Local Community Development Committee	Plan, coordinate and monitor local community development programmes and funding for Galway City Monitor delivery of actions in LECP Implementation Plan 2026 - 2027 Ensure LDC / SICAP reporting targets are met.	6 meetings of Galway City LCDC during 2026 Funding programmes by relevant Departments implemented LECP Monitoring reports prepared	D0601	Ongoing

Ref:	Principal Services	Service Objective / Priorities	Service Delivery Strategy	Performance Standard	Budget Division	Timeline
<b>CD2</b>	<b>Local Economic and Community Plan (LECP)</b>	Support the delivery of actions in the LECP Implementation Plan 2026 - 2027	<p>Deliver specific actions in the LECP Implementation Plan 2026 - 2027</p> <p>Monitor and engage with lead partners and provide support for action delivery</p> <p>Develop monitoring system and engage with delivery partners</p>	<p>Report on the delivery of LECP Implementation Plan 2024 - 2026</p> <p>Report on delivery of Implementation Plan 2026 - 2027 actions to LCDC</p> <p>Monitoring report produced on delivery and impact of actions over 2025 - 2026</p> <p>Adoption of IP by LCDC</p>	D0603	2024 - 2028
<b>CD3</b>	<b>SICAP programme 2024 - 2028</b>	Delivery of Social Inclusion and Community Activation Programme (SICAP)	<p>Monitor the performance and ongoing work of the SICAP programme delivered by Galway City Partnership</p> <p>Approval of the SICAP planning process through the LCDC.</p> <p>Annual Internal Audit of SICAP programme</p> <p>Report as required to Pobal / DRCD</p> <p>Increased targeting of resources to disadvantaged communities and agreed target groups</p>	<p>Monitor the implementation of SICAP programme for 2026 and issue reports to LCDC and Pobal as required</p> <p>Process completed in line with DRCD guidance / timeframe.</p> <p>Completion of Internal Annual Audit</p> <p>Completion of reports as required</p> <p>Achievement of agreed SICAP KPI's</p>	D0603	2024 - 2028

Ref:	Principal Services	Service Objective / Priorities	Service Delivery Strategy	Performance Standard	Budget Division	Timeline
<b>CD4</b>	<b>Community Funding Schemes</b>	Coordination and management of DRCDG and Galway City Council Community Grant funded schemes	Administration through the LCDC and Galway City Council Grants Committee of various funding schemes including: Local Enhancement Programme CAIRDE grants Local Community Festivals Community Recognition Fund Social Inclusion Grants	Administration of funding programmes in line with guidelines and timeframes Community engagement through Grant Information briefings delivered to support and inform community groups. No of funding applications received and funding drawdown	D0601	2026
<b>CD5</b>	<b>Healthy Ireland</b>	Develop and implement Annual Activities Workplan for 2026 in line with the Healthy Ireland Fund 2023-2026 Local Strategy for Galway City Council under the Healthy Ireland Fund, Round 4	Support the delivery of activities under Healthy Ireland Fund Round 4 Promote the health and wellbeing agenda through local authority structures Facilitate planning and preparation for workplan for 2026 under Healthy Ireland, Round 4 Membership of WHO European Healthy Cities Network under Phase VIII	Delivery of approved actions / activities and achievement of full spend under Round 4 Completion and submission of reports / returns to Pobal in line with timeframe 4 meetings of Healthy Galway City Steering Committee during 2026 Successful application under the WHO European Healthy Cities Network under Phase VIII	D0905	2026

Ref:	Principal Services	Service Objective / Priorities	Service Delivery Strategy	Performance Standard	Budget Division	Timeline
CD6	Community Engagement	Continue to build and support relationships with marginalised groups in the city	<p>Continue to build and maintain strong relationships with community members, local groups, and stakeholders.</p> <p>Design and implement social inclusion and community development initiatives tailored to the needs of local communities.</p> <p>Provide training, workshops, and guidance to community leaders and volunteers</p> <p>Continue to work closely with the Elected Members and across Directorate level to support the delivery of projects that benefit local communities.</p> <p>Assist in identifying funding opportunities, preparing grant applications, and managing budgets for community development projects.</p>	<p>Small projects successfully delivered in the community.</p> <p>Administer Cllr funding allocations to community groups and 'Have Your Say' initiative</p> <p>Staff in place and work programme agreed including new role of Access Officer to facilitate the establishment of a Disability &amp; Inclusion Steering Committee / Make Way Day</p> <p>Transfer Social Inclusion function to Community Department and implement social inclusion week / grants scheme</p> <p>Africa Day 2026</p>	D0601	2026

Ref:	Principal Services	Service Objective / Priorities	Service Delivery Strategy	Performance Standard	Budget Division	Timeline
CD7	Support to Communities	<p>Support the Galway City Community Network (PPN) and recognise community achievement</p> <p>Galway Age Friendly Programme</p> <p>Support Galway City Comhairle na nÓg in line with Comhairle na nÓg funding approved</p> <p>Support AMACH LGBT Community Development Programme</p> <p>Support and participate in local and regional committees and forums to contribute towards enhanced service provision to local communities</p>	<p>Support the Galway City Community Network (PPN structure for Galway City) to enable local participation in local government structures and policy making</p> <p>Provide opportunities for participation, funding for initiatives and acknowledgement of community and voluntary activity throughout Galway City</p> <p>Organise and host Mayors Awards 2026</p> <p>Support and develop the Older Persons Council for Galway City</p> <p>Work with the Galway Integrated Care Older People (GICOP) project and deliver on a range of initiatives</p> <p>Implementing actions in the Age Friendly Strategy 2026 - 2030 for Galway City</p> <p>Delivery of initiatives in line with Comhairle na nÓg funding</p> <p>Facilitate and chair the Galway City Comhairle na nÓg Steering Group</p> <p>Administer Community Development Programme funding to AMACH LGBT and ensure compliance with financial and governance requirements</p> <p>Membership and participation on the Western Regional Drug &amp; Alcohol Task Force, Galway City Alcohol Forum, Galway City Childcare Committee, CYPSC Committee, Traveller Inter-Agency Group</p>	<p>Administration of funding and governance supports</p> <p>Administration of local community festival grants, community funding grants etc.</p> <p>Mayors Awards May 2026</p> <p>Administration of national funding programmes for community sector in line with guideline and timeframes.</p>	F0401	2026

Ref:	Principal Services	Service Objective /Priorities	Service Delivery Strategy	Performance Standard	Budget Division	Timeline
CD8	<b>Community Centres and Facilities</b>	<p>Support the ongoing management of Ballinfole Community Centre operated by SCCUL Enterprises</p> <p>Support NCCA in the construction of the new community centre in Newcastle</p>	<p>Management and Licence agreement in place for 2025-2026. Timely and ongoing maintenance and repair as required. Work with SCCUL to enhance service provision and facilities in the centre</p> <p>Work with the DR&amp;CD and Newcastle Combined Community Association to commence the community facility in Newcastle.</p> <p>Support the Steering Committee to access additional funding to furnish and equip the Centre.</p> <p>Provide access to training and support to DR&amp;CD as the project progresses.</p>	<p>Continued participation in the Advisory Group representing local communities and centre users. New 2 year SLA to be tendered Q4</p> <p>Contractor procurement and on-site construction commenced in Q1 2026</p> <p>Quarterly reporting to Dept R&amp;CD</p> <p>Funding applications for furnishings and equipment submitted</p>	D0601	2026-2027
CD9	<b>Local Community Safety Partnership</b>	<p>Coordination of the Galway City Local Community Safety Partnership</p>	<p>Ensure the Local Community Safety Partnership (LCSP) convenes regularly with a focus on collaborative planning, monitoring, and review of community safety initiatives.</p> <p>Coordinate and support area-based neighbourhood community safety.</p> <p>Improve multi-agency collaboration to deliver services for the needs of individual communities.</p> <p>Improved coordination and information-sharing between agencies, community groups, and residents.</p> <p>Develop the Galway City Community Safety Plan in consultation with LCSP members and other stakeholders, informed by policy and best practice.</p> <p>Prioritise safety concerns identified by communities.</p>	<p>Adoption of a Local Community Safety Plan</p> <p>Collaborate and coordinate with relevant stakeholders in relation to the implementation of actions in the Local Community Safety Plan</p>	D0601	2026

Ref:	Principal Services	Service Objective / Priorities	Service Delivery Strategy	Performance Standard	Budget Division	Timeline
CD10	Local Sports Partnership	Support Galway Sports Partnership work through implementation of the Local Sports Plan	<p>Support delivery of Sports Partnership Actions and delivery of funding schemes of Local Sports Partnership &amp; City Council</p> <p>Deliver training programme to up skill those in sports clubs and groups</p> <p>Set up sustainable physical active programmes with local communities</p> <p>Assist with the developments and improvements to local and neighbourhood play areas and active teen spaces under the Active Cities Galway project.</p> <p>Develop a Galway City Local Sports Plan 2026 – 2031</p> <p>Deliver national events in partnership with other departments within Galway City Council and other statutory bodies that promote participation in physical activity.</p> <p>Establish a Sports Development Officer Framework for 2026 - 2027</p>	<p>Action Plan agreed with Sport Ireland</p> <p>GCC / GSP Sports Grants 2026 allocated</p> <p>Implement 2026 schedule of education and training courses.</p> <p>Implement work plan and deliver programmes and projects to increase physical activity.</p> <p>Local Sports Plan completed by Q3 2026</p> <p>No. of playgrounds improved and establishment of a teen space</p> <p>Assess the potential of Galway City gaining the Global Active Cities Status.</p> <p>Deliver and support the roll out of a number of national events that promote and encourage participation in physical activity e.g. Bike Week, European Week of Sport, National Play Day.</p> <p>Complete EOI process for NGB Sports Development Officers Q2</p>	F0404	2026

Ref:	Principal Services	Service Objective / Priorities	Service Delivery Strategy	Performance Standard	Budget Division	Timeline
CD11	Derelict Sites	Take appropriate action to ensure that sites in Galway City Council's functional area do not become or continue to be derelict.	<p>Progress existing sites on the register. Respond to customer complaints in relation to derelict sites. Proactively pursue any additional derelict sites in the City Council's Functional Area.</p> <p>Abide by Derelict Sites Policy for Galway City Council for adopted by elected members in June 2025.</p>	<p>Take enforcement action under the Derelict Sites Act 1990 (as amended) to advance existing sites on the Derelict Sites Register to Section 23 – demand for payment of levy.</p> <p>Progress these sites to compulsory acquisition stage as appropriate. / Take enforcement action on all other eligible sites as necessary under the Act, up to and including Section 22 – Notice of Valuation to enable levy to be applied from 1st January 2027.</p> <p>Raise derelict sites levies as appropriate for derelict sites on the register on 1st January 2026 for which a valuation has been acquired, with the aim of collecting €1.2 million in derelict sites levies as provided for in the revenue budget for 2026.</p>	E1004	2026

Ref:	Principal Services	Service Objective / Priorities	Service Delivery Strategy	Performance Standard	Budget Division	Timeline
CD12	Corporate Assets	Manage the operations of the Corporate Land Estate.	<p>Manage and maintain a database of current interests in land by Galway City Council, using the IMGs Asset Management Software Solution.</p> <p>Ensure registration of title with the Property Registration Authority/Land Direct for all acquisitions.</p> <p>Oversee the management of corporate leases, licences, ownership queries, proposals to purchase land from public, third party queries and property valuations.</p> <p>Finalise the transfer of remaining Water Based Assets to Irish Water by end of December 2026.</p> <p>Explore the feasibility of disposing of land small land banks, currently the subject of annual licences, to the licence holders for a market valuation. Confirm if grazing licences are to be terminated or extended beyond 31st December 2026.</p>	<p>The remaining records out of the original 639 are to be progressed with legal representatives in relation to registering.</p> <p>Ongoing / Quarterly, yearly, as required.</p> <p>Ongoing.</p> <p>Continue management of leases for Yeats Annex and 401 Eyre Square and billing of leases for Corrib Centre and Hynes Yard Car Parks.</p>	Corporate Buildings Overhead, Central Management Charges.	2026

Ref:	Principal Services	Service Objective / Priorities	Service Delivery Strategy	Performance Standard	Budget Division	Timeline
CD13	<b>Dangerous Structures</b>	Ensure that any potentially dangerous place or structure in Galway City Council's functional area does not pose or continue to pose danger to any person.	<p>Respond to complaints received from staff/members of the public. Arrange for inspections of structures/places reported to be potentially dangerous.</p> <p>Follow up with correspondence to owner/occupiers to ensure structure is no longer dangerous.</p> <p>Explore the feasibility of establishing a Framework Panel to carry out urgent Safety Works.</p>	Take appropriate enforcement action under the (Sanitary Services) Act 1964, where owner / occupiers do not respond to correspondence issued.	E1002	2026

### 13. Urban Development Directorate



## 13.1 Planning

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

### Sustainable Development Goals



Ref:	Principal Services	Service Objective / Priorities	Service Delivery Strategy	Performance Standard	Budget Division	Timeline
1	Development Plan and Policy	Secure the policies and objectives of the current City Development Plan 2023-2029, including any future variations to same.	Collaboration and engagement with the various stakeholders, sectoral and statutory bodies to assist with delivery of the policies and objectives of the plan in securing the delivery of sustainable development.	Monitor, review and analysis of the policies and objectives to ensure an effective and dynamic approach in the implementation of the plan.	D01	Ongoing
			Develop and commence a monitoring regime for development plan objectives in accordance with the Development Plan Guidelines.	Monitoring programme established, 2 year review complete, capacity for data analytics increased.	D01	Ongoing

Ref:	Principal Services	Service Objective / Priorities	Service Delivery Strategy	Performance Standard	Budget Division	Timeline
1	<b>Development Plan and Policy</b>	Secure the policies and objectives of the current City Development Plan 2023-2029, including any future variations to same.	Prepare any proposed variations to the Development Plan 2023 - 29, where needed, and prepare policy/mapping changes, along with associated environmental assessments and statutory consultations.	Prepare variations within the statutory requirements and timeframes, along with associated environmental assessments and statutory consultation.	D01	Ongoing. Variations 1 -3 Q2/3 2026.
			Initiate the preparation of a Headford Road Urban Area Plan.	Headford Road LAP initiated within the statutory requirements and timeframes. Work with Galway County Council to present a draft JRS to the Joint SPC and ensure adoption by both Councils - Work with Night Time Economy Officer to ensure the planning-related actions of the night time economy action plan are implemented.	D01	
			Complete the Joint Retail Strategy for Galway City and MASP area.		D01	Q1 2026

Ref:	Principal Services	Service Objective / Priorities	Service Delivery Strategy	Performance Standard	Budget Division	Timeline
1	<b>Development Plan and Policy</b>	Secure the policies and objectives of the current City Development Plan 2023-2029, including any future variations to same.	Proactively support strategic projects in the current development plan, essential to the City's sustainable growth and development, in collaboration with relevant internal and external stakeholders and working groups to deliver on agreed strategies, plans and frameworks for the City, in particular for the Galway Flood Relief Scheme; N6 GCRR, Galway Transport Strategy; and the regeneration and opportunity sites at Ceannt Quarter, Inner Harbour Area, Headford Road, Sandyroad and Dyke Road sites.	<ol style="list-style-type: none"> <li>1. No. of statutory consultation processes undertaken.</li> <li>2. No. of non-statutory stakeholder consultations.</li> <li>3. No. of cross-departmental meetings held.</li> <li>4. No. of inter-agency groups meetings attended.</li> <li>5. No. of policy submissions.</li> <li>6. No. of projects initiated and consented.</li> </ol>	D01	Ongoing
			<p>Facilitate increase in housing stock across the city in line with government policy and the City Council's Housing Strategy, HNDA and any other emerging housing policies.</p> <p>Maintain Vacant Sites Register and prepare the maps for Residential Zoned Land Tax.</p>	Maintain Vacant Sites Register and prepare the maps for Residential Zoned Land Tax, and apply a levy, where appropriate.	D01	Annually

Ref:	Principal Services	Service Objective / Priorities	Service Delivery Strategy	Performance Standard	Budget Division	Timeline
1	<b>Development Plan and Policy</b>	<p>Align policies and plans with the National Planning Framework, National Development Plan, the North West Regional Assembly's Regional Spatial Economic Strategy (RSES), and the Galway Metropolitan Area Plan (MASP).</p> <p>Drive the planning and development of Major Urban Housing Development Sites (MUHDS) and strategic infrastructure projects such as those outlined in the Galway Transport Strategy.</p>	<p>Prepare any proposed variations to the Development Plan 2023-29, where needed, to align with the provisions of the NPF, NDP, RSES and MASP.</p>	<p>Prepare variations within the statutory requirements and timeframes, along with associated environmental assessments and statutory consultation.</p>	D01	Annually/Ongoing
			<p>Review Ardaun Lands Planning Policy and progress its development under the emerging definition of strategic housing under "Housing for All" as an Urban Development Zone. Advise and support the Housing Department to design and deliver high quality social, affordable housing units and provide for cost rental also at appropriate locations.</p>	<ol style="list-style-type: none"> <li>1. Ensure interest and progress in the physical development of the site.</li> <li>2. No. of new units in planning granted No. of new units commenced.</li> <li>3. No. of Part VIII's in planning.</li> <li>4. Annual RZLT Map finalised.</li> </ol>	D01	Ongoing
			<p>Facilitate an active land management approach to progressing Phase 1 by pursuing appropriate land acquisitions and partnerships with relevant landholders</p>	<ol style="list-style-type: none"> <li>1. Funding for critical core infrastructure secured or committed.</li> <li>2. No. of pre-planning consultations/applications assessed.</li> <li>3. Implement the URDF funding regarding the design for a second access into Ardaun.</li> <li>4. Advance design of surface water scheme for the Ardaun lands.</li> </ol>	D01	Ongoing

Ref:	Principal Services	Service Objective / Priorities	Service Delivery Strategy	Performance Standard	Budget Division	Timeline
1	<b>Development Plan and Policy</b>	Work in conjunction with the Land Development Agency to coordinate land within state control for more optimal uses including redevelopment and regeneration opportunities with a special focus on key brownfield lands.	Continue cooperation with the LDA to develop an infrastructure phasing framework, progress the East Galway transportation plan as an Area Based Transport Assessment - ABTA for the lands, procure and progress an urban design development framework.  Consider most appropriate planning policy for activation of the lands including priority area plans and urban development zones	Ensure interest and progress in the physical development of the site.	D01	Ongoing
			Review work to date on the Masterplan for Sandy Road site in conjunction with the LDA and other stakeholders including policy changes in the City Plan if required.	Agree and progress a first phase of development on the Sandy Road lands in conjunction with the development of nearby lands	D01	
			Collaborate on a masterplan for strategic local authority owned lands on the Dyke Road in conjunction with the LDA, to include for a mix of uses, public and private including a significant level of residential.	Planning application lodged for Phase 1. Negotiations and feasibility explored for further phases.	D01	Phase 1 - Planning permission granted 2025. Further negotiations ongoing.

Ref:	Principal Services	Service Objective / Priorities	Service Delivery Strategy	Performance Standard	Budget Division	Timeline
1	<b>Development Plan and Policy</b>	To embody the shared project that is the development of the city through a creative and collaborative approach to public engagement and co-design.	Progress the Salthill Seafront Framework, taking a shared decision making approach to creating a vision for the future of Salthill seafront running from blackrock to grattan beach and including the village itself, the park and Leisureland.	Finalise Framework plan following an extensive programme of engagement with the vast array of stakeholders in Salthill village and promenade	D01	Q1 2026
		Continue to advance improvements to public spaces through the implementation of the Public Realm Strategy, including concern for accessibility.	Implement Public Realm Strategy (PRS), supported by URDF funding, through collaboration under the stewardship of a cross-department working group overseeing delivery of the strategy and associated projects consistent with policies therein.	Set up of cross departmental group and implementation of PRS approach in associated projects	D01	
			Development of a maintenance and management strategy, in collaboration with all relevant stakeholders including external agencies delivering public realm works.	<ol style="list-style-type: none"> <li>1. No. of new funding applications prepared / submitted by City Council for specific public realm projects.</li> <li>2. Projects advance to design stage, commenced or completed.</li> <li>3. Maintenance and management strategy completed.</li> <li>4. Galway Flood Relief Scheme and Galway Transport projects incorporate PRS approach in design and implementation.</li> </ol>	D01	

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

Ref:	Principal Services	Service Objective / Priorities	Service Delivery Strategy	Performance Standard	Budget Division	Timeline
1	<b>Development Plan and Policy</b>	Strengthen the position of Galway City as the regional lead for the west of Ireland.	Proactively support strategic projects in the current development plan, essential to the City's sustainable growth and development, in collaboration with relevant internal and external stakeholders and working groups to deliver on agreed strategies, plans and frameworks for the City, in particular for the Galway Flood Relief Scheme; N6 GCRR, Galway Transport Strategy; and the regeneration and opportunity sites at Ceannt Quarter, Inner Harbour Area, Headford Road, Sandyroad and Dyke Road sites.	<ol style="list-style-type: none"> <li>1. No. of statutory consultation processes undertaken.</li> <li>2. No. of non-statutory stakeholder consultations.</li> <li>3. No. of cross-departmental meetings held.</li> <li>4. No. of inter-agency groups meetings attended.</li> <li>5. No. of policy submissions.</li> </ol>	D01	Ongoing
2	<b>Development Management and Planning Enforcement</b>	Ensure the effective delivery of our development management functions and services and implement revisions arising from the New Planning Act and Regulations	Continue to implement the provisions of the Galway City Development Plan 2023 - 2029, and planning legislation through the Development Management process in the assessment of all planning applications, s.254 licence applications, Outdoor Event Licence applications, Section 5s & 97 applications, Living City Urban Regeneration Incentive applications, Article 10(6) notifications, condition compliance timeframes, ABP deadlines and Part 8 projects.	<ol style="list-style-type: none"> <li>1. Decisions, observations and submissions made within statutory timeframes.</li> </ol>	D02	2026

Ref:	Principal Services	Service Objective / Priorities	Service Delivery Strategy	Performance Standard	Budget Division	Timeline
2	<b>Development Management and Planning Enforcement</b>	Ensure the effective delivery of our development management functions and services and implement revisions arising from the New Planning Act and Regulations.	Ensure all planning decisions are transparent and are decided in accordance with the planning legislation, the proper planning and sustainable development, in compliance with EU/National regulations, policies, directives and guidance documents, Regional Strategies and Galway City Development Plan and the Climate Action Plan.	<ol style="list-style-type: none"> <li>1. Meeting all legislative &amp; decision target dates.</li> <li>2. No. of planning decisions which were the subject of an appeal to An Coimisiún Pleanála (ACP) that were determined by the Board.</li> <li>3. % of the planning appeal determinations at which confirmed (either with or without variation of the plan) the decision made by the local authority.</li> </ol>	D02	2026
			Review and revise planning procedures and operations for the Planning Dept. to ensure alignment and compliance with the new planning act and associated regulations, where appropriate.	<ol style="list-style-type: none"> <li>1 Review and revise the planning functions, in a timely manner to the various commencement orders enacting from the new planning act and associated regulations coming in force.</li> <li>2. Ensure all planning staff are aware of the changes to existing work practices under the new Planning Acts and subsequent regulations.</li> <li>3. Support planning staff by providing ongoing training.</li> </ol>	D02	2026
			Prioritise climate change mitigation and implementation in development management assessments.	Implement policies and objectives in the City Dev Plan 2023-29 (and associated environmental reports), in relation to climate change mitigation and adaptation, in the development management function.	D02	2026

Ref:	Principal Services	Service Objective / Priorities	Service Delivery Strategy	Performance Standard	Budget Division	Timeline
2	<b>Development Management and Planning Enforcement</b>	Ensure the effective delivery of our development management functions and services and implement revisions arising from the New Planning Act and Regulations.	Support planning applications for appropriate residential and for large schemes incl Large Scale Residential Development schemes.	<ol style="list-style-type: none"> <li>1. No. of pre-planning consultations facilitated in 2026.</li> <li>2. No. of LRD pre-planning consultations facilitated in 2026.</li> <li>3. No of LRDs opinions issued in 2026.</li> <li>4. No of LRD planning applications/ LRDs determined in 2026.</li> </ol>	D02	2026
		Continue to review service delivery to enhance the effective operations of the planning authority to improve services for customers.	<p>Continue to review and enhance the administration operations of the Planning System, where appropriate.</p> <p>Continue to provide planning advice and engagement with stakeholders involved with the Development Management process through pre-planning meetings, written advice and calls, and review and enhance the pre-delivery of the planning pre-planning service, as necessary.</p>	<p>Provide opportunities for our customers to access our services through the use of digital technology and online services</p> <p>Ongoing website review and enhancement in 2026</p> <ol style="list-style-type: none"> <li>1. Timely pre-consultation meetings for customers.</li> <li>2. Number of pre-planning meetings held in 2026.</li> <li>3. Number of decisions upheld on appeal by ABP, where pre-planning meetings were held in 2026.</li> </ol>	D02	2026
		Manage financial resources efficiently and effectively within the department and maximise the use of Agresso for financial reporting.	Produce monthly reports	D02	2026	

Ref:	Principal Services	Service Objective / Priorities	Service Delivery Strategy	Performance Standard	Budget Division	Timeline
2	<b>Development Management and Planning Enforcement</b>	Continue to review service delivery to enhance the effective operations of the planning authority to improve services for customers.	Ensure relevant plan data is integrated with Dept. Data System (myplan.ie)	Working, in conjunction with ICT, in the implementation of the ARC GIS systems.	D02	2026
			Continue to maximise the availability of publicly available planning documentation through ongoing use of systems such as IDocs - Document Mgt System, website, online planning portal etc.	Continue to migrate historic data from PaperVision and review the viability of categorising the historic data.	D02	2026
			Continue to improve the planning application system to enable more applications to be completed online and enable easier access to planning information and services	% of planning applications submitted online in 2026.	D02	2026
			Continuation and maintenance of the national online eplanning portal project and iDocs.	Continue development delivery through the use of e-planning and iDocs thereby enhancing engagement and efficiency with applicants and the public through the planning process.	D02	2026
			Provide an efficient and effective customer service to all stakeholders.	Review, revise and enhance planning function, in light of new planning act.	D02	2026

Ref:	Principal Services	Service Objective / Priorities	Service Delivery Strategy	Performance Standard	Budget Division	Timeline
2	<b>Development Management and Planning Enforcement</b>	Continue to review service delivery to enhance the effective operations of the planning authority to improve services for customers.	Promote a culture of good ethics and professional standards.	Clear decision-making process.	D02	2026
				High-quality reporting	D02	2026
				Availability of up to date planning information/data	D02	2026
				Compliance with Statutory ethics declarations	D02	2026
				Support staff in their jobs through ongoing training.	D02	2026
			Support the legislated fire safety requirements of the Building Control Act, through providing an efficient Fire Safety Certification (FSC) process.	<ol style="list-style-type: none"> <li>1. No. of FSCs issued in 2026.</li> <li>2. The number/percentage of applications for FSCs received in 2026 that were decided (granted or refused) within statutory timeframe.</li> <li>3. The number/percentage of applications for FSCs received in 2026 that were decided (granted or refused) within an extended period agreed with applicants.</li> </ol>	D02	2026

Ref:	Principal Services	Service Objective / Priorities	Service Delivery Strategy	Performance Standard	Budget Division	Timeline
2	<b>Development Management and Planning Enforcement</b>	Continue to review service delivery to enhance the effective operations of the planning authority to improve services for customers.	Support the legislated accessibility requirements of the Building Control Act, through providing an efficient Disability Access Certificates (DACs) process.	<ol style="list-style-type: none"> <li>1. No of DACs issued in 2026</li> <li>2. The number/percentage of applications for DACs received in 2026 that were decided (granted or refused) within statutory timeframe.</li> <li>3. The number/percentage of applications for DACs received in 2026 that were decided (granted or refused) within an extended period agreed with applicants.</li> </ol>	D02	2026
			Apply best practice in relation to Planning Enforcement.	<ol style="list-style-type: none"> <li>1. No. of cases referred to or initiated by the local authority that were investigated in 2026.</li> <li>2. No. of investigated cases that were closed in 2026.</li> <li>3. No. of cases that were dismissed as trivial, minor or without foundation or were closed because they were statute barred or an exempted development in 2026.</li> <li>4. No. of warning letters and enforcement notices issued, and cases referred to Court in 2026.</li> <li>5. % of cases that were resolved to the local authority's satisfaction through negotiations in 2026.</li> <li>6. % of cases that were closed due to enforcement proceedings (i.e. s.152, s.154, s.157 or s.160 of PDA) in 2026.</li> </ol>	D03	2026

Ref:	Principal Services	Service Objective / Priorities	Service Delivery Strategy	Performance Standard	Budget Division	Timeline
2	<b>Development Management and Planning Enforcement</b>	Continue to review service delivery to enhance the effective operations of the planning authority to improve services for customers.	Implement robust monitoring, inspection and enforcement regime	Embed Agile Planning (Enforcement & Compliance) & GIS Project.	D03	2026
			Provide an efficient and effective customer service to all stakeholders regarding planning enforcement proceedings stakeholders regarding planning enforcement proceedings.	<p>1. Timely response to customer queries/complaints.</p> <p>2. No. of cases referred to or initiated by the local authority that were investigated in 2026.</p> <p>3. % of cases that were resolved to the local authority's satisfaction through negotiations in 2026.</p> <p>High-quality reporting</p> <p>Timely issuing of Condition Compliance</p> <p>Initiate a Review of Commencement Notices (BCMS) process in relation to pre-development condition compliance.</p> <p>Initiate Standards &amp; Procedures for condition compliance (liaise &amp; support)</p> <p>Initiate a Review of Taking in Charge of Housing Estate process.</p>	D03	2026

Ref:	Principal Services	Service Objective / Priorities	Service Delivery Strategy	Performance Standard	Budget Division	Timeline
2	<b>Development Management and Planning Enforcement</b>	Continue to review service delivery to enhance the effective operations of the planning authority to improve services for customers.	Promote a culture of good ethics and professional standards.	Clear decision-making procedure(s) and continued professional development.  High-quality reporting  Timely issuing of Condition Compliance within statutory requirements.	D03	2026
		Continue to support the delivery of public infrastructure and services through the efficient management of the Development Contribution Scheme and prepare revised schemes as required by legislation.	Implementation of Development Contribution Scheme 2021 - 2026  Implement findings and recommendations arising from the 2025 Audit of Planning Development Contributions.  Commence review of Development Contribution Scheme 2021-2026	Actively secure compliance with financial conditions and pursue outstanding debt.  Active debt management policy in place.  Enhanced procedures for effective operation of Planning Development Contributions in place.  New Development Contribution scheme drafted.	D02	2026

Ref:	Principal Services	Service Objective / Priorities	Service Delivery Strategy	Performance Standard	Budget Division	Timeline
3	Heritage and Conservation	Preserving and enhancing the built and natural heritage, through the advancement of actions contained in the Galway City Heritage Plan 2025 - 2030.	Ensure that all legislative & decision target dates are met in the processing & administration of Built Heritage Investment Scheme Grants and Heritage Council Grants.	No. of actions implemented during the year. To meet deadlines and agreed time procedures.	D11	2026
			To initiate the preparation of Conservation Management Plans (CMP) for ACAs in the city.	1. No. of CMP initiated. 2. No. of CMP completed.	D11	Q1 2026
			To prepare a pre-feasibility study of Mutton Island.	Feasibility study initiated.	D11	2026
			To initiate a shopfront SWOT analysis in the city centre.	1. Completion of the SWOT analysis. 2. Preparation of guidelines.	D11	2026
			Update next scheduled phase of works for Castles Conservation and Management Plans.	Review works completed and identify next phase of works and review Public Realm proposals.	D11	Q1/Q2026
				Programme for Stage 2 identified in report. Review Public Realm Strategy for Castles report and include cross departmental discussions on means of implementation.	D11	Q1/Q2026

Ref:	Principal Services	Service Objective / Priorities	Service Delivery Strategy	Performance Standard	Budget Division	Timeline
3	<b>Heritage and Conservation</b>	Preserving and enhancing the built and natural heritage, through the advancement of actions contained in the Galway City Heritage Plan 2025 - 2030.	Protect Built and Natural Heritage	Proactively pursue potential funding sources for the conservation and management of City Council owned builds and natural heritage assets.	D11	2026
				Level of grant funding secured	D11	2026
				No. of City Council supported heritage related projects undertaken	D11	2026
				No. of individuals assisted and advised in relation to potential development management issues	D11	2026
				No. of engagement with community groups to advise on grant applications.	D11	2026
				To initiate an Inventory of Vernacular Architecture in the City.	D11	2026
				No. of consultations/liaisons with Dept. of Housing, Local Government and Heritage	D11	2026

Ref:	Principal Services	Service Objective / Priorities	Service Delivery Strategy	Performance Standard	Budget Division	Timeline
3	<b>Heritage and Conservation</b>	Preserving and enhancing the built and natural heritage, through the advancement of actions contained in the Galway City Heritage Plan 2025 - 2030.	To prepare a heritage-led strategy for integrated strategy and project pipeline for the West Area in Galway City (Thrive).	Integrated Heritage Strategy completed.	D11	2026
			To prepare a conservation management plan (CMP) for No. 47 Dominick Street Lower (Thrive).	CMP completed.		
			To prepare a pre-feasibility study of Mutton Island.	Feasibility study initiated.	D11	2026
			To initiate a shopfront SWOT analysis in the city centre.	1. Completion of the SWOT analysis.	D11	2026

## 13.2 Architects

**Strategic Objective:** To provide cross-Directorate architectural expertise to support the delivery of quality social and affordable homes and housing supports to those in need and in appropriate locations, thereby creating socially inclusive and sustainable communities.

To promote compact growth within the City through the preparation of strategic plans to unlock the potential of key urban sites.

### Sustainable Development Goals



Ref:	Principal Services	Service Objective /Priorities	Service Delivery Strategy	Performance Standard	Budget Division	Timeline
A1	<b>Capital Architects</b>	<p>Implementing the objectives of Housing for All – a New Housing Plan for Ireland to 2030 to address housing supply and homelessness, ensuring the elimination of all forms of discrimination and addressing needs specific to those groups covered by the Public Sector Equality and Human Rights Duty.</p> <p>Deliver mixed tenure housing in Galway City whilst ensuring the elimination of all forms of discrimination and addressing the specific needs of the communities and people.</p>	Develop housing proposals by in house design and project managed external architect led design teams.	Delivery of social and affordable units - Cappagh Rd Site A and B, Terryland, Ballinfoile, Merchants Rd, Munster Ave, Ballyburke, Clybaun Site A and B, Keeraun.	Capital 010	Unit delivery throughout year

Ref:	Principal Services	Service Objective /Priorities	Service Delivery Strategy	Performance Standard	Budget Division	Timeline
A1	Capital Architects	Ensure the city will have a strategic land bank in place to facilitate future development to meet social and affordable housing targets and support the delivery of sustainable, mixed tenure communities.	Identify a pipeline of housing projects, along with inter departmental co-operation, using the Infill Strategy assessment.	Agree and develop a list of potential pipeline projects with Housing Capital unit.	Capital 010/ D01	2026
		Expanding the range of supports available to homeless households, with flexibility in design and delivery to take account of needs specific to those groups covered by the Public Sector Equality and Human Rights Duty.	Assist Housing Capital unit in the delivery and assessment of homeless service provision.	Assist in the completion of Seamus Quirke Rd Day Centre and identify other potential opportunities.	Capital 010	2026
		Provision of additional quality housing.	Promote and deliver infill housing in suitable locations.	To assist completion of 1 Munster Ave, Ballinfoile Infill projects and identify other potential opportunities.	Capital 010	2026
		Implement inter departmental project management initiatives and systems.	Promote inter departmental collaboration on strategic development opportunities.	1. Implement project charters between Architects Dept and Social Development directorate. 2. Continue implementation of planning protocols with the Planning Dept. 3. Continue implentation of project cordination and engagement with other departments within the organisation.	Capital 010/ D01	2026

Ref:	Principal Services	Service Objective /Priorities	Service Delivery Strategy	Performance Standard	Budget Division	Timeline
A2	Community Architects	Preparation of strategic plans to unlock the potential of key urban sites and provide for compact growth.	Develop the Infill Strategy and assessment of site specific potential.	Develop Community Architecture structure.	D01	2026
		Embody the shared project that is the development of the city through a creative and collaborative approach to public engagement and co-design.	Further develop collaboration with the Planning Dept for community based planning.	Develop Community Architecture structure.	D01	2026
		Develop Architectural, Infill Strategy and Urban Design policy.	Deliver an integrated Urban Design, Infill Strategy and Architecture Policy.	1. Prepare draft Architectural Policy. 2. Deliver NEBA Project Semester 4-6. 3. Prepare an exhibition for the EU Presidency. 4. Commence development of 3D physical/computer model of the city.	Capital 04/ D01	2026
		Develop new cultural infrastructure.	Collaborate with Arts, Culture, Economic Tourism Development units.	Commence development of Merchants Rd.	Capital 010/ D01	2026

Ref:	Principal Services	Service Objective /Priorities	Service Delivery Strategy	Performance Standard	Budget Division	Timeline
A3	Quantity Surveying	Implementing the objectives of Housing for All – a New Housing Plan for Ireland to 2030.	Delivery of value for money on all housing projects.	<ol style="list-style-type: none"> <li>1. Collaboration with Housing section on Part V deliverables.</li> <li>2. Collaboration with Architects Capital Section on the design of housing projects.</li> <li>3. Advise on tender options for the construction of housing projects.</li> </ol>	Capital 010	2026
		Provide strategic Quantity Surveying advices	Deliver value for money on all other capital projects.	Collaboration with other departments on tendering, procurement, cost engineering and project/site selection.	Capital 010	2026

## 13.3 Arts and Culture, Economic & Tourism Development

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

### Sustainable Development Goals



Ref:	Principal Services	Service Objective /Priorities	Service Delivery Strategy	Performance Standard	Budget Division	Timeline
ED1	<b>Implement a programme of SME support and innovation actions in the Local Economic &amp; Community Plan 2024 - 2025</b>	To facilitate a strong, sustainable, inclusive, economic ecosystem in Galway City, which offers access to employment for all, with particular attention to the diversity of groups covered by the Public Sector Equality and Human Rights Duty; will provide a good quality of life for its residents; and will ensure the sustainable development of the region	Implementing the Local Economic and Community Plan, having regard to the requirements of the Public Sector Equality and Human Rights Duty.	NOAC J5: Economic Development Spend Report on actions delivered in 2025	D09	2026

Ref:	Principal Services	Service Objective /Priorities	Service Delivery Strategy	Performance Standard	Budget Division	Timeline
ED2	<b>Support the delivery of the Galway City Council Local Enterprise Office programme</b>	To facilitate a strong, sustainable, inclusive, economic ecosystem in Galway City, which offers access to employment for all, with particular attention to the diversity of groups covered by the Public Sector Equality and Human Rights Duty; will provide a good quality of life for its residents; and will ensure the sustainable development of the region.	Support indigenous and start up enterprises through the work of the Galway City Council Local Enterprise Office.	NOAC J1 to J5 metrics. No. of approvals under green and digital transformation fund. No. of sustainability workshops delivered.	D09	2026
ED3	<b>Work with partner organisations and the WDC to progress the Atlantic Economic Corridor.</b>	To facilitate a strong, sustainable, inclusive, economic ecosystem in Galway City, which offers access to employment for all, with particular attention to the diversity of groups covered by the Public Sector Equality and Human Rights Duty; will provide a good quality of life for its residents; and will ensure the sustainable development of the region.	Maintaining Galway's advantages as a location for inward investment, indigenous enterprise and ensure that local enterprises can benefit from this investment.	Support ongoing AEC projects included in the AEC and National Hubs Strategies. Connected hub engagement events. EU funding applications submitted relating to AEC.	DO9	2026
ED4	<b>Continue to operate and upgrade enterprise units at Westside and Sandy Road.</b>	To facilitate a strong, sustainable, inclusive, economic ecosystem in Galway City, which offers access to employment for all, with particular attention to the diversity of groups covered by the Public Sector Equality and Human Rights Duty; will provide a good quality of life for its residents; and will ensure the sustainable development of the region.	Managing, maintaining and upgrading the enterprise and cultural infrastructure owned by Galway City Council.	Enterprise Space managed by GCC.	D04	2026

Ref:	Principal Services	Service Objective /Priorities	Service Delivery Strategy	Performance Standard	Budget Division	Timeline
ED5	<b>Develop a new Digital Strategy for Galway City</b>	To facilitate a strong, sustainable, inclusive, economic ecosystem in Galway City, which offers access to employment for all, with particular attention to the diversity of groups covered by the Public Sector Equality and Human Rights Duty; will provide a good quality of life for its residents; and will ensure the sustainable development of the region.	Advancing Galway as a SMART City	Digital Strategy	D09	2026
ED6	<b>Direct supports to local businesses</b>	To facilitate a strong, sustainable, inclusive, economic ecosystem in Galway City, which offers access to employment for all, with particular attention to the diversity of groups covered by the Public Sector Equality and Human Rights Duty; will provide a good quality of life for its residents; and will ensure the sustainable development of the region.	Administration support to the Shopfront Enhancement Scheme	No of shopfront enhancement grants processed	D09	2026
ED7	<b>Direct supports to local businesses</b>	To facilitate a strong, sustainable, inclusive, economic ecosystem in Galway City, which offers access to employment for all, with particular attention to the diversity of groups covered by the Public Sector Equality and Human Rights Duty; will provide a good quality of life for its residents; and will ensure the sustainable development of the region.	Support Galway Chamber in the implementation for the 'Love Galway Gift Card'.	No of business participating in the scheme. No. of Gift cards sold in 2026	D09	2026

Ref:	Principal Services	Service Objective /Priorities	Service Delivery Strategy	Performance Standard	Budget Division	Timeline
ED8	<b>Implement the Night-Time Economy action plan</b>	To facilitate a strong, sustainable, inclusive, economic ecosystem in Galway City, which offers access to employment for all, with particular attention to the diversity of groups covered by the Public Sector Equality and Human Rights Duty; will provide a good quality of life for its residents; and will ensure the sustainable development of the region.	Supporting the development of the night-time economy in Galway City.	Number of actions in plan implemented or in progress	D09	2026
ED9	<b>Participate in EU funded projects</b>	To facilitate a strong, sustainable, inclusive, economic ecosystem in Galway City, which offers access to employment for all, with particular attention to the diversity of groups covered by the Public Sector Equality and Human Rights Duty; will provide a good quality of life for its residents; and will ensure the sustainable development of the region.	Supporting the development of the night-time economy in Galway City.	Partner in EU Interreg Project: NITIES: Night-Time Economy Strategies and EU URBACT Project: 'Accessible Cities for All' No of events in Galway City during Ireland's presidency of EU in 2nd half of 2026	D09	2026
T1	<b>Support the development of existing events and festivals in Galway City and work with partner organisations to pilot new events/ festivals in the City.</b>	To make Galway City a model of cultural sustainability, community participation and exciting cultural and creative experiences.	Increasing revenue in the tourism sector, benefiting local businesses and employment.	Number of new events and festivals in the city	D05	2026

Ref:	Principal Services	Service Objective /Priorities	Service Delivery Strategy	Performance Standard	Budget Division	Timeline
T2	<b>Implement the Destination Experience Development Plan (DEDP) in 2026 in partnership with Fáilte Ireland.</b>	To facilitate a strong, sustainable, inclusive, economic ecosystem in Galway City, which offers access to employment for all, with particular attention to the diversity of groups covered by the Public Sector Equality and Human Rights Duty; will provide a good quality of life for its residents; and will ensure the sustainable development of the region.	Increasing revenue in the tourism sector, benefiting local businesses and employment.	No of Galway City Council led actions implemented	D05	2026
T3	<b>Further develop the Winter Holiday experience in Galway City</b>	To facilitate a strong, sustainable, inclusive, economic ecosystem in Galway City, which offers access to employment for all, with particular attention to the diversity of groups covered by the Public Sector Equality and Human Rights Duty; will provide a good quality of life for its residents; and will ensure the sustainable development of the region.	Increasing revenue in the tourism sector, benefiting local businesses and employment.	Increased Tourism activity	D05	Q4 2026
T4	<b>Support the Galway Convention Bureau to attract business-based tourism in the City.</b>	To facilitate a strong, sustainable, inclusive, economic ecosystem in Galway City, which offers access to employment for all, with particular attention to the diversity of groups covered by the Public Sector Equality and Human Rights Duty; will provide a good quality of life for its residents; and will ensure the sustainable development of the region.	Increasing revenue in the tourism sector, benefiting local businesses and employment.	Increased Tourism activity No of events held in Galway City during Ireland's Presidency of EU in 2nd half of 2026	D09	2026

Ref:	Principal Services	Service Objective /Priorities	Service Delivery Strategy	Performance Standard	Budget Division	Timeline
T5	<b>Progress the development of the Watersports Hub at the Waterworks Site in Terryland</b>	To facilitate a strong, sustainable, inclusive, economic ecosystem in Galway City, which offers access to employment for all, with particular attention to the diversity of groups covered by the Public Sector Equality and Human Rights Duty; will provide a good quality of life for its residents; and will ensure the sustainable development of the region.	Invest in key infrastructure projects that improve access to cultural sites and tourism attractions.	Increased Tourism activity	D09	2026
T6	<b>Progress the development of a new Tourist Information Centre in Eyre Square with support from Fáilte Ireland</b>	To facilitate a strong, sustainable, inclusive, economic ecosystem in Galway City, which offers access to employment for all, with particular attention to the diversity of groups covered by the Public Sector Equality and Human Rights Duty; will provide a good quality of life for its residents; and will ensure the sustainable development of the region.	Invest in key infrastructure projects that improve access to cultural sites and tourism attractions.	Increased Tourism activity	D05	2026
T7	<b>Progress the Museum extension and refurbishment project</b>	To make Galway City a model of cultural sustainability, community participation and exciting cultural and creative experiences.	Managing, maintaining and upgrading the enterprise and cultural infrastructure owned by Galway City Council.	Progress of project to construction phase	F05	2026

Ref:	Principal Services	Service Objective /Priorities	Service Delivery Strategy	Performance Standard	Budget Division	Timeline
T8	<b>Manage international relations within Galway City Council to harness the potential of EU funding, Sister Cities and Twining and international delegations coming to the City</b>	To facilitate a strong, sustainable, inclusive, economic ecosystem in Galway City, which offers access to employment for all, with particular attention to the diversity of groups covered by the Public Sector Equality and Human Rights Duty; will provide a good quality of life for its residents; and will ensure the sustainable development of the region.	Maintaining Galway's advantages as a location for inward investment and ensure that local enterprises can benefit from this investment.	Level of international Activity	D09	2026
T9	<b>Operate Leisureland Facility</b>	To facilitate a strong, sustainable, inclusive, economic ecosystem in Galway City, which offers access to employment for all, with particular attention to the diversity of groups covered by the Public Sector Equality and Human Rights Duty; will provide a good quality of life for its residents; and will ensure the sustainable development of the region.	Managing, maintaining and upgrading the enterprise and cultural infrastructure owned by Galway City Council.	Level of activity at facility	F01	2026
T10	<b>Participate in EU funded projects</b>	To facilitate a strong, sustainable, inclusive, economic ecosystem in Galway City, which offers access to employment for all, with particular attention to the diversity of groups covered by the Public Sector Equality and Human Rights Duty; will provide a good quality of life for its residents; and will ensure the sustainable development of the region.	Invest in key infrastructure projects that improve access to cultural sites and tourism attractions	Interreg North West Europe funded Unlocking Heritage Opportunities for Slow Tourism SLOWTOUR	D05	2026

Ref:	Principal Services	Service Objective /Priorities	Service Delivery Strategy	Performance Standard	Budget Division	Timeline
<b>C1</b>	<b>Deliver the Creative Ireland strategy in Galway City</b>	To make Galway City a model of cultural sustainability, community participation and exciting cultural and creative experiences.	Using culture to implement new approaches to tackling disadvantage and social exclusion and engage marginalised and lesser heard communities	Creative Ireland Programme implemented	F05	2026
<b>C2</b>	<b>Continue investment in the energy upgrade, improved accessibility and modernisation of economic and cultural buildings to ensure that 2030 sustainability targets are met</b>	To facilitate a strong, sustainable, inclusive, economic ecosystem in Galway City, which offers access to employment for all, with particular attention to the diversity of groups covered by the Public Sector Equality and Human Rights Duty; will provide a good quality of life for its residents; and will ensure the sustainable development of the region	Managing, maintaining and upgrading the enterprise and cultural infrastructure owned by Galway City Council.	Building improvements	F01	2026
<b>C3</b>	<b>Implement the Cultural Partnerships programme</b>	To make Galway City a model of cultural sustainability, community participation and exciting cultural and creative experiences.	Safeguard and celebrate Galway City's unique cultural heritage while developing contemporary arts and creativity	Number of Cultural partnerships in place	F05	2026

Ref:	Principal Services	Service Objective /Priorities	Service Delivery Strategy	Performance Standard	Budget Division	Timeline
C4	<b>Implement the Arts Strategy</b>	To make Galway City a model of cultural sustainability, community participation and exciting cultural and creative experiences.	Safeguard and celebrate Galway City's unique cultural heritage while developing contemporary arts and creativity	Actions within the Arts Strategy in Progress	F05	2026
C5	<b>Develop a new Arts Strategy for Galway City</b>	To make Galway City a model of cultural sustainability, community participation and exciting cultural and creative experiences.	Safeguard and celebrate Galway City's unique cultural heritage while developing contemporary arts and creativity	New Arts Strategy	F05	2026
C6	<b>Operate Galway Museum</b>	To make Galway City a model of cultural sustainability, community participation and exciting cultural and creative experiences.	Managing, maintaining and upgrading the enterprise and cultural infrastructure owned by Galway City Council.	No of exhibitions and events at Museum. Visitor numbers	F05	2026
C7	<b>Operate Council owned cultural infrastructure in partnership with Cultural partners</b>	To make Galway City a model of cultural sustainability, community participation and exciting cultural and creative experiences.	Safeguard and celebrate Galway City's unique cultural heritage while developing contemporary arts and creativity	Level of activity at venues	F05	2026
C8	<b>Operate the Town Hall and Black Box Theatres</b>	To make Galway City a model of cultural sustainability, community participation and exciting cultural and creative experiences.	Managing, maintaining and upgrading the enterprise and cultural infrastructure owned by Galway City Council.	Level of activity at venues	F05	2026

## 13.4 Human Resources

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

### Sustainable Development Goals



Ref:	Principal Services	Service Objective /Priorities	Service Delivery Strategy	Performance Standard	Budget Division	Timeline
HR1	<b>Recruitment &amp; Workforce Planning</b>	Deliver 2026 Recruitment Plan	Develop and implement 2026 Recruitment Plan in accordance with employment legislation, government circulars and agreements as relevant.	New and vacant posts filled according to priorities in a timely manner and in accordance with legislation etc.		Ongoing
			Manage staff re-assignment and transfer processes for Water Services Transition Programme.	Reassignments and transfers progressed.		Ongoing to end 2026

Ref:	Principal Services	Service Objective /Priorities	Service Delivery Strategy	Performance Standard	Budget Division	Timeline
HR2	<b>Learning &amp; Development</b>	Support staff throughout the employee life.	Develop and implement 2026 Learning & Development Plan in line with corporate requirements and/or PMDS identified training needs and support implementation of Health & Safety Training Plan.	2026 Learning & Development Plan and Health & Safety Plan implemented.		Ongoing
HR3	<b>Industrial Relation &amp; Employee Relations</b>	Manage Industrial Relations and Employee Relations matters through HR policies and processes, trade union engagement, dispute protocols and mechanisms, and/or WRC/ Labour Court/Courts processes as relevant.	Facilitate Union and engagement on high level transformation programmes such as Strategic Workforce Plan, relocations to Crown Sq., Sandy Road, Water Services Transition, and other industrial relations and employee relations matters that arise.	High Level Information & Consultation meetings held on transformation programmes. Effective engagement held with Trade Unions, Employees and Line Managers to address issues raised.		Ongoing
			Manage grievance investigation process, and WRC/Labour Court/ legal caseload.	Investigations, WRC and Labour Court and legal cases progressed as required.		Ongoing

Ref:	Principal Services	Service Objective / Priorities	Service Delivery Strategy	Performance Standard	Budget Division	Timeline
HR4	Staff Welfare & Wellbeing	Assist staff to deal with issues as they arise in their working lives	Provide information and advice to staff and Line Management on workplace flexibility programmes, staff welfare and wellbeing supports	Line Management and staff availing of workplace flexibility programmes, staff welfare and wellbeing supports as relevant.		Ongoing
HR5	Data Systems & Support Operations	Support organisational policy development and operations	Manage HR Payroll amendments process and implementation of pay increases and allowances as applicable.	Payments and allowances made on a fortnightly basis with pay increases made in a timely manner.		Ongoing
			Operate superannuation schemes in accordance with relevant legislation.	Schemes administered in accordance with legislation.		Ongoing
			Support time and attendance operations.	Operations supports as relevant.		Ongoing
			Compile reports and analyse data from HR data systems as required by the organisation.	Reports compiled and data analysed as required.		Ongoing

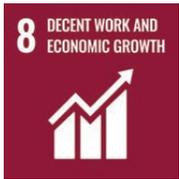
## 14 Corporate Development Directorate



## 14.1 Corporate Services Administration and Governance

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

### Sustainable Development Goals



Ref:	Principal Services	Service Objective / Priorities	Service Delivery Strategy	Performance Standard	Budget Division	Timeline
CS1	<b>Governance</b>	Maintain robust governance structures to deliver the Corporate Plan.  Embed Corporate Governance & Compliance Program across the organisation:	GDPR Privacy by design Training programmes Maintain Statutory requirements regarding FOI/AIE/Re-use on Information.	Meet objectives set out in the Local Government Act (as amended) and relevant legislation.		Ongoing
CS2	<b>Public Liability</b>	Administer Public Liability claims and ensure Corporate Liability is effectively managed.	Continue to use data to utilise data for public liability claims.	Performance Report to be provided to Senior Management.		Year end Mid-2026

Ref:	Principal Services	Service Objective / Priorities	Service Delivery Strategy	Performance Standard	Budget Division	Timeline
CS3	Corporate Administration	Developing realistic and achievable Annual Service Delivery Plans (ASDP) that are intrinsically linked to the annual budgetary process.	Ongoing monitoring and continuous Improvement by conducting periodic evaluations and reviews to keep plans on track and refine future planning and budgeting processes.	Submission of the final ASDP plan within the statutory deadlines for consideration by Council.	H	In line with statutory requirements.
		Providing updates on progress through the Monthly Management and Quarterly Report to Council along with other reports and updates.	Facilitate meeting support services for committees, including the Council, Corporate Policy Group, Corporate Development Strategic Policy Committee (SPC), Procedures Committee and Area Committees.	Regular updates on key performance indicators (KPIs) and updates on strategic objectives.		Monthly/Qtrly 2026
		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.	Publish reports online in accessible formats within statutory timelines as set out in the Local Government Act, as amended.  Integrate recommendations from audits and oversight bodies into corporate governance and planning processes.	Annual Report published by statutory deadline; NOAC indicator submission; audit actions closed timely responses to NOAC recommendations.		Annually
		Strive to achieve the 'Excellence in Local Government' award.	Continue to implement a culture of continuous improvement and adopt innovative approaches to enhance service delivery.	Strive to meet or exceed the criteria for the Excellence in Local Government' award.		

Ref:	Principal Services	Service Objective / Priorities	Service Delivery Strategy	Performance Standard	Budget Division	Timeline
CS3	<b>Corporate Administration</b>	To deliver economies and efficiencies through working with other local authorities and agencies on shared services initiatives.	To achieve economies and efficiencies, we will collaborate with neighbouring local authorities and relevant agencies to identify and implement shared service initiatives.	Shared services initiatives must be evaluated for effectiveness, with clear performance targets and measurable outcomes, ensuring that services are delivered at optimal cost while maintaining quality and accessibility.		
CS4	<b>Register of Electors / Franchise / Election Management</b>	Maintain and manage the Electoral Register Ensure successful delivery of Electoral Events.	Ensure successful migration to Voter.ie as the core platform for data management and access for electoral registration which is a key deliverable under the Electoral Reform Act 2022.  Work in partnership with the Electoral Commission (An Coimisiún Toghcháin) and the Department of Housing, Local Government and Heritage.	Support inclusive participation by assisting vulnerable groups and running public awareness campaigns on voter rights, registration deadlines, and the importance of keeping details up to date.  Ensure successful delivery Galway West By-Election 2026, any other Electoral events and work towards Local Elections in 2029.	H0401	Ongoing

Ref:	Principal Services	Service Objective / Priorities	Service Delivery Strategy	Performance Standard	Budget Division	Timeline
CS5	Customer Services	Business Transformation through enhanced customer service	New Customer Relations Management System (CRM) online portal to go live to manage interactions with our customers,	Ensure customer cases are resolved within agreed service timelines.	J0201	Implementation due Q1 2026
		Ensuring our services are accessible to all	Review and improve physical, digital, and communication accessibility for all service users. Further enhance bilingual support and accessibility features to support inclusive service delivery.	Work with Corporate Development SPC and stakeholders to deliver on commitment to accessibility and inclusiveness for all.		Ongoing
		Ensuring our services meet the needs of our customers.	Regularly review services to ensure they comply with relevant legislation. Continued implementation and review of Customer Charter and Code of Conduct and Customer Services Action Plan in line with targets as set out in the Quality Customer Services Strategy.	Incorporate equality and human rights in service design through staff training and compliance reviews.		Ongoing

Ref:	Principal Services	Service Objective / Priorities	Service Delivery Strategy	Performance Standard	Budget Division	Timeline
CS6	Gaeilge	Progress our vision for Galway as a Gaeltacht city through the implementation of the 4ú Language Plan/ Scéim Teanga and Official Languages Act (OLA) (2003) and in conjunction with relevant stakeholders and continue to enhance our capacity to provide services through the Irish language, visibility of the Irish language and to enable and promote the use and visibility of Irish.	<p>Develop an Irish language strategy.</p> <p>Coordinating complaints - logging and response.</p> <p>Civic Naming and Commemoration Committee Gaeilge sub SPC - participation/ administration.</p> <p>Translation - manage contract.</p> <p>Advertising obligations - coordination/ reporting.</p> <p>Advice and support to comply with Recruitment Targets of 20% of staff to be competent in Irish by 2030.</p> <p>Advice and support on compliance and delivery of services through Irish - ensuring management and staff are aware of their obligations under OLA and Irish Language Plan.</p>	<p>Work with Gaeilge SPC and stakeholders to deliver an Irish language strategy.</p> <p>Ongoing adherence to deadlines for responses to complaints</p> <p>Annual return of advertising obligations</p> <p>Ongoing training and awareness campaigns.</p> <p>Audit of services.</p> <p>Recruitment: assist Senior Management and HR by providing relevant legislation targets and updates.</p>		Ongoing
CS7	Archives & Record Management	Implement effective procedures to manage Archives and Record Management systems for the City Council. Manage a cross-departmental document and file retention programme.	Develop a digital records management policy and system.	Trial of digital records system to be conducted with a number of Departments.		12-months

Ref:	Principal Services	Service Objective /Priorities	Service Delivery Strategy	Performance Standard	Budget Division	Timeline
CS8	Communications	Supporting our staff to engage in effective communications with our diverse internal and external stakeholders, across a range of channels – supporting access to services, information and fair dealings with the local authority, in a timely manner.	<p>Develop and implement comprehensive communications and corporate marketing strategy.</p> <p>Deliver communications and corporate marketing campaigns to promote the strategic corporate objectives of Galway City Council.</p> <p>Set targets, objectives, reporting and key performance indicators relating to all public relations /media and marketing activities across the Local Authority.</p> <p>Lead out on crisis communication plans and on the ground management.</p> <p>Delivery of PR and communications activities.</p> <p>Provide training to senior management/ comms and marketing unit.</p> <p>Oversee the drafting and publication of all Council press releases and media responses.</p> <p>Design and deliver communications strategies to support the stakeholder engagement of all high-profile projects in the city.</p> <p>Management and delivery of all local authority media/public advertising campaigns.</p> <p>Management of social media accounts.</p> <p>Management of corporate photo bank.</p> <p>Graphic design.</p>	Develop Communications and Corporate marketing Strategy with stakeholder engagement.		Ongoing

Ref:	Principal Services	Service Objective /Priorities	Service Delivery Strategy	Performance Standard	Budget Division	Timeline
CS9	Health & Safety	Safety, Health and Welfare at Work – continue to implement and enhance legislative & corporate safety, health & welfare as a key priority within Galway City Council.	Coordinate the implementation of the Safety Management System, Safety Statement and relevant Policies and Procedures at Galway City Council.	Coordinate implementation of the Safety Statement & SMS and relevant Policies & Procedures.  Compliance with Health and Safety legislation and policies.	ZHR00016	Ongoing.

## 14.2 Information & Communication Technology (ICT)

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

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

### Sustainable Development Goals



Ref:	Principal Services	Service Objective / Priorities	Service Delivery Strategy	Performance Standard	Budget Division	Timeline
ICT1	<b>Digital Transformation</b>	<p>To fundamentally transform the way people, interact and do business with Galway City Council.</p> <p>We will provide easy access to digital local government services and encourage people to use these services by improving consistency and focusing on the needs of individuals planning when designing those services.</p>	<p>Implementing the Local Government Digital &amp; ICT Strategy 2024-2030 while keeping usability, accessibility, and innovative ways of interacting with the council to the fore.</p> <p>Providing staff with a single platform to track and manage all interactions with councillors and public.</p>	<ul style="list-style-type: none"> <li>- Delivery of a Citizen Portal for logging issues/requests /applications in Q1 2026</li> <li>- Delivery of a portal for Councillors to log issues/representations and NOMs in Q2 2026</li> <li>- Delivery of a CRM (Customer Relationship Management) platform for managing all items logged via the portal in Q1 2026</li> <li>- Staff trained and fully engaged with operation of the Case Management platform by Q1 2026</li> <li>- Continuous improvement and addition of new services as applicable</li> </ul>		Q4 2030

Ref:	Principal Services	Service Objective / Priorities	Service Delivery Strategy	Performance Standard	Budget Division	Timeline
ICT2	<b>Secure and Reliable ICT</b>	<p>To support the organisation in the delivery of services through the provision of stable &amp; secure technology &amp; communications infrastructure</p> <p>We will continuously improve the technology infrastructure to ensure our data and records are secure, following least privilege access principles, while being highly available and resilient to outages</p> <p>We will improve the efficiency and effectiveness of the way we work by making the most of new technologies.</p>	<p>Local Government Digital and ICT Strategy 2024-2030;</p> <p>Digital Government 2030;</p> <p>NCSC Guidelines;</p> <p>NIS2 Information Security Framework;</p>	<ul style="list-style-type: none"> <li>- 99.995% Uptime of critical systems hosted in-house;</li> <li>- Ongoing reviews of security, Identity &amp; Access Management</li> <li>- Continuous monitoring &amp; Maintenance of networks and systems</li> <li>- Improved Hardware &amp; Software/Digital Asset Management</li> </ul>		Ongoing
ICT3	<b>Internet/ Intranet</b>	<p>We will provide web technology for the delivery of information to, and collection of data from citizens of the city and an engagement platform for employees.</p>	<p>Local Government Digital and ICT Strategy 2024-2030;</p> <p>Digital Government 2030.</p>			Ongoing day-to-day activity

Ref:	Principal Services	Service Objective / Priorities	Service Delivery Strategy	Performance Standard	Budget Division	Timeline
ICT4	<b>Employee Technical Support</b>	We will ensure all staff have the technology, tools and skills they need to fully interact in a digital way.	<p>Review of IT Helpdesk functionality, ease of use and user satisfaction surveys.</p> <p>Provision of suitable standardised &amp; secured technology to all staff.</p> <p>Review of technology solutions available, upgrade/replacement where necessary.</p>	<p>Revision of an internal helpdesk platform for the submission of all ICT issues and requests.</p> <p>Ensure all requests and issues closed within agreed timeframes (according to urgency/severity)</p>		Ongoing day-to-day activity
ICT5a	<b>Enterprise Application support</b>	We will continue to provide cloud-based or locally hosted solutions (as applicable), to improve both internal and external information management, access, and protection.	<p>Local Government Digital and ICT Strategy 2024-2030;</p> <p>Digital Government 2030;</p>	Delivery of new Power Apps to support digital transformation of existing paper-based processes		Ongoing & in response to business demand

Ref:	Principal Services	Service Objective / Priorities	Service Delivery Strategy	Performance Standard	Budget Division	Timeline
ICT5b	<b>Enterprise Application support</b>	We will continue to provide support, advice and guidance for Enterprise solutions and new technologies.	Local Government Digital and ICT Strategy 2024-2030; Digital Government 2030;	Provision of online Learning Management system integrated with Employee records/PMDS in cooperation with HR  Provision of Information Management tools for Archivist/DPO and BIM		Ongoing & in response to business demand
ICT6	<b>Cyber Security</b>	We will remain constantly vigilant regarding the increase in cybercrime attacks against public sector bodies. We will take all necessary steps to secure the City Council's data on all platforms. We will continue to invest in Cybersecurity measures.	Digital Government 2030;	<ul style="list-style-type: none"> <li>- Adherence to NCSC Guidelines</li> <li>- Improved CIS Controls Score</li> <li>- PEN Testing exposes no vulnerabilities</li> <li>- Vulnerabilities in 3rd party technologies closed within agreed timeframes (depending on severity)</li> <li>- Internal Audit results in zero critical points returned</li> </ul>		Ongoing day-to-day activity

## 14.3 Finance

### Sustainable Development Goals



Ref:	Principal Services	Service Objective / Priorities	Service Delivery Strategy	Performance Standard	Budget Division	Timeline
<b>FIN01</b>	<b>Maximise and management resources</b>	Efficient & Effective administration of the Purchase to Pay Process.	Monitoring and updating policies and procedures in relation to procurement and processes within the organisation.	Prompt, compliant and secure processing and payment of suppliers and payment of taxes to Revenue.	J06	Ongoing throughout 2026
<b>FIN02</b>	<b>Income Collection</b>	Maximise Income collection from major Revenue sources (Rates, Rents, Loans and others).	Appropriate and effective communication with customers on an ongoing basis. Increasing methods of payment options for customers.	Rate, Rents & Loans Collection % published Annually by NOAC.	J06	Ongoing throughout 2026

Ref:	Principal Services	Service Objective / Priorities	Service Delivery Strategy	Performance Standard	Budget Division	Timeline
<b>FIN03</b>	<b>Statutory Financial Reporting</b>	Prepare and publish Quarterly Financial Reporting and Statutory Annual Financial Statements in line with the code of Practice and Statutory Deadlines.	Accurate and timely reporting is supported by detailed Finance work schedules and ongoing budgetary reviews. The Annual Audit report is prepared by the Independent Local Government Auditor each year.	Revenue Account Balance published annually by NOAC.	J06	Quarterly throughout 2026 and Annual Financial Statements deadline is 31st March each year.
<b>FIN04</b>	<b>Budgetary Process</b>	Adopt Local Property Tax Adjustment factor. Prepare and publish Annual Statutory Budgets in consultation with public and elected members.	Prescribed annual budget work programme which includes consultations with other Directorates and to produce a balanced budget which meets the needs of all stakeholders.	Prescribed Budget Process and statutory deadlines.	J06	Annual Budget Process commences August each year until Nov/Dec each year when Budget is Adopted.
<b>FIN05</b>	<b>Governance</b>	To assist with the overall Governance of the Council.	Ensure the Finance objectives included in the Corporate Plan are delivered by including them in the Team Development Plan.	Quarterly review of Finance Team Development Plan.	J06	Ongoing throughout 2026



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