



the place
TO LIVE



Comhairle Cathrach
Bhaile Átha Cliath
Dublin City Council

the place
TO BE



the place
FOR BUSINESS

DUBLIN CITY COUNCIL
Corporate
Plan
2015-2019

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This Corporate Plan serves as Dublin City Council's strategic framework for action for the period 2015-2019. It has been prepared in compliance with the Local Government Act 2001 and the Local Government Reform Act 2014. The Plan also recognises and takes into account a range of existing National and European policies, strategies and plans in relation to programmes and activities which are central to the goals and objectives in Dublin City Council's Corporate Plan.

FOREWORD



Dublin City Council is pleased to present this Corporate Plan for the period 2015-2019. It puts forward a Vision for both the city and the City Council as an organisation and affirms the values by which we should work together to deliver on our ambitions.

The path set out in the Corporate Plan and the clear goals and objectives outlined are the result of an extensive and inclusive consultative process which commenced in summer 2014. The views of all key stakeholders were sought and considered while the Council also evaluated the environmental issues which can have such an important impact on our ability to deliver on what have now been outlined in this document as our key priorities for the next five years.

Dublin City Council continues to provide the people of Dublin city and those who come to visit or who conduct business in the city, with over 600 services and our ambition is to continue to deliver high quality services in the most cost effective manner possible for the period of this plan.

In acknowledgment of the city's rich linguistic and historical ties to the Irish language Dublin City Council strives to provide the highest level of Irish Language services to our customers. Cuirimid fáilte roimh Ghaeilge i gcónaí. Leanfaimid orainn de thacaíocht a thabhairt i dtaobh úsáid agus chur chun cinn na Gaeilge agus de sheirbhísí Gaeilge a fheabhsú.

The actions which will underpin the goals and objectives set out here will be reported on in annual departmental and detailed service delivery plans with specific measurement criteria in an open and fully accountable way. Our emphasis will be on regular, informative and user-friendly communication with our key stakeholders making sure that everyone can be clear on an ongoing basis how we are delivering on our plans.

The Corporate Plan was developed in conjunction with the people of Dublin and is for the people of Dublin. We are appreciative of all who contributed to the formation of this Plan and would also like to thank our Councillors, the Corporate Partnership Group, the Corporate Policy Group and our staff for their input and involvement in the preparation of the Corporate Plan.

Our ambition is that Dublin really is the 'Place to Be' whether living here, visiting or doing business.

This Corporate Plan re-affirms our commitment to achieving that ambition.

Owen P. Keegan
Chief Executive

Christy Burke
Lord Mayor of Dublin



INTRODUCTION

OUR COUNCIL

Dublin City Council is the largest Local Authority in Ireland, covering an area of 11,761 hectares with a resident population of 527,612 (Census 2011).

It is one of four local authorities in the Dublin Region with a wider population of 1.273 million which equates to 28% of the national population and is the administrative and political capital of Ireland housing the national government and president of the state. This Council comprises 63 elected members whose term of office commenced in June 2014. The City Council's 5,800 staff provide a wide and diverse range of services to the citizens of Dublin city, to businesses and to visitors to the city.

Activities are carried out in the physical infrastructure works area such as the provision and maintenance of housing and roads infrastructure and also in the areas of arts, sports, recreation, events, leisure, tourism and social services including libraries, sports facilities, parks, community development and housing welfare services. The City Council also provides fire, emergency response and safety services for the region through Dublin Fire Brigade while playing a key control and enforcement role in planning, building control and environmental matters. During the past year, the Local Government Reform Act 2014 changed further the role of local authorities including Dublin City Council in the economic development sector.

INTRODUCTION

OUR CITY

Dublin is a major European Union capital city with a wonderful character, a vibrant culture and an innovative economy. In attracting more than 3.9 million overseas visitors in 2013 and generating 1.4 billion in revenue, Dublin's economy now extends well beyond the City Council administrative area and the wider Greater Dublin Area in accounting for almost half of the national economy.

As an international capital city, Dublin acts as a European and international gateway for the many multinational firms that have established their headquarters in the city. Dublin continues to be one of the most attractive global locations for Foreign Direct Investment and has been extremely successful over the past number of years in attracting leading technology firms with nine of the top ten global ICT companies now based in Dublin.

In line with being at the forefront of a technologically positive city, Dublin's Smart City initiative seeks to draw together all of the smart city work being undertaken by the City Council and ultimately has the objective of *"improving the liveability and attractiveness of Dublin as a city to live in, work in, invest in and visit by utilising technology in conjunction with other agencies and residents in order to address city challenges and to drive innovation in how we deliver services."*

Dublin also plays an important role in the areas of financial services, retail and tourism. In attracting visitors to our city, the people of Dublin reflect a vibrant, attractive, charming city full of character and characters. The city is a cosmopolitan mixture of people, cultures and traditions which plays host to a modern and dynamic lifestyle.

It is a city steeped in history, with a rich architectural, literary and educational heritage. It is a city of villages and communities with varied social economic backgrounds and diverse groups. It is now home to an increasingly multicultural population with more than 17% of the population from outside of Ireland.

Dublin has a unique urban landscape giving it a special character and identity which is recognised internationally. The name Dublin comes from the Irish language dubh linn or 'black pool' and the alternative Irish version 'Baile Átha Cliath' also reflects the City's historical foundations 'town of the ford of the hurdles'. This identity is expressed in the pattern of streets and urban spaces which has evolved over the centuries within the natural setting of the River Liffey, with the wide sweep of Dublin Bay to the east and the Dublin Mountains to the south.

INTRODUCTION

Dublin is also internationally renowned for its cultural richness and artistic excellence. It is famous for its music and literature. It has been home to many of the world's most famous writers, including James Joyce, Oscar Wilde, William Butler Yeats and many other contemporary writers and musicians. In recent years this natural creative energy has been greatly enhanced by visitors, workers and residents from other countries engaging in the arts and cultural life of the city. In continuing this rich literary heritage, Dublin was also nominated as the fourth UNESCO 'City of Literature'.

The recognition of this character was manifested in one of the world's best read travel guides, 'Rough Guide', ranking Dublin as the second most welcoming city in the world (September 2014).

In delivering Dublin City Council's vision for the city for the next five years, Dublin will continue to be an enterprising place in which to conduct business successfully, a welcoming place to visit and enjoy and an inclusive and sustainable place in which citizens can live happily with a positive quality of life.





CHANGING ENVIRONMENT

OPERATING LANDSCAPE, 2010-2014

The operating environment of the past five years has been the most challenging in the history of the Council. Among the critical elements which influenced our activities during the period of the Corporate Plan 2010-2014 were:

- The greatly reduced overall budget as a result of reductions in Government funding and the very difficult national and international economic circumstances
- The emphasis on greater co-operation with other local authorities, agencies and partners to deliver the maximum range and quality of services as cost effectively as possible
- The acute pressures on the provision of suitable housing
- The continued requirement for decreasing staff related costs and maximising resources through the development of an effective workforce planning model in tandem with accommodating changes to the profile of the employee workforce

CHANGING ENVIRONMENT

In addition to operating in this exceptionally challenging context, the role of the City Council also underwent significant changes. The Public Service Reform Plan 2011 and the reforms agreed between government and trade unions under the Public Service Agreements 2010-2014 and 2013-2016 (Croke Park Agreement and Haddington Road Agreement) were key developments during the lifetime of the last Corporate Plan. The Local Government Efficiency Review (2010) and sectoral change in local government has also changed the operating landscape with increased emphasis on a change in the manner in which services are delivered including the introduction of more shared services to create greater efficiencies and a greater focus on customer services.

Many of the Council's traditional services were also transformed within the past five years. Three service delivery changes were the exit from direct delivery of waste collection services, the move of Higher Education Grants to a central agency and the transfer of responsibility for water services to Irish Water. The City Council now provides water services on an agency basis for Irish Water, which is a key example of a significantly changed operating landscape during the period of the Corporate Plan 2010-2014.

Among other changes impacting on the Council's role was the establishment of the National Transport Authority (NTA) as a new policy making and funding body; the introduction in 2013 of a Local Property Tax and the expanded role of Dublin City Council in areas such as the National Transfrontier Shipment of Waste (TFS) Office, the taking over of the Dublin Docklands Development Authority and the integration of Ballymun Regeneration and Temple Bar Cultural Trust Ltd into Dublin City Council.

There has also been a strengthening of and an increase in the emphasis of compliance and governance matters as required by Central Government and European Union Directives, while during the last four year period the Council has also been impacted by issues relating to more than 80 different pieces of new or amended legislation.

CHANGING ENVIRONMENT

PROGRESS DURING 2010-2014

While the level of change affecting the environment in which the City Council conducted its business was significant the Council continued to serve the city and its people as it delivered more than 600 services through all its departments. In addition, substantial progress was made across all the major areas addressed in the Corporate Plan 2010 – 2014 including:

Infrastructure

- Construction of the Rosie Hackett Bridge to facilitate the expansion of the Luas Network
- Introduction of the Canal Way Cycle Route linking Portobello with Spencer Dock
- Regeneration of Saint Michael's Estate – now Thornton Heights
- Grafton Street Improvement Scheme
- Expansion of Dublin Bikes Scheme
- Opening of the Tolka Valley Greenway
- Development of the Luas Cross City Project
- Flood alleviation measures
- Opening of Bluebell Community and Youth Centre



CHANGING ENVIRONMENT

PROGRESS DURING 2010-2014

Technology/Economic

- Introduction of Real Time Passenger Information
- Expansion of the Parking Tag System
- Development of Free City Wi-Fi
- Creation of the Local Enterprise Offices to stimulate economic development
- Development of Social Media as a communications platform
- Advancement of Creative Dublin Alliance



CHANGING ENVIRONMENT

PROGRESS DURING 2010-2014

Recreation/Events

- Hosting of the UEFA Europa League Final in 2011
- Management of the Clontarf Viking Festival
- Hosting of the American Football games in 2010 and 2014
- Hosting of the Dublin Tall Ships in 2012
- Successful winning bid to host UEFA EURO 2020 Championship games
- Inauguration of Flightfest with an attendance of over 100,000
- Hosting of the opening stages of Giro D'Italia
- Participation in the 2012 London Olympics Torch Relay
- Opening of the City Park Café in Harold's Cross Park
- Opening of the new playground in Merrion Square Park
- Development of 11 new sporting clubhouses
- Opening of Dublin City's first 'I-Play' area in Fairview Park
- Supporting the annual St. Patrick's Festival



CHANGING ENVIRONMENT

PROGRESS DURING 2010-2014

Cultural/Literary/Tourism

- Introduction of the Grow Dublin Taskforce
- Launch of the Parnell Square Cultural Quarter
- Dublin City Council's role in the Gathering
- Success of the annual One City – One Book and IMPAC Awards
- Dublin's nomination as UNESCO City of Literature
- Development of a 'Walk Dublin' smartphone APP
- Annual Bram Stoker Festival



CHANGING ENVIRONMENT

PROGRESS DURING 2010-2014

Awards

- Q Mark Award for Dublin City Council Customer Services Centre
- Chambers' Ireland Local Authority of the Year 2013 Award
- Kilbarrack Fire Station – The Green Award Ireland and International Green Award winner
- Event Strategies Green County Council award



CHANGING ENVIRONMENT

PROGRESS DURING 2010-2014

In tandem with the activities listed Dublin City Council also developed and implemented a range of important plans and strategies including:

- Public Realm Strategy
- Digital Road Map
- Biodiversity Action Plan
- Grafton St /O'Connell St Zone of Special Control
- Docklands Strategic Development Zone Plan
- City Markets Development Plan
- Heuston Development Plan
- Dublin City Sustainable Energy Action Plan 2010-2020

Detailed progress reports on all the strategies contained in the Corporate Plan 2010-2014 were made available at the end of each of the five years of the plan highlighting the progress made in each area. These progress reports are available at www.dublincity.ie



CHANGING ENVIRONMENT

FUTURE DIRECTION

There are many changes currently taking place which will impact on the operating environment for the Council during the next five years. The Local Government Reform Act 2014 provides a changed platform and environment from which the Council will conduct its business. The Council has been extended to 63 elected members with some boundary changes also being introduced. Of key significance is the greater emphasis for Dublin City Council in its role as a driver of economic activity, particularly in light of a commencement in the upturn in the national economy. The Council will continue to work very closely with the business and commercial sectors within the city to maximise the economic benefit for Dublin and to focus on ensuring a socially inclusive society and creating increased prosperity for the citizens of Dublin.

Among the challenges for the Council in embarking on this new Corporate Plan will be the continuing requirement to adopt a customer centered approach to service delivery. In order to deliver a great city for all our customers – our citizens, our business people and our visitors, the Council needs to be flexible and adaptable as an organisation as the landscape will undoubtedly continue to change in social, economic and technological terms during the next five years.

As technology changes occur so rapidly, the communications tools and platforms will also continue to change at a rapid pace. We will communicate as effectively as possible with our customers using all forms of traditional and new media to respond to their needs and to deliver upon their expectations wherever and whenever possible. The Council, as an organisation, will also continue to evolve into one which has the resources, structures and wherewithal to meet and manage those expectations, as best we can.



VISION, MISSION AND VALUES

Dublin City Council's Corporate Plan sets out the strategic direction of the Council.

At the heart of the plan is a Vision for the Council and the city while the Council's Mission Statement emphasises the manner in which the organisation will pursue and fulfil that Vision.

The goals and objectives from which the Council's departmental action plans will emanate are clear and concise. Together with the Values that the Council will live by for the next five years, they will guide everything the Council will do for our citizens, businesses and visitors during the period of the Corporate Plan.



VISION STATEMENTS

DUBLIN

The best place in which to be, to live, to work, to do business and to enjoy. A city that has everything by being friendly, progressive, different and brilliant.

DUBLIN CITY COUNCIL

A Council that is open, innovative, progressive and which provides leadership by engaging fully with its citizens and stakeholders.



MISSION STATEMENT

Dublin City Council will provide quality services for its citizens and visitors and act to protect and promote Dublin's distinct identity in a way that acknowledges our past and secures our future.



VALUES

Dublin City Council is committed to a set of values that help to define us and the way we want to be, to act and to serve our communities during the lifetime of this Corporate Plan. These values serve as our guiding principles over the course of the next five years.

LEADERSHIP

Dublin City Council will lead and work with partners, agencies and the community to bring about positive change for the city.

OPEN & INCLUSIVE

Dublin City Council will be willing and available to listen and interpret the views of the people of the city to create and deliver an inclusive city for its people.

PROGRESSIVE

Dublin City Council will embrace new ideas, new practices and technologies in order to advance and develop the city in a forward thinking way.

RESPECT

Dublin City Council will be mindful and respectful when making decisions on behalf of Dublin's ever diversifying community in order to advance the city according to the views of all its people. We will respect equality and human rights for all citizens as part of this value.

INTEGRITY

Dublin City Council will lead the city with pride and integrity making decisions in the best interests of the city and its people and we will honour our commitments diligently.

RESPONSIBLE

Dublin City Council will be accountable and responsible for all its decisions.



THEMES

Dublin is about people.

The people who make the city what it is – vibrant, welcoming, warm, modern, innovative and inclusive - also serve the city and its communities, its businesses and its visitors. Our Elected Members, the Council's staff, our partners who help deliver economic value and tourism benefits, all combined, help us manage, provide and regulate the services required for a major European capital city. The services we deliver are, of course, for the people – those who live in, who visit and who do business in our city on a daily basis.

This citizen population is augmented every year by almost four million people who choose to travel to Dublin – people who bring an added dynamic, who add to the chemistry and atmosphere within the city and who help generate economic value for the city.

Our ambition is to continue to keep people at the forefront of what we do and how we do it to ensure we deliver the Vision of the Council and the city for all our customers, on behalf of our people.



the place **TO LIVE**

Our citizens are at the core of our key goals. Improving quality of life in a safe environment, ensuring social inclusion, providing an adequate housing supply and developing quality amenities will enhance Dublin as the place to live.

the place **TO LIVE**

GOAL 1

To develop a funding and management model to facilitate the delivery of all Housing priorities to 2019.

Objective:

- Liaise with Government Departments, Approved Housing Bodies, other agencies and the private sector in the development of the financial and management model.



the place **TO LIVE**

GOAL 2

To increase the supply of social housing and improve existing housing stock.

Objectives:

- Prepare a Housing Plan to include both new build and refurbishment
- Collaborate with Voluntary and Co-Operative Bodies and the private sector to deliver additional housing to meet housing need
- Prepare a Regeneration Programme and refurbish and upgrade units in targeted complexes
- Proactively manage rent, mortgage and other arrears owed to the Council
- Implement the Traveller Accommodation Plan
- Maintain the standard of private rented accommodation through regular inspection
- Improve the energy rating of housing units thus reducing the carbon footprint in the city and reducing fuel poverty

GOAL 3

To address the needs of people experiencing homelessness and improve housing services.

Objectives:

- Fully implement the objectives of the action plan for Dublin 2014 – 2016 Sustaining the Pathway to Home
- Increase the provision of housing units with support as required
- Deliver preventative support services to stop the reoccurrence of homeless episodes
- Ensure the housing, health, and welfare needs of the homeless are met
- Simplify and speed up the exit from emergency accommodation
- Eliminate the need for people to sleep rough

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GOAL 4

To deliver improved quality of life and social inclusion throughout the city by providing sustainable neighbourhoods, supported by a range of services and connected by good public transport and green infrastructure.

Objectives:

- Provide a new City Development Plan for 2016-2022, with policies and standards to achieve sustainable neighbourhoods
- Ensure that the Development Plan and Local Plans are delivered through a quality responsive Development Management System
- Expedite initiatives, such as the Housing Taskforce and the Vacant Land Survey, to bring forward the supply of residentially and commercially zoned and serviced lands
- Initiate the best use of urban land through sustainable densities complemented by integrated green infrastructure
- Improve the connections between the established and new parts of the city through the creation of high quality, easy to read, public realm



the place **TO LIVE**

GOAL 5

To support independent living for all sectors of society.

Objectives:

- Implement the National Disability Strategy
- Increase the supply of adapted and extended units for persons with disabilities
- Support those moving from congregated and residential settings to live independently
- Provide appropriate units for senior citizens
- Continue to grant aid to residents in private homes

GOAL 6

To promote healthy living and the recreational use of Dublin's unique natural amenities while protecting the environment and building resilience to cope with climate change.

Objectives:

- Use development management and other mechanisms to extend the green network linking open spaces and existing linear spaces in the city to provide for healthy living, biodiversity and resilience
- Cater, as far as possible, for the demand for sports and recreational facilities for all age groups within neighbourhoods
- Further enhance Dublin Bay as a resource for wildlife, recreation, and natural amenity with economic spinoffs, including Bull Island, the Poolbeg Peninsula and the environs
- Extend the recreational, amenity, cycling and walking potential of Dublin's rivers and canals
- Extend Sustainable Urban Drainage Systems (SUDS) as opportunities arise throughout the city

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GOAL 7

To develop engaged and active communities in the promotion of social inclusion and healthy living.

Objectives:

- Further develop social capital, active citizenship in city communities through the Public Partnership Network, the Local Economic and Community Plan (LECP) and other measures
- Support the inclusion of community participation in safety and security at local level
- Review the strategic framework on integration “Towards Integration”
- Participate with the relevant other statutory agencies in delivering the National Strategy for children and young people
- Manage social inclusion policies and protocols through the City Council’s network of area offices



the place **TO LIVE**

Relevant strategies which will impact on Dublin achieving its position as ‘The Place to Live’ include:

- **Government Housing Strategy 2020**
– *Social Housing Strategy 2020*

- **Providing quality homes in a compact city**
– *Environmental Report of the Dublin City Development Plan 2011-2017*
– *Dublin City Development Plan 2011-2017 Written Statement*

- **National Housing Policy Statement February 2013**
– *Homelessness Policy Statement*

- **Action Plan for Dublin 2014-2016 Sustaining The Pathway to Home**
– *Sustaining Dublin’s Pathway to Home*

- **Implementation Plan on the State’s Response to Homelessness (2014-2016)**
– *Update on government summit actions to respond to homelessness (december 2014) in the Dublin region*

- **National Housing Strategy for People with a Disability 2011-2016**
– *National Housing Strategy for People with a Disability 2011-2016*

- **Construction 2020**
– *Construction 2020 A Strategy for a Renewed Construction Sector*

- **Public Realm Strategy**
– *Your City, Your Space Dublin City Public Realm Strategy*

- **National Action Plan for Social Inclusion 2007-2016**
– *National Action Plan for Social Inclusion 2007-2016*

- **Play here, Play there, Play Everywhere – Dublin City Play Plan 2012-2017**
– *Play here, Play there, Play Everywhere – Dublin City Play Plan 2012-2017*

- **Better Outcomes, Brighter Futures 2014 – the National Policy Framework for Children and Young People**
– *Better Outcomes, Brighter Futures – the national policy framework for children & young people 2014-2020*

- **Centre for Effective Services 2010**
– *Centre for Effective Services Annual Review 2010*

- **Working Together for Children’. Strategy Toolkit for the development of a Children’s Services Committee 2012**
– *Toolkit for the development of a Children’s Services Committee 2nd Edition May 2012*

- **Ready, Steady, Play – The National Play Policy**
– *Ready, Steady, Play – An Polasaí Súgartha Náisiúnta*
– *Dublin City Council, Policy on Children’s Play / Polasaí ar shúgradh Leanáí (Bilingual)*

- **Dublin Age Friendly Strategy 2014-2019**
– *Dublin Age Friendly Strategy 2014-2019*



the place **TO BE**

For visitors, business people and our citizens, the Council's ambition is that Dublin delivers the very best of infrastructure, facilities and events while nurturing our heritage and traditions with the ambition of continuing to be the preferred city in Europe.

the place **TO BE**

GOAL 1

To promote tourism, sport and recreation and attract, manage and support major events and a range of activities for the city.

Objectives:

- Work with tourism organisations to promote Dublin city as a major tourist attraction
- Support and facilitate an integrated programme of arts development, cultural festivals and events
- Actively bid for and seek out major events for the city
- Create a new city sports and wellbeing partnership
- Develop and enhance relationships with other international cities



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GOAL 2

To achieve the right balance between nurturing the city's unique natural and built heritage and creating new places through quality urban design.

Objectives:

- Re-energise the North and South Georgian cores of the city, through the introduction of new and adaptable uses, which are sympathetic to the character of the area
- Continue the expansion of the city centre area eastwards to the Docklands and westwards through the arc from Grangegorman to the Heuston Quarter
- Strengthen the radical streets of the city by new uses of upper floors, and infill development
- Extend the successful 'Urban Village' model to create similar thriving centres in the new developing areas of the city
- Create a more fine tuned response to building height in relation to context and place making for the city
- To promote the re-use of empty or under-used ground or upper floor space in the existing building stock by ensuring that issues relating to planning; fire safety; disabled access; heritage; conservation; commercial rates and environmental health are communicated in an integrated manner

GOAL 3

To develop and maintain the road, street and public domain network to the highest international standards whilst maintaining the integrity of the city's unique heritage.

Objectives

- Target capital works towards enhancing the city's infrastructure and provide sufficient resources for major public domain works, optimising annual grant funding and allocating resources for maximum cost efficiency
- Prioritise works to ensure best value maintenance for the city's infrastructure and to ensure the city's road, footpath and cycling network is maintained to the highest safety standard
- Significantly improve pedestrian and walking facilities in the city
- Introduce a Transportation Asset Management System (TAMS)
- Manage and improve the city's street furniture service in a well designed manner that enhances people's city experience
- Manage necessary road openings in a manner that minimises disruption to the city

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GOAL 4

To manage and promote city parklands and support the development of biodiversity measures and projects.

Objectives:

- Achieve best sustainable practice in the management of the natural environment, including city parks and open spaces
- Bring greater animation and attraction to parks in the city through events, markets and recreational activities
- Proactively seek out opportunities to develop additional recreational and sporting facilities in the city
- Continue to implement the Biodiversity Plan
- Develop messages and awareness to counter problems caused by anti-social behaviour and dog fouling in city parks



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GOAL 5

To maintain to the highest international standards and improve the quality of Dublin city’s environment through the delivery of our services in a sustainable manner, recognising local, regional and national responsibilities and implications.

Objectives:

- Ensure a consistently high standard of cleanliness throughout the city comparable to the cleanest capitals in Europe
- Improve access to environmental information and to raise environmental awareness among citizens through use of digital communication channels
- Preserve and improve where necessary the water quality of our rivers and bathing areas
- Reduce the risk of flooding and respond appropriately and effectively to flooding incidents
- Deliver commitments in water services as outlined in the Council’s Service Level Agreement (SLA) with Irish Water
- Protect air quality in line with European Union Directives
- As the National Competent Authority for all waste exports and imports ensure full compliance with EU regulations on behalf of all local authorities in Ireland
- As Regional Co-ordinator for the Eastern-Midlands Waste Management Plan promote and encourage the prevention, re-use and recycling of waste in line with EU and National policy
- Implement the Noise Action Plan 2013-2018 and prepare plan for 2019-2024
- Reduce energy usage in the provision of public lighting

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GOAL 6

To manage and promote the City Library Network, the City Arts Office and Dublin City Gallery The Hugh Lane as hubs of cultural and art collections and learning opportunities.

Objectives:

- Develop new Dublin City Library at Parnell Square
- Lead the promotion of Dublin city as a City of Literature
- Implement the Dublin City Arts Plan
- Enhance the profile of Dublin City Art Gallery The Hugh Lane
- Contribute to the Decade of Commemorations programme, including the 1916 Rising, by bringing the city's diverse memory collections to citizens locally and internationally



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GOAL 7

To make Dublin a safe place to live, work, visit and enjoy.

Objectives:

- Collaborate with An Garda Síochána, Health Services Executive, other agencies and the business community in co-ordinating and developing measures to deal with problems on the city streets such as anti social behaviour, drug activity, aggressive begging and noisy busking
- To further refine and develop our partnership arrangements with statutory and voluntary agencies and groups in supporting safe communities and targeting vulnerable sectors including disadvantaged households, the elderly and others
- To provide advice and guidance to enhance the safety of communities
- To implement relevant Fire Safety legislation in new and existing buildings to improve fire safety and fire safety management practices
- To co-ordinate and facilitate Major Emergency Management preparedness and response particularly in relation to disaster planning and adverse weather events
- To support Civil Defence in the development and utilisation of volunteers in supporting communities in emergencies

the place **TO BE**

As the Council pursues its aim to ensure Dublin is ‘The Place to Be’, the Corporate Plan will work in tandem with the following strategies:

- **European Union and National Waste Policies**
.....
- **Noise Action Plan**
.....
- **The Future of the South Georgian Core**
.....
- **Parks Services Strategic Context**
.....
- **International/European/ National**
.....
- **UNESCO**
– *Man and Biosphere Programme*
.....
- **National Parks & Wildlife Service**
– *New Threat Response Plans*
.....
- **Invasive Species Ireland**
– *Species Action Plans*
.....
- **Department of Arts, Heritage and the Gaeltacht**
– *Actions for Biodiversity 2011-2016: Ireland’s National Biodiversity Plan*
.....
- **Department of the Environment, Community and Local Government**
– *National Climate Change Strategy*
.....
- **Birdwatch Ireland**
– *Action Plan for Urban & Suburban Birds in Ireland 2011-2020*
.....
- **Local Government Planning & Development Act**
– *Local Government (Planning and Development) Act, 1963*
.....
- **Creating Green Infrastructure for Ireland**
– *Creating Green Infrastructure for Ireland – Enhancing natural capital for human wellbeing (Comhar 2010)*
.....
- **Green City Guidelines**
– *Green City Guidelines – Advice for the protection and enhancement of biodiversity in medium to high-density urban developments*
.....
- **Ready, Steady, Play – A National Play Policy**
– *Ready, Steady, Play! A National Play Policy Summary*
.....
- **Destination Dublin – A Collective Strategy for Tourism Growth to 2020**
– *Destination Dublin – A Collective Strategy for Tourism Growth to 2020*
.....
- **Draft National Landscape Strategy**
– *A Draft National Landscape Strategy for Ireland 2014-2024*
.....
- **Eastern River Basin District Plan and Water Framework Directive**
– *Eastern River Basin District*
.....
- **Regional Planning Guidelines for the Greater Dublin area**
– *Regional Planning Guidelines – Greater Dublin Area*
.....
- **Sustainable Residential Development in Urban Areas**
– *Guidelines for Planning Authorities on Sustainable Residential Development in Urban Areas (Cities, Towns & Villages)*
.....
- **Dublin City Development Plan 2011-2017**
– *Dublin City Development Plan 2011-2017*
.....
- **Open Space Strategy (draft) 2014**
.....
- **Dublin City Council Biodiversity Action Plan**
– *Dublin City Biodiversity Action Plan 2008-2012*
.....
- **Dublin City Heritage Plan 2002-2006**
– *Dublin City Heritage Plan 2002-2006*
.....
- **Dublin City Council, Policy on Children’s Play**
– *Policy on Children’s Play / Polasaí ar shúgradh Leanáí (Biliungual)*
.....
- **Your City Your Space – Dublin City Council Public Realm Strategy**
– *Your City Your Space – Draft Dublin City Public Realm Strategy*
.....
- **SAAO Management Plan for North Bull Island National Special Amenity Area**
– *A Management Plan for North Bull Island*
.....
- **City Sustainability Strategy**
– *Dublin City Sustainable Energy Action Plan 2010-2020*
.....
- **City Climate Change Strategy**
– *Climate Change Strategy for Dublin City 2008-2012, 2009 – First year review*
.....



the place **FOR BUSINESS**

Dublin is our capital city – an engine and a hub for economic development. Our ambition is to retain and grow infrastructure, develop activities and utilise technologies to the maximum to ensure that our city is at the forefront of business and economic prosperity.

the place **FOR BUSINESS**

GOAL 1

To develop the competitive advantage of Dublin as a capital city within a city Region through integrated planning and collaboration within the Greater Dublin Area.

Objectives:

- Ensure the co-ordination of strategic infrastructure in the city region to provide for future social, physical and economic growth
- Update and implement the Economic Development Action Plan for the City Region, incorporating as necessary a network of economic clusters
- Develop an effective alliance across the city region's business, local government, state agencies and third level sectors to raise Dublin's international profile and brand, through Dublinked and other networks
- Assist the new Regional Assembly with the preparation of a new Regional Spatial and Economic Plan
- Co-operate with adjoining Local Authorities to mitigate against climate change, in a co-ordinated manner, with particular regard to energy, settlement patterns, transport, waste management, and green corridors

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GOAL 2

To develop Dublin's economic and enterprise potential in order to provide livelihoods to sustain a growing population.

Objectives:

- Prepare a new Local Economic and Community Plan, which will help drive the socio-economic recovery of the city
- Facilitate the expansion of the retail sector to ensure the city centre remains the primary retail centre of the region, and to support the development of tourism
- Identify emerging growth areas and produce further Local Area Plans to bring forward the social and economic growth of the city
- Produce an updated suite of economic and enterprise development policies in the new City Development Plan 2016-2022
- Ensure the successful development of the key growth areas in the city through the implementation of the Development Plan, the Local Area Plans (LAPs), the Docklands Strategic Development Zone (SDZ) and the Grangegorman SDZ



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GOAL 3

To provide for the safe, sustainable and efficient movement of people, and manage the efficient movement of goods and transport in the city, in a sustainable manner.

Objectives:

- Ensure transportation planning is adequately resourced to represent Dublin's best interests in forming a central input into local and national development plans
- Ensure national and local road safety initiatives are implemented to maintain Dublin as one of the safest cities in Europe for pedestrians
- Place the pedestrian at the highest level of priority in transportation planning followed by cycling, public transport, goods and other vehicles
- Optimise our investment in Intelligent Transport Systems (ITS) to ensure traffic movement is optimised
- Implement the traffic management plan recommendations in the strategic study for Dublin city
- Ensure transportation planning follows the Design Manual for Urban Streets and Roads and is in line with the Government Policy 'Smarter Travel – A Sustainable Transport Future'
- Provide the most efficient parking service to citizens and users of Dublin city and neighbourhood roads and streets
- Implement the Dublin city recommendations from the Greater Dublin Cycle network
- Pursue appropriate Smart City projects with leading international I.T. companies
- Ensure local safety issues are addressed through the efficient use of the TAG (Traffic Advisory Group) system

the place **FOR BUSINESS**

Dublin's position as 'The Place to do Business' will also be co-dependent on the following key strategies:

- **Dublin City Development Plan 2011-2017**
– *City Development Plan 2011-2017*
- **Destination Dublin**
– *A Collective Strategy for Growth to 2020 (Grow Dublin Taskforce)*
- **Regional Spatial and Economic Plan**
– *Regional spatial & economic strategies*
- **Greater Dublin Area Cycle Plan**
– *Draft Greater Dublin Area Cycle Network Plan*
- **Economic development action plan for the Dublin City Region**
– *Economic development action plan for the Dublin City Region*



IMPLEMENTING THE CORPORATE PLAN

The implementation, monitoring and measurement of this corporate plan is important to Dublin City Council and more especially, our citizens and customers – the people at the heart of all the ambitions in the plan.

This Corporate Plan, adopted by the Council, outlines a Vision for the organisation and the city together with a series of key long term goals and associated objectives to provide a pathway to achieving what is set out in the document. The achievement of these Goals and Objectives will be driven by the senior management team and the staff of the Council (in certain instances, in tandem with other stakeholders). It is important that this plan, which has been formulated in line with the statutory framework laid out for Local Authorities, in harmony with other National and European strategic and policy documents and with due regard to the policies of the Irish Human Rights Commission, is actioned, measured and monitored in line with best practice.

IMPLEMENTING THE CORPORATE PLAN

In order to deliver in this regard and to achieve and report on the achievement of these goals and objectives, each department within the Council will develop Annual Service Plans (previously business/departmental plans) to an agreed consistent and detailed action plan template. This approach will ensure that there is a clear, simple and direct linkage and synergy between the goals and objectives outlined in the Corporate Plan, the related detailed actions within the Annual Service Plans and individual responsibilities at operational levels through team and PMDS plans. The action plan template will incorporate baseline data on key issues within the Corporate Plan and relevant metrics for inclusion and ongoing annual measurement and comparison.

The Annual Service Plans will be fully supported through a comprehensive reporting mechanism for the National Oversight and Audit Committee (NOAC). This will comprise progress reports to include:

- Listed goal/objective related action items
- Key performance measurements for each item
- Milestone timelines for all actions
- Budgetary/resource implications
- Key dependencies
- Implementation progress reports on every action

An annual consolidated progress report on all these actions will form a central part of a stakeholder Communications Plan to inform relevant stakeholders – elected members, staff, the citizens and businesses of Dublin city, the broader public, Government departments, NOAC and our partners in service delivery of the progress achieved in all aspects of the Corporate Plan.

The system of Monthly Management Reporting to the Council, introduced in 2014, will also ensure elected members and our citizens are kept apprised of corporate activity and action items on a frequent and ongoing basis throughout the year.

The Corporate Plan will also link closely with Dublin City Council's annual budget planning and risk management processes. The impact of available resources – financial, human and technological, will form part of the annual progress report review process while a detailed risk register will be conducted in assessing the potential risks and mitigation issues around all key deliverables within the Corporate Plan. In addition to the Council's risk register, other inter-dependencies will also be considered annually during the period of this Plan.

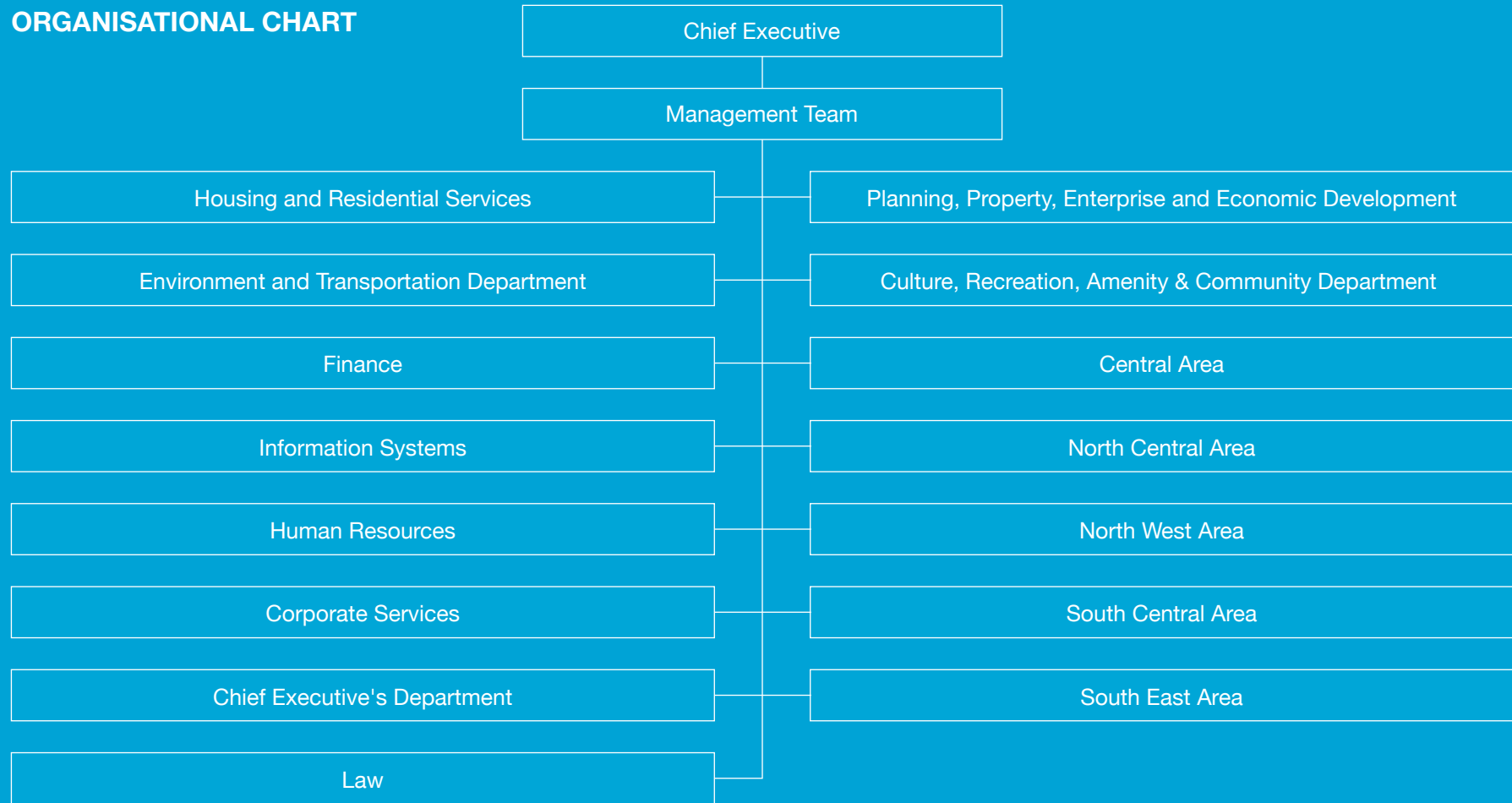
APPENDIX

GOVERNANCE STRUCTURE



APPENDIX

ORGANISATIONAL CHART





Comhairle Cathrach
Bhaile Átha Cliath
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