



# **DÚN LAOGHAIRE-RATHDOWN COUNTY COUNCIL**

## **ANNUAL SERVICE DELIVERY PLAN 2017**

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# **1. Introduction:**

The preparation of an Annual Service Delivery Plan is a requirement of Section 50 of the 2014 Local Government Reform Act; this Plan sets out the principal services which we intend to deliver in 2017.

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

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

- Corporate Plan – 2015-2019
- Budget 2017, adopted in November 2016
- Capital Programme
- County Development Plan 2016-2022
- Local Economic and Community Plan 2016 - 2021

## **2. Corporate Goals & Objectives**

In 2019 following the implementation of our Corporate Goals and Objectives Dún Laoghaire-Rathdown County and County Council will be:

- The locality of choice for a thriving business sector with a high quality of life
- A network of confident communities with the best quality of life in the region
- A Council whose residents know they are in receipt of a strategic, dynamic, professional, well managed and future proofed local government service
- A major contributor to the Dublin Region benefitting the Region's and County's social, economic and cultural wellbeing.
- A Council which is recognised for its collaborative approach with Elected Members, Business Sector, Government Departments, State Agencies, the Community and Residents in the development of our County
- The second tier of government supporting all aspects of life in the County

### **3. Financial Landscape – Budget 2017**

The Revenue budget for 2017 provides for expenditure totalling €171.7m. As the wider economy continues to recover, the Council's budget for 2017 includes expanded and additional services to respond to increasing growth and demands. In particular, additional resources are provided for in Housing, including Housing Assistance Payments (HAP), Roads, Surface Water, Planning, Economic Development and Cherrywood SDZ.

2017 also sees a reduction of 15% in the basic rate of Local Property Tax, and a new SME Support Grant, equivalent in value to a 2.5% reduction in commercial rates for SMEs.

***CREATING AN ENVIRONMENT FOR ECONOMIC GROWTH***



***DRIVING QUALITY OF LIFE FOR ALL***



***TRANSFORMING HOW WE WORK***



## 4. Services to be delivered in 2017

### 4.1 Planning and Organisational Innovation Department Services

Principal Services	Timetable of Delivery/Service Performance Standard
<p><b>I. Development Management –</b> Processing of Planning Applications, Decisions, Objections/Observations, Appeals, Section 5 Exemption Certificates, Part V, Validations, Section 47 Agreements, Pre Planning (Section 247), Pre Planning for Strategic Housing Developments, Compliances, Derelict Sites, Naming and numbering of estates, Section 57, Land disposal queries, Tree felling licence, Event licences (new legislative requirements) and Part 8s.</p> <p><b>II. Financial Management:-</b>Application of Development Contribution Schemes under Section 48 and Section 49.</p> <ol style="list-style-type: none"> <li>a. Making of agreements with developers for timely payment of contributions.</li> <li>b. Issuing of financial compliances.</li> <li>c. As constructed analysis of sites and related contribution reconciliation</li> <li>d. On-going risk minimisation on residential developments through bond compliance.</li> <li>e. Initiation of enforcement action on non-compliant developments.</li> <li>f. Timely reassessment of An Bord Pleanála decisions.</li> </ol>	<ul style="list-style-type: none"> <li>• All decisions to be made within the statutory timeframe.</li>   <li>• Assessment of all applications under the Development Contribution Schemes to all relevant decisions will continue along with the pursuit of all outstanding accounts and ensuring compliance of bond conditions.</li> </ul>
<p><b>III. Active Land Management</b></p>	<ul style="list-style-type: none"> <li>• Preparation of Vacant Sites Register and application of levy.</li> <li>• Bid for LIHAF funding and follow-up compilation of additional phasing information.</li> <li>• Continuing development and upgrading of GIS-based data systems to improve functionality.</li> <li>• Continuing information/data flows to Dublin Housing Taskforce and Housing Delivery Office.</li> <li>• Regular tracking and monitoring of residential development across dlr and the wider Dublin Metropolitan area.</li> </ul>

<b>IV. Forward Planning</b>	<ul style="list-style-type: none"> <li>• Woodbrook-Shanganagh LAP preparation in train.</li> <li>• Two further LAPs to commence in 2017 (subject to resources).</li> <li>• Inputs to nascent National Planning Framework.</li> <li>• Technical Working Group of Eastern and Midlands Regional Assembly RSES.</li> </ul>
<b>V. Planning Enforcement</b>	<ul style="list-style-type: none"> <li>• Complaints dealt with expeditiously.</li> </ul>
<b>VI. Building Control</b>	<ul style="list-style-type: none"> <li>• New Developments: 12-15% inspection rate</li> <li>• Taking in Charge: 2-3 developments to be taken in charge if requested and suitable/up to standard.</li> </ul>
<b>VII. ePlanning</b>	<ul style="list-style-type: none"> <li>• Preparation for the introduction of ePlanning applications</li> </ul>
<b>VIII. Planning &amp; Development (Housing) and Residential Tenancies Act</b>	<ul style="list-style-type: none"> <li>• Pre-planning consultations, reports to An Bord Pleanála and any other obligations when enacted</li> </ul>
<b>IX. Corporate Responsibilities</b>	<ul style="list-style-type: none"> <li>• Council Meetings, Area Committee Meetings, Public Realm Forum, Legislations Updates, CRM System including Councillors CRM, Part 8s, Freedom of Information, Ombudsman queries</li> </ul>



## 4.2 Architects' Department Services

Principal Services	Timetable of Delivery/Service Performance Standard
<p><b>I. Project Works</b></p> <ul style="list-style-type: none"> <li>- Capital Programme - progress programme of refurbishment and new works</li> <li>- Housing Programme - progress new and refurbishment social housing projects</li> </ul> <p><b>II. Energy Management</b></p> <ul style="list-style-type: none"> <li>- Use of Energy Management System as part of a SEAI public sector pilot programme to demonstrate corporate-wide compliance with SI426</li> <li>- Works will include confirming compliance with relevant legislation, procurement up-skilling and awareness in design and tendering, considering future energy consumption for Significant Energy Users, as well as the identification of targets and creation of action plans to meet targets set</li> <li>- Apply for Better Energy Communities Grant and if successful manage programme of works</li> </ul> <p><b>III. Conservation of the Built Heritage</b></p> <ul style="list-style-type: none"> <li>- Development Management - planning applications, Section 57 &amp; Section 5</li> <li>- To administer Central Government Grant Schemes for the Built Heritage if provided in 2017</li> </ul> <p><b>IV. Dangerous Buildings</b></p> <ul style="list-style-type: none"> <li>• Enforcement of Dangerous Structures or Places under the Local Government ( Sanitary Services) Act 1964</li> </ul> <p><b>V. Participate in Open House Dublin 2017</b></p>	<ul style="list-style-type: none"> <li>• Ongoing, as programmed with Client Departments.</li> <li>• Ongoing, as programmed with Housing Departments.</li> <li>• Achieve certification and maintain ISO50001 Energy Management System in 2017</li> <li>• Reduction in corporate energy usage.</li> <li>• December 2017</li> <li>• Compliance with Planning &amp; Development Act, 2000 (as amended)</li> <li>• Financial support for owners of protected structures</li> <li>• Prompt action on any reported dangerous buildings</li> <li>• Increased public awareness of the value of Architecture</li> </ul>

### 4.3 Infrastructure and Climate Change Department Services

Principal Services	Timetable of Delivery/Service Performance Standard
<p><b>I. Waste Management</b></p> <ul style="list-style-type: none"> <li>- Implement the Eastern-Midlands Region Waste Management Plan 2015 - 2021</li> <li>- Green Enterprise Programme – Promote waste prevention and Environmental Best Practice to Businesses and organisations in the county.</li> <li>- Honour and recognise organisations who operate in an environmentally sustainable manner</li> <li>- Support Enterprises and Producers in their repair reuse recycle initiatives</li> </ul>	<ul style="list-style-type: none"> <li>• Delivery of actions under the plan</li> <li>• Selected Suppliers have EcoMerit Certification and Sustainability Report. EPA’s funding criteria is met.</li> <li>• Participate in the Environmental Protection Agency’s Local Authority Waste Prevention Programme (LAPN) and deliver a LAPN project subject to funding availability.</li> <li>• Collaborate with dlr Chamber in hosting the Excellence in Business Awards</li> <li>• Engage with SME’s to encourage greening of their local supply chains</li> <li>• Collaborate with dlr Chamber in hosting the Excellence in Business Awards</li> </ul>
<p><b>II. Waste Enforcement</b></p> <ul style="list-style-type: none"> <li>- Monitoring and Enforcement of Waste Regulations</li> <li>- Meet inspection targets set out in RMCEI Plan 2016</li> <li>- Work with the EPA, Wicklow County Council and Woodbrook Golf Club (landowner) on minimising any environmental risk from the former Bray Landfill</li> </ul>	<ul style="list-style-type: none"> <li>• Improved compliance with Waste Management Regulations</li> <li>• EPA Evaluation report shows targets are met.</li> <li>• Measures and actions are identified and agreed with the EPA, Wicklow County Council and Woodbrook Golf club (landowner)</li> </ul>
<p><b>III. Recovery, Reuse and Recycling</b></p> <ul style="list-style-type: none"> <li>- Provide Recovery &amp; Recycling Facilities at Civic Amenity sites and the network of Bring centres</li> <li>- Ensure contracts are operating satisfactorily at Ballyogan, Eden Park and Shanganagh Recycling Centres and at bring banks. Identify sites for bring banks.</li> <li>- Identify Bring Bank sites in planning applications to serve occupants</li> </ul>	<ul style="list-style-type: none"> <li>• Monitor tonnages of recyclables (including number of mattresses recycled and kgs of paint and lawnmowers reused. Batteries and packaging recycled)</li> <li>• Compliance with contracts and Waste regulations</li> <li>• Large scale residential and commercial developments include</li> </ul>

<ul style="list-style-type: none"> <li>- Hosting a hazardous waste event as per the DOELG Department promotion</li> <li>- Arrange the event in conjunction with hazard waste service providers and creating publicity for it.</li> <li>- Provide Christmas tree recycling</li> </ul>	<p>the provision of Bring Banks as a condition of planning permissions.</p> <ul style="list-style-type: none"> <li>• Event hosted and a record is kept of the types and weights of waste collected</li> <li>• Number of Christmas trees recycling.</li> </ul>
<p><b>IV. Litter Warden Service</b></p> <ul style="list-style-type: none"> <li>- Implement Litter Pollution Acts</li> <li>- Litter Wardens investigating complaints and carrying out inspections and issuing fines</li> </ul>	<ul style="list-style-type: none"> <li>• Compliance with legislation resulting in reduced levels of littering/dumping ensuring a cleaner environment.</li> </ul>
<p><b>V. Control of Dogs -Dog Warden &amp; Pound Service</b></p> <ul style="list-style-type: none"> <li>- Implement Control of Dogs Acts and Regulations</li> <li>- Dog Warden Service investigating complaints /collecting stray dogs, carrying out licence inspections and issuing dog licences.</li> </ul>	<ul style="list-style-type: none"> <li>• Compliance with legislation regarding control and licencing of dogs resulting in reduced number of stray dogs and increase in dog licences.</li> </ul>
<p><b>VI. Control of Horses- Horse Seizure and Pound Service</b></p> <ul style="list-style-type: none"> <li>- Implement Control of Horses Act</li> <li>- Seizure of stray horses and investigating complaints.</li> </ul>	<ul style="list-style-type: none"> <li>• Seizure of stray horses from public areas resulting in reduced number of stray horses.</li> </ul>
<p><b>VII. Education &amp; Environmental Awareness</b></p> <ul style="list-style-type: none"> <li>- Manage all Environmental Awareness Programmes. Management of Tidy Districts, Green Schools Projects, Seek to broaden public, including schools, and business participation. Provide assistance and advice to local residents/ community groups.</li> </ul>	<ul style="list-style-type: none"> <li>• Increased public awareness regarding Climate Change, environmental issues and waste management.</li> <li>• Increased and continued participation in the Awareness programs/Awards and the associated publicity for entrants.</li> </ul>
<p><b>VIII. Climate Change &amp; Energy Efficiency</b></p> <ul style="list-style-type: none"> <li>- To support, encourage policies, educational programs and actions that support renewable energy resources, drives energy efficiency and combat climate change.</li> <li>- National Climate Change Strategy. National Climate Change Adaptation Framework.</li> <li>- Green Procurement Guidance for the Public Sector</li> </ul>	<ul style="list-style-type: none"> <li>• Adoption and implementation of Government and Local strategies and actions to combat Climate Change</li> <li>• Commence work on a dlr Climate Change Mitigation Plan and Adaptation Frameworks in conjunction with the SPC.</li> <li>• Application of the Green Procurement guidelines where possible in tenders</li> </ul>

<p><b>IX. Property Management</b></p> <ul style="list-style-type: none"> <li>- Ensure the good management and protection of Council owned Property</li> <li>- Regular monitoring of properties</li> <li>- Invite Expressions of Interest for the reuse of the former Carnegie Library in Dún Laoghaire</li> </ul>	<ul style="list-style-type: none"> <li>• Properties are in active use or available for use</li> <li>• Expressions of interest is advertised for Carnegie Building in accordance with the principles of the dlr Framework for reuse of Council buildings</li> </ul>
<p><b>X. Derelict Sites</b></p> <ul style="list-style-type: none"> <li>- Continue to monitor derelict sites. Provide the Derelict Sites register</li> <li>- Carry out inspections across the county. Initiate follow up actions as required.</li> </ul>	<ul style="list-style-type: none"> <li>• Reduce the number of Derelict Sites</li> </ul>
<p><b>XI. Compulsory Purchase Orders (CPO's)</b></p> <ul style="list-style-type: none"> <li>- Acquire lands as required to meet the Corporate Objectives of DLR</li> <li>- Follow the appropriate legislation and procedures for CPO's</li> </ul>	<ul style="list-style-type: none"> <li>• Procedures for CPO's are complied with</li> </ul>
<p><b>XII. dlr Capital Programme</b></p> <ul style="list-style-type: none"> <li>- A Capital Programme is prepared that is aligned to the Corporate Objectives of dlr</li> <li>- The Capital Programme to be presented to the Elected Members for their consideration</li> <li>- Continue to progress the committed Projects on the Capital Programme</li> </ul>	<ul style="list-style-type: none"> <li>• Adoption of an agreed Capital Programme by the members in February 2017</li> <li>• Projects are progressing through the various project lifecycle stages.</li> </ul>
<p><b>XIII. Cherrywood SDZ</b></p> <ul style="list-style-type: none"> <li>- Development of Cherrywood</li> <li>- Cherrywood Strategic Development Zone Planning Scheme</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure compliance with the Cherrywood SDZ Planning Scheme</li> <li>• Advance a funding strategy to include a Cherrywood Development Levy Contribution Scheme and LIHAF</li> <li>• Deliver the Town Centre – Urban Form Development Framework for Cherrywood</li> <li>• Continue collaborative working with all Stakeholders</li> <li>• Preparation of Scheme Amendments as appropriate</li> </ul>

#### 4.4 ECONOMIC, COMMUNITY AND CULTURAL DEVELOPMENT DEPARTMENT SERVICE

Principal Services	Timetable of Delivery/Service Performance Standard
<p><b>I. Economic Development and tourism development initiatives</b> including</p> <ul style="list-style-type: none"> <li>- Support the promotion of local business areas including Shop Front Improvement and Vacant Commercial Premises incentive schemes and introduction of an add-on incentive to the latter making a grant covering qualifying interior refurbishment available;</li> <li>- Tourism marketing and development including management of Tourist Information Centre (TIC), development of a dlr Tourism Strategy and tourism promotion support, relocation of TIC to new location on The Metals, development of local area Tourism Maps;</li> <li>- Co-ordinate economic development initiatives at local and regional level Implementing actions from the Local Economic and Community Plan (LECP) including undertaking economic baseline report and dlr Diaspora Engagement Report</li> <li>- Support for footfall initiatives that support and promote dlr's local economic development including Enterprise Week in March</li> <li>- Support business expansion and promote new investment in the County including the 'Growth Opportunity areas' such as Creative, Digital and Knowledge based industry.</li> <li>- Support Implementation of key actions in the Dublin Regional Action Plan for Jobs and Dublin Enterprise Strategy</li> </ul>	<ul style="list-style-type: none"> <li>• On-going</li> <li>• Administration of Business Promotion Grants ongoing</li> <li>• Enhanced Vacant Commercial Premises Grant approved by May 2017</li> <li>• On-going</li> <li>• Tourist Strategy and Marketing Plan finalised by May 2017</li> <li>• New Tourist Information Kiosk by end June 2017</li> <li>• Tourism Development and Promotional activities on-going</li> <li>• Local Economic and Community Plan quarterly progress reports and annual plan</li> <li>• Economic Baseline report end November 2017</li> <li>• Promotion of dlr for Investment and Business on-going</li> <li>• Enterprise Week 6–12<sup>th</sup> Mar 2017</li> <li>• Quarterly meetings with Business network</li> <li>• On-going support and liaison with business to support business growth and development of hubs</li> <li>• On-going support and focus to progress implementation with quarterly progress reports</li> </ul>

<p><b>II. dlr Local Enterprise Office 'First Stop Service for local Businesses'</b></p> <ul style="list-style-type: none"> <li>- Business information and advisory services including enterprise support services– advice, training, mentoring and funding and promotional activity and promotion of enterprise and entrepreneurship in schools and third level colleges and online enterprise information and marketing;</li> <li>- Enhanced public accessibility with office move to County Hall – dedicated, branded, Waiting Area accessible from the Concourse;</li> <li>- Up-to-date website (localenterprise.ie/dlr) enabling access to information on all LEO services, including registration and payment facilities and access to application forms and linked to dlrcoco.ie</li> </ul>	<ul style="list-style-type: none"> <li>• LEO Development Plan approved by end March 2017</li> <li>• LEO Business supports and engagement on going</li> <li>• LEO Business Survey by end November 2017</li> <li>• Monthly Evaluation and Approvals Committee</li> <li>• 2017 Regional Hosts for National Women’s Enterprise Day – October 2017</li> <li>• Ongoing</li> </ul>
<p><b>III. Local Community Development programmes and funding support, co-ordination and implementation</b></p> <ul style="list-style-type: none"> <li>- Social Inclusion and Community Activation Programme (SICAP) and Rural Development Programme(LEADER)</li> <li>- Local Community Development Committee (LCDC) support and development</li> <li>- Support the implementation of key actions from the Local Economic and Community Plan to deliver an integrated community and economic development approach</li> </ul>	<ul style="list-style-type: none"> <li>• Compliance with legislative and funding requirements</li> <li>• Roll out of the Dublin Rural Development Programme</li> <li>• Compliance with legislative and funding requirements</li> <li>• Implementation of LECP objectives and quarterly reporting of progress</li> <li>• Support for the Advisory Implementation Group (AIG)</li> </ul>
<p><b>IV. Support community engagement, participation, including volunteerism and active citizenship</b></p> <ul style="list-style-type: none"> <li>- Support development of the dlr Public Participation Network (PPN)</li> <li>- Support and encourage Volunteerism and capacity building</li> <li>- Support the development of a Volunteer Corps for dlr</li> <li>- Implementation, review and refresh of Age Friendly Strategy</li> <li>- Progress Age Friendly Towns/ Villages Pilot</li> <li>- Facilitate and co-ordinate Comhairle na n’Og</li> </ul>	<ul style="list-style-type: none"> <li>• Annual PPN Work programme by end March with quarterly progress updates</li> <li>• MOU to pilot Volunteer Corps for dlr by end March 2017</li> <li>• Implementation ongoing</li> <li>• Pilot’s underway by end May 2017</li> <li>• Annual work programme agreed end March and quarterly progress</li> </ul>

<ul style="list-style-type: none"> <li>- Support and Develop the Joint Policing Committee</li> <li>- Progress implementation of 5 year Local Policing Committee Plan &amp; Annual Plan</li> </ul>	<ul style="list-style-type: none"> <li>• Regular Local Policing Committee and Local Policing Fora meetings across dlr</li> <li>• Ongoing</li> </ul>
<p><b>V. Support delivery of appropriate local services and activities</b> in the Council's network of Community Facilities</p> <ul style="list-style-type: none"> <li>- Mapping local community facilities and services</li> <li>- Locally identified needs met through delivery of appropriate services and activities in Community Facilities</li> <li>- Review Community Facilities needs where relevant</li> <li>- Progress improvement / extension plans for the 3 community facilities (Ballybrack Project Centre, Sallynoggin Youth and Community Facility and Shanganagh Park House)</li> </ul> <p><b>VI. Effective management and administration of the Community Employment Schemes</b> with continued high progression levels and contribution to operation of the community facilities</p> <ul style="list-style-type: none"> <li>- Support for 3 Community Employment Schemes sponsored by the Council and develop to support service needs as relevant</li> </ul> <p><b>VII. Provision of financial assistance to support Community Facilities, services and Community Development initiatives</b></p> <ul style="list-style-type: none"> <li>- Provide and administer financial assistance to support delivery of locally organised activities and services, through the Universal Grant Scheme</li> <li>- Delivery of programme of community grant information sessions</li> <li>- Review effectiveness and opportunities to enhance community grant scheme</li> </ul> <p><b>VIII. Support Estate Management Programme</b> and build capacity through training, support and funding</p> <ul style="list-style-type: none"> <li>- Collaboration with Estate Management Fora to support delivery of implementation of Service Plans to help to improve local environmental conditions</li> </ul>	<ul style="list-style-type: none"> <li>• Report by end October 2017</li> <li>• Ongoing</li> <li>• Ongoing</li> <li>• By end November 2017</li> <li>• Ongoing</li> <li>• Ongoing</li> <li>• By end May 2017</li> <li>• By end November 2017</li> <li>• Ongoing</li> <li>• Service Plans in place by end March 2017</li> </ul>

<ul style="list-style-type: none"> <li>- Strengthening of Estate Management Fora with increased volunteer recruitment and retention levels and increased capacity within the estate management groups</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> </ul>
<p><b>IX. Promote and support social inclusion and cultural diversity</b> within dlr</p> <ul style="list-style-type: none"> <li>• Engagement with existing and new communities with increased volunteerism and active citizenship</li> <li>• Build capacity and engagement through piloting Volunteer Corps</li> <li>• Hold dlr wide Festival of inclusion and support the development of more community based events throughout the year</li> </ul>	<ul style="list-style-type: none"> <li>• Support and promote Volunteer Centre and PPN</li> <li>• MOU to pilot Volunteer Corps for dlr by end March 2017</li>   <li>• By end October 2017 and on-going</li> </ul>
<p><b>X. Continue to develop Library and Arts service</b> and ensure that it responds to the needs of the community including:</p> <ul style="list-style-type: none"> <li>- Manage dlr LexIcon and 8 branch libraries, the Municipal Gallery and the Grainstore, dlr's Youth Arts Facility</li> <li>- Manage the dlr Book fund of €643,600 agreed for 2017</li> <li>- Supports for Pavilion Theatre, Mill Theatre and Dance Theatre of Ireland and management of dlr Grainstore providing support for Arts across dlr</li> </ul> <p><b>XI. Continue to deliver on goals of the 'Library Development Plan' 2016 – 2020</b> and in particular</p> <ul style="list-style-type: none"> <li>- Enhancing public access and opening hours and developing the potential for the LexIcon and Lab</li> <li>- Continue to rollout the National Library Management System</li> </ul> <p><b>XII. Develop and deliver cultural programming</b> to support community development</p> <ul style="list-style-type: none"> <li>- Establish a Culture Team and progress the development of a Culture &amp; Creativity Plan</li> <li>- Implement Countywide Cultural and Arts Development Programme</li> </ul>	<ul style="list-style-type: none"> <li>• Build on existing library service and explore new means of service delivery during 2017. Launch a Membership Drive at end of Q1 2017.</li> <li>• Evaluate Facilities Management by end of Q3 2017</li> <li>• Cultural programme published and updated regularly during 2017. Go to tender for M2S Director in Q1 2017</li>   <li>• Promote the Virtual Library and explore opportunities to support Digital initiatives and learning</li>   <li>• On-going</li>   <li>• Team in place by February 2017</li> <li>• Plan developed by May 2017</li>   <li>• Implementation on-going with progress updates end June and</li> </ul>



<p><b>XIII. Continue to implement goals and ambitions of the Arts Development Policy 2016 – 2020</b> in particular</p> <ul style="list-style-type: none"> <li>- support the on-going development of the Baths for Artists’ Studios,</li> <li>- create a new Music Development Programme to facilitate professional and community musicians across dlr</li> <li>- support and deliver creative classrooms</li> <li>-</li> <li>- management of dlr Grainstore and undertake dlr Film commission</li> <li>-</li> <li>- Project development with partners</li> </ul>	<p>end November 2017</p> <ul style="list-style-type: none"> <li>• Mountains to Sea 22–26<sup>th</sup> March 2017</li> <li>• 6 Exhibitions in Municipal Gallery</li> <li>• Writer in residence insitu from June 2017</li> </ul> <ul style="list-style-type: none"> <li>• New Arts project in Ballyogan by end March 2017</li> <li>• Create a Music Development Programme by end July 2017</li> <li>• Artists in 6 primary classrooms</li> <li>• By end July 2017</li> <li>• Ongoing</li> </ul>
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## 4.5 Housing Department Services

Principal Services	Timetable of Delivery/Service Performance Standard
<p><b>I. Provision of Social Housing</b></p> <ul style="list-style-type: none"> <li>- Deliver the maximum number of additional social units through CAS, Acquisitions, Part V, Construction, Leasing and RAS as per annual programme</li> <li>- Ensure the successful rollout of HAP in the County including inspections of all HAP properties within time limits.</li> <li>- Continue to carry out programme of inspections on privately rented properties</li> </ul>	<ul style="list-style-type: none"> <li>• December 2017</li> <li>• March 2017</li> <li>• December 2017</li> </ul>
<p><b>II. Management of tenancies/allocations</b></p> <ul style="list-style-type: none"> <li>- Review content and frequency of Introduction to Tenancy courses/information sessions for new tenants following increase in lettings due to additional housing stock</li> <li>- Calculation of Rent Contributions following introduction of HAP</li> <li>- Implement pilot phase of Choice Based Letting</li> <li>- Continue to liaise with landlords regarding recent legislation changes, i.e. Rent Pressure Zones</li> </ul>	<ul style="list-style-type: none"> <li>• December 2017</li> <li>• March 2017</li> <li>• March 2017</li> <li>• Ongoing</li> </ul>
<p><b>III. Management and maintenance of housing stock</b></p> <ul style="list-style-type: none"> <li>- Continue to maintain and improve existing housing stock</li> <li>- Adapt an additional 35 units –bathroom alterations/stair lifts/ramps/grab rails. Consideration to be given to 3 extensions for tenants with disabilities.</li> <li>- Provide full Re-wiring of 90 units</li> <li>- Provide new central heating systems in 85 units</li> <li>- Annual servicing of 3587 boilers</li> <li>- Void Management: Strive to keep the down time for vacant units to a minimum and carry out major refurbishment works to prevent having long-term VOIDS.</li> <li>- Manage and deliver homeless services including prevention services in accordance with the Dublin Homeless Action Plan</li> <li>- Continue to promote downsizing to encourage best possible use of Housing stock</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> <li>• December 2017</li> <li>• December 2017</li> <li>• December 2017</li> <li>• December 2017</li> <li>• December 2017</li> <li>• Ongoing</li> </ul>
<p><b>IV. Continue to improve customer service</b></p> <ul style="list-style-type: none"> <li>- Ensure roll out of new housing dashboard</li> <li>- Upgrade 55 of the OHMS system to be</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> <li>• February 2017</li> </ul>

<p>implemented</p> <ul style="list-style-type: none"> <li>- Monitor content on the website and update as necessary</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> </ul>
<p><b>V. Comply with Corporate Governance</b></p> <ul style="list-style-type: none"> <li>- Update information for customers and staff from any new legislation, regulations and circulars</li> <li>- Provide monthly/quarterly reports on housing business to the elected members</li> <li>- Work in partnership with the Housing and Disability Steering Group to implement the dlr Strategy pursuant to national guidelines</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> <li>• Bi monthly</li> <li>• Ongoing</li> </ul>

#### 4.6 Finance & Risk Management Services

Principal Services	Timetable of Delivery/Service Performance Standard
<p><b>I. To maximise income collections</b> while achieving national targets set for Council, thereby maximising resources available to Service Departments for infrastructural and service provision and to ensure the efficient and effective use of those resources.</p>	<ul style="list-style-type: none"> <li>• Ongoing</li> </ul>
<p><b>II. The continuous achievement of a balanced budget</b> and adherence to the highest standards of accountability and financial probity</p>	<ul style="list-style-type: none"> <li>• Ongoing</li> </ul>
<p><b>III. To ensure, within the resources available, compliance with the Department's statutory obligations</b> with particular reference to the preparation of annual budget, annual financial statement, returns to Revenue and other state bodies/agencies.</p>	<ul style="list-style-type: none"> <li>• Annually</li> </ul>
<p><b>IV. Participation in the National Payroll Shared Services Project</b> and participation in other sector initiatives aimed at reducing costs and improving efficiencies.</p>	<ul style="list-style-type: none"> <li>• Ongoing</li> </ul>
<p><b>V. To manage and facilitate the implementation of a risk management strategy</b> throughout the organisation.</p>	<ul style="list-style-type: none"> <li>• Ongoing</li> </ul>

## 4.7 Municipal Services

Principal Services	Timetable of Delivery/Service Performance Standard
<p><b>I. Co Co Markets</b></p> <ul style="list-style-type: none"> <li>- To manage and develop the Co Co Markets</li> </ul>	<ul style="list-style-type: none"> <li>• Development and implementation of Council's Markets Marketing Strategy</li> <li>• Roll-out of Events Programme to further increase footfall at Council Markets</li> </ul>
<p><b>II. Village Renewal</b></p> <ul style="list-style-type: none"> <li>- To roll-out and administer Free Wi-Fi Hotspots within the County</li> <li>- To maximise potential of smart bins</li> </ul>	<ul style="list-style-type: none"> <li>• Rollout of additional locations for Wi-Fi</li> <li>• Explore potential of smart bins (data capture)</li> </ul>
<p><b>III. Pay &amp; Display Parking Control</b></p> <ul style="list-style-type: none"> <li>- To continue to operate and develop the Pay &amp; Display Parking System within the county</li> </ul>	<ul style="list-style-type: none"> <li>• Continued administration and development of Pay &amp; Display Parking Control Operations within the County</li> <li>• Continued roll-out of Pay &amp; Display meters with credit card facilities</li> </ul>
<p><b>IV. Traffic Management</b></p> <ul style="list-style-type: none"> <li>- To maintain and Improve Traffic Management within the County</li> </ul>	<ul style="list-style-type: none"> <li>• Continued roll-out of NTA funded sustainable transport measures</li> <li>• Maintenance and improvement of junctions, and cycling and pedestrian facilities within the county</li> <li>• On-going delivery of Traffic Management Schemes</li> <li>• Maintenance and upgrading of Traffic Management Systems; traffic signals and Intelligent Transport Systems (ITS)</li> <li>• Improvement of facilities for mobility impaired and disabled road users.</li> <li>• Promotion of sustainable travel</li> </ul>
<p><b>V. Road Safety</b></p> <ul style="list-style-type: none"> <li>- To continue roll-out of Road Safety Program</li> </ul>	<ul style="list-style-type: none"> <li>• Accident Investigation Prevention Programme 2016 - 2020</li> <li>• Delivery of Road Safety Programme</li> <li>• Operation of school warden service</li> </ul>
<p><b>VI. Cleansing Section</b></p> <ul style="list-style-type: none"> <li>- To maintain all roads, laneways, footpaths, cycle lanes and gullies</li> <li>- To strive to maintain IBAL Ranking</li> </ul>	<ul style="list-style-type: none"> <li>• All roads, footpaths, beaches and parks within the county maintained in a clean condition</li> <li>• Efficient response to flooding incidents</li> <li>• Weed Spraying Programme</li> <li>• Maintain IBAL Rankings</li> </ul>
<p><b>VII. Roads Maintenance</b></p> <ul style="list-style-type: none"> <li>- To provide and maintain a quality road, footpath and bridge network.</li> </ul>	<ul style="list-style-type: none"> <li>• Continuation of the 2016-2018 Roads Programme</li> </ul>

<ul style="list-style-type: none"> <li>- Cross-departmental emergency response to severe weather conditions; specifically ice, snow, and floods</li> </ul>	<ul style="list-style-type: none"> <li>• Adoption of 2017 Footpath Programme</li> <li>• Maintenance and upgrade of Roads using the Patching Programme and own resources</li> <li>• Operation of emergency response service to deal with ice, snow and floods specifically</li> </ul>
<p><b>VIII. Public Lighting</b></p> <ul style="list-style-type: none"> <li>- To maintain and improve the public lighting system throughout the county</li> <li>- Government Target 33% energy reduction by 2020</li> </ul>	<ul style="list-style-type: none"> <li>• Maintenance and upgrading of Public Lighting Network</li> <li>• Continued roll-out Energy Efficient Lantern Replacement Programme to reduce energy consumption</li> </ul>
<p><b>IX. Parks and Landscaping Service</b></p> <ul style="list-style-type: none"> <li>- To continue to manage, maintain and enhance the county's parks &amp; open spaces</li> <li>- Parks Capital Programme; roll-out of improvement works &amp; new projects</li> <li>- To deliver improved efficiencies in service delivery and the use of ICT</li> </ul>	<ul style="list-style-type: none"> <li>• All open spaces to managed in accordance with the Open Space Strategy 2012 – 2015</li> <li>• Maintenance and improvement of playground and pitches.</li> <li>• East County and West County Special Works Programme</li> <li>• Progress Asset Management, Easy Tree Survey and Fleet Management</li> </ul>
<p><b>X. Heritage Service</b></p> <ul style="list-style-type: none"> <li>- To administer the county's Heritage Service</li> <li>- To continue roll-out of Heritage Programme</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation of the Heritage Plan 2013 – 2019</li> <li>• Maintenance of Heritage Properties</li> <li>• Administer Heritage Grants</li> <li>• Continue with provision of the Spring, Summer Heritage, and Biodiversity Events</li> </ul>
<p><b>XI. Events</b></p> <ul style="list-style-type: none"> <li>- To manage dlr Events Programme</li> <li>- To administer Events Grants</li> </ul>	<ul style="list-style-type: none"> <li>• Delivery of dlr Events Programme</li> <li>• Financial support for local festivals and events</li> </ul>
<p><b>XII. Cemeteries Service</b></p> <ul style="list-style-type: none"> <li>- To continue to develop and administer the county's cemeteries.</li> </ul>	<ul style="list-style-type: none"> <li>• Maintenance of quality presentation of Shanganagh and Deansgrange Cemeteries</li> <li>• Delivery of automated Cemetery Management System</li> </ul>
<p><b>XIII. Beaches</b></p> <ul style="list-style-type: none"> <li>- To maintain the county's beaches</li> <li>- To administer Lifeguard Service</li> </ul>	<ul style="list-style-type: none"> <li>• Maintain water quality standards, and administer beach cleaning operations.</li> <li>• Provision of seasonal Life Guards service.</li> </ul>
<p><b>XIV. Sports Development</b></p> <ul style="list-style-type: none"> <li>- To deliver Sports Development Programme</li> <li>- To administer Sports Access and Sports</li> </ul>	<ul style="list-style-type: none"> <li>• Development and delivery of the Sports Development Programme</li> <li>• Support local Sports Access and</li> </ul>

<p>Event Grants</p> <ul style="list-style-type: none"> <li>- To develop Usage Policy on Park's Open Spaces</li> </ul>	<p>Sporting Event Initiatives.</p> <ul style="list-style-type: none"> <li>• Adoption of Usage Policy on Park's Open Spaces</li> </ul>
<p><b>XV. Sports Partnership</b></p> <ul style="list-style-type: none"> <li>- To organise &amp; develop a wide range of physical activity programmes/ events based on the County Sports Participation Strategy 2013-17</li> <li>- To foster stakeholder participation</li> </ul>	<ul style="list-style-type: none"> <li>• Delivery of programmes/ events</li> <li>• Promotion of physical activity in particular among those with a disability and other target groups</li> <li>• Administer Volunteer Training Programme</li> <li>• Develop dlr Sports Forum</li> </ul>
<p><b>XVI. Water &amp; Drainage</b></p> <ul style="list-style-type: none"> <li>- To maintain Surface Water Network</li> </ul>	<ul style="list-style-type: none"> <li>• Surface Water Infrastructure maintained</li> <li>• Following approval of the Flood Risk Management Plans by the Minister and adoption by the Council, to work in conjunction with the OPW to develop a construction programme</li> </ul>
<p><b>XVII. Water &amp; Drainage</b></p> <ul style="list-style-type: none"> <li>- To work to maintain or attain good ecological status for all water bodies in the county in accordance with the Water Framework Directive</li> </ul>	<ul style="list-style-type: none"> <li>• To implement the activities identified in dlr's Water RMCEI 2017 Plan</li> </ul>
<p><b>XVIII. Water &amp; Drainage SLA</b></p> <ul style="list-style-type: none"> <li>- To deliver Water Services Infrastructure through SLA Agreement with Irish Water</li> </ul>	<ul style="list-style-type: none"> <li>• Water services delivered under the SLA with Irish Water are not included on this plan</li> </ul>

#### 4.8 Corporate, Communications and Governance

Principal Services	Timetable of Delivery/Service Performance Standard
<b>I. New Council Intranet</b>	<ul style="list-style-type: none"> <li>To be delivered by Autumn 2017</li> </ul>
<b>II. Communications</b>	<ul style="list-style-type: none"> <li>Implement the recommendations in the Communications Plan 2016 – 2020.</li> </ul>
<b>III. Customer Service</b>	<ul style="list-style-type: none"> <li>Implement the recommendations in the Customer Service Action Plan and Charter 2017 – 2020</li> </ul>
<b>IV. Annual Service Delivery Plan</b>	<ul style="list-style-type: none"> <li>Annually</li> </ul>
<b>V. Annual Report</b>	<ul style="list-style-type: none"> <li>Annually</li> </ul>
<b>VI. Service Indicators</b>	<ul style="list-style-type: none"> <li>Annually</li> </ul>
<b>VII. dlr Times</b>	<ul style="list-style-type: none"> <li>To be published 5 times per year</li> </ul>
<b>VIII. dlr Universal Grant Scheme</b>	<ul style="list-style-type: none"> <li>Grant applications evaluated annually</li> </ul>
<b>IX. Register of Electors</b>	<ul style="list-style-type: none"> <li>Compiled annually and Register published within Statutory timeframe</li> </ul>
<b>X. Voter.ie</b>	<ul style="list-style-type: none"> <li>Continue to develop with I.T. and D.C.C. and complete testing by end Q4 2017</li> </ul>
<b>XI. Meetings</b>	<ul style="list-style-type: none"> <li>Service Monthly Council and Area Committee Meetings, Quarterly SPC Meetings, Deputations Meetings</li> </ul>
<b>XII. Support Elected Members in their representational role</b>	<ul style="list-style-type: none"> <li>Support services, communications and information</li> </ul>
<b>XIII. Customer Service Engagement Centre</b>	<ul style="list-style-type: none"> <li>Part 8 public consultation Feb/March 2017</li> </ul>
<b>XIV. Develop an Internal Audit Plan</b>	<ul style="list-style-type: none"> <li>Annually</li> </ul>
<b>XV. Support the Audit Committee</b>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>