

## **Annual progress report on the Corporate Plan 2016**

Section 134 (11) of the Local Government Reform Act 2014 requires the preparation of an annual progress report in respect of the Council's Corporate Plan, and for such report to be submitted to the elected Council.

The Corporate Plan was adopted by the Council at its meeting held on 13<sup>th</sup> April 2015. The draft 2017 Annual Service Delivery Plan, which will include the 2017 objectives and priorities for each of the Council's services, implementing the corporate goals and objectives, is currently being prepared. Set out below is the 2016 progress report on the Corporate Goals included in the Plan.

### **Theme 1 - Creating an environment for economic growth**

**Corporate Plan Goal 1:** *To leverage the Council's enhanced role in economic development and enterprise to promote the economic growth of the County*

#### Progress:

The Dún Laoghaire-Rathdown County Development Plan 2016-2022 was adopted by the Elected Members at a Special Meeting of the Council held on 17<sup>th</sup> February, 2016.

The Plan came into effect on the 16<sup>th</sup> March, 2016.

A new Section 48 Development Contribution Scheme is now in place which has targeted elements aimed at fostering economic growth, including:

- The 'freezing' of development contribution rates until 2018. There has been no increase in these levy rates since 2010;
- No contributions for change of use to encourage property owners to examine the optimum use of their properties and promote "Living Over The Shop" type applications;
- Car parking spaces integrated within a structure are not subject to contributions when ancillary to the commercial use of the structure;
- A tiered 'ring fenced' contribution scheme has been put in place for the Sandyford Business District to address improved infrastructure provision within the Sandyford area in order to maximise its overall business potential;
- Provision for a Cherrywood Contribution Scheme has been made to allow for increased infrastructural works in that district;

The Local Economic and Community Plan 2016 – 2021 which is a statutory Plan was formally launched on April 14<sup>th</sup> 2016. In total there are 156 Actions (89 of which are Community led and 67 of which are Economic led). Implementation is on-going with quarterly reporting to the Economic Development and Enterprise SPC and to the LCDC. In addition, an implementation group was established and meets on a regular basis.

dlr supported the development and implementation of the Dublin Regional Action Plan for Jobs and the development of a Dublin Regional Enterprise Strategy 2017–2019 which has identified opportunities for collaboration across the Dublin region to support the enhancement of the enterprise culture and creating an environment for economic growth;

The 2016 Local Enterprise Development Plan, which sets out goals and targets for the Local Enterprise Office continues to be implemented. In 2016 more than 870 people attended LEO networking events. 1427 participants went on training and development programmes, and 343 small business owners availed of mentoring support. In addition, LEO financial assistance has supported the creation of 53 new full-time positions immediately with potential for over 100 jobs in the next few years;

- The County's first Enterprise Week was held during March 2016 and attracted more than 1500 participants at more than 26 events. Enterprise Week showcased the range of supports and opportunities available for starting and growing businesses in the County;
- At the end of September 2016, the Digital Dún Laoghaire initiative was launched. This initiative was the result of work to ascertain the potential for a Digital Cluster which identified the growing prominence of Dún Laoghaire as a key location for start-up and scale ups in the digital industry. Digital Dún Laoghaire is a collaborative effort led by the Dún Laoghaire Business Improvement District with support from LEO, IADT, Chamber of Commerce and a number of local business interests.

***Corporate Plan Goal 2:*** *To increase the supply of housing in the County and facilitate the expansion of employment opportunities by the removal of any infrastructure deficits*

Progress:

- While housing supply in the private market remains a pressing issue, there has been a significant increase in planning applications and construction activity across the entire County but focussed primarily on the key development areas identified in the Core Strategy – Sandymount Business District, Cherrywood SDZ and the Stepside/Kiltiernan/Glenamuck area. There was an increase of 14% in planning applications and 50% increase in residential homes in the first nine months of 2016. There are currently 42 active development sites, with 2003 homes under construction (on sites of 10+); A full report on all housing issues was presented to the Council in July 2016.
- A Register of Vacant Sites (VSR) is being prepared. It will facilitate the application of a levy where sites are left vacant and thereby encourage development on those sites;
- Submissions have been received in response to the pre-draft consultation exercise in relation to the Woodbrook-Shanganagh Local Area Plan. The preparation of the Draft Local Area Plan is well advanced and it is anticipated the Draft Plan will go out on public display Q1 2017.

**Corporate Plan Goal 3:** *To support the development of strong transport links in the County*

Progress:

- The County Development Plan supports and facilitates transport links throughout the County through the provisions of Section 2.2: Sustainable Travel and Transportation.
- dlr, together with the National Transport Authority, Transport Infrastructure Ireland and the Department of Transport, Tourism and Sport, continues to implement the sustainable travel and transportation objectives.

**Corporate Plan Goal 4:** *To support local business and communities by delivering facilities to better meet parking needs*

Progress:

- Two new parking schemes have been introduced in 2016 at the request of local communities and businesses. The on-line residents parking permit application system, which was introduced in 2015 is operating successfully with 50% of permit applications made online in 2016;
- A special County-wide Christmas parking promotion has also been introduced to encourage local trade and business for the Christmas shopping period and into early in the New Year.
- Construction of the new carpark in Foxrock Village, adjoining Leopardstown Racecourse commenced in 2016.

**Corporate Plan Goal 5:** *To improve the vitality of towns and villages in the County*

Progress:

- The County Development Plan supports and facilitates the improvement of towns and villages within the County through the provisions of Section 1.3: Development and Regeneration, particularly so through Local Area Plans and Section 1.3.6: The Villages of Dún Laoghaire-Rathdown;
- An audit of the Villages Towns and Local Centres of Dún Laoghaire-Rathdown commenced during 2016, and will be finalised in early 2017
- Preparation of a replacement LAP for the Woodbrook-Shanganagh area is well advanced and a Draft LAP is likely to go on public display in Q1 2017;
- The introduction of the Vacant Sites Register in Q1 2017 will bring a new focus on long-standing unused and 'dormant' sites in towns and villages across the County. The proposed fiscal penalties incorporated in the Vacant Sites legislation are intended to 'unlock' these vacant and dormant land parcels and bring them back into productive use;
- The implementation of free public WiFi in Sandyford was completed as a pilot for similar plans in other towns and villages;

- During 2016 the Council supported the development and regeneration of the towns and villages throughout the County by working closely with local business associations, individual businesses and retailers, community groups, volunteers and individuals. The Universal Grant Scheme provides financial assistance towards community events and facilities as well as grants supports for business associations and networks to undertake projects and initiatives that support economic growth and drive footfall. A variety of Business Supports have been delivered to support enhancing the vitality of towns and villages, these include Vacant Commercial Premises scheme, and grant assistance under the Shop Front Improvement Scheme; Grant funding of over €690,000 in total was allocated through the 2016 Grants Scheme.
- The Dún Laoghaire-Rathdown Joint Policing Committee held 4 committee meetings (March, June, September and November) and developed a new six year work plan which was approved in June. This document sets out the priorities for the County and proposed actions required to address these issues. The dlr JPC also provided a submission to the Policing Authority's new Code of Conduct for An Garda Síochána, and on November 9th the dlr JPC hosted an Open Public meeting in Stillorgan which was very well attended;
- Support was provided for the three Local Policing Forums established in the County. These forums are chaired by an inspector of An Garda Síochána and meet six times per year;
- Co-ordinated 2 entries in the 2016 Pride of Place competition. Ballyogan Estate Management Forum was awarded runner up prize in the Urban Neighbourhoods category;
- Supported Tidy Districts Competition and continued to promote engagement through the Estate Management Programme;
- Hosted the Community Awards Ceremony with Kilcross Estate Management crowned Overall Winner (October 2016);
- Hosted the Dún Laoghaire Volunteer Awards recognising the valuable contributions made by volunteers and groups across the County (May 2016);
- Supported the skip collection programme in Estate Management areas, prior to Halloween.

**Corporate Plan Goal 6:** *To promote and develop tourism within the County as part of the wider region*

Progress:

- During 2016 the Council supported and promoted tourism through its management of the Local Tourism Office which handled up to 1100 walk-in queries per month, as well as the [www.dlrtourism.ie](http://www.dlrtourism.ie) website which has been increasingly important in promoting tourism and events in the County;
- Dún Laoghaire-Rathdown supported and worked with Fáilte Ireland on the Destination Dublin promotional campaign for Dublin, which has been successful in attracting over 5m visitors during 2016;
- In addition, the Local Enterprise Office supported the promotion of a number of events and festivals through the County in 2016, including Food in Tourism event at Marlay Park House and the DoJocon Conference in October. In addition, a range of publications were produced including James Joyce

Heritage Trail Maps, Dún Laoghaire 'Tea & Coffee' Maps, Dublin off the Dart Publication, Windy Arbour Heritage Trail Maps and Dún Laoghaire Tourist Information Maps;

- A Tourism Working Group was established to support the new Tourism Strategy & Marketing Plan for Dún Laoghaire-Rathdown, which is currently being developed.

## **Theme 2 – Driving quality of life for all**

**Corporate Plan Goal 7:** *To provide and manage social housing accommodation including Traveller Specific accommodation*

### Progress:

- A large number of additional social housing units have been provided through the construction Programme, where a significant number of Part 8s have been approved by the Council, together with financial approval from the Department of Housing, Planning, Community and Local Government. All other methods of delivering additional social housing units are being advanced and will deliver a substantial number of additional units, i.e. Working with Approved Housing Bodies, Leasing, Part V, Acquisitions, CAS, RAS and void management;
- A number of pilots occurred in 2016, this included the promotion of downsizing, using Rochestown House, and development of a system to implement Choice Based Letting which will be piloted in 2017.
- 2016 saw record delivery in social housing in Dún Laoghaire-Rathdown with an additional 290 homes delivered throughout the twelve month period. This is an increase of 193 homes on the number of homes provided in 2015 and represents an impressive 312% increase year on year. A report in July 2016 set out the status and intention on Council owned sites. Progress is set out on a quarterly basis in the management report to Council.

**Corporate Plan Goal 8:** *To work towards the goal of achieving an end to long term homelessness and the need to sleep rough in Dublin by 2016*

### Progress:

- The Dublin Region Homeless Executive, which works as a shared service with the four Dublin local authorities, with Dublin City Council as the lead, continues to work collaboratively with statutory and state funded voluntary services to respond to homelessness in accordance with the Dublin Region Homeless Action Plan 2014 to 2016;
- The emergency accommodation provision for adults in the Dublin Region was expanded by 230 beds during 2016 and the Homeless HAP pilot was rolled out in 2016 which secured approximately 100 tenancies.

**Corporate Plan Goal 9:** *To minimise the occurrence of flooding throughout the County and to work to achieve the requirements of the Water Framework Directive including bathing water quality*

Progress:

- Flood zone maps have now been prepared and incorporated into the Draft County Development Plan. These maps also show flooding 'hotspots', which are locations generally remote from the main rivers and streams that have flooded in the past. A Green Roof Guidance Document is now incorporated into the County Development Plan. This document will be a key element of dlr's Climate Change Adaption Strategy, which is currently being drafted. The document will also assist with the roll out of dlr's Green Infrastructure Strategy;
- Flood alleviation works have been completed at several locations and a programme of culvert screen upgrading is ongoing. Screen upgrades have taken place at: Loreto Park, Ulster Terrace, Alma Park environs, St Heliers Copse, Belarmine, Blackrock and Monkstown. Screen upgrade works are currently underway at Old Dublin Road, Johnstown Road and Dargle View. Design and planning is underway for a critical screen upgrade on the Deansgrange River in Kilbogget Park. A programme of installing cameras that can remotely monitor critical culvert screens is being implemented with screen cameras now in-situ at four locations;
- In addition to screen upgrade works, Water Services Section is working closely with the OPW in advancing online flood storage/attenuation ponds at various locations including Kilbogget Park, Glenavon Park, Cabinteely Park, Sandyford Park and Ardglas and are finalising a study on the optimisation of flood storage in the ponds in Marlay Park;
- The Council was actively involved in implementing the programme of works for the first phase of the Water Framework Directive which drew to a close at the end of 2015. In addition this year, the Council has been engaged with the EPA regarding the preparation of the plans for the second phase, which will be published by the EPA in 2017. This will cover the period 2017 to 2021 and will require very active participation by the Council with an emphasis on public engagement.

**Corporate Plan Goal 10:** *To improve the road network (including pedestrian and cycle networks) in the County for the safe and efficient movement of all road users in a sustainable manner.*

Progress:

- Roads Maintenance has carried out Road Restoration Schemes at Salthill DART Station Access Road, Pearse Villas, Hillside and Dalkey Park, Brooklawn on Mount Merrion Avenue, Tivoli Terrace South (works ongoing), Fairlawns, Commons Road, Allen Park Road/Drive, Woodbrook Glen, St Bridgets Park, Gort na Mona Drive, Myrtle Grove, Bird Avenue, and surface dressing at Devil's Elbow, Ballyedmonduff House and Killegar Lane;
- Footpath renewals have been completed at Tivoli Terrace South, Avoca Avenue, Shanganagh road at BBQ Centre, St Thomas Road, St Thomas Mead, and The

- Rise (Mount Merrion), Bird Avenue, Marley Grange Estate, Balally Estate, Broadford Estate, Lynnwood Estate, Faranboley Cottages, and Highridge Green;
- It is intended to complete road and/or footpath works at Shanganagh Road at Rathsallagh, Desmond Avenue, Annville Avenue (Blackrock), in December 2016 and January 2017;
  - Road Patching has been carried out at various other locations.
  - The County Development Plan supports the improvement of the road network throughout the County through the provisions of Section 2.2: Sustainable Travel and Transportation;
  - The Leopardstown Link Road was completed in March 2016 and construction commenced on Foxrock Village Car Park in November 2016;
  - The Council's Traffic Section continues to implement the Road Safety Plan 2016 – 2020. 2016 completed schemes included: Ballinteer Road Route Improvement Scheme, New pedestrian/Toucan crossings - Lower Glenageary Road, Stillorgan Park, Nutgrove Avenue and Dundrum Road, Junction Upgrades – Pedestrian connectivity (Countywide) including Dundrum Road/Milltown Bridge Road, Commons Road/Shanganagh Road, Cross Avenue, Booterstown (School Safety Zone) and New Vale, Shankill (AIP Scheme).

***Corporate Plan Goal 11:*** *To continue to provide high quality open space and recreation facilities*

Progress:

- Consultants reports into the development of the new Park at Fernhill were completed in advance of Statutory Public Consultation to take place in early 2017.
- In addition to the proposed new park at Fernhill, planning permission has also been granted for three Public Parks in Cherrywood in accordance with the Planning Scheme adopted in 2014. They are Tully Park (12.9ha), Beckett Park (5.1 ha) and Ticknick Park (19.1 ha).

Completed Projects in 2016 include:

- Upgrade of footpaths at Carysfort Park; Blackrock Bandstand renovation works and landscape upgrade, including Path upgrade around pond in Park;
- Path upgrades at Dunedin Park, Hyde Road Park and O'Rourke Park; outdoor exercise equipment and carpark at Kilbogget Park; installation of lighting, benches and associated landscape Cork Abbey Valley Park, completion of Phase 2 of Marlay Craft Courtyard; Restoration of the Bell Tower in Marlay Park; changing Rooms provided in Rosemount, Bearna Park and Balally Park.
- Interdepartmental Projects included: the 1916 Commemorative Garden at Blackrock and Cabinteely Parks; Pottery Road Drainage Scheme; road improvements at Junction N11 and Johnstown Road; Convent Road pavement upgrade; and replacement of Boardwalk in Cornelscourt.
- Rosemount Open Space improvements and new entrance at Larchfield Road; additional planters in Cabinteely Village; hanging baskets and civic displays provided throughout the County; installation of Big Belly Bins in Marlay Park; upgrade of playground at The Gallops, Ballyogan; Green Flag Status awarded to Cabinteely Park and the People's Park; upgrade of Bearna Park.



**Corporate Plan Goal 12:** *To continue to provide and support a County-wide range of events and sporting activities catering to many different interests and abilities*

Progress:

- The Samuel Beckett Civic Campus (Phase 1) opened in June 2016 with provision of soccer and Gaelic pitches (grass and synthetic) and a surface level carpark;
- The Construction of an indoor tennis hall on Quinn's Road, Shankill was also completed in 2016;
- The Sports Development Office continued to deliver and develop the Sports Development programme, which facilitated approx 1,150 participants in weekly sports activities, run in partnership with the FAI, Leinster Rugby, Leinster Cricket & UCD. The Council, through the Sports Development Office, supports numerous events, among them Wings of Life, Ironman 70.3 and Bay 10k. In 2016, under the dlr Grant Scheme, 35 applications were received of which 21 were granted funded.
- Preparatory work on the Council's Sports Facilities Strategy commenced in 2016, and the strategy is expected to be finalised in early 2017.
- In addition to the wide ranging and popular regular events programme, the Council welcomed back silver medal winner Annalise Murphy and local Olympic Athletes to a homecoming event on Thursday 25th August 2016.

**Corporate Plan Goal 13:** *To continue to manage the Council's Heritage remit and support the County's wider heritage*

Progress:

- In 2016 the Council celebrated the centenary of the 1916 Rising. The Heritage Officer was the Co-coordinator of the County programme which included over 50 events County-wide including lectures, theatre performances, film, animation, music, street events and formal commemorative occasions. Many of these events were organised by community groups and saw a combined attendance of over 15,000 people;
- 2016 saw the seventh year of the Council's ten week Summer of Heritage Programme, the introduction of a Spring Into Heritage Programme and a pilot UNESCO Biosphere tour. Combined these attracted over 26,000 visitors.
- The Council's Heritage Maintenance staff continued to maintain and manage the Council's heritage properties including Cabinteely House, Marlay House, Seapoint Martello Tower and the Oratory.
- The Dalkey Island Conservation Plan continued to be implemented and a feasibility study for the Dublin Uplands Archaeological Trail was initiated.

**Corporate Plan Goal 14:** *To develop and deliver a library, arts and cultural service which meets the information, learning and cultural needs of the community*

Progress:

Implementation of the aspirations of Opportunities For All in dlr Libraries underway, with the following notable achievements during 2016:

- Extension added to Cabinteely Library, including accessible toilet facilities;
- Introduced pilot project for Sunday opening at dlr LexIcon ;
- Library Development Plan and Programme 2016-2020 adopted by the County Council and published;
- CIPFA survey of Library branch network completed November 2016;
- dlr participated on selection panels for National Acquisitions Consortium tenders for Online Resources and Book Stock;
- Worked with LEO dlr to deliver a successful 8-week STEM Entrepreneur Bootcamp for transition year students;
- Piloted provision of co-working space in dlr LexIcon for LEO dlr clients;
- A Cultural Programme was developed and delivered for the LexIcon;
- Developed a number of Partnerships with UCD, Vodafone, Royal Irish Academy, Queen's University, etc;
- Local Studies has continued to build a collection, augmented by DOHPCLG 1916 book grant and donations;
- Participated in rollout of Phase Two of national single library management system;
- The Arts Development Plan was approved by the County Council in November, following its development through the Community Development, Heritage and Ageing SPC;
- Multiculturalism is celebrated through cultural programming in Arts & Libraries and all Plans and Policies are available in the Irish language.
- A total of over 800 cultural events were held during 2016 with approximately 38,000 attendees.

**Corporate Plan Goal 15:** *To promote a clean and healthy environment*

Progress:

The Litter Action Plan 2016 was prepared, the aims of which are:

- To prevent and control litter pollution in the Dún Laoghaire-Rathdown County Council area;
  - To eliminate litter black-spots;
  - To develop education & awareness programmes in association with schools/colleges/ communities;
  - To ensure rigorous enforcement mechanisms of the Litter Pollution Acts and Bye-Laws are effective.
- Solar Compactor Belly Bins: The litter bin stock was reduced from slightly over 500 litter bins to 421 solar powered compacting litter bins, however, the capacity of the system has increased from approximately 45,000 litres to over 250,000 litres. Using the web-based application to monitor real-time levels of waste in the

new units, the number of litter bins visited during a working day has been reduced by over 85%. This upgrade of the litter bins throughout the county has resulted in a reduction of 75% in fleet costs;

- The National Litter Pollution Monitoring System, which measures local authority performance in litter pollution prevention, shows an increase in the category classed as Unpolluted or Litter Free areas from 43% in 2014 to 57% in 2015; the results of the 2016 performance are awaited.
- IBAL (Irish Business against Litter) carry out a litter pollution survey on Dún Laoghaire and its environs annually. It achieved 14<sup>th</sup> place nationally in 2014 and in 2015 was awarded 2nd place nationally;
- 10 Gateway staff deployed across towns and villages to address litter and environmental issues;
- Awareness and School Programmes were run throughout 2016;
- The Council continued to provide recycling services at its centres at Eden Park Recycling Centre, Shanganagh Recycling Centre and Ballyogan Recycling Park, which was awarded "Bring Centre of the Year 2016" at the annual Pakman Awards;
- The Council supported dlr Chamber to organise and host the tenth Envirocom Awards. 11 organisations were presented with Awards for excellence in environmental management in waste prevention, water conservation, energy management and awareness, engaging communities in environmental projects and environmental innovation. The winners ranged from household names like Aldi and AIB to sectors as diverse as hospitality, healthcare and construction and from corporates to microenterprises;
- dlr won a Chambers Ireland award for Excellence in Local Government for its Biodiversity program;
- The four Dublin Local Authorities completed work on a draft Climate Change strategy for presentation to the four Councils in December 2016.

***Corporate Plan Goal 16: To support community engagement and participation including volunteerism and active citizenship***

Progress:

- The Community Development and Social Inclusion Section continued to support community engagement, participation, volunteerism and active citizenship;
- Samuel Beckett Civic Campus Phase 1 opened in June 2016 and is now providing a range of community, childcare and leisure services to the local community;
- Part 8 process for extension to Sallynoggin Youth and Community Facility completed, procurement of construction works commenced;
- Supported the Public Participation Network (PPN) with a Memorandum of Understanding agreed and 3 Plenary meetings held and supported increasing PPN membership to 281 organisations in 2016.
- dlr Local Economic and Community Plan (LECP) published in April 2016 and implementation of the plan underway;
- Supported the continued development of the Local Community Development Committee, which has oversight and management responsibilities for the implementation of the community objectives contained in the LECP as well as responsibilities for oversight of the Social Inclusion and Community Activation Programme in the County;

- Support for the Dún Laoghaire-Rathdown Volunteer Centre, which provides a range of services and supports to both volunteers and organisations seeking volunteers;
- Re-established Dún Laoghaire-Rathdown Comhairle na nÓg with an AGM held in November which was open to all young people aged 12 – 17 years;
- Support for Community groups, events and facilities through the administration and approval of 243 Community grants support to support in driving quality of life for all;
- dlr Age Friendly Strategy published in May 2016 and implementation of the Strategy through supports and events and collaboration with state agencies and NGOs, including An Garda Síochána, HSE, ALONE, Dublin Bus and Southside Partnership is underway;
- Continued to work to eliminate social exclusion and disadvantage through community support work including the successful 8<sup>th</sup> Festival of Inclusion held in October 2016, support for the Traveller Interagency group meetings and contributing to the National Traveller and Roma Integration Strategy and the Garda Diversity Group.

### **Theme 3 – Transforming how we work**

***Corporate Plan Goal 17:*** *To achieve international best practice in Corporate Governance, Risk Management, financial management and audit systems*

Progress:

- Benchmarking and review of governance, risk and audit will continue, in order to ensure continuous improvements;
- During 2016 risk assessments were conducted and risk registers prepared for each department of the Council, and the audit committee continues to monitor the departmental risk management process;
- Internal Audit work ongoing, and the audit plan for 2016 has been completed.

***Corporate Plan Goal 18:*** *To enhance local democracy by providing support to Councillors in their policy making and representational role*

Progress:

- Focussed support and information and assistance provided to Councillors and SPCs to assist in the policy roles;
- Councillors Customer Relationship Management (CRM) has been established, which will assist in the representational role of the elected members, and ensure that responses and actions are tracked.
- During 2016 a total of 95 Council and committee meetings took place, dealing with a total of 1,582 items of Councillors business.

**Corporate Plan Goal 19:** *To ensure the Council has a motivated and high performing staff with the skills and flexibility which enables them to deliver our corporate goals and objectives*

Progress:

- Continuing and embedding the performance management development system, together with a targeted training and development programme will ensure a motivated and skilled workforce;
- Movement of staff on a phased basis has distributed skills, enabled flexibility and facilitates succession planning. PMDS is being implemented and staff deficits are being addressed in a recruitment plan which will help in achieving objectives.
- An ongoing programme of staff information and learning briefings commenced during 2016, to be continued on an ongoing basis.

**Corporate Plan Goal 20:** *To have a customer centric approach to the delivery of excellent services and supports*

Progress:

- The Council is planning a new customer services centre to deal with all modes of customer enquiries. This new area and service, together with a renewed customer services plan and charter, will substantially improve the services and customer experience.
- Customer service information was gathered over a four week period in September 2016 and based on this data the Council deals with the following customer interactions weekly:
  - 1,300 items of written correspondence
  - 56,000 emails
  - 4,700 phone calls
  - 550 personal callers
  - 700 CRM transactions created

**Corporate Plan Goal 21:** *To drive the 'digital first' agenda*

Progress:

- A new corporate website [www.dlrcoco.ie](http://www.dlrcoco.ie) was launched during 2016, which has delivered an improved platform for new and enhanced online services;
- Work is in progress to increase the range of documentation available online. The Council is in the initial stages of preparation for ePlanning;
- Work is in progress to implement upgraded CRM software which will allow for the increased availability of online forms and interfaces to council systems, to compliment the customer services plan.
- Digital Strategy being prepared to lead on the delivery of online services.
- The Council continues to participate in the Smart Cities initiatives and developments, and open data through smart Dublin.
- A new Intranet is being developed, and the migration to MS Office 365 is underway.

- An online Choice Based Letting System has been developed and will be launched in early 2017.

**Corporate Plan Goal 22:** *To use all channels of communications to ensure effective and transparent communication and feedback with stakeholders*

- A Communications Action Plan was prepared to improve all communications channels, including extending the range and scope of social media channels;
- 5 issues of dlrTimes were published and distributed in 2016;
- A number of informational videos on different Council services and events were recorded and published on the Council's website and youtube channel.
- A total of 269 media queries were responded to, 111 press releases issued, and almost 34,500 social media engagements

**Corporate Plan Goal 23:** *To have an Occupational Health and Safety Management System accredited to OHSAS 18001:2007 Standard*

Progress:

- The OHSAS 18001 standard is currently subject to change to international standard ISO 45001, which will include a number of amendments and new requirements;
- The new global standard is expected to be ratified in mid 2017, and, when finalised, the Council will roll out the management system across all departments, with a view to seeking accreditation.