



Comhairle Chontae na Gaillimhe  
Galway County Council

# Galway County Council Annual Service Delivery Plan 2026



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# Message from the Chief Executive



Welcome to the Annual Service Delivery Plan for Galway County Council 2026

As we progress into the second year of the Corporate Plan 2025–2029, this Plan reflects our continued commitment to delivering high-quality, efficient, and people-centred services for the communities of County Galway. Building on the strong foundations established in 2025, the 2026 ASDP sets out a clear and measurable programme of work for the year ahead—one that is grounded in performance, accountability, and continuous improvement.

Our actions for 2026 are aligned with the national policy framework, including the NOAC Performance Indicators, the Sustainable Development Goals, and the Public Sector Equality and Human Rights Duty. Through the continued development of our annual PSD Action Plan, we reaffirm our commitment to equality, human rights, and inclusive service delivery across every function of the organisation.

This Plan also strengthens our cross-directorate approach to governance, service oversight, and risk management. Regular monitoring, quarterly progress reporting to the CPG and Plenary, and ongoing operational updates through the monthly Management Reports ensure that performance is transparent.

Community engagement remains at the heart of how we work. Throughout 2026, we will continue to listen to our communities and involve them in shaping the services that affect their daily lives—recognising that meaningful engagement leads to better outcomes, stronger trust, and more resilient local and sustainable communities.

The Annual Service Delivery Plan 2026 sets out an ambitious but achievable roadmap for the year ahead. Through the dedication of our staff, the leadership of the Elected Council, and the participation of our communities, we will continue to deliver services that support a vibrant, sustainable, and thriving County Galway.

I look forward to working with you all as we deliver on this important programme for 2026 and continue building momentum under the Corporate Plan 2025–2029.

**Mise, le meas,**

A handwritten signature in black ink that reads "Liam Conneally". The signature is written in a cursive style and is positioned above a white arrow pointing to the right.

**Chief Executive**  
**Galway County Council**

# Introduction

The Annual Service Delivery Plan is prepared in accordance with Section 134 (A) of the Local Government Act 2001 (as inserted by section 50 of the Local Government Reform Act 2014) which requires that each local authority prepare an Annual Service Delivery Plan.

The Annual Service Delivery Plan sets out the principal services to be provided by the Council to the public and is consistent with the adopted Budget for 2026, the three-year Indicative Capital Programme 2026 - 2028 and the Corporate Plan 2025 – 2029. The Plan is based on the Strategic Goals and Supporting Strategies as outlined in the Corporate Plan and sets out the actions which the Council intends to take in 2026.

A comprehensive work programme is planned to be undertaken through a variety of service delivery mechanisms, including direct service provision for the most part, by contract, through shared services in co-operation and in partnership with different agencies, through Service Level Agreements such as those with Enterprise Ireland and indirectly through the various grant and assistance schemes to community and other groups.

There is an emphasis in Local Government on performance and on the efficient delivery of services. Progress in implementing the Service Delivery Plan will be monitored by each unit and their teams on an ongoing basis with Operational updates continuing to be provided through the regular monthly Management Reports to the Elected Council. In addition, quarterly progress reports will be made available to both the CPG and the Plenary, and any significant matters will be highlighted and reported as appropriate. There is also a statutory obligation to include in the Council’s Annual Report an assessment of the Council’s delivery of services during the year, compared with the commitments set out in the Service Delivery Plan.





## Our Vision

The Vision for the County is *“A county with a clear sense of identity that reflects its diverse heritage, cultures and communities, while promoting sustainable and inclusive economic and community development, and engagement through collaboration with stakeholders and participation of its many diverse communities.”*

## Our Mission

The Mission of the Plan is *“to promote the creation of an attractive, resilient and inclusive county in which to live, work, visit. We will enable our diverse communities and businesses to flourish in an environment that offers a range of housing options, a robust range of employment opportunities, access to quality infrastructure and community facilities with a high-quality sustainable environment to meet the needs of all. We will do so as the leading local democratic body in Galway, representing the people of Galway, with dignity, in all aspects of their lives and identities, committed to equality, diversity, participation, dignity and inclusion in all aspects of our democratic role. We will be strategic in our future planning and focused on our daily delivery of services to the people of Galway.”*

# Our Core Values

## Accountable:

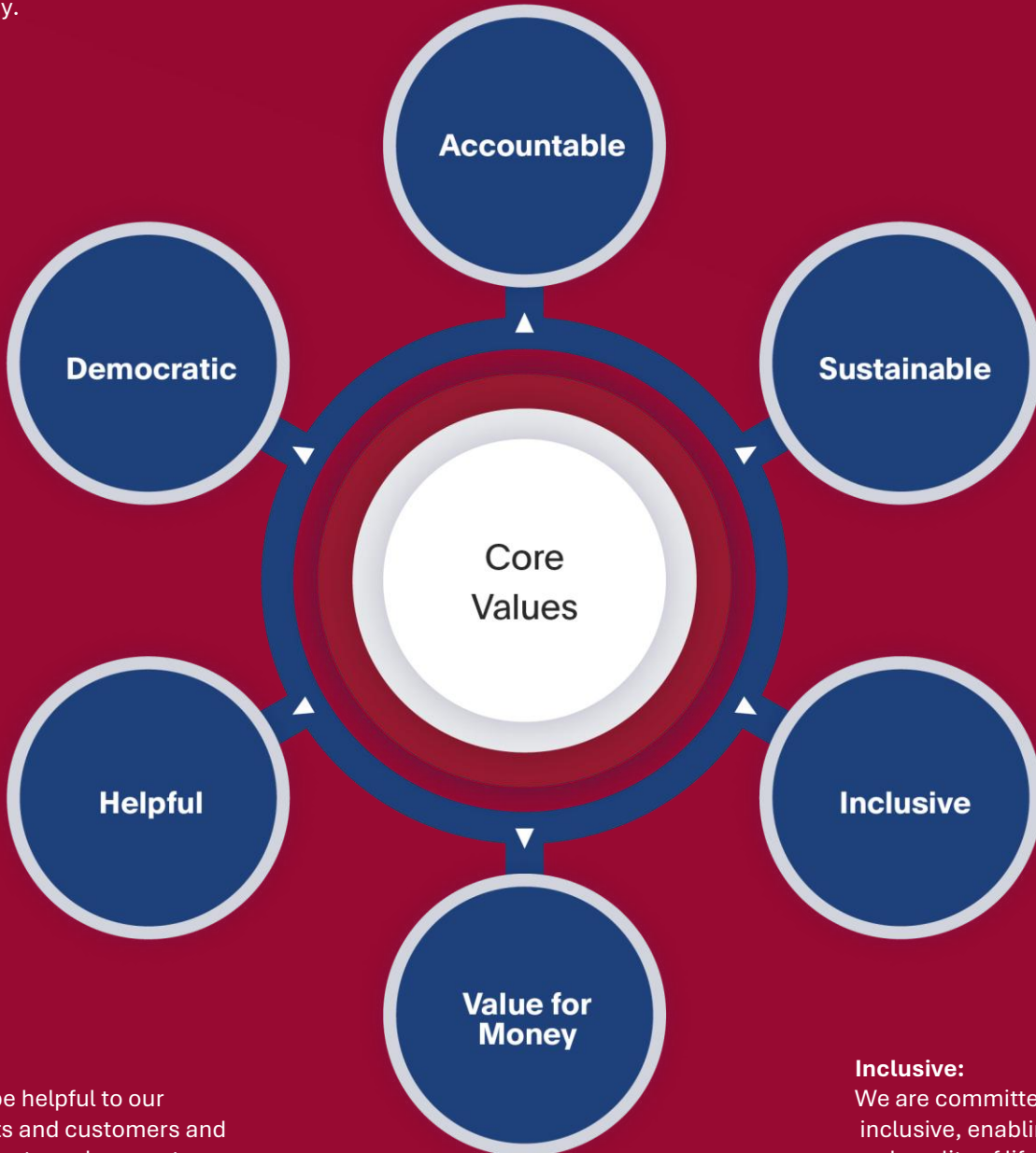
We will be accountable to the people of Galway.

## Sustainable:

We will sustain the identity of the County. We will deliver our services to make sure Galway is sustainable and that the people of Galway are treated with dignity and respect.

## Democratic

We are the democratic representation of the people of Galway.



Core  
Values

Accountable

Sustainable

Democratic

Inclusive

Helpful

Value for  
Money

## Helpful:

We will be helpful to our Residents and customers and Will promote and support an accessible environment for all our communities, while striving to advance, apply and enable principles and practice of universal design for infrastructure and the public realm, and for service provision and workplaces.

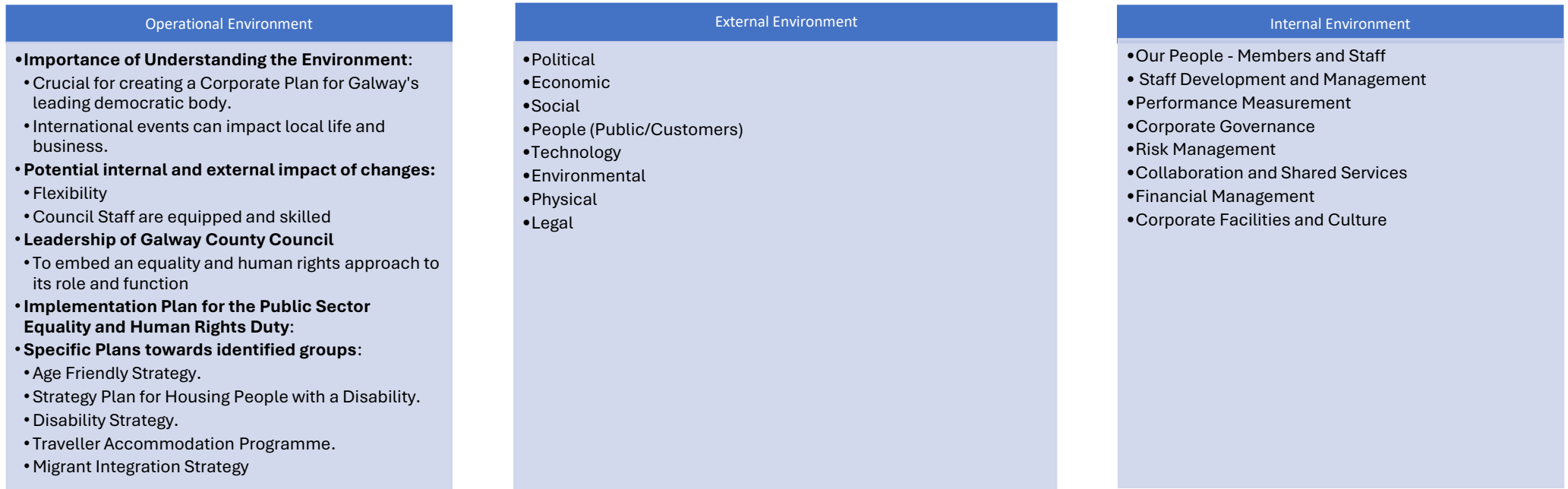
## Inclusive:

We are committed to being inclusive, enabling the wellbeing and quality of life of the full diversity of the people of Galway. We will work to promote and support participation and to establish and engage in participative structures and partnership processes.

## Value for money:

We will provide value for money.

# Operating Environment

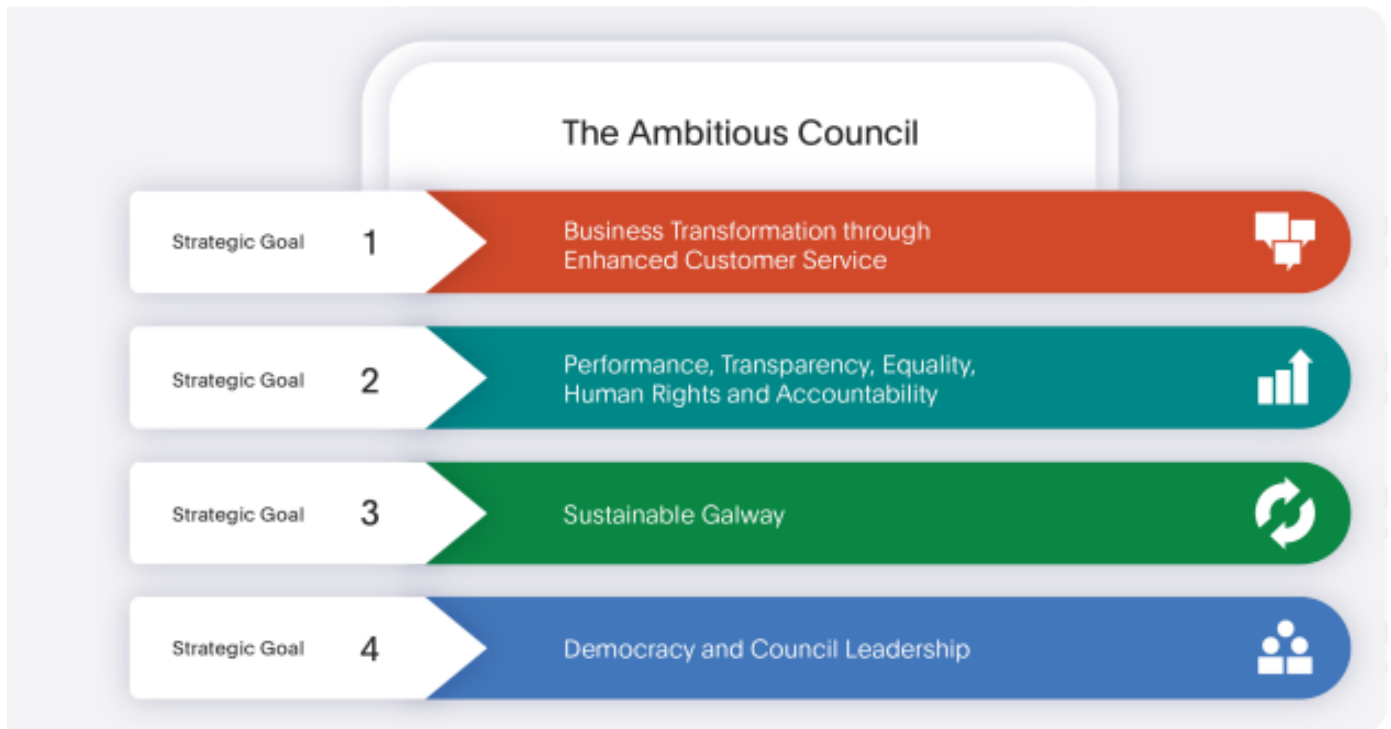


The Council is also alert to its leadership role in regard to embedding an equality and human rights approach to its role and functions as the leading public service body in County Galway. To this end, the Council, in compliance with its Public Sector Equality and Human Rights Duty, undertook an evidence-based and participative assessment of the human rights and equality issues it believes to be relevant to its functions and purpose ([Public Sector Duty Assessment & Evidence Book](#)).

The Council has put in place an implementation plan for the Public Sector Equality and Human Rights Duty, developed to ensure its ongoing implementation by the Council, and, through this, an ongoing and evolving response to addressing the equality and human rights issues as assessed ([Adopted Public Sector Duty Implementation Plan](#)).

# Strategic Goals

The achievement of our vision and mission will be realised through the attainment of several interrelated Goals. To deliver these goals the Council will implement a range of Supporting Strategies. These Supporting Strategies will form the basis of the functions as set out in the Annual Service Delivery Plans and schedule of Municipal District work. The overall objective will be to undertake a business transformation process that seeks to deliver an ambitious organisation focused on achieving our vision and mission.

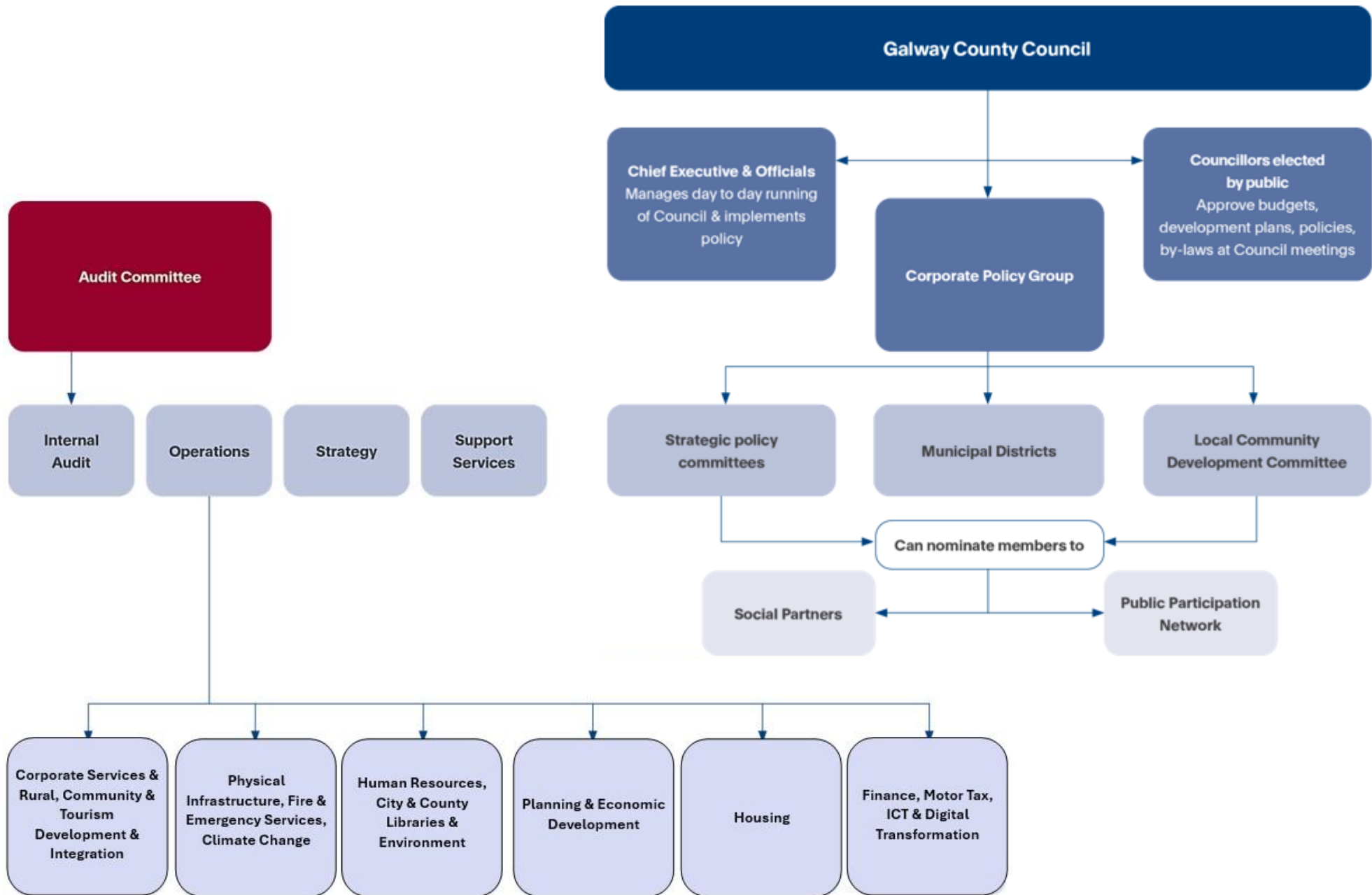


In moving towards an outward-looking culture, Galway County Council will be the leading public sector body in the County. In that regard the Council is clearly committed to the underpinning values for, and objectives of its statutory obligations, under Section 42 of the Irish Human Rights and Equality Commission Act 2014 which is to have regard to the need to: eliminate discrimination; promote equality of opportunity; and protect the human rights for its members, the staff, the persons to whom it provides services, and policy beneficiaries. As a consequence, our leadership across the County will seek to embed these obligations, and our values and objectives, in our own work and in the ambitions of all across the County. These values and objectives are set out in the Galway County Council: Implementing the Public Sector Equality and Human Rights Duty Implementation Plan ([Adopted Public Sector Duty Implementation Plan](#)).

To enable the ongoing implementation of the duty, an **Annual Duty Action Plan for 2026** is being prepared. Progress will be reported quarterly to the Corporate Policy Group. The plan will identify actions across organisational functions to be taken during 2026 including key plans, policies, and actions in place or to be put in place to address equality and human rights issues, key decision-making moments that will be a focus for an equality and human rights impact assessment, and operational procedures and initiatives that will be deployed to enable the implementation of the Duty. Our [Annual Duty Action Plans](#) can be viewed on our website [www.galway.ie](http://www.galway.ie)

Six Directorates will have the responsibility for the provision of the range of services delivered by Galway County Council within the framework provided by the Corporate Plan. Each will have a set of supporting actions, set within the strategic goals of the Corporate Plan. Each supporting action will have a timeline and performance indicator.

# Galway County Council Organisational Structure 2026



Galway County Council is comprised of 39 Elected Members from 5 Municipal Districts. The Council currently employs 975 FTE employees (@ Q1 2026), including an allocation of staff working on a rota basis out of hours, to ensure an emergency service is available on a 24/7 basis for the people of the County.

The Municipal Districts and Galway County Council perform both representational and operational roles. The thirty-nine representatives perform the representational role of the authority under a system of reserved functions at Municipal District and Plenary Council. The Elected Members lay down the framework for policy under which the Council Management Team and all staff operate. A Corporate Policy Group (CPG) and six Strategic Policy Committees (SPCs) formulate and agree policy. The SPCs comprise of elected Councillors along with voluntary and sectoral representatives who review and formulate policy across the range of Council function.

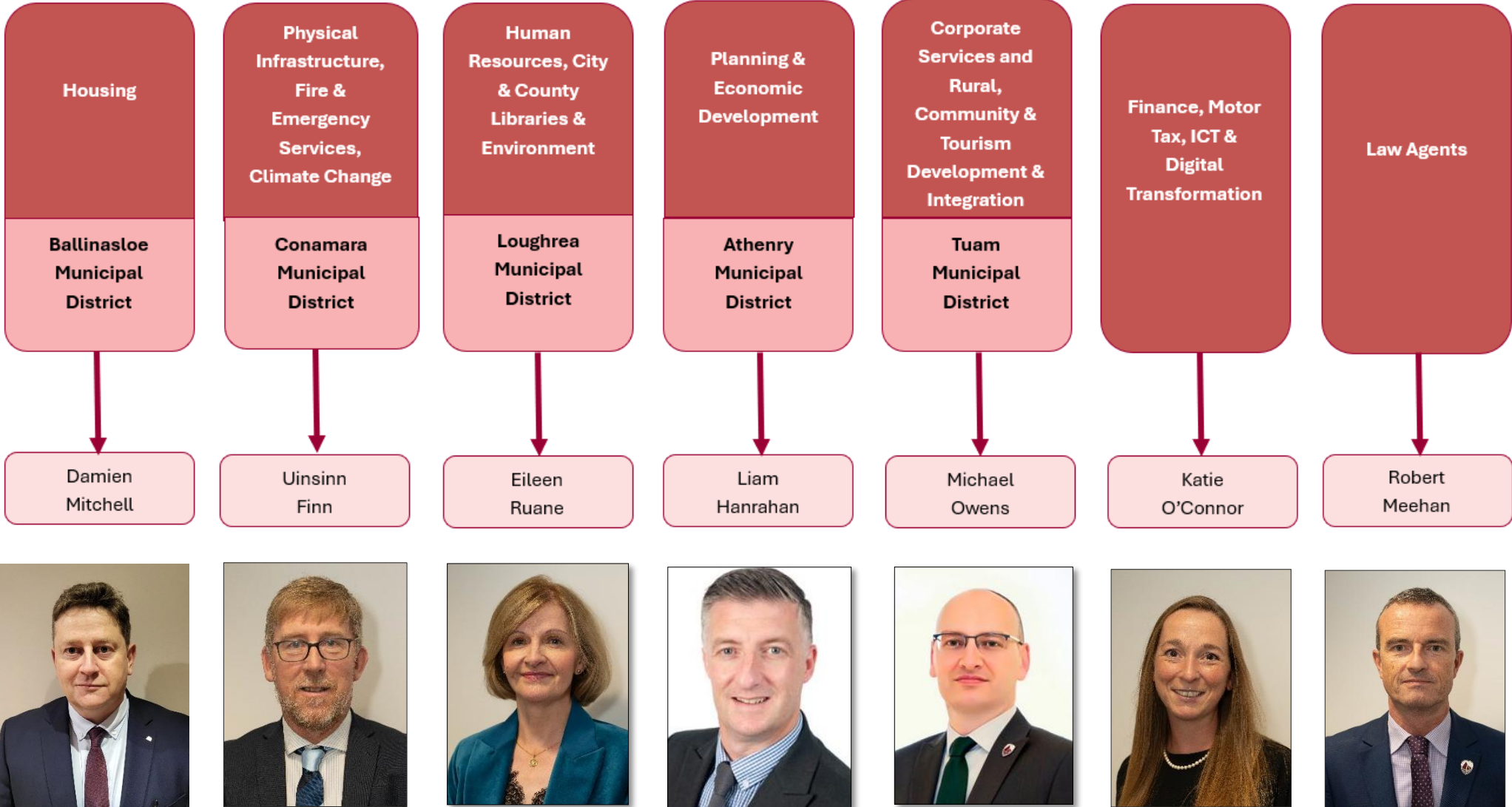
The six Strategic Policy Committees (SPCs), plus the one joint city/county planning committee, cover the following areas of activity:



In line with best Corporate Governance Practice, the Council has established an independent Audit Committee. The Committee's role is to support the Elected Council by providing an assessment of the financial reporting, financial management, internal audit processes and risk management practices in the Council. The Committee consists of five members, three external and two elected members of the Council and is chaired by one of the external members. They operate in accordance with their Audit Committee Charter which outlines the role, responsibilities and functions of the committee.

A Management Team consisting of the Chief Executive, five Directors of Services, the Director of Finance and the Law Agent, supported by the County Secretary, operate in an executive capacity.

**Liam Conneally**  
Chief Executive



# Budget Overview 2026

The Annual Service Delivery Plan sets out service delivery objectives based on the 2026 Adopted Budget approved by the Elected Members. Galway County Council's Budget 2026 provides for a total expenditure of €203m on the governance and provision of local services which are critical for the local economy of County Galway. The Annual Budget provides for expenditure in each Service Division as set out in the table below:

Expenditure by Service Division		2026 Adopted Budget
A	Housing and Building	33,379,922
B	Road Transport & Safety	65,452,781
C	Water Services	15,227,429
D	Development Management	23,458,564
E	Environmental Services	31,335,985
F	Recreation and Amenity	13,920,190
G	Agriculture, Education, Health & Welfare	2,875,609
H	Miscellaneous Services	17,617,716
<b>Total</b>		<b>203,268,196</b>

# Community Engagement

The Council will continue to play a central role in promoting social inclusion, community participation, and development, enabling all citizens to fully engage in the social, economic, and cultural life of County Galway. Through a range of services and the implementation of the Local Economic and Community Plan (LECP), the Council works to improve quality of life, reduce social disadvantage, and support local communities sustainably.

In collaboration with the Local Community Development Committee (LCDC) and other key partners, the Council manages and supports several key programmes, including:

- Social Inclusion Community Activation Programme (SICAP)
- Age Friendly Programme
- Healthy Ireland
- Comhairle na nÓg
- Rural Transport Programme
- Integration Initiatives
- National Literacy Initiatives under the 'Right To Read' Programme
  - Spring Into Storytime
  - Summer Stars at the library
  - Children's Book Festival
  - Family Time at Your Library
  - Adult Literacy for Life (A.L.L) programming and workshop delivery
- Healthy Ireland at Your Library – workshops, presentations and collection development to support Health Literacy in the community

During 2026 the Council will conduct public consultations to ensure that decision-making processes are transparent and inclusive. These consultations will provide a platform for citizens to voice their opinions, concerns, and suggestions on various issues affecting them, allowing Galway County Council to make informed decisions that reflect the needs and desires of the community across the following range of plans and policies:

- County Development Plan Review
- Town Centre First Plans
- Casual Trading Byelaws
- Migrant Integration Strategy
- Local Sports Plan
- Outdoor Recreation Strategy
- Arts Plan
- Galway Public Libraries Strategy
- Housing & Other Projects requiring Part 8 Planning Approval

"Your Council Day" is an initiative by local authorities in Ireland to engage with the community and showcase the work they do. In 2026, this event will feature various activities and opportunities for the public to learn more about local government operations. This day is dedicated to fostering transparency, encouraging public participation, and celebrating the collaborative efforts between councils and their communities.

# Principal Services

## Objectives, Priorities, Implementation Strategies and Performance Standards

### Cross-Directorate Actions set out in the Corporate Plan

All Units

Strategic Goal	Supporting Action	Service Plan Action	Timeline	NOAC Performance Indicator	UN Sustainable Development Goal's (SDG's)	Local KPI Target
Business Transformation through Enhanced Customer Service	Continued implementation of the Customer Charter and code of Conduct and Customer Services Action plan having regard to the Public Sector Equality and Human Rights Duty (PSD)	Implementation of the Customer Action Plan having regard to the Public Sector Duty	Ongoing	N/A	3, 5, 10, 11, 16	In accordance with the Customer Action Plan timelines
Business Transformation through Enhanced Customer Service	Continued implementation of the Customer Action Plan having regard to the Public Sector Equality & Human Rights Duty.	Implementation of new complaints procedure & protocol and Customer Services Tracker system	Q1 2026	N/A	3, 5, 10, 11, 16	Provide quarterly report to Management Team and facilitate Annual reporting by Service Area
Performance, Transparency, Equality, Human Rights, and Accountability	Manage PMDS for Performance Management for all staff - Provide robust Business management, structures and systems	Agree Business Plans	Annually (January)	N/A	4, 8, 10, 16	Progress reviews at mid-year and year-end
Performance, Transparency, Equality, Human Rights, and Accountability	Manage PMDS for Performance Management for all staff - Provide robust Business management, structures and systems	Agree Team Development Plans (TDP's)	Annually (By February)	N/A	4, 8, 10, 16	Quarterly Progress Review

Performance, Transparency, Equality, Human Rights, and Accountability	Manage PMDS for Performance Management for all staff - Provide robust Business management, structures and systems	Agree Personal Development Plans (PDP's)	Annually (By February)	N/A	4, 8, 10, 16	Progress reviews at mid-year and year-end
Business Transformation through Enhanced Customer Service	Expanded use of social media and other communication channels as a source of public information having regard to the Public Sector Duty	Increase number of local authority Social Media followers whilst being mindful of the issue of digital inequality	Ongoing	N/A	8, 9, 11	5% increase on baseline 2025
Performance, Transparency, Equality, Human Rights, and Accountability	The Council's Website will be continuously updated by each directorate.	Increase the number of services provided on the GCC website.	Ongoing	C3	8, 9, 11	The website is used as the core medium for communication for the Council
Performance, Transparency, Equality, Human Rights, and Accountability	Corporate Plan Implementation & Reporting	Prepare an Annual Service Delivery Plan having regard to the Public Sector Duty to Plenary for adoption and submit to the DHLGH	Annually	N/A	3, 4, 8, 10, 11, 13, 16	Q1
Performance, Transparency, Equality, Human Rights, and Accountability	Corporate Plan Implementation & Reporting	Prepare an Annual Duty Action Plan for implementation of the Public Sector Equality and Human Rights Duty.	Annually	N/A	3, 4, 8, 10, 11, 13, 16	Q1
Performance, Transparency, Equality, Human Rights, and Accountability	Corporate Plan Implementation & Reporting	Prepare the Municipal District Schedule of works to MD's	Annually	N/A	3, 4, 8, 10, 11, 13, 16	Q1

Performance, Transparency, Equality, Human Rights, and Accountability	Corporate Plan Implementation & Reporting	Prepare Monthly Management Report to Plenary	Monthly	N/A	3, 4, 8, 10, 11, 13, 16	11 per year
Performance, Transparency, Equality, Human Rights, and Accountability	Corporate Plan Implementation & Reporting	Prepare Quarterly report to Corporate Policy Group (CPG) & Plenary on implementation of Corporate Plan and on the Implementation of the Public Sector Duty	Quarterly	N/A	3, 4, 8, 10, 11, 13, 16	4 per year
Performance, Transparency, Equality, Human Rights, and Accountability	Corporate Plan Implementation & Reporting	Prepare Annual Report to Plenary and the Annual Progress report on the Implementation of the PSD	Annually	N/A	3, 4, 8, 10, 11, 13, 16	April
Performance, Transparency, Equality, Human Rights, and Accountability	Strengthened Financial Reporting	Monthly Review of Unit Budget	Monthly	M1, M2, M3, M4	8, 9	12 per year
Performance, Transparency, Equality, Human Rights, and Accountability	Strengthened Financial Reporting	Budget preparation for next fiscal year	Annually	M1, M2, M3, M4	8, 9	Commence Q3 July to Dec
Performance, Transparency, Equality, Human Rights, and Accountability	Strengthened Financial Reporting	Statement of Financial Control & Annual AFS	Annually	M1, M2, M3, M4	8, 9	April

Performance, Transparency, Equality, Human Rights, and Accountability	Strengthened Financial Reporting	Budget meetings with MD's	Annually	M1, M2, M3, M4	8, 9	September
Performance, Transparency, Equality, Human Rights, and Accountability	Continue to embed the Corporate Governance and compliance Program across the organisation in the areas of Business Continuity, Public Sector Equality and Human Rights Duty, Child Protection and Welfare, Data Protection, Internal Audit and FOI/AIE/Ombudsman	Provide robust structures and systems across the Local Government Code of Governance in respect of: 1. Risk Management 2. Business Continuity Management 3. Child Protection & Welfare 4. Annual Duty Action Plan for the Public Sector Duty	Quarterly Review & Annual Report Update	N/A	5, 10, 11, 16	4 per year
Performance, Transparency, Equality, Human Rights, and Accountability	Continue to embed the Corporate Governance and compliance Program across the organisation in the areas of Business Continuity, Public Sector Equality and Human Rights Duty, Child Protection and Welfare, Data Protection, Internal Audit and FOI/AIE/Ombudsman	Ethical Framework Members Donation Statements	Annually	N/A	5, 10, 11, 16	By last day of January
Performance, Transparency, Equality, Human Rights, and Accountability	Continue to embed the Corporate Governance and compliance Program across the organisation in the areas of Business Continuity, Public Sector Equality and Human Rights Duty, Child Protection and Welfare, Data Protection, Internal Audit and FOI/AIE/Ombudsman	Ethical Framework Members & Employees Annual Declaration	Annually	N/A	5, 10, 11, 16	By last day February
Performance, Transparency, Equality, Human Rights, and Accountability	Continue to embed the Corporate Governance and compliance Program across the organisation in the areas of Business Continuity, Public Sector Equality and Human Rights Duty, Child Protection and Welfare, Data Protection, Internal Audit and FOI/AIE/Ombudsman	Ethical Framework Advise non-council committee members of their obligations under the Ethics Framework	Ongoing	N/A	5, 10, 11, 16	By last day of March

Performance, Transparency, Equality, Human Rights, and Accountability	Continue to embed the Corporate Governance and compliance Program across the organisation in the areas of Business Continuity, Public Sector Equality and Human Rights Duty, Child Protection and Welfare, Data Protection, Internal Audit and FOI/AIE/Ombudsman	Compliance with National & Internal Procurement Regulations	Quarterly Review	N/A	12	4 per year
Performance, Transparency, Equality, Human Rights, and Accountability	Continue to embed the Corporate Governance and compliance Program across the organisation in the areas of Business Continuity, Public Sector Equality and Human Rights Duty, Child Protection and Welfare, Data Protection, Internal Audit and FOI/AIE/Ombudsman	Participate with internal & external audits including LGA and Department audits	Ongoing	N/A	5, 10, 11, 16	Annually, as required
Performance, Transparency, Equality, Human Rights, and Accountability	Continue to embed the Corporate Governance and compliance Program across the organisation in the areas of Business Continuity, Public Sector Equality and Human Rights Duty, Child Protection and Welfare, Data Protection, Internal Audit and FOI/AIE/Ombudsman	FOI Act AIE Regulations Ombudsman GDPR/Data Protection Official Languages Act Minimum 20% of Advertising Budget in Irish publications	Ongoing	N/A	5, 10, 11, 16	In accordance with statutory obligations
Performance, Transparency, Equality, Human Rights, and Accountability	Continue to embed the Corporate Governance and compliance Program across the organisation in the areas of Business Continuity, Public Sector Equality and Human Rights Duty, Child Protection and Welfare, Data Protection, Internal Audit and FOI/AIE/Ombudsman	Protected Disclosures Act and Disability Access	Ongoing	N/A	5, 10, 11, 16	In accordance with statutory obligations
Performance, Transparency, Equality, Human Rights, and Accountability	Engage with NOAC to: Improve Service Delivery Enhance Accountability Encourage Best Practices Support Decision Making	Submit performance indicator data to NOAC portal	Annually	All	4, 6, 7, 11, 13, 15	April

Performance, Transparency, Equality, Human Rights, and Accountability	Engage with NOAC to: Improve Service Delivery Enhance Accountability Encourage Best Practices Support Decision Making	Review NOAC annual report that detail the performance of local authorities against the indicators	Annually	All	4, 6, 7, 11, 13, 15	Report published September and review by end of October
Performance, Transparency, Equality, Human Rights, and Accountability	Engage with NOAC to: Improve Service Delivery Enhance Accountability Encourage Best Practices Support Decision Making	NOAC Performance Reports shall be available to the council Members and subject to their noting particularly having regard to references to the Council and relevant best practices which could be applied by the Council	Annually	All	4, 6, 7, 11, 13, 15	December
Performance, Transparency, Equality, Human Rights, and Accountability	Engage with NOAC to: Improve Service Delivery Enhance Accountability Encourage Best Practices Support Decision Making	Attend NOAC workshops and training sessions delivered to help understand and implement best practices	Annually	All	4, 6, 7, 11, 13, 15	As required
Performance, Transparency, Equality, Human Rights, and Accountability	Staff Self development and Training	Implement Annual Training & Development Plan for staff	Annually	N/A	16	Annually
Democracy & Council Leadership	Implementation of the adopted Strategic Policy Committees (SPC) Scheme 2024-2029	Support & facilitate the committees & membership in accordance with the adopted SPC standing orders.	Ongoing	N/A	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17	In accordance with statutory requirements
Performance, Transparency, Equality, Human Rights, and Accountability	Continue to ensure strong Health & Safety systems are in place and promote a positive Health & Safety Culture in the organisation	Annual review of Occupational Health & Safety Policy	Annually	N/A	3, 8, 11, 16	Q1

Performance, Transparency, Equality, Human Rights, and Accountability	Continue to ensure strong Health & Safety systems are in place and promote a positive Health & Safety Culture in the organisation	Ensure Compliance with GCC Safety Statement (Management System) with Quarterly review by the Management Team	Quarterly	N/A	3, 8, 11, 16	4 per year
Performance, Transparency, Equality, Human Rights, and Accountability	Continue to ensure strong Health & Safety systems are in place and promote a positive Health & Safety Culture in the organisation	Implement, Review and Update Safety Management Programmes for the following sections: Roads & Transportation, Housing, Fire Service, Corporate Services & Libraries, Environment, Rural & Water	Q2 & Q4	N/A	3, 8, 11, 16	Each SMP reviewed
Performance, Transparency, Equality, Human Rights, and Accountability	Continue to ensure strong Health & Safety systems are in place and promote a positive Health & Safety Culture in the organisation	Ensure ongoing compliance with BS ISO 45001 standards across the organization, including the completion of two NSAI audits per year.	Q2 & Q4	N/A	3, 8, 11, 16	2 Audits per year
Performance, Transparency, Equality, Human Rights, and Accountability	Continue to ensure strong Health & Safety systems are in place and promote a positive Health & Safety Culture in the organisation	Ensure all sections meet Health & Safety inspection & meeting targets as outlined in quarterly management report	Quarterly	N/A	3, 8, 11, 16	4 per year
Performance, Transparency, Equality, Human Rights, and Accountability	Continue to ensure strong Health & Safety systems are in place and promote a positive Health & Safety Culture in the organisation	Engage & meet with Directorates monthly/ quarterly to ensure compliance and continuous improvement in safety standards	Monthly / Quarterly	N/A	3, 8, 11, 16	12 monthly mtgs / 4 quarterly mtgs
Performance, Transparency, Equality, Human Rights, and Accountability	Ensure the provision of efficient and effective legal and advisory services to the Management Team and all Directorates within the Council	Law Agent Department to provide essential legal advisory services and representation to the council in litigation across all Directorates.	Ongoing	N/A	11, 16, 17	Update provided monthly to Chief Executive and quarterly to relevant DoS

Performance, Transparency, Equality, Human Rights, and Accountability	Ensure the provision of efficient and effective legal and advisory services to the Management Team and all Directorates within the Council	Legal support and advice in areas of Corporate Governance incl. Advice to Ethics Registrar, Information Officer (Fol/AIE), Ombudsman, Protected Disclosures Officer and Data Protection Champions.	Ongoing	N/A		Regular meetings between Law Agent & appropriate Authorised Officers
Performance, Transparency, Equality, Human Rights, and Accountability	Ensure the provision of efficient and effective legal and advisory services to the Management Team and all Directorates within the Council	Oversight of record-keeping and registration of council assets by means of the council Asset Register & implementation of new Property Interest Register unit with all Directorates	Ongoing	N/A		Quarterly review meeting with PIR Group
Performance, Transparency, Equality, Human Rights, and Accountability	Ensure the provision of efficient and effective legal and advisory services to the Management Team and all Directorates within the Council	Legal support to the council in housing disposals and single/multi-unit acquisitions to reach set targets, overall management of tenancy & housing stock, implementation of various housing loans/grants schemes. Assistance in leasing and licencing of council assets.	Ongoing	N/A	11, ,16, 17	Quarterly review meetings with relevant Director of Services

# Corporate Services, Rural Community & Tourism, Development & Integration

## Corporate Services

Strategic Goal	Supporting Action	Service Plan Action	Timeline	NOAC Performance Indicator	UN Sustainable Development Goal's (SDG's)	Local KPI Target
Business Transformation through Enhanced Customer Service	Continued implementation of the Customer Charter and code of Conduct and Customer Services Action plan having regard to the Public Sector Equality and Human Rights Duty (PSD)	Finalise review of the Customer Action Plan in line with the Quality Customer Services Strategy and having regard to the Public Sector Duty including to address the diversity of council customers and their specific needs.	Q1 2026	N/A	3, 5, 10, 11, 16	Adoption by Plenary January 2026
Business Transformation through Enhanced Customer Service	Adopt an internal and external Communications Plan, including a collaboration strategy between the Council, the Public Participation Network, and key stakeholders. This plan will consider the Public Sector Equality and Human Rights Duty.	Commence Project Plan having regard to the Public Sector Duty to inform priority actions of putting in place a Corporate Services Communications Office	Q1 2026	C3	4, 10, 11, 16, 17	Q3 2026
Business Transformation through Enhanced Customer Service	Continue the development of the use of social media as a source of public services information and an efficient communication channel for our customers, whilst being mindful of the issue of digital inequality.	Planning & delivery of Your Council Day	Q2 2026	C3	11, 16, 17	Each service area will actively participate in "Our Council Day 2026" by submitting at least one activity or communication piece for inclusion in the campaign
Performance, Transparency, Equality, Human Rights, and Accountability	Corporate Plan Implementation & Reporting	Annual update to Audit Committee on implementation of Corporate Plan & progress on public sector duty	Q2 2026	N/A	11, 16, 17	One per annum

Business Transformation through Enhanced Customer Service	Complete a review of existing and future office accommodation needs to determine the optimal future Galway County Council office space requirements, having regard to universal design and accessibility	Project will continue in 2026 with the appointment of: Independent Cost & Project Manager (Q1) Integrated Design Team (Q2)	Progress Design/PreP lanning during Q3 & Q4	N/A	7, 9, 13	Multi-annual year capital project
Sustainable Galway	Maintenance, Upgrades and Management of Leisure Centres at Tuam & Ballinasloe	EXEED Programme to decarbonise Tuam and Ballinasloe Leisure Centres	Q3 2026	N/A	3, 7, 11, 12, 13	Q3 2026
Sustainable Galway	Maintenance, Upgrades and Management of Leisure Centres at Tuam	Install 100kva PV panel array to Ballinasloe Leisure Centre	Q2 2026	N/A	3, 7, 11, 12, 13	Q2 2026
Sustainable Galway	Develop and promote Outdoor Recreation and Healthy Lifestyles	Maintenance & management of Renville Park including maintain caretaker hours.	2026	N/A	3, 7, 11, 12, 13	Caretaker will be in place for 12 months, 780 hours per year
Sustainable Galway	Develop and promote Outdoor Recreation and Healthy Lifestyles	Manage and maintain Playgrounds owned by Galway County Council having regard to the Public Sector Duty including inspection of GCC playgrounds & repair/replacement as necessary.	Ongoing	N/A	3, 4, 10, 11, 16	Each of the 19 GCC Playgrounds are inspected weekly.
Sustainable Galway	Develop and promote Outdoor Recreation and Healthy Lifestyles.	Manage and maintain Playgrounds owned by Galway County Council having regard to the Public Sector Duty including DCEIY grant application for refurbishment & development of playgrounds & play areas through Capital Grant scheme	Annually - Q1	N/A	3, 4, 10, 11, 16	Submit grant application in February to Dept.
Sustainable Galway	Develop and promote Outdoor Recreation and Healthy Lifestyles	Coordinate and manage the inspection schedule of Community owned Playgrounds that GCC provide Insurance to. Inspection of Community run playgrounds where GCC extends insurance.	Ongoing	N/A	3, 4, 10, 11, 16	Each of the 64 community playgrounds are inspected fortnightly.
Sustainable Galway	Develop and promote Outdoor Recreation and Healthy Lifestyles.	Arrange Playground routine inspector training for community groups.	Every 3 years	N/A	3, 4, 10, 11, 17	Training to be delivered to 11 community groups in 2026.

Sustainable Galway	Promote, develop and sustain the diverse heritage, arts and culture of County Galway	Management of the Battle of Aughrim Visitor Centre and recruitment of seasonal tour guide	Annually	N/A	4	Maintain increased opening days April to September
Sustainable Galway	Develop and promote Outdoor Recreation and Healthy Lifestyle	Advance EcoPark and Boardwalk proposal at Oranhill.	Commence in 2026	N/A	3, 11, 13, 15	Finalise design process by Q4 2026
Democracy & Council Leadership	To manage and maintain the Register of Electors with a view to ensuring it is complete and accurate and to participate in and deliver the Elector Registration System for Galway County	Ensure organisational readiness for the Galway West By-Election and meeting Returning Officer requirements within statutory timelines	Q2 2026	N/A	5, 10, 16, 17	Preparation Q1, Election Q2
Democracy & Council Leadership	To manage and maintain the Register of Electors with a view to ensuring it is complete and accurate and to participate in and deliver the Local Government Elector Registration System (LGERS) for Galway County Council	Finalising data completeness and accuracy in advance of migration to national system, Voter.ie	Q4 2026	N/A	5, 10, 16, 17	100 % completion of tasks within the timeframe as set out by the Project Lead
Democracy & Council Leadership	To manage and maintain the Register of Electors with a view to ensuring it is complete and accurate and to participate in and deliver the Local Government Elector Registration System for Galway County	Annual Report to Electoral Commission	Annually	N/A	5, 10, 16, 17	Q4
Democracy & Council Leadership	Provide assistance to the elected members through cohesive efforts between Members, Management and Staff, in relation to their Reserved Functions.	Develop Annual Training Plan for members in compliance with regulations in accordance with Section 142 of Local Government Act and associated regulations having regard to public sector duty	Annually	N/A	4, 8, 10, 16	Q1
Democracy & Council Leadership	Provide assistance to the elected members through cohesive efforts between Members, Management and Staff, in relation to their Reserved Functions.	Consistent compliance with statutory regulations for Plenary Council Meetings and Corporate Policy Group Committee (CPG) having regard to public sector duty	Monthly	N/A	16	11 CPG Meetings 11 Plenary Meetings 1 Annual Meeting 1 Budget Meeting and Special Meetings as required.

## Rural Community & Tourism, Development & Integration

Strategic Goal	Supporting Action	Service Plan Action	Timeline	NOAC Performance Indicator	UN Sustainable Development Goal's (SDG's)	Local KPI Target
Sustainable Galway	Promote, develop and sustain the diverse heritage, arts and culture of Co. Galway through collaboration and participation and through implementation of the objectives of the Arts Plan.	Supporting Artists to create and develop Sustainable careers through key programmes to include; Artists Support Scheme, national and international residencies, CPD programmes and strategic partnerships for targeted artists supports.	Q1 2026 for artists support scheme and Q3 2026 for other elements	N/A	7, 13, 14, 15	12 - 15 awards; 2-4 residencies; and 1 CPD programme.
Sustainable Galway	Promote, develop and sustain the diverse heritage, arts and culture of Co. Galway through collaboration and participation and through implementation of the objectives of the Arts Plan.	Arts and Young People: Directly programme and deliver a wide range of arts programmes for specific (0-15 years) and (aged 15+) <ul style="list-style-type: none"> <li>• Artist in Schools</li> <li>• Youth led initiatives in collaboration with Professional Arts Organisations</li> </ul>	Ongoing	N/A	7, 13, 14, 15	Increase participation and new engagement compared to 2025
Sustainable Galway	Promote, develop and sustain the diverse heritage, arts and culture of Co. Galway through collaboration and participation and through implementation of the objectives of the Arts Plan.	Support Galway County Music Generation Programme and participate on LMEP (Local music education partnership)	Ongoing	N/A	7, 13, 14, 15	4 LMEP meetings per annum
Sustainable Galway	Promote, develop and sustain the diverse heritage, arts and culture of Co. Galway through collaboration and participation and through implementation of the objectives of the Arts Plan.	Arts Participation: Build Capacity in the Arts Sector reaching communities across the following areas: Arts in Older Years. Arts in Disability Culture Night 2026 Creative Places Tuam 2026 Marginalised and Diverse Community Programme	Ongoing	N/A	7, 13, 14, 15	Increase participation over prior year. Increase numbers of artists engaged over prior year. Delivery of Culture Night 2026. Successful Arts Council Application.

Sustainable Galway	Promote, develop and sustain the diverse heritage, arts and culture of Co. Galway through collaboration and participation and through implementation of the objectives of the Arts Plan.	Develop the Arts Plan 2026-2030 Engage in evaluation and consultation for new Arts Plan.	Q3 2026	N/A	7, 13, 14, 15	Bring Plan to SPC and Full Council Q3 2026 for approval.
Sustainable Galway	Promote, develop and sustain the diverse heritage, arts and culture of Co. Galway through collaboration and participation and through implementation of the objectives of the Arts Plan.	Direct and Support professional arts organisations: • Arts Centres and Visual Arts Studios (Aras Éanna/Interface) • UNESCO City of Film Designation (Ardán) & Screenwest	Ongoing	N/A	7, 13, 14, 15	Participate in UNESCO City of Film sub-network meeting July 2026.
Sustainable Galway	Promote, develop and sustain the diverse heritage, arts and culture of Co. Galway through collaboration and participation and through implementation of the objectives of the Arts Plan.	Public Art Programme 2025 Deliver and Advise on Public Art Programme (Per cent for Art) in consultation with Public Art Management Group. Issue tender for Management of Public Art Programme.	Q4 2026 for delivery of one completed project Two in process (multi-annual delivery) Q3 2026 for tender award	N/A	7, 13, 14, 15	One completed project Two in process (multi-annual delivery)
Sustainable Galway	Promote, develop and sustain the diverse heritage, arts and culture of Co. Galway through collaboration and participation and through implementation of the objectives of the Arts Plan.	Creative Ireland Programme: Design, plan and deliver annual Creative Ireland programme to include; Culture Team Projects, Cruinniú na nÓg, Creative Ireland Open Call and ongoing additional national funding call outs. Targeted Irish language and Island events.	Q4 2026	N/A	7, 13, 14, 15	Increase participation over prior year Increase new entrants to open call programme over prior year Successful full drawdown of SLA
Performance, Transparency, Equality, Human Rights, and Accountability	Prepare and deliver settlement and integration programmes for new communities. Develop Migrant Integration Strategy	Ensure equitable, inclusive and engaged communities (Goal 2 Galway County LECP 2024 – 2030) by: Enabling target groups to live independently in the community.	Ongoing with delivery of migrant integration	Y1, Y2	1, 3, 4, 5, 8, 10, 16	5 integration clinics with target groups delivered per week. 3 integration events delivered per quarter Bi-monthly meetings

		Maintaining an integration coordination model for the County.	strategy for Q4 2026			of the Community Integration Forum & Working Groups Delivery of the Migrant Integration Strategy by Q4 2026.
Performance, Transparency, Equality, Human Rights, and Accountability	Develop the Migrant Integration Strategy 2026-2030.	Develop the Migrant Integration Strategy 2026-2030	Q4 2026	N/A	1, 3, 4, 5, 8, 10, 16	Delivery of the Migrant Integration Strategy by year end 2026.
Performance, Transparency, Equality, Human Rights, and Accountability	Prepare and deliver settlement and integration programmes for new communities. Develop Migrant Integration Strategy	Administer the Local Authority Ukraine Response Programme.	Ongoing	N/A	4, 10	All OAH / Ukraine Response enquiries responded to within 1 week of receipt.
Performance, Transparency, Equality, Human Rights, and Accountability	Manage the introduction of the Community Safety Partnership as replacement forum for the JPC in line with legislation and guidance	Co-ordinate and support the operations of the Galway County Local Community Safety Partnership.	Ongoing and within timelines as prescribed	Y1	3, 11, 16, 17	Quarterly meetings of LCSP in 2026 with an additional open and closed meeting. Q2 2026.
Sustainable Galway	Support and manage the Local Community Development Committee (LCDC) in its programmes and manage and monitor Programme Implementors for the delivery of the Social Inclusion Community Activation Programme (SICAP) 2024-2028, addressing specific needs of identified groups.	Deliver the sustainable community objectives as set out in the Galway County LECP 2024-2030 with reference to the following Goals: Goal 1 - Active, healthy and safe communities Goal 2 - Equal, inclusive and engaged communities By monitoring and managing the following programmes under LCDC: SICAP Programme (POBAL) Healthy Ireland Fund (POBAL) Empowering Communities (POBAL) Social	Ongoing	Y2	1, 3, 4, 8, 9, 10, 11, 12	100% drawdown and process of funding streams as per guidelines 6 p.a LCDC meetings 4 p.a Healthy Galway County Subcommittee Meetings 6 LCDC meetings a year Ensure Drawdown of SICAP Funding Monitor and report LECP Strategic

		Inclusion Events (GCC) Local Enhancement Programme (DRCDG)				Community Objectives (SCOs)
Sustainable Galway	Support and manage the Local Community Development Committee (LCDC) in its programmes and manage and monitor Programme Implementors for the delivery of the Social Inclusion Community Activation Programme (SICAP) 2024-2028, addressing specific needs of identified groups.	Actively progress the implementation of the Local Economic and Community Plan (LECP) 2024–2030 through a structured, collaborative, and evidence based- approach. In line with the LECP Framework and Implementation Plan, the Council will work with all relevant stakeholders to agree and prioritise the actions to be delivered during the implementation period.	Ongoing	N/A	1, 3, 4, 8, 9, 10, 11, 12	Agree percentage of LECP priority actions to be formally agreed, scheduled, and assigned to lead stakeholders for delivery within the annual implementation cycle.
Sustainable Galway	Support community development, promoting an inclusive, creative and sustainable environment.	Capital Investment Progress a programme of quality funding bids to maximise capital investment from DRCDG Town and Village Renewal Programme (TVRS) and CLÁR, in response to local needs and rural development co-ordination initiatives.	As per DRCDG timeline requirement	N/A	9, 11	4 TVRS Funding Applications Submitted 2 TVRS Project Development Bids 15 CLÁR Funding Applications 100% of CLAR2024 programme recouped by Q2 2026 50% of CLAR2025 programme recouped by Q4 2026 20% of TVRS2025 recouped by Q4 2026.
Sustainable Galway	Support community development, promoting an inclusive, creative and sustainable environment.	Support recruitment of MD Community Development Activator Officers to increase engagement with community and volunteer groups, offering technical expertise to support community groups to deliver capital projects.	By Q3 2026 - Subject to Approval and Sanction.	N/A	9, 11, 16, 17	Successful recruitment

Sustainable Galway	Examine the development of a strategy to establish Community Support Centres and maintain engagement with the Community Response Forum.	To formalise a network of community support centres across County Galway to provide a safe and supportive environment for residents affected by adverse conditions, including weather events.	Q1 2026	N/A	11, 17	Activation of the community support centre network during adverse conditions.
Sustainable Galway	Support community development, promoting an inclusive, creative and sustainable environment.	Deliver Cathaoirleach Awards - an annual initiative of Galway County Council and Galway County PPN (Public Participation Network) to acknowledge and celebrate voluntary activity across a range of areas in County Galway.	By June 2026	Y1	10, 11, 17	Cathaoirleach Awards delivered in partnership with PPN. 2 Steering Group Meetings.
Sustainable Galway	Support community development, promoting an inclusive, creative and sustainable environment.	Facilitate an improved delivery of Comhairle na nÓg as a consultative voice for youth.	By October 2026	Y1	10, 11, 17	Consultations with youth related organisations. Reinstatement of MD meetings
Sustainable Galway	To educate and raise public awareness of environmental, sustainable, climate and biodiversity issues.	Continue to support the vital work of Tidy Towns Groups and build their capacity to improve performance in the National Tidy Towns Competition and linkages in their communities. Strategically target Tidy Towns to provide additional support to achieve a national award.	Ongoing	E3, E4	13	Achieve 100% drawdown of successfully approved and completed projects. Network Meeting facilitated September 2026. National Tidy Town Award
Sustainable Galway	Support community development, promoting an inclusive, creative and sustainable environment.	Manage and oversee community grant funding in a fair and equitable manner. Maximise funding opportunities to address community needs by strategically identifying projects. Support communities to transition to use of on-line application systems, improving efficiencies.	In accordance with timelines of the Community Support Scheme and relevant	N/A	10, 11, 17	Achieve 100% drawdown of successfully approved and completed projects.

			Funding Programme			
Sustainable Galway	Support community development, promoting an inclusive, creative and sustainable environment.	Support the hosting of the National Famine Commemoration in Portumna on the 17th May 2026.	May 2026	N/A	16	Support the successful delivery of the event.
Sustainable Galway	Support community development, promoting an inclusive, creative and sustainable environment.	Select and support community groups to participate in the Pride of Place and Age Friendly Awards.	By Q3	N/A	16	Support two community groups for Pride of Place and suitable projects for the Age Friendly Awards.
Sustainable Galway	Support the work of the Galway Public Participation Network and facilitate the involvement of its members in the policymaking process, having particular regard to the identified groups of the Public Sector Equality and Human Rights Duty.	Develop an Annual Workplan and budget which prioritises the aims of the PPN, i.e., promoting representation; capacity-building of members; acting as an information hub between communities and the local authority.	By end of March 2026	Y2	10, 11, 17	MOU/SLA in place. 2 Plenary Meetings. Rep vacancies filled as they arise. Annual Report to DRCDG
Sustainable Galway	Review and develop a new Age Friendly Strategy having regard to the Public Sector Equality and Human Rights Duty.	Implement Age Friendly Strategy with the Galway County Council inter-departmental team as the key instrument to monitor delivery to achieve the vision of Galway being a great place in which to grow old.	Ongoing	N/A	3, 4, 10, 11, 16	Strategy Launched Facilitate AGM 4 p.a Alliance Meetings 4 p.a (min.) Inter-department Team.
Sustainable Galway	Continue to implement the Galway Tourism Strategy. Launch Destination Brand for Galway and implement this destination marketing plan.	Advance the implementation of the County Galway Tourism Strategy. Deliver Tourism Strategy Action 1.1 – Strengthen destination visibility and cohesion through the launch and roll-out of the County Galway Destination Brand, ensuring consistent adoption across industry and partners. Deliver Action 1.2 – Collaborate with neighbouring local authorities to enhance regional destination cohesion, coordinate marketing activity, and align cross	Implementation ongoing Action 1.1 Q1 2026 Action 1.2 Q4 2026	J4	3, 9, 11	Delivery of actions 1.1. and 1.2.

		boundary tourism development initiatives.				
Sustainable Galway	Continue to implement the Galway Tourism Strategy. Launch Destination Brand for Galway and implement this destination marketing plan.	Support the development of the East Galway Destination and Experience Development Plan (DEDP) with Failte Ireland and Repucon. Support the development of the Connemara and Islands Visitor Experience Development Plan 2.0 with Failte Ireland.	In accordance with Failte Ireland timelines.	J4	3, 9, 11	Contribute GCC inputs and meet DEDP & VEDP consultation and review deadlines
Sustainable Galway	Continue to implement the Galway Tourism Strategy. Launch Destination Brand for Galway and implement this destination marketing plan.	Redevelop DiscoverGalway.ie to improve content, accessibility, and user experience as resources allow.	Ongoing	N/A	9, 11, 12, 16	Q4 2026 Generate content for tourism promotion purposes
Sustainable Galway	Continue to implement the Galway Tourism Strategy. Launch Destination Brand for Galway and implement this destination marketing plan.	Continue to implement the Galway Tourism Strategy by strengthening the business tourism ecosystem in partnership with Fáilte Ireland and industry, leveraging the Galway Convention Bureau to attract conferences and MICE events to County Galway.	Ongoing	N/A	8, 11, 12, 13, 14	Increase in business tourism events to the County compared to 2025
Sustainable Galway	Continue to implement the Galway Tourism Strategy. Launch Destination Brand for Galway and implement this destination marketing plan.	Progress the Battle of Aughrim Visitor Centre redevelopment project in line with Just Transition Fund requirements.	August 2026	N/A	8, 11, 12, 13, 14	Delivery by Aug 2026
Sustainable Galway	Continue to implement the Galway Tourism Strategy. Launch Destination Brand for Galway and implement this destination marketing plan.	Support delivery of the multi-annual Interreg Europe Slowdown project with BIA Innovator Campus, promoting slow tourism and sustainable regional development.	Ongoing	N/A	8, 11, 12, 13, 14	Participate in required ISG/Stakeholder meetings and deliver GCC project actions on schedule.
Sustainable Galway	Continue to implement the Galway Tourism Strategy. Launch Destination Brand for Galway and implement this destination marketing plan.	Progress the securing of funding for the necessary safety and structural capital works required to enable the transfer of ownership of Dunguaire Castle from the Shannon Airport Group to Galway County Council. Facilitate the redevelopment of	Ongoing	N/A	8, 11, 12, 13, 14	Secure necessary funding from government department and agencies

		Dunguaire Castle as a year-round premier tourism attraction on the Wild Atlantic Way.				
Sustainable Galway	Continue to implement the Galway Tourism Strategy. Launch Destination Brand for Galway and implement this destination marketing plan.	Develop the 2026 Summer Ready Programme to ensure that our county's beaches, waterways, walking trails and amenities are safe and well maintained for the summer season.	May-Sept 2026	N/A	8, 11, 12, 13, 14	Programme published by April 2026
Sustainable Galway	Continue to implement the Galway Tourism Strategy. Launch Destination Brand for Galway and implement this destination marketing plan.	Actively promote Galway as a tourism destination at international events including the Milwaukee Irish Festival; collaborate with Tourism Ireland, Ireland Airport West and our neighbouring local authorities to promote the West of Ireland as a tourism destination.	By Q4 2026	N/A	8, 11, 12, 13, 14	Attend three international tourism promotional events
Sustainable Galway	Support community development, promoting an inclusive, creative and sustainable environment.	Galway Sports Partnership: Secure Funding Sport Ireland Core Funding Dormant Account Funding HSE National Play Day HER Outdoors Week European Week of Sport National Bike Week	Q4 of 2026 Q3 of 2026 Q1 of 2026 Q2 of 2026 Q3 of 2026 Q3 of 2026 Q1 of 2026	N/A	3, 4, 5	Increase in overall funding secured compared to 2025
Sustainable Galway	Support community development, promoting an inclusive, creative and sustainable environment.	Prepare and deliver the Local Sports Plan and through this Galway Sports Partnership Strategy	Q4 2026	N/A	3, 4, 9, 11	Local Sports Plan Consultations Q2 of 2026 Plan developed and approved by Q4 of 2026 GSP strategy developed and approved by Q1 of 2027
Sustainable Galway	Support community development, promoting an inclusive, creative and sustainable environment.	Deliver an inclusive Galway County Outdoor Recreation Strategy 2026-2030 ensuring its objectives promote equitable access to outdoor amenities. Establish County Outdoor	Deliver strategy Q4 2026 Establish committee	N/A	3, 4, 9, 11	Q4 2026 strategy to be finalised Q1 of 2026 3 p.a. meetings in 2026 100% recoupment for

		Recreation Committee to advance projects and maximise opportunities to develop outdoor recreation infrastructure throughout the County. Develop and oversee key outdoor recreation development projects in partnership with stakeholders.	Q1 2026 Develop and oversee projects Q4 2026			approved and completed projects Completion of drawdown of funding
Sustainable Galway	Support community development, promoting an inclusive, creative and sustainable environment.	Deliver Sports Partnership Operational Plan for 2026.	Ongoing	N/A	3, 4, 5	Mid-Year Review completed in Q2 End of Year Review completed in Q4 Achieve targets as per operational plan 2026
Sustainable Galway	Support community development, promoting an inclusive, creative and sustainable environment.	Design and Plan annual Sports Partnership Operational Plan for 2027.	Q3 of 2026	N/A	3, 4, 5	GSP Operational Plan – prepared Q3
Sustainable Galway	Support community development, promoting an inclusive, creative and sustainable environment.	Reintroduce sports to the Community Sports Scheme as a dedicated funded category.	Q1 2026	N/A	3, 4, 9, 11	Achieve 100% drawdown of successfully approved and completed projects.

### Internal Audit

Strategic Goal	Supporting Action	Service Plan Action	Timeline	NOAC Performance Indicator	UN Sustainable Development Goal's (SDG's)	Local KPI Target
Performance, Transparency, Equality, Human Rights, and Accountability	Continue to embed the Corporate Governance and compliance Program across the organisation in the areas of Business Continuity, Public Sector Equality and Human Rights Duty, Child Protection and Welfare, Data Protection, Internal Audit and FOI/AIE/Ombudsman	Internal Audit/Audit Committee Administer and support the Audit Committee in implementing their work programme in accordance with S.I. No. 244/2014	Ongoing	N/A	5, 10, 11, 16	4 meetings per year

Performance, Transparency, Equality, Human Rights, and Accountability	Continue to embed the Corporate Governance and compliance Program across the organisation in the areas of Business Continuity, Public Sector Equality and Human Rights Duty, Child Protection and Welfare, Data Protection, Internal Audit and FOI/AIE/Ombudsman	External Audits Local Government Audit Service & Departmental Audits	Ongoing	N/A	5, 10, 11, 16	Annually, as required
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## Housing including Housing Capital

Strategic Goal	Supporting Action	Service Plan Action	Timeline	NOAC Performance Indicator	UN Sustainable Development Goal's (SDG's)	Local KPI Target
Sustainable Galway	Support the Galway Housing Delivery Taskforce.	Work to create and extend opportunities for the delivery of private, social and affordable housing, meet Traveller accommodation needs and address homelessness, in line with the Taskforce's Terms of Reference.	Q1 – Q4 2026	N/A	6, 10, 11, 12	4 Meetings of the Galway Housing Delivery Taskforce – Q1, Q2, Q3 and Q4 2026. Delivery on the actions agreed by the Taskforce.
Sustainable Galway	Deliver housing in Galway under Delivering Homes, Building Communities 2025-2030, by planning and implementing new builds, increasing social and voluntary housing, eliminating discrimination, and addressing the needs of identified groups as per the Public Sector Equality and Human Rights Duty	Prepare and implement a Housing Delivery Action Plan (HDAP) Drive the delivery of social and affordable housing by advancing LA construction, Part V, acquisitions, turnkey and AHB-led projects through all stages of procurement, design, contract award, construction and completion, while accelerating timelines through greater use of single stage- approvals, Design & Build approaches and Modern Methods of Construction (MMC)	Ongoing	H1, P1	10, 11, 12	Continue to progress the delivery of Social and Affordable housing projects under Delivering Homes, Building Communities

Sustainable Galway	Deliver housing in Galway under Delivering Homes, Building Communities 2025-2030, by planning and implementing new builds, increasing social and voluntary housing, eliminating discrimination, and addressing the needs of identified groups as per the Public Sector Equality and Human Rights Duty	Work with the Housing Activation Office to identify and resolve infrastructure blockages impacting housing delivery sites and engage with Utility agencies to align infrastructure investment with delivery timelines. Utilise Compulsory Purchase powers, if required, and the Land Acquisition Fund to assemble land required for housing delivery where necessary	Q1-Q4 2026	H1, P1	10, 11, 12	Progress housing sites through land acquisition, infrastructure engagement and servicing using the land Acquisition fund or CPO processes, where required, to enable delivery
Sustainable Galway	Implementation of the Traveller Accommodation Programme 2025 – 2029 having regard to the Public Sector Equality and Human Rights Duty.	Implement the Traveller Accommodation Programme 2025–2029 through the planned delivery, refurbishment and upgrading of Traveller specific housing, including group housing schemes and halting sites, supported by national funding commitments, improved design guidelines, and strengthened engagement with the LTACC.	Q1 – Q4 2026	N/A	6, 10, 11	Traveller Accommodation Programme (TAP) 2025–2029 actions progressed annually, including delivery, refurbishment and upgrading of Traveller Specific accommodation
Sustainable Galway	Deliver enhanced Homeless Services by adopting and implementing Regional and County Homeless Action Plans 2025 – 2027. Focus on preventing and reducing homelessness, minimising reliance on private temporary emergency accommodation, and addressing the specific needs of Individuals.	Implement required homeless prevention and support actions, in line with the Regional Homeless Action Plan 2025 - 2027. Enhance service capacity and provide additional types of supported services during the year dependent on presenting need and available funding.	Q1 – Q4 2026	H6	6, 10, 11	Homeless prevention and support actions delivered in line with the Regional Homelessness Strategy 2025 – 2027. Expansion of the CBH programme to 17 houses.
Sustainable Galway	Advance the provision of emergency short-term homeless accommodation and medium-term supported housing by progressing delivery of approved accommodation in Tuam in consultation with the Department of Housing.	Collaborate with Dept of Housing and NGOs and Housing Capital team to progress plan to Part 8 planning.	Q4 2026	H6	6, 10, 11	Commence construction of approved accommodation, as agreed with the Department of Housing.

Sustainable Galway	Progress the acquisition of suitable properties through direct purchase and Tenant in Situ mechanisms	Progress a targeted acquisitions programme to secure properties for households in long-term emergency accommodation, prevent homelessness through the Tenant in Situ Scheme, and deliver priority units in line with Circular 2/22, including Housing First, disability needs, and properties enabling exits from homelessness.	Q4 2026	H3, H4	6, 10, 11	As per DHLG Allocations in 2026
Sustainable Galway	Support the provision of domestic abuse services in Galway County in collaboration with Dept of Justice and domestic abuse support service provider: Allocate 2 properties on a licence agreement to COPE Galway for temporary supported medium-term housing for families or individuals exiting domestic abuse refuge. Review requirement and potential location for domestic violence refuge in consultation with Dept of Justice, CUAN and domestic abuse support service provider.	Collaborate with Dept of Housing and NGOs to provide temporary supported accommodation in 2026. Progress the identification a suitable location/property for an emergency domestic abuse response service in County Galway through engagement with Dept of Justice, Dept of Housing, domestic support service.	Q1 - Q4 2026	H6	6, 10, 11	2 properties licenced to COPE Galway for provision of supported medium-term housing, dependent on available funding. Progress the identification of suitable location/property for the provision of emergency domestic abuse response service. Agreement with Dept of Justice, CUAN and domestic abuse service provider regarding same.
Sustainable Galway	Continue to progress a rolling annual differential rent review of all Council, RAS, HAP and lease tenancies.	Complete differential rent reviews efficiently and consistently across all tenancy types within the defined programme period.	Q1 – Q4 2026	N/A	10, 11	Complete within programme period 2025 to 2027.
Sustainable Galway	Progress a scheme of works to improve energy efficiency in the Council’s stock and to contribute to efforts against climate change.	Prepare and implement a programme of energy efficiency works in accordance with targets identified, based on funding allocation.	Q1-Q2 2026	H7	11	Advance Energy Retrofit Programme in accordance with targets identified and funding made available.

Sustainable Galway	Effective Management of Housing Vacancies. Reduce level and duration of vacancies in Housing Stock:	Plan in place to have properties overturned efficiently and economically to facilitate re-letting.	Q1 – Q4 2026	H3, H4	11	Target of 35 weeks for re-let. Maintain vacancy level within the National average
Sustainable Galway	Advance maintenance and improvement of existing social housing.	Implement Preventative Maintenance Programme for Housing Stock. The delivery programme of prioritised PMP works for 2026.	Q1-Q4 2026	H2, H3, H4, P1	11	Continue with current 5 year Planned Maintenance Programme.
Sustainable Galway	Advance maintenance and improvement of existing social housing	Monitor and enhance the efficiency of housing stock maintenance by tracking the number of repairs logged and completed in a timely response.	Q1-Q2 2026	H2, H3, H4, P1	11	Number of repairs completed as a % of valid repair requests received by end Q4 with a target set at 95% of Emergency Repairs. Repairs to be carried out as requested subject to resources being available.
Sustainable Galway	Develop and implement a programme of works under Disabled Persons Grant Scheme	Develop and implement a programme of works under Disabled Persons Grant Scheme, based on submissions from tenants with supporting Occupational Therapy reports and available funding.	Q1-Q4 2026	H2, H3, H4, P1	11	Number of houses modified to meet the needs of tenants during 2026, in accordance with funding made available by Dept of Housing.
Sustainable Galway	Disposal of Derelicts	Identify and progress remaining number of properties to bring to Plenary Council through the Section 183 process in 2026	Q1-Q4 2026	H1	11	Review and establish: (1) Properties to sell (2) Major Refurb Applications (3) Derelict Units
Sustainable Galway	Support the regulation and implementation of minimum standards in the rented sector.	Proceed with the inspections of private rented properties (RTB, HAP, RAS).	Q1 – Q4 2026	H5	10, 11	No. of Inspections carried out (KPI H5B). Achieve annual target of 1,584 inspections of private rental properties, as determined by the

						DHLGH, subject to available resources, by the end of Q4 2026 and report on quarterly performance.
Sustainable Galway	Provide housing loans and grants to support individuals and families to enable them to adapt their home to continue to live there safely and comfortably.	Implementation of Local Authority Housing Loan Scheme in accordance with Department guidelines.	Q1 – Q4 2026	N/A	10, 11	Housing Loan applications processed, and returns submitted as per Department Guidelines in Q1, Q2, Q3, and Q4.
Sustainable Galway	Provide housing loans and grants to support individuals and families to enable them to adapt their home to continue to live there safely and comfortably. Advance the development of an online option for applicants for private housing grants with Dept of Housing/IT Department.	Implement the HAG/MAG & HAOP Grant Schemes as per Department guidelines. Progress IT system to facilitate online grant applications in collaboration with IT development team.	Q1 – Q4 2026	N/A	10, 11	Number of Housing Grant applications and length of time on hand Q1, Q2, Q3 and Q4 2026. Applications processed in an efficient and timely manner, within 3 months of receipt, subject to staff resources being available. Develop of online system as option for applicants in 2026, in collaboration with IT development staff, dependent on staff resources available.

Sustainable Galway	Tackle residential vacancy through grant schemes and activation including the commencement of a Compulsory Purchase of Property (CPO) activation programme. Implement all other Schemes under the Vacant Homes Action Plan including Buy and Renew, Repair and Lease.	Continue to implement the Vacant Homes Action Plan throughout 2026 and CPO Activation Programme Re-visit vacant/derelict properties identified through the Geo Directory Vacancy Data Survey, to update the vacancy status, with the aim of bringing the vacant properties back into use through the Activation Programme or CPO Vacancy/Dereliction Activation Programme	Q1 – Q4 2026	N/A	10, 11	In line with Vacancy/Dereliction Activation Targets set by the DHLGH for 2026.
Sustainable Galway	Tackle residential vacancy through grant schemes and activation including the commencement of a Compulsory Purchase of Property (CPO) activation programme.	Manage the Croi Conaithe (Vacant Homes) grant scheme in a timely manner and track and maintain all records. Ensure inspections for the Croi Conaithe Scheme are carried out in a timely manner	Q1 – Q4 2026	N/A	10, 11	Ensure timely processing and inspection of Vacant Property Refurbishment Grant applications to support the activation of vacant homes across the county.
Sustainable Galway	Provide professional, timely and quality Tenancy and Estate Management Services to all local authority residents, addressing the needs of identified groups. support vibrant, integrated, mixed tenure, self-reliant communities in line with legal requirements.	Tenancy Sustainment Strategy: Implementation of the Tenancy Sustainment & Estate Management Strategy. Individual Tenancy sustainment review for transition properties. Review of Current Tenancy Agreement.	Q1 – Q4 2026	N/A	10, 11	No. of Tenancy Sustainment Home Visits carried out. (Measure no. of Tenancy Sustainment visits carried out at end of each quarter). No. of coordinated multiagency initiatives/site visits taken to promote sustainable communities No. of support plans in place for LA tenancies. Workshops to be held

						in order to harness and collate submissions from various stakeholders to improve on the current Tenancy Agreement.
Sustainable Galway	Provide professional, timely and quality Tenancy and Estate Management Services to all local authority residents, addressing the needs of identified groups. support vibrant, integrated, mixed tenure, self-reliant communities in line with legal requirements	Rent a Room to Students Programme.	Q1 – Q4 2026	N/A	10, 11	Support the Rent a Room Programme as per guidance from the DHLGH.
Sustainable Galway	Provide professional, timely and quality Tenancy and Estate Management Services to all local authority residents, addressing the needs of identified groups. support vibrant, integrated, mixed tenure, self-reliant communities in line with legal requirements	Community CCTV systems	Q1 – Q4 2026	N/A	10, 11	Review all existing CCTV projects, introduce new CCTV systems where required.
Sustainable Galway	Provide professional, timely and quality Tenancy and Estate Management Services to all local authority residents, addressing the needs of identified groups. support vibrant, integrated, mixed tenure, self-reliant communities in line with legal requirements.	Implementation of Tenant Purchase scheme in accordance with revised Tenant (Incremental) Purchase Scheme 2016 as updated by Circular 48-2023 in December 2023	Ongoing	H1	11, 12	Ongoing
Sustainable Galway	To deliver a professional, practice-based Social Work service to referred clients.	Implementation of Referrals process and Case allocations. Cases are categorised as per Social Work Strategy in G.co.co and in line with the LA Housing Social Work Services Role & Vision (CCMA, LGMA 2025). SOLO (Sexual Offences Liaison Officer) role (SSW) Child Protection Officer (SSW) Complex Case Management System CORU obligations	Q1 – Q4 2026	N/A	10, 11	Tracking on Caseload management System. Review at Social Work Team Meetings – reprioritise cases, close cases, allocate new cases etc. Reporting and screening within the timelines as outlined in the National Safeguarding Policy 2014. Case management of highly

						<p>sensitive and confidential SOLO clients. Improvements in communication and notifications of Garda Vetting of SOLO clients</p> <p>Adherence to Children's First legislation. Responding to referrals appropriately and timely. Liaison with Tusla on behalf of Galway County Council.</p> <p>Respond to and support staff re concerns for child welfare. SSW oversees Complex Case Management System for complex cases that arise within housing that require specific, intense and timely, coordinated response from across the Housing Unit (for e.g. Significant welfare, self-neglect cases, palliative cases etc.)</p> <p>Clinical Supervision - Training of Social Workers from University of Galway on placement with Galway County Council.</p>
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Sustainable Galway	Provide high-quality, efficient and customer-focused service in assessing housing needs and meeting accommodation needs of eligible households through social housing allocation, voluntary housing and Housing Assistance Payment, Rental Accommodation Scheme.	Ongoing processing housing applications and engaging with housing applicants.	Ongoing statutory timelines	H3	6, 10, 11	Process valid applications for Social Housing and engage with applicants within 12 weeks of receipt of completed application.
Sustainable Galway	Provide high-quality, efficient and customer-focused service in assessing housing needs and meeting accommodation needs of eligible households through social housing allocation, voluntary housing and Housing Assistance Payment, Rental Accommodation Scheme.	Delivery of Rental Accommodation Scheme (RAS) & Housing Assistance Payment (HAP)	Ongoing statutory timeframes	H3	6, 10, 11	Process RAS and HAP payments in a timely manner and ensure drawdown from the Department are up to date.
Sustainable Galway	The Strategic Plan for Housing People with a disability 2021-2026 will be reviewed regularly to allow for consideration of national disability strategies, regulation or legislation developments.	Strategic Plan for Housing People with a Disability.	Ongoing	H1, H2, H3, H4, H5, H6, H7	6, 10, 11	Housing Disability Steering Group and Related Subgroups Section 4 of the Allocations Scheme Implementation of the National Housing Strategy and Implementation Plan

## Human Resources, City & County Library Service and Environment

### Human Resources

Strategic Goal	Supporting Action	Service Plan Action	Timeline	NOAC Performance Indicator	UN Sustainable Development Goal's (SDG's)	Local KPI Target
Performance, Transparency, Equality, Human Rights, and Accountability	Continue to take steps to ensure an inclusive workplace where adaptations are made to address the specific needs of staff from the identified groups of the Public Sector Equality and Human Rights Duty.	HR Policy Implementation: Employee Relations- Promote and support a culture of dignity, respect and equality.	Annually	N/A	3, 5, 10	Q4

Performance, Transparency, Equality, Human Rights, and Accountability	Roll out of Annual Training Plan in support of Staff development and training	Delivery of Annual Training Plan in line with Health & Safety and Organisational training and development needs.	Annually	N/A	4	Q4
Business Transformation through Enhanced Customer Service	Develop an action plan for the phased implementation of the Strategic Workforce Plan including increasing staff numbers across the Council Directorates, having regard to issues of diversity and inclusion, the Public Sector Equality and Human Rights Duty	Continue to rollout Galway County Council's Strategic Workforce Plan in line with Organisational priorities and available resources.	Multi-Annual program	C1	3, 5, 10	Q4
Business Transformation through Enhanced Customer Service	Develop an action plan for the phased implementation of the Strategic Workforce Plan including increasing staff numbers across the Council Directorates, having regard to issues of diversity and inclusion, the Public Sector Equality and Human Rights Duty	Support Organisational transition to Uisce Éireann from workforce planning perspective	Ongoing	C1	3, 5, 10	Q4
<b>City &amp; County Library Service</b>						
Strategic Goal	Supporting Action	Service Plan Action	Timeline	NOAC Performance Indicator	UN Sustainable Development Goal's (SDG's)	Local KPI Target
Business Transformation through Enhanced Customer Service	The library service will enhance accessibility and availability of services and programming.	It will address the needs of identified groups under the Public Sector Equality and Human Rights Duty through extensive community mapping and community demographic profiling. Programme development is informed by the data collection process and communities are supported through national programmes with particular focus on: Age Friendly, Healthy Ireland at Your Library, Sensory Service	Ongoing	L1	3, 4, 10, 11, 16	Annually

		programming, mobility aids and adaptive technology.				
Business Transformation through Enhanced Customer Service	Conduct a strategic review of the library service and in conjunction with the findings compile the Galway Public Library Strategic plan 2025-2029, having regard to the Public Sector Equality and Human Rights Duty	<p>Multifaceted approach utilizing the following methodologies:</p> <ul style="list-style-type: none"> <li>• Extensive public engagement utilising the UX Design principles ensuring that public needs are central to the strategic plan. Questionnaires, focus groups, non-user engagement, feedback initiatives.</li> <li>• Staff survey and focus group participation with a focus on the strategic themes of GCC.</li> <li>• Senior Management focus group participation.</li> <li>• Engagement with Elected Members.</li> <li>• Stakeholder focus group engagement.</li> <li>• Branch and Service review utilising the UX Design principles with a particular focus on accessibility and inclusion.</li> </ul>	Ongoing	L1	3, 4, 10, 11, 16	Publication of Plan Q2 2026
Business Transformation through Enhanced Customer Service	Develop and improve access, use and visibility of our public library service as an essential community tool with reference to the new National Library Strategy 2023-2027 having regard to the Public Sector Equality and Human Rights Duty	To ensure where possible that all branch libraries organise/host a range of activities including exhibitions, readings, book clubs, lectures and cultural events for their community.	Ongoing	L1	3, 4, 10, 11, 16	Number of events held.
Business Transformation through Enhanced Customer Service	Develop and improve access, use and visibility of our public library service as an essential community tool with reference to the new National Library Strategy 2023-2027 having regard to the Public Sector Equality and Human Rights Duty	To ensure the provision of library services in all areas of the County through the extensive mobile library network and to support Island populations with branch support and relevant resources. Ensure that all communities are aware of their local	Ongoing	L1	3, 4, 10, 11, 16	Number of library visitors as a % of the local population. Number of books issued per annum. Number of active memberships.

		library service and what each library as to offer.				Numbers of members on the mobile library. Number of outreach events where staff are in attendance. TARGET 0.25% increase quarterly in all the above
Business Transformation through Enhanced Customer Service	Develop and improve access, use and visibility of our public library service as an essential community tool with reference to the new National Library Strategy 2023-2027 having regard to the Public Sector Equality and Human Rights Duty	The library service will participate in national promotional campaigns including, but not limited to: Spring Into Storytime, Bealtaine, Summer Stars: reading programme, Cruinniu nOg, Heritage Week, Children's Book Festival, Family Time at Your Library Ensure that library services are showcased using mixed media channels including social media, local press and radio, community partnerships and mailing lists.	Ongoing	L1, C3	3, 4, 10, 11, 16	Number of events held, Number of outreach events where staff are in attendance. TARGET 0.25% increase quarterly in all the above
Business Transformation through Enhanced Customer Service	To develop and promote a library service to enable lifelong learning, information provision and literacy development	Encourage library usage by children and Young Adults by building on previous successful programmes and campaigns in collaboration with Youth Services and Youth Engagement Officers.	Ongoing	N/A	3, 4, 10, 11, 16	Number who participated in the Summer Stars National Reading Campaign.
Business Transformation through Enhanced Customer Service	To develop and promote a library service to enable lifelong learning, information provision and literacy development	To actively support schools and teachers with relevant material, class sets and school library materials and to continue outreach programming across our library service encouraging class visits to libraries throughout the year	January to May 2026. September to December 2026	N/A	3, 4, 10, 11, 16	Number of events organised for children and Young Adults throughout the year. Number of Organised Events for Children's Book Festival. *TARGET 0.25% increase quarterly in all the above

Business Transformation through Enhanced Customer Service	To develop and establish an Early Years Strategy utilizing a multifaceted approach to collaboration	Working with the HSE and the Maternity Department of University Hospital Galway to develop a strategic alliance to promote and deliver public library services that support and enhance the literacy development of early years children from birth to 4 years.	Ongoing through 2026	N/A	3, 4, 10, 11, 16	Work ongoing for 2026
Business Transformation through Enhanced Customer Service	Plan and provide for the provision of new infrastructure to enable the improved access for patrons across all platforms	Optimizing the use of desktop PC's and WIFI services Ensure that our library resources are available online 24/7 and that communities are aware of the extensive collections. Analysis of community need to determine increase in online services and the provision of virtual learning supports	Quarterly	N/A	3, 4, 10, 11, 16	Quarterly review of online service usage Use of ICT equipment including Age Friendly technology such as Tovertafel interactive tables. Annual review of sensory equipment and associated resources
Business Transformation through Enhanced Customer Service	Ensuring that library opening hours are maximised through the use of MOL (My Open Library) technologies	Supporting and assisting the ongoing utilisation of MOL technology in the Ballinasloe Library and Clifden Library. Plan and develop the implementation of MOL technology in another County location for 2026.	Ongoing	N/A	3, 4, 10, 11, 16	Data review of MOL usage in Ballinasloe Library Works ongoing to implement MOL infrastructure.
Business Transformation through Enhanced Customer Service	Ensuring that library opening hours are maximised through the use of MOL (My Open Library) technologies	Preliminary engagement and consideration for the development of one other County location for the implementation of MOL technology.	Q3 2026	N/A	3, 4, 10, 11, 16	Works ongoing to implement MOL infrastructure.

Business Transformation through Enhanced Customer Service	Ensuring that the library service is a focal point for the provision of information on our local history and culture by acquitting, preserving and managing local records and Archives. To ensure that the library services preserve and develops its rich Irish language collection. Develop and improve access, use and visibility of our Book Collections having regard to the Public Sector Equality and Human Rights Duty	To acquire, catalogue and collate Local History material to ensure its accessibility for all citizens.	Quarterly review	N/A	3, 4, 10, 11, 16	Review of Collections Development process Q3 2026
Business Transformation through Enhanced Customer Service	Ensuring that the library service is a focal point for the provision of information on our local history and culture by acquitting, preserving and managing local records and Archives. To ensure that the library services preserve and develops its rich Irish language collection. Develop and improve access, use and visibility of our Book Collections having regard to the Public Sector Equality and Human Rights Duty	To acquire, catalogue and collate Irish Language material and to provide programming and staff support to those who wish to avail of services in the Irish language.	Quarterly review	N/A	3, 4, 10, 11, 16	Conduct a diversity and inclusion audit on current collections to capture community demographics. *Completion by end of Q4 2026
Sustainable Galway	Deliver initiatives that create awareness of climate change and help reduce climate impact. Participate and promote national environmental campaigns. Provide the public with information on climate change and the environment.	Continue to develop series of workshops, programmes and outreach initiatives for children and Young People to create awareness of climate impact.	Quarterly review	N/A	3, 4, 10, 11, 16	Utilising a thematic approach to programme development with review of implementation in Q3 2026
Sustainable Galway	Deliver initiatives that create awareness of climate change and help reduce climate impact. Participate and promote national environmental campaigns. Provide the public with information on climate change and the environment.	Proactively work with organisations and groups to showcase national environmental campaigns	Quarterly review	N/A	3, 4, 10, 11, 16	Utilising a thematic approach to programme development with review of implementation in Q3 2026

Sustainable Galway	Deliver initiatives that create awareness of climate change and help reduce climate impact. Participate and promote national environmental campaigns. Provide the public with information on climate change and the environment.	Create opportunities for public engagement on climate change and the environment through enhanced book collections, online resources and in-house programming	Quarterly review	N/A	3, 4, 10, 11, 16	Utilising a thematic approach to programme development with review of implementation in Q3 2026
Environment						
Strategic Goal	Supporting Action	Service Plan Action	Timeline	NOAC Performance Indicator	UN Sustainable Development Goal's (SDG's)	Local KPI Target
Sustainable Galway	Develop and implement the RMCEI (Recommended Minimum Criteria for Environmental Inspections) plan for to detail inspections required across all areas of protection incorporating revised requirements for agricultural inspections.	Submit RMCEI Plan by February 2026. Implementation of actions outlined in the RMCEI Plan in compliance with NEP's (National Enforcement Priorities) for Waste, Water, Air & Noise, and Governance	Q4 2026	E2, E3, P1	7, 13, 14, 15	Level of compliance with NEP's and targeting of high priority areas at local level.
Sustainable Galway	Protect public health by continuing to monitor bathing water quality at our beaches and implementing non-compliance protocols (26 bathing water areas).	Protect public health by continuing to monitor bathing water quality at our beaches and implement non-compliance protocols. Submit Blue Flag and Green Coast applications by deadline date and implement signage and upgrades in accordance with Risk Assessment Reports.	June to Sept	N/A	3, 7, 13, 14, 15	Periodically review and update monitoring and compliance protocols to incorporate the latest scientific findings and best practice
Sustainable Galway	To ensure safety for users of aquatic environments	Inspection of safety equipment on rivers, lakes & beaches, replace as necessary	Monthly	N/A	3, 14	12 inspections per year
Sustainable Galway	To ensure safety for users of aquatic environments	Inspection of public rescue equipment at Lifeguarded designated bathing areas (DBA's) during the bathing season	Daily June to Sept	N/A	3, 14	77 inspections

Sustainable Galway	To ensure safety for users of aquatic environments	Provision of Lifeguard services where and when required	May to Sept	N/A	3, 14	16 DBAs with a minimum of 77 days of lifeguard provision.
Sustainable Galway	Implement targeted inspections under the Waste Presentation byelaws and carry out multi-agency checkpoints to target illegal waste collectors.	Increase the number of inspections across the county and review and improve inspection methodology where necessary	Q3	E3, P1	7, 13, 14, 15	Use data from previous inspections, community reports to identify areas with high litter levels
Sustainable Galway	To continue to provide and expand recycling services for the public including at civic amenity and bottle banks facilities.	Ensure contracts are in place to sustain civic amenity and bottle bank services and implement improvement and upgrade works. Open Gort Civic Amenity Site in Quarter 3 2026.	Ongoing	E2, P1	7, 13, 14, 15	Sufficient services and facilities in place. Gort Civic Amenity Site operational by Quarter 3 2026.
Sustainable Galway	Continue to support and work with AthChursail in the efficient management of waste streams for the islands.	Provide management and financial support to ensure continuity of service.	Quarterly meetings	E1	6, 9	4 per year
Sustainable Galway	Endeavour to acquire sites for new burial grounds and/or extensions to burial grounds according to technical analysis of identified needs. Identify measures to address specific needs of identified groups under the Public Sector Equality and Human Rights Duty.	Identify existing and remaining capacity through technical analysis of burial grounds. Advertise expressions of Interest for identified sites in partnership with affected communities. Implement capital projects for new and extended burial grounds, urn plots, columbarium walls and other identified needs such as a Muslim Burial Space catering for the county.	Ongoing	N/A	9, 11	Provision of increased burial facilities subject to available resources and land availability.

Sustainable Galway	Oversee the maintenance, management, and improvement of Burial Grounds in a sustainable and inclusive manner.	Support Area Offices and Burial Ground Maintenance Committees in the upkeep of Burial Grounds. Support Burial Ground Caretakers in the carrying out of their duties and monitoring of burial grounds. Implement Burial Ground Improvement Works and Minor Capital Works to improve accessibility and safety and address and health & safety issues arising at burial grounds.	Ongoing	N/A	9, 11	Level of financial assistance through grants and no. of improvement projects undertaken.
Sustainable Galway	To educate and raise awareness of environmental, sustainable, climate and biodiversity issues.	Develop a Litter Management Plan for the period 2026-2029 setting out our objectives and actions relating to litter awareness, prevention, control and enforcement.	Q3 2026	E4, P1	13	Final Policy document submitted to Plenary. No. of submissions & consultations.
Sustainable Galway	To educate and raise awareness of environmental, sustainable, climate and biodiversity issues.	Work in partnership with businesses, communities, and schools to implement national educational awareness programmes and support national initiatives such as Tidy Towns.	Ongoing	E4, P1	13	No. of Green Schools, No. of Tidy Towns entering national competition, no. of communities engaging in programmes.
Sustainable Galway	To educate and raise awareness of environmental, sustainable, climate and biodiversity issues.	Educate and raise awareness of the effects of litter on the environment, through a year-round programme of adverts, social media, and awareness campaigns. Promote and run the Anti-Litter Poster Competition for all Schools and promote the winning entries at local amenities to combat littering.	Ongoing	E4, P1	13	No. of entrants to Anti-Litter Poster Competition. No. and range of awareness initiatives.
Sustainable Galway	Progress amenity development projects at closed Kilconnell and Pollboy closed landfill sites having regard to universal design principles.	Identify elements of Pollboy Amenity Park project to progress to detailed design.	Q3	N/A	3, 9	Site Visit and technical assessments completed.

Sustainable Galway	Progress amenity development projects at closed Kilconnell and Pollboy closed landfill sites having regard to universal design principles.	Upon update of Ecology Statement, identify elements of Kilconnell Eco Park project to progress to Part 8 Planning process.	Q3	N/A	3, 9	Part 8 Planning submitted
Sustainable Galway	Promote responsible dog ownership having regard to the provisions of the Control of dogs Act, Microchipping of Dogs Regulations and Dog Breeding Establishment legislation.	Oversee the operation and management of the Council's dog shelter.	Q4 2026	N/A	9, 11, 16	Collate data for annual departmental returns. Implement any funding initiatives for upgrade of facilities. Contract for services in place.
Sustainable Galway	Promote responsible dog ownership having regard to the provisions of the Control of dogs Act, Microchipping of Dogs Regulations and Dog Breeding Establishment legislation.	Monitor dog licencing and microchipping compliance of dogs in the county through licensing campaigns and targeted inspections.	Q4	N/A	9, 11, 16	No. of campaigns and targeted inspections.
Sustainable Galway	Promote responsible dog ownership having regard to the provisions of the Control of dogs Act, Microchipping of Dogs Regulations and Dog Breeding Establishment legislation.	Assist DAFM (Department of Agriculture Food and the Marine) in the monitoring of Dog Breeding Establishments pending formal transfer of this function to the Department.	Ongoing	N/A	9, 11, 16	Assist with inspections & reporting to ensure compliance with legislative requirements.
Sustainable Galway	Promote responsible dog ownership having regard to the provisions of the Control of dogs Act, Microchipping of Dogs Regulations and Dog Breeding Establishment legislation.	Promote responsible dog ownership through awareness and educational initiatives. Carry out investigations into aggressive dog behaviour and livestock worrying incidents and implement enforcement action including fixed penalty notices and prosecutions for offences under the Act.	Ongoing	N/A	9, 11, 16	No. of incidents. No. of Fixed Penalty Notices and Prosecutions taken.
Sustainable Galway	Promote responsible dog ownership having regard to the provisions of the Control of dogs Act, Microchipping of Dogs Regulations and Dog Breeding Establishment legislation.	Support rescue agencies to implement educational campaigns and rehome dogs surrendered to the Dog Shelter.	Ongoing	N/A	9, 11, 16	No. of Campaigns.

# Economic Development, Planning & Project Management

## Local Enterprise Office

Strategic Goal	Supporting Action	Service Plan Action	Timeline	NOAC Performance Indicator	UN Sustainable Development Goal's (SDG's)	Local KPI Target
Business Transformation through Enhanced Customer Service	Be the lead agency for Economic Development and be recognised as the first point of contact for Economic Development for County Galway.	Develop programmes & work to the Enterprise Ireland (EI) Service Level Agreement (SLA) and Metrics	Ongoing	J1, J2, J3	8, 9	SLA & NOAC PI
Business Transformation through Enhanced Customer Service	Provide LEO clinics in County towns.	To engage at MD level on LEO issues and have a visible presence in LEO offices	Ongoing	N/A	8, 9	Supports offered
Performance, Transparency, Equality, Human Rights, and Accountability	Local Enterprise Office (LEO) to continue to support and enable enterprise driven development including provision of support for implementation of the Public Service Duty on Equality and Human Rights.	Deliver training, management projects and work to the EI SLA	Ongoing	N/A	7, 8, 9	SLA delivery
Democracy & Council Leadership	Establishment of a Designated Activity Company (DAC) with a specific focus on economic and tourism development across the County and ensuring regard for the Public Sector Equality and Human Rights Duty.	To provide input and sit on committees of the new DAC		N/A	8, 9	DAC established

## Planning

Strategic Goal	Supporting Action	Service Plan Action	Timeline	NOAC Performance Indicator	UN Sustainable Development Goal's (SDG's)	Local KPI Target
Business Transformation through Enhanced Customer Service	Delivery of statutory plans including Local Area Plans (LAPs) having regard to the Public Sector Equality and Human Rights Duty.	Implementation of LAP's underway	Ongoing	N/A	7, 8, 9, 11	Monitoring and evaluation ongoing
Democracy & Council Leadership	Provide planning services clinics at Municipal District Level	Pre-planning meeting per Municipal district held monthly. Planning information sessions to be held with Agents	Ongoing	N/A	7, 8, 9, 11	No. and location by MD of preplanning meetings held 1 per annum
Democracy & Council Leadership	Prepare and publish a new Development Contribution Scheme	Present Draft Scheme to Plenary	Q3	N/A	8, 9, 11	Scheme Adopted
Sustainable Galway	In partnership with Irish Rail and the Department of Housing, Local Government and Heritage (DHLGH) to deliver the Oranmore train station and Urban Regeneration Development Project, having regard to universal design principles.	URDF supported upgrade of Train Station to include second platform, pedestrian underpass & dynamic passing loop. Car park design work to be progressed.	Q4	N/A	7, 8, 9, 11	Q4
Business Transformation through Enhanced Customer Service	Ensure public participation with respect to all statutory Plans and associated emerging Projects.	Consultations held regularly	Ongoing	N/A	11	Events / Workshops
Sustainable Galway	Delivery of Heritage, Conservation and Biodiversity initiatives across the County having regard to the Public Sector Duty	Grants delivery	Ongoing	N/A	11, 13	No of Events, No of Grants

Business Transformation through Enhanced Customer Service	Promotion of National Heritage Week and National Biodiversity week	Events organised and supported	Q3	N/A	11, 13	No of Events
Democracy & Council Leadership	To implement the new Planning & Development Act 2024 including the required review of the County Development Plan and associated documents.	Implementation of new legislation	Ongoing	N/A	6, 7, 8, 9, 11	Implementation
Sustainable Galway	To support and develop the Strategic Economic Corridor identified in the County Development Plan 2022-28 from Oranmore to Athenry.	Plan in place for delivery	Ongoing	N/A	6, 7, 8, 9, 11	Joint Economic Development Strategy with Galway City Council & Statutory Agency Support.
Sustainable Galway	Ensure that there are adequate residential zoned lands in relevant Towns, Metropolitan Area Strategic Plan (MASP) area etc. to support economic development and housing need	Ongoing review of lands Statutory CDP Review ongoing with OPR/Dept and Council	Ongoing	N/A	6, 7, 8, 9, 11	County Development Plan Review
Sustainable Galway	Commence and prepare review of County Development Plan	Commence Review	Q2 2026	N/A	6, 7, 8, 9, 11	Q2 2026
Sustainable Galway	Ensure the ongoing Management of Planning permissions in accordance with statutory requirement	Report developed by MD on Development Management stats	Ongoing	P2	6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16	No. of Planning Permissions granted. No. of Preplanning meetings held
Sustainable Galway	Ensure compliance with conditions of planning permission. Follow up on unauthorised developments. Implement recommendations from OPR Review.	Compliance documentation received, reviewed and agreed by Building Compliance officers. Planning Enforcement to follow up on non-compliance cases.	Ongoing	P3	6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16	Statutory Timeframes No of Warning letters issued and No of Enforcement Notices issued
Sustainable Galway	Ensure compliance with Building Control Regulation (BC)	Building Control documentation received reviewed and validated by Building Control Officer	Ongoing	P1	9, 11, 13, 14, 15, 16, 17	No. of Building Control cases managed and certificate of completion Certs issued

Sustainable Galway	Roll out new Planning and Development Act, 2024	Staff training Update of Website, Planning Forms, online forms Information sessions for Agents	Ongoing	N/A	6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16	Meet statutory deadlines
<b>Urban &amp; Rural Regeneration</b>						
<b>Strategic Goal</b>	<b>Supporting Action</b>	<b>Service Plan Action</b>	<b>Timeline</b>	<b>NOAC Performance Indicator</b>	<b>UN Sustainable Development Goal's (SDG's)</b>	<b>Local KPI Target</b>
Sustainable Galway	Secure additional BIA capital funding and continue to support the development of BIA as a national food innovation and agri-technology hub and Agricultural Technology (AgTech) opportunities.	DCRD Engagement BIA Board and Subgroup Engagement	Ongoing	N/A	9, 17	BIA Capital Project funded and completed
Democracy & Council Leadership	Establishment of a Designated Activity Company (DAC) with a specific focus on economic and tourism development across the County and ensuring regard for the Public Sector Equality and Human Rights Duty.	Establishment of a Designated Activity Company (DAC) with a specific focus on economic and tourism development across the County and ensuring regard for the Public Sector Equality and Human Rights Duty.	Q4	N/A	8, 9, 11	DAC established Work plan completed
Business Transformation through Enhanced Customer Service	Establish a project management office (PMO) to ensure effective delivery of strategic infrastructure and capital projects. Ensure appropriate structures are in place to enable the Council to deliver essential projects for the County's development.	Recruit Additional Staff Develop Work Plan	Q2 to Q4	N/A	11, 13	PMO set up Work Plan devised for actioning
Performance, Transparency, Equality, Human Rights, and Accountability	Ensure public participation with respect to all statutory Plans and associated emerging Projects.	Community Consultations Town Team developments Part 8 projects	Ongoing	N/A	11	Plans devised

Sustainable Galway	The Regeneration Team to continue working with the Irish Rail, CIE and the Northwest Regional Assembly (NWRA) to deliver on the regeneration of the Tuam Station Quarter in preparation for the reinstatement of the Rail network.	Planning Permission delivery EU Funding application Manage relationship with: Irish Rail, Action Tuam	Ongoing	N/A	11	Planning permission granted , detailed design and tender Q4
Performance, Transparency, Equality, Human Rights, and Accountability	Continue to deliver Town Centre First plans in collaboration with established Town Teams identifying funding priorities from a bottom-up level with high levels of community engagement and ownership in line with National Policy	Ongoing community engagement Plans devised Part 8 approvals	Ongoing	N/A	11	Develop Headford & Oranmore Town Centre First Plans subject to funding
Sustainable Galway	Facilitate the continued development of Town Teams and wider under Town Centre First programme having regard to the Council's commitment to universal design principles.	Engage with Communities Liaise with Town Teams Develop Town Plans	Ongoing	N/A	11	Town Plans devised Athenry Oranmore Headford An Cheathrú Rua (Údaras)
Sustainable Galway	Implement and progress projects funded through RRDF, URDF, ERDF, besides other funding streams, in line with Galway County Development Plan objectives, National Policy, and support for Tourism, Economic, Sustainability, Biodiversity, and Climate Action.	Ongoing project management Reporting to MD structures Assign to PMO as needed	Ongoing	N/A	8, 9, 11	Loughrea Townhall under construction; progress to construction for Tuam Town Hall and Somers House Athenry
Sustainable Galway	To support and develop the Strategic Economic Corridor (SEC) identified in the County Development Plan 2022-28 from Oranmore to Athenry.	Work on Athenry Town Team Oranmore opportunities to be explored	Ongoing	N/A	11	SEC delivery
Sustainable Galway	Ongoing RRDF and URDF project delivery: Portumna, Gort, Loughrea Long Point, Athenry, Clifden Public Realm Enhancements, Somers House redevelopment, Portumna Courthouse, Loughrea and Tuam Town Halls, adhering to universal design principles.	Finish construction projects on budget Engage with relevant Agencies Run tenders in a proper manner	Ongoing	N/A	8, 9, 11	Capital projects ongoing Athenry Public Realm, Somers house redevelopment, Tuam Town Hall, Tuam Station Quarter, Complete purchase of Gort Convent, Loughrea Town Hall

## Finance & Motor Tax, ICT, Digital Transformation

### Finance & Motor Tax

Strategic Goal	Supporting Action	Service Plan Action	Timeline	NOAC Performance Indicator	UN Sustainable Development Goal's (SDG's)	Local KPI Target
Sustainable Galway	Prioritise income sources for this Council and enhance the database and effective collection and enforcement systems across all revenue streams.	We will continue to review our income sources from the department through grants and subsidies. Allocation of the LPT to each MD with the objective to maximise match funding.	Quarterly	M1, M2, M3, M4	8, 9	4 per year
Democracy & Council Leadership	Compliance with Statutory Regulations. Continue to support strong audit, financial, risk, data and corporate governance and reporting systems to build public confidence, maximise efficiency and ensure compliance with our obligations	We continue to have strong checks and controls in our taxation offices. While we promote the online services, we strive to meet the needs of all our customers, hence we continue to have three motor tax offices, supporting the city and council. We will review and compare the number of online services for Motor Tax, with the view to maximise the number of online applications.	Quarterly	M1, M2, M3, M4	8, 9	4 reviews per annum 1 year on year review We are striving for a further 5% increase in the number of online applications
Business Transformation through Enhanced Customer Service	Provide excellent, accessible, and responsive customer service to underpin customer satisfaction and deliver on the objectives of our Customer Charter.	We will provide clear, accurate and up-to-date information about our services at all our office locations and on our website. Also, we will continually work to make our forms easy to understand. We will review and update the content on our website and intranet.	Annually	M1, M2, M3, M4	9	Q2 & Q4

Performance, Transparency, Equality, Human Rights, and Accountability	Monitor and strive to continuously improve Financial Management, to include best in class cash flow maintenance, liquidity management, resource utilisation, reduce business risks.	We have tight internal controls on our Financial Management Systems. We continuously monitor our cashflows to ensure we invest at the appropriate levels to earn maximum interest levels to ensure good cash flows. We have our rate collectors actively engaging with customers to ensure that we are maximizing collection rates. We will monitor our collection percentages for commercial rates, rents and loans issued and compare to the prior periods and ultimately year on year review.	Ongoing	M1, M2, M3, M4	8, 9	Q1 Maximise investments for good cash flow; Monitor collection percentages throughout the year; Increase collectability rates by a further percentage
Performance, Transparency, Equality, Human Rights, and Accountability	Compliance with Statutory Regulations. Continue to support strong audit, financial, risk, data and corporate governance and reporting systems to build public confidence, maximise efficiency and ensure compliance with our obligations.	We have a number of statutory obligations; we ensure that we are abiding by these corporate governance and statutory requirements. We have strong internal controls to support efficiency and ensure compliance with our obligations. We are presently updating the documentation on our processes and procedures in the finance department.	Ongoing	M1, M2, M3, M4	8, 9	Q3
Sustainable Galway	Support capital project management across all directorates agreeing procedures and supporting the project planning assessment, procurement, and funding mechanism.	We have strong internal controls to support efficiency and ensure compliance with our obligations on the capital account and the draw down of funding relating to capital projects. Review of the Public Spending Code.	Ongoing	M1, M2, M3, M4	8, 9	Ongoing

## Information & Communication Technology and Digital Transformation

Strategic Goal	Supporting Action	Service Plan Action	Timeline	NOAC Performance Indicator	UN Sustainable Development Goal's (SDG's)	Local KPI Target
Business Transformation through Enhanced Customer Service	Support and deliver a significant amount of Council services digitally and improve access to members of the public and local businesses, having regard to the implementation of the Public Sector Equality and Human Rights Duty for all elements	We are working to increase the number of services online to our customers. We will also review the feasibility of the implementation of an online BOT to support customers and ultimately reduce the number of calls into our customer services	Ongoing	C3	8, 9, 11	At the end of Q4 2026 we will compare to those of the prior period with the target of increasing online services by 10%. By the end of Q4.
Democracy & Council Leadership	Support the roll out of the National Local Government Sector Digital Strategy	We are working with the LGMA to roll out our Local Prioritisation Plans for LG Digital & ICT Strategy. As part of this, we set up a digitilisation team, whose early objectives include setting up an innovation team and innovation projects.	Ongoing	C3	8, 9, 11	By Q4. Q1

## Physical Infrastructure, Fire & Emergency Services, Climate Action

### Roads & Transportation

Strategic Goal	Supporting Action	Service Plan Action	Timeline	NOAC Performance Indicator	UN Sustainable Development Goal's (SDG's)	Local KPI Target
Sustainable Galway	To enhance the National Road Network across the county through collaboration with TII, prioritise projects and secure funding to improve road safety, reduce journey time and support economic development.	Deliver the annual TII programme targets and participation in monthly steering group meetings to track progress	Ongoing	R1, R2, R3, P1	9	12 Steering Meetings per year

Sustainable Galway	Develop the Greenways Infrastructure including the Galway to Portumna Greenway and the Galway to Oughterard and the Oughterard to Clifden Greenway	Advance the preferred option on the Galway to Portumna Greenway. Continue the work on the Conamara Greenway through planning and construction	Delivery in accordance with TII yearly allocations.	N/A	8	Monitor through monthly Steering Group Meetings
Sustainable Galway	Continue the improvement and maintenance programme of works on coastal piers to support the fishing industry and the islands.	Prepare and deliver routine maintenance & minor improvements programme for Piers, Harbours and yacht moorings - subject to available funding. Progress capital projects on strategic piers Inis Oírr and Inis Meáin through the approvals, permitting and works phases. Develop strategy for future upgrade projects aligned with goals of supporting and developing sustainable coastal communities	Annually	N/A	14	Annually
Business Transformation through Enhanced Customer Service	Prepare and implement the multi annual Roads Investment Programme for the national and non-national road network.	Undertake and complete a maintenance and resurfacing programme for national and non-national, and local routes, incorporating ordinary maintenance (verge trimming, drainage and signage provision/renewal), bridge maintenance, winter maintenance and route lighting maintenance within the limits of available funding and as agreed with the Transport Infrastructure Ireland/Department of Transport. Continue to develop and improve on Specific Improvement Grant Projects.	Annually	R1, R2, P1	9	Completion of the Annual Roads Programme by year end, in accordance with TII -Chargeability of Expenditure to National Road Grants under the relevant DTTAS Circular and in accordance with TII & Dept of Transport Funding Allocations.
Business Transformation through Enhanced	Deliver strategic Noise Map/Noise Action Plan for the County and implement the actions in the plan.	Deliver on all actions required within the Noise Action Plan subject to necessary funding available.	5-year plan 2025 to 2029	N/A	3	Actions to be delivered subject to necessary funding

Customer Service						
Business Transformation through Enhanced Customer Service	Undertake and deliver a review of the speed limits across the road network	Fulfil all statutory obligations relating to Speed Limits. Implement nationally mandated changes, as part of the national speed limit reviews.	2026-2027	N/A	3	Q4 2026
Sustainable Galway	Work with the NTA in the updating of the Galway Transport Strategy and publication of the Galway Metropolitan Area Transport Strategy (GMATS).	Draft to public consultation	Ongoing	R1, R2, R3, P1	11	Q4
Sustainable Galway	Support the delivery and implementation of Local Transport plans, Community Transport Plans, area-based transport plans having regard to the Council's commitment to universal design principles and by putting measures in place to address the specific needs of the identified groups, in collaboration with the NTA.	County Transport Modelling Assessment Local Transportation Plans for Tuam, Athenry, Loughrea and Gort, East Galway City Suburbs Local Transport Plan to include Oranmore. Community Transport Studies for 6 towns - Headford, Kinvara (completed) Portumna, Oughterard, Maigh Cuillin and Clifden.	Ongoing	R1, R2, R3, P1	11	Q4 2026
Sustainable Galway	Continue the preparation and delivery of mobility plans incorporating programmes such as Active Travel measures, Safe Routes to School etc. having regard to the Council's commitment to universal design principles	Progress and manage NTA funded Active Travel projects across the county. Prioritise delivery of the Active Travel/Safe Routes to School (SRTS) & Bus Stop Programme	Ongoing	R1, R2, R3, P1	11	Complete Design, Planning & Construction by Q1 2026
Sustainable Galway	Enhance Road Safety in County Galway	Launch the Joint Road Safety Plan in partnership with Galway City Council, TII, RSA and An Garda Síochána (AGS) Continue to develop the Road Safety Initiative including Road Safety Schemes Jointly assess fatal and serious accident location with AGS	Q2 2026	R1, R2, R3, P1	3, 11	Q2 2026
Sustainable Galway	Road Safety Promotion	Regional Road Safety Network Meetings Annual Road Safety Week – Awareness Campaign	Q3 Annually	N/A	3, 11	3 meetings per year

Business Transformation through Enhanced Customer Service	Enhance the Councils Municipal District office' capacities to deliver as many services as possible closest to our citizens with each district having a bespoke business plan aligned to the Corporate Plan and with full regard to the Public Sector Equality and Human Rights Duty.	Strengthen the MD Structures in line with the Workforce Plan objectives	Ongoing	N/A	11	Q4
Performance, Transparency, Equality, Human Rights, and Accountability	Enhance Public engagement in transport planning	Conduct public consultation including non-statutory consultation on transport projects and ensure they are fully accessible e.g. online participation.	Annually	N/A	9	As and when required using consult.ie
Performance, Transparency, Equality, Human Rights, and Accountability	Embedding Equality & Human Rights in Transport Infrastructure and Services	Where a funding exists, conduct accessibility audits on existing transport infrastructure (incl. bus stops, pedestrian crossings, footpaths, cycleways etc) Implement Universal design principles in all new transport projects ensuring compliance with the Disability Act 2005 and the National Disability Inclusion Strategy Where funding exists, ensure safe pedestrian and wheel-chair accessible routes in towns and villages, prioritising areas with high footfall Improve rural transport accessibility in partnership with the NTA and Local Link to ensure that routes serve disadvantaged and isolated communities.	Annually	N/A	9	SPC Agenda

## Water Services

Strategic Goal	Supporting Action	Service Plan Action	Timeline	NOAC Performance Indicator	UN Sustainable Development Goal's (SDG's)	Local KPI Target
Sustainable Galway	Work with Uisce Éireann to ensure that key water and wastewater investments are made by UÉ to enable sustainable urban and rural growth in County Galway including the Strategic Economic Corridor. Drive the implementation of the Rural Water Programme with a focus on addressing infrastructure deficits in our towns and villages.	The Rural Water Programme assists and inputs Uisce Éireann Capital Investment Plan along with colleagues in Planning to ensure that infrastructure investment by Uisce Éireann is aligned with development plans.	Ongoing	W1, W2	6	Work under the targets in the Master Co-operation Agreement (MAC)
Sustainable Galway	Under the Master Co-operation Agreement (MCA), progress the operational handover, workforce transition and financial management of the water services functions to Uisce Eireann	Transfer remaining assets, to UE, workforce transition to UE employment, redeploy staff that wish not to transition to UE.	Ongoing	N/A	6	As per targets in the MCA
Sustainable Galway	Work with the DHLGH and in partnership with UE, to address wastewater infrastructure deficits in villages of Craughwell and Clarinbridge to support River Basin water quality and housing provision.	Strengthen the resources in the Rural Water Unit to advance the wastewater deficits in partnership with UE. Identify options, business case, funding, planning	Ongoing	W1, W2	6	Q4, 2026 identify preferred option, secure resources & funding, and agreement with UE
Sustainable Galway	Enhance and Support Rural Water Services, having regard to our public sector duties, ensuring equitable access to clean and safe drinking water, particularly for vulnerable and marginalised communities in rural areas.	Invest in infrastructure and upgrades for group water schemes by securing funding from the DHLGH. Assist small water supplies and individual well grants	Ongoing	W1, W2	6	Ongoing

## Fire & Emergency Services

Strategic Goal	Supporting Action	Service Plan Action	Timeline	NOAC Performance Indicator	UN Sustainable Development Goal's (SDG's)	Local KPI Target
Performance, Transparency, Equality, Human Rights, and Accountability	Enhance Fire Station infrastructure across the county to improve emergency response times, modernise the facilities and to ensure that the fire service can effectively meet the needs of local communities	Work with the DoHGLH for funding for the construction of a new Galway City Fire Station and Headquarters. Progress construction of a New Fire Station in Loughrea. Progress efforts to secure funding for the upgrade of Ballinasloe Fire Station and inclusion of same on the National Fire Station Capital programme.	Ongoing	P1, F1, F2, F3	3	City Station - tender for design consultant Q2 2026. Loughrea - tender for contractor Q1 2026.
Performance, Transparency, Equality, Human Rights, and Accountability	Strengthen Fire & Rescue Services for enhanced public safety. Ensure that fire services and major emergency management continue to deliver services to a high standard with measures to address specific needs of the identified groups and ensure the implementation of workforce planning and recommendations of the WRC in relation to Retained firefighters and operation of the service.	Maintain and improve response times across all fire stations in County Galway Continue to invest in modern firefighting equipment & vehicles Continue Fire Inspections and fire safety campaigns. Promote fire safety in schools Conduct fire safety assessment in vulnerable community areas Enhance fire recruitment and retention. Review the recommendations of the report "A Review of Recruitment and Retention and the Future Sustainability of Service Delivery" with a view to ensuring greater recruitment and retention of retained fire service personnel	Ongoing	P1, F1, F2, F3	3	15 to 20 min from call-out for 80% of incidents Q4.

## Climate Change

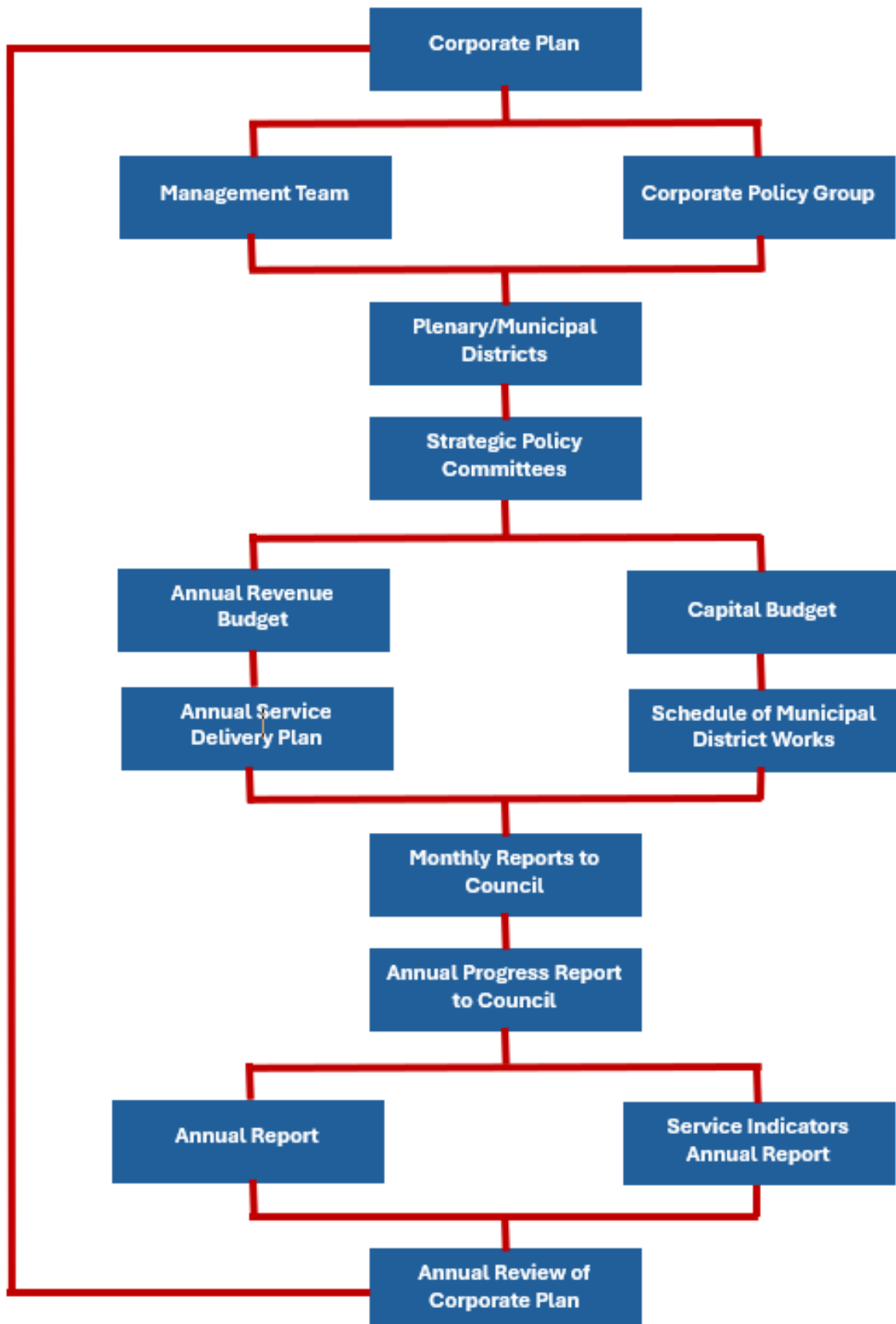
Strategic Goal	Supporting Action	Service Plan Action	Timeline	NOAC Performance Indicator	UN Sustainable Development Goal's (SDG's)	Local KPI Target
Sustainable Galway	Implement the Galway County Climate Action Plan on a whole of organization basis through the agreed governance structures and reporting progress to Management Team, with measures to address specific needs of the identified groups of the Public Sector Equality and Human Rights Duty.	Embed climate action across all directorates and support strategic decision-making through the Climate Action Steering Group, Climate Action Team and Energy Team. Ensure systematic monitoring, evaluation and reporting of progress.	Ongoing	E7	13	CAP annual report prepared and presented to Senior Management Team and Plenary. Quarterly meetings of Climate Action Team/Steering Group and Energy Team.
Sustainable Galway	Support and advance the Decarbonisation Zone in County Galway	Work in partnership with the Decarbonisation Zone (DZ) Stakeholder Group in the development and implementation of actions. Identify and roll-out dedicated DZ funding opportunities.	Quarterly	N/A	7, 10, 11, 13	4 meetings
Sustainable Galway	Implementation of the Community Action Climate Fund, having regard to the specific needs of the identified groups	Complete administration on 1st round 2024-2026 Community Climate Action Fund. Administer 2nd round 2025-2027 Fund.	Ongoing	E7	13	1st round fund completed Q2 2026. 2nd round fund application stage finalised Q2 2026.
Sustainable Galway	Implement Galway County Council Energy Efficiency & Carbon Reduction Programme towards meeting national 2030 targets	Support SEAI Sustainable Energy Communities	Ongoing	N/A	13	Support 4 communities to develop Energy Master Plans
Sustainable Galway	Implement Galway County Council Energy Efficiency & Carbon Reduction Programme towards meeting national 2030 targets	Advancing energy projects to achieve emissions reductions and energy efficiency targets across Council buildings. Deliver design for energy upgrades	Ongoing	N/A	13	Appoint design consultants for 4 Pathfinder buildings and develop designs on phased basis.

Sustainable Galway	Implement Galway County Council Energy Efficiency & Carbon Reduction Programme towards meeting national 2030 targets	Obtain ISO 50001 for Energy Management System in respect of Fleet, Public Lighting and Council Buildings.	Obtain certification by Q4 2026. Maintain certification on an ongoing basis.	N/A	13	Obtain certification by Q4 2026
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# Monitoring and Reporting

## Annual Review

An Annual Report will be brought to the members to inform on the delivery of the actions contained within this ASDP.



# Compliance and Best Practices

## Policy Alignment

To ensure compliance with relevant policies and objectives, the Council has integrated policies from the national, regional, and local policy frameworks within the Corporate Plan 2025-2029. This comprehensive approach ensures alignment and consistency across all levels of governance. The following key policies have been incorporated:

Policy Alignment				
<a href="#">Corporate Plan</a>	Strategic Goal 1: 2025 – 2029: Business Transformation through enhanced customer service	Strategic Goal 2: 2025 – 2029: Performance, equality, human rights, transparency and accountability tasks	Strategic Goal 3: 2025 – 2029: Sustainable Galway	Strategic Goal 4: 2025 – 2029: Democracy and Council Leadership tasks
<b>National Policy</b>				
<a href="#">Renewed National Planning Framework Development Plan</a>	Yes	Yes	Yes	Yes
<a href="#">Delivering Homes, Building Communities</a>	Yes	Yes	Yes	Yes
<a href="#">National Action Plan Against Racism</a>	Yes	Yes	Yes	Yes
<a href="#">Our Rural Future</a>	Yes	Yes	Yes	Yes
National Sector Digital Strategy	Yes	Yes	Yes	Yes
<a href="#">National Guidelines on Green Procurement</a>	Yes	Yes	Yes	Yes
<a href="#">Town Centre First Policy</a>	Yes	Yes	Yes	Yes
<b>Regional Policy</b>				
<a href="#">Regional Spatial and Economic Plan</a>	Yes	Yes	Yes	Yes
<a href="#">Regional Employment Plan</a>	Yes	Yes	Yes	Yes
<b>Local Policy</b>				
<a href="#">County Development Plan</a>	Yes	Yes	Yes	Yes
<a href="#">Local Economic and Community Plan</a>	Yes	Yes	Yes	Yes
<a href="#">Local Climate Action Plan</a>	Yes	Yes	Yes	Yes
<a href="#">Local Area Plans</a>	Yes	Yes	Yes	Yes

By adhering to these policies and incorporating best practices in service delivery, the Council aims to achieve the highest standards of operational effectiveness and public service.

# Risk Management

Galway County Council's Risk Management policy complies with statutory, governance, and accountability obligations and is endorsed by the CCMA. The policy provides a practical approach to risk management, aligning with ISO 31000:2018 principles and guidelines.

Galway County Council defines risk as “the possible loss or other adverse consequence that has the potential to impact on a local authority’s ability to achieve its objectives and fulfil its mission.” Our effective Risk Management System identifies and assesses risks, decides on appropriate responses, and provides assurance on the effectiveness of these responses.

Galway County Council is committed to identifying, assessing, and mitigating risks, ensuring ongoing review and improvement through quarterly reviews by the Management Team.

The Corporate (Strategic) Risk Register is the highest-level risk register for Galway County Council and lists the most serious risks affecting the Council, including significant risks from a legal and regulatory perspective that may prevent achieving strategic objectives. Risks identified in the Corporate (Strategic) Risk Register may also be included in unit risk registers to embed a strong corporate governance culture.

The following 11 risks are included in our Corporate (Strategic) Risk Register:

- Safety, Health, and Welfare at Work
- Information Security: Cyber Risk Management
- Data Protection: GDPR Compliance
- Child Safeguarding
- Public Sector Duty
- Budgetary Control, Compliance with Procurement Policy, Fraud Prevention
- Service Provision
- Local Government Funding
- Workforce Planning
- Housing Delivery
- Delivery of the National Development Plan (NDP) & National Planning Framework (NPF)

# NOAC Performance Indicators

UNIT	NOAC Code	DESCRIPTION
Housing	H1	Social Housing Stock
	H2	Housing Vacancies
	H3	Average Re-letting Time and Direct Costs
	H4	Housing Maintenance Costs
	H5	Private Rented Sector Inspections
	H6	Long-term Homeless Adults
	H7	Social Housing Retrofit
Roads	R1	Pavement Surface Condition Index (PSCI) Rating
	R2	Roadworks/Expenditure
	R3	Percentage (%) Motor Tax transactions conducted online
Water	W1	Percentage (%) drinking water in private schemes in compliance with statutory requirements
	W2	Percentage of registered schemes monitored
Waste/Environment	E1	Households which availed of a 3 Bin Service
	E2	Environmental Pollution Cases
	E3	Litter Pollution
	E4	% of schools that currently hold and have renewed their green flag status
	E5	Percentage Energy Efficiency Performance
	E6	Public Lighting
	E7	Climate Change
Planning	P1	Building Control Inspections
	P2	No./% of Planning decisions confirmed by An Bord Pleanála
	P3	Planning Enforcement
	P4	Cost per Capita
	P5	Fire Safety Certificate Applications
Fire Services	F1	Cost per Capita of the Fire Service
	F2	Mobilisation Times
	F3	Attendance Times at Scenes
Library Service/Recreation	L1	Library visits and items issued
	L2	Cost of Operating a Library Service (€)
Youth/Community	Y1	Participation in Comhairle nan Óg scheme
	Y2	Groups associated with the Public Participation Network (PPN)
Corporate	C1	Whole Time Equivalent (WTE)
	C2	Sick Leave
	C3	Website and Social Media
	C4	ICT Expenditure: Overall Cost of ICT Provision per WTE
	C5	ICT Expenditure: Total Cost of ICT Provision as a percentage of Revenue Expenditure
Finance	M1	Revenue Account Balance
	M2	Revenue Collection Rates
	M3	Public Liability Claims
	M4	Overheads
Economic Development	J1	Job Creation
	J2	Trading Online Vouchers
	J3	No. of mentoring recipients
	J4	Tourism Strategy
	J5	Economic Development: The annual spend on local economic development (per head of population) by each local authority

# UN Sustainable Development Goal's (SDG's)

GOALS	DESCRIPTION
Goal 1	End poverty in all its forms everywhere
Goal 2	End hunger, achieve food security and improved nutrition and promote sustainable agriculture
Goal 3	Ensure healthy lives and promote well-being for all at all ages
Goal 4	Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all
Goal 5	Achieve gender equality and empower all women and girls
Goal 6	Ensure availability and sustainable management of water and sanitation for all
Goal 7	Ensure access to affordable, reliable, sustainable and modern energy for all
Goal 8	Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all
Goal 9	Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation
Goal 10	Reduce inequality within and among countries
Goal 11	Make cities and human settlements inclusive, safe, resilient and sustainable
Goal 12	Ensure sustainable consumption and production patterns
Goal 13	Take urgent action to combat climate change and its impacts
Goal 14	Conserve and sustainably use the oceans, seas and marine resources for sustainable development
Goal 15	Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss
Goal 16	Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels
Goal 17	Strengthen the means of implementation and revitalize the global partnership for sustainable development

## SUSTAINABLE DEVELOPMENT GOALS



# Conclusion

In conclusion, Galway County Council's Annual Service Delivery Plan 2026 (ASDP) strengthens and advances our commitments under the Corporate Plan 2025–2029. Now in the second year of the Corporate Plan cycle, the 2026 Plan builds on the strong foundation established in 2025 by further embedding structured performance management, cross-directorate collaboration, and a clear focus on measurable outcomes for our communities.

This year's ASDP continues to align with national requirements, including the NOAC Performance Indicators (PIs), the Sustainable Development Goals (SDGs), and the Public Sector Equality and Human Rights Duty. The development of the Annual Action Plan for the Duty 2026 reinforces our ongoing commitment to equality, inclusion, and rights-based service delivery. The plan retains the Department's recommended approach to baseline data, measurement methodologies, and locally developed KPIs to support consistent monitoring and evidence-based decision-making.

Cross-Directorate Governance Actions—such as ongoing implementation of the Local Government Code of Governance, strengthened risk and control processes, and improvements in service oversight—remain central to our work. Regular quarterly progress reporting to the CPG and Plenary, supported by monthly Management Reports to the Elected Council, ensures transparency and accountability.

Community engagement continues to be integral to our approach. Throughout 2026, we will maintain our programme of public consultations, workshops, and customer-focused initiatives to ensure that the voices of our communities directly inform service planning and improvement.

As we progress through the second year of the Corporate Plan 2025–2029, the 2026 ASDP provides a clear and actionable framework to deliver high-quality, sustainable, and people-centred services. Through our collective efforts, we will continue to support a vibrant, inclusive, and resilient County Galway where individuals, families, and communities can thrive.

**Mise, le meas,**



**Chief Executive  
Galway County Council**

**23 March 2026**



Comhairle Chontae na Gaillimhe  
Galway County Council

# Galway County Council Annual Service Delivery Plan 2026