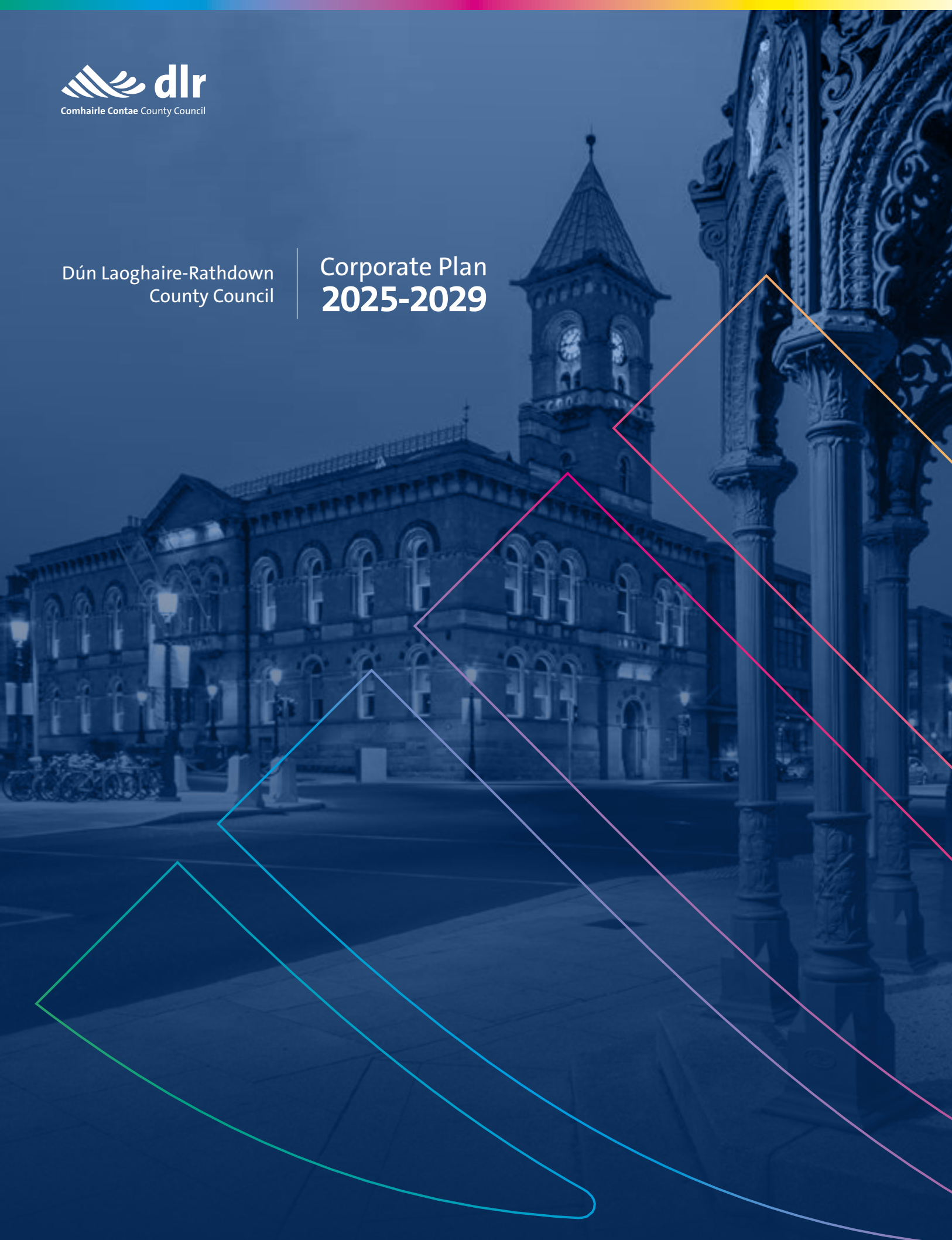


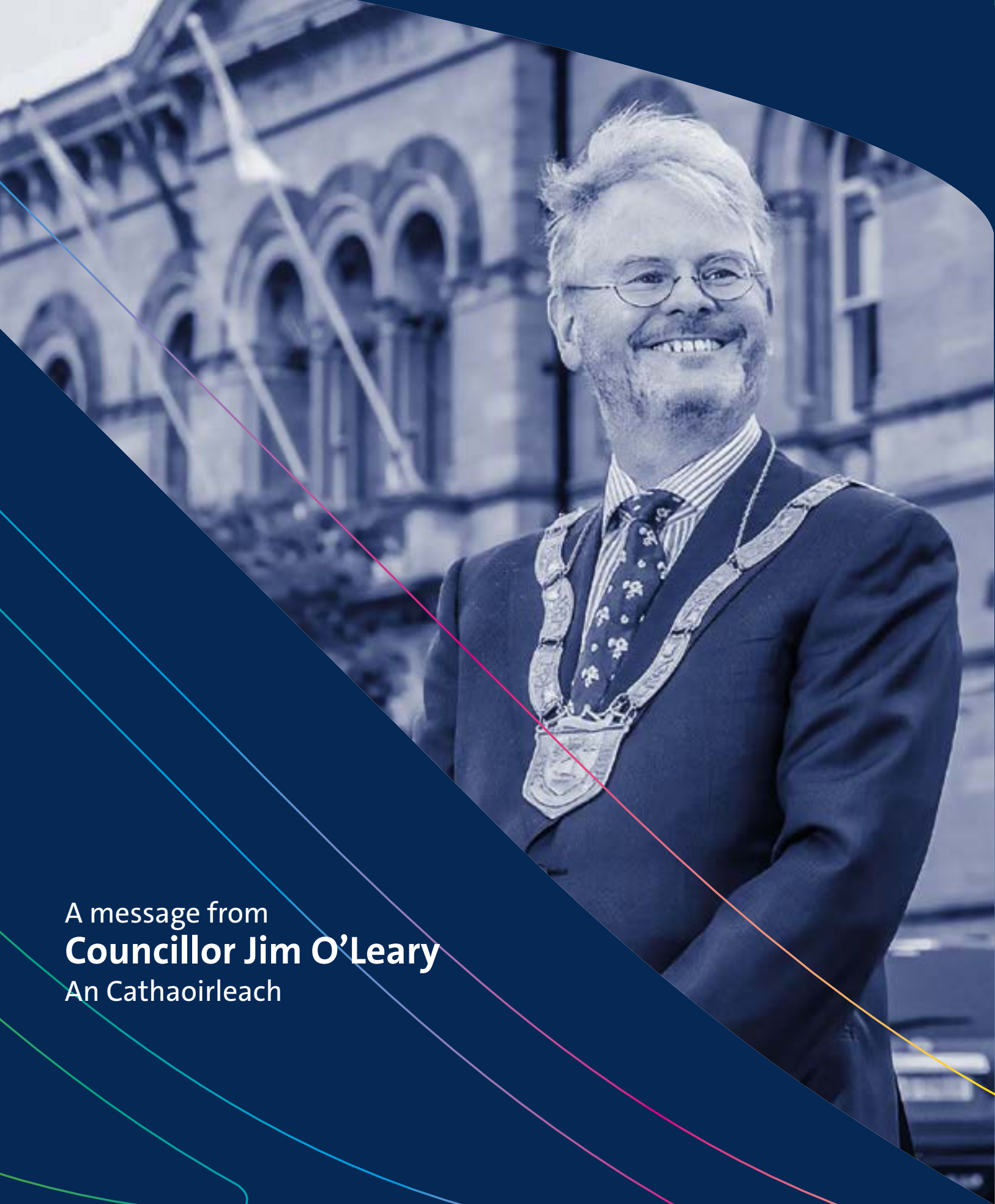
Dún Laoghaire-Rathdown
County Council

Corporate Plan
2025-2029



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A message from
Councillor Jim O'Leary
An Cathaoirleach

I am proud to represent a local authority that values the trust and partnership we build with our residents. This plan has been a collaborative process, where people who live or work here, have had the opportunity to shape the future development of our county.

As Cathaoirleach, I welcome this engagement and I am confident the plan meets our responsibilities as public representatives to listen, advocate and deliver on the needs of the people who elect us.

The Corporate Plan describes a clear vision for the future: a county for all, where people want to live in and work, supported by a Local Authority delivering quality services underpinned by a strong local economy. The plan sets the strategic framework for delivering on our vision and will determine the Council's resources and budget priorities over the next five years.

Dún Laoghaire-Rathdown (DLR) is uniquely positioned to be a hub for economic growth and inward investment. Strengthening our connections with the excellent education providers located in the county and forging international friendship agreements can help us attract tech companies while helping local businesses connect globally. There is a new focus on supporting the development of marine-based leisure and economic activities, conference centre and event facilities, and leveraging tourism opportunities in the mountains.

We are fortunate to live in an area with engaged, vibrant and volunteer focused local communities. We are committed to the ongoing delivery of cultural, community and sporting facilities, particularly in those areas with identified infrastructural deficits. We want to improve access to play opportunities and outdoor spaces, encourage participation in cultural activities and arts programmes. This Corporate Plan highlights our ambition to provide responsive customer services and high quality maintenance of our public realm.

Our coastal and mountain landscapes and our rich heritage provide the county with a distinct and unique identity within the Dublin region. Our wide range of sporting clubs compare well with the best in the country and our cultural and artistic endeavours excel on the national stage. Our business parks in Sandyford and Cherrywood are innovative and globally focused. Our historic towns and urban villages, with their extensive network of public parks, give us an exceptional public realm. This corporate plan builds on these important characteristics and further enhances DLR as an exceptionally desirable place to live, visit and work, and a county that we are proud to call home.





A message from
Frank Curran
Chief Executive

As Chief Executive of Dún Laoghaire-Rathdown County Council, my role is to steer the organisation toward fulfilling its mission of delivering high-quality, inclusive, and efficient services to our diverse and growing communities throughout the county.

This Corporate Plan (2025-2029) provides a roadmap for the next phase of our development.

One of our key priorities is to plan and invest in infrastructure that meets current and future demands. Housing remains a central focus, and we are committed to ensuring a range of adaptable housing options that cater to the diverse needs of people at all stages of life. Alongside this, we are increasing the availability of affordable and social housing to meet the needs of our expanding population, while supporting our town centres, and regenerating our villages across the county.

In building safe, well-connected, and collaborative communities, we will continue to promote social inclusion and equality, with particular attention to those from marginalised or vulnerable backgrounds.

Our commitment to civic engagement will facilitate opportunities for dialogue, volunteering, and participation in arts and cultural initiatives. Equitable access to play and sports facilities will enable good health outcomes and enhance the well-being of people of all ages.

In working with our stakeholders east and west of the county, we will position it as a hub for a wider range of business, the creative industries, and tourism, with a focus on promoting local entrepreneurship, and economic growth.

Our Climate Action leadership will be visible in our construction practices, expansion of our active travel networks, and our inclusive community-driven initiatives. As we move forward, partnerships with renewable energy providers and the development of smart infrastructure will support the transition to a greener, more resilient future.

This Corporate Plan reflects our commitment to customer-focused service delivery, with an emphasis on responsiveness, efficiency, and ethical governance. Our staff are excited by its potential and committed to its delivery.

I look forward to continuing a collaborative and constructive partnership with our elected members, whose leadership and vision are also crucial to achieving its ambitious goals. Collectively, we will uphold the principles of good governance, ensuring transparency, accountability, and equity in the breadth of our decision-making processes.

The outputs from our extensive consultation carried out with our local communities, business groups, our staff and other stakeholders have been central to the plan's development. By fostering an environment of trust and open dialogue, we can ensure that their diverse voices and interests are heard, represented and respected. Our combined commitment will ensure that DLR county will be a place where people can live, work, visit and prosper.





Introduction
Our Context

Sweeping down from the mountains to the sea, Dún Laoghaire-Rathdown County is located between the outer suburbs of Dublin City and the Dublin Mountains. It is a smart, dynamic county; attractive, inclusive and accessible to all.

With its unparalleled 17km of coastline and some of the best natural amenities in Ireland, there is excellent access to transport, employment opportunities, leisure facilities, education, shopping and an attractive public realm. The new town at Cherrywood is the biggest urban infrastructure in the country and will have a population of 25,000 people on completion.



Facilitating and Providing Housing

Dún Laoghaire-Rathdown has the largest rate of home ownership in Co. Dublin and has experienced a significant increase in housing construction, particularly in the delivery of apartments. 2022 saw the highest number of residential completions recorded in the county in over a decade. Between 2016 and 2022 the housing stock in DLR increased by approximately 7,000 homes, c1,200 per year, an increase of 8.4% in the total housing stock in the county. This was well above the comparative figure for the State which stood at 6% (Census 2022).

Completions have continued to increase significantly in 2023, with over 2,325 new homes completed in the first three quarters of the year (CSO). The recently launched Shanganagh Castle development, which includes affordable purchase, cost rental and social homes is the largest development in Europe certified to achieve the 'passive house' low energy use standard.

Housing provision will be underpinned by strategic county outcomes centred around the ten-minute neighbourhood concept which aims to ensure that people can walk, cycle, or use public transport to access their day-to-day needs and services such as schools, shops, parks and employment.

Leading Climate Action

Protecting our natural surroundings and encouraging biodiversity in implementing innovative energy use and environmental enhancement policies continues to be a key focus for us. Our climate is changing. Temperatures are increasing, sea levels are rising, and patterns of precipitation are also changing. These changes are projected to continue and intensify with a wide range of impacts for the county. Our leadership in addressing Climate Change through our active travel policies, focusing on accessibility and sustainable, low-carbon options has positioned us to the forefront of environmental stewardship.

Key elements of DLR's climate action strategy are buying electric vehicles where possible or, alternatively, vehicles powered by biodiesel, ensuring that all its street lighting is efficient, and maintaining its ISO 50001 standard for energy efficiency. In addition, the Decarbonising Zones of Dún Laoghaire and Blackrock will be used to demonstrate how emission reductions can be realised in a targeted way. Our learnings will be used by businesses, the public sector, residents and visitors across the county to combat the impacts of climate change on our coastline and communities.

Digital First

Technology plays an ever-increasing role in the daily lives of those in our communities and in our own working lives. Within the rapidly evolving digital environment, Dún Laoghaire-Rathdown County Council is transforming into a digital enterprise where technology is critical to its operational effectiveness. In this highly complex environment, processes must be flexible and adapt quickly to meet user demands and provide the right solutions for the tasks in hand.

DLR promotes a Digital First approach to delivering its services, putting as much of its business and application processes online as possible, while providing opportunities for our employees to undertake blended working to improve their quality of life and reduce DLR's travel related climate impacts. This is supported by an awareness that not all of our communities have access to technology or IT skills development; we continue to work with partners and other stakeholders to address this.

Learning for Life

The county is home to excellent educational facilities; UCD and IADT provide education and research facilities to thousands of students annually; they continue to be key drivers in attracting foreign direct investment. There are excellent second level schools dotted around the county catering for students of all ages, while The Education and Training Board also provides a variety of educational opportunities across the life course.

There is a strong loyalty and commitment to the Irish language within our communities. This is epitomised by the increasing number of Gaelscoileanna across the county from Sandyford to Stillorgan to Shankill, welcoming children and young people and their families through their doors.



Nurturing Strong Communities

DLR has one of the highest rates of participation in sport and physical activity of any local authority in Ireland. These facilities help to build strong resilient communities, increase social inclusion and reduce disadvantage in the county. Our performance in recent years has highlighted our successful integration of newcomers to our county.

Even though we report the highest median household income in the State, household income is not distributed evenly across the county and there are areas of high socio-economic deprivation. 4.7% of the total population is classified as disadvantaged or very disadvantaged. The unemployment level is 21.4% among these cohorts. This Corporate Plan recognises that equitable access to local services, skills development and cultural and recreational amenities, create opportunities for people to be engaged in their local communities and are essential to maintaining good health, combatting loneliness and fulfilling their potential.

Supporting a Thriving Economy

DLR County is home to a number of major employers. Strong economic growth is underpinned by the presence of international IT and pharmaceutical companies, as well as financial and service industry centres, located across the county in Blackrock, Dún Laoghaire, Dundrum, Stillorgan, Cherrywood and Sandyford Business District.

Our evolving partnerships with third level institutions based in the county provide compelling research and development opportunities to enhance further inward investment. The ongoing plans for the regeneration of Dún Laoghaire Harbour focus on the opportunities for tourism, recreation and marine sector development, while off shore energy providers indicate exciting strategic alliances for the region.





Providing Convivial Spaces and Places

Our county boasts remarkable natural beauty, with its inspiring landscape and natural environment standing out as some of its most valuable assets. The county has 191 playing pitches, including soccer, GAA, rugby and cricket grounds and has 63 parks, including 13 major/ flagship parks. It is estimated that 80% of households in DLR are within 600 metres of a park. Additionally, the county possesses a rich cultural heritage and a thriving creative sector, both of which significantly contribute to our unique identity, overall wellbeing, and economic vitality.

Towns and villages play a key role in the county offering essential services to residents, centres for businesses and attractions for visitors. Improvements in transport, including BusConnects, will provide east/west connectivity across the county, addressing a current limitation to mobility.

Our libraries are a central hub and meeting place for our communities and are open to the public for a total of 382 hours per week, including My Open Library hours – one of the most comprehensive public library services in Ireland. New high-quality libraries are set to open in Ballyogan and in Stillorgan; further embodying inclusion and wellbeing outcomes for all our residents, or for those visiting the county. The Lexicon Cultural Centre is a destination of national significance, welcoming more than 200,000

visitors annually, while our eight branch libraries provide free access to safe and stimulating communal spaces, where adults and children can meet, learn, share, and co-create

Inspiring Creativity

We have a rich cultural heritage and a long history of involvement with the arts; many renowned writers, artists, and musicians have made their homes here.

Pavilion Theatre on the east side of the county is celebrated nationally for its innovative approach, drawing audiences from all over the county and farther afield, while in the west of the county, the Mill Theatre in Dundrum is fast building a reputation for the variety of its programmes and attracts strong local loyalty.

Encouraging an appreciation of local heritage and nurturing a sense of the richness of place in DLR through events, exhibitions, performances and street art, spotlights an additional culturally rich layer of experience for our communities.

Our tapestry of heritage assets is unparalleled and enhances local pride of place.

Our Achievements DLR at a Glance

Housing

3,500

New homes delivered during 2020 – 2024 through all delivery streams

317

Properties retrofitted under the Energy Efficiency Retrofitting Programme during 2021 – 2024

51

Affordable purchase homes launched at Shanganagh Castle Estate in 2024

2,300

Allocations made during 2020 - 2024

Active Travel

53

Kilometers of cycle infrastructure added to the network during last 4 years

Beaches

Blueflag Status

Achieved at Seapoint and Killiney beach since 2020/21

Public Lighting

24,000+

Lights

Halloween Operations 2024

37

Tonnes of bonfire material removed from the County

Register of Electors

175,000+

Voters

Planning

E-Planning

User-friendly website launched in 2024

1,300

Average no of valid planning applications per year

Harbour

219

Cruise ships welcomed on DLR harbour since 2022

Masterplan

Went out for consultation in 2024

LEO — Since 2020

€3.8M

In respect of Feasibility, Priming, Expansion and Export Marketing Support over 246 Financial Applications Approved

2,803

Clients availed of Mentoring Support

13,378

Attended Training Programmes, Events & Networking

Parks

Blackthorn Park

New public park at Sandyford

3 Cherrywood Parks

Tully Park, Ticknick Park and Beckett Park

We-Go-Swing

Installed in Kilbogget Park 2024 for wheelchair users

Libraries — 2023

53,518

Total Library members in 2023 (23% of the DLR population based on the latest census figures)

1,213,940

Total number of issues (566,989 were physical books/items and 646,951 were digital books/streaming etc)

806,714

Footfall across 8 branches

31,523

My Open Library visits (out of hours library access available in Deansgrange and Dalkey)

Towns and Villages

St. Patrick's Day Parade

Returned to Dún Laoghaire town in 2024

39

Murals have been installed across the county since 2021

Public Realm

Blackrock Village

Improvement works

Roger Casement Statue

installed at Dún Laoghaire Baths site

Dun Laoghaire Bath

reopened in 2022 with Happy Out Café opening it's door in 2023

Myrtle Square

opened in 2023 offering a vibrant public space



Our Corporate Plan



Our Vision

A progressive, sustainable, inclusive and accessible county underpinned by a strong economy.

Our Mission

Working together to deliver quality local authority services.

Our Values

People-centred: Placing the needs and well-being of our staff and communities at the heart of everything we do.

Respectful: Fostering an environment of mutual respect, dignity and fairness, where everyone is treated with consideration and courtesy.

Ambitious: Striving for excellence and innovation, while continuously seeking to improve.

Work together: Collaborating effectively and building strong partnerships to achieve shared goals.

Efficient: Maximising our resources and aiming to deliver high-quality services promptly and efficiently.





Strategic Pillars



Corporate Goals and Objectives



Strategic Pillar 1

Housing, Infrastructure and Planning

Sustainable Development Goals



Corporate Goal 1

Community well-being will be underpinned by inclusive strategic planning, provision of adequate high quality housing and supported by essential infrastructure development.

Objectives

- I. Plan for future needs by investing in strategic enabling infrastructure that will develop and maintain good connectivity across the county.
- II. Ensure that adaptable housing choices, in which people can grow, and grow older, are designed to enhance liveability for all ages and abilities.
- III. Increase the availability of affordable and social housing to meet the demands of our expanding population.
- IV. Deliver mixed-use developments incorporating commercial, social, and recreational spaces that will support our villages, town centres and communities.



Strategic Pillar 2

Connected Communities and Culture



Sustainable Development Goals



Corporate Goal 2

A sense of belonging and stimulating cultural and recreational experiences will encourage inclusivity and collective pride.

Objectives

- I. Support well-connected, safe and collaborative communities, where people can thrive throughout the life course.
- II. Empower individuals, local community groups, networks and social enterprises to promote social inclusion, equality and integration, including for those from marginalised and vulnerable backgrounds to address collective community needs.
- III. Collaborate with DLR Local Community Development Committee and the Public Participation Networks to facilitate open dialogue, civic engagement, digital skills development and volunteering opportunities.
- IV. Deliver additional community facilities based on identified needs along with low cost, high impact initiatives in our parks and public realm.
- V. Encourage participation, regardless of background, age or ability in cultural initiatives and arts programmes that will celebrate the diverse cultural heritage and contemporary identities within DLR.
- VI. Enable access to play and sports facilities and programmes, walking trails and outdoor spaces to improve physical, social and mental well-being for all.
- VII. Protect and promote the county's rich cultural, creative, historical and architectural heritage assets.



Climate Action

Sustainable Development Goals



Corporate Goal 3

A county that is climate-resilient, biodiversity rich and environmentally sustainable.

Objectives

- I. Deliver best practice in climate action and biodiversity by promoting a combination of adaptation and mitigation measures to foster climate resilience
- II. Promote the circular economy by working to maximise the use of resources, products, assets while minimising consumption and wastage across the county.
- III. Implement phased retrofitting of existing Council-owned buildings, including energy-efficient building standards, low carbon and sustainable construction practices and district heating opportunities.
- IV. Work with partners to expand and improve public transport and active travel networks, focusing on accessibility and sustainable, low-carbon options.
- V. Develop technology-driven infrastructure, such as smart traffic management systems, energy-efficient public lighting, and connected public services.
- VI. Form strategic alliances with offshore renewable energy providers.
- VII. Foster a sense of environmental stewardship by adopting an inclusive approach to raising awareness of climate action in community-driven projects and cultural initiatives.



Strategic Pillar 4

Economic Development and Tourism

Sustainable Development Goals



Corporate Goal 4

A dynamic, competitive business environment will support enterprise and leverage our potential as an attractive tourist destination.

Objectives

- I. Leverage the potential of local economic development and enterprise through foreign direct investment, sustainable entrepreneurship and dynamic visitor experiences.
- II. Support 'town centre first' principles, promote the night time economy and enhance the public realm in our towns and urban villages.
- III. Position Dún Laoghaire-Rathdown as a hub for business and the creative and film industries to boost the local economy and support economic growth.
- IV. Support the development of marine-based leisure, mountain-based tourism, and conference & events facilities to leverage economic activity.
- V. Facilitate and partner with local educational institutions in the development of programmes in key strategic sectors such as the design, STEM, tourism and creative industries.
- VI. Provide streamlined services and business-friendly supports to enable local businesses to thrive.
- VII. Work with key stakeholders in the business and tourism sectors to promote and market the county's economic potential in a coordinated and targeted manner.



Operational Excellence



Sustainable Development Goals



Corporate Goal 5

A culture of continuous improvement underpins staff development and service delivery, ensuring the highest standards of efficiency, quality, and innovation.

Objectives

- I. Provide high-quality, responsive, accessible, and customer-focused services that meet the needs of residents, businesses, and visitors.
- II. Be an employer of choice by empowering a motivated, skilled, and engaged workforce, ensuring their safety, wellbeing and development.
- III. Support Elected Members, staff and other stakeholders to work collaboratively in achieving shared goals.
- IV. Ensure that all decision-making processes align with the principles of fairness, equity, and the public interest.
- V. Focus on providing high quality maintenance in our public realm and social housing stock.
- VI. Continuously improve service delivery by leveraging technology, streamlining processes, and fostering a culture of efficiency and innovation.
- VII. Utilise our governance and oversight frameworks to identify, assess, and mitigate financial and operational risks.
- VIII. Ensure the efficient management of public funds, maximise income collection and work with stakeholders to take advantage of appropriate funding opportunities.
- IX. Harness organisational ability to make informed decisions based on evidence-based, accurate, timely, and comprehensive data analytics.
- X. Affirm DLR's commitment to equality, diversity and inclusion in all aspects of our operations.
- XI. Deliver clear, consistent and accessible communication across the organisation, encouraging a strong dialogue approach within all departments in the Council, and with our external audiences.



Our People Key Facts

20% increase in total county population in the last 16 years.

4% increase in the population aged 0-24 since 2022.

52% of the population of DLR in 2022 was female.

48% of the population of DLR in 2022 was male.

7.3% population growth since 2016, broadly in line with the State's growth of 8.1%.

17% (39,918) of DLR's population is aged 65+, higher than the State's 15%.

0.2% of DLR's population are Travellers, compared to 0.6% statewide.

83% of DLR's population are Irish, highlighting its growing diversity.

CSO 2022 Census

Our Council How We Work

Our Structure



Dún Laoghaire-Rathdown County Council comprises 40 Councillors, who are elected from six Electoral Areas. Each Councillor serves a five-year term. As the policy makers, Councillors exercise their authority through Reserved Functions. These functions include adoption of the County Development Plan, Corporate Plan, Annual Budget, including the setting of the commercial rates, and varying the Local Property Tax.

Responsibility for delivering essential public services to local communities rests jointly with Councillors and the Executive. Councillors adopt key policies, and the Executive implements them at an operational and regulatory level in the best interests of the county. Such decisions include, but are not limited to, planning, budgetary control and housing allocations.

The Executive will support Councillors in their policy and representational roles through the provision of quality service to the CPG, SPCs and at Council meetings, by maximizing the use of ICT systems, provision of training to Members and agreeing an SLA around the operation of the CRM system.



Strategic Policy Committees (SPC)



The task of the SPCs is to advise and assist the Council in its work in the formulation, development, review and implementation of policy in relation to functions of a strategic nature. The SPCs intend to give Councillors and representatives of relevant sectoral interests an opportunity for involvement in the policy-making process from the early stages.

The role of the CPG is strategic, and it links and co-ordinates the work of the different SPCs. Acting as a link between the SPCs and full council, the CPG will be a forum where policy positions affecting the whole Council can be agreed for submission to the full Council. The CPG comprises An Cathaoirleach and the Chairpersons of the SPCs and will be attended by the Chief Executive and his/her nominees. An Cathaoirleach will report to the Council on the work of the CPG.





Our Organisation and Our Services

DLR currently has a workforce of approximately 1,200 staff with a diverse range of skills and are distributed across a number of locations in the local authority area. Our staff are led by a Leadership Team, headed by the Chief Executive.

Our services support over 233,000 residents along with businesses, who employ over 85,878 employees in the county. These statistics describe the extent of our functions as a service provider, facilitator/provider of infrastructure, regulator, and enabler of economic and community development.

Our Corporate Plan incorporates a series of high level goals and objectives covering the range of services we provide, each with its individual work programme. The organisation's ability to profile, attract and retain the skills and competencies required to achieve the ongoing renewal of our work culture is fundamental for the successful delivery of these services. We completed a Strategic Workforce Plan in 2023 and will review the Workforce Plan on an annual basis to ensure that there is adequate internal capacity and skills to deliver on the objectives of the Corporate Plan.

We aim to create a culture where excellence in communications is integral to everything that we do. Clearly communicating and interpreting the nature of the Council's work to a variety of internal and external audiences is at the heart of our approach.

Our external communications focus enhances knowledge and understanding of DLR, affirming its brand; what it does, the services it provides, the extent of its responsibilities, its approach to its work, how to access its services and how to contact relevant staff.

Facilitating effective internal communications means enabling effective conversations between all the partners and staff within DLR to allow for the successful 2-way flow of information, particularly in relation to key decisions. This constant dialogue, together with regular assessment and monitoring of communication effectiveness, enhances morale and builds additional organisational social capital.



Implementation, Monitoring and Review

Legislation requires that a new Corporate Plan is prepared following the election of a new Council.

This Corporate Plan is therefore a statutory requirement, following the June 2024 Local Elections. The Plan recognises the hierarchy of plans and legislation from EU, national, regional, county and local levels, that govern the strategic planning for the Council.

This Corporate Plan identifies a range of strategic goals that DLR aims to deliver over the next five years. The plan will drive performance in conjunction with other Local Authority plans.

Role of the Elected Members

The Elected Members' initial role in delivering the Corporate Plan is to adopt it as part of their Reserved Functions. The adoption of Annual Service Delivery Plans arising from the Corporate Plan is also a Reserved Function. The monthly Chief Executive reports to Council are based on the Corporate and Annual Service Delivery Plans, informing Members of progress achieved against the goals and objectives, and providing Members with the opportunity to engage with the Council's Leadership Team in relation to the reports at monthly Council meetings.

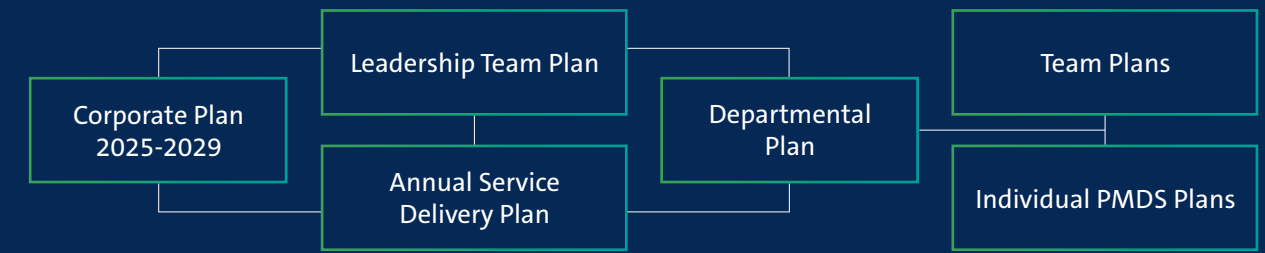
www.dlrcoco.ie/council-democracy/dlr-councillors

Role of Management and Staff

DLR staff are responsible for delivery of the Corporate Plan. Each functional area will develop Annual Service Delivery Plans that will be consistent with the Annual Budget and the Corporate Plan. These will contain detailed action plans, thereby ensuring clear and accurate reporting on the level to which goals and objectives have been achieved. Progress on the Annual Service Delivery Plans will be reported to the Council through the Monthly Chief Executive's Reports.

www.dlrcoco.ie/managementteam

Hierarchy of Plans



Reporting



Annual Report www.dlrcoco.ie/council-democracy/governance/annual-reports

DLR Monthly Chief Executive Reports www.dlrcoco.ie/governance/management-reports





The Consultation Process

What they told us

Dún Laoghaire-Rathdown County Council undertook public and internal consultation to inform the development of its Corporate Plan for 2025-2029.

The consultation period ran from July until September 2024 and comprised:

- A public survey^[2] comprising of 13 questions, the majority of which sought to determine what the public and stakeholders believed were the key areas of work on which DLR should focus over the next five years.
- Consultation workshops with the Elected Members of DLR
- Consultation workshop with community and business groups^[3].
- Meetings and workshops with DLR staff and management. Across three days in July 2024, the County Council organised a number of in-person meetings and workshops for staff working across all areas of the Council. The purpose of the workshops was to elicit feedback from those delivering the Council's more than 1,000 services. The staff brought extensive knowledge and insights informed by their interactions with the council's customers and stakeholders with whom they interact and serve every day. Staff workshops were held in both County Hall, Dún Laoghaire and at the Ballyogan Operations Centre.
- Staff survey: An online survey was made available to all staff for two weeks between 23 August and 6 September 2024. This also served to facilitate participation by any staff members, who were unable to attend in-person workshops during the summer months.



Participants at workshops, which included elected members, agency, community and voluntary sector, local businesses and Council staff discussed priorities and actions for the next five years under the following headings:

- Housing, Infrastructure and Planning
- Community and Culture
- Climate Action
- Economic Growth and Tourism, and, Operational Excellence.

Participants also had the chance to review the previous Corporate Plan, and looking to the next five years were asked how they perceived:

- DLR's vision and mission
- Its core values
- Its priorities and actions for 2025-2029.

Participants at consultation workshops were encouraged to share the public survey with their networks/constituents.

The public consultation was promoted extensively by the Council across print media, social media, online, and through stakeholder networks and events.

All feedback gathered during the consultation period was reviewed and considered and, along with other studies and Council programmes and plans, has informed the DLR Co Co Corporate Plan 2025-2029.



Across all consultation participants, **Housing** was prioritised by the majority, closely followed by **Community** and **Cultural Development**.

Participants also wanted the Corporate Plan to focus on being a county that is **sustainable, community focussed, forward focussed, connected** and **resilient**.



Policies and Plans

Supporting Strategies and Policies

The list below is a non-exhaustive list of Policy & Strategy Documents

Strategy/Policy	Housing, Infrastructure & Planning	Connected Communities & Culture	Climate Action	Economic Development & Tourism	Operational Excellence
EU/International Level Policy					
International United Nations Sustainable Development Goals	○		○		
EU Strategy on Adaption to Climate Change	○		○		
EU Floods Directive	○		○		
National					
Better Public Service Transformation 2030 Strategy					○
National Heritage Plan		○	○	○	
Climate Action Plan 2024	○		○		
Housing for All	○	○			
National Volunteering Strategy 2021 – 2025		○			

Strategy/Policy	Housing, Infrastructure & Planning	Connected Communities & Culture	Climate Action	Economic Development & Tourism	Operational Excellence
National (continued)					
Our Rural Future – Rural Development Policy 2021 – 2025	○		○		
National Development Plan 2021-2030	○	○	○	○	
National Broadband Plan	○	○		○	
Sustainable, Inclusive and Empowered Communities		○	○	○	
The National Language Strategy 2010-2030		○			○
IHREC – Implementing the Public Sector Duty		○	○		○



Strategy/Policy	Housing, Infrastructure & Planning	Connected Communities & Culture	Climate Action	Economic Development & Tourism	Operational Excellence
Regional					
Eastern and Midland Regional Assembly Regional Spatial and Economic Strategy 2019 – 2031	○	○	○	○	
Town Centre First: A Policy Approach for Irish Towns (2022)				○	
Greater Dublin Area Transport Strategy 2022-2042	○	○	○	○	
Local					
Housing Delivery Action Plan 2022-2026	○	○			
Ballyogan & Environs Local Area Plan 2019-2025	○	○	○		
DLR Age Friendly Strategy 2022 - 2026		○			

Strategy/Policy	Housing, Infrastructure & Planning	Connected Communities & Culture	Climate Action	Economic Development & Tourism	Operational Excellence
Local (continued)					
DLR Climate Change Action Plan 2024 - 2029			○		
DLR County Biodiversity Action Plan 2021 - 2025			○		
DLR County Development Plan 2022 - 2028	○	○	○	○	
DLR County Heritage Plan 2021 – 2025		○	○		
DLR Local Sport & Physical Activity Plan		○		○	
DLR Culture & Creativity Strategy 2023 - 2027		○			
DLR Digital Strategy					○



Strategy/Policy	Housing, Infrastructure & Planning	Connected Communities & Culture	Climate Action	Economic Development & Tourism	Operational Excellence
Local (continued)					
DLR Library Development Plan 2022 – 2026		○		○	○
DLR Local Economic and Community Plan 2023 – 2028		○	○	○	
DLR Play Policy 2023-2028	○	○			
DLR PPN Vision for Community Wellbeing Statement 2022		○		○	
DLR Tourism Strategy 2024 – 2028		○	○	○	
DLR Tree Strategy – a Climate for Trees – 2024-2030			○		
Local Area Plans	○	○	○	○	
Litter Management Plan 2024-2026		○	○		



Awards/Achievements 2020-2024

2020 Awards

Oratory of the Sacred Heart won the Chambers Ireland Excellence in Local Government Awards 2020 in Commemorations and Centenaries category.	DLR Coastal Mobility Route won Engineers Ireland Award.	Georges Place Development won an award from the Architectural Association of Ireland for architectural excellence.
DLR Architects received commendations in two categories of the RIAI Awards for Rosemount Court, Dundrum and Rochestown House, Sallynoggin, phase 3.	Aairfield Estate and Patrician a won Pride of Place Awards.	

2020 Achievements/Highlights

Coastal Mobility Cycle Route launched.	Future woodlands model at Fernhill Park and Gardens launched.	Segregated walking and cycling path in Blackrock Park.
The completion of the all-weather pitch at Coláiste Eoin & Coláiste Íosagain.	The completion of the works at Blackthorn Park, Sandyford including a new playground	The completion of infrastructure and recreation works in Fernhill Park & Gardens (Phase 2).
Cherrywood (road upgrades/bridge) - €15.19M – Phase 1 of the project in respect of the Druids Glen Road (Q-P) was completed with good progress in advancing Phase 2 and Phase 3.	Rathmichael Halting Site refurbished with 4 new bays	Works on six housing properties completed under the Major Refurbishment Programme
Cruagh Wood to Ballyogan Road Greenway, Dundrum Village Mobility Scheme, Stillorgan Village Movement Framework Plan - Phase 2, Goatstown Road and Benildus Avenue Cycle Protection Scheme, Cross Avenue Cycle Scheme, Nutgrove Avenue Cycle Route Enhancements.		

2021 Awards

DLR won the SEAI Energy Team of the Year Award.	DLR won an RIAI Award in The Public Space category.	An Taisce Green Flags awarded to Deansgrange Cemetery, Blackrock Park, Marlay Park, Cabinteely Park, Shanganagh Park and The People's Park.
Irish Council for Social Housing Award 'Housing for Families' (Large) Category.	RIAI Building for All Award for Universal Design 2020 (awarded in 2021).	Excellence in Local Government awards in the category Sustainable Environment for DLR's Coastal Mobility Route.

2021 Achievements/Highlights

The first 'Electric Charging Disabled Bay in Sandyford,' was launched in conjunction with the Council's Disability Steering Group.	First "Cashless" Paid Parking Scheme introduced in Ashlawn, Dundrum.	Official opening of Sandyford Cycle Route.
Roger Casement statue installed at Dún Laoghaire Baths site.	Launch of Dún Laoghaire Harbour Water Safety Patrol Boat.	Construction of 23 new dwellings completed by the Council in 2021 at Broadford Court, Ballinteer and Ballyogan Avenue, Dublin 18.
Construction of 116 new dwellings completed by Approved Housing Bodies in 2021 which were supported by the Council through the Capital Advance Leasing Facility and the Capital Assistance Scheme.	Upgrade of the all-weather pitches at Monkstown Leisure Centre.	Completion of the Kilbogget Park Flood Storage Project.
Delivery of the Economic Plan for the future of Dun Laoghaire Harbour.	Public Realm improvements around the Ferry Terminal completed.	Killiney Beach Accessibility & Public Realm Enhancements.
2 full build cycle schemes completed – Drummartin Link Road and Stillorgan Road at Stillorgan Road (N11 – UCD Accessibility).		



2022 Awards

Blue Flag awarded at Killiney and Seapoint beach.	Cycling Infrastructure award for Coastal Mobility Route.	Green Flags awarded to six DLR Parks and Deansgrange Cemetery
Great Town 2022 Award for Dún Laoghaire by the Academy of Urbanism.		

2022 Achievements/Highlights

County Development Plan 2022-2028 adopted.	Re-opening of Dún Laoghaire Baths.	Construction starts on largest public housing scheme at Shanganagh, Shankill.
Launch of Smart Dún Laoghaire programme.	Launch of 'Stirring Memories' stories of yesterday.	Accessible Swimming Poolpod installed at DLR Leisure Loughlinstown.
DLR signs the European Circular Cities Declaration.	Launch of new DLR podcast.	Age Friendly Strategy completed.
Library Development Plan completed.	Community Response Forum reactivated to co-ordinate humanitarian response to the Russian invasion of Ukraine.	2,000 events programmed in DLR Libraries.
22,000 people attended Samhain in Marlay Park.		

2023 Awards

Overall National winner at the Irish Congress for Social Housing's Community Housing Awards 2023 for embedding affordability at Enniskerry Road (in conjunction with Tuath and Respond Housing Associations, DHLGH and the Housing Agency).	SEAI 2023 – Winner in the 'Residential Energy Upgrade' category for the innovative energy retrofit of 58 homes at the Beaufort development in Glasthule.	Gold and Silver Awards at the All-Ireland Sustainability Awards for the innovative energy retrofit of 58 homes at the Beaufort development in Glasthule.
Chambers Ireland Excellence in Local Government Awards 2023 – Winner in the 'Local Authority Innovation' category for the unique heat pump district heating system in the Beaufort development, Glasthule.	DLR were awarded the Gold Cycle-Friendly Employer certification from the European Cyclists' Federation, making it the first cycle-friendly County Council in Ireland.	Irish Construction Awards 2023 – Winner of the Civil Construction Project of the Year (Rock Road).
Blue Flag status achieved at Seapoint and Killiney beaches		

2023 Achievements/Highlights

We welcomed 78 cruise ships in 2023 with 186,000 passengers and crew to Dún Laoghaire Harbour.	Delivery of 67 new build social homes at Ballyogan Square.	Coastival took place with over 100 events taking place in Dún Laoghaire.
820 homes delivered in 2023 through build, leasing, acquisition, and Part V.	Myrtle Square opened in November, offering a vibrant public space for everyone to enjoy.	Three new parks open at Cherrywood, including Tully Park, Ticknick Park and Beckett Park in May 2023.
Pádraig Harrington unveiled the Marley putting green to the public.	Work commenced on all-weather pitch at Oatlands College.	DLR's Library Development Plan (Beyond our Walls) 2022- 2026 launched in May.
Adoption of the Dundrum Local Area Plan in October 2023.	Extension of the Stillorgan Local Area Plan in November 2023.	Happy Out Café opens its doors at Dún Laoghaire Baths.
India Fest 2023 took place in the Leopardstown Pavilion, November 2023 with almost 4,000 in attendance and a wonderful celebration of Indian culture, supported by the Social Inclusion Unit.	DLR organised several events and sponsored Open House Dublin, Ireland's largest architecture festival which took place from 7-15 October.	Opening of the Dún Laoghaire Baths artists' studios.
The DLR Age Well Expo took place in June with approximately 1,000 attendees.	Launch of Bolt Bikes within the county.	Launch of the Road Safety Plan 2022-2030.



2024 Awards

Two LEO Dún Laoghaire-Rathdown businesses announced as finalists in the Business of Craft Awards at Showcase 2024.

In May, The Black Stuff, who are supported by Local Enterprise Office Dún Laoghaire-Rathdown, were winners at this year's National Enterprise Awards.

The Dún Laoghaire Baths by DLR Architects and A2 Architects was announced as the proud winner of the prestigious AR public awards 2024.

2024 Achievements/Highlights

Official opening of Cost Rental Homes in Kiltiernan in January.

DLR installs air quality sensors in February, enhancing local understanding of air pollution.

Wheelchair user We-Go-Swing installed in Kilbogget Park.

DLR welcomed The Institute of Art, Design and Technology (IADT) to the historical Carnegie Library in Dún Laoghaire.

55 new homes delivered by DLR & Iveagh Trust at Kiln View, Clay Farm.

In April, DLR launched a user-friendly online E-Planning website.

Completion of the renovation works on the pitches and 8 lane World Athletic running track at Kilbogget Park.

New Bike Park Opens at Dundrum Town Centre in May.

The prestigious Blue Flag status was obtained by both Seapoint and Killiney beaches.

Launch of the Seaside Discovery Free Bus Tours.

DLR officially launched the Council's first digitized archive publication called Miscellany from the DLR Archive Collection.

All-Weather Pitch at Oatlands College officially opened in June.

Opening of the New Clonskeagh Road Pedestrian and Cycle Improvement scheme (UCD to River Dodder).

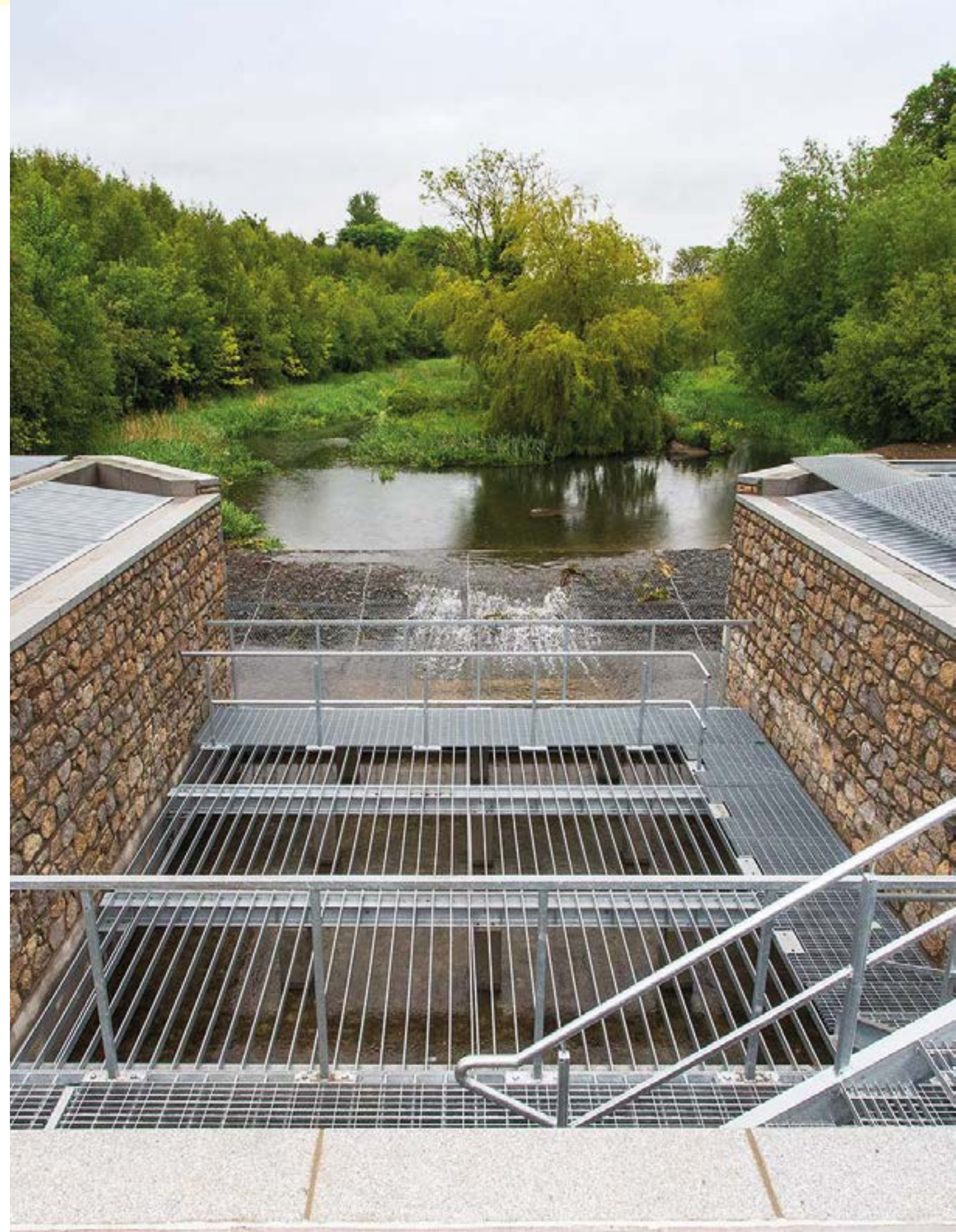
In June, DLR launched 49 energy-efficient homes for social housing residents in Columba Park, Killiney.

LÉ George Bernard Shaw was open to the public in July for free guided tours.

The DLR Local Economic and Community Plan was launched in September.

In September, DLR and the LDA officially launched the first of the new homes at Shanganagh Castle Estate in Shankill, Co Dublin.

€883,000 allocated to 28 Projects in DLR under Community Climate Action Programme.



Public Sector Duty

The Public Sector Equality and Human Rights Duty (the Duty) places a statutory obligation on public bodies to eliminate discrimination, promote equality of opportunity and protect the human rights of those to whom they provide services and staff when carrying out their daily work.

The Duty has been part of Irish law since 2014 and is set out in Section 42 of the Irish Human Rights and Equality Commission Act 2014.

“Our Corporate Plan (2025-2029) adheres to our obligations under the Human Rights and Equality Commission Act 2014 to eliminate discrimination, promote equality and protect human rights.”

Shared Services

By utilising shared services and entering into SLAs (service level agreements), DLR can benefit from cost savings, improved service consistency, and better overall alignment with its goals.

Current shared services include;

Age Friendly Ireland	IADT - Institute of Art & Design – Carnegie Library and Library Road Offices
CARO – Climate Action Regional Office	Local Government Management Agency (LGMA) – National Planning Portal
CODEMA – Dublin’s Energy Agency	Local Authority Waters Programme (LAWPRO)
Dublin City Council – Bathing Water Quality	MyPay
Dublin City Council – Civil Defence	National Building Control Office
Dublin City Council – Dublin Central Laboratory	National Library Management System and Catalogue
Dublin City Council - Dublin Fire Brigade Services	National Waste Permit Collection Office
Dublin City Council - Traffic Operation Services	National Transport Agency (NTA) – Active Travel Funding for schemes and projects
Dublin City Council – Valuation Services	Road Management Office (RMO)
Dublin Region Homeless Executive (DRHE)	Smart Dublin
Eastern Midlands Regional Waste Office	South Dublin County Council - Veterinary Services
Enterprise Ireland - Local Enterprise Offices (LEO)	Uisce Éireann
Environmental Protection Agency (EPA) – Landfill Site Ballyogan	Voter.ie
EV Charging Infrastructure for Dublin	Waste Enforcement Regional Local Authority (WERLA)
Food Safety Authority of Ireland (FSAI)	
Housing Assistance Payment Scheme (HAP)	
HSE – Provision of Environmental Health Officers (EHOs)	



Local Authority Performance Indicators

The National Overview and Analysis Centre (NOAC) plays a critical role in helping local authorities assess their performance by collecting and analysing key performance indicator (KPI) data. NOAC provides valuable insights into how well each authority is meeting its objectives.

DLR's annual service delivery plan sets targets across its various functions aligning with NOAC key performance indicators.

This data-driven approach allows local authorities to identify areas where they may be underperforming relative to peers and adjust their processes and practices accordingly. In doing so, NOAC supports continuous improvement, ensuring that local services are delivered more efficiently and effectively to the communities they serve.

For latest NOAC Report on Local Authority Performance Indicators please visit

www.noac.ie/publications/

