

DÚN LAOGHAIRE-RATHDOWN COUNTY COUNCIL

ANNUAL SERVICE DELIVERY PLAN 2023



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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• **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 fourth 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 2023 which was approved by the Members in November 2022. 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

- Dlr Corporate Plan – 2020 – 2024, adopted in January 2020
- Budget 2023, adopted in November 2022
- Three-year Capital Programme 2023 - 2025
- County Development Plan 2022 - 2028
- Cherrywood SDZ Planning Scheme 2014, as amended
- Local Economic and Community Plan 2016 – 2021

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

• Corporate Goals



Corporate Goal 1

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



Corporate Goal 3

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



Corporate Goal 2

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



Corporate Goal 4

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



Corporate Goal 5

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



Corporate Goal 6

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



Corporate Goal 7

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



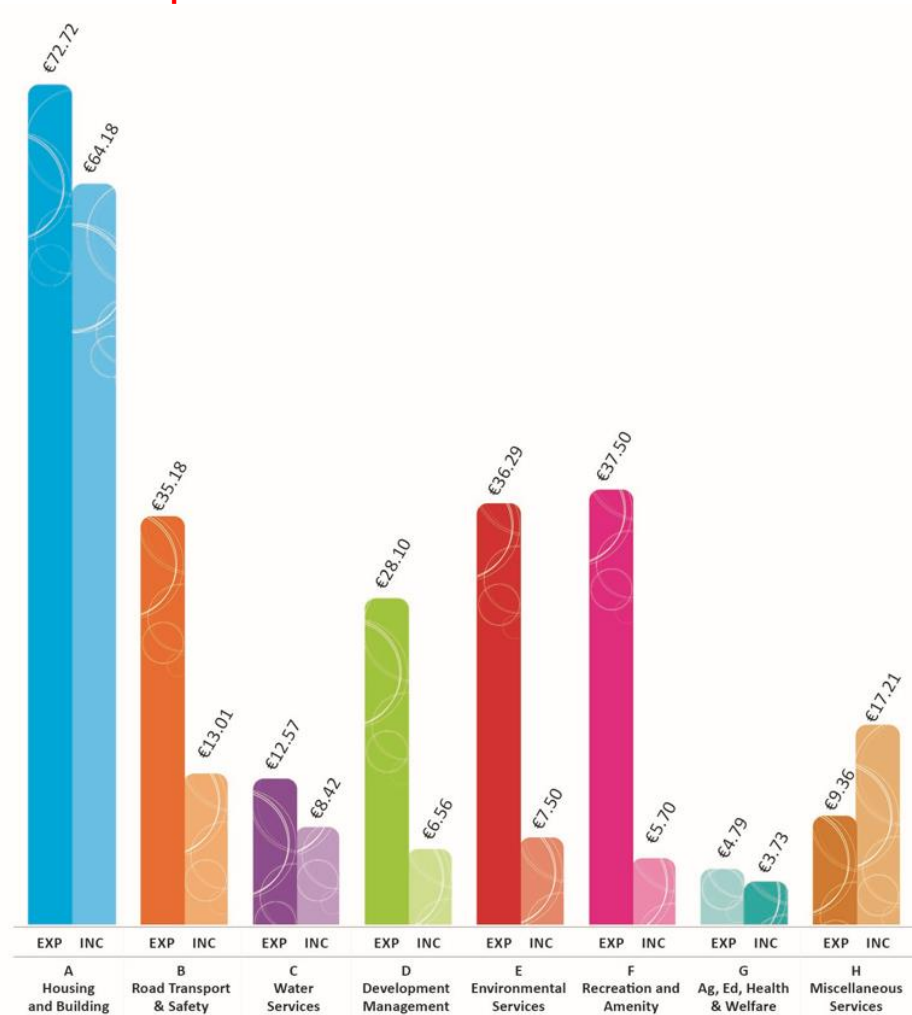
Corporate Goal 8

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

• Financial Landscape – Budget 2023

The Revenue budget for 2023 provides for expenditure totaling €236.5m being higher than the budget for 2022 of €213.8m. 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 to reduce Local Property Tax (LPT) by 15%.

Revenue Expenditure and income millions 2023



Division	Expenditure Budget 2023 €
A- Housing and Building	72,720,700
B - Road Transport & Safety	35,182,200
C - Water Services	12,568,600
D - Development Management	28,095,700
E - Environmental Services	36,294,500
F - Recreation and Amenity	37,496,600
G - Agriculture, Education, Health & Welfare	4,792,600
H- Miscellaneous Services	9,364,400
	€236,515,300

Expenditure Categories	Budget 2023
	€
Payroll and Staff Costs	62,940,400
Minor Contracts - Trade Services & other works	35,463,800
RAS & Social Leasing Payments	32,631,300
Agency Services & Other Local Authority Payments	26,176,300
Pensions & Gratuities	17,442,700
Insurance, Loan repayments and Financial Charges	11,524,200
Grants, Voluntary and Statutory Contributions	9,609,100
Energy	7,434,000
Administration Expenses incl. IT, Communication and Training	6,640,400
Consultancy & Professional Fees	3,846,900
Other Establishment Expenses, incl. LA Buildings Repairs, Maintenance & Security	3,634,800
Plant & Equipment, including Repairs and Maintenance	3,406,100
Transfers to Capital	3,283,800
Rent & Rates on Local Authority Buildings	2,762,100
Other Operational Expenses, incl. Arts, Libraries and Community Events	2,743,400
Materials & Stores Issues	2,258,800
Refunds incl. Vacancy refunds, Bad Debt Provisions and Write offs	2,122,500
Members Payments and Allowances	1,552,400
Other Expenses	651,600
Local Property Tax - LA Housing	390,700
Total	€236,515,300

• Service Delivery 2023 – By Directorate

○ 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"> Continued inclusion of the Duty on Senior Management and Seniors Meetings agendas Engage with external third party to develop measurable deliverable goals against the plan. Report to full council on a quarterly basis on progress against the plan. 	<ul style="list-style-type: none"> Ongoing
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"> Engage with staff through workshops to develop a knowledge and understanding of both the Duty and the Values Statement developed for the organisation 	<ul style="list-style-type: none"> Quarter 3
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"> Cross Departmental Group to remain in place to assist and report on the actions being undertaken Utilise the various networks within the organisation, including Partnership to assist in promoting and actioning the Duty. 	<ul style="list-style-type: none"> On-going
6.	Provide Council services and information in an affordable and accessible manner for all.	<ul style="list-style-type: none"> Proof all services, documents and communications against the Duty. Communication Plan to put in place the actions agreed 	<ul style="list-style-type: none"> Ongoing Quarter 3
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"> 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. 	<ul style="list-style-type: none"> Ongoing
8.	Provide access to Council decision making through accessible and meaningful public consultation.	Engage with staff, Elected Members, stakeholders voluntary and community groups and representative organisations for those who experience discrimination and human rights abuses.	<ul style="list-style-type: none"> Ongoing

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

Action	Description	Proposed Delivery	Timeframe
1.	Support Councillors in their policy and representational roles through the provision of quality service to the CPG, SPC's and at Council Meetings, Members Training and by maximizing the use of ICT Systems.	<ul style="list-style-type: none"> • Complete the development of dlrMeetingPoint to include the remaining meetings of SPC, CPG and OP&P. • Ensure Members compliance with the Ethical Framework for Local Government. • Furnish Monthly and Quarterly Management Reports to Elected Members and Oireachtas Members. • Consult with Members through OPP, CPG and SPCs. • Digitalise Ethics Register process 	<ul style="list-style-type: none"> • Quarter 3 • Quarter 1 • Monthly and Quarterly • Ongoing • January 2023
2.	Provide a strong internal audit function while supporting the Local Government auditor and Audit Committee.	<ul style="list-style-type: none"> • Prepare documents and records in timely fashion to Local Government Auditor. • Support the Audit Committee, preparing document packs in a timely manner and provide administrative support and training. • Support the role of the Internal Audit function with Audits delivered in accordance with the Audit Plan for 2023 	<ul style="list-style-type: none"> • Ongoing during audit • 6 Audit Committees to be held • Ongoing
3.	Review, monitor and develop our Customer Relationship Management System (CRM) and keep customers at the center of how we deliver services in a timely and positive manner.	<ul style="list-style-type: none"> • Continue to deliver accessible quality customer service across all channels of communication via the Civic Hub. • Appoint Service Delivery Manager • Improve responses and response times to CRMs received both directly from the public and from the Members • Develop and implement new work practices to improve service delivery • Continue to develop mobile working solutions for the organisation to enable our staff to work 	<ul style="list-style-type: none"> • Ongoing • Q1 • Ongoing • Ongoing • Ongoing

		<p>in the field, ensuring faster turnaround times on service requests and faster response times in the event of major weather incidents.</p> <ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • Ongoing
4.	<p>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.</p>	<ul style="list-style-type: none"> • Refresh dlrLink intranet. • Implement internal digital forms, rolling programme. • Complete roll out of dlr Document Management System. • Implement new CE order management system • Work with Housing to implement online Housing services via NEC Housing system portal • Work with Planning to implement E-Planning • Work with Finance to implement portal for customer access to Rates account details, and online payments • Engage cross departmentally on new stock control solution • Preparation for Local Elections 2024 • Electoral Reform: Utilise the Council's website and social media to communicate the changes to the electoral registration process under the Electoral Reform Act 2022. 	<ul style="list-style-type: none"> • Quarter 4 • On-going • Quarter 1 • Quarter 4 • Quarter 4 • Quarter 4 • Quarter 3 • Quarter 3 • On-going

5.	Continue to deliver on Council websites best practice in accessibility and language capabilities.	<ul style="list-style-type: none"> • Monitor the Recite Me accessibility software that translates all content including static and pdf content, on the dlr corporate website, dlr libraries website and dlr events website into over 100 languages including 35 languages in text to speech voices. • Rollout out upgrade to www.dlrcoco.ie 	<ul style="list-style-type: none"> • Ongoing • Quarter 2
6.	Deliver and implement the Councils Communications Strategy 2023-2026 and Irish Language Scheme 2022-2026.	<ul style="list-style-type: none"> • Development of Communication Strategy for Council • Continue the development of Citizen Engagement Policy in collaboration with the Planning and Citizen Engagement SPC • Carry out Public Workshop on Citizen Engagement • Upgraded Website Launch • Review of Irish Scheme • Expand Councils ability to produce digital content in Irish within parameters of Irish Scheme • Utilise the role of Irish Officer to deliver • Work with HR to further develop staff training for service provision in Irish. • Investigation of potential new channels of communication 	<ul style="list-style-type: none"> • Quarter 3 • Quarter 3 • Quarter 2-3 • Quarter 2 • Ongoing • Ongoing • Ongoing • Ongoing
8.	Continually improve corporate performance, demonstrating transparency and accountability.	<ul style="list-style-type: none"> • Enable the public to gain access to records held by the Council to the greatest extent possible, consistent with the right to privacy and the public interest. • FOI Decisions issued within legislative timeframes. • Manage the Publication Scheme on the website. • Manage the publication of Disclosure Logs. • Compliance and awareness with regards to Data Protection and GDPR • Continuous training in relation to the provisions/requirements of GDPR • Compliance with Ethics Framework for staff • Oversight and co-ordination of dlr Safety Management systems and compliance with Health and Safety Legislation 	<ul style="list-style-type: none"> • Ongoing • Ongoing • Ongoing • Ongoing • Ongoing • Quarter 1 • Ongoing

10.	Implement the Corporate Procurement Plan, to ensure compliance with legislation, while achieving quality services and value for money.	<ul style="list-style-type: none"> • Implementation of Procurement Plan. • Complete Procurement Manual. • Develop ongoing training programme for staff. • Audits of purchasing practices to ensure compliance with current Procurement Plan. 	<ul style="list-style-type: none"> • Ongoing • Quarter 2 • Ongoing • Ongoing
11.	Ensure efficient management and maintenance of dlr Corporate Buildings.	<ul style="list-style-type: none"> • Maximise the use of space in Corporate Buildings. • Expand the Contract & Facilities Management Units to build frameworks that can support and maintain our Corporate Buildings. • Carry out retrofitting and energy upgrades to meet 2030 targets. 	<ul style="list-style-type: none"> • Ongoing • Ongoing • Ongoing
12.	Implement the HR strategy developed to facilitate implementation of the Local Authority People Strategy.	<ul style="list-style-type: none"> • Facilitate implementation of DLRCC People Strategy objectives. 	<ul style="list-style-type: none"> • Ongoing
13.	Support the recruitment, development and empowerment of a motivated and high performing workforce with the skills and flexibility to deliver our corporate goals.	<ul style="list-style-type: none"> • Support the Organisation's Corporate goals through appropriate recruitment and training programmes. • Review Workforce Plan in line with Corporate Plan 2020-2024 to deliver on future and existing service requirements. 	<ul style="list-style-type: none"> • Ongoing • Quarter 2
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"> • Review ePMDS approach across the organisation • Ensure Organisational compliance and implementation of PMDS ensuring Team Plans are in place and all staff have agreed PDP's. • Interim and End Year Reviews carried out for all staff • Carry out a review of the PMDS with dlr and subsequent implementation a PMDS system 	<ul style="list-style-type: none"> • Ongoing • Quarter 2 • Quarter 3-4 • Quarter 4 and Ongoing

15.	Implement dlr's Digital Transformation Strategy.	<ul style="list-style-type: none"> • Rollout of additional public Wi-Fi under WiFi4EU programme. • Smart Sandyford and Smart Dún Laoghaire engagement on sustainable travel. • Update and enhance Open Data offering. • Enhanced use of IoT in council buildings and public realm. • Engagement with energy and climate teams using emerging technologies to monitor and assess impacts 	<ul style="list-style-type: none"> • Quarter 2 • On-going • On-going • On-going • On-going
16.	Creation of a workplace environment that encourages staff to have pride and enjoy their work, while achieving the Council's strategic goals.	<ul style="list-style-type: none"> • Continue to support the Partnership Office on projects to enhance the work environment. • Develop an Action Plan for implementation to support staff in carrying out their roles and functions. • Ensure a fair and supportive work environment 	<ul style="list-style-type: none"> • Ongoing • Quarter 1 • Ongoing

○ **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"> • Adopt an 'Environment First' approach to how we work. • Work to meet targets set by DHLGH for the Energy Efficiency Retrofit Programme and DLRCC Climate Action Plan. (Targets yet to be received) • Provide Energy Awareness information as part of pre-tenancy training. • Deliver new homes to nZEB standard. 	<ul style="list-style-type: none"> • Ongoing • Q4 2023 • Ongoing • Ongoing

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

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"> • Maximise the delivery of additional homes through all delivery mechanisms to ensure that housing delivery targets are met and exceeded where possible. • Carry out inspections, to meet the inspections target of 25% of privately rented properties and so improve the quality of housing in the rental sector within the County. • Promote the delivery of universal design principles to ensure inclusion in housing delivery. • Use the private rental market schemes such as HAP and RAS as mechanisms of social housing support delivery and provide housing options. • Help prevent homelessness, accelerate the tenant in situ social scheme to, at a minimum, reach targets. • Use all possible resources to speed up the delivery of own build social housing • Use the government funded turnkey scheme to deliver more social housing • 	<ul style="list-style-type: none"> • Ongoing • End of 2023 • Ongoing • Ongoing • Ongoing • Ongoing • Ongoing
2.	Facilitate enabling infrastructure and services in conjunction with key stakeholders to support new homes and create new	<ul style="list-style-type: none"> • Deliver and implement the Vacant Homes Plan. 	<ul style="list-style-type: none"> • Ongoing • Ongoing

	communities and places.	<ul style="list-style-type: none"> • Continue to seek funding to enable the delivery of affordable housing through the Affordable Housing Fund (AHF). • Proactively engage with relevant internal departments to progress infrastructure to facilitate social and affordable housing development. 	<ul style="list-style-type: none"> • Ongoing
3.	Deliver on Major Urban Housing Delivery Sites.	<ul style="list-style-type: none"> • Progress the development of 597 social, affordable purchase and cost rental homes at Shanganagh. 	<ul style="list-style-type: none"> • Onsite
7.	Promote inclusive and sustainable communities through housing delivery and supports.	<ul style="list-style-type: none"> • Aim to ensure new housing schemes are designed and built to promote sustainable communities. • Implement a comprehensive pre-tenancy programme with a focus on the creation of inclusive and respectful neighbourhoods. • Work with the Housing & Disability Steering Group to deliver housing options for Disabled People under the Housing Plan for Disabled People 2021 – 2026. 	<ul style="list-style-type: none"> • Ongoing • Q2 & ongoing • Quarterly
8.	Promote the delivery of sustainable, low energy, lifetime homes.	<ul style="list-style-type: none"> • Design and construct all Council built housing schemes to nZEB standard. 	<ul style="list-style-type: none"> • Ongoing
9.	Facilitate access to housing choice specifically for older people.	<ul style="list-style-type: none"> • Prioritise downsizing/rightsizing opportunities to offer choice and increase the number of family homes for re-let • 100 homes to be adapted for Disabled Tenants. • Administer Housing Adaptation Grants Scheme for Older People and Disabled People. • Nominate a dedicated member of staff to liaise in the allocation of properties to older people. • Identify necessary upgrades to Older Persons Accommodation through the Stock condition survey. 	<ul style="list-style-type: none"> • Ongoing • End 2023 • Ongoing • Ongoing • Ongoing

10.	Deliver homeless services with the Dublin Regional Homeless Executive.	<ul style="list-style-type: none"> • Provide a Homeless service from County Hall in collaboration with the DRHE in line with the Dublin Regional Homeless Action Plan 2022 – 2024. • Provide support to exit people from homelessness. • Continue to provide homeless prevention and Place Finder service. • Deliver 17 Housing First Homes for 2023. 	<ul style="list-style-type: none"> • Ongoing • Ongoing • Ongoing • End 2023
11.	Provide sustainable, viable and affordable housing delivery in line with Government Policy.	<ul style="list-style-type: none"> • Advertise and process applications for Affordable Homes, as they become available, in line with Government Policy • Process applications for Local Authority Home Loans. • Use the private rental market schemes such as HAP and RAS as mechanisms of social housing support delivery and provide housing options. 	<ul style="list-style-type: none"> • As schemes are delivered • As received • Ongoing
12.	Implement the Traveller Accommodation Plan 2019-2024.	<ul style="list-style-type: none"> • Progress commitments made in the Traveller Accommodation Programme (TAP) 2019 – 2024. • Work with key stakeholders to ensure delivery of TAP. 	<ul style="list-style-type: none"> • Ongoing • Ongoing
13.	Manage existing social housing efficiently and retrofit existing homes to the highest standard possible.	<ul style="list-style-type: none"> • Housing Stock condition survey – 1,000 properties to be surveyed. • Energy upgrades to be carried out under the Energy Efficiency Retrofit Programme as per DHLGH target - target yet to be confirmed. • Upgrade heating systems in 120 units • Maintain and improve existing Traveller Accommodation stock. • Install new smoke alarms in approximately 10% of housing stock. • Carry out annual service boiler services. • Continue to ensure best value and quick turnaround on voids. • Provide an efficient responsive maintenance service. - 6,000 maintenance requests annually 	<ul style="list-style-type: none"> • End 2023 • October 2023 • End 2023 • End 2023 • Quarter 4 • End 2023 • Ongoing • End 2023

14.	Provide effective and efficient allocations, housing assessment and tenant management service.	<ul style="list-style-type: none"> • Allocate properties in accordance with the Allocation Scheme. • Carry out a Housing Needs Assessment as directed. • Investigate fully any complaints of anti-social behaviour in accordance with the dlr Anti-social Behaviour Strategy 2022 – 2028. • Organise 3 pre-tenancy courses per annum. • Strive to protect customer data in accordance with Data Protection and GDPR requirements. • Support and collaborate with Approved Housing Bodies to provide and manage social housing stock. 	<ul style="list-style-type: none"> • Ongoing • Nov/ Dec 23 • Ongoing • End 2023 • Ongoing • Ongoing
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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"> • Promote equality principles and public sector duty responsibilities in the way we deliver our services • Continue the review of forms so that they are in a user-friendly format through the use of plain English • Work collaboratively with the Housing & Disability Steering Group to implement the Housing Plan for Disabled People 2021-2026 and provide regular updates to the SPC • Work collaboratively with the Local Traveller Accommodation Consultative Committee 	<ul style="list-style-type: none"> • Ongoing • Ongoing • Quarterly • Ongoing. Meet 6 times per annum

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 center of how we deliver services in a timely and positive manner	<ul style="list-style-type: none"> • Ensure that enquiries from Public Representatives and customers are dealt with promptly • Ensure statistical returns, customer complaints, Freedom of Information Requests and Data Access Requests are responded to within the required timelines • Liaise with Corporate Services and the Civic Hub in how they provide services to Housing customers • Provide an effective Housing Welfare Service 	<ul style="list-style-type: none"> • Ongoing • As per timelines • Ongoing • Ongoing
	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"> • Provide quarterly reports to Elected Members • Work collaboratively with Elected Members through the SPC • Ensure adequate responses are returned for items on meeting agendas in a timely manner 	<ul style="list-style-type: none"> • Quarterly • Quarterly • Ongoing
7.	Implement robust financial processes to safeguard the Council's financial position	<ul style="list-style-type: none"> • Continually review budget and monitor expenditure and income • Ensure proactive collection of rents income 	<ul style="list-style-type: none"> • Monthly • Ongoing

○ **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.	<ul style="list-style-type: none"> • Advising applicants at pre planning meetings of policies contained in the in the County Development Plan • Development Management process • Through the identification of vacant sites and making the best use of land 	<ul style="list-style-type: none"> • Ongoing • Ongoing • 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
3.	Provide enabling infrastructure and services in conjunction with key stakeholders to support new communities and home	<ul style="list-style-type: none"> • Through the preparation of a New Development Contribution Scheme 	<ul style="list-style-type: none"> • Draft Q2 2023
12.	Provide sustainable, viable and affordable housing delivery in line with Government Policy	<ul style="list-style-type: none"> • Advising applicants at pre planning meetings of policies contained in the in the County Development Plan • Development Management process 	<ul style="list-style-type: none"> • Ongoing • Ongoing

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

Action	Description	Proposed Delivery	Timeframe
9.	<p>Implement the objectives of the County Development Plan, Local Area Plans and the Cherrywood Planning Scheme.</p> <ul style="list-style-type: none"> Promote sustainable travel choices of the National Planning Framework, Regional Spatial and Economic Strategy (RSES) and the Council's Smart Travel policy through Pre-Planning and Development Management Active Land Management through careful planning of future development in the county, to improve the quality of life for people who live in, work in or pass through the county. Help build sustainable communities through the County Development Plan, Local Area Plans. 	<ul style="list-style-type: none"> Provide pre-planning support advice. Process planning applications, Large Scale Residential Developments, LRD's and appeals. Assess all applications under the Development Contribution Scheme Inspect residential developments to ensure they are constructed to Taking in Charge standards. Work with agencies to provide support services 	<ul style="list-style-type: none"> Operate within Statutory Frameworks Operate within Statutory Frameworks On-going Ongoing On going

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

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

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

Action	Description	Proposed Delivery	Timeframe
3.	<p>Take an active approach in prioritising public land for long-term use.</p> <ul style="list-style-type: none"> Identification of land suitable for development. Working with other agencies to bring land back into use. Making the county an attractive place to live, work and visit by enhancing the assets of the county. 	<ul style="list-style-type: none"> Settling the Residential Zoned Land Tax, RZLT map Continuing development GIS mapping to improve our information base. Continuing information/data flows to Dublin Housing Taskforce and Department of Housing, Planning and Local Government 	<ul style="list-style-type: none"> 2023 ongoing Ongoing Quarterly

11.	Implement the objectives of the County Development Plan, Local Area Plans and the Cherrywood Planning Scheme.	<ul style="list-style-type: none"> • Draft Dundrum LAP • Monitoring of the County Development Plan • Commence preparation of Draft Kiltiernan Glenamuck Local Area Plan • Commence SE study to inform Old Connaught and Rathmichael LAP's • - Prioritise the servicing of Rathmichael and Old Connaught lands by liaising with relevant government departments and state agencies and accelerating the LAPs for those areas 	<ul style="list-style-type: none"> • Q2 • Ongoing • Q2 • Q1
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Corporate Goal 8: Optimise human, financial and physical resources to deliver accessible citizen and customer-focused quality services.

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

○ **Forward Planning Infrastructure**

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

Action	Description	Proposed Delivery	Timeframe
3.	Deliver on Major Urban Housing Delivery Sites.	<p>Major Urban Housing Delivery Sites (MUHDS) Cherrywood, Kiltarnan Glenamuck and Woodbrook Shanganagh are 3 key strategic sites that have been identified for large scale housing delivery. http://www.housing.gov.ie/housing/rebuilding-ireland/</p> <p>Continue to work with the various stakeholders and other DLR departments to support and develop policies that will address the requirements of the Pathways under the DHLGH's Housing for All Plan to increase the supply of housing and open development land in conjunction with the DHLGH's LIHAF and URDF programmes.</p>	<ul style="list-style-type: none"> Ongoing
4.	Implement the objectives of the Cherrywood Strategic Development Zone (SDZ) Planning Scheme.	<p>Cherrywood SDZ</p> <ul style="list-style-type: none"> Overseeing and guidance by the Development Agency Project Team (DAPT) the development of Cherrywood SDZ in accordance with the approved Planning Scheme_(as amended). Ensuring development in the SDZ area is consistent with the requirements and objectives of the Cherrywood SDZ Planning Scheme. Continuing collaborative working in realising the Cherrywood SDZ with all Stakeholders including the Planning Authority, developers/landowners, Elected Members and State Agencies. Advance Planning Scheme Amendments Conclude the Proposed Amendment No. 8: Building Height & Density Review. DAPT to review the County Development Plan 2022-2028, for the purposes of implications for the Cherrywood Planning Scheme and to progress any amendments as may be relevant. 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. 	<ul style="list-style-type: none"> Timeframe for full build-out of Cherrywood SDZ is over the next 7 years plus and as landowners progress their designs. Good momentum continues. Assessment of all proposed development to comply with the Planning Scheme. All planning decisions to be made within the statutory timeframe. Reporting to Council as part of the Quarterly Management Report. Facilitation of Stakeholder workshops, forum and meetings. Conclude process with Elected Members following second public consultation on Proposed Modifications/Material Alterations and bring to upcoming meeting of the Council. Q2 & Q3 2023. Q1 & Q2 2023

		<ul style="list-style-type: none"> • Other amendments as may be necessary to reflect any up-dated Ministerial Guidelines • Other amendments as required to aid with the successful progression of the Planning Scheme. • 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. • 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. • Progress the legal agreements in support of the Cherrywood Development Contribution Scheme 2017-2020 as part of the delivery of common infrastructure (roads, parks, surface water facilities) within the SDZ. • Programme, Risk and Cost Management – Continue to actively track the programme, scope and risk in the delivery of common infrastructure. • Review of the overall order of magnitude Cherrywood Common Infrastructure delivery budget following government grants and landowner progress noting that certain project designs have progressed. • Reporting to the Cherrywood Steering Group, established to ensure governance and oversight for the successful delivery of the Cherrywood SDZ designation. • Complete the review of the Cherrywood Biodiversity Plan. • Work with the Planning Authority in the review of the current Cherrywood Planning Scheme Development Contribution Scheme 2017 – 2020 	<ul style="list-style-type: none"> • Ongoing • Ongoing • Ongoing • Ongoing • Ongoing • Ongoing • Ongoing • Ongoing • Q2 2023 • Q2 2023
5.	Advance all elements of the Urban Regeneration Development Fund (URDF).	<p>Cherrywood URDF Projects 2018 – Call 1 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.</p> <p>This will see the development of 4 distinct sub-projects comprising the</p>	

		<p>Linear Park, surface water attenuation ponds 2a and 5a and completion of Tully Park Phase 2. FPI to lead Part 8 Process for the relevant projects below to enable delivery of the various projects.</p> <ul style="list-style-type: none"> • Linear Park – Proceed to tender for Consultant. • Pond 2a – Proceed to Contract. • Pond 5a – Proceed to Contract. • Tully Park Phase 2 – project substantially complete, final account stage. <p>https://www.gov.ie/en/campaigns/urban-regeneration-and-development-fund/</p> <p>Cherrywood URDF Projects 2020 – Call 2 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.</p> <p>A consultant has been appointed at this stage to prepare the preliminary business case for all projects.</p> <ul style="list-style-type: none"> • Three Public Parks (Lehaunstown House Park, Priorsland Park and Parade Green) • Beckett Link and Barrington Road Connection • Castle Street Link • Smart Parking Study • Ticknick Park-Ballycorus Access – Initiated contact with the private landowners, commercial agreement or CPO process will be commenced. Preliminary Design to be advanced. • Town Centre & Pedestrian Cycle Link. 	<ul style="list-style-type: none"> • Q2 2023 • Q2 2023 • Q2 2023 • Q1 2023 <ul style="list-style-type: none"> • Engagement is on-going. <ul style="list-style-type: none"> • Planning grant secured in 2022. Procurement of Dlr consultant Q1 2023. • Concept design ongoing. <ul style="list-style-type: none"> • On-going <ul style="list-style-type: none"> • Ongoing <ul style="list-style-type: none"> • Engagement is on-going.
6.	Progress Local Infrastructure Housing Activation Fund (LIHAF).	<p>Local Infrastructure Housing Activation Fund (LIHAF) Oversight, delivery and project management of the LIHAF projects areas for funding for road and bridge infrastructure to support the delivery of homes http://rebuildingireland.ie/lihaf/</p> <p>Progress the Cherrywood LIHAF working closely with the I&CC Department – Projects Office as part of the DLR Capital Programme delivery. Continue engagement with DHLGH for revised Grant Agreements in delivery and funding.</p>	

		<ul style="list-style-type: none"> • Ensure collaborative engagement with developers/landowners and other agencies to progress the LIHAF project. • Ensure LIHAF funding conditions and requirements of Grant Agreement are fully met. • Continue project reporting to DHLGH on a quarterly basis. • Continue engagement with developers on the timing of delivery of LIHAF homes (affordability dimension). • Engagement with dlr Housing Department – administration of an Affordable Scheme in meeting the LIHAF requirements. <p>Cherrywood SDZ - €15.19m</p> <ul style="list-style-type: none"> • Phase 2 – The next section of Druid’s Glen Road (165m of road and a 40m short bridge spanning the Carrickmines Stream) • Phase 3 – 120m span feature bridge and 135m of road with surveys, further site investigations and land acquisition requirements are due to commence shortly. Concept design completed in Q3/2021. 	<ul style="list-style-type: none"> • Phase 2 Tender in Q1 2023. Construction start in Q2 2023. • Engage expert consultant to advise on design brief in Q1 2023. Issue tender for procurement of consultant to advance preliminary design for significant bridge feature in Q2 2023.
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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 working with the NTA and Active Travel Section to deliver projects as part of the NTA’s programme such as the Cherrywood links project.</p> <p>Beckett link, Castle Street extension and Kiltiernan Link projects form part of the NTA active travel project list for 2023.</p>	<ul style="list-style-type: none"> • Ongoing • Ongoing
9.	Implement the objectives of the County Development Plan, Local Area Plans and the Cherrywood Planning Scheme.	<p>Cherrywood Planning Scheme</p> <ul style="list-style-type: none"> • Undertake the annual Assessment of the Strategic Road Network in cooperation with the NTA/TII • Review findings of study for the provision of an At-Grade Cycle Crossing to the Wyattville Link Road (WLR) (Consultation ongoing with TII & NTA) • Ongoing review of cycle network of the SDZ lands in consultation with the NTA and report to Area Committee. • Ensuring development in the SDZ area is consistent with the requirements and objectives of the Cherrywood SDZ Planning Scheme • Ensure that best-practice sustainable transport modes imbues all aspects of the planning scheme implementation and has regard to 	<ul style="list-style-type: none"> • Q4 2023 • Q2 2023 • Throughout 2023 • Assessment of all proposed development to comply with the Planning Scheme. All planning decisions to be

		<p>best-practice and ministerial guidelines, in addition to the Planning Scheme.</p> <ul style="list-style-type: none"> Progress the design of Kiltiernan Link 	<p>made within the statutory timeframe.</p> <ul style="list-style-type: none"> Q3 2023
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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>Cherrywood Planning Scheme</p> <ul style="list-style-type: none"> FPI will collaborate with landowners to progress the provision of community facilities in the Town and Village Centres as per the Cherrywood Planning Scheme. Work with the landowners and dlr consultants to provide high quality playground and sports facilities in accordance with the Cherrywood Planning Scheme objectives. Ensuring development in the SDZ area is consistent with the requirements and objectives of the Cherrywood SDZ Planning Scheme, 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. 	<ul style="list-style-type: none"> Ongoing Tully Park Phase 2 complete in Q1 2023. On-Going. Assessment of all proposed development to comply with the Planning Scheme. All planning decisions to be made within the statutory timeframe.

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

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

o **Infrastructure and Climate Change**

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

Action	Description	Proposed Delivery	Timeframe
1.	Take a leadership role to combat the impacts of climate change and focus our work towards the transformational shift of our economies and societies towards climate resilient and sustainable development.	<ul style="list-style-type: none"> • Delivery of actions set out in the DLR County Council Climate Change Action Plan (CCAP) 2019-2024 and relevant actions in the Government Climate Action Plan 2021-2023. • Management of environmental awareness programmes. • Management of environmental grant programmes on behalf of the Department of Environment, Climate and Communications (Anti-Litter Anti-Graffiti Awareness Grant Scheme, Community Environment Action Fund). • Management of dlr Environment and Climate Action Grant Scheme. • Participate in the Environmental Protection Agency’s (EPA) Waste Prevention Programme where applicable. • 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. • Progress the delivery of the DLR and GDA Walking and Cycling Networks. • 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. • Honour and recognise organisations that operate in an environmentally sustainable manner in the county. • Provide training to reduce waste and improve segregation for recycling in DLR businesses. • Training staff so that Climate Action is a key part of the Council’s decision-making process. 	<ul style="list-style-type: none"> • Ongoing. • Ongoing • Grant programmes will be launched in line with Departmental timelines. • Due to be completed by October 2023. • As advised by the EPA. • Ongoing • Ongoing • Annual event to take place. • Two Workshops to be delivered for businesses in Quarter 1 2023 • Ongoing • Ongoing

<p>2.</p>	<p>Implement the County Council's Climate Change Action Plan 2019-2024.</p>	<ul style="list-style-type: none"> • Implementation of the actions in the Plan in the five action areas; Energy and Buildings, Transport, Flood resilience, Nature based solutions and resource management. Working with Climate Action Regional Office (CARO) on initiatives. • The Council has commenced preparation of its new Climate Action Plan, in accordance with the requirements of the Climate Action and Low Carbon Development (Amendment) Act 2021. The new Plan will be subject to public consultation and will be a submitted to the Elected Members of the Council for approval with or without modifications • 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 will launch the Climate Action Fund – Strand 1 Building Low Carbon Communities during 2023. This fund will allow the Council to work in partnership with communities to build low carbon communities in a considered and structured way, focusing on the theme areas of home / energy, travel, food and waste, shopping and recycling and local climate and environmental action. • Creative Ireland – Línite 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 Environment, Climate and Communications. This involves a temporary, solar powered Climate Action Art installation in the County, at the Martello Tower, Blackrock Park, which was launched on February 21st 2023. The project also involves a satellite outdoor exhibition at Moran Park, dlr lexIcon, Dún Laoghaire. • European Circular Cities Declaration - In May 2022, the Council signed up to the European Circular Cities declaration. This is a commitment 	<ul style="list-style-type: none"> • Ongoing 2019-2024. • Ongoing • Ongoing • When resources become available. • First 2 quarters 2023 • Ongoing
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		<p>from cities and regions to enhance efforts to transition from a linear to a circular economy.</p> <ul style="list-style-type: none"> • 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. The Council is working with Codema – Dublin’s Energy Agency, on the development of a DZ Implementation Plan. • 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 efficiency and decarbonisation by supporting public sector projects that reduce greenhouse gas emissions and not just energy demand reduction measures. • 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. 	<ul style="list-style-type: none"> • Ongoing • Ongoing • Ongoing
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11.	Implementation of the National Waste Management Plan.	Delivery of the actions under the Eastern-Midlands Region Waste Management Plan 2015 – 2021 until such a time as the new Waste Management Plan for a Circular Economy is published.	Ongoing
12	Monitoring and Enforcement of Environmental and Waste regulations including the Litter Management Plan and Litter Warden services.	Monitoring and Enforcement of Environmental and Waste Regulations.	Ongoing
		Meeting the inspection targets as set out in EPA RMCEI Plan 2023.	Ongoing
		Work with waste enforcement regional lead authority (WERLA) on national waste enforcement priorities.	Ongoing
		Delivering on the actions in the current Litter Management Plan.	Ongoing
		Draft, adopt and publish the DLR Litter Management Plan, 2024-2026	Ongoing to Q4 2024
		Environment Enforcement Wardens investigating complaints and carrying out inspections and issuing fines.	Ongoing
		Implementing the Control of Dogs Acts and Regulations.	Ongoing.
		Dog Warden Service investigating complaints/ collecting stray dogs, carrying out license inspections and issuing dog licenses.	Ongoing
		Implement Control of Horses Act.	Ongoing
		Seizure of stray horses and investigating complaints.	Ongoing
		Hosting a hazardous waste event and mattress amnesty as per the DOELG Department promotion.	Q3 2023
Provide Christmas tree recycling.	Dec 2023/Jan 2024		
13	Monitoring and Enforcement of Air and Noise Regulations and implementation of associated action plans	Work with the EPA on national enforcement priorities with regards to air & noise.	Ongoing

		Undertake Strategic Noise Mapping & develop Noise Action Plans in line with Round 4 of the Environmental Noise Regulations 2018.	Ongoing to Q3 2024
		Implement measures outlined in the Dublin Region Air Quality Plan 2021	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
2.	Provide enabling infrastructure and services in conjunction with key stakeholders to support new homes and create new communities and places.	<ul style="list-style-type: none"> Work with external agencies like Uisce Éireann, National Transport Authority (NTA), Transport Infrastructure Ireland (TII) to provide infrastructure that allows use of public lands. Continue to progress the committed Projects on the Capital Programme that support new and improved infrastructure as follows: <ul style="list-style-type: none"> <i>At construction stage:</i> <ul style="list-style-type: none"> Blackglen Road/ Grange Road Improvement Scheme Bray Woodbrook Landfill Remediation Project <i>At detailed design stage:</i> <ul style="list-style-type: none"> Glenamuck District Roads Scheme (GDRS) M50 Junction 14 Link Road Druids Glen Road Phase 2 Refugee Accommodation <i>At preliminary stage:</i> <ul style="list-style-type: none"> Hillcrest Road Dublin Bay Trail / S2S - Link between Blackrock Park and Blackrock Dart station Dún Laoghaire Baths – Phase 2 Blackrock Seafront Shanganagh Road Upgrade Offshore Windfarms and onshore grid connection ongoing Shanganagh Castle <i>At concept stage :</i> 	<p>Ongoing</p> <p>Mid 2023</p> <p>Q1 2023</p> <p>2025</p> <p>2025</p> <p>2024</p> <p>2024</p> <p>2026</p> <p>2024</p> <p>2024</p> <p>2027</p> <p>2027</p> <p>Ongoing</p> <p>End 2023 (Made Safe)</p>

		<ul style="list-style-type: none"> Samuel Beckett Phase 2(B) -Sports Hall & Pool Dundrum Community, Cultural and Civic Hub (DCCCH) URDF Call 3 - 'Vacant Properties Refurb to sell' 	<p>2029 2028</p> <p>Ongoing</p>
		<ul style="list-style-type: none"> Acquire lands by agreement and CPO's as required to deliver on projects in the Capital Programme that meet the Corporate Objectives of DLR. 	Ongoing
		<ul style="list-style-type: none"> Providing Recovery and Recycling Facilities at Civic Amenity sites and the provision of a network of Bring centres. 	Ongoing

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

Action	Description	Proposed Delivery	Timeframe
1.	Support the strong future development of dlr as a great place to live, work and visit, by working with national agencies to eliminate infrastructure deficits in the County.	<ul style="list-style-type: none"> A Capital programme is prepared that is aligned to the Corporate Objectives of DLR and the County Development Plan objectives. The review of the Capital Programme to be presented to the Elected Members for their noting. Continue to progress the committed Projects on the Capital Programme. 	<ul style="list-style-type: none"> Q3/4 2023 Q4 2023 Ongoing
2.	Facilitate, develop and implement strategic transport projects in conjunction with national transportation agencies, e.g. supporting delivery of Bus Connects by the NTA.	<ul style="list-style-type: none"> Work with the NTA in supporting the delivery of Bus-Connects and identifying projects that facilitate its implementation. 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. Develop a capital programme for walking and cycling projects to be completed in DLR, in conjunction with Municipal Services Dept. and NTA as follows: <p>Cherrywood to Shankill Greenway</p> <p>Rock Road (CMR extension)</p> <p>Rochestown Avenue</p>	<ul style="list-style-type: none"> Ongoing Ongoing Ongoing <p>Complete Planning 2023</p> <p>Q2 2023</p> <p>Complete Planning 2023</p>

		<p>DLR Connector</p> <p>Safe walking and cycling (Active School Travel)</p> <p>Dun Laoghaire Central</p> <p>Taney Road to N11</p> <p>Leopardstown Routes</p> <p>Glenageary Road Upper</p> <p>Wyattville Road Phase 2</p> <p>Grange Road and Ballinteer Avenue</p> <p>Living Streets Dun Laoghaire</p> <p>Coastal Mobility Route</p> <p>Living Streets, Blackrock</p> <p>Seafield Safe and quiet Streets</p> <p>Love our Laneways</p>	<p>Submit Planning application - Q2 2023</p> <p>Complete Deansgrange Element in 2023/2024</p> <p>Commence construction Q3 2023</p> <p>Commence construction Q3 2023</p> <p>Commence public consultation 2023</p> <p>Commence construction Q2 2023</p> <p>Complete Q2 2023</p> <p>Complete consultation 2023</p> <p>Complete planning 2023</p> <p>Complete Review in 2023</p> <p>Complete Planning 2023</p> <p>Complete Q4 2023</p>
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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"> • Development of a Central Property Asset register to incorporate all of the lands, buildings and estate owned by the Council. • Map our Property Portfolio on a GIS Platform, so it is easily accessible for application by DLR departments. • Ensure the Fixed Asset Register is updated and is consistent with the Central Property Register. • Procure a suitable IT platform that can be utilised to centrally monitor and manage our Corporate Buildings as well as the wider DLR Estates & Property Portfolio. • Develop a Corporate Space Strategy for our occupied and vacant buildings, to ensure we are maximising our space usage. • Expand the Contract & Facilities Management Units to build frameworks that can support and maintain our Corporate Buildings. • Work with external agencies like Uisce Éireann that allows optimal use of public lands. 	<ul style="list-style-type: none"> • Ongoing • Ongoing • Ongoing • Ongoing • End of 2023 • Ongoing • Ongoing
12.	Deliver central Government's strategic objectives for this county by working with national and local agencies to eliminate infrastructure deficits.	<ul style="list-style-type: none"> • A Capital programme is prepared that is aligned to the Government objectives, other National Agencies objectives, the Corporate Objectives of DLR and the objectives in the County Development Plan. • The review of the Capital Programme to be presented to the Elected Members for their noting. • Continue to progress the committed Projects on the Capital Programme. • Identification and refurbishment of Council owned and other identified suitable vacant properties for emergency Ukrainian accommodation 	<ul style="list-style-type: none"> • Q3/4 2023 • Q4 2023 • Ongoing • Ongoing
13.	Implement a proactive scheme and actions to prevent dereliction.	<ul style="list-style-type: none"> • Continue to monitor derelict sites and maintain the Derelict Sites register. 	<ul style="list-style-type: none"> • Ongoing

○ **Municipal Services**

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

Action	Description	Proposed Delivery	Timeframe
1.	Update Coastal Defence strategy and implement recommendations	<ul style="list-style-type: none"> Schedule and prioritise identified projects Implement plan 	<ul style="list-style-type: none"> Ongoing Ongoing
2.	Implement public lighting plan	<ul style="list-style-type: none"> Continued roll out of LED lighting Explore use of new renewable technologies 	<ul style="list-style-type: none"> Ongoing Ongoing
3.	Installation of constructed wetlands.	<ul style="list-style-type: none"> Establish a programme to determine feasibility of installing constructed wetlands and ponds that increase the quality of surface water discharging to streams. Develop awareness and education programme of the benefits of wetlands as a means of adapting to climate change. 	<ul style="list-style-type: none"> Q4 2023
4.	Contribute to a strong community spirit by enabling people to play their role in ensuring clean and tidy streets with well-maintained green spaces.	<ul style="list-style-type: none"> Scheduled street sweeping/cleaning Litter bin management Litter picking Bin installations in line with bin review Maintenance of new public realm spaces Ongoing collaboration and knowledge sharing with Residents Associations and Tidy Towns Groups Promote, advise and support community led events/initiatives Deliver LA led campaigns promoting clean and tidy streets 	<ul style="list-style-type: none"> Ongoing Ongoing Ongoing Annual Ongoing Ongoing Ongoing Ongoing
5.	Minimise the occurrence of flooding throughout the County and work with the OPW to implement recommendations of the Flood Risk Management Plans.	<ul style="list-style-type: none"> Regular cleansing maintenance through gully cleaning programme Delivery of annual gully repair programme Maintenance/repairs/upgrades to surface water network Project planning work proceeding. Deliver Flood Alleviation measures as part of the OPW ECFRAM Projects Deansgrange Flood Relief Scheme <ol style="list-style-type: none"> Obtain approval from Irish Rail for the Tunnel under the Dart Line. Works options crystallised and ready to proceed to Planning Stage. 	<ul style="list-style-type: none"> Ongoing Ongoing Ongoing Ongoing 2024 Ongoing

		<ul style="list-style-type: none"> • Carrickmines Shanganagh Flood Relief Scheme <ol style="list-style-type: none"> 1. Identify buildable works options 2. Get ready to proceed to planning stage. • Monkstown Flood Mapping • Continued adaptation of sweeping schedules in line with roads project and active travel initiatives • Utilise new technologies where possible • Protect, conserve, and promote our floodplains, wetlands and coastal areas subject to flooding. 	<ul style="list-style-type: none"> • Ongoing • Ongoing • Ongoing • Ongoing
6.	Continue to work with Irish Water to maintain good water status and achieve the requirements of the Water Framework Directive (WFD), including bathing water quality.	<ul style="list-style-type: none"> • Ongoing collaboration with IW • Review SUDS policy – create training and awareness programme. Encourage community involvement. Promotion of SUDS early in design process. • Ongoing collaboration as part of the Dublin Bay Bathing Water Task Force • Development of Bathing Water Quality Prediction model in conjunction with Bathing Water Task Force • Testing of Bathing Water Quality Prediction model during 2023 bathing season • Continued engagement with UCD on relevant research and development initiatives in relation to water quality of rivers, streams and coastal waters • Bathing Water quality sampling, reporting and incident management in line with Bathing Water regulations • Engagement with DCC Central laboratory, EPA, HSE and IW on regulatory bathing water quality sampling, reporting and incident management • Joint project with Dublin City Council on Elm Park/ Trimleston Streams • EU funded LIFE project with South Dublin County Council on Shanganagh River Catchment • Develop an efficient model for property selection for misconnection investigation that will have wider European usage under the EU LIFE Project. • Work with UCD to understand the current impact of the campus drainage network on the Elm Park Stream and Dublin Bay as part of the Bathing Water Task Force. • Continue inspections, sampling and licensing to maintain or improve the status of water bodies in DLR as required by the Water Framework Directive 	<ul style="list-style-type: none"> • Ongoing • Q4 2023 • Ongoing • 2023 Completion • 2023 Bathing Season • Ongoing • Ongoing • Ongoing • Ongoing • 2023 & 2024 • 2024 • Ongoing • Ongoing

		to enhance biodiversity	
7.	Engage and support wind energy providers on route options and requirements to make onshore connections to the grid	Engage with Dublin Array Wind Farm on <ul style="list-style-type: none"> Proposed cable route to Ballyogan Proposed O&M Base in Dun Laoghaire Harbour 	<ul style="list-style-type: none"> Ongoing

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

Action	Description	Proposed Delivery	Timeframe
1.	Provide sustainable, viable and affordable housing delivery in line with government Policy	<ul style="list-style-type: none"> Support the implementation of accommodation for refugees as required 	<ul style="list-style-type: none"> Ongoing

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

Action	Description	Proposed Delivery	Timeframe
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"> Support the delivery of BusConnects by the NTA including the design and implementation of the Dundrum Interchange, the Dun Laoghaire Interchange, orbital bus routes and associated bus stops Complete Dundrum ABTA Tender and complete ABTAs/LTPs for Racecourse south, Kiltiernan, Old Connaught and the SE Infrastructure Study 	<ul style="list-style-type: none"> Ongoing 2023 2023 2023
2.	Deliver the transportation elements of the Council's Capital Programme in line with Government policy.	URDF part-funded schemes: at detailed design: <ul style="list-style-type: none"> Stillorgan Village Phases 3, 4 and 5 	<ul style="list-style-type: none"> Ongoing - complete current phases in 2023
3.	Continue to facilitate sustainable transport choices for walking cycling and public transport	<ul style="list-style-type: none"> Promote Cycling Options - Support and expand shared bike schemes Promote Cycling Options - Continue rollout of Rapid Deployment active travel schemes Newtown Park Avenue Clonkeen Road Deliver new and upgraded footpaths, pedestrian crossings, cycle paths, permeability links and junctions. Design and construct new traffic signals where 	<ul style="list-style-type: none"> Ongoing Ongoing 2023 2023 Ongoing Ongoing

		<ul style="list-style-type: none"> needed including at Frankfort Park, the Graduate R/A Continued facilitation of car clubs and bike rental schemes including e-bikes and e-scooters. Deliver cycle parking and other cycle infrastructure to schools, sports clubs etc 	<ul style="list-style-type: none"> 2023 Ongoing Ongoing
4.	Deliver the five-year Road Safety Plan.	<ul style="list-style-type: none"> Implement the actions of the Council's Road Safety Plan Finalise Speed Limit Review Develop a programme to tackle speeding in the County. Promotion of road safety and active travel in schools 	<ul style="list-style-type: none"> Ongoing 2023 Ongoing Ongoing
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.	<ul style="list-style-type: none"> Road maintenance improvement programme. Footpath repair and replacement programme. Cycle way maintenance and cleaning programme Accessibility programme Optimise traffic signals and traffic management Continue the provision of cycle parking 	<ul style="list-style-type: none"> 2023 2023 2023 2023 Ongoing Ongoing
6.	Ensure greater emphasis on public transport, cycling, walking and access for people with disabilities.	<ul style="list-style-type: none"> Improve disability accessibility Awareness campaigns, working with stakeholders, roll out of projects and improved public realm and permeability Adopt & implement street furniture guidelines Improve disability accessibility – audit key locations. 	<ul style="list-style-type: none"> Ongoing Ongoing Q2 2023 Q4 2023
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.	<ul style="list-style-type: none"> Reviewing the County's parking control strategy Phased introduction of cashless schemes SMART parking solution pilot Expand parking enforcement Expand accessible parking where appropriate. 	<ul style="list-style-type: none"> Q4 2023 Ongoing Q2 2023 Q4 2023 Q4 2023
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.	<ul style="list-style-type: none"> Implement DMA EV charge point strategy Engage with DOT and wider DMA on pilot initiatives Implement rapid hub pilot via public tender Implement slow-fast pilot via public tender 	<ul style="list-style-type: none"> Ongoing Ongoing Q3 2023 Q3 2023

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.	<ul style="list-style-type: none"> Ongoing maintenance of bathing areas Delivery of 40 Foot access enhancement scheme, Coliemore Harbour & Quinns Road remedial works Maintain ponds and construct additional ponds to enhance biodiversity in conjunction with flood relief schemes Continue to support local, beach/harbour based activities with events through the provision of space and facilities where possible. (Beach filming, clean-ups, harbour mooring etc). Improve access to bathing areas 	<ul style="list-style-type: none"> Ongoing All programmed for 2023 delivery 2023 & ongoing Ongoing Ongoing
2.	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"> Review outdoor seating Review Covid temporary works Continue to develop the National Watersports Campus project in conjunction with project partners in relation to funding and to progress this project 	<ul style="list-style-type: none"> Q2 2023 Q2 2023 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.	<ul style="list-style-type: none"> Implementation of DLR Town and Harbour enhancement group recommendations Focus on the maintenance of new public realm spaces across towns and villages including DL & Sandyford 	<ul style="list-style-type: none"> Ongoing Ongoing
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"> Town & Village Study Grp: Review Temp Covid Works & Prepare Programme of Permanent Works Town & Village Study Grp: Town Centre Policy Actions, Implement Town & Village Audit Actions Conserve and maintain the heritage of the Harbour and Piers. <ul style="list-style-type: none"> Develop programme of works 	<ul style="list-style-type: none"> Ongoing Ongoing Ongoing

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

Action	Description	Proposed Delivery	Timeframe
1.	Engage with all stakeholders in a meaningful manner in developing an economic plan to secure and consolidate the future of Dún Laoghaire town and harbour.	<ul style="list-style-type: none"> • Progress harbour water sport facility • Prepare a Maritime Plan • Support and enable arrival of cruise ships • Support and engage with Harbour Users Forum 	<ul style="list-style-type: none"> • Ongoing • Ongoing • Ongoing • Ongoing

○ **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 (LEDP) and existing Local Economic and Community Plan, work on delivering the revised LECP in 2023).	Ongoing
3.	Maximise Sandyford Business District's (SBD) employment through providing enabling infrastructure and services and	<ul style="list-style-type: none"> Working in partnership with Sandyford BID Company in the collection of the BID Levy. 	Ongoing

	actively engaging with SBD.	<ul style="list-style-type: none"> Build on the strong working partnership with SBD across all relevant departments to deliver on the economic potential of the District. 	Ongoing
4.	Continue to support small and medium sized businesses through Council grant schemes.	<ul style="list-style-type: none"> Implement the Ratepayers Support Grant Scheme for eligible Ratepayers through communication and information. 	Prior to 1 st July, 2023
5.	Collaborate with all stakeholders in promoting the County as a destination for tourists.	<ul style="list-style-type: none"> Deliver a new Tourism strategy and deliver on its actions. Participate in the EU project "Tourism Friendly Cities" as part of the URBACT III Programme. Collaborate with Fáilte Ireland on a number of tourist initiatives. Support the implementation of the Twinning and International relations Work Plan. 	<ul style="list-style-type: none"> Multi-year programme. On-going. 2020 – 2022 On-going.
7.	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

7.	<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"> Maximise income collection by negotiating payment plans as required; providing information on supports available from the Council. The continuous achievement of a balanced budget and adherence to the highest standards of accountability and financial probity. To ensure compliance with the Department's statutory obligations, with particular reference to the preparation of annual budget, capital programme, annual financial statement, returns to Revenue and other state bodies/agencies. Payment to suppliers in accordance with prompt payment requirements. 	<ul style="list-style-type: none"> Ongoing Annually Within statutory, regulatory, corporate or other timeframes. Ongoing.
9.	Ensure Risk Management Policy and risk register is in place and continually reviewed and updated, safeguarding the organisation financially and reputationally.	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.	<ul style="list-style-type: none"> Quarterly

○ **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"> • Raise management and staff awareness about 'Energy & Buildings' in relation to the Climate Action Plan. Coordination of the actions in the CA Plan in the action area of Energy and Buildings. • Organise event to disseminate learnings on low energy design and construction. • Commence design for new capital projects to meet net zero operational carbon. 	<ul style="list-style-type: none"> • Q1 & Q2 2023 • Q4 2023 • Ongoing
5.	Continually improve our Energy Performance and our Energy Management System ISO 50001.	<ul style="list-style-type: none"> • Promote improvement in energy performance by 50% and GHG reduction (Thermal & Transport) by 51% and have 50% renewable source for thermal by the end of 2030. • Promote Exemplar role of Public Sector (PS) in Energy Efficiency. • Measure, monitor and record energy consumption - SEAI PS Monitoring & Reporting platform. • Procure Annual Display Energy Certificates (DEC) for all relevant public buildings. • 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. • EU DeliverEE project - 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 improvements in energy efficiency and carbon emissions of a range of dlr council properties such as leisure centres, theatres, libraries, offices, community buildings etc and a work programme is being progressed. 	<ul style="list-style-type: none"> • Ongoing • Ongoing • Annual return to SEAI • Annual • Ongoing • 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"> Design housing schemes that are sustainable, low energy and include universal design principles. 	Ongoing, as programmed with Housing Dept.
12.	Implement the Traveller Accommodation Plan 2019-2024.	<ul style="list-style-type: none"> Designing and refurbishing Traveller Accommodation as required under the Traveller Accommodation Plan 2019-2024 	Ongoing, as programmed with Housing Dept.

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"> Designing public realm, active travel and Safe School schemes that apply sustainable, inclusive and safety principles Continue to progress the committed Projects on the Capital Programme that support new and improved infrastructure including: <ul style="list-style-type: none"> Samuel Beckett Library fitout Samuel Beckett Phase 2 design Blackrock Seafront Dundrum CCC Baths Phase 2 	Ongoing, as programmed with ICC Department Ongoing, as programmed with ICC Department
14.	Support events that enhance quality of life in the County.	<ul style="list-style-type: none"> Participate in Open House Dublin 2023 Programme Support Creative Ireland initiatives 	<ul style="list-style-type: none"> Q4 2023 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"> Development Management - planning applications, Section 57 & Section 5 - on protected structures and buildings within Architectural Conservation Areas (ACAs) Administer Central Government Grant Schemes for the Built Heritage 	Ongoing 2023
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

○ **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 on the transformational shift of our economies and societies towards climate resilience, sustainable development and public education.	<ul style="list-style-type: none"> • Climate-proof the DLR County Biodiversity Action Plan 2021 -2025 and implement actions to increase biodiversity resilience and human resilience to climate change. • Implement nature-based solutions of the DLR Climate Change Action Plan 2019 – 2024 • Implement DLR Invasive Alien Species (IAS) Action Plan in relation to the impacts of climate change on changes to IAS range • Implement the “New Ways of Living” section of the DLR County Heritage Plan 2021 -2025 which focuses on climate change action • Complete the DLR Tree Policy -submit to Council June 2023 	<ul style="list-style-type: none"> • 2023 - 2025 • Ongoing • 2023-2026 • 2023-2025
2.	Implement the County Council’s Climate Change Action Plan 2019-2024	<ul style="list-style-type: none"> • Implement the County Council’s Climate Change Action Plan 2019- 2024, with particular emphasis on Nature Based Solutions. 	<ul style="list-style-type: none"> • Ongoing
3.	Promote health and wellbeing for all people living and working in the County.	<ul style="list-style-type: none"> • Update the Healthy Ireland programme in line with the HIF Local Strategy 2023-25. This to include the two proposed Wellbeing Factors Outcome areas: <ul style="list-style-type: none"> -Increase in individual’s level of positive mental health as per Energy and Vitality Index -Increase in % of people aged 50+ engaging in one or more social leisure activity at least once a week. • Continue to implement Healthy Ireland programme in DLR, through coordinating delivery of health and wellbeing actions and supporting community engagement • Continue implementing Healthy Ireland at your Library initiative including event programming, book stock/online resources • DLR Sports Partnership links in with Healthy DLR to engage communities (especially those with lower rates of participation) in increasing their sport and physical activity levels. 	<ul style="list-style-type: none"> • Ongoing • Ongoing • Ongoing

4.	Protect the County's biodiversity by ensuring our green and blue spaces and the Dublin Bay biosphere is prioritised in development activities.	<ul style="list-style-type: none"> • 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. • Finalise the DLR Ecological Network which forms the basis of Green Infrastructure and part of the DLR County Development Plan 2022 – 2028. • Implement dlr Biodiversity Plan 2021-2025. Work with other DLR sections to ensure the protection of the County's heritage and biodiversity is considered in Part 8s and Part 10s, Parks Capital projects, greenways, place-making and other council works. • 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 	<ul style="list-style-type: none"> • Completed • Completed • Ongoing • 2024 -2025
5.	Continually improve our Energy Performance and our Energy Management System ISO 50001	<ul style="list-style-type: none"> • Working collaboratively with dlr Leisure, implement Energy Performance Contract in three Council-owned leisure centres • Undertake a review of all Parks Depots & buildings in relation to Energy Performance. • Commence review of all our community buildings and libraries for energy performance ensuring compliance with climate action targets into the future • Provide an energy workshop for managers and Boards of Management who operate community facilities. 	<ul style="list-style-type: none"> • Ongoing • Ongoing • 2023 • End Q3 2023
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"> • Review Estate Management Programme • Continue to develop environmental enhancement and community spirit through the Estate Management Programme • Liaise with community groups, residents' associations and Tidy Towns committees in relation to local improvements to the environment and biodiversity in their area • Retain existing Green Flag Awards in Cabinteely, Marlay, The People's Park, Deerpark, Shanganagh Park and Deansgrange Cemetery 	<ul style="list-style-type: none"> • End Q3 of 2023 • Ongoing • Ongoing • Ongoing

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

Action	Description	Proposed Delivery	Timeframe
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"> Optimise funding from NTA to increase and improve our parks cycleways/greenways/paths and cycle parking amenities. 	<ul style="list-style-type: none"> Ongoing
4.	Continue to facilitate sustainable transport choices for walking, cycling and public transport	<ul style="list-style-type: none"> Promote improved accessibility to our parks and open spaces. Continue to improve our existing paths and create new paths/permeability routes through parks and open spaces. Promote and encourage walking and cycling for all through communications and in the support of projects such as The Bike Hub 	<ul style="list-style-type: none"> Ongoing Ongoing Ongoing

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

Action	Description	Proposed Delivery	Timeframe
1.	Support and promote safe and secure communities and ongoing development of the Joint Policing Committee.	<ul style="list-style-type: none"> Submit annual JPC Report to Council Agree and produce annual JPC Workplan Complete the review of the next JPC Strategic Plan Support the development of the Joint Policing Committee and 4 Local Policing Fora Support for meetings of JPC and LPF's and for implementation of Annual JPC Workplan Update and issue LPF Induction Booklet Progress requirement for a domestic violence refuge, and associated services, in the county with stakeholders in response to the DV Refuge Needs Assessment 2021 	<ul style="list-style-type: none"> end April 2023 end April By Q4 2023 Ongoing Ongoing Q1 2023 Ongoing
2.	Support the development of sustainable, inclusive and empowered communities that facilitate the social, cultural and economic well-being of all members.	<ul style="list-style-type: none"> Deliver dlr Capital Programme ensuring investment in community and social infrastructure in the county to support community and social development 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 	<ul style="list-style-type: none"> Ongoing 2023

		<p>community facilities</p> <ul style="list-style-type: none"> • Progress URDF for a Civic Cultural and Community Centre in Dundrum and identified as a key feature in the draft Development Plan • Progress Phase 2a and 2b of Samuel Beckett Facility ensuring balanced investment on the west side of the county • Continue to manage and administer DLR Community Employment Schemes • Support for the development of the Social Inclusion and Community Activation Programme (SICAP) to achieve objectives in SICAP Annual Plan • Provide information on Rural Development programme and funding opportunities • Promote availability of social enterprise funding opportunities • Develop Social Enterprise Strategic Plan for 2023 & 2024 • To provide and manage appropriate and inclusive Library and Arts spaces • Support enhanced usage and energy efficiency of Library spaces in line with approved plans and available funding • Evaluate the goals and ambitions of the Arts Development Policy 2016 –2022 • Develop a new Arts Development Plan 2023-2029 • Continued delivery of dlr Culture and Creativity Strategy 2023 – 2027, including delivery of Cruinniú na nÓg in June 2023 • Progress the actions of dlr Public Art Policy 2018 – 2025 • Progress the Music Generation DLR plan • Provide Child and Youth Led art commissions 	<ul style="list-style-type: none"> • Ongoing • Ongoing • Ongoing • Annual programme • Ongoing • Ongoing • Ongoing • Ongoing • Ongoing • Ongoing • Ongoing • Ongoing • 2023 • Ongoing • Ongoing • Ongoing
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"> • Implement the dlr Children and Young Persons Plan • 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 • Progress plans for new libraries subject to approvals and funding and maintain existing 	<ul style="list-style-type: none"> • Ongoing • Ongoing • Ongoing • Ongoing

		<p>library facilities to a high standard</p> <ul style="list-style-type: none"> • Deliver Phase 2A – Ballyogan library • Continue to deliver My Open Library in Dalkey and Deansgrange Library with extended flexible opening hours. • Utilise grant funding to deliver improvements on MOL building accessibility and energy efficiency • Implement Library Development Plan 2022-2026 • Delivery of updated Collection Development Policy (Libraries) • Implement Our Public Libraries 2022 • Administer DLR bookfund • Library and LexIcon events/exhibition programme • Continue to develop use of social media/website/digital signage as a communications and marketing tool linking with local/national promotional initiatives • Deliver Libraries’ TY work experience programme • Develop new national LMS (Library Management System) to be customer focused and accessible, exploit new stats module to extract information on usage and tailor to customer needs • Maintain and upgrade Library buildings, to ensure provision of safe, welcoming spaces and ensure heritage buildings are preserved • Ensure to manage energy efficiency of buildings and work to meet national and European targets by operation control and building upgrades • Effect behavioural change regarding environmental awareness, and model best practice, with education of public on energy efficiency principles and loan of Home Energy Saving Kits. 	<ul style="list-style-type: none"> • 2023 • Q4 2023 • Ongoing • Dec 2023 • Ongoing • Ongoing • Ongoing • Ongoing • March/November 2023; • Dec 2023 • Ongoing • Ongoing • Ongoing • Ongoing • Ongoing
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"> • Continue to provide green spaces as resources become available. • Explore and implement improvements to Moran Park space as funding allows 	<ul style="list-style-type: none"> • Ongoing • Ongoing

5.	Continue to develop and implement appropriate cost effective and sustainable masterplans for parks and open spaces.	<ul style="list-style-type: none"> To continue to deliver Masterplans for parks and open spaces as resources become available. 	<ul style="list-style-type: none"> Ongoing
6.	Provision of high-quality open spaces and recreation facilities for all interests, that are clean, safe, accessible and socially inclusive.	<ul style="list-style-type: none"> Maintain a high standard of public open space at local and regional level through landscape maintenance this is implemented by a combination of direct labour and contract Manage our Trees to ensure continuance of tree cover through management of existing tree stock and the planting of trees to increase the tree canopy countywide. Implement tree care programme 2023 consistent with the importance of trees in relation to the mitigation of climate change. Continue to increase our pollinator sites countywide Promote and implement sustainable planting schemes which have benefit to the wider environment Maintain a high standard of grass and artificial sports facilities Playgrounds – maintain and upgrade existing playgrounds Submit DLR Play Policy to Council Submit Tree Strategy to Council Implement parks and open space improvements through the Special Works Programme Maintenance of Stepside Golf Course Manage the allotment licences for Shankill & Goatstown Operation & maintenance of Deansgrange and Shanganagh Cemeteries 	<ul style="list-style-type: none"> Ongoing Ongoing Ongoing Ongoing Ongoing Ongoing Ongoing Ongoing June 2023 Ongoing Ongoing Ongoing Ongoing

7.	Promote a healthy county by providing opportunities for citizens and communities to achieve good physical health and positive mental health and wellbeing through access to leisure and recreational facilities, high quality clean beaches, parks, sports pitches and indoor sports centres.	<ul style="list-style-type: none"> • Support community development, recreation, health and wellbeing in dlr through the sustainable management of dlr's community facilities • Support for improving outcomes for health through promoting community engagement in the Healthy Ireland programme in line with HIF local strategy activities and with Sports Partnership • Support activity by provision of funding through Universal Grant scheme • The development and implementation of Local Sports Plan • Encourage, promote and maximise the use of existing sports facilities and natural resources • Increase awareness and participation in existing sports/activities that involve the use of land based and coastal natural resources. • Engage with agencies and community stakeholders, to identify target groups and design programs in consultation with them, to provide safe & friendly accessible initiatives/spaces to engage in physical activity. • Continue to deliver the Sports Inclusion Disability Programme to facilitate the participation of people with disabilities in sport and physical activity. • Continue to deliver the Active Cities Dublin initiative with other local partner agencies to facilitate and encourage a culture of active participation in the County 	<ul style="list-style-type: none"> •Ongoing •Ongoing •Ongoing •March, Sept • Ongoing • Ongoing • Ongoing •Ongoing •Ongoing •Ongoing
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"> • Provide dlr Events Programme • Age Friendly Expo Event • Engage with event organisers and community stakeholders, to identify possible events that meet the Councils corporate objectives 	<ul style="list-style-type: none"> •Ongoing •June 2023 •Ongoing

11.	Further develop and strengthen Dún Laoghaire Rathdown Local Community Development Committee, and support the Public Participation Network.	<ul style="list-style-type: none"> • Support and develop the Local Community Development Committee (LCDC) • Work in collaboration with partners on the LCDC and subgroups to achieve outcomes for the county and DLR LECP objectives • Regular engagement with DLR PPN regarding its on-going development for dlr Community development priorities • Support for PPN regarding the Annual PPN Work Plan and regular engagement on progress updates 	<ul style="list-style-type: none"> • Ongoing • Ongoing • Ongoing • Ongoing • Agreed by April and ongoing
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"> • Development and support of volunteering, and sports volunteer culture in the county. • Provide training in the recruitment and retention of sports volunteers to grow resources and capacity in clubs. • Continue engaging with community volunteers on community biodiversity and heritage projects and woodland planting. • DLR Biodiversity and NUI Galway Collaboration on the Hedgehog County Survey to commence a citizen science project across the county. • Funding of community heritage projects through the dlr Community Heritage Grant • Implement the "Starting young / staying curious" actions of the dlr County Heritage Plan • Increase volunteer involvement in our Pollinator Areas and other biodiversity projects • Liaison with Planning Dept.: • Local Area Plans/SDZ/Development Plan • Provide input to the update of the Cherrywood Biodiversity Plan 2021 and associated Objectives • Promote the work of the DLR Volunteer Centre and develop MOU to continue Volunteer Corps and agree SLA for national Volunteer Programme • Support Community Response Forum in its work providing support services to displaced Ukrainians in the County, and SICAP funded support services 	<ul style="list-style-type: none"> • Ongoing • Ongoing • Ongoing • Ongoing • To commence • To commence • Completed • Ongoing • Ongoing • Ongoing • Ongoing

14.	Support events that enhance quality of life in the County.	<ul style="list-style-type: none"> • Provide and administer financial assistance to support delivery of local community activities and events, through the Universal Grant Scheme • Promote opportunities for local community events funded through government funding • Administer Healthy Ireland programme • Continue event programming in line with the national Right to Read Literacy Campaign - Spring into Storytime, Summer Stars, Children's Book Festival, Family Time at your Library programme strands • Book and author-led literary programmes e.g. One Dublin, One Book, author events, Age-Friendly Bealtaine, Cuairt & Cultúr • IMRAM na nÓg • Creative Ireland dlr programme 2023 • Deliver Mountains to Sea programme 2023 • Music Generation dlr events • STEAM and Digital Literacy programmes 	<ul style="list-style-type: none"> • Annual • Ongoing • In line with departmental deadlines • Ongoing • Annual programme of funding, opportunities, training and events • Spring 2023 • Ongoing • 2023 • Ongoing • Ongoing • 2023
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"> • Complete development of Local Economic and Community Development Plan (LECP) for 2023-2028 • Co-ordinate and progress the implementation of DLR LECP Community and shared Community objectives • 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 	<ul style="list-style-type: none"> • 2023 • Ongoing • Half yearly reporting • In line with departmental deadlines throughout the year

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

Action	Description	Proposed Delivery	Timeframe
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"> • 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. 	<ul style="list-style-type: none"> • Ongoing

		<ul style="list-style-type: none"> • 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 • Implement the actions of the Carrickmines Castle Conservation Plan 2017-2027 / Interpretation and Communications Plans (2020) • Implement actions from the Dalkey Island Conservation Plan (2014-2024) • Implement recommendations of the Williamstown Martello Tower Stage 1 Conservation Plan and Interpretive Strategy • Continue to work with the Dublin Mountains Partnership and South Dublin County Council on the Dublin Mountains Community Archaeologist Project • Progress an Integrated Management Framework for Deansgrange cemetery and update the conservation plans for small historic graveyards • Continue condition surveys of dlr heritage buildings and structures to prioritise works and develop yearly maintenance plans 	<ul style="list-style-type: none"> •Ongoing •Ongoing •Ongoing •Ongoing •Ongoing •Ongoing
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"> • 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. • Manage the Community Heritage Grant fund and platform projects during National Heritage Week <p>Biodiversity Projects planned for 2023:</p> <ul style="list-style-type: none"> • Killiney Hill Habitat and Species Plan 2023 and restoration of areas for biodiversity and protected species • Loughlinstown Woods pNHA management plan • Biodiversity Input to the Killiney Hill and Roches Hill Fire Strategy • Biodiversity input to Fernhill Fire break management • Dalkey Island new design tern nest boxes • Dalkey Island visitor impact assessment 	<ul style="list-style-type: none"> •Ongoing <p>End 2023</p>

		<ul style="list-style-type: none"> • Launch of the Hedgerow toolkit for teachers • Continue to work with communities on the actions for councils outlined in the All- Ireland Pollinator Plans 2015- 2020 and 2021 – 2025 • Cabinteeely Park biodiversity signs • Biodiversity events monthly • Invasive species workshops for public • DLR volunteers and DLRCC collaboration project working with communities • Invasive treatments in Ballyman Glen SAC • Invasive treatments Carrickmines Catchment and Dodder tributaries • Development of IAS guidance for construction sites <p>Community Heritage projects planned for 2023:</p> <ul style="list-style-type: none"> • Annual free programme of local heritage walking tours and heritage building guided tours • Community archive/artefact support project as part of People's History of dlr ongoing programme • Dublin Mountains Community Archaeologist programme Year 3 • Administration of National Monuments Service Community Monument Fund in dlr • Collaborative local heritage interpretation projects with community groups • Cherrywood time-depth and Medieval Castles/Pale ditch project 	
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"> • Liaise with the Climate Change Officer to highlight initiatives in relation to energy efficiency in dlr historic buildings • Identify buildings and spaces that can be repurposed as heritage hubs in line with County Heritage Plan 	•Ongoing
5.	Prioritise connectivity and sustainability in design and planning for the County.	<ul style="list-style-type: none"> • Map and name historic pedestrian paths and connections 	•Ongoing
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"> • Implement DLR's Age Friendly Strategy 2022-2026 with annual review of targets • Develop, promote and manage Age-Well Expo 2023 • Produce Issue 4 of the Age Friendly Magazine • Continue to develop Age-Friendly Library events programme. Each dlr library has an Age-Friendly Charter 	<ul style="list-style-type: none"> • Ongoing • June 2023 • Dec 2023 • Ongoing

		<ul style="list-style-type: none"> • Bealtaine programme of events, including nationwide Bealtaine Book Club • Age-friendly/intergenerational programme of events throughout the year including Book Drop service, using your smartphone/tablet, Acorn Tovertafel, Digital Ambassadors etc. • Cross departmental Digital Inclusion working group initiatives continue to be rolled out along with outreach visits promoting Council services to older people • Accessible reader pen & Acorn lending schemes from Libraries as well as digital talking books and large print collections • Identify and deliver initiatives that facilitate older adults to be more physically active in their daily routines • Explore new technologies such as Virtual Reality to develop a pilot age-friendly programme to counter social isolation 	<ul style="list-style-type: none"> • May 2023 • 2023 • Ongoing • Ongoing • Ongoing
9.	Implement the objectives of the County Development Plan Local Area Plans and the Cherrywood Planning Scheme	<ul style="list-style-type: none"> • Liaise with the Planning Dept and Cherrywood Team to ensure the implementation of relevant objectives for Heritage and Biodiversity 	<ul style="list-style-type: none"> • Ongoing

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"> • Continue to work with the Dublin Bay Biosphere Partners, Dublin Mountains Partnership and DLR Tourism to promote DLR to tourists. https://www.dublinbaybiosphere.ie/see-do/nature-outdoor-activities/ • Promote the Biosphere tourism videos • Include Fáilte Ireland in implementation of the County Heritage Plan 2021-2025 • Provide heritage interpretation and events 	<ul style="list-style-type: none"> • Ongoing • Ongoing • Ongoing

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

Action	Description	Proposed Delivery	Timeframe
1.	Eliminate discrimination, protect human rights and promote equality of opportunity through the implementation of the Public Sector Equality and Human Rights Duty.	<ul style="list-style-type: none"> • Engage with and support inter- departmental implementation of the Public Sector Duty, including community engagement on service delivery 	<ul style="list-style-type: none"> • In line with corporate timelines

6.	Strengthen and build understanding and capacity to meet Public Sector Duty obligations in local government, community and voluntary organisations.	<ul style="list-style-type: none"> Support for Public Sector Duty assessment, analysis and actions Assist as required in provision of Public Sector Duty obligations 	<ul style="list-style-type: none"> In line with Corporate timeline
8.	Ensure social inclusion, equality and accessibility is at the core of our services, activities and events to support our vibrant economy and strong community, for people of all ages.	<ul style="list-style-type: none"> Implement PSD to ensure equality and protection of human rights for all Work with departmental colleagues on event programming for Festival of Inclusion Engagement with marginalised communities within dlr – Funding projects To promote digital literacy through timely provision of technology and education on sa Continue to develop resilience in service provision that is agile and responsive to hybrid models of event facilitation. To promote self-service with extended opening hours, allowing equitable access to all (Libraries) 	<ul style="list-style-type: none"> In line with corporate timelines October 2023 Ongoing Ongoing Ongoing Ongoing
9.	Provide access to Council decision making through accessible and meaningful public consultation.	<ul style="list-style-type: none"> To provide ongoing & effective communication to the public & other stakeholders Continue and enhance public consultation for our customers. Maximise usage of Public Consultation Website interface (Citizen Space) Avail of guidance on inclusive community engagement in local planning and decision making Ensure consultation with marginalised communities in dlr Reform County Heritage Forum to include more community representation as part of County Heritage Plan implementation. 	<ul style="list-style-type: none"> Ongoing Ongoing Ongoing Ongoing Ongoing

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"> Ensure that enquiries from Public Representatives and customers are dealt with promptly. Enhancement of CRM and expansion of system to capture all Council business. Information captured used to inform and support the Workforce Plan, budgetary provision etc. Monitor response times to enquiries from Public Representatives and customers to ensure that 	<ul style="list-style-type: none"> Ongoing Ongoing Ongoing

		enquiries are dealt with promptly	
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"> • Monitor and evaluate communications to ensure best reach, whether hard or soft copy, social media, website • Work with IT Department to identify and utilise suitable ITC • Examine existing processes to identify opportunities for improvement and to optimize resources • Continued use of Viclarity system to monitor progress with LECP, Age Friendly Strategy and Risk Register 	<ul style="list-style-type: none"> • Ongoing • Ongoing • Ongoing • Ongoing
7.	Maximise income collection and ensure robust financial processes to safeguard financial position	<ul style="list-style-type: none"> • Regular budgetary checks to ensure expenditure and income is in line with budget • Carrying out Debtor Reconciliations • Analysis of outstanding Debt • Ensure compliance with DLR and national procurement procedures and thresholds • Analyse procurement expenditure to identify efficiencies • To monitor revenue budgets on a monthly basis – prepare reports, meet with relevant senior admin staff and discuss any potential issues. • Co-ordinate, monitor and report on the Capital Programme Budget. • Ensure the Capital Dashboard is being updated correctly, progress reports are being done by Project Drivers • Co-ordinating the compilation of the Annual Revenue Department Budget 	<ul style="list-style-type: none"> • Ongoing • Ongoing • Ongoing • Ongoing • Ongoing • Ongoing • Ongoing • Ongoing
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"> • Ensure Risk Register is relevant and is reviewed and updated on a quarterly basis. 	<ul style="list-style-type: none"> • Quarterly
14.	Implement the Performance Management Development System (PMDS) and Competency Framework throughout the organisation.	<ul style="list-style-type: none"> • Continue to Implement PMDS • Develop Team and Personal Plans • Review performance in accordance with PMDS 	<ul style="list-style-type: none"> • Ongoing • Ongoing • Ongoing

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"> • Assist career development of staff in line with business objectives, agree training as required • To ensure compliance with all Health and Safety Procedures both Statutory and Internal • 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. 	<ul style="list-style-type: none"> •Ongoing •Ongoing •Ongoing
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