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|  | ***Comhairle Cathrach na Gaillimhe Plean Seachadadh Seirbhíse 2018***  DRAFT GALWAY CITY COUNCIL SERVICE DELIVERY PLAN 2018 |  |
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# Réamhrá

Chuir Alt 50 den Acht um Athchóiriú an Rialtais Áitiúil tús le riachtanas Plean Bliana Seachadadh Seirbhíse a ullmhú ag gach údarás áitiúil, agus na seirbhísí a bheartaíonn sé a sheachadadh chuig an bpobal sa bhliain amach romhainn a aithint. Is é aidhm an Phlean Seachadadh Seirbhíse seo ná cáipéis chorparáideach a sholáthar a aibhsíonn na seirbhísí a bheifear a chur ar fáil ag gach Rannóg i gComhairle Cathrach na Gaillimhe i 2017.

Is cathair ilghnéitheach í Gaillimh, a bhfuil cáil dhomhanda uirthi, agus a bhfuil meascán gnéithe ar leith mar chuid di, ar nós cruthaitheacht ealaíonta, pobail láidre, sáráiseanna oideachais, earnáil fholláin thurasóireachta, agus ar sárshuíomh í d’idir infheistíocht dhúchasach agus ilnáisiúnta.

Agus iad ag oibriú le chéile ar son Chathair na Gaillimhe, déanann baill thofa agus foireann Chomhairle Cathrach na Gaillimhe an-iarracht seirbhísí agus áiseanna a sholáthar don dream a bhfreastalaímid orthu, agus cuireann sé sin le tarraingteacht na Gaillimhe agus leis an taitneamh a bhaintear aisti dár bpobail, dár dturasóirí agus don earnáil ghnó.

D’fhorbair Comhairle Cathrach na Gaillimhe ***Creat Inbhuanaitheachta*** in 2016, creat a chuimsíonn na réimsí Forbairt Eacnamaíoch; Forbairt Thurasóireachta agus ár Straitéis Chultúrtha. Is féidir croílár an Chreata seo a roinnt ar thrí bhealach:

***Daoine...***Is féidir le Cathair na Gaillimhe maíomh as sárearnáil tríú leibhéil as a dtagann céimithe do gach tionscail le saineolas ar ardleibhéal agus a bhfuil siad réidh chun fostaíochta ag comhlachtaí dúchasacha agus infheistíochta. Maille leis sin, déanann clár líonra pobail agus gníomhachtú sóisialta, a dtugann an Chomhairle Cathrach tacaíocht dó, gach iarracht a chinntiú go bhforbraíonn na pobail agus an geilleagar i dteannta a chéile, mar go bhfuil dlúthcheangal eatarthu.

***Próiseas...***Is gné thar a bheith tarraingteach do chathair a bhfuil rath uirthi an cumas atá ag a cuid cónaitheoirí, cuairteoirí agus infheisteoirí gnó a dhéanamh a éifeachtúla agus is féidir. Ghlac Comhairle Cathrach na Gaillimhe lena Plean Forbartha Cathrach don tréimhse 2017 – 2023 i mí na Nollag 2016, agus leis an bplean seo, leagann Comhairle Cathrach na Gaillimhe amach an polasaí leathan eacnamaíoch atá aici chomh maith leis an treoir ar úsáid talaimh, a éascóidh leathnú agus forbairt leanúnach na cathrach, idir ghnéithe sóisialta agus eacnamaíocha.

***Áit...***Is ardán riachtanach é an *Caighdeán Saoil* do chathair a bhfuil rath uirthi, mar is gné é seo a mheallann cónaitheoirí agus gnólachtaí iad féin a lonnú i nGaillimh, chomh maith le fanacht i nGaillimh. Tá ról ríthábhachtach ag an gComhairle Cathrach anseo maidir le hinfrastruchtúr cuí agus ofráil riocht phoiblí a fhorbairt. Feicfear dul chun cinn Straitéis Chomhtháite Bainistiú Tráchta, ar tacaíodh leis le gairid, in 2017, chomh maith le forbairt Straitéis Riocht Phoiblí don chathair. Maille leis sin, tuigtear gur croílár cultúir agus ealaíon í Gaillimh, agus gur dlúthchuid dár

* 1. itheantas í, agus tacaíonn an Chomhairle Cathrach le tallann nua agus atá ag teacht chun cinn gach bliain, trí chúnamh deontais agus/nó rochtain ar spás taibhithe.

Is ***tosaíocht ríthábhachtach*** í Seirbhís Tithíochta atá éifeachtach agus sofhreagrach do Chomhairle Cathrach na Gaillimhe in 2017. Leanfaidh an Chomhairle uirthi i gcomhpháirt leis an Roinn Comhshaoil, Pobail agus Rialtas Áitiúil, na Comhlachtaí Ceadaithe Tithíochta agus gach páirtí leasmhar le forbairt a dhéanamh ar agus an méid is mó a dhéanamh de roghanna Tithíocht Shóisialta i gCathair na Gaillimhe, i gcomhar le crainn thaca an Straitéis Naisiúnta Tithíochta, ***Rebuilding Ireland.***

Tá sé mar dhualgas orainne ar fad a oibríonn ar son na cathrach iontaí seo leanúint orainn ag seachadadh seirbhisí ar ardchaighdeán atá freagrúil do riachtanais éagsúla na bpobal a bhfreastalaímid orthu.

Réitíodh an Plean Seachadadh Seirbhíse seo bunaithe ar fhorálacha an bhuiséid de chuid Chomhairle Cathrach na Gaillimhe do 2017 ar glacadh leis, agus tógann sé cuntas freisin do na cuspóirí straitéiseacha atá aontaithe i bPlean Corparáideach Chomhairle Cathrach na Gaillimhe 2015- 2019.

Tá tosaíochtaí corparáideacha uileghabhálacha, a aontaíodh in 2014, mar bhonn agus mar thaca ag an bPlean. Is iad sin:

#### Forbairt eacnamaíoch Chathair na Gaillimhe a thiomáint

#### Forbairt shocheacnamaíoch chuimsitheach agus chothromasach Chathair na Gaillimhe a thiomáint

#### Díriú arís ar fhreagrachtaí dlíthiúla agus rialála

#### An eagraíocht a athbheochan

Tá an Plean leagtha amach ar bhonn rannóg seachadta seirbhíse agus aithnítear ann na cláir oibre do gach rannóg in 2017.

# Introduction

Section 50 of the Local Government Reform Act, 2014, established the requirement for each local authority to prepare an Annual Service Delivery Plan, identifying the services that it proposes to deliver to the public in the year ahead. The purpose of this Service Delivery Plan is to provide a corporate document that highlights the services that will be provided by Galway City Council across all departments in 2017.

Galway is a world famous, multi-faceted city made up of a unique blend of artistic creativity, strong communities, excellent education facilities, a thriving tourist sector, and a superb location for both indigenous and multi-national investment.

Working together for Galway City, the elected members and staff of Galway City Council endeavour to provide services and facilities to the people we serve, which in turn contributes to making Galway an attractive and enjoyable city for our communities, our tourists and the business sector.

Galway City Council has in 2016 developed a ***Sustainability Framework*** across the areas of Economic Development; Tourism Development and in our Cultural Strategy. The essence of this framework can be distilled into the three P’s: ***People, Process and Place.***

***People ...***Galway City boasts an enviable third level education sector developing graduates with high level expertise across many industries immediately available for employment by indigenous and investing companies. In addition Galway City’s community network and social activation programme, which is supported by the City Council, strives to ensure that communities and the economy develop in tandem as they are inextricably linked.

***Process ...***A key attractor for a successful city is the ability for its residents, visitors and investors to be able to do business as efficiently as possible. Galway City Council adopted its City Development Plan for the period 2017 – 2023 in December, 2016 and through this plan the City Council has set out its broad economic policy and land use direction, which will facilitate the continued expansion and development of the city both socially and economically.

***Place ...****Quality of Life* is an essential platform for the success of a city as it is this element that encourages residents and businesses to locate in Galway and also to remain in Galway. The City Council has a key role in this regard in terms of developing appropriate infrastructure and public realm offering. 2017 will see the progression of the recently endorsed Integrated Traffic Management Strategy and the development of a Public Realm Strategy for the city. In addition the cultural and artistic hub that is Galway is a crucial part of our identity and the City Council annually supports and encourages new and emerging talent through grant aid and/or access to performance space.

In 2017 an effective and responsive Housing service continues to be a **key priority** for Galway City Council. The City Council will continue to work in partnership with the Department of the Environment, Community and Local Government, the Approved Housing Bodies, and all relevant stakeholders to maximise and expand on Social Housing choices in Galway City, in line with the pillars of the National Housing Strategy, ***Rebuilding Ireland.***

It is the responsibility of all of us who work on behalf of this great city to continue to deliver high quality services that are responsive to the diverse needs of the public we serve.

This Service Delivery Plan has been prepared based on the provisions of the adopted budget of Galway City Council for 2017, and it also takes account of the strategic objectives agreed in the Galway City Council Corporate Plan, 2015-2019.

The Plan is underpinned by the overarching corporate priorities agreed in 2014, which are to:

#### Drive the economic development of Galway City

#### Drive the inclusive and equitable socio-economic development of the City

#### Refocus on legal and regulatory responsibilities

#### Revitalise the organisation

The Plan is set out on a service delivery department basis and identifies the work programmes for each department for 2018.

# Support Departments

All of the direct service delivery departments are supported by enabling departments in the organisation, which are not charged directly with service provision but provide essential supports across all departments in order to facilitate the work programmes. The support departments are:

* + - Finance Department;
    - Human Resources Department;
    - Information and Communication Technologies Department;
    - Corporate Services Department.

### Finance Department

The strategic objective of the Finance Department is:

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

Some of the key service objectives for the finance department in 2017 include:

* Implementation of centralised approach to purchasing/procurement;
* Implementation of enhanced Debt Management System & processes;

### Human Resource Department

The strategic objective of the Human Resource Department is:

### To encourage and assist staff to develop their full potential as valued employees of Galway City Council. To utilise our staff resources to the maximum effect in the context of our changing environment.

### To work in partnership with all relevant stakeholders to maintain industrial peace and ensure a consistent high quality service to our customers.

Some of the key service objectives for the Human Resource Department in 2018 include:

* Ongoing review of pressure points across the organisation and assign resources as effectively as possible,
* Recruit the most suitably qualified staff in a timely and transparent manner,
* Completion of efficiency reviews in conjunction with contracting out protocols and in consultations with all relevant Unions,
* Ensure that revised Performance Management and Development System is implemented effectively at team and individual levels,
* Maintain and Implement appropriate Staff Welfare Policy and Procedures,
* Complete Superannuation Data Readiness Project and CORE system updates in line with national deadlines.

**Information and Communication Technologies Department (ICT) Service Delivery Plan 2018**

The strategic objectives of the Information and Communications Technologies (ICT) department are:

**To maximise the benefits of Information and Communications Technologies in delivering an accessible service to the public, provide excellent support and developmental ICT services to staff, elected members, and the Departments of Galway City Council.**

Some of the key service objectives for the ICT department in 2018 include:

* Create a cybersecurity secure-aware culture in Galway City Council and boost protection systems against cybercrime
* Compliment and improve the delivery of services through digital channels @ [www.galwaycity.ie](http://www.galwaycity.ie)
* Provide a trusted service where citizens providing information to Galway City Council are confident the information will be used for the

stated purposes and keep safe

* Prioritised the delivery of services to support Galway City Councils Strategy development
* Enhanced ICT infrastructure throughout Galway City Council providing a robust and secure infrastructure for the delivery of efficient and

reliable services

### Corporate Services Department

The strategic objective of the Corporate Services Department is:

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

Some of the key service objectives for the corporate service department in 2018 include:

* Provide effective meetings support to elected members and Senior Management Team. Implementation of Standing Orders for Regulating Meetings and Procedures to ensure more effective and productive meetings.
* Complete strategic review of Council's land/property assets in order to maximise value to the city as part of the PIR project and Optimise efficiency in the management and maintenance of Council facilities,
* Continue to exploit potential for expanding the remit of the Customer Services Unit and further promote and develop customer service

initiatives in the Council,

* Progress our vision for Galway as a bilingual city in conjunction with relevant stakeholders and continue to enhance our capacity to provide services through the Irish language and to promote the use of Irish,
* Implement effective procedures to manage Archives and Record Management systems for the City Council.
* Develop and bring forward office accommodation proposals to consolidate the delivery of services to the public.



**Housing & Social Inclusion Department Service Delivery Plan 2018**

The core objective of the Housing Department is to house families in need of housing and to ensure that the homes provided are to the highest standard possible. This objective is delivered through a number of programmes across the Department including the capital construction and supply programme, RAS, HAP and long-term leasing, housing adaptation grants, provision of homes in partnership with Approved Housing Bodies and the implementation of the Traveller Accommodation Programme.

The Housing Department is guided by a suite of local policies, strategies and objectives set against the policies contained in a number of national strategies including Rebuilding Ireland: Action Plan for Housing and Homelessness. In tandem with the operations of the Housing Department, the Council’s Local Economic & Community Plan (LECP), managed by the Economic and Community Department through the Local Community Development Committee (LCDC) incorporates key commitments with regard to social inclusion.

***Corporate Plan 2015-2019, Strategic Objective & Priorities:***

**Objective: To provide suitable housing accommodation and a responsive and supportive service for those in need of housing support.**

**Priorities:**

• Implement the Housing construction programme on lands identified in the Strategic Development and Management Plan

* Implementation of the local Homeless Action Plan and manage programme of delivery under the Regional Homeless Action Plan
* Increased provision of appropriate social housing options including RAS and HAP
* Implementation of the current Traveller Accommodation Plan and preparation of TAP 2019 - 2023
* Delivery of additional social housing in partnership with Approved Housing Bodies (AHBs) under CAS and CALF
* Continued implementation of planned maintenance and management programmes including the commencement of the Boiler Replacement Programme and ongoing implementation of the Energy Efficiency Programme
* Implementation of Housing Adaptation Grant Schemes and programme of adaptations to own stock to meet tenant needs
* Introduce a Choice Based Letting system for the allocation of social housing
* Implement provisions of the Disability Strategy and maximise the best use of our social housing stock
* Implement the objectives of the Vacant Homes Strategy
* Introduce a revised Estate Management policy and Tenants Handbook and manage our estates and tenancies in line with the provisions of the Anti-Social Behaviour Strategy

The Principal Housing Services to be delivered in ***2018*** are set out in the table hereunder:

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| **Principal Services** | **Service Objective/Priorities** | **Service Delivery Strategy** | **Performance Standard** | **Progress**  **Review** |
| **Delivery of key Housing Services in line with national policy** | Implement actions from the five key pillars of Rebuilding Ireland:  -Address Homelessness  -Accelerate Social Housing  -Build More Homes  -Improve the Rental Sector  -Utilise Existing Housing | Implement a range of housing capital schemes in partnership with AHB’s, Department of Housing, Planning & Local Government, Galway County Council and Housing Agency and local service providers and agencies  Rebuilding Ireland Action Plan for Housing & Homelessness | Delivery of new homes through the range of options available in line with local strategies and action plans  Advance CALF/CAS projects in association with AHB’s  Address provision of supports for homeless persons in partnership with local providers.  Implement objectives contained in TAP, Vacant Homes Strategy and return voids to use in an efficient timeframe |  |
| **RAS and HAP, private rented min standards** | Manage HAP and RAS schemes in line with requirements  Implement programme of inspections of private rented dwellings under minimum standards legislation | Rebuilding Ireland Action Plan for Housing & Homelessness  Housing Acts 2009 / 2014  Housing (Standards for Rented houses) Regulations 2017 | Achievement of HAP transfer targets  Manage all landlord payments and rent reviews in line with rent pressure zone legisation  No. of private rented inspections completed, and No. improvement and prohibition notices issued. |  |
| **Support for AHB’s in the delivery of social housing** | Manage CAS and CALF funding schemes for acquisition and construction of social housing units | Rebuilding Ireland Action Plan for Housing & Homelessness | No. of units provided in line with targets  Development of joint initiatives on City Council owned lands across the City  Ensure Part V requirements are met |  |
| **Principal Services** | **Service Objective/Priorities** | **Service Delivery Strategy** | **Performance Standard** | **Progress**  **Review** |
| **Delivery of Homeless supports and services** | Adopt and implement Regional Action Plan 2018 -2020 and devise local action plan for City  Carry-out review of agencies delivering homeless services | Rebuilding Ireland Action Plan for Housing & Homelessness  Rebuilding Ireland Action Plan for Housing & Homelessness | Plan adopted Q1 2018 and actions implemented in line with agreed targets  Manage Cold Weather Response and identify suitable location to provide CWR services  Establish Homeless Action Team  Identify suitable premises to deliver services in partnership with partners  Service Level Agreements in place with agencies in receipt of S.10 funding |  |
| **Implementation of Traveller Accommodation Programme** | Implement objectives of the TAP and 2018 Action Plan  Adopt TAP 2019 – 2013 in consultation with stakeholders and elected members  Address key management issues on existing halting sites including fire safety | Traveller Accommodation Act 1998  Traveller Accommodation Programme 2014 - 2018 | Bring forward capital schemes through planning and procurement process.  Advancement of priorities set out in TAP Action Plan and agree Halting Site Estate Management Plan in consultation with stakeholders  Adoption of new TAP Q4  Provision of equality and diversity training and agree ToR and re-engage with and reconvene the LTACC in line with agreed terms of reference  Convene regular LTACC meetings to agree Action Plan 2018 and TAP 2019 – 2023 |  |
| **Principal Services** | **Service Objective/Priorities** | **Service Delivery Strategy** | **Performance Standard** | **Progress**  **Review** |
| **Capital Housing Supply Programme** | Implement housing construction programme  on Council owned lands  Seek to acquire additional  housing lands and Turnkey  schemes in partnership with private land owners  Implement provisions of the Vacant Homes Strategy and Strategic Development and Management Plan (Council Lands 2017)  Commence move towards planned maintenance and asset management approach in line with proposed DHPLG policy  Continue the upgrade and renewal of existing Housing Stock | Rebuilding Ireland Action Plan for Housing & Homelessness  Strategic Development and Management Plan (Council Lands 2017)  Vacant Homes Strategy 2018 (including Repair & Leasing scheme) | - Complete housing units at Ard Cre Phase 1, Ballymoneen Road and advance Ard Cre Phase 2 to contract award stage in Q4  - Progress Social Housing PPP Scheme at Ballyburke to overall bundle timelines – Planning in Q1 with tender process to follow  - Advance infill schemes to tender stage Q4  Pursue private sector involvement where appropriate, ensuring tenure mix and increase overall building output  Ensure compliance with Part V requirements  Deliver on targets set out in VHS  Attain approval for Turnkey projects received in response to request for expressions of Interest  Initial step will require the carrying out of a comprehensive stock condition survey  -Optimise usage of existing stock  - Complete Phase 1 Energy Efficiency Retrofit Programme and commence Phase 2 (windows and doors)  -Commence Boiler Replacement Programme  -Achievement of annual targets for the return of vacant Council owned housing stock |  |
| **Principal Services** | **Service Objective/Priorities** | **Service Delivery Strategy** | **Performance Standard** | **Progress**  **Review** |
| **Estate Management and Tenancy Supports** | Introduce a revised Estate Management Policy  Revise and update Tenants Handbook  Implement provisions of the Anti-Social Behaviour Strategy  Control of Horses | Estate Management Strategy  Housing Act Social Housing Regs 2011 / 2016, Housing Acts 2009 / 2014  Anti Social Behaviour Strategy 2017  Control of Horses Act, 1996 | Estate Management Strategy adopted Q2  Revised Tenants Handbook issued Q1  Manage tenancy warning process to ensure adherence to lease agreements and ensure ongoing co-operation with An Garda Siochana  Draft Control of Horses bye-laws for public consultation Q3 |  |
| **Housing Rents and Loans, Tenant Purchase** | Undertake rent re-assessment in line with DRS 2016  Manage housing loan applications process  Manage and progress applications under TPS | Differential Rent Scheme 2016  Housing Loans Credit Policy  Tenant Incremental Purchase Scheme 2016 | Full rent re-assessment and update all rent accounts Q4  Regular meetings of Credit Committee to consider loan applications and complete Shared Ownership loan restructuring process  Implement SLA Housing and Finance regarding debt management |  |
| **Housing Assessments and Allocations** | Implement provisions of the Scheme of Letting Priorities  Housing Needs Assessment 2018  Introduce Guidelines for the Assessment and Allocation Process for Social Housing Provision for People with a Disability | Housing Regulations and Rebuilding Ireland  Housing Acts 2009 / 2014,  Social Housing Regs  National Implementation Framework for the National Housing Strategy for People with a Disability / GCC Disability Strategy 2017 | Introduction of Choice Based Letting Scheme in Q2 2018  Review SLP as required including joint tenancy provisions  HNA completed Q2 2018 in line with Department requirements  Procedures developed and introduced for assessment of people with a disability |  |
| **Principal Services** | **Service Objective/Priorities** | **Service Delivery Strategy** | **Performance Standard** | **Progress**  **Review** |
| **Social Inclusion** | Continue to facilitate Access for All Galway Group and achieve targets set out in Accessibility Strategy  Sustain commitment to Galway City and County Age Friendly Initiative  Implementation of Social Inclusion Grant Scheme  Coordination of Social Inclusion Week 2018  Implement the Strategic Plan for Housing Persons with Disabilities | Local Economic & Community Plan and Accessibility Strategy  Age Friendly Programme Ireland  Social Inclusion Initiative  Social Inclusion Programme  National Guidelines for the Assessment and Allocation Process for Social Housing Provision for People with a Disability | Delivery of targets within the city to meet accessibility targets  Ensure on-going commitment and implementation of agreed action  Social Inclusion Grant Scheme in Q2  Social Inclusion Week in Q4  Number of allocations in line with guidelines |  |

**Transportation Department Service Delivery Plan 2018**

The Transportation Department’s remit relates to the safe and efficient movement of people and vehicles into, out of and around the city. This translates into maintaining and upgrading the road and footpath infrastructure, managing the traffic to optimise mobility and safe movement, and promoting and encouraging sustainable modes of transport. The Department is also responsible for co-ordinating major emergency management, and taking in charge of estates.

### Corporate Plan 2015-2019, Strategic Objective & Priorities:

### Objective:

### To provide, manage and maintain, a safe and effective, roads and transportation network and work in partnership with public transport providers and other agencies in developing integrated and sustainable transportation policies.

### Priorities:

* + - Implement traffic management and mobility improvements, at priority locations across the city.
    - Deliver continuous programme for maintaining and protecting transportation infrastructure.
    - Maintain the prioritisation of the safety of all road users in managing and developing the city’s transport networks. The Principal Transportation Services to be delivered in 2018 are set out in the table hereunder:
    - Bring forward and implement the provisions of the Galway Transport Strategy.
    - Complete the planning of the key strategic transport projects
    - Seek to further advance sustainable transport modes.
    - Implement parking management measures with new technology and accompanying enforcement.

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| **Principal**  **Services** | **Service Objective/Priorities** | **Service Delivery Strategy** | **Performance Standard** | **Progress**  **Review** |
| **GTS (Galway**  **Transportation Strategy) - Sustainable Transport** | City Centre Transport  Management Plan | Implement measures for public transport,  cycling and pedestrian links through and within Galway City Centre, - Bus Priority / Bus Only Route, the City Centre Access Network and the Inner City Access Route | * Complete Draft Plan * Put on public display * Council approval * Plan phasing |  |
| **Traffic**  **Management** | Bothar na dTreabh (N6) Corridor  Improvements Scheme, Phase 7 Kirwan Junction | * Part VIII approval * Land negotiations * Detailed Design and environmental screening and assessment. * Tender | * Complete planning process * Develop tender documentation * Commence tendering |  |
| **GTS (Galway**  **Transport Strategy) - Transport Management** | Galway City N6 Transport Project  – N6 Galway City Ring Road | * Progress scheme with Steering Group in   collaborate with TII, & Co. Council   * Finalise route details * Variation to development plan * Public Consultation | * Lodge planning application with An Bord Pleanala |  |
| **Sustainable Transport** | Tuam Road Bus Corridor Project  and cycling infrastructure | * Prelim Design * Independent Safety Audit * TII approval * Part VIII Planning * Land Owner consultation | * Detailed design, approvals and planning |  |

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| **Principal**  **Services** | **Service Objective/Priorities** | **Service Delivery Strategy** | **Performance Standard** | **Progress**  **Review** |
| **Sustainable**  **Transport** | Access Improvements - Parkmore  to Doughiska Road | * Work with IDA and PTAG * Mobility Management in Parkmore * Implement medium term measures and plan for long term improvement measures * Land negotiation * Part VIII | * Design and Planning of Long Term measures * Develop strategy for this area in association with Co. Council and Department of Transport |  |
| **Sustainable**  **Transport** | Improved access at Merlin Park  Hospital with Bus Infrastructure provisions on Dublin Road | * Scoping, Brief, Design * Develop Part VIII planning application | * Secure planning and funding structure. |  |
| **Sustainable Transport** | Galway to Bearna Greenway -  Phase 1 | * Examine impact on Salthill area | * Develop Draft Master Plan for Salthill area to incorporate Greenway impact |  |
| **Sustainable Transport** | City Wide Junction Safety  Improvements and mobility improvements | * Improvements at various city junctions to   include Pedestrian and Cycle crossings facilities. | * Design and implementation |  |
| **Safety Schemes** | Road Engineering Safety Scheme | * Implementation throughout the year in   conjunction with funding agency | * Submit to TII Road Safety   Engineer potential schemes.   * Review with TII and implement approved schemes * implement * approved schemes |  |
| **Transport**  **Management** | Bridge management programme | * Bridge maintenance programme * Carry out structural investigation * Identify remedial works | * Studies completed and   implementation commenced. |  |

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| **Principal**  **Services** | **Service Objective/Priorities** | **Service Delivery Strategy** | **Performance Standard** | **Progress**  **Review** |
| **Road**  **Management and Safety** | City Speed Limit Review | * Complete review of speed limits in consultation with SPC/Council/Public | * Complete Speed Limit Review and implement same |  |
| **Road**  **Management and Safety** | Slow Zone Housing Estates | * Implement in suitable housing estates in   accordance with guidelines | * Complete the implementation of Home Zone Signage   and bye-laws in 90 estates |  |
| **Traffic Management**  **& Infrastructure** | City Centre Pedestrianisation | With the appointment of consultants develop scope for this project and advance same in 2018 | Bring through planning process  Advance scoping and trial area  Develop tender documents |  |
| **Sustainable transport** | Coke Zero Bike Scheme | Monitor Operation of Coke Cola Zero Bike Scheme in conjunction with NTA | * Seek further expansion in conjunction with   NTA |  |
| **Traffic**  **management & Infrastructure** | Local Improvement Works | * Meeting Ward Cllr’s & Review 2017   programme and prepare 2018 programme in January 2018   * Implement 2018 programme in each ward | * Completion of agreed works by year-end. |  |
| **Traffic**  **management** | Continue expansion of UTMC | * Connect in remaining signals * Tender out service | * Connection of last 4 signalised junctions * Appoint service provider |  |

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| **Principal**  **Services** | **Service Objective/Priorities** | **Service Delivery Strategy** | **Performance Standard** | **Progress**  **Review** |
| **Infrastructure** | Road Restoration Improvement  Programme | * Road Resurfacing Programme | * Complete programme by year-   end. |  |
| **Transport**  **Safety** | Public Lighting | * Maintenance of public lighting and   improvement including retrofit | * Complete programme |  |
| **Parking Management** | Parking Management | * Complete renewal of pay/display parking infrastructure | * Complete the upgrading of Pay&Display parking infrastructure * Review parking byelaws |  |
| **Emergency**  **management** | Flood prevention and mitigation  Major emergency management | * Contribute To CFRAM * Collaborate with OPW in delivery of advance works * Update Major   Emergency Plan   * Maintain preparedness. | * Adopt CFRAM in 2018 * Training, exercises and reviews completed. |  |

# Water Services Department Service Delivery Plan 2018

Since 1st January, 2014, Irish Water is responsible for the Water & Waste Water Service functions of Galway City Council and is now the National Water Services Authority.

Galway City Council and Irish Water (IW) work in partnership under the terms of a Service Level Agreement (SLA) to provide efficient and quality water services under the Water Services Acts in the city. The Annual Service Plan (ASP) between Irish Water & Galway City Council commits both parties to deliver specific objectives and standards of performance against a budget covering headcount, goods and services and future investment. The objectives and standards of Performance set in the ASP take into account the IW Performance Assessment proposed by the Commission for Regulation of Utilities (CRU), the requirements of the EPA and the objectives of the IW Business Plan.

**Corporate Plan 2015-2019, Strategic Objective & Priorities:**

###### **Objective:**

To collaborate with Irish Water in providing and maintaining, in a sustainable manner, a water supply system and a drainage collection/treatment system, capable of meeting the needs of all domestic, commercial and industrial consumers in the city.

**Priorities:**

* Provide water services in accordance with the Service Level agreement with Irish Water
* Manage the implementation of proposed transformation initiatives while protecting the human and financial resources of Galway City Council.
* Ensure that the city’s requirement for modern and efficient water infrastructure is reflected in Irish Water service plans.

The Principal Water Services to be delivered in 2018 are set out in the table hereunder:

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Principle Services** | **Service Objectives/Priorities** | **Service Delivery Strategy** | **Performance Standard** | **Progress Review** |
| **Deliver Water Services as agents for Irish Water under the terms of the Service Level Agreement SLA** | To work collaboratively to ensure service continuity to the customer and to achieve specific objectives including achievement of efficiencies, value for money and continuous improvement in order to meet customer expectations and targets set by the CRU and environmental regulator as well as the objectives of the IW Business Plan. | Irish Water Annual Service Plan 2018. | Adherence to all KPI’s /targets/tracking measures as set out in the Irish Water Annual Service Plan covering the areas of:  Customer  Internal Processes/Compliance Financial  Learning & Growth. |  |
| **To provide and maintain in a sustainable manner the Water Supply Network capable of meeting the needs of the domestic, commercial and industrial consumers in Galway City and Environs** | Ensure a continuous safe and reliable supply of drinking water.  Protect human health through the provision of high quality water supply | Management and Operations of the Water Network  Update/review and Implement the Drinking Water Incident Response Plan (DWIRP) | Adherence to all statutory & regulatory requirements as set out by Irish Water, EPA, CER & other relevant statutory bodies.  Continuous treatment of raw water to EU standards.  Continuous Monitoring and reporting of Water Quality.  Standards and targets as set out in the Annual Service Plan with Irish Water |  |
| **Principle Services** | **Service Objectives/Priorities** | **Service Delivery Strategy** | **Performance Standard** | **Progress Review** |
| **To provide and maintain in a sustainable manner the Drainage Network capable of meeting the needs of the domestic, commercial and industrial consumers in Galway City and Environs.** | Ensure adequate treatment capacity to cater for the future needs for Galway City & Environs in partnership with Irish Water.  Ensure wastewater is collected effectively and safely returned to the environment in a sustainable way. | Management and operations of Wastewater network system.  Complete/update and review the Wastewater Incident Response Plan (WINREP)  Section 16 Licensing System.  Deal effectively with fats, oils & greases.  Surface & foul water separation | Compliance with Urban Waste Water Directive & Water Framework Directives.  Compliance with Mutton Island Wastewater Discharge Licence.  Standards and targets as set out in the Annual Service Plan with Irish Water  Agree protocol with IW  Agree solutions and funding programme with IW.  Progress through Irish Water Capital Programmes. |  |
| **Progress and Implement Irish Water’s Capital Investment Plan 2017 - 2021** | To work in partnership with Irish Water to ensure the city's water/wastewater assets are capable of supporting the city's population and economic growth.  Ensure the city's future needs are reflected in Irish Water’s Capital Investment Programme 2017 – 2021.  IW Leakage Reduction Plan 2018 for Galway City | Infrastructure Portfolio  Galway West Water Supply Scheme & Terryland WTP New Intake  Galway City Water Conservation Stage 3 Rehabilitation Works Phase 1 | Standards and targets as set out in the Terms of Reference for this project. Drive this project with  Irish Water and the Consultant appointed to achieve objectives as set out in the Terms of Reference. |  |
| **Principle Services** | **Service Objectives/Priorities** | **Service Delivery Strategy** | **Performance Standard** | **Progress Review** |
|  | Design & Implementation of Regional Capital Office Structure to deliver the Capital Investment Programme 2017 -21. | Networks Portfolio  Capital Find and Fix Programme  Planned Watermains Rehab Programmes  First Fix  Public Side Lead Service Replacement  Capital Programmes Portfolio  Galway City Drainage Area Plan ( DAP)  Irish Water is working with Local Authorities to design a Regional Capital Office Structure for Capital Project Delivery. Once designed and implemented this dedicated Capital office will be responsible for delivering the IW Capital Investment Programme 2017 – 2019 | 20km of prioritised pipeline to be rehabilitated by Q4, 2018.  Target of 1.9ML/d net reduction in UFW for 2018.  Standards and Targets as set out in Terms of Reference used to procure a Consultant in Q3, 2016. Project to advance through 2018 with the production of a verified drainage hydraulic model for Galway City and environs. Followed by works recommended by the DAP.  Presently in the Planning Stage and in consultation with Unions.  Standards and Targets to be decided at detailed design stage to be progressed in 2018 after consultation/negotiations with Unions. |  |
| **Principal Service** | **Service Objective/Priorities** | **Service Delivery Strategy** | **Performance Standard** | **Progress Review** |
| **Implementation of Irish Water’s Transformation Plan 2014 – 2017 under the SLA** | To Support the strategic planning for Irish Water’s transformation initiatives in line with the Water Industry Operation Framework (WIOF).  To work efficiently, as agents for IW, while protecting the Human & Financial resources of Galway City Council in a change environment  To continuously improve and drive initiatives in the water industry | GCC shall progress the implementation of each Transformation Initiative in collaboration with IW and all other stakeholders. | GCC shall continue to participate in Project Teams, Workshops, pilots and other initiatives where required. |  |

## Planning Department Service Delivery Plan 2018

The Planning Department prepares and implements plans and policies for the sustainable physical development and use of land in the city. The Department also regulates and monitors land use through the planning application process, and through securing compliance with planning regulations and with conditions attached to planning permissions. The Councils’ heritage service is also based in the Planning Department.

**Corporate Plan 2015-2019, Strategic Objective & Priorities:**

**Objective:**

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

**Priorities:**

* Provide an efficient development management service and ensure compliance with planning codes and standards.
* Prepare, adopt and implement area plans, inc. Ardaun LAP and Castlegar Area Plan
* Preserve and enhance the built and natural heritage, using schemes such as Buildings in State care, Built Heritage Jobs Leverage Scheme, the Council’s own protective measures, and publishing the Thatch Building Survey
* Update Record of Protected Structures.

The Principal Planning & Development Services to be delivered in 2018 are set out in the table hereunder:

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Principal Service** | **Service Objective/Priorities** | **Service Delivery Strategy** | **Performance Standard** | **Progress Review** |
| **Development Plan & Policy** | Make Variations of City Development Plan as appropriate | Prepare policy /mapping changes & associated environmental assessments & statutory consultations | Progress in line with statutory timelines for decision making by Council. |  |
| **Development Plan & Policy** | Advance plan for extension of Galway city to the East with the creation of the new neighbourhood of Ardaun. | Finalise work in relation to the Ardaun Area Plan in line with statutory requirements. | Adoption of the Ardaun LAP |  |
| **Development Plan & Policy** | Commence preparation of Public Realm Strategy | Develop scope of strategy and agree Corporate approach& engage appropriate | Consult with ex/internal stakeholders. Prepare Brief and progress to Draft stage for consultation & adoption. |  |
| **Development Plan & Policy** | Advance Plan for delivery of the development of Strategic Site on the Headford Road in partnership with the Culture department project manager. | Finalise Options for Delivery of key Public /Private development | Advance Associated Preliminary studies and secure model for delivery |  |
| **Development Plan & Policy** | Facilitate increase in housing stock across the city in response to housing crisis. | Prioritise housing applications in terms of pre-planning consultation and application management and explore options for increased supply. | Finalisation of vacant sites register.  Progression of Ardaun under the MUHDS national programme. |  |
| **Development Management** | Providing for financial contributions toward public infrastructure required to facilitate development in Galway City. | Finalise and implement new Development Contributions Scheme | Scheme adopted in line with statutory requirements and |  |
| **Principal Service** | **Service Objective/Priorities** | **Service Delivery Strategy** | **Performance Standard** | **Progress Review** |
| **Development Management** | Apply best practice to ensure a sustainable quality environment and an efficient service to all. | Decisions made in context of EU/ National policies & guidance, City Dev. Plan policy and objectives in conjunction with objective professional judgement. | Timely pre consultation, Good access to planning information maintained.  Assessments and decisions made within statutory timeframes in conjunction with good standard of reports and clear decision- making. |  |
| **Development Management** | Monitor compliance with planning decisions conditions and planning legislation | Monitoring, inspections and enforcement | Efficient & appropriate action and referral to legal services where necessary |  |
| **Heritage** | Implement actions in Heritage Plan. | Prepare Implementation Program for 2018 | Carry out actions on 2018 Program |  |
| **Heritage** | Implement Castles Conservation & Management Plans | Select elements of Conservation & Management Plans in relation to Terryland and Merlin in conjunction with other Directorates | Carry out stage 1 of conservation as identified in associated Plans |  |
| **Heritage** | Protect Built and Natural Heritage | Apply for any available funding scheme and support funding application for private individuals | Secure grant funding and ensure taken up for associated projects and works |  |



# Environment Department Service Delivery Plan 2018

The Environment Department has an extensive work programme, focused on litter management, waste management, removal of dereliction, promotion of environmental awareness, water quality standards, coastal protection, dog control and canal navigation. The department operates across a broad range of areas in order to preserve and protect the environment of Galway City and environs.

**Corporate Plan 2015-2019, Strategic Objective & Priorities:**

**Objective***:*

**To protect, enhance and conserve the natural environment of our city, to develop a culture of no litter and no pollution and to promote sustainable use of our resources.**

**Priorities:**

* Develop plan to outsource use of composting site.
* Compliance with E.P.A. licence at Carrowbrowne landfill site.
* Seek to develop new initiatives within litter management.
* Monitor and initiate new programmes on waste management.
* Liaise with Regional on Regional Waste Management Priorities.
* Liaise with County Council on Fire Services.
* Adopt Climate Change Adaptability Strategy for Galway City.
* Implement green Leaf programme/Tidy Towns and amenity grants scheme.
* Continue to implement Derelict Sites legislation.
* Finalise Oil Contingency Plan
* Compliance with the requirements of Public Sector Energy Efficiency Strategy 2017
* Develop an Energy Action Plan for 2018-2020
* Display Energy Certificates for public buildings.

The Principal Environment Services to be delivered in 2018 are set out in the table hereunder:

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Principal Services** | **Services Objective/Priorities** | **Service Delivery Strategy** | **Performance Standard** | **Review Date** |
| **Waste Management** | * Manage the after-care and re-mediation of the closed landfill site to ensure EPA licence compliance * Tender out the use of the composting site * Advance objectives of the Regional Waste Management Plan that pertains to Galway City. * Assess and review waste management bring initiatives run in the City. * Ensure that the Civic Amenity site, bulky goods collection and bring banks meet statutory requirements. | EPA compliance  New operator in place  Implement plan objectives  Complete assessment by midyear 2018  Enhanced services | EPA compliance  Facility Leased  Monitor plan deliverables  Put review measures in place  Improved public awareness |  |
| **Principal Services** | **Services Objective/Priorities** | **Service Delivery Strategy** | **Performance Standard** | **Review Date** |
| **Waste Enforcement** | Manage all Waste Enforcement Programmes and review enforcement regime | Document and follow up on complaints across the city | Compliance with Waste Management Regulations |  |
| **Litter Management** | Review operation of litter management in the city having regard to staff age profile.  Develop/enhance structures around tidy towns competition  Review effectiveness of litter prevention initiatives  Review and adopt Galway City Council Litter Management Plan 2018-2021 | Develop plan to manage human resources impact on services  Improved public engagement  Enhanced services  Implement plan objectives | Future plan in place.  Increase in applications  Improved public awareness  Monitor plan deliverables |  |
| **European Green Leaf**  **(EGL)** | Continue the roll out of the Green Leaf Work Programme  Chair the European Green Leaf Network 2018 | Delivery of Programme through direct assignment of resources by the City Council and through external stakeholder liaision  Liaison with the European Commission and the European Green Leaf Secretariat | Project plan delivered  EGL legacy delivered  Host European Green Leaf Network Meeting 2018  Support European Green Week 2018 |  |
| **Principal Services** | **Services Objective/Priorities** | **Service Delivery Strategy** | **Performance Standard** | **Review Date** |
| **Education and Environment Awareness** | Maximise impact of programmes  Broaden public participation in various initiatives by public engagement. | Seek to measure public impact.  Increase in applications. | Public Awareness  Greater Public Engagement |  |
| **Air, Noise & Water Quality** | Manage and oversee Blue Flag & Green Coast programmes for bathing waters.  Continue air monitoring in partnership with NUIG.  Update monitoring equipment | Monitoring of parameters  Report on findings for public information  New equipment in place | Achieve standards  Achieve standards  New equipment in place |  |
| **Derelict Sites** | Continue to monitor derelict sites. | Carry out an audit across the city. Initiate follow up actions as required. | Reduce No. of existing historic Sites. |  |
| **Dog Services** | Provide dog services to the city pursuant to legislation  Develop plans with dog organisations to enhance dog services in the city | Monitor & Assess Service  New plans in place | Customer Satisfaction  Monitor service delivery |  |
| **Principal Services** | **Services Objective/Priorities** | **Service Delivery Strategy** | **Performance Standard** | **Review Date** |
| **Lough Corrib Navigation Trustees** | Manage work programme  Prepare feasibility study of the canals  Liaise closely with OPW on management of canals. | Delivery of programme  Finalise study  Prepare future plans | Complete Works  Prioritise objectives  Plans in plan |  |
| **Coastal Protection Project** | Progress planning of Silver Strand Project | Finalise design  Advance tenders | Foreshore Licence in place |  |
| **Fire Services** | With the County Council seek to advance proposals for a City/County Fire Station | Agreement for future location of station | Development of new site identified and agreed. |  |
| **Oil Spill Plan** | Finalise Oil Spill Plan | Oil Spin Plan Approved | Plan in place |  |
| **Principal Services** | **Services Objective/Priorities** | **Service Delivery Strategy** | **Performance Standard** | **Review Date** |
| **Energy Efficiency and Building Energy Performance** | Develop an Energy Policy  Develop an Energy Action Plan for 2018-2020  Compliance with requirements of Public Sector Energy Efficiency Strategy 2017  Display Energy Certificates (DEC) for all buildings (> 500m2) frequently visited by the public | Consult with Environmental SPC  Energy Action Plan Approved  Chief Executive Designate an Energy Performance Officer (EPO)  Appoint registered DECassessors/contractor to carry out DECs | Energy Policy adopted  Plan in place  EPO in place  Number of DECs on display |  |

# Recreation & Amenity Department Service Delivery Plan 2018

The Recreation & Amenity Department's principal work relates to the provision and management of parks, public open spaces, woodlands, playing facilities including pitches and playgrounds, community gardens, community centres, management of Leisureland and operating the city cemeteries. In addition, there is an extensive capital programme, within the department, being advanced in 2018.

### Corporate Plan 2015-2019, Strategic Objective & Priorities:

### Objective:

### To develop and promote the provision of high quality recreational, leisure and amenity facilities for all age groups and enhance the quality of life for our citizens and visitors alike.

### Priorities:

* + With members of the Recreation and Amenity SPC advance the 2018 strategic work programme
  + Bring Draft Parks Bye Laws through the SPC and full Council
  + Complete the master plans for (i) South Park and (ii) Kingston and prepare plan for phase implementation
  + Advance planning for new cemetery
  + Finalise planning and complete extension to Rahoon Cemetery
  + Prepare Master Plan for Terryland Forest Park
  + Roll out further phase of floral city initiative
  + Continue to implement the playgrounds improvement plan
  + Complete sports capital projects
  + Advance the Blackrock Diving Tower upgrading project

The Principal Recreation and Amenity Services to be delivered in 2018 are set out in the table hereund

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Principal**  **Services** | **Service Objective & Priorities** | **Service Delivery Strategy** | **Performance Standard** | **Progress Review** | |
| **Management**  **of Parks, Open Space, Pitches and Playgrounds** | Ensure facilities are maintained to  best standards.  Advance upgrading projects under budget provision.  Develop further floral projects.  Prepare master plans for South Park  and Kingston and improvement plan for South Park.  Progress Draft Parks Bye Laws  Roll out Playground refurbishment  programme  Develop planned programme of work on grass cutting | Pilot new projects on  Maintenance  Complete projects  New projects on site  Draft plans considered by SPC  Draft Bye Laws considered by SPC and full Council.  Complete programme  Work programme in place | Reviewed working systems  Upgraded facilities  Completed projects  Council to approve plans  Bye Laws in place  New facilities in place  Complete programme | |  |

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Principal**  **Services** | **Service Objective & Priorities** | **ServiceDelivery Strategy** | **Performance Standard** | **Progress Review** | |
| **Management**  **of Recreation Facilities** | Review existing management  structures in the facilities.  Develop sustainable operation and management plans.  Carry out survey of usage of facilities.  Prepare Template for Asset Management Plans for facilities. | Draft proposals by mid  year  Draft plans agreed  Results to indicate service *delivery* requirement. | Revised structure in place  Plans in place  Improved usage | |  |
| **Recreation and**  **Amenity Infrastructure Projects** | Advance the following projects:   * Cappagh Park All Weather * Cluain Mhuire Soccer / Running facility * Upgrade Melody's Field West * Blackrock Tower upgrade | Delivery of projects | New facilities for the public  in place | |  |

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Principal**  **Services** | **Service Objective & Priorities** | **ServiceDelivery Strategy** | **Performance Standard** | | **Progress Review** |
| **Provision of**  **Cemetery Services** | Acquire lands for a new cemetery  Advance extension to existing burial ground | Identify sites  New extension completed | Advance planning of  preferred site Facility in use |  | |

**Economic and Community Development Service Delivery Plan 2018**

The Department’s mission is to stimulate economic vitality by strengthening neighbourhoods, building partnerships and fostering public and private investments in the City.

The Department will develop strategies to develop and promote Galway City as the No. 1 location in the West for high quality jobs. The Department seeks to attract new corporate investment in Galway City and works with businesses, industry and agencies to facilitate expansion and economic growth.

**Corporate Plan 2015-2019, Strategic Objective & Priorities:**

**Objectives:**

**To ensure that Galway has a strong economic base which will support a good quality of life for its citizens and will drive the sustainable development of the region.**

**To enable all of our communities to achieve their potential and to promote and facilitate equality of access and equality of opportunity across all communities.**

**Priorities:**

* Monitor and implement the Galway City Local Economic and Community Plan 2015-2021.
* Prepare and implement an Economic Strategy, in tandem with Galway County Council.
* Identify, through the strategy, the sectors with significant potential for growth and employment and utilise the resources and policies of the Council and others to realise this potential.
* Maintain Galway’s competitive advantage for inward investment and ensure that the benefits of this investment for local enterprises is exploited.
* Impress on, and work with, Government and other State agencies to deliver the necessary infrastructure to support sustainable economic growth.
* Continue to support the Economic Development, Enterprise Support & Culture SPC, the Local Community Development Committee (LCDC) and the Local Enterprise Office (LEO).
* Ensure that the Council promotes social inclusion through its policies and activities
* Lead the delivery of initiatives which support the economic development of the city [e.g. Purple Flag].
* Support the development and management of community, sporting and others facilities through the work of the department, including through the use of models of Social Economy.

The Principal Economic Development & Community Development Services to be delivered in 2017 are set out in the table hereunder:

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Principal Services** | **Service Objective & Priorities** | **Service Delivery Strategy** | **Performance Standard** | **Progress Review** |
| **Economic Development** | Implementation of:  1.Local Economic & Community Plan  2.Statement of Economic Sustainability  3.Tourism Sustainability Strategy | Annual action plans to be carried out by stakeholders & monitored by SPC | Ongoing monitoring of LECP implementation by Economic Development, Enterprise Support & Culture SPC, the Local Community Development Committee and joint Advisory Group  Adoption of a Tourism Strategy in conjunction with Galway County Council, for Galway by Q2. |  |
|  | Management of Enterprise Units | Finalise enterprise space review generally and specifically in relation to the Sandy Road Enterprise site.  Engage with the LEO. | Recommendations of the review considered and addressed.  Consider development of Master Plan for Sandy Road Enterprise Units and adjacent properties and lands in Council ownership. |  |
| **Principal Services** | **Service Objective & Priorities** | **Service Delivery Strategy** | **Performance Standard** | **Progress Review** |
|  | Promotion of Galway as a business destination – ***Branding & Marketing Initiative*** | Develop a Branding & Marketing plan for the City | Critically review activity to date.  Undertake recruitment of Marketing/Tourism Officer |  |
|  | Support review of 2017 Export Summit | Collaborating with the partner agencies in planning and delivery of the Export Summit event | All preparations completed for the event to be hosted in November 2018 |  |
|  | Purple Flag Plan | Expand the Purple Flag and carry out further improvements to the night time economy. | Continuation of promotion and partnership workfor Galway City Centre.  Extension of the Purple Flag accreditation to Salthill. |  |
|  | Marketing Fund | Process and evaluate all submissions received and present recommendation to the CPG in the first quarter of 2016 and to full Council thereafter. | Marketing fund applications finalised and monies allocated in accordance with the terms and conditions of the scheme and in accordance with national grant allocation requirements by Q2. |  |
| **Principal Services** | **Service Objective & Priorities** | **Service Delivery Strategy** | **Performance Standard** | **Progress Review** |
|  | Twinning | Management of Galway City Council’s existing twinning and friendship agreements and examination and consideration of any new arrangements in the context of the rationale and benefit to Galway City. | Establish protocol for the operation, management and future development of twinning and sister cities activities between Economic Development and Corporate Services sections. |  |
| **Leisureland Complex** | Continue to develop and manage the facility into a sustainable complex meeting the needs of the public. | Work with Board of Directors to agree implementation of Feasibility Study recommendations  Manage financial outturns  Promote the facility and develop competitive nature of facility | Commission comprehensive condition report of entire facility.  Reduce Budget Deficit  Advance strategic plan objectives  Increase usage numbers |  |
| **Community Development** | Local Economic and Community Plan (LECP) | Annual Action Plan to be carried out by Stakeholders & monitored by LCDC | Engagement with relevant stakeholders to achieve a comprehensive set of action plans for implementation over the life of the LECP  Implement the LECP within Department guidelines  Provide administrative support to the LCDC. |  |
| **Principal Services** | **Service Objective & Priorities** | **Service Delivery Strategy** | **Performance Standard** | **Progress Review** |
|  | Delivery of Social Inclusion and Community Activation Plan (SICAP) | Monitor the ongoing work of SICAP Programme & approve annual plan through the LCDC | Monitor the implementation of new SICAP Programme |  |
|  | Support to Communities | Provide opportunities for participation, funding for initiatives and acknowledgement of community work | Support to GCCN  Administer Local Community Festivals Grants; RAPID Grants and Programme; Community Facilities Capital Grants Scheme and Healthy Ireland Programmes.  Prepare for Mayors Awards 2017  Administer Sports Grants |  |
| **Joint Policing Committee** | Support the collaborative work of the local law enforcement and the local authority through the operations of the Joint Policing Committee. | Monitor the implementation of the 6 year Strategic Plan for the JPC. | Administer meetings and operation of Joint Policing Committee. |  |
| **Sports Partnership** | To support sports partnership work through the implementation of Sports Partnership Strategy | Support Sports Partnership Actions  Funding Schemes of LSP & City Council | Review operation of Grants Schemes and consider bringing forward annual timescale for administration of grants. |  |

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## Culture Department Service Delivery Plan 2018

The Culture Department is responsible for delivering the Arts & Culture Service to citizens and visitors. This involves the promotion of community awareness of arts, culture and heritage in Galway City. The City helps artists and arts and cultural organizations access various opportunities that will assist in developing and delivery their cultural product and artistic talents.

**Corporate Plan 2015-2019, Strategic Objective & Priorities:**

**Objective:**

**To maximise the potential of arts and culture to enrich the lives of all who live in, work in, and visit the city.**

Priorities:

* Prepare for Galway’s designation as European Capital of Culture,2020
* Develop and enhance Galway’s standing as a bi-lingual city
* Progression of strategic plan for the Museum
* Improve occupancy levels and upgrade facilities in Town Hall Theatre
* Improve occupancy levels and upgrade facilities in the Council’s cultural facilities.
* Support and deliver Pillar II of the Creative Ireland Programme in Galway City

The Principal Culture Services to be delivered in 2017 are set out in the table hereunder***:***

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Principal Services** | **Service Objective & Priorities** | **Service Delivery Strategy** | **Performance Standard** | **Progress Review** |
| **Cultural Framework Strategy** | Preparation of Joint Cultural Strategy for Galway City and County.  Participation on Pilot Cities Programme Activity 1 | Continue Implementation Plan for the cultural strategy.  Regular meeting and coordination of actions under Creative Ireland programme for Galway City.  Agreement of partnership delivery framework incl. UCLG (United Cities and Local Government) Culture 21, Culture Action Europe and the Arts Council.  Agreement of local partnership delivery framework – all those identified in the actions for the Implementation Plan.  Mainstream cultural priorities across departments in Galway City Council.  Devise an effective monitoring and evaluation instrument for cultural strategy.  Progress capital projects as identified in ‘Everybody Matters’.  Continuation of work programme for Pilot Cities initiative. | Creative Galway Plan 2018 – 2022 agreed and adopted by end Q1  Delivery mechanisms and monitoring tools in place.  Establish mechanism through Heads of Department group to address Cultural Strategy actions across departments.  Progression of Phase III work programme including peer-learning visits. |  |
| **Principal Services** | **Service Objective & Priorities** | **Service Delivery Strategy** | **Performance Standard** | **Progress Review** |
|  | Improve arts and culture infrastructure to include visual arts space, modern multi-purpose performance space and modern city library. | Progress capital projects as per Cultural Strategy and GCC three-year capital programme | Appointment of design team to Museum Expansion Programme |  |
| **European Capital of Culture 2020** | Develop and implement appropriate governance structures for the preparation for 2020. | Operation and other functions devolved to Galway 2020 Company |  |  |
| **Town Hall Theatre & Blackbox Theatre** | To present, promote and produce a wide range of professional performing arts and cultural events for Galway | Provide a well-equipped, well maintained and well promoted venue for artists and art organisations.  Provide a platform and supportive environment for new and emerging companies  Develop and deliver Strategic Plan for GCC’s Municipal Theatres | Production of engaging programme of events attracting wide audience numbers and facilitating emerging artistic talent.  Operational, staffing and development plan in place by Q4. |  |
| **Principal Services** | **Service Objective & Priorities** | **Service Delivery Strategy** | **Performance Standard** |  |
| **City Museum** | Continue to enhance the cultural and educational offering of the Civic Museum and progress the expansion of the facility. | Progress development phase of the museum extension plans including progress of Comerford House.  Implement 5 year strategic plan for the City Museum, incorporating Museum Standards Programme of Ireland (MSPI) through the Heritage Council.  Master-planning of the Sea Gate museum district  Lead partner in ECOC 2020 **MONUMENT** international heritage exhibition.  Develop and consolidate further income streams. | Galleries in place and open to the public.  Progression of plans for the museum extension and the broader development of the museum district.  Appointment of design team to Museum Expansion Programme  Progression of exhibition  Consolidation of existing external review streams and development of new retail opportunities. |  |
| **Principal Services** | **Service Objective & Priorities** | **Service Delivery Strategy** | **Performance Standard** | **Progress Update** |
| **Arts Services** | To provide and  develop a quality arts  service for the City | Arts Plan 2016 – 2018  To manage activities and services which support the arts sector, involving projects and initiatives provided by arts festivals and centres; dance companies; youth services; community and disability arts organisations.  Establish excellent communication services and information in relation to our arts programmes, funding streams and documentation of artistic projects and programmes.  Continued co-operation and co-ordination of work with existing and new arts organisations and artists. | Arts Grant Scheme approved and finalised by end Q1.  Develop further communications and engagement process with audiences, artists and stakeholders through various media.  Begin review of existing Arts Plan & begin process of drafting successor by Q3. |  |