





**Creating an  
environment for  
economic growth**



**Driving quality of  
life for all**



**Transforming how  
we work**

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## Foreword

Dún Laoghaire-Rathdown County Council's Corporate Plan 2015-2019 explains our key priorities and how we are going to deliver them.

We face a future where working together with residents, businesses, community groups and the voluntary sector has never been so important.

Having regard to the limited funding available to deliver our services - together with the need to respond to public scrutiny and external reviews - mean that we need to rethink and reshape the way we do business in order to be fit for the future.

We need to do things differently to make the most of the resources we have.

Our aim is to create a sustainable, future-proof model of local public services – focused on supporting the needs of people, partnership with stakeholders, developing an empowered staff, and engagement with the community.

We have set ourselves a challenging agenda but we are confident that by working successfully with our partners we will deliver on our commitments.

**An Cathaoirleach, Councillor Marie Baker**

## Foreword

I am happy to introduce Dún Laoghaire-Rathdown's Corporate Plan 2015 -2019 which was adopted at the April Meeting of the Council. This document sets out the strategic direction for the Council for the period up to 2019 based on a vision of a smart vibrant County which is attractive, inclusive and accessible, and a Council which will shape a better future for our County and all its communities.

In formulating this Plan, members of the public were consulted through online surveys, workshops and meetings. Inputs from business leaders, the local Public Participation Network, the Corporate Policy Group and Council management and staff have helped to create this strategic plan. Arising from this consultation process, we collectively developed a Vision and Mission for the future of the County, underpinned by a set of Values or guiding principles.

The Corporate Goals and Objectives which emerged during the consultation process are set against a backdrop of the underlying themes of Creating an environment for Economic Growth, Driving quality of life for all and Transforming how we work.

I believe this to be an accessible document with achievable targets. Transparency and openness will be guaranteed by the monitoring mechanisms which are contained in the plan.

Above all, I see the Corporate Plan as a practical document which will help both staff and elected members to create and maintain a county that attracts, supports and retains working people and offers a good quality of life for residents. Our joint focus will be on the needs of our different communities, ensuring that across the county our residents have access to clean, safe neighbourhoods with an attractive housing offer and the high quality range of services and facilities which are critical to the fabric of successful neighbourhoods. We will continue with our efforts to attract investment and build on our economic strengths, which will be linked to our ambition to support and invest in people through the reform of public services.

I have no doubt that the next four years will present many challenges, but I am also confident that by making best use of our excellent services and our talented teams we have the opportunity to achieve success and become leaders in our sector.

**Philomena Poole, Chief Executive**





*Luas Bridge at Dundrum*



*Seapoint*

## 1. Introduction

The Dún Laoghaire-Rathdown Corporate Plan 2015-2019 is the Council's strategic framework for 2015-2019. This Plan has been prepared in accordance with the provisions of the Local Government Act 2001 as amended by the Local Government Reform Act 2014. In developing the Corporate Goals and Objectives in this Plan the Council has taken into account a range of national, regional and European policies and plans which are relevant to the Council's activities.

The process for the development of this Corporate Plan involved a meaningful and widespread consultation with our various stakeholders, both internal and external. This process included:-

- Publication of an online survey which was completed by 759 members of the public and staff;
- Facilitated workshops with 180 members of staff at management grades;
- Workshop with Corporate Policy Group and Management Team;
- Further engagement with the remainder of staff through the public survey / team discussions;
- Stakeholder presentations / briefings with business leaders in the County, and the newly established Public Participation Network.

There have been significant changes in the Council's operating environment since the adoption of our Corporate Plan for 2010-2014. The key change has been the enhanced role for local government in areas such as economic development and enterprise and community development through the enactment of the Local Government Reform Act 2014.

In accordance with the provisions of the Local Government Act 2001 as amended the Plan has been prepared on the basis of an organisational wide strategic approach encompassing the various activities of the Council. The Plan has taken account of the various policies and objectives set out in the Council's other plans and strategies.

There will be a clear link between the Goals and Objectives of this Corporate Plan and the Departmental Business Plans/ Annual Service Delivery Plan, the budgetary process, the Performance Management Development System (PMDS), the audit system and the monthly and quarterly Management Reports.

## 2. Our County

Dún Laoghaire-Rathdown County is a unique area of Ireland which contains over two dozen thriving, distinctive and valued areas – some recognised as communities and others as villages, but all known for their quality and sense of place. Our residents enjoy unparalleled access to a wide range of options in public transportation, amenities, shopping, cultural and educational institutions, as well as a wide choice of housing; the County also provides employment opportunities in businesses and enterprises ranging from international software giants to small home-based craft activities.

This wealth of opportunities is embedded in a network focussed on the two major towns – the County town of Dún Laoghaire and the other Metropolitan Consolidation town of Dundrum – as well as large and small mature settlements and centres, some with well recognised names – such as Ballybrack, Blackrock, Churchtown, Dalkey, Stepside and Stillorgan – as well as a myriad of local cherished areas such as Booterstown, Glencullen, Goatstown, Old Conna, Sallynoggin and Windy Arbour.

Our County is also endowed with some of the Region's best and most important economic and natural resources. We sustain and support significant portions of National and Regional transport, economic and natural resources such as the DART and LUAS, the M50, and its associated economic clusters in Dundrum and Sandyford. We also have one of the most developable zones in the Country in the Cherrywood SDZ.

Even though the County is spatially the smallest County in Ireland covering an area of 125km<sup>2</sup> we have a remarkable range of natural and cultural assets ranging from our 17 kilometres of spectacular coastline to upland areas of outstanding natural beauty including the Dublin Mountains. These outstanding assets are reflected in our motto “Ó Chuan go Sliabh”- from the harbour to the mountains.

The County has a population of 206,261 (2011 Census), which represents a 6.3% increase over the 2006 Census. The socio-economic profile of the County is very positive – it has both the lowest unemployment rate and the highest level of educational attainment of any County in the State. Dún Laoghaire-Rathdown has a unique array of economic activities that span from existing cultural, technological and educational establishments – including UCD, IADT and IMI – to high tech, pharmaceutical, financial and services sectors. It also has significant potential as an amenity and tourism destination for the Region both for Dublin residents and visitors -and Nationally.



*Cabinteely House*



*Dalkey Island*



### 3. Our Council

Dún Laoghaire-Rathdown County Council was established in 1994 following the reform of local government in Dublin.

The Council is made up of 40 County Councillors who were elected from six Electoral Areas for a term of 5 years from June 2014 as set out in Appendix 2.

The delivery of services within the Council is the collective responsibility of the Elected Members and the Executive. Elected Members exercise their authority through “reserved functions” which include the adoption of all major policy and operational programmes including the County Development Plan, the Annual Budget, the Corporate Plan, the making of bye-laws, the setting of commercial rates and varying the rate of Local Property Tax.

The day to day operational decisions are a matter for the Council Executive but must have regard to the policy direction determined by the Elected Members; typically executive decisions include all staff matters, planning decisions, housing allocations, budgetary control, and asset management.

The Council is assisted in its policy making by six Strategic Policy Committees, membership of which is drawn from Council membership and sector representatives in such areas as business, farming, environment, community and trade unions. Collectively An Cathaoirleach and the Chairs of the Strategic Policy Committees form the Corporate Policy Group. It acts as the Council’s cabinet providing guidance and advice to the SPCs with specific roles in relation to the preparation of the Annual Budget, the preparation and ongoing monitoring of the Corporate Plan, varying the rate of the Local Property Tax and recommending members for appointment to the Audit Committee.

The Council has structured links with the community and voluntary sector through the operation of the Public Participation Network. It also facilitates the operation of the Local Community Development Committee which has governance and oversight responsibilities for community expenditure from national sources. The Local Enterprise Office (LEO) acts as a facilitator of access to enterprise services and to promote and support enterprise at a local level, with a particular focus on micro enterprise. The work of the LEO complements the ongoing support provided to the business community through the broad range of services, events and grants provided by the Council

The Council’s Governance Structure is set out in Appendix 1.

## What we do

The role of local government was granted constitutional recognition in 1999 through Article 28A of the Irish Constitution which states “The State recognises the role of local government in providing a forum for the democratic representation of local communities, in exercising and performing at local level powers and functions conferred by law and in promoting by its initiatives the interests of such communities.”

Dún Laoghaire-Rathdown County Council is responsible for providing a wide range of services and supports to a diverse range of customers. Our customers include over 206,000 residents in 75,819 households, businesses with over 74,000 employees and those who visit our county whether for recreation or work.

**The Council has 4 main roles as follows:**

- 1. Service provider**
- 2. Provider/facilitator of infrastructure**
- 3. Regulator**
- 4. Facilitator of economic and community development**

In these roles we are involved in the provision of a broad range of services, such as, housing, parks and libraries and the delivery of infrastructure projects such as roads, leisure and community facilities. In our regulatory role we regulate in areas like planning enforcement, unfinished housing developments and dangerous buildings to ensure that national and local standards are complied with. We facilitate the economic and community development of the County by working in collaboration with a variety of agencies and organisations. We work with state agencies such as the Industrial Development Authority (IDA) and business organisations such as the Chambers of Commerce in relation to retaining and attracting businesses. In areas such as social inclusion, policing, sports, arts and culture we work in partnership with a variety of community and voluntary organisations.

Appendix 3 sets out a summary of the principal services and activities that the Council is involved in providing and facilitating.

Member of staff installing new 'Smart Bins'



Fernhill House and Gardens

## 4. Operating Environment

### 4.1 Changes in our operating environment 2010-2014

There were a number of major changes in the Council's operating environment during the lifetime of the 2010-2014 Corporate Plan. These changes stemmed primarily from the international and national economic crisis in 2008 and the requirements of the EU/IMF Programme of Financial Support agreed in 2010.

A number of major policy changes and reform plans were produced and implemented during this time which have impacted and will continue to impact on the role of the Council. These include the Public Sector Reform Plan 2011, the Public Sector Agreements (Croke Park 2010-2014 and Haddington Road 2013-2016), the Local Government Efficiency Review Group 2010, Workforce Planning, the decision to establish Irish Water, Putting People First and the introduction of the Local Property Tax. The enactment of the Local Government Reform Act 2014 has given legislative effect to a number of key changes such as the Council's enhanced role in relation to local community development and economic development and enterprise. These changes have been manifested through the establishment of the Local Enterprise Office (LEO) and the establishment of the Local Community and Development Committee (LCDC), and the ongoing work on the development of the Council's first Local Economic and Community Plan.

These changes resulted in a significant reduction in the funding available to the Council, in particular capital funding. There were changes in service delivery such as, the transfer of responsibility for water services to Irish Water, the establishment of a central agency to manage Higher Education Grants, and an increase in Councillors from 28 to 40.

The Council responded very positively to these environmental challenges by embracing opportunities for change in how we conducted our business such as exiting the waste collection service, the achievement of savings through better procurement processes and a reduction in staff levels. The Council managed to maintain services to our customers during the course of the implementation of these significant changes.

Due to changing demographic factors, the continuing effect of the property market collapse and the beginning of an economic recovery the issue of the provision of housing in the County and in particular the need to meet the needs of an increasing number of homeless families is a major challenge for the Council.

## 4.2 Achievements during 2010-2014

Despite the significant challenges in the Council's external environment during the period 2010-2014 the Council managed to continue to deliver a broad range of services to our customers. In addition the Council made significant progress on the key goals and objectives in the 2010-2014 Corporate Plan. The following is a summary of the Council's major achievements during 2010-2014:

### Infrastructure

- Construction of the Shanganagh Waste Water Treatment Plant
- Sandyford High Level Water Scheme
- Construction of the Ballyogan Depot
- Transportation projects, including:
  - o Facilitation of the extension to the Luas Green Line B1
  - o Facilitation of the Carrickmines Park & Ride
  - o Completion of M50 Upgrade
  - o Development of QBCs
  - o Pottery Road Improvement Scheme
  - o DLR Cycle & Pedestrian Network
- Acquisition of Fernhill Estate
- New swimming pool at Loughlinstown
- Development of the LexIcon Library Headquarters and Cultural Centre
- Improved access to Dalkey Island by creating a new Slipway
- New tea rooms at Cabinteely Park, Deansgrange Cemetery and Killiney Hill and extension to the tea rooms in Marlay Park
- Refurbishment of Laurelmere in Marlay Park

### Technology / Economic

- Review of the County Development Plan, and adoption of various Plans:
  - o Cherrywood SDZ Planning Scheme
  - o Local Area Plans
  - o Building Heights Strategy
  - o Sandyford Urban Framework Plan
- Development of free WIFI internet access in Dún Laoghaire town centre
- Rollout of Customer Relationship Management System (CRM)
- Citizen Space – public consultation platform
- Rollout of digital compactor “big belly bins” throughout the County
- Pay by Phone parking initiative
- Introduction of “self-service” to all branch libraries
- CoCo Markets initiative
- Facilitation of Real Time Passenger Information at frequently used bus stops
- Rollout of electric vehicle charging bays



*Republic of Ireland Football Manager, Martin O'Neill officially opens the all-weather pitch in Marlay Park*

### Recreation /Events

- Bay 10k run
- Marlay Park Run
- Community 5k – Kilbogget Park
- On-going programme of DLR Events – e.g. Marlay Park concerts, movies in the Park
- Summer of Heritage
- Installation of new all-weather playing pitches at Shanganagh and Marlay Parks
- Red Squirrel Conservation Project
- DLR / UCD Waves
- Refurbishment of Dalkey Castle
- Development of 30 playgrounds throughout the County
- Improvements to Shankill Tennis and Bowling club
- Opening of new bowling club at Eglington Park
- New all-weather pitch at Stepside



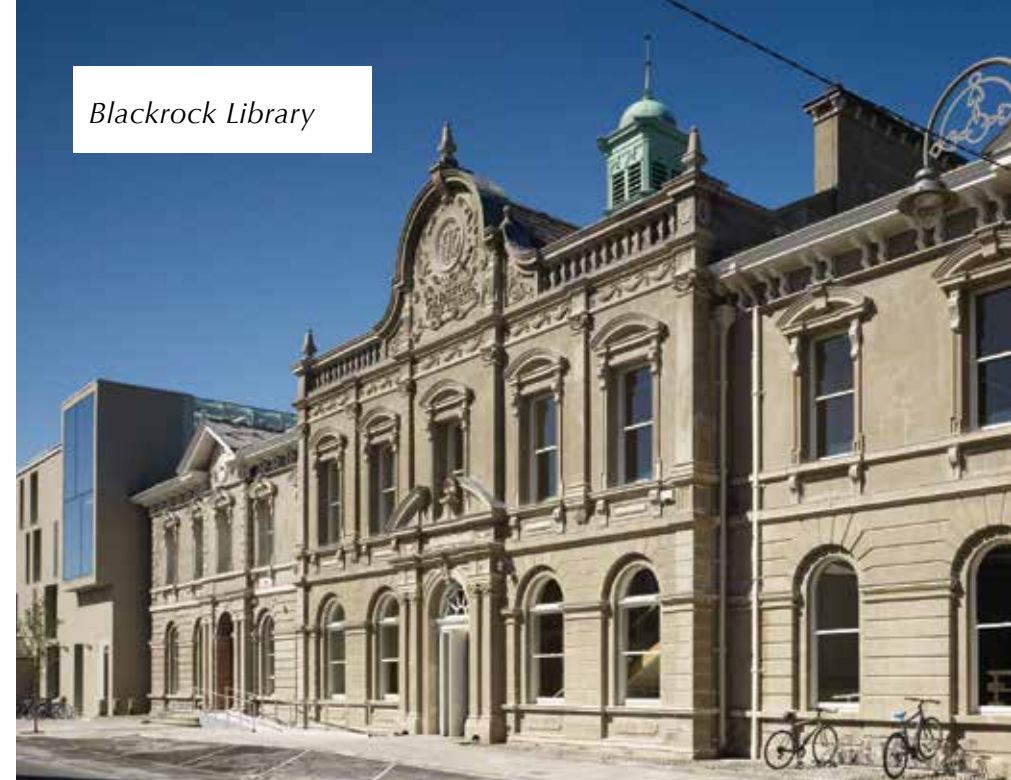
*Start of the Bay 10k Race in Dún Laoghaire*

### Culture and Arts

- Refurbishment and upgrade of Deansgrange, Blackrock and Stillorgan Libraries
- Refurbishment of Dalkey Library and new Maeve Binchy Garden
- On-going programme of literary & artistic events, including Mountains to Sea
- Programme of Public Art Commissions
- Designation of 13 further Architectural Conservation Areas
- Protection and enhancement of heritage buildings in Council ownership
- Social Inclusion Week
- Celebration of New Irish Citizens ceremonies

### Tourism

- Development of a Tourist Information Centre at County Hall
- Pedestrian Way-finding Signage
- Sandycove Lifeguard and Bathing Shelter
- The Metals Improvement Scheme
- Promotion of Dún Laoghaire as Cruise Ship destination
- Dalkey Castle & Heritage Centre refurbishment





## Housing and Community

The Council continued to maintain and improve its housing stock of over 4,000 properties; major refurbishment, energy upgrade works and new housing developments have taken place throughout the County, including new housing units and refurbishment schemes at:

- o 41 new units Benamore, Blackrock
- o 39 new units Brehon Grove, Ballinteer
- o 8 new units at Goatstown Close
- o 27 new units at Meadowlands
- o Refurbishment of 12 units at Rochestown House, Sallynoggin
- o Refurbishment of 8 units and 4 new units at St. Galls Gardens
- o Refurbishment of 3 unit halting site at Monkstown Avenue
- Delivery of 120 social and 63 affordable housing units under Part V Planning & Development Acts

### The Council also provided community facilities at:

- Stonebridge Road Community Centre, Shankill
- Sandyford Community Facility, Lambs Cross
- Mounttown Community Facility

## Awards

### 2012

- “Local Authority of the Year” at the Chambers Ireland Excellence in Local Government Awards
- The “Innovation in Technology Award” at the Chambers Ireland Excellence in Local Government Awards
- “Best Recycling Centre of the Year Award” to Ballyogan Recycling Park at the Repak Recycling Awards
- Best Public Space Award in the Royal Institute of Architects of Ireland, Irish Architecture Awards for the Metals Project Phase 1, Dun Laoghaire
- Public Realm Award, Irish Landscape Institute for the Metals Project Phase 1, Dun Laoghaire

### 2014

- Wood Awards Ireland for Ballyogan Operations Centre, Large Scale Public Buildings Category Winner and Overall Winner,
- LAMA Grand Prix and Best Public Building Awards for the dlr LexIcon
- Musical Memories – Excellence in Local Government Award
- Charles Thompson Award Water Safety Award
- Pride of Place Awards – Glasthule Buildings

## 4.3 External Environment

In considering the Council's current external environment the following factors are particularly relevant:

### Political

As the second tier of government in Ireland the Council is responsible for the implementation of national policies in areas such as housing, smarter travel, climate change and the national spatial strategy.

The reform of the public sector including local government remains a key Government priority. Accordingly there will be a continuing requirement to strive to deliver services and supports as efficiently and cost effectively as possible and to avail of new ways of working such as shared services, better procurement and through the use of new technologies.

### Economic

The growing evidence of an improvement in the economic position of the Country will impact on the demands for Council services during the lifetime of this Plan. Changing demographics have given rise to increased challenges in areas such as housing and planning.

The changes in funding of local government with the introduction of the Local Property Tax and the improvement in the economy may give rise to additional funding being available to enable the Council deliver on its goals and objectives.

### Social

The 2011 Census demonstrates that the County has a very positive socio-economic profile with more students, graduates and people working in professional and managerial employment than the region and nationally. The data also shows a higher percentage of elderly persons and some areas of the county which are disadvantaged. The diverse nature of the population is demonstrated by the fact that 11.4% of residents are non-Irish nationals.

The ongoing impact of the economic conditions and the effects of austerity measures have given rise to a greater scrutiny of public services including the cost and effectiveness of same. The introduction of the local property tax has the potential to increase the expectations of residents and businesses for improved services and a reduction in commercial rates.

### Technological

The delivery of efficient and effective customer services will be greatly enhanced by the opportunities provided by improved technology. These include mobile apps, digital initiatives, social media and 'smart cities' initiatives such as building innovative networks and efficient infrastructure.



*Students from the Muslim National School Clonskeagh at the launch of Social Inclusion Week 2011*



*Cabinteely Library*

During the lifetime of this Plan the Council intends focussing on the benefits that can be gained from technology in order to deliver an excellent service to our customers and also to make the most of the resources available to the Council. In particular the Council will develop dynamic systems to enable smarter working and to facilitate a “self-service” approach to enable greater access to our services.

### Legal

Any relevant changes to EU Directives and national legislation will impact on the Council’s ability to deliver on our goals and objectives.

The enactment of the Local Government Reform Act 2014 has brought about a number of changes in both the Council’s functions and reporting mechanisms.

### Environmental

Any difficulties in relation to the regulation and management of the environment will have an impact on the Council’s goal to deliver an enhanced quality of life for all.

## 4.4 Social Inclusion and Human Rights

Notwithstanding the positive socio-economic profile of the County there are areas of disadvantage in the County and the Local Economic and Community Plan (LECP) will include measures which will be aimed at tackling poverty, disadvantage and social exclusion.

In addition the Council will in accordance with the provisions of Section 42 of Irish Human Rights and Equality Commission Act 2014 make an assessment of the equality and human rights issues it believes may be relevant to our functions and purpose and put policies, plans and actions in place to address those issues. During the lifetime of this Plan the Council will develop a framework in consultation with the Irish Human Rights and Equality Commission to meet our obligations under this legislation.



*Ballyogan  
Operations Centre*

## 4.5 Internal Environment

In order to achieve the goals and objectives outlined in this Corporate Plan the Council will need to have the necessary organisational capacity and resources. Key factors in having the necessary capacity and resources will be the implementation of an effective Workforce Plan and the ongoing monitoring of performance against goals and objectives.

The following factors will heavily influence organisational capacity and resources:

### Reform Agenda

The implementation of changes in relation to our enhanced roles in community development, economic development and enterprise, a series of governance changes, the increased number of Councillors, together with the ongoing management of the Service Level Agreement with Irish Water are significant challenges in the context of existing resources.

### Workforce Planning

The impact of current staffing levels in certain areas together with a further reduction in staff numbers due to projected retirements will provide a challenge to the delivery of our goals and objectives. The implementation of a robust workforce plan and effective organisation structure will be advanced in conjunction with a streamlined approach to work, enabled by technological advances.

### Performance Measurement

The current service level indicators will be replaced and/or augmented by relevant indicators selected by the National Oversight and Audit Commission (NOAC) or in accordance with Regulations. The Council will work with NOAC in relation to the development of meaningful performance measurements which will be important in meeting the expectations of Councillors, residents and businesses for open and transparent performance data.

### Staff Support and Development

It will be essential to ensure that staff are provided with the necessary training and support to enable them to play their part in delivering our goals and objectives. The effective use of the Performance Management Development System (PMDS) will be a key element of this process.

### New Ways of Working

Maximising the potential of shared services and online and digital technology and advancing our Customer Relationship Management System (CRM) to optimise the cost effectiveness and efficiency of the organisation to enable the delivery of excellent customer services will be essential.

## 5. Vision, Mission and Values

This Corporate Plan sets out the strategic direction of the Council for the period to 2019.

Its Vision, Mission, Values and Themes were developed following consideration of feedback arising from the consultative process with all the Council's stakeholders. This provides the direction and framework for all the Council's key priorities during the period of the Plan.

Central to this framework is the Vision for both the Council and for the County. These are reflected in two Vision Statements working in tandem and are supported by two core community and business related Themes and one organisation specific Theme overarching all the Council's agreed key priorities – our long term Goals and Objectives. The Council's Mission statement provides a succinct description of the purpose of the Council as it pursues its 2019 Vision.

### Vision statements

#### Dún Laoghaire-Rathdown

##### – The County

*“A smart vibrant county which is attractive, inclusive and accessible”*

#### Dún Laoghaire Rathdown

##### – The Council

*“A Council that shapes a better future for our County and all its communities”*

### Mission statement

*“Dún Laoghaire-Rathdown County Council will lead in the delivery, coordination and regulation of quality public services for our communities, in partnership with our stakeholders”*

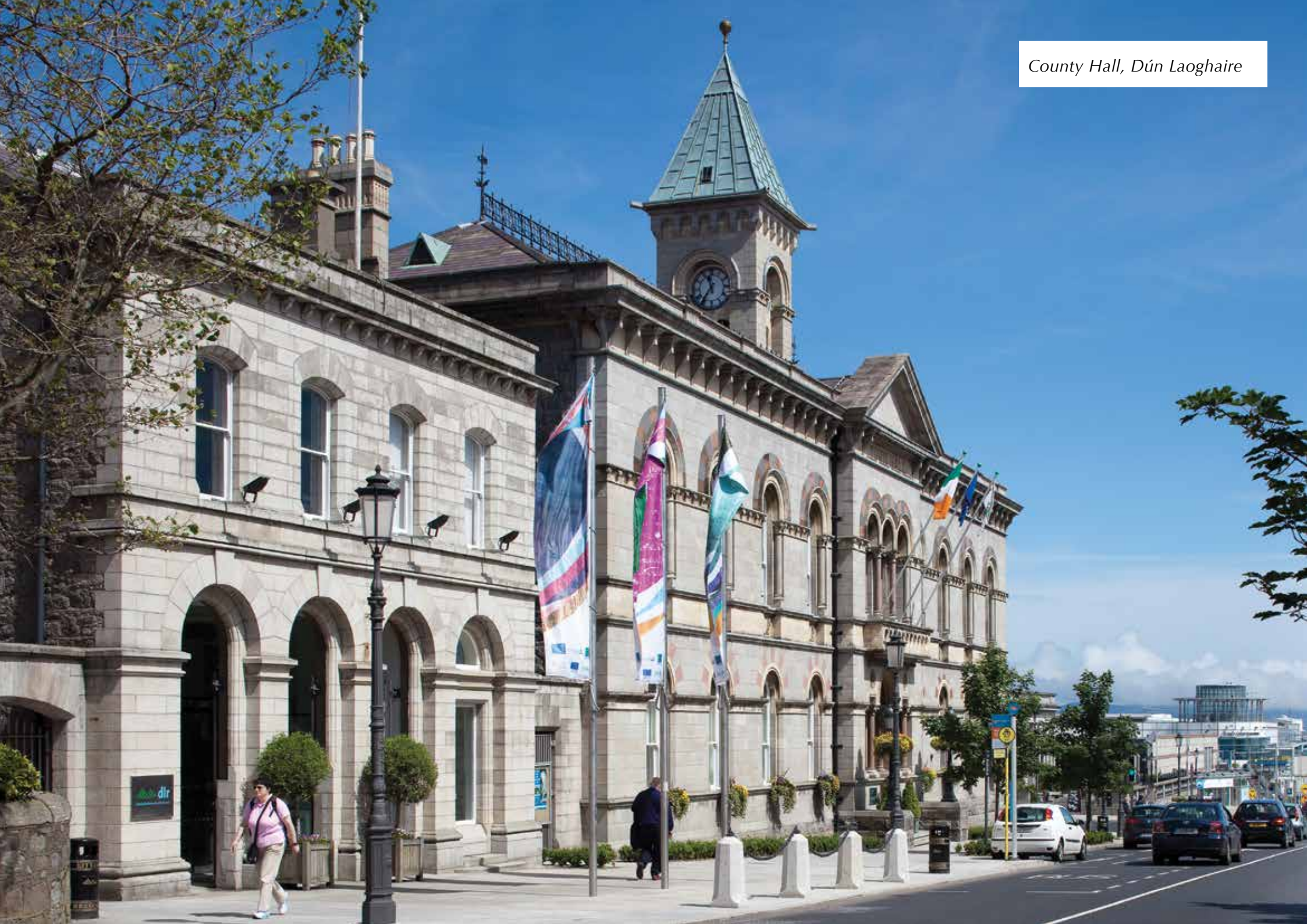


*dlr Fusion in  
the People's Park,  
Dún Laoghaire*



*Marlay Park Co Co Market*

County Hall, Dún Laoghaire





The Council has also considered and agreed a set of core values that will guide the organisation and its staff as the organisation pursues its Vision of **Shaping a Better Future for our County**.

### Values

Our ambition is to act at all times in accordance with the values expressed in this Corporate Plan, to the benefit of all our stakeholders.

### Accountable

Dún Laoghaire-Rathdown County Council will be fully responsible for in an accountable and transparent manner for all its decisions and actions. We will be trustworthy and open and act with integrity at all times.

### Customer focussed

Dún Laoghaire-Rathdown County Council will behave in a fully inclusive manner and treat all our customers with respect, understanding and dignity in delivering high quality services which meet the needs and expectations of our customers.

### Proactive

Dún Laoghaire-Rathdown County Council will act progressively and positively and show leadership in decision making as we deliver services and support our communities.

### Excellence Driven

Dún Laoghaire-Rathdown County Council will strive to consistently reach the highest standards of behaviour, service delivery and customer service in all aspects of our interactions with the communities of the County.

### Cost conscious

Dún Laoghaire-Rathdown County Council will ensure that decisions in all aspects of our business will be made with cost consciousness and value for money as key principles.

### Courageous

Dún Laoghaire-Rathdown County Council will take decisions at all times in the interests of its residents and businesses and will bring a robust and innovative approach to conducting our activities.

## 6. Themes

### Serving Communities

Dún Laoghaire-Rathdown County Council has a key role to play in influencing the environment which is experienced by residents, business people and visitors to our County. The Council will take a leadership role in serving all the communities in the County and has agreed three overarching Themes to guide its work through until 2019.

These Themes encapsulate the Council's key Goals and Objectives which reflect the key priorities for delivery by this Council in the next 5 years. The achievement of these Goals and Objectives will contribute greatly to ensuring the appropriate development of Dún Laoghaire-Rathdown as THE County in which to live, do business and visit.

#### Theme 1.

**“Creating an environment for economic growth”**

#### Theme 2.

**“Driving quality of life for all”**

#### Theme 3.

**“Transforming how we work”**



## 7. Corporate Goals and 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



*Council Staff assist the Cabinteely Tidy Towns Team with their Spring Clean*



*A concert in Marlay Park*

## Theme 1 - Creating an environment for economic growth

### Corporate Goal 1:

To leverage the Council's enhanced role in economic development and enterprise to promote the economic growth of the County

#### Objectives:

- CG.1.1 - To prepare and implement an economic plan for the County through the Local Economic and Community Plan (LECP) process
- CG.1.2 - To promote the County as a prime location for foreign direct investment and indigenous enterprise creation
  - CG.1.3 - To develop an enterprise friendly County that assists early phase businesses, enhances innovation and growth and acts as a hub for dynamic small firms
    - CG.1.4 - To support collaborative initiatives that can improve economic development and opportunities in the County
    - CG.1.5 - To maintain and encourage links with educational establishments in the County so as to promote enterprise at all levels
    - CG.1.6 - To explore possibilities for collaboration with organisations including third level institutions that would support the creative and knowledge economies and upskilling within the County
- CG.1.7 - To work with the Council's counterparts in the Dublin region to coordinate and jointly promote economic development and open data initiatives

- CG.1.8 - To implement the objectives in the County Development Plan, Local Area Plans and the Cherrywood SDZ
- CG.1.9 - To work with the Eastern and Midland Regional Assembly on the development of the Regional Spatial and Economic Plan

### Corporate 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

#### Objectives:

- CG.2.1 - To work with national and local agencies to eliminate infrastructure deficits in the County
- CG.2.2 - To implement strategic transport projects in conjunction with national transportation agencies
- CG.2.3 - To work with Irish Water to provide water and waste water infrastructure to enable the economic and social development of the County
- CG.2.4 - To work with the energy sector to ensure the provision of a power supply infrastructure to enable the economic and social development of the County
- CG.2.5 - To implement the Council's Capital Programme



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

- CG.3.1 - To promote economic development by ensuring the efficient movement of people and goods within the County
- CG.3.2 - To continue to facilitate, develop and implement sustainable transport links to include public transport, walking and cycling.

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

- CG.4.1 - To review the parking control strategy for the County
- CG.4.2 - To use new technology to identify options to facilitate access to parking in major commercial centres

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

- CG.5.1 - To develop and implement a Town and Villages Action and Promotion Programme
- CG.5.2 - To reinforce towns and villages as economic and social hubs

- CG.5.3 - To support local business associations
- CG.5.4 - To develop centres of walking and amenity networks to increase footfall and visitor numbers
- CG.5.5 - To engage with telecommunications providers to provide accessible Wi-Fi in our towns and villages
- CG.5.6 - To work with relevant agencies, business groups and local communities to deal with issues of anti-social behaviour and safety enhancement measures
- CG.5.7 - To promote and support a sense of local identity and pride of place in local communities in our towns and villages

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

- CG.6.1 - To promote the implementation of the Destination Dublin Tourism Strategy and its benefits for the County
- CG.6.2 - To proactively work with our stakeholders in facilitating the enhancement of tourist and recreation orientated facilities in the County
- CG.6.3 - To promote the County as a destination for tourists by harnessing the natural, social, heritage and cultural assets of the County
- CG.6.4 - To promote the establishment of sustainable links with the County's diaspora



## Theme 2 – Driving quality of life for all

### Corporate Goal 7:

To provide and manage social housing accommodation including Traveller Specific accommodation

### Objectives:

- CG.7.1 - To prepare and implement the Social Housing programme
- CG.7.2 - To implement the Traveller Specific Accommodation Programme(s)
- CG.7.3 - To work with the Department of the Environment, Community and Local Government, the Dublin Housing Delivery Taskforce, the Housing Agency, NAMA and Voluntary Housing Bodies to secure additional units of social housing accommodation
  - CG.7.4 - To provide an effective and efficient social housing assessment and allocations service
  - CG.7.5 - To increase supply through an effective and efficient Rental Accommodation Scheme, Housing Assistance Payment Scheme and Social Leasing and systematic inspections of private rented dwellings
  - CG.7.6 - To implement the Council's Anti-Social Behaviour Policy
  - CG.7.7 - To promote and facilitate responsible tenancing, good neighbourliness and communal responsibility



*Teddy Bears' Picnic in Blackrock*



*Warm up at the dlr Community 5K in Kilbogget Park*

**Corporate 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**

**Objectives:**

- CG.8.1 - To work to deliver homeless services in accordance with the Dublin Regional Statutory Framework Homeless Action Plan
- CG.8.2 - To collaborate with statutory agencies and voluntary housing bodies in accordance with the agreed structures in the Homeless Action Plan

**Corporate 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**

**Objectives:**

- CG.9.1 - To implement low cost flood risk management measures, as far as practicable in locations where flooding has occurred previously.
- CG.9.2 - Following approval of the Flood Risk Management Plans to work with the OPW to implement all recommendations as expeditiously as possible
- CG.9.3 - To maintain good water status including bathing waters where it currently exists
- CG.9.4 - To implement measures to improve the status of water bodies including bathing waters to good water status

**Corporate 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.**

**Objectives:**

- CG.10.1 - To deliver the Transportation projects identified in the Council's Capital programme
- CG.10.2 - To deliver a five year Road Safety Plan.
- CG.10.3 - To provide and maintain a quality road, footpath and cycle network in the County
- CG.10.4 - To identify opportunities to improve pedestrian and cycle facilities

**Corporate Goal 11:**

**To continue to provide high quality open space and recreation facilities**

**Objectives:**

- CG.11.1 - To manage and maintain our open spaces, parks, playgrounds and sports facilities to the highest standards
- CG.11.2 - To continue to develop and implement appropriate masterplans for our parks and open spaces



### Corporate Goal 12:

To continue to provide and support a county wide range of events and sporting activities catering to many different interests and abilities

#### Objectives:

- CG.12.1 - To deliver the DLR Events Programme
- CG.12.2 - To support local communities/organisations in the provision of events
- CG.12.3 - To increase awareness of options available to participate in sport and physical activity
- CG.12.4 - To identify deficits in sports infrastructure provision, provide for minority sports and provide additional roles for volunteers in sport
- CG.12.5 - To promote diversity, multiculturalism and integration through our programme of events

### Corporate Goal 13:

To continue to manage the Council's Heritage remit and support the County's wider heritage

#### Objectives:

- CG.13.1 - To implement the DLR Heritage Plan to 2019
- CG.13.2 - To provide and grow DLR's Heritage Events on a countywide basis
- CG.13.3 - To conserve and maintain the County's Heritage Assets



Completed Pottery Road Improvement Scheme



**Corporate Goal 14:**

**To develop and deliver a library, arts and cultural service which meets the information, learning and cultural needs of the community**

**Objectives:**

- CG.14.1 - To commence implementation of the Public Library National Strategy 2013-2017 “Opportunities for All”
- CG.14.2 - To prepare and implement a Library Development Plan 2015 – 2019
- CG.14.3 - To deliver a Cultural Strategy for the LexIcon
- CG.14.4 - To prepare and implement an Arts Development Policy 2016-2020
- CG.14.5 - To ensure that our initiatives and activities promote multiculturalism and the use of the Irish language

**Corporate Goal 15:**

**To promote a clean and healthy environment**

**Objectives:**

- CG.15.1 - To implement the Regional Waste Management Plan 2015 -2021
- CG.15.2 - To ensure the provision of a high quality environment through proper planning and sustainable development policies
- CG.15.3 - To ensure the provision and maintenance of a high quality public realm
- CG.15.4 - To maximise the use of digital data from the Solar Compactor bins

**Corporate Goal 16:**

**To support community engagement and participation including volunteerism and active citizenship**

**Objectives:**

- CG.16.1 - To develop and support the Local Community Development Committee (LCDC) in developing and implementing the community elements of the Local Economic and Community Plan (LECP)
- CG.16.2 - To include social inclusion measures in the Local Economic and Community Plan (LECP)
- CG.16.3 - To support and coordinate the Public Participation Network
- CG.16.4 - To prepare and implement the Age Friendly Programme Strategy and actions
- CG.16.5 - To develop and support the Estate Management Programme and Fora
- CG.16.6 - To support and develop the Joint Policing Committee
- CG.16.7 - To facilitate and co-ordinate Comhairle na nOg
- CG.16.8 - To promote and Support Volunteer and Resident engagement
- CG.16.9 - To provide and manage community facilities
- CG.16.10 - To promote and develop the Community Facilities Network
- CG.16.11 - To ensure that an appropriate range of community facilities is provided across the County





*Quarrymount Free Range Meats trading in the Marlay Park Co Co Market*



*Microsoft Ireland's Office in the Sandyford Business District*

## Theme 3 – Transforming how we work

### Corporate Goal 17:

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

#### Objectives:

- CG.17.1 - To maximise and improve income collection performance including arrears management with improved performance year on year
- CG.17.2 - To have robust budgetary processes that safeguard the Council's financial position
- CG.17.3 - To support the Audit Committee, the external auditor and maintain an internal audit function
- CG.17.4 - To develop and implement an Annual Service Delivery Plan
- CG.17.5 - To prepare and submit the monthly and quarterly Management Report to Council
- CG.17.6 - To report on progress in implementing the goals and objectives in the Corporate Plan
- CG.17.7 - To develop a corporate procurement plan
- CG.17.8 - To maintain and regularly review the Corporate Risk Register
- CG.17.9 - To provide high quality, responsive legal services in a professional manner
- CG.17.10 - To protect and maintain corporate assets and our property portfolio

### Corporate Goal 18:

**To enhance local democracy by providing support to Councillors in their policy making and representational role**

#### Objectives:

- CG.18.1 - To support the role of An Cathoirleach as first citizen of the County
- CG.18.2 - To support the Corporate Policy Group and the Chairs of the Strategic Policy Committees
- CG.18.3 - To develop and implement the training programme for Councillors
- CG.18.4 - To implement the CRM System for Councillors
- CG.18.5 - To continue the development of eCouncillor
- CG.18.6 - To continue to provide a quality service for all meetings of the Council including Area Committees and SPCs including maximising the use of ModernGov
- CG.18.7 - To develop, facilitate and implement systems and procedures to assist the Elected Members in their role as Public Representatives



**Corporate 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**

**Objectives:**

- CG.19.1 - To embed a change management ethos in the Council
- CG.19.2 - To develop and implement a HR Strategy
- CG.19.3 - To implement the Workforce Plan
- CG.19.4 - To implement the Performance Management Development System (PMDS) and Competency Framework
- CG.19.5 - To prepare and implement a Training Plan
- CG.19.6 - To ensure effective employee engagement
- CG.19.7 - To provide an employee assistance programme

**Corporate Goal 20:**

**To have a customer centric approach to the delivery of excellent services and supports**

**Objectives:**

- CG.20.1 - To review the Council's Customer Charter and put in place controls for delivery
- CG.20.2 - To review, monitor and develop the Council's Customer Relationship Management System (CRM)
- CG.20.3 - To have an up to date, resilient ICT infrastructure in place with ample capacity to meet and anticipate the needs of our customers

- CG.20.4 - To facilitate all Departments in providing effective and efficient services to all customers through the use of IT systems/services

**Corporate Goal 21:**

**To drive the 'digital first' agenda**

**Objectives:**

- CG.21.1 - To develop a digital action plan for the Council
- CG.21.2 - To provide staff with the support required to fully utilise digital systems
- CG.21.3 - To support and align where possible with the Public Service ICT Strategy 2015
- CG.21.4 - To deliver better outcomes and efficiency through innovation and excellence in ICT
- CG.21.5 - To develop the virtual Library to enhance members' accessibility to materials and services
- CG.21.6 - To digitise the Council's archives

**Corporate Goal 22:**

**To use all channels of communications to ensure effective and transparent communication and feedback with stakeholders**

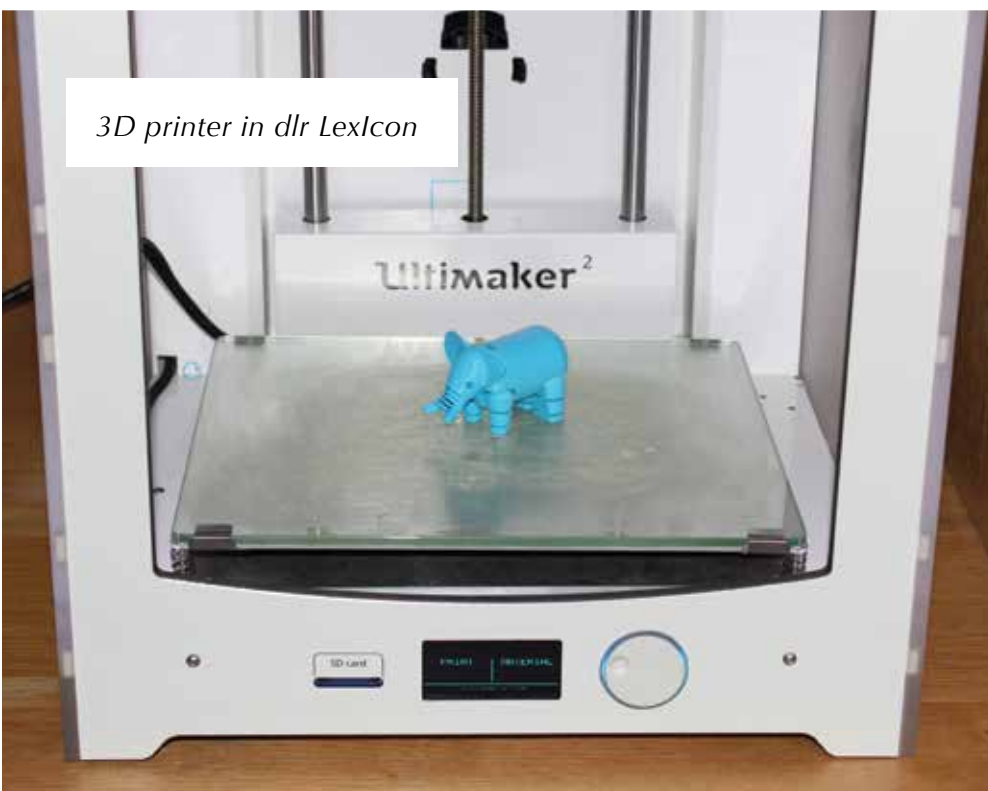
**Objectives:**

- CG.22.1 - To promote a communications culture in the organisation
- CG.22.2 - To develop a communications plan including communication protocols





*dlr LexIcon*



*3D printer in dlr LexIcon*

- CG.22.3 - To provide effective points of contact for callers and visitors to the Council
- CG.22.4 - To encourage participation in local democracy by communicating effectively and seeking feedback from stakeholders
- CG.22.5 - To promote the use of 'Citizen Space' as a means of communication with our communities
- CG.22.6 - To use Social Media to communicate timely information and messages on Council activities, events and news
- CG.22.7 - To monitor the effectiveness of internal Communications
- CG.22.8 - To review the structure and content of our Corporate Website and Intranet
- CG.22.9 - To implement the Council's Irish Language Scheme

### **Corporate Goal 23:**

**To have an Occupational Health and Safety Management System accredited to OHAS 18001:2007 standard**

### **Objectives:**

- CG.23.1 - To implement a health and safety system for the entire organisation
- CG.23.2 - To promote best practice in occupational health and safety



*People's Park, Dún Laoghaire*



*Deansgrange Library*



## 8. Implementation and Monitoring

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.

There are a range of mechanisms for reporting on progress on the implementation of the goals and objectives in the Corporate Plan which include the following:

1. Annual Service Delivery Plans
2. Annual Statement of Performance Objectives
3. Monthly and Quarterly Management Report
4. Annual Budget
5. Annual Report
6. Audit Committee Annual Report
7. Annual Financial Statement
8. Local Government Audit Report
9. National Oversight and Audit Commission

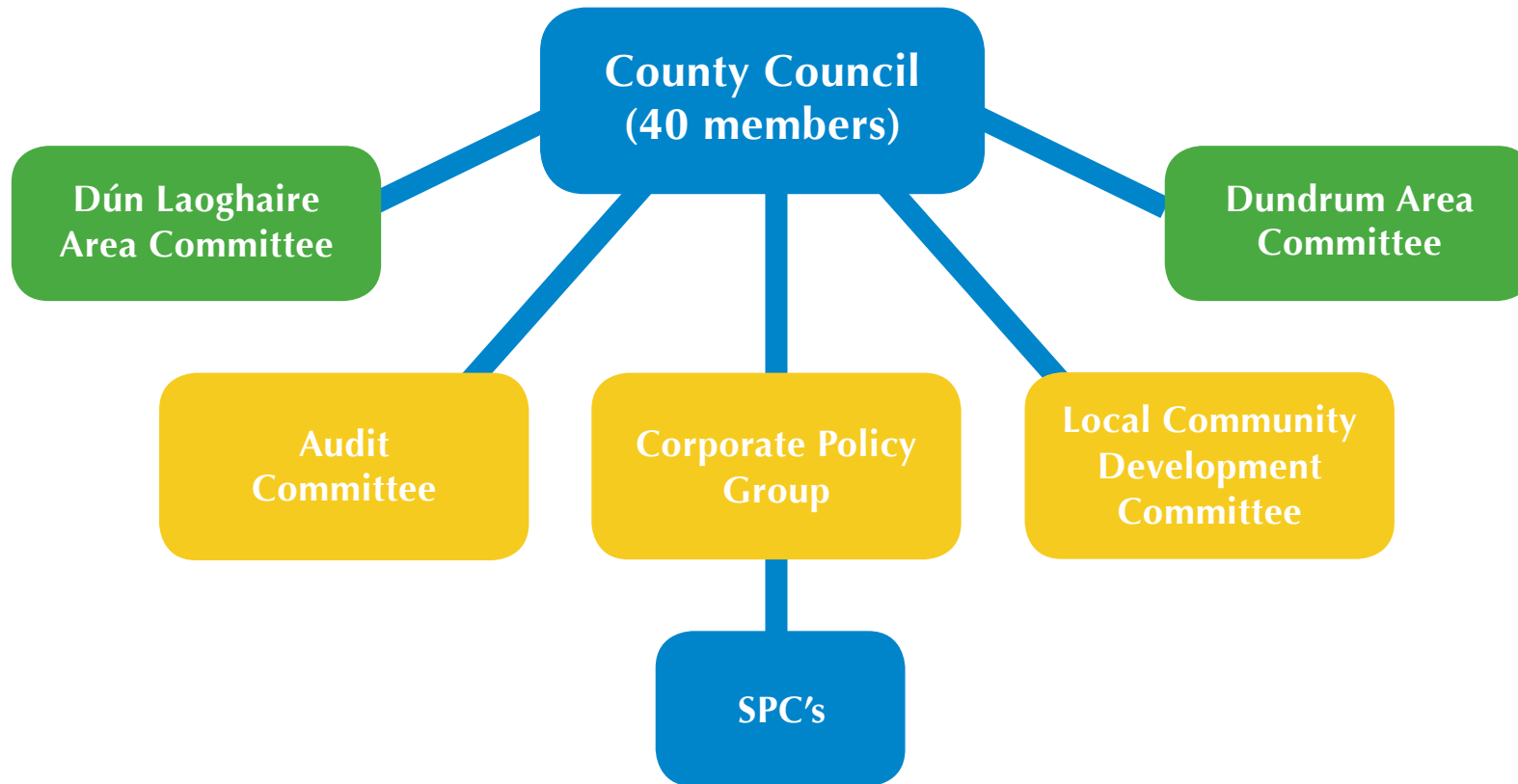
Each functional area will develop Annual Service Delivery Plans which will be consistent with the Annual Budget and the Corporate Plan and will contain a detailed action plan, thereby ensuring clear and accurate reporting on the level to which goals and objectives have been achieved. Progress on the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

The Corporate Plan will also be linked to the Council's Risk Management process, reports on which will be presented 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 - may be having on progress on 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 will review the Corporate Plan in light of any changes in circumstances and having regard to any recommendations made by the National Oversight and Audit Commission.

## Appendix 1 – Governance Structure





## Dún Laoghaire - Rathdown by Local Electoral Areas



## Appendix 2 – Council Membership June 2014


### Blackrock Electoral Area


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## Stillorgan Electoral Area



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**HUMPHREYS**, Dr. Richard (LAB)  
Resigned 7 May 2015



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## Appendix 3 – Principal Services and Activities

The main public services provided by the Council are as follows (in alphabetical order):

- Arts and Culture Programmes
- Beaches and Coastal Protection
- Cemeteries
- Civic Participation of Young People
- Community Facilities and Support
- Conservation
- Drainage
- Environmental Awareness Programme
- Heritage Information and Restoration
- Leisure Centres
- Libraries
- Local Enterprise Office (LEO)
- Parks and Recreational Amenities
- Public Lighting
- Public Realm
- Public Conveniences
- Road Maintenance and Improvements
- Recycling
- Social and Affordable Housing
- Traffic Management
- Water Supply and Maintenance (under a Service Level Agreement with Irish Water)



*Samuel Beckett Civic  
Campus, Ballyogan*

**The Council also has a regulatory role in relation to the following matters (in alphabetical order):**

- Casual Trading
- Control of Horses and Dogs
- Control of Intoxicating Liquor
- Control of Water related Leisure Activities on beaches
- Dangerous Buildings and Places
- Parking
- Planning – Land use and Enforcement and Building Control
- Standards for Private Rented Dwellings
- Traffic and Road Safety
- Waste Management and Anti-Pollution Enforcement

**The Council works in collaboration with other agencies and community and voluntary organisations in the following areas (in alphabetical order):**

- Economic development
- Environmental improvement initiatives
- Major Emergencies
- Social Inclusion
- Sports and Leisure
- Transportation

**In addition to the foregoing the following Corporate Support Services are provided which facilitate the delivery of all our activities and services:**

- Architectural Services
- Corporate Communications
- Council Secretarial Services
- Design and Engineering Services
- Facilities Management
- Financial Services
- Health and Safety
- Human Resource Management
- Information Technology Services
- Legal Services
- Property Management

## Appendix 4 – List of Consultees

- Corporate Policy Group
- Council Management and Staff
- Dún Laoghaire-Rathdown Public Participation Network
- Leaders of Dún Laoghaire-Rathdown's business community
- Wider public via an internet survey

*Stillorgan  
Obelisk*



## Appendix 5 - European, National, Regional and Local policy

### National/EU Policy

- National Spatial Strategy 2002-2020 - People Places Potential (2002)  
<http://www.nss.ie/>
- Infrastructure and Capital Investment 2012–2016 – Medium-Term Exchequer Framework (2011)  
<http://www.per.gov.ie/public-expenditure-policy/>
- Smarter Travel – A Sustainable Transport Future (2009)  
<http://www.smartertravel.ie>
- National Cycle Policy Framework 2009-2020  
<http://www.smartertravel.ie/content/national-cycle-policy>
- Construction 2020-A Strategy for a Renewed Construction Sector (2014)  
[http://taoiseach.gov.ie/eng/Publications/Publications\\_2014/](http://taoiseach.gov.ie/eng/Publications/Publications_2014/)
- Irish Water Proposed Capital Investment Plan 2014-2016  
<http://www.water.ie/news/proposed-capital-investme/>
- Our Sustainable Future: A Framework for Sustainable Development in Ireland 2012  
<http://www.environ.ie/en/Environment/SustainableDevelopment/PublicationsDocuments/FileDownload,30452,en.pdf>
- Social Housing Strategy 2020, Support, Supply and Reform  
<http://www.environ.ie/en/Publications/DevelopmentandHousing/Housing/FileDownload,39622,en.pdf>

### Keeping Communities Safe

- Actions for Biodiversity, 2011 – 2016  
<http://www.npws.ie/legislationandconventions/nationalbiodiversityplan/>
- Towards a Resource Efficient Ireland - A National Strategy to 2020, incorporating Irelands National Waste Prevention Programme  
<http://www.epa.ie/pubs/reports/waste/prevention/towardsaresourceefficientireland.html>
- Putting People First - Action Programme for Effective Local Government (2012)  
<http://www.environ.ie/en/PublicationsDocuments/>
- The National Action Plan for Social Inclusion 2007-2016  
<http://www.socialinclusion.ie/nationalactionplan2007.html>
- National Disability Strategy Implementation Plan 2013-2015  
<http://www.justice.ie/en/JELR/Pages/PB1300032>
- A Strategy for Public Libraries 2013-2017 (2013)  
<http://www.environ.ie/en/Publications/LocalGovernment/PublicLibraries/>
- National Climate Change Strategy 2007-2012  
<http://www.environ.ie/en/Environment/Atmosphere/ClimateChange/NationalClimateChangeStrategy>
- National Climate Change Adaptation Framework - Building Resilience to Climate Change (2012)  
<http://www.environ.ie/en/Publications/Environment/ClimateChange/FileDownload,32076,en.pdf>
- National Policy Framework for Children 2014-2020

## Regional Context

- Regional Planning Guidelines for the Greater Dublin Area 2010-2022  
<http://www.emra.ie/>
- Greater Dublin Area Draft Transport Strategy 2011 – 2030 ‘2030 Vision’  
<http://www.nationaltransport.ie/publications/transport-planning/>
- Greater Dublin Area Cycle Network Plan (2013)  
<http://www.nationaltransport.ie/publications/all-documents-published/>
- Eastern River Basin District River Basin Management Plan 2009-2015  
<http://erbd.ie/reports/first-rmb-plan>
- Dublin Mountains Strategic Plan for Development of Outdoor Recreation 2007-2017  
<http://www.dublinmountains.ie>
- Ready Steady Play! A National Play Policy (2004)  
<http://www.omc.gov.ie/>
- National Childcare Strategy - A Guide for Providers 2006-2010 (2006)  
<http://www.omc.gov.ie/>

## Local Plans and Policies

<http://www.dlrcoco.ie>

- Dún Laoghaire-Rathdown Cycle Network Review Study Report (2012)
- Dún Laoghaire-Rathdown County Council Cycling Policy. Smarter Travel, Better Living (2010)
- Traveller Accommodation Programme 2014–2018
- Dún Laoghaire-Rathdown Arts Development Policy 2011–2014
- Dún Laoghaire-Rathdown Heritage Plan 2013–2019
- Parklife: A Policy for enhancing Biodiversity in Parks and Green Spaces 2009-2013
- DLR Open Space Strategy 2012-2015
- DLR Trees: A Tree Strategy for Dún-Laoghaire Rathdown 2011-2015
- Dalkey Islands Conservation Plan 2013-2023
- Green Infrastructure Strategy (2014)
- Coastal Defence Strategy Study (2010)
- DLR Library Development Programmes 2010-2013 and subsequent plans
- Cherrywood SDZ Planning Scheme (2014)
- Local Area Plans and Urban Framework Plans



*Marlay House*



*Sandycove Harbour*



## Appendix 6 – Glossary of Terms

CRM – Customer Relationship Management System

Digital First – Link to Public Service ICT Strategy 2015

LCDC – Local Community Development Committee

LECP – Local Economic and Community Plan

LEO – Local Enterprise Office

NOAC – National Oversight and Audit Commission

PMDS – Performance Management Development System



*Starting line for the 6km Family Fun Cycle*



*Dancing at the Crossroads in Cabinteely*



