

ITEM NO. 8

**DÚN LAOGHAIRE-RATHDOWN COUNTY
COUNCIL**

ANNUAL SERVICE DELIVERY PLAN 2020



Enriching quality of life through vibrant communities, housing and amenities



A leader in environmental protection and climate action



Embracing change and delivering excellent public service



Supporting and fostering a resilient local economy

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1. Introduction:

The Local Government Act 2014 requires the Council to prepare an Annual Service Delivery Plan. The purpose of the plan is to provide a corporate document that sets out the service delivery that will be delivered each year. This document takes account of and is consistent with the provision of expenditure in the dlr Budget 2020 which was approved by the Members in November 2019. The plan is based on the Corporate Themes, Goals and Objectives, as set out in the new dlr Corporate Plan 2020 - 2024 adopted by the Members in January 2020. It outlines in detail the key actions in each of the service areas, the performance standard and timeframe for deliver proposed to be undertaken in 2020.

Our aim is to deliver our services to our residents, businesses and visitors effectively and efficiently, always striving to ensure that such services represent good value for money and are accessible to all-

The guiding principles of this Plan are informed by the Council's suite of policy documents, underpinned by the overarching policy as set out in the Local Government Reform Act 2014

- Dlr Corporate Plan – 2020 – 2024, adopted in January 2020
- Budget 2020, adopted in November 2019
- Three year Capital Programme 2020 - 2023
- County Development Plan 2016-2022
- Cherrywood SDZ Planning Scheme 2014, as amended
- Local Economic and Community Plan 2016 – 2021

The adoption of the Service Delivery Plan, with or without amendment, is a Reserved Function of the Council.

2. Corporate Goals



Corporate Goal 1

Show leadership in protecting our Environment through education and in how we work.



Corporate Goal 3

Enhance people's lives through access to sustainable travel choices across our network of communities.



Corporate Goal 2

Facilitate the development of a variety of housing options enabling improved choice, that drives quality of life for all.



Corporate Goal 4

Provide quality community recreational, sporting and cultural opportunities for all who live, work and visit the County.



Corporate Goal 5

Enhance the vitality of our towns and villages while preserving our natural and built heritage.



Corporate Goal 6

Engage with businesses to support their presence and growth in the County.



Corporate Goal 7

Promote equality and human rights by implementing the Public Sector Equality and Human Rights Duty.



Corporate Goal 8

Optimise human, financial and physical resources to deliver accessible customer focused quality services.

3. Financial Landscape – Budget 2020

The Revenue budget for 2020 provides for expenditure totalling.

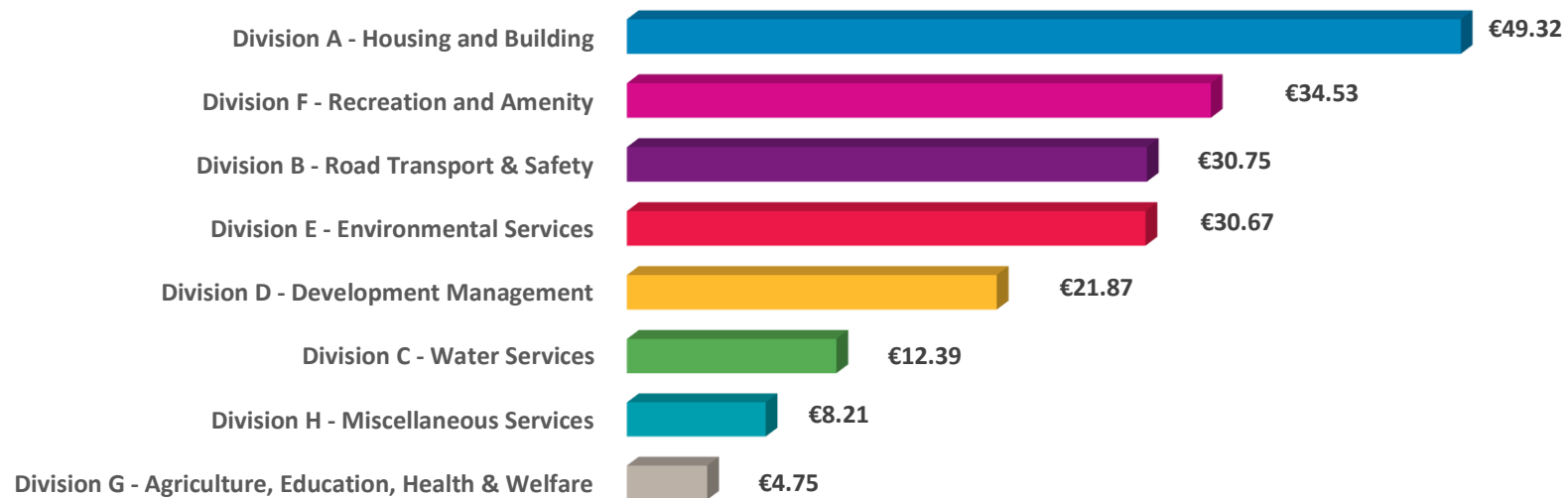
In preparing the annual budget the Council must have regard to the competing demands of meeting statutory obligations, delivering the Council’s own corporate objectives and of balancing the many and varied needs of businesses, residents and visitors to the county. The ability and extent to which the Council can do so is largely determined by prevailing economic conditions which drives the funding levels available to maintain or improve service levels across all service areas.

There are always balances to be struck in the construction of any budget and those balances this year are about increasing costs, decreasing income in some areas and additional statutory requirements. At the same time the county of dlr must remain an attractive place in terms of its quality of life, a desirable place in which to do business and an appealing destination to visit. I believe this budget represents the best way in which to meet those needs. There are increases proposed in areas of income over which we have discretion and while there are reductions in service no service has been discontinued and some of those reductions are compensated for with other initiatives.

Revenue Budget Expenditure and Income by Division 2020

Division	Expenditure Budget 2020	Income Budget 2020
A- Housing and Building	€49,324,900	€42,936,600
B - Road Transport & Safety	€30,748,800	€13,492,400
C - Water Services	€12,388,500	€8,557,300
D - Development Management	€21,872,900	€5,270,400
E - Environmental Services	€30,671,800	€5,792,200
F - Recreation and Amenity	€34,532,000	€5,551,400
G - Agriculture, Education, Health & Welfare	€4,748,900	€3,934,400
H- Miscellaneous Services	€8,207,900	€6,617,300
	€192,495,700	€92,152,000

Expenditure in Millions



4. Service Delivery 2020 – By Directorate

(i) Corporate Affairs

Corporate Goal 7: Promote equality and human rights by implementing the Public Sector Equality and Human Rights Duty

Action	Description	Proposed Delivery	Timeframe
1.	Eliminate discrimination, protect human rights and promote equality of opportunity through the implementation of the Public Sector Equality and Human Rights Duty.	<ul style="list-style-type: none"> Engagement with Senior Management Team and Seniors on Information sessions to set out the Duty and the obligations attached to same. 	<ul style="list-style-type: none"> Quarter 1
2.	Develop a Cross Departmental group to oversee implementation of the duty.	<ul style="list-style-type: none"> Seek representatives from each department within the organisation to sit on group. 	<ul style="list-style-type: none"> Quarter 1
3.	Implement stage one- Assess the key equality and human rights issues for the people we provide services to and our staff. Review structures and initiatives already in place to support human rights and equality. Identify priority issues for action.	<ul style="list-style-type: none"> Departmental Group to consider, taking into account the values and goals of dlr, what equality and human rights values are important to the organisation and what does that mean in practice. Identify the human rights and equality issues as they relate to the functions of dlr. Consider the challenges for dlr in relation to protecting human rights and promoting equality for service users and staff. Assessment of each functional areas with regard to implementing the duty and consultation with staff regarding same. Prioritise issues for addressing. 	<ul style="list-style-type: none"> Quarter 4
6.	Strengthen and build understanding and capacity to meet Public Sector Duty obligations in local government, community and voluntary organisations.	<ul style="list-style-type: none"> Engage with staff, Elected Members, stakeholders voluntary and community groups, including the PPN. 	<ul style="list-style-type: none"> Ongoing

7.	Provide Council services and information in an affordable and accessible manner for all.	<ul style="list-style-type: none"> • Proof all services, documents and communications against the duty. • Provide touch capability on screens to enable easy interaction with public consultations in council buildings. 	<ul style="list-style-type: none"> • Ongoing • Quarter 1
8.	Ensure social inclusion, equality and accessibility is at the core of our services, activities and events to support our vibrant economy and strong community, for people of all ages.	<ul style="list-style-type: none"> • Embed the duty fully into the organisation with training for staff and Elected Members. Make the duty central to how we operate as an organisation. 	<ul style="list-style-type: none"> • Ongoing
9.	Provide access to Council decision making through accessible and meaningful public consultation.	<ul style="list-style-type: none"> • Engage with staff, Elected Members, stakeholders voluntary and community groups and representative organisations for those who experience discrimination and human rights abuses. 	<ul style="list-style-type: none"> • Ongoing

Corporate Goal 8: Optimise human, financial and physical resources to deliver accessible customer focused quality services

Action	Description	Proposed Delivery	Timeframe
1.	Support Councillors in their policy and representational roles through the provision of quality service to the CPG, SPC's and at Council Meetings, Members Training and by maximizing the use of ICT Systems.	<ul style="list-style-type: none"> • Delivery of new Councillors Portal for Members Representations. • Provide Chairperson and SPC Training to all Members. • Complete the development of new Council Meetings System. • Ensure Members compliance with the Ethical Framework for Local Government. • Furnish Monthly and Quarterly Management Reports to Elected Members and Oireachtas Members. • Consult with Members through OPP, CPG and SPCs. 	<ul style="list-style-type: none"> • Quarter 2 • Quarter 1 • End Quarter 2 • Quarter 3 • Monthly and Quarterly • Ongoing
2.	Provide a strong internal audit function while supporting the Local Government auditor and Audit Committee.	<ul style="list-style-type: none"> • Prepare documents and records in timely fashion to Local Government Auditor. 	<ul style="list-style-type: none"> • Ongoing during audit

		<ul style="list-style-type: none"> • Support the Audit Committee, preparing document packs in a timely manner and provide administrative support and training. • Support the role of the Internal Audit function with Audits delivered in accordance with the Audit Plan for 2020 	<ul style="list-style-type: none"> • 6 Audit Committees held • Ongoing
3.	Review, monitor and develop our Customer Relationship Management System (CRM) and keep customers at the centre of how we deliver services in a timely and positive manner.	<ul style="list-style-type: none"> • Continue to deliver accessible quality customer service across all channels of communication via the Civic Hub. • Develop our online Customer Communications Platforms to enable customers to engage directly with us from anywhere via their phone, tablet or computer. • Continue to develop mobile working solutions for the organisation to enable our staff to work in the field, ensuring faster turnaround times on service requests and faster response times in the event of major weather incidents. • Continue to develop the DLR Service Catalogue to work towards its with our CRM system (and other corporate systems) to ensure standardisation of all service requests and queries, enabling more efficient and transparent reporting. • Develop new public portal to allow for easy online reporting of issues. • Enable access to CRM on mobile devices for inspections staff. 	<ul style="list-style-type: none"> • Ongoing • Quarter 4 • Ongoing • Ongoing • Quarter 1 • Quarter 2 • Quarter 1

		<ul style="list-style-type: none"> Develop Power BI dashboard views on CRM to improve reporting and monitoring. 	
4.	Strive to continually improve and expand our communications capabilities and platforms, externally and internally, including proper use and performance of ICT to deliver efficient services.	<ul style="list-style-type: none"> Refresh dlrLink intranet. Implement FOI system, including facility to accept online FOI requests. Enable use of MS Teams for collaborative work by council staff. Extend wireless LAN access for staff from County Hall to other major council office locations. Implement internal digital forms, rolling programme. Continue roll out of dlr Document Management System. 	<ul style="list-style-type: none"> Quarter 4 Quarter 1 Quarter 2 Quarter 2 Quarter 1 – Quarter 4 Ongoing
5.	Develop Council websites to achieve best practice in accessibility and language capabilities.	<ul style="list-style-type: none"> Adoption of Recite Me accessibility software that will translate all content including static and pdf content, on the dlr corporate website, dlr libraries website and dlr events website into over 100 languages including 35 languages in text to speech voices. 	<ul style="list-style-type: none"> Quarter 2
6.	Deliver and implement the Councils Communications Strategy 2021-2025 and Irish Language Scheme 2022-2026.	<ul style="list-style-type: none"> Ensure compliance with Irish Scheme 2018 – 2021. Commence the development of dlr Corporate Communication Strategy 2021-2026 and present draft version to Planning and Citizen Engagement SPC by December 2020. Expand Councils ability to produce digital content in Irish Work within parameters of Irish Scheme 2018 – 2021. Work with HR to further develop staff training for service provision in Irish. 	<ul style="list-style-type: none"> Ongoing Quarter 4 Ongoing Ongoing Ongoing

		<ul style="list-style-type: none"> Promotion of Seachtain na Gaeilge events. 	<ul style="list-style-type: none"> Ongoing
8.	Continually improve corporate performance, demonstrating transparency and accountability.	<ul style="list-style-type: none"> Enable the public to gain access to records held by the Council to the greatest extent possible, consistent with the right to privacy and the public interest. Develop FOI Tracker system. FOI Decisions issued within legislative timeframes. Manage the Publication Scheme on the website. Manage the publication of Disclosure Logs. Compliance and awareness with regards to Data Protection and GDPR Compliance with Ethics Framework for staff Oversight and co-ordination of dlr Safety Management systems and compliance with Health and Safety Legislation 	<ul style="list-style-type: none"> Ongoing Quarter 1 Ongoing Ongoing Ongoing Quarter 1 Ongoing
10.	Implement the Corporate Procurement Plan, to ensure compliance with legislation, while achieving quality services and value for money.	<ul style="list-style-type: none"> Prepare new Procurement Plan. Prepare Procurement Manual. Develop ongoing training programme for staff. Audits of purchasing practices to ensure compliance with current Procurement Plan. 	<ul style="list-style-type: none"> Quarter 4 Quarter 2 Ongoing Quarter 1
11.	Ensure efficient management and maintenance of dlr Corporate Estate, Assets and Portfolio.	<ul style="list-style-type: none"> Develop a Central Property Asset register to incorporate all of the councils owned lands, buildings and estate. 	<ul style="list-style-type: none"> Ongoing Ongoing

		<ul style="list-style-type: none"> Commence the mapping of our Property Portfolio on a GIS Platform, so it is easily accessible application by our departments. Ensure the Fixed Asset Register is updated and is consistent with the Central Property Register. Procure a suitable IT platform that can be utilised to centrally monitor and manage our Corporate Buildings as well as the wider DLR Estates & Property Portfolio. Develop a Corporate Space Strategy for our occupied and vacant buildings, to ensure we are maximising our space usage. Expand the Contract & Facilities Management Units to build frameworks that can support and maintain our Corporate Buildings. 	<ul style="list-style-type: none"> Ongoing Quarter 4 Quarter 4 Quarter 4
12.	Develop and implement a HR strategy to facilitate implementation of the Local Authority People Strategy, through staff engagement and HR participation.	<ul style="list-style-type: none"> Development of a DLRCC HR Strategy. Facilitate implementation of DLRCC People Strategy objectives 2020. 	<ul style="list-style-type: none"> Quarter 4
13.	Support the recruitment, development and empowerment of a motivated and high performing workforce with the skills and flexibility to deliver on our corporate goals.	<ul style="list-style-type: none"> Support the Organisations Corporate goals through appropriate recruitment and training programmes. Review Workforce Plan in line with Corporate Plan 2020-2024 to deliver on future and existing service requirements. 	<ul style="list-style-type: none"> Ongoing Quarter 4
14.	Implement the Performance Management Development System (PMDS) and Competency Framework throughout the organisation.	<ul style="list-style-type: none"> Ensure Organisational compliance and implementation of PMDS ensuring Team Plans are in place and all staff have agreed PDP's for 2020. Interim and End Year Reviews carried out for all staff 	<ul style="list-style-type: none"> Quarter 4 Quarter 1

		<ul style="list-style-type: none"> Continue to implement the Competency Framework in recruitment practises, learning and development. 	<ul style="list-style-type: none"> Ongoing
15.	Implement dlr's Digital Transformation Strategy.	<ul style="list-style-type: none"> Digital maturity audit. Digital leaders group capacity building. Launch of Smart Sandyford programme. Online Grants system integration with Benefacts. Implement IoT energy use pilot in County Hall. Engage with Smart Dublin IoT Ring Buoy project. Provide WiFi in leisure centres. Complete and publish NBP Digital Strategy. 	<ul style="list-style-type: none"> Quarter 3 Quarter 2 Quarter 1 Quarter 3 Quarter 1 Quarter 3 Quarter 1 Quarter 2
16.	Creation of a workplace environment that encourages staff to have pride and enjoy their work, while achieving the Council's strategic goals.	<ul style="list-style-type: none"> Continue to support the Partnership Office on projects to enhance the work environment. Co-ordinate the Great Place to Work project following the staff survey and develop an Action Plan for implementation. 	<ul style="list-style-type: none"> Ongoing Quarter 3

(ii) Housing

Corporate Goal 1: Show leadership in protecting our Environment, through education and in how we work

Action	Description	Proposed Delivery	Timeframe
2.	Implement the County Council's Climate Change Action Plan 2019-2024.	<ul style="list-style-type: none"> Undertake energy efficiency works as part of the standard re-let process. Incorporate Energy Awareness as part of pre-tenancy training. Update Tenant handbook to promote energy saving measures. Work with Architects Department re: surveying and monitoring plan for retrofitting. 	<ul style="list-style-type: none"> Ongoing Ongoing Quarter 2 2020 Quarter 4

Corporate Goal 2: Facilitate the development of a variety of housing options, enabling improved choice, that drives quality of life for all.

Action	Description	Proposed Delivery	Timeframe
1.	Work in partnership with the Department of Housing, Planning and Local Government, Housing Agency, LDA and voluntary bodies and private rental sector to increase housing supply.	<ul style="list-style-type: none"> Maximise the delivery of additional homes through all delivery mechanisms to ensure that housing delivery targets are met and exceeded where possible. Continue to implement the Vacant Homes Plan Carry out a programme of inspections on privately rented properties to improve quality in the market and achieve the increased targets set to 2021. 	<ul style="list-style-type: none"> Ongoing Ongoing Ongoing
2.	Provide enabling infrastructure and services in conjunction with key stakeholders to support new homes and create new communities and places.	<ul style="list-style-type: none"> Continue to seek funding for enabling infrastructure towards the provision of affordable housing through the Serviced Sites Fund (SSF). Proactively engage with relevant internal departments to progress infrastructure to facilitate social housing development. 	<ul style="list-style-type: none"> As per SSF call Ongoing

3.	Deliver on Major Urban Housing Delivery Sites.	<ul style="list-style-type: none"> Progress the development of 597 social, affordable purchase and cost rental homes at Shanganagh, subject to planning approval. 	<ul style="list-style-type: none"> Ongoing
7.	Focus new developments in existing villages and towns to enable stronger, inclusive sustainable communities. Z	<ul style="list-style-type: none"> Work to deliver homes in existing and sustainable communities. Continue with our collaborative and comprehensive pre-tenancy programme with a focus on the creation of inclusive and respectful neighbourhoods. 	<ul style="list-style-type: none"> Ongoing Ongoing
8.	Design and construct sustainable, low energy, adaptable lifetime homes to the highest standard.	<ul style="list-style-type: none"> Support the delivery of sustainable housing to nZEB standard in accordance with Building Regulations and in line with Government funding. 	<ul style="list-style-type: none"> Ongoing
9.	Facilitate access to housing choice specifically for older people.	<ul style="list-style-type: none"> Continue to promote the downsizing campaign with particular focus on Broadford, Herbert Hill and Part V units Adapt 100 units to include bathroom alterations/stair lifts/ramps/grab rails Implement Adaptations for People with a Disability and Older People Grants Programme 	<ul style="list-style-type: none"> Ongoing End 2020 Ongoing
10.	Deliver homeless services with the Dublin Region Homeless Executive.	<ul style="list-style-type: none"> Continue the provision of a Homeless Service in collaboration with the DRHE and in line with the Homeless Action Plan for the Dublin Region 2019-21. Work to increase the provision of emergency accommodation in the County and provide supports necessary to transition people into homes. Continue to provide services to homeless and those at risk of homelessness and prevention services and Place Finders. 	<ul style="list-style-type: none"> Ongoing Ongoing Ongoing
11.	Provide sustainable, viable and affordable housing delivery in line with Government Policy.	<ul style="list-style-type: none"> Develop an Affordable Housing Scheme in accordance with any regulations/legislation which is introduced. Process Rebuilding Ireland Home Loan. 	<ul style="list-style-type: none"> When Regulations are published Ongoing
12.	Implement the Traveller Accommodation Plan 2019-2024.	<ul style="list-style-type: none"> Implement the Traveller Accommodation Programme 2019 – 2024. Work with key stakeholders to ensure delivery of TAP targets 	<ul style="list-style-type: none"> Ongoing Ongoing

13.	Manage existing social housing efficiently and retrofit existing homes to the highest standard possible.	<ul style="list-style-type: none"> Proactively manage the maintenance of existing housing stock to improve the overall condition of the properties Upgrade heating system in 120 units Maintain and improve existing Traveller Accommodation stock, particularly health and safety works Install new smoke alarms in approximately 400 homes Carry out annual service on 3610 boilers Maintain efforts to minimise re-let period for voids 	<ul style="list-style-type: none"> Ongoing End 2020 Ongoing End 2020 End 2020 Ongoing
14.	Provide an effective and efficient allocations, housing assessment and tenant management service.	<ul style="list-style-type: none"> Upgrade of OHMS Housing System to be progressed Conduct a full Housing Needs Assessment where required Carry out annual rent review Investigate fully any complaints of ASB and take appropriate action, in accordance with the Council's ASB Strategy Monitor and update website content regularly Utilise social media platforms to communicate effectively with the public Continue to work in partnership with the Housing and Disability Steering Group to implement the dlr Strategy in line with national guidelines Strive to protect customer data in accordance with Data Protection and GDPR requirements Ensure all new staff receive necessary training Review of forms for user friendly format 	<ul style="list-style-type: none"> Ongoing June-Oct 2020 Ongoing Ongoing Ongoing Ongoing Ongoing Ongoing Ongoing June-Dec 2020

Corporate Goal 7: Expand housing assistance programme to include tenant energy awareness

Action	Description	Proposed Delivery	Timeframe
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1.	Eliminate discrimination, protect human rights and promote equality of opportunity through the implementation of the Public Sector Equality and Human Rights Duty.	<ul style="list-style-type: none"> Develop equality action plan for the Housing Department. 	<ul style="list-style-type: none"> Quarter 1 2020
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Corporate Goal 8: Optimise human, financial and physical resources to deliver accessible customer focused quality services

Action	Description	Proposed Delivery	Timeframe
3.	Review, monitor and develop our Customer Relationship Management System (CRM) and keep customers at the centre of how we deliver services in a timely and positive manner.	<ul style="list-style-type: none"> Monitor response times to enquiries from Public Representatives and customers to ensure that enquiries are dealt with promptly. 	<ul style="list-style-type: none"> Ongoing
14.	Implement the Performance Management Development System (PMDS) and Competency Framework throughout the organisation.	<ul style="list-style-type: none"> Implement PMDS process. Develop Team and Personal Plans within permitted timeframes. Review performance in accordance with PMDS guidelines. 	<ul style="list-style-type: none"> Ongoing Ongoing Ongoing

(iii) Planning

Corporate Goal 1: Show leadership in protecting our Environment, through education and in how we work

Action	Description	Proposed Delivery	Timeframe
2.	Implement the County Council's Climate Change Action Plan 2019-2024.	<ul style="list-style-type: none"> Through the draft policies considered in Local Area Plans and the Draft County Development Plan. Through consideration of policies in the Development Management process. Through the identification of vacant sites and making the best use of land. 	<ul style="list-style-type: none"> Draft County Development Plan will be made in Q4 2020 Ongoing Ongoing

Corporate Goal 3: Enhance people's lives through access to sustainable travel choices, across our network of communities

Action	Description	Proposed Delivery	Timeframe
9.	Implement the objectives of the County Development Plan, Local Area Plans and the Cherrywood Planning Scheme. <ul style="list-style-type: none"> Promote sustainable travel choices of the National Planning Framework, Regional Spatial and Economic Strategy (RSES) and the Council's Smart Travel policy through Pre-Planning and Development Management Active Land Management through careful planning of future development in the county, to improve the quality of life for people who live in, work in or pass through the county. Help build sustainable communities through the County Development Plan, Local Area Plans. Administer funding of schemes e.g. the Urban Regeneration and Development Fund (URDF) and Contribution Schemes. 	<ul style="list-style-type: none"> Maintain pre-planning support service for Developments. Process planning applications, Strategic Housing Development (SHD) applications and appeals. Assess all applications under the Development Contribution Scheme and collect the conditioned contributions. Take appropriate enforcement action in respect of breaches of planning legislation and using enforcement powers to ensure contributions are paid. Oversee residential developments to ensure they are constructed to Taking in Charge standards. Continue to work on the selection and delivery of school sites throughout the county. 	<ul style="list-style-type: none"> Operate within Statutory Frameworks Operate within Statutory Frameworks On-going Operate within Statutory Frameworks Ongoing When requested by the Department of Education and when

			opportunities are identified
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Corporate Goal 4: Provide quality community, recreational, sporting and cultural opportunities for all who live, work and visit the county

Action	Description	Proposed Delivery	Timeframe
13.	<p>Implement the objectives of the County Development Plan, Local Area Plans and the Cherrywood Planning Scheme.</p> <ul style="list-style-type: none"> To encourage recreational activity in the county through processing Outdoor Event Licences To help build sustainable communities through the County Development Plan and Local Area Plans. 	<ul style="list-style-type: none"> To process outdoor event licences in conjunction with other departments and state bodies. Use funding opportunities to supply the delivery of open space including by way of development contributions and Urban Regeneration Development Fund (URDF). To protect open space zonings through the Development Plan Process. To review the objectives of the County Development Plan. 	<ul style="list-style-type: none"> In accordance with Statutory Timeframes Ongoing Ongoing Ongoing

Corporate Goal 5: Enhance the vitality of our towns and villages while preserving our natural and built heritage

Action	Description	Proposed Delivery	Timeframe
3.	<p>Take an active approach in prioritising public land for long-term use.</p> <ul style="list-style-type: none"> Identification of land suitable for development. Working with other agencies to bring land back into use. Making the county an attractive place to live, work and visit by enhancing the assets of the county. 	<ul style="list-style-type: none"> Preparation of the Vacant Sites Register and application of levy. Continuing development GIS mapping to improve our information base. Continuing information/data flows to Dublin Housing Taskforce and Department of Housing, Planning and Local Government Regular tracking and monitoring of residential development across DLR and the wider Dublin Metropolitan area. 	<ul style="list-style-type: none"> Ongoing Ongoing Ongoing Ongoing
9.	<p>Develop the new County Development Plan (2022-2028).</p> <ul style="list-style-type: none"> Preparation of next County Development Plan. 	<ul style="list-style-type: none"> Draft Plan will be made for Members consideration. 	<ul style="list-style-type: none"> Last quarter of 2020

11.	Implement the objectives of the County Development Plan, Local Area Plans and the Cherrywood Planning Scheme.	<ul style="list-style-type: none">Working with other agencies to progress Old Connaught and Dundrum Local Area Plans to adoption.	<ul style="list-style-type: none">Ongoing
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(iv) Forward Planning Infrastructure

Corporate Goal 2: Facilitate the development of a variety of housing options, enabling improved choice, that drives quality of life for all.

Action	Description	Proposed Delivery	Timeframe
3.	Deliver on Major Urban Housing Delivery Sites.	<p>Major Urban Housing Delivery Sites (MUHDS) Programme Management of the dlr key MUHDS - Cherrywood, Kiltarnan Glenamuck and Woodbrook Shanganagh. These 3 key strategic sites have been identified for large scale housing delivery. http://www.housing.gov.ie/housing/rebuilding-ireland/</p> <ul style="list-style-type: none"> • Providing management and oversight to drive the implementation of these sites. • Project Reporting to the Project Board to include issue and risk management and to ensure that any significant issues are escalated to the high-level Programme Board within the DHPLG. 	<ul style="list-style-type: none"> • Ongoing as projects develop • Ongoing • Ongoing
4.	Implement the objectives of the Cherrywood Strategic Development Zone (SDZ) Planning Scheme.	<p>Cherrywood SDZ Overseeing the development of Cherrywood SDZ in accordance with the approved Planning Scheme by the Development Agency Project Team (DAPT).</p> <ul style="list-style-type: none"> • Ensuring development in the SDZ area is consistent with the requirements and objectives of the Cherrywood SDZ Planning Scheme. • Continuing collaborative working in realising the Cherrywood SDZ with all Stakeholders including the Planning Authority, developers/landowners, Elected Members and State Agencies. • Advance Planning Scheme Amendments <ul style="list-style-type: none"> ➤ Urban Development and Building Height Guidelines, December 2018 – Statutory Guidelines for Planning Authorities - SPPR3 - Review of the Planning Scheme. 	<ul style="list-style-type: none"> • Timeframe for full build-out of Cherrywood SDZ is over the next 8 – 10 years and as landowners progress their designs. Good momentum to date. • Assessment of all proposed development to comply with the Planning Scheme. All planning decisions to be made within the statutory timeframe. • Reporting to Council as part of the Quarterly Management Report. Facilitation of Stakeholder workshops, forum and meetings. • Submit to ABP in Quarter 2/2020

	<ul style="list-style-type: none"> ➤ An assessment of a potential re-alignment of the Beckett Road from that as shown in the approved Cherrywood Planning Scheme. The re-alignment relates primarily to the southern portion of Beckett Road and to the underpass with the Wyattville Link Road. • Continue to work proactively as Development Agency with all stakeholders to put all the necessary infrastructure and required funding in place. • Progress the legal agreements in support of the Cherrywood Development Contribution Scheme 2017-2020 as part of the delivery of common infrastructure (roads, parks, surface water facilities) within the SDZ. • Programme, Risk and Cost Management – Continue to work with our multi-disciplinary consultant to actively track and control the programme, scope and risk in the delivery of common infrastructure. • Reporting to the Cherrywood Steering Group, established to ensure governance and oversight for the successful delivery of the Cherrywood SDZ designation. • Progress the Cherrywood project (Linear Park, Greenways, Park and Attenuation) under the Urban Regeneration Development Fund (URDF) in accordance with the funding grant requirements of the DHPLG. Prepare a further bid submission for additional URDF on foot of a 2nd call for proposals (see below under Action 5). • Commence a review of the Cherrywood Biodiversity Plan. • Prepare a Cherrywood Signage Strategy • Consideration to reviewing the current Cherrywood Planning Scheme Development Contribution Scheme 2017 – 2020 	<ul style="list-style-type: none"> • Submit to ABP by Quarter 2/2020 • Ongoing • Ongoing • Ongoing • As required • End 2021 • To commence in Quarter 2/2020. • To be completed by end Quarter 2/2020 • By end 2020
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<p>5.</p>	<p>Advance all elements of the Urban Regeneration Development Fund (URDF).</p>	<p>URDF Projects – Call 1</p> <p>FPI to progress the Category A Cherrywood Parks, Greenways and Attenuation Project, Confirmation of funding was received in respect of €870,000 for 2019 with commitment to fund the remaining €13.4m (subject to assessment and performance) in subsequent years.</p> <p>This will see the development of 4 distinct sub-projects comprising the Linear Park, surface water attenuation ponds 2a and 5a and completion of Tully Park Phase 2.</p> <p>Linear Park – at Preliminary Design Stage</p> <p>Pond 2a – at Preliminary Design Stage</p> <p>Pond 5a – at Detailed Design Stage</p> <p>Tully Park Phase 2 – at Detailed Design Stage</p> <p>https://www.gov.ie/en/campaigns/urban-regeneration-and-development-fund/</p> <p>URDF 2020 – Call 2 for proposals</p> <p>FPI to assess eligibility for Cherrywood SDZ projects as part of URDF 2020 – Call 2.</p> <p>FPI to provide oversight in the application process of dlr projects under URDF 2020 – Call 2.</p>	<ul style="list-style-type: none"> • Commence on site Q3/Q4 2020 • Proceed to Part 8 stage in 2020 • Commence on site Q2/Q3 2020 • Commence on site Q2/Q3 2020 • Applications to be submitted by 31st March 2020. • Applications to be submitted by 31st March 2020.
<p>6.</p>	<p>Progress Local Infrastructure Housing Activation Fund (LIHAF).</p>	<p>Local Infrastructure Housing Activation Fund (LIHAF)</p> <p>Oversight, delivery and project management of the 3 LIHAF projects areas for funding for road and bridge infrastructure of circa €24m project to support the delivery of in excess of 3,400 homes http://rebuildingireland.ie/lihaf/</p> <p>Progress the 3 DLR approved projects at Clay Farm, Woodbrook Shanganagh and Cherrywood in close working</p>	

		<p>with the I&CC Department – Road Projects Office as part of the DLR Capital Programme delivery.</p> <ul style="list-style-type: none"> • Ensure collaborative engagement with developers/landowners and other agencies to progress all projects. • Ensure LIHAF Funding conditions and requirements are fully met. • Project reporting to DHPLG on a quarterly basis. <p>Clay Farm – Construction of 600m of Loop Distributor Road - Preliminary Design Stage</p> <p>Woodbrook Shanganagh – construction of new Avenue Road and works on Old Dublin Road -Preliminary Design Stage</p> <p>Cherrywood</p> <ul style="list-style-type: none"> ➤ Phase 1 – at final Construction Stage Junction Q and the Druid’s Glen Road (130m) ➤ Phase 2 - The next section of Druid’s Glen Road (350m of road and a 40m short bridge spanning the Carrickmines Stream) ➤ Phase 3 –Druid’s Glen road - 140m span bridge with surveys and site investigations are due to commence shortly. 	<ul style="list-style-type: none"> • End 2021 in accordance with current Grant Agreement with DPHLG • End 2021 in accordance with current Grant Agreement with DPHLG • Quarter 1/2020 • Construction start in Quarter 2/2020 • Site surveys and montage for submission to DHPLG June 2020. • Commence design stage in Quarter 3 2020.
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Corporate Goal 3: Enhance people’s lives through access to sustainable travel choices, across our network of communities

Action	Description	Proposed Delivery	Timeframe
2.	Facilitate, develop and implement strategic transport projects in conjunction with national transportation agencies, e.g. supporting delivery of Bus Connects by the NTA	FPI to continue to work with the NTA to secure the new DART station at Woodbrook as part of its brief in providing management and oversight to drive the implementation of the Shanganagh Woodbrook MUHDS.	<ul style="list-style-type: none"> • Planning application for DART station to be lodged Q2 2020

9.	Implement the objectives of the County Development Plan, Local Area Plans and the Cherrywood Planning Scheme.	Cherrywood Planning Scheme <ul style="list-style-type: none"> ➤ Undertake the annual Assessment of the Strategic Road Network in cooperation with the NTA/TII ➤ Progress the required Business Cases in order to provide the required supporting strategic infrastructure outlined in the Planning Scheme, commencing with the Kilternan Link Road (KLR). ➤ Undertake a study for the provision of an At-Grade Cycle Crossing to the Wyattville Link Road (WLR) ➤ Ensuring development in the SDZ area is consistent with the requirements and objectives of the Cherrywood SDZ Planning Scheme. 	<ul style="list-style-type: none"> • Q4 2020 • Business Case for KLR to commence in Q1 2020 • Study to be commence Q1 2020 • Assessment of all proposed development to comply with the Planning Scheme. All planning decisions to be made within the statutory timeframe.
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Corporate Goal 4: Provide quality community, recreational, sporting and cultural opportunities for all who live, work and visit the county

Action	Description	Proposed Delivery	Timeframe
13.	Implement the objectives of the County Development Plan, Local Area Plans and the Cherrywood Planning Scheme.	Cherrywood Planning Scheme <ul style="list-style-type: none"> ➤ FPI will collaborate with landowners to progress the provision of community facilities in the Town and Village Centres as per the Cherrywood Planning Scheme ➤ Work with the landowners and dlr consultants to provide high quality playground and sports facilities in accordance with the Cherrywood Planning Scheme objectives ➤ Ensuring development in the SDZ area is consistent with the requirements and objectives of the Cherrywood SDZ Planning Scheme. 	<ul style="list-style-type: none"> • Ongoing • dlr constructing Phase 2 of Tully Park in 2020 in conjunction with landowner of Phase 1 completing and providing the playground facilities permitted in Phase 1 in 2020. • Assessment of all proposed development to comply with the Planning Scheme. All planning decisions to be made within the statutory timeframe.

Corporate Goal 5: Enhance the vitality of our towns and villages while preserving our natural and built heritage

Action	Description	Proposed Delivery	Timeframe
11.	Implement the objectives of the County Development Plan, Local Area Plans and the Cherrywood Planning Scheme.	<p>Cherrywood Planning Scheme</p> <ul style="list-style-type: none"> ➤ FPI will ensure the works to Phase 2 of Tully Park as part of the URDF will not adversely impact the National Monuments contained within the site in close consultation with the landowner and the DAHG. ➤ Ensuring development in the SDZ area is consistent with the requirements and objectives of the Cherrywood SDZ Planning Scheme. 	<ul style="list-style-type: none"> • Construction due to commence during 2020 • Assessment of all proposed development to comply with the Planning Scheme. All planning decisions to be made within the statutory timeframe.

(v) Infrastructure and Climate Change

Corporate Goal 1: Show leadership in protecting our Environment, through education and in how we work

Action	Description	Proposed Delivery	Timeframe
1.	Take a leadership role to combat the impacts of climate change and focus our work towards the transformational shift of our economies and societies towards climate resilient and sustainable development.	<ul style="list-style-type: none"> • Delivery of actions set out in the DLR County Council Climate Action Plan 2019-2024 and relevant actions in the Government Climate Action Plan 2019. • Work with National dialogue programme on Climate action to facilitate citizen and community engagement, build capacity and encourage local actions. • Management of environmental awareness programmes (Community Clean-up schemes, Green Schools, Tidy Schools, Reuse Month, Christmas Campaigns, Tidy Districts Competition, Gum Litter Taskforce). • Management of environmental grant programmes (Anti-Litter Anti-Graffiti Awareness Grant Scheme, Local Agenda 21 Scheme and dlr Environment Grant Scheme). • Participate in the Environmental Protection Agency's Local Authority Waste Prevention Programme (LAPN) 2020. • The projects in the Capital Programme to be managed so as to deliver towards the key targets of the Council's Climate Change Action Plan. • Promote Environmental Best Practice to Businesses and Organisations in the county in collaboration with key stakeholders including Dún Laoghaire 	<ul style="list-style-type: none"> • Ongoing • Ongoing • These are Annual programmes and events that will be run in 2020. • These are annual grant schemes run by dlr. • Annual programme set by EPA • Ongoing • Ongoing

		<p>Rathdown Chamber, Sandyford BID clg and Econcertive.</p> <ul style="list-style-type: none"> Honour and recognise organisations that operate in an environmentally sustainable manner in the county. Training staff so that Climate Action is a key part of the Council's decision making process. 	<ul style="list-style-type: none"> Annual event to take place. Townhall talks and formal training programme in 2020
2.	Implement the County Council's Climate Change Action Plan 2019-2024.	<ul style="list-style-type: none"> Implementation of the actions in the Plan in the five action areas; Energy and Buildings, Transport, Flood resilience, Nature based solutions and resource management. Working with Climate Action Regional Office (CARO) on initiatives. Appointment of a Climate Action Officer in 2020. 	<ul style="list-style-type: none"> Ongoing 2020-2024 Q1 2020
11.	Implementation of the Regional Waste Management Plan 2015-2021.	<ul style="list-style-type: none"> Delivery of the actions under the Waste Management Plan. 	<ul style="list-style-type: none"> Ongoing
12.	Monitoring and Enforcement of Environmental and Waste regulations including the Litter Management Plan and Litter Warden services.	<ul style="list-style-type: none"> Monitoring and Enforcement of Environmental and Waste Regulations. Meeting the inspection targets as set out in EPA RMCEI Plan 2020. Work with waste enforcement regional lead authority on national waste enforcement priorities. Delivering on the actions in the Litter Management Plan. Litter Wardens investigating complaints and carrying out inspections and issuing fines. Work with the Department of Communications, Climate Action and Environment, the EPA, Wicklow County Council and Woodbrook Golf Club (landowner) on minimising any environmental risk from the former Bray Landfill. 	<ul style="list-style-type: none"> Ongoing EPA review takes place in Jan 2021 Ongoing Ongoing Ongoing Ongoing. Coastal protection solution to be tendered and on site in 2020

		<ul style="list-style-type: none"> • Implementing the Control of Dogs Acts and Regulations. • Dog Warden Service investigating complaints/ collecting stray dogs, carrying out license inspections and issuing dog licenses. • Implement Control of Horses Act. • Seizure of stray horses and investigating complaints. • Hosting a hazardous waste event as per the DOELG Department promotion. • Provide Christmas tree recycling. 	<ul style="list-style-type: none"> • Ongoing • Ongoing • Ongoing • Ongoing • Q4 2020 • Dec 2020/Jan 2021
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Corporate Goal 2: Facilitate the development of a variety of housing options, enabling improved choice, that drives quality of life for all.

Action	Description	Proposed Delivery	Timeframe
2.	Provide enabling infrastructure and services in conjunction with key stakeholders to support new homes and create new communities and places.	<ul style="list-style-type: none"> • Work with external agencies like Irish Water, NTA, TII to provide infrastructure that allows use of public lands. • Continue to progress the committed Projects on the Capital Programme that support new and improved infrastructure. • Acquire lands by agreement and CPO's as required to deliver on projects in the Capital Programme that meet the Corporate Objectives of DLR. • Providing Recovery and Recycling Facilities at Civic Amenity sites and the provision of a network of Bring centres. 	<ul style="list-style-type: none"> • Ongoing • Ongoing • Ongoing – Blackglen Road and Glenamuck Distributor Road Schemes. • Ongoing

Corporate Goal 3: Enhance people’s lives through access to sustainable travel choices, across network of communities.

Action	Description	Proposed Delivery	Timeframe
1.	Support the strong future development of dlr as a great place to live, work and visit, by working with national agencies to eliminate infrastructure deficits in the County.	<ul style="list-style-type: none"> A Capital programme is prepared that is aligned to the Corporate Objectives of DLR and the County Development Plan objectives. The review of the Capital Programme to be presented to the Elected Members for their noting. Continue to progress the committed Projects on the Capital Programme. 	<ul style="list-style-type: none"> Q1 2020 Q1 2020 Ongoing
2.	Facilitate, develop and implement strategic transport projects in conjunction with national transportation agencies, e.g. supporting delivery of Bus Connects by the NTA.	<ul style="list-style-type: none"> Work with the NTA in supporting the delivery of Bus Connects and identifying projects that facilitate its implementation. 	<ul style="list-style-type: none"> Ongoing

Corporate Goal 5: Enhance the vitality of our towns and villages while preserving our natural and built heritage

Action	Description	Proposed Delivery	Timeframe
3.	Take an active approach in prioritising public land for long-term use.	<ul style="list-style-type: none"> Ensure the good management of Council owned property and lands. Work with external agencies like Irish Water, NTA, TII and others to provide infrastructure that allows use of public lands. Continue to progress the committed Projects on the Capital Programme that support new and improved infrastructure that allows for maximising the potential of public land. 	<ul style="list-style-type: none"> Ongoing Ongoing Ongoing

12.	Deliver central Government's strategic objectives for this county by working with national and local agencies to eliminate infrastructure deficits.	<ul style="list-style-type: none"> • A Capital programme is prepared that is aligned to the Government objectives, other National Agencies objectives, the Corporate Objectives of DLR and the objectives in the County Development Plan. • The review of the Capital Programme to be presented to the Elected Members for their noting. • Continue to progress the committed Projects on the Capital Programme. 	<ul style="list-style-type: none"> • Q1 2020 • Q1 2020 • Ongoing
13.	Implement a proactive scheme and actions to prevent dereliction.	<ul style="list-style-type: none"> • Continue to monitor derelict sites and maintain the Derelict Sites register. 	<ul style="list-style-type: none"> • Ongoing

(vi) Municipal Services

Corporate Goal 1: Show leadership in protecting our Environment, through education and in how we work.

Action	Description	Proposed Delivery	Timeframe
2.	Implement the County Council's Climate Change Action Plan 2019-2024.	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> 2020
8.	Contribute to a strong community spirit by enabling people to play their role in ensuring clean and tidy streets with well-maintained green spaces.	<ul style="list-style-type: none"> Scheduled street sweeping/cleaning. Litter bin management Parks maintenance, litter picking, litter bin management 	<ul style="list-style-type: none"> 2020
9.	Minimise the occurrence of flooding throughout the County and work with the OPW to implement recommendations of the Flood Risk Management Plans.	<ul style="list-style-type: none"> Project planning work proceeding. Kilbogget Park screen/flood alleviation to proceed to tender 	<ul style="list-style-type: none"> 2020
10.	Continue to work with Irish Water to maintain good water status and achieve the requirements of the Water Framework Directive (WFD), including bathing water quality.	<ul style="list-style-type: none"> Ongoing collaboration with IW Joint project with Dublin City Council on Elm Park/Trimleston Streams EU funded LIFE project with South Dublin County Council on Shanaganagh river catchment 	<ul style="list-style-type: none"> 2020

Corporate Goal 3: Enhance people's lives through access to sustainable travel choices, across our network of communities.

3.	Deliver the transportation elements of the Council's Capital Programme in line with Government policy.	<ul style="list-style-type: none"> Projects proceeding 	<ul style="list-style-type: none"> 2020
4.	Continue to facilitate sustainable transport choices for walking, cycling and public transport.	<ul style="list-style-type: none"> NTA funded programme underway. Cycle network review to be completed Various cycle schemes to proceed, planning and delivery 	<ul style="list-style-type: none"> 2020
5.	Deliver the five-year Road Safety Plan.	<ul style="list-style-type: none"> Road Safety awareness and education programme. School warden service. Traffic Advisory Group. Traffic management improvement works, accident improvement schemes. 	<ul style="list-style-type: none"> 2020

6.	Continue to improve the County's road network, including pedestrian and cycle networks, for the safe and efficient movement of all road users in a sustainable manner.	<ul style="list-style-type: none"> Road maintenance improvement programme. Footpath repair and replacement programme. Cycle way maintenance and cleaning programme 	<ul style="list-style-type: none"> 2020
7.	Ensure greater emphasis on public transport, cycling, walking and access for people with disabilities.	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> 2020
8.	Support local business and communities by reviewing the County's parking control strategy and employing new technology to facilitate access to parking in major commercial centres.	<ul style="list-style-type: none"> Pay parking review underway 	<ul style="list-style-type: none"> 2020
10.	Continue to encourage the use of electric vehicles (EV) by collaborating with utility companies to provide more EV charging points and EV parking spaces.	<ul style="list-style-type: none"> Participating in national project 	<ul style="list-style-type: none"> 2020

Corporate Goal 4: Provide quality community, recreational, sporting and cultural opportunities for all who live, work and visit the county

4.	Provide green spaces between vibrant villages and towns to support strong communities that are accessible and safe for all, including cyclists and pedestrians.	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> 2020
5.	Continue to develop and implement appropriate cost effective and sustainable masterplans for parks and open spaces.	<ul style="list-style-type: none"> Shanganagh Park completed 	<ul style="list-style-type: none"> 2020
6.	Provision of high quality open spaces and recreation facilities for all interests, that are clean, safe, accessible and socially inclusive.	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> 2020
7.	Promote a healthy county by providing opportunities for citizens and communities to achieve good physical health and positive mental health and wellbeing through access to leisure and recreational facilities, high quality clean beaches, parks, sports pitches and indoor sports centres.	<ul style="list-style-type: none"> Ongoing by Parks, Beaches, Sports and dlr leisure services 	<ul style="list-style-type: none"> 2020
8.	Support tourism to the county by providing events and activities for visitors including CoCo Markets, Concerts, Festivals and Sports Events.	<ul style="list-style-type: none"> Events programme under review CoCo markets in Dun Laoghaire and Marlay Heritage seasonal programmes. Parks events/family days Marlay and Harbour concerts. 	<ul style="list-style-type: none"> 2020
14.	Support events that enhance quality of life in the County.	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> 2020

Corporate Goal 5: Enhance the vitality of our towns and villages while preserving our natural and built heritage.

1.	Protect our heritage and the county's strong identity of "From the Mountains to the Sea".	<ul style="list-style-type: none"> Ongoing heritage programme and events. New heritage plan to be prepared. 	<ul style="list-style-type: none"> 2020
2.	Ensure healthy communities and a meaningful sense of place by protecting our built and natural heritage and enabling our villages to thrive.	<ul style="list-style-type: none"> Heritage plan objectives. 	<ul style="list-style-type: none"> 2020
6.	Provide and maintain a high-quality public realm.	<ul style="list-style-type: none"> Ongoing programme of maintenance and improvement. 	<ul style="list-style-type: none"> 2020

(vii) Finance and Economic Development

Corporate Goal 1: Show leadership in protecting our Environment, through education and in how we work

Action	Description	Proposed Delivery	Timeframe
2.	Implement the County Council's Climate Change Action Plan 2019-2024.	<ul style="list-style-type: none"> Reduce energy costs in accordance with Corporate guidelines. 	<ul style="list-style-type: none"> Ongoing

Corporate Goal 5: Enhance the vitality of our towns and villages while preserving our natural and built heritage

Action	Description	Proposed Delivery	Timeframe
13.	Implement a proactive scheme and actions to prevent dereliction.	<ul style="list-style-type: none"> Ongoing rollout of shop front improvement and vacant premises schemes. Team put in place to increase the take up of same and to engage proactively with Business Associations and groups in towns and villages across the County. Liaise with other departments to implement actions to reduce dereliction in towns and villages. 	<ul style="list-style-type: none"> Ongoing Ongoing

Corporate Goal 6: Engage with businesses to support their presence and growth in the County.

Action	Description	Proposed Delivery	Timeframe
1.	Support local business growth and development to encourage a vibrant and resilient economy.	<ul style="list-style-type: none"> Continue to market the over 30 products, including training, Brexit supports, mentoring, grants for the SME and broader economic base. 	<ul style="list-style-type: none"> Ongoing
2.	Take an innovative approach to providing supports for businesses and entrepreneurs to grow the local economy and make this an attractive county in which to invest.	<ul style="list-style-type: none"> Drive the take up of leandlr.ie, katapult.ie and Liftireland.ie/dlr which are highly innovative and pillars of our three year strategy. 	<ul style="list-style-type: none"> Ongoing

3.	Maximise Sandyford Business District's (SBD) employment through providing enabling infrastructure and services and actively engaging with SBD.	<ul style="list-style-type: none"> Working in partnership with Sandyford BID Company in the collection of the BID Levy. Make representation to the relevant internal departments on behalf of SBD on infrastructural issues where the need arises. 	<ul style="list-style-type: none"> Ongoing Ongoing
4.	Continue to support small and medium sized businesses through grant schemes.	<ul style="list-style-type: none"> Continue to implement the Rates Support Grant Scheme for eligible Ratepayers through communication and information Market and engage with the business community on grants, training and other supports which can be found at www.localenterprise.ie/dlr 	<ul style="list-style-type: none"> Prior to 1st July, 2020 Ongoing
5.	Collaborate with all stakeholders in promoting the County as a destination for tourists.	<ul style="list-style-type: none"> Support the implementation of the DLR Tourism strategy actions 2017 - 2022. Support the development of the DLR Tourism Committee to oversee the implementation of the DLR Tourism strategy. Provision of Quality Tourist Information supports and services, from the DLR Tourism Kiosk. Facilitate and develop the DLR Tourism Providers Network. Participate in a new EU project "Tourism Friendly Cities" as part of the URBACT III Programme. Develop and promote a range of Festivals & Participative Events in the County. Collaborate with Failte Ireland on a number of tourist initiatives. Destination Towns, Dublin Coastal Trail. Support the implementation of the Twinning and International relations Work Plan. 	<ul style="list-style-type: none"> Multi-year programme. Ongoing. Meets Twice per year. Annual Service. Meets Twice per year. 2020 – 2022 Quarterly Reports Ongoing. Ongoing.

		<ul style="list-style-type: none"> Collaborate with the Dublin Bay Biosphere Project. 	<ul style="list-style-type: none"> Quarterly meetings.
6.	Engage with all stakeholders in a meaningful manner in developing an economic plan to secure and consolidate the future of Dún Laoghaire town and Harbour.	<ul style="list-style-type: none"> We have engaged two consultants to deliver on these plans 	<ul style="list-style-type: none"> Aug 2020
7.	Provide leadership and assistance in preparing for the impact of Brexit.	<ul style="list-style-type: none"> Employed a consultant to drive Brexit supports in the community and deliver ongoing training and awareness. 	<ul style="list-style-type: none"> Ongoing
8.	Working with Smart Dublin to engage with technology providers, researchers and citizens to improve our services and quality of life in a responsible manner.	<ul style="list-style-type: none"> Introduce new service providers to the council. Four already introduced with good results 	<ul style="list-style-type: none"> Ongoing

Corporate Goal 8: Optimise human, financial and physical resources to deliver accessible customer focused quality services

Action	Description	Proposed Delivery	Timeframe
7.	<p>Maximise income collection.</p> <p>Ensure robust financial processes to safeguard financial position.</p>	<ul style="list-style-type: none"> To maximise income collections and achieve national rates collection targets set for the Council. The continuous achievement of a balanced budget and adherence to the highest standards of accountability and financial probity. To ensure compliance with the Department's statutory obligations, with particular reference to the preparation of annual budget, annual financial statement, returns to Revenue and other state bodies/agencies. Payment to suppliers in accordance with prompt payment requirements. 	<ul style="list-style-type: none"> Ongoing Annually Within statutory, regulatory, corporate or other timeframes. Ongoing.
9.	Ensure Risk Management Policy and risk register is in place and continually reviewed and updated, safeguarding the Council's reputation and finances.	<ul style="list-style-type: none"> Facilitate the continuous review of the Corporate and Departmental Risk Registers on a quarterly basis and ensure that mitigation strategies are 	<ul style="list-style-type: none"> Quarterly

		aligned to the risks identified to lower the risk consequences.	
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(viii) Architects

Corporate Goal 1: Show leadership in protecting our Environment, through education and in how we work.

Action	Description	Proposed Delivery	Timeframe
2.	Implement the County Council's Climate Change Action Plan 2019-2024.	<ul style="list-style-type: none"> Organise Energy Assessments of buildings that are Significant Energy Users. Progress if feasible an Energy Performance Contact for corporate buildings following completion of energy assessments. 	<ul style="list-style-type: none"> Q2 2020 2020
5.	Continually improve our Energy Performance and our Energy Management System ISO 50001.	<ul style="list-style-type: none"> Promote improvement in energy performance by 33% by end 2020. Comply with the relevant Statutory Instruments in relation to Energy. Promote compliance with Energy Legislation SI426:2014 – Energy Efficient Design. Promote Exemplar role of Public Sector (PS) in Energy Efficiency. Measure, monitor and record energy consumption - SEAI PS Monitoring & Reporting platform. Procure Annual Display Energy Certificates (DEC) for all public buildings over 250m2 & open to the public. Coordinate the Energy Management System in compliance with ISO50001. The scope of the energy management system is the energy use under the control of Dún Laoghaire-Rathdown County Council. The Significant Energy Users are in the Municipal (public lighting, fleet), 	<ul style="list-style-type: none"> Ongoing Ongoing Annual return to SEAI Annual audits Ongoing

		Community and Corporate Services Departments.	
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Corporate Goal 2: Facilitate the development of a variety of housing options, enabling improved choice, that drives quality of life for all.

Action	Description	Proposed Delivery	Timeframe
8.	Design and construct sustainable, low energy, adaptable lifetime homes to the highest standard.	<ul style="list-style-type: none"> Designing housing schemes that are sustainable, low energy and incorporate lifetime adaptability principles 	<ul style="list-style-type: none"> Ongoing, as programmed with Client Department
12.	Implement the Traveller Accommodation Plan 2019-2024.	<ul style="list-style-type: none"> Designing and refurbishing Traveller Accommodation as required under the Traveller Accommodation Plan 2019-2024 	<ul style="list-style-type: none"> Ongoing, as programmed with Client Department
13.	Manage existing social housing efficiently and retrofit existing homes to the highest standard possible.	<ul style="list-style-type: none"> Undertaking energy upgrade housing projects Carry out energy usage and indoor air quality sample audit of housing stock 	<ul style="list-style-type: none"> Ongoing, as programmed with Client Department Equipment installation in 2020

Corporate Goal 4: Provide quality community, recreational, sporting and cultural opportunities for all who live, work and visit the county.

Action	Description	Proposed Delivery	Timeframe
14.	Support events that enhance quality of life in the County.	<ul style="list-style-type: none"> Participate in Open House Dublin 2020 Programme Support Creative Ireland initiatives 	<ul style="list-style-type: none"> Increased public awareness of the value of Architecture

Corporate Goal 5: Enhance the vitality of our towns and villages while preserving our natural and built heritage.

Action	Description	Proposed Delivery	Timeframe
2.	Ensure healthy communities and a meaningful sense of place by protecting our built and natural heritage and enabling our villages to thrive.	<ul style="list-style-type: none"> Development Management - planning applications, Section 57 & Section 5 - on protected structures and buildings within Architectural Conservation Areas (ACAs). Administer Central Government Grant Schemes for the Built Heritage if provided in 2020. Contribute to review of County Development Plan in relation to Built Heritage policies and development management. 	<ul style="list-style-type: none"> Ongoing 2020 2020
4.	Enrich the county's heritage by leading the way in design and energy efficiency of Council buildings including housing, recreation facilities and offices.	<ul style="list-style-type: none"> Advocate high levels of design quality using low energy principles for Council buildings including housing, recreation facilities and offices 	<ul style="list-style-type: none"> Ongoing, as programmed with Client Departments
5.	Prioritise connectivity and sustainability in design and planning for the county.	<ul style="list-style-type: none"> Developing Local Area Plans and Urban Framework Plans that promote best practice Urban Design principles including connectivity, sustainability and placemaking 	<ul style="list-style-type: none"> Ongoing, as programmed with Client Departments

(ix) Community and Cultural Development

Corporate Goal 1: Show leadership in protecting our Environment, through education and in how we work

Action	Description	Proposed Delivery	Timeframe
3.	Promote health and wellbeing for all people living and working in the County.	<ul style="list-style-type: none"> Implement Healthy Ireland programme for 2020/2021 in DLR, through coordinating delivery of actions and supporting community engagement Healthy Ireland at your Library initiative including event programming, bookstock/online resources. 	<ul style="list-style-type: none"> Ongoing Ongoing
8.	Contribute to a strong community spirit by enabling people to play their role in ensuring clean and tidy streets with well-maintained green spaces.	<ul style="list-style-type: none"> Continue to develop environmental enhancement and community spirit through the Estate Management Programme and support for 'Pride of Place' 	<ul style="list-style-type: none"> Ongoing

Corporate Goal 4: Provide quality community, recreational, sporting and cultural opportunities for all who live, work and visit the county

Action	Description	Proposed Delivery	Timeframe
1.	Support and promote safe and secure communities and ongoing development of the Joint Policing Committee.	<ul style="list-style-type: none"> Annual JPC Report agreed Annual JPC Workplan agreed Support the development of the Joint Policing Committee and 3 Local Policing Foras Support for meetings of JPC and LPF's and for implementation of Annual JPC Workplan Develop a countywide security project 	<ul style="list-style-type: none"> by end April by end April Ongoing Ongoing by end September

<p>2.</p>	<p>Support the development of sustainable, inclusive and empowered communities that facilitate the social, cultural and economic well-being of all members.</p>	<ul style="list-style-type: none"> • Continue to support community facilities and community development and progress approved projects for Community in DLR Capital programme • Continue to manage and administer DLR Community Employment Schemes • Support for the development of the Social Inclusion and Community Activation Programme (SICAP) to achieve annual plan outcomes • Provide information on Rural Development programme and funding opportunities • Promote availability of social enterprise funding opportunities • To provide and manage appropriate and inclusive Library and Arts spaces • Support enhanced usage and energy efficiency of Library spaces in line with approved plans and available funding • Implement goals and ambitions of the Arts Development Policy 2016 -2020 • Continued delivery of dlr Culture and Creativity Strategy 2018 – 2022 • Progress the actions of dlr Public Art Policy 2018 – 2025 • Progress the Music Generation DLR plan 	<ul style="list-style-type: none"> • Ongoing • Ongoing • Ongoing • Ongoing • Annual programme • Ongoing • Jan-Dec 2020 • Ongoing • Ongoing • Ongoing
<p>3.</p>	<p>Connect and empower adults and children through the continuous development of a library, arts and cultural service, that inspires ideas and supports community potential.</p>	<ul style="list-style-type: none"> • Support and engage with Creative Team • Progress plans for new libraries subject to approvals and funding and maintain existing library facilities to a high standard • Roll out My Open Library in Dalkey Library with extended flexible opening hours 	<ul style="list-style-type: none"> • Ongoing • Ongoing • July 2020

		<ul style="list-style-type: none"> • Drafting of new Library Development Plan 2020-2024 (incl. public consultation phase) • Implement Our Public Libraries 2022 • Administer DLR bookfund €657,700 • Library and LexIcon events/exhibition programme • Continue to develop use of social media/website/digital signage as a communications and marketing tool linking with local/national promotional initiatives • Showcase DLR library service at IFLA conference in August 	<ul style="list-style-type: none"> • May 2020 (commencing) • Ongoing • Ongoing • Ongoing • Ongoing • August 15-21 2020
7.	Promote a healthy county by providing opportunities for citizens and communities to achieve good physical health and positive mental health and wellbeing through access to leisure and recreational facilities, high quality clean beaches, parks, sports pitches and indoor sports centres.	<ul style="list-style-type: none"> • Support community development, recreation, health and wellbeing in dlr through the sustainable management of dlr's community facilities • Support for improving outcomes for health through promoting community engagement in the Healthy Ireland programme • Develop dedicated Healthy Ireland page on DLR's website • Support activity through Universal Grant scheme 	<ul style="list-style-type: none"> • Ongoing • Ongoing • By end June • March, Sept
9.	Ensure dlr activities and initiatives promote the Irish Language, multiculturalism and are socially inclusive.	<ul style="list-style-type: none"> • Support the development of social inclusion in our communities. • Support for events/initiatives to promote cultural diversity and inclusion such as the Festival of Inclusion throughout the county. • Support development of the DLR Integration Forum. • Update DLR's Migrant Integration Strategy. • Irish-speaking Writer in Residence. • Event programming through the Irish language (e.g. Grúpa Spraoi, Irish book clubs and conversation groups). 	<ul style="list-style-type: none"> • Ongoing • Ongoing • Ongoing • By end of 2020 • Until July 2020 • Ongoing

		<ul style="list-style-type: none"> Autism-friendly initiatives (in line with Autism Action Plan, sensory funding). International Women’s Day events as part of M2C dlr Book Festival. Continue to progress with multicultural initiatives and programming. 	<ul style="list-style-type: none"> Ongoing March 2020 Ongoing
10.	Enrich quality of life for all through collaboration, promoting inter-agency work and engaging with communities and stakeholders.	<ul style="list-style-type: none"> Facilitate and co-ordinate Comhairle na n’Óg Support CYPSC partners with implementing the CYPSC 3-year plan to achieve better outcomes for children and young people Support the network of community centres to build capacity for strong and inclusive communities Support volunteer committees in Estate Management Programme and build capacity through training, support and funding Progress review of Estate Management Programme Roll out of dlr Community website to develop community engagement and increase awareness Implement goals and ambitions of the Arts Development Policy 2016 -2020 Continued delivery of dlr Culture and Creativity Strategy 2018 – 2022 	<ul style="list-style-type: none"> Ongoing Ongoing Ongoing Ongoing By end September By end March Ongoing Ongoing
11.	Further develop and strengthen Dún Laoghaire Rathdown Local Community Development Committee, and support the Public Participation Network.	<ul style="list-style-type: none"> Support and develop the Local Community Development Committee (LCDC) Work in collaboration with partners on the LCDC and sub groups to achieve outcomes Develop online presence of LCDC Regular engagement with PPN regarding its on-going development for dlr Community and priorities 	<ul style="list-style-type: none"> Ongoing Ongoing By end June Ongoing

		<ul style="list-style-type: none"> • Support for PPN regarding the Annual PPN Work Plan and regular engagement on progress updates • Support the development of a PPN Wellbeing statement for dlr 	<ul style="list-style-type: none"> • Agreed by April and ongoing • By end year
12.	Support community engagement, volunteerism and active citizenship by developing their skills, knowledge and experience to engage fully with the Council.	<ul style="list-style-type: none"> • Community engagement to support and encourage volunteerism and active citizenship • Promote the work of the DLR Volunteer Centre and develop MOU to continue Volunteer Corps • Provide capacity building training for voluntary members of community groups • To provide a focal point for public services and to meet information needs in collaboration with national partners • Exit 15, community led cultural engagement programme 	<ul style="list-style-type: none"> • Ongoing • By end April • Ongoing • Ongoing • To end March 2020
14.	Support events that enhance quality of life in the County.	<ul style="list-style-type: none"> • Provide and administer financial assistance to support delivery of locally organised community activities and events, through the Universal Grant Scheme • Review effectiveness and opportunities to enhance community grant scheme • Promote opportunities for local community events funded through government funding • Healthy Ireland and Work Matters programming 	<ul style="list-style-type: none"> • Rounds 1 & 2 of the grants scheme • Ongoing • In line with departmental deadlines • Annual programme of funding, opportunities, training and events

		<ul style="list-style-type: none"> • M2C dlr Book Festival • Right to Read Programme – Spring into Storytime, Summer Stars, Children’s Book Festival, Family Time at your Library • dlr Library Voices • Creative Ireland dlr programme 2020 • Music Generation dlr events • STEAM Programme 	<ul style="list-style-type: none"> • Spring 2020 • Ongoing • Autumn 2020 • Ongoing • Ongoing • Ongoing
15.	Continue to implement the community element of the Local Economic and Community Plan (LECP) 2016-2021 and develop a new LECP for 2022-2028.	<ul style="list-style-type: none"> • Co-ordinate and progress the implementation of DLR LECP Community and shared Community objectives • Reporting on progress to LCDC and review in line with legislative requirements • Administer, oversee/support and promote LCDC Grant Schemes/ key initiatives as relevant – Healthy Ireland, Community Enhancement Programme, Towns and Villages, National Community Weekend 	<ul style="list-style-type: none"> • Ongoing • Half yearly reporting • In line with departmental deadlines throughout the year

Corporate Goal 5: Enhance the vitality of our towns and villages while preserving our natural and built heritage.

Action	Description	Proposed Delivery	Timeframe
8.	Ensure Dún Laoghaire-Rathdown will continue to develop an age friendly county where our older people are supported, through accessible programmes and design and planning.	<ul style="list-style-type: none"> • Continued implementation, review and development of DLR’s Age Friendly Strategy 	<ul style="list-style-type: none"> • Ongoing

		<ul style="list-style-type: none"> • Commence preparation of new Age Friendly Strategy • Continue to develop Age-Friendly library programme. Each dlr library has an Age-Friendly Charter • Bealtaine programme of events, including nationwide Bealtaine Book Club • Age-friendly/intergenerational programme of events throughout the year including Home Delivery service, using your smartphone/tablet, Tovertafel etc. 	<ul style="list-style-type: none"> • By end 2020 • Ongoing • May 2020 • Ongoing
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Corporate Goal 7: Promote equality and human rights by implementing the Public Sector Duty

Action	Description	Proposed Delivery	Timeframe
1.	Eliminate discrimination, protect human rights and promote equality of opportunity through the implementation of the Public Sector Equality and Human Rights Duty.	<ul style="list-style-type: none"> • Engage and support inter-departmental implementation of the PSD, including community engagement on service delivery 	<ul style="list-style-type: none"> • In line with Corporate timelines
6.	Strengthen and build understanding and capacity to meet Public Sector Duty obligations in local government, community and voluntary organisations.	<ul style="list-style-type: none"> • Support for PSD assessment, analysis and actions • Assist as required in provision of Public Sector Duty obligations 	<ul style="list-style-type: none"> • In line with Corporate timelines
8.	Ensure social inclusion, equality and accessibility is at the core of our services, activities and events to support our vibrant economy and strong community, for people of all ages.	<ul style="list-style-type: none"> • Implement PSD to ensure equality and protection of human rights for all • Work with departmental colleagues on event programming for Festival of Inclusion • Engagement with marginalised communities within dlr – Funding projects 	<ul style="list-style-type: none"> • In line with Corporate timelines • October 2020 • Until end of March 2020 & Autumn 2020(tbc)

		<ul style="list-style-type: none"> • To promote digital literacy through timely provision of technology and education on same • To promote self-service with extended opening hours, allowing equitable access to all 	<ul style="list-style-type: none"> • Ongoing • Ongoing
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