



Comhairle Chontae na Gaillimhe
Galway County Council

Galway County Council Corporate Plan 2025-2029



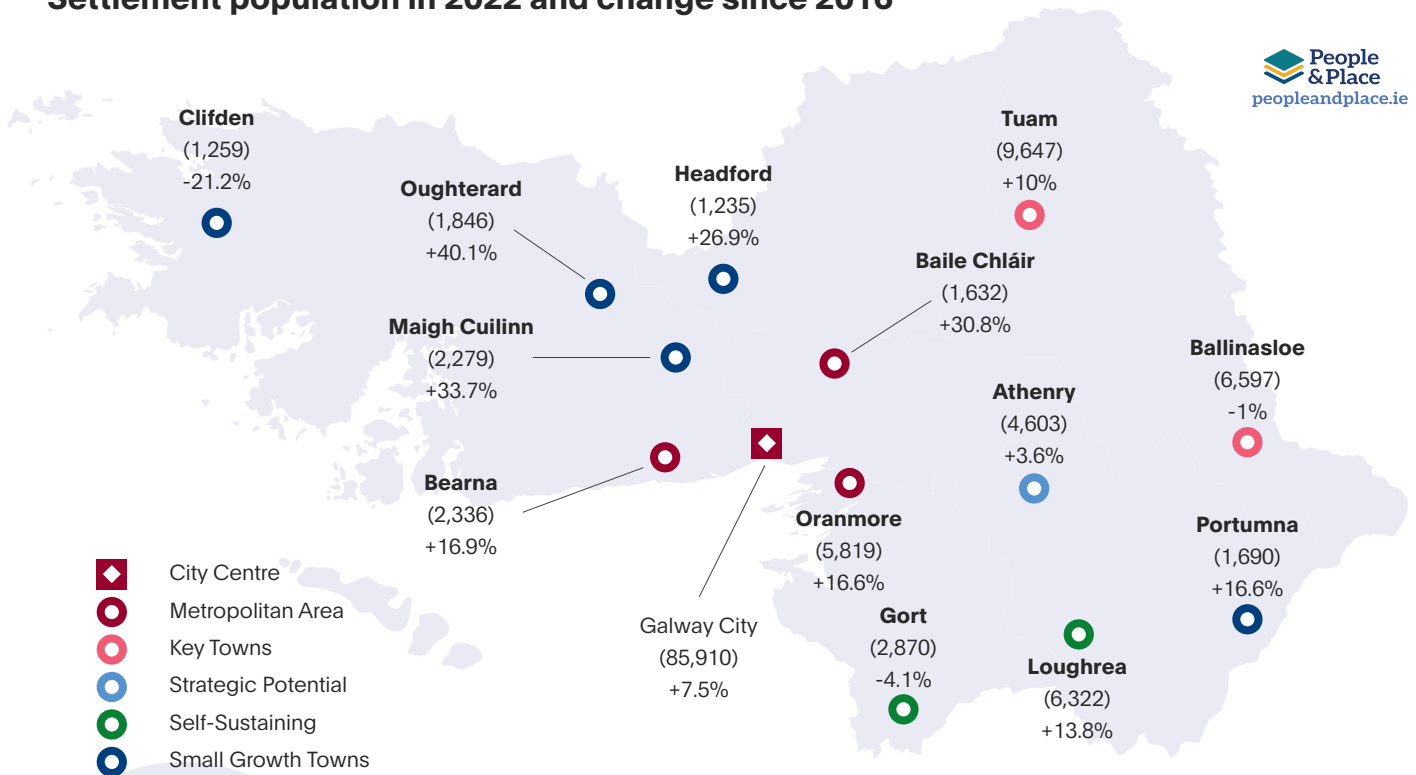
Table of Contents

Fact File of County Galway	4
Message From an Cathaoirleach	6
Message from the Chief Executive	7
Executive Summary	8
Our Vision for Galway	9
Our Core Values	10
Our Mission 2025-2029	11
Statement of Senior Management Team Commitment 2025-2029	12
Actions to be Achieved 2025-2026	13
Customer Focus	13
Communication	13
Digital Transformation	13
Funding	13
Climate Action	13
Housing	13
Integration	13
Facilities	13
Galway County Council at a glance	14
Operating Environment	17
The External Environment - Now and into the next 5 years	18
Political	18
Economic	18
Social	18
People (Public/Customers)	18
Technology	18
Environmental	18
Physical	18
Legal	18
The Internal Environment - Now and into the next 5 years	19
Our People - Members and Staff	19
Staff Development and Management	19
Performance Measurement	19
Corporate Governance	19
Risk Management	19
Collaboration and Shared Services	19
Financial Management	19
Corporate Facilities and Culture	19
Galway County Council Organisational Structure	20
Strategic Goals – An Ambitious Council for the people of the County	21
Strategic Goal 1: 2025 – 2029 Business Transformation through Enhanced Customer Service	23
Strategic Goal 2: 2025 – 2029 Performance, Transparency, Equality, Human Rights and Accountability Tasks	25

Strategic Goal 3: 2025 – 2029 Sustainable Galway	27
Strategic Goal 4: 2025 – 2029 Democracy and Council Leadership Tasks	29
Actions to achieve Strategic Goals and Tasks 2025-2026	30
Implementing our Plan, Monitoring and Reporting on Progress	31
Appendices	32
Appendix 1: Our Ambition for Equality and Human Rights	33
Appendix 2: Our Supporting Strategy Actions 2025-2029	36
Appendix 3: Policy integration from national to regional to local policy framework	50
Appendix 4: Galway Socio-economic Profile	51
Appendix 5 – Elected members	54
Municipal District Of Athenry	54
Municipal District of Ballinasloe	55
Municipal District of Conamara	56
Municipal District of Loughrea	57
Municipal District of Tuam	58
Appendix 6 – Senior Management Team	59
Appendix 7 - Achievements 2019-2024	60
LAMA All Ireland Community & Council Awards 2024	60
BIA Innovator Campus	62
Dexcom	62
Severe Weather Event Management System	63
Ballinasloe Town Enhancement project	64
Flood Relief Schemes	65
Greenways	66
Fire Service	67
Community	67
Sport	68
Tourism	68
Biodiversity	68
Climate Action	68
Heritage	69
Housing	70
Libraries - MOL Ballinasloe	72
Strategic Workforce Plan	72
Appendix 8 – Preparing our Plan	73
Appendix 9 - Our Municipal Districts	74

Fact File of County Galway

Settlement population in 2022 and change since 2016



Population in 2022

193,323

- +13,933 (+7.8%) from 2016
- +18,199 (+10.4%) from 2011
- +26,177 (+13.5%) 2022 to 2031

Population estimates based on Galway CDP 22-28
- based on RSES/NPF Targets

3.8% of State*



2022	193,323
2026	205,500
2031	219,500

*** (5.14m) 10th Largest**

Population by Geographical Area*

24% living in towns (47,137)
76% living in rural areas (146,186)

Average Age of Population

39

Aged 0-14	Aged 15-64	Aged 65+
21%	62%	17%
(40,570)	(120,591)	(32,162)

*Urban areas are defined as all settlements with a population of greater than 10,000 in Census 2022 - as per the definition used in NPF

Land Development Potential

Within Galway County:

- 270ha - Residential land availability
- 10,738 units - Potential Housing Units
- 495ha - Industrial/Economic Land availability

Within Galway City:

- 222ha - Residential land availability
- 7,770 units - Potential Housing Units
- 424ha - Industrial/Economic Land availability

Housing Stock & Private Households*



67,782 Households
82,337 Housing Stock

Housing Tenure*

75%
Owner
Occupied

13.5%
Rented
Private

4.4%
Rented
Social

Average Household Size*

2.81

Housing Vacancy*

10.7%

Housing Type*

95% Detached/ Semi-D
4.5% Flat/ Apartments

Sales & Rental Prices

331K

Mean Sale Price
All Dwellings M10 2022



€1,352.36

Average Rental Price (PCM)
Q2-2023

Households with Renewable Energy*

20,495

30% of households

Infrastructure & Facilities

Average Travel Time to Airports



Dublin: 2hr 35mins
Shannon: 1hr 30mins
Knock: 1hr 30mins

Access to Broadband



75%
of households

Remote Working Hubs and Connectivity

connectedhubs

21 Broadband Connection
Points (BCPs)

22 Remote Working Hubs
via Connected Hubs

Water and Wastewater Facilities*



38,562 (56.9%)
Households on
Public Water Mains



19,994 (29.5%)
Households on
Public Wastewater Scheme

* Data sourced from CSO Census 2022

Message from an Cathaoirleach



As Cathaoirleach of the County of Galway, I am pleased to welcome the publication of the Corporate Plan 2025 – 2029 along with the Strategic Goals that are set out. The Plan sets out the strategic direction for Galway County Council and is informed by a broad consultation process. This process includes the publication of a questionnaire that was circulated to Elected Members, Staff and members of various stakeholder bodies, organisations and committees directly and also via the Public Participation Network (PPN) at the very beginning of the consultation stage. Consultation workshops were also held in person with Elected Members, Management Team and the Corporate Governance Working Group, along with separate workshops for all staff of the Council. It was then brought to the Corporate Policy Group (CPG) and the Local Community Development Committee (LCDC) prior to going out to Public Consultation. It entailed active involvement throughout with Elected Members, Staff, Stakeholders and the public in general, all while taking elements such as Public Sector Duty and United Nations Sustainable Development Goals into account and incorporating the same into the Plan as a priority.

This Plan will be in place for the next five years and sets out our Strategic Goals and supporting strategy actions. We will work together to deliver on these, to serve the needs of our communities and stakeholders in a proactive manner. This Corporate Plan will allow the Council to plan effectively, monitor and review 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. Albert Dolan
Cathaoirleach of the County of Galway

A handwritten signature in blue ink, appearing to read 'Albert Dolan', written in a cursive style.

Message from the Chief Executive



Galway, a unique place of innovation, collaboration and a forward looking county, will be led by a Council that is ambitious about its future while mindful of its past.

The Corporate Plan establishes the vision, values, mission and strategic goals of Galway County Council alongside the actions to achieve the strategic goals and the steps to be taken to implement, monitor and report on the plan.

County Galway plays a huge role in the cultural, economic and social affairs of the County and in that context Galway County Council plays a central role in ensuring the future prosperity of the County. As the only agency of local democracy the Council enables the sustainable development of Galway County and does so by underpinning the social and economic vitality of our communities and businesses. We must protect the open and collaborative communication of the council's Management Team, Elected Members and Staff as they work to serve the interests of our people, visitors and investors. This Corporate Plan sets out the Council's ambition for the next 5 years for the County, working to develop a County which is a great place to live in, work in, to visit and to invest in. In collaboration with our communities and our many local and national partners, we are committed to working together for and on behalf of County Galway. Through the implementation of this Corporate Plan, we will underpin the transformation of our communities while supporting the democratic role of the elected voice of Galway, our Councillors.

Liam Conneally
Chief Executive

A handwritten signature in blue ink that reads "Liam Conneally". The signature is written in a cursive style and is positioned above a long, horizontal blue line that tapers at both ends.

Executive Summary

This Corporate Plan is the business strategy for Galway County Council. It sets out our overall vision for the Council as well as our Mission Statement and the overall strategic direction of the County as set out through the priorities of the elected group of Councillors. The Council seeks to better life under democratic oversight provided by the elected members of Galway's principal democratic forum.

The Plan is underpinned by a set of high level strategic goals that address the role of the Council as it provides the roadmap for the long term socio-economic development of the County. Each Strategic Goal in the Plan is further underpinned by key actions which provide direction for development in the County and in planning the future provision of Council services across the County.

Our key high level goals are as follows:

The Ambitious Council

Strategic Goal

1

Business Transformation through Enhanced Customer Service



Strategic Goal

2

Performance, Transparency, Equality, Human Rights and Accountability



Strategic Goal

3

Sustainable Galway



Strategic Goal

4

Democracy and Council Leadership



Galway County Councils Strategic Goals

Each goal has been appraised from a sustainable development perspective using the United Nations Sustainable Goals as well as from an equality and human rights perspective. They have been developed following an extensive consultation process involving the Elected Members, our Staff and Management and our many local, regional and national stakeholders. We are putting in place high level monitoring arrangements and will report on the delivery of our goals on a quarterly basis throughout the years covered by the Corporate Plan.

Our aim is to position Galway to be a County with a clear sense of identity that reflects its diverse heritage and culture, while promoting sustainable and inclusive economic and community development, and engagement through collaboration and participation of its many diverse communities.

Our Vision for Galway

“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 Core Values

Democratic:

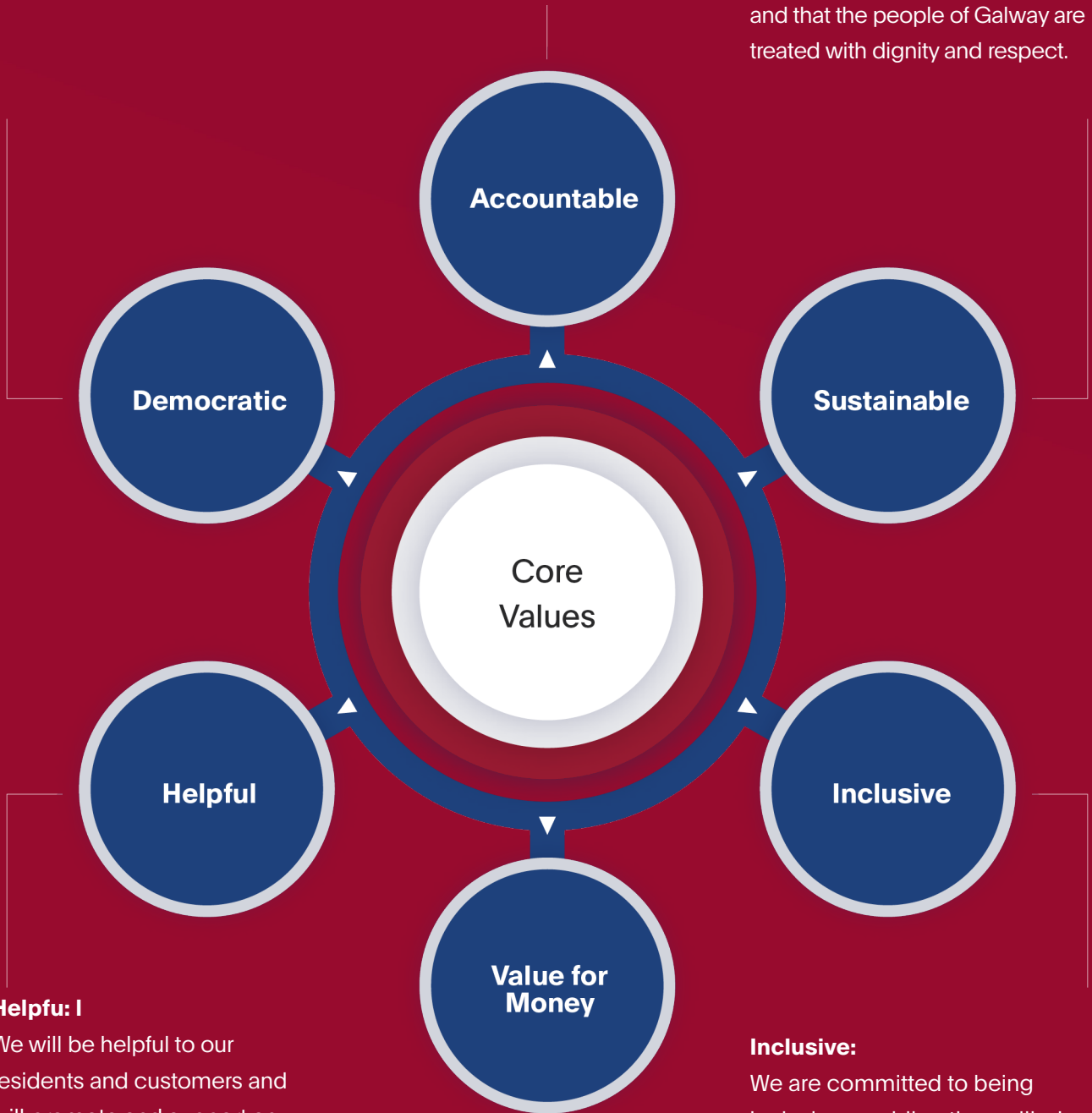
We are the democratic representation of the people of Galway.

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.



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.

Value for money:

We will provide value for money.

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.

Our Mission 2025-2029

"It is our mission between 2025 and 2029 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. "

Statement of Senior Management Team Commitment 2025-2029

A commitment to 'Co-oibriú' by the Management Team will deliver the Corporate Vision for County Galway through a team-based approach which will be embedded across the full extent of the Galway County Council organisation. Communication of management direction across and within Directorates will be underpinned by staff having clarity in their individual performance requirements. In this regard, the role of each staff member and line managers across the organisation is recognized and will be acknowledged through the Councils Performance Management and Delivery System as well as the Annual Service Delivery Plan.

Each team within the Directorates will have a clear understanding of the actions required to deliver on the Council's goals at national, regional, and County level. This includes its obligations set out in the Local Economic and Community Plan (Forthcoming), the County Development Plan and the Council's implementation Plan for the Public Sector Equality and Human Rights Duty.

01

To work in partnership with our Elected Members at County and Municipal District level.

02

To collaborate with our communities, our stakeholders and to consolidate the position of Galway County Council as a 'go-to' Council for our citizens, customers, and stakeholders.

03

To help our staff build on their capacity to deliver excellence in the services the Council provides in Irish and English through active workforce planning, a staff development and training programme which is fully aligned to the statutory objectives of the County Development Plan, the Local Economic and Community Plan (LECP), the Council Corporate Plan and the Council's Implementation Plan for the Public Sector Equality and Human Rights Duty.

04

To ensure the Council is at the heart of all public service initiatives in the County while continuing to respond and adapt to new ways of working in an ever-challenging work environment.

05

To ensure that the Management team and all staff work together to achieve delivery of our Corporate Plan priority goals and actions.

06

To ensure commitment in relation to Equality and Human Rights in decision-making across all functions, customer engagement and employment of staff.

Actions to be Achieved 2025-2026

Customer Focus

- i. Strengthening of the Municipal Districts by the allocation of additional resources and functions
- ii. Delivery of a new Project Management Office integrated with Town and Urban Regeneration Team for master planning, design and delivery of strategically important projects
- iii. Future Skills and Training Needs of our staff identified with an underpinning staff development plan in place
- iv. Manage ePMDS for Performance Management for all staff
- v. Report on implementation, having regard to the provisions of Section 42 of the Irish Human Rights and Equality Commission (IHREC) Act (the Public Sector Equality and Human Rights Duty) and the implementation plan of the Council in regard to this Duty by making reasonable accommodation for the diversity of customers, staff and policy beneficiaries from across the identified groups of the Public Sector Equality and Human Rights Duty, making adaptations for their specific needs within the resources available, and ensuring the systems are in place for reasonable accommodation to be implemented, and effectively communicated.

Communication

- i. Corporate Services Communications Office
- ii. Strengthen Customer Services Team to be reconfigured and aligned to the Corporate Plan.

Digital Transformation

- i. Digital Transformation and Excellence through a new Innovation Team aligned with ICT to be put in place.
- ii. Support the roll out of the National Local Government Sector Digital Strategy.
- iii. Adopt and implement a Data Governance Strategy, with supporting structures, to be aligned with the Public Sector Data Strategy.

Funding

- i. Strengthen and Centralise Roads Capital Team for delivery of Roads Capital Projects, providing oversight and compliance with Public Spending Code and Project Management Guidelines
- ii. Additional staff resources to meet growing demands on Council
- iii. 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.

Climate Action

- i. Implementation of the Climate Action Plan, having regard to the provisions of Section 42 of the IHREC (Irish Human Rights and Equality Commission) Act.

Housing

- i. Implementation of the Housing Delivery Action Plan (HDAP) 2022-2026 and any subsequent Plan to underpin housing delivery by Galway County Council to include realignment of Housing Services as deemed appropriate.

Integration

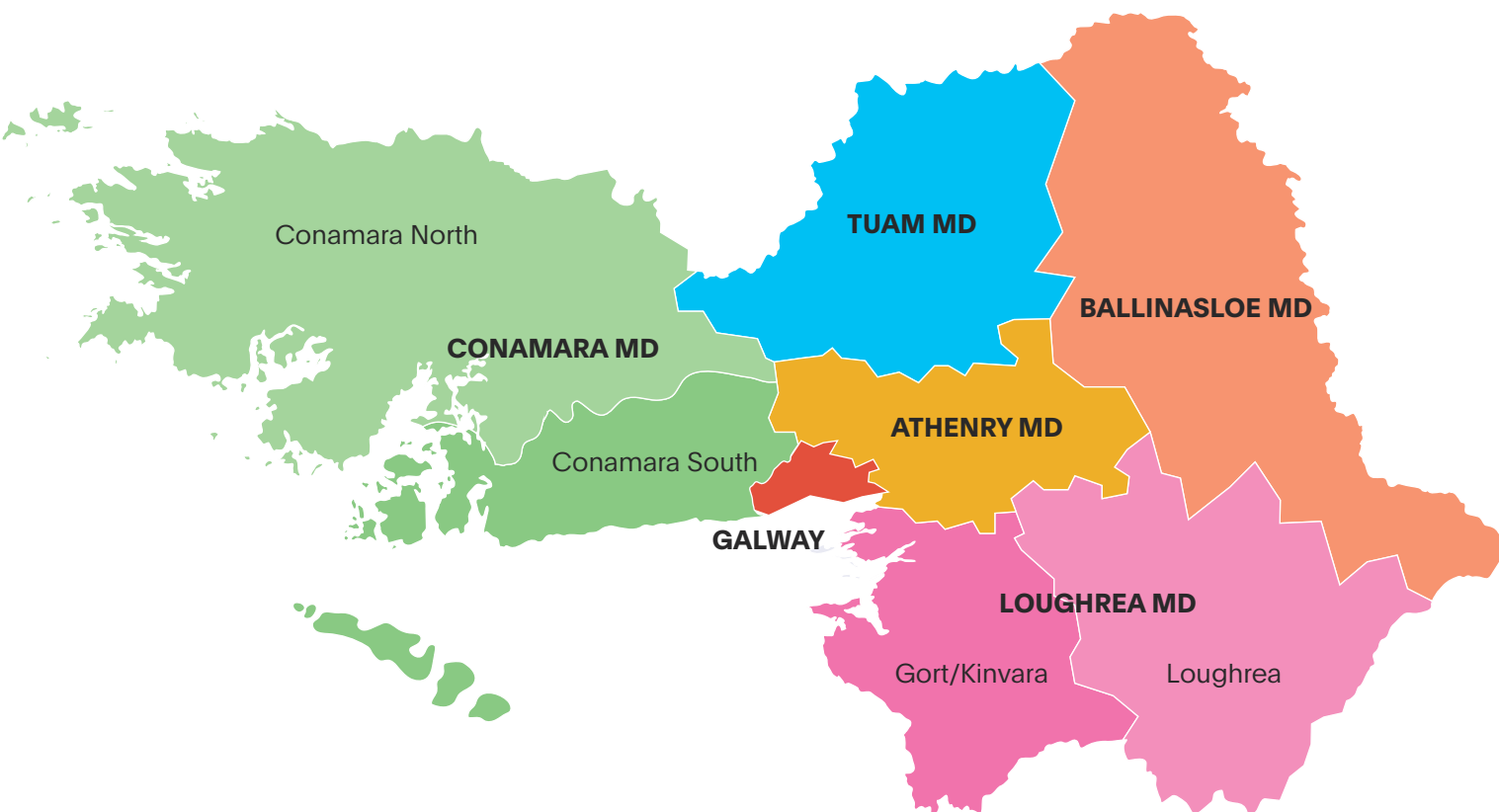
- i. Development and Implementation of County Migrant Integration Strategy, having regard to the provisions of Section 42 of the Irish Human Rights and Equality Commission (IHREC) Act

Facilities

- i. Buildings and Facilities Strategy -addressing staff needs for accommodation to be prepared

Galway County Council at a glance

Galway County Council is comprised of 39 Elected Members from 5 Municipal Districts. The Council employs 925 people (as of Q2 2024), 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.



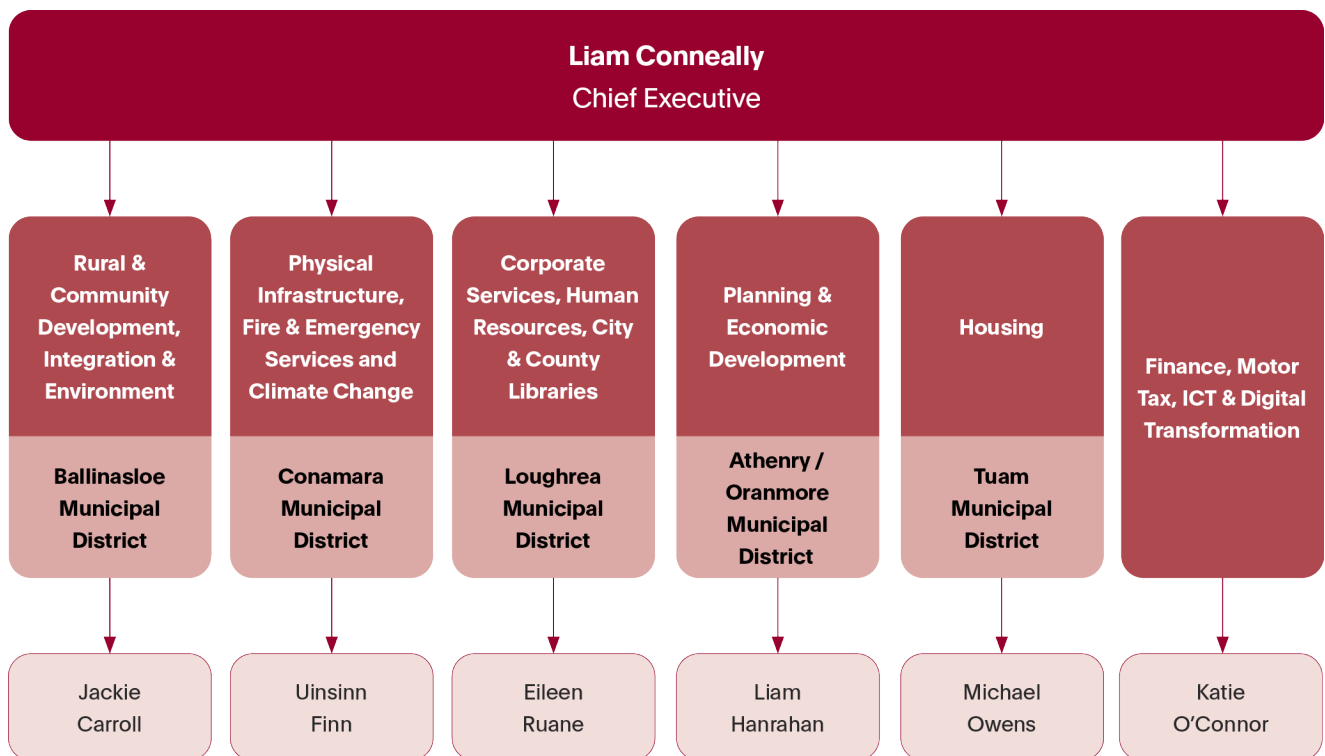
The Municipal Districts and Galway County Council perform both representational and operational roles. The thirty-nine representatives perform the representational role of the authority under a system of reserved functions at Municipal District and Plenary Council. The Elected Members lay down the framework 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 functions.

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



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



Management Team Organisational Chart

The Council has an annual budget of €173m in 2024, including sources of income from various areas such as government grants and subsidies, local property tax and commercial rate, which we spend on day-to-day services including housing and road maintenance, parks and amenities, supporting our local communities development etc. Over the next 3 years it is anticipated that we will also have an annual spend of approximately €193m on capital investment across the County, providing homes, economic development, infrastructure and operations, libraries, fire stations, amenities and community centres. All this spending is overseen by the Elected Members and is fully audited independently. This, in turn, is overseen by a local, independent, Audit Committee, the Local Government Audit Service and the National Oversight and Audit Committee.

We work within performance indicators which are set out in this Corporate Plan and to ensure this is the case we have put in place a comprehensive monitoring and evaluation process building on the Chief Executive monthly reporting on both the financial affairs of the Council and the delivery of the full range of over 1,000 tasks undertaken by Council staff right across the County.¹

Our Municipal Districts will be strengthened with the support of additional senior staff capacity and enhanced service delivery responsibilities. This will allow for local Elected Members to focus on local strategic and operational priorities whilst allowing the plenary council to focus on County wide issues and policies.

¹ - Within this overall framework the Council will promote and support a model of social cohesion where our people and communities from the identified groups of the IHREC Act hold a status and standing as valued members of society and enjoy interactions with the wider community of respect and courtesy. We work to create an organisational environment where customers, staff and policy beneficiaries from the identified groups are treated fairly, enjoy a sense of belonging, and experience relationships and interactions of respect, and where privacy is respected. We have policies in place that set standards in this regard and implement these effectively.

Operating Environment

Understanding the general environment is a very important aspect of making a Corporate Plan. Particularly for the leading democratic body in Galway. On the one hand there will be many positive things happening in Galway over the next few years but on the other, as the past five years have taught us all, events can occur, particularly at international level that will impact how the Council and the people of Galway go about their lives and business. It is for that reason we need to highlight the many challenges and opportunities that might impact us all over the coming years. It also underpins what both the Cathaoirleach and the Chief Executive have highlighted in their introductions to this Plan. Galway needs to be able to take the opportunities coming its way but it also needs to plan for the negative impacts that in many cases are outside of its immediate control but which, nonetheless, impact its services and the lives of its people. Galway County Council therefore needs to be resilient and alert to both opportunities that will arise and to those challenges that will without doubt impact the County over the coming 5 years.

As a result, we have looked at both the potential internal and external impacts that might confront the County and its people and we are putting in place a Corporate Plan that will be flexible so that if change occurs the Council will be resilient and ready. This will allow us to reduce the possible negative impacts on our communities and businesses as far as possible while we will take advantage of the opportunities that will arise for the people of the County. This also means that the Council Staff are equipped and skilled to meet ongoing change.

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 PSD Implementation Plan 20230725.pdf \(galway.ie\)](#)).

Further the following ground-specific plans are in place or are to be put in place over the course of the Corporate Plan that directly target the identified groups for the Public Sector Equality Human Rights Duty with a view to addressing the equality and human rights issues they face:

Age Friendly Strategy
Strategy Plan for Housing People with a Disability
Disability Strategy
Traveller Accommodation Programme
Migrant Integration Strategy

The External Environment - Now and into the next 5 years

The following external factors exist and present challenges and opportunities over the lifetime of this Corporate Plan.

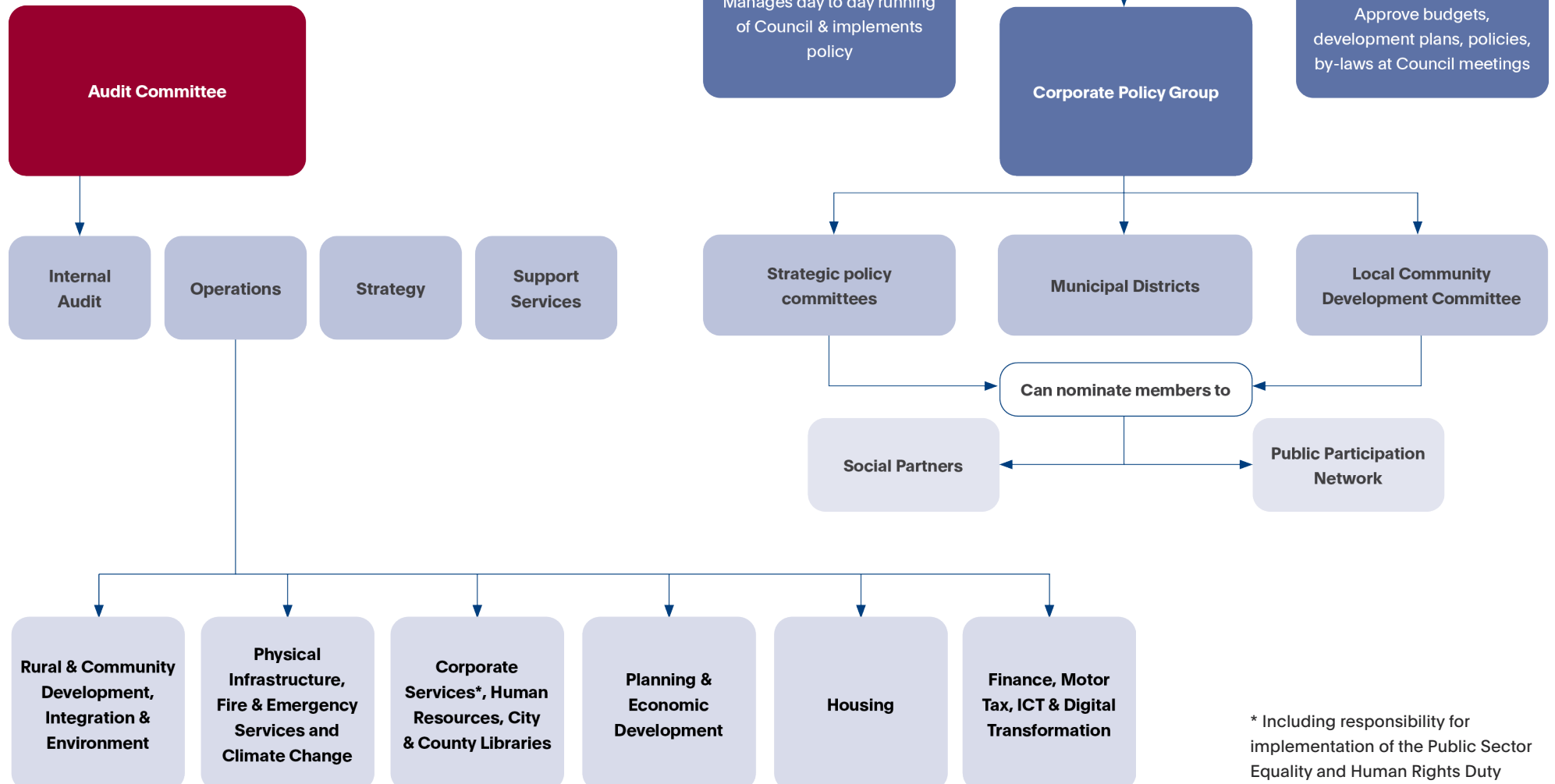
Political	<ul style="list-style-type: none">• The international political environment especially instability and war
Economic	<ul style="list-style-type: none">• The continuing reform of European Agricultural Policy• The exposure of the Irish economy to international instability
Social	<ul style="list-style-type: none">• Keeping up with changing demographic conditions• Rural Isolation
People (Public/ Customers)	<ul style="list-style-type: none">• Equality and human rights issues• Increased demand for public services and higher expectations
Technology	<ul style="list-style-type: none">• Adoption of Artificial Intelligence (AI) and increased digitalisation of services
Environmental	<ul style="list-style-type: none">• Climate change and collapse of biodiversity
Physical	<ul style="list-style-type: none">• Urban and small town/village/rural depopulation
Legal	<ul style="list-style-type: none">• Planning and legislative/constitutional change

The Internal Environment - Now and into the next 5 years

To deliver on the goals in this Corporate Plan, we need the appropriate organisational capacity and culture, which can be impacted by the following factors:

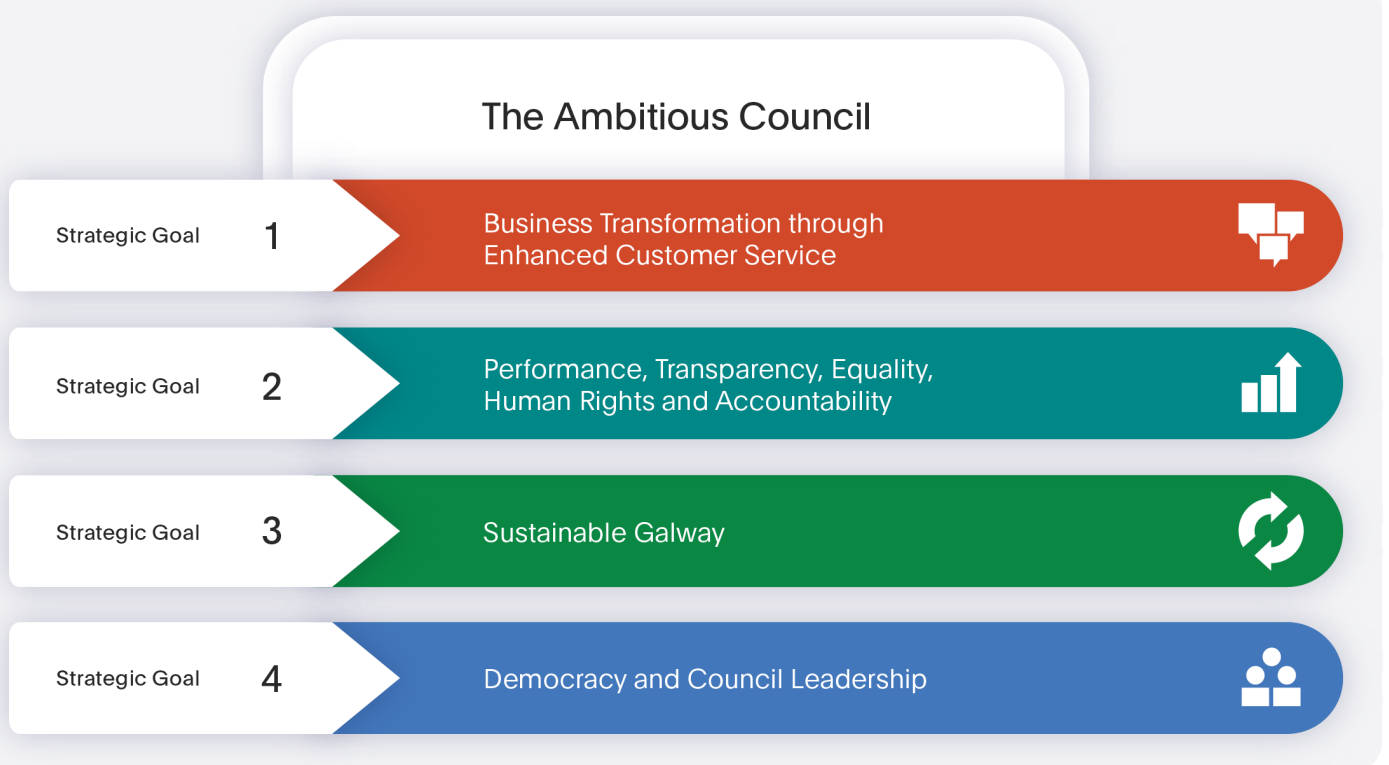
Our People - Members and Staff	<ul style="list-style-type: none">• Need to grow/train and develop the Council workforce• Need to empower our Elected Members
Staff Development and Management	<ul style="list-style-type: none">• Need for aligned continuous professional development• Development of Council ambition through Members and staff
Performance Measurement	<ul style="list-style-type: none">• Alignment to Council priorities set out in the Corporate Plan• Alignment with National and Regional policy• Reporting under the Public Sector Equality and Human Rights Duty
Corporate Governance	<ul style="list-style-type: none">• Agreed reporting structures across Council Departments and into the Council• Enhancement of corporate transparency and reporting• Implementation of a business transformation process
Risk Management	<ul style="list-style-type: none">• Renewal of risk management practices to align to corporate priorities
Collaboration and Shared Services	<ul style="list-style-type: none">• Increased staff and management engagement at national/regional levels• Enhanced joint authority collaboration with neighbouring local authorities, especially Galway City Council
Financial Management	<ul style="list-style-type: none">• Enhancement of local self-financing• Reduce arrears• Enhance financial accounting and management
Corporate Facilities and Culture	<ul style="list-style-type: none">• Reconfiguration of Council Properties and Facilities• Enhanced local service delivery through Municipal District Offices

Galway County Council Organisational Structure



Strategic Goals – An Ambitious Council for the people of the County

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 works. 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.



Galway County Councils Strategic Goals

Our key expectations of ourselves is that of underpinning the creation of a **collaborative team based** working environment across the Council Organisation. We will do so through cross section/division working within the Council whilst also building upon established links and networks at regional and national level. At the heart of the team-based approach will be a focus, with the elected Council at both Municipal and Plenary levels, on **ambitious** delivery with **Council leadership** underpinning the sustainable development of the County. This will be explicit for both the Elected Members, the senior management team and the staff. This ambition will be central to our communicating with the people of Galway. The re-enforcement of the Council's local public service leadership role is therefore an **underpinning principle** for the Corporate Plan.

The Plan will be central to a **review of delegation orders** and an enhanced **internal leadership** role within middle management of the Council. Such a move will be necessary if the external role and responsibilities of the Elected Members and senior management team can be advanced for the betterment of the County. The Council will have an outward-looking culture alongside greater **decision-making internally ensuring service delivery will be more transparent and accountable. Service expectations will be clearly defined** within the priorities set by the Plan and will be embedded into the relevant individual PMDS regime, along with the underpinning of Team Delivery Plans and Divisional Service Delivery Plans, as well as a Staff Development and Training Strategy.

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 PSD Implementation Plan 20230725.pdf \(galway.ie\)](#)).

Strategic Goal 1: 2025 – 2029 Business Transformation through Enhanced Customer Service



Diagram of Strategic Goal 1 - Business Transformation through Enhanced Customer Service

Immediate implementation of the Council's priorities as agreed in this Corporate Plan will require **transition to a more innovative organisation. The transformation process will be underpinned by establishment of a Project Management Unit(s) which will be charged with advancing master planning and delivery** so that a clear understanding is created across the Council Membership, staff and importantly, the public, that the Council is in place to deliver service improvement across the County.

In-built review of services will be introduced to advance more effective accountability while **the workforce plan will be advanced to conclusion with the underpinning business case for additional staff resources, as well as a comprehensive staff training and development programme.** Services will be designed cognitative of the Public Sector design principals.

In the expectation that the workforce will expand considerably, the role and capacity of the municipal districts should be examined as well as a likely need for reconfiguration of existing office spaces and facilities.

As a critical pillar in the transformation process, an Innovation Team will be established ensuring alliance with the National Local Government Sector Digital Strategy. This will contribute to how Galway will look like in 2040 as envisaged in the County Development Plan and the Regional Spatial and Economic Strategy for the NWRA, taking account of the Public Sector Equality and Human Rights Duty. **Consideration of the impact of the National Planning Framework Review will need to be factored into the corporate plan process** as it becomes available.

These, in turn, will need to be underpinned by a new Council Communications Framework/Strategy which will address the need for improved information management within the Council and externally with the Council's stakeholders and the public, taking account of the Public Sector Equality and Human Rights Duty.

Supervision of the above transition process will be the responsibility of the Corporate Policy Group and consequently **quarterly meetings of the committee will address implementation** of the improvement programme set out in this Corporate Plan. Input, when required, can be invited from any relevant cross-organisation team charged with service improvement to underpin linkage between service operations and the strategic priorities of the Plan.

The Senior Management Team will as a core aspect of its role ensure the following:

- i. **Assurance and risk management processes** internally to the Council, Staff and the wider public.
- ii. Regular 'drop-in' workshops/ information sessions for both staff and Elected Members will be put in place (ideally every 6 months)
- iii. **Constant review** of Corporate Plan Priorities and any barriers to their delivery
- iv. **Upscaling project delivery** and addressing any cross-organisation issues, including ongoing implementation of the Public Sector Equality and Human Rights Duty
- v. Quarterly reporting on plan implementation to the Council.

Strategic Goal 2: 2025 – 2029 Performance, Transparency, Equality, Human Rights and Accountability Tasks



Diagram of Strategic Goal 2: 2025 – 2029 Performance, Transparency, Equality, Human Rights and Accountability Tasks

Transition can be a major challenge, so the Council is committed to ensuring an open, accessible and inclusive working environment for their staff. At the heart of this openness will be a commitment to ensuring **all staff** at all levels are alert to the purpose of the transition, i.e. to make Galway County Council a successful place in which to work, have a career which matters, and a role within an organisation which is ambitious for the County. **This means that staff will need to be fully aware of the plans of the Council including ongoing reconfiguration of services**, the projects being delivered, the values that underpin these, and, most importantly, **their role in making Galway a successful and inclusive place.**

On-going accessible platforms for communication are already highlighted above but central to these will be a culture of openness and engagement. Such arrangements will also require a capacity to provide feedback and direction.

Operating within silos will be actively discouraged and where it occurs will be called out at Corporate Policy Committee level with a view to resolution.

A development and training plan and delivery programme for members and staff will be put in place to ensure they have the necessary skills and knowledge to shift the Council organisation into an environment and culture that is focused on improvement, betterment and inclusion. This will include taking the opportunity, if required, for **critical analysis and debate**. Frustrations which will invariably arise need to be addressed and opportunities for resolution provided so it will be important to have the space to discuss and seek resolution. The Council is committed to an ongoing implementation of the Public Sector Equality and Human Rights Duty in line with its ambition set out in the implementation plan for the Duty and this will be embedded fully through this strategic goal.

Strategic Goal 3: 2025 – 2029 Sustainable Galway



Diagram of Strategic Goal 3: 2025 – 2029 Sustainable Galway

Galway is world renowned for its beauty and environmental excellence but both are under pressure especially due to climate change and biodiversity challenges. The Council recognises these and the need to ensure the sustainability of its communities within proper environmental conditions. The Council also recognises that it is the leading organisation for change in the County and therefore is committed to achieving carbon neutrality and just transition for all its communities .

The Council has in place a highly developed policy framework and will be fully committed to meeting the objectives of its Climate Action Plan and related plans for biodiversity and sustainability as set out in the County Development Plan and the Local Economic and Community Plan 2024-2030. The Regeneration of our Town and Village Centres through the implementation of capital works projects is key to achieving our Sustainability, Climate Action and Biodiversity goals. In addition, the Council will have a clear focus on delivering housing across the County. Full implementation of the County Tourism Strategy will also be delivered over the course of the Corporate Plan.

Economic development and just transition is at the heart of the County Development Plan and underpinning plans whilst aligned to the Local Economic and Community Plan and the Public Sector Equality and Human Rights Duty. The Council's commitments and objectives in these will be fully implemented and reviewed within the context of the Corporate Plan.

SUSTAINABLE DEVELOPMENT GOALS



The Global Goals for Sustainable Development

The Council is also committed, as set out in the County Development Plan and the Local Economic and Community Plan, to the seventeen principles of the United Nations Sustainable Development Framework. These commitments have been assessed in the context of the underpinning tasks of the Corporate Plan and are included alongside the Actions included in Appendix 2 to this Plan.

Strategic Goal 4: 2025 – 2029 Democracy and Council Leadership Tasks



Diagram of Strategic Goal number 4 - Democracy and Council Leadership

An approach which targets winning opportunities for the Council will be important. In effect the priority setting, through the Corporate Plan, provides such a platform but given the cross-organisation nature of such priorities the need to be alert to setting direction and controlling the narrative will become evident as the Council advances successful project and service delivery. This has been a weakness for the Council resulting in **others taking credit for Council initiatives. More external communication is needed**, and this is clearly appreciated by the Elected Members. It is important that this is understood both for maintaining commitment and morale in staff and members but also strategically in underpinning the national view that the Council is among the most innovative at the local level.

Communication through leadership also calls for **members of the Senior Management Team to be to the forefront of national engagements via the County and City Management Association (CCMA) / Local Government Management Agency (LGMA) and the National Oversight and Audit Commission (NOAC) and other relevant bodies**, as well as more transparent contributions to local, regional, and national conferences, networking opportunities and direct collaboration with other key council stakeholders. In addition, the Elected Members will need to be similarly positioned to influence in their respective roles on the boards of other bodies as well as at national level through the Association of Irish Local Government.

Finally, the Council undertake a regular survey of the wider public of Galway to have a clear understanding of what people in Galway are thinking over time as the advance in improvement gains traction. The Survey will also have specific regard to its Public Sector Equality and Human Rights Duty.

Actions to achieve Strategic Goals and Tasks 2025-2026

In light of the extensive range of Council Strategic Goals and Tasks outlined above and given the instability of the operational environment confronting the Council, it is the intention of this corporate plan to provide for an intermediate implementation framework which set out specific actions to 2026 in the form of a **Corporate Plan achievements report**. This will be followed by a further series of actions following a review of the then prevailing conditions in the first quarter of 2027. The achievements report will be in addition to the normal statutory reporting of the Council which will also address the delivery of the Corporate Plan, most notably the Chief Executive (CE) monthly, Quarterly and Annual reports. All such reports shall be available for public consumption and be subject to approval by the relevant Strategic Policy Committees and Plenary Council.

Implementing our Plan, Monitoring and Reporting on Progress

Implementation of the plan will be underpinned by a monitoring and reporting process under the direction of the Corporate Policy Group (CPG) consisting of members of the Senior Management team, the Chairs of the Strategic Policy Committees (SPCs) and the Cathaoirleach. The Chair of the Audit Committee will also be, as required, invited to contribute to the Committee having regard to its specific statutory duties. The Committee will also receive on a quarterly basis a report from the Council's Equality and Human Rights Duty Working Group to drive the ongoing implementation of the Public Sector Equality and Human Rights Duty on the progress made in implementing the Duty and in addressing the equality and human rights issues assessed as relevant for the Council's functions, including in relation to this Corporate Plan.

In addition, a cross Department Implementation Group under the Chair of the Chief Executive with senior staff will overview implementation of the Plan on a monthly basis for reporting to the CPG Committee.



The plans and reports that will stem from the Corporate Plan 2025-2029

Appendices



Appendix 1: Our Ambition for Equality and Human Rights

The Council is committed as the Public Service Leader in County, as the Planning Authority for the County and as the only democratic platform focussed solely on County Galway to the following ambition for equality and human rights in our County. This commitment to equality and human rights is addressed to those groups covered by the grounds of gender (including gender expression, gender identity and sex characteristics); civil status; family status (including lone parents and carers); age; disability; sexual orientation; race; religion; membership of the Traveller community; and disadvantaged socio-economic status, as well as those at the intersections of these grounds, and individual rights holders under international human rights instruments.

These are the identified groups for the Duty.

Dignity:

- Dignity is about respect, courtesy, fairness, and belonging. It involves equal treatment and being responsive to individual needs.
- Galway County Council promotes and supports a model of social cohesion where people and communities from the identified groups hold a status and standing as valued members of society and enjoy interactions with the wider community of respect and courtesy.
- We work to create an organisational environment where customers, staff and policy beneficiaries from the identified groups are treated fairly, enjoy a sense of belonging, and experience relationships and interactions of respect, and where privacy is respected. We have policies in place that set standards in this regard and implement these effectively: Dignity at Work Policies and Procedures.

Diversity:

- Diversity is about an organisation being reflective of the society it serves and being accessible in all its functions. It involves adapting for the specific needs of the diversity of people.
- Galway County Council promotes and supports an accessible environment for the identified groups, and strives to advance, apply and enable principles and practice of universal design for infrastructure and the public realm, and for service provision and workplaces.
- We work in a manner that is accessible and flexible in making reasonable accommodation for the diversity of customers, staff and policy beneficiaries from across the identified groups, making adaptations for their specific needs within the resources available, and ensuring the systems are in place for reasonable accommodation to be implemented, and effectively communicated.

Participation:

- Participation is about being heard and having a say, and about engagement and collaboration. It involves being open, informing, listening to, and involving the diversity of people, and their representative organisations, in consultation and decision-making processes and in partnership endeavours.
- Galway County Council works to promote and support representative organisations across the identified groups, and to establish and engage in, participative structures and partnership ways of working that involve people from the identified groups and their representative organisations in the development of the County.
- We work in a manner that listens to customers, staff and policy beneficiaries from the identified groups through a range of channels, ensures that they are heard, and gives consideration to and feedback on their views. We engage people from the identified groups and their representative organisations in our decision-making and consultative processes and structures.

Inclusion:

- Inclusion is about the distribution of and access to resources and improving wellbeing and quality of life for the diversity of people. It involves targeting people experiencing inequality and enabling their progress and change for the better in their circumstances.
- Galway County Council strives to promote and support the full and effective participation of people and communities from the identified groups in the social, economic, political and cultural life of the County.
- We work in a manner that targets and provides assistance and resources to improve the situation and experience of people and communities from the identified groups.

This ambition is brought to bear through the Council's ongoing implementation of the Public Sector Equality and Human Rights Duty. The Council's Equality and Human Rights Duty Working Group prepared an implementation plan for the Duty ([Adopted PSD Implementation Plan 20230725.pdf \(galway.ie\)](#)) which was adopted by Galway County Council's Management Team on 25th July 2023. This implementation plan sets out: an equality and human rights values framework for the Duty; the assessment of equality and human rights issues relevant to the Council's functions, and the ongoing steps to be taken to enable, realise and report on the Council's implementation of the Duty.

Consequently, the Directorates through their annual service delivery plans will address their various policy making, delivery of services, employment, procurement and funding, functions in a manner that reflects this ambition in having regard to the Public Sector Equality and Human Rights Duty. In this they will take steps to address the equality and human rights issues identified in the assessment undertaken by the Council of the equality and human rights issues relevant to the Council's functions ([PSD Appendix Evidence Book 20230725 \(002\).pdf \(galway.ie\)](#)). In doing so they will track progress in addressing these issues such that the Council can report annually on this progress. In this, they will be supported by the Council's cross-organisational Equality and Human Rights Duty Working Group.

The Council's Equality and Human Rights Duty Working Group continues to be convened with a mandate to prepare annual plans for implementing the Duty – covering both enabling initiatives and implementation actions; provide support for the Directorates implementing the address step of the Duty; and prepare a report and organise and support reflection on the progress made and the further steps that might be taken to strengthen this.

As part of the preparation of this Corporate Plan, the Working Group drew from the assessment of equality and human rights issues to identify those overarching and priority equality and human rights issues facing the identified groups for the Duty that would be most relevant to be addressed in this Corporate Plan. The Working Group undertook a review of the draft Corporate Plan to ensure these overarching and priority issues were adequately and appropriately addressed. The issues are:

1. Discrimination, systemic and individual, against the identified groups set out in the Councils' Equality and Human Rights Implementation Plan
2. Need to make reasonable accommodation and adapt for specific needs of those identified groups in employment and in service provision
3. Lack of supports and services to meet specific needs of people from the identified groups
4. Inaccessibility of the public realm, buildings, ICT systems, and transport services
5. Homelessness across the identified groups
6. Housing disadvantage across the identified groups
7. Unemployment, underemployment and precarious work across the identified groups
8. Digital Inequality across the identified groups
9. Lack of influence and meaningful participation across the identified groups in consultation processes and in decision-making processes, lack of impact through these processes, and lack of feedback after consultation and participation.

Nine of these equality and human rights issues have been identified as overarching and as a priority to be addressed directly in this Corporate Plan, while the full range of issues will be addressed through the ongoing implementation of the Public Sector Equality and Human Rights Duty in the development and review of policies, plans, strategies and programmes.

Internal responsibility for implementation of the above will apply cross-directorate with overall leadership provided by the Corporate Services Section of the Council. All Directorates will have a role in the implementation of the Duty through their annual service plans where they will tag policies, plans, strategies or programmes that are planned to be developed or to be reviewed as being a focus for implementing the Address step of the Duty, and when these are being developed or reviewed they will establish the relevant equality and human rights issues and ensure they are adequately and appropriately addressed, making use of the Council's template for this purpose and availing of the support of the Duty working group as needed.

Appendix 2: Our Supporting Strategy Actions 2025-2029

Five Directorates and the Finance Unit 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. These will inform the preparation of inputs to the National Oversight and Audit Commission and to meeting the commitments of the Council to the United Nations Sustainable Development Goals (UN SDGs) and the objectives of the County Development Plan and Local Economic and Community Plan. In addition, the actions have been assessed at strategic level having regard to the need to align these with other national, local and regional policies, most notably the Council's Implementation Plan for the Public Sector Equality and Human Rights Duty.

These Policies are set out below in Appendix 3. Please note that Strategic Environmental Assessments (SEA) / Appropriate Assessments (AA) may be required in relation to some actions listed below. These will be carried out where required.

NOAC (National Oversight and Audit Commission) Local Authority Performance Indicators (PIs)

- Housing (H1 to H7)
- Roads (R1 to R3)
- Water (W1 and W2)
- Waste/Environment (E1 to E7)
- Planning (P1 to P5)
- Fire Service (F1 to F3)
- Library/Recreation (L1 and L2)
- Youth/Community (Y1 and Y2)
- Corporate (C1 to C5)
- Finance (M1 to M4)
- Economic Development (J1 to J5)

These Performance Indicators are expected to be reviewed by NOAC shortly and we are also expecting guidance in relation to the forthcoming programme for Government, which may require potential amendments to be made.

UN Sustainable Development Goals (UN SDGs)

- 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

Housing (incl Housing Capital)

Strategic Goal	Timeline	NOAC Performance Indicator	UN SDGs
3: Sustainable Galway	Q4 2026	H1 to H6	1, 3, 6, 10, 11, 13, 15, 17
Supporting Action			
Deliver housing in the County of Galway under Housing for All including planning and implementing the new build programme and increasing new social and voluntary housing supply, including ensuring the elimination of all forms of discrimination and addressing the specific needs of the identified groups of the Public Sector Equality and Human Rights Duty.	Q4 2025 Q4 2026 Q4 2027 Q4 2028 Q4 2029	NOAC PI H1	UN SDGs 10, 11, 13
Preparation, adoption and implementation of the Traveller Accommodation Programme 2025 – 2029 having regard to the Public Sector Equality and Human Rights Duty.	Adoption by Q4 2024. Q4 2025 Q4 2026 Q4 2027 Q4 2028 Q4 2029	-	UN SDGs 6, 10, 11
Progress opportunities to deliver Affordable Housing informed by the completion of a profile of housing need and affordability.	Q4 2025 Q4 2026 Q4 2027 Q4 2028 Q4 2029	-	UN SDGs 10, 11

Strategic Goal	Timeline	NOAC Performance Indicator	UN SDGs
3: Sustainable Galway	Q4 2026	H1 to H6	1, 3, 6, 10, 11, 13, 15, 17
Supporting Action			
Delivery of enhanced Homeless Services to include the adoption and delivery of both a regional and county homeless action plan with a range of actions to prevent and reduce homelessness and the reliance and length of stay in private temporary emergency accommodation, addressing needs specific to the identified groups.	Adoption of Regional Homeless Action Plan Q4 2024. Adoption of Homeless Action Plan for the County of Galway Q2 2025.	NOAC PI H6	UN SDGs 10
Prepare and implement a land acquisition programme to support the delivery of mixed tenure housing of appropriate scale to support sustainable communities. Advance the maintenance and improvement programme for existing social housing stock, including the planned and response maintenance programmes incorporating energy retrofit, adaptations and extensions.	Q2 2025 Q4 2025 Q4 2026 Q4 2027 Q4 2028 Q4 2029	NOAC PI H2, H3, H4	UN SDGs 11
Establish a dedicated team to facilitate a rolling annual differential rent review of all Council and HAP/RAS and Lease tenancies.	Q1 2025	-	-
Tackle residential vacancy through grant schemes and activation including the commencement of a Compulsory Purchase of Property (CPO) activation programme.	Q1 2025 Q1 2026 Q1 2027 Q1 2028 Q1 2029	-	UN SDGs 11
Provide professional, timely and quality Tenancy and Estate Management (TEM) Services to all our local authority residents in line with our legal requirements, including addressing the needs specific to the identified groups, supporting vibrant, integrated, mixed tenure, self-reliant communities.	Ongoing	-	UN SDGs 10, 11
Support the regulation and implementation of minimum standards in the rented sector.	Q4 2025 Q4 2026 Q4 2027 Q4 2028 Q4 2029	NOAC PI H5	UN SDGs 11

Strategic Goal	Timeline	NOAC Performance Indicator	UN SDGs
3: Sustainable Galway	Q4 2026	H1 to H6	1, 3, 6, 10, 11, 13, 15, 17
Supporting Action			
Provide a range of supports by means of housing loans and housing grants to support individuals and families in meeting their housing needs, including the specific needs that arise from diversity, and in adapting their accommodation to meet the changing needs of their households.	Ongoing	-	UN SDGs 11
Provide a high quality, efficient and customer focused service in the assessment of housing need and in meeting the accommodation needs of eligible households by means of the allocation of social housing, nomination to voluntary housing and by way of the Housing Assistance Payment (HAP) and Rental Accommodation Scheme (RAS).	Ongoing - statutory timeframes	NOAC PI H3	-
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.	Ongoing	-	-

Rural and Community Development and Integration and Environment

Strategic Goal	Timeline	NOAC Performance Indicator	UN SDGs
3: Sustainable Galway	Q4 2026	Y1 to Y2, H1 to H6, J1 to J5, L1 to L2, E1 to E7	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17
Supporting Action			
Support community development, promoting an inclusive, creative and sustainable environment.	Ongoing	NOAC PI Y2	UN SDGs 10,11,17
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.	Ongoing	NOAC PI Y2	UN SDGs 10,11,17
Support and manage the Local Community Development Committee (LCDC) in its range of programmes and appoint programme implementers for the 2024-2028 Social Inclusion Community Activation Programme, with measures to address the specific needs of the identified groups.	Ongoing	NOAC PI Y2	UN SDGs 1, 2, 3, 4, 8, 9, 10, 11, 12

Strategic Goal 3: Sustainable Galway	Timeline Q4 2026	NOAC Performance Indicator Y1 to Y2, H1 to H6, J1 to J5, L1 to L2, E1 to E7	UN SDGs 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17
Supporting Action			
Develop and promote Outdoor Recreation and Healthy Lifestyles Prepare and deliver the Outdoor Recreation Strategy	Ongoing Q1 2025	NOAC PI Y2	UN SDGs 3
Prepare and deliver settlement and integration programmes for new communities Develop Migrant Integration Strategy	Ongoing Q3 2025	-	UN SDGs 1, 2, 3, 4, 10, 11
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.	Ongoing	-	-
Continue to implement the Galway Tourism Strategy. Launch Destination Brand for Galway and implement this destination marketing plan.	Ongoing	NOAC PI J1-J5	-
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.	Ongoing	-	UN SDGs 7, 13, 14, 15
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.	Ongoing	NOAC PI E2, E3	UN SDGs 7, 13, 14, 15
Protect public health by continuing to monitor bathing water quality at our beaches and implementing non-compliance protocols (26 bathing water areas).	Ongoing	-	UN SDGs 3, 7, 13, 14, 15
Implementation of inspections in relation to litter black spots in accordance with our Waste Presentation byelaws.	Ongoing	NOAC PI E3	UN SDGs 7, 13, 14, 15
To continue to provide and expand on recycling facilities for the public including bottle banks and civic amenity sites.	Ongoing	NOAC PI E2	UN SDGs 7, 13, 14, 15
Acquire new sites for burial grounds in identified areas and progress works on extensions to existing burial grounds, with measures to address specific needs of the identified groups under the Public Sector Equality and Human Rights Duty.	Ongoing	-	-
To educate and raise public awareness of environmental, sustainable, climate and biodiversity issues	Ongoing	NOAC PI E4	UN SDGs 13
Continue to support and work with AthChursail in the efficient management of waste streams for the Islands.	Ongoing	E1	-
Progress amenity development projects at Kilconnell and Pollboy closed landfill sites, having regard to universal design principles.	Ongoing	-	UN SDGs 3, 9

Strategic Goal	Timeline	NOAC Performance Indicator	UN SDGs
3: Sustainable Galway	Q4 2026	Y1 to Y2, H1 to H6, J1 to J5, L1 to L2, E1 to E7	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17
Supporting Action			
Protect animal welfare, having regard to the provisions of control of dogs, control of horses and dog breeding establishment legislation.	Ongoing	-	-
Review and develop a new Age Friendly Strategy having regard to the Public Sector Equality and Human Rights Duty.	-	-	-
The development and implementation of a Disability Strategy, having regard to the Public Sector Equality and Human Rights Duty.	Ongoing	E1	-

Physical Infrastructure, Fire and Emergency Services, Climate Change

Strategic Goal	Timeline	NOAC Performance Indicator	UN SDGs
1: Business Transformation through Enhanced Customer Service 2: Performance, Transparency, Equality, Human Rights and Accountability 3: Sustainable Galway 4: Democracy and Council Leadership	Q4 2026	F1 to F3, R1 to R3, E1 to E7, P1 to P5, W1 to W2, C1 to C5	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 13, 14, 15, 17
Supporting Action			
Advance the delivery and completion of key projects including the N6 Galway City Ring Road, N59 Claremont to Bunnakill Scheme, N17 Milltown to Gortnagunnad Scheme, N63 Liss to Abbey Scheme, Athenry Ring Road, Galway to Oughterard Greenway, Oughterard to Clifden Greenway, Derrigimlagh to Kylemore Greenway and the Athlone to Galway Greenway	Ongoing	NOAC PI R1, R2, R3	-
Continue the improvement and maintenance programme of works on coastal piers to support the fishing industry and the islands	Ongoing	-	-
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.	Ongoing	NOAC PI F1, F2, F3	-
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	Ongoing	NOAC PI F1, F2, F3	-

Strategic Goal 1: Business Transformation through Enhanced Customer Service 2: Performance, Transparency, Equality, Human Rights and Accountability 3: Sustainable Galway 4: Democracy and Council Leadership	Timeline Q4 2026	NOAC Performance Indicator F1 to F3, R1 to R3, E1 to E7, P1 to P5, W1 to W2, C1 to C5	UN SDGs 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 13, 14, 15, 17
Supporting Action			
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.	Ongoing	-	-
Prepare and implement the multi annual Roads Investment Programme for the national and non-national road network.	Annually	NOAC PI R1 and R2	-
Deliver strategic Noise Map/Noise Action Plan for the County and implement the actions in the plan.	2025	-	-
Undertake and deliver a review of the speed limits across the road network	2025	-	-
Work in partnership with the Decarbonisation Zone Steering Group in the development and implementation of action plans.	Ongoing	-	-
Implementation of the Community Climate Action Fund, having regard to the specific needs of the identified groups..	Ongoing	NOAC PI E7	-
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.	Ongoing	NOAC PI W1 and W2	-
Work with the NTA in the updating of the Galway Transport Strategy and publication of the Galway Metropolitan Area Transport Strategy (GMATS).	2025	NOAC PI R1, R2, R3	-
Support the delivery and implementation of Local Transport plans, Community Based 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.	Ongoing	NOAC PI R1, R2, R3	-
Continue the preparation and delivery of mobility plans incorporating programmes such as Active Travel measures, Safe Routes to School and Low-cost safety schemes etc. having regard to the Council's commitment to universal design principles	Ongoing	NOAC PI R1, R2, R3	-

Strategic Goal	Timeline	NOAC Performance Indicator	UN SDGs
1: Business Transformation through Enhanced Customer Service 2: Performance, Transparency, Equality, Human Rights and Accountability 3: Sustainable Galway 4: Democracy and Council Leadership	Q4 2026	F1 to F3, R1 to R3, E1 to E7, P1 to P5, W1 to W2, C1 to C5	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 13, 14, 15, 17
Supporting Action			
Continue to ensure strong Health and Safety systems are in place to address all legal requirements and to promote a positive Health and Safety culture in the organisation placing emphasis and the health, safety and wellbeing of staff, Elected Members, and the general public.	Ongoing	-	-
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.	Ongoing	-	-
Lead and manage the Council's Energy Team to develop, resource, and implement a prioritised energy work programme across the organisation, supporting SEAI Sustainable Energy Communities, developing Energy Master Plans, and advancing energy projects to achieve emissions reductions and energy efficiency targets, with collaboration from the Regional Energy Bureau Officer and achieve ISO 5001 for Energy Management.	Ongoing	NOAC PI E7	-
In partnership with the National Transport Authority and Galway City Council, review and update the Galway Transport Strategy, to address and improve transportation infrastructure in the Galway Metropolitan Area to create a sustainable and efficient accessible transport network to meet the regional current and future needs.	Ongoing	NOAC PI R1, R2, R3	-

Economic Development, Planning and Project Management Office

Strategic Goal	Timeline	NOAC Performance Indicator	UN SDGs
1: Business Transformation through Enhanced Customer Service 2: Performance, Transparency, Equality, Human Rights and Accountability 3: Sustainable Galway 4: Democracy and Council Leadership	Q4 2026	J1 to J5, P1 to P5, H1 to H6, M1 to M4, E1 to E7	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 13, 14, 15, 17
Supporting Action			
Be the lead agency for Economic Development and be recognised as the first point of contact for Economic Development for County Galway.	Ongoing	NOAC PI J1, J2, J3	UN SDGs 7, 8, 9
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.	Ongoing	-	UN SDGs 7, 8, 9
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.	Q1 2025	-	UN SDGs 2, 3, 7, 8, 9
Delivery of statutory plans including Local Area Plans (LAPs) – Gort (remaining LAP to be completed), having regard to the Public Sector Equality and Human Rights Duty.	Q3 2025	-	UN SDGs 7, 8, 9, 11
Prepare and publish a new Development Contribution Scheme.	Q4 2024	-	UN SDGs 7, 8, 9, 11
Prepare a Masterplan for the former Galway Airport site at An Carn Mór (Carnmore).	Q4 2025	-	UN SDGs 7, 8, 9
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 2024	-	UN SDGs 7, 8, 9
Provide planning services clinics at Municipal District offices.	Q2 2025	-	UN SDGs 7, 8, 9, 11
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.	Q4 2025	-	UN SDGs 11
Planning Office support of ongoing Part 8 applications including major infrastructure projects and housing developments, having regard to universal design parameters.	Ongoing	-	UN SDGs 7, 8, 9, 11
Planning Department input to Sceirde Rocks Offshore Wind Farm and other large scale energy projects.	Ongoing	-	UN SDGs 7, 8, 9

Strategic Goal 1: Business Transformation through Enhanced Customer Service 2: Performance, Transparency, Equality, Human Rights and Accountability 3: Sustainable Galway 4: Democracy and Council Leadership	Timeline Q4 2026	NOAC Performance Indicator J1 to J5, P1 to P5, H1 to H6, M1 to M4, E1 to E7	UN SDGs 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 13, 14, 15, 17
Supporting Action			
Establish a project management office to ensure the effective delivery of strategic infrastructure and other capital projects. Ensure that appropriate structures are in place and that the Council is enabled to deliver essential projects for the physical and economic development of the County in line with Corporate Plan Goals.	Q1 2025	-	UN SDGs 11
Ensure public participation with respect to all statutory Plans and associated emerging Projects	Ongoing	-	UN SDGs 11
The Regeneration Team to continue working with the Irish Rail, CIE and the North West Regional Assembly (NWRA) to deliver on the regeneration of the Tuam Station Quarter in preparation for the reinstatement of the Rail network.	Ongoing	-	-
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	-	-
Implement and progress projects funded through RRDF (Rural Regeneration Development Fund), URDF (Urban Regeneration Development Fund) and ERDF (European Regional Development Fund) as well as other available funding streams in line with the Galway County Development Plan objectives, having regard to National Policy, and in support of our Tourism, Economic, Sustainability, Biodiversity, and Climate Action strategies.	Ongoing	-	UN SDGs 11
Ongoing RRDF (Rural Regeneration and Development Fund) and URDF (Urban Regeneration and Development Fund) project delivery: Portumna Public Realm Enhancement Project, Gort Public Realm Enhancement Project, Loughrea Long Point Enhancement Project, Athenry Public Realm Enhancement Project and redevelopment of Somers House, Clifden Public Realm Enhancement, Portumna Courthouse, Loughrea Town Hall and Tuam Town Hall having regard to the Council's commitment to universal design principles.	Ongoing	-	UN SDGs 8, 9, 11
Delivery of Heritage, Conservation and Biodiversity initiatives across the County.	Ongoing	-	UN SDGs 11, 15
Delivery of 2024-2030 Galway County Heritage and Biodiversity Plan. having regard to the Public Sector Equality and Human Rights Duty.	Q4 2024	-	UN SDGs 11, 15
Promotion of National Heritage Week and National Biodiversity week.	Ongoing	-	UN SDGs 11, 15

Strategic Goal	Timeline	NOAC Performance Indicator	UN SDGs
1: Business Transformation through Enhanced Customer Service 2: Performance, Transparency, Equality, Human Rights and Accountability 3: Sustainable Galway 4: Democracy and Council Leadership	Q4 2026	J1 to J5, P1 to P5, H1 to H6, M1 to M4, E1 to E7	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 13, 14, 15, 17
Supporting Action			
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.	Ongoing	-	UN SDGs 11, 15
To support and develop the Strategic Economic Corridor identified in the County Development Plan 2022-28 from Oranmore to Athenry.	Q1 2025 onwards	-	UN SDGs 7, 8, 9, 11, 12
To implement the new Planning & Development Act 2024 including the required review of the County Development Plan and associated LAPS etc.	Q1 2025	-	UN SDGs 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17
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.	Q1 2025 onwards	-	UN SDGs 11

Human Resources, Corporate Services, Law Agents, City and County Libraries

Strategic Goal	Timeline	NOAC Performance Indicator	UN SDGs
1: Business Transformation through Enhanced Customer Service 2: Performance, Transparency, Equality, Human Rights and Accountability 3: Sustainable Galway 4: Democracy and Council Leadership	Q4 2026	C1 to C5, M1 to M4, Y1 to Y2, L1 to L2	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 13, 14, 15, 17
Supporting Action			
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.	Q4 2024	NOAC PI C1	UN SDGs 5, 8, 9
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.	Q2 2025	-	UN SDGs 7, 9, 13
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.	Ongoing	-	UN SDGs 5

Strategic Goal	Timeline	NOAC Performance Indicator	UN SDGs
1: Business Transformation through Enhanced Customer Service 2: Performance, Transparency, Equality, Human Rights and Accountability 3: Sustainable Galway 4: Democracy and Council Leadership	Q4 2026	C1 to C5, M1 to M4, Y1 to Y2, L1 to L2	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 13, 14, 15, 17
Supporting Action			
Complete the Check the Register Applications and update of iReg system in advance of the statutory timelines for Referendum and Local Elections.	Ongoing as required per statutory timelines	-	UN SDGs 5, 10
Preparation of New Corporate Plan 2025-2029 for adoption at December 2024 Plenary Council meeting.	Dec 2024	-	-
Implementation of the adopted Strategic Policy Committees (SPC) Scheme 2024-2029, having regard to the Public Sector Equality and Human Rights Duty.	Q4 2024	-	UN SDGs 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17
Implement Electoral Boundary Review Amendments to Polling Schemes/Districts.	Ongoing as required as per statutory timelines	-	-
Implementation of Risk Management System across the organisation for ongoing Management Team review in the monitoring of Corporate and Unit Risks.	Ongoing	-	-
Administration of Local Elections 2029 in a manner that instills confidence in the local democratic process and in Galway County Council as an effective and responsive forum for civic leadership and democratic representation, with an emphasis on diversity in relation to voter registration, voter education and encouragement to participate.	Q2 2029	-	-
Conduct a Strategic review of the Library service and in conjunction with the findings compile the Galway Public Libraries Development Plan 2024-2029, having regard to the Public Sector Equality and Human Rights Duty.	Q2 2025	-	-
The library service will increase and expand accessibility and availability of services with measures to address the specific needs of the identified groups of the Public Sector Equality and Human Rights Duty i.e. under Age Friendly, Healthy Ireland at your Library and Sensory Services programmes through the provision of Wayfinding signage, Mobility aids and Adaptive technologies in all branches.	Ongoing	-	-
Continued implementation of Customer Charter and Code of Conduct and Customer Services Action Plan in line with targets as set out in the Quality Customer Services Strategy, having regard to the Public Sector Equality and Human Rights Duty. Revision of the Charter will commence to address the diversity of Council customers and their specific needs.	Ongoing	-	-

Strategic Goal	Timeline	NOAC Performance Indicator	UN SDGs
1: Business Transformation through Enhanced Customer Service 2: Performance, Transparency, Equality, Human Rights and Accountability 3: Sustainable Galway 4: Democracy and Council Leadership	Q4 2026	C1 to C5, M1 to M4, Y1 to Y2, L1 to L2	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 13, 14, 15, 17
Supporting Action			
Develop and improve access, use and visibility of our public library service as an essential community tool with reference to our new National Library Strategy 2023-2027 having regard to the Public Sector Equality and Human Rights Duty.	-	-	-
Take steps to ensure a workplace free from all forms of discrimination and having regard to the opportunity to provide employment for those persons covered under Section 42 of the Public Duty on Human Rights.	Ongoing	-	-
Develop branding and standard report templates for use by all staff.	Ongoing	-	-
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.	Ongoing	-	-
Continue the Customer Services Officers Group meetings and work programme for 2025-2029.	Ongoing	-	-
Continued commitment to the provision of services in the Irish language with the provision of Irish language speaking staff in our Gaeltacht libraries and local offices.	Ongoing	-	-
Provide assistance to the elected members through cohesive efforts between Members, Management and Staff, in relation to their Reserved Functions.	Ongoing	-	-
Delivery of reports and notice of motion responses along with information requests and queries in plain English or as Gaeilge, as required by individual Members.	Ongoing	-	-
Adoption of an internal and external Communications Plan to include Collaboration strategy between the Council, the Public Participation Network and other key stakeholders to be put in place alongside the Communications Plan, having regard to the Public Sector Equality and Human Rights Duty.	Q3 2025	-	-
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.	Ongoing	-	-

Finance, Motor Tax, ICT, Digital Transformation

Strategic Goal 1: Business Transformation through Enhanced Customer Service 2: Performance, Transparency, Equality, Human Rights and Accountability 3: Sustainable Galway 4: Democracy and Council Leadership	Timeline Q4 2026	NOAC Performance Indicator C1 to C5, M1 to M4	UN SDGs 1 to 17
Supporting Action			
Provide excellent, accessible, and responsive customer service to underpin customer satisfaction and deliver on the objectives of our Customer Charter.	Ongoing	NOAC PI M1, M2, M3, M4	UN SDGs 9
Support the roll out of the National Local Government Sector Digital Strategy.	Ongoing	NOAC PI C3	UN SDGs 8, 9, 11
Redevelopment of the Council's Website to be completed and the expanded use of social media and other communication channels as a source of public information.	Q2 2025	NOAC PI C3	UN SDGs 8, 9, 11
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.	Ongoing	NOAC PI C3	UN SDGs 8, 9, 11
Creation of a digital skills training program to ensure appropriate skills are available within the Council to deliver on digital service obligations effectively.	Ongoing	NOAC PI C3	UN SDGs 8, 9 and 11
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.	Ongoing	NOAC PI M1, M2, M3, M4	UN SDGs 8, 9
Monitor and strive to continuously improve Financial Management, to include best in class cash flow maintenance, liquidity management, resource utilisation, reduce business risks.	Ongoing	NOAC PI M1, M2, M3, M4	UN SDGs 8, 9
Continue to develop and implement tax compliance processes and procedures in addressing areas of compliance as new tax legislation and sector requirements emerge.	Ongoing	NOAC PI M1, M2, M3, M4	UN SDGs 8, 9
Prioritise income sources for this Council and enhance the database and effective collection and enforcement systems across all revenue streams.	Ongoing	NOAC PI M1, M2, M3, M4	UN SDGs 8, 9

Strategic Goal	Timeline	NOAC Performance Indicator	UN SDGs
1: Business Transformation through Enhanced Customer Service 2: Performance, Transparency, Equality, Human Rights and Accountability 3: Sustainable Galway 4: Democracy and Council Leadership	Q4 2026	C1 to C5, M1 to M4	1 to 17
Supporting Action			
Support capital project management across all directorates agreeing procedures and supporting the project planning assessment, procurement, and funding mechanisms.	Ongoing	NOAC PI M1, M2, M3, M4	UN SDGs 8, 9
A multi-annual revenue finance plan to be prepared to underpin corporate plan.	Ongoing	NOAC PI M1, M2, M3, M4	UN SDGs 8, 9
Implementation of Green Procurement Policy and support for the circular economy, having regard to the Public Sector Equality and Human Rights Duty.	Ongoing	NOAC PI M1, M2, M3, M4	UN SDGs 12

Appendix 3: Policy integration from national to regional to local policy framework

Policy Alignment				
Corporate Plan	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
National Policy				
Renewed National Planning Framework	Yes	Yes	Yes	Yes
National Development Plan	Yes	Yes	Yes	Yes
Housing for All	Yes	Yes	Yes	Yes
National Action Plan Against Racism	Yes	Yes	Yes	Yes
Our Rural Future	Yes	Yes	Yes	Yes
National Sector Digital Strategy	Yes	Yes	Yes	Yes
National Guidelines on Green Procurement	Yes	Yes	Yes	Yes
Town Centre First Policy	Yes	Yes	Yes	Yes
Regional Policy				
Regional Spatial and Economic Plan	Yes	Yes	Yes	Yes
Regional Employment Plan	Yes	Yes	Yes	Yes
Local Policy				
County Development Plan	Yes	Yes	Yes	Yes
Local Economic and Community Plan	Yes	Yes	Yes	Yes
Local Climate Action Plan	Yes	Yes	Yes	Yes
Local Area Plans	Yes	Yes	Yes	Yes

Appendix 4: Galway Socio-economic Profile

Full details can also be found in Chapter 3.0 Socio-Economic Analysis from the Draft Galway County Local Economic and Community Plan 2024-2040 at the following link: <https://consult.galway.ie/en/consultation/galway-county-local-economic-and-community-plan-2024-2030>

Economy, Jobs & Income

Economic Status - At Work & Unemployed*

* Data sourced from CSO Census 2022

92.8%
of Labour Force

At Work
(85,901)

7.2%
of Labour Force

Unemployed
(6,692)

10.9%
of Labour Force

Students
(29,497)

16.9%
of Labour Force

Retired
(25,849)

Average Disposable Income per person 2020

€21,437 12th highest in State

Top 3 Employment Sectors (2022 data)

Resident Workers (84,912)

Live & Work in Galway or Commute Out



Education/Human Health
(20,423 or 24%)



Wholesale/Retail
(15,776 or 18.5%)



Manufacturing
(14,423 or 17%)

Local Jobs (48,147)

Jobs located within the County



Education/Human Health
(12,272 or 25.3%)



Wholesale/Retail
(10,753 or 22.3%)



Manufacturing
(8,849 or 18.4%)

Galway City and County Enterprise

Active Enterprises
19,967 (2021)

SME's (96.7% <20 employees)
Larger Irish/FDI (3.3%)

FDI Jobs
22,413 (2022)

Indigenous Jobs
10,155 (2022)

LEO Clients
268 (2022)

People employed by LEO
supported enterprises
1,192 (2022)

Education Attainment (Pop 15+ in Galway)

13.3%

No Formal/Primary

12.5%

Lower Secondary

18.5%

Higher Secondary

13.6%

Technical/Apprenticeship

39.9%

Third Level (Degree)

12.6%

Third Level (Post-Grad/PhD)

Getting to Work

Average Travel Time of Commuters* (to Work)

30 minutes

Working from Home % of the total population

9,824

7.2%

Commuter Flows in Galway County (2022 data)

Live In & Work In

39,094

(46% resident workers)

Live In & Commute Out

27,471

(32.3% resident workers)

Live Out & Commute In

9,053

(18.8% of local jobs)

Means of Travel* to Work & Education

Walking



6.5%
(8,977)

Cycling



0.8%
(1,125)

Public Transport



8%
(10,983)

Car Sharing



24.4%
(33,518)

Car



41%
(56,305)

* Data sourced from CSO Census 2022

Top 3 Nationalities other than Irish*

4,240

Other EU27

4,033

Rest of the World

3,582

UK

8.2%

Non-Irish Nationals

15,615

Persons Living Alone*

23%

of population in Private Households

164,118

Good or Very Good Health*

85%

of the total population

38,740

Persons with a Disability*

20%

of the total population

Persons providing regular unpaid care*

12,584

6.5% of the total population

Volunteering*

31,389

16% of the total population

Pobal HP Deprivation Index

16,898 (2022 Index)

8.7% of population are living in disadvantaged areas (Small Areas)

Appendix 5 – Elected members

The Elected Members of Galway County Council for each Electoral Area/Municipal District include:

Municipal District of Athenry

Athenry/Oranmore Electoral Area (7 Members)



Cllr. Albert Dolan
The Willows, Raheen,
Athenry, Co. Galway
Tel: 086 7358081
Email: albertdolan@cllr.galwaycoco.ie



Cllr. Cillian Keane
Prospect, Maree, Oranmore,
Co. Galway
Tel: 087 1930764
Email: cilliankeane@cllr.galwaycoco.ie



Cllr. David Collins
Waterview, Turloughmore,
Co. Galway
Tel: 087 7831687
Email: davidcollins@cllr.galwaycoco.ie



Cllr. James Charity
Tonegurrane, Corrandulla,
Co. Galway
Tel: 087 2191792
Email: jcharity@cllr.galwaycoco.ie



Cllr. Louis O'Hara
Peakroe, Athenry,
Co. Galway
Tel: 087 4474954
Email: lohara@cllr.galwaycoco.ie



Cllr. Peter Feeney
Ballydavid, Athenry,
Co. Galway
Tel: 087 6812403
Email: pfeeney@cllr.galwaycoco.ie



Cllr. Tomas Grealish
An Carn Mór, Óran Mór,
Co. na Gaillimhe
Tel: 086 8283110
Email: tgrelish@cllr.galwaycoco.ie

Municipal District of Ballinasloe

Ballinasloe Electoral Area (6 Members)



Cllr. Dermot Connolly
Glennavaddogue, Aughrim,
Ballinasloe, Co. Galway
Tel: 086 0886160
Email: dconnolly@cllr.galwaycoco.ie



Cllr. Michael Connolly
Moyloughmore, Moylough,
Ballinasloe, Co. Galway
Tel: 087 6829049
Email: mconnolly@cllr.galwaycoco.ie



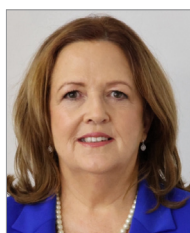
Cllr. Declan Geraghty
Williamstown, Via Castlerea,
Co. Galway
Tel: 086 2543304
Email: dgeraghty@cllr.galwaycoco.ie



Cllr. Alan Harney
Glentaun, Creagh, Ballinasloe,
Co. Galway
Tel: 087 9904456
Email: aharney@cllr.galwaycoco.ie



Cllr. Peter Keaveney
Bushtown, Glenamaddy, Co. Galway
Tel: 087 2533098
Email: pkeaveney@cllr.galwaycoco.ie



Cllr. Dr. Evelyn Parsons
Beechlawn Hill, Ballinasloe, Co. Galway
Tel: 087 1365793
Email: efrancisparsons@cllr.galwaycoco.ie

Municipal District of Conamara

Conamara North & South Electoral Areas (9 Members)



Cllr. Gerry King
Boatharbour, Errislannan,
Clifden, Co. Galway
Tel: 086 179874
Email: gerryking@cllr.galwaycoco.ie



Cllr. Michael Leainde
Ros an Mhíl, Baile na hAbhann,
Co. na Gaillimhe
Tel: 086 3134491
Email: mleainde@cllr.galwaycoco.ie



Cllr. Máirtín Lee
Tír an Fhia, Leitir Móir, Co. na Gaillimhe
Tel: 087 2485424
Email: mlee@cllr.galwaycoco.ie



Cllr. Pádraig Mac an Iomaire
Na Doireadh, Baile na hAbhann,
Co. na Gaillimhe
Tel: 087 9213795
Email: pmaacaniomaire@cllr.galwaycoco.ie



Cllr. Eileen Mannion
Sky Road, Clifden, Co. Galway
Tel: 087 955564
Email: emannion@cllr.galwaycoco.ie



Cllr. Tomás Ó Curraoin
Na Foráí Maola Thiar, Bearna,
Co. Galway
Tel: 087 2933782
Email: No Email - Please Contact via
Phone



Cllr. Noel Thomas
Gort an Chalaídh, Maigh Cuilinn,
Gaillimh
Tel: 087 7372147
Email: nthomas@cllr.galwaycoco.ie



Cllr. Seamus Walsh
Glann, Oughterard, Co. Galway
Tel: 087 0519884
Email: swalsh@cllr.galwaycoco.ie



Cllr. Thomas Welby
Cregg, Oughterard, Co. Galway
Tel: 087 2855676
Email: twelby@cllr.galwaycoco.ie

Municipal District of Loughrea

Gort/Kinvara & Loughrea Electoral Areas (10 Members)



Cllr. Ivan Canning
Lecarrow, Gortanumera,
Portumna, Co. Galway.
Tel: 087 1376666
Email: icanning@cllr.galwaycoco.ie



Cllr. Shane Curley
Raheen, Loughrea, Co. Galway
Tel: 086 2706550
Email: scurley@cllr.galwaycoco.ie



Cllr. Geraldine Donohue
Springvale, Kylebrack, Loughrea,
Co. Galway
Tel: 086 1692827
Email: gdonohue@cllr.galwaycoco.ie



Cllr. Gerry Finnerty
Ballymurphy, Gort, Co. Galway
Tel: 087 2674295
Email: gfinnerty@cllr.galwaycoco.ie



Cllr. Declan Kelly
1 An Baile Glas, St Brendans Road,
Portumna, Co. Galway
Tel: 086 8032732
Email: dnkelly@cllr.galwaycoco.ie



Cllr. Paul Killilea
Carrowgarraff, Kinvara, Co. Galway
Tel: 087 9763930
Email: pkillilea@cllr.galwaycoco.ie



Cllr. Martina Kinane
Stradbally North, Clarenbridge,
Co. Galway
Tel: 087 2692102
Email: mkinane@cllr.galwaycoco.ie



Cllr. Michael 'Moegie' Maher
Clostoken, Loughrea, Co. Galway
Tel: 086 8109185
Email: mmaher@cllr.galwaycoco.ie



Cllr. Jimmy McClearn
Tynagh Road, Killimor, Ballinasloe,
Co. Galway
Tel: 087 2548723
Email: jmcclearn@cllr.galwaycoco.ie



Cllr. PJ Murphy
Ballindive, Ardahan, Co. Galway
Tel: 087 7905401
Email: pjmurphy@cllr.galwaycoco.ie

Municipal District of Tuam

Tuam Electoral Area (7 Members)



Cllr. Shaun Cunniffe
Ballygaddy Road, Tuam, Co. Galway
Tel: 087 8161663
Email: scunniffe@cllr.galwaycoco.ie



Cllr. Mary Hoade
Main Street, Headford, Co. Galway
Tel: 087 2255979
Email: mhoade@cllr.galwaycoco.ie



Cllr. Donagh Mark Killilea
Tuam, Co. Galway
Tel: 086 6079563
Email: dkillilea@cllr.galwaycoco.ie



Cllr. Karey McHugh Farag
Brooklodge Demesne, Ballyglunin,
Tuam, Co. Galway
Tel: 087 2822225
Email: kmchugh@cllr.galwaycoco.ie



Cllr. Andrew Reddington
Coarsepark, Headford,
Co. Galway
Tel: 087 6458115
Email: areddington@cllr.galwaycoco.ie



Cllr. Peter Roche
Moyne, Abbeyknockmoy, Tuam,
Co. Galway
Tel: 087 8251470
Email: proche@cllr.galwaycoco.ie



Cllr. Ollie Turner
Castle Street, Dunmore, Co. Galway
Tel: 086 2626958
Email: oturner@cllr.galwaycoco.ie

Appendix 6 – Senior Management Team



Liam Conneally
Chief Executive
Tel: 091 509307
Email: chiefexecutive@galwaycoco.ie



Liam Hanrahan
Director of Planning &
Economic Development
Tel: 091 509147
Email: lhanrahan@galwaycoco.ie



Uinsinn Finn
Director of Physical Development,
Fire & Emergency Services,
Climate Action
Tel: 091 509193
Email: ufinn@galwaycoco.ie



Eileen Ruane
Director of Corporate Services,
Human Resources,
City & County Libraries
Tel: 091 509107
Email: eruane@galwaycoco.ie



Jackie Carroll
Director of Rural and Community
Development & Integration and
Environment
Tel: 091 509045
Email: jcarroll@galwaycoco.ie



Michael Owens
Director of Housing
Email: mowens@galwaycoco.ie
Tel: 091 509312



Katie O'Connor
Director of Finance, Motor Tax,
ICT and Digital Transformation
Tel: 091 509016
Email: koconnor@galwaycoco.ie



Robert Meehan
Law Agent
Tel: 091 509237
Email: rmeehan@galwaycoco.ie



Jean Brann
County Secretary
Tel: 091 509260
Email: jbrann@galwaycoco.ie

Appendix 7 - Achievements 2019-2024

LAMA All Ireland Community & Council Awards 2024

The BIA Innovator Campus in Athenry as mentioned above, was named overall winner of the 'National Impact Award'.

Galway County Council also was named overall winner of the 'Best Energy Smart Initiative' for its 'Heat Pump Remote Access' project, which is currently being piloted in a local authority estate.

The 'Healthy Islands' project was named winner of the 'Best Community Health' category in recognition of its efforts to promote health and well-being, to improve communication and enhance knowledge of available services amongst residents of The Aran Islands (Inis Meáin, Inis Mór and Inis Oírr) and Inisbofin. The project featured free activities and resources for more than 200 participating residents to promote health and wellbeing across all the islands.

Galway County Council's Garraí Ghuaire social housing development in Kinvara was shortlisted in the 'Best Housing Regeneration & Urban Planning' category.

Corofin-based Heptagon Houses Ltd. also was shortlisted in the 'Best Micro Start-Up' category.



LAMA Awards Presentation

L-R: Ciara McDonagh, Executive Architect, Eithne Murphy, Senior Executive Engineer, Cathaoirleach Liam Carroll, Liam Conneally, Chief Executive, Kevin Murphy, Senior Executive Engineer, Valerie Kelly, Head of Enterprise, Peter Feeny, BIA Innovator, Kieran Coyne, Senior Executive Officer, Gus McCarthy, BIA Innovator, Alan Farrell, Former Director of Services



LAMA Awards Presentation
 L-R: Kevin Murphy, Senior Executive Engineer,
 Cathaoirleach Liam Carroll, Ciara McDonagh,
 Executive Architect & Liam Conneally, Chief
 Executive



LAMA Awards Presentation
 L-R: Liam Conneally, Chief Executive,
 Cathaoirleach Liam Carroll and Kieran Coyne,
 Senior Executive Officer



LAMA Awards Presentation
 L-R: Liam Conneally, Chief Executive, Eithne Murphy, Senior Executive Engineer, Cathaoirleach Liam Carroll and Ciara McDonagh,
 Executive Architect



BIA Innovator Campus

The BIA Innovator Campus was officially launched in January 2024 in Athenry, Co. Galway. The aim of BIA is to provide food-grade spaces for businesses to use to produce and grow their businesses.

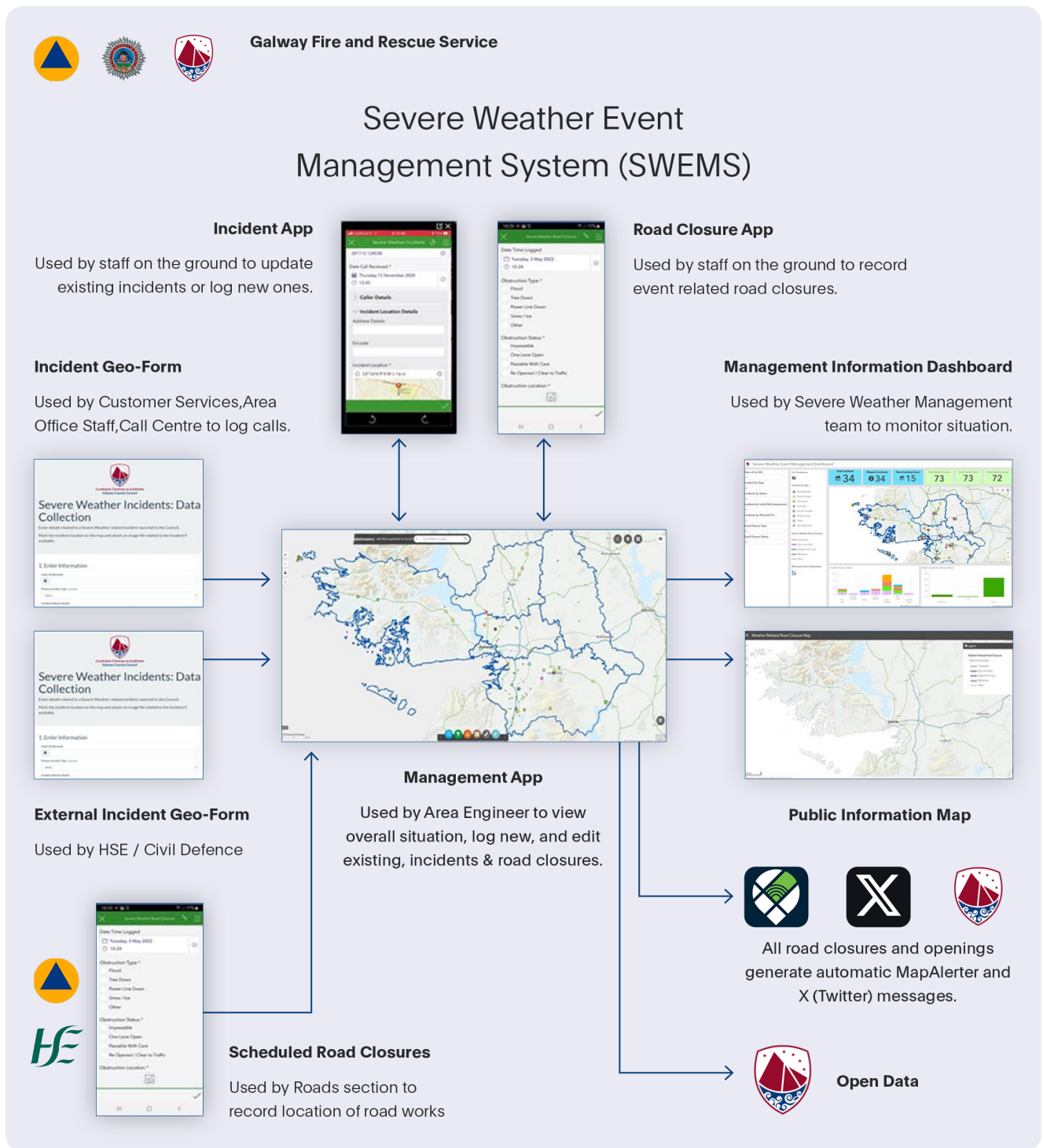


Dexcom

Dexcom was founded in 1999 and has its headquarters in California. They produce Continuous Glucose Monitoring systems for people with diabetes and healthcare providers. In 2023 it was announced that Dexcom would be opening a manufacturing facility in Athenry, Co. Galway. In January 2024 Dexcom broke ground.

Severe Weather Event Management System

In 2019 as part of the drafting of the Severe Weather Management Plan Galway County Councils Major Emergency Development Committee (MEDC) initiated a review of how existing spatial technology solutions could be better utilised in the management of, and response to, severe weather events. The adopted plan included a new Geographical information System (GIS) based Severe Weather Event Management System (SWEMS).



Ballinasloe Town Enhancement project

Ballinasloe Town Enhancement project: The town enhancement project has been completed, a project aimed at revitalising and improving the infrastructure, aesthetics and economic potential of Ballinasloe. The project was funded by Galway County Council and the Urban Regeneration and Development Fund from the Department of Housing, Local Government and Heritage. The project has received positive community feedback and is part of a broader strategy to make Ballinasloe a key centre for business, tourism and culture in the region.



Then & Now - Ballinasloe town

Flood Relief Schemes

Galway County Council in conjunction with the OPW have delivered on Flood Relief Schemes. An example is the completion of the Dunkellin River & Aggard Stream Flood Relief Scheme. This is a major flood management project designed to reduce the risk of flooding in the areas surrounding the Dunkellin and Aggard from Craughwell to Kilcolgan which had been prone to significant flooding during periods of heavy rainfall. It stands as an example of a flood management scheme that integrates engineering solution with environmental conservations.



Dunkellin Bridge

Greenways

Galway County Council have progressed works on a number of Greenways across the county. One such example is the walking and cycling trail that aims to connect Galway City with Clifden, passing through the scenic landscape of Connemara. Much of the 76 km route follows the former railway line and passes towns and villages like Moycullen, Oughterard, Maam Cross, Recess, Ballynahinch and Clifden.



Connemara Greenway

Fire Service

Galway County Council has continued its programme of improvements to its Fire Infrastructure, with the completion and opening of a new Fire Station in Tuam, and the construction of a new Fire Station in Athenry that opened in November 2024.



Tuam Fire Station

Community

Total CSS grants awarded from 2019 – 2024 (including Arts, Heritage, Irish, Economic and Community) was €1, 559, 587. Galway County Council funded.

Local Enhancement Programme funded by the Dept of Rural & Community Development (administered by GCC) from 2019 – 2024 was €1, 320, 664.

Since 2018, almost €1.5m has been allocated to grassroots community groups through the Local Enhancement Programme (and previous iterations including the Community Support Fund, Community Enhancement Programme and COVID-19 Emergency Funds)

In 2020 and 2021 the Covid Emergency Fund awarded €138, 992 towards community and voluntary groups that enable groups to adapt their services and operations to fit into Covid restrictions and day to day running costs. It also provided funding towards local 'Keep Well' Campaigns and initiatives.

Sport

During the Corporate Plan period 2020-2024 Galway Sports Partnership was successful in the following allocations that went towards communities across Galway. These included Sport Ireland Programme Funding €379, 195 and Dormant Account Funding €746, 430.

Tourism

For each of the last five years Galway County Council continued to support festivals and events with 67 communities granted support through the scheme now complete. Galway County Council supports value at €69, 250 with Fáilte Ireland supplying an additional €18, 000.

Biodiversity

Galway County Council has supported the conservation of Barn Owls in County Galway through measures that documented their distribution, installing nest boxes in suitable locations and the creation of guidance materials which informed best practice on a national scale. Barn Owls numbers are now increasing in the county and their breeding range in the county also continues to increase.

Climate Action

The Galway County Council Climate Action Plan 2024-2029 was adopted in February 2024. Considered a significant milestone in Galway County Council's commitment to climate action, the five-year strategy was developed following extensive consultation across the County.



Launch of the Climate Action Plan

Heritage

National Awards for Digital Mapping of Graveyards
Digital Transformation Award for Galway Graveyards Project

Galway County Council picked up one of the main accolades at the Public Sector Digital Transformation Awards 2023 for its innovative digital project that mapped over 40,000 graveyard memorial records across County Galway and made them publicly available online.

The Digital Mapping of Graveyards Project was named overall winner of the 'Best Community Engagement' category of the competition.

The project was named the overall winner of the "Community Engagement" category of Esri Ireland's annual "Customer Success Awards".



Galway Graveyards Project receiving award for 'Best Community Engagement'

Working with and supported by Galway Rural Development, Forum Connemara, The Heritage Council, The National Monuments Service and Galway County Community Archaeology Service, Galway County Council provided funding to local groups to employ experts to train local communities to use mobile technology and to undertake drone mapping of graveyards resulting in a public release of 40,000 records from across the county via the Local Authority's Open Data Portal.

Housing

Delivering Homes – Building Communities

Delivered high quality energy efficient new social homes in sustainable communities under Rebuilding Ireland and Housing for All.

Gort Na gCloch, Clifden – An Exemplar Project



Gort Na gCloch, Clifden



Corran Eiscir Riada, Ballinasloe

Addressing Vacancy

1,708 properties surveyed in 43 Settlements identifying 817 vacant/derelict properties with potential to assist in meeting housing need.

Traveller Accommodation

The accommodation needs of 390 households were met during the period 2019 – 2023 under the Traveller Accommodation Programme, exceeding the target of 111 households.



Cluain Órtha, Craughwell – newly constructed Traveller Group Housing Scheme, comprising 6 houses & 2 bays.

Energy Efficiency Retrofitting Programme

Works to achieve a BER Rating of B2 or cost optimal works undertaken on 297 homes with an investment of €8.2 million.



Local Enterprise Office Galway Performance Metrics 2019-2024	2019 -2024 to date
Client Portfolio	259
Net Jobs Increase	323
Total Number of All Programmes (Training/Networking/Events/Seminars)	447
Total Number of all Participants participating in above Programmes	7063
Total Number of Mentoring Participants (both one to one and group)	4590

Libraries - MOL Ballinasloe

An exciting new project, #My Open Library', the first of its kind in County Galway was opened in November 2022.

“My Open Library’ is the flagship initiative under the current Public Libraries Strategy ‘Our Public Libraries 2022 – Inspiring, Connecting and Empowering Communities’. It is an ambitious project that offers extended opening hours on a self-service basis to library members. It operates outside normal opening hours from 8am to 10pm, seven days a week, 365 days a year.

Strategic Workforce Plan

In September 2023, Galway County Council’s Human Resources department engaged Grant Thornton to undertake a Strategic Workforce Plan that would, through evidence-based analysis, deliver a comprehensive review of Galway County Council’s workforce numbers, advise on best-fit Organisational structure and design and make recommendations in relation to future workforce skillsets and training requirements.

A benchmarking exercise was carried out that compared Galway County Council’s organisational structure and workforce in a national context and with comparator Local Authorities of similar size and characteristics. A comprehensive series of stakeholder engagements was undertaken with Galway County Council’s Management Team, representatives from senior teams, and with Trade Unions, to draw on the experience of management, staff and employee representatives.

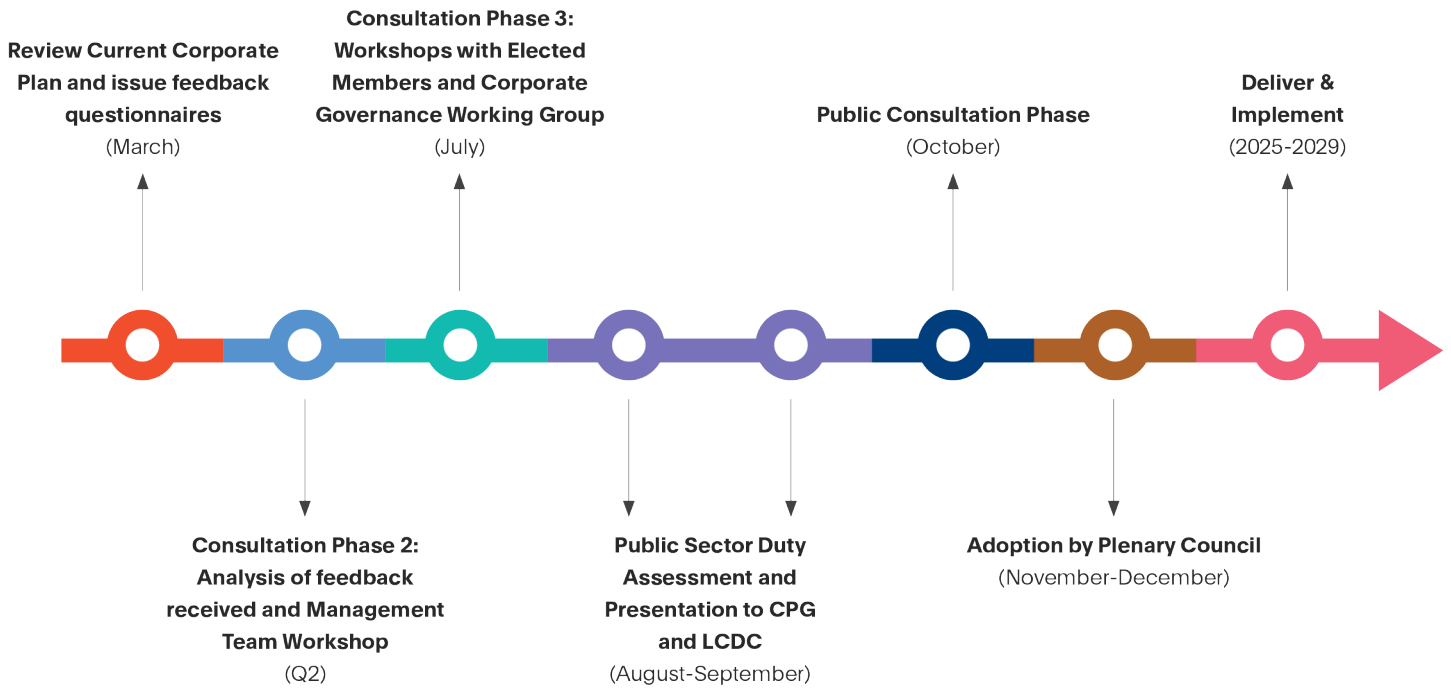
An analysis of operations in each section highlighted work programs that require additional resourcing and additional skillsets that are required to deliver services in line with statutory requirements and strategies emanating from the Programme for Government.

Various operating models were examined and assessed throughout the strategic workforce planning process, which informed recommendations in relation to organizational re-structuring, service realignment, and the requirement for newly resourced teams. Future and evolving skills, training and expertise that will be required were identified, along with opportunities to upskill and develop workforce competencies, through continuous learning and development.

Galway County Council is currently implementing Phase 1 of the 5 year Strategic Workforce Plan.

Appendix 8 – Preparing our Plan

In preparing the Corporate Plan, Galway County Council sought input from internal and external stakeholders to help engender ownership of the Plan and support its embeddedness in the work of the Council. The preparation of the 2025-2029 Plan commenced in March.



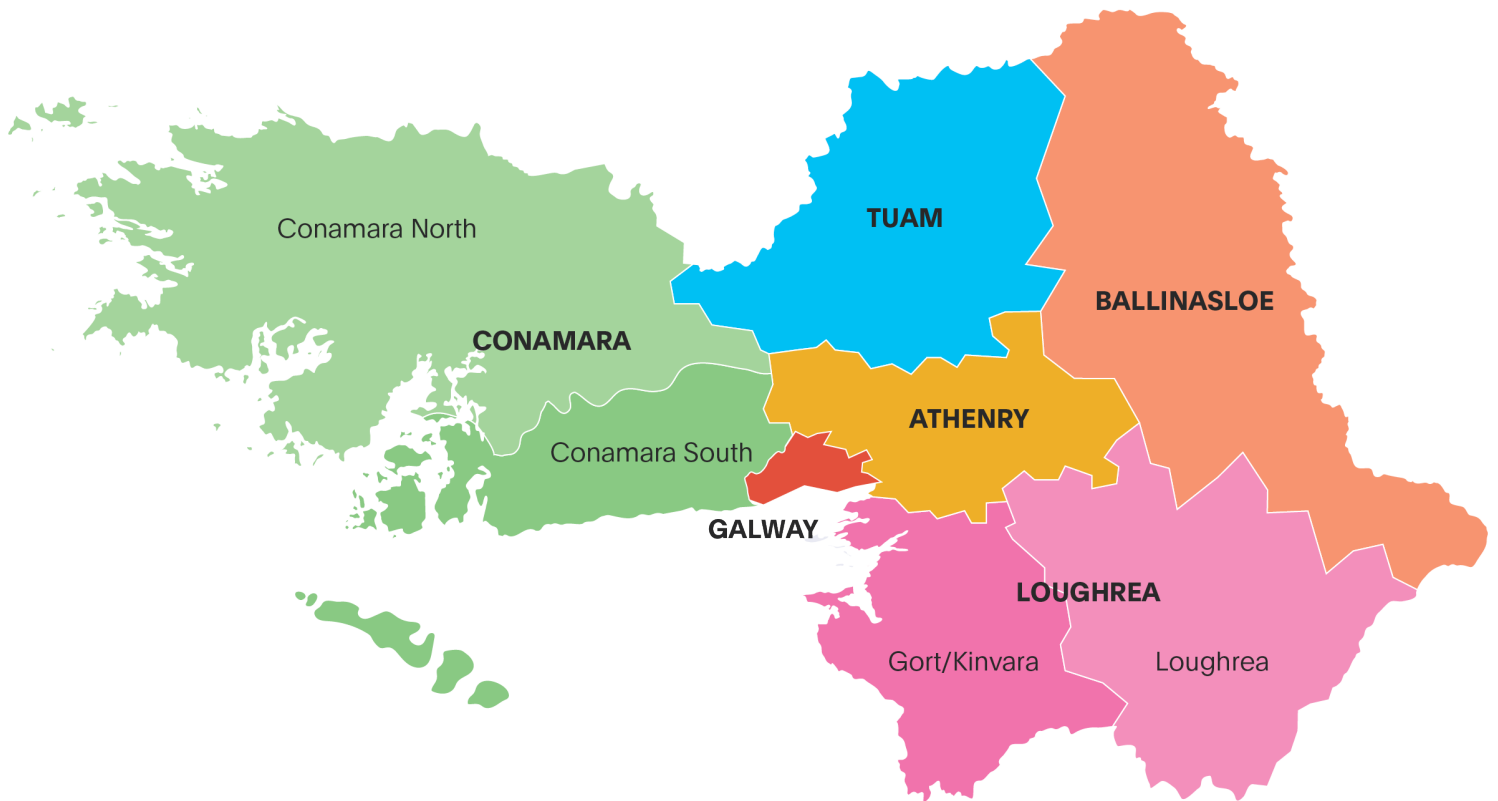
Overview of the Process of Adopting the Corporate Plan

Questionnaires were issued to Elected Members, Staff and Various Stakeholders and Groups directly and via the Public Participation Network (PPN) at the beginning of the process, for feedback in relation to the Corporate Plan 2019-2024.

A consultation workshop was thereafter held with Elected Members, Management Team and the Corporate Governance Working Group, followed on by feedback workshops with all staff in relation to the Corporate Plan. A Public Sector Duty Assessment was also conducted in relation to the new Plan.

It was then presented to the Corporate Policy Group (CPG) and the Local Community Development Committee (LCDC) prior to going to Public Consultation.

Appendix 9 - Our Municipal Districts



Towns (Serviced Water and Wastewater with Capacity) (10)

Ballinasloe, Tuam (Key Towns) Athenry, (Strategic Potential), Loughrea, Gort (Self-sustaining Towns)
Clifden, Headford, Maigh Cuilinn, Oughterard and Portumna (Small Growth Towns)

Town - (serviced but at capacity for Wastewater) (1)

Mountbellew

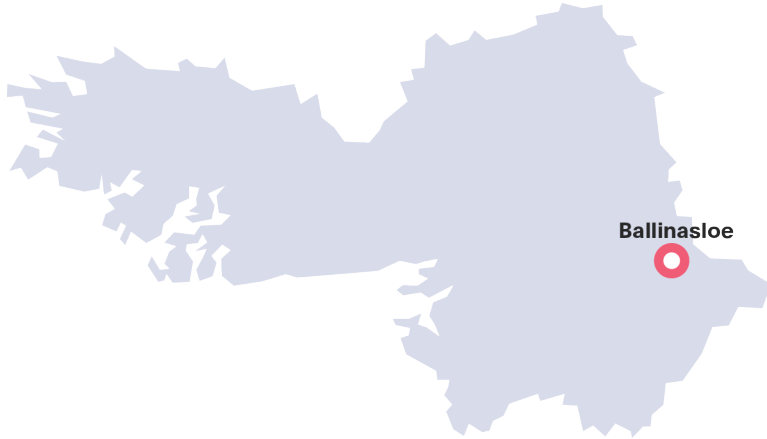
Villages (Serviced Water and Wastewater with Capacity) (8)

An Cheathrú Rua, An Spidéal, Ballygar, Dunmore, Glenamaddy, Kinvara, Moylough, Milltown
(population of 200 approx or less)

Rural Settlements (as per County Development Plan) - 30 (unserviced wastewater)

Rural Nodes (as per the County Development Plan) – 84 (unserviced wastewater)

Ballinasloe, Key Town



Land Development Potential

23ha
of Residential Land
availability

805
Potential
Housing Units

Employment Lands Potential

81ha

35.2% (28.5ha) Business & Enterprise	27.2% (22ha) Business & Technology	37.6% (30.5ha) Industrial
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Ballinasloe population in 2022

6,597

Projected Increase to 2028

8,661 +31%

Workforce & Talent Pool

	In Settlement	30 Mins Drive	1 Hour Drive
Population	6,597	105k	573k
Labour Force	2,775	50k	277k
3 rd Level Education	1,694	26k	141k

Ballinasloe Highlights

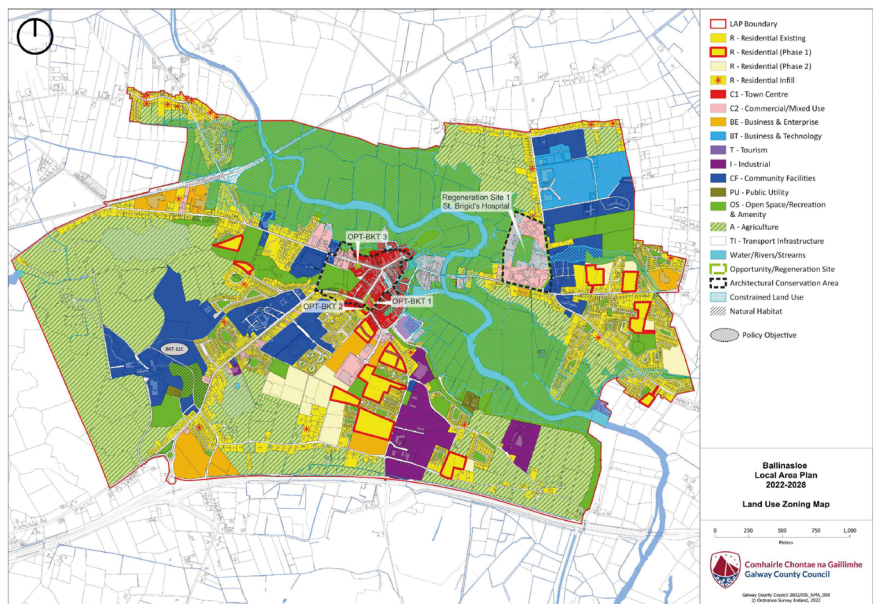
- Ballinasloe is identified as a Key Town in the Regional and Local Planning context;
- Located strategically on the M6 Galway Dublin motorway and on the Galway-Dublin Railway Line;
- Range of services available, retail, education, employment, and health facilities (Portiuncula Hospital).

Settlement Infrastructure

73.4%
Households
with Broadband

96%
Households on
Public Water Mains

92.1%
Households on Public
Wastewater Scheme



Tuam, Key Town



Land Development Potential

130.3ha
Residential Land availability

1,060
Potential Housing Units

Employment Lands Potential

166ha

15.8% (26.2ha) Business & Enterprise	27.1% (44.8ha) Business & Technology	57.1% (94.5ha) Industrial
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Tuam population in 2022

9,647

Projected Increase to 2028

11,397^{+18.1%}

Workforce & Talent Pool

	In Settlement	30 Mins Drive	1 Hour Drive
Population	9,647	155k	499k
Labour Force	4,522	77k	242k
3 rd Level Education	2,531	40k	129k

Tuam Highlights

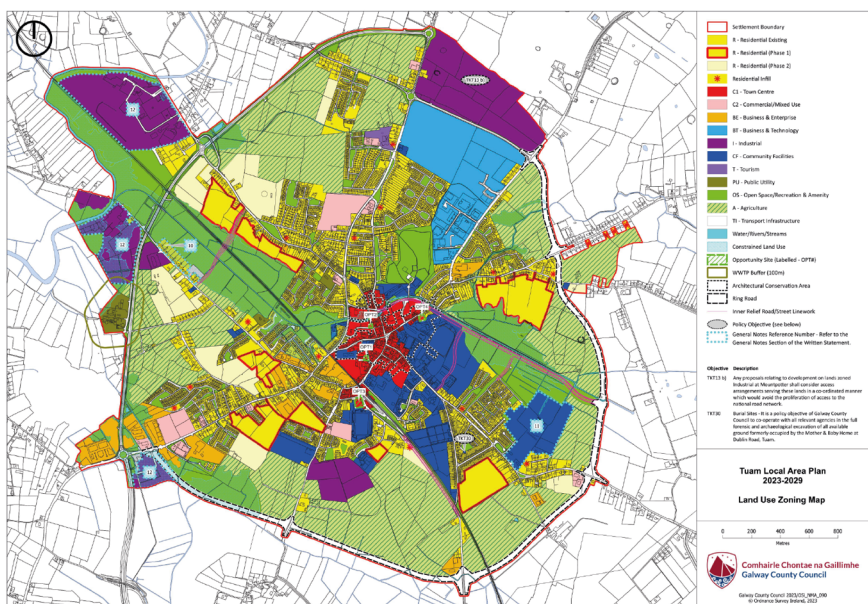
- Tuam is identified as a Key Town in the Regional and Local Planning Context
- Located strategically adjacent to the M17 Tuam Galway motorways
- Range of services available, retail, education, employment, and local health facilities

Settlement Infrastructure

76.5%
Households with Broadband

96.2%
Households on Public Water Mains

93.8%
Households on Public Wastewater Scheme



Oranmore, Metropolitan Area Strategic Plan



Land Development Potential

20ha

Residential Land
availability

599

Potential
Housing Units

Employment Lands Potential

162.4ha

11.3% (18.4ha)	45.3% (73.6ha)	43.4% (70.4ha)
Business & Enterprise	Business & Technology	Industrial

Oranmore population in 2022

5,819

Projected Increase to 2028

6,530^{+12.2%}

Workforce & Talent Pool

	In Settlement	30 Mins Drive	1 Hour Drive
Population	5,819	196k	538k
Labour Force	3,298	99k	261k
3 rd Level Education	2,517	58k	139k

Oranmore Highlights

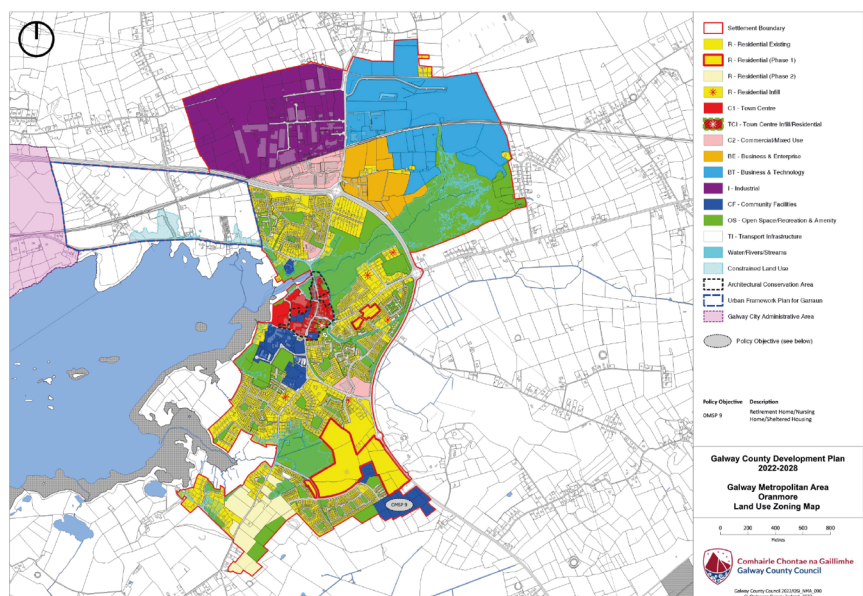
- Oranmore is identified as a town within the Metropolitan area of Galway City and County;
- Located strategically on the M6 Galway Dublin motorway and on the Galway-Dublin-Limerick railway line;
- Range of services available, retail, education, employment, and local health facilities;
- Significant tourism potential adjacent to Galway Bay.

Settlement Infrastructure

90.6%
Households
with Broadband

96.5%
Households on
Public Water Mains

96.4%
Households on Public
Wastewater Scheme



Athenry, Strategic Importance



Land Development Potential

121.8ha Residential Land availability	544 Potential Housing Units	
Employment Lands Potential		
12.1% (19ha) Business & Enterprise	61.4% (97ha) Business & Technology	26.6% (42ha) Industrial

Athenry population in 2022

4,603

Projected Increase to 2028

5,795+18.1%

Workforce & Talent Pool

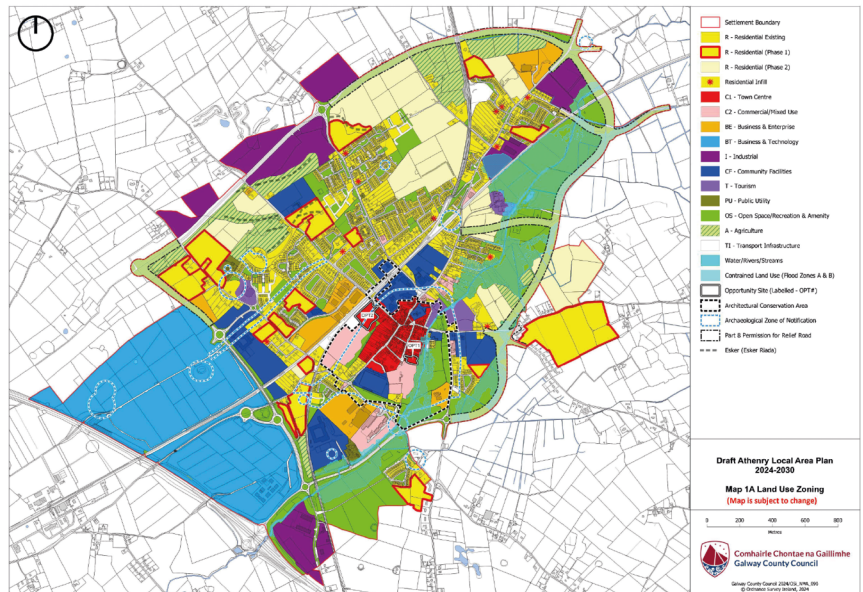
	In Settlement	30 Mins Drive	1 Hour Drive
Population	4,603	208k	577k
Labour Force	2,298	104k	280k
3 rd Level Education	1,430	59k	147k

Athenry Highlights

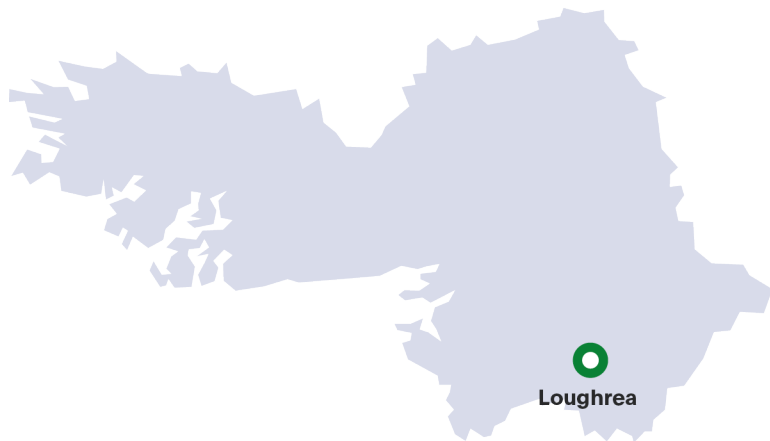
- Athenry is identified as a town of Strategic Potential in the Regional and Local Planning Context;
- Located strategically on the M6 Galway Dublin and M18 Limerick-Galway motorway and on the Galway-Dublin-Limerick railway line;
- Range of services available, retail, education, employment, and local health facilities;
- Recent investment by a multinational company in Athenry-1,000 jobs expected;

Settlement Infrastructure

83.1% Households with Broadband
94.1% Households on Public Water Mains
87.3% Households on Public Wastewater Scheme



Loughrea, Self Sufficient Town



Land Development Potential

22.6ha

Residential Land
availability

564

Potential
Housing Units

Employment Lands Potential

37.9ha

43.7%
(16.6ha)
Business
& Enterprise

27.2%
(10.3ha)
Business
& Technology

29.1%
(11ha)
Industrial

Loughrea population in 2022

6,322

Projected Increase to 2028

6,956^{+10%}

Workforce & Talent Pool

	In Settlement	30 Mins Drive	1 Hour Drive
Population	6,322	148k	563k
Labour Force	3,107	74k	273k
3 rd Level Education	1,857	40k	144k

Loughrea Highlights

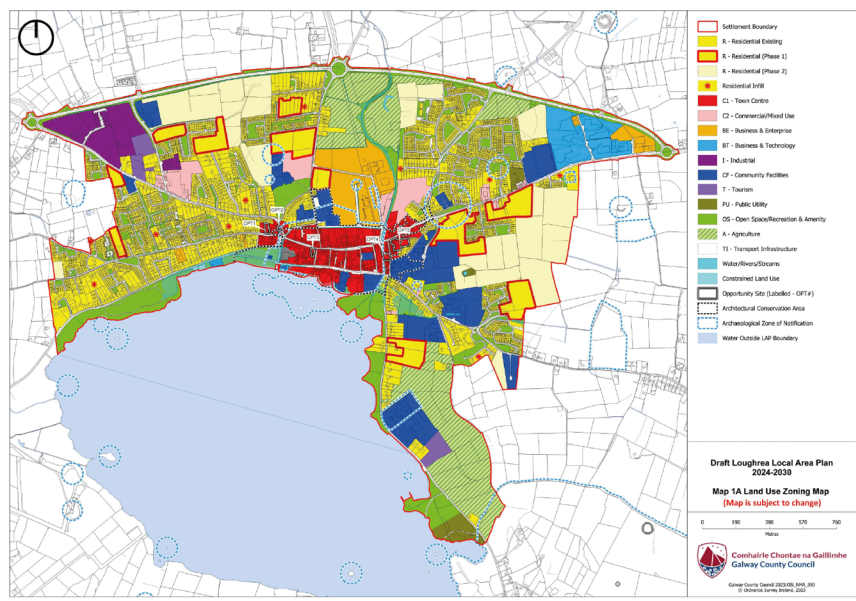
- Loughrea is identified as a Self-Sustaining Town in the Local Planning Context
- Located strategically adjacent to the M6 Galway Dublin and motorway
- Range of services available, retail, education, employment, and local health facilities

Settlement Infrastructure

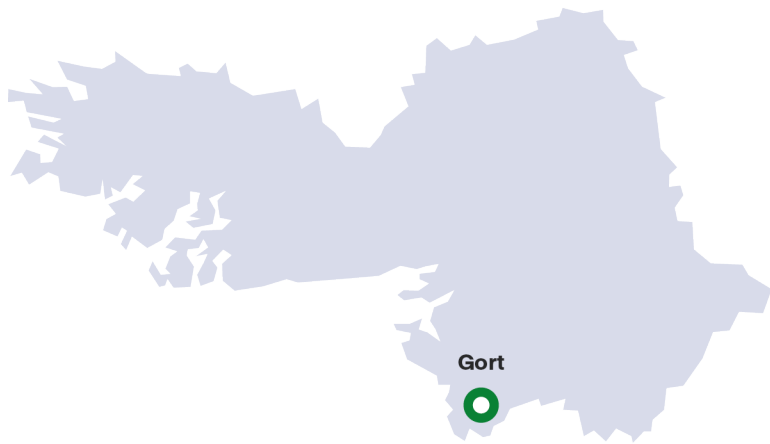
72.7%
Households
with Broadband

94%
Households on
Public Water Mains

95.1%
Households on Public
Wastewater Scheme



Gort, Self Sufficient Town



Land Development Potential

12.9ha
Residential Land availability

322
Potential Housing Units

Employment Lands Potential

34.8ha

6% (2.26ha) Business & Enterprise

94% (32.56ha) Industrial

Gort population in 2022

2,870

Projected Increase to 2028

3,794^{+32.2%}

Workforce & Talent Pool

	In Settlement	30 Mins Drive	1 Hour Drive
Population	2,870	167k	607k
Labour Force	1,462	84k	293k
3 rd Level Education	790	46k	157k

Gort Highlights

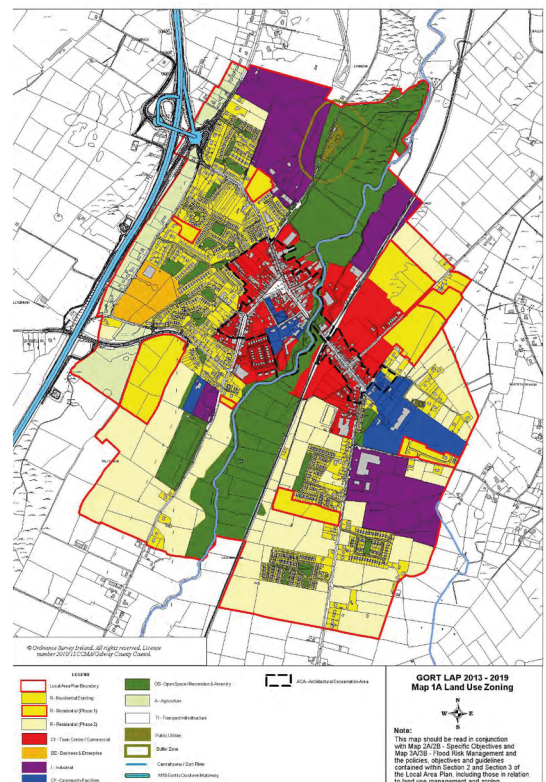
- Gort is identified as a Self-Sustaining Town in the Local Planning Context;
- Located adjacent to the M18 Galway-Limerick motorway;
- Range of services available, retail, education, employment, and local health facilities;
- Significant tourism potential adjacent to the Burren landscape.

Settlement Infrastructure

74.8%
Households with Broadband

91.5%
Households on Public Water Mains

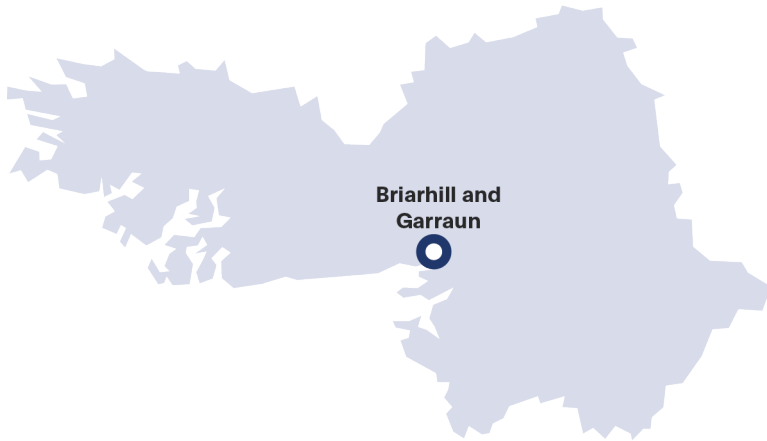
86.3%
Households on Public Wastewater Scheme



Briarhill & Garraun, Urban Design Framework



Land Development Potential with key sites - Briarhill and Garraun



Employment Lands Potential

119.4ha

41.6% (49.7ha) Business & Enterprise	58.4% (69.7ha) Business & Technology
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Workforce & Talent Pool

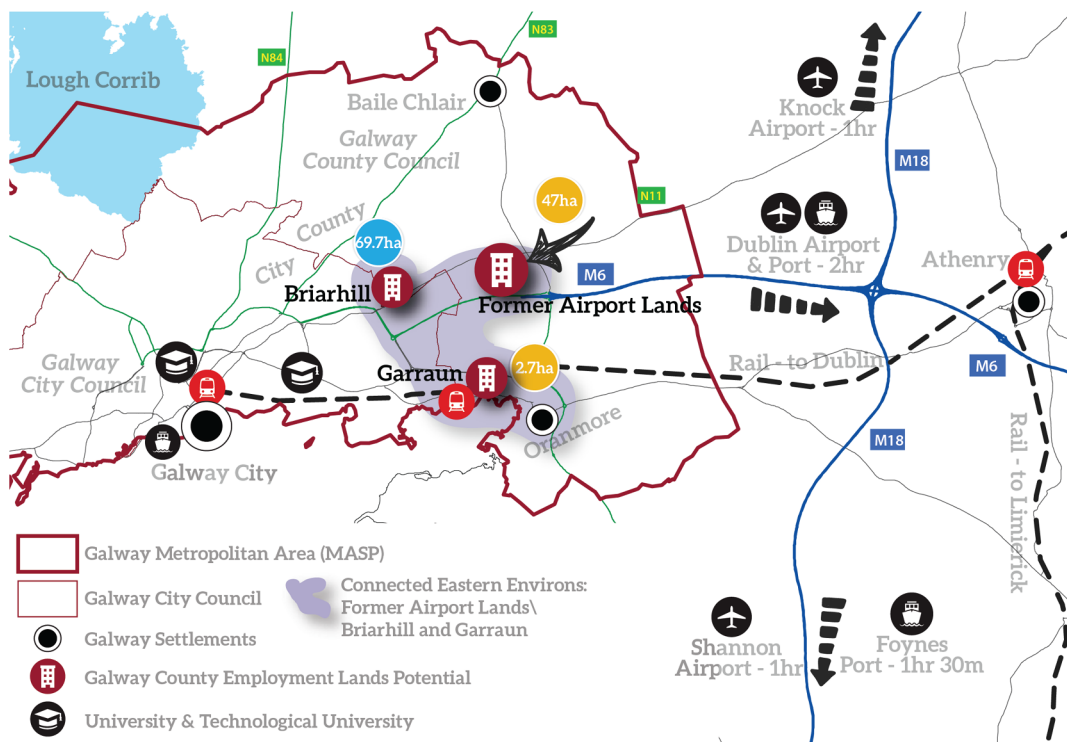
	30 Mins Drive	1 Hour Drive
Population	202k	545k
Labour Force	102k	264k
3 rd Level Education	59k	142k

Briarhill

- Planned settlement expansion situated on the Eastern Environs;
- Circa 30 ha. Residential Lands;
- Circa 750 potential housing units;
- Lands adjacent to significant employment base at Parkmore - Multi National Companies.

Garraun

- Sustainable flagship neighborhood on the Eastern Environs;
- Circa 40 ha. Residential Lands;
- Circa 1,000 potential housing units;
- Railway Station located on the lands, serving Galway-Dublin





Comhairle Chontae na Gaillimhe
Galway County Council

Galway County Council Corporate Plan 2025-2029