

Corporate Plan Achievements 2011 Report



South Dublin County Council's **Corporate Plan 2010-2014** outlines the Council's strategy for the next five years. It refers specifically to **8 Core Organizational Values** which underpins all our work, **4 Cross Cutting Themes** and **4 Strategic Themes**. Section 5 of the Plan in relation to implementation, monitoring and reporting on its activity and achievements requires the submission of an annual progress report to the elected members of the Council as part of the annual budgetary process and states as follows:

Each year as part of the Annual Budget Process we report on the Corporate Plan and the progress made in delivering our priorities, and improving the quality of life for the citizens of South Dublin County. In addition we will report on our achievements of the Corporate Plan in the Council's Annual Report which also details our performance in relation to other Local Authorities through the National Performance Indicators. These are a set of nationally collected statistics on services provided by local authorities. These statistics are independently audited by the Local Government Management Services Board. The most recent information is available in the Council's Annual Report which is available on the council website at www.sdcc.ie

The achievements noted in this 2011 Report represent South Dublin County Council's continuing commitment to implementation and measurement of the Council's corporate objectives, Implementation of recommendations of the Local Government Efficiency Review Group Report, The Public Service Agreement are indicative of Management and staff's ongoing collaborative efforts towards achieving a more effective and citizen focused public service.

Corporate Plan Achievements Template 2011

3.1 Mission Statement	<p>To provide open, effective, inclusive and participative local democratic processes together with good quality services and supports which sustain, improve and promote the social, environmental, cultural and economic fabric of South Dublin County for all who live, work and visit there.</p> <ul style="list-style-type: none"> • The consultative process followed in the Development Plan procedure 2008 – 2010 has been continued in respect of the preparation of the Clondalkin Framework Plan, Fortunestown LAP, permeability and smart travel projects
3.2 Core Organisational Values	<p>◆ Putting The Citizen at the centre of what we do</p> <ul style="list-style-type: none"> • The importance of a high standard of service to our customers drives our interactions with our citizens. The dedicated staff and the technologies provided in our Customer Care Centres enable us to achieve this and ensure that deadlines for our citizen requests are met. Staff deal with all contacts with our customers, at counter, on phone, online, email and SMS queries. During 2011, 121,000 enquiries and service requests were received and 93,000 were dealt with at first point of contact without need for referral. Staff handle approx 800 telephone calls per day and over 700 counter callers per week. South Dublin County Council's website www.southdublin.ie is for many customers, the main point of contact with the Council. There is a 24 hour response deadline for web enquiries and in 2011 over 11,000 were received, 80% of which were handled by the Customer Care staff. • The <i>Fixyourstreet</i> initiative has become a key element of our interaction

	<p>with our customers at first point of contact. Since the commencement of the pilot scheme in August 2011, over 2,500 reports and comments have been posted on the Fix your Street website. Our commitment to respond to reports from residents within a two day timeframe has had a positive impact on the delivery of our services and the resolution of the issues reported. In addition, this initiative provides the Council with tools to co-ordinate staff resources effectively and to monitor areas with specific problems. Following the three month pilot Fixyourstreet continues to operate in the South Dublin County and will be extended to all Counties countrywide.</p> <ul style="list-style-type: none"> • The Library Service continues to consult with our citizens through focus groups and online surveys <p>◆ Stronger Local Democracy and Leadership</p> <ul style="list-style-type: none"> • In 2011 over 500 media queries were processed and 125 press releases issued providing information on council initiatives and services. • Over 220 events were attended by the Mayor in 2011, reflecting the council's interaction with local community groups, schools, businesses and other public bodies Highlights included Engineers Ireland Week, St. Patrick's Day Festival, National Play Day, Hallowfest, Social Inclusion Week and Christmas 'Unwrapped' • Over 4500 public representations were managed through the online Members representation system during the year. • During the year 2 Supplements to the Register of Electors were published in advance of the general and presidential elections. • Completion of comprehensive review of Area Committee operations resulting in the dissolution of Lucan / Clondalkin Area Committee and formal establishment of two distinct Area Committees for the two Electoral Areas, accompanied by the amendment of Standing Orders to take account of administrative changes to Council structure and business. • 5 new Councillors were co-opted to the Council following the General and Seanad elections and training programme delivered to new Councillors and
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	<p>Oireachtas members and their assistants to ensure proficiency, familiarity and confidence in the support systems available</p> <ul style="list-style-type: none"> • Maintaining services and delivery of same within the Department and Organisation by ensuring the maintenance of staff experience while implementing the proposed changes as set out in the "Croke Park Agreement" <p>◆ Community Development and Participation</p> <ul style="list-style-type: none"> • Your Dublin Your Voice Exhibition in County Hall, April 2011 • Part 8 Planning proposals for a range of projects including proposed new Playground, Tymon Park; proposed new Park Depot, Griffeen Valley Park and Masterplan for Jobstown Park. • Active participation with Palmerstown Community Council "Friends of Glenaulin Park" initiative. <p>◆ Making the best use of our resources</p> <ul style="list-style-type: none"> • In 2011 the Council participated in the roll out of an extended pilot for reception of on-line Higher Education Grant applications for new students. A total of 855 e-applications were received representing 67% of all applications received. • Libraries – Smartphone application developed to manage stock acquisition by staff • Libraries – Tendered for maintenance, support and supply of 200 public access computers • Stewart's Library Palmerston data connection provider changed resulting in greatly improved connection speed and savings of approx €10,000 per annum • Libraries - Visitor and computer session data gathering centralised in Library Hq
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	<p>◆ High Standards in Corporate Governance</p> <ul style="list-style-type: none"> • Audit Committee (with new Councillor Representation) met 4 times and continued to engage in the review of financial and budgetary reporting practices and procedures, efficiencies, adverse incidents, progress on Audit Plan, implementation of audit recommendations and management of risks. The <u>2011Annual Audit Committee Report</u> was presented to the Council in March 2011. • Efficient and up to date briefing of the Public Representatives and Council Members in relation to all major projects, acquisitions and disposals of land and Property Management within the County <p>◆ Staff Empowerment</p> <ul style="list-style-type: none"> • Communications Unit produced 2 editions of the South Circular Staff Newsletter • Agreed team plans and personal development plan, which reflect the changes under the “Croke Park Agreement”, ensure the maintenance and delivery of existing services. • Library staff training in Photoshop and social media <p>◆ Implementing safe systems of work</p> <p>South Dublin County Council has a Safety Management System in place to ensure, as far as reasonably practicable, that all our operations are conducted to the best national safety practices. We are committed to ensuring that all our staff have a safe and healthy workplace environment and that the Council complies with our legal duties.</p> <ul style="list-style-type: none"> • South Dublin County Council has the following in place
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	<ul style="list-style-type: none"> • Corporate Safety Statement. • Corporate Safety Committee, chaired by the Deputy County Manager with inputs from management and staff on measures needed to ensure a high standard of safety. • 42 Ancillary Safety Statements to cover all our diverse work activities and locations, which are updated regularly. • Departmental Safety Committees operating throughout the Council. • Ongoing delivery of Health and Safety Training Programmes e.g. <ul style="list-style-type: none"> ○ Manual Handling ○ Signing, Lighting and Guarding at Roadworks ○ Confined Space Entry ○ Forklift training ○ Health and Safety at Roadworks ○ Occupational First Aid Training ○ Safe Pass Training <p>◆ Flexibility and openness to change</p> <ul style="list-style-type: none"> • Commitment of staff to ongoing change by being flexible and open in their approach • Libraries – Mobile Libraries Service restructured to service additional schools, crèches and community groups. Dramatic increase in service indicators and funding awarded for new mobile library van specifically designed for children
3.3 Cross Cutting Themes	<p>◆ 3..3.1 Services for All</p> <ul style="list-style-type: none"> • Disability Liaison / Access: During 2011 the Council continued implementation of 'Enabling Access, <i>Ensuring Equality of Opportunity</i> (South Dublin County Council Disability Act Implementation Plan), through focussing largely on non capital actions to continue improving and enabling access for disabled people in South Dublin County • Celebration of Accessibility held in Camac Valley Caravan and Camping Park to promote the new universal accessibility of the Park in particular, and

	<p>Accessible South Dublin County in general;</p> <ul style="list-style-type: none"> • South Dublin County Disability Advisory / Consultative Panel celebrated the end of its first year by hosting a seminar on Universal Design in January. During 2011 the Panel also made submissions on universal design to the Draft Clondalkin Framework Plan and the Fortunestown Local Area Plan Pre-Draft Consultation; • Smartphone App (iPhone and Android) for online accessible parking search facility made available from http://accessible.southdublin.ie This facility enables motorists to search for the location (and GPS co-ordinates) of accessible parking spaces across the Dublin Region; • http://accessible.southdublin.ie further developed with pages on Universal Design, Part M of the Building Regulations and the South Dublin Disability Advisory / Consultative Panel created; • Camac Valley Caravan and Camping Park; Significant level of accessibility now available within the facility. • South Dublin County was selected by Ireland's national judging panel to go forward to the European stage of the Access City Award 2012. This Award is an EU / EDF initiative under the European Disability Strategy 2010-2020; • Disability Liaison / Access Officer was Chair of the National Access Officers Network during 2010; • South Dublin County Council interagency approach to expand the <u>Access Business Directory</u> initiative (created by DCC) to cover the entire Dublin region; • Programme developed for the Councils' participation in National Accessibility Week 2011. Activities include sign interpreted live web chat with Mayor, and exhibit of adapted car to highlight driving as an accessible transport option for people with mobility impairments • Access Officer Service: 21 cases considered. <p>◆ 3.3.2 Working Together</p> <p>The work of the Council's Public Procurement Group comprising staff from key</p>
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	<p>procuring divisions from varying disciplines continued in 2011. Achievements for 2011 included:</p> <ul style="list-style-type: none"> • Rollout of Procurement Reform and Awareness Programme Collation of Relevant Legislation/Regulations • Development of in-house Policy & Procedures guide • Development of Standard Forms/Letters/checklists in cooperation with NPS • Development of FAQ's • Revision of Financial thresholds and approval limits • Development of in-house Procurement homepage <p>County Development Board</p> <p>The County Development Board which is representative of the major statutory and voluntary/community sectors is the main driver of integrated service delivery at local level and promotes partnership and collaboration across the county. The CDB also acts as a forum for the exchange of information, with a view to having a more co-ordinate approach to integrated service delivery at local level.</p> <p>The South Dublin County Development Board priorities are outlined in the South Dublin County Development Board Implementation Plan 2009-2012. This plan contains objectives, aims, associated tasks and outcomes. However, shortly after its publication it was recognised that the Implementation Plan must be flexible and be capable of responding to changing needs at both National and Local Level. Since the plan was prepared the economic and social landscape of the County has changed and the actions are adapted and further prioritized to take this into account.</p> <p>Emphasis is placed on the relations built with our partner agencies but also with the community and voluntary sectors. The community and voluntary sector in South Dublin County was well-established, but had to however adapt</p>
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	<p>to the changing circumstances. There are now two Area Based Partnerships, Dodder Valley Partnership (formerly Tallaght Partnership) and C.P.L.N. Partnership (formerly Clondalkin Partnership) working to alleviate social exclusion throughout the entire county and who will delivery the Local Community Development Programme. The Community Platform and the Community Forum, Local Drugs Task Forces, Community Councils and Residents Associations together with many local community and voluntary groups are active across a range of areas including community development, health, environment, youth, community safety, education, sports and recreation, arts and music.</p> <p>South Dublin County Joint Policing Committee</p> <p>South Dublin County Joint Policing Committee continued to meet regularly in 2011 and organised sub-groups when necessary. The meetings cover a wide variety of topics including:</p> <ul style="list-style-type: none"> • Safety in Parks • Football Leagues and their usefulness in combating antisocial behavior and crime • Restorative Justice Practices • Community Policing • Conflict in the community • Three pilot Local Policing Fora operate in Tallaght, Clondalkin and North Clondalkin. A review of these is currently taking place. <p>RAPID</p> <p>RAPID is a national programme that addresses need in disadvantaged areas. South Dublin County has four RAPID designated areas, three in West Tallaght and one in North Clondalkin. The programme is implemented by cross-sectoral Area Implementation Teams which include local residents. Over the last 10 years the Programme has delivered agreed implementation plans that</p>
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	<p>focused on both infrastructure provision and community support programmes. Infrastructural provision has consisted of play and recreation areas, youth and health spaces, traffic calming across the estates and outside schools; the provision of a community CCTV scheme and the elimination of derelict sites and anti-social behaviour black spots. Programmes that support communities include actions on health, employment, community safety, childcare, family support and suicide prevention. Future work will focus on sustaining previous investments and on collaborative low-cost actions. Since 2001 RAPID has ensured increased investment and improved delivery of public services in West Tallaght and North Clondalkin through integration, improved efficiency and coordination. Most importantly communities have had greater opportunities to participate in the strategic improvement of their areas.</p> <p>Comhairle na nÓg</p> <p>Comhairli na nÓg are local youth councils, which give children and young people the opportunity to be involved in the development of local services and policies. It provides the youth of South Dublin County with an opportunity to identify and discuss matters which affect their daily lives, and is a place for young people to pass on their views and concerns to decision-makers in both local and national government. South Dublin County Comhairle na nÓg was selected as one of three projects to be evaluated as examples of best practice that other Comhairlí across the country can emulate.</p> <p>2011 was a busy year for South Dublin Comhairle na nÓg, as we saw eight members of South Dublin County Comhairle na nÓg representing SDCC at Dáil na nÓg November. Delegates from Comhairle na nÓg are elected to represent their local area at the annual Dáil na nÓg (National Youth Parliament) which is organised by the National Youth Council of Ireland and funded by the Office of the Minister for Children. This event had substantial</p>
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	<p>media coverage and coming up to the event our Chair Chris Kane was interviewed on Two Tube, RTE 2 about the work of South Dublin Comhairle and Dáil na nÓg.</p> <p>During 2011, South Dublin Comhairle worked on Loyalty Card / Discount Card for young people in the County, organised in partnership with the County Development Board a Think Local Poster Competition, the winning poster would be used in some promotion of the Think Local Campaign. Our members also represented South Dublin at a number of Conferences and Consultation throughout the year.</p> <p>AGM took place in Tallaght Stadium on October 26th 2011, launched by Mayor Caitriona Jones. Over 70 young people attended the day aimed at positive wellbeing. Shane Martin from Moodwatchers gave a very inspirational talk, workshops and input from our Mayor and County Manager Joe Horan. Headstrong addressed the AGM to promote the Jigsaw Project in South Dublin. 35 young people signed up to get involved in Comhairle.</p> <p>The first meeting of the new Comhairle was held on November 16th with 21 Young people in attendance. Mayor Caitriona Jones also attended the full meeting and discussed how important their time is on Comhairle and how we in South Dublin County Council value their involvement.</p> <p>The agenda for 2012, set by young people was agreed at the first meeting. During the next year we will work on four topics, Bullying and Peer Pressure, Social Behaviour, Alcohol, Drugs and Tobacco and finally Wellbeing.</p> <p>◆ 3.3.3 Innovation and Creativity</p> <p><u>LAMA Awards</u></p>
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	<ul style="list-style-type: none"> • South Dublin County Council was named as 'Council of the Year 2011' at the 5th Annual Local Authority Members Association Awards held in January 2011. In addition to the 'Council of the Year' award, 6 projects from South Dublin County Council were shortlisted, with the Council winning awards in the following categories: • Best Use of External Communication -Connecting the Past (Library Services) • Best Recreational Facility- Grand Canal Way Green • Best Public Park- Corkagh Park <p><u>Chamber's Ireland- Excellence in Local Government Awards</u></p> <ul style="list-style-type: none"> • South Dublin County Council won four awards at the prestigious Chambers Ireland 8th Annual Excellence in Local Government Awards which were held in October 2011. The award winning projects were Tallaght Young Filmmakers, • the Dublin Mountains Way, • Smarter Travel Adamstown and Camac Valley Caravan and Camping Park. • The potential to extend the current Allotment Scheme throughout the County has been examined and it has been agreed to extend the allotment facility at Friarstown, Bohernahreena. • Notwithstanding the above, the Parks & Landscape Services Department is examining areas within parks and Council owned lands where new allotments might be appropriate throughout the County. • The Council has provided a small allotment scheme in Tymon Park, adjacent to the park depot and visitor reception buildings, which has proven to be very popular. One of the allotments is let on an annual basis to a local school, St. Joseph's School, Balrothery and has proven to be very popular with both children and teachers. There may well be an opportunity to replicate the success of the Tymon Park allotment scheme, including the local school element, in the immediate vicinity of the new depot at Haydens Lane. <p>The Council is exploring this possibility in consultation with local Schools.</p> <ul style="list-style-type: none"> • Libraries - Smartphone version of Library website developed • Libraries - Smartphone version of Library catalogue developed • Libraries – Digital Book Service now works with many Android phones and
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	<p>tablets, iPhones, iPads</p> <p>◆ 3.3.4 Sustainable Living</p> <ul style="list-style-type: none"> • The CDB continued with disability as one of their key actions in 2011 and works closely with the Disability Access Officer of South Dublin County Council. • In partnership between the CDB/SIM and the Disability Access Officer of SDCC an ongoing Disability Advisory/Consultative Panel for South Dublin County continues to meet. The broad purpose of the Advisory/Consultative Panel is to advise on key issues that are relevant to the lives and interests of disabled people in the County and to have both an advisory role & a consultative role (as appropriate) to developments in the County that are led by the Council and/or South Dublin County Development Board member agencies. • Access Information – The CDB and the SDCC Disability Access Officer continue to work on a project which will provide information on facilities and businesses on accessible matters. It is intended to have a joint project with Dublin City, Dunlaoghaire, Fingal and South Dublin.
4.0 Strategic Themes	
 <p>4.1 A Living Place</p>	<p>◆ A Community which has the skills and supports to create and sustain a Vibrant, Participative, Safe and Inclusive community in which each person is enabled to live a fulfilling life.</p>

	<p>Litter Management Plan 2011-2014 was adopted following a public consultation process in May 2011. The aim of the plan is to make South Dublin County a litter free with the support , co-operation and involvement of the local authority, businesses, communities and individuals.</p> <p>As core planning activity drops, resources identified have been reassigned to projects developing quality of life in the County, including;</p> <ul style="list-style-type: none"> • Energy Projects: • Sustainable Energy Community(SEC) • Sustainable Energy Action Plan(SEAP) Database/ • Leading Energy Action Planning (EU Project input) (LEAP) • County Energy MAP interaction • Smarter Travel Projects: • DoT Manual for Streets - Street Design Guide • Grand Canal Cycleway Extension • Lucan-Clondalkin Personal Travel Planning • Strategic Cycle Network/links • Permeability Programme <p>In terms of involving the community in the development and protection of the Dublin Mountains, The Dublin Mountains Partnership, supported by the Council has established a team of 26 volunteer rangers to enhance visitor enjoyment to the Dublin Mountains by assisting visitors to the DMP area, leading and helping with organised events, promoting responsible use through the Leave No Trace programme. The volunteer ranger contribution was 2,687 hours, equivalent to 336 days. Community involvement has been extended by the establishment of a community consultative forum in 2011.</p>
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<p>4.1.1 Community Engagement and Participation</p> <p>Strategic Goal 1 – All citizens will engage in the development of the Living Place</p>	<p>South Dublin County Development Board recognises the contribution which is made to the life of the county by volunteers and active citizens. Their involvement in the development of this County is encouraged by the various agencies represented on the CDB. South Dublin County Development Boards organised an Active Citizenship Week in partnership with the following organisations:</p> <ul style="list-style-type: none"> • CPLN Area Partnership • Dodder Valley Partnership • The Square Shopping Centre • Active Citizenship Together • Tallaght Youth Service • South Dublin County Libraries South • Dublin Comhairle na nÓg • Tallaght Hospital; • An Garda Síochána <p>A week long programme of events was held again in 2011 which included:</p> <ul style="list-style-type: none"> • Promotion of the Garda Reserve Service • National Volunteering Day • South Dublin County Volunteer Centre – promoting volunteerism • Meet the Politicians • Promotion Register of Electorate for 18 Year Olds <p>In March of 2011 South Dublin County Development together with South Dublin County Council and South Dublin Volunteer Centre set up a Volunteer Corp. This Corp is available to organisations throughout the County when they need 'extra hands'. To date the Corp have worked on St. Patrick's Day Celebration, Flag Days, Bealtaine Festival, Vintage Car Project, National Trails Day and Social Inclusion Week. This Corp is not intended to replace any existing but to add value to existing organisations http://www.volunteercorps.ie/</p>
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	<p>The Social Inclusion Unit organised the following events:</p> <ul style="list-style-type: none"> • Celebration of Social Inclusion through the Performing Arts, Civic Theatre, Tallaght • Launch of South Dublin Migrant Integration Forum • Intercultural Dialogue Café “Breaking barriers, building relationships” St Ronans Community Centre • Intercultural Community Engagement Training Programme – a series of workshops throughout the year • Golf Programme towards Integration for Young Children • 2011 Annual Social Inclusion Weeks 7th to 21st November 2011 • Intercultural Café for South Dublin County Council Staff • Art/Writing Competition for Young Children – Theme Volunteerism • Social Inclusion Competition on Awareness and Active Citizenship for Second Level Schools • Annual Tea Dances for older persons in the Community • IT Training for Disabled People, Active Retired and New Communities • Literacy Awareness Training • Employment Internship Scheme • European Week against Racism Soccer Blitz • Competition for the Schools/General Public raising awareness against Racism • Grow your Own Sean Walsh Park for the Unemployed • Horticultural Therapy for Disabled People • Celebration of Bealtaine Festival • Horse Project towards Integration • Research Project of the Practices of Professional Artists from Ethnic Minority and from Immigrant Backgrounds in South Dublin County
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	<p>Arts Office</p> <ul style="list-style-type: none"> • Chambers Ireland Local Government Award for Tallaght Young Filmmakers. • Installation of the Marker Tree Sculpture • Commission of the Travelogue public art work in conjunction with the other Dublin Local Authorities on behalf of the National Transport Association. • Production of new Arts Strategy 2011-2015 • Hosting of national Art in Health Seminar in conjunction with the Adelaide, Meath and National Children's Hospital and other partners. • Completion of South Dublin County Public Art online public art database. • NOISE Flicks , Youth Film Festival • Review of NOISE South Dublin web site, a full consultation with young people and the youth arts sector, informing future development of the site in a positive way • NOISEmoves Youth Dance Festival • Evaluation of Youth Dance Programme carried out. • Launch of Graphic Novel by TY students in Firhouse Community College and Colaiste Bride (Clondalkin). • Creative Campus, partnership between NOISE and Tallaght Community Arts to support emerging artists via mentoring from professionals and opportunity to work collaboratively on work for exhibition with peers. • Creative Approaches for Learning seminar held for 15 teachers/community members at RUA RED. Continued positive feedback • NOISE Creative Careers: 'From Art Class to Design Work—how do I get there?' pilot talk for a carried out with Libraries, well attended, involving professionals in web, graphic and product design • Unwrapped, December 3rd 2011, a community and participatory arts event marking the lighting of the Tallaght Christmas tree, carried out through the partnership of South Dublin County Council Arts Office, Corporate Services and South Dublin Libraries, Tallaght Community Arts, Alternative Entertainment, Contact Studio, RUA RED and the Civic Theatre • Publication of 'Rethinking Local Authority Supports for Youth Arts: the Case of NOISE South Dublin' in Journal of Arts Management, Law and Society for
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	<p>March 2011</p> <ul style="list-style-type: none"> • Paper presented about Tallaght Young Filmmakers at international Media and Culture for Small Nations conference in Wales. • Local Partnership Scheme (Arts Council) funding granted for Events/Map Interactive website for young people involving NYCI, Dublin City Council, and Temple Bar Cultural Trust • Local Partnership Scheme (Arts Council) Cultural Diversity Funding Award for audit of needs of artists from new communities • SDCC supported successful big by CPLN and Clondalkin Youth Service on Leargas funded youth exchange programme • Engaging Architecture Fund granted (Arts Council), partnership with Planning Dept on Architecture programme. • Audit of music services in the county carried out. • Artist support, community support, and podcasting provided by Contact Studio to 82 recording studio participants • Suburban Sounds music education programme with live performances and Roll up you Sleeves screening. • 180 young people and children participate in South Dublin Music Education programme. • Ruaille Buaille Lucan Childrens Music Festival takes place. • Tenderfoot theatre programme for young people has another successful year. • 36,000 people visit the Civic Theatre • 77,200 people visit Rua Red • The Arts Office initiated a Dance Residency with Rua Red and a Theatre Residency with the Civic Theatre which were funded by the Arts Council. <p>Sports, Recreation & Play Office</p> <p>Sport and Recreation continue to play an important part in community and personal development with many programmes and initiatives rolled out by South Dublin County Council. The sports office works in partnership with many clubs, community</p>
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	<p>groups, associations and national governing bodies of sport (NGB's) to deliver a varied and comprehensive programme throughout the county.</p> <ul style="list-style-type: none"> • Some examples of the programmes that have been completed this year: • Walking Programme – Operation Transformation Walking Group • Gaelic for Girls • Late Night League Programme • Paralympic Tournament – St Patrick's Day Cup • Train 2B Active • Easter Treasure Hunts • European Week against Racism (Soccer Blitz for Primary and Secondary schools) • South Dublin School's Cross Country • Bealtaine Festival • Come and Try Days • Youth Orienteering Training Programme • Garda School's Basketball Tournament • Buntus – Soccer Training Programme • Maths Trail • Golf Programme towards Integration • Fettercairn Youth Horse Project – programme towards integration • South Dublin Gladiators • Summer Projects • Gladiators Summer Project (Summer Project Programme for kids with a disability) • School's Orienteering Programme • National Play Day • National Recreation Week • Spooky Walk • The Sports & Recreation Office also provides support and direction to the following development officers: • Football in the Community development Officers X 4 • Rugby in the Community Development Officer X 1
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	<ul style="list-style-type: none"> • Cricket in the Community Development Officer X 1 • These development officers promote their respective sports across the county providing and facilitating a varied range of programmes to include training, education, integration, women in sport, disability sport etc. <p>South Dublin County Sports Partnership</p> <p>South Dublin County Sports Partnership (SDCSP) is a multi party body with representatives from SDCC, HSE, Co. Dublin VEC, An Garda Síochána, CDB, Chamber of Commerce, Education, Sports and Community Development, all with the remit of increasing participation in sport and physical activity across the community of South Dublin County.</p> <ul style="list-style-type: none"> • The SDCSP has a Co-ordinator & Administrator who on behalf of the Committee • organise training programmes for preschools, primary schools and sports clubs • organise community events to promote the SDCSP and its ethos • develop targeted community programmes to increase participation in sport/ PA • provide information, support and small level grant assistance to sports clubs and community organisations • develop the Partnership ethos between all the players in the community to ensure the most effective use of resources (financial and physical) in promoting participation in sport/ PA • Some of the programmes and events that the SDCSP is involved in include; • Operation Transformation – organisation of the event and the subsequent rollout of a community walking programme • Buntús Start – games equipment and training for leaders in preschools • Buntús Generic – games equipment and training for teachers in primary schools
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	<ul style="list-style-type: none"> • Back on Track – Activity programme targeted at teenage girls – in partnership with Co. Dublin VEC and Tallaght Athletics Club • Link 2B Active – development and promotion of a programme offering discounted rates in a range of local leisure facilities targeting those on social welfare assistance • Club Coach/ Mentor training – Child Protection Awareness, First Aid, • Club Development Seminar – information for club mentors on fundraising, planning and volunteer recruitment • Bike Week • National Trails Day • Amateur Sports Awards • Orienteering – training for youth leaders and the provision of information on local courses developed by the SDCSP <p>Tallaght Stadium</p> <p>Tallaght Stadium although only open since March 2009 has already had a big impact on the community and has considerably enhanced The Living Place in which it is located. The Stadium was built and is owned by South Dublin County Council, with Shamrock Rovers Football Club as a tenant.</p> <p>Since it opened, the Stadium has staged many top class football matches, has been used for training by the Republic Of Ireland senior football squad, has hosted an F.A.I. Cup Final, two Setanta Cup Finals as well as all Shamrock Rovers home fixtures. Some of the highlights of 2011 are as follows:</p> <ul style="list-style-type: none"> • St. Patrick's Day Celebrations attended by 8,000 people • Setanta Cup Final • Champions League Football • Beat 24 National Marching Bands competition • WINSSENT Conference
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	<ul style="list-style-type: none"> • Europa League Football (Group Stage) • Two Republic of Ireland open training sessions • Leinster Rugby Squad open training session • Paralympic international football match • Social Media Conference • Pan–European UEFA Goalkeeping Seminar • Tallaght Primary schools (8 of them)round robin football competition <p>Our Roads Department worked closely with transition year students from Firhouse Community College to analyse safety issues for students crossing the Killinenny Road. The access gate for the parkland adjacent to the school was correctly aligned with the pedestrian crossing on Killinenny Road. The students received an award for their initiative.</p> <p>Roads have also developed a pilot scheme for salt bins for residential estates. Three locations in each of the 5 electoral areas will be chosen.</p>
<p>4.1.2 Housing</p> <p>Strategic Goal 2 – Every citizen will have accommodation which is appropriate to their needs.</p>	<p>♦ <i>The Council will continue to develop and implement sustainable inclusive and appropriate Housing policies, which meet the changing needs of all citizens throughout their lifetime</i></p> <ul style="list-style-type: none"> • Housing Rents: Generating income of €20.05 million by the end of 2011. • Housing Stock – approximately 9,059 homes being maintained. • 117 grants paid under the Housing Adaptation Grant for People with a Disability (HAGS) (to 31 /10/2011) • 37 grants paid under the Mobility Aids Housing Grant (MAGS) up to

	<p>31/10/2011.</p> <ul style="list-style-type: none"> • 56 grants paid under Housing Aid for Older People (HOPS) up to 31/10/2011. • 142 grants approved under the Disabled Persons Grant (Tenants) up to 31/10/2011. • It is anticipated that in excess of 21,408 maintenance requests will be dealt with in 2011 at an average cost of €203.20 each. • In excess of 17 fire damaged homes will have been completely reinstated and repaired. • Phase 3 of Refurbishment Programme in Cushlawn has commenced. • Continued work by The Outreach Worker with homeless applicants • 1,270 live home loan accounts in existence at the end of October, 2011. <p>Rental Accommodation Scheme (RAS)</p> <ul style="list-style-type: none"> • 1450 cases have been transferred to RAS since 2005 • 310 vacant properties have been contracted into the scheme to meet the needs of those people whose landlords are not interested in RAS or whose accommodation is unsuitable due to size or condition. 60 of these properties were contracted into the scheme up to October 2010 • 4198 property inspections have been carried out since the scheme commenced in 2005 • 755 Inspections have been carried out to the end of October, 2011. • The arrangement with North & East Housing Association Limited for the management and maintenance of the 100 homes purchased by South Dublin County Council and allocated to RAS eligible applicants is still in place and continues to work well. • A total of 148 homes which owing to altered housing market conditions failed to secure sales to affordable purchasers have now been transferred to temporary use as social homes for an initial period of 5 years in accordance with Department of the Environment, Heritage & local Government guidelines In October 2011 a further 14 units were approved by the DECLG for transfer under this scheme and these will be made available shortly for social allocation.
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	<p>Homeless Service Unit</p> <ul style="list-style-type: none"> • A new Homeless Service Unit was established in 2010 to work specifically with homeless applicants included or seeking inclusion on the Council's Homeless Register. January 2011 saw the extension of the Homeless Services Unit to include the emergency bed placement function. Since this date, 368 unique homeless persons / households presented to SDCC requiring emergency bed placement. A dedicated team of experienced staff identified within existing resources provide the service. • 107 applicants on the homeless register at 31/10/2011 who are currently placed in a range of short term accommodation facilities. • 52 homeless applicants were awarded overall priority up to 31/10/2011, 38 of whom have been housed to date. During the same period, an additional 55 homeless applicants moved from temporary emergency accommodation into private rented accommodation. • November 2010 saw the introduction of SLI Service (Support to Live Independently) which is provided by Dublin Simon Community in partnership with the 4 Dublin Local Authorities and provides visiting support to service users moving from homelessness to independent living in the community. This service continues to progress in 2011. <p>Promoting Home Ownership</p> <ul style="list-style-type: none"> • Provisional approval granted on 9 House Purchase Loans so far in 2011 • 5 homes have been sold to tenants through the Sales Scheme Section this year up to 31/10/2011.
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	<p>◆ <i>Adopt best practice in Estate Management</i></p> <ul style="list-style-type: none"> • 17,840 maintenance responses delivered to end of October, 2011 (21,408 anticipated to end of year). • Average cost per maintenance response €203.20 • 17 fire damaged houses re-instated at 31/10/2011. • 142 alterations to houses to cater for the needs of disabled tenants. • Timber framed windows, back and front doors, facias and soffits were treated and painted in Whitechurch Park, Whitechurch Court, Whitechurch Green, Glenmore Park and Glenmore Green. The communal areas in Glenmore Green were also painted • All the timber framed windows and doors were treated and painted in Arthur Griffith Court and in Arthur Griffith Park. Gutters cleared and repaired where required. • Windows and doors have been replaced in 152 houses and work is in progress in another 39, which will bring the total to 191 by the end of the 2011. The average replacement cost was €5,240 per house. The year commenced with 698 houses on the Window Programme but a further 337 were added up to the end of October 2011 which leaves a balance of 844 still to be replaced. This includes 322 which have to be graded. A provision of €500,000 is made in 2012 budget for the continuation of these works. • 62 of the housing re-lets are being upgraded under the energy programme and 36 have been completed. Of these the majority have achieved a rating of C2 or better with 3 properties achieving a B2 which is very high considering that most of these properties were constructed over 30 years ago. The work includes replacement of windows and doors where required, upgrading the central heating system and installation of a condensing boiler and attic and wall insulation. Other draught proofing measures are carried out to minimise heat loss and increase energy efficiency. This work will reduce the CO2 emissions into the environment, reduce the cost of energy bills to the tenant and prolong the life of the house. It will also make the house safer and improve the quality of life for the tenant. <p>Fire Blankets</p>
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	<ul style="list-style-type: none"> The installation of fire blankets under the Housing (Standards for Rented Houses) Regulations 2008 commenced in 2010 and was completed this year. A total of 8,100 fire blankets were fitted in Council housing stock and are inspected on a cyclical basis in conjunction with the Boiler Inspection Programme. <p>Refurbishment and upgrading of Council Rented Housing Stock</p> <ul style="list-style-type: none"> The Council's Refurbishment Programme Phase III in Cushlawn Estate in Tallaght is scheduled for completion in December 2011. There are 77 dwellings included in this phase which will see thermal, electrical and decorative upgrades carried out, where required, 20 dwellings were completed up to 31st October 2011. The Council's Refurbishment Programme, Phase III, in Greenfort and Shancastle Estates is scheduled to commence in November 2011. This phase includes 74 dwellings which will see thermal, electrical and decorative upgrades carried out, where required. A Thermal Upgrade on 22 dwellings in Pearse Brothers Park and Palmer Park, Ballyboden, Dublin 14 is scheduled to commence in early 2012. These units are amongst the oldest in South Dublin County Council's housing stock. The works will address significant thermal loss issues in these units and improve access and egress to better suit the needs of tenants <p>Family Support</p> <ul style="list-style-type: none"> This service is targeted at families who are at risk of losing their tenancies through anti-social behaviour. The Housing Welfare Team develops a plan with the family in question in consultation with other relevant support agencies. Families participating in this plan are required to sign a Behavioural Agreement requiring them to adhere to the terms and conditions of the plan. Breach of this contract can result in the loss of their tenancy.
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	<p>Family Functional Therapy</p> <ul style="list-style-type: none"> • This service was established in 2007 and is operated by the Clondalkin Partnership. The Council has nomination rights for families who reside in its dwellings. There are currently 223 in the programme. <p>Estate Management</p> <ul style="list-style-type: none"> • The Council's Estate Management Service continued its work in developing relationships with communities and assisting in the further development of those communities. • They also attend local policing forums public meetings. • The Service Programmes were further enhanced by developing county wide focus and standardisation. • The Estate Management Section continues to assist in the overall running and management of the Community Centre for Senior Citizens in Liscarne Estate, Clondalkin. <p>Junior Estate Management Programme</p> <ul style="list-style-type: none"> • Estate Officers continued to work with Junior Estate Management Groups Countywide and participated in urban art projects aimed at reducing/eliminating graffiti, environmental projects, sports initiatives, clean-ups, training courses etc. • The Council's Anti-Social Service has received 881 reports in relation to 771 anti-social incidents at 31/10/2011. • At present the service is involved in the investigation of 800 live files. • Quarterly reports on the Service continue to be discussed at Area Committee Meetings. This reporting relationship with the Councillors has facilitated a better understanding of the level of activity within the service. The following are statistics for the period January – October, 2011.
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- ◆ 1627 House calls made
- ◆ 372 Formal interviews held
- ◆ 42 House inspections carried out
- ◆ 218 Consultations with An Garda Siochana
- ◆ 29 Consultations with the Health Services Executive
- ◆ 77 Formal warnings issued
- ◆ 4 Pre-emptive surrenders
- ◆ 5 Notices to Quit served
- ◆ 16 Abandonment notices served
- ◆ 5 Exclusion orders obtained from the district court

◆ **Promote safer communities by working in partnership with communities and other organisations**

Inter-Agency Co-operation

- The Service continued its work with other agencies in the further development of Integration Initiatives, Environmental campaigns, health promotion and awareness, promotion of awareness of opportunities for training and development. The Service has worked closely with CDI, local Partnerships, local Youth Services, St Vincent De Paul society, Barnardos, Local Environmental Groups, Civil defence, Safety For a, Local Policing Fora, Probation Services, the HSE, An Garda Siochana, Dublin Bus, local development agencies, PAKT-YMCA, F.A.I., etc.


Liaison Committee

- The liaison committees comprise of community representatives, the Gardai, Mediation Service and various representatives of the Council. The purpose of these committees is to ensure an integrated response to local service delivery.

<p>4.1.3 Community Facilities – Cultural, Sporting, Recreation</p> <p>Strategic Goal 3: A community open to the rich depths of creativity, which recognises the value of participation for all in education, the arts and sporting opportunities</p>	<p>Objectives: The Council will:</p> <ul style="list-style-type: none"> ◆ Support sustainable local arts and cultural programmes in South Dublin <ul style="list-style-type: none"> • Communications Unit processed and coordinated the facilitation of eight request to film commercials, documentaries and feature film in the county during 2011 • The Arts Culture Gaeilge Education and Libraries SCOP met 4 times and the following issues considered: • Consideration of the Council's support for business and employment, establishment of a subcommittee established to progress relative business and employment initiatives and development of Creative Enterprise strategy • Updates on Student supports • LA response to literacy issues • Consideration of draft South Dublin County Arts Development Strategy 2011-2015 • Update on redevelopment of Ballyroan Library • Consideration of Rua red Arts Strategy 2012 • Consideration of programme of Christmas cultural events ◆ Provide a quality Library service which caters for the Lifelong learning needs, both Educational and Recreational of all communities <ul style="list-style-type: none"> • Literacy support and development programme being delivered in response to the National Strategy to Improve Literacy 2011-2020 – aimed primarily at parents and pre school children • Online Consumer Health information delivered through www.southdublinlibraries.ie • Transparent Language online - available via online research from library website • LAMA Awards South Dublin Libraries won the award for Best Use of External
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	<p>Communication for Connecting the Past: Mapping South Dublin County in Time</p> <ul style="list-style-type: none"> • South Dublin Libraries website shortlisted in the Irish Language and Local categories of the 2011 Ireland's eGovernment Awards • Self-service borrow, return, renew and fines payment introduced in Lucan Library and Clondalkin Library • Time-based phone answering introduced in branch libraries • 100th anniversary of Whitechurch and Clondalkin Libraries celebrated • MoovBox fitted to one mobile library van to improve connectivity to library management system, Internet and SDCC Intranet • Exhibition on the Life and Work of T. J. Byrne developed to celebrate the centenaries of Whitechurch and Clondalkin Libraries • €2.4 million secured from DOECLG for redevelopment of Ballyroan Library - Whitechurch opening hours extended • Capsule Library established in Pastoral Centre Ballyroan • Digital signage installed in Clondalkin, Castletymon and Whitechurch libraries using live feed from Libraries website. • 2.5 million page views on the libraries website by almost 300,000 (300k) distinct users looking for information on library news and events, renewing loans, reserving titles checking online information, such as Consumer Health Complete, borrowing ebooks and eaudio books, finding items in SOURCE our digital archive, using the online historical mapping website, etc. • Libraries published two significant books during 2011 - Once Upon a Time in Tallaght and Allegiances Compromised • Lynch's Park Capsule Library delivers computer activities via the 5 high speed PCs provided, literacy classes in conjunction with NALA, and Tallaght Travellers • Development Group offer a homework club for the children. <p>◆ Promote digital literacy by providing access to technology</p> <ul style="list-style-type: none"> • Completion of the 5 year Connect School Project in St. Aidan's School and the roll out to all incoming students. • The development of the "Connect Education Community of Practice" with
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	<p>two, six week training course provided to 35 teachers during the academic year</p> <ul style="list-style-type: none"> • Currently over two hundred teachers involved in the Connect Education Community of Practice • Libraries - Fas eLearning and Computer Courses provided to over six hundred citizens • Libraries – Extending communities of practise model to deliver training to teachers on online information services available on www.southdublinlibraries.ie <p>◆ Promote the facilities and amenities in Parks, by supporting a healthy lifestyle through active and passive recreation</p> <ul style="list-style-type: none"> • The Council's 1,700 hectares of public parkland, open spaces, river valleys includes 5 Regional Parks and 50 Neighbourhood Parks. • 14 children's playgrounds are available to the public. • Sporting facilities include 160 playing pitches to cater for the main sports codes of GAA/Soccer/Rugby, 15 Five-a-side All Weather Astro pitches, 2 All Weather Athletic Tracks, All weather hockey pitch, Tennis Courts, Skate Park, Pet Farm, Baseball facility. • Camac Valley Tourist Caravan and Camping Park and Put and Take Fishing Facility, • 1 Cricket Facility, 1 Bowling Green, and Public Golf Course at GrangeCastle • Camac Valley Tourist Caravan and Camping Park – winners of Chambers Ireland Customer Service Award 2011 • National Play Day 2011 launched by Minister for Children in Corkagh Park on 3rd July 2011. • 36km route waymarked for National Trails Day event 2nd October 2011 which involved Fingal, Kildare and Dublin City Councils as well as the OPW and Waterways Ireland and the National Trails Office. • Completion of new cycle race track in Corkagh Park in association with CycleIreland
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	<p>◆ Encourage Sport and Recreation by developing tailored programmes to target specific groups of the community</p> <ul style="list-style-type: none"> • Craic assault course events in June and September Waterstown Park <p>◆ Promote pro-social behaviour through the introduction of Social credits</p> <ul style="list-style-type: none"> • Social Credits System implemented with the development of www.socialcredits.ie • The Social Credits System rewards pro-social behaviour in communities and encourages groups to get involved in the enhancement of their communities. • Over seventy groups have applied to the scheme. • “Bulbs not Bonfires initiative - 3,000 bulbs were planted in housing areas around the county.
<p>4.2</p> 	<p>A County whose infrastructure is of high quality, sustainable with modern infrastructural networks including Roads, Water and Drainage Services, Waste, Telecommunications / Broadband and Energy Resources that provide for existing and future communities</p> <p>The Council is involved in national and EU-backed projects aimed at increasing energy awareness and making real, enduring and significant changes to the way in which the Council and the community use energy and reduce energy costs, in particular for South Dublin businesses and homeowners, projects include;</p> <ul style="list-style-type: none"> • Tallaght Sustainable Energy Community (SEC) • Leadership for Energy Action and Planning (LEAP) – funded by EU

	<p>Intelligent Energy Europe</p> <ul style="list-style-type: none"> • South Dublin Sustainable Energy Action Plan (SEAP) • Working Group on removing barriers to use of Telecommunications
<p>4.2.1 Strategic Goal – To develop and maintain high quality, sustainable and modern Infrastructural Networks including Roads, Water and Drainage Services, Waste, Telecommunications / Broadband and Energy Resources that provide for existing and future communities</p>	<ul style="list-style-type: none"> • Roadmap – 3309 online applications & 483 user companies in 2011 • Restoration and maintenance programme completed • The Embankment Road Extension was completed providing a new 2.5km distributor road between Citywest and Belgard. • The Luas Line Extension from Belgard to Saggart was opened • A new off-road footpath/cycle track was provided on Stocking Lane. • Parking – during 2011 refinements to the tariffs made to optimize the use of parking space in Tallaght & Rathfarnham. The provision of online parking permits is currently under study. • Performance targets for attendance on signal maintenance faults achieved or bettered: <ul style="list-style-type: none"> • 97.6% attendance on urgent faults • 92.9% for non-urgent faults vs. 90% target in each case • 80% completion of signing & lining & minor works within 3 months of statutory approval • 9 Pedestrian crossings & 2 zebra crossing completed in 2011 • Mobility – The Council held a number of high profile events as part of European Mobility Week 2011: - Pedometer challenge, Car Free day, Electric bike display in County Hall, Cycling Campaign talk in Council Chamber and a pilot Programme for School Bike Sheds was launched. • Government Bike to Work Scheme – a total of 135 staff members purchased bikes through this initiative since May 2009. <p>◆ Promote and facilitate an accessible infrastructural network throughout the county in order to achieve balanced social and economic development</p>

	<p>and competitiveness.</p> <ul style="list-style-type: none"> • The Embankment Road Extension was completed providing a new 2.5km distributor road between Citywest and Belgard. • The Luas Line Extension from Belgard to Saggart was opened • A new off-road footpath/cycle track was provided on Stocking Lane. • 9 Pedestrian crossings & 2 zebra crossings completed in 2011. • Parking – during 2011 refinements to the tariffs made to optimize the use of parking space in Tallaght & Rathfarnham. The provision of online parking permits is currently under study. <p>◆ Maintain the county's infrastructure to a consistently high standard in a professional planned and systematic way</p> <ul style="list-style-type: none"> • Restoration and maintenance programme completed • Footpath Refurbishment programme completed <p>◆ Expand the use and sharing of spatial data to enable more effective and integrated service and infrastructural planning.</p> <ul style="list-style-type: none"> • All spatial data relating to litter mapped identifying location of litter generators, litter bins and litter fines. • Spatial mapping of all Waste facility permits, Certificates of Registration, Discharge Licences (water and sewers), Quarries, Waste Electrical and Electronic Equipment (WEEE) SITES, End of Life Vehicles (ELV's) sites, Tyres Packaging and Bring Bank sites has been completed using Arc GIS System • Digitised mapping of playgrounds, Multi Use Games Areas (MUGA's) basis and bonfires sites county wide • Roadmap – 3309 online applications & 483 user companies in 2011 • Performance targets for attendance on signal maintenance faults achieved or
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	<p>bettered:</p> <ul style="list-style-type: none"> • 97.6% attendance on urgent faults • 92.9% for non-urgent faults vs. 90% target in each case • 80% completion of signing & lining & minor works within 3 months of statutory approval <p>◆ Place sustainability and Climate Change strategies at the core of infrastructural planning and Council operations and</p> <ul style="list-style-type: none"> • Mobility – The Council held a number of high profile events as part of European Mobility Week 2011: - Pedometer challenge, Car Free day, Electric bike display in County Hall, Cycling Campaign talk in Council Chamber and a pilot Programme for School Bike Sheds was launched. • Government Bike to Work Scheme – a total of 135 staff members purchased bikes through this initiative since May 2009. <p>◆ Factor future operational implications into project specification and implementation</p> <ul style="list-style-type: none"> • Incorporation of low energy, sustainable building principles into design of proposed new parks depot in Grange Park, Lucan. • Proposed windmills as part of Masterplan for Jobstown Park to offset part of energy requirements of Tallaght Leisure Centre.
<p>4.3</p>  <p>A Busy Place</p>	<p>◆ South Dublin is a place where enterprise and innovation is facilitated by the development of meaningful supports through the implementation of appropriate planning policies, development of infrastructure and the nurturing of creativity</p>


	<p>South Dublin County Development Board formally launched An Integrated Economic Development Strategy for South Dublin County in early 2009. This integrated economic strategy will help drive the economy of South Dublin County over the coming years. It is action oriented, largely within control of partners and in line with national economic development policies and programmes. This strategy has been reviewed taking into account the current economic climate.</p> <p>During 2011 the group have worked with the Councils' initiative 'Sustaining Business' and have been involved with:</p> <ul style="list-style-type: none"> • Think Local • Public Procurement Seminar with County Enterprise Board and Chamber Collaborative work with Tallaght IT Synergy Centre • Collaborative work with County Enterprise Board on a Test Bed project. <p>The Council has adopted and resourced a Sustaining & Developing Business Project, identifying 8 outcomes in its Action Plan 2011-2013. The project involves working on an interagency basis, with a Sustainable Business Executive working between the Council and the business community in making Council policy and practices work to sustain and develop business in our County. The 8 outcomes are;</p> <ul style="list-style-type: none"> • South Dublin County has become more attractive as a location enabling the IDA to locate strategic and Foreign Direct Investment • The re-balancing of infrastructural costs has facilitated the expansion of business in South Dublin • South Dublin County is established as a major international digital services centre capable of attracting innovative employment • The Rates base in South Dublin has expanded • Business development supports are maximised South Dublin County • Business sustainability and development programme have been delivered as part of collaboration with South Dublin Chamber of Commerce • Government placement schemes for the unemployed are maximised
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	<ul style="list-style-type: none"> • The Creative Village project has been established • In response to the changed economic climate the Councils Economic Development Strategic Policy Committee has initiated a review of the Council Development Contribution Scheme. A Working Group comprising the executive, elected members and sectoral representatives has been established to research and guide the review and production of a new scheme. • A Traditional Urban Centres Working Group has also been established to review possibilities to increase footfall within these local centres and will continue to engage with local business groups on this aim.
4.3.2 Strategic Goal – Build on and develop existing interagency approaches to improve the local economy.	<p>Objectives:</p> <p>◆ Collaborate with state agencies and other interested parties to ensure a cohesive response to the business community's needs.</p> <ul style="list-style-type: none"> • Council's Emergency Planning committee involves close co-operation with other state agencies – Gardai and HSE to ensure a planned response to an unanticipated event.
4.3.3 Strategic Goal – Assist in the control of the cost of doing business	<p>Objectives:</p> <p>◆ Provide Council services in a cost effective manner.</p> <ul style="list-style-type: none"> • Information provided to all businesses in the County on 'A guide to Water Conservation and Efficiency for Businesses'
4.3.5 Strategic Goal –	Objectives:

<p>Maximise opportunities for the highly skilled on the live register by encouraging new business start-ups and facilitating up-skilling for individuals</p>	<p>The Council will:</p> <ul style="list-style-type: none"> ◆ Complete rollout of Innovation Enterprise Zones Initiative. ◆ Build and develop relationships with appropriate agencies such as Enterprise Ireland, FÁS, South Dublin County Development Board and South Dublin County Enterprise Board. <ul style="list-style-type: none"> • Libraries - South Dublin Libraries partnered with South Dublin Chamber during 2011 to profile and grow business information services. New dedicated business collections branded as Books Mean Business were provided across branch libraries and a programme of advice clinics, workshops and seminars were delivered. Business information pages developed for www.southdublinlibraries.ie • FAS Work Placement Programme <ul style="list-style-type: none"> ○ Energy Management ○ Digitisation of Local history collections ○ Sports Partnership research ○ Archaeological Heritage research and fieldwork <p>◆ Focus on developing networking opportunities between individuals to nurture new ideas and promote knowledge sharing.</p> <ul style="list-style-type: none"> • Social Media Means Business Conference took place on the 8th June in Tallaght Stadium with over 150 attendees • Social Media Community of Practice launch in June 2011 providing training in social media for business. • 149 participants have attended training with a further 98 enrolled on SMMB Courses
<p>4.3.7 Strategic Goal – Promote South</p>	<p>Objectives:</p>

<p>Dublin County as the premier location for business, sport and leisure tourism.</p>	<p>◆ Support South Dublin County Tourism Ltd. in building this County into a premier business, sport and leisure destination.</p> <p>Business - Grange Castle Business Park</p> <ul style="list-style-type: none"> • South Dublin County Council facilitated Microsoft Ireland Operations Ltd expansion within the Park by the granting of planning (without appeal from An Bord Pleanála) for a major extension (in excess of 11,000 square meters) of their facility. • Pfizer also carried out a substantial internal upgrade of its facility in Grange Castle Business Park at a cost of €145 million. • The Council also facilitated 2 major data centres on land adjacent to Grange Castle Business Park by providing access and Wayleaves to the services and utilities within the Business Park. <p>Tourism</p> <p>The major projects undertaken by the Tourism Company in 2011 were:</p> <ul style="list-style-type: none"> • Recruitment campaign to significantly increase and diversify the membership base of the company. • Implementation of a sales strategy for the company. • Completion of sales training for 11 members of the bids presentation team. Members of this team, drawn from cross sector membership will actively seek to secure large events/conferences for the county. • Recruitment of two graduate interns on a 6-month placement. Graduates will have relevant qualifications and will track and tender for international events/conferences in excess of 2000 delegates. Interns will work closely with the bids presentation team. Intern recruitment underway. • Development of SDCT housing bureau. Having successfully managed tenders in 2010, SDCT believe there is a value in developing a dedicated housing bureau. Information received in 2010 from Dublin Convention Bureau indicated minimal conversion of leads and referrals to local members. The
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	<p>board and members of SDCT believe that such a unit operating within SDCT would address this lack of conversion. Resources available are the bids presentation team, the intern placement and staff of SDCT.</p> <ul style="list-style-type: none"> • Continuing development of additional membership categories as approved by the board. • Continued design and implementation of additional revenue streams • Completion of SDCT eBay shop – the first Irish accommodation and activities presence within eBay.co.uk. The shop will be voucher based and reflect accommodation, amenities, tourist attractions, events and items of interest to purchase. • The newly developed iPhone application – iGuideSouthDublin has opened new channels to specific markets for the company. Linked to iGuide Dublin and with a search ranking higher than the Dublin Tourism app. SDCT will look to expand listings and special offers/discounts similar to the Groupon model in the USA. The iGuide information is augmented with dedicated web site. SDCT currently negotiating development of Android version of app. • Expansion of external site placement of a dedicated booking engine representing the twelve member hotels. As the booking engine is on a revenue share arrangement, it is hoped the engine will generate revenue stream 2011. Initial statistics indicate that the SDCT engine is attracting large volumes of traffic with click through going directly to hotel selected. Current referral ranking for one member hotel list SDCT at 19th out of 150th channels to the hotel. SDCT anticipates to move up the referral-ranking list for all members as the new website is embedded and fully positioned in the market place. • An expanded Halloween Festival 'Hallowfest' with a reduction in spend of 75% • Development of a co-ordinated tourism signage strategy in co-operation with South Dublin County Council. • Expanded Internet presence through the eCommerce team. With current traffic to www.dublingolfhotels.ie and .com averaging 50,000 visits per month, SDCT will complete the members profile with google map and google street. An online shop, monthly ezine, coded special offers/discounts, facebook, twitter are under final construction at present.
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	<ul style="list-style-type: none"> • Public Relations Campaign • Monthly board, hotels, golf club and eCommerce meetings. Quarterly members/board networking meeting. • Development of presentations packs as a recruitment tool and as presentation material. Completion of defined member benefits specific to relevant sector, i.e hotel, restaurant, golf, amenity and products/services indirect to the tourism product of the county. Material to international standard and available to all members for promotional purposes. • Assistance to members with sales and marketing material and promotions. • South Dublin County 3 minute promotional video with original soundtrack composed by local traditional Irish musicians. The video will be hosted by every member of the company on home site. • Participation in Irish Film Television Network initiative with Tourism Officer. • Award winning Dublin Mountain Way. • Award winning Tourist Camping and Caravan Park, Corkagh Park. • Grange Castle Golf Course • Corkagh Fishery • New cycle race track in Corkagh Park in association with CycleIreland
<p>4.4</p> 	<ul style="list-style-type: none"> • South Dublin County is an area of rich and varied landscapes, architecture, archaeology and culture. South Dublin County Council protects these elements of our heritage, to maximize the enjoyment and experiences of all citizens and visitors and to ensure their availability for future generations • The Council recognises the importance of the Mountain area to the County and continued to support the ongoing work of the Dublin Mountains Partnership in 2011. A section of the recently opened Dublin Mountains Way at Piperstown was upgraded in 2011. This route gained further recognition in 2011 with South Dublin County Council working with Dublin City Council and Dún Laoghaire-Rathdown County Council winning the Joint Local Authority Initiative Award at the Chambers Ireland Annual Excellence in Local Government Awards, with the Dublin Mountains Way Long Distance Way-

	<p>Marked Walking Route from Tallaght to Shankill.</p> <ul style="list-style-type: none"> • The “Dublin Mountaineer” bus service operated again between Tallaght and Sandyford in 2011. • A significant upgrade of the Dublin Mountains Way, one of the many positive outcomes of the establishment of the Dublin Mountains Partnership, was achieved at Piperstown. In 2011 the route was recognised as a National Waymarked Way. • The Councils graduate archaeologists have also assisted in preparing information on selected archaeological sites for walkers/tourists in the Dublin Mountains. <p>Conservation:</p> <ul style="list-style-type: none"> • The Council successfully worked with the Department of Arts, Heritage and the Gaeltacht and leveraged funding under the Structures at Risk fund to assist the applicant in completing emergency works on the Weir on the Liffey at Palmerstown by October 2011. • Survey of Protected Structures in Council ownership is being undertaken on an on-going basis. Three survey reports have been completed to date which has led to improvement and conservation works being carried out at Clondalkin and Whitechurch Libraries • Engage with Architecture Scheme 2011-which is a partnership between the Arts Council and Department of Arts, Heritage and the Gaeltacht under the Government Policy on Architecture implementation programme. Out of 33 applications nationally only four applicants were allocated a grant under the scheme for 2012 and SDCC is one of the successful applicants. An event: “Looking beyond eye Level-The impact of our built environment”, is scheduled for March 2012. <p>Heritage:</p> <ul style="list-style-type: none"> • The Council has engaged the services of graduate Archaeologists through a Work Placement Programme. Their work has considerably advanced
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	<p>research on the County's rich archaeological environment culminating in the Newcastle Historic Area Assessment (HAA), the first of its type in Ireland;</p> <ul style="list-style-type: none"> • The South Dublin County Heritage Plan was printed and launched in June. The County Heritage Forum met three times to oversee heritage projects and to shortlist agreed projects for 2012. The Heritage Officer has applied to the Heritage Council for funding for 5 projects for 2012. • A GIS survey of the County's natural habitats has been undertaken. • A hydrogeological study in Glenasmole has been undertaken to assist with planning requirements for Appropriate Assessment under the Habitats Directive. • The National BioBlitz Event held in Waterstown Park in May highlighted the huge biodiversity resource held in urban parks that are managed in an ecologically sensitive manner. • A database of EIS reports, archaeological surveys and building conservation reports has been set up to facilitate easier access to this environmental data.
<p>4.4.1 Strategic Goal – To protect and celebrate our heritage landscape we will strengthen and promote the identity of South Dublin County</p>	<p>Objectives</p> <p>◆ Support and implement the County Heritage Plan</p> <ul style="list-style-type: none"> • Bio Blitz Waterstown Park 20/21st May 2011 • Walking tour of Waterstown Park • Hedgerow maintenance course <p>◆ Protect and promote local heritage</p> <ul style="list-style-type: none"> • Books published and launched – Allegiances Compromised and Once Upon a Time in Tallaght. • 736 local studies queries • History and Heritage 2011 – this year themed around Year of Craft. Over thirty events included storytelling, lectures, and workshops in crochet,

	<p>patchwork, basket making and printing.</p> <ul style="list-style-type: none"> • Support for Leaving Cert. History Students – Local Studies staff prepared sample topics for the Leaving Cert History project. Talk for students on using library resources and choosing local history topics. • Luas Heritage Project – to celebrate the launch of the Luas extension to Saggart, South Dublin Libraries partnered with Luas in a project to display posters at each of the new Luas stops from Belgard to Saggart during Heritage Week and for the month of September. Each poster detailed a different aspect of the history and heritage of the area. As part of the project, a walking tour of Saggart took place during Heritage Week, and the posters were also exhibited at the County Library. <p>FÁS Work Placement Staff Completed the following work:</p> <ul style="list-style-type: none"> • Over 60 hours of video material digitised • 3775 items digitised and uploaded to Source • Worked on the Luas Heritage Project & assisted the RPA with research. • Created new content for the completion of www.southdublinhistory.ie • Working on new collection which will be placed within Source – ‘South Dublin’s Military Heritage’
<p>4.4.2 Strategic Goal – Protect the landscapes, habitats, special areas, architectural and archaeological features by:</p>	<p>Objectives</p> <ul style="list-style-type: none"> ◆ Protect the County’s environments, habitats and species and consider the developing national landscape policy. <ul style="list-style-type: none"> • Support and assisted with County Habitat Mapping Project ◆ Protect, manage and enhance the tree population through the development of an integrated Tree Strategy.

	<ul style="list-style-type: none"> • Completion of annual Arboricultural works programme • Participated in Tree Day 6th October 2011 and National Tree Week 7th – 13th March 2011 <p>◆ Develop and access and use of significant natural and built assets such as the Parks, Mountains, the Liffey, Dodder, Rivers and the Grand Canal. ◆</p> <p>Investigate the development and promotion of habitats within transport routes.</p> <ul style="list-style-type: none"> • 36km route waymarked for National Trails Day event 2nd October 2011 which involved Fingal, Kildare and Dublin City Councils, OPW, Waterways Ireland and the National Trails Office.
4.4.4 Strategic Goal – Sustainable Planning and Development:	<p>The Council will:</p> <p>◆ Prioritise the development of green spaces in order to facilitate the County's green network for people and for wildlife.</p> <ul style="list-style-type: none"> • Completion of Griffeen Valley green route to Grand Canal • Corkagh Park winner of Best Park category, LAMA Awards 2011 <p>◆ Promote sensitive use of existing landscapes for walking and cycling.</p> <ul style="list-style-type: none"> • Provision and maintenance of network of pedestrian and cycle paths in parks and open spaces throughout the county <p>◆ Encourage green architecture.</p> <ul style="list-style-type: none"> • Proposed new park depot at Grange Park, Griffeen Valley Lucan

	<p>◆ Support the development of allotments and community gardens</p> <ul style="list-style-type: none"> • Maintenance of existing allotments and construction of new allotments as part of expansion of scheme
<p>4.4.5 Strategic Goal – To support and promote inter-agency and cross-department working in protecting landscapes, habitats, architecture, archaeology and culture of South Dublin County</p>	<p>Objectives:</p> <p>◆ Promote the County Climate Change Strategy</p> <ul style="list-style-type: none"> • Updates on Climate Change Strategy and Council's sustainability programme presented to Environment SPC <p>◆ Support the work of in creating links from populated areas of South Dublin County to the Dublin Wicklow Mountains.</p> <ul style="list-style-type: none"> • Active members of the Dublin Mountains Partnership improving access to and the recreational experience for users of the Dublin Mountains
<p>4.4.6 Strategic Goal – To develop and support the Irish language on a County basis and within the Council</p>	<ul style="list-style-type: none"> • Irish is now available in all the interactive Self Service Points in South Dublin Libraries • Irish is included on www.southdublinlibraries.ie Online Language Learning, which is free of charge and available to all our members. • The home page of www.athcliaththeas.ie was further developed to include daily notices and news articles • Seachtain na Gaeilge 2011 in South Dublin Libraries delivered 35 events for adults and children during the twelve day festival • Over 90 events took place throughout South Dublin County, celebrating Irish, which catered for over 11,500 people. • Irish Classes and Conversational Groups were held throughout the library network. • Between May and October 97 documents were translated and our Major Policy Documents were made available in Irish, including the Corporate Plan and Annual Report

	<ul style="list-style-type: none"> • There were 429 Irish road signs corrected and erected across the County under our current correction programme. • There were 353 queries registered under the Irish Office / Gaeilge through out the Council. • Irish Version of Libraries website and catalogue. Tá leagan Gaeilge de suíomh idirlíne na leabharlanna agus den chatalóg ar fáil
5.0 Implementation and Monitoring	<ul style="list-style-type: none"> • The Appropriate Assessment (AA) and Strategic Environmental Assessment (SEA) process initiated in-house as part of Development Plan process has further developed into a SEA Monitoring System with technical tools and systems such as SEA databases and GIS layers created to provide real and current statistical information on impacts that proposed development may have in relation to flood risk, Seveso sites, biodiversity impacts, conservation areas etc. It is intended that during 2012 these tools will be further developed to become integral tools in the development management system, vital in quantifying the environmental impacts of development proposals and flagging areas of concern. • The other functions of the Planning Department, particularly in the areas of enforcement, development contributions and taking in charge have seen enhanced monitoring systems being development and under development.
5.1 Modernisation and Change	<p>Fix Your Street</p> <p>South Dublin County Council has had a successful tradition of using web technologies in the provision of quality customer care based services to members of the public. In the new programme for government, the political parties proposed "In local services, we will establish a website – www.fixmystreet.ie – to allow residents to report problems with street lighting, drainage, graffiti, waste collection and road and path maintenance in their neighbourhoods, with a guarantee that a local official will respond within 2 working days." Given the Council's tradition and position in delivering</p>

	<p>quality customer care via the internet and the organisations GIS spatial capabilities, we approached Minister Brian Hayes outlining an approach which could see the fix my street service as described in the programme for government come to fruition. Minister Hayes organised for the presentation of the approach to the Minister of the Environment, Phil Hogan and it was agreed for South Dublin County Council to proceed with a pilot of fix my street on the basis outlined.</p> <p>As the internet domain fixmystreet.ie was not available to either government or South Dublin County Council, the service settled on a domain name of www.fixyourstreet.ie. The pilot of the web service began on the 2nd of August 2011 and has lasted a period as originally set out of 3 months. This has now formally ended and the projects evaluation and report to the minister is presently ensuing.</p> <p>From 2nd August, 2011 to November 22nd, there has been 20,671 visits to the site by 13,247 unique visitors. This has yielded 99,270 page views of reports and enquiries. 1,554 actual reports were received via the new service since it went live on August 2nd.</p> <p>Applications Development</p> <p>IT staff continued to develop in house enhancements to our systems including;</p> <ul style="list-style-type: none"> • Customer Care, • PMDS, • Infrastructural Projects, • Risk Assessment, • Pollution Control. <p>The migration of older systems to a web based SQL server environment has continued also. A number of (in-house) applications and processes were deemed</p>
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	<p>necessary for upgrade such as:</p> <ul style="list-style-type: none"> • Managers Orders system • Insurance Claims system • Collection of Arrears (Debtors) system. <p>They have now been re-designed & re-written to a standard browser based version providing the users with :</p> <ul style="list-style-type: none"> • Re-engineered processes • Greater clarity • Improved ease of use • A common approach to functionality & presentation <p>The following systems went live this year</p> <ul style="list-style-type: none"> • Information Systems Developments • Environmental Complaints • Insurance Claims <p>Development work is on going on the following systems:</p> <ul style="list-style-type: none"> • Debt management • Planning Enforcement • Manager's Statistics Dashboard • Roles within Department have been reassigned & amalgamated as a result of reduction in core activity. • Staff have been re-deployed and sections amalgamated and functions consolidated at all levels of the Planning Dept • Synergy in site visits has been achieved with Planners engaged in enforcement, development contribution and data collection in tandem with traditional development management role. • Specific skills within the department in relation to energy, urban design &
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	<p>mobility have been utilised to leverage funding streams nationally and from Europe for projects as listed under 4.1 and 4.2 above.</p> <ul style="list-style-type: none"> • The Planning Dept has continued the corporate commitment to flexibility and redeployment to areas of greatest need, with clerical staff rotating through the Councils Customer Care Centre and providing supplementary customer service support during emergency situations/peaks in customer activity during the extreme weather events of 2011.
5.2 Democracy on the Web	<ul style="list-style-type: none"> • Social Media is changing the way we work and provides South Dublin County Council with opportunities to educate and inform citizens. Social Media encourages greater democratic engagement; it provides a medium for members of the community to give us instant feedback on how we are delivering our services. In times of limited financial resources, social media is relatively inexpensive. • Throughout 2011, the council has continued to develop these resources to provide real time information, create awareness campaigns and promote civic events. The council has over 2,200 followers on Twitter and 1,150 followers on Facebook. In addition we have southdublincoco's Channel - YouTube • Web activity continues to grow in the Council with usage set to expand on previous years with in excess of 7million page view from more than 1million uniques users over 1.4 million user sessions. • This represents a natural increase in the public at large accessing information from the Council but also significantly it represents continued strong reliance the emergency situations presented during the year of prolonged weather related logistical information requirements, and in more recent times of the flooding situation. • Combined with extensive social media coverage the information provision capabilities amply responded to the demands which presented itself. <p>Social Media</p> <p>The Council continues to harness the power of social media. It is invaluable in</p>

	<p>times of emergency or crisis in communicating with a concerned public. However more than that there has been demonstrated multiple benefits in terms of extending the public relations and communications of the organisation. Social media has also provided an extended day in which communications with the public can be made and information can be promoted.</p> <p>The Council has in excess of 2,200 twitter followers and more than 1,100 facebook accounts which like the Council's page and receive our updates.</p> <p>Web Developments</p> <p>The IT department supports the continued development and upgrading of fifty websites that are owned by the Council. This year saw the launch of the following websites –</p> <ul style="list-style-type: none"> • Public Arts • South Dublin History • Connect Me Revamped • Connect Centres • Annual Budgets • Childrens Services • Social Credits • Choice Based Letting <p>Websites were also used to publish online application forms, submission forms and surveys for –</p> <ul style="list-style-type: none"> • Bulbs not Bonfires campaign • Fortunestown LAP & Clondalkin Framework • Anti Litter Awareness grants • Local Agenda 21 grants
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	<ul style="list-style-type: none"> • Travel Smart Surveys for Corkagh, Knocklyon, Aylesbury and Moy Glass <p>All consultation processes are web based and the Planning Authority continues to facilitate ongoing customer interaction by publishing its planning applications and weekly lists on the web and enabling email updates to registered customers during all application stages.</p>
5.3 Effective Management of Resources	<ul style="list-style-type: none"> • Overall staff numbers reduced by 13% between mid-2008 and 2011 • The staff ratio per 1,000 of population had reduced to 5.1 by the end of September 2011 from the 2010 published ratio of 5.6 (Local Government Efficiency Review Group July 2010). • Upgrading of Agresso to account for new 9% VAT rate introduced in July 2011. • Currently upgrading Agresso to account for changes to RCT (Construction Tax) being introduced by Revenue Commissioners on 1st January 2012 • The benefits of collaborative tendering continue to be explored and the Council' is using in a number of National Procurement Service (NPS) contracts as well as examining a number of options for collaboration with neighbouring Local Authorities with a view to minimising duplication and creation of efficiencies in processes. • Implementation of remote data entry software for payroll time and attendance data • Implementation of electronic payslips for fortnightly paid staff • Implementation of new software to manage insurance claims processing • Development and maximisation of in-house skills is continuously developed to minimise usage of consultants. • Those same in-house skills targeted at leveraging external funding as per projects listed at 4.1 and 4.2. • Re-orientation of traditional roles in order to achieve efficiency in data and financial collection.

	<ul style="list-style-type: none"> • Cost sharing on Regional basis for review of Development Contributions Scheme • Collaborative/Info exchange through Administrative/Executive team meetings on Dublin-wide basis to share experience and achieve system improvements and efficiencies. • Integrated HR and Payroll system implemented • Personnel module operational • Pensions module operational • Time and Attendance operational • Training module in test mode • Employee self-service operational • Payslips online for office staff operational • CPD [Continuous Professional Development] • CPD accreditation retained • FAS Work Placement Programme • Energy Management • Digitisation of Local history collections • Sports Partnership research • Archaeological Heritage research and fieldwork • Scheme for Employment of Redundant Apprentices • Stage 5 and Stage 7 placements • 25 Redundant Apprentices placed • Organisational participation in Junior Achievement Ireland • Extensive review and updating of policies • Introduction of Updated /New Policies • Data Sharing Protocol • Social Media Policy & Guidelines (IT Dept) • Information Systems/Electronic Communications Security Policy (replaces Communications Policy) • Corporate Security Policy • Draft Critical Incident Policy • Dignity at Work Policy • CPD Policy • Draft Child Protection Guidelines
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	<ul style="list-style-type: none"> • Draft Garda Vetting Policy • Alcohol Drugs Policy • Fraud Policy • Retirement Policy • Health and Safety Training provided for all relevant staff • Manual Handling • Signing, lining and guarding • Confined spaces • Forklift training • Health and safety at Roadwork's • Occupational First Aid Training • Safe Pass Training • CPC Driver Training • STEPS to excellence Training Programme • Competency Framework Pilot Project –South Dublin one of 5 participating Local Authorities • Training in Competency Framework for Directors and Senior Managers • Train the Trainer Programme for 7 members of staff • Performance Management and Development System [PMDS]
5.4 Reporting Performance	<ul style="list-style-type: none"> • Agresso reporting software installed to comply with reporting requirements as follows: • Annual S891b report – payments over €1,000 Returns for 2008, 2008 & 2010 submitted • Prompt Payments Report for Q3 2011 submitted • IMF/EU Quarterly Reports for Q4 2010 to Q3 2011 submitted in relation to • Revenue Account • Capital Account • Debtors • GGB (General Government Balance) • Loans

