**Economic Enterprise & Tourism Development**

**Objective 1: Maintain a supportive business environment with job creation and retention at its heart**

* In early 2015 the first meeting of the Economic, Enterprise & Tourism SPC was held and the Local Economic & Community Plan process was commenced and the plan adopted at the December 2015 Council meeting..
* Following discussions at the SPC the Business Support Grant and shopfront grants were re-launched and have been approved for continuing roll out in 2016. (€514,175 in BSG grants paid in 2015).
* The Evaluation and Approvals Committee of the Local Enterprise Office approved funding for 57.5 jobs in 34 projects. LEO training was delivered to 500 participants and over 400 clients received mentoring support.
* A further survey of business in the County focusing on training and business activity was carried out by the LEO in conjunction with the Chamber and launched in September. Training based on the survey results is currently being delivered through the LEO.
* A business support helpline was launched in September.

**Objective 2: Work with enterprise support agencies to increase foreign direct investment in South Dublin County**

* In late 2015 the Mayor launched a new Marketing Brochure, promotional video and website was launched for Grange Castle Business Park.
* Grifols, the most recent client in the Park, officially opened their plant in October.
* The members approved a site disposal to Interxion and the required enabling works were approved and are underway.
* The other clients in the Park continue to expand their operations.
* The visiting Tampa Delegation were given a tour of Grange Castle Business Park.
* Co-operated with Eirgrid on planning process for new 220KV site at Grange Castle-SID application lodged December 2015.

**Objective 3: Manage the assets of South Dublin County Council in a way that supports economic development**

* Assessment of future requirements of industrial land bank under constant review and property acquired.
* The Clondalkin Round Tower project advanced and Part 8 approved.

**Objective 4: Maximise the contribution of arts, libraries, heritage and the Irish language to quality of life and our tourism experience**

* Plans for Rowlagh library and funding for same at an advanced stage.
* New mobile library purchased.
* Following discussions at the Arts. Heritage, Libraries and Gaeilge SPC, the Libraries Redline book festival has been identified as a festival with potential regional/national significance and will be further developed in 2016.
* The local studies/history section of the Libraries are identifying and cataloging support material for the Round Tower and Dublin Mountains projects.

**Objective 5: Put in place a tourism strategy focused on new product and brand development**

* Following input from the Tourism Steering Group and the Economic, Enterprise and Tourism SPC a tourism strategy for the County was approved by Council and launched in April 2015.
* The Mountains flagship project identified in the Strategy is being advanced in conjunction with Coillte. A feasibility and master plan prepared by a consultant team will be available in Q1 2016.
* A Part 8 has been approved for the Clondalkin Round Tower and will commence construction in early 2016.
* A joint meeting of the Arts. Heritage, Libraries and Gaeilge SPC and the Economic, Enterprise and Tourism SPC has agreed a wayfinding village signage programme and an approach to events/festivals in 2016.
* Existing and potential heritage tracks and trails have been identified and works commenced on the Tallaght walk.
* A procurement process is under way to secure a tourism marketing strategy for the County.

**Land Use Planning & Transportation**

**Objective 1: Implement an Annual Road Works Programme of maintenance and improvements**

* A total of 73 schemes, costing €3.73m were carried out on Regional and Local Roads. Footpath schemes were carried out at 50 locations.
* In addition resurfacing works were carried out on the N81 from the Outer Ring Road junction to Kiltalawn.
* Bridge repairs and repainting were carried out on the Palmerstown footbridge.
* During the year a need for riverbank repairs was identified and carried out on the Owendoher River at Otterbrook.
* The footpath maintenance programme replaced 30,000m2 of public footpath.
* Over 6,700 public lighting faults were repaired by the Public Lighting Maintenance Section and over 400 lights were upgraded to low energy LED’s in the second half of 2015.

**Objective 2: Maintain a professional planning and development management structure and processes**

* 2015 saw an increase to over 700 planning applications received in the year.  These applications resulted in the granting of permission for over 2,200 residential dwellings within the County.  In addition over 280 pre-planning meetings were held throughout the year.
* The Development Contribution scheme was reviewed during 2015 and a new Development Contribution scheme is now in place since January 1st 2016.
* A “House Count” System has been introduced in the planning department to improve data capture on residential units permitted and available for Development to commence.  This data will be sued for the work of the Dublin Housing Supply taskforce established under the Construction 2020 Initiative.
* During 2015 the review of the County Development Plan process and a draft County Development Plan for 2016-2022 was published and submissions invited from the public.

**Objective 3: Promote all modes of transport including walking and cycling to improve the movement of people within and beyond the county**

* Works continued in 2015 on the Sustainable Transport Measures programme, funded by the NTA.
* Works were completed on Cycle lanes in Palmerstown Village to the R148, and on the Elmbrook/Ballyowen Road Roundabout in Lucan.
* In addition work commenced on a major section of Cycleway connecting Tallaght Village to Templeogue, and on a section of Cycleway and footpath on Monastery Road in Clondalkin.
* Design work also continued on various Sustainable Transport Projects including the Dodder Valley Greenway, Tallaght to Liffey Valley and Tallaght to Ballyboden Cycleways.
* The Local Authority also made a submission to the Transport Strategy for the Greater Dublin Area 2016-2035 currently being drafted by the NTA.

**Objective 4: Invest in Sustainable Communities and Quality of Life Initiatives**

* The Roads Section presented a draft of a New Road Safety Strategy for the County, which will be finalised in 2016.
* The Village Enhancement Programme continued in 2015 and works were completed in Palmerston Village and Limekiln Avenue.
* Enhancement Works were also commenced in Rathcoole.

**Housing Social & Community Development**

**Objective 1: Put in place a three year programme to supply social housing in the context of the Social Housing Strategy 2020**

* 4 Housing infill Projects approved through Part 8 totaling 118 Units – cost plans submitted to DECLG.
* Three projects are already tendered and on site – Suncroft Tallaght -10 dwellings, Belgard Road Tallaght - 3 Dwellings, St Finians - 2 Dwellings -Total 15 Units
* Three projects are already Part 8 approved, costed and sanction to proceed to tender by DECLG in respect St. Marks Green - 11 dwellings, Mayfield - 18 dwellings, Mac Uilliam - 28 dwellings -Total 57.
* Current Social Housing Stock – 9016, 1,537 RAS and 728 Leased Units
* Oaklee completed the purchase and contracts signed on 45 units at Cookstown. Nominations for allocation completed and tenanted. A further 17 at Millrace in Saggart will be completed and tenanted by year end. 7 of these completed in October. Other similar type projects being pursued.
* 563 on HAP at 31st December 2015.
* 40 Acquisitions completed and 45 Voids claimed by year end.
* 246 Allocations in 2015 including ----- Homeless Allocations.
* Re-let turnaround time is 7.7 weeks.
* Agreement between Dublin LAs and ICSH re protocols to be followed in dealings with LA / Developers in acquisitions, leasing, new build and purchases approved.
* The new incremental tenant purchase scheme announced and will come into operation on 1 January 2016 and, from that date, local authority tenants will be able to apply to purchase their homes under the scheme.
* 65 Units at Tallaght Cross for Homeless Families secured. Managed by TUATH AHB and support for families provided through FOCUS. 100 emergency bed facility for 80 single men and 20 single women in Brú Aimsir, Dublin 8 since December in partnership with Crosscare homeless services to deliver this initiative. Additionally, the HSE is supporting the primary health care needs of through SafetyNet, providing a range of services including GP consultations, vaccination and health screening. In addition light meals, laundry facilities, recreational services and support to engage with other relevant services will be provided.
* 221 Private Disability Grants issued in 2015.

**Objective 2: Take a leadership role in social inclusion and interagency co-operation**

* SICAP funding tender process by LCDC and the successful tenderer contracted. SICAP- Midterm review completed and agreed with LCDC at its meeting of 24th September. POBAL parallel review also positive in terms of delivery and targets met in areas of Targeting Geographical Disadvantage and Targeting Disadvantaged Groups. 64 Groups targeted – (49) 695 Individuals targeted – (631) Issue with IRIS System continue.
* LECP 6 year plan -Community and Economic pillars of plan agreed by LCDC and Economic SPC and at joint meeting held on 22nd October 2015. Presented to Regional Assembly in November and noted. Approved at December Council meeting.
* Agreement reached on funding from Irish Sports Council for a Sports Disability Officer jointly with Kildare County Council Local Sports Partnerships. Interviews held but appointment not yet made.
* Successful Bealtaine Festival in 2015 with full attendance at many events. Over 85 free events organised.
* South Dublin Age Friendly County Alliance continues to support and lead in initiatives for the active aged in the county such as: Old Age Database - OPRAH Programme - 23 now registered Age Friendly Business Scheme.
* 15 Joint Policing and Local Policing Fora meetings held in 2015 including public meetings at Tallaght, South West Clondalkin and North Clondalkin.

**Objective 3: Promote health, wellbeing, recreation and activity to improve quality of life**

* Steering Group established in conjunction with the HSE, Trinity Research and Local Development Company on the South Dublin Healthy County initiative to achieve “Healthy City” status for Tallaght. Main themes Physical Activity and Alcohol Strategy. Workplan devised. South Dublin County Council supported by HSE Health Promotion and Improvement and in partnership with key agencies in the area are striving for World Health Organisation Healthy Community accreditation for areas within the County. This work will bring agencies together to agree a mechanism for incorporating a health and wellbeing agenda into their planning and delivery of services and work in the county. Working to reduce health inequalities will be a key priority underpinning this work. Key focus area is promoting Physical Activity and Active Lifestyles.
* The HANA report with findings were launched on 14th September 2015 at official opening of the SDCC Health and Wellbeing Week. A Work plan arising from the recommendations being prepared to start implementation during 2016.
* SPORTIVATE the Councils new Sports Development Programme agreed with DDLETB and with DSP as partner has finalised the 19 participants and the programme started on 14th September 2015. The programme will be based in Brookfield Youth and Family Centre. It caters for participants primarily between the ages of 18 and 25 years of age who are interested in breaking into the sports industry in some capacity or furthering their educational opportunities. The programme represents a great opportunity for young people in the South County Dublin to get involved in a programme designed to broaden their education and help them get back into the workforce. Work is continuing on identifying a Catering programme in partnership with DSP, ITT and ETB.
* 117,855 Sports Programmes participants in 2015 over 2,138 events.
* SDCC Disability Accommodation Strategy signed off by the Disability Accommodation Committee at March 2015 meeting of Disability Accommodation Steering Committee.
* The Global Garden Project is engaging communities in South Dublin County area (including minority ethnic groups and unemployed groups) in a development education programme which raises awareness of the impact of climate change on global food production. SDCC secured €4,500 from Trocaire to create a global dimension in existing Community Gardens in South Dublin County.
* The Health and Wellbeing launch also featured the signing of a memorandum of understanding between SDCC and FAI, GAA Dublin County Board, Leinster Rugby and Leinster Cricket on working together to promote sport, activity, participation and engagement to better the health and wellbeing of our citizens. Also the launch of the 55 plus Active Daily Booklet for the Lucan Clondalkin areas. The booklet for the County will be launched during Social Inclusion Week in October.
* Social Inclusion Week 16th November to 22nd November 2015. Mayor Sarah Holland officially launched the 10th South Dublin County Council Social Inclusion Week on Monday 16 November 2015.
* 331 Community events attracting 89,639 participants
* 551,620 visitors to Councils Leisure Facilities
* 33 Summer Projects/Camps supported in 2015 facilitating 6,000 children
* 6 Family Days organised and 10 Village Festivals supported.

**Objective 4: Facilitate community leadership and development through community engagement and empowerment**

* Endeavour Awards progressed during 2015 and Awards made on 11th December 2015The Endeavour Awards has the objective of recognising and rewarding particular categories of endeavor. The aim of the Endeavour Awards is to promote and support the Community of South Dublin and recognise community achievement.
* The Community Initiative Fund approved by the Council was formally launched by the Mayor on 2nd June 2015. The Initiative allowed Community Groups to bid for funding support which is not available from other resources. It is designed to fund/provide an opportunity for access to funds for significant community and Cultural/heritage enhancement or neighbourhood projects.
* SDCC formally signed the licence on 2nd June 2015 with Palmerstown Community Council for use of the former Health Board premises at Manor Road for community use and in partnership with Order of Malta. The ceremony was hosted by the Mayor.
* Agreed at the May Social and Community SPC that the Community Grants Scheme will be opened for applications twice yearly in February and September from 2016 onwards. For 2015 a revised plan was agreed as there are already a number of applications already made. The advertisement of this grants scheme done via the website, PPN, Community Team, social media.
* The Support Worker to the Secretariat of the PPN took up duty during 2015 and will be located with the South Dublin Volunteer Bureau. The DECLG announced additional funding to support PPN’s nationally. The PPN is utilised for all notifications from Council. PPN relaunched November 2015. 337 Groups Registered as at end of December.

**Environment Water & Climate Change**

**Objective 1: Improve the appearance of our county in the interest of economic development**

* 1750 Hectares of park land and open space maintained including a fortnightly grass cutting schedule for March to October resulting in 4,600 hectares of grass cut.
* New Litter Management Plan adopted at the October Council Meeting. Action Plan for the implementation of the LMP for 2015 and 2016 appended. 3,321 complaints were investigated, 479 Litter Fines were issued, with 96 Court Appearances during 2015.
* Living with Trees - SDCC’s Tree Management Policy in respect of the County’s 60,000 trees was approved at July Council and formally launched by the Mayor Cllr Sarah Holland on National Tree Day. 5,889 trees have been inspected and over 2,200 pruned or removed in 2015.
* N81 Improvement Scheme tender seeking landscape services to design and project manage the implementation of an innovative design proposal of hard and soft landscape works was advertised, tenders to be returned by 21st January 2016.
* Roundabout Sponsorship Scheme initiated, sponsorship agreements in place with The Square SC and Roadstone Ltd.
* Derelict Sites Register maintained with 270 Dangerous Buildings/ Derelict Sites inspected during the year and 11 sites on the Register at end of 2015, up from 9 at the start of 2015.
* Environmental monitoring initiatives including Litter/waste CCTV and Programmable Audio Devices to help combat litter, illegal dumping and dog fouling were examined. Innovative technologies were piloted in certain areas and resulted in an average reduction of 82.5% in illegal dumping occurrences. Three Parks which were particularly prone to dog fouling were chosen for monitoring which resulted in an average reduction of 63%.
* Almost 400 tonnes of waste from litter bins and 4,000 tonnes of illegally dumped material was collected in 2015 with 5,188 tonnes of road sweeping/ gully cleaning waste collected and disposed of during the sweeping of 11,163 km of road surface.

**Objective 2: Incorporate environmental sustainability in all policy-making and implementation programmes**

* 2015 Annual Service Plan agreed with Irish Water and service provided under a Service Level Agreement.
* 1,500km of water mains and 4 large storage reservoirs were maintained
* 71 ML of water was supplied per day, with an Unaccounted for Water (UFW) of 19%.
* 1,200km of foul and surface water sewers were maintained.
* 543 Water bursts and leaks were repaired.
* Water Quality was maintained at an average of 99.7% throughout the year, with 72 Water Pollution Incidents dealt with during the year.
* The Draft Design Brief for the River Poddle Flood Alleviation Scheme was approved by the OPW.
* Consultants appointed for the detailed design and contract preparation for the Ballycullen Flood Alleviation Scheme.
* Works on River Dodder bank stabilisation at Templeogue Tennis Club were completed.
* A €20k Flood Alleviation Scheme to alleviate flooding in Hunter’s Wood was completed
* SDCC, in conjunction with the EPA, hosted a number of workshops on Climate Change Adaptation Plans and presented at the DOEHLG convened Regional Seminars on Climate Change Adaptation Plans.

**Objective 3: Manage our regulatory, licensing and enforcement roles together with the Environmental Protection Agency**

* 2015 Service Plan agreed with Food Safety Authority of Ireland.
* Continued active enforcement of the provisions of all environmental legislation and regulations with 267 enforcement procedures commenced and 252 Enforcement Notices issued in 2015. 3444 Scheduled and Unscheduled Inspections were carried out on the 39 permitted facilities.
* Delivered 190 Environmental Awareness workshops for schools, communities and businesses.
* 125 Schools registered in the Green Schools Programme
* 74 Bring Banks and 2 Recycling Centres provided.
* Control of Animals legislation actively enforced. 710 dogs and 231 horses were impounded during the year. Regular inspections of horse pound and dog pound have also been carried out, with ongoing monitoring of contractual performance and recoupment of monies.
* Contract for Dog Pound Service extended to August 2016 and contract for Provision and Operation of Horse Seizure & Pound Service extended for 2 year period. SDCC represented on national working group for development of future national tender.
* Development of Urban Horse Project in Ballyowen Park approved at December Council Meeting.
* At the end of 2015 - 9,371 dog licences were in force in the County.
* The Regional Waste Office is operational and there are a number of tasks underway in respect of LAPN Programme, Waste Data 2013/2014, Waste Facility Database, Regional Awareness Campaigns and the work plan for the 2015/16 period have been agreed by the 12 Local Authorities. [www.emwr.ie](http://www.emwr.ie)

**Objective 4: Maintain and improve our parks and recreation areas to enhance our quality of life**

* Maintenance of and detailed audit carried out of 163 pitches, provided by Council carried out.
* Review of allotment facilities in respect of the existing 433 plots currently provided and Community Gardens Strategy commenced.
* Play-space Programme delivered during 2015 – Spaces Planned - 14, Completed - 2, Under Construction - 1, Design Stage - 2, In Consultation - 5, Site not Possible - 2, Substitute - 2.
* Over 500 participants took part in the Dublin Mountains Challenge and 2,200 participants from 51 schools took part in the Primary Schools Cross Country Finals held in Corkagh Park on 14th May.
* 3 year Pavilion Construction Programme adopted at June Council Meeting
* The Part 8 Public Consultation Proposals for the construction of pavilions at the following locations; Old Bawn Park, Corkagh Park and Griffeen Valley Park were progressed, a report on the Part 8 Consultation is being prepared for presentation at the February 2016 Council Meeting.

**Organisational Capacity and Accountability**

**Objective 1: Support local democracy including the policy making and representation role of our Elected Members**

**Preparation of the 2016 Centenary Programme for South Dublin County:** The South Dublin Ireland 2016 Committee of elected representatives was established and a local 2016 Programme Co-ordinator assigned in January. The public consultation programme and website was launched in Ballyroan Library in April 2015 and the public consultation ran from April – Sept and included an excellently attended workshop in Tallaght Stadium in June with over 150 participants and another in Lucan Library in July with over 70 participants. 43 community groups across South Dublin were awarded grants in September under the Community Commemorations Fund and the draft Centenary Programme was approved by Council and the Department of Arts, Heritage and the Gaeltacht by October 2016. The South Dublin County Centenary Programme was launched on the 2nd December 2015 by Mayor Sarah Holland.

**Mayor’s Initiatives:** Each year the Mayor has a busy programme of events and work underway across his or her council functions and public engagements. However additional to this each Mayor places particular emphasis on highlighting certain issues within the county and raising the profile that are supported by the Mayor’s office and relevant departments across the Council. In 2015 these events included:

* The Mayor, Cllr. Fintan Warfield led a **Youth Conference** on the 4th March in RUA RED titled ‘Growing Up in South Dublin County’, which was attended by over 70 participants.
* **‘Shadow the Mayor’ initiative**: A work experience programme was developed for Transition Year students following from a recommendation of the Mayor’s youth conference which provides for students from South Dublin County to shadow the Mayor at public events and work in the Mayor’s office for one week. Led by the then Mayor Cllr Fintan Warfield, this programme ran in April / May and was recommenced by the new Mayor, Cllr Sarah Holland in September to December 2015. The Shadow the Mayor initiative is underway in partnership with the Transition Year Programme in local second level schools.
* South Dublin County Council hosted an **official visit of the City of Tampa, Florida** and Tampa Chamber of Commerce in September 2015, where a formal Sister Cities Agreement was signed between both Local Authorities and a Co-operation Agreement signed between the two Chambers of Commerce. These agreements will lead to collaboration for the mutual benefit of both communities by exploring educational, economic and cultural opportunities in the fields of arts and culture, health, science, education, tourism, and business.

**Review of Standing Orders and Members Reps systems:** Group Leaders met twice early in 2015 to review Standing Orders and a report on the recommendations was presented at the March Organisational Procedures and Finance Committee. The amended Standing Orders were approved at the April Council Meeting. Following this a review of the Members reps system was initiated with a performance analysis report was presented to the June CPG meeting and subsequently to the Group Leaders and the Management Team. This feedback informed the changes required to the system to enhance responsiveness and performance of the system. Co-ordinators for Members Reps across every department have been appointed, performance of the system is now reported to all Councillors at the OP&F meeting and the remaining agreed changes are underway to enhance performance. A total of 8223 members representations were responded to with an average response time of 5.3 days across the year.

**Register of Electors:** Work on updating the **Register of Electors** was underway from June to September 2015 with fieldworkers employed to make door-to-door calls to every household in the county. The draft Register of Electors was published from November 1st to 25th and a promotional campaign initiated to encourage the public to check the register. This process is now closed and the Register of Electors is now being prepared for February 15th 2016. Members of the public can continue to check the register and apply to be included under the supplementary Register.

**Other key meetings/ Events:**

* Meetings with Oireachtas Members from South Dublin County were held on 21st April and 19th October.
* Council's Annual Meeting held 26th June with new Mayor, Deputy Mayor and Chairs of Area Committees elected.

**Objective 2: Provide robust financial management, risk management, audit and corporate governance systems**

**Finance Management:** In 2015 the financial well-being and effective financial management of the council was achieved and supported through a combination of measures. Budgets were actively monitored and controlled with quarterly reports in revenue and capital issued to Council and the Department of Environment, Community and Local Government. Commercial rate bills totalling €123m were issued in January.  Income was tracked through the production and review of monthly billing and collection statements to ensure income maximisation. A 3 year capital programme incorporating projects of €220m was produced for 2016-2018 while council adopted a 2016 revenue budget of €225m on November 5th. The 2014 AFS was prepared by 31st March 2015 with subsequent audited accounts and audit report submitted to council and audit committee.

**Audit Committee:** The Strategic Audit Plan 2015 – 2017 and Annual Audit Plan 2015 was approved by Audit Committee in February. The Chair of Audit Committee presented the Audit Committee’s 2014 annual report to Council at the April Council Meeting, and he reported to the December council meeting on the Committee's consideration of the Audited Financial Statement 2014 and Auditor’s Report. The Audit Committee's charter and work programme 2016 was approved by members at the December Council meeting.

**Ethics Register:** New regulations regarding the Ethics Declarations for Members and Staff came into effect on 30 January 2015 revoking the Local Government Act 2001 (Part 15) Regulations 2004 (S.I. No. 770 of 2004). All Ethics Declarations were received from staff and Councillors by February 28th 2015 and the public register was available from early March. All staff participated in staff briefings on the code of conduct for employees including the requirements under the declarations of interests in 2015.

**Procurement:** The Corporate Procurement Plan was finalized for implementation by the Procurement Unit working with the Corporate Procurement Steering Group which meets bi-monthly. Staff Information Sessions were rolled out across every department on the Corporate Procurement Plan, with ongoing support and training was provided to all staff as required in national procurement policy, on individual tender processes and on contract management. The contracts database was updated on an ongoing basis and preparation of the 2016 Procurement Pipelines commenced in 2015. Full details on procurement levels will be in the 2015 Procurement Annual Report currently being compiled.

**The Public Spending Code for SDCC** was published and submitted to NOAC on 30th September 2015.

**New Corporate Policies:** The Corporate Anti-Fraud and Corruption Policy was signed off, published and circulated to all employees, with briefing sessions held for all staff to ensure familiarity with the Code of Conduct for Local Government Employees, South Dublin County Council's Anti-Fraud and Corruption Policy and Interim Protected Disclosures Policy.

**Performance Reporting:**

* Corporate Plan Achievements for 2014 published in February 2015
* Annual Service Delivery Plan with performance targets
* Development of new online system for preparation of Monthly Management Report to Council on progress under the Annual Service Delivery Plan
* Completion of South Dublin’s input into the National Service Indicators Report for 2014
* Consideration by the Audit Committee of SDCC’s performance in the national service indicators for 2013

**Objective 3: Exploit advances in information and communications technology (ICT) to become more efficient and to improve services for local people**

* A pilot Knowledge Management System for the organisation was rolled out with Engineering staff members participating in Continuous Professional Development (CPD).
* Systems hardware readiness and hardware provision was conducted in respect of the requirements of the Council’s financial management system (Agresso) upgrade
* The upgrade of the Council’s Connect Me service, Development Plan Maps, and Planning Application Maps has been completed and is now live via the Council’s website.
* The Council piloted and has implemented a new national Library Management System.
* A website in respect of the Council’s 1916 commemoration was initiated and delivered. Both Irish and English versions deployed.
* New GIS based systems set up – assisting staff with the Development Plan, Tree Survey, Playing Pitches & Housing Tenure.
* Updates to Elected Member’s Reps system were completed
* The Council’s involvement with the Dublinked initiative increased and Journey Times, Planning Applications and Traffic Cameras were all restructured and are now live on the DubLinked platform. Towards the latter part of 2015 the Dublinked initiative began to incorporate smart cities and branded as smart Dublin. A website covering this activity was launched – www.smartdublin.ie
* A much requested feature of the planning information site was the conversion of déjà vu format used in online planning scanned documents to the adobe PDF format. This was undertaken and has been delivered.
* Launch of Upgraded Historical Mapping website delivered May 2015.
* Electronic Submissions System in respect of the Local Economic & Community Plan consultation developed and made live.
* Tree Management – System to administer and manage the tree stock of the County has been specified, put out to tender, evaluated and procured.
* Phase one of Internet redesign project has been embarked upon including specification and tendering and is due for selection and implementation in Q1/Q2 2016.
* Upgrade of email and office desktop software completed which modernises the way in which the Council communicates with and manages communications to the citizen, elected members, businesses, and others.
* Developed improved facilities to administer and manage the Bonds & Contributions facilities within planning.
* Online facility delivered in respect of the Council’s Business support grant.
* Delivered statistical reporting system to facilitate the management report to Council.
* Consideration of an electronic consultation portal began with expected delivery in Q2 2016.
* Significant upgrades were undertaken with the Council’s Planning administration system. This paves the way for a regional acceptance of planning applications online.
* The Council has launched a GIS based Map Gallery available on both the Council’s intranet and public website. This will become a home for all mapping and spatial data requirements which the council has.
* Public Wifi continued to be rolled out throughout the County with regular usage exceeding 2500+ unique users of the service daily.
* A significant upgrade/replacement mobile web app has been developed in advance of the requirement to collate and collect bonfire data.
* GIS Team commencing work on ITT led retail data analysis in respect of Tallaght and Clondalkin. Dataset deliverable expected Q2 2016.
* Extensive Software Audit completed.
* Council’s Helpdesk System and Legal Systems upgraded.
* The Council’s computer network received significant upgrades.
* Work commenced on a community facilities map(s) in conjunction with the Community Department. When complete, to be published via map gallery and expected to be finally delivered in Q2 2016.
* The Council’s network storage was upgraded with additional capacity and laptop and desktop refreshes were undertaken.
* Approx 16,500 helpdesk work orders completed during 2015.
* Significant work ongoing on standardising the Council’s GIS infrastructure
* GIS facilities deployed in respect of Winter Gritting routes with work continuing on community, general election 2016, playing pitches, burial grounds, allotments, playgrounds, derelict sites and retail GIS projects.

**Objective 4: Develop and maintain appropriate communication channels that enable proactive citizen engagement**

**Internal Communications Plan**: agreed and circulated to all staff early in 2015. Achievements within this include:

* Corporate Communications Network: Inaugural meeting held in June, and met monthly thereafter
* 4 Staff briefings were given by the Chief Executive for all staff in Tallaght Stadium in January 2015, and quarterly staff briefings by Directors throughout 2015.
* Social Media Policy for all Council Employees was finalized and circulated in early 2015.
* Staff Newsletter was published December 2015.
* Annual Communications Staff survey went live in December 2015.
* The specifications for a redesign of the intranet as a key communications channel for staff was completed in 2015.

**External Communications Plan:** Agreed by Council at the May Council Meeting. Some highlights of our external communications and events included:

* Seachtain na Gaeilge Ātha Cliath Theas – Programme of Events to be launched on the 3rd March at 11.30 am in County Library
* European Week against Racism 16-23 March 2015:
* €700,000 Public Street Lighting Programme launched in May 2015
* South Dublin Local Economic and Community Plan public consultation from April – June 2015
* South Dublin County Commemorations Programme Public Consultations held May – Sept
* South Dublin Libraries Children’s Book Festival launched on 6th October at 10.00am in County Library Tallaght and Festival dates 11th -17th October 2015;
* Ireland Best Young Entrepreneur Event 7th October – LEO South Dublin;
* Tree Management Policy launched 8th October in Rathfarnham Castle;
* Mayor launched Comhairle na nÓg Lets go Mental Event promoting Positive Mental Health for young people in Tallaght Stadium – 8th October;
* Halloween Infographic published for Halloween 2015 with advice and things to do over the Halloween Period and launched in Clondalkin Offices 14th October;
* LEO office launched Business Support Telephone Helpline Line, Training Survey Results and National Women’s Enterprise Day.
* South Dublin participated in Ireland's Best Young Entrepreneur Awards as well as European opportunities for SMEs and the Business Grants awarded to businesses in South Dublin
* South Dublin County Council adopts Annual Budget of €225 million for 2016 with a strong focus on Housing Supply, Enhanced Service Delivery, Tourism and Heritage, Economic and Community Development.
* Excellence in Local Government 2015 Awards to SDCC for the Arts and Library services
* International Day for the Elimination of Violence Against Women
* the Unwrapped 2015 programme of Christmas Festivities in South Dublin
* The launch of National Accessibility Week.
* The Local Enterprise Office (LEO) South Dublin approved €118,500 in grant funding for 8 local businesses at its November Evaluation & Approvals Committee meeting.
* Launch of South Dublin County 2016 Centenary Programme
* Community Endeavour Awards on 11th December 2015

**Some key stats:**

* A total of 508 media queries were responded to in 2015
* The council has 13,020 followers on its various social media channels which grew from 10,732 at the beginning of the year with an average increase of 208 followers per month

**Corporate Publications published in 2015:**

* Annual Service Delivery Plan was published as an infographic brochure that was distributed to every household, school and business in the County in June
* Annual Report 2014
* Annual Financial Statement 2014
* 3rd Irish Language Scheme 2015-2018, following review and public consultation, adopted by the Council in October and submitted to the Minister for the Arts, Heritage and the Gaeltacht.
* South Dublin County Citizens Newsletter published in December 2015 and circulated to SDCC Buildings and Facilities and on line.
* Annual Budget 2016

**Customer Services:**

* A total of 80.077 queries were processed through customer services with an average response time of 4.8 days across the year.
* 166,344 telephone calls were handled by customer services, of which 86.6% were answered within 20 seconds

**Objective 5: Support staff and organisational development and performance through the implementation of best practice in Human Resource Management**

**Health and Safety Management:** Health & Safety Policy updated and signed by the Chief Executive in January. Health & Safety Report to Senior Management Team May and Procedure for Statutory Inspections agreed. Workers Memorial Day Ireland on 28th April was marked by a H&S talk given by James Gorry to the extended management team, line managers, safety representatives and trade union representatives. A Seminar was held for all line managers on Managing the Risk of a Criminal Investigation, in association with Irish Public Bodies.

**Workforce Planning:** The workforce plans for the indoor and outdoor staff were completed, communicated and implemented in 2015. Workforce planning is led by senior management and supported by HR to look at the staff structures, grades, skills requirements, mobility and critical vacancies. A new Workforce Planning Forum was established with the trade unions that meets on a quarterly basis to ensure full communication and agreement on the development needs of the workforce for the effective delivery of services and programmes within the context of the local government reform programme.

**Graduate Recruitment Programme:** Four graduates were recruited in the Business, Strategy and change management, HR, and Communications and Marketing sectors and appointed across Economic Enterprise and Tourism Development and Corporate Performance and Change Management. The Graduate programme included training in coaching and mentoring skills for line managers and mentors assigned, and a comprehensive local government induction and training programme for the graduates.

**Labour Activation Schemes:** There is significant support for labour activation measures within South Dublin County Council with over 340 positions available across Gateway, Community Employment and Job Initiative. In 2015 we reached our target of 215 positions filled on the Gateway initiative, and recruitment across all schemes is ongoing.

**PMDS:** PMDS commences with the internal publishing of the Management Team Plan annually and a schedule for the agreement of all team plans and personal development plans is then led by line managers and co-ordinated by HR annually. In 2015 roll-out of national changes to the PMDS system commenced and included training for all line managers to ensure awareness and understanding of the changes to the system.

**2015 Corporate Training Plan:** Corporate training needs are identified through the PMDS process, the health and safety training needs analysis and the workforce planning process. The 2015 Training plan delivered training to 2520 employees and some of the highlights included Health and Safety Training for 1395 staff; a comprehensive training and development programme for all frontline management staff (Grade 6 level and analogous) as well as ongoing departmental training e.g. Effective Communication Across Language Barriers and Excellent Customer Care and Telephone Techniques training

**Occupational Health Programme:** Over 70 employees participated in the 8 week Healthy Workforce Challenge in 2015 and procurement for a comprehensive Health Screening Programme for all staff was completed in 2015 for roll-out in early 2016

**Staff Service Recognition, Excellence and Innovation Awards** were launched in November and held at inaugural Awards Ceremony on 17th December with recognition given the all retired staff, staff with over 25 years’ service and staff with excellent attendance records. Awards for excellence were also given in the categories Quality Service, Innovation, Value for Money and Inclusiveness categories.

**Transition to MyPay - HR, Payroll and Superannuation National Shared Service:** SDCC transitioned the national payroll shared service MyPay in May 2015 and preparations are underway on the Superannuation Data Readiness Project to ensure the transition of superannuation to the national shared service in 2016.

**Child Safeguarding**: The Child Safeguarding Policy was circulated to all staff and training held for the Support Panel who then rolled-out training in child safeguarding within each department. The designated child protection officers have ongoing communication with Tusla as required and attend training hosted by the LGMA on the legislative and procedural requirements.

**Lean Six Sigma / Business Process Improvement**: SDCC is adopting the lean six sigma methodology to drive efficiencies and eliminate waste across the organisation. To facilitate this staff in the Innovation, Strategy and Change Management Unit have been trained to the Black belt and Green belt standard and the senior management team received a day’s training in Lean Six Sigma Projects. Six sigma projects have been undertaken across the Corporate Performance and Change Management and Housing, Social and Community Development directorates.

**Diversity and equality proofing**: All HR policies were proofed as part of our role as Diversity Champions and the appropriate changes made to ensure our HR practices are fully inclusive, based on principles of equality and encourage the development of a diverse workforce.