

DÚN LAOGHAIRE-RATHDOWN COUNTY COUNCIL

ANNUAL SERVICE DELIVERY PLAN 2024



Enriching quality of life through vibrant communities, housing and amenities



A leader in environmental protection and climate action



Embracing change and delivering excellent public service



Supporting and fostering a resilient local economy

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• Introduction:

The Council is required to prepare an Annual Service Delivery Plan under the Local Government Act 2014. The plan identifies the principal services that dlr will provide, across all directorates, to its citizens in the year ahead.

This is the final Annual Service Delivery Plan to be prepared under the Council's Corporate Plan 2020 – 2024. The Corporate Plan sets out the corporate themes, goals and objectives, with the Annual Service Delivery Plan actions, aligned with same. These actions are set out, in detail, under each of the service areas within the Service Plan. The proposed delivery and timeframes are also included within the plan.

The Annual Service Delivery Plan is resourced through the 2024 Budget which was approved by the Members in November 2023. The progress on the provision of these services will be reported in the monthly and quarterly Management reports to the Elected Members.

The guiding principles of this Plan are informed by the Council's suite of policy documents, underpinned by the overarching policy as set out in the Local Government Reform Act 2014

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

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

- **Corporate Goals**



Corporate Goal 1

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



Corporate Goal 2

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



Corporate Goal 3

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



Corporate Goal 4

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



Corporate Goal 5

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



Corporate Goal 6

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



Corporate Goal 7

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



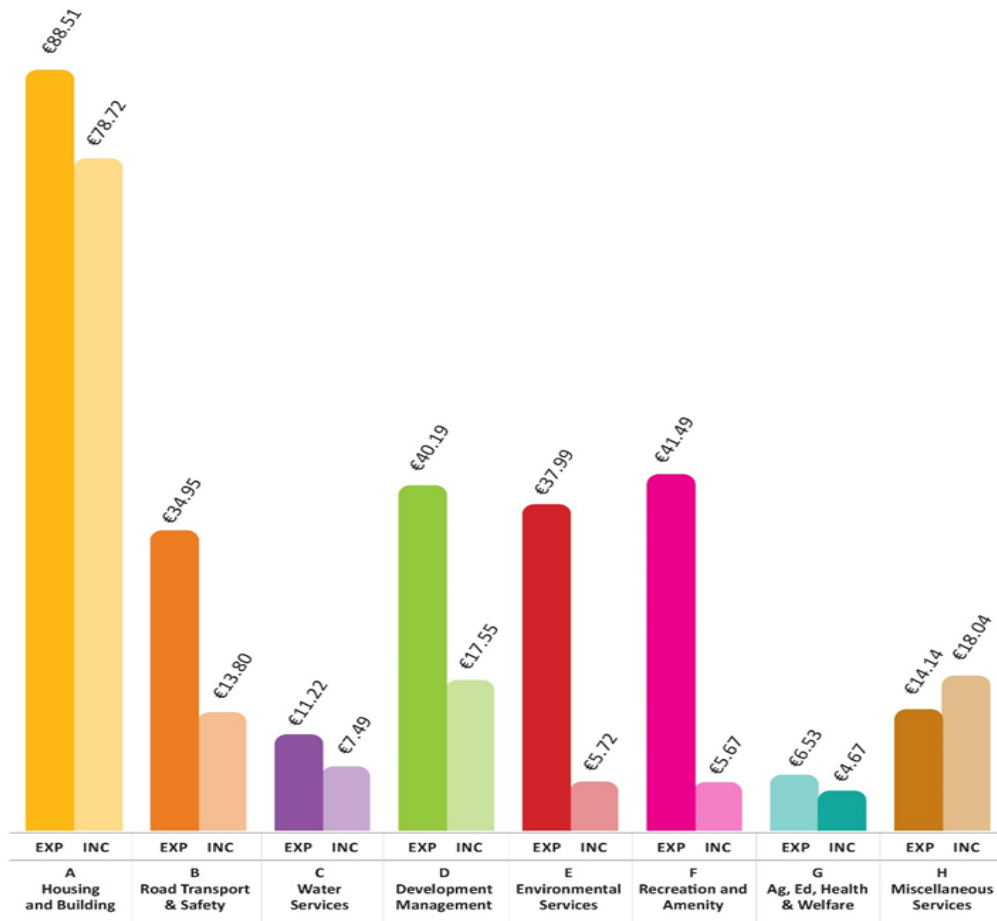
Corporate Goal 8

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

• Financial Landscape – Budget 2024

The Revenue budget for 2024 provides for €275m to invest in services and supports for our residents, businesses and visitors. Measures to support the physical and economic development of the county are furthered through the provision of this funding as we continue to develop a vibrant county that is attractive, inclusive and accessible. During the budget process the Council voted to reduce Local Property Tax (LPT) by 15%.

Revenue Expenditure and Income in millions 2024



Division	Expenditure Budget 2024 €
A - Housing and Building	88,511,400
B - Road Transport & Safety	34,951,300
C - Water Services	11,221,800
D - Development Management	40,188,700
E - Environmental Services	37,994,200
F - Recreation and Amenity	41,493,500
G - Agriculture, Education, Health & Welfare	6,531,800
H - Miscellaneous Services	14,138,300
	€275,031,000

Expenditure Categories	Budget 2024 €
Payroll and Staff Costs	67,746,000
Minor Contracts - Trade Services & other works	50,683,200
RAS & Social Leasing Payments	40,851,200
Agency Services & Other Local Authority Payments	27,232,300
Pensions & Gratuities	18,696,000
Grants, Voluntary and Statutory Contributions	13,390,700
Transfers to Capital	12,622,700
Administration Expenses incl. IT, Communication and Training	7,550,400
Insurance, Loan repayments and Financial Charges	6,885,700
Energy	5,799,400
Consultancy & Professional Fees	4,784,600
Plant & Equipment, including Repairs and Maintenance	3,667,100
Other Establishment Expenses, incl. LA Buildings Repairs, Maintenance & Security	3,557,200
Other Operational Expenses, incl. Arts, Libraries and Community Events	2,985,100
Materials & Stores Issues	2,577,500
Refunds incl. Vacancy refunds, Bad Debt Provisions and Write offs	2,085,000
Members Payments and Allowances	1,646,400
Rent & Rates on Local Authority Buildings	1,224,000
Other Expenses	635,300
Local Property Tax - LA Housing	411,200
Total	€275,031,000

Service Delivery 2024 – By Directorate

- **Corporate Affairs**

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

Action	Description	Proposed Delivery	Timeframe
1.	1.1 Take a leadership role to combat the impacts of climate change and focus our work towards the transformational shift of our economies and societies towards climate resilience, sustainable development and public education.	Adoption and delivery of actions set out in the Draft DLRCC Climate Change Action Plan (CCAP) 2024-2029 and relevant actions as set out for Local Authorities in the National Climate Action Plan 2024	Ongoing
2.	1.11 Implementation of the Regional Waste Management Plan 2015-2021.	Support new Circular Economy Act and Initiatives	Ongoing

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

Action	Description	Proposed Delivery	Timeframe
1.	3.1 Support the strong future development of dlr as a great place to live, work and visit by working with national agencies to eliminate infrastructure deficits in the County.	Explore further opportunities for Government/EU funding	Ongoing

Corporate Goal 7: Promote equality and human rights by implementing Public Sector Equality and Human Rights Duty.

Action	Description	Proposed Delivery	Timeframe
1.	7.1 Eliminate discrimination, protect human rights and promote equality of opportunity through the implementation of the Public Sector Equality and Human Rights Duty.	Continued inclusion of the Duty on Senior Management and Seniors Meetings agendas	Ongoing
		Preparation of Equality Action Plan	Q4 2024
		Engage with external third party to develop measurable deliverable goals against the plan	Q4 2024
		Report to full council on a quarterly basis on progress against the plan.	Ongoing

		Implement the Public Sector Equality and Human Rights Duty in the HR context	Ongoing
2.	7.2 Ensure the roll out of the Values Statement, which includes an Implementation Plan, prepared by the Cross Departmental Group, which sets out the values of dlr as they relate to Equality and Human Rights	Engage with staff through workshops to develop a knowledge and understanding of both the Duty and the Values Statement developed for the organisation	Ongoing
3.	7.7 Provide Council services and information in an affordable and accessible manner for all	Proof all services, documents and communications against the Duty	Ongoing
4.	7.9 Provide access to Council decision making through accessible and meaningful public consultation	Engage with staff, Elected Members, stakeholders voluntary and community groups and representative organisations for those who experience discrimination and human rights abuses.	Ongoing

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

Action	Description	Proposed Delivery	Timeframe
1.	8.1 Support Councillors in their policy and representational roles through the provision of quality service to the CPG, SPCs and at Council meetings, Members' training and by maximizing the use of ICT systems.	Furnish Monthly and Quarterly Management Reports to Elected Members and Oireachtas Members	Ongoing
		Consult with Members through OPP, CPG and SPCs	Ongoing
		Onboarding process for new council	Q3 2024
		Re-establish committees (SPCs, Audit) post-election	Q3 2024
		Preparations for 2024 Local Elections	Q2 2024
2.	8.2 Provide a strong internal audit function while supporting the Local Government auditor and Audit Committee.	Prepare documents and records in timely fashion to Local Government Auditor	Ongoing
		Support the Audit Committee, preparing document packs in a timely manner and	Ongoing

		provide administrative support and training.	
		Support the role of the Internal Audit function with Audits delivered in accordance with the Audit Plan for 2024	Ongoing
3.	8.3 Review, monitor and develop our Customer Relationship Management System (CRM) and keep customers at the centre of how we deliver services in a timely and positive manner	Continue to deliver accessible quality customer service across all channels of communication via the Civic Hub.	Ongoing
		Improve responses and response times to CRMs received both directly from the public and from the Members	Ongoing
		Develop and implement new work practices to improve service delivery	Ongoing
		Continue to develop mobile working solutions for the organisation to enable our staff to work in the field, ensuring faster turnaround times on service requests and faster response times in the event of major weather incidents	Ongoing
		Continue to develop the DLR Service Catalogue to work towards its integration with our CRM system (and other corporate systems) to ensure standardisation of all service requests and queries, enabling more efficient and transparent reporting	Ongoing
4.	8.4 Strive to continually improve and expand our communications capabilities and platforms, externally and internally, including proper use and performance of ICT to deliver efficient services.	Implement digital forms, rolling programme	Ongoing
		Work with Housing to implement online Housing services via NEC Housing system portal	Q3 2024

		Engage cross departmentally on new stock control solution	Q4 2024
		Electoral Reform: Utilise the Council's website and social media to communicate the changes to the electoral registration process under the Electoral Reform Act 2022	Ongoing
5.	8.6 Deliver and implement the Councils Communications Strategy 2021-2025 and Irish Language Scheme 2022-2026.	Expand Councils ability to produce digital content in Irish within parameters of Irish Scheme	Ongoing
		Develop DLR Communications strategy	Q2 2024
		Implementation of requirements of Irish Language Act	Ongoing
6.	8.7 Maximise income collection and ensure robust financial processes to safeguard financial position.	To ensure compliance with the Department's statutory obligations, with particular reference to the preparation of annual budget, capital programme, annual financial statement, returns to Revenue and other state bodies/agencies.	
		Maximise Income Collection ensuring invoices /sales orders are raised in a timely manner and controls are in place to follow up on non-payment	
7.	8.8 Continually improve corporate performance, demonstrating transparency and accountability.	FOI Decisions issued within legislative timeframes.	Ongoing
		Manage the Publication Scheme on the website	Ongoing
		Manage the publication of Disclosure Logs	Ongoing
		Develop new corporate plan 2024-2029	Q4 2024
		Oversight and co-ordination of dlr Safety Management systems and compliance with Health and Safety Legislation	Ongoing
		Compliance and awareness with regards to Data Protection and GDPR	Ongoing

		Continuous training in relation to the provisions/requirements of GDPR	Ongoing
		Compliance with Ethics Framework for staff	Ongoing
8.	8.9 Ensure Risk Management Policy and risk register is in place and continually reviewed and updated, safeguarding the organisation financially and reputationally.	Facilitate the continuous review of the Corporate and Departmental Risk Registers on a quarterly basis and ensure our mitigation strategies are aligned to the risks identified to lower the risk consequences.	Quarterly
9.	8.11 Ensure efficient management and maintenance of dlr Corporate Buildings.	Carry out retrofitting and energy upgrades to meet 2030 targets	Ongoing
10.	8.12 Implement the HR strategy developed to facilitate implementation of the Local Authority People Strategy	Facilitate implementation of DLRCC People Strategy objectives.	Ongoing
		Implement the DLRCC HR Strategy 2021-2025	Ongoing
11.	8.13 Support the recruitment, development and empowerment of a motivated and high performing workforce with the skills and flexibility to deliver on our corporate goals.	Support the Organisations Corporate goals through appropriate recruitment, administration, learning & development, employee engagement and wellbeing programmes	Ongoing
		Facilitate implementation of the DLRCC Strategic Workforce Plan 2023-2027 to deliver on future and existing service requirements	Ongoing
12.	8.14 Implement the recommendations for the re-developed Performance Management Development System (PMDS) and Competency Framework throughout the organisation. Ensuring the PMDS system supports the strategic goals	Ensure Organisational compliance and implementation of PMDS ensuring Team Plans are in place and all staff have agreed PDP's	Q2 2024
		Implement PMDS in the HR context and implement the Competency Framework in recruitment practises, learning and development.	Ongoing

	of dlr and the implementation of these goals.	Interim and End Year Reviews carried out for all staff	Q4 2024
13.	8.15 Implement dlr's Digital Transformation Strategy.	Business Process Improvement in all departments	Ongoing
		Digitalise Recruitment process	Q3 2024
		Smart Sandyford and Smart Dún Laoghaire engagement on sustainable travel	Ongoing
		Update and enhance Open Data offering	Ongoing
		Engagement with energy and climate teams using emerging technologies to monitor and assess impacts	Ongoing
		Further Development of CRM System	Ongoing
		Further development of digital forms to reduce paper use	Ongoing
		Online Housing	
14.	8.16 Creation of a workplace environment that encourages staff to have pride and enjoy their work, while achieving the Council's strategic goals.	Optimise office space arising from blended working, hotdesking	Ongoing
		Continue to support the Partnership Office on projects to enhance the work environment.	Ongoing
		Ensure a fair and supportive work environment	Ongoing
		Implement the DLRCC Wellbeing Strategy 2024-2028	Ongoing
		Promote and support a culture of Dignity, Respect & Equality	Ongoing
		Carry out staff bus tours	Ongoing

○ **Housing**

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

Action	Description	Proposed Delivery	Timeframe
1.	1.1 Take a leadership role to combat the impacts of climate change and focus our work towards the transformational shift of our economies and societies towards climate resilience, sustainable development and public education.	Adoption and delivery of actions set out in the DLRCC Climate Action Plan 2024-2029 and relevant actions as set out for Local Authorities in the National Climate Action Plan 2024	Ongoing
		Support new Circular Economy Act and Initiatives	Ongoing
2.	1.2 Implement the County Council's Climate Action Plan 2024-2029.	Meet targets set by DHLGH for energy retrofit programme - 88 retrofits	In line with Statutory Deadlines & Requirements
		Provide Energy Awareness information for tenants	Ongoing
		Design and deliver all new homes to nZEB standard	Ongoing
		Adopt an 'environment first' approach to the way we work	Ongoing
		Implement Green procurement procedures where possible	In line with Statutory Deadlines & Requirements

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

1.	2.1 Work in partnership with the Department of Housing, Planning and Local Government, Housing Agency, Land Development Agency (LDA) and voluntary bodies and private rental sector to increase the housing supply	Maximise the delivery of homes through Housing Delivery Action Plan 2022 - 2026 and ensure that housing delivery targets are met and exceeded where possible	Ongoing
		Maximise the delivery of homes through Housing Delivery Action Plan 2022 - 2026 and ensure that housing delivery targets are met and exceeded where possible	2026

		Carry out inspections, to meet the inspections target of 25% of privately rented properties	Dec-24
		Deliver 50 tenant in situ as per target	Dec-24
		Implement new competitive dialogue procedure	In line with Statutory Deadlines & Requirements
		Promote the delivery of universal design principles to ensure inclusion in housing delivery	Ongoing
		Aim to ensure new housing schemes are designed and built to promote sustainable communities	Ongoing
		Use the private rental market schemes such as HAP and RAS as mechanisms of social housing support delivery	Ongoing
2.	2.3 Facilitate enabling infrastructure and services in conjunction with key stakeholders to support new homes and create new communities and places.	Implement the Vacant Homes Plan	Ongoing
		Implement Croí Cónaithe Grants Scheme (50)	Q4 2024
		Implement Tenant Incremental Purchase Scheme	Ongoing
		Continue to seek funding to enable the delivery of affordable housing through the Affordable Housing Fund (AHF)	Ongoing
		Develop new affordable purchase website for allocation of affordable purchase homes	Q1 2024
		Advertise and process applications for Affordable Homes, as they become available, in line with Government Policy	Ongoing
		Proactively engage with relevant internal departments to progress infrastructure to facilitate social and affordable housing development and progress Old Connaught/Ballyman, Rathmichael North Mullinastill Road, Rathmichael Bridge, Rathmichael South, Rathmichael Mullinastill Road	Ongoing
3.	2.8 Promote inclusive and sustainable communities through housing delivery and supports.	Implement 3 comprehensive pre-tenancy programmes with a focus on the creation of inclusive and respectful neighbourhoods	Monitor and Respond Promptly
4.	2.10 Facilitate access to housing choice specifically for older people.	Prioritise rightsizing opportunities to offer choice and increase the number of family homes for re-let	Ongoing

		Adapt 100 Council-owned units to include bathroom alterations/stair lifts/ramps/grab rails for Disabled and older Tenants	Dec-24
		Administer Housing Adaptation Grants Scheme for Older People and Disabled People	Monitor and Respond Promptly
5.	2.11 Deliver homeless services with the Dublin Region Homeless Executive.	Continue to provide homeless prevention and Place Finder service	Ongoing
		Deliver 17 Housing First Homes	Q4 2024
		Operate the Ukraine Offer a Home scheme	Ongoing
		Implement Rent a Room for Students scheme	Ongoing
6.	2.12 Provide sustainable, viable and affordable housing delivery in line with Government Policy.	Process applications for Local Authority Home Loans	Monitor and Respond Promptly
		Use the private rental market schemes such as HAP and RAS as mechanisms of social housing support delivery and provide housing options	Ongoing
		Support the integration of Beneficiaries of Temporary Protection (BOTP'S) and applicants for international protection in line with government policy	Ongoing
7.	2.13 Implement the Traveller Accommodation Plan 2019-2024.	Progress commitments made in the Traveller Accommodation Programme (TAP) 2019 – 2024	Ongoing
		Prepare the new Traveller Accommodation Plan 2025-2029	In line with Statutory Deadlines & Requirements
8.	2.14 Manage existing social housing efficiently and retrofit existing homes to the highest standard possible.	Survey 1000 properties as part of stock condition survey	Dec-24
		Carry out planned maintenance work on our housing stock	Ongoing
		Upgrade heating systems in 120 units	Dec-24
		Maintain and improve existing Traveller Accommodation stock	Ongoing
		Install new smoke alarms in approximately 10% of housing stock	Dec-24
		Carry out annual service of heating systems	Dec-24

		Continue to ensure best value and quick turnaround on voids	Ongoing
		Provide an efficient responsive maintenance service - 8,000 maintenance requests	Dec-24
9.	2.15 Provide an effective and efficient allocations, housing assessment and tenant management service.	Allocate properties in accordance with the Allocation Scheme	Ongoing
		Carry out a Housing Needs Assessment as directed by Minister	Dec-24
		Investigate fully any complaints of anti-social behaviour in accordance with the dlr Antisocial Behaviour Strategy 2022 – 2028	Ongoing
		Organise 3 pre-tenancy courses per annum	Ongoing

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

Action	Description	Proposed Delivery	Timeframe
1.	3.1 Support the strong future development of dlr as a great place to live, work and visit by working with national agencies to eliminate infrastructure deficits in the County.	Explore further opportunities for Government/EU funding	Ongoing

Corporate Goal 7: Promote equality and human rights by implementing Public Sector Equality and Human Rights Duty.

Action	Description	Proposed Delivery	Timeframe
1.	7.1 Eliminate discrimination, protect human rights and promote equality of opportunity through the implementation of the Public Sector Equality and Human Rights Duty.	Work collaboratively with the Housing & Disability Steering Group to implement the Housing Plan for Disabled People 2021-2026 and provide regular updates to the SPC	Quarterly
		Work collaboratively with stakeholders and Local Traveller Accommodation Consultative Committee	Bi-monthly

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

Action	Description	Proposed Delivery	Timeframe
1.	8.1 Support Councillors in their policy and representational roles through the provision of quality service to the CPG, SPCs and the Council and Area Committee meetings	Provide quarterly reports to Elected Members	Quarterly
2.	8.3 Review, monitor and develop our Customer Relationship Management System (CRM) and keep customers at the center of how we deliver services in a timely and positive manner	Ensure that enquiries from Public Representatives and customers are dealt with promptly	Monitor and Respond Promptly
		Ensure statistical returns, customer complaints, Freedom of Information Requests and Data Access Requests are responded to within the required timelines	In line with Statutory Deadlines & Requirements
		Improve responses and response times to CRMs received both directly from the public and from the Members	Ongoing
3.	8.7 Maximise income collection and ensure robust financial processes to safeguard financial position.	To ensure compliance with the Department's statutory obligations, with particular reference to the preparation of annual budget, capital programme, annual financial statement, returns to Revenue and other state bodies/agencies.	In line with Statutory Deadlines & Requirements
		Maximise Income Collection ensuring invoices /sales orders are raised in a timely manner and controls are in place to follow up on non-payment	Ongoing
		Maximise Income Collection - Revenue and Capital	Ongoing
4.	8.8 Continually improve corporate performance, demonstrating transparency and accountability.	Assist with the development of the new corporate plan 2024-2029	Q4 2024
5.	8.9 Ensure Risk Management Policy and risk register is in place and continually reviewed and updated, safeguarding the organisation financially and reputationally.	Facilitate the continuous review of the Corporate and Departmental Risk Registers on a quarterly basis and ensure our mitigation strategies are aligned to the risks identified to lower the risk consequences.	Quarterly
6.	8.15 Implement dlr's Digital Transformation Strategy.	Business Process Improvement in all departments	Ongoing

○ **Planning & Economic Development**

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

Action	Description	Proposed Delivery	Timeframe
1.	1.1 Take a leadership role to combat the impacts of climate change and focus our work towards the transformational shift of our economies and societies towards climate resilience, sustainable development and public education.	Delivery of actions set out in the DLRCC Climate Change Action Plan (CCAP) 2024-2029 and relevant actions as set out for Local Authorities in the National Climate Action Plan 2024	Ongoing
2.	1.2 Implement the County Council's Climate Change Action Plan 2024-2029.	Advising applicants at pre planning meetings of policies contained in the in the County Development Plan	In line with Statutory Deadlines & Requirements
		Maintain and improve Development Management process	In line with Statutory Deadlines & Requirements
3.	1.7 Advocate low energy principles in the energy we influence.	Engage with Dublin Array Wind Farm on <ul style="list-style-type: none"> Proposed cable route to Ballyogan Proposed O&M Base in Dun Laoghaire Harbour 	Proactively engage with relevant stakeholders / Personal to progress task

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

Action	Description	Proposed Delivery	Timeframe
1.	2.3 Provide enabling infrastructure and services in conjunction with key stakeholders to support new homes and create new communities and places.	Continue to work with external agencies and bodies to provide infrastructure to support and encourage development.	Ongoing
2.	2.9 Design and construct sustainable, low energy, adaptable lifetime homes to the highest standard.	Building Control-To promote a culture of compliance with the building regulations through a regime of inspection of buildings and through engagement with the construction industry through the BCAR process	In line with Statutory Deadlines & Requirements

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

Action	Description	Proposed Delivery	Timeframe
1.	3.2 Facilitate, develop and implement strategic transport projects in conjunction with national transportation agencies, e.g. supporting delivery of Bus Connects by the NTA.	Facilitate Bus Connects rollout across the County	Ongoing
2.	3.6 Continue to improve the County's road network, including pedestrian and cycle networks, for the safe and efficient movement of all road users in a sustainable manner.	Progress Sandyford urban framework plan	Ongoing
3.	3.9 Implement the objectives of the County Development Plan, Local Area Plans and the Cherrywood Planning Scheme.	Taking In Charge-To coordinate and collate the inspection process with the service departments and in line with the statutory process	Ongoing
		Help build sustainable communities through the County Development Plan & Local Area Plans	In line with Statutory Deadlines & Requirements
		Process planning applications, Large Scale Residential Developments and appeals.	In line with Statutory Deadlines & Requirements
		Assess all applications under the Development Contribution Scheme	In line with Statutory Deadlines & Requirements

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

Action	Description	Proposed Delivery	Timeframe
1.	4.6 Provision of high quality open spaces and recreation facilities for all interests, that are clean, safe, accessible and socially inclusive.	Progress Dun Laoghaire Harbour Master Plan	Proactively engage with relevant stakeholders / Personal to progress task

2.	4.7 Promote a healthy County by providing opportunities for citizens and communities to achieve good physical health and positive mental health and wellbeing through access to leisure and recreational facilities, high quality clean beaches, parks, sports pitches and indoor sports centres.	Continue to develop the National Watersports Campus project in conjunction with project partners in relation to funding and to progress this project	Proactively engage with relevant stakeholders / Personal to progress task
3.	4.13 Implement the objectives of the County Development Plan, Local Area Plans and the Cherrywood Planning Scheme.	To encourage recreational activity in the County through processing Outdoor Event Licenses	In line with Statutory Deadlines & Requirements

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

Action	Description	Proposed Delivery	Timeframe
1.	5.3 Take an active approach in prioritising public land for long-term use.	Continuing information/data flows to Dublin Housing Taskforce and Department of Housing, Planning and Local Government	Quarterly
		Residential Zoned Land Tax, RZLT map	In line with Statutory Deadlines & Requirements
		Continuing development of GIS mapping to improve our information base	Ongoing
2.	5.11 Implement the objectives of the County Development Plan Local Area Plans and the Cherrywood Planning Scheme.	Monitoring of the County Development Plan	March 2024/ongoing
		Propose to extend Ballyogan and Environs LAP	May 2024
		Progress Dublin Eastern Bypass Study	2024/2025
		Progress Kiltarnan Glenamuck Local Area Plan	Q3 2024
		Complete SE study to inform Old Connaught and Rathmichael LAP's	Q2 2024
		Prioritise the servicing of Rathmichael and Old Connaught lands by liaising with relevant government departments and state agencies and accelerating the LAPs for those areas	Ongoing
Progress Old Connaught Local Area Plan	Ongoing		

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

Action	Description	Proposed Delivery	Timeframe
1.	6.1 Support local business growth and development to encourage a vibrant and resilient economy	Regional Enterprise Plan - Implement DLR actions	Monthly
		Deliver and Implement Local Economic and Community Plan (LECP)	Ongoing
2.	6.2 Take an innovative approach to providing supports for businesses and entrepreneurs to grow the local economy and make this an attractive County in which to invest.	Develop the Collaborate DLR Brand	Q2 2024
		Establish a dlr Film Office	Q2 2024
3.	6.3 Maximise Sandymount Business District's (SBD) employment through providing enabling infrastructure and services and actively engaging with SBD.	Build on the strong working partnership with SBD across all relevant departments to deliver on the economic potential of the District.	Monthly
4.	6.4. Continue to support micro and small businesses through Information & Advisory Services, Enterprise Support Services, Entrepreneurship Support Services & Local Economic Development Services.	Deliver on SLA with Enterprise Ireland through Local Enterprise Office operations	Ongoing
5.	6.5 Collaborate with all stakeholders in promoting the County as a destination for tourists.	Deliver a new Tourism strategy and deliver on its actions.	Monthly
		Support the implementation of the Twinning and International relations Work Plan.	Monthly
		Develop new Tourism Governance Structures	Q3 2024
6.	6.6 Engage with all stakeholders in a meaningful manner in developing an economic plan to secure and consolidate the future of Dún Laoghaire town and harbour.	Collaboration with third level institutions in the County	Monthly
		Explore options for applying the 'Town Centre First' policy in dlr	Q2 2024
		Explore the potential for the development of a Marine Cluster in dlr	Q3 2024
		Continue to manage and invest in Harbour infrastructure	Ongoing
		Support & enable the arrival of Cruise Ships	Ongoing

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

Action	Description	Proposed Delivery	Timeframe
1.	8.3 Review, monitor and develop our Customer Relationship Management System (CRM) and keep customers at the center of how we deliver services in a timely and positive manner	Improve responses and response times to CRMs received both directly from the public and from the Members	Ongoing
2.	8.4 Strive to continually improve and expand our communications capabilities and platforms, externally and internally, including proper use and performance of ICT to deliver efficient services.	Continue to upgrade the internal planning system and the on-line planning services and maximise their capability to complete the implementation of E-Planning	Q1 2024
3.	8.7 Maximise income collection and ensure robust financial processes to safeguard financial position.	Maximise Income Collection ensuring invoices /sales orders are raised in a timely manner and controls are in place to follow up on non-payment	
4.	8.8 Continually improve corporate performance, demonstrating transparency and accountability.	Develop new corporate plan 2024-2029	Q4 2024

○ **Forward Planning Infrastructure**

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

Action	Description	Proposed Delivery	Timeframe
1.	1.1 Take a leadership role to combat the impacts of climate change and focus our work towards the transformational shift of our economies and societies towards climate resilience, sustainable development and public education.	Support the development of Offshore Renewable Wind Infrastructure in the County. Engage with Dublin Array Wind Farm on • Proposed cable route through Cherrywood SDZ	Ongoing
2.	1.2 Implement the County Council's Climate Change Action Plan 2024-2029.	Adoption and delivery of actions set out in the DLRCC Climate Change Action Plan (CCAP) 2024-2029 and	Ongoing

		relevant actions as set out for Local Authorities in the National Climate Action Plan 2024	
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Corporate Goal 2: Facilitate the development of a variety of housing options, enabling improved choice that will drive quality of life for all.

Action	Description	Proposed Delivery	Timeframe
1.	2.4 Deliver on the Major Urban Housing Delivery Sites.	<p>Major Urban Housing Delivery Sites (MUHDS) Cherrywood, Kilternan Glenamuck and Woodbrook Shanganagh are 3 key strategic sites that have been identified for large scale housing delivery. http://www.housing.gov.ie/housing/rebuilding-ireland/</p> <p>Continue to work with the various stakeholders and other DLR departments to support and develop policies that will address the requirements of the Pathways under the DHLGH’s Housing for All Plan to increase the supply of housing and open development land in conjunction with the DHLGH’s Local Infrastructure Housing Activation Fund (LIHAF) and Urban Regeneration Development Fund (URDF) programmes.</p>	ongoing
2.	2.5 Implement the objectives of the Cherrywood Strategic Development Zone (SDZ) Planning Scheme.	Overseeing and guidance by the Development Agency Project Team (DAPT) the development of Cherrywood SDZ in accordance with the approved Planning Scheme (as amended).	ongoing
		Ensuring development in the SDZ area is consistent with the requirements and objectives of the Cherrywood SDZ Planning Scheme (as approved).	ongoing
		Continuing collaborative working in realising the Cherrywood SDZ with all Stakeholders including the Planning Authority, developers/landowners, Elected Members and State Agencies.	ongoing
		To implement the E-planning function in full, in line with national policy	Q1 2024

		Progress the Cherrywood Town Centre and Environs Review and submit to An Bord Pleanála	Q2 2024
		Continue to work proactively cognisant of DLR as the designated Development Agency with all stakeholders to put all the necessary infrastructure and required funding in place.	Ongoing
		Continue to assess planning applications and compliance submissions in a timely manner to ensure and facilitate appropriate implementation of planning permissions in an emerging development area, and in all instances to seek to ensure assessment within the statutory timeframe.	In line with Statutory Deadlines & Requirements
		Progress the legal agreements in support of the specific Cherrywood Planning Scheme Development Contribution Schemes 2017-2020 and 2023-2028 as part of the delivery of common infrastructure (roads, parks, surface water facilities) within the SDZ.	Ongoing
		Programme, Risk and Cost Management Continue to actively track the programme, scope and risk in the delivery of common infrastructure.	Quarterly
		Review of the overall order of magnitude Cherrywood Common Infrastructure delivery budget following government grants and landowner progress noting that certain project designs have progressed.	Quarterly
		Reporting to the Cherrywood Steering Group, established to ensure governance and oversight for the successful delivery of the Cherrywood SDZ designation.	Quarterly
		Review the Development Contribution Scheme in respect of development in the Cherrywood Planning Scheme Area 2023-2028 in advance of the expiration of the Temporary Development Contribution Waiver Scheme.	In line with Statutory Deadlines & Requirements
		Support the Housing Department in progressing proposals for any DLR Housing Lands in Cherrywood	Ongoing

		to a Part 8 Stage or Section 179A and to assist so as to ensure consistency with the Planning Scheme.	
		Collaborate with DLR Planning Authority on progressing the Taking in Charge of completed Cherrywood common infrastructure.	Ongoing
		Report on Residential Zoned Land Tax and RZLT map for Cherrywood.	In line with Statutory Deadlines & Requirements
3.	2.6 Advance all elements of the Urban Regeneration Development Fund (URDF).	Cherrywood URDF Projects 2018 – Call 1 Progress the Category A Cherrywood Parks, Greenways and Attenuation Project. https://www.gov.ie/en/campaigns/urban-regeneration-anddevelopment-fund/	
		➤ Linear Park – Appoint Consultant for Detailed Design.	Q3 2024
		➤ Pond 2a – Proceed to Tender.	Q2 2024
		➤ Pond 5a – Proceed to Construction.	Q1 2024
		➤ Tully Park Phase 2 – Close out Project completion	Q1 2024
		Cherrywood URDF Projects 2020 – Call 2 Progress the Cherrywood project (specific Common Infrastructure projects) URDF 2020 – Call 2.	Ongoing
		➤ Beckett Link and Barrington Road Connection - Phase 1 to proceed to construction	Q4 2024
		➤ Three Public Parks (Lehaunstown House Park, Priorsland Park and Parade Green) - Projects will be advanced in tandem with larger adjacent projects.	Ongoing
		➤ Castle Street Link - Appointment of consultant to advance a flood mitigation review	Q1 2024
		➤ Smart Parking Study - Proceed to appoint consultant.	Q2 2024

		➤ Ticknick Park-Ballycorus Access – Complete options study to identify preferred route to facilitate proceeding with the development of the preliminary design and progress land acquisition stage.	Q1 2024
		➤ Town Centre & Pedestrian Cycle Link - Advance as part of the Town Centre and Environs Review	Q2 2024
		Local Infrastructure Housing Activation Fund (LIHAF). Oversight, delivery and project management of the LIHAF project areas for funding for road and bridge infrastructure to support the delivery of homes - http://rebuildingireland.ie/lihaf/ Progress the Cherrywood LIHAF working closely with the I&CC Department Projects Office as part of the DLR Capital Programme delivery. Continue engagement with DHLGH for revised Grant Agreements in delivery and funding.	Ongoing
		Ensure collaborative engagement with developers/landowners and other agencies to progress the LIHAF project.	Ongoing
		Ensure LIHAF funding conditions and requirements of Grant Agreement are fully met.	Ongoing
		Continue project reporting to DHLGH on a quarterly basis-	Quarterly
		Continue engagement with developers on the timing of delivery of LIHAF homes (affordability dimension).	Ongoing
		Engagement with DLR Housing Department – administration of an Affordable Scheme in meeting the LIHAF requirements.	Ongoing
		Cherrywood LIHAF - €15.19m	
		Phase 2 – Complete construction	Q3 2024

		Phase 3 – Appoint multi-disciplinary consultant for bridge design (120m span feature bridge and 135m of road)	Q1 2024
		Report to the DLR Project Governance Board	Ongoing
		Establish and maintain Project boards for URDF projects	Ongoing
4.	2.7 Progress Local Infrastructure Housing Activation Fund (LIHAF)	Capital Programme - Progress Cherrywood LIHAF Programme	In line with Statutory Deadlines & Requirements

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

Action	Description	Proposed Delivery	Timeframe
1.	3.1 Support the strong future development of dlr as a great place to live, work and visit by working with national agencies to eliminate infrastructure deficits in the County.	Review the Development Contribution Scheme in respect of development in the Cherrywood Planning Scheme Area 2023-2028 in advance of the expiration of the Temporary Development Contribution Waiver Scheme.	In line with Statutory Deadlines & Requirements
		Capital Programme - On-going review of capital plan	Ongoing
2.	3.2 Facilitate, develop and implement strategic transport projects in conjunction with national transportation agencies, e.g. supporting delivery of Bus Connects by the NTA.	Continue working with the NTA and Active Travel Section to deliver projects as part of the NTA’s programme such as the Cherrywood links project.	Ongoing
		Seek NTA funding for Beckett link, Castle Street extension and Kiltarnan Link projects as part of the NTA active travel programme, (incl. mid-year review application)	Q1 2024 and Q4 2024
		Cherrywood Links Project - progress to tender	Q3 2024
3.	3.9 Implement the objectives of the County Development Plan, Local Area Plans and the Cherrywood Planning Scheme.	Undertake the annual Assessment of the Strategic Road Network in cooperation with the NTA/TII	Q4 2024
		Incorporate the findings of study for the provision of an At-Grade Cycle Crossing to the Wyattville Link Road (WLR) (Consultation ongoing with TII & NTA) into the Town Centre and Environs Review.	Q1 2024

		Ongoing review of cycle network of the SDZ lands in consultation with the NTA and report to Area Committee.	Q3 2024
		Ensure that best-practice sustainable transport modes imbues all aspects of the planning scheme implementation and has regard to best-practice and ministerial guidelines, in addition to the Planning Scheme.	Ongoing
		Progress the brief for the Kiltiernan Link Road	Q2 2024
		Progress the delivery of the Grand Parade Bridge	Q1 2024
		Support the infrastructure capacity review for the southeast of the County	Ongoing
		Support the Corporate Estates Forum	Ongoing

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

Action	Description	Proposed Delivery	Timeframe
1.	4.13 Implement the objectives of the County Development Plan, Local Area Plans and the Cherrywood Planning Scheme.	Collaborate with landowners to progress the provision of community facilities in the Town and Village Centres as per the Cherrywood Planning Scheme.	In line with Statutory Deadlines & Requirements
		Work with the landowners and DLR consultants to provide high quality playground and sports facilities in accordance with the Cherrywood Planning Scheme objectives.	In line with Statutory Deadlines & Requirements
		Ensuring development in the SDZ area is consistent with the requirements and objectives of the Cherrywood SDZ Planning Scheme, having particular regard to the phasing and the sequencing requirements of the Planning Scheme to ensure timely delivery of social infrastructure commensurate with the emerging residential and employment community.	Ongoing

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

Action	Description	Proposed Delivery	Timeframe
1.	5.11 Implement the objectives of the County Development Plan Local Area Plans and the Cherrywood Planning Scheme.	Continue to actively engage on a regular basis with the National Monuments, DAHG, OPW and NPWS on the implementation of the Planning Scheme and any possible Planning Scheme Amendments to ensure protection of the built and natural heritage.	Ongoing

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

Action	Description	Proposed Delivery	Timeframe
	8.7 Maximise income collection and ensure robust financial processes to safeguard financial position.	Maximise Income Collection	Ongoing
		Management of both Revenue and Capital budgets	Ongoing
	8.8 Continually improve corporate performance, demonstrating transparency and accountability.	Develop new corporate plan 2024-2029	Q4 2024
		Processing Of FOIs/Press Queries/CRMS	Ongoing
	8.9 Ensure Risk Management Policy and risk register is in place and continually reviewed and updated, safeguarding the organisation financially and reputationally.	Quarterly Risk Register Review	Ongoing
	8.10 Implement the Corporate Procurement Plan to ensure compliance with legislation, while achieving quality services and value for money.	Implement Green procurement on Capital & Special Projects	Ongoing
	8.13 Support the recruitment, development and empowerment of a motivated and high performing workforce with the skills and flexibility to deliver on our corporate goals	Support HR in recruitment of key engineering and technical positions	Ongoing
		Further progress graduate engineer recruitment campaign and support HR in the development of a graduate engineer development programme	Ongoing

○ **Infrastructure & Climate Change**

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

Action	Description	Proposed Delivery	Timeframe
1.	1.1 Take a leadership role to combat the impacts of climate change and focus our work towards the transformational shift of our economies and societies towards climate resilience, sustainable development and public education.	Adoption and delivery of actions set out in the DLRCC Climate Action Plan (CAP) 2024-2029 and relevant actions as set out for Local Authorities in the National Climate Action Plan 2024	Ongoing
		Support the development of Offshore Renewable Wind Infrastructure in the county	Ongoing
		Progress the delivery of the DLR and NTA Walking and National Cycling Network.	Ongoing
		Promote use of the staff mobility hub	Ongoing
		Management of environmental grant programmes on behalf of the Department of Environment, Climate and Communications (Anti-Litter Anti-Graffiti Awareness Grant Scheme, Community Environment Action Fund).	Ongoing
		Participate in the Environmental Protection Agency's (EPA) Waste Prevention Programme where applicable.	Ongoing
		Developing a carbon costing measurement tool for Capital Programme to ensure projects are contributing towards the carbon reduction targets of the Council's Climate Action Plan 2024-2029. Pilot 2 projects.	Ongoing
		Promote Environmental Best Practice to Businesses and Organisations in the county in collaboration with key stakeholders including Dún Laoghaire-Rathdown Chamber, Sandyford BID and other stakeholders.	Ongoing
		Honour and recognise organisations that operate in an environmentally sustainable manner in the county	Ongoing
		Training dlr staff so that Climate Action is a key part of the Council's decision-making process.	Ongoing
	Circular Economy - Circular Cites	Ongoing	

		Decarbonisation zones	Ongoing
		Ensure robust governance and reporting arrangement are being maintained with DLR Properties	Ongoing
2.	1.10 Continue to work with Uisce Éireann to maintain good water status and achieve the requirements of the Water Framework Directive (WFD), including bathing water quality	Validate and implement Bathing Water Quality Prediction model in conjunction with Bathing Water Task Force	Ongoing
		Bathing Water quality sampling, reporting and incident management in line with Bathing Water regulations	June to Sept 2024
		Ongoing collaboration as part of Dublin Bay Bathing Water Task Force	Ongoing
		Enter into agreement with UCD in conjunction with BWTF as part of Acclimatize 2 project to progress R&D for Dublin Bay BWQ	2024-2028
3.	1.11 Implementation of the Waste Management Plan for a Circular Economy 2024-2030	Support new Circular Economy Act and Initiatives	Ongoing
4.	1.12 Monitoring and Enforcement of Environmental and Waste regulations including the Litter Management Plan and Litter Warden services.	Monitoring and Enforcement of Environmental and Waste Regulations.	Ongoing
		Meeting the inspection targets as set out in EPA RMCEI Plan 2024.	Ongoing
		Work with waste enforcement regional lead authority (WERLA) on national waste enforcement priorities.	Ongoing
		Environment Enforcement Wardens investigating complaints and carrying out inspections and issuing fines.	Ongoing
		Implementing the Control of Dogs Act and Regulations.	Ongoing
		Dog Warden Service investigating complaints/collecting stray dogs, carrying out license inspections and issuing dog licenses.	Ongoing
		Implement Control of Horses Act.	Ongoing
		Seizure of stray horses and investigating complaints.	Ongoing
		Hosting a hazardous waste event and mattress amnesty	Annually
		Provide Christmas tree recycling.	Annually

5.	1.13 Monitoring and Enforcement of Air and Noise Regulations and implementation of associated action plans	Work with the EPA on national enforcement priorities with regards to air & noise.	Ongoing
		Undertake Strategic Noise Mapping & develop Noise Action Plans in line with Round 4 of the Environmental Noise Regulations 2018.	Ongoing
		Implement measures outlined in the Dublin Region Air Quality Plan 2021	Ongoing
6.	1.2 Implement the County Council's Climate Action Plan 2024 - 2029.	Explore use of new EV Charging infrastructure for council owned buildings and vehicles	Ongoing
		Maintain and improve the Public Lighting system throughout the county with a particular focus on reduced energy consumption	Ongoing
		Completion of LED upgrade programme countywide	2025
		Trial new technologies/innovations with a view to energy efficiencies in relation to public lighting infrastructure - Solar PV, smart technology	Ongoing
		Deliver annual winter service plan and trial new technologies to support the gritting of active travel infrastructure	2024-2025
		Sustainable Energy Communities (SEC) Programme. In its role as Lead Applicant, the Council provides bridging finance support to local Sustainable Energy Communities in the County. This allows SECs to procure external consultants to prepare a detailed local Energy Master Plan for their area.	Ongoing
		The Council launched the Climate Action Fund – Strand 1 Building Low Carbon Communities during 2023. This fund will allow the Council to work in partnership with communities to build low carbon communities in a considered and structured way, focusing on the theme areas of home / energy, travel, food and waste, shopping and recycling and local climate and environmental action.	Ongoing
		Maintain European Circular Cities Declaration - the Council signed up to the European Circular Cities declaration. This is a commitment from cities and	Ongoing

		regions to enhance efforts to transition from a linear to a circular economy.	
		Dún Laoghaire and Blackrock Decarbonising Zone. The Council has selected the Dún Laoghaire and Blackrock areas, as a new Decarbonising Zone. The area is set to become the focus for a range of climate action measures, such as the identification of projects and outcomes, that will contribute to achieving national climate targets. The Council is working with Codema – Dublin’s Energy Agency, on the development of a DZ Implementation Plan.	Ongoing
		The Council continues to engage with the Sustainable Energy Authority of Ireland on its Pathfinder public sector programme. The overall intention behind the SEAI developed Pathfinder Scheme is to provide capital support to public bodies to create a step-change in energy efficiency and decarbonisation by supporting public sector projects that reduce greenhouse gas emissions and not just energy demand reduction measures.	Ongoing
		EU DeliverEE project The Council is a partner in a number of European funded projects relating to Energy and Buildings, with other partners from Dublin, across Ireland and at European level. The Council is a partner in the EU Horizon 2020 funded DeliverEE project, together with a range of partners including Codema – Dublin’s Energy Agency and the three other Dublin local authorities. This project will support the retrofit of a range of Council facilities such as leisure centers, fire stations, theatres, libraries, offices, community buildings etc.	Ongoing
7.	1.5 Continually improve our Energy Performance and our Energy Management System ISO50001.	Programme energy retrofit works – Public buildings	Ongoing
		Continue move to LED lighting	Ongoing
8.	1.7 Advocate low energy principles in the energy we influence.	Engage and support wind energy providers on route options and requirements to make onshore connections to the grid	Ongoing

9.	1.8 Contribute to a strong community spirit by enabling people to play their role in ensuring clean and tidy streets with well-maintained green spaces.	Process and manage Section 254 Applications, prioritise NBI applications; this includes recording of applications, coordination of responses from engineers, processing payments and issuing licences	Ongoing
		Promote, advise and support community led events/initiatives	Ongoing
		Deliver LA led campaigns promoting clean and tidy streets	Ongoing
		Manage and maintain the countywide street bin service	Ongoing
		Conduct annual street bin review, with a focus on waste reduction and increased efficiency of service	Annually - March
		Litter picking	Ongoing
		Ongoing collaboration and knowledge sharing with Residents Associations and Tidy Towns Groups	Ongoing
		Manage Hedge Cutting Notices	Ongoing
		Manage Neighbourhood Watch Applications	Ongoing
		Manage the processing of Surface Permits/ Abnormal Loads/ Scaffolding Licences/ Hoarding Licences; this includes recording of applications, coordination of responses from engineers, processing payments and issuing licences	Ongoing
		Management of PMDS, and identifying training needs for roads admin, cleansing admin, fleet stores and depot staff	Ongoing
		Management of budgets, managing monthly budget meetings with engineers, running regular reports, support in overhauling and improving accountability for budget holders, managing opcodes	Ongoing
		Processing of FOIs/ Press Queries	Ongoing
		Insurance/ discovery cases for Road Maintenance and Road Control	Ongoing
Management of admin duties; such as attending meetings, Pos, account manager for larger suppliers, Sos, reconciliations, CE orders for roads, cleansing and public lighting, fleet stores and depot	Ongoing		

		Management of CRMs and responses to councillors, statistics for KPIS, monthly management reports for roads, cleansing and public lighting, fleet stores and depot. The move to the new crm system to overhaul the issues with crms not been responded to and closed in a timely manner is complete	Ongoing
		Area Committee/ Council Meetings; coordination and input of responses, ensuring items are signed off for roads, cleansing and public lighting, fleet stores and depot. Attendance at Cllr meetings including minute taking and meeting administrator role	Ongoing
		Input of Roads and Cleansing, garage and stores wage. Approval & signoff of garage and stores wages weekly	Ongoing
		Review/ Update the Website and Intranet for roads, cleansing and public lighting, fleet stores and depot	Ongoing
		Update NTA Progress Report	Ongoing
		Manage and process TII grant claims/ refunds	Ongoing
		Oversee, investigate TIC cases; this includes recording of applications, coordination of responses from engineers/inspectors, processing payments and issuing certificates	Ongoing
		Process Road Opening Licences on MRL System for contractors and UE; this includes checking the licences and maps, coordinating this with TIC checks, coordination of responses from inspectors, processing payments,	Ongoing
		Process ROL refunds and update the payment records to reflect licence refunds and LTI payments for road maintenance	Ongoing
		Processing of Footpath Dishing applications this includes recording of applications, coordination of responses from engineers/inspectors, processing payments and forward to inspector for worklist	Ongoing
		Coordination of the amalgamation of Rochestown depot, Housing maintenance depot and Loreto depot	2023/2024

		staff; including ensuring the changing facilities, lockers, desks were all ready and managed	
		Reporting of Bathing water results, HSE, EPA reporting	Ongoing
		Management of filming and event licences this includes recording of applications, coordination of responses from engineers/inspectors, processing payments and issuing licences	Ongoing
		Management of mooring permits for Coliemore Harbour; this includes recording of applications, coordination of responses from engineers/inspectors, processing payments and issuing permits	Ongoing
		Assist Environment Section with National Waste Database Report for EPA, waste collected	yearly
		Drawing up of road sweeping schedules and rosters	yearly
		Update Bathing Water Testing Calander, based on tides	yearly
		Record Data for Blue Flag Application, and assisting with the application document	Ongoing
		Updating of beach and costal noticeboards with information for the blue flag	Ongoing
		Maintenance of new bin requests database	Ongoing
		Maintenance of new bathing water area requests database	Ongoing
		Management and future proofing of all technology for Ballyogan Operations center in relation to CCTV, AMPR and Access control	Ongoing
		Management of current ev chargers in the depot and council buildings, ensuring that faults are repaired - these will end up been incorporated into a project with IT and corporate services	Ongoing
10.	1.9 Minimise the occurrence of flooding throughout the County and work with the OPW to implement recommendations of the Flood Risk Management Plans.	Utilise new technologies where possible	
		Update Coastal Defence strategy and implement recommendations	Ongoing
		Collaboration with Irish Rail in relation ECRIPP to ensure continued operation of railway in dlr area	Ongoing

		Further develop and implement planned programme of gully cleaning	2024
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Corporate Goal 2: Facilitate the development of a variety of housing options, enabling improved choice that will drive quality of life for all.

Action	Description	Proposed Delivery	Timeframe
1.	2.1 Work in partnership with the Department of Housing, Planning and Local Government, Housing Agency, Land Development Agency (LDA) and voluntary bodies and private rental sector to increase the housing supply	Housing Focus Group: Close out the Stage 1 recommendations of the Housing Focus Group report	Ongoing
2.	2.11 Deliver homeless services with the Dublin Region Homeless Executive.	Support corporate estates group	Ongoing
3.	2.12 Provide sustainable, viable and affordable housing delivery in line with Government Policy.	Support the implementation of accommodation for refugees as required	
4.	2.14 Manage existing social housing efficiently and retrofit existing homes to the highest standard possible.	Programme energy retrofit works – Housing and Public buildings	Ongoing
5.	2.3 Provide enabling infrastructure and services in conjunction with key stakeholders to support new homes and create new communities and places.	Construction Stage: Blackglen Road/ Grange Road Improvement Scheme	Q1 2024
		Construction Stage: Bray Woodbrook Landfill Remediation Project	Q1 2024
		Tender Stage: Glenamuck District Roads Scheme (GDRS)	Q2 2026
		Detailed Design Stage: M50 Junction 14 Link Road	Q2 2026
		Construction Stage : Druids Glen Road Phase 2	Q2 2024
		Detailed Design Stage: Refugee Accommodation Shanganagh	Ongoing
		Preliminary Stage: Hillcrest Road	Ongoing
		Preliminary Stage : Dublin Bay Trail / S2S - Link between Blackrock Park and Blackrock Dart station	Ongoing
		Construction Stage: Dún Laoghaire Baths – Phase 2	Q2 2024
		Preliminary Stage: Shanganagh Road Upgrade	Ongoing

		Preliminary Stage: Offshore Windfarms and onshore grid connection ongoing	Ongoing
		Preliminary Stage: Shanganagh Castle	Ongoing
		Preliminary Stage: Samuel Beckett Phase 2(B) - Sports Hall & Pool	Ongoing
		Preliminary Stage : Dundrum Community, Cultural and Civic Hub (DCCCH)	Ongoing
		URDF Call 3 - 'Vacant Properties Refurb to sell'	Ongoing
		Acquire lands by agreement and CPO's as required to deliver on projects in the Capital Programme that meet the Corporate Objectives of DLR.	Ongoing
		Continue to work with external agencies and bodies to provide infrastructure to support and open development.	Ongoing
		Providing Recovery and Recycling Facilities at Civic Amenity sites and the provision of a network of Bring centers.	Ongoing
		Work with developers and utilities proactively to facilitate roads control requirements, including the processing and issuing of ROL's	Ongoing

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

Action	Description	Proposed Delivery	Timeframe
1.	3.1 Support the strong future development of dlr as a great place to live, work and visit by working with national agencies to eliminate infrastructure deficits in the County.	A Capital programme is prepared that is aligned to the Corporate Objectives of DLR and the County Development Plan objectives.	Ongoing
		The review of the Capital Programme to be presented to the Elected Members for their noting.	Ongoing
		Continue to progress the committed Projects on the Capital Programme.	Ongoing
		Establish and maintain Project Boards for Major Capital Projects	Ongoing
		Management & Maintenance of the Capital Project Governance Board	Ongoing

2.	3.10 Continue to encourage electric vehicle (EV) usage by collaborating with utility companies to provide more EV charging points and EV parking spaces.	Facilitate EV charging infrastructure strategy implementation for the county	Ongoing
		Support and implement EV Fast charging framework	Ongoing
		Implement neighbourhood EV charger pilot via public tender	2024-2025
		Engage with DOT and wider DMA on pilot initiatives	
3.	3.2 Facilitate, develop and implement strategic transport projects in conjunction with national transportation agencies, e.g. supporting delivery of Bus Connects by the NTA.	Facilitate Bus Connects rollout across the county	Ongoing
		Work with the NTA in supporting the delivery of Bus Connects and identifying projects that facilitate its implementation.	Ongoing
		Develop a new 5-year Greater Dublin Area Walking and cycle network plan, in conjunction with Municipal Services Dept and NTA and other GDA local authorities.	Ongoing
		Develop a capital programme for walking and cycling projects to be completed in DLR, in conjunction with NTA as follows:	Ongoing
		Co-operate with regional active travel initiatives - Eastern Bypass study with NTA	Ongoing
		Eastern bypass study with the NTA	Ongoing
		Support the delivery of BusConnects by the NTA including the design and implementation of the Dundrum Interchange, the Dun Laoghaire Interchange, orbital bus routes and associated bus stops and Core Bus Corridors	Ongoing
		Complete Dundrum ABTA	
4.	3.3 Deliver the transportation elements of the Council's Capital Programme in line with Government policy.	Complete detailed design of URDF part-funded scheme: Stillorgan Village Phases 3, 4 and 5	2024
		Complete ABTAs/LTPs for Racecourse South, Kiltiernan, -Glenamuck and the SE Infrastructure Study (Old Connaught, Rathmichael)	2025
5.	3.4 Continue to facilitate sustainable transport choices for walking, cycling and public transport.	Promote Cycling Options - Continue rollout of Rapid Deployment active travel schemes	Ongoing
		Newtown Park Avenue	
		Clonkeen Road	2025

	Active Travel - Taney Road to N11	2026
	Active Travel - Love Our Laneways	Ongoing
	Active Travel - Living Streets Blackrock	Q4 2024
	Active Travel - Sandyford Business Park Cycle Routes	2027
	Active Travel - Cabinteely Greenway	2028
	Active Travel - Rochestown Avenue	2027
	Active Travel - Living Streets Dun Laoghaire	2028
	Active Travel - Rock Road	Q4 2024
	Active Travel - Coastal Mobility Route	2027
	Active Travel - Cherrywood to Shankill Greenway	2026
	Active Travel - Deansgrange Road Scheme	Q2 2024
	Active Travel - Deepwell Active Travel Connection	2025
	Active Travel - dlr Central	2026
	Active Travel - Safe routes to schools	Ongoing
	Promote Cycling Options - Continue rollout of active travel schemes	Ongoing
	Promote Cycling Options - Continue rollout of safe routes to school	Ongoing
	Review Summer Streets Scheme	Ongoing
	Support active travel initiatives	Ongoing
	Promote Cycling Options - Support and expand shared bike schemes	Ongoing
	Continued adaptation of road cleansing schedules in line with roads projects and active travel schemes	Ongoing
	Complete countywide speed limit review and implement	2024
	Design and construct new traffic signals where needed including at Frankfort Park, the Graduate R/A, Beckett Road, ATU schemes	2024
	Promote Cycling Options - Support and expand shared bike schemes	Ongoing
	Continued facilitation of car clubs and bike rental schemes including e-bikes and e-scooters.	Ongoing
	Deliver cycle parking and other cycle infrastructure to schools, sports clubs etc	Ongoing
	Sandyford Village Scheme	Q4 2024

6.	3.5 Deliver the five-year Road Safety Plan	Implement the actions of the Council's Road Safety Plan	Ongoing
		Finalise Speed Limit Review and implement	2024
		Develop a programme to tackle speeding in the County.	Ongoing
		Promotion of road safety and active travel in schools	Ongoing
		Roll out Road Safety Plan actions	
7.	3.6 Continue to improve the County's road network, including pedestrian and cycle networks, for the safe and efficient movement of all road users in a sustainable manner.	Accessibility programme	
		Active Travel - Promote and encourage behavioural change	Ongoing
		Active Travel - Promote Cycling Options	Ongoing
		Review dlr Cycle Network Plan - Planning for dlr connector	Ongoing
		Review dlr Cycle Network Plan - Review Costal Mobility Route	Ongoing
		Review dlr Cycle Network Plan - Review Summer Streets initiative	Ongoing
		Promote Cycling Options - Continuing feasibility study on S2S	Ongoing
		Mobility Review - Sandyford urban framework plan	Ongoing
		Cycleway maintenance and cleaning programme	Ongoing
		Provide and maintain a high quality road and footpath network across the county	Ongoing
		Review and update 3 yearly roads programme and present to ICC Area Committee	Mar-24
		Delivery of annual roads programme including sub-programme items across major & minor works, footpaths, patching, drainage, bridges, accessibility and cycle way maintenance	Ongoing
		Work with Cherrywood DAPT team to ensure compliance with planning scheme and dlr TIC requirements regarding roads and public lighting	Ongoing
		Work with Building Control team to ensure compliance with dlr TIC requirements for new developments	Ongoing

		Capital Programme - Bracken Road Extension - Review after J14 Works	Ongoing
		Capital Programme - Cherrywood Road Upgrade - Detailed Design	Ongoing
		Support and Maintain Fire Services	Ongoing
		Optimise traffic signals and traffic management	Ongoing
		Continue the provision of cycle parking	
8.	3.7 Ensure greater emphasis on public transport, cycling, walking and access for people with disabilities.	Improve disability accessibility	Ongoing
		Awareness campaigns, working with stakeholders, roll out of projects and improved public realm and permeability	Ongoing
		Adopt & implement street furniture guidelines	Q3 2024
		Improve disability accessibility – audit key locations.	
		Ensure greater emphasis on public transport, cycling, walking and access for people with disabilities	Ongoing
9.	3.8 Support local business and communities by reviewing the County’s parking control strategy and employing new technology to facilitate access to parking in major commercial centers.	Reviewing the County’s parking control strategy	Ongoing
		Phased introduction of cashless schemes	Nov-24
		SMART parking solution pilot	
		Examine expansion of parking enforcement	Nov-24
		Expand accessible parking where appropriate.	Ongoing
		Reviewing the County’s parking control strategy	
10.	3.9 Implement the objectives of the County Development Plan, Local Area Plans and the Cherrywood Planning Scheme.	Implement Capital Programme - Review SUFP infrastructure studies	Ongoing
		Capital Programme - Carry out infrastructure capacity review for the south east of the county	Q2 2024

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

Action	Description	Proposed Delivery	Timeframe
1.	4.6 Provision of high quality open spaces and recreation facilities for all interests, that are clean, safe, accessible and socially inclusive.	Ongoing maintenance and enhancement of beaches and bathing areas, with a focus on accessibility improvements	
		Prepare a Beaches Masterplan to advise future capital schemes	2024-2025

		Continue to support local, beach/harbour based activities with events through the provision of space and facilities where possible. (Beach filming, clean-ups, harbour mooring etc)	Ongoing
		Collaborate with dlr Architects on delivery of Killiney Beachside Watersports facility	Ongoing
		Review outdoor seating	

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

Action	Description	Proposed Delivery	Timeframe
1.	5.2 Ensure healthy communities and a meaningful sense of place by protecting our built and natural heritage and enabling our villages to thrive.	Town & Village Study Grp : Review Temp Covid Works & Prepare Programme of Permanent Works	Ongoing
		Town & Village Study Grp : Town Center Policy Actions, Implement Town & Village Audit Actions	Ongoing
		Trial the implementation of Vaisala Roads AI system to enhance our capability to record and monitor the condition of the county's road network	Ongoing
2.	5.3 Take an active approach in prioritising public land for long-term use.	Work with external agencies like Uisce Éireann that allows optimal use of public lands.	Ongoing
		Development of a Central Property Asset register to incorporate all of the lands, buildings, estate and title deeds owned by the Council.	Ongoing
		Map our Property Portfolio on a GIS Platform, so it is easily accessible for application by DLR departments.	Ongoing
		Ensure the Fixed Asset Register is updated and is consistent with the Central Property Register.	Ongoing
		Procure a suitable IT platform that can be utilised to centrally monitor and manage our Corporate Buildings as well as the wider DLR Estates & Property Portfolio.	Ongoing
		Develop a Derelict Site Register for our unoccupied and vacant buildings, to ensure we are maximising our space usage.	Ongoing

		Upkeep and maintenance of council owned buildings that are not populated by DLR staff. Look to get these buildings leased out where possible.	Ongoing
3.	5.6 Provide and maintain a high-quality public realm.	Provide and maintain a high quality public realm, with a particular focus on newly created public realm spaces across the county	Ongoing
		Continue to support cross departmental collaboration on public realm spaces, including permanent upgrade of temporary facilities	Ongoing
		Delivery of Deep Clean initiatives across selected towns and villages	Annually
		Support Tidy Towns groups in their endeavours for the national competitions through co-ordinated provision of maintenance services	Ongoing
		Implement annual integrated weed control plan for hard surfaces	Annually - May to Sept
		Support the transition of water services infrastructure to Uisce Éireann, including the addition of SLA licensing to MRL	Ongoing
		Implement enhanced plan of maintenance across Road Maintenance, Cleansing & Beaches in accordance with outcomes of workforce plan	Ongoing
		4.	5.11 Implement the objectives of the County Development Plan Local Area Plans and the Cherrywood Planning Scheme.
5.	5.12 Deliver central Government's strategic objectives for this County by working with national and local agencies to eliminate infrastructure deficits.	Ensure Capital programme is prepared and is aligned to the Government objectives, other National Agencies objectives, the Corporate Objectives of DLR and the objectives in the County Development Plan.	Ongoing
		The review of the Capital Programme to be presented to the Elected Members for their noting.	Ongoing
		Continue to progress the committed Projects on the Capital Programme.	Ongoing
		Identification and refurbishment of Council owned and other identified suitable vacant properties for emergency Ukrainian accommodation	Ongoing

6.	5.13 Implement a proactive scheme and actions to prevent dereliction.	Continue to monitor derelict sites and maintain the Derelict Sites register.	Ongoing
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Corporate Goal 6: Engage with businesses to support their presence and growth in the County.

Action	Description	Proposed Delivery	Timeframe
1.	6.6 Engage with all stakeholders in a meaningful manner in developing an economic plan to secure and consolidate the future of Dún Laoghaire town and harbour.	Engage with IADT in relation to potential use of Dun Laoghaire sites - Carnegie Library	Ongoing
2.	6.8 Working with Smart Dublin to engage with technology providers, researchers and citizens to improve our services and quality of life in a responsible manner.	Support Smart Dun Laoghaire initiative	

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

Action	Description	Proposed Delivery	Timeframe
1.	8.7 Maximise income collection and ensure robust financial processes to safeguard financial position.	Maximise Income Collection	Ongoing
2.	8.9 Ensure Risk Management Policy and risk register is in place and continually reviewed and updated, safeguarding the organisation financially and reputationally.	Quarterly Risk Register Review	Ongoing
3.	8.10 Implement the Corporate Procurement Plan to ensure compliance with legislation, while achieving quality services and value for money.	Implement Green procurement on Capital & Special Projects	Ongoing
4.	8.11 Ensure efficient management and maintenance of dlr Corporate Estate, Assets and Portfolio.	Maintenance of the generator to ensure that we have continuity of electricity during a power outage or major event - as Ballyogan is the only dlr facility with a backup generator, this would be the crucial asset for major emergency team to have a facility to meet.	Ongoing
		Support and Encourage Staff Mobility Hub	Ongoing

		Develop a system for efficient and strategic Acquisition of properties for council projects	Ongoing
		Develop a system for efficient CPO Management Process	Ongoing
		Efficient system for Section 183 Disposal of council assets	Ongoing
		Maintain an efficient system for issuing Letters of Consent	Ongoing
		Maintenance of Derelict Sites Register and Reporting system and pursuing associated levies	Ongoing
		Management of the Councils Property Portfolio	Ongoing
		Reducing the amount of Vacant Council owned properties, subletting of properties, maximizing the potential of the vacant sites.	Ongoing
		Source a Property Management System and run a pilot scheme to test with Dlr IT systems	Ongoing
		Stock Stake of Sandyford housing stock	Q1- Q3 2024
		Stock Stake of Ballyogan Stock; including control, order, purchase of stock, issuing of stock to dlr depts and UE and traffic contractors	Q4 2024
		Project management of all construction, electrical and mechanical projects for the depot and ongoing maintenance and upgrades - depot serves approx. 300+ staff	ongoing
		Implementation of a new stock system, acquiring new cloud based software and training, and data transfer, acquisitions of hardware	2024
		management of the Budget and WIP file for the Ballyogan Buildings	Ongoing
		Overseeing the movement of water stock out of Ballyogan depot stores - water stock now removed but the stores still facilities UE staff needs	Ongoing
		Administration of waste licence including environmental wastes (gully and street cleansing waste), foul waste from drainage sewerage systems and pollution waste. The grading and packaging of	Ongoing

		the above wastes to comply with the waste management tenders/contracts and relevant legislation	
		Management of the day to day running of the depot, including key holding, pest control, management of 3rd party contractors, provision of depot to be available 24/7 365 days a year, ensuring the depot is open under emergency situations such as strikes, COVID, burst water mains, floods, storms etc.	Ongoing
		Management of security contractor the operations center and also key holder in case of emergencies as depot is staffed 24/7 365 days a year	Ongoing
		Provision of purpose built emergency stores for all departments and ensuring these are maintained, management of a system to facilitate a 24/7 operation for all departments (build was complete in Q4 2023)	Ongoing
		Ensuring that equipment, plant for the garage stores and depot is certified and serviced regularly by engineering Ireland - a requirement for the HSA	Ongoing
		The monitoring and management of the Fire system and H&S for the depot	Ongoing
		Ensuring that specialist equipment such as the 7 pressure wash system, hydrant, water, drainage, and water reclaim system is maintained to comply to SUDS legislation and any faults are repaired promptly	Ongoing
		Day to day management of the fleet and garage, including hire of vehicles, testing (CVRTS) , servicing, breakdowns, branding, ensuring that mechanics are available 24/7 in the event of an emergency / breakdown	Ongoing
		management of insurance cases and claims for fleet	Ongoing
		Scrappage of old redundant fleet	Ongoing
		Provision of EV training to staff that they can use the EV pool - done by admin staff	Ongoing

		Ensuring compliance with RSA and road, traffic legislation; insurance, car tax, vehicle registration, NCTs	Ongoing
		Maintenance of fleet register	Ongoing
		Updating of national asset register	yearly
		Provision and delivery of driver training for Walk Around Checks	Ongoing
		Management of GPS system, including reporting on idling, out of hours, speeding, out of boundary, gps installations,	Ongoing
		Management of the ev pool, mymobility ev booking platform	Ongoing
		Management of fuel card systems for HVO and diesel	Ongoing
		Rollout of HVO to harbour - move to decarbonise fleet	2024
		Management and reporting of fuel (diesel and HVO) consumption for the whole organisation, including payments, monitoring, and subsequent energy reporting to the energy team	Ongoing
		Move ev bike pool from active travel to the mymobility booking platform including setting up documentation, policies, and service plans	Ongoing
		Organisation of driver lessons for all departments, B licence, C licence for example	Ongoing
		Manage Eflow - Toll Account	Ongoing
		Ensure Depts comply with Drivers Handbook	Ongoing
		Review/ Update Fleet, policies, and procedures	Ongoing
		Procurement of fleet through hire, lease or purchase, in the order of EV, HVO and newer more efficient diesel engines where the infrastructure allows	Ongoing
		Management of charge outs to departments for their fleet and review of hire rates to departments	Ongoing
5.	8.13 Support the recruitment, development and empowerment of a motivated and high performing	Support HR in recruitment of key engineering and technical positions	Ongoing

	workforce with the skills and flexibility to deliver on our corporate goals	Further progress graduate engineer recruitment campaign and support HR in the development of a graduate engineer development programme	Ongoing
6.	8.15 Implement dlr's Digital Transformation Strategy.	Smart Parking Solution Pilot	
		Review Staff Mobility App	
	TASKS WITH NO CORPORATE GOAL	URDF Call 4 - Preparation of projects for future Call 4 Funding due by Q2 2024	Ongoing
	TASKS WITH NO CORPORATE GOAL	Project management of the build of a housing maintenance workshop.	Q1 2024

○ **Finance and Water Services**

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

Action	Description	Proposed Delivery	Timeframe
1.	1.1 Take a leadership role to combat the impacts of climate change and focus our work on the transformational shift of our economies and societies towards climate resilience, sustainable development and public education.	Adoption and delivery of actions set out in the Draft DLRCC Climate Change Action Plan (CCAP) 2024-2029, and relevant actions as set out for Local Authorities in the National Climate Action Plan 2024	Ongoing
2.	1.4 Protect the County's biodiversity by ensuring our green and blue spaces and the Dublin Bay biosphere are prioritised in development activities.	Initiate a programme of restoring our riparian areas, streams and rivers, installing constructed wetlands and ponds with native species, (supported by hydrological, hydrogeological and ecological assessments) that increase the quality of surface water discharging to streams. Restore and enhance our DLR ecological network. Increase awareness and develop an education programme on the benefits of wetlands as part of the Climate Adaption Plan	Ongoing
3.	1.9 Minimise the occurrence of flooding throughout the County and work with the OPW to implement recommendations of the Flood Risk Management Plans.	Initiate a feasibility study for the implementation of Retro-fit SuDs measures in open and available spaces across the County	Ongoing
		Protect, conserve and promote our floodplains, wetlands and coastal areas subject to flooding	Ongoing
		Deliver Flood Alleviation measures as part of the OPW ECFRAM Projects	Ongoing
		Deansgrange Flood Relief Scheme 1. Obtain approval from Irish Rail for the Tunnel under the Dart Line 2. Proceed to Design Stage (Subject to ABP/Finance Approval)	Ongoing
		Maintain ponds and construct additional ponds to enhance biodiversity in conjunction with Flood Relief Schemes	Ongoing
		Implement the Council's policy to prevent open streams being culverted and seek opportunities to reverse where possible	Ongoing

		Carrickmines Shanganagh Flood Relief Scheme 1. Identify buildable works options 2. Complete Environmental Surveys and Proceed to Planning	Ongoing
		Monkstown Flood Mapping - Finalise with OPW	Q4 2024
4.	1.10 Continue to work with Irish Water to maintain good water status and achieve the requirements of the Water Framework Directive (WFD), including bathing water quality	Ongoing collaboration with IW	Ongoing
		Ongoing collaboration as part of the Dublin Bay Bathing Water Task Force	Ongoing
		Continued engagement with UCD on relevant research and development initiatives in relation to water quality of rivers, streams and coastal waters	Ongoing
		Joint project with Dublin City Council on Elm Park/ Trimleston Streams	Ongoing
		EU funded LIFE project with South Dublin County Council on Shanganagh River Catchment	Ongoing
		Work with UCD to understand the current impact of the campus drainage network on the Elm Park Stream and Dublin Bay as part of the Bathing Water Task Force	Ongoing
		Continue inspections, sampling and licensing to maintain or improve the status of water bodies in DLR as required by the Water Framework Directive to enhance biodiversity	Ongoing
5.	1.11 Implementation of the Regional Waste Management Plan 2015-2021.	Support new Circular Economy Act and Initiatives	Ongoing
	Facilitate a smooth transition of services to Uisce 6Eireann under the Master Cooperation Agreement	Continued cooperation with Uisce Eireann on the transfer of staff, assets and services, whilst protecting the Water Services' needs of DLR	Ongoing

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

Action	Description	Proposed Delivery	Timeframe
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1.	2.16 To substantially increase the stock of social housing in the County owned by the Council or Approved Bodies.	Preparation and Delivery of a robust Capital Programme supporting development of the County, through interdepartmental collaboration	
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Corporate Goal 3: Enhance people's lives through access to sustainable travel choices across our network of communities.

Action	Description	Proposed Delivery	Timeframe
1.	3.1 Support the strong future development of dlr as a great place to live, work and visit by working with national agencies to eliminate infrastructure deficits in the County.	Explore further opportunities for Government/EU funding	Ongoing

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

Action	Description	Proposed Delivery	Timeframe
1.	4.6 Provision of high-quality open spaces and recreation facilities for all interests, that are clean, safe, accessible and socially inclusive.	Maintain ponds and construct additional ponds to enhance biodiversity in conjunction with flood relief schemes where practicable	Ongoing
1.		Support project delivery and development opportunities providing guidance and advice on financial, budgetary and corporate matters	Ongoing

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

Action	Description	Proposed Delivery	Timeframe
1.	6.1 Support local business growth and development to encourage a vibrant and resilient economy	Timely payment of supplier invoices in accordance with prompt payment legislation	Ongoing

2.	6.3 Maximise Sandyford Business District's (SBD) employment through enabling infrastructure and services and actively engaging with SBD.	Working in partnership with Sandyford BID Company in the collection of the BID Levy	Ongoing
		Build on the strong working partnership with SBD across all relevant Departments to deliver on the economic potential of the District.	Ongoing
3.	6.4 Continue to support small and medium sized businesses through Council Grant Schemes	Implement the Ratepayers Support Grant Scheme for eligible ratepayers through communication and information	Prior to 1 st July 2024

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

Action	Description	Proposed Delivery	Timeframe
1.	8.7 Maximise income collection and ensure robust financial processes to safeguard financial position.	Maximise Income Collection by negotiating payment plans as required, providing information on supports available from the Council and increased enforcement measures	Ongoing
		To ensure compliance with the Department's statutory obligations, with particular reference to the preparation of annual budget, capital programme, annual financial statement, returns to Revenue and other state bodies/agencies.	Ongoing
		Maximise Income Collection ensuring invoices /sales orders are raised in a timely manner and controls are in place to follow up on non-payment	Ongoing
		Preparation of Annual Budget focussed on achieving corporate objectives and achieving maximum value for money and on-going monitoring of same	Ongoing

		Escalate programme of legal proceedings re rates arrears	Ongoing
2.	8.8 Continually improve corporate performance, demonstrating transparency and accountability.	Develop new corporate plan 2024-2029	Q4 2024
		Improve responses and response times to CRMs received both directly from the public and from the Members	Ongoing
		Refresh dlrLink intranet	2025
3.	8.9 Ensure Risk Management Policy and risk register is in place and continually reviewed and updated, safeguarding the organisation financially and reputationally.	Facilitate the continuous review of the Corporate and Departmental Risk Registers on a quarterly basis and ensure our mitigation strategies are aligned to the risks identified to lower the risk consequences.	Quarterly
4.	8.15 Implement dlr's Digital Transformation Strategy.	Business Process Improvement in all departments	Ongoing

Architects

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

Action	Description	Proposed Delivery	Timeframe
1.	1.1 Take a leadership role to combat the impacts of climate change and focus our work towards the transformational shift of our economies and societies towards climate resilience, sustainable development and public education.	Adoption and delivery of actions set out in the dlr Climate Action Plan 2024-2029 and relevant actions as set out for Local Authorities in the National Climate Action Plan 2024	Ongoing
2.	1.2 Implement the County Council's Climate Action Plan 2024 -2029	Raise management and staff awareness about 'Energy & Buildings' in relation to the Climate Action Plan. Coordination of the actions in the CA Plan in the action area of Energy and Buildings.	Ongoing
		Organise event to disseminate learnings on low energy design and construction.	Q1 2024
		Design new capital projects to meet net zero operational carbon.	Ongoing
3.	1.5 Continually improve our Energy Performance and our Energy Management System ISO50001	Promote improvement in energy performance by 50% and GHG reduction (Thermal & Transport) by	Ongoing

		51% and have 50% renewable source for thermal by the end of 2030.	
		Promote Exemplar role of Public Sector (PS) in Energy Efficiency.	Ongoing
		Measure, monitor and record energy consumption - SEAI PS Monitoring & Reporting platform.	In line with Statutory Deadlines & Requirements
		Procure Annual Display Energy Certificates (DEC) for all relevant public buildings.	In line with Statutory Deadlines & Requirements
		Comply with the Energy Management System in compliance with ISO50001. The scope of the energy management system is the energy use under the control of DLR – Public Lighting, Fleet and Buildings.	Ongoing
4.	1.11 Implementation of the Regional Waste Management Plan	Support new Circular Economy Act and Initiatives	Ongoing

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

Action	Description	Proposed Delivery	Timeframe
1.	2.9 Design and construct sustainable, low energy, adaptable lifetime homes to the highest standard.	Design housing schemes that are sustainable, low energy and include universal design principles.	Ongoing
2.	2.13 Implement the Traveller Accommodation Plan	Designing and refurbishing Traveller Accommodation as required under the Traveller Accommodation Plan	Ongoing

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

Action	Description	Proposed Delivery	Timeframe
1.	3.1 Support the strong future development of dlr as a great place to live, work and visit by working with national agencies to eliminate infrastructure deficits in the County.	Explore further opportunities for Government/EU funding	Ongoing

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

Action	Description	Proposed Delivery	Timeframe
1.	4.3 Connect and empower adults, young people and children through the continuous development of a library, arts and cultural service that inspires ideas and supports community potential.	Samuel Beckett Civic Campus - Progress Phase 2B and complete Phase 2A	Ongoing
2.	4.6 Provision of high quality open spaces and recreation facilities for all interests, that are clean, safe, accessible and socially inclusive.	Designing public realm, active travel and Safe School schemes that apply sustainable, inclusive and safety principles	Ongoing
		Continue to progress the committed Projects on the Capital Programme that support new and improved infrastructure	
		Baths Phase 2 - complete on site	Q2 2024
		Blackrock Seafront - Prepare brief and initial investigations	Q3 2024
		Dundrum CCC - Progress junction design to enable site development	Q4 2024
		Progress Dun Laoghaire Harbour Master Plan	Proactively engage with relevant stakeholders / Personal to progress task
3.	4.14 Support events that enhance quality of life in the County.	Participate in Open House Dublin 2024 Programme	Q4 2024

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

Action	Description	Proposed Delivery	Timeframe
1.	5.1 Protect and conserve our built and natural heritage and the County's strong identity "From the Mountains to the Sea".	Protecting built and natural heritage, restore and rewild areas for biodiversity where possible including the expansion of our pollinator areas.	Ongoing
2.	5.2 Ensure healthy communities and a meaningful sense of place by protecting our built and natural heritage and enabling our villages to thrive.	Development Management - planning applications, Section 57 & Section 5 - on protected structures and buildings within Architectural Conservation Areas (ACAs)	In line with Statutory Deadlines & Requirements
		Administer Central Government Grant Schemes for the Built Heritage	Q4 2024
3.	5.4 Enrich the County's heritage by leading the way in design and energy efficiency of Council buildings including housing, recreation facilities and offices.	Advocate high levels of design quality using low energy principles for Council buildings including housing, recreation facilities and offices	Ongoing
4.	5.5 Prioritise connectivity and sustainability in design and planning for the County.	Developing Local Area Plans and Urban Framework Plans that promote best practice Urban Design principles including connectivity, sustainability and placemaking.	Ongoing
5.	5.8 Ensure that Dún Laoghaire-Rathdown will continue to develop an age friendly County where our older people are supported, through accessible programmes and design and planning.	Provide technical advice and guidance on Age Friendly Housing and Universal Design.	Ongoing

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

Action	Description	Proposed Delivery	Timeframe
1.	8.3 Review, monitor and develop our Customer Relationship Management System (CRM) and keep customers at the center of how we deliver services in a timely and positive manner	Improve responses and response times to CRMs received both directly from the public and from the Members	Ongoing
2.	8.4 Strive to continually improve and expand our communications capabilities and platforms,	Refresh dlrLink intranet	2025

	externally and internally, including proper use and performance of ICT to deliver efficient services.		
3.	8.7 Maximise income collection and ensure robust financial processes to safeguard financial position.	To ensure compliance with the Department's statutory obligations, with particular reference to the preparation of annual budget, capital programme, annual financial statement, returns to Revenue and other state bodies/agencies.	
4.	8.8 Continually improve corporate performance, demonstrating transparency and accountability.	Develop new Corporate Plan 2024-2029	Q4 2024
5.	8.9 Ensure Risk Management Policy and risk register is in place and continually reviewed and updated, safeguarding the organisation financially and reputationally.	Facilitate the continuous review of the Corporate and Departmental Risk Registers on a quarterly basis and ensure our mitigation strategies are aligned to the risks identified to lower the risk consequences.	Quarterly
6.	8.15 Implement dlr's Digital Transformation Strategy.	Business Process Improvement in all departments	Ongoing
7.	8.16 Creation of a workplace environment that encourages staff to have pride and enjoy their work, while achieving the Council's strategic goals.	Rationalise and Management of Corporate Building Stock	Ongoing
		Optimise office space arising from blended working, hotdesking	Ongoing
		Rationalisation of Parks Depots Programme of Work	

○ **Community, Cultural Services and Parks**

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

Action	Description	Proposed Delivery	Timeframe
1.	1.1 Take a leadership role to combat the impacts of climate change and focus our work towards the transformational shift of our economies and societies towards climate resilience, sustainable development and public education.	Implement nature-based solutions of the DLR Climate Change Action Plan	Ongoing
		Implement DLR Invasive Alien Species (IAS) Action Plan	Ongoing
		Adoption and delivery of actions set out in the Draft DLRCC Climate Change Action Plan (CCAP) 2024-2029 and relevant actions as set out for Local Authorities in the National Climate Action Plan 2024	Ongoing
		Support new Circular Economy Act and Initiatives	Ongoing
		Take part in Reduce your use campaign and promote awareness of energy consumption, including lending of SEAI Home Energy kits as well as individual pieces of energy monitoring kit from all branch libraries	Ongoing
		Consider green procurement in all procurement processes	Ongoing
2.	1.3 Promote health and wellbeing for all people living and working in the County	Implement the Healthy Ireland programme in line with the HIF Local Strategy 2023-25.	Ongoing
		Continue implementing Healthy Ireland at your Library initiative including event programming, book stock/online resources.	Ongoing
		Collaborate with local agencies and partners to engage communities (especially those with lower rates of participation) in increasing their sport and physical activity levels.	Ongoing
3.		Implement dlr Biodiversity Plan 2021-2025. Work with other DLR sections to ensure the protection of	Ongoing

	1.4 Protect the County's biodiversity by ensuring our green and blue spaces and the Dublin Bay biosphere are prioritised in development activities.	the County's heritage and biodiversity is considered in Part 8s and Part 10s, Parks Capital projects, greenways, placemaking and other council works	
		Develop best management guidelines for important habitats and species and heritage/seascape features within DLR along with our Biosphere Partners, and communicate with decision-makers, landowners, managers and other land users	Ongoing
4.	1.5 Continually improve our Energy Performance and our Energy Management System ISO50001.	Working collaboratively with dlr Leisure, implement Energy Performance Contract in three Council-owned leisure centres	Ongoing
		Commence review of all our community buildings and libraries for energy performance ensuring compliance with climate action targets.	Ongoing
5.	1.8 Contribute to a strong community spirit by enabling people to play their role in ensuring clean and tidy streets with well-maintained green spaces.	Review Estate Management Programme	March 2025
		Liaise with community groups, residents' associations and Tidy Towns committees in relation to local improvements to the environment and biodiversity in their area	Ongoing
		Retain existing Green Flag Awards in Cabinteely, Marlay, The People's Park, Deerpark, Shanganagh Park and Deansgrange Cemetery	Reviewed annually

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

Action	Description	Proposed Delivery	Timeframe
1.	3.1 Support the strong future development of dlr as a great place to live, work and visit by working with national agencies to eliminate infrastructure deficits in the County.	Optimise funding from NTA to increase and improve our parks cycleways/greenways/paths and cycle parking amenities that will improve accessibility and permeability to our parks and open spaces	
		Explore further opportunities for Government/EU funding	Ongoing
2.	3.4 Continue to facilitate sustainable transport choices for walking, cycling and public transport.	Promote and encourage walking and cycling for all through communications and collaboration with relevant agencies through Sports Partnership.	Ongoing

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

Action	Description	Proposed Delivery	Timeframe
1.	4.1 Support and promote safe and secure communities and ongoing development of the Joint Policing Committee.	Implement national roll out of Local Community Safety Partnership in dlr	To commence
		Support the work of the Joint Policing Committee and 4 Local Policing Fora	Ongoing
		Deliver Domestic Violence Refuge in the County	End 2025
2.	4.2 Support the development of sustainable, inclusive and empowered communities that facilitates the social, cultural and economic well-being of all our citizens	Deliver dlr Capital Programme ensuring investment in community and social infrastructure in the county to support community and social development	Ongoing
		Implement the findings of the needs assessment for the requirement of community facilities/social infrastructure in the County	Report to be published that will inform the timeline
		Progress URDF for a Civic Cultural and Community Centre in Dundrum and identified as a key feature in the Development Plan	URDF to be announced
		Progress Phase 2a and 2b of Samuel Beckett Facility ensuring balanced investment on the west side of the county	Library complete end 2024 Part 8 application for 2b May 2024
		Manage and administer DLR Community Employment Schemes	Ongoing
		Implement SICAP and its annual Plan	Ongoing
		Continued implementation of dlr Age Friendly Strategy 2022-26	Ongoing
Provide information on Rural Development programme and funding opportunities	Ongoing		

		Develop a new Arts Development Plan 2023- 2029	Presentation to Council May 2024
		Continued delivery of dlr Culture and Creativity Strategy 2023 – 2027, including delivery of Cruinniú na nÓg on 15 June 2024	Ongoing Q2 2024
		Progress the actions of dlr Public Art Policy 2018 – 2025	Ongoing
		Provide Child and Youth Led art commissions	Ongoing
3.	4.3 Connect and empower adults, young people and children through the continuous development of a library, arts and cultural service that inspires ideas and supports community potential.	Implement the dlr Children and Young Persons Plan	Ongoing
		Deliver Phase 2A – Ballyogan library	Under construction – end 2024
		Progress the redevelopment of Stillorgan Library	Under construction – completion mid 2025
		Implement The Library is the Place [Public Libraries National Strategy] 2023-2027.	Ongoing
		Implement <i>Beyond our Walls</i> dlr Library Development Plan 2022-2026.	Ongoing
		Deliver wide-ranging events and exhibition programmes in dlr LexIcon and other dlr Libraries.	Ongoing
		Deliver Libraries’ TY work experience programme.	February & October 2024
		Administer dlr Bookfund for Libraries.	Ongoing
		Delivery of updated Collection Development Policy for dlr Libraries.	Q4 2024
		Progress the re-development of Moran Park to provide more usable space.	Q4 2024
		Progress plans for new libraries subject to approvals and funding and maintain existing library facilities to a high standard	Ongoing
		Progress with the plans for Music Generation dlr in partnership with DDLETB	Q4 2024

		Deliver outreach programme for Ballyogan library including establishing partnerships with stakeholders	Q4 2024
4.	4.5 Continue to develop and implement appropriate cost effective and sustainable masterplans for parks and open spaces.	Progress Parks Masterplans for Marlay, Fernhill, Shanganagh & Blackrock.	Ongoing
5.	4.6 Provision of high quality open spaces and recreation facilities for all interests, that are clean, safe, accessible and socially inclusive.	Manage and maintain a high standard of public open space through a combination of contract and direct labour.	Ongoing
		Ensuring high quality opens spaces in new communities and continue to feed into Local Area Plans and major planning applications.	Ongoing
		Implement Tree Strategy 2024-2030 – A Climate for Trees	Ongoing
		Increase pollinator sites across the County.	Ongoing
		Maintain high standard pitches and introduce systems that ensures that pitches are allocated equitably across the County.	Booking system implementation will be complete end 2024
		Provision of a small number of innovative and appropriate pieces of equipment in areas of disadvantage that enable /encourage physical activity.	2024
		Implement Play Policy – Deliver new playgrounds and upgrade existing playgrounds and play spaces across the County.	Ongoing
		Provide play opportunities for teenagers, and older people.	Ongoing
		Maintenance of Stepside Golf Course	Ongoing
Implement Wildfire Strategy at Killiney Hill/Roches Hill.	Ongoing		

		Increase community engagement with horticulture through the provision of allotments, community gardens and community tree planting.	Ongoing
		Deliver Parks Capital Programme 2024-2026.	Ongoing
		Manage and maintain Deansgrange and Shanganagh Cemeteries to a high standard through a combination of contract and direct labour.	Ongoing
6.	4.7 Promote a healthy County by providing opportunities for citizens and communities to achieve good physical health and positive mental health and wellbeing through access to leisure and recreational facilities, high quality clean beaches, parks, sports pitches and indoor sports centers.	Increase awareness of the opportunities to be active in the county, in particular in the area of outdoor recreation.	Ongoing
		Continue to deliver the Sports Inclusion Disability Programme to facilitate the participation of people with disabilities in sport and physical activity	Ongoing
		Work with stakeholders and clubs to develop and deliver programmes for target population groups (such as older adults, disadvantaged communities and females) that are in line with local needs.	Ongoing
		Completion and start role out of a new Local Sports & Physical Activity Plan that incorporates the work of all relevant partner agencies including the Sports Partnership and local sports clubs.	Sept 2024
7.	4.8 Support tourism in the county by providing events and activities for visitors including CoCo Markets, Concerts, Festivals and Sports Events.	To organise and promote DLR Events programme.	Ongoing
		Engage with event organisers and community stakeholders, to identify possible events that meet the Councils corporate objectives and in line with local and national initiatives.	Ongoing
		To support and streamline the events offering, with a more structured approach from small local event to larger national/international Events.	Ongoing
		Provide practical expertise and supports for community groups and clubs in implementing local community events.	Ongoing
		Manage CoCo Markets in Marlay Park and Dún Laoghaire	Ongoing

		Manage Marlay Park Concert Series	Ongoing
8.	4.9 Ensure dlr activities and initiatives promote the Irish Language, multiculturalism and are socially inclusive.	Run an inclusive heritage interpretation programme that offers multiple perspectives and incorporates the Irish language	Ongoing
		Support Autism/Neurodivergent friendly programmes/initiatives e.g. [ASC] Accessible Services Lending Collection, Studio Saturdays, Quiet Times / Rooms, Sensory Spaces.	Ongoing
		Irish Language event programming for Seachtain na Gaeilge 2024, support Irish language book clubs and conversational groups within Libraries.	March 2024/ Ongoing
		Libraries to host and support Irish language events for children/fa Virtual milies for IMRAM na nÓg 2024.	End 2024
		Continue to develop Age-Friendly/intergenerational events programme in Libraries. Each dlr Library has an Age-Friendly Charter and Champion.	Ongoing
		Continue core programme of age-friendly/intergenerational events in Libraries as part of annual Bealtaine Festival and throughout the year.	May 2024/ Ongoing
		Deliver age-friendly programme of events in residential and daycare settings under Cuairt & Cultúr programme.	Ongoing
		Availability via Libraries of age-friendly/ dementia-inclusive/ digital literacy resources and services e.g. Book Drop service, Tovertafels, ACORN tablets, Reader Pens, Home Energy Saving Kits, Large Print books and Audio books. Inclusive software and tech JAWS and Read Easy hardware purchased for visually impaired Rendever Virtual Reality kit purchased for working with older groups in tandem with our partners Making Connections etc. Put 3D tours of Libraries on the website, and google maps, link also to Virtual Reality headsets for greater accessibility and social inclusion	Ongoing Jan 2024 and ongoing
Extension of library opening hours – including early morning, lunchtime and evening opening.	March 2024		

		Continue to deliver My Open Library in Dalkey and Deansgrange Library with extended flexible opening hours for library members.	Ongoing
		Continue to develop use of social media/website/digital signage as a communications and marketing tool linking with local/national promotional initiatives.	Ongoing
		Upgrade of library website	April 2024
9.	4.10 Enrich quality of life for all through collaboration, promoting inter-agency work and engaging with communities and stakeholders	Maximise use of existing resources through collaboration of the DLRSP Board and other local partner agencies.	Ongoing
		Deliver the Active Cities Dublin initiative with other local partner agencies to facilitate and encourage a culture of active participation in the County	Ongoing
		Promote existing initiatives and where necessary develop innovative solutions to provide sustainable physical activity opportunities for older adults.	Ongoing
		Continued support for the work of the Community Integration Forum and management of the Ballyogan Designated Accommodation Centre	Ongoing
10.	4.12 Support community engagement, volunteerism and active citizenship by developing their skills, knowledge and experience to engage fully with the Council.	Development and support of volunteering, and the sports volunteer culture in the county.	Ongoing
		Continue engaging with community volunteers on community biodiversity and heritage projects and woodland planting.	Ongoing
		Funding of community heritage projects through the dlr Community Heritage Grant	Annual
		Implement the "Starting young / staying curious" actions of the dlr County Heritage Plan	Ongoing
11.	4.14 Support events that enhance quality of life in the County.	Event programming in line with the national Right to Read Literacy Campaign for children & young people.	Ongoing
		Support Adult Literacy Programmes and initiatives – look at funding opportunities.	Ongoing
		Deliver Mountains to Sea programme of events plus reader-centred initiatives and programmes.	Ongoing

		Continue to host and support Book and author-led literary programmes e.g. One Dublin, One Book, Murder One Crime Writing Festival.	Ongoing
		Continue to programme STEAM and Digital Literacy initiatives for schoolchildren, young people and adults.	Ongoing
		Exploit the ADELE tool to better target services for Library users in areas of their interest	Q4 2024
		Procure ScanEZ scanners to assist with translation services for IPs and other non-English language speakers	Q3 2024

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

Action	Description	Proposed Delivery	Timeframe
1.	5.1 Protect and conserve our built and natural heritage and the County's strong identity "From the Mountains to the Sea".	Implement the actions of the Carrickmines Castle Conservation Plan 2017-2027 / Interpretation and Communications Plans (2020) and Dalkey Island Conservation Plan	To commence 2024
		Implement recommendations of the Williamstown Martello Tower Stage 1 Conservation Plan and Interpretive Strategy	Ongoing
		Continue to work with the Dublin Mountains Partnership and South Dublin County Council on the Dublin Mountains Community Archaeologist Project	Ongoing
		Progress an Integrated Management Framework for Deansgrange cemetery and update the conservation plans for small historic graveyards	In progress
		Continue condition surveys of dlr heritage buildings and structures to prioritise works and develop yearly maintenance plans	In progress
2.	5.2 Ensure healthy communities and a meaningful sense of place by protecting our built and natural heritage and enabling our villages to thrive.	Work with communities and staff to raise awareness and increase the involvement of communities in citizen science and local projects that help to protect our built and natural heritage.	Progressing

		Manage the Community Heritage Grant fund and platform projects during National Heritage Week	August 2024
		Implement Wildfire Strategy	In progress
		Continue to work with communities on the actions for councils outlined in the All- Ireland Pollinator Plans 2015- 2020 and 2021 – 2025	Ongoing
		Annual free programme of local heritage walking tours and heritage building guided tours	Heritage programme runs all year
		Collaborative local heritage interpretation projects with community groups	Ongoing
		Progress restoration of the Marlay Haha	In progress
		Deliver heritage digital interpretation; Windows on the Past, Dublin Mountains Archaeology StoryMap, Geoheritage StoryMap and guide, Made in Blackrock audio guide	To commence
		Complete a conservation plan for Carrickbrennan graveyard and implement conservation/interpretation actions at historic graveyards	To commence
		Implement civic commemorations agreed by the Memorials Committee	In progress

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

Action	Description	Proposed Delivery	Timeframe
1.	6.5 Collaborate with all stakeholders in promoting the County as a destination for tourists.	Continue to work with the Dublin Bay Biosphere Partners, Dublin Mountains Partnership and DLR Tourism to promote DLR to tourists.	Ongoing

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

Action	Description	Proposed Delivery	Timeframe
1.		Implement recorded timekeeping for outdoor grades	Q3 2024

	8.1 Support Councillors in their policy and representational roles through the provision of quality service to the CPG, SPCs and at Council meetings, Members' training and by maximizing the use of ICT systems.	Implement recorded timekeeping for outdoor grades	Q3 2024
2.	8.3 Review, monitor and develop our Customer Relationship Management System (CRM) and keep customers at the center of how we deliver services in a timely and positive manner	Improve responses and response times to CRMs received both directly from the public and from the Members	Ongoing
3.	8.4 Strive to continually improve and expand our communications capabilities and platforms, externally and internally, including proper use and performance of ICT to deliver efficient services.	Refresh dlrLink intranet	2025
4.	8.7 Maximise income collection and ensure robust financial processes to safeguard financial position.	To ensure compliance with the Department's statutory obligations, with particular reference to the preparation of annual budget, capital programme, annual financial statement, returns to Revenue and other state bodies/agencies.	Ongoing
		Maximise Income Collection ensuring invoices /sales orders are raised in a timely manner and controls are in place to follow up on non-payment	
5.	8.8 Continually improve corporate performance, demonstrating transparency and accountability.	Develop new corporate plan 2024-2029	Q4 2024
6.	8.9 Ensure Risk Management Policy and risk register is in place and continually reviewed and updated, safeguarding the organisation financially and reputationally.	Facilitate the continuous review of the Corporate and Departmental Risk Registers on a quarterly basis and ensure our mitigation strategies are aligned to the risks identified to lower the risk consequences.	Quarterly
7.	8.13 Support the recruitment, development and empowerment of a motivated and high performing workforce with the skills and flexibility to deliver on our corporate goals.	Ensure compliance with overtime policies	Ongoing
		Exploit ADELE tool in order to better identify gaps in staff skillset in terms of digital service and target CPD	Ongoing
8.	8.15 Implement dlr's Digital Transformation Strategy.	Business Process Improvement in all departments	Ongoing
9.	8.16 Creation of a workplace environment that encourages staff to have pride and enjoy their	Rationalisation of Parks Depots Programme of Work	Commenced

	work, while achieving the Council's strategic goals.		
10.	Customer focused study spaces services in dlr Libraries	Pilot an online study space booking system via LMS (Library management system) in dlr LexIcon to manage seasonal demand on study spaces	April-June 2024