

# **DÚN LAOGHAIRE-RATHDOWN COUNTY COUNCIL**

## **ANNUAL SERVICE DELIVERY PLAN 2022**



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:

Under the Local Government Act 2014 the Council is required to prepare an Annual Service Delivery Plan, that identifies the principal services that dlr will provide, across all directorates, to its citizens in the year ahead.

This is the third Annual Service Delivery Plan, prepared under the Council's Corporate Plan 2020 – 2024. The Corporate Plan sets out the corporate themes, goals and objectives, with the Annual Service Delivery Plan actions, aligned with same. These actions are set out, in detail, under each of the service areas within the Service Plan. The proposed delivery and timeframes are also included within the plan.

In addition to the Corporate Plan, the Annual Service Delivery Plan must align itself with the Budget 2022 which was approved by the Members in November 2021. The progress on the provision of these services will be reported in the monthly and quarterly Management reports to the Elected Members.

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

- I.** Dlr Corporate Plan – 2020 – 2024, adopted in January 2020
- II.** Budget 2022, adopted in November 2021
- III.** Three-year Capital Programme 2021 - 2023
- IV.** County Development Plan 2016-2022
- V.** Cherrywood SDZ Planning Scheme 2014, as amended
- VI.** 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 2

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



### Corporate Goal 3

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



### 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.



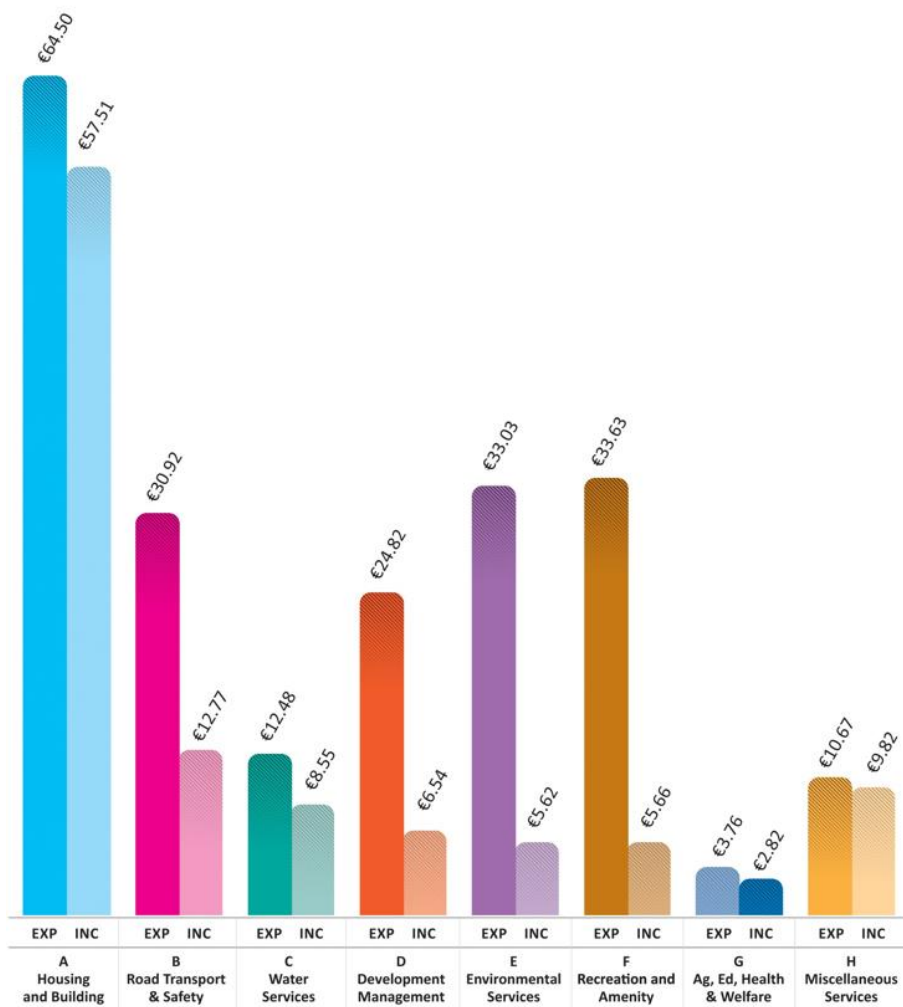
**Corporate Goal 8**

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

### 3. Financial Landscape – Budget 2022

The Revenue budget for 2022 provides for expenditure totaling €213.7m being higher than the budget for 2021 of 211.3m. This expenditure relates to the provision of a large range of services to residents, businesses and visitors to the County. The budgetary process, included the decision was made to reduce the Local Property Tax (LPT) by 15%.

Revenue Expenditure and Income in millions 2022



Division	Expenditure Budget 2022 €
A- Housing and Building	64,495,600
B - Road Transport & Safety	30,916,000
C - Water Services	12,483,500
D - Development Management	24,816,800
E - Environmental Services	33,025,200
F - Recreation and Amenity	33,627,900
G - Agriculture, Education, Health & Welfare	3,760,700
H- Miscellaneous Services	10,673,200
	<b>€213,798,900</b>

Expenditure Categories	Budget 2022 €
Payroll and Staff Costs	59,346,600
Minor Contracts - Trade Services & other works	30,432,500
RAS & Social Leasing Payments	28,248,600
Agency Services & Other Local Authority Payments	24,608,200
Pensions & Gratuities	15,748,700
Insurance, Loan repayments and Financial Charges	11,747,300
Grants, Voluntary and Statutory Contributions	7,550,000
Administration Expenses incl. IT, Communication and Training	6,266,300
Refunds incl. Vacancy refunds, Bad Debt Provisions and Write offs	4,123,100
Energy	3,991,900
Consultancy & Professional Fees	3,268,500
Plant & Equipment, including Repairs and Maintenance	2,982,500
Rent & Rates on Local Authority Buildings	2,890,400
Transfers to Capital	2,708,100
Other Establishment Expenses, incl. LA Buildings Repairs, Maintenance & Security	2,620,700
Other Operational Expenses, incl. Arts, Libraries and Community Events	2,417,900
Materials & Stores Issues	2,282,100
Members Payments and Allowances	1,513,800
Other Expenses	648,700
Local Property Tax - LA Housing	403,000
<b>Total</b>	<b>€213,798,900</b>



## 4. Service Delivery 2022 – 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"> <li>Continued inclusion of the Duty on Senior Management and Seniors Meetings agendas</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>
2.	Ensure the roll out of the Values Statement, which includes an Implementation Plan, prepared by the Cross Departmental Group, which sets out the values of dlr as they relate to Equality and Human Rights	<ul style="list-style-type: none"> <li>Engage with staff through workshops to develop a knowledge and understanding of both the Duty and the Values Statement developed for the organisation</li> </ul>	<ul style="list-style-type: none"> <li>Quarter 2</li> </ul>
3.	Ensure actions within the Implementation Plan are actioned in relation to the Duty, across all departments and services of the Council.	<ul style="list-style-type: none"> <li>Cross Departmental Group to remain in place to assist and report on the actions being undertaken</li> <li>Utilise the various networks within the organisation, including Partnership to assist in promoting and actioning the Duty.</li> </ul>	<ul style="list-style-type: none"> <li>Quarter 2-4</li> </ul>
6.	Provide Council services and information in an affordable and accessible manner for all.	<ul style="list-style-type: none"> <li>Proof all services, documents and communications against the Duty.</li> <li>Communication Plan to put in place the actions agreed</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> <li>Quarter 2</li> </ul>
7.	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"> <li>Embed the Duty fully into the organisation with training for staff and Elected Members. Make the Duty central to how we operate as an organization.</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>
8.	Provide access to Council decision making through accessible and meaningful public consultation.	<ul style="list-style-type: none"> <li>Engage with staff, Elected Members, stakeholders voluntary and community groups and representative organisations for those who experience discrimination and human rights abuses.</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>

## 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"> <li>• Complete the development of dlrMeetingPoint to include the remaining meetings of SPC, CPG and OP&amp;P.</li> <li>• Ensure Members compliance with the Ethical Framework for Local Government.</li> <li>• Furnish Monthly and Quarterly Management Reports to Elected Members and Oireachtas Members.</li> <li>• Consult with Members through OPP, CPG and SPCs.</li> <li>• Digitalise Ethics Register process</li> </ul>	<ul style="list-style-type: none"> <li>• Quarter 3</li> <li>• Quarter 1</li> <li>• Monthly and Quarterly</li> <li>• Ongoing</li> <li>• Quarter 4</li> </ul>
2.	Provide a strong internal audit function while supporting the Local Government auditor and Audit Committee.	<ul style="list-style-type: none"> <li>• Prepare documents and records in timely fashion to Local Government Auditor.</li> <li>• Support the Audit Committee, preparing document packs in a timely manner and provide administrative support and training.</li> <li>• Support the role of the Internal Audit function with Audits delivered in accordance with the Audit Plan for 2022</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing during audit</li> <li>• 6 Audit Committees to be held</li> <li>• Ongoing</li> </ul>
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"> <li>• Continue to deliver accessible quality customer service across all channels of communication via the Civic Hub.</li> <li>• Improve responses and response times to CRMs received both directly from the public and from the Members</li> <li>• Develop and implement new work practices to improve service delivery</li> <li>• 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.</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> <li>• Ongoing</li> <li>• Ongoing</li> <li>• Ongoing</li> </ul>

		<ul style="list-style-type: none"> <li>• Continue to develop the DLR Service Catalogue to work towards its integration with our CRM system (and other corporate systems) to ensure standardisation of all service requests and queries, enabling more efficient and transparent reporting</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> </ul>
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"> <li>• Refresh dlrLink intranet.</li> <li>• Implement internal digital forms, rolling programme.</li> <li>• Continue roll out of dlr Document Management System.</li> <li>• Integrate existing corporate phone system with MS Teams</li> <li>• Implement new CE order management system</li> <li>• Work with Housing to migrate Housing system to NPS</li> <li>• Work with Planning to implement E-Planning</li> <li>• Work with various stakeholders to upgrade Capital Programme Management System</li> <li>• Implement new national Libraries Management System.</li> <li>• Work with Finance to upgrade Agresso system</li> <li>• Work with Corporate Affairs on digital PMDS solution</li> <li>• Engage cross departmentally on new stock control solution</li> <li>• Support Housing Department in providing digital solutions for new 'Rebuilding Ireland' schemes</li> </ul>	<ul style="list-style-type: none"> <li>• Quarter 4</li> <li>• On-going</li> <li>• Quarter 1</li> <li>• Quarter 1-4</li> <li>• Quarter 3</li> <li>• Quarter 2</li> <li>• Quarter 4</li> <li>• Quarter 3</li> <li>• Quarter 2</li> <li>• Quarter 2</li> <li>• Quarter 2</li> <li>• Quarter 4</li> <li>• Quarter 2-4</li> </ul>



		<ul style="list-style-type: none"> <li>Oversight and co-ordination of dlr Safety Management systems and compliance with Health and Safety Legislation</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>
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"> <li>Implementation of Procurement Plan.</li> <li>Complete Procurement Manual.</li> <li>Develop ongoing training programme for staff.</li> <li>Audits of purchasing practices to ensure compliance with current Procurement Plan.</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> <li>Quarter 2</li> <li>Ongoing</li> <li>Ongoing</li> </ul>
11.	Ensure efficient management and maintenance of dlr Corporate Estate, Assets and Portfolio.	<ul style="list-style-type: none"> <li>Develop a Central Property Asset register to incorporate all of the councils owned lands, buildings and estate.</li> <li>Commence the mapping of our Property Portfolio on a GIS Platform, so it is easily accessible application by our departments.</li> <li>Procure a suitable IT platform that can be utilised to centrally monitor and manage our Corporate Buildings as well as the wider DLR Estates &amp; Property Portfolio.</li> <li>Develop a Corporate Space Strategy for our occupied and vacant buildings, to ensure we are maximising our space usage.</li> <li>Expand the Contract &amp; Facilities Management Units to build frameworks that can support and maintain our Corporate Buildings.</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> <li>Ongoing</li> <li>Quarter 2</li> <li>Quarter 3</li> <li>Quarter 2</li> </ul>
12.	Implement the HR strategy developed to facilitate implementation of the Local Authority People Strategy.	<ul style="list-style-type: none"> <li>Facilitate implementation of DLRCC People Strategy objectives.</li> </ul>	<ul style="list-style-type: none"> <li>Quarter 2</li> </ul>
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"> <li>Support the Organisation's Corporate goals through appropriate recruitment and training programmes.</li> <li>Review Workforce Plan in line with Corporate Plan 2020-2024 to deliver on future and existing service requirements.</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> <li>Quarter 2</li> </ul>

14.	Implement the recommendations for the re-developed Performance Management Development System (PMDS) and Competency Framework throughout the organisation. Ensuring the PMDS system supports the strategic goals of dlr and the implementation of these goals.	<ul style="list-style-type: none"> <li>• Roll out new PMDS approach across the organisation</li> <li>• Ensure Organisational compliance and implementation of PMDS ensuring Team Plans are in place and all staff have agreed PDP's.</li> <li>• Implementation of digital system for recording, updating and reviewing pdps</li> <li>• Interim and End Year Reviews carried out for all staff</li> <li>• Carry out a review of the PMDS with dlr and subsequent implementation a PMDS system</li> </ul>	<ul style="list-style-type: none"> <li>• Quarter 4</li> <li>• Quarter 2</li> <li>• Quarter 2-3</li> <li>• Quarter 3-4</li> <li>• Quarter 4 and Ongoing</li> </ul>
15.	Implement dlr's Digital Transformation Strategy.	<ul style="list-style-type: none"> <li>• Complete and publish NBP Digital Strategy.</li> <li>• Rollout of additional public WiFi under WiFi4EU programme.</li> <li>• Smart Sandyford and Smart Dún Laoghaire engagement on sustainable travel.</li> <li>• Work with Local Enterprise on footfall counters and visualisations of footfall data.</li> <li>• Work with Housing on smart energy solutions in social housing.</li> <li>• Update and enhance Open Data offering.</li> <li>• Enhanced use of IoT in council buildings and public realm.</li> </ul>	<ul style="list-style-type: none"> <li>• Quarter 1</li> <li>• Quarter 3</li> <li>• On-going</li> <li>• Quarter 2</li> <li>• Quarter 2</li> <li>• Quarter 3</li> <li>• On-going</li> </ul>
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"> <li>• Continue to support the Partnership Office on projects to enhance the work environment.</li> <li>• Develop an Action Plan for implementation to support staff in carrying out their roles and functions.</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> <li>• Quarter 1</li> </ul>

## 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"> <li>Adopt an 'Environment First' approach to how we work</li> <li>Work to meet targets set by DHLGH for the Energy Efficiency Retrofit Programme and DLRC Climate Action Plan</li> <li>Provide Energy Awareness information as part of pre-tenancy training</li> <li>Explore options to expand the installation and use of climate devices in our housing stock</li> <li>Deliver new homes to nZEB standard</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> <li>End 2022</li> <li>Quarter 2</li> <li>Quarter 3</li> <li>Ongoing</li> </ul>

### 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, Local Government and Heritage, Housing Delivery Coordination Office, Housing Agency, LDA, AHBs and private rental sector to increase housing supply.	<ul style="list-style-type: none"> <li>Maximise the delivery of additional homes through all delivery mechanisms to ensure that housing delivery targets are met and exceeded where possible</li> <li>Develop and implement a new Vacant Homes Plan</li> <li>Develop an Affordable Housing Scheme in accordance with any regulations/legislation introduced by the Government</li> <li>Inspect 25% private rental properties as per DHLGH target for 2021</li> <li>Ensure the inclusion of accessible homes in housing delivery for disabled people</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> <li>Quarter 2</li> <li>When Regs. published</li> <li>End 2022</li> <li>Ongoing</li> </ul>
2.	Facilitate 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"> <li>Continue to seek funding to enable the delivery of affordable housing through the Affordable Housing Fund (AHF)</li> <li>Proactively engage with relevant internal departments to progress infrastructure to facilitate social and affordable housing development</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> <li>Ongoing</li> </ul>

3.	Deliver on Major Urban Housing Delivery Sites.	<ul style="list-style-type: none"> <li>Progress the development of 597 social, affordable purchase and cost rental homes at Shanganagh.</li> </ul>	<ul style="list-style-type: none"> <li>Onsite Q3</li> </ul>
7.	Promote inclusive and sustainable communities through housing delivery and supports	<ul style="list-style-type: none"> <li>Aim to ensure new housing schemes are designed and built to promote sustainable communities</li> <li>Continue to develop and implement the comprehensive pre-tenancy programme with a focus on the creation of inclusive and respectful neighbourhoods</li> <li>Work with the Housing &amp; Disability Steering Group to deliver housing options for disabled people Housing Plan for Disabled People 2021-2026</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> <li>Q2 &amp; Ongoing</li> <li>Quarterly</li> </ul>
8.	Promote the delivery of sustainable, low energy, lifetime homes	<ul style="list-style-type: none"> <li>Design and construct all Council built housing schemes to nZEB standard</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>
9.	Facilitate access to housing choice specifically for older people.	<ul style="list-style-type: none"> <li>Continue to promote downsizing/ rightsizing to make efficient use of housing stock</li> <li>Adapt 100 units</li> <li>Administer Housing Adaptation Grants Scheme for Older People and disabled people</li> <li>Implement the new Allocation Scheme to ensure increased housing options for older people</li> <li>Identify necessary upgrades to Older Persons Accommodation through the Stock condition survey</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> <li>End 2022</li> <li>Ongoing</li> <li>Ongoing</li> <li>Quarter 3</li> </ul>
10.	Deliver homeless services with the Dublin Region Homeless Executive.	<ul style="list-style-type: none"> <li>Continue the provision of Homeless Services in collaboration with the DRHE in line with the Dublin Regional Homeless Action Plan 2022-2024</li> <li>Continue to provide support necessary to transition homeless people into homes.</li> <li>Continue to provide homeless prevention and Place Finder service.</li> <li>Deliver 17 Housing First Homes for 2022</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> <li>Ongoing</li> <li>Ongoing</li> <li>End 2022</li> </ul>



11.	Provide sustainable, viable and affordable housing delivery in line with Government Policy.	<ul style="list-style-type: none"> <li>• Develop an Affordable Housing Scheme in line with forthcoming government policy.</li> <li>• Process applications for Local Authority Home Loans</li> <li>• Use the private rental market schemes such as HAP and RAS as mechanisms of social housing support delivery and provide housing options</li> </ul>	<ul style="list-style-type: none"> <li>• When Regs. published</li> <li>• As received</li> <li>• Ongoing</li> </ul>
12.	Implement the Traveller Accommodation Plan 2019-2024.	<ul style="list-style-type: none"> <li>• Progress commitments made in the Traveller Accommodation Programme (TAP) 2019 – 2024.</li> <li>• Work with key stakeholders to ensure delivery of TAP.</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> <li>• Ongoing</li> </ul>
13.	Manage existing social housing efficiently and retrofit existing homes to the highest standard possible.	<ul style="list-style-type: none"> <li>• Housing Stock condition survey – 1,000 properties to be surveyed</li> <li>• Energy upgrades to be carried out under the Energy Efficiency Retrofit Programme as per DHLGH target</li> <li>• Upgrade heating systems in 120 units</li> <li>• Maintain and improve existing Traveller Accommodation stock.</li> <li>• Install new smoke alarms in approximately 10% of housing stock</li> <li>• Carry out annual service on 3610 boilers</li> <li>• Continue to ensure best value and quick turnaround on voids.</li> <li>• Provide an efficient responsive maintenance service</li> </ul>	<ul style="list-style-type: none"> <li>• End 2022</li> <li>• End 2022</li> <li>• End 2022</li> <li>• End 2022</li> <li>• Quarter 4</li> <li>• End 2022</li> <li>• Ongoing</li> <li>• Ongoing</li> </ul>

14.	Provide effective and efficient allocations, housing assessment and tenant management service.	<ul style="list-style-type: none"> <li>• Allocate properties in accordance with the Allocations scheme</li> <li>• Carry out Housing Needs Assessment</li> <li>• Carry out annual rent review</li> <li>• Investigate fully any complaints of ASB in accordance with the dlr ASB Strategy 2022 - 2028</li> <li>• Monitor and renew website content</li> <li>• Utilise social media platforms to communicate effectively with the public</li> <li>• Strive to protect customer data in accordance with Data Protection and GDPR requirements</li> <li>• Support and collaborate with Approved Housing Bodies to provide and manage social housing stock</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> <li>• Nov/ Dec 22</li> <li>• Jan–Sept 22</li> <li>• Ongoing</li> <li>• Ongoing</li> <li>• As required</li> <li>• Ongoing</li> <li>• Ongoing</li> </ul>
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### Corporate Goal 7: Promote equality and human rights by implementing 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"> <li>• Ensure equality principles and public sector duty responsibilities are embedded in the way we deliver our services</li> <li>• Continue the review of forms for user friendly format and use of Plain English</li> <li>• Work collaboratively with the Housing &amp; Disability Steering Group to implement the Housing Plan for Disabled People 2021-2026 and update the SPC</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> <li>• Monthly</li> <li>• Quarterly</li> </ul>

### 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"> <li>Ensure that enquiries from Public Representatives and customers are dealt with promptly.</li> <li>Ensure successful implementation of NEC Housing</li> <li>Ensure statistical returns, customer complaints, Freedom of Information Requests and Data Access Requests are responded to within the required timelines</li> <li>Provide an effective Housing Welfare Service</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> <li>Phase 1 to go live in Quarter 2</li> <li>As per timelines</li> <li>Ongoing</li> </ul>
	Support Councillors in their policy and representational roles through the provision of quality service to the CPG, SPCs and the Council and Area Committee meetings	<ul style="list-style-type: none"> <li>Provide quarterly reports to Elected Members</li> <li>Work collaboratively with Elected Members through the SPC</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly</li> <li>Quarterly</li> </ul>
7	Implement robust financial processes to safeguard the Council's financial position	<ul style="list-style-type: none"> <li>Continually review budget and monitor expenditure and income</li> <li>Ensure proactive collection of rents income</li> <li>Ensure claims are submitted in a timely fashion to the DHLGH</li> </ul>	<ul style="list-style-type: none"> <li>Monthly</li> <li>Ongoing</li> <li>As per scheme</li> </ul>
	Implement the Corporate Procurement Plan to ensure compliance with legislation	<ul style="list-style-type: none"> <li>Ensure that goods and services are procured in accordance with the Corporate Procurement Plan</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>
14.	Implement the Performance Management Development System (PMDS) and Competency Framework throughout the organisation.	<ul style="list-style-type: none"> <li>Continue to Implement PMDS</li> <li>Develop Team and Personal Plans</li> <li>Review performance in accordance with PMDS</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> <li>Quarter 1</li> <li>Ongoing</li> </ul>

	<p>Strive to create a workplace environment that encourages and supports staff to have pride in and enjoy their work, while achieving the Housing Department's objectives</p>	<ul style="list-style-type: none"> <li>• Commit to a positive and proactive approach to communication within the Department</li> <li>• Run a series of Town Hall talk style meetings for staff to engage in the development of the Housing Department Plan</li> <li>• Provide training and support to staff working on the Housing Counter</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> <li>• Quarter 1</li> <li>• Ongoing</li> </ul>
	<p>Ensure risk management policy is implemented to safeguard the Council's financial position and reputation</p>	<ul style="list-style-type: none"> <li>• Ensure Risk Register is reviewed on quarterly basis and updated when necessary</li> </ul>	<ul style="list-style-type: none"> <li>• Quarterly</li> </ul>

### 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"> <li>Advising applicants at pre planning meetings of policies contained in the in the County Development Plan</li> <li>Development Management process</li> <li>Through the identification of vacant sites and making the best use of land</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> <li>Ongoing</li> <li>On Going</li> </ul>

#### 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.	Provide enabling infrastructure and services in conjunction with key stakeholders to support new communities and home	<ul style="list-style-type: none"> <li>Through the preparation of a New Development Contribution Scheme</li> </ul>	<ul style="list-style-type: none"> <li>Draft Q4 2022</li> </ul>
12.	Provide sustainable, viable and affordable housing delivery in line with Government Policy	<ul style="list-style-type: none"> <li>Advising applicants at pre planning meetings of policies contained in the in the County Development Plan</li> <li>Development Management process</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> <li>Ongoing</li> </ul>

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

Action	Description	Proposed Delivery	Timeframe
9.	<p>Implement the objectives of the County Development Plan, Local Area Plans and the Cherrywood Planning Scheme.</p> <ul style="list-style-type: none"> <li>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</li> <li>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.</li> <li>Help build sustainable communities through the County Development Plan, Local Area Plans.</li> </ul>	<ul style="list-style-type: none"> <li>Provide pre-planning support advice.</li> <li>Process planning applications, Strategic Housing Development (SHD) applications, Large Scale Residential Developments LRD's and appeals.</li> <li>Assess all applications under the Development Contribution Scheme</li> <li>Collect the conditioned contributions and when necessary use enforcement powers to ensure contributions are paid.</li> <li>Take appropriate enforcement action in respect of breaches of planning legislation</li> <li>Inspect residential developments to ensure they are constructed to Taking in Charge standards.</li> <li>Work with agencies to provide support services</li> </ul>	<ul style="list-style-type: none"> <li>Operate within Statutory Frameworks</li> <li>Operate within Statutory Frameworks</li> <li>On-going</li> <li>Operate within Statutory Frameworks</li> <li>Ongoing</li> <li>Ongoing</li> <li>On going</li> </ul>

**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. <ul style="list-style-type: none"> <li>To encourage recreational activity in the county through processing Outdoor Event Licenses</li> <li>To help build sustainable communities through the County Development Plan and Local Area Plans.</li> </ul>	<ul style="list-style-type: none"> <li>To process outdoor event licenses in conjunction with other departments and state bodies.</li> <li>Use funding opportunities to supply the delivery of open space including by way of development contributions and Urban Regeneration Development Fund (URDF).</li> <li>To protect neighbourhood infrastructure and implement the policies contained in the County Development Plan through pre planning and Development Management.</li> </ul>	<ul style="list-style-type: none"> <li>In accordance with Statutory Timeframes</li> <li>Ongoing</li>   <li>Ongoing</li> </ul>

**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"> <li>Identification of land suitable for development.</li> <li>Working with other agencies to bring land back into use.</li> <li>Making the county an attractive place to live, work and visit by enhancing the assets of the county.</li> </ul>	<ul style="list-style-type: none"> <li>Preparation of the Residential Zoned Land Tax Map.</li> <li>Continuing development GIS mapping to improve our information base.</li> <li>Continuing information/data flows to Dublin Housing Taskforce and Department of Housing, Planning and Local Government</li> </ul>	<ul style="list-style-type: none"> <li>Q4</li> <li>Ongoing</li>   <li>Quarterly</li> </ul>
11.	Implement the objectives of the County Development Plan, Local Area Plans and the Cherrywood Planning Scheme.	<ul style="list-style-type: none"> <li>Dundrum LAP</li> <li>Monitoring of the County Development Plan</li> <li>Prepare an LAP work program</li> </ul>	<ul style="list-style-type: none"> <li>Q4</li> <li>Ongoing</li> <li>Q3</li> </ul>

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

<b>Action</b>	<b>Description</b>	<b>Proposed Delivery</b>	<b>Timeframe</b>
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"> <li>Continue to upgrade the internal planning system and the on-line planning services and maximise their capability as a further step towards E-Planning.</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>



## 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><b>Major Urban Housing Delivery Sites (MUHDS)</b>            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.  <a href="http://www.housing.gov.ie/housing/rebuilding-ireland/">http://www.housing.gov.ie/housing/rebuilding-ireland/</a></p> <ul style="list-style-type: none"> <li>• Providing management and oversight to drive the implementation of these sites.</li> <li>• 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.</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing as projects develop</li> <li>• Ongoing</li> <li>• Ongoing</li> </ul>
4.	Implement the objectives of the Cherrywood Strategic Development Zone (SDZ) Planning Scheme.	<p><b>Cherrywood SDZ</b></p> <ul style="list-style-type: none"> <li>• Overseeing by the Development Agency Project Team (DAPT) the development of Cherrywood SDZ in accordance with the approved Planning Scheme_(as amended).</li> <li>• Ensuring development in the SDZ area is consistent with the requirements and objectives of the Cherrywood SDZ Planning Scheme.</li> <li>• Continuing collaborative working in realising the Cherrywood SDZ with all Stakeholders including the Planning Authority, developers/landowners, Elected Members and State Agencies.</li> </ul>	<ul style="list-style-type: none"> <li>• Timeframe for full build-out of Cherrywood SDZ is over the next 7 years plus and as landowners progress their designs. Good momentum continues.</li> <li>• Assessment of all proposed development to comply with the Planning Scheme. All planning decisions to be made within the statutory timeframe.</li> <li>• Reporting to Council as part of the Quarterly Management Report. Facilitation of Stakeholder workshops, forum and meetings.</li> </ul>

		<ul style="list-style-type: none"> <li>• Advance Planning Scheme Amendments <ul style="list-style-type: none"> <li>➢ Urban Development and Building Height Guidelines, December 2018 – Statutory Guidelines for Planning Authorities - SPPR3 - Review of the Planning Scheme undertaken and Proposed Amendment submitted to ABP June 2021. DAPT to prepare for public display and statutory process under Section 169 of the Planning &amp; Development act, 2000 (as amended), as determined by ABP 18 February 2022.</li> <li>➢ DAPT to review the new County Development Plan 2022-2028 once formally adopted, for the purposes of implications for the Cherrywood Planning Scheme and to progress any amendments as may be relevant (Q2 &amp; Q3 2022).</li> <li>➢ DAPT to review the car parking standards in the Cherrywood Planning Scheme, as amended 2018 (Amendment No. 6) and to prepare any further amendment on car parking standard arising, as may be necessary.</li> <li>➢ Other amendments as may be necessary to reflect any up-dated Ministerial Guidelines.</li> <li>➢ Other amendments as required to aid with the successful progression of the Planning Scheme.</li> </ul> </li> <li>• Continue to work proactively cognisant of DLR as the designated Development Agency with all stakeholders to put all the necessary infrastructure and required funding in place.</li> <li>• Continue to assess planning application compliance submissions in a timely manner to ensure and facilitate appropriate implementation of planning permissions in an emerging development area, and in all instances to seek to ensure assessment within the statutory timeframe.</li> <li>• Progress the legal agreements in support</li> </ul>	<ul style="list-style-type: none"> <li>• Submitted to ABP in June 2021. Q1 2022 to initiate public display and statutory process as directed by ABP.</li> <li>• Q2 &amp; Q3 2022</li> <li>• Q1 &amp; Q2 2022</li> <li>• Ongoing</li> <li>• Ongoing</li> <li>• Ongoing</li> <li>• Ongoing</li> <li>• Ongoing</li> </ul>
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		<p>of the Cherrywood Development Contribution Scheme 2017-2020 as part of the delivery of common infrastructure (roads, parks, surface water facilities).</p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• Review of the overall order of magnitude Cherrywood Common Infrastructure delivery budget following UDRF 2 grants and landowner progress noting that certain project designs have progressed.</li> <li>• Reporting to the Cherrywood Steering Group, established to ensure governance and oversight for the successful delivery of the Cherrywood SDZ designation.</li> <li>• Progress the Cherrywood project (Linear Park, Greenways, Park and Attenuation) under the Urban Regeneration Development Fund (URDF) Call 1 in accordance with the funding grant requirements of the DHPLG</li> <li>• Progress the Cherrywood project (specific Common Infrastructure projects) under URDF Call 2.</li> <li>• Progress the review of the Cherrywood Biodiversity Plan.</li> <li>• Work with the Planning Authority in the review of the current Cherrywood Planning Scheme Development Contribution Scheme 2017-2020</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> <li>• Ongoing</li> <li>• Ongoing</li> <li>• Part 8 in Q2 2022</li> <li>• Ongoing</li> <li>• Q2 2022</li> <li>• Q4 2022</li> </ul>
5.	Advance all elements of the Urban Regeneration Development Fund (URDF).	<p><b>URDF Projects – Call 1</b></p> <p>FPI to progress the Category A Cherrywood Parks, Greenways and Attenuation Project, Confirmation of funding was received in 2020 in respect of the full project amount of €17.8M (subject to assessment and performance). 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. FPI to lead</p>	

		<p>Part 8 Process for the relevant projects below to enable delivery of the various projects.</p> <ul style="list-style-type: none"> <li>• <b>Linear Park</b> – Construction to commence Q4 2022.</li> <li>• <b>Pond 2a</b> – Construction to commence Q3 2022.</li> <li>• <b>Pond 5a</b> – at Construction to commence Q2 2022</li> <li>• <b>Tully Park Phase 2</b> – project to be completed by mid-April 2022.</li> </ul> <p><a href="https://www.gov.ie/en/campaigns/urban-regeneration-and-development-fund/">https://www.gov.ie/en/campaigns/urban-regeneration-and-development-fund/</a></p> <p><b>URDF 2020 – Call 2</b>  FPI to progress the Cherrywood project (specific Common Infrastructure projects) URDF 2020 – Call 2.  Landowner to submit planning application. Once planning is secured DAPT to develop detailed design and manage to project completion. A consultant has been appointed at this stage to prepare the preliminary business case for all projects.</p> <ul style="list-style-type: none"> <li>➤ Three Public Parks (Lehaunstown House Park, Priorsland Park and Parade Green)</li> <li>➤ Beckett Link and Barrington Road Connection</li> <li>➤ Castle Street Link</li> <li>➤ Smart Parking Study</li> <li>➤ Ticknick Park-Ballycorus Access</li> <li>➤ Town Centre &amp; Pedestrian Cycle Link.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Initiate formal Part 8 process Q2 2022</li> <li>➤ Contract documents prepared Q2 2022.</li> <li>➤ Contract documents to be prepared Q1 2022.</li> <li>➤ Currently on site.</li> </ul> <ul style="list-style-type: none"> <li>• Engagement is on-going, planning application due in Q3 2022.</li> <li>• Planning application submitted Q4 2021.</li> <li>• Planning application to be submitted Q1.</li> <li>• On-going</li> <li>• Initiated contact with the private landowners, commercial agreement or CPO process will be followed.</li> <li>• Engagement is on-going, an agreement with landowners to be determined.</li> </ul>
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6.	Progress Local Infrastructure Housing Activation Fund (LIHAF).	<p><b>Local Infrastructure Housing Activation Fund (LIHAF)</b>  Oversight, delivery and project management of the LIHAF projects areas for funding for road and bridge infrastructure to support the delivery of homes  <a href="http://rebuildingireland.ie/lihaf/">http://rebuildingireland.ie/lihaf/</a></p> <p>Progress the 2 DLR approved projects at Woodbrook Shanganagh and Cherrywood working closely with the I&amp;CC Department – Road Projects Office as part of the DLR Capital Programme delivery. Continue engagement with DHP&amp;LG for revised Grant Agreements in delivery and funding (Cherrywood only)</p> <ul style="list-style-type: none"> <li>• Ensure collaborative engagement with developers/landowners and other agencies to progress the LIHAF project.</li> <li>• Ensure LIHAF funding conditions and requirements of Grant Agreement are fully met.</li> <li>• Continue project reporting to DHPLG on a quarterly basis.</li> <li>• Continue engagement with developers on the timing of delivery of affordable homes</li> <li>• Engagement with dlr Housing Department – administration of the Affordable Scheme in meeting the LIHAF requirements</li> </ul> <p><b>Woodbrook Shanganagh €4.15m</b>  Construction of new Avenue Road and works on Old Dublin Road – Planning secured, Preliminary Design Stage</p> <p><b>Cherrywood SDZ - €15.19m</b></p> <ul style="list-style-type: none"> <li>➤ <b>Phase 2</b> – The next section of Druid’s Glen Road (165m of road and a 40m short bridge spanning the Carrickmines Stream) – subject to Judicial Review (JR).</li> </ul>	<ul style="list-style-type: none"> <li>• Tender documents received for Woodbrook Shanganagh project, further comments issued, awaiting revised tender documents to begin public procurement. Contractor to be appointed Q2 2022, to commence construction. Completion Q1 2023.</li> <li>• High court decision on JR has been concluded. Department confirmed existing funding is in place. Phase 2 to go out to tender Q2 2022.</li> </ul>
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		<ul style="list-style-type: none"> <li>➤ <b>Phase 3</b> – 120m span feature bridge and 135m of road with surveys, further site investigations and land acquisition requirements are due to commence shortly.</li> </ul>	<ul style="list-style-type: none"> <li>• Concept design for bridge prepared Q3 2021, engagement is on-going with private landowners to progress phase 3.</li> </ul>
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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 and the Sustainable Transport Measure Grants programme (STMG) by the NTA	<p>FPI to continue to engage 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.</p> <p>FPI to continue working with the NTA and Traffic section to deliver projects as part of the STMG programme such as the Cherrywood links project.</p> <p>Beckett road, Castle Street extension and Ballycorus/Ticknick Park access projects form part of the NTA active travel project list for 2022.</p>	<ul style="list-style-type: none"> <li>• DZ20A/0744 Woodbrook DART station application granted 01/07/2021</li> <li>• Consultant to be appointed Q1 2022 for Cherrywood Links.</li> <li>• 2022</li> </ul>
9.	Implement the objectives of the County Development Plan, Local Area Plans and the Cherrywood Planning Scheme.	<p><b>Cherrywood Planning Scheme</b></p> <ul style="list-style-type: none"> <li>• Undertake the annual Assessment of the Strategic Road Network in cooperation with the NTA/TII</li> <li>• Complete study for the provision of an At-Grade Cycle Crossing to the Wyattville Link Road (WLR) (Consultation ongoing with TII &amp; NTA)</li> <li>• Ongoing review of cycle network of the SDZ lands in consultation with the NTA and report to Area Committee. (Commenced in 2021).</li> <li>• Ensuring development in the SDZ area is consistent with the requirements and objectives of the Cherrywood SDZ Planning Scheme</li> <li>• Ensure that best-practice sustainable transport modes imbues all aspects of the planning scheme implementation and has regard to best-practice and ministerial</li> </ul>	<ul style="list-style-type: none"> <li>• Q4 2022</li> <li>• Q2 2022</li> <li>• Throughout 2022</li> <li>• Assessment of all proposed development to comply with the Planning Scheme. All planning decisions to be made within the statutory timeframe.</li> </ul>

		<p>guidelines, in addition to the Planning Scheme.</p> <ul style="list-style-type: none"> <li>Progress with detailed design of Kiltiernan Link road subject to funding approval from the NTA.</li> </ul>	<ul style="list-style-type: none"> <li>Q3 2022</li> </ul>
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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.	<p><b>Cherrywood Planning Scheme</b></p> <ul style="list-style-type: none"> <li>FPI will collaborate with landowners to progress the provision of community facilities in the Town and Village Centres as per the Cherrywood Planning Scheme</li> <li>Work with the landowners and dlr consultants to provide high quality playground and sports facilities in accordance with the Cherrywood Planning Scheme objectives</li> <li>Ensuring development in the SDZ area is consistent with the requirements and objectives of the Cherrywood SDZ Planning Scheme, having particular regard to the phasing and the sequencing requirements of the Planning Scheme to ensure timely delivery of social infrastructure commensurate with the emerging residential and employment community.</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> <li>dlr to complete construction of URDF funded - Tully Park Phase 2 Q2 2022.</li> <li>On-Going. Assessment of all proposed development to comply with the Planning Scheme. All planning decisions to be made within the statutory timeframe.</li> </ul>

#### 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><b>Cherrywood Planning Scheme</b></p> <ul style="list-style-type: none"> <li>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.</li> <li>Ensuring development in the SDZ area is consistent with the requirements and objectives of the Cherrywood SDZ Planning</li> </ul>	<ul style="list-style-type: none"> <li>Construction has commenced on site in June 2021 and completion anticipated in Q2 2022.</li> <li>Assessment of all proposed development to comply with the Planning Scheme. All</li> </ul>

		<p>Scheme.</p> <ul style="list-style-type: none"><li>• Continue to actively engage on a regular basis with the National Monuments, DAHG, OPW and NPWS on the implementation of the Planning Scheme and any possible Planning Scheme Amendments to ensure protection of the built and natural heritage.</li></ul>	<p>planning decisions to be made within the statutory timeframe.</p>
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## 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"> <li>• Delivery of actions set out in the DLR County Council Climate Change Action Plan (CCAP) 2019-2024 and relevant actions in the Government Climate Action Plan 2021</li> <li>• Management of environmental awareness programmes (Community Clean-up schemes, Green Schools, , Reuse Month, Christmas Campaigns, Tidy Districts Competition, Gum Litter Taskforce).</li> <li>• Management of environmental grant programmes (Anti-Litter Anti-Graffiti Awareness Grant Scheme, Community Environment Action Fund and dlr Environment and Climate Action Grant Scheme).</li> <li>• Participate in the Environmental Protection Agency’s Local Authority Waste Prevention Programme (LAPN) 2022.</li> <li>• 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.</li> <li>• Progress the delivery of the DLR and GDA Walking and Cycling Networks.</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing.</li> <li>• These are annual programmes and campaigns run by dlr.</li> <li>• These are grant schemes run by the Department of Environment, Climate and Communications and dlr.</li> <li>• The LAPN is an annual programme set by EPA</li> <li>• Modos Training rolled out in conjunction with the Eastern and Midlands Regional Waste Management Planning Office and Sustainability Works and funded by the EPA as the LAPN 2021-2 Project</li> <li>• Ongoing</li> <li>• Ongoing</li> <li>• Annual event to take place. Sustainability training provided to SMEs in quarter 1 2022 in conjunction with SustHub, Sandyford BID and DLR</li> </ul>

		<ul style="list-style-type: none"> <li>Promote Environmental Best Practice to Businesses and Organisations in the county in collaboration with key stakeholders including Dún Laoghaire Rathdown Chamber, Sandyford BID and other stakeholders.</li> <li>Honour and recognise organisations that operate in an environmentally sustainable manner in the county.</li> <li>Provide training to increase DLR businesses' sustainability credentials, knowledge and capabilities.</li> <li>Training staff so that Climate Action is a key part of the Council's decision-making process.</li> </ul>	<p>Chamber</p> <ul style="list-style-type: none"> <li>Ongoing –Staff continue to participate in the national Local Authority Climate Action Training Programme, undertaken in conjunction with the LASNTG (Local Authority Services National Training Group). Elected members and Senior Management also took part in the Championing Leadership training in March 2022.</li> </ul>
2.	Implement the County Council's Climate Change Action Plan 2019-2024.	<ul style="list-style-type: none"> <li>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.</li> <li>Sustainable Energy Communities (SEC) Programme. In its role as Lead Applicant, the Council provides bridging finance support to local Sustainable Energy Communities in the County. This allows SECs to procure external consultants to prepare a detailed local Energy Master Plan for their area. The Council is already committed to providing €35,000 in bridging finance to two SECs in the County.</li> <li>Creative Ireland – Línte na Farraige project. This national project is led by the Dublin Climate Action Regional Office (CARO) and Trinity College Dublin and is funded by the Department of the</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing 2019-2024.</li> <li>Ongoing</li> <li>Ongoing</li> </ul>

		<p>Environment, Climate and Communications. This involves a temporary Climate Action Art installation in the County, from September 2022. The project will also involve a satellite outdoor exhibition at Moran Park, Dún Laoghaire,</p> <ul style="list-style-type: none"> <li>• Dublin Climate Action Week - September 2022. The Council worked with the other Dublin local authorities, the Dublin Climate Action Regional Office (CARO) and Codema – Dublin’s Energy Agency, on the delivery of the second Dublin Climate Action Week, which took place from Monday 12th to Saturday 17th September 2022.</li> <li>• European Circular Cities Declaration In May 2022, the Council signed up to the European Circular Cities declaration. This is a commitment from cities and regions to enhance efforts to transition from a linear to a circular economy.</li> <li>• Dún Laoghaire and Blackrock Decarbonising Zone. The Council has selected the Dún Laoghaire and Blackrock areas, as a new Decarbonising Zone. This is an action of the national Climate Action Plan 2021. The area is set to become the focus for a range of climate action measures, such as the identification of projects and outcomes, that will contribute to achieving national climate targets.</li> <li>• The Council continues to engage with the Sustainable Energy Authority of Ireland on its Pathfinder public sector programme. The overall intention behind the SEAI developed Pathfinder Scheme is to provide capital support to public bodies to create a step-change in energy</li> </ul>	<ul style="list-style-type: none"> <li>• September 2022</li> <li>• Ongoing</li> <li>• Ongoing</li> <li>• Ongoing</li> </ul>
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		<p>efficiency and decarbonisation by supporting public sector projects that reduce greenhouse gas emissions and not just energy demand reduction measures.</p> <ul style="list-style-type: none"> <li>• EU DeliverEE project The Council is a partner in a number of European funded projects relating to Energy and Buildings, with other partners from Dublin, across Ireland and at European level. The Council is a partner in the EU Horizon 2020 funded DeliverEE project, together with a range of partners including Codema – Dublin’s Energy Agency and the three other Dublin local authorities. This project will support the retrofit of a range of Council facilities such as leisure centres, fire stations, theatres, libraries, offices, community buildings etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> </ul>
11.	Implementation of the National Waste Management Plan.	<ul style="list-style-type: none"> <li>• Delivery of the actions under the Waste Management Plan.</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> </ul>

12	Monitoring and Enforcement of Environmental and Waste regulations including the Litter Management Plan and Litter Warden services.	<ul style="list-style-type: none"> <li>• Monitoring and Enforcement of Environmental and Waste Regulations.</li> <li>• Meeting the inspection targets as set out in EPA RMCEI Plan 2022.</li> <li>• Work with waste enforcement regional lead authority on national waste enforcement priorities.</li> <li>• Work with the EPA on national enforcement priorities with regards to air &amp; noise.</li> <li>• Undertake Strategic Noise Mapping &amp; develop Noise Action Plans in line with Round 4 of the Environmental Noise Regulations 2018.</li> <li>• Implement measures outlined in the Dublin Region Air Quality Plan 2021</li> <li>• Delivering on the actions in the Litter Management Plan.</li> <li>• Litter Wardens investigating complaints and carrying out inspections and issuing fines.</li> <li>• Implementing the Control of Dogs Acts and Regulations.</li> <li>• Dog Warden Service investigating complaints/ collecting stray dogs, carrying out license inspections and issuing dog licenses.</li> <li>• Implement Control of Horses Act.</li> <li>• Seizure of stray horses and investigating complaints.</li> <li>• Hosting a hazardous waste event and mattress amnesty as per the DOELG Department promotion.</li> <li>• Provide Christmas tree recycling.</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> <li>• Ongoing</li> <li>• Ongoing</li> <li>• Ongoing</li> <li>• Ongoing to Q3 2024</li> <li>• Ongoing</li> <li>• Ongoing</li> <li>• Ongoing</li> <li>• Ongoing</li> <li>• Ongoing</li> <li>• Ongoing</li> <li>• Ongoing</li> <li>• Ongoing</li> <li>• Ongoing</li> <li>• Q3 2022</li> <li>• Dec 2022/Jan 2023</li> </ul>
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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	<ul style="list-style-type: none"> <li>• Work with external agencies like Irish</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> </ul>

	<p>key stakeholders to support new homes and create new communities and places.</p>	<p>Water, NTA, TII to provide infrastructure that allows use of public lands.</p> <ul style="list-style-type: none"> <li>• Continue to progress the committed Projects on the Capital Programme that support new and improved infrastructure.</li> <li>• Acquire lands by agreement and CPO's as required to deliver on projects in the Capital Programme that meet the Corporate Objectives of DLR.</li> <li>• Providing Recovery and Recycling Facilities at Civic Amenity sites and the provision of a network of Bring centres.</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> <li>• Ongoing – Blackglen Road and Glenamuck Distributor Road Schemes.</li> <li>• Ongoing</li> </ul>
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### Corporate Goal 3: Enhance people's lives through access to sustainable travel choices, across network of communities.

Action	Description	Proposed Delivery	Timeframe
1.	<p>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.</p>	<ul style="list-style-type: none"> <li>• A Capital programme is prepared that is aligned to the Corporate Objectives of DLR and the County Development Plan objectives.</li> <li>• The review of the Capital Programme to be presented to the Elected Members for their noting.</li> <li>• Continue to progress the committed Projects on the Capital Programme.</li> </ul>	<ul style="list-style-type: none"> <li>• Q1 2022</li> <li>• Q1 2022</li> <li>• Ongoing</li> </ul>

<p>2.</p>	<p>Facilitate, develop and implement strategic transport projects in conjunction with national transportation agencies, e.g. supporting delivery of Bus Connects by the NTA.</p>	<ul style="list-style-type: none"> <li>• Work with the NTA in supporting the delivery of Bus-Connects and identifying projects that facilitate its implementation.</li> <li>• Develop a capital programme for walking and cycling projects to be completed in DLR, in conjunction with Municipal Services Dept. and NTA.</li> <li>• Develop a new 5-year Greater Dublin Area Walking and cycle network plan, in conjunction with Municipal Services Dept. and NTA and other GDA local authorities.</li> <li>• Deliver walking and cycling schemes in 2022</li>   <li>• Schemes to be progressed through planning</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li>   <li>• Ongoing</li>   <li>• The 2022 programme contains 55 projects with an allocation of €39m</li> <li>• Schemes to be delivered to site in 2022 including: Active School Travel, Glenageary Road Upper, Rock Road (extension to Coastal Mobility Route), Clonskeagh Road, Wyattville Road phase 2</li> <li>• Taney Road to N11, DLR Central, Deansgrange Road, Stillorgan Park Road, Sandyford Business District</li> </ul>
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**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.	<p>Ensure the effective and efficient management of Council-owned property and lands by:</p> <ul style="list-style-type: none"> <li>• Development of a Central Property Asset register to incorporate all of the lands, buildings and estate owned by the council.</li> <li>• Map our Property Portfolio on a GIS Platform, so it is easily accessible for application by DLR departments.</li> <li>• Ensure the Fixed Asset Register is updated and is consistent with the Central Property Register.</li> <li>• Procure a suitable IT platform that can be utilised to centrally monitor and manage our Corporate Buildings as well as the wider DLR Estates &amp; Property Portfolio.</li> <li>• Develop a Corporate Space Strategy for our occupied and vacant buildings, to ensure we are maximising our space usage.</li> <li>• Expand the Contract &amp; Facilities Management Units to build frameworks that can support and maintain our Corporate Buildings.</li> <li>• Work with external agencies like Irish Water, NTA, TII and others to provide infrastructure that allows optimal use of public lands.</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> <li>• Ongoing</li> <li>• Ongoing</li> <li>• Ongoing</li> <li>• End of 2022</li> <li>• Ongoing</li> <li>• Ongoing</li> </ul>
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"> <li>• 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.</li> <li>• The review of the Capital Programme to be presented to the Elected Members for their noting.</li> <li>• Continue to progress the committed</li> </ul>	<ul style="list-style-type: none"> <li>• Q1 2022</li> <li>• Q1 2022</li> <li>• Ongoing</li> </ul>



		Projects on the Capital Programme.	
13.	Implement a proactive scheme and actions to prevent dereliction.	<ul style="list-style-type: none"> <li>Continue to monitor derelict sites and maintain the Derelict Sites register.</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>
14	Assess temporary measures installed in Villages during Covid 19 and if they are to be retained prepare a permanent public realm scheme	<ul style="list-style-type: none"> <li>Monitor and assess schemes</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>

## VI. Municipal Services

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

Action	Description	Proposed Delivery	Timeframe
1.	Contribute to a strong community spirit by enabling people to play their role in ensuring clean and tidy streets with well-maintained green spaces.	<p>Scheduled street sweeping/cleaning.</p> <ul style="list-style-type: none"> <li>Litter bin management</li> <li>Litter picking</li> <li>Additional bin installations in line with bin review</li> <li>Maintenance of new public realm spaces</li> <li>Ongoing collaboration with Residents Associations and tidy Towns Groups</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> <li>Ongoing</li> <li>Ongoing</li> <li>Q3</li> <li>Ongoing</li> <li>Ongoing</li> </ul>
2.	Minimise the occurrence of flooding throughout the County and work with the OPW to implement recommendations of the Flood Risk Management Plans.	<p>Ongoing gully cleaning</p> <ul style="list-style-type: none"> <li>Maintenance/repairs/upgrades to surface water network</li> <li>Project planning work proceeding.</li> <li>Deliver Flood Alleviation measures on the Deansgrange Stream and Loughlinstown River as part of the OPW ECFRAM Projects</li> <li>Newly updated cycle lane sweeping schedules</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> <li>Ongoing</li> <li>2024 (Deansgrange), 2025 (Loughlinstown)</li> <li>Ongoing</li> </ul>
3.	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.	<p>Ongoing collaboration with IW</p> <ul style="list-style-type: none"> <li>Development of Bathing Water Quality Prediction model in conjunction with IW &amp; DCC</li> <li>Joint project with Dublin City Council on Elm Park/ Trimleston Streams</li> <li>EU funded LIFE project with South Dublin County Council on Shanaganagh river catchment</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> <li>2023</li> <li>2023</li> </ul>
4.	Continue to monitor and take appropriate action in the protection of our coast.	<p>Review the Coastal Defence Strategy</p> <p>Continue to follow the key action areas of the strategy</p>	<ul style="list-style-type: none"> <li>Q3</li> <li>Ongoing</li> </ul>

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

1.	Facilitate, develop and implement strategic transport projects in conjunction with national transport agencies e.g. supporting delivery of BusConnects by the NTA	<ul style="list-style-type: none"> <li>Support the delivery of BusConnects by the NTA</li> <li>Complete Dundrum ABTA</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> <li>2022</li> </ul>
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2.	Deliver the transportation elements of the Council's Capital Programme in line with Government policy.	URDF part-funded schemes: at detailed design: - Stillorgan Village Phase 3	<ul style="list-style-type: none"> <li>• Ongoing - complete in 2023</li> </ul>
3.	Continue to facilitate sustainable transport choices for walking cycling and public transport	<p>NTA funded schemes:</p> <p>at construction stage:</p> <ul style="list-style-type: none"> <li>- Roebuck Road</li> </ul> <p>at detailed design stage:</p> <ul style="list-style-type: none"> <li>- UCD to Dodder</li> <li>- Wyattville Phase 2</li> <li>- Sandyford Business District</li> <li>- Stillorgan Park Road</li> <li>- Brewery Road</li> </ul> <p>at preliminary design stage</p> <ul style="list-style-type: none"> <li>- Roebuck Road to UCD</li> <li>- Churchtown Road Upper</li> </ul> <p>at concept stage</p> <ul style="list-style-type: none"> <li>- Permeability links</li> <li>- Rapid Deployment Schemes</li> </ul>	<ul style="list-style-type: none"> <li>• End of 2022</li> <li>• 2023</li> <li>• 2022</li> <li>• 2023</li> <li>• End of 2022</li> <li>• End of 2022</li> <li>• 2023</li> <li>• 2023</li> <li>• 2022</li> <li>• 2023</li> </ul>
4.	Deliver the five-year Road Safety Plan.	<p>Revise the County's Road Safety Plan to coordinate with the new National Road Safety Strategy 2021 - 2030</p> <ul style="list-style-type: none"> <li>• School warden service.</li> <li>• Traffic Advisory Group.</li> <li>• Road Safety awareness and education programme</li> <li>• Traffic Management improve work</li> </ul>	<ul style="list-style-type: none"> <li>• 2022</li> <li>• Ongoing</li> <li>• Ongoing</li> <li>• Ongoing</li> <li>• Ongoing</li> </ul>

5.	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.	Road maintenance improvement programme. <ul style="list-style-type: none"> <li>• Footpath repair and replacement programme.</li> <li>• Cycle way maintenance and cleaning programme</li> <li>• Optimise traffic signals and traffic management</li> <li>• Continue the provision of cycle parking</li> </ul>	<ul style="list-style-type: none"> <li>• 2022</li> <li>• 2022</li> <li>• 2022</li> <li>• Ongoing</li> <li>• Ongoing</li> </ul>
6.	Ensure greater emphasis on public transport, cycling, walking and access for people with disabilities.	Awareness campaigns, working with stakeholders, rollout of projects and improved public realm.	<ul style="list-style-type: none"> <li>• Ongoing</li> </ul>
7.	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.	Review Pay parking scheme Phased introduction of cashless schemes	<ul style="list-style-type: none"> <li>• 2023</li> <li>• Ongoing</li> </ul>
8.	Continue to encourage the use of electric vehicles (EV) by collaborating with utility companies to provide more EV charging points and EV parking spaces.	Adopt and implement EV charge point strategy	<ul style="list-style-type: none"> <li>• Ongoing</li> </ul>
9.	Review the Speed Limit Bye Laws	Review the Speed Limit Bye Laws in accordance with Guidance for Setting and Managing Speed Limits in Ireland	<ul style="list-style-type: none"> <li>• Q3</li> </ul>

**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.	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.	Ongoing maintenance of bathing areas <ul style="list-style-type: none"> <li>• Delivery of 40 Foot access enhancement scheme, Coliemore Harbour &amp; Quinns Road remedial works</li> <li>• Maintain ponds and construct additional ponds to enhance biodiversity in conjunction with flood relief schemes</li> </ul>	<ul style="list-style-type: none"> <li>• 2022</li> <li>• 2022 &amp; ongoing</li> </ul>

2.	Support events that enhance quality of life in the County.	<ul style="list-style-type: none"> <li>Maintenance and continuous improvements to public spaces</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>
3.	Continue to develop the National Watersports Campus project in conjunction with project partners	<ul style="list-style-type: none"> <li>Continue to liaise with project partners and Government Departments in relation to funding and to progress this project</li> </ul>	Ongoing
4.	Continue to develop improved watersports access for the general public	<ul style="list-style-type: none"> <li>Purchase of additional off-grid container for Watersports Area for new watersports operator</li> </ul>	Ongoing

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

Action	Description	Proposed Delivery	Timeframe
1.	Provide and maintain a high-quality public realm.	Ongoing programme of maintenance and improvement.	Ongoing

## 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
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 resilience, sustainable development and public education	Provision of training and mentoring to increase DLR businesses' sustainability credentials, knowledge and capabilities.	Ongoing

### 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
16.	To substantially increase the stock of social housing in the County owned by the Council or Approved bodies.	Delivery of a robust Capital Programme supporting development of the County, through inter-departmental collaboration	Annually

### Corporate Goal 4: Provide Quality Community Recreation, Sporting and cultural opportunities for all who live, work and visit the county

Action	Description	Proposed Delivery	Timeframe
6.	Provision of high-quality open spaces and recreation facilities for all interests.	Support project delivery and development opportunities providing guidance and advice on financial, budgetary and corporate matters.	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.	Ongoing rollout of shop front improvement and vacant premises schemes. Team put in place to increase the take up of same.	Ongoing

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

Action	Description	Proposed Delivery	Timeframe
1&2	Drive the growth of the local economy with relevant and innovative supports.	Continue to deliver on the Local Enterprise Development Plan ( <a href="#">LEDP</a> ) and Local Economic and Community Plan (LECP, when it is revised in 2022).	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"> <li>Working in partnership with <a href="#">Sandyford BID</a> Company in the collection of the BID Levy.</li> <li>Build on the strong working partnership with SBD across all relevant departments to deliver on the economic potential of the District.</li> </ul>	Ongoing  Ongoing
4.	Continue to support small and medium sized businesses through Council grant schemes.	<ul style="list-style-type: none"> <li>Continue to implement the Rates Support Grant Scheme for eligible Ratepayers through communication and information.</li> </ul>	Prior to 1 <sup>st</sup> July, 2022
5.	Collaborate with all stakeholders in promoting the County as a destination for tourists.	<ul style="list-style-type: none"> <li>Support the implementation of the DLR Tourism strategy actions 2017 - 2022.</li> <li>Participate in the EU project "Tourism Friendly Cities" as part of the URBACT III Programme.</li> <li>Collaborate with Fáilte Ireland on a number of tourist initiatives.</li> <li>Support the implementation of the Twinning and International relations Work Plan.</li> </ul>	Multi-year programme. On-going.  2020 - 2022  On-going.  On-going.
7.	Provide leadership and assistance on the impact of Brexit.	Employed a consultant to drive Brexit supports in the community and deliver ongoing training and awareness.	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.	Introduce new service providers to the Council.	Ongoing

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

<p>7.</p>	<p>Ensure robust financial processes to safeguard financial position.</p> <p>Continue to monitor budgets and cashflow tightly.</p> <p>Maximise income collection.</p>	<ul style="list-style-type: none"> <li>• Maximise income collection by supporting ratepayers affected by Covid-19 - by applying Covid waiver if applicable in a timely manner; negotiating extended payment plans as required; providing information on supports available from the Council.</li> <li>• The continuous achievement of a balanced budget and adherence to the highest standards of accountability and financial probity.</li> <li>• To ensure compliance with the Department's statutory obligations, with particular reference to the preparation of annual budget, capital programme, annual financial statement, returns to Revenue and other state bodies/agencies.</li> <li>• Payment to suppliers in accordance with prompt payment requirements.</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li>   <li>• Annually</li>   <li>• Within statutory, regulatory, corporate or other timeframes.</li>   <li>• Ongoing.</li> </ul>
<p>9.</p>	<p>Ensure Risk Management Policy and risk register is in place and continually reviewed and updated, safeguarding the organisation financially and reputationally.</p>	<p>Facilitate the continuous review of the Corporate and Departmental Risk Registers on a quarterly basis and ensure our mitigation strategies are aligned to the risks identified to lower the risk consequences.</p>	<ul style="list-style-type: none"> <li>• Quarterly</li> </ul>



## 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"> <li>Raise management and staff awareness about 'Energy &amp; Buildings' in relation to the Climate Action Plan</li> <li>Organise event to disseminate learnings</li> <li>on low energy design and construction.</li> </ul>	Q1 & Q2 2022  Q4 2022
5.	Continually improve our Energy Performance and our Energy Management System ISO 50001.	<ul style="list-style-type: none"> <li>Promote improvement in energy performance by 50% by end 2030.</li> <li>Promote Exemplar role of Public Sector (PS) in Energy Efficiency.</li> <li>Measure, monitor and record energy consumption - SEAI PS Monitoring &amp; Reporting platform.</li> <li>Procure Annual Display Energy Certificates (DEC) for all relevant public buildings.</li> <li>Coordinate the Energy Management System in compliance with ISO50001. The scope of the energy management system is the energy use under the control of DLR – Public Lighting, Fleet and Buildings.</li> </ul>	Ongoing  Ongoing  Annual return to SEAI  Annual  Ongoing

### 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"> <li>Design housing schemes that are sustainable, low energy and include universal design principles.</li> </ul>	Ongoing, as programmed with Housing Dept.
12.	Implement the Traveller Accommodation Plan 2019-2024.	<ul style="list-style-type: none"> <li>Designing and refurbishing Traveller Accommodation as required under the Traveller Accommodation Plan 2019-2024</li> </ul>	Ongoing, as programmed with the Housing Department

**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
4.	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"> <li>Designing public realm, active travel and Safe School schemes that apply sustainable, inclusive and safety principles</li> </ul>	Ongoing, as programmed with ICC Department
14.	Support events that enhance quality of life in the County.	<ul style="list-style-type: none"> <li>Participate in Open House Dublin 2022 Programme</li> <li>Support Creative Ireland initiatives</li> </ul>	Q4 2022 Ongoing

**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"> <li>Development Management - planning applications, Section 57 &amp; Section 5 - on protected structures and buildings within Architectural Conservation Areas (ACAs).</li> <li>Administer Central Government Grant Schemes for the Built Heritage.</li> <li>Contribute to review of County Development Plan in relation to Built Heritage policies and development management.</li> </ul>	Ongoing 2022 2022
4.	Enrich the county's heritage by leading the way in design and energy efficiency of Council buildings including housing, recreation facilities and offices.	Advocate high levels of design quality using low energy principles for Council buildings including housing, recreation facilities and offices	Ongoing, as programmed with Client Departments
5.	Prioritise connectivity and sustainability in design and planning for the county.	Developing Local Area Plans and Urban Framework Plans that promote best practice Urban Design principles including connectivity, sustainability and placemaking.	Ongoing, as programmed with Client Departments
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.	Provide technical advice and guidance on Age Friendly Housing and Universal Design.	Ongoing

## 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
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 resilience, sustainable development and public education.	<ul style="list-style-type: none"> <li>Climate-proof the DLR County Biodiversity Action Plan 2021 -2025 and implement actions to increase biodiversity resilience and therefore human resilience to climate change.</li> <li>Implement Nature Based solutions of the DLR Climate Change Action Plan 2019 – 2024</li> <li>Implement DLR Invasive Alien Species (IAS) Action Plan in relation to the impacts of climate change on changes to IAS range</li> <li>Implement the “New Ways of Living” section of the DLR County Heritage Plan 2021 -2025 which focuses on climate change action</li> <li>Complete the DLR Tree Policy</li> </ul>	<ul style="list-style-type: none"> <li>2022 - 2025</li> <li>2022 - 2025</li> <li>2022-2026</li> </ul>
2.	Implement the County Council’s Climate Change Action Plan 2019-2024	<ul style="list-style-type: none"> <li>Implement the County Council’s Climate Change Action Plan 2019-2024.</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>

3.	Promote health and wellbeing for all people living and working in the County.	<ul style="list-style-type: none"> <li>• Continue to implement Healthy Ireland programme in DLR, through coordinating delivery of health and wellbeing actions and supporting community engagement</li> <li>• Healthy Ireland at your Library initiative including event programming, bookstock/online resources</li> <li>• Link in with Healthy DLR to engage communities (especially those with lower rates of participation) in increasing their sport and physical activity levels.</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> <li>• Ongoing</li> <li>• Ongoing</li> </ul>
4.	Protect the County's biodiversity by ensuring our green and blue spaces and the Dublin Bay biosphere are prioritised in development activities.	<ul style="list-style-type: none"> <li>• Liaise with DLR Planning to ensure the protection of the County's biodiversity is incorporated into the objectives of the DLR County Development Plan 2022 -2028 (currently in draft).</li> <li>• Finalise the DLR Ecological Network which forms the basis of Green Infrastructure and part of the DLR County Development Plan 2022 – 2028 (currently in draft)</li> <li>• Work with other DLR sections to ensure the protection of the County's heritage and biodiversity is taken into account in Part 8s and Part 10s, Parks Capital projects, greenways, place-making and other council works.</li> <li>• Develop best management guidelines for important habitats and species and heritage/seascape features within DLR along with our Biosphere Partners, and communicate with decision-makers, landowners, managers and other land users</li> </ul>	<ul style="list-style-type: none"> <li>• Completed</li> <li>• Q3 2022</li> <li>• Ongoing</li> <li>• 2024 -2025</li> </ul>

5.	Continually improve our Energy Performance and our Energy Management System ISO 50001	<ul style="list-style-type: none"> <li>• Working collaboratively with dlr Leisure, implement Energy Performance Contract in three Council-owned leisure centres</li> <li>• Commence review of all our community buildings and libraries for energy performance ensuring compliance with climate action targets into the future</li> <li>• Provide an energy workshop for managers and Boards of Management who operate community facilities.</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> <li>• 2022</li> <li>• End Q2 2022</li> </ul>
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"> <li>• Review Estate Management Programme</li> <li>• Continue to develop environmental enhancement and community spirit through the Estate Management Programme and support for Co-operation Ireland's 'Pride of Place' competition</li> <li>• Bulb and tree planting schemes in estate management areas</li> <li>• Liaise with community groups, residents' associations and Tidy Towns committees in relation to localised improvements to the environment and biodiversity in their area</li> <li>• Retain existing Green Flag Awards in Cabinteely, Marlay, The People's Park, Deerpark, Shanganagh Park and Deansgrange Cemetery</li> </ul>	<ul style="list-style-type: none"> <li>• End Q3 of 2022</li> <li>• Ongoing</li> <li>• Spring 2022</li> <li>• Ongoing</li> <li>• Ongoing</li> </ul>

**Corporate Goal 3: Enhance people's lives through access to sustainable travel choices, across our 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"> <li>Utilising funding from NTA to increase and improve our parks cycleways/greenways/paths and cycle parking amenities.</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>
4.	Continue to facilitate sustainable transport choices for walking, cycling and public transport	<ul style="list-style-type: none"> <li>Promote improved accessibility to our parks and open spaces.</li> <li>Continue to improve our existing paths and create new paths through parks and open spaces.</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> <li>Ongoing</li> </ul>

**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"> <li>Annual JPC Report agreed</li> <li>Annual JPC Workplan agreed</li> <li>Commence review of the next JPC Strategic Plan</li> <li>Support the development of the Joint Policing Committee and 4 Local Policing Fora</li> <li>Support for meetings of JPC and LPF's and for implementation of Annual JPC Workplan</li> <li>Progress requirement for a domestic violence refuge, and associated services, in the county with stakeholders in response to the DV Refuge Needs Assessment 2021</li> </ul>	<ul style="list-style-type: none"> <li>by end April</li> <li>by end April</li> <li>By end of year</li> <li>Ongoing</li> <li>Ongoing</li> <li>Ongoing</li> </ul>

<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"> <li>• Deliver dlr Capital Programme ensuring investment in community and social infrastructure in the county to support community and social development</li> <li>• Undertake a needs assessment to identify key requirements for social, community and green infrastructure in the county having regard to future population and demographic change to support community development, including engagement with citizens regarding their community facilities</li> <li>• Progress URDF for a Civic Cultural and Community Centre in Dundrum and identified as a key feature in the draft Development Plan</li> <li>• Complete review and progress Phase 2 of Samuel Beckett Facility ensuring balanced investment on the west side of the county</li> <li>• Continue to manage and administer DLR Community Employment Schemes</li> <li>• Support for the development of the Social Inclusion and Community Activation Programme (SICAP) to achieve objectives in SICAP Annual Plan</li> <li>• Provide information on Rural Development programme and funding opportunities</li> <li>• Promote availability of social enterprise funding opportunities</li> <li>• Implement project to expand citizen engagement</li> <li>• To provide and manage appropriate and inclusive Library and Arts spaces</li> <li>• Support enhanced usage and energy efficiency of Library spaces in line with approved plans and available funding</li> <li>• Implement goals and ambitions of the Arts Development Policy 2016 -2022</li> <li>• Continued delivery of dlr Culture and Creativity Strategy 2018 – 2022</li> </ul>	<ul style="list-style-type: none"> <li>•Ongoing</li>   <li>• 2022</li>   <li>•Ongoing</li>   <li>• Ongoing</li>   <li>•Ongoing</li>   <li>•Annual programme</li>   <li>•Ongoing</li>   <li>•Ongoing</li>   <li>•Ongoing</li>   <li>• Ongoing</li>   <li>•Ongoing</li>   <li>• Ongoing</li> </ul>
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		<ul style="list-style-type: none"> <li>• Progress the actions of dlr Public Art Policy 2018 – 2025</li> <li>• Progress the Music Generation DLR plan</li> <li>• Provide Child and Youth Led art commissions</li> </ul>	
3.	Connect and empower adults and children through the continuous development of a library, arts and cultural service, that inspires ideas and supports community potential.	<ul style="list-style-type: none"> <li>• Implement the Dlr Children and Young Persons Plan</li> <li>• Lead on promoting awareness of the importance of effective consultation with children and young people with regard to policies, strategies, plans and services across the organisation</li> <li>• Support and engage with Creative Team</li> <li>• Progress plans for new libraries subject to approvals and funding and maintain existing library facilities to a high standard</li> <li>• Roll out My Open Library in Dalkey Library with extended flexible opening hours</li> <li>• Completing new Library Development Plan 2021-2025</li> <li>• Implement Our Public Libraries 2022</li> <li>• Administer DLR bookfund</li> <li>• Library and LexIcon events/exhibition programme</li> <li>• Continue to develop use of social media/website/digital signage as a communications and marketing tool linking with local/national promotional initiatives</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> <li>• Ongoing</li> <li>• On-going</li> <li>• On-going</li> <li>• Ongoing</li> <li>• Ongoing</li> <li>• Ongoing</li> <li>• Ongoing</li> </ul>
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"> <li>• To continue to provide green spaces as resources become available.</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> </ul>





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"> <li>• Support community development, recreation, health and wellbeing in dlr through the sustainable management of dlr's community facilities</li> <li>• Support for improving outcomes for health through promoting community engagement in the Healthy Ireland programme</li> <li>• Maintain DLR's website content and promote messaging for Healthy Ireland community engagement</li> <li>• Support activity by provision of funding through Universal Grant scheme</li> <li>• To encourage, promote and maximise the use of existing sports facilities and natural resources</li> <li>• Increase awareness and participation in existing sports/activities that involve the use of land based and coastal natural resources.</li> <li>• Engage with agencies and community stakeholders, to identify target groups and design programs in consultation with them, to provide safe &amp; friendly accessible initiatives/spaces to engage in physical activity.</li> <li>• Continue to deliver the Sports Inclusion Disability Programme to facilitate the participation of people with disabilities in sport and physical activity.</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> <li>• Ongoing</li> <li>• Ongoing</li> <li>• March, Sept</li> <li>• Ongoing</li> <li>• Ongoing</li> <li>• Ongoing</li> <li>• Ongoing</li> </ul>
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"> <li>• To organise and promote a limited DLR Events programme</li> <li>• Engage with event organisers and community stakeholders, to identify possible events that meet the Councils corporate objectives</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> </ul>

9.	Ensure dlr activities and initiatives promote the Irish Language, multiculturalism and are socially inclusive.	<ul style="list-style-type: none"> <li>• Develop dlr Integration Strategy and Action Plan and continue to drive and support multicultural initiatives and programming</li> <li>• Support the development of social inclusion in our communities.</li> <li>• Support for events/initiatives to promote cultural diversity and inclusion such as the Festival of Inclusion showcase in our communities.</li> <li>• Support development of the DLR Integration Forum.</li> <li>• Event programming through the Irish language</li> <li>• Provide support, advice and training to include all abilities in sporting events.</li> <li>• Run an inclusive heritage interpretation programme that offers multiple perspectives and incorporates the Irish language</li> <li>• Autism-friendly initiatives (in line with Autism Action Plan, sensory funding).</li> <li>• International Women’s Day events</li> <li>• Continue to progress with multicultural initiatives and programming.</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> <li>• Ongoing</li> <li>• Ongoing</li> <li>• Ongoing</li> <li>• Ongoing</li> <li>• Ongoing</li> <li>• On-going</li> <li>• Ongoing</li> <li>• Ongoing</li> </ul>
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11.	Further develop and strengthen Dún Laoghaire Rathdown Local Community Development Committee, and support the Public Participation Network.	<ul style="list-style-type: none"> <li>• Support and develop the Local Community Development Committee (LCDC)</li> <li>• Work in collaboration with partners on the LCDC and subgroups to achieve outcomes for the county and DLR LECP objectives</li> <li>• Develop online presence of LCDC</li> <li>• Regular engagement with DLR PPN regarding its on-going development for dlr Community and priorities</li> <li>• Support for PPN regarding the Annual PPN Work Plan and regular engagement on progress updates</li> <li>• Support the development of a PPN Wellbeing statement for dlr</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> <li>• Ongoing</li> <li>• Ongoing</li> <li>• By end June</li> <li>• Agreed by April and ongoing</li> <li>• By end year</li> </ul>
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"> <li>• Development and support of volunteering, and sports volunteer culture in the county.</li> <li>• Provide training in the recruitment and retention of sports volunteers to grow resources and capacity in clubs.</li> <li>• Continue community biodiversity and heritage projects for 2022 including:</li> <li>• DLR Volunteers and DLR Biodiversity Collaboration on Gardening for Biodiversity to develop a project on community engagement and involvement in biodiversity projects in the County</li> <li>• DLR Biodiversity and NUI Galway Collaboration on the Hedgehog County Survey to commence a citizen science project across the county.</li> <li>• Projects in collaboration with community heritage groups</li> <li>• Increase volunteer involvement in our Pollinator Areas and other biodiversity projects</li> <li>• Liaison with Planning Dept.:</li> <li>• Local Area Plans/SDZ/Development Plan</li> <li>• Provide input to the update of the</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> <li>• Ongoing</li> <li>• Ongoing</li> <li>• Phase 2 project Q3 2022</li> <li>• Completed</li> <li>• Ongoing</li> <li>• Ongoing</li> <li>• Q3 2022</li> </ul>

		<p>Cherrywood Biodiversity Plan 2021 and associated Objectives</p> <ul style="list-style-type: none"> <li>• Promote community engagement to support and encourage volunteerism and active citizenship</li> <li>• Promote the work of the DLR Volunteer Centre and develop MOU to continue Volunteer Corps and agree SLA for new national Volunteer Programme</li> <li>• Provide capacity building training for voluntary members of community groups</li> <li>• To provide a focal point for public services and to meet information needs in collaboration with national partners</li> <li>• Research and develop community led cultural Engagement programme.</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> <li>• Ongoing</li> <li>• Ongoing</li> <li>• Ongoing</li> </ul>
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D	Support events that enhance quality of life in the County.	<ul style="list-style-type: none"> <li>• Provide and administer financial assistance to support delivery of locally-organised community activities and events, through the Universal Grant Scheme</li> <li>• Promote opportunities for local community events funded through government funding</li> <li>• Healthy Ireland and Work Matters Programming</li> </ul> <ul style="list-style-type: none"> <li>• Right to Read Programme – Spring into Storytime, Summer Stars, Children’s Book Festival, Family Time at your Library</li> <li>• dlr Library Voices</li> <li>• Creative Ireland dlr programme 2022</li> <li>• Music Generation dlr events</li> <li>• STEAM Programme</li> </ul> <p>To support and streamline dlr events offering, a more structured approach to different processes from small local event to larger national/international Events.</p>	<ul style="list-style-type: none"> <li>• Rounds 1 &amp; 2 of the grants scheme</li> <li>• Ongoing</li> <li>• In line with departmental deadlines</li> <li>• Annual programme of funding, opportunities, training and events</li> <li>• Spring 2022</li> <li>• Ongoing</li> <li>• On-going</li> <li>• Ongoing</li> <li>• Ongoing</li> </ul>
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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"> <li>• Commence review and develop next Local Community and Economic Development Plan for the county in line with legislative requirements</li> <li>• Co-ordinate and progress the implementation of DLR LECP Community and shared Community objectives</li> <li>• Provide Progress Report on implementation of the LECP</li> <li>• Administer, oversee/support and promote LCDC Grant Schemes/ key initiatives as relevant – Healthy Ireland, Community Activities Fund, Community Enhancement Programme, Towns and Villages, National Community Weekend</li> </ul>	<ul style="list-style-type: none"> <li>• 2022</li> <li>• Ongoing</li> <li>• Half yearly reporting</li> <li>• In line with departmental deadlines throughout the year</li> </ul>
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**Corporate Goal 5: Enhance the vitality of our towns and villages while preserving our natural and built heritage.**

Action	Description	Proposed Delivery	Timeframe
1.	Protect and conserve our built and natural heritage and the County's strong identity "From the Mountains to the Sea"	<ul style="list-style-type: none"> <li>• Ensure the protection of the County's heritage and biodiversity is incorporated into the policies and objectives of the County Development Plan, Local Area Plans, Special Amenity Area Orders and Historic Landscape Character Assessments, all of which address heritage and biodiversity at local level.</li> <li>• Implement the actions of the County Heritage Plan 2021-2025, County Biodiversity Action Plan 2021-2025, Invasive Species Action Plan and nature-based solutions of the Climate Change Action Plan 2019-2024</li> <li>• Implement the actions of the Carrickmines Castle Conservation Plan 2017-2027 / Interpretation and Communications Plans (2020)</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> <li>• Ongoing</li> <li>• Ongoing</li> </ul>



		<ul style="list-style-type: none"> <li>• Implement actions from the Dalkey Island Conservation Plan (2014-2024)</li> <li>• Implement recommendations of the Williamstown Martello Tower Stage 1 Conservation Plan and Interpretive Strategy</li> <li>• Continue to work with the Dublin Mountains Partnership and South Dublin County Council on the Dublin Mountains Community Archaeologist Project</li> <li>• Progress an Integrated Management Framework for Deansgrange cemetery and update the conservation plans for small historic graveyards – pilot a community participation project at one historic graveyard</li> <li>• Commence condition survey of dlr heritage buildings and structures in order to prioritise works and develop yearly maintenance plans</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> <li>• Ongoing</li> <li>• Ongoing</li> <li>• Ongoing</li> </ul>
2.	<p>Ensure healthy communities and a meaningful sense of place by protecting our built and natural heritage and enabling our villages to thrive.</p>	<ul style="list-style-type: none"> <li>• Work with communities and staff to raise awareness and increase the involvement of communities in citizen science and local projects that help to protect our built and natural heritage.</li> </ul> <p>Biodiversity Projects planned for 2022: (some delayed from previous years due to lack of ecological capacity and Covid)</p> <ul style="list-style-type: none"> <li>• Hedgerow Surveys and guidance for communities</li> <li>• Hedgerow Ecosystem Services Raising awareness campaign</li> <li>• Ecosystem Services toolkit for teachers</li> <li>• Hedgerow toolkit for teachers</li> <li>• Continue to work with communities on the actions for councils outlined in the All- Ireland Pollinator Plans 2015- 2020 and 2021 – 2025</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> </ul>

		<ul style="list-style-type: none"> <li>• Deerpark nature trail completion</li> <li>• Biodiversity events monthly</li> <li>• Invasive species workshops for public</li> <li>• DLR volunteers and DLRCC collaboration project working with communities</li> </ul> <p>Community Heritage Projects planned for 2022:</p> <ul style="list-style-type: none"> <li>• A People's History of dlr – social history/public history participative programme</li> <li>• Dublin Mountains Community Archaeologist programme</li> <li>• Collaborative local heritage interpretation projects with community groups</li> <li>• Local historic graveyard community skills development project</li> <li>• Cherrywood time-depth project</li> <li>• Pale Castles/Pale ditch project</li> <li>• Gardening for Biodiversity resources</li> <li>• Local Geoheritage project</li> <li>• Local History programme of guided tours for Spring/Summer</li> <li>• Entente Florale entry support</li> <li>• Various community led projects funded through the dlr Community Heritage fund</li> </ul> <p>Manage the Community Heritage Grant fund and share resultant projects during Heritage Week</p>	
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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"> <li>• Liaise with the Climate Change Officer in relation to demonstratable initiatives in relation to energy efficiency in dlr historic buildings</li> <li>• Identify buildings and spaces that can be repurposed as heritage hubs in line with County Heritage Plan</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> </ul>
5.	Prioritise connectivity and sustainability in design and planning for the County.	<ul style="list-style-type: none"> <li>• Map and name historic pedestrian paths and connections</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> </ul>
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"> <li>• Complete DLR's Age Friendly Strategy 2022-2026</li> <li>• Continue to develop Age-Friendly library programme. Each dlr library has an <b>Age-Friendly Charter</b></li> <li>• <b>Bealtaine</b> programme of events, including nationwide Bealtaine Book Club</li> <li>• Age-friendly/intergenerational programme of events throughout the year including Book Drop service, using your smartphone/tablet, Acorn Tovertafel, Digital Ambassadors etc.</li> <li>• Continue to support digital inclusion with Acorn lending scheme</li> </ul>	<ul style="list-style-type: none"> <li>• Q3 of 2022</li> <li>• On-going</li> <li>• Ongoing</li> <li>• May 2022</li> <li>• Ongoing</li> <li>• Ongoing</li> </ul>
9.	Implement the objectives of the County Development Plan Local Area Plans and the Cherrywood Planning Scheme	<ul style="list-style-type: none"> <li>• Liaise with the Planning Dept and Cherrywood Team to ensure the implementation of relevant objectives for Heritage and Biodiversity</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> </ul>

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

Action	Description	Proposed Delivery	Timeframe
5.	Collaborate with all stakeholders in promoting the County as a destination for tourists.	<ul style="list-style-type: none"> <li>Continue to work with the Dublin Bay Biosphere Partners, Dublin Mountains Partnership and DLR Tourism to promote DLR to tourists.</li> </ul> <a href="https://www.dublinbaybiosphere.ie/see-do/nature-outdoor-activities/">https://www.dublinbaybiosphere.ie/see-do/nature-outdoor-activities/</a> <ul style="list-style-type: none"> <li>Promote the Biosphere tourism videos</li> <li>Include Fáilte Ireland in implementation of the County Heritage Plan 2021-2025</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> <li>Ongoing</li> <li>Ongoing</li> </ul>

### 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"> <li>Engage with and support inter-departmental implementation of the Public Sector Duty, including community engagement on service delivery</li> </ul>	<ul style="list-style-type: none"> <li>In line with Corporate timelines</li> </ul>
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"> <li>Support for Public Sector Duty assessment, analysis and actions</li> <li>Assist as required in provision of Public Sector Duty obligations</li> </ul>	<ul style="list-style-type: none"> <li>In line with Corporate timeline</li> </ul>

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"> <li>• Implement PSD to ensure equality and protection of human rights for all</li> <li>• Work with departmental colleagues on event programming for <b>Festival of Inclusion</b></li> <li>• Engagement with <b>marginalised communities</b> within dlr – Funding projects</li> <li>• To promote <b>digital literacy</b> through timely provision of technology and education on same</li> <li>• Implement <b>digital literacy</b> budget initiatives based around identified community needs.</li> <li>• Continue to develop resilience in service provision that is agile and responsive to hybrid models of event facilitation.</li> <li>• To promote <b>self-service</b> with extended opening hours, allowing equitable access to all</li> </ul>	<ul style="list-style-type: none"> <li>• In line with Corporate timelines</li> <li>• October 2022</li> <li>• Ongoing</li> <li>• Ongoing</li> <li>• Ongoing</li> <li>• Ongoing</li> <li>• Ongoing</li> </ul>
9.	Provide access to Council decision making through accessible and meaningful public consultation.	<ul style="list-style-type: none"> <li>• To provide ongoing &amp; effective communication to the public &amp; other stakeholders</li> <li>• Continue and enhance public consultation for our customers. Maximise usage of Public Consultation Website interface (Citizen Space)</li> <li>• Reform County Heritage Forum to include more community representation as part of County Heritage Plan implementation.</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> <li>• Ongoing</li> <li>• Ongoing</li> </ul>



		<ul style="list-style-type: none"> <li>are being done by Project Drivers</li> <li>• Co-ordinating the compilation of the Annual Revenue Department Budget</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> </ul>
9.	Ensure Risk Management Policy and risk register is in place and continually reviewed and updated, safeguarding the organisation financially and reputationally	<ul style="list-style-type: none"> <li>• Ensure Risk Register is relevant and is reviewed and updated on a quarterly basis.</li> <li>• Review Business Continuity Plan to deal with effects of Covid -19 to provide cover and resources for essential services.</li> </ul>	<ul style="list-style-type: none"> <li>• Quarterly</li> <li>• Ongoing</li> </ul>
14.	Implement the Performance Management Development System (PMDS) and Competency Framework throughout the organisation.	<ul style="list-style-type: none"> <li>• Continue to Implement PMDS</li> <li>• Develop Team and Personal Plans</li> <li>• Review performance in accordance with PMDS</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> <li>• Ongoing</li> <li>• Ongoing</li> </ul>
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"> <li>• Assist career development of staff in line with business objectives, agree training as required</li> <li>• To ensure compliance with all Health and Safety Procedures both Statutory and Internal</li> <li>• To ensure employees take reasonable care while at work to protect their safety, health and welfare and that of others who may be affected by their acts or omissions at work.</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> <li>• Ongoing</li> <li>• Ongoing</li> </ul>