



10th December 2007

Ms Chris Gavigan &
Mr Matt Merrigan
Joint Chairs
LANPAG
Local Government House
35 – 39 Ushers Quay
Dublin 8.

**Re: Towards 2016 – Action Plan/Progress Report
1st June 2007 - 29th February 2008**

Dear Joint Chairs,

I am enclosing Dublin City Council's Progress Report for the period 1st June 2007 to 29th February 2008, the third such report required under "Towards 2016" the "Ten Year Framework Social Partnership Agreement 2005 – 2015". Again I am conscious of the need under the Agreement, for Dublin City Council to be in a position to adapt to the changing external environment, in which it operates, and to respond to the needs of the city, its citizens and other stakeholders in a modern, professional, transparent and ethical manner.

I think you will appreciate the great strides that Dublin has made in the past decade. It is recognised internationally as a successful city across a range of measures from city growth through to good governance. The City Council sees itself as the lead organisation in the city, facilitating economic progress, developing the urban form and very importantly in the building up of communities so that the benefits of social capital can enhance the commitment and well being of citizens in their contribution to and engagement with the city.

The work of the city council in terms of its adaptability, modernisation and clear leadership and management, has contributed enormously to the development of Dublin as a modern, global, self-confident international city. Dublin City Council manages a huge capital programme, that provides for major investment in the areas of housing, roads, water, drainage, waste and community/recreation facilities, supports the National Development Plan and assists in maintaining the attractiveness and competitiveness of Dublin city and region, as the economic hub of the state. The City Council also provides and manages many of the day to day services required by citizens and business such as water, waste collection, planning, housing, fire, ambulance and other emergency rescue services.

The whole process of adaptability in a modern economy and society, involves continuous assessment by us as an organisation, leading to new and improved ways of delivering outcomes, which are underpinned by ongoing organisational learning and development.

The Progress Report, which is attached in the new and welcome format, outlines the very significant and comprehensive progress that has been made. This modernisation programme is in a constant process of iteration, and involves finding better and more efficient ways of providing services, and of communicating and engaging with the citizens and other stakeholders. I would like to highlight and comment here, on a few of what I consider, to be the most beneficial and far reaching developments in this modernisation process.

- I am particularly pleased to report on the introduction and continued development of the 7 day street cleaning service which has been operational since June 2007. Great improvements in the cleanliness of the public domain and in particular the centre city core are now evident and reported on by different commentators and the high visibility of City Council cleansing staff at all times on the streets is proof that we are tackling the litter problem in a methodical and structured way. Additional resources have been provided for in the recently adopted city council budget for 2008 and this will be further augmented by the BIDS (Business Improvement Districts) programme which is due to commence in mid 2008. I am pleased also to inform you that the City Council have been contracted to operate this programme on behalf of the BIDS company for the first two years of it's operation.
- I mentioned earlier the regard in which the city is held by many international analysts. In order to progress this international dimension I established a new International Affairs section last April. This section is now up and running and will provide the international benchmarking data, which we require to formulate our competitive strategies. The section will also be an opinion maker in terms of how cities can enhance the quality of life, through creative thinking and through developing knowledge economies, embracing leading edge technologies. We have also published a city council response to climate change, which was adopted recently by the members, and which will put us to the forefront of positive action in tackling this most important issue. We are also working on a strategy, which will strive to make Dublin a sustainable city in all the richness of the meaning of that concept.
- The library service continues to achieve new heights of excellence, and the library management system "Galaxy" has recently been extensively upgraded, which will increase client engagement through customer comments and suggestions. The libraries, like the street cleaning service, now also have increased accessibility with a 6 day opening service (Mon to Sat) at all city branch libraries.
- I would like to mention a service, which receives very little publicity or attention, but which is at the very heart of what the city council stands for. The Night Bus operates between 10.00pm and 2.00am on every night of the year, collects people who are sleeping rough on the streets and brings them to emergency accommodation. This service recently received a very deserved Local Government 2007 Excellence award.
- The Area offices and the area delivery of services continue to enhance local democracy through the utilization of quick and efficient remedies to local issues.

The Council members have also warmly welcomed the introduction of utility crews to these areas as a significant additional resource in the areas.


- There are a huge range of other projects and services, which are constantly adapting to meet the changing needs and circumstances of our stakeholders. New and additional services are provided as required and the following examples give a flavour of the adaptive responses which the city council is able to deliver;
 - The establishment of the Policing Forum
 - The establishment of a National Office within Dublin City Council for the national transportation of trans-boundary waste
 - The establishment of an Apartment Owners Forum
 - GIS mapping of all community facilities in the City
 - The escorting of petroleum vehicles through the Port Tunnel by the Fire Service
 - The development and embedding of a Corporate Risk Management process for all city council activities

There are numerous other examples of modernisation and adaptability which are contained in the attached report but which I don't propose to comment on separately. However I think it is important to state that the whole management process, which allows innovation to flourish is underpinned by the evolution and continued development of the PMDS. I have personally been concerned that the highest operational standards are utilised in the city council in all of it's activities and that these standards are clear, are measurable and are communicated to all staff. I am pleased to say, that I can see the PMDS process emerging as the clear conduit for the communication, throughout the organisation, of this message, about standards, so that all staff know clearly and unambiguously what is expected from them.

All of the advances and initiatives, which are being reported on, have been made possible in a spirit of co-operation between management, staff and unions. The Workplace Partnership process enhances the productive and co-operative relationship, which is necessary to deliver now and into the future.

While we have made a great deal of progress, as outlined in the attached report, our ambition is to achieve further improvements in efficiency, quality and innovation during the lifetime of the Agreement. Our goal of making Dublin a sustainable, world class city can only be achieved by the combined effort and commitment of staff and management and I am satisfied that the structures and systems are being put in place to enable us to advance this goal.

Yours sincerely



John Tierney
City Manager