



Comhairle Chontae na Gaillimhe
Galway County Council

CORPORATE PLAN

2020 – 2024

Galway County Council

Adopted 25th November 2019



Foreword by An Cathaoirleach	4
Foreword by the Chief Executive	5
Profile.....	6
Galway County Council Organisational Structure	7
Operating Environment	8
External Environment	8
Internal Environment	8
A selection of achievements from Previous Corporate Plan 2015 -2019	10
Vision	11
Mission	11
Core Values.....	12
Strategic Goals.....	13
Supporting Strategies	14
Implementation, Monitoring & Review	21
Principal Activities	23
Elected Members	25
Appendix 1	31
INDICATIVE LIST OF STRATEGIES/PLANS INFLUENCING LOCAL GOVERNMENT ACTIVITIES...	31
Appendix 2	33
PERFORMANCE INDICATORS	33
Appendix 3	34
List of Baseline Data.....	34



As Cathaoirleach of the County of Galway, I am delighted to welcome the publication of the Corporate Plan 2020 – 2024, which sets out the strategic direction for Galway County Council.

The Plan is informed by a broad consultation process including the publication of a survey circulated to Elected Members, Staff and members of organisations and committees including Local Community Development Committee (LCDC), Joint Policing Committee (JPC), Local Traveller Accommodation Consultative Committee (LTACC), Public Participation Network (PPN), Enterprise Ireland, Fáilte Ireland, Sports Partnership etc. Following this process, the plan was developed with the active involvement of the Elected Members and Staff.

The next five years will present challenges and opportunities for the Council as we work with our communities and stakeholders to deliver on our strategic goals and supporting strategies. The identification of strategic goals enables a focussed approach to serve the needs of the County and its citizens in an inclusive and progressive manner.

A central focus of the Corporate Plan is to position the Council to serve as the main vehicle of governance and public service in our County and to support the Council's role in housing delivery, climate change, economic development and enterprise and provision of key infrastructure.

The overall framework provided by this Corporate Plan will allow the Council to plan effectively, monitor delivery and assess its performance against our strategic priorities on an ongoing basis to inform policy, decision making and the allocation of resources.

On behalf of the Elected Members, I wish to state our collective commitment to ensuring that the Plan is appropriately monitored and delivered over the next five years.

Cllr. Jimmy McClearn
Cathaoirleach of the County of Galway



This Corporate Plan, adopted by the Elected Members of Galway County Council, provides the framework to enable Galway County Council to guide the strategic direction and development of the County of Galway for the next five years.

The strategic goals and supporting strategies identified in the Plan will support us in carrying out our functions, prioritising our actions, and assessing our progress. Our core values will underpin and guide the delivery of local authority services over the period 2020 - 2024, while our mission reflects the importance of enhancing the quality of life for people of County Galway by leading and strengthening community and economic development and delivering efficient and sustainable services.

The strategic priorities identified in the Plan reflect the contemporary challenges and opportunities facing Galway County Council, outlined on the basis of cross cutting themes, best suited to our 'joined-up' system of service delivery.

The environment in which we operate will continue to influence the implementation of the Plan by directly influencing the provision and allocation of resources. We will undoubtedly face challenges in delivering on the ambition contained in this Plan, however, I am confident that with the ongoing co-operation and commitment of the Elected Members and staff, we can collectively meet the challenges ahead and deliver on the commitments of the Plan in the best possible manner.

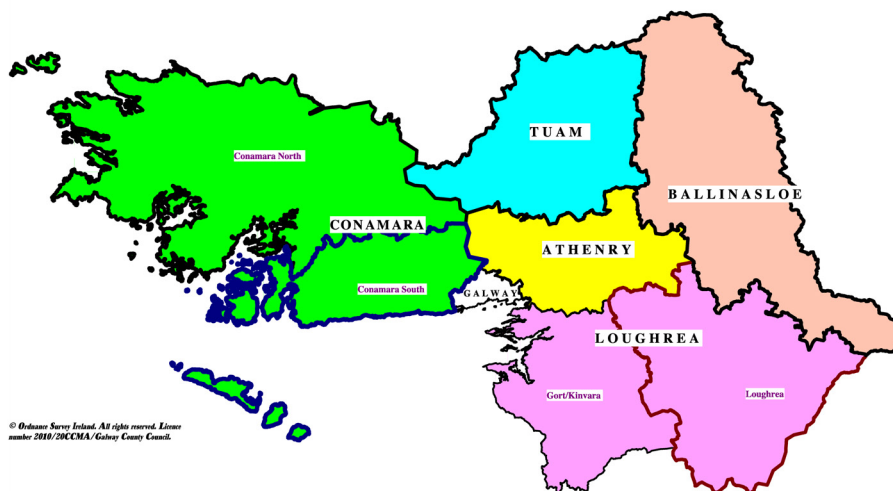
I wish to acknowledge the active participation of the Elected Members, staff and stakeholders in the preparation of this Corporate Plan and I look forward to their continued engagement, as we work together to deliver on the Plan, monitor its implementation and contribute to any future reviews and updates as required.

Kevin Kelly
Chief Executive

County Galway is the second largest County in Ireland having an area of almost 6,149 square kilometres, with a coastline stretching to almost 2,000 kilometres. County Galway has the largest Gaeltacht population in Ireland representing 49.7% of the national Gaeltacht population, where 49,524 people speak the Irish language daily (based on Census 2016). The county borders five other counties and has a rich and diverse built, natural and cultural heritage. It also has four main inhabited islands, Inis Móir, Inis Óirr, Inis Meáin and Inisbofin.

Galway County Council is the local authority for the County of Galway serving a population of 179,390 (based on Census 2016). The population of the towns and villages within the county are diverse and varied. The geographical spread and extent of the county extends to Clifden on the west coast, acting as an important commercial, tourism, economic and retail centre for the town and Ballinasloe acts as an economic engine in the east of the county. Tuam is the largest town to the North of the county and Portumna and Gort are located to the south, all serve as catalyst for development within their areas. With the geographical spread of the county, the

framing of the Draft Regional Spatial and Economic Strategy (RSES) has taken this into account, the towns of Ballinasloe and Tuam are identified as Key Towns. Ballinasloe and Tuam perform an important strategic role particularly as commercial/industrial centres. Other towns including Oranmore, Baile Chláir and Bearna are included in a new Metropolitan Area Strategic Plan (MASP). This designation will prioritise these towns for growth and development including the wider rural hinterland of the county. Loughrea, Athenry and Gort with their population size and catchment provide an important function within the county. The recently completed motorways (M6 and M17/M18) are strategically located allowing these towns to develop further and thereby accommodate the future residential and employment uses. The remaining towns and villages in the county all play an important role in terms of service provision including retail, community, health and education services. The rural countryside from the West to the East provide residential accommodation, farming enterprises, tourism attractions and rural enterprises that are all catered for in a sustainable and co-ordinated manner.



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County Galway



POPULATION:
179,390



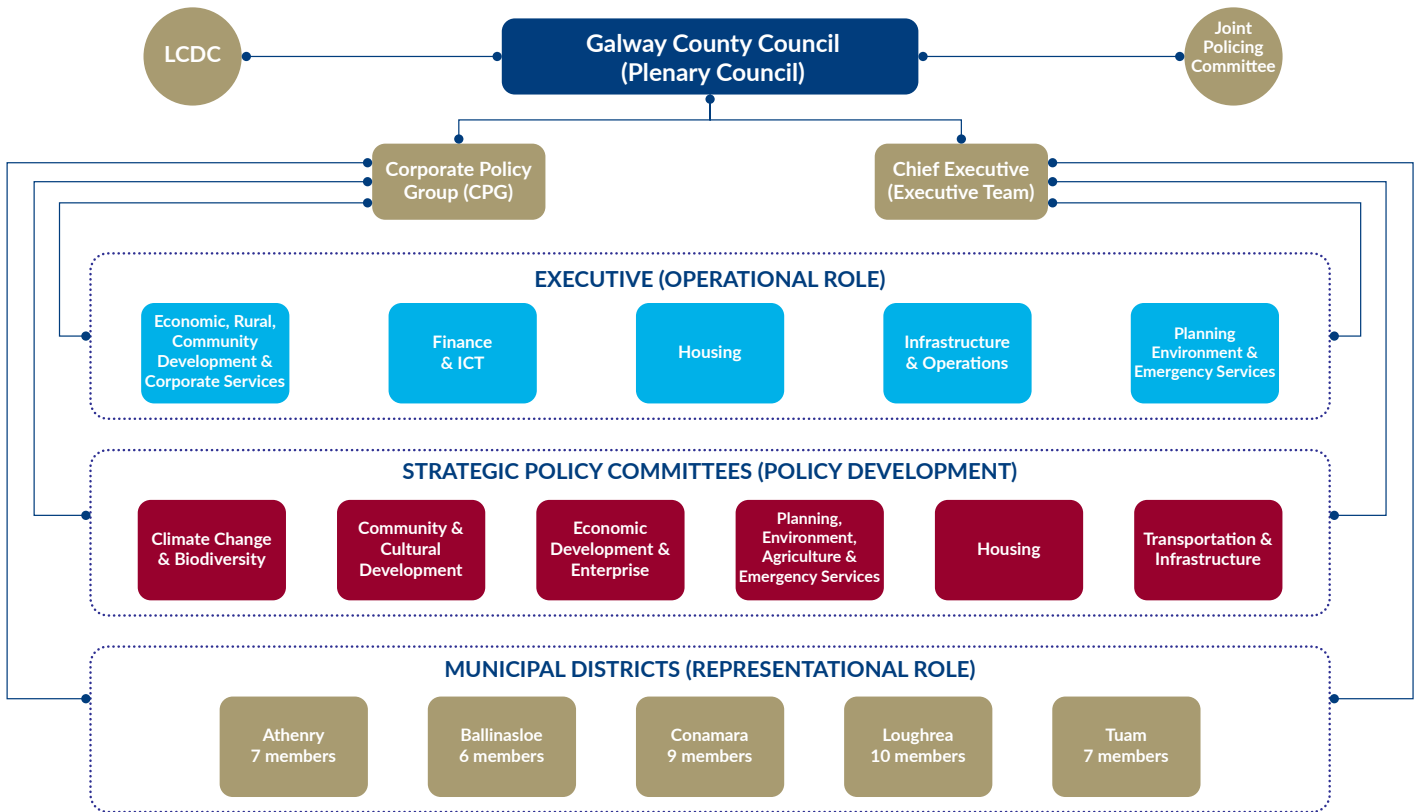
AREA:
6,149 km²



COASTLINE:
2000 km



PUBLIC ROAD NETWORK:
6,904km



Galway County Council is comprised of 39 Elected Members from 5 Municipal Districts.

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 whereby they lay down the framework for policy under which an Executive Team operates.

A Corporate Policy Group and six Strategic Policy Committees 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 functions.

The six Strategic Policy Committees (SPCs) cover the following areas of activity:

<i>Climate Change & Biodiversity</i>
<i>Community & Cultural Development</i>
<i>Economic Development & Enterprise</i>
<i>Housing</i>
<i>Planning, Environment, Agriculture & Emergency Services</i>
<i>Transportation & Infrastructure</i>

An Executive Team consisting of the Chief Executive, four Directors of Services, Head of Finance, Law Agent and Head of HR operate in an executive capacity.

Galway County Council has two key responsibilities – to provide good quality accessible services in an efficient and effective manner and to exercise our civic leadership role to promote the economic, social and cultural development of the county in a balanced and sustainable manner.

External Environment

Financial – Notwithstanding the significant financial constraints faced by Galway County Council, the strategic goals and strategies of this plan are ambitious yet remain realistic. The council will continue to seek funding from Central Government in order to achieve parity with comparator counties.

Legal – In performance of its functions Galway County Council takes account of all relevant legislation, policies and objectives as set out in statutory plans and strategies. The EU & National Regulatory framework have become increasingly complex with compliance and delivery across the service areas having implications for already stretched resources.

Physical – Galway County Council will work to prepare the people and the county of Galway for the upcoming changes in our climate, and work to reverse the biodiversity loss.

Political – The County Council provides a forum for effective, accountable and democratic representation, the efficient performance of functions and the delivery of a range of services for the County. It has an ongoing responsibility for the implementation of Government policies, Regional initiatives and programmes in a range of diverse areas including, National Development Plan, Rebuilding Ireland, National Broadband Plan, Flood Risk Management Plans, Rural Regeneration Development Operational Programme, Regional Spatial and Economic Strategies etc. The Councils policy must therefore be aligned and consistent with the broader political agenda.

Socio-Economic - Changing economic circumstances, demographic profiles and patterns, ageing population etc. all have a significant impact on resource allocation, consumer demand patterns and the variation in policy response. It is evident that there will be a clear requirement for ongoing adaption to these changed circumstances as they present.

Internal Environment

Community Participation & Social Inclusion - The Council will continue to play a central role in social inclusion, community participation and development to enable all Citizens to participate fully in the social, economic and cultural life of County Galway. Through the range of services, we provide and through the implementation of the Local Economic and Community Plan (LECP) we will improve quality of life, reduce social disadvantage and strengthen and support local communities in a sustainable manner. The Council will manage and support key programmes directly and in association with the LCDC and other key partners. These programmes include the Social Inclusion Community Activation Programme (SICAP), Age Friendly, Healthy Ireland, Comhairle na nÓg, the Rural Transport Programme and Integration.

Economic Development – The Council will continue to play a central role in the economic and enterprise development of the county through the provision of leadership, strategic frameworks, stakeholder engagement, action plans, targeted supports and the delivery of essential infrastructure. A proactive approach to securing available funding to advance economic development and enterprise, maximising opportunities for key sectors such as Tourism, Culture, Food, and the Creative Sector will be taken. The Council will support Indigenous and Foreign Direct Investment to promote sustainable jobs and economic growth. The Council will seek to deliver on its objectives by securing funding under Project Ireland 2040, Urban Regeneration and Development Fund (URDF), Rural Regeneration and Development Fund (RRDF) and all other funding opportunities available.

Human Resource Management - The Corporate Plan goals and strategies cannot be achieved without the co-operation and support of the Staff and Elected Members of Galway County Council. A skilled and committed staff supported by enabling technologies, efficient work processes and relevant training is key to the achievement of these strategies. The Council has faced considerable challenges in the last five years and acknowledge the effort, commitment and dedication of employees to ensure that services were delivered efficiently and effectively. The Council remains committed to training and supporting Staff and Elected Members while remaining focused on the achievement of sustainable and measurable outcomes. The Council will continue to prioritise and allocate human resources through workforce planning to deliver the strategic goals of this plan and promote the Health, Safety and Wellbeing of all Staff and Elected Members. The Council is also committed to supporting the development needs of Elected Members so that they can discharge their duties as effectively as possible, in the changing environment of Local Government.

ICT - The Council will continue to improve service delivery through ICT systems that provide better outcomes through an integrated shared digital environment. The Council's IS team will strive to accelerate digital transformation across all Council processes and activities and take a proactive approach to cloud computing in accordance with eGovernment recommendations and Local Government ICT Strategy Implementation Plan.

Operational Efficiency - The Council is committed to the ongoing examination and continued review of internal systems, structures and processes to ensure the organisation is best placed to deliver on its mandate and that our staff resource is distributed in a manner that maximises efficiency and distributes the workload evenly.

Performance - Measurement and Service Indicators - The use of performance indicators provides an important framework for the benchmarking of performance across a range of areas. These indicators will demonstrate trends and benchmark with other local authorities, indicate areas requiring further attention or remedial measures. Galway County Council is committed to the examination of its performance in the context of service indicators both national and local.

Working in Partnership – The Council will continue to co-operate with government departments, state agencies, regional partners, adjoining Local Authorities and Irish Water. The relationship with Galway City Council will remain a priority in co-ordinating planning policy, developing and supporting joint initiatives and delivering the existing shared service arrangements for mutual benefit.

A selection of achievements from Previous Corporate Plan 2015 -2019

- ✓ County Development Plan 2015-2021 was adopted with effect on 23rd February 2015.
- ✓ New Fire Station in An Cheathrú Rua was opened on 22nd February 2016.
- ✓ 1916 Commemorations-Easter Monday 2016 - A Special Ceremony was held in Athenry to commemorate the 1916 Rising. Over 150 other commemorative events celebrated throughout the County during 2016.
- ✓ Ballinasloe Library was officially opened on 16th May 2016.
- ✓ Awarded the first European Region of Gastronomy designation in Ireland for the year 2018.
- ✓ European Capital of Culture 2020 announced for Galway following the successful joint bid for designation in July 2016 by Galway County and City Councils.
- ✓ The M17/M18 Gort to Tuam Motorway officially opened on 27th September 2017
- ✓ A section of the Conamara Greenway, running adjacent to Ballynahinch Castle, was officially opened on 28th May 2018.
- ✓ New Fire Station in Tuam was opened on 19th September 2018
- ✓ RRDF Funding secured to advance the Bia Innovator Campus at Athenry with construction commencing in 2019 and delivery in 2020.



M17/M18



Tuam Fire Station



Conamara Greenway



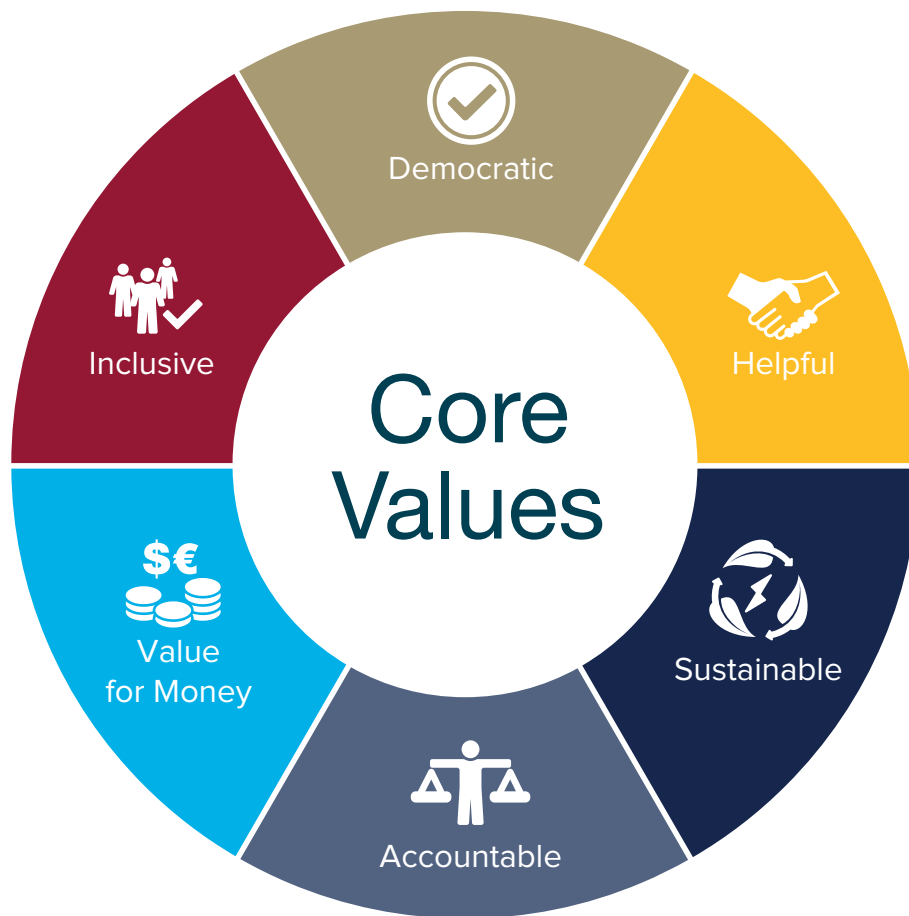
Ballinasloe Library

Vision

'A county with a clear sense of identity, reflecting its heritage, language and culture, that promotes sustainable economic and community development, citizen and stakeholder engagement, develops essential infrastructure and protects our environment.'

Mission

'To enhance the quality of life for the people of County Galway by leading and strengthening Community and Economic development and delivering efficient and sustainable services.'



All our activities and interactions with the citizens, customers and stakeholders will be informed by the following core values.

Accountable

Adhere to and promote the highest standards of integrity, ethics, transparency and accountability in the performance of our various functions.

Helpful

Support and encourage our staff to deliver effective and responsive public service in a friendly, helpful, engaging, fair and inclusive manner that promotes public confidence, accessibility and respect for diversity.

Inclusive

Respect all citizens and members of the community and promote County Galway as a place that is socially cohesive and accessible.

Democratic

Alongside the Elected Members we will provide clear effective democratic and civic leadership by informing, participating, listening and responding to our people and our communities.

Sustainable

Ensure the progressive and sustainable development of the County in partnership with our communities in a way that promotes the well-being and quality of life for all our citizens.

Value for Money

Provide cost-effective, efficient services and continually assess and evaluate our performance.



Public Sector Equality and Human Rights Duty:

In accordance with the Public Sector Equality and Human Rights Duty under the Irish Human Rights and Equality Commission Act 2014, Galway County Council will embed Public Sector Duty values into organisational plans and activities. The Public Sector Duty values are to have regard to the need to eliminate discrimination, promote equality of opportunity and protect human rights.

The achievement of our mission and vision will be realised through the attainment of a number of 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 works.

**Community
Participation
& Social
Inclusion**

“To facilitate the broadest possible participation by citizens in local decision making and the sustainable development of their communities and their county.”

**Economic
& Enterprise
Development**

“To maximise the continued and sustainable economic and enterprise development of our county.”

**Infrastructural
Capacity**

“To ensure that our physical and social infrastructure is sufficiently developed to support economic development, and to enhance our quality of life.”

**Organisational
Capacity**

“To maximise organisational capacity through the continuous review of operational efficiency, financial and risk management and the development of our Staff and Elected Members.”

**Protection of
Environment &
Heritage**

“To improve, protect and promote our environment, culture, heritage and language in the interests of present and future generations.”

**Quality
Customer
Service**

“To ensure that quality customer service is at the centre of everything we do.”

**Community
Participation
& Social
Inclusion**

“To facilitate the broadest possible participation by citizens in local decision making and the sustainable development of their communities and their county.”

- Work with the Strategic Policy Committees (SPC’s), the Local Community Development Committee (LCDC) and the Joint Policing Committee (JPC) to develop, co-ordinate and implement a coherent integrated approach to local and community development.
- Work in partnership with the key stakeholders including local community groups in the promotion of heritage, fire prevention, water safety, climate change and environmental enhancement/awareness.
- Promote participation in sport and recreation in association with other agencies and the community, maximising the opportunities available through the Galway Sports Partnership and other appropriate schemes.
- Coordinate the implementation of relevant Community Development Programmes and funding schemes, including the Social Inclusion and Community Activation Programme (SICAP), in association with the LCDC and other relevant stakeholders.
- Maintain and develop an arts service in line with the Galway County Arts Plan to ensure that the arts contribute to the enrichment of people’s lives while supporting the celebration of County Galway’s unique traditions and culture.
- Provide advice and financial resources to support communities and the sustainable development of the county.
- Review and implement the community elements within the Local Economic and Community Plan (LECP) to promote and support community development and social inclusion.
- Supporting the Age Friendly initiative ensuring that the fact of an ageing population informs our policies and actions.
- Support the development of the Public Participation Network (PPN) structures for community engagement and wellbeing, ensuring that these structures inform and are aligned with local government policy and activity.
- Continued management of Community Employment and Labour Activation Schemes.
- To promote social inclusion and reduction of social inequalities by engaging with communities and other agencies to improve the quality of life for marginalised groups, including youth, migrants, travellers, socially and financially disadvantaged.
- To maximise the use of Council facilities, such as Municipal District offices and Libraries for the dissemination of information on services.
- Maximise the potential of the European Capital of Culture 2020 designation and its legacy to the local community and local economy.

**Economic
& Enterprise
Development**

“To maximise the continued and sustainable economic and enterprise development of our county.”

- Guide the sustainable development and growth of the County in accordance with EU, National and Regional policy, including through the implementation of the County Development Plan.
- Enhance urban environments by the implementation of streetscape improvement projects and the elimination of dereliction.
- Implement and review the economic elements within the Local Economic and Community Plan (LECP) to promote a robust and diverse economy.
- Through our Local Enterprise Office (LEO) to be a primary driver of enterprise, development, support.
- Facilitate the provision of commercial and enterprise space in a structured manner across the county.
- Work with the IDA, Enterprise Ireland, Údáras na Gaeltachta and other agencies in identifying and attracting opportunities for investment and job creation.
- Develop and implement a Tourism Strategy and facilitate the continued expansion of the tourism sector by developing key branding, promotional and funding initiatives.
- Promote and support festivals, fairs and events throughout the County.
- Implement the Digital Strategy and identify opportunities for hubs / co-working spaces at community level.
- Lead the development of funding applications for urban and rural regeneration programmes and other funding programmes to revitalize our towns and villages.
- Review and further develop Business Incentive and Support Schemes where feasible and necessary.
- To develop a multi-faceted approach to tackling vacant and under-utilised properties in our town and village centres.
- Develop master plans for key strategic sites to ensure that they deliver on their potential in a planned and sustainable way.
- Maximise the potential of Broadband connectivity throughout the county in co-operation with Government initiatives.

Infrastructural Capacity

“To ensure that our physical and social infrastructure is sufficiently developed to support economic development, and to enhance our quality of life.”

- To help individuals and families meet their housing needs in communities of persons of varied ages, family composition, ethnic backgrounds and socio-economic status.
- To deliver early inter-agency supports and provide stable and supported housing options to homeless individuals and families to reduce the reliance on emergency accommodation.
- To accelerate the delivery of well managed and maintained social housing in sustainable communities for people to live while maximising the contribution to a climate friendly built environment.
- To ensure that existing housing stock is used to the maximum degree possible to improve the quality of housing stock and to contribute to the renewal of the built environment.
- To provide a safe and efficient road network for all road users including the development of N6 Galway City Ring Road (GCRR), N59 including the Maigh Cuilinn Bypass, the Conamara Greenway and the Dublin-Galway Greenway.
- Support the provision of tourism infrastructure and services including greenway, amenity and water based tourism infrastructure throughout the county.
- Promote and support the development of walking and cycling routes throughout the county.
- Prepare Traffic Management Plans for towns to enhance the quality of life in our communities.
- To revitalise town, villages and islands of County Galway and to improve the connectivity of communities, the built environment and public spaces.
- Continue collaboration with OPW on Flood Risk Management and maintenance.
- Provision and maintenance of burial grounds in partnership with local communities.
- To support Tidy Towns Groups to deliver improvements in all of our towns and villages.
- Develop a strategy for the delivery and improvement of Recreational and Amenity facilities including inland Blue Economy and Sport across the county.
- Develop and promote a Library Service to enable lifelong learning, information provision, literacy development, community engagement, health and wellbeing, cultural identity and creativity.
- To utilise Rural Regeneration Development Fund (RRDF) and other funding to bring appropriate unused Council buildings into use for enterprise, culture and community facilities.
- To continue to develop our Piers and Harbours.

**Organisational
Capacity**

“To maximise organisational capacity through the continuous review of operational efficiency, financial and risk management and the development of our Staff and Elected Members.”

- Implementation of the Local Authority People Strategy to provide a Workforce of the Future with Capacity and Capability delivered through Effective Management having regard to legislative, financial and changing circumstances.
- Maintain and develop effective financial management systems which are responsive to our ever- changing needs, obtain value for money at all times, consist of strong cash-flow management and robust budgetary control.
- Review office accommodation arrangements and develop proposals for the efficient delivery of office accommodation requirements.
- Work with the Elected Members to ensure that the Municipal Districts operate to their maximum potential.
- Plan for the protection of our citizens through the emergency management framework for response to flooding, adverse weather and other emergencies.
- Continued implementation and review of organisation-wide Health and Safety Management System.
- Ensure the property and assets of the Council are managed in a manner which maximises their present and future potential.
- Fully explore and maximise opportunities that may arise through increased use of shared services and continue to deliver quality service under the existing shared service arrangement with Galway City Council for the Library, Fire Service, Local Enterprise Office and other services.
- Facilitate and promote the implementation of cloud computing in accordance with eGovernment strategy 2017-2020.
- Provide and accelerate Digital Transformation in all Council processes and activities.
- Continued implementation and review of corporate governance structures and systems including risk management, procurement, audit and statutory obligations under FOI, GDPR, Protected Disclosures and Official Languages Act.
- Maintain an Internal Audit function and fulfil any audit requirements arising therefrom, together with any requirements arising from Statutory Audits or recommendations of the Audit Commit

Protection of
Environment &
Heritage

“To improve, protect and promote our environment, culture, heritage and language in the interests of present and future generations.”

- Secure the sustainable development of the county through the review and implementation of the County Development Plan.
- Implement the action plan in Galway County Council’s adopted Climate Adaptation Strategy to deliver improved resilience to the impacts of climate change at a local level.
- Implement a Climate Mitigation Strategy focusing on service areas including; Transportation, Energy Efficiency and Natural Restoration.
- Protect and maintain the natural environment of the county and implement the actions of our Biodiversity Plan, supported by the National Biodiversity Action Plan 2017-2021 and subsequent plans.
- Minimise impact on the environment from Galway County Council activities including energy efficiency measures and reduced carbon emissions.
- Continue to implement an Energy Efficiency Strategy to deliver a reduction in greenhouse gas emissions to meet National and International obligations.
- Cultivate and actively participate in partnerships with enterprise, community, voluntary sectors, third level institutions and the research community to deliver on initiatives that reduce climate impact.
- Protect and enhance the natural and built environment by implementation of our Heritage Plan.
- Ensure provision of safe and sustainable buildings within the county through effective implementation and monitoring of Building Control Regulations.
- Support Irish Water in leak detection and promotion of water conservation to minimise wastage.
- Implementation of County Litter Management Plan.
- Implementation of the Connacht Ulster Regional Waste Management Plan.
- Protection and Improvement of Water Quality and Catchment Management.
- Monitoring and enforcement of illegal dumping and litter.

Continued on the next page 

- Implement statutory and contractual obligations in local abbatoirs and small meat manufacturing plants in fulfilment of service contract with the Food Safety Authority of Ireland.
- Implement regulatory framework in respect of animal welfare including dog and horse control.
- To promote and support use of the Irish language and recognise its unique contribution to the cultural diversity of our county.
- To provide a fire and rescue service focused on protecting its personnel, the public, property and the environment.
- To ensure that Major Emergencies can be safely and effectively dealt with in collaboration with our partner Principle Response Agencies (PRA).
- Review and implement Fire and Emergency Operations Plan.
- Continue to pursue reductions in energy use through initiatives such as street lighting replacement, flood management and electric charging point provision.
- Implement with stakeholders the Climate Adaptation Strategy and develop the Climate Mitigation Strategy within the supports offered by the National Climate Action Plan, National Adaptation Framework and Mitigation Plans, and EU funding in Europe 2020.

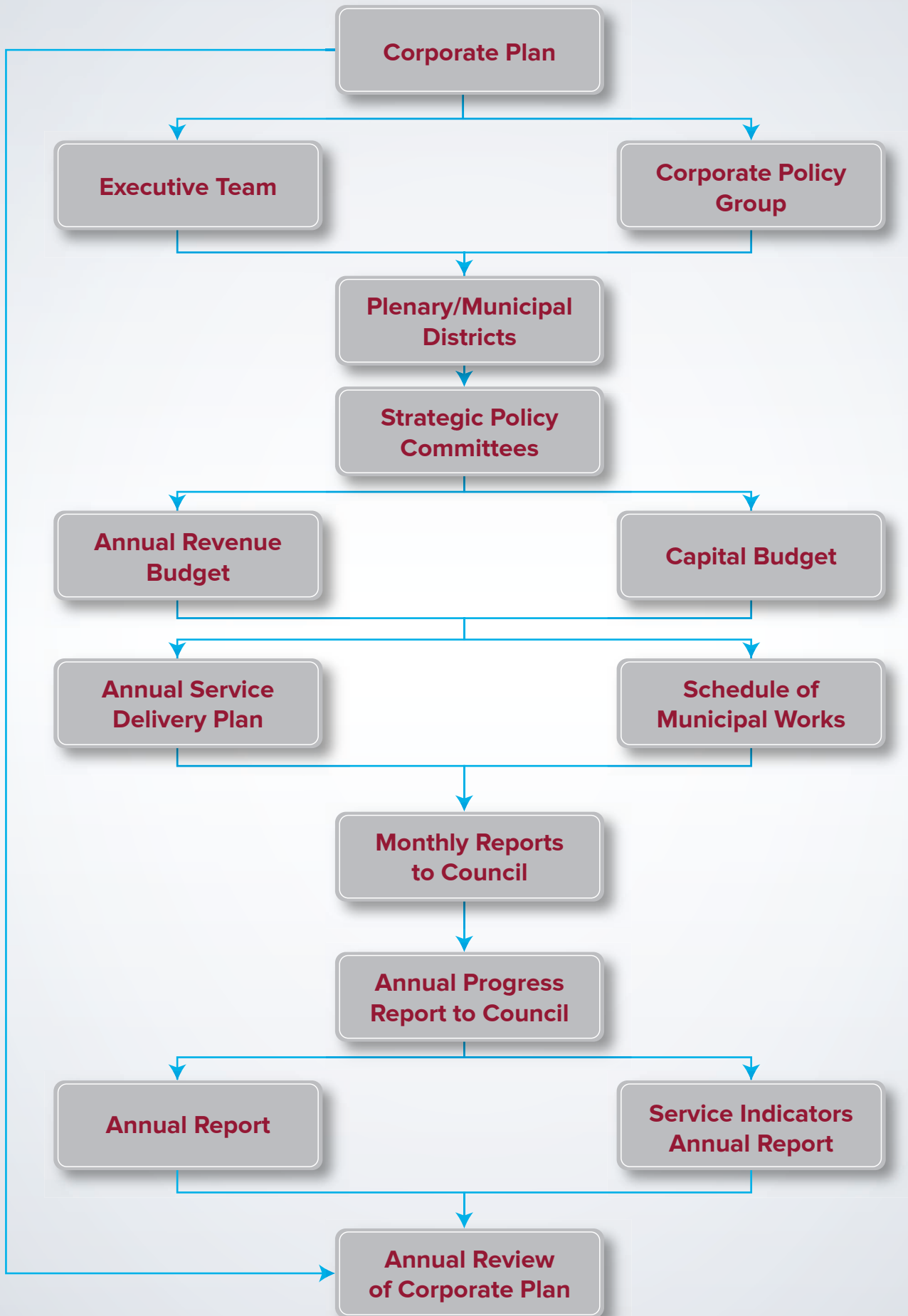
**Quality
Customer
Service**

"To ensure that quality customer service is at the centre of everything we do."

- Review and implement our Customer Services Action Plan.
- Optimise service delivery and customer care through the review and implementation of our Customer Charter and Code of Conduct.
- Provide efficient services to our customers both internal and external in an equitable and courteous manner.
- Provide an effective and transparent Customer Complaints System.
- Explore the introduction of a Customer Relationship Management System to record interactions with the public and Elected Members.
- Provide that appropriate staff training programmes are in place to deliver quality customer service.
- Provision of timely response to requests for information in respect of Office of the Ombudsman, Freedom of Information, Access to Information on the Environment and Data Protection.
- Enhance and promote online transactional and information services including use of social media.
- Maximise organisational performance in the context of the National and Local Service Indicators and other performance measures.
- Support the introduction and implementation of ePlanning.
- Prepare a Communication Strategy to include a communication and social media policy to address both internal and external communication and to promote the work and achievements of the Council.
- Provide improved access to information by reviewing and enhancement of our website.

- The Corporate Plan reflects current demands, challenges and priorities for the Council over the next five years. A process is in place to facilitate the monitoring and review of objectives where appropriate as set out diagrammatically.
- The monitoring and review framework involves, on an annual basis, both the Executive Team and the Strategic Policy Committees. As an accountable and transparent organisation, it is necessary to measure the performance of the local authority against the objectives set in the Corporate Plan on a frequent and structured basis. A number of mechanisms are available to measure and report on progress including Performance Indicators, Annual Service Delivery Plans, Monthly Management Reports and Annual Reports.
- The Annual Service Delivery Plans and Schedules of Municipal District Works will be prepared and implemented each year. These will inform the Team Plans of the various Directorates and staff units within the organisation. Each Team Plan and individual Personal Development Plan will encompass the agreed objectives for that year. This will ensure clear linkage between individual performance and the overall organisational strategy.
- The effectiveness of the Council in achieving the Corporate Plan objectives will be monitored on an ongoing monthly basis by the staff Performance Management Development System where progress on the implementation of Team Plans is assessed. In addition, external reporting on achievement of objectives is undertaken through the following:

<i>Monthly Management Report to Council.</i>
<i>Annual Progress Report to Council.</i>
<i>The Council's Annual Report.</i>
<i>National Service Indicators Report.</i>
<i>Annual Financial Statement and Audit Reports.</i>



Four Directorates and a Finance Unit have responsibility for the provision of the range of services delivered by Galway County Council.

Economic, Rural, Community Development & Corporate Services

- Community Development
- Local Community Development Committee/Public Participation Network.
- Development of Library Services, Arts, and Culture.
- Provision of secretarial service to Management and to Council as a corporate body.
- Communications.
- Promotion of positive corporate image.
- Register of Electors & a range of miscellaneous services.
- Data Protection/Freedom of Information.
- Implement the Official Languages Act and promote the use of Irish.
- Customer Care Services
- Internal Audit.
- Economic Development/Local Enterprise Office.
- Promotion of industrial, commercial and other development.
- Tourism/Festivals and Events.
- Provision of a range of recreation, parks, play and amenity facilities.
- Provision of office accommodation/management of facilities & Assets.

Finance & ICT

- Provision of financial support services for Galway County Council.
- Debt Management and Credit Control.
- Rates/Rent/Housing Loans Collections.
- Public Procurement.
- Non-Principal Private Residence (NPPR) enforcement.
- Insurance Risk Management.
- Provision of quality internal Information Technology support and development, including Graphic Information Systems (GIS).
- Delivery of Motor Tax services.

Housing

- Provision of Social Housing Supports.
- Address Homelessness.
- Delivery of the Housing Capital Programme.
- Provision and Maintenance of Local Authority Housing.
- Delivery of Tenancy Sustainment Supports and Estate Management Initiatives.
- Provision of accommodation for Travellers.
- Implementation of the Incremental Tenant Purchase Scheme.
- Support the provision of housing by Approved Housing Bodies.
- Implementation of Housing Standards for Private Rented Dwellings.
- Provision of Housing Grants and Loan Schemes.
- Leasing Schemes.

Infrastructure and Operations

- Health & Safety.
- Delivery of Roads Capital Programme.
- Provision, maintenance and upkeep of the road network.
- Promotion of Road Safety.
- Implementation of Traffic Management Plans.
- Provision of public lighting.
- Management of community involvement schemes.
- Car Parks/Street Sweeping.
- Water Services in association with Irish Water.
- Unfinished Housing Development/Taking in Charge.

Planning, Environment and Emergency Services

- Planning – Development Management, Enforcement.
- Forward Planning - Preparation and implementation of County and local area development plans.
- Building Control, Built Heritage and Conservation Services.
- Environment – Litter, Waste Management, Veterinary Services.
- Implement the Climate Adaptation Strategy.
- Pollution Control/Burial Grounds/Water Safety.
- Development of Heritage.
- Fire Services and Rescue.



The following pages list the Elected Members of Galway County Council for each Electoral Area /Municipal District.

MUNICIPAL DISTRICT OF ATHENRY Athenry/Oranmore Electoral Area (7 Members)



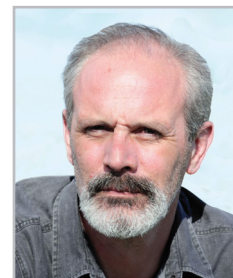
1. Cllr.
Liam Carroll



2.Cllr.
James Charity



3. Cllr.
David Collins



4. Cllr.
Gabe Cronnelly



5. Cllr.
Jim Cuddy



6. Cllr.
Albert Dolan



7. Cllr Shelly
Herterich Quinn

Councillor	Address
1. Cllr. Liam Carroll	Frenchfort, Oranmore
2. Cllr. James Charity	Tonegurrane, Cor an Dola, Eanach Dhúin
3. Cllr. David Collins	Waterview, Turloughmore
4. Cllr. Gabe Cronnelly	Cloonkeen, Athenry
5. Cllr. Jim Cuddy	An Laigndeacán, An Carn Mór
6. Cllr. Albert Dolan	Monivea, Athenry
7. Cllr. Shelly Herterich Quinn	The Forge, Old Church St, Athenry

MUNICIPAL DISTRICT OF BALLINASLOE
Ballinasloe Electoral Area (6 Members)



1. Cllr.
Tim Broderick



2. Cllr.
Dermot Connolly



3. Cllr.
Michael Connolly



4. Cllr.
Aisling Dolan



5. Cllr.
Declan Geraghty



6. Cllr.
Peter Keaveney

Councillor	Address
1. Cllr. Tim Broderick	Corraneena, Kilconnell, Ballinasloe
2. Cllr. Dermot Connolly	Glenavaddogue, Aughrim, Ballinasloe
3. Cllr. Michael Connolly	Moyloughmore, Moylough, Ballinasloe
4. Cllr. Aisling Dolan	Poolboy, Ballinasloe
5. Cllr. Declan Geraghty	Williamstown, Via Castlerea
6. Cllr. Peter Keaveney	Bushtown, Glenamaddy

MUNICIPAL DISTRICT OF CONAMARA
Conamara North & South Electoral Areas (9 Members)



1. An Comh.
Dáithí Ó Cualáin



2. An Comh.
Tomás Ó Curraoin



3. Cllr.
Gerry King



4. An Comh. Pádraig
Mac An Iomaire



5. Cllr. Alastair
McKinstry



6. Cllr.
Eileen Mannion



7. Cllr.
Noel Thomas



8. Cllr.
Séamus Walsh



9. Cllr.
Thomas Welby

Councillor	Address
1. An Comh. Dáithí Ó Cualáin	Cor na Rón Láir, Indreabhán
2. An Comh. Tomás Ó Curraoin	Na Foraí Maola Thiar, Bearna
3. Cllr. Gerry King	Errislannan, Clifden
4. An Comh. Pádraig Mac An Iomaire	Na Doireadh, Baile na hAbhann
5. Cllr. Alastair McKinstry	Croílár, Baile na hAille, Maigh Cuilinn
6. Cllr. Eileen Mannion	Sky Road, Clifden
7. Cllr. Noel Thomas	Gort an Chalaídh, Maigh Cuilinn
8. Cllr. Seamus Walsh	Glann, Oughterard
9. Cllr. Thomas Welby	Cregg, Oughterard

MUNICIPAL DISTRICT OF LOUGHREA
Gort/Kinvara & Loughrea Electoral Areas (10 Members)



1.Cllr.
Joe Byrne



2.Cllr.
Ivan Canning



3.Cllr.
Shane Curley



4.Cllr.
Geraldine Donohue



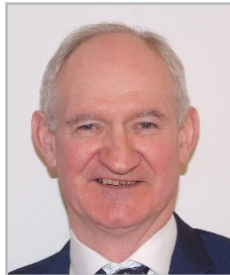
5.Cllr.
Gerry Finnerty



6. Cllr.
Pat Hynes



7.Cllr.
Martina Kinane



8.Cllr.
Jimmy McClearn



9. Cllr. Michael
"Moegie" Maher



10. Cllr.
PJ Murphy

Councillor	Address
1. Cllr. Joe Byrne	Highfield House, Cloonasee, Kinvara
2. Cllr. Ivan Canning	Lecarrow, Gortanumera, Portumna
3. Cllr. Shane Curley	Raheen, Loughrea
4. Cllr. Geraldine Donohue	Springvale, Kylebrack, Loughrea
5. Cllr. Gerry Finnerty	Ballymurphy, Gort
6. Cllr. Pat Hynes	'Dún Guaire', 2 Spring View, Gort Rd. Loughrea
7. Cllr. Martina Kinane	Stradbally North, Clarinbridge
8. Cllr. Jimmy Mc Clearn	Tynagh Road, Killimor, Ballinasloe
9. Cllr. Michael "Moegie" Maher	Clostoken, Loughrea
10. Cllr. PJ Murphy	Ballindive, Ardahan

MUNICIPAL DISTRICT OF TUAM

Tuam Electoral Area (7 Members)



1. Cllr.
Mary Hoade



2. Cllr.
Colm Keaveney



3. Cllr. Donagh
Mark Killilea



4. Cllr. Karey Mc
Hugh Farag



5. Cllr. Andrew
Reddington



6. Cllr.
Peter Roche



7. Cllr.
Joe Sheridan

Councillor	Address
1. Cllr. Mary Hoade	Main Street, Headford
2. Cllr. Colm Keaveney	Kilcreevanty, Tuam
3. Cllr. Donagh Killilea	19 Clochrán, Tuam
4. Cllr. Karey McHugh Farag	Brooklodge Demesne, Ballyglunin, Tuam
5. Cllr. Andrew Reddington	Coarsepark, Headford
6. Cllr. Peter Roche	Moyne, Abbeyknockmoy, Tuam
7. Cllr. Joe Sheridan	Milltown, Tuam

INDICATIVE LIST OF STRATEGIES/PLANS INFLUENCING LOCAL GOVERNMENT ACTIVITIES

National/EU

Role of the local authority in progressing and playing its part in existing relevant national policies.

- 10 Year Tourism Strategy (Fáilte Ireland)
- Action Programme for Effective Local Government 2012 (DoECLG)
- Assisting People with Autism – Guidance for Local Authority Housing Officers – NDA
- A Vision for Change 2006 – 2016 (continues to be reviewed annually)
- Building for Everyone – A Universal Design Approach 2012
- Housing Options for Our Ageing Population – Policy Statement – February 2019
- Homelessness Policy Statement 2013-2016 (DoECLG)
- Implementation Plan on the State's Response to Homelessness 2014-2016 (DoECLG)
- Infrastructure and Capital Investment Plan 2016-2021
- Ireland's Greenhouse Gas Emissions Projections for 2018-2040 (EPA, 2019)
- Keeping Communities Safe – Fire Services Framework 2013 (DoECLG)
- Medium-Term Economic Strategy 2014-2020 (Department of An Taoiseach), Action Plan for Jobs (Department of Jobs, Enterprise and Innovation), Construction 2020 (Department of An Taoiseach - 2014)
- National Biodiversity Plan (DCHG)
- National Climate Change Adaptation Framework 2012 (DoECLG)
- National Disability Strategy Implementation Plan 2013-2015 (Department of Health)
- National Drowning Prevention Strategy 2018 – 2027
- National Heritage Plan - Heritage Ireland 2030
- National Housing Strategy for People with a Disability 2011-2016 (DoECLG) date extended to 2020
- National Peatland Strategy, SAC Raised Bog Management Plan (DCHG)
- National Policy Framework for Children 2014-2020 (Department of Children and Youth Affairs)
- National Spatial Strategy 2002-2020
- National Vacant Housing Reuse Strategy 2018 – 2021
- Our Sustainable Future – A Framework for Sustainable Development for Ireland 2012 (DoECLG)
- Project Ireland 2040-National Planning Framework
- Rebuilding Ireland 2016 – Action Plan for Housing & Homelessness
- Report of the Working Group on Congregated Setting 2012 – 2019 – date extended to at least 2021
- Social Housing and People with Mental Health Difficulties – NDA
- Social Housing Strategy 2020 (DoECLG)
- The National Landscape Strategy (DECLG, 2015)
- Traveller Accommodation Programme 2014-2018 (DoECLG)
- Water Services Strategic Plan / Capital Investment Programme / Draft Water Resources Management Plan (Irish Water)

Regional

- BMW Regional Operational Programme 2014-2020
- Northern & Western Regional Assembly (NRWA)
- Relevant CFRAMS Flood Risk Management Plans
- Regional Planning Guidelines & Regional Spatial and Economic Strategies
- Regional Homeless Action Plan
- The Regional Indicators Report – Monitoring Framework for the Implementation of the Regional Planning Guidelines
- Connacht Ulster Regional Waste Management Plan
- Strategy Plans of other Regional Bodies, e.g. HSE, Garda Síochána
- Wild Atlantic Way

Local

- County Galway Local Area Plans
- Galway County Council Anti-Social Behaviour Strategy 2018 – 2020
- Galway County Council’s Beach Bye-Laws 1997
- Galway County Council’s Casual Trading Bye-Laws 1998
- Galway County Council – Control of Horses Bye-Laws
- Galway County Council County Development Plan 2015 – 2021
- Galway County Council Disability Strategy
- Galway County Council Tenancy Sustainment Strategy 2017 – 2019
- Galway County Council Traveller Accommodation Programme 2019 – 2024
- Local Economic and Community Plan 2016-2022
- Galway Transport Strategy
- Galway Transportation and Planning Study
- Strategic Policy Committee Scheme 2019-2024
- Scéim Teanga Chomhairle Chontae na Gaillimhe 2019-2022 (Galway County Council Language Scheme 2019-2024)

PERFORMANCE INDICATORS

C CORPORATE

- C1: Total Number of WTEs
- C2: Working Days lost to Sickness
- C3: Local Authority Website & Social Media Usage
- C4: Overall Cost of ICT Provision per WTE
- C5: Overall cost of ICT as a proportion of Revenue Expenditure.

E ENVIRONMENT / WASTE

- E1: Number/% of Households availing of a 3 bin service
- E2: % of Environmental Pollution Complaints Closed.
- E3: % of Local Authority Area within the 5 levels of litter pollution
- E4: % of schools that have been awarded Green Flag Status

F FIRE SERVICES

- F1: Cost per Capita of the Fire
- F2: Service Service Mobilisation
- F3: Percentage Attendance Times at Scenes

H HOUSING

- H1: Social Housing Stock
- H2: Housing Vacancies
- H3: Average Re-letting Time & Direct Costs
- H4: Housing Maintenance Direct Costs
- H5: Private Rented Sector Inspections
- H6: Long-term Homeless Adults

J ECONOMIC DEVELOPMENT

- J1: Number of Jobs created
- J2: Trading Online Vouchers
- J3: Number of Mentoring Recipients
- J4: Tourism

L LIBRARY

- L1: Library Visits & Issues
- L2: Cost per Capita of Operating a Library Service

M FINANCE

- M1: 5 Year Summary of Revenue Account Balance
- M2: 5 Year Summary of % Collection Levels for Major Revenue Sources

P PLANNING

- P1: New Buildings Inspected
- P2: Number/% of Planning Decisions confirmed by An Bord Pleanála
- P3: % of Planning Enforcement cases closed as resolved.
- P4: Cost per Capita of the Planning Service

R ROADS

- R1: Ratings in Pavement Surface Condition Index [PSCI]
- R2: % of Motor Tax Transactions conducted online

W WATER

- W1: % Drinking Water in Private Schemes in compliance with Statutory Requirements

Y YOUTH/COMMUNITY

- Y1: Participation in Comhairle na nÓg Scheme
- Y2: Groups associated with the Public Participation Network [PPN]

LIST OF BASELINE DATA

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Actual Current Operational Baseline <small>(based on most recent available data)</small>
Fire Services and Emergency Management	<ul style="list-style-type: none"> To protect communities from fire and other emergencies, working with partner agencies and in accordance with national policies 	<ul style="list-style-type: none"> To identify and manage risk and to prepare to respond to emergencies in accordance with the Framework for Major Emergency Management To provide a prevention, protection and response fire service, matched to locally identified fire risk, in accordance with national guidance Performance in relation to prevention, protection and response as set out in national norms and standards 	<ul style="list-style-type: none"> Cost of Fire Service per capita Time taken to mobilise fire brigades in respect of fire / other emergency incidents Percentage of cases in respect of fire / other emergency incidents in which first attendance is at the scene within; <ul style="list-style-type: none"> → 10 mins → 10-20 mins → after 20 mins 	
Road Transportation and Safety	<ul style="list-style-type: none"> Improvement and restoration of the regional and local road network and the structural quality of roads for which the local authority is responsible (ref Department of Transport, Tourism and Sport (Circular RW 21/2014)) Ensuring climate resilience 	<ul style="list-style-type: none"> Maintenance of History of Pavement Works; Road Pavement Surface Inventory & Surveys (Mechanical & Visual) Pavement Surface Condition Index (PSCI) ratings for regional, local primary, and local secondary roads 	<ul style="list-style-type: none"> Current ratings provided in the Pavement Surface Condition Index (PSCI) 	

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Actual Current Operational Baseline <small>(based on most recent available data)</small>
Finance	<ul style="list-style-type: none"> Maintain moderate debt levels over the medium term Liquidity levels to be sufficient 	<ul style="list-style-type: none"> Provide for repayment of loans payable Rolling cash flow forecast Budget as adopted to be sufficient to meet the expenditure arising in the year Income collection 	<ul style="list-style-type: none"> Value of LA loans to other Bodies that are in arrears for more than 90 days 5-year summary of revenue a/c balance 5-year summary of % collection levels on major revenue sources 	
Water Services	<ul style="list-style-type: none"> Optimum level of operation of public water services 	<ul style="list-style-type: none"> Service Level Agreement (SLA) between local authorities and Irish Water 	<ul style="list-style-type: none"> Unaccounted for Water as a % of total volume of water supplied under supply schemes that the local authority is responsible for % of drinking water in compliance with statutory requirements (both Public and Private schemes) 	
Waste Management	<ul style="list-style-type: none"> Sufficient waste collection services and facilities in place 	<ul style="list-style-type: none"> Waste collection licences awarded (through NWCPO) within each local authority area Grants for waste recycling facilities (provided through Environment Fund) 	<ul style="list-style-type: none"> Number of licensees operating in their area (to provide adequate competitive services) % of households accessing multiple bin service collection 	
Environment	<ul style="list-style-type: none"> Ensure a high- quality environment and take early action to protect it. 	<ul style="list-style-type: none"> Environmental objectives in land use plans Adherence to SEA and EIA in relation to plans, projects and developments National Litter Monitoring Pollution Results National Oil Spill Contingency Plan (DTTAS) (due for publication Sept 2019) 	<ul style="list-style-type: none"> No of complaints lodged with EPA -Office of Environment Enforcement (OEE) % of Non-EPA (OEE) environmental complaints investigated that were closed where no further action was necessary. Percentage of areas in the local authority that are; <ul style="list-style-type: none"> → unpolluted (i.e. litter-free) → slightly polluted with litter → moderately polluted with litter → significantly polluted with litter 	

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Actual Current Operational Baseline <small>(based on most recent available data)</small>
Climate Action	<ul style="list-style-type: none"> Reducing greenhouse gas emissions and building resilience to the impacts of climate change 	<ul style="list-style-type: none"> Develop and implement policies that reduce greenhouse gas emissions and climate resilience to the impacts of climate change at local level. Develop and implement policies that mainstream climate action objectives across all local government functions 	<ul style="list-style-type: none"> Tonnes of carbon abated per € of expenditure Percentage reduction in local authority's total greenhouse gas emissions Percentage of areas in the local authority area that are at significant risk from the impacts of climate change 	
Homelessness	<ul style="list-style-type: none"> Addressing homelessness 	<ul style="list-style-type: none"> Provide and oversee the delivery of homeless accommodation and related services in the context of Rebuilding Ireland Action Plan for Housing and Homelessness 	<ul style="list-style-type: none"> Number of adult individuals considered to be long-term homeless as % of the total number of adult individuals either using emergency accommodation or sleeping rough in a given period The number of adult Individuals, families and their dependants accessing emergency accommodation over the course of a certain week every month. The number of households who exit emergency accommodation to a tenancy on a quarterly basis. 	

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Actual Current Operational Baseline <small>(based on most recent available data)</small>
Housing	<ul style="list-style-type: none"> • Deliver social housing to meet identified needs • Increase social housing construction in order to deliver built units • Build on better utilisation of existing stock to increase the availability of units available for social housing • Rollout of Housing Assistance Payment Scheme (HAP) • Deliver sufficient and appropriate housing for disabled persons 	<ul style="list-style-type: none"> • Rebuilding Ireland • Housing Services Plan (local) • Land Use Strategy • National Funded Programme for Vacant Stock • Housing First National Implementation Plan 2018-2021 • Deliver on the Housing and Disability Steering Groups five-year plans 	<ul style="list-style-type: none"> • Combined total number of dwellings provided and data for each delivery type should be presented separately (i.e. through direct provision + RAS + HAP+ leasing etc) • Maintenance cost for direct provision housing (= Total maintenance spend / Total no. of Direct Provision Dwellings) • % of private rented tenancies inspected • % local authority housing vacant; Number of Voids • Average re-letting time & cost • Achieve targets for the provision of suitable housing for people with disabilities nationally • Number of grants paid 	
Economic Development	<ul style="list-style-type: none"> • To promote entrepreneurship foster business start-ups and develop existing micro & small businesses • To drive job creation and to provide accessible high quality supports for new business ideas 	<ul style="list-style-type: none"> • Use a range of measures and supports working in collaboration with other public and/ or private organisations that support enterprise development through the use of the Local Enterprise Development Plans (LEDP) 	<ul style="list-style-type: none"> • Economic Impact - Number of jobs created • Financial Activity – Number of grants approved • Training – Number of participants on Start your Own Business Courses 	
Library Service	<ul style="list-style-type: none"> • .Developing a well-resourced public library service that contributes to the social, economic and cultural well-being of communities 	<ul style="list-style-type: none"> • Our Public Libraries 2020 	<ul style="list-style-type: none"> • Average weekly opening hours • Active membership per head of population • No. of visits to libraries per head of population • No. of issues per head of population 	

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Actual Current Operational Baseline <small>(based on most recent available data)</small>
Planning	<ul style="list-style-type: none"> To ensure effective, proper planning and sustainable, balanced development of urban and rural areas 	<ul style="list-style-type: none"> Adopt and implement quality development plans consistent with regional and national policies Implement Ministerial policy direction on enforcement Monitor compliance of conditions associated with grants of planning permission National Planning Framework under Project Ireland 2040 	<ul style="list-style-type: none"> % of planning enforcement cases closed (against the number of cases that were investigated) % of applications where the decision was confirmed (with or without variation) by An Bord Pleanala Buildings inspected as a percentage of new buildings notified to the local authority Cost of the Planning Service per capita 	
Building Control	<ul style="list-style-type: none"> To ensure safe and sustainable buildings in urban and rural areas 	<ul style="list-style-type: none"> Framework for Building Control Authorities Monitor compliance with the Building Regulations and Building Control Regulations Monitor compliance with the Construction Products Regulation Monitor compliance with the Energy Performance of Buildings Directive 	<ul style="list-style-type: none"> Building Control activity in line with criteria defined by the National Building Control Office and NOAC Cost of the Building Control Service per capita 	

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Actual Current Operational Baseline <small>(based on most recent available data)</small>
<p>(Community) Social Inclusion and Community Activation Programme (SICAP) 2018 - 2022 <i>(Additional Operational Baseline Metric to be inserted on adoption of LECP)</i></p>	<ul style="list-style-type: none"> To reduce poverty, promote social inclusion and equality through local, regional and national engagement and collaboration 	<ul style="list-style-type: none"> Putting People First Report on Citizen Engagement To support and resource disadvantaged communities and marginalised target groups to engage with local and national stakeholders in identifying and addressing social exclusion and equality issues To move them closer to the labour market and improve work readiness, and support them in accessing employment, self-employment, and creating social enterprise opportunities. 	<ul style="list-style-type: none"> Number of Groups associated with the PPN Number of individuals from the most marginalised SICAP target groups who are nominated to LCDC membership via the PPN structure and who take up their positions on the Committees. The agreed KPIs for the two programme goals, Supporting Communities and Supporting Individuals, are met 	
<p>Citizen Engagement/ Public Participation Networks (PPNs)</p>	<ul style="list-style-type: none"> To enable the public to take an active formal role in policy making and oversight committees of the local authority 	<ul style="list-style-type: none"> Report on Citizen Engagement SLA/MOU between LA and PPN Provision of dedicated funding at national and local level. Consultation with children and young people in line with guidance from the Department of Children and Youth Affairs and in line with equality and diversity requirements 	<ul style="list-style-type: none"> No of PPN member groups No of LA consultations issued to PPN No of LA consultations carried out via the PPN as main vehicle No of LA Boards/ Committees in which community representation is facilitated through PPN No of training days for LA staff and elected members in public participation and the PPN 	

Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Actual Current Operational Baseline (based on most recent available data)
Tourism	<ul style="list-style-type: none"> To support the sustainable development of tourism 	<ul style="list-style-type: none"> National Tourism Policy and Action Plans LA Tourism Strategy LA Tourism Officer Capability Programme Regional Festivals and Events Programme 	<ul style="list-style-type: none"> Revenue from tourism (per Fáilte Ireland) No. of tourism events/projects supported 	
Water Safety	<ul style="list-style-type: none"> To ensure safety for users of aquatic environments 	<ul style="list-style-type: none"> Provision and maintenance of safety equipment on rivers, lakes and beaches Provision of lifeguard services where and when required 	<ul style="list-style-type: none"> Inspection of water safety equipment and replacement as necessary Number of areas with trained lifeguards on duty Number of days per annum of provision of lifeguards 	
Corporate	<ul style="list-style-type: none"> Optimum management of resources within the local authority Development of ICT based customer friendly initiatives Compliance with the statutory obligation to eliminate discrimination and promote equality and protect human rights under Section 42 of the Irish Human Rights and Equality Commission Act 2014 Provide robust business management, risk management, procurement, audit and corporate governance structures and systems in compliance with statutory obligations including under: <ul style="list-style-type: none"> FOI Act GDPR Official Languages Act Protected Disclosures Act 	<ul style="list-style-type: none"> Workforce Plan Annual Budget Putting People First E- Government Policy Training programme for staff Awareness campaigns 	<ul style="list-style-type: none"> Total Number of WTEs WTEs per capita % of Working Days lost to Sickness (certified / uncertified) Average no. of Training Days per WTE Number of Page Visits to the local authority website Percentage of motor tax transactions dealt with online Overall cost of ICT provision per WTE Elimination of complaints Awareness of all staff Annual Reports 	