

## October Council Management Report

### Update On Annual Service Plan

This report includes the strategy updates for the month of Oct 2016

### 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

Council has continued to work with the Department in progressing the housing projects to tender stage. Focus on delivery on over 200 Rapid Delivery Units during 2017 as outlined in report to September 2016 Council Meeting. Meetings with Department continue on progression of 85 Rapid Build units at St Aidans as passed at September meeting. Cost Benefit Analysis to be completed 4TH November. Part 8 for Old Bawn Mill Site being prepared. Sites identified- St Aidans Old Bawn Mill site, St Cuthberts, Oldcastle and St Marks Ave. Stage 3 approval received for St Marks Green, Mayfield Clondalkin and MacUilliam. The Grange Integrated housing proposal being finalised. PPP for 100 Units as part of bundle of 500 units being progressed at this location also. 1,231 active accounts on HAP at 26th September 2016. 439 on Homeless Register at end of October 2016 (197 families and 240 single males/females). 715 presentations during October 2016 (Average of 36 per day). Housing Needs Assessment completed and return submitted by 14 /10/16. HNA completed for all those applicants on housing list at 21/9/2015 and returned completed forms and/or online assessed.

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

Social Inclusion Week 2016 will be officially opened on 14th November 2016 by the Mayor. The week features a wide range again of activities on the programme. Special guest will be Ms. Miriam O'Callaghan, RTE Broadcaster and Journalist. This will be followed by a musical performance by RAMS in Rhythm and musicians from Divine Mercy School, Baggaddy, Lucan. Full Brochure is available at this link: <http://www.sdcc.ie/events/social-inclusion-week-2016> The installation of Smoke Alarms and Carbon Monoxide Alarms and Fire Blankets is underway in Traveller sites is almost complete.

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

The Healthy County Strategy Group is promoting Physical activity and leading actions from the National Physical Activity Plan on an interagency basis. Quit Campaign for Women run successfully with 12 completing the course and 7 ceasing smoking. 2nd course has started. Sponsored by the Healthy County committee and is facilitated at Fettercairn Community Centre. By correspondence dated 20/10/16 South Dublin County has been informed that it is an accredited member of the Healthy Cities/Counties network. SDCC is the first County to achieve this accreditation and is acknowledgement of our vision in terms of health and wellbeing and our interagency role in bringing about change. Official ceremony is 29th November 2016 at City Hall. The swimming pool for Lucan and School Sports Hall incorporating a Community facility for Adamstown are progressing. The Age Friendly/JPC initiative of the installation of anti-snap locks for doors and patios for eligible applicants has begun and target is to install 500 by year end.

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

SPORTIVATE 2016 completed with 5 participants receiving full awards. The 2016 Programme has started with 11 active participants. Tidy Towns Programme is being prepared for 2017 and staff will work with groups to assess and assist their capacities and work plans for the year. PPN Membership/registration now stands at 415 at end of September 2016 and communications to other groups is being broadened. 9 Tidy Town Groups Active/existing as of start of the year (Clondalkin, Lucan, Newcastle, Palmerstown, Templeogue, Woodstown, North Clondalkin, Griffeen and Oldbawn). 2 new groups identified and capacity building work has commenced -Ballyboden District (a culmination of a number of local residents associations) and Brittas Village. All the Tidy Town Groups improved on their results in this year's SuperValu National Tidy Towns Competition announced 26th September 2016. To assist in this the new

Directory has been launched and Training Programme announced. The following PPN consultations are scheduled as follows: Consultation: Environment, Education and Training Date: Wednesday 9th November 2016 Venue: Louis Fitzgerald Hotel (Naas Road) Time: 7pm to 9pm (Registration from 6.30pm) Consultation: Health, Wellbeing, Poverty and Social Inclusion Date: Thursday 10th November 2016 Venue: Louis Fitzgerald Hotel (Naas Road) Time: 7pm to 9pm (Registration from 6.30pm) There is also the PPN Plenary + Citizenship and Participation Consultation as follows: Date: Tuesday 22nd November 2016 Venue: Louis Fitzgerald Hotel (Naas Road) Time: 6.45pm to 9pm (Registration and advice clinics from 6.00pm) The SDCC Endeavour Awards are scheduled for The Red Cow Hotel on 3rd December 2016. The 2016 programme was advertised with a closing date of 14th October 2016. The evaluation of the entries of which there were many is now underway with results announced on the 3rd December 2016.

## Environment, Water & Climate Change

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

Litter Management Plan: 2016 LM Action Plan has been agreed and Q3 Action Plan updates are currently being presented to each Area Committee. Actions include an increased visibility of the Litter Warden Service and more targeted and coordinated patrols in villages, towns and at known litter /dumping locations. Enforcement and Licensing: Programmable Audio Messaging Devices currently being installed at 8 locations across the County to deter litter/illegal dumping, dog fouling and graffiti. CCTV Camera currently installed at Lynches lane. N81 Improvement Scheme: Briefing in relation to Part VIII plans to RTT and Tallaght AC members completed. Final update of documents are being done prior to commencing Part 8 in the coming weeks. Roundabout Sponsorship: Designs have been prepared for 2 roundabouts in Ballymount Industrial Estate at present for which sponsorship agreements with Noyeks are committed. Consultation with RA's re design being finalised for roundabout at Orwell/Wellington Lane. Design for roundabout on ORR sponsored by Roadstone Ltd has been approved. The upgrading of Scholarstown/ Templeroan roundabout has been completed. Tree Maintenance Programme: 2016 Tree Maintenance Programme is ongoing. Tenders for supply, planting and follow-on maintenance for 12 months post planting of 300 trees during November were returned on October 14th. Three tenders were received and the planting will commence in the coming weeks and extend into the Spring. Road-sweeping Contract: Expressions of Interest for new road sweeping contract closed on Sept 22nd. Six submissions were received and are currently being assessed. Derelict Sites: 14 Sites on Derelict Sites Register, with 3 derelict sites being acquired compulsorily & 1 by agreement. It is expected that additional acquisitions will take place.

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

Flood Alleviation Schemes: The tender for the Ballycullen scheme was published with a deadline of 01/11/16. The tender assessment will follow and the appointment of a contractor. DCC have finalised the brief for Poddle scheme and agreed it with the OPW. A new Framework for the appointment will be necessary in order to appoint a consultant for the scheme. OPW made a presentation on the Draft Flood Plans to Councillors at the October meeting. Public consultation on the Draft Plans commenced on Friday 23rd September with a proposed Public Consultation Day on Wednesday 2nd November. Surface Water Schemes: Poddle River weed clearing works complete from Tymon Ponds to Kimmage Manor. Surveying work has been done for the Chapel Hill SW Scheme. Further investigation work underway to determine the condition of existing pipework before tender design can be completed. Camac River, Jobstown Stream and Oldcourt stream works complete. Water Conservation Programme: Repairs of leaks and Bursts by Water Operations Ongoing. UFW 36.92% Quality 99.35% Repairs 46 River Basin Plans and Measures: A substantial amount of assessment work has been carried out by the Water Pollution section in the past 12 months which will be a major source of information when preparing the river basin management plan for Cycle 2 of the WFD. Also, all statutory samples collected on time to-date this year. EU - LIFE application submitted to seek funding to deal with misconnection and prevent polluting material reaching rivers – Dublin Urban Rivers Project. Non Domestic Water Charges: IW are now the direct point of contact for all non-domestic water services including billing, payments and customer service since Monday 26th September 2016 Climate Change: The Draft Strategy Towards Climate Change Action Plan went to Public Consultation on Wednesday 21st September. The public has until Monday 17th November to make a submission to CODEMA on the Plan. A 2 day Climate Change workshop for LA staff took place on 4th & 5th October.

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

Continued active enforcement of the provisions of all environmental legislation and regulations with continued legal proceedings. Scheduled Inspections and Audits/Reviews being routinely undertaken on the permitted facilities. Control of Animals legislation being actively enforced with regular inspections of horse pound and dog pound, ongoing monitoring of contractual performance Implement the Dublin Noise Action Plan: Noise is continuously monitored and measured at 10 locations throughout the county of South Dublin. This monitoring is used to correlate with the Noise Modelling and the Noise Maps produced every five years for the SDCC region. The level of correlation at all 10 sites will form part of this study. South Dublin has been selected along with Kildare and Limerick in a STRIVE small scale noise research project over the next two months. Comparisons and contrasts will be made between Ireland and the Netherlands on the whole field of noise complaints relating to traffic.

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

Playspace Programme: 13 Play Spaces constructed to date. North Clondalkin consultation has commenced. Tenders awarded to Kilnamanagh, Kingswood and Glendoher Park. Elkwood consultation to commence October. Tymon Park Regional Playground contractor on site November. Griffeen Valley Park Playground - Consultation complete. Tender for refurbishment being finalised. Equine Facility Site works have commenced and construction is progressing on-time for completion December 2016.

## Economic, Enterprise and Tourism Development

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

LEO autumn training schedule started September, including additional training provided under the Business Support Fund. Evaluation and Approvals Committee Meeting was held on 27th September 2016, approving 6 projects, creating 9 new jobs, with grant amounts of €104,000 approved. The next meeting is scheduled for November 22nd, 2016. The Business Support Funds scheme is being promoted on the LEO Website, Council website, through social media and through SD Chamber. Shop Fronts: 16 applications received and Letters of Offers issued. 8 applicants' submitted quotations, 4 of these have confirmed completion of works & payment approved. 820 BSG applications received to date in 2016.

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

All GC marketing materials – web, video, brochure, pop ups, presentations and other collaterals completed and new material on IDA site. Interexion 75% complete. Pfizer has commenced development on a major expansion. Grifols have commenced development of major expansion. Eirgrid – 220kv station granted planning permission by An Bord Pleanála – 27/06/16 awaiting outcome of JR. R120/ Nangor Road upgrade detailed design complete and due to go to tender. Edgeconnex are currently developing their datacentre development adjacent to Grange Castle Business Park. GCFM met with all clients of the Business Park on 02/11/16 to update on considerable construction activities.

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

- Contact ongoing with local business, programme of proposed projects identified.
- Training survey presented to the September SPC & CPG.
- Draft Regional Enterprise Strategy presented to November SPC
- Draft LECP approved by SPC and now referred to Regional Assembly. Intended for Dec Council Agenda.
- There are a number of projects identified to improve significant infrastructure within older industrial estates. These projects have been identified in consultation with businesses. Projects are at JFK Drive, Old Belgard Road, Cloverhill Industrial Estate & Ballymount Road Lower and are in different stage of development.
- The BSG support fund for 2016 has been improved and launched. In conjunction with that SDCC will continue to identify projects whereby improvements to the Council infrastructure can have a wider beneficial impact.
- Grange Castle Business Park employment figures are on the rise by way of new clientele and construction activities.
- Tallaght Stadium is being promoted as a location of choice for business events.

### Objective 4: Maximise the contribution of arts, libraries, heritage and the Irish language to quality of life

## and our tourism experience

Library Events Nov/Dec 2016 For Children: Science Week 13th – 20th November During this exciting week, Libraries will host many events throughout the county including Library events include: CSI Murder Mystery & Forensic Science, Science of Sound, Exploring Slime & Exploding Barbies! Junior Einstein's Science Show, Roller Coaster Engineering, and Professor Messalot. 2 Special Road Shows: The Exploration Dome Mobile Planetarium - South Dublin Libraries are delighted to host the mobile planetarium at Tallaght Sports and Leisure Centre on 11th November for class visits. The Physics of Juggling with Guinness World Record holder, Circus Performer James Soper at Rua Red on (18th Nov) for class visits. For Families This year Libraries host 3 Craft Fairs: Annual Tallaght Craft Fair– County Library (25th & 26th Nov) Christmas Craft fair – Lucan Library (2nd & 3rd Dec) Ballyroan Parish Craft Fair – Ballyroan Library (7th Dec) For Adults Lots of events around relieving stress in the lead up to the festive season – Craft workshops and Music all listed in the October – December What's Happening at South Dublin Libraries brochure at [www.southdublinlibraries.ie](http://www.southdublinlibraries.ie) Free computer classes ... tips for searching the internet, banking online shopping online MERG session – poetry event (12th Nov in the County Library) Public Art Projects In Context 4 In Our Time : A briefing day for artists took place in RUA RED on the 19th October 2016. Closing date for submissions is 2nd December 2016. International Early Childhood Arts Commission: Closing date for Stage 1 submissions is 24th November 2016. Grange Road Public Art Commission (Entrance to St Enda's Park) Emmets Table On track for installation before the end of 2016.

## Objective 5: Put in place a tourism strategy focussed on new product and brand development

Round Tower: • Contractor for construction appointed May 2016 and construction commenced. • Concept design approved Oct 3rd. • Stage 2 tender for café, retail and related services –unsuccessful. Bidder notified. Consultant engaged to develop business case, source operators and advise on selection. To report on market feedback mid-November. • Corkagh Park Feasibility Plan – final report and implementation plan reviewed in October, edits ongoing. Dublin Mountains flagship : New MOU/SLA signed with Coillte to facilitate project moving to planning stage Procurement for planning stages closed 10th Oct. Consultant designate in process of being appointed. Failte Capital Fund reopened: Application submitted, decision likely Nov. SDCC, DLR & DMP progressing Dublin Mtns Prehistoric Discovery Trail – tender issued. Archaeological excavation at Hell Fire completed. Liffey Blueway: Consultant engaged, inception meeting held in October and stakeholder consultation being organized. Marketing: Contract: Stage 1 – Research & Consultation (incl Logo and tagline) approved following EETD SPC Sept 14th Draft Stage 2 Marketing Strategy presented to SPC Sept 14 – budgets for marketing finalized to enable marketing campaigns in 2017 Tourism website being built and planned launch of website, tourism video, logo in Jan 2017 in lead up to Gael Force Dublin Weekend. Tourism video in post-production during November. .(Report to EETD Sept SPC HI 2) Events/festivals for 2016/17 to be developed – Gael Force Dublin 2017 and Red Line Festival 2016. Gael Force Dublin Festival presented to SPC Sept 14. Site meetings occurred Sept 22ND to finalise routes Gael Force Dublin Feb 18TH event. Meeting to finalise Corkagh Oct 14th, issues being addressed. Action plan agreed with Gael Force, SDCC and SD Chamber – agreement of marketing plan required week beg Oct 3rd, meeting with Failte Ireland required. Proposals from other activity events operators under consideration. Event company appointed to facilitate expansion of Red Line Festival. Red Line Programme finalised. Red Line Festival 2016 – opens Oct 12th – 16th – bookings up on previous years due to marketing activities and new programme. Review before Nov 2 Arts SPC. Dublin Mountains flagship : New MOU/SLA signed with Coillte to facilitate project moving to planning stage Procurement for planning stages ongoing, closed date 10th Oct. Consultant designate selected, appointment ongoing. Failte Capital Fund reopened: Application submitted, decision likely Nov. SDCC, DLR & DMP progressing Dublin Mtns Prehistoric Discovery Trail – tender issued. Licence granted for archaeological excavation at Hell Fire and excavation complete.

## Land Use Planning & Transportation

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

Road resurfacing on the R148 in Palmerstown has commenced and will be completed by 5th November. Road Resurfacing on the N81 at various locations between the Embankment and Brittas have been ongoing during October and will be completed shortly. The Road resurfacing programme is substantially complete and the footpath repair programme will be completed during November. Transport Infrastructure Ireland has provided funding for 2 Safety Projects on the N81 – firstly to remove the yellow/black barrier at Kiltalown following recent repairs to the Stone Wall

and for resurfacing of the N81 south of Brittas at Lisheen Bends to improve the road alignment through the bends. These projects are being tendered and are expected to commence shortly.

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

The Planning Department is also progressing work on assessing lands/sites for the Vacant Site levy which will come into effect in January 2017. Approximately 120 sites have been identified as potential candidates, i.e. that meet the criteria set out in the Urban Regeneration and Housing Act 2015. Initial contact will be made with the relevant landowners before the end of the year advising them that their lands may be entered on the Vacant Site register in 2017. During October applications were submitted to the Department of Housing Planning & Local Government for the Local Infrastructure Housing Activation fund (LIHAF) for infrastructure development to service Residential development in Adamstown SDZ, (2123 Units - €37m for Roads, Parks and Community Facilities); The Grange Mixed tenure Scheme, (900 units - €3.8m for Roads & Storm drainage) Clonburris SDZ (2000 Units €38m for Bridges and Roads) and Oldcourt / Ballycullen LAP, (960 units - €8.1m for Roads and Utility Diversion). The number of Planning applications continues to show steady growth, the total number of applications by end of September was 614, up 9% on the same period in 2015.

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

Works are Continuing on Willsbrook Phase 3 Junction Improvement in Lucan and on upgrading the Pedestrian Crossing on the N81 at the Avonmore Road junction. Construction works are also complete on the new junction of Ballymount Road Lower and Ballymount Avenue in Ballymount Industrial Estate. Works have also commenced on the Grange Road Plaza at St Endas as part of the 1916 Commemoration Projects.

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

The deadline for submissions under the Statutory Public Consultation process on the proposed new 30kph residential speed limit has passed and submissions are now being compiled and considered by the Traffic Section. The Bew Bye-laws, once adopted, will see speed limits in all housing developments reduced from 50kph to 30kph. It is anticipated that a report on the Public Consultation process will be brought to the Area Committees in December and a final decision made by Full Council in January 2017. Works are complete to the Rathfarnham Gateway Project at the northern end of Rathfarnham village. Tender Documents are being prepared for village enhancement works at the Texaco Garage / Newcastle Lyons roundabout in Newcastle, Mill Road in Saggart Village, and the Belgard Walkway in Tallaght.

### Corporate Performance and Change Management

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

A Special Budget CPG Meeting to discuss Budget Strategy was held on Monday 17th October and a Special Budget O, P and F meeting was held on Thursday 27th October. A Standing Orders/Meetings review group is to be established with the area committee co-ordinators' participation, as agreed at the September O,P and F meeting. A report on Webcasting and the new protocol for Civic Receptions/Honours is being prepared for presentation at the next O, P and F meeting. Contact has been made with the National Learning Network through Community to agree a suitable date to make a presentation, as agreed at the September O, P and F Council meeting. The Mayor's Events Programme is ongoing, including an invitation for Civic Honours to the Dublin Football Team. A cross departmental working group is to be established for the Mayor's Community Engagement Seminar for February 2017. A visiting delegation from Noord Holland in the Netherlands met with the Mayor on 13th October. Work is ongoing on 2017 Register of Electors with the publication of the draft Register from November 1st to 25th 2016 for people to check the register. Notices have been published in the media and online and people can check the Draft Register at local Council Offices, Garda Stations, Libraries or Post Offices and online at [www.checktheregister.ie](http://www.checktheregister.ie) until 25 November 2016. For the Commemorations Programme, the launch of Rebellion and Revolution in Dublin: Voices from a Suburb, Rathfarnham, 1913-23 took place in the Pearse Museum on 16th October. The final event of the 2016 Commemorations Programme will be the official opening of the Plaza on Grange Road. The three other Dublin local authorities have met with the Corporate and IT departments in South Dublin to see the operation of CMAS to inform the development of a system for their own requirements.

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

The Council's budget for 2017 is adopted by the members of South Dublin County Council at the statutory annual budget meeting on Thursday the 3rd November. The Quarter Three accounts are currently being prepared. The Audit Committee met with Ms. Ita Howe, the Local Government Auditor, on 29th September, to consider and discuss the audited Annual Financial Statement and the Statutory Audit Report. The Chair of the Audit Committee presented a report on the committee's consideration of these reports at the October Council meeting. The next meeting of the Audit Committee is scheduled to take place on 13th December. Implementation of the Audit plan is on-going. The second Lean Six Sigma training course for staff took place in October with 16 participants, adding to the existing 16 trained staff members. Eight project teams from the total 32 trained participants are now working on preparing their project proposals for consideration by the LSS Steering Group in November for implementation. Our first Black Belt Project on the Housing Needs Assessment was completed within the timescale. Preparation on the setting of service targets for 2017 based on the National Service Indicators and the Annual Service Delivery Plan is underway. This is combined with a review of the local indicators that are presented in the Monthly Report to Council. Preparation of procurement pipelines for 2017 is underway and all departments are updating the Contracts database. Procurement awareness presentations continue to be held across the organisation to ensure all staff are aware of best procurement practice. A meeting of the Corporate Procurement Steering Group is scheduled for 9th September. Freedom of Information requests continue to be responded to in a timely manner. The next meeting of the Corporate FOI Network is planned for November.

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

An online rent statement solution provision is progressing. The online Housing Needs Assessment developed under the lean Six Sigma programme is complete and is very successful. Necessary ICT equipment for rent inspectors procured and being deployed. Online rent statement solution provision is progressing. Updates to the Public Realm Scheduler implemented to incorporate hedge cutting. Amendments being pursued in relation to solution used for private rented housing. The development of an athlete orientated self-awareness online facility is underway which will act as a self-critique of an athlete's sporting and social development and mitigate against risks associated with the highs and lows of same. This initiative, dubbed "when less is more", falls within goal eight of the LECF – "Empower our communities to improve their health and wellbeing and quality of life by providing relevant information and accessibility to quality services".

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

A redesign of the Council Website is underway. Three public consultations were hosted on the consultation hub in October on the Draft Speed Limit By-Laws 2016, the Draft Strategy Towards Climate Change Actions Plans for the Dublin Local Authorities, and the Part 8 - Proposed development of new Public Library on Castletymon Road. The Council's Third Irish Language Scheme was approved by the Department. Preparation of the Citizens' Newsletter has commenced with a focus on Christmas Activities in South Dublin County. Seventeen Press Releases were issued in October. Work on the redesign of the staff intranet and Council website is ongoing. An Infographic promoting Halloween Safety and Environmental Awareness was produced and promoted widely (see <http://www.sdcc.ie/sites/default/files/publications//halloween-infographic-2016.pdf>). A website for the Clonburris SDZ site is under development. A property economic portal is being advanced in conjunction with planning staff. An SDCC Open Data portal is progressing and expecting version 1.0 to be launched before end of Q4. This will link with the Dublinked initiative, a partnership of the four Dublin Local Authorities and Maynooth University, aiming to drive innovation and collaboration in the development of new urban solutions, using open data and with the city region as a test bed (see the sister project Smart Dublin in Objective 4). Smart Dublin is an initiative of the four Dublin Local Authorities launched in March 2016 to engage with smart technology providers, researchers and citizens to solve city challenges and improve city life. A workshop on challenges in took place on the 11th October followed by a meeting of the Advisory Network on the 12th October and a Smart Dublin Showcase, held in City Hall, Dame Street, on Wednesday October 12, 6-8pm. The event was an evening reception and smart technology showcase run in partnership with Maynooth University and the Technology and Entrepreneurship Center at Harvard University. Attendees included leading international smart city practitioners, members of the Smart Dublin Advisory Network,

universities, entrepreneurs and research institutions. Exhibitors will include Intel, Big Belly Bins, Smart Bin, Cisco, DCU Alpha, TCD – Future cities, Croke Park Smart Stadium, Microsoft, NCAD, Smart Cycle Challenge Winners, EPA and others.

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

Preparations are underway for the annual Staff Awards event for Service, Attendance and Retirement to be held in the Council Chamber on 1st December at 6pm. The preparation of a Staff Christmas Newsletter is underway. Work on the redesign of the staff intranet is continuing. The annual Staff Communications Survey was circulated to all staff and will identify the priorities for the staff Communications Network in 2017. Delivery of the recruitment, selection and induction programme for new staff members is ongoing. Quarter Three Workforce Planning meetings by management and trade unions were held in Sept- Oct. Implementation of the 2016 Training Plan is ongoing with a Management Development Programme, Health & Safety, Time Management, Communication Skills and First Aid underway in October. Actions being progressed under the Knowledge Management Plan include the development of a corporate databank of socio-economic stats and performance indicators; Procedure Manuals; the Six Sigma plan; Staff Induction, Training, Mobility and Exit procedures; the Intranet redesign; development of a Mentoring and Coaching Programme; Identification of critical knowledge/staff dependencies. Progress on the plan is currently being reviewed.