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## Annual Service Delivery Plan 2023

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Section 134A of the Local Government Act 2001, as amended, requires the Local Authority to adopt a Service Delivery Plan identifying the services intended to be provided by it to the public, consistent with the provisions in the local authority budget. The Plan should include:

- A statement of principal services
- Objectives and priorities for the delivery of each of the services
- Performance standards intended to be met in the delivery of each of the services

The more detailed actions and performance measures contained in the Plan reflect the goals and objectives of the Dublin City Council Corporate Plan 2020 – 2024.

The adoption of the Service Delivery Plan is a Reserved Function.

The Annual Service Delivery Plan 2023 is now presented and recommended for adoption by the Chief Executive.

### **Resolution:**

The following resolution should be passed to adopt the plan:

“In accordance with Section 134A of the Local Government Act 2001, as amended, the Annual Service Delivery Plan 2023 as recommended by the Chief Executive is hereby adopted”.

**Owen P. Keegan**  
**Chief Executive**

**24<sup>th</sup> January 2023**



The Annual Service Delivery Plan 2023 has been prepared in accordance with Section 134A of the Local Government Act 2001, as amended. The Plan supports the delivery of the City Council's Corporate Plan 2020 - 2024 and is aligned with the adopted Annual Budget 2023.

This Service Delivery Plan for 2023 is formulated and adopted by the Members of the City Council in the context of the City Council's Mission Statement:

*'To drive the sustainable development of the City through strong civic leadership and delivery of effective services that promote the well-being and quality-of-life of citizens and communities'.*

The emphasis of the Plan is on service delivery with a focus in 2023 on principal services which the Council intends to provide to the public and to businesses, within existing funding and resource constraints.

The focus of the Plan is on delivering services at a standard expected for a modern, clean, well-kept efficient functioning city. It sets standards for service response times and service levels and puts forward the City Council's commitment to the service standards that the public can expect from its local authority.

The services set out are consistent with those of the Annual Budget 2023 and include a description of each Principal Service, the Principal Service Objective and a series of associated Performance Standards. Planned service enhancements for 2023 are also provided for each Department.

### **Performance Monitoring**

Performance in the delivery of these principal services will be measured using the Performance Standards set out in this Plan, which include National Service Indicators where appropriate. A report on progress and performance will be included in the Chief Executive's Management report on a quarterly basis. Progress on Planned Service Enhancements will be reported at end-year 2023. The end of year performance measure for each service will be included in the City Council's Annual Report.

## List of Principal Services

- SDP01 Customer Services
- SDP02 Maintenance / Improvement of LA Housing Units
- SDP03 Housing Assessment, Allocation and Transfer
- SDP04 Enforcement of Standards in the Private Rented Sector
- SDP05 Housing Rent & Tenant Purchase Administration – Rent Management
- SDP06 Housing Grants
- SDP07 Housing Assistance Payment
- SDP08 Operation of Fire Service
- SDP09 Fire Prevention
- SDP10 Road Maintenance and Improvement
- SDP11 Public Lighting
- SDP12 Traffic Management & Road Safety
- SDP13 Surface Water and Flood Incident Management
- SDP14 Drainage Maintenance
- SDP15 Recovery & Recycling Facilities Operation
- SDP16 Litter Management – Community Clean- Ups
- SDP17 Street Cleaning
- SDP18 Air and Noise Pollution
- SDP19 Leisure Facilities Operations
- SDP20 Operation of Library & Archival Service
- SDP21 Outdoor Leisure Areas Operations – Parks and Landscape Service
- SDP22 Community, Sport & Recreational Development – Sports and Recreation
- SDP23 Arts Office
- SDP24 Economic Development & Promotion
- SDP25 Street Performers and Operation of Markets and Casual Trading
- SDP26 Development Management
- SDP27 Enforcement
- SDP28 Building Control

## Customer Services

### SDP01 Customer Services

#### Description of Service

Customer Services is the central point of contact for citizens and businesses to access services and information on the City Council's full range of services. The service is provided by telephone, email and face-to-face.

#### 2023 Planned Service Enhancements

- Increase the number of services available on Citizen Hub, the digital platform offering citizens an additional channel through which to make service requests
- Pilot and roll-out implementation of the Councillor Portal, a channel through which Elected Members can request services and make representations on behalf of their constituents

Principal Service	Principal Service Objectives	Performance Standard	Corporate Plan Priority Objective
<b>Customer Services</b>	<ul style="list-style-type: none"> <li>• Provide a central point of contact for customers to access our full range of services</li> </ul>	<ul style="list-style-type: none"> <li>• % calls dealt with at first point of contact</li> <li>• Number of services available on Citizen Hub</li> <li>• Number of registered users of Citizen Hub</li> </ul>	<p>7.3 Strengthen our civic leadership role and make collaboration a fundamental part of the way we work</p> <p>7.4 Continue to focus on providing Quality Customer Service to deliver the best service possible to citizens and customers</p> <p>7.5 Transform our use of technology and data in decision-making and service delivery</p>

## Housing & Community Department

Budget Code	Principal Services	Adopted Budget 2023
A01	Maintenance/Improvement of LA Housing Units	85,743,089
A02	Housing Assessment, Allocation & Transfer	10,018,202
A03	Housing Rent & Tenant Purchase Administration	9,972,141
A04	Housing Community Development Support	28,771,813
A05	Administration of Homeless Service	240,330,054
A06	Support to Housing Capital Programme	43,538,672
A07	RAS & Leasing Programme	99,709,029
A08	Housing Loans	11,874,590
A09	Housing Grants	11,428,121
A12	HAP Programme	9,820,272
<b>Service Division Total</b>		<b>551,205,983</b>

### 2023 Planned Service Enhancements

- Continue progress in the refurbishment of vacant housing stock, through the newly established Term Maintenance Framework, allowing families and individuals to move from emergency accommodation to their own home
- Continue the roll out of the Telecare personal monitoring alarm system which will support independent living for in excess of 3,100 of tenants across all of our senior citizen complexes
- Trial new digital innovation solutions and continue to expand the use of technology to improve housing maintenance service delivery throughout 2023
- Continue to implement the innovative Video Call Inspections

## SDP02 Maintenance / Improvement of LA Housing Units

### Description of Service

The Council is committed to the provision of a high-quality management, maintenance and repair service for its rented housing stock of over 25,000 units. The Council has a strategic plan to upgrade existing housing that is over 60 years old, to modern standards.

Principal Service	Principal Service Objectives	Performance Standard	Corporate Plan Priority Objective
<b>Maintenance / improvement of local authority housing units</b>	<ul style="list-style-type: none"> <li>• Provide a timely response to tenant repair requests</li> <li>• Maintain and improve housing stock through:               <ul style="list-style-type: none"> <li>• timely refurbishment of voids</li> <li>• ongoing programme of adaptations and extensions</li> <li>• implementing a planned preventative maintenance schedule across 145 corporate &amp; communal heating sites</li> </ul> </li> <li>• Improve the energy efficiency of housing stock through:               <ul style="list-style-type: none"> <li>• the Energy Efficiency Retrofitting Programme, Phase 2</li> <li>• SEAI Better Energy Community Scheme to target Senior Citizen Complexes, Homeless Shelters and Library sites</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Total number of repair requests received</li> <li>• % repair requests resolved within timeframe (Emergency; Urgent; Routine)</li> <li>• Expenditure on maintenance of LA stock</li> <li>• Expenditure per dwelling on the maintenance of LA housing</li> <li>• % of available housing that is void</li> <li>• Average time taken from the date of vacant possession to date of occupancy</li> <li>• Average cost per unit of getting the dwellings re-tenanted</li> <li>• Number of units refurbished</li> <li>• Number of housing adaptations and housing extensions</li> <li>• Number of planned maintenance visits Target: 818 planned maintenance visits per annum</li> <li>• Number of Phase 2 units complete with a BER improvement</li> <li>• Number Domestic Gas Boilers serviced</li> <li>• Number Domestic Gas Boilers repaired/ replaced</li> <li>• Number new personal alarm systems distributed</li> </ul>	2.1 Deliver quality homes on the required scale

### SDP03 Housing Assessment, Allocation and Transfer

#### Description of Service

Dwellings are allocated in accordance with the Allocations Scheme adopted by the City Council in May 2018. A reassessment of Housing Need is undertaken annually.

Principal Service	Principal Service Objectives	Performance Standard	Corporate Plan Priority Objective
<b>Housing assessment, allocation and transfer</b>	<ul style="list-style-type: none"> <li>Process and assess housing applications in accordance with the Social Housing Assessment Regulations 2011 and allocate vacancies in accordance with the 2018 Scheme of Letting</li> </ul>	<ul style="list-style-type: none"> <li>Number on Housing List</li> <li>Number on Housing Transfer List</li> <li>Number housed in the period</li> </ul>	2.2 Create mixed neighbourhoods that have a choice of housing type and tenure

### SDP04 Enforcement of standards in the Private Rented Sector

#### Description of Service

Dublin City Council is responsible for bringing about improvements to the quality of accommodation in the private rented sector under the Housing (Standards for Rented Houses) Regulations 2019. This is done through a programme of inspections and enforcement. The inspections are carried out by Environmental Health Officers on a reactive and proactive basis.

Principal Service	Principal Service Objectives	Performance Standard	Corporate Plan Priority Objective
<b>Enforcement of standards in the private rented sector</b>	<ul style="list-style-type: none"> <li>Inspect private rented dwellings including those under the Rental Accommodation and Housing Assistance Payment schemes</li> <li>Take appropriate enforcement action on non-compliant dwellings</li> </ul>	<ul style="list-style-type: none"> <li>Number of rented dwellings inspected</li> <li>Number of dwellings non-compliant after first inspection</li> <li>Number of dwellings that achieved compliance in the period</li> </ul>	<p>2.2 Create mixed neighbourhoods that have a choice of housing type and tenure</p> <p>2.5 Play our part in ensuring safety for people in their homes and in the public realm</p>

## SDP05 Housing Rent & Tenant Purchase Administration – Rent Management

### Description of Service

Dublin City Council manages approximately 25,251 tenancies, with a rental income of c. €96m projected for 2023. Average Council rent in September 2022 was €72.41 per week. The weekly rent charge is determined in accordance with the 2019 Dublin City Council Differential Rent Scheme. Tenants have a range of options to pay rent including direct debit, household budget, cash payment in Post Offices and online or telephone payment via credit card.

The Council engages with tenants in arrears and their representatives and will agree fair and realistic repayment plan. While the primary aim is tenancy sustainment, tenants who will not address rent arrears will be subject to the provisions of the Housing (Miscellaneous Provisions) Act 2014 which provides the legislative framework for pursuing breaches of rent payment obligations up to and including repossession of the property.

Principal Service	Principal Service Objectives	Performance Standard	Corporate Plan Priority Objective
<b>Housing Rent Management</b>	<ul style="list-style-type: none"> <li>• Continue to engage with tenants to encourage the regular payment of rents and to intervene at an early stage when payments are missed</li> <li>• Pursue RAS arrears through debt recovery</li> <li>• Work with MABS to support tenants in reducing rent arrears</li> <li>• Progress legal action for tenants who refuse to engage on arrears</li> </ul>	<ul style="list-style-type: none"> <li>• % of Rent Charge collected</li> <li>• % variance in rent arrears</li> <li>• Number of tenants in arrears engaged with MABS</li> <li>• Number of tenancy warnings issued</li> <li>• Number of legal actions commenced</li> </ul>	2.2 Create mixed neighbourhoods that have a choice of housing type and tenure



## SDP06 Housing Grants

### Description of Service

The Home Grants Unit delivers three grant schemes to provide assistance to people making adaptations to their privately owned homes to meet their medical needs and to older people carrying out essential repairs. On submission of a full application, an applicant will have an initial inspection from a Dublin City Council Technical Inspector within four weeks of receipt of the application. In circumstances where an urgent hospital release or other critical cases require immediate attention, the Home Grants Unit will try to carry out an inspection immediately after contact is made and the application will be fast-tracked.

Principal Service	Principal Service Objectives	Performance Standard	Corporate Plan Priority Objective
<b>Housing Grants</b>	<ul style="list-style-type: none"> <li>• Provide an efficient service to applicants for the following home grants:               <ul style="list-style-type: none"> <li>• Housing Adaptation Grant</li> <li>• Mobility Aids Scheme</li> <li>• Housing Aid for Older People</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Number of applications received under each scheme</li> <li>• % initial inspections carried out within four weeks of receipt of application</li> <li>• Number approved and completed under each scheme</li> </ul>	2.2 Create mixed neighbourhoods that have a choice of housing type and tenure

## SDP07 Housing Assistance Payment

### Description of Service

Housing Assistance Payment (HAP) is a form of social housing support provided by all local authorities. Under HAP, Dublin City Council can provide housing assistance to households who qualify for social housing support, including many long-term Rent Supplement recipients. HAP allows all social housing supports to be accessed through the local authority and allows recipients to take up full-time employment and maintain their housing support. The process of transferring rent supplement recipients to HAP commenced on a phased basis in September 2018.

Principal Service	Principal Service Objectives	Performance Standard	Corporate Plan Priority Objective
<b>HAP Programme</b>	<ul style="list-style-type: none"> <li>• Provide an efficient service to Housing Assistance Payment (HAP) applicants</li> <li>• Continue the transfer of rent supplement recipients to the HAP Scheme (1,216 Rent Supplement transfers outstanding)</li> </ul>	<ul style="list-style-type: none"> <li>• Number of HAP tenancies created</li> <li>• % of remaining rent supplement recipients transferred to HAP</li> </ul>	2.2 Create mixed neighbourhoods that have a choice of housing type and tenure

## Dublin Fire Brigade

Budget Code	Principal Services	Adopted Budget 2023
E11	Operation of Fire Service	156,133,926
E12	Fire Prevention	3,945,448
<b>Service Division Total</b>		<b>160,079,374</b>

### Planned Service Enhancements 2023

- Development and organisation of North East Regional Dangerous Substance Licensing Office, pending national agreement
- Continue to support and build on the implementation of a dedicated Organisational Intelligence Unit, tasked with the responsibility of delivering a leading practice Area Risk Categorisation for Dublin City and County
- Continue to build on the social media achievements and the raising of public awareness of fire safety issues

### SDP08 Operation of Fire Service

#### Description of Service

Dublin Fire Brigade provides an integrated Fire, Rescue and Emergency Ambulance Service for Dublin City and County. The service operates from 12 full time and 2 retained stations, employing over 1,000 staff. All full-time fire-fighters are fully trained paramedics with retained personnel trained to First Response Level.

Principal Service	Principal Service Objectives	Performance Standard	Corporate Plan Priority Objective
<b>Operation of the Fire Service</b>	<ul style="list-style-type: none"> <li>• Provide fire, ambulance, emergency and rescue services throughout the Dublin City and County Region</li> </ul>	<ul style="list-style-type: none"> <li>• % of cases in respect of fire in which first attendance is at the scene within 10 mins</li> <li>• % of cases in respect of fire in which attendance is at the scene after 10 minutes but within 20 minutes</li> <li>• % of cases in respect of fire in which first attendance is at the scene after 20 minutes</li> </ul>	2.5: Play our part in ensuring safety for people in their homes and in the public realm

Principal Service	Principal Service Objectives	Performance Standard	Corporate Plan Priority Objective
		<ul style="list-style-type: none"> <li>• % of cases in respect of all other emergencies in which first attendance is at the scene within 10 mins</li> <li>• % of cases in respect of all other emergencies in which attendance is at the scene after 10 minutes but within 20 minutes</li> <li>• % of cases in respect of all other emergencies in which first attendance is at the scene after 20 minutes</li> </ul>	

### SDP09 Fire Prevention

#### Description of Service

The Fire Prevention Section provides Building Control and Fire Certification and carries out a range of On-Site Inspections on Commercial and Multi-Occupancy Premises. The Section also promotes fire safety through education and advice.

Principal Service	Principal Service Objectives	Performance Standard	Corporate Plan Priority Objective
<b>Fire Prevention</b>	<ul style="list-style-type: none"> <li>• Provide Building Control and Fire Certification and carry out a range of on-site inspections on commercial and multi-occupancy premises</li> </ul>	<ul style="list-style-type: none"> <li>• % of applications for fire safety certificates received that were decided within two months of their receipt</li> <li>• % of applications for fire safety certificates received that were decided with an extended period agreed with the application</li> </ul>	2.5: Play our part in ensuring safety for people in their homes and in the public realm

## Environment and Transportation Department - Road Transport and Safety

Budget Code	Principal Services	Adopted Budget 2023
B03	Regional Road - Maintenance & Improvement	10,916,180
B04	Local Road - Maintenance & Improvement	47,704,385
B05	Public Lighting	13,978,126
B06	Traffic Management Improvement	38,030,001
B08	Road Safety Promotion/Education	5,207,084
B09	Car Parking	15,390,007
B10	Support to Roads Capital Programme	5,096,928
B11	Agency & Recoupable Services	1,358,945
<b>Service Division Total</b>		<b>137,681,656</b>

### 2023 Planned Service Enhancements

- Continue to deliver major cycle and walking infrastructure projects through the dedicated Active Travel programme office set up in 2022
- Work with other agencies in the design and development of all transport projects in the city
- Take part in Smart City schemes, especially around weather-related incident management
- Commence works on public lighting upgrade project

## SDP10 Road Maintenance and Improvement

### Description of Service

Road Maintenance Services Division is responsible for the maintenance of the 1,240 km of public roads and streets throughout Dublin City, together with the associated footways, bridges and other structures. The total area of carriageway is 8.1 million square metres and the total area of footways is 3.5 million square meters. This maintenance work is carried out by direct labour units and by private contractors.

Principal Service	Principal Service Objectives	Performance Standard	Corporate Plan Priority Objective
<b>Road Maintenance and Improvement</b>	<ul style="list-style-type: none"> <li>• Deliver a Planned Maintenance work programme</li> <li>• Provide a reactive maintenance service responding to requests for carriageway, footpath and street furniture repairs and reinstatements</li> <li>• Inspect works completed by outside agencies and utilities to ensure reinstatements are carried out in compliance with standards and specifications including road openings and street furniture licensing</li> </ul>	<ul style="list-style-type: none"> <li>• % of planned work programme complete</li> <li>• Total number of service requests recorded</li> <li>• Total number of service requests resolved</li> <li>• Total number of defects recorded</li> <li>• Total number of defects repaired and/or made safe</li> <li>• Percentage of Priority 1 service requests (all critical defects) made safe and/or repaired within 24hrs</li> </ul>	4.5 Maintain and enhance our public realm providing a connected, universally accessible set of quality public spaces and connections

## SDP11 Public Lighting

### Description of Service

The Public Lighting Section operates a citywide service, currently maintaining approximately 47,000 streetlights. This involves general upkeep of and maintenance of lighting infrastructure, night patrol inspection for faults and repairs to faults detected through patrols and responding to service requests from the public.

Principal Service	Principal Service Objectives	Performance Standard	Corporate Plan Priority Objective
Public Lighting	<ul style="list-style-type: none"><li>Maintain approximately 47,000 street lights and associated infrastructure</li></ul>	<ul style="list-style-type: none"><li>Total number of faults reported</li><li>% faults initiated by members of the public responded to within 5 working days</li><li>% other repairs carried out within 10 working days</li></ul>	4.5 Maintain and enhance our public realm providing a connected, universally accessible set of quality public spaces and connections

## SDP12 Traffic Management & Road Safety

### Description of Service

The objective of the Environment and Transportation Department is to deliver the safe, effective and efficient movement of people and goods in Dublin and to ensure that the needs of vulnerable road users are specifically addressed.

Principal Service	Principal Service Objectives	Performance Standard	Corporate Plan Priority Objective
<b>Traffic Management &amp; Road Safety</b>	<ul style="list-style-type: none"> <li>• Improve usage of existing transport infrastructure in the city</li> <li>• Improve parking enforcement</li> <li>• Increase modal shift from the private car to more sustainable modes of transport</li> <li>• Safely move people, goods and vehicles through the city</li> <li>• Maintain traffic equipment</li> </ul>	<ul style="list-style-type: none"> <li>• Number of TAG service requests received in the period</li> <li>• % of TAG service requests requests decided on within 4 months of request</li> <li>• % of vehicles declamped within 1 hour of payment (Target: 85%)</li> <li>• % of vehicles declamped within 2 hours of payment (Target: 100%)</li> <li>• % of first stage appeals finalised within 21 days</li> <li>• % of first stage appeals refunded because time has elapsed</li> <li>• Number of cyclists and pedestrians at count points during the period</li> </ul>	<p>4.1 Take a leadership role in collaborating with city partners to expand and build a more integrated public transport system in the city</p> <p>4.2 Provide and support a range of alternative and emerging travel options, particularly focused on cycling and walking</p>

## Environment and Transportation Department, Water Services

Budget Code	Principal Services – Water Services	Adopted Budget 2023
C01	Water Supply	32,610,513
C02	Waste Water Treatment	13,016,699
C04	Public Conveniences	597,953
C07	Agency & Recoupable Services	4,412,054
C08	Local Authority Water & Sanitary Services	17,467,061
<b>Service Division Total</b>		<b>68,104,280</b>

### 2023 Planned Service Enhancements

- Continue to advance projects to promote and investigate the effectiveness of various surface water management initiatives such as Nature Based Solutions, Green Roof and Sustainable Drainage Infrastructure

### SDP13 Surface Water and Flood Incident Management

#### Description of Service

The Surface Water & Flood Incident Management (SW&FIM) Division road drainage maintenance crews carry out road gully cleaning of an estimated 55,000 gullies within Dublin City Council's administrative area. It typically takes 18 months to complete one full cleaning cycle however areas of the city that are prone to flooding are cleaned more frequently.

Principal Service	Principal Service Objectives	Performance Standard	Corporate Plan Priority Objective
<b>Surface Water and Flood Incident Management</b>	<ul style="list-style-type: none"> <li>Deliver the Planned Work Programme, Target: 12,000 gullies per quarter</li> <li>Respond to gully cleaning service requests from members of the public</li> </ul>	<ul style="list-style-type: none"> <li>% planned work programme complete</li> <li>Total number of gully cleaning service requests received</li> <li>% gullies inspected within timeframe (4/5 working days)</li> </ul>	<p>1.1 Improve energy efficiency and reduce greenhouse gas emissions in Dublin City Council buildings and operations and make Dublin a more climate-resilient City with engaged and informed citizens</p> <p>4.6 In partnership with Irish Water, manage and improve Water Services infrastructure</p>



## SDP14 Drainage Maintenance

### Description of Service

Dublin City Council has responsibility for the repair and maintenance of the surface water network, flood protection, river maintenance, including the cleaning and inspection of river racks and pollution control of bathing waters.

Principal Service	Principal Service Objectives	Performance Standard	Corporate Plan Priority Objective
<b>Surface Water Quality and Licensing</b>	<ul style="list-style-type: none"><li>• Ensure our statutory obligations are met under relevant pollution legislation</li><li>• Maintain and improve water quality</li><li>• Issue and monitor licences under the Water Pollution Act</li></ul>	<ul style="list-style-type: none"><li>• Number of water bodies whose status remains static / improves / disimproves (Annual)</li><li>• Number of licenses issued</li></ul>	1.1 Improve energy efficiency and reduce greenhouse gas emissions in Dublin City Council buildings and operations and make Dublin a more climate-resilient City with engaged and informed citizens 4.6 In partnership with Irish Water, manage and improve Water Services infrastructure

## Environment and Transportation Department - Environmental Services

Budget Code	Principal Services - Environmental Services	Adopted Budget 2023
E01	Landfill Operation & Aftercare	475,735
E02	Recovery & Recycling Facilities Operations	4,632,894
E04	Provision of Waste to Collection Services	2,129,683
E05	Litter Management	5,223,876
E06	Street Cleaning	55,863,914
E07	Waste Regulations, Monitoring & Enforcement	5,833,619
E08	Waste Management Planning	1,966,312
E13	Water Quality, Air & Noise Pollution	2,438,535
E14	Agency & Recoupable Services	1,866,404
E15	Climate Change & Flooding	1,753,750
<b>Service Division Total</b>		<b>82,184,722</b>

### 2023 Planned Service Enhancements

- Continue to develop and promote opportunities for on-street segregation of waste
- Implementation of the objectives of the new Litter Management Plan for Dublin City
- Pilot new initiatives to deal with specific issues such as receptacles for waste collection in bag designated areas
- Implement trials of smart systems and seek to enhance the use of technology in the area of street cleaning
- Ongoing review of street cleaning and fleet operations to ensure optimum use of resources
- Complete and publish National Waste Management Plan for Circular Economy (Waste Enforcement Regional Lead Authority)

## SDP15 Recovery & Recycling Facilities Operation

### Description of Service

Operation of the glass bottle bank network, community bring centres (five of which accept green waste), as well as the two recycling centres located at Ringsend and North Strand.

Principal Service	Principal Service Objectives	Performance Standard	Corporate Plan Priority Objective
<b>Recovery &amp; Recycling Facilities Operation</b>	<ul style="list-style-type: none"> <li>• Ensure that a value for money service is delivered in all aspects of recycling</li> <li>• Develop environmental awareness and education programmes in areas of waste reduction, sustainability and climate change</li> </ul>	<ul style="list-style-type: none"> <li>• Number of bring banks, bottles banks and textile recycling units</li> <li>• Number of on-street recycling bins</li> <li>• Tonnage of material collected                             <ul style="list-style-type: none"> <li>• Textiles tonnage</li> <li>• Dry Mix tonnage</li> <li>• Glass tonnage</li> </ul> </li> <li>• Green Schools participation</li> </ul>	1.1 Improve energy efficiency and reduce greenhouse gas emissions in Dublin City Council buildings and operations and make Dublin a more climate-resilient City with engaged and informed citizens  1.3 Provide robust leadership in advancing climate action at local and regional level and by showing commitment to change in our own practices

## SDP16 Litter Management – Community Clean- Ups

### Description of Service

Dublin City Council provides equipment for planned community clean-ups in response to requests from local community representatives. Area Offices and Waste Management also arrange for the collection and disposal of rubbish collected.

Principal Service	Principal Service Objectives	Performance Standard	Corporate Plan Priority Objective
<b>Litter Management</b>	<ul style="list-style-type: none"> <li>• Continue initiatives to combat the issue of dog fouling</li> <li>• Continued enforcement of:               <ul style="list-style-type: none"> <li>• Litter Pollution Acts</li> <li>• Bye Laws for the Storage, Presentation and Segregation of Household and Commercial Waste and for the Prevention and Control of Litter</li> </ul> </li> <li>• Continue to promote and develop projects within the Department of the Environment, Climate and Communications Anti-Dumping Initiative</li> <li>• Increased use of social media to deliver environmental messaging and information</li> </ul>	<ul style="list-style-type: none"> <li>• Total number of community clean-ups facilitated by the City Council in the period</li> <li>• % bag collections carried out within 3 days of request</li> </ul>	4.5 Maintain and enhance our public realm providing a connected, universally accessible set of quality public spaces and connections

## SDP17 Street Cleaning

### Description of Service

The Street Cleaning Service is administered by the Waste Management Department. It includes the servicing and maintenance of 3,200 litter bins and the collection of 17,000 tonnes of street cleaning and litter bin waste annually. Waste Management crews and a team of Litter Wardens provide services to remove, investigate and carry out enforcement in relation to illegal dumping in accordance with relevant bye-laws and legislation. The inspection and removal of abandoned vehicles is a reactive service based on customer service requests to inspect suspected abandoned vehicles.

Principal Service	Principal Service Objectives	Performance Standard	Corporate Plan Priority Objective
<b>Street Cleaning</b>	<ul style="list-style-type: none"> <li>• Set a high standard of street cleaning and get best value for money for the service</li> <li>• Focus on continued improvements in Irish Business Against Litter (IBAL) and National Litter Pollution Monitoring System (NLPMS) survey results, specifically in relation to the issue of illegal dumping</li> <li>• Improve power washing of urban villages and key locations</li> </ul>	<ul style="list-style-type: none"> <li>• Total number of requests for litter bin maintenance received in the period</li> <li>• % resolved within timeframe (24 hrs)</li> <li>• Number of tonnes of illegally dumped household waste removed by the City Council in the period</li> <li>• Cost of removal for the period including labour, fleet and disposal</li> <li>• Total number of reports of illegal dumping received in the period</li> <li>• % reports resolved within timeframe (24 hrs)</li> <li>• Number of enforcement actions taken</li> <li>• Results of the Waste Management Department's Street Grading Programme</li> <li>• Total number of requests for street cleaning received in the period</li> <li>• % inspected within timeframe (24 hours)</li> <li>• Total number of abandoned vehicle reports received</li> <li>• % reports determined not to be abandoned vehicles following inspection</li> </ul>	4.5 Maintain and enhance our public realm providing a connected, universally accessible set of quality public spaces and connections

## SDP18 Air and Noise Pollution

### Description of Service

Dublin City Council monitors and controls Air, Noise and Water Pollution in accordance with EU Regulations.

Principal Service	Principal Service Objectives	Performance Standard	Corporate Plan Priority Objective
<b>Air and Noise Pollution</b>	<ul style="list-style-type: none"><li>• Continue the expansion of the air quality monitoring network in Dublin including colocation of ambient noise and air monitoring stations</li></ul>	<ul style="list-style-type: none"><li>• Total number of pollution cases that were the subject of a complaint</li><li>• Total number of pollution cases closed</li><li>• Total number of pollution cases on hand</li></ul>	4.5 Maintain and enhance our public realm providing a connected, universally accessible set of quality public spaces and connections

## Culture, Recreation and Economic Services

Budget Code	Principal Services	Adopted Budget 2023
F01	Leisure Facilities Operations	14,466,320
F02	Operation of Library & Archival Service	29,179,062
F03	Outdoor Leisure Areas Operations	31,303,817
F04	Community Sport & Recreational Development	25,135,538
F05	Operation of Arts Programme	22,353,036
D09	Economic Development & Promotion	8,845,409
E09	Maintenance of Burial Grounds	9,300
H07	Operation of Markets & Casual Trading	926,862
<b>Service Division Total</b>		<b>132,219,344</b>

### 2023 Planned Service Enhancements

- Continue the ongoing programme of works to upgrade/refurbish leisure facilities
- Monitor the success of the city's first 'My Open Library' at Pembroke Library and Raheny Library
- Continue to provide the National Library Management System, which went live in March 2022, on behalf of 31 library authorities
- Partner with second level schools on the Teenage Reading Campaign
- Continue to develop and expand the Library in the Community service, including home delivery, deposit collections, outreach activity and the purchase of a new electric vehicle
- Develop and implement a new children's strategy within libraries
- Trial the addition of Gaming to library programming in a number of libraries
- Officially open refurbished Diamond Park, Sherriff Street and Kildonan Park, Finglas
- Publish the review of the City Tree Strategy
- Continue to incorporate climate change mitigation measures into the operation of parks and services
- Review the Dublin City Sport & Wellbeing Partnership strategy (STRIDE)
- Roll out the All Dublin Active City project, in partnership with the other Dublin local authorities and Limerick, Waterford and Cork city

- Secure, implement and deliver our on Dormant Account Funding applications for programmes across the city
- Bring forward an Arts Infrastructure Policy and a Developer’s Toolkit to address the documented deficit in Artists’ Workspaces
- Publish an Arts Grant Review and an Interim Arts Plan
- Work with the Local Community Development Committee (LCDC) to create a new Dublin City Local Economic and Community Plan
- Develop a new Economic Strategy to replace the Dublin City Promoting Economic Development 2018 - 2021

### SDP19 Leisure Facilities Operations

#### Description of Service

Dublin City Council Sports and Leisure Services provides a wide range of sporting, leisure and community services for individuals and groups to use to stay active and connect in a safe, positive and accessible manner.

Principal Service	Principal Service Objectives	Performance Standard	Corporate Plan Priority Objective
<b>Leisure Facilities Operations</b>	<ul style="list-style-type: none"> <li>• Build on the growth in the number of visitors to leisure facilities through expanding the range of classes / programmes</li> </ul>	<ul style="list-style-type: none"> <li>• Number of visitors to leisure facilities</li> </ul>	5.4 Improve the health and well-being of communities by increasing access to participation in sports, recreation and healthy activity



## SDP20 Operation of Library & Archival Service

### Description of Service

Dublin City Libraries provides a wide range of services across a network of 21 branches and online, including lending and reference services, study and research spaces and learning support content, free Internet access via PCs and Wi-Fi, a programme of events and festivals for people of all ages, including reading, literary, archival, history and commemoration services and events, delivered in branch and remotely over the web.

Principal Service	Principal Service Objectives	Performance Standard	Corporate Plan Priority Objective
<b>Operation of Library &amp; Archival Service</b>	<ul style="list-style-type: none"> <li>• Build on the growth in the number of visitors to the facilities by expanding our range of classes / programmes</li> <li>• Increase footfall and participation through marketing, promotional campaigns and a vibrant, active and responsive social media presence across all platforms</li> <li>• Promote Dublin as a Literary City through initiatives including One Dublin One Book, Citywide READING promotion for children, International DUBLIN Literary Award and Passages to Elsewhere</li> </ul>	<ul style="list-style-type: none"> <li>• Number of library visits per head of population</li> <li>• Number of items issued to library borrowers</li> <li>• Number of registered members of the library</li> <li>• Number of programmed events /initiatives</li> <li>• Number of participants</li> <li>• Number of social media engagements</li> <li>• Number of home deliveries</li> </ul>	5.3 Promote social inclusion and diversity by working with, and empowering, groups across all sectors of the community 6.1 Celebrate and promote the history, culture and literary traditions of the city to build on their value to the city's identity, to society and to the economy 6.2 Enable diversity in access to arts and culture to give everyone the opportunity to participate 6.3 Facilitate educational opportunity through programmes and funding

## SDP21 Outdoor Leisure Areas Operations – Parks and Landscape Service

### Description of Service

The Parks Service manages urban and neighbourhood parks, river valley parks and St Anne’s Park which includes responsibility for a range of amenities for play and recreation as well as cafés, markets and public toilets. It also manages the North Bull Island Nature Reserve.

As part of the play development programme there are 67 well equipped playgrounds providing play opportunities in almost every neighbourhood in the City.

The tree care programme involves the systematic and planned care of the City’s 100,000 trees in parks and on streets. The Parks Landscape Services team manage the development of new parks and the upgrade of public to be more natural and biophilic in design.

Principal Service	Principal Service Objectives	Performance Standard	Corporate Plan Priority Objective
<b>Outdoor Leisure Area Operations - Parks and Landscape Services</b>	<ul style="list-style-type: none"> <li>• Maintain the Green Flag status of 11 City Parks and the quality standard of other parks, open spaces and park amenities</li> <li>• Continue to respond in a timely manner to service requests from citizens</li> <li>• Continue the programme of capital infrastructure projects to provide new parks, conserve historic parks, and develop community sports /recreational infrastructure, tearooms and public toilets</li> <li>• Renew/ Upgrade existing playgrounds to ensure they are to the highest standard</li> <li>• Continue to host a range of markets, events and activities within our city's parks</li> <li>• Implement the Biodiversity Action Plan</li> </ul>	<ul style="list-style-type: none"> <li>• Target: 11 Green Flags to be maintained in 2023 (Annual)</li> <li>• Total number of landscape maintenance requests received and % resolved/resolution planned within timeframe (10 working days)</li> <li>• Total number of tree care requests received and % responded to within timeframe (10 working days)</li> <li>• Quality standard of annual playgrounds audit achieved (Annual)</li> <li>• Number and type of events in City Parks (Annual)</li> <li>• % of Biodiversity Action Plan implemented (Annual)</li> </ul>	<p>1.1 Work in partnership with adjoining authorities and relevant stakeholders to conserve, enhance and promote the biodiversity of Dublin City</p> <p>5.1 Provide people with the opportunity to access outdoor recreation and natural environments through enhancing and expanding our network of parks and green spaces</p>

## SDP22 Community, Sport & Recreational Development – Sports and Recreation

### Description of Service

Dublin City Council's Sport and Recreation Section supports, manages and delivers a wide range of sport and recreational programmes and services in the City annually through its facilities and the Dublin City Sport and Wellbeing Partnership. Sports Officers deliver sport and recreational programmes at local and citywide levels for people of all ages and backgrounds.

Principal Service	Principal Service Objectives	Performance Standard	Corporate Plan Priority Objective
<b>Sports and Recreation</b>	<ul style="list-style-type: none"> <li>Continue to increase the number of participants in our programmes and initiatives</li> </ul>	<ul style="list-style-type: none"> <li>Number of programmes and initiatives delivered</li> <li>Number of participants</li> </ul>	5.4 Improve the health and well-being of communities by increasing access to participation in sports, recreation and healthy activity

## SDP23 Arts Office

### Description of Service

The City Arts Office is a production and developmental unit of Dublin City Council that recognises the transformative role that the Arts play in the lives of residents and visitors to Dublin. It works through partnership with the Public, Artists and Arts organisations.

Principal Service	Principal Service Objectives	Performance Standard	Corporate Plan Priority Objective
<b>Arts Office</b>	<ul style="list-style-type: none"><li>• Grow and expand on the 2022 schedule of events</li><li>• Continue Arts in Education Development</li><li>• Grow Children's Arts in Libraries Programme</li><li>• Coordinate the increased Creative Ireland Programme</li></ul>	<ul style="list-style-type: none"><li>• Number of programmed events</li><li>• Number of participants at events</li><li>• Number of Artists in Residence</li><li>• Number of new workspaces opened and/or maintained</li></ul>	6.2 Enable diversity in access to arts and culture to give everyone the opportunity to participate 6.5 Support and encourage the provision of arts and cultural facilities to ensure that the cultural life of the city has the space to thrive

## SDP24 Economic Development & Promotion

### Description of Service

The Economic Development and the Local Enterprise Office (LEO) Dublin City staff work together to cultivate a strong enterprise eco system in Dublin that supports start-ups and scaling businesses. A series of work is advanced under local, regional, national and European strategies that supports the promotion of economic development, enterprise, the creation of jobs and the increase of economic activity across the City Region and strengthens Dublin's competitiveness and promotion as a globally connected city region.

Principal Service	Principal Service Objectives	Performance Standard	Corporate Plan Priority Objective
<b>Economic Development &amp; Promotion</b>	<ul style="list-style-type: none"> <li>• Build a platform for Dublin as a Circular city while promoting the transition to a low carbon economy and the adoption of circular economy principles by businesses</li> <li>• Chart the creation of supported new employment in the City through conducting and reporting on the annual Employment Survey</li> <li>• Promote Social Enterprise development; Dublin as a Start Up City and tourism and markets in Dublin</li> </ul>	<ul style="list-style-type: none"> <li>• Number and value of LEO Dublin City grants awarded</li> <li>• Number of participants participating in LEO Dublin City training, mentoring and networking events</li> <li>• Number of businesses supported through MODOS / Green for Micro / Green Start</li> </ul>	3.1 Proactively support the creation and strengthening of micro, small and medium sized enterprises in the city 3.2 Plan and provide for the future economic growth of the city by understanding and responding to new economic trends

## SDP25 Street Performers and Operation of Markets and Casual Trading

### Description of Service

The Licensing Unit are responsible for the issuing of street performer permits and casual trading licenses and for monitoring and enforcement of the Street Performers Bye Laws 2016.

Principal Service	Principal Service Objectives	Performance Standard	Corporate Plan Priority Objective
<b>Street Performers Operation of Markets &amp; Casual Trading</b>	<ul style="list-style-type: none"> <li>• Issue street performer permits and enforce the Street Performers Bye Laws 2016</li> <li>• Licence, monitor and manage casual trading in the city</li> <li>• Enforce the Casual Trading Bye Laws 2013</li> </ul>	<ul style="list-style-type: none"> <li>• Number of permits and licenses issued</li> <li>• Number of inspections and enforcement actions taken</li> </ul>	4.5 Maintain and enhance our public realm providing a connected, universally accessible set of quality public spaces and connections

## Planning & Property Development Department

Budget Code	Principal Services	Adopted Budget 2023
D01	Forward Planning	7,669,834
D02	Development Management	11,195,693
D03	Enforcement	3,316,213
D04	Industrial & Commercial Facilities	13,397,413
D08	Building Control	5,441,649
D10	Property Management	153,662
D11	Heritage & Conservation Services	4,059,560
<b>Service Division Total</b>		<b>45,234,024</b>

### 2023 Planned Service Enhancements

- Development Management will continue to deliver a quality, responsive service including greater use of technology to enable more applications to be completed online, to facilitate online meetings to assist people preparing planning applications, to enable easier access to planning information and services and to promote a greater use of e-planning and e-observations
- Support the application of improved energy efficiency requirements in new buildings to support national climate change policy

## SDP26 Development Management

### Description of Service

The Development Management Process refers to the planning application process. Development Management operates within the framework of the Dublin City Development Plan and is guided by other plans, such as the Regional Spatial and Economic Strategy, SDZs and Local Area Plans as well as Section 28 Guidelines. Development Management seeks to harness the creative energies of the development community, civic bodies, architects and the public, to ensure that new developments, as well as regeneration and conservation projects, contribute to the unique physical character, economic health and social and cultural vitality of Dublin City.

Principal Service	Principal Service Objectives	Performance Standard	Corporate Plan Priority Objective
<b>Development Management</b>	<ul style="list-style-type: none"> <li>• Continue to deliver a quality, responsive service to all parties involved in the development management process</li> <li>• Delivery of a sustainable mix of uses to sustain a living city in accordance with City Development Plan policies and objectives</li> </ul>	<ul style="list-style-type: none"> <li>• Number of LA planning decisions which were the subject of an appeal to An Bórd Pleanála that were determined by the Board</li> <li>• % of the determinations by ABP which confirmed the decision made by the LA</li> <li>• Number of PACs as % of all decisions (Annual)</li> <li>• Number of DCC applications (planning permissions, Sn5s, SHECs)</li> <li>• Number DCC PACs</li> <li>• Number SHD applications</li> <li>• Number SHD PACs</li> <li>• % of planning applications submitted online</li> </ul>	<p>2.2 Create mixed neighbourhoods that have a choice of housing type and tenure</p> <p>4.4 Encourage and facilitate sustainable densities and best use of underutilised, vacant and brownfield land</p>



## SDP27 Enforcement

### Description of Service

Planning Enforcement section ensures that developments are carried out in compliance with the planning permission granted and takes appropriate enforcement action in cases where a development has been or is without permission or in breach of the permission granted.

Principal Service	Principal Service Objectives	Performance Standard	Corporate Plan Priority Objective
<b>Enforcement</b>	<ul style="list-style-type: none"><li>• Provide a prompt and effective response to complaints received in relation to unauthorised development across the city</li><li>• Implement and enforce the new Short Term Letting legislation, including the registration of exemptions associated with the new regulations</li></ul>	<ul style="list-style-type: none"><li>• Number enforcement complaints received</li><li>• % change in number of complaints received</li><li>• % complaints acknowledged within 10 working days</li><li>• % first inspections carried out within 6 weeks of receipt of complaint</li><li>• Number Warning Letters issued</li><li>• Number Enforcement Notices served</li><li>• Number Legal Proceedings initiated</li></ul>	2.2 Create mixed neighbourhoods that have a choice of housing type and tenure

## SDP28 Building Control

### Description of Service

The Building Control Division works to enforce building regulations through inspections of new buildings under construction as well as buildings undergoing extension or alteration. The Division also considers applications for Disability Access Certificates to ensure the built environment is continually improving in terms of access for all building users.

Principal Service	Principal Service Objectives	Performance Standard	Corporate Plan Priority Objective
<b>Building Control</b>	<ul style="list-style-type: none"> <li>• Maintain the high level of inspection of new building projects</li> <li>• Effectively enforce breaches of building control requirements and building regulations using the available legislative and regulatory tools</li> <li>• In cooperation with the National Building Control Office, promote a "Culture of Compliance with the Building Regulations" and standardisation of processes with a strengthened inspection regime</li> <li>• Promote implementation by Dublin City Council of the United Nations Convention on the Rights of Persons with Disabilities</li> </ul>	<ul style="list-style-type: none"> <li>• Buildings inspected as a percentage of new buildings notified to the local authority (Annual)</li> <li>• Number of site inspections carried out</li> <li>• % of Disability Access Certificate Applications determined within statutory timeframe</li> <li>• Number of Enforcement Notices / other formal enforcements served</li> </ul>	2.5 Play our part in ensuring safety for people in their homes and in the public realm