

Report to Dublin City Council's Protocol Committee

Traffic Division's Organisational Transformation - Listing of Actions for Organisational Change within the Traffic Division, Environment & Transportation Department.

Following a verbal report (of the 23rd September 2021) to the Dublin City Council Protocol Committee on the organisational transformation requirements to improve the organisational culture, work processes, communication and engagement issues within the Traffic Division of the Environment & Transportation Department, the following change actions are planned to be implemented as part of an overall organisational transformation:

1. Change actions to be applied to the Traffic Division's Traffic Advisory Group (TAG) and Parking Enforcement Areas:

- a) The establishment of senior management oversight within the Traffic Division of the Environment & Transportation Department, ensuring a continued emphasis on reinforcing a culture of improved communications and engagement with Elected Members, while acknowledging the work that the area engineers and administration staff have undertaken to-date, especially during the COVID 19 crisis (*Time scale for implementation: Q4 2021 to Q1 2022*).
- b) The appointment of Dublin City Council's Organisational Transformation Unit, including an independent specialist in organisational transformation, to develop and guide the change programme, in consultation with Elected Members. The change programme required for the implementation of improvements in work processes, communications and engagement of the Traffic Division is to include for the implementation of a staffing review of work areas dealing with the work of Area Engineers, Traffic Advisory Group (TAG) and Parking Enforcement sections (*Target date for completion of organisational review and change programme: Q2 2022*).
- c) The implementation of an independently facilitated workshop between the Traffic Division's staff and Elected Members in order to further develop the work processes and communications' streams of the Division (*Time scale for implementation: Q1 2022*).
- d) In parallel with the implementation of the organisational changes it is proposed to re-establish the Traffic Advisory Group (TAG) area staffing, and the work on Neighbourhood Schemes, with an emphasis on seeking 'quick wins' (*Time scale for implementation: Q4 2021*).
- e) An assessment, in conjunction with Elected Members and Area Office staff, of the feasibility of a dedicated Meeting on traffic matters at an agreed interval; and/or Working Group Meetings, between Traffic Division's staff and Elected Members (*Time scale for implementation: Q4 2021 to Q1 2022*).

2. Change actions to be applied to the Active Travel Programme area:

- f) The establishment of a senior management position of Programme Director (at Executive Manager level) with the remit for the Active Travel Programme Office dealing with the major cycleway projects across the City, where the role of Programme Director will have an emphasis on consultation, communication and engagement (*Time scale for implementation: Q4 2021 to Q1 2022*).
- g) The establishment of the Active Travel Programme Office with the appropriate levels of multidisciplinary staffing for the implementation of the Active Travel Programme of projects, with an emphasis on public consultation, communication and engagement (*Time scale for implementation: Q4 2021 to Q1 2022*).

The progress and effectiveness of the above change actions are to be reviewed at regular intervals by senior management of the Environment & Transportation Department, taking into account feedback from Elected Members, and appropriate adjustments to the change actions are to be made if considered necessary.

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19th October 2021