**Economic Enterprise & Tourism Development**

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

* Dublin Regional Enterprise Strategy 2017-2019 approved by Council in November 2016.
* South Dublin County Council sponsored the inaugural South Dublin Chamber Business Awards held on 21st October in Citywest Hotel.
* A survey of Exporting Businesses in the County was conducted by South Dublin Chamber on behalf of the Council. This will form the basis of a 2017 Action Plan for Local Exporters.
* LEO is launching the Network of Enterprising Women in South Dublin on December 15th, 2016.
* The Evaluation and Approvals Committee of the Local Enterprise Office has approved €583,250 for 35 projects, creating 42 new jobs immediately and with the potential to create a total of 167 new jobs.
* 553 people have attended LEO training courses.
* 298 clients have availed of in-house / outreach mentoring services from LEO.
* 94 people have attended Trading Online seminars with 34 vouchers approved this year.
* 1,040 valid applications received for the Business Support Grant with an additional 41 applications being progressed for improvement / development support schemes.
* Business Support Fund Area Improvement works completed in Cookstown Enterprise Park, Old Belgard Road, JFK with further projects progressing in Ballymount & Merrywell.
* 168 attendees attended Business Support Fund training programmes based on 2015 training needs survey completed in conjunction with Chamber.
* Business Support Fund approved for continuation in 2017 as part of Budget process.
* Redesign and content re-development of [www.sdcc.ie](http://www.sdcc.ie) business pages nearing completion with relaunch scheduled for early 2017.

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

**Grange Castle**

* Interxion: Build 80% completed and due to be operational by year end 2016. Entrance road has been completed by SDCC.
* Pfizer: Submitted planning application for production expansion and permission was granted SD16A/0236. Enabling works were ongoing to Dec 2016. Pfizer have announced the expansion is not to happen because a decision has been made to discontinue the development of the drug bococizumab, a drug for reducing cholesterol which was to be manufactured at Grange Castle.
* Grifols: Submitted planning application for production expansion and permission granted SD16A/0250. Works are ongoing.
* Microsoft: Planning permission in place up to Dub 13. Construction is ongoing.
* Eirgrid: S.I. Application for 220KV substation granted by ABP 28/06/16. Now subject of Judicial Review.
* Capital Programme - Nangor Road / R120: CPO approved.
* Archaeological – GC South: Archaeological work ongoing.
* Google: Official Opening was in June 2016.
* Edgeconnex:Application for new Datacentre approved directly adjacent to the Business Park. Access to datacentre will be via Grange Castle Business Park, subject to finalisation of terms.
* Grange Backup Power**:** Discussion are ongoing regarding potential upgraded planning application to be submitted November 2016.
* Takeda: Announcement in Dec 2016 regarding proposal for new production facility in 2017.
* Office Brief: 2 expressions of interest were received however on further examination of feasibility, they considered it premature to build a significant office block in Grange Castle. This will be reviewed going forward.
* Delegations: Dutch delegation visited the Business Park in October 2016. A number of IDA meeting and delegations were hosted in 2016.
* IDA are kept fully informed of status of available lands: SDCC actively seeking new clients.
* Preliminary Conservation works were carried out on the Castle in preparation for a ‘pocket park’ in 2017.
* Grange Castle now supports in excess of 3150 jobs.

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

* GCFM LtdContinue to maintain, operate and manage the Business Park. 2016 saw the Landscape and Security contracts renewed through full tender process in accordance with procurement requirements. CCTV contract maintenance ongoing. Tender for professional services will be issued late 2016 / early 2017.
* Assessment of future requirements of industrial land bank under constant review and property acquired. Latest acquisition Dec 2016. Strategic Land Bank has been acquired West of Grange Castle Business with following CDP objective ET3 SLO 1:To conduct a review of the zoning of lands south of the Grand Canal and west and north of the R120, including lands adjoining Peamount Healthcare, with a view to preparing a long term plan for the expansion of the Grange Castle Economic and Enterprise Zone to this area, to accommodate strategic investment in the future, while also seeking to provide public open space along the Canal, including a natural heritage area in the vicinity of the historic canal quarries at Gollierstown.
* CPOs process for the R120 / Nangor Road upgrade approved by ABP, which will increase road and service accessibility to Grange Castle Business Park and wider area. (CPO made on 9/2/16 – notice to enter have been issued on most properties).
* Development/review of property management procedures commenced in 2016 as well as development of a new property management system and involvement in OPW national working group on protocols for public lands.
* Tallaght Stadium played host to a number of independent events such as Nitro Circus, and Fossetts Circus as well as American Football, Rugby, Womens International Soccer matches and Dundalk’s UEFA matches.

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

* Plans for North Clondalkin library and funding for same at an advanced stage.
* Lease arrangements at the Digital hub in Palmerstown is well advanced and fit-out will soon be commenced. (Open early 2017).
* New mobile library in service.
* Part 8 approval for Castletymon Library agreed.
* Successful delivery of 1916/2016 commemorations events in all branch libraries.
* Libraries won 1st prize for the YAPS blog and 3rd prize for the Ballyroan reads blog at the Littlewoods Art and Culture Blogs.
* Arts Strategy 2016-2020 agreed.
* Libraries’ programme of events successfully delivered throughout the branch network including the Summer Stars Reading Programme, Science Week events and Craft Fairs at Tallaght, Ballyroan and Lucan libraries.
* Red Line Book Festival delivered 39 events across 12 venues throughout the county.
* Science Partnership initiative between South Dublin County Libraries, IT Tallaght and Foróige to engage young people and their families with STEM subjects.
* Local Studies/history section of Libraries identified and catalogued materials for the Round Tower and Dublin Mountain projects.

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

* Continued focus on implementation of the South Dublin Tourism Strategy 2015-2020 approved by Council and launched in April 2015.
* Memoranda of Understanding completed with Coillte for Dublin Mountains Gateway project. Feasibility and master plans presented to the Council in March. Consultant project team appointed to progress EIA preparation for lodgment of a planning application to An Bord Pleanala in 2017. A grant funding application has also been made to Failte Ireland for this project.
* Tourism marketing strategy and implementation plan ongoing – this will include launch of marketing campaign, logo, website and collaterals in Q1 2017.
* Construction commenced on the Round Tower Visitor Centre in Clondalkin- open in May 2016.
* Red Line Festival in October 2016 included a broader range of venues, events and a wider marketing focus delivering increased visitor numbers.
* Plans ongoing for Gael Force Dublin in February 2017 - opportunity to showcase the Dublin Mountains. This industry led festival proposal from the Tourism Working Group and Economic Enterprise & Tourism Development SPC is underpinned by the Council’s support.
* Feasibility studies progressed in 2016 for the Liffey Blueway Study, Corkagh Park plan and a condition survey of Heritage out-buildings at Rathfarnham Castle.
* EU Funding secured to progress the Dodder Greenway project.
* €26,500 was paid to nine events under the Community (Diaspora) Tourism Events Scheme.
* 13 Shop Front Grants approved in 2016 to complement ongoing village improvement works.

**Land Use Planning & Transportation**

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

* A total of 50 schemes, costing €4.5m were carried out on Regional and Local Roads. In addition Footpath replacement schemes were carried out at 82 locations throughout the County.
* On the N81 resurfacing works were carried from the Crooksling to Brittas Village. TII also funded 2 Safety Improvement Schemes on the N81, resurfacing and drainage works at Lisheen bends south of Brittas and also repairs and improvements to the boundary wall at Kiltalown.
* Bridge repairs and routine maintenance works were carried out on 17 Regional and local Road bridges.
* The footpath maintenance programme replaced 30,000m2 of public footpath.
* A new Public Lighting Maintenance contract was tendered and awarded during 2016 and 3,000 lights were upgraded to low energy LED’s throughout the County at a cost of €900,000.

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

* During 2016 the new County Development Plan 2016-2022 was adopted by the Council and came into effect on 12th June 2016.
* 2016 again saw an increase in planning applications received, with 800 expected to be received by year end.  In addition over 240 pre-planning consultations were held throughout the year.
* 2016 saw the recommencement of construction activity in Adamstown SDZ. Significant residential development proposals are now at various stages in the planning process which should lead to significant construction activity in 2017.
* The Planning Section also made applications for the funding of residential development related infrastructure under the Governments Local Infrastructure Housing Activation Fund (LIHAF) for Adamstown and Clonburris SDZ’s, Ballycullen-Oldcourt LAP and The Grange Mixed Tenure Scheme.
* The Planning Department continued to expand its role in the Area of Active Land Management and completed a review of all potential vacant zoned lands in the County for inclusion on the new Vacant Site Register as well as ongoing monitoring of residential construction activity throughout the County.

**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 2016 on the Sustainable Transport Measures programme, funded by the NTA and €5m was invested in the County on the following schemes:-
  + Works were completed on Cycle lanes from Tallaght village towards Templeogue and pedestrian and cycle improvements at Knocklyon Road/Idrone Junction, Pedestrian Crossings on the N81 at Jobstown and Avonmore and works on Monastery Road in Clondalkin.
  + Works were also commenced on the Willsbrook Road, Outer Ring Road Junction in Lucan and pedestrian improvement works around the Green Schools Cluster in Ballyroan.
* All speed limits within the County were reviewed and a statutory public consultation process held for the introduction of a new 30kph speed limit in all residential areas. Subject to Council approval these new residential speed limits will come into effect in early 2017.
* The Council expanded its programme of cycle awareness training and provided certified training to 1,838 school children during the year.

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

* The Council formulated and adopted a New Road Safety Strategy for the County, covering the period 2016-2020 and established a Road Safety Together Working Group to oversee its implementation.
* The Village Enhancement Programme continued in 2016 and works were completed in Rathcoole and Rathfarnham. Improvements schemes were also designed and agreed for Saggart, Tallaght, Belgard Square and Newcastle and these will be implemented in early 2017.

**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**

* 15 units completed in 2016.
* One Rapid Build Project for 85 units approved through Part 8 in 2016 – cost plans and CBA submitted to DECLG. Two other Rapid Build projects progressing through Part 8 process. A total of 220 Rapid Build units to be progressed through 2017.
* Four Projects through tendering process providing a total of 71 units to start early 2017 – and three projects approved for tender stage - a total of 105 units.
* 65 Acquisitions completed in 2016.
* Current Social Housing Stock – 9,124, 1,501 RAS and 773 Leased Units.
* 1,434 live accounts on HAP at 31st December 2016.
* 235 Allocations in 2016 including 87 Homeless Allocations.
* Re-let turnaround average time is 9 weeks.
* Agreed process between Dublin LAs and ICSH re protocols to be followed in dealings with LA / Developers in acquisitions, leasing, new build and purchases in operation.
* The new incremental tenant purchase scheme approved and came into operation on in 2016.
* 203 Private Disability Grants issued in 2016.
* 75 units benefitted for Grants for void management at cost of €1.473M.
* 790 Units benefitted from Energy Efficiency programme with grant aid of €847,000.
* Housing Need Assessment carried out 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**

* SICAP funding delivery by the Implementer reviewed by LCDC and a POBAL parallel review carried out on delivery and targets met in areas of Targeting Geographical Disadvantage and Targeting Disadvantaged Groups in 2016.
* New ‘LAG’ (Local Action Group) for Dublin Rural areas established made up of the Fingal LCDC and representatives from SDC and DDL LCDC. The LAG is made up of the 19 Fingal LCDC members plus 8 additional members from LCDCs of the administrative areas of South Dublin County Council and Dun Laoghaire Rathdown County Council. The role of this group is to oversee the creation and rollout of the Local Development Strategy (LDS) following a consultation process. The Local Development Strategy (LDS) for the Dublin Rural Area was approved by the Department and calls for expressions of interest begun following animation meetings at local levels.
* LECP 6 year plan -Community and Economic pillars of plan agreed by LCDC and Economic SPC progressing. Review of the 2016 Workplan through public consultation process completed.
* Successful Bealtaine Festival and Social Inclusion Week in 2016 with full attendance at many events. Over 170 free events organised between both.
* South Dublin Age Friendly County Alliance continues to support and lead in initiatives for the active aged in the county such as including provision of a Public Transport Report, NALA Health Literacy Courses, Trusted Tradesmen piloted in Newcastle, Housing Research project through IT Tallaght, Support for the development of men’s sheds – 5 new in 2016 and a new initiative on Home Security for doors or Patios -500 installations to be completed by end 2016.
* 32 Joint Policing and Local Policing Fora meetings held in 2016 including public meetings at Tallaght, South West Clondalkin and North Clondalkin.

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

* The Steering Group established in conjunction with the HSE, Trinity Research, DDLETB and Local Development Company on the South Dublin Healthy County initiative to achieve “Healthy County” status progressed a number of projects in 2016 including 2 successful programmes of We Quit Campaign for Women, development of Alcohol Strategy with Tallaght Drugs Task Force. Full accreditation as member of the Healthy City/Counties Network awarded in November 2016. Main themes Physical Activity and Alcohol Strategy. Work continues to reduce health inequalities and Health and Wellbeing embedded in policies with Key focus areas of promoting Physical Activity and Active Lifestyles.
* The HANA Work plan arising from the recommendations of the HANA report being implemented. The Council is proactive and leading on 3 of the 12 actions with focus on positive aspects of Tallaght area, greater awareness of available facilities and services and promotion of their use and finally develop an evidence based approach to community led initiatives to tackle petty crime which is being developed by the Healthy County Steering Committee.
* SPORTIVATE the Councils new Sports Development Programme agreed in partnership with DDLETB and with DSP as partner 18 participants completing the programme with accreditation and 5 participants achieving full awards. The second programme started in 2016. The programme is 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 designed to broaden the participant’s education and help them get back into the workforce.
* 83,489 Sports Programmes participants in 2016 over 1,612 events.
* SDCC Schools X Country finals held on 12th May 2016 at Corkagh Park - 2,950 participants from 59 schools.
* SDCC Disability Accommodation revised Strategy signed off by the Disability Accommodation Steering Committee at December 2016 meeting.
* Successful Health and Wellbeing Week in September.
* 322 Community events attracting 63,019 participants.
* 563,787 visitors to Councils Leisure Facilities
* 26 Summer Projects/Camps supported in 2016 facilitating over 6,000 children.
* 9 Local Village Festivals supported.
* Successful 2016 Late Nite Leagues with FAI and Gardai – up to 120 participants during the programme at 4 venues during November with the County Finals involving 80 youths held on 3rd December 2016.
* The swimming pool project for Lucan secured funding from the Department of Transport Tourism and Sport and the School Sports Hall incorporating a Community facility for Adamstown progressed in 2016.

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

* The second successful Endeavour Awards progressed during 2016 and Awards made on 2nd December 2016. The Awards has the objective of recognising and rewarding particular categories of endeavor and to promote and support the Community of South Dublin.
* The Community Initiative Fund approved by the Council in 2015 was again run in 2016. 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. There were 69 applications with 18 successful entries.
* The Community Grants Scheme opened for applications twice during 2016 - in February and September.
* The PPN continues to grow its membership The DECLG provided additional funding to support PPN’s nationally. The PPN is utilised for all notifications from Council. PPN Membership/registration now stands at 430 communications to other groups is being broadened. New PPN Member Directory Launched and Training Programme announced during 2016.
* 9 Tidy Town Groups Active as of start of the year (Clondalkin, Lucan, Newcastle, Palmerstown, Templeogue, Woodstown, North Clondalkin, Griffeen and Oldbawn) with 2 new groups identified and capacity building work during the year. All the Tidy Town Groups improved on their results in this year’s SuperValu National Tidy Towns Competition announced 26th September 2016.
* Council supported the Pride of Place Entrants 2016 with 5 entrants. SDCC submitted Glenasmole Community Association, RAMS, Re-Create, St Dominic’s CC and SDCC PPN WITH St Dominics crowned Urban Neighbourhood Centre for 2016.

**Environment, Water & Climate Change**

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

* Park land and open space maintained including a fortnightly grass cutting schedule for March to October resulting in over 6,000 hectares of grass cut in the period.
* Action Plan for the implementation of the Litter Management Plan for 2016 appended: 3850 complaints were investigated, 434 Litter Fines were issued, with 56 Court Appearances during 2016.
* Living with Trees - SDCC’s Tree Management Policy: In the period January to November 2016, 4469 trees were inspected; 424 trees were planted with a further 700 to be planted as part of the ongoing winter 2016/spring 2017 tree planting programme; 1417 trees were pruned; 642 trees were removed and 522 tree stumps were removed.
* N81 Landscape Improvement Scheme: The preliminary design of the N81 improvement scheme progressed during 2016. The Part 8 drawings and documents went to public consultation from November 2016 to the 20th of January 2017. Provision has been made to deliver the project in 2017 and 2018.
* Roundabout Sponsorship Scheme: In April 2016, tenders were invited from interested parties for the Roundabout Sponsorship Scheme. Tender submissions were received for five of the 16 roundabouts advertised. Improvement works and upgrades are being carried out on the following roundabouts: Belgard Square/ITT; Ballymount Industrial Estate at junction Ballymount Road/Turnpike Road; Orwell roundabout; Ballyboden Road/Taylors Lane and at Scholarstown/Templeroan.
* Derelict Sites Register maintained with 371 Dangerous Buildings/ Derelict Sites inspected during the year, 16 sites on the Register at end of 2016, 5 properties vested and an additional site pending appeal with An Bord Pleanála following an objection from the owner.
* Environmental monitoring initiatives including Litter/waste CCTV and Programmable Audio Devices to help combat graffiti, litter, illegal dumping and dog fouling installed in various locations which resulted in an average reduction of 82.5% in illegal dumping occurrences. Two parks prone to dog fouling being monitoring following trial of provision of dog bag dispensers.
* A total of 383 tonnes of waste was collected from 675 bins (increase of 90) serviced on 5 dedicated routes, 4995 tonnes of illegally dumped material was collected and 5312 tonnes of road sweeping/ gully cleaning waste collected and disposed in 2016.

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

* 2016 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
* 73 ML of water was supplied per day, with an Unaccounted for Water (UFW) of 33.75%.
* 1,200km of foul and surface water sewers were maintained.
* 545 Water bursts and leaks were repaired.
* Water Quality was maintained at an average of 99.9% throughout the year, with 70 Water Pollution Incidents dealt with during the year.
* River clearing and Flood Alleviation Schemes: A programme of river clearing was carried out during 2016. The rivers and streams cleared were the Poddle, the Camac, the Jobstown stream and the Oldcourt stream. Ballycullen Flood Alleviation Scheme - Tenders assessment completed and contractor appointed in December. Poddle FAS - the brief for this scheme is finalised and agreed with the OPW. The procurement of consultants is progressing using a Framework in Dublin City Council.
* Surface Water Schemes: Monastery Road and New Road Clondalkin surface water schemes were completed in 2016. Preparation for works at Tay Lane Rathcoole and Chapel Hill Lucan commenced.
* Climate Change: Following a public consultation process, the revised strategy, 'A Draft Strategy Towards Climate Change Action Plans for the Dublin Local Authorities' has been completed and will be considered at the next Environment SPC Meeting in February 2017. Climate Change Mitigation and Adaptation Action Plans will be developed and adopted in 2017.

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

* 2016 Service Plan agreed with Food Safety Authority of Ireland.
* Continued active enforcement of the provisions of all environmental legislation and regulations with 208 enforcement procedures commenced and 100 Enforcement Notices issued in 2016. 2,568 Scheduled and Unscheduled Inspections were carried out including 927 Waste Enforcement Officers Inspections, 1,035 FOG inspections and 606 Water Pollution Inspector inspections. 38 permitted facilities (permits & CORs).
* Delivered 185 Environmental Awareness workshops/information sessions for schools, communities and businesses.
* 131 Schools registered in the Green Schools Programme
* 2332 Social Credits actions took place (Jan- Nov 2016 )
* 74 recycling Bring Banks and x 2 Recycling Centre provided. Community recycling strategy updated and agreed through Env SPC in Feb 16. As part of the recycling message is promoted on an ongoing basis as part of the Environmental awareness programme
* Control of Animals legislation actively enforced. 581 dogs and 266 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.
* Delivery of Equine Facility at Ballyowen Park consisting of 20 Equine Stalls, ancillary facilities, education space, exercise paddocks, and car parking.
* Casual Trading Bye Laws reviewed and new Bye Laws for control and regulation of casual trading made.
* Contract for Dog Pound: Service extended to April 2017 and contract for Provision and Operation of Horse Seizure & Pound Service extended March 2017. At the end of 2016 - 9582 dog licences were in force in the County.
* Working with the Eastern Midlands Regional Waste Office, SDCC is implementing actions and goals under the eight strategic objectives of the Waste Management Plan 2015 – 2021. [www.emHYPERLINK "http://www.emwr.ie/"wHYPERLINK "http://www.emwr.ie/"r.ie](http://www.emwr.ie/)
* The Waste Enforcement Regional Lead Authorities (WERLAs) were established to co-ordinate waste enforcement actions within local authorities - a work plan for the 2016/17 period has been agreed by the 12 Eastern Local Authorities. [www.emHYPERLINK "http://www.emwr.ie/"wHYPERLINK "http://www.emwr.ie/"r.ie](http://www.emwr.ie/)
* Burial Grounds: Internal Review conducted which will inform development (in 2017) of Burial Grounds Strategy

**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.
* Allotments: Design of a new extension with a capacity for 100 plots and car parking to the allotments at Tymon Park was progressed in 2016. The tender for this project will issue in 2017.
* 2016 Play-space Programme:  14 play spaces progressing through planning / design stage at end of 2016, 8 in consultation, 5 completed and opened during 2016 and 1 to be completed in early 2017.
* Sports Capital Grants: Progression of designs and tender documentation in relation to Tymon Park pitches and athletics track at Lucan in 2016. Planning granted in relation to an all-weather pitch at Lucan and discussions between the Club and local residents is on-going with facilitation from the council.
* Pitch development / enhancement: The design for sports facilities at Mt Carmel, Dodder Park was progressed in 2016 with the Ecological Impact Assessment report completed. The design and tender for replacement pitches at Firhouse Park to facilitate new school construction was also progressed.
* Pavilion Construction Programme: The Part 8 Public Consultation Proposals concluded. The initial tender process was unsuccessful and failed to result in an award. Documents being prepared currently for re-tendering.
* Collaboration on Council’s Tourism Strategy including contributing to the options and feasibility report for the further development of the tourism visitor potential at Corkagh Park, the commencement of the feasibility study for the Liffey Valley Blueway and the tender for the preliminary design and progression of the Dublin Mountains tourism facility.

**Organisational Capacity and Accountability**

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

* Over one hundred Council meetings are supported annually across meetings of the full Council, the Corporate Policy Group, Area Committees, Organisation Procedures and Finance Committee, Strategic Policy Committees, the Development Plan Review, and the Joint Policing Committee.
* Meetings with Oireachtas Members from South Dublin County were held on 4th July and 28th November.
* The Electoral Register for 2017/2018 has been brought to draft stage on time with the final register will be published in February 2017. Planning has begun on the introduction of an online register Voter.ie. in collaboration with the three other Dublin local authorities.
* The Council's 2016 Centenary Programme attracted a large number of participants to our events and exhibitions during the year and we were delighted with how the year progressed to and the level of community engagement. Some of the highlights of the year included:
* Proclamation Day
* Paths to Freedom Conference in Tallaght Stadium
* Flag Raising Ceremony at County Hall, Tallaght
* Official Opening of Commemorative Garden at Newlands Cross
* Concert to Remember in Clondalkin Library
* State Ceremonial Event attended by President Higgins in the Pearse Museum
* Dublin Fire Brigade 1916 Exhibition
* South Dublin County and 1916 Rising Exhibition
* South Dublin County and Battle of the Somme Exhibition
* Freedom of the County was awarded to Jim Gavin, Dublin Senior Football Team Manager in February, and in June 2016, a Civic Reception was held for Ballyboden St. Enda’s All- Ireland Football Champions 2016. A revised Civic Honours Protocol was adopted by the elected members at the November Organisational, Procedure and Finance Committee Meeting.

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

* In 2016 the financial welfare 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 Housing, Planning, Community and Local Government. Commercial rate bills totalling €117m were issued in January.  Income was tracked through the production and review of monthly billing and collection statements to ensure income maximisation. The 3 year capital programme incorporating projects of €289m was produced for 2017-2019 while council adopted a 2017 revenue budget of €228m on November 3rd. The 2015 AFS was prepared by 31st March 2015 with subsequent audited accounts and audit report submitted to council and audit committee.
* The Audit Committee met four times during the year and delivered on their work programme as presented to the December 2015 County Council meeting. The Chair of the Audit Committee attended the March Council meeting and presented the Committee’s 2015 annual report. The Chair also attended the October Council meeting and presented the Committee’s report on their findings of the audit of the Annual Financial Statement and Auditor’s report 2015. Audits were conducted during the year across the organisation and recommendations made assisted in strengthening the control environment on a continual improvement basis.
* The Ethics Declaration and preparation of the Ethics Register was completed in February 2016 and a new Ethics Registrar was appointed for the period 1st December 2016 – 31st November 2018.
* Implementation of the Corporate Procurement Plan 2015 – 2017 continued with the dedicated Procurement Unit providing ongoing support and training to all staff as required in procurement policy, on individual tender processes and on contract management.
* The Public Spending Code was published and submitted to National Oversight and Audit Commission on 31st May 2016.
* The Publication Scheme required under the Freedom of Information Act 2014 was developed and implemented within the statutory timeframe.
* A report on the Corporate Plan Achievements for 2015 was published in January 2016.
* Annual Service Delivery Plan with performance targets was published in February 2016.
* Infographic promoting the ASDP was published in the Citizen Newsletter and issued to every household in the county in June 2016.
* The Annual Report for 2015 was published in June 2016.
* The Monthly Management Report to Council reported on all activity in 2016 under the Corporate Plan and included the provision of local monthly performance indicators.
* Completion of South Dublin’s return for the National Performance Indicators for 2015 was submitted to NOAC within the timeframe and a report was presented to the Audit Committee on our performance in December 2016.

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

* New Systems and Upgrades Implemented: Planning Bonds & Contributions system, Tree Management System implemented, Statutory Inspections system, NetConsent, on line Consultation Portal, House Survey system implemented, VDU Assessments (H&S), Community Endeavour Awards, Public Realm Scheduler system
* FOI model publication scheme delivered and Open Data Portal Established hosting 43 open data sources.
* BC/DR capabilities and planning were advanced throughout the year and arrangements will be concluded in Q1 2017.
* Public Wi-Fi facilities upgraded at various locations. These include at the Civic Theatre and extensive upgrade and new deployments across the library branch network expanding this coverage into the villages Wi-Fi project.
* Development of an athlete orientated self-awareness online facility delivered which acts as a self-critique and facilitating goal eight of the LECP – “Empower our communities to improve their health and wellbeing and quality of life by providing relevant information and accessibility to quality services”.
* GIS accomplishments: Delivery of online Maps Gallery incorporating community facilities, general election 2016, playing pitches, burial grounds, allotments, playgrounds, derelict sites and retail GIS projects. Community mapping incorporates; Parks, Playing Pitches, Playgrounds, Adult Exercise Equipment, Pavilions, Allotments, Burial Grounds, Churches, Electoral Boundaries, CSO data, Bring Banks, Accessible Parking, RSA Road Collisions, myPlan and “Fitwalk” routes. Rates Vacancy GIS and Property Register GIS upgraded.

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

* Over 400 media queries were responded to in 2016
* The number of social media followers increased by over 2,000 with 15,700 followers now on our various social media channels
* Over 90,000 queries were processed through customer services with an average response time of 4 days across the year.
* Over 190,000 telephone calls were handled by customer services, of which 82% were answered within 20 seconds
* South Dublin County Council’s 3rd Irish Language Scheme approved by the Minister in October 2016
* A Summer and Winter edition of the Citizen’s Newsletter was published
* Excellence in Local Government 2016 Award for Health and Wellbeing was awarded to SDCC for Healthy Ireland - South Dublin County Initiative. A further 8 other projects were shortlisted.
* Unwrapped 2016 programme of Christmas Festivities in South Dublin
* Community Endeavour Awards on 2nd December 2016

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

* Health & Safety Policy updated and signed by the Chief Executive on February 1st 2016 and bi-monthly monitoring reports were presented to the senior management team. Consultation and communication with staff was achieved through quarterly meetings with local safety Monitoring Consultative Committees. Health and Safety inspections were undertaken thought out the year, where non-conformances were identified corrective actions were identified, agreed and implemented.
* 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 Workforce Planning Forum with the trade unions meets on a quarterly basis.
* Support continued for the Graduate Programme and Labour Activation Schemes throughout the year with over 171 positions across Gateway, Community Employment and Job Initiative.
* The Performance Management and Development System is fully linked to incremental credits since 2015, is the core mechanism for managing staff performance in the organisation and is accompanied with the 2016 Training and Development Plan which delivered training to 3745 participants.
* Occupational Health Programme: A health screening programme for staff was carried out in 2016 with 564 staff participating. The results of the health check informed the Council’s subsequent action plan on health and wellbeing.
* Staff Communications: The Chief Executive gave five Annual staff briefings to all staff in Tallaght Stadium in February 2016. Seven meetings of the Corporate Communications Network were held and a Staff Communications Survey was undertaken in November 2016 and the Staff Newsletter was published in June and December 2016.
* Staff Service Recognition, Excellence and Innovation Awards Ceremony held on 1st December with recognition given the all retired staff, staff with over 25 years’ service and staff with excellent attendance records.
* 31 staff members were trained to Lean Six Sigma yellow belt standard with 6 project teams established with project proposal approved by the Steering Group. A Lean Six Sigma Black Belt project delivered significant efficiencies to the Housing Needs Assessment process.