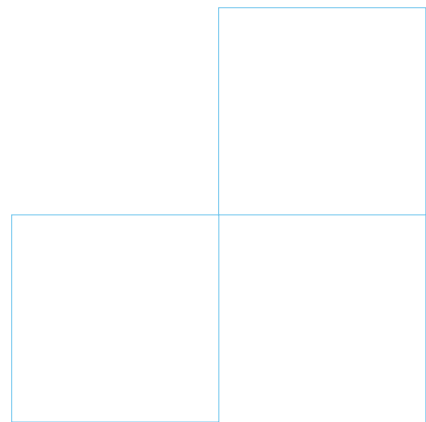
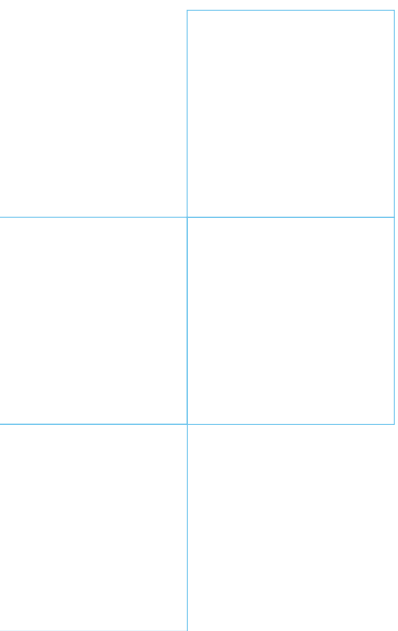


Dún Laoghaire-Rathdown
County Council

Corporate Plan 2020-2024





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1 FOREWORD

Dún Laoghaire-Rathdown County Council's Corporate Plan 2020-2024 sets out our vision for how we want to work as a Local Authority over the next five years. Working with citizens across the county to develop the Plan has been a collaborative exercise, where people who live and work here have had a chance to explore and identify what their hopes and aspirations are for their local area. As Cathaoirleach, I welcome the extent of public engagement and enthusiasm that the discussion has stimulated. Ongoing engagement and co-operation with residents, businesses, co-workers and local, regional and national bodies will be key in helping us deliver on the objectives in this Corporate Plan.

We are conscious of the challenges and opportunities that lie ahead but we are also aware that we have made significant advances in our county in the past few years. A state-of-the-art new town has begun to emerge in Cherrywood; when completed this will provide housing, schools and high quality public amenities for more than 20,000 new residents.

We have enhanced our infrastructure in terms of placemaking, community resources, parklands, cycling facilities, pathways and our road networks. These infrastructural developments help attract large scale commercial investment into our county, providing employment opportunities and creating hubs of commercial and technical activity. We have worked with local business, tourism industry and partners such as the Sandyford Business District to develop enterprise as a local level.

Some of our key challenges that we face now and into the future is the impact of climate change and environmental protection. In recent years we have adopted a Climate Change Action Plan, redeveloped our policies in terms of biodiversity and pesticide usage and focused on best practice in energy usage. Our aim is to be at the very forefront in terms of adopting a climate first approach to service delivery.

We are very fortunate to live in an area with engaged, vibrant and volunteer-focused local communities, with strongly developed sporting, cultural, and social support organisations catering to every sector of our society. These communities are a cornerstone of why our County is such a special place to live and we will continue to provide strong support to the work of these local organisations.

More than ever before, we want to engage in partnership with our residents, businesses and co-workers in different ways; driving innovation where we can and looking for alternative solutions where they are feasible. Our aim is to safeguard the best that our county has to offer; creating sustainable, connected communities, a smart business environment, and where we strive to deliver high-quality services. This Corporate Plan is ambitious and provides a critical platform for the future development of service delivery in this county.



Cllr. Shay Brennan,
An Cathaoirleach





2 FOREWORD

2020 marks the beginning of a new decade; heralding fresh vistas and new horizons, where we look forward with anticipation to delivering on our aspirations and priorities for the next five years.

Our Corporate Plan (2020-2024) is a plan of many voices; it reflects the extent of the consultation undertaken in recent months and mirrors the thoughtful views and imaginative ideas we heard from people throughout the organisation and across the county. Its key themes act as a response to many of the issues raised. Its priorities echo our determination to build on our achievements of the past five years. They articulate a vision for a progressive and vibrant county; attractive, inclusive and accessible, where communities can connect in safe, clean environments and benefit from the opportunities offered by a strong economy.

We are aware of the challenges facing us. Nevertheless, in this Corporate Plan we forecast our intentions for the county and we set out our resolve to deliver them. We recognise the need to enrich citizens' quality of life through supporting vibrant, inclusive communities and ensure the provision of adequate housing and amenities. Our 'Climate First' stance has positioned us in a leadership role at the forefront of positive action. Our leadership in combating Climate Change, protect our natural surroundings and encouraging biodiversity will be evident in our approach to implementing innovative energy use and environmental enhancement policies.

Delivering Cherrywood, the largest urban infrastructure project in the country, illustrates our future focus: the provision of quality housing in integrated communities, access to modern municipal facilities and a cycling infrastructure with sustainable transport options. Working with local businesses, we have already pushed out the boundaries and proven our resilience, leveraging as many opportunities as possible for local economies. Now, as the facilitator of economic development in the county, we look forward to attracting investment in the commercial sector and increasing opportunities for companies and entrepreneurs, who wish to grow their businesses in our area.

In an environment, where keeping pace with rapid change will require responsive and adaptive behaviours, we have changed our ways of working to make our services more streamlined. Our Digital Transformation Strategy is well under way; our new Civic Hub is a state of the art, digitally enhanced customer service centre, which ensures connectivity at all stages of our customer interaction. Our elected Members continue to work with us to address citizens' needs so that they can reap the benefits of our award-winning public realm, housing and infrastructure initiatives.

Stretching from the mountains to the sea, our necklace of vibrant villages – each with its own unique identity – have some of the best natural, cultural and sporting amenities in Ireland. Delivering our corporate priorities



A handwritten signature in black ink, appearing to read 'P. Poole', written in a cursive style.

Philomena Poole,
Chief Executive

will give our local communities unparalleled opportunities to live life to the full; connecting, participating and experiencing well-being.

Framing our Corporate Plan (2020-2024) is a set of core values underpinning our vision for a progressive and healthy county. Collaboration, transparency, respect and embracing change courageously will be key tenets of our approach. I am confident that our talented staff will use their diverse skills to create the ideal conditions to deliver for everyone's benefit, as we forge ahead into this new decade.

3 OUR COUNTY

3.1 Location

Dún Laoghaire-Rathdown County, is located between the outer suburbs of Dublin City and the Dublin mountains; with its 17km of coastline, harbour, attractive towns and villages alongside communities where residents and visitors enjoy some of the best natural amenities in Ireland. It also has the benefit of unparalleled access to public transport, employment opportunities, leisure facilities, education, shopping and an attractive public realm. It is a smart, vibrant county; attractive, inclusive and accessible to all.

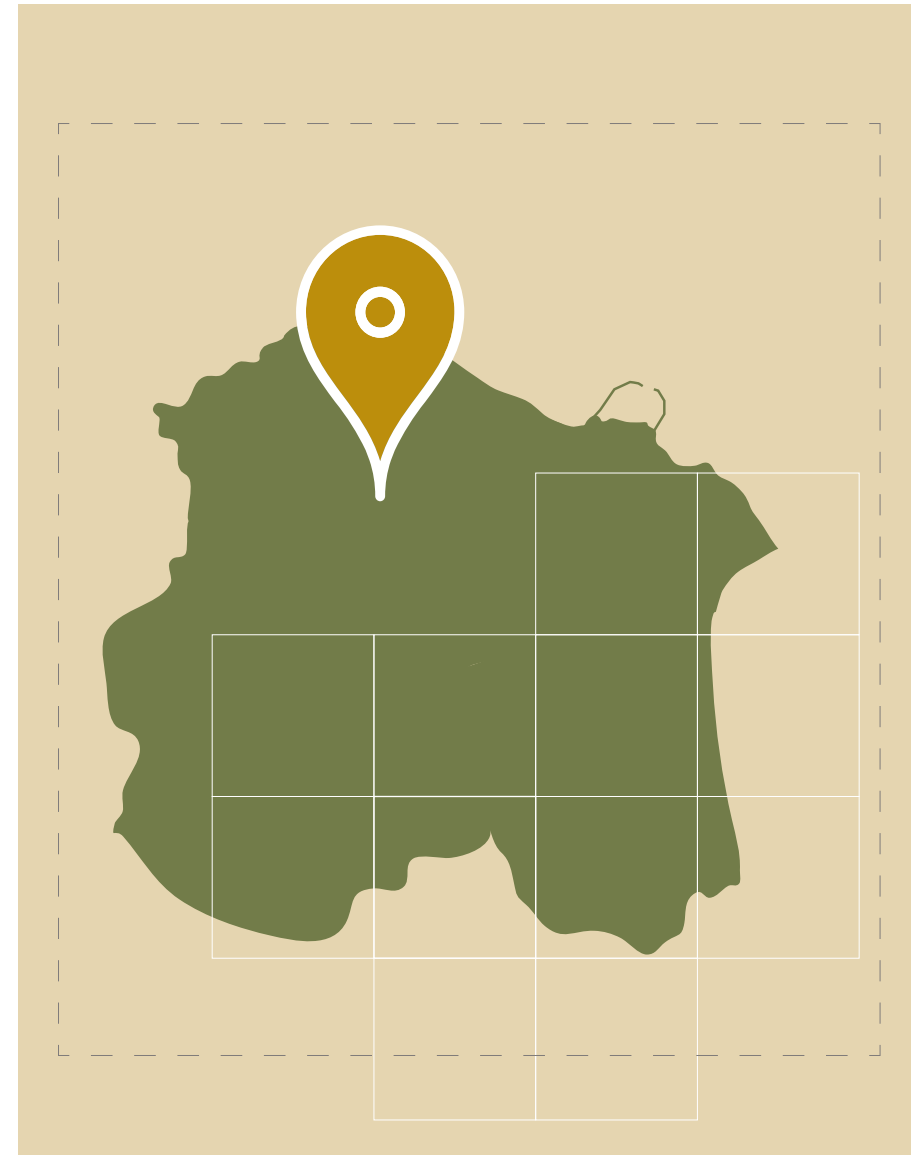
The County covers the electoral areas of Blackrock, Dundrum, Dún Laoghaire, Glencullen-Sandyford, Killiney-Shankill and Stillorgan. The County's vibrant community is focused across a necklace of villages, each with its own strong identity, such as Dalkey, Foxrock, Monkstown, Rathfarnham, Shankill, Sandyford and Stepside. A new town, the biggest urban infrastructure in the country is being built at Cherrywood, which will have a population of 25,000 people.

Plans for further development of other areas including Sandyford, Stepside-Ballyogan, Kilternan-Glenamuck, Woodbrook-Shanganagh and Old Conna will ensure that new housing is anchored in existing communities, close to centres of employment

that are well connected and serviced in terms of transport, schools and recreational facilities.

With its highly educated and skilled labour force, the County enjoys a thriving and growing economy with over 95,000 people currently in employment. This is primarily driven by larger towns such as Blackrock, Dún Laoghaire, Dundrum, Stillorgan and Sandyford Business District. Major employers include international IT and pharmaceutical companies, as well as financial and service industries. Dún Laoghaire-Rathdown has excellent access to educational facilities and is home to UCD, Ireland's largest university, which together with IADT, provides third level education to 32,000 students per year.

Supported voluntary and community organisations provide diverse options for citizens to participate in their local communities, residents associations and various sporting and cultural events. Climate action is high on the Council's agenda and elected members have adopted a Climate Change Action Plan setting out ambitious but achievable goals to continue to address climate change and protect our environment for the future.



3.2 Population

Dún Laoghaire-Rathdown is home to 18.6% of the population of Dublin, with a population of 218,018, according to the most recent Central Statistics Office (CSO) census in 2016. This represents an increase of 5.7% compared to the 2011 census.

The majority of the County's residents are over 35 years old (55%) and the number of retired people in dlr has increased by 18% since 2011.

While the majority of people living in the County are Irish (87.5%), other nationalities include British (2%); Polish (1.5%); Other EU (3.8%); Rest of World (4.2%) and not stated (1%).

54% of the population of dlr are working, while 17% are retired and 14% are students. Households here enjoy the highest median income in Ireland at €66,203 and earn 20% more than the average Dublin household. There is 7.4% unemployment in the County.

There are 78,601 households in the County of which 4,765 are in social housing owned by Dún Laoghaire-Rathdown County Council. 31% of people in dlr own a home with a mortgage, while 38% own a home with no mortgage and 20% are renting from a private landlord.

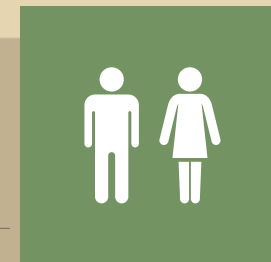
48% are male and 52% are female.



218,018 residents
18.6% of the population of Dublin City and Suburbs



€66,203 median income



48% male
52% female

4 OUR COUNCIL

Dún Laoghaire-Rathdown County Council is made up of 40 Councillors, who are elected from six Electoral Areas. Each Councillor serves a five-year term.

The responsibility of delivering essential public services to the communities of the county, rests jointly with Councillors and the Executive. As the policy makers, Councillors exercise their authority through Reserved Functions. These functions include adoption of the County Development Plan, Corporate Plan, Annual Budget, including the setting of the commercial rate, and varying the Local Property Tax.

The Executive make the daily operational decisions having regard to the policies adopted by Councillors. Such decisions include, planning decisions, budgetary control and housing allocations. The Executive also perform the regulatory functions in the best interests of the County.

Councillors are assisted in their policy-making role by the Corporate Policy Group (CPG) which consists of the Cathaoirleach and the Chairs of the Strategic Policy Committees (SPCs). The CPG provides the forum to support the Elected Members and SPCs to put forward policy matters that impact the entire Council for discussion and agreement to bring before the full Council.

The SPCs develop, review and monitor policy implementation. Membership of an SPC may consist of Councillors and representatives of sectoral interests, such as business, community, environment and trade unions. There are six SPCs in Dún Laoghaire-Rathdown County Council; Housing, Economic Development & Enterprise, Community, Culture & Wellbeing, Planning & Citizen Engagement, Environment & Climate Action and Transportation & Marine.





4.1 Awards



2019

- Green Flag Award for Marlay Park, Cabinteely Park, Blackrock Park and People's Park;
- RIAI (Royal Institute of the Architects of Ireland) Awards in "Sustainability" and "Living Housing Scheme" for George's Place, Dún Laoghaire Housing;
- RIAI Awards in "Wellbeing" category for Sallynoggin Community and Senior Centre;
- RIAI Awards in "Public Space" category for Monkstown Village Project;
- EnerPhit Certification for Rochestown House, Sallynoggin;
- dlr LEO & Output Sports win Best Business Idea category in Ireland's Best Young Entrepreneur National Final (IBYE);
- Engineers Ireland Sustainability Award for Fernhill Park & Gardens;
- SEAI Public Sector Leadership Award for Energy Innovation;
- Excellence in Local Government Award for Otranto Seaside Garden.

2018

- Gold Medal at Bloom (Ireland's largest garden festival) for Fernhill Sustainability Garden;
- Green Park Award for Marlay Park, Cabinteely Park, Blackrock Park and the People's Park;
- Blue Flag Award for Seapoint Beach;
- RIAI Award in "Sustainability" for the Mews Housing and "Public Space" for the dlr Jetty;
- All Ireland Community and Council Awards (LAMA) won Best Community Sports Team/Club for Tennis for All and Best Arts/Culture Initiative for Ballyogan Festival;
- dlr Leo Finalist GloFox at Dublin Regional's of Ireland's Best Young Entrepreneur (IBYE);
- Fáilte Ireland announces dlr LexIcon 5th most visited free tourist attraction in the County;
- AAI (Architectural Association of Ireland) Award, dlr Red Jetty.

2017

- Best Civil Engineering Project for Leopardstown Link Road and Roundabout Configuration Project at Council and Community Awards;
- Green Flag Award for Cabinteely Park; Blackrock Park; Marlay Park and the People's Park;
- RIAI Best Sustainable Project for Rochestown House Phase 2;
- RIAI Awards, Highly Commended, Public Buildings for Samuel Beckett Civic Campus;
- AAI Awards – Commendation for Samuel Beckett Civic Campus.

2016

- RIBA Award for International Excellence for dlr Lexlcon;
- Irish Concrete Society Awards, Building and Overall Winner, dlr Lexlcon;
- Canadian Wood Awards, Commendation for Samuel Beckett Civic Campus;
- The Architecture of Necessity, Virserum Art Museum Sweden – Commendation, Samuel Beckett Civic Campus;
- Wood Awards Ireland - Winner, Large Scale Buildings for Samuel Beckett Campus;
- Wood Awards Ireland, Overall Winner for Samuel Beckett Campus;
- Inaugural Title of Most Efficient Global Municipality for Smart Belly Bins;
- National Recycling Award at Pakman Awards for Ballyogan “Bring Centre of the Year Award”;
- Green Flag Award for People’s Park and Cabinteely Park;
- Sustainable Environment Award for “Biodiversity In Action” at the Chambers Ireland Excellence in Local Government Awards;
- National Heritage Award for Dalkey Castle Restoration Project;
- dlr Lexlcon received the Selwyn Goldsmith Award for International Design and the National Panel Special Award at the 2016 Civic Trust Awards in London;
- RIAI Awards, People’s Park Pavilion, Winner, Commercial/Retail.

2015

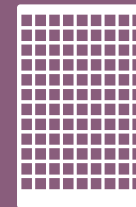
- RIAI Award in Best Culture and Best Public Building for dlr Lexlcon;
- Urban City Road Safety Award in the Excellence in Business Awards by the Public Sector Magazine;
- RIAI Awards 2015 Highly Commended: Dalkey Heritage Centre and Town Hall;
- National Landscape Awards - Public Realm’ category for The Raised Promenade at People’s Park;
- National Landscape Awards - Landscape Heritage and Conservation’ category for the restoration of the People’s Park, Dún Laoghaire;
- National Landscape Awards - Landscape Management, Policy and Research’ category for the dlr Green Infrastructure Strategy 2016 -2022;
- Schueco Excellence Awards London, Winner, Excellence and Sustainability for dlr Lexlcon.

4.2 Achievements 2015-2019



Infrastructure Completed:

- Foxrock Village Car Park
- Leopardstown Link Road & Roundabout
- Pottery Road
- South County Business Park Upgrade
- Burton Hall Road extension
- Shankill DART Car Park
- Shanganagh Road Interim Works (Phase 1)
- N11 junction and Druid's Glen Road (Phase 1)
- 10,000 public lighting lanterns installed to a more energy efficient LED standard
- Samuel Beckett Community and Leisure facilities
- Coolevin Project Centre extension
- Sallynoggin Community & Senior Centre extension
- Rosemount Community Room
- Cabinteely Library Extension
- Shanganagh Park House Extension
- A Town Centre Mixed Use development commenced at Cherrywood, providing for 1,316 apartments, retail, non retail, office accommodation and community uses
- Funding approved for the Cherrywood Public Parks, Greenways and Attenuation project



Technology/Economic/Corporate

- Civic Hub, new customer care facility opened
- New Council Chamber completed
- Tourism Strategy adopted
- 7 day Tourism Information kiosk opened
- 1,600 companies mentored through LEO office
- 233 jobs directly funded by LEO
- 15 secondary schools involved in Student Enterprise Programme
- New Council website developed
- Digital Strategy launched
- New online grants system launched
- Roll out of free Wifi in Dún Laoghaire Town, Marlay Park and Leisure Centres
- RMS Leinster Commemoration Event
- Annalise Murphy Olympic Homecoming



**Community/Culture/
Recreation/Events**

- Over 2,000 events each year
- My Open Library launched
- Iron Man Competition
- Red Bull Cliff Diving
- Green flags for Blackrock, Marlay, People's and Cabinteely Parks
- Music Generation Programme commenced
- Annual Festivals of Inclusion
- Age Friendly Expos



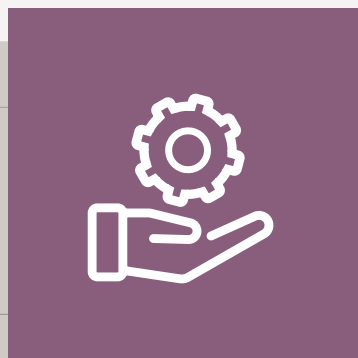
Housing

- 933 homes delivered during 2015-2017
- 673 homes delivered in 2018
- Delivery of homes through Part V agreements and Part VIII approvals
- Over 4,700 social houses maintained and improved

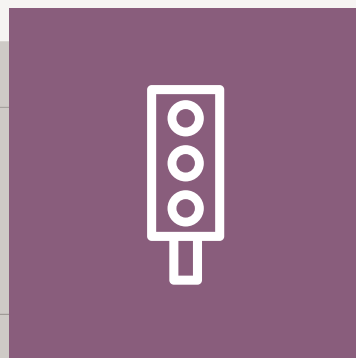
4.3 Our Responsibilities

Dún Laoghaire-Rathdown County Council has four main roles as follows:

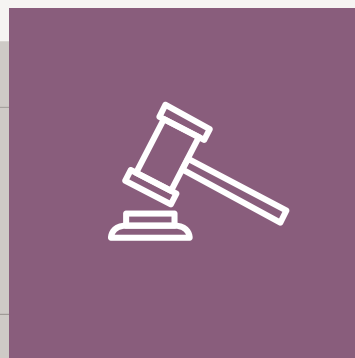
Delivering services



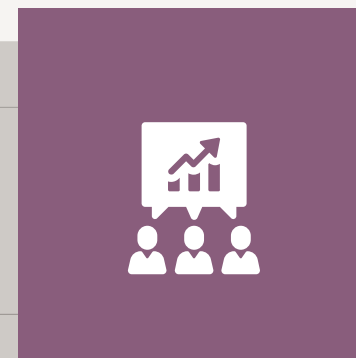
Provider & facilitator of infrastructure

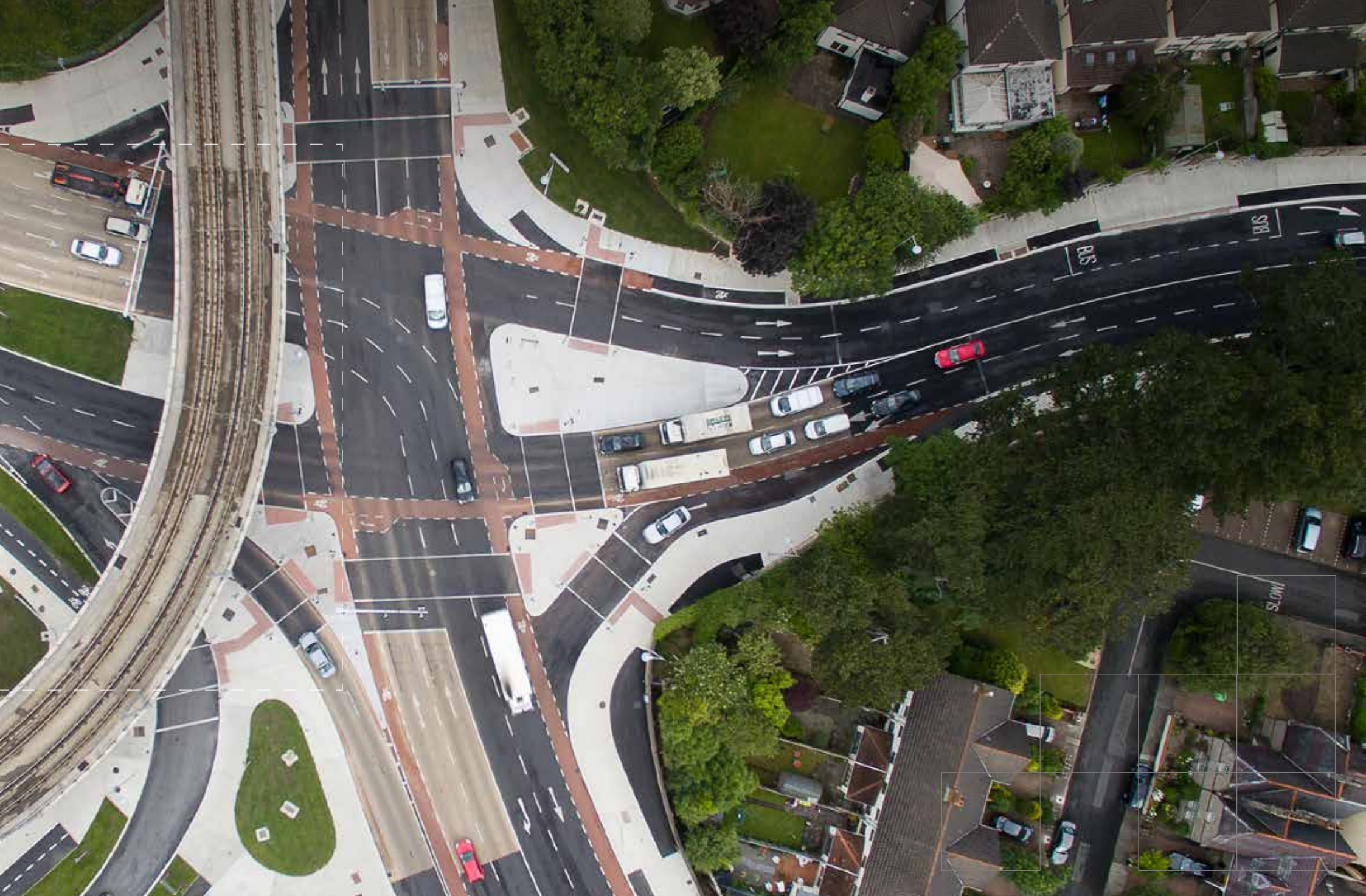


Implementing Policy



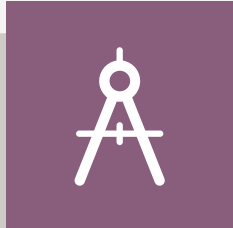
Facilitating economic and community development





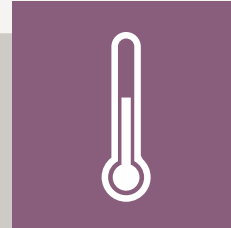
4.3 Our Responsibilities

The Council delivers the following key services:



Architects

- Architectural & Urban Design
- Heritage information & restoration
- Conservation
- Energy Management
- Dangerous Buildings



Infrastructure & Climate Change

- Climate Action
- Fire, Civil Defence and Major Emergency services
- Environmental awareness, monitoring & enforcement
- Recycling & Litter Management
- Infrastructure Delivery
- Roads Planning
- Property Management



Community & Cultural Development

- Community Development & Social Inclusion
- Libraries
- Art and Culture Programmes
- Community & Voluntary sector engagement
- Community & Leisure facilities



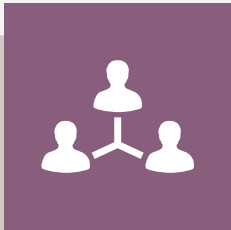
Housing

- Homeless services
- Provision and construction of social housing & Traveller Accommodation
- Affordable Housing
- Voluntary housing sector engagement



Forward Planning Infrastructure

- Development Agency Project Team for Cherrywood SDZ
- Major Urban Housing Delivery Sites (MUHDS)
- Local Infrastructure Housing Activation Fund (LIHAF)



Corporate, Human Resources & IT

- Corporate Services
- Facilities Management
- Customer Civic Hub
- Information Technology
- Human Resources
- Communications and Citizen Engagement



Planning

- Vacant Site Levy
- Development Plans and Local Area Plans
- Building Control
- Development Management



Finance & Economic Development

- Local Enterprise Office
- Tourism & Twinning
- Financial Management
- Commercial Rates



Municipal Services

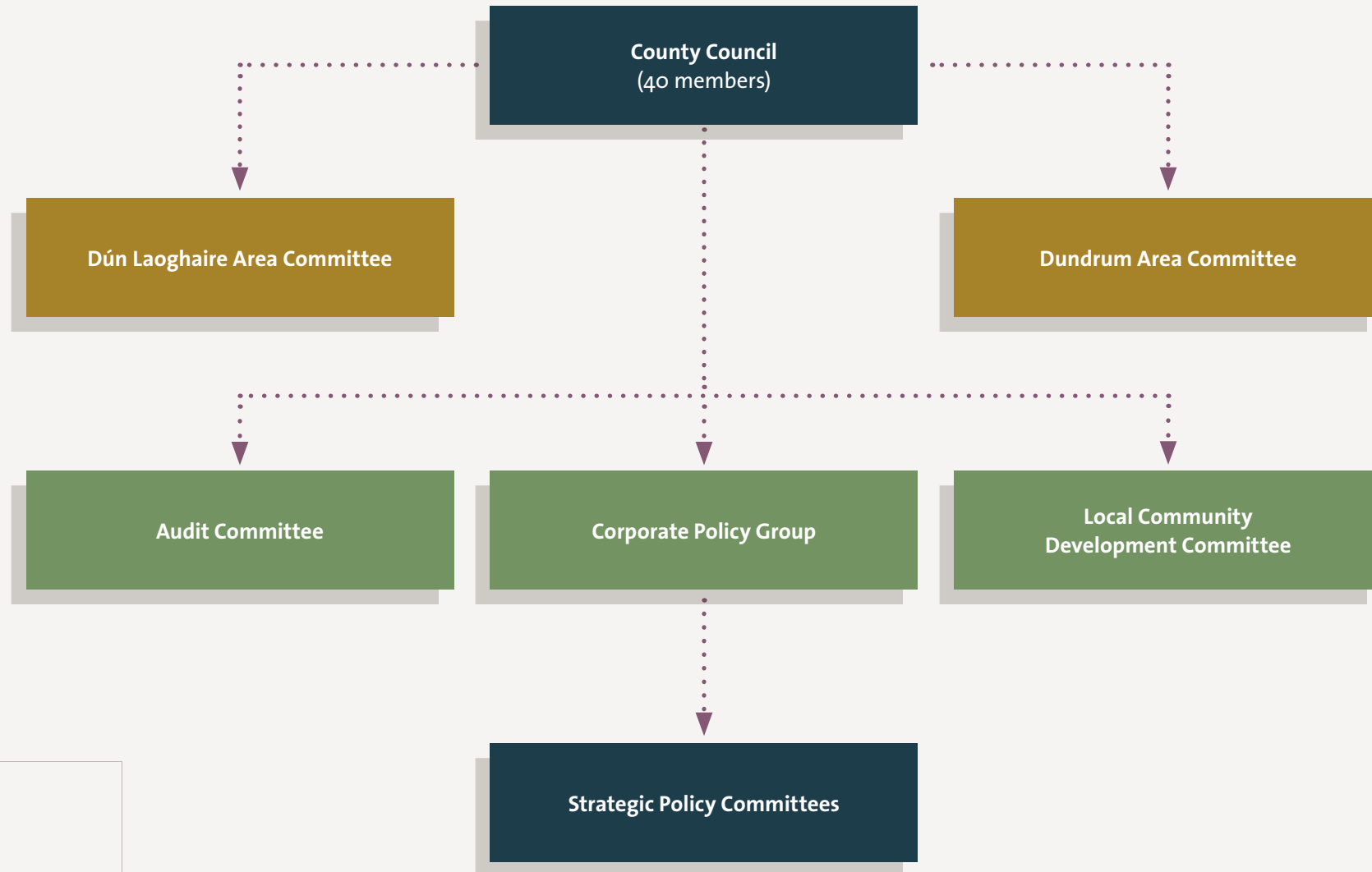
- Water Services & Drainage
- Public parks & playgrounds
- Sports pitches, trails, leisure facilities
- Swimming pools and gyms
- Coastal Protection
- Festivals, CoCo markets, sporting & public events
- Street cleaning
- Cemeteries
- Road design, construction, maintenance & Improvement
- Emergency Management, Water Safety
- Traffic Management, public lighting, road safety
- Heritage
- Nature and Biodiversity



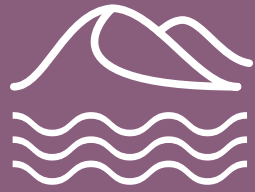
Law

- Legal Services
- GDPR

4.4 Organisation Chart



4.5 Our Vision



The County:

A progressive and vibrant County that is attractive, inclusive and accessible.



The Council:

Providing a clean environment with connected communities, underpinned by a strong economy.



Our Mission:

Working together to provide a quality public service.

4.6 Our Core Values

We have considered and agreed a set of core values to guide the organisation and our staff in delivering our vision of a progressive and healthy County for future generations to thrive. In undertaking our duties, Council staff and Elected Members will always act in accordance with the following values as expressed in this Corporate Plan, to the benefit of all.



Climate First

Adopt a climate first approach to decision-making.



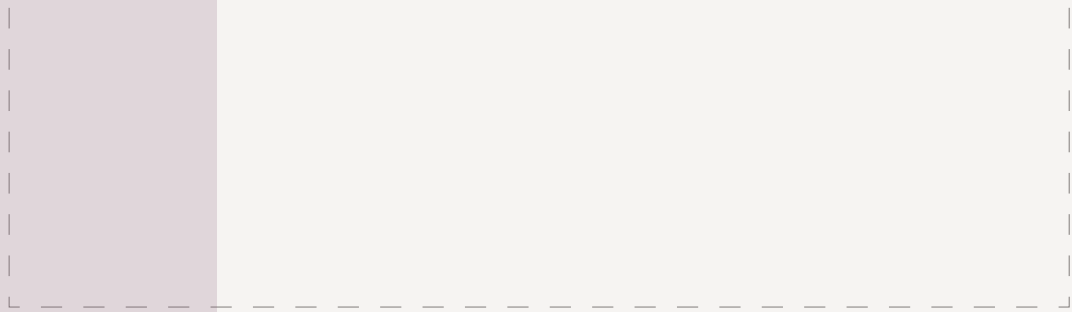
Collaborative

Work in partnership to build consensus and achieving better outcomes through strong engagement with internal and external stakeholders.



Trustworthy

Be open and transparent, acting ethically and with integrity in all decision making.



Respectful

Treat all people equally and with respect.



Cost Conscious

Invest wisely to ensure value and opportunity are maximised.



Courageous

Act bravely to embrace change.



Excellence

Utilise our talent and skills to deliver exceptional service

5 CONTEXT OF THIS CORPORATE PLAN

5.1 Role in Strategic Planning

The dlr Corporate Plan is a high-level strategic document that sets out the County Council's targets for the period 2020-2024. Legislation requires that a new Corporate Plan is prepared following election of a new Council. This Corporate Plan 2020-2024 is therefore a statutory requirement, following the June 2019 local elections. The Plan recognises the hierarchy of plans and legislation from EU, national, regional, county and local levels, that govern the strategic planning for the Council.

This Corporate Plan is the framework for action during the lifetime of the plan and identifies a number of strategic goals that dlr aim to deliver over the next five years. The Plan will drive performance in conjunction with other specific plans as set out on this page and the next. Performance will be measured through service delivery plans and monthly management reports.



Specific Plans

- 5 year Corporate Plan 2020-2024
- Local Economic and Community Plan 2016-2021
- Capital Programme 2019-2021
- County Development Plan 2016-2022
- Local Area Plans (LAPs)
- Planning Scheme Cherrywood
- Climate Change Action Plan 2019-2024
- Regional Waste Management Plan 2015-2021
- Traveller Accommodation Plan 2019-2024
- Tourism Strategy and Marketing Plan 2017-2022
- dlr Sports Facility Strategy 2017-2022
- dlr Joint Policing Committee 6 year Strategy 2016-2021
- Library Development Plan 2016-2022
- Anti-Social Behaviour Strategy 2016-2022
- Arts Development Plan 2016-2022
- Litter Management Plan 2018-2020
- Customer Service Action Plan 2017-2020
- Dublin Noise Action Plan 2018-2023
- Culture and Creativity Strategy 2018-2022



Ongoing Delivery Plans and Updates

- Annual Service Delivery Plans (detailed plans for delivering our strategic goals and objectives)
- Detailed Annual Directorate Plans
- Monthly Performance Reports
- Audit Plan
- Procurement Plan
- Annual Report
- Corporate Plan Report
- National Oversight and Audit Commission (NOAC) Annual Review
- Chairpersons' report on Strategic Policy Committees

5.2 Informing this Corporate Plan



Legislative Basis

The Corporate Plan is prepared in accordance with the relevant legislation. This includes the Local Government Act 2001 and the Local Government Reform Act 2014. The Plan has also been prepared in line with the Guidelines for Local Authorities in the preparation of Corporate Plans for 2019-2024 issued by the Department of Housing, Planning and Local Government.



Public Consultation

A comprehensive public consultation was undertaken to inform this Corporate Plan. The consultation comprised the following activities during September and October 2019:

- A public survey that generated in excess of one thousand responses,
- Engagement and meetings with the local Business Sector,
- Workshops with the Community via dlr Public Participation Network (PPN),
- Engagement with young people via Comhairle na nÓg,
- Consultation with Elected Members of dlr,
- Meetings with dlr staff including outdoor and office-based staff, as well as the Management Team and Senior staff.



Key Issues

A number of key issues emerged that audiences indicated the Council should prioritise over the next five years, as follows:

- Climate Action, sustainability and environment including cycling infrastructure / sustainable travel; nature / biodiversity; protecting green spaces and communities,
- Community; enhance existing communities, future proofing for future generations, civic pride, well being of citizens,
- Housing; social and affordable housing, passive housing, inclusive housing,
- Recreation including protecting open spaces; providing community centres; and maintaining parks and beaches,
- Protecting and enhancing our villages; regeneration of Dún Laoghaire town and Harbour,
- Supporting and fostering economic development in the County.

6 THEMES

The following themes emerged as priorities for the next five years during our consultation on the new Corporate Plan.



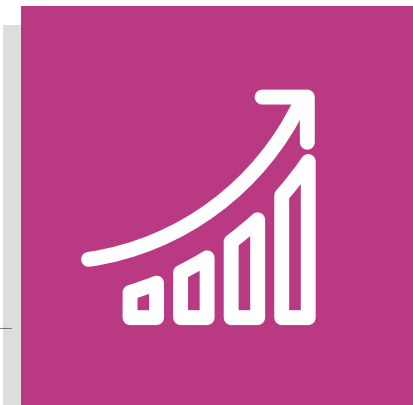
Enriching quality of life through vibrant communities, housing and amenities



A leader in environmental protection and climate action



Embracing change and delivering excellent public service



Supporting and fostering a resilient local economy



7 CORPORATE GOALS AND OBJECTIVES

7.1 Overview

The following are Dún Laoghaire-Rathdown County Council's Corporate Goals and Objectives for 2020 to 2024:



Corporate Goal 1

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



Corporate Goal 2

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



Corporate Goal 3

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



Corporate Goal 4

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



Corporate Goal 5

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



Corporate Goal 6

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



Corporate Goal 7

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



Corporate Goal 8

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

CORPORATE GOAL 1

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





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.
2. Implement the County Council's Climate Change Action Plan 2019-2024.
3. Promote health and wellbeing for all people living and working in the County.
4. Protect the County's biodiversity by ensuring our green and blue spaces and the Dublin Bay biosphere are prioritised in development activities.
5. Continually improve our Energy Performance and our Energy Management System ISO50001.
6. Plan for the County's long-term future through embracing 'fabric first' designed buildings.
7. Advocate low energy principles in the energy we influence.
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.
9. Minimise the occurrence of flooding throughout the County and work with the OPW to implement recommendations of the Flood Risk Management Plans.
10. Continue to work with Irish Water to maintain good water status and achieve the requirements of the Water Framework Directive (WFD), including bathing water quality.
11. Implementation of the Regional Waste Management Plan 2015-2021.
12. Monitoring and Enforcement of Environmental and Waste regulations including the Litter Management Plan and Litter Warden services.



CORPORATE GOAL 2

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





1. Work in partnership with the Department of Housing, Planning and Local Government, Housing Agency, Land Development Agency (LDA) and voluntary bodies and private rental sector to increase the housing supply.
2. Improve the delivery of social and affordable housing to meet the housing demands of the people of the County, focusing on a renewed delivery of Council constructed secure homes.
3. Provide enabling infrastructure and services in conjunction with key stakeholders to support new homes and create new communities and places.
4. Deliver on the Major Urban Housing Delivery Sites.
5. Implement the objectives of the Cherrywood Strategic Development Zone (SDZ) Planning Scheme.
6. Advance all elements of the Urban Regeneration Development Fund (URDF).
7. Progress Local Infrastructure Housing Activation Fund (LIHAF).
8. Focus new developments in existing villages and towns to enable stronger, inclusive sustainable communities.
9. Design and construct sustainable, low energy, adaptable lifetime homes to the highest standard.
10. Facilitate access to housing choice specifically for older people.
11. Deliver homeless services with the Dublin Region Homeless Executive.
12. Provide sustainable, viable and affordable housing delivery in line with Government Policy.
13. Implement the Traveller Accommodation Plan 2019-2024.
14. Manage existing social housing efficiently and retrofit existing homes to the highest standard possible.
15. Provide an effective and efficient allocations, housing assessment and tenant management service.
16. To substantially increase the stock of social housing in the County owned by the Council or Approved Bodies.



CORPORATE GOAL 3

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





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.
2. Facilitate, develop and implement strategic transport projects in conjunction with national transportation agencies, e.g. supporting delivery of Bus Connects by the NTA.
3. Deliver the transportation elements of the Council's Capital Programme in line with Government policy.
4. Continue to facilitate sustainable transport choices for walking, cycling and public transport.
5. Deliver the five-year Road Safety Plan.
6. Continue to improve the County's road network, including pedestrian and cycle networks, for the safe and efficient movement of all road users in a sustainable manner.
7. Ensure greater emphasis on public transport, cycling, walking and access for people with disabilities.
8. Support local business and communities by reviewing the County's parking control strategy and employing new technology to facilitate access to parking in major commercial centres.
9. Implement the objectives of the County Development Plan, Local Area Plans and the Cherrywood Planning Scheme.
10. Continue to encourage electric vehicle (EV) usage by collaborating with utility companies to provide more EV charging points and EV parking spaces.



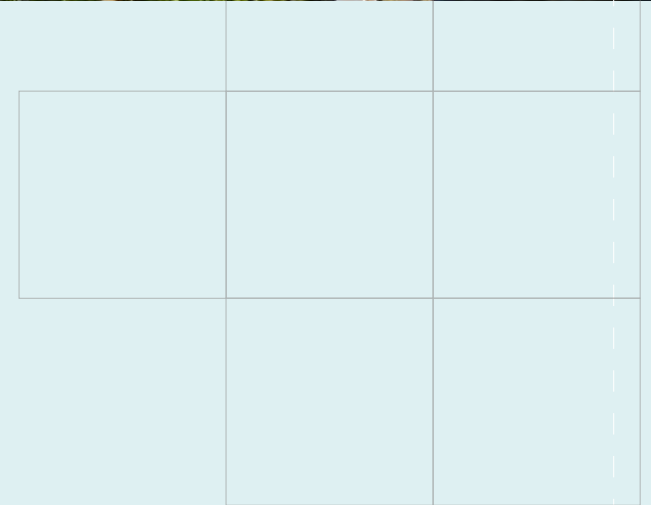
CORPORATE GOAL 4

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





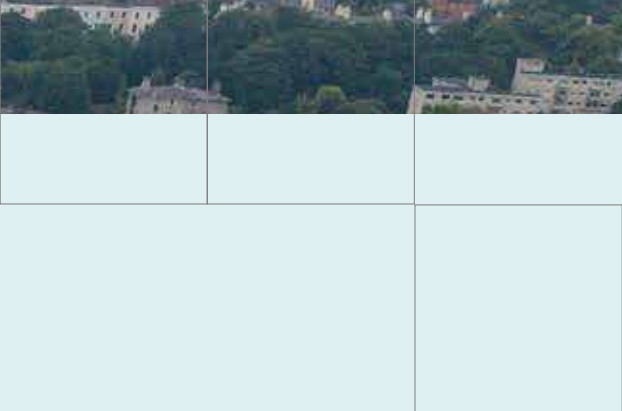
1. Support and promote safe and secure communities and ongoing development of the Joint Policing Committee.
2. Support the development of sustainable, inclusive and empowered communities that facilitates the social, cultural and economic well-being of all our citizens.
3. Connect and empower adults, young people and children through the continuous development of a library, arts and cultural service that inspires ideas and supports community potential.
4. Provide green spaces between vibrant villages and towns to support strong communities that are accessible and safe for all, including cyclists and pedestrians.
5. Continue to develop and implement appropriate cost effective and sustainable masterplans for parks and open spaces.
6. Provision of high quality open spaces and recreation facilities for all interests, that are clean, safe, accessible and socially inclusive.
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.
8. Support tourism in the county by providing events and activities for visitors including CoCo Markets, Concerts, Festivals and Sports Events.
9. Ensure dlr activities and initiatives promote the Irish Language, multiculturalism and are socially inclusive.
10. Enrich quality of life for all through collaboration, promoting inter-agency work and engaging with communities and stakeholders.
11. Further develop and strengthen Dún Laoghaire Rathdown Local Community Development Committee, and support the Public Participation Network (PPN).
12. Support community engagement, volunteerism and active citizenship by developing their skills, knowledge and experience to engage fully with the Council.
13. Implement the objectives of the County Development Plan, Local Area Plans and the Cherrywood Planning Scheme.
14. Support events that enhance quality of life in the County.
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.
16. Support children and young persons in having a voice on the services, policies and issues that affect them in their local area, including supporting dlr Comhairle na nÓg and dlr's Children & Young Person Services Committee (CYPSC).



CORPORATE GOAL 5

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





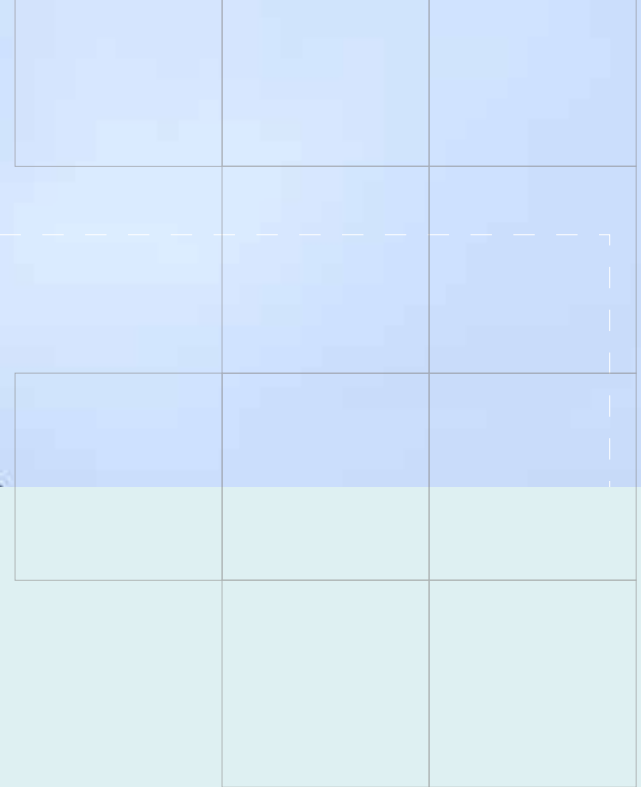
1. Protect and conserve our built and natural heritage and the County's strong identity "From the Mountains to the Sea".
2. Ensure healthy communities and a meaningful sense of place by protecting our built and natural heritage and enabling our villages to thrive.
3. Take an active approach in prioritising public land for long-term use.
4. Enrich the County's heritage by leading the way in design and energy efficiency of Council buildings including housing, recreation facilities and offices.
5. Prioritise connectivity and sustainability in design and planning for the County.
6. Provide and maintain a high-quality public realm.
7. Prioritise equal access for all citizens to services and facilities in planning and development decision-making.
8. Ensure that Dún Laoghaire-Rathdown will continue to develop an age friendly County where our older people are supported, through accessible programmes and design and planning.
9. Develop the new County Development Plan (2022-2028).
10. Ensure safe and quality buildings and places through implementing the building control regulations and dangerous buildings legislation.
11. Implement the objectives of the County Development Plan Local Area Plans and the Cherrywood Planning Scheme.
12. Deliver central Government's strategic objectives for this County by working with national and local agencies to eliminate infrastructure deficits.
13. Implement a proactive scheme and actions to prevent dereliction.



CORPORATE GOAL 6

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





1. Support local business growth and development to encourage a vibrant and resilient economy.
2. Take an innovative approach to providing supports for businesses and entrepreneurs to grow the local economy and make this an attractive County in which to invest.
3. Maximise Sandyford Business District's (SBD) employment through providing enabling infrastructure and services and actively engaging with SBD.
4. Continue to support small and medium-sized businesses through grant schemes.
5. Collaborate with all stakeholders in promoting the County as a destination for tourists.
6. Engage with all stakeholders in a meaningful manner in developing an economic plan to secure and consolidate the future of Dún Laoghaire town and harbour.
7. Provide leadership and assistance in preparing for the impact of Brexit.
8. Working with Smart Dublin to engage with technology providers, researchers and citizens to improve our services and quality of life in a responsible manner.



CORPORATE GOAL 7

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





1. Eliminate discrimination, protect human rights and promote equality of opportunity through the implementation of the Public Sector Equality and Human Rights Duty.
2. Develop a Cross Departmental group to oversee implementation of the Public Sector Equality and Human Rights Duty.
3. Implement stage one – Assess the key equality and human rights issues for the people we provide services to and our staff. Review structures and initiatives already in place to support human rights and equality. Identify the priority issues for action.
4. Progress to stage two – Address equality and human rights issues identified in stage one for action.
5. Progress to stage three – Report on development and achievements arising from the implementation of the duty.
6. Strengthen and build understanding and capacity to meet Public Sector Duty obligations in local government, community and voluntary organisations.
7. Provide Council services and information in an affordable and accessible manner for all.
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.
9. Provide access to Council decision-making through accessible and meaningful public consultation.



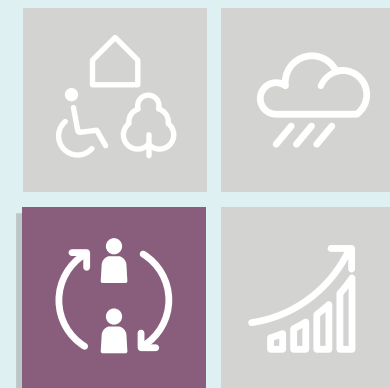
CORPORATE GOAL 8

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





1. Support Councillors in their policy and representational roles through the provision of quality service to the CPG, SPCs and at Council meetings, Members' training and by maximizing the use of ICT systems.
2. Provide a strong internal audit function while supporting the Local Government auditor and Audit Committee.
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.
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.
5. Develop Council websites to achieve best practice in accessibility and language capabilities.
6. Deliver and implement the Councils Communications Strategy 2021-2025 and Irish Language Scheme 2022-2026.
7. Maximise income collection and ensure robust financial processes to safeguard financial position.
8. Continually improve corporate performance, demonstrating transparency and accountability.
9. Ensure Risk Management Policy and risk register is in place and continually reviewed and updated, safeguarding the organisation financially and reputationally.
10. Implement the Corporate Procurement Plan to ensure compliance with legislation, while achieving quality services and value for money.
11. Ensure efficient management and maintenance of dlr Corporate Estate, Assets and Portfolio.
12. Develop and implement a HR strategy to facilitate implementation of the Local Authority People Strategy, through staff engagement and HR participation.
13. Support the recruitment, development and empowerment of a motivated and high performing workforce with the skills and flexibility to deliver on our corporate goals.
14. Implement the Performance Management Development System (PMDS) and Competency Framework throughout the organisation.
15. Implement dlr's Digital Transformation Strategy.
16. Creation of a workplace environment that encourages staff to have pride and enjoy their work, while achieving the Council's strategic goals.



8 IMPLEMENTATION OF THE CORPORATE PLAN

This Plan has been formulated to be consistent with the governing statutory framework and with other national, regional and EU policy, and having regard to the requirements of the Irish Human Rights Commission.

8.1 Elected Members

The Elected Members initial role in delivering the Corporate Plan is to adopt it as part of their Reserved functions and receive monthly management reports. In addition, the reporting arrangements in place inform the Members of progress achieved against goals and objectives.

See a list of all Elected Members and the constituency they represent, in Appendix A.

8.2 Management and Staff

dlr employs 1,109 staff who are responsible for delivering the Corporate Plan.

Each functional area will develop Annual Service Delivery Plans that will be consistent with the Annual Budget and the Corporate Plan will contain a detailed action plan, thereby ensuring clear and accurate reporting on the level to which goals and objectives have been achieved. Progress on the Annual Service Delivery Plans will be reported to the Council through the monthly and quarterly Management Reports.

8.2.1 Management Team

Our staff are led by a Management Team, headed by the Chief Executive.



Philomena Poole
Chief Executive



Mary T. Daly
Director of Corporate
Affairs



Therese Langan
Temporary Director
of Service



Michael Mangan
Temporary Director
of Infrastructure and
Climate Change



Helena Cunningham
Director of Finance
and Economic
Development



Andrée Dargan
County Architect



Mary Henchy
Director of Planning



John Healy
County Law Agent



Catherine Keenan
Director of Housing



Dearbhla Lawson
Director of
Community and
Cultural Development



Anne Devine
Director of
Forward Planning
Infrastructure



Tom McHugh
Deputy Chief
Executive and Director
of Municipal Services

9 MEASURING DELIVERY OF THE CORPORATE PLAN

9.1 Council Reports

The Council continuously measures and evaluates effectiveness of progress in implementing the goals and objectives of our Corporate Plan. The following reports provide ongoing measurement:

1. Annual Service Delivery Plans
2. Annual Statement of Performance Objectives
3. Monthly and Quarterly Management Report to the Elected Members
4. Annual Budget
5. Annual Report
6. Audit Committee Annual Report
7. Annual Financial Statement
8. Local Government Audit Report.

The Corporate Plan is also linked to the Council’s risk management process, which is reported to the Audit Committee on an on-going basis.

The annual process will conclude each year with an annual progress report setting out the achievements of that year and a report on any impact that available resources – financial, human and technological - have on progressing goals and objectives. This progress will be reviewed by the Elected Members as part of the Annual Budget process for the following year and also as part of development of the annual report.

The Corporate Policy Group reviews the Corporate Plan in light of any changes in circumstances and having regard to any recommendations made by the National Oversight and Audit Commission (NOAC).

9.2 National Oversight and Audit Commission (NOAC)

NOAC, an independent body, monitors our Corporate Plan, and evaluates how it is being implemented and makes recommendations on an annual basis.

Recommendations made by NOAC include the following:

- 40% reduction (10% higher than Public Sector target) in the Council’s greenhouse gas emissions by 2030 as part of our commitment through the international Covenant of Mayors
- Contribute to making Dublin a climate resilient region by reducing the impacts of future climate change related events
- Deliver a green procurement approach that incorporates carbon pricing, life cycle costing and climate criteria in public tenders
- Actively engage and inform citizens on climate change,
- Maintain our international standard ISO50001 for efficient energy management

9.3 Current baseline measurements (November 2019)

The Annual Service Delivery Plans for each Directorate will include up-to-date baseline service provision levels and targets for future performance. These will be in line with the service performance indicators set out by NOAC.

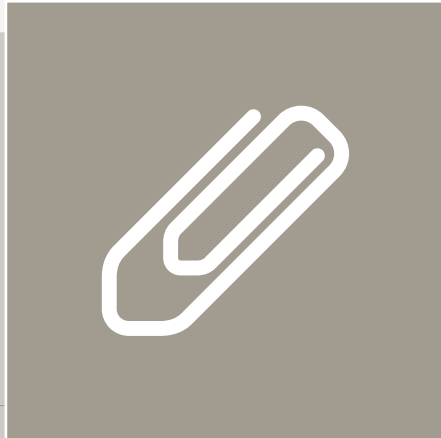
See Appendix B for the current service performance indicators against which the Council measures its performance.

9.4 Service Level Agreements (SLAs)

dlr will enter into SLAs with organisations to deliver some tasks on our behalf. Examples of work that we enter into SLAs for include operation of our leisure facilities through dlr Leisure and managing our water on behalf of Irish Water. All SLAs to dlr contractors include Key Performance Indicators (KPIs), in line with our corporate goals and objectives, against which we measure effectiveness of the service being provided.

APPENDICES

Appendix A: Local Electoral Areas and Council Membership 2019



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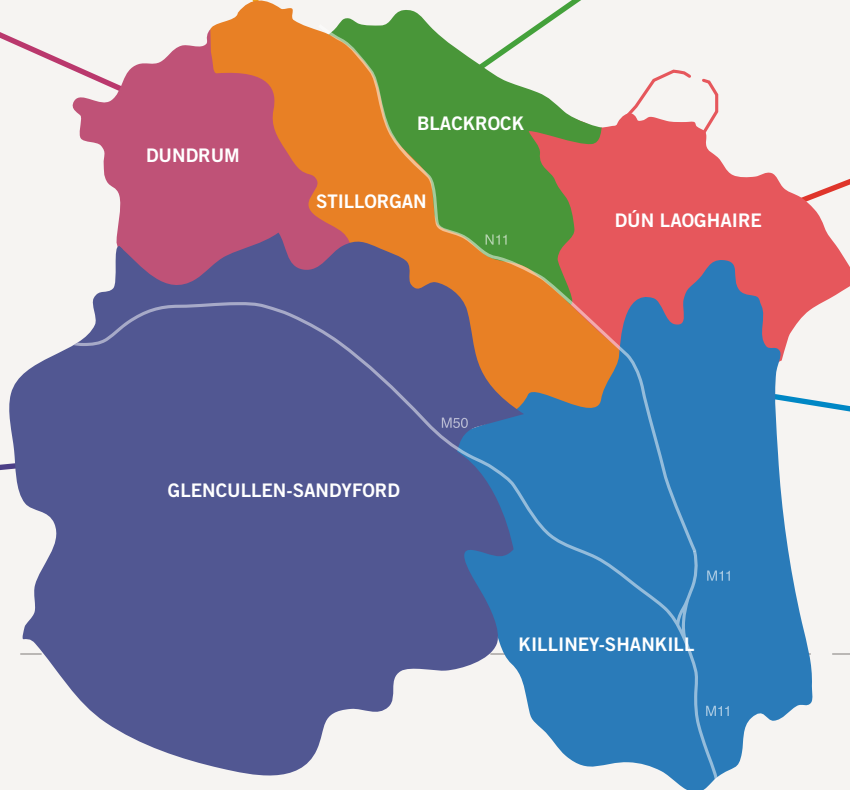
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Appendix B: NOAC Local Authority Service Performance Indicators

Current (2018) Local Authority Service Performance Indicators

Section 1: HOUSING	
H1 Housing Stock	A. No. of houses in the ownership of the LA at 01/01/2018
H1 Housing Stock	B. No. of dwellings added to the LA owned stock during 2018 (whether constructed or acquired)
H1 Housing Stock	C. No. of LA dwellings sold in 2018
H1 Housing Stock	D. No. of LA owned dwellings demolished in 2018
H1 Housing Stock	E. No. of dwellings in the ownership of the LA at 31/12/2018
H1 Housing Stock	F. No. of LA owned dwellings for demolition under D/HPLG approved scheme
H2 Housing Vacancies	% of the total number of LA owned dwellings that were vacant on 31/12/2018
H3 Average re-letting time and cost	A. Time taken from the date of vacation of a dwelling to the date in 2018 when the dwelling is re-tenanted, averaged across all dwellings re-let during 2018 (weeks)
H3 Average re-letting time and cost	B. Cost expended on getting the dwellings re-tenanted in 2018, averaged across all dwellings re-let in 2018 (€)
H4 Housing Maintenance cost	A. Expenditure during 2018 on the maintenance of LA housing compiled from 01/01/2018-31/12/2018 divided by no. of dwellings in LA stock at 31/12/2018, i.e. H-H1F
H5 Private rented sector inspections	A. Total no. of registered tenancies in the LA area at the end of June 2018
H5 Private rented sector inspections	B. No. of rented dwellings inspected in 2018
H5 Private rented sector inspections	C. % Inspected dwellings in 2018 not compliant with Standard Regulations
H5 Private rented sector inspections	D. No of non-compliant dwellings that became compliant in 2018
H6 Long-term homeless adults	A. Number of adult individuals in emergency accommodation that are long-term homeless as a % of the total number of homeless adult individuals in emergency accommodation at end of 2018
H6 Long-term homeless adults	No. of adult individuals classified as homeless and in emergency accommodation on the night of 31/12/2018 as recorded on PASS system

Section 2: ROADS	
R1 Pavement surface condition index (PSCI) ratings	A (a) % Regional road that received a PSCI rating in the 24-month period to 31/12/2018
R1 Pavement surface condition index (PSCI) ratings	A (b) % local primary road that received a PSCI rating in the 24-month period to 31/12/2018
R1 Pavement surface condition index (PSCI) ratings	A (c) % local secondary road that received a PSCI rating in the 24-month period to 31/12/2018
R1 Pavement surface condition index (PSCI) ratings	A (d) % local tertiary road that received a PSCI rating in the 60-month period to 31/12/2018
R1 Pavement surface condition index (PSCI) ratings	B (a) % total regional road kilometres with a PSCI rating of 1-4
R1 Pavement surface condition index (PSCI) ratings	B (a) % total regional road kilometres with a PSCI rating of 5-6
R1 Pavement surface condition index (PSCI) ratings	B (a) % total regional road kilometres with a PSCI rating of 7-8
R1 Pavement surface condition index (PSCI) ratings	B (a) % total regional road kilometres with a PSCI rating of 9-10
R1 Pavement surface condition index (PSCI) ratings	B (b) % total local primary road kilometres with a PSCI rating of 1-4
R1 Pavement surface condition index (PSCI) ratings	B (b) % total local primary road kilometres with a PSCI rating of 5-6
R1 Pavement surface condition index (PSCI) ratings	B (b) % total local primary road kilometres with a PSCI rating of 7-8
R1 Pavement surface condition index (PSCI) ratings	B (b) % total local primary road kilometres with a PSCI rating of 9-10
R1 Pavement surface condition index (PSCI) ratings	B (c) % total local secondary road kilometres with a PSCI rating of 1-4
R1 Pavement surface condition index (PSCI) ratings	B (c) % total local secondary road kilometres with a PSCI rating of 5-6
R1 Pavement surface condition index (PSCI) ratings	B (c) % total local secondary road kilometres with a PSCI rating of 7-8
R1 Pavement surface condition index (PSCI) ratings	B (c) % total local secondary road kilometres with a PSCI rating of 1-10
R1 Pavement surface condition index (PSCI) ratings	B (d) % total local tertiary road kilometres with a PSCI rating of 1-4
R1 Pavement surface condition index (PSCI) ratings	B (d) % of total local tertiary road kilometre with a PSCI rating of 5-6
R1 Pavement surface condition index (PSCI) ratings	B (d) % total local tertiary road kilometres with a PSCI rating of 9-10
R2 Regional Road Grants Works	A: Kilometres of regional road strengthened during 2018
R2 Regional Road Grants Works	A: Amount expended on regional road strengthening during 2018 (€)
R2 Regional Road Grants Works	B: Kilometres of regional road resealed during 2018
R2 Regional Road Grants Works	B: Amount expended on regional road resealing during 2018 (€)
R2 Regional Road Grants Works	C: Kilometres of local road (i.e. total of primary, secondary and tertiary) strengthened during 2018
R2 Regional Road Grants Works	C: Amount expended on local road (i.e. total of primary, secondary and tertiary) strengthening during 2018 (€)
R2 Regional Road Grants Works	D: Kilometres of local road resealed during 2018
R2 Regional Road Grants Works	D: Amount expended on local road resealing during 2018 (€)
R3: % Motor Tax transactions conducted online	A: % of motor tax transactions which were dealt with online in 2018

Section 3: Water	
W1: % Drinking water in private schemes in compliance with statutory requirements	A. % drinking water in private schemes in compliance with statutory requirements

Section 4: Waste/Environment	
E1: No % Households availing of a 3-bin service	A. Number of households based on the 2016 Census, who are situated in an area covered by a licensed operator providing a 3-bin service at 31/12/2018
E1: No % Households availing of a 3-bin service	B. % of households within the local authority (per 2016 Census) that the number at A represents
E2: % Environmental pollution complaints closed	A. Total no. of pollution cases that were the subject of a complaint during 2018
E2: % Environmental pollution complaints closed	A. Total no. of pollution cases closed during 2018
E2: % Environmental pollution complaints closed	A. Total no. of pollution cases on hand at 31/12/2018
E3: % LA area within the 5 levels of litter pollution	% Area unpolluted or litter free
E3: % LA area within the 5 levels of litter pollution	% Area slightly polluted
E3: % LA area within the 5 levels of litter pollution	% Area moderately polluted
E3: % LA area within the 5 levels of litter pollution	% Area significantly polluted
E3: % LA area within the 5 levels of litter pollution	% Area grossly polluted
E4: % of schools that have been awarded green flag status	A. % of schools that have been awarded green flag status *

Section 5: Planning	
P1: New buildings inspected	A. Buildings inspected as a percentage of new buildings notified to the local authority
P2: Planning Decisions confirmed by ABP	A. Number of LA planning decisions which were the subject of an appeal to An Bord Pleanála that were determined by the Board on any date in 2018
P2: Planning Decisions confirmed by ABP	B. % of the determinations at A which confirmed (either with or without variation) the decision made by the LA
P4: Cost per capita of planning service	A. The 2018 Annual Financial Statement (AFS) Programme D data divided by the population of the LA area per 2016 census (€)
P3: Planning Enforcement cases closed as resolved	A. Total number of planning cases referred to or initiated by the local authority in the period of 01/01/2018 to 31/12/2018 that were investigated
P3: Planning Enforcement cases closed as resolved	B. Total number of investigated cases that were closed during 2018
P3: Planning Enforcement cases closed as resolved	C. % of the cases at B that were dismissed as trivial, minor or without foundation or were closed because statute barred or an exempted development
P3: Planning Enforcement cases closed as resolved	D. % of the cases at B that were resolved to the LA's satisfaction through negotiations
P3: Planning Enforcement cases closed as resolved	E. % of the cases at B that were closed due to enforcement proceedings
P3: Planning Enforcement cases closed as resolved	F. Total number of planning cases being investigated as at 31/12/2018
P5: Application for fire safety certificates	A. % of applications for fire safety certificates received in 2018 that were decided (granted or refused) within two months of their receipt
P5: Application for fire safety certificates	B. % of applications for fire safety certificates received in 2018 that were decided (granted or refused) within an extended period agreed with the applicant

Section 6: Fire Services	
F1: Cost per capita	A. Annual financial statement (AFS) programme E expenditure data for 2018 divided by the population of the LA area per the 2016 census figures for the population served by the fire authority as per the risk-based approach phase one reports (€)
F2: Service Mobilisation	A & B. Average time taken, in minutes, to mobilise fire brigades in respect of fire
F2: Service Mobilisation	C & D. Average time taken, in minutes to mobilise fire brigades (retained fire service) in respect of all (non-fire) emergency incidents
F3: Attendance times at scenes	A. % of cases in respect if fire in which first attendance at the scene is within 10 minutes
F3: Attendance times at scenes	B. % of cases in respect of fire in which first attendance at the scene is after 10 minutes but within 20 minutes
F3: Attendance times at scenes	C. % of cases in respect of fire in which first attendance at the scene is after 20 minutes
F3: Attendance times at scenes	D. % of cases in respect of all other emergency incidents in which first attendance at the scene is within 10 minutes
F3: Attendance times at scenes	E. % of cases in respect of all other emergency incidents in which first attendance at the scene is after 10 minutes but within 20 minutes
F3: Attendance times at scenes	F. % of cases in respect of other emergency incidents in which first attendance at the scene is after 20 minutes

Section 7: Library	
L1: Library visits and issues	A. No. of library visits per head of population for the LA area per the 2016 census
L1: Library visits and issues	B. Number of items issued to library borrowers in the year
L2: Cost of operating a library service	A. Annual Financial statement (AFS) programme F data for 2018 divided by the population of the LA area per the 2016 census (€)

Section 8: Youth/Community	
Y1	A. % of local schools involved in the local Youth Council. Comhairle na nÓg scheme
Y2	A. Number of organisations included in the County Register at 31/12/2018 and the proportion of those organisations that opted to be part of the Social Inclusion College within the PPN

Section 9: Corporate	
C1: Total WTEs	A. The wholetime equivalent staffing number as at 31 December 2018
C2: Working days lost to sickness	A. % of paid working days lost to sickness absence through medically certified leave in 2018
C2: Working days lost to sickness	B. % of paid working days lost to sickness absence through self-certified leave in 2018
C3: LA website and social media usage	A. Total page views of the local authority's websites in 2018
C3: LA website and social media usage	B. Total number of followers at end 2018 of the LA's social media accounts
C4: Overall cost of ICT provision per WTE	A. All ICT expenditure in the period from 01/01/2018 to 31/12/2018 divided by the WTE no. supplied under the C1 indicator
C5: Overall cost of ICT as a proportion of revenue expenditure	A. All ICT expenditure calculated in C4 as a proportion of revenue expenditure

Section 10: Finance	
M1: 5 Year summary of revenue account balance	A. Revenue Balance 2014 (€)
M1: 5 Year summary of revenue account balance	B. Revenue Balance 2015 (€)
M1: 5 Year summary of revenue account balance	C. Revenue Balance 2016 (€)
M1: 5 Year summary of revenue account balance	D. Revenue Balance 2017 (€)
M1: 5 Year summary of revenue account balance	E. Revenue Balance 2018 (€)
M1: 5 Year summary of revenue account balance	F. Cumulative surplus or deficit at 31/12/2018 as of AFS total income
M1: 5 Year summary of revenue account balance	G. Revenue Expenditure per capita in 2018 (based on 2016 census)
M2 (A): 5 Year summary of collection of commercial rates	% of commercial rates collected 2014
M2 (A): 5 Year summary of collection of commercial rates	% of commercial rates collected 2015
M2 (A): 5 Year summary of collection of commercial rates	% of commercial rates collected 2016
M2 (A): 5 Year summary of collection of commercial rates	% of commercial rates collected 2017
M2 (A): 5 Year summary of collection of commercial rates	% of commercial rates collected 2018
M2 (B): 5-year summary of collection of rent and annuities	% of rent and annuities collected 2014
M2 (B): 5-year summary of collection of rent and annuities	% of rent and annuities collected 2015
M2 (B): 5-year summary of collection of rent and annuities	% of rent and annuities collected 2016
M2 (B): 5-year summary of collection of rent and annuities	% of rent and annuities collected 2017
M2 (B): 5-year summary of collection of rent and annuities	% of rent and annuities collected 2018
M2 ©: 5-year summary of collection of housing loans	% of housing loan collected 2014
M2 ©: 5-year summary of collection of housing loans	% of housing loan collected 2015
M2 ©: 5-year summary of collection of housing loans	% of housing loan collected 2016
M2 ©: 5-year summary of collection of housing loans	% of housing loan collected 2017
M2 ©: 5-year summary of collection of housing loans	% of housing loan collected 2018

Section 11: Economic Development	
J1	A. No. of jobs created with assistance from the local enterprise office during the period 01/01/2018 to 31/12/2018
J2	A. No. of trading online voucher applications approved by the Local Enterprise Office in 2018
J2	B. No. of those trading online vouchers that were drawn down in 2018
J3	A. No. of participants who received mentorship during the period 1 January 2018 to 31 December 2018
J4	A. Does the local authority have a current tourism strategy?
J4	B. Does the Local Authority have a designated Tourism Officer?

Appendix C: European, National, Regional and Local Policy

EU/National

- A Roadmap for Social Inclusion: Ambitions, Goals and Commitments 2019-2025 (to be published 2019)
- Brighter Outcomes Better Futures: The national policy framework for children and young people 2014-2020
- Climate Action Plan 2019 to Tackle Climate Disruption (2019)
- DCCAE: National Cyber Security Strategy
- DCCAE: National Digital Strategy
- DEBI Innovation 2020
- Digital Single Market
- eGovernment Strategy
- EU 'Floods' Directive
- EU Strategy on Adaptation to Climate Change
- European Flood Awareness System (EFAS)
- Flood Risk Management Plans and Maps produced under National CFRAM (Catchment Flood Risk Assessment & Management) programme (floodinfo.ie)
- Guidelines on the Planning System and Flood Risk Management
- Marine Planning Policy Statement (to be adopted Q3 of 2019)
- Met Eireann strategic plan 2017-2027
- National Adaptation Framework (2018)
- National Broadband Plan
- National Development Plan
- National Flood Forecasting and Warning Service (date from monitoring stations - waterlevel.ie)
- National Heritage Plan - Heritage Ireland 2030
- National Housing Strategy for People with a Disability (NHSPWD)
- National Marine Planning Framework (to be adopted by end 2020)
- National Planning Framework 2040
- National Social Enterprise Policy for Ireland 2019-2022
- National Traveller and Roma Inclusion Strategy 2017-2021
- National Vacant Housing Reuse Strategy
- Open Data Strategy 2017-2022
- Our Public Libraries 2022: Inspiring, Connecting and Empowering Communities
- Our Public Service 2020
- People, Place and Policy – Growing Tourism to 2025 and the associated Tourism Action Plans
- Policy on Property Acquisition and Disposal
- Protocols on Transfer and Sharing of Property Assets
- Public Sector Energy Efficiency Strategy
- Public Service Data strategy
- Public Service ICT Strategy
- Rebuilding Ireland
- Renewable Electricity Policy and Development Framework (REPDF) River Basin Management Plan for Ireland 2018-2021.
- Rural Development Policy 2020+ Next phase
- Strategy for the Future Development of National and Regional Greenways
- Sustainable, Inclusive and Empowered Communities: A Five-Year Strategy to Support the Community and Voluntary Sectors in Ireland (2019)
- The National Language Strategy 2010-2030
- The National Oil Spill Contingency Plan (DTTAS)
- The National Search and Rescue Plan (DTTAS)
- Water Services Policy Statement 2018-2025
- Wind Energy Development Guidelines (WEDGS)

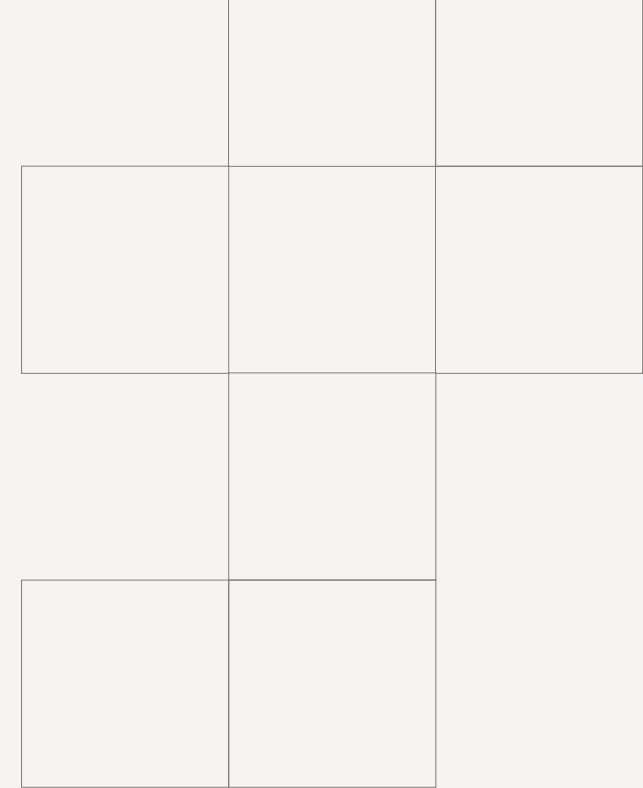
Regional

- ERDF Operational Programmes 2014-2020
- Flood Risk Management Plans and Maps including relevant local plans
- Regional Spatial and Economic Strategies
- Shannon Flood Risk State Agency Coordination Working Group

Appendix C: European, National, Regional and Local policy

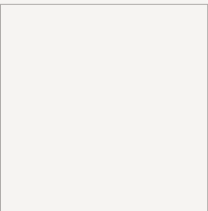
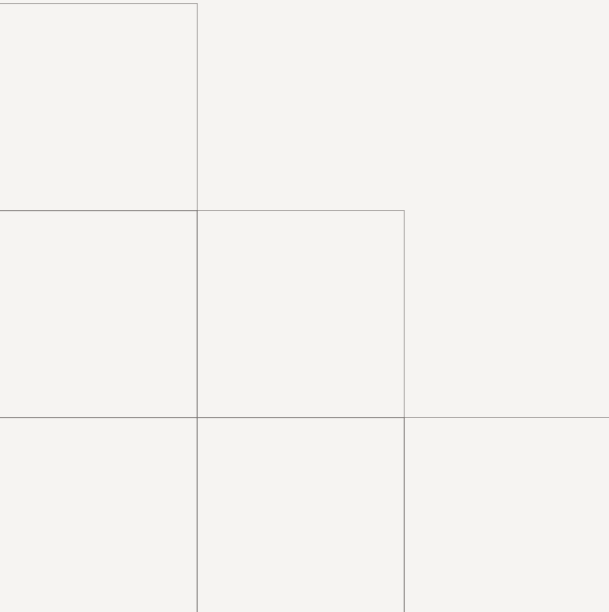
Local

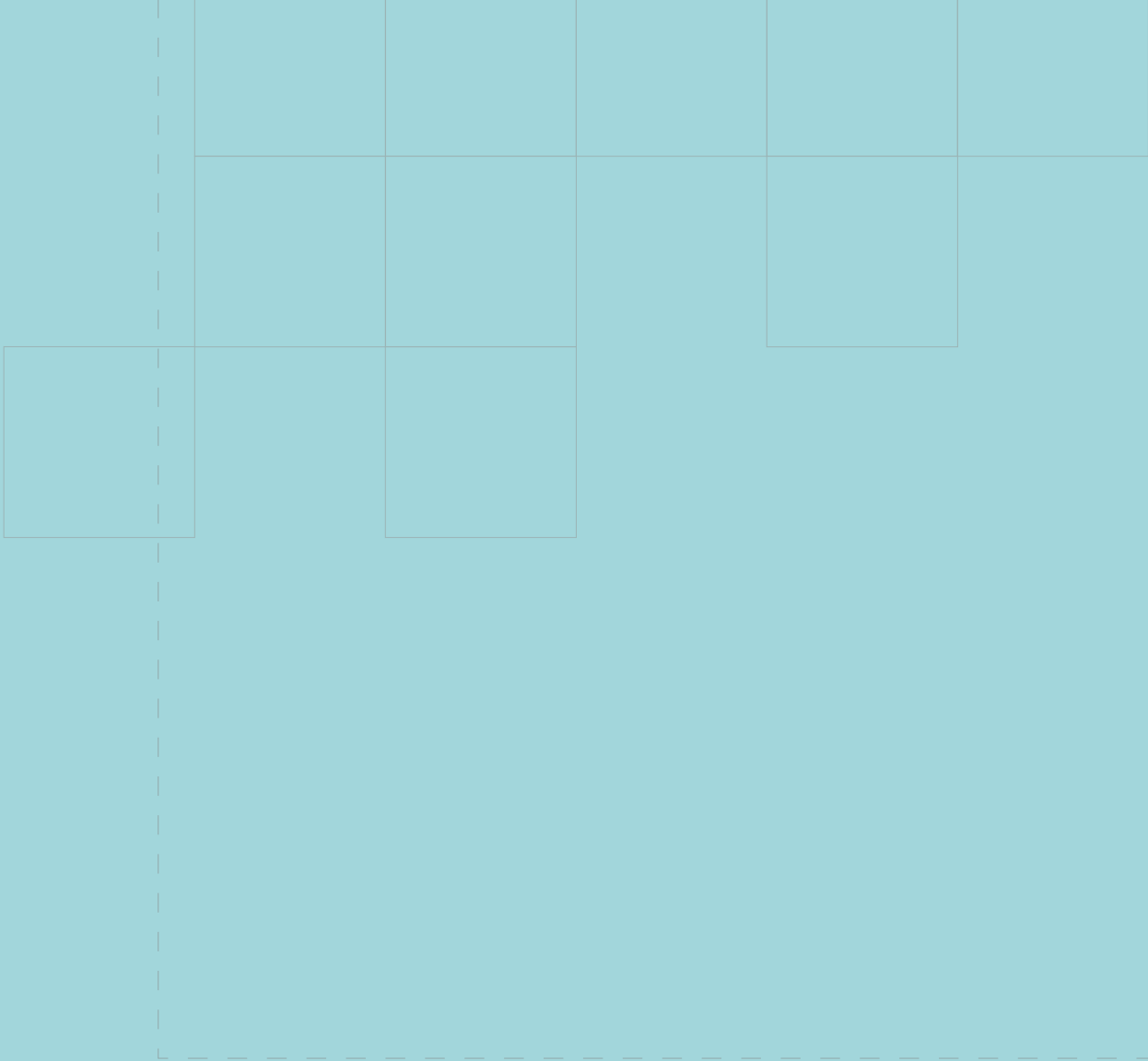
- Children and Young People's Plan (CYPSC)
- Climate Change Action Plan 2019-2024
- Digital Strategy
- Market Surveillance of construction products (S.I. No. 225 of 2013) under Construction
- Products Regulation EU No. 305/2011
- NTA Transport Strategy for the GDA
- County Development Plan 2016-2022
- Local Area Plans
- Cherrywood Planning Scheme 2014 (as amended)
- Local Economic and Community Plan 2016-2021
- Traveller Accommodation programme 2019-2024
- Tourism Strategy 2017-2022
- dlr Sports Facility Strategy 2017-2022
- dlr Joint Policing Committee 6 year Strategy 2016-2021
- Anti Social Behaviour Strategy 2016-2022
- Litter Management Plan 2018-2020
- Customer Service Action Plan 2017-2020
- Dublin Noise Action Plan 2018-2023



Notes

Notes





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