**Economic Enterprise & Tourism Development**

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

* At the March Council meeting an implementation plan was approved for the Dublin Regional Enterprise Strategy 2017-2019 approved by Council in November 2016.
* South Dublin County Council sponsored the second South Dublin Chamber Business Awards held on 6th October in Citywest Hotel.
* The Evaluation and Approvals Committee of the Local Enterprise Office has approved €780K for 28 projects, creating 48 new jobs immediately and with the potential to create a total of 228 new jobs.
* Over 1,000 clients have attended LEO training courses and mentoring services and a further 340 local business people attended Business Support Fund training programmes based on 2015 training needs survey completed in conjunction with Chamber.
* 33 Trading Online vouchers approved this year (last seminar held on 29th November) and 11 Technical Support Grant applications for Export assistance, including food branding, were approved in 2017.
* New Food Academy commenced in February 2017, with 3 South Dublin participants.
* 4 South Dublin clients commenced on a new Accelerate Programme in December 2017.
* New approaches and opportunities for access to business support grant financing have been agreed at SPC and Council for 2018.
* Business Support Fund Area Improvement works completed in Cookstown Enterprise Park, Old Belgard Road, JFK with further projects progressing in Ballymount & Merrywell.

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

* Grange Castle clients Interxion, Grifols, Microsoft and Takeda during 2017 have either commenced, completed or continue to build out, significant projects in the Park.

• Eirgrid commenced on site in Grange Castle South on new substation in September 2017 and archeological resolution works commenced on site November 2017.

* SEAI granted funding to SDCC to carry out an energy masterplan for the Grange Castle Business Park. Report Completed October 2017
* The Grange Castle West Infrastructure Masterplan is underway and will be finalised in early 2018.
* CyrusOne Datacentre Holdings have been approved by the Council membership for the acquisition of a 16 acre site in Grange Castle South.
* Grange Castle now supports in excess of 5,200 jobs.

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

* GCFM Ltdcontinues to maintain, operate and manage the Business Park.
* CPO acquisitions progressed for the Adamstown Road which will increase road and service accessibility to Grange Castle Business Park and wider area – sod turning 08/12/17.
* Construction to commence on 3rd Stand, Tallaght Stadiumafter successful tendering process concluded. Stadium played host to a number of independent events such as Ice Rink and Fossetts Circus as well as Rugby, GAA and Women’s International Soccer matches.
* The Council’s property management function continues to proactively manage and administer the Council’s land bank.

**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 and Tymon libraries will go to tender in early 2018.
* Digital hub in Palmerstown  operating successfully for lending, printing, computer access, Wi-Fi facilities, 3D printing and planned events for school groups and local crèches.
* Libraries won 1st prize for Ballyroan Reads Blog in Best Books and Literature Award and 3rd prize for the Yaps Blog at the Littlewoods Art and Culture Blogs.
* Creative Ireland Strategy underway and advancing implementation of the Arts Strategy 2016-2020.
* 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 34 events across 13 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.
* Library Development Plan 2018-2022 in progress.

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

* Following extensive consultation the Dublin Mountains project proposal was lodged with An Bord Pleanala in 2017. A first stage grant approval has been received from Failte Ireland for this project.
* The Tourism Marketing Strategy and Implementation Plan was launched and commenced during 2017.
* The Round Tower Visitor Centre opened in Summer 2017.
* Red Line Festival in October 2017 included a broader range of venues, events and a wider marketing focus delivering increased visitor numbers.
* Gael Force Dublin held in February 2017. This industry led festival proposal from the Tourism Working Group and Economic Enterprise & Tourism Development SPC was underpinned by the Council’s support and is in planning for 2018.
* Feasibility studies completed/under way 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.
* 10 Shop Front Grant applications were approved in 2017 to complement ongoing village improvement works.

**Land Use Planning & Transportation**

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

* The Public Lighting Improvement Programme (i.e. LED upgrade) continued through the year.
* Programme of installation of traffic calming ramps completed.
* Substantial footpath repair work completed in Kilclare Drive.
* Annual Roads and Footpath Maintenance Programme completed.

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

* Construction and planning activity progressing in Adamstown SDZ.
* Vacant Site Register in place and active.
* Amendment to the Ballycullen - Oldcourt Local Area Plan process concluded.
* National Planning Awards - South Dublin County Council took the top prize in both the Smart Travel and the Planning for Climate Change categories.
* SDCC allocated a total of €27m under Local Housing Infrastructure Activation Fund (LIHAF).
* Draft Clonburris SDZ Planning Scheme published on 22nd September.
* Pre-draft public consultation on a new Local Area Plan for Tallaght carried out.

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

* Works completed on Willsbrook Phase 3 Junction Improvement in Lucan and Grange Road Plaza at St Endas.
* The AXA Road Safety show held in the Morans Red Cow Hotel and over 600 Secondary school Children attended.
* Ballyroan Green Schools Cluster project.
* “Traffic Calming Criteria” Document adopted by Council in June.
* Construction of the R120 Adamstown Road Improvement Scheme including the link to the Nangor Road commenced.
* Policy on Way-Finding signs on Public Roads Adopted.

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

* New speed limit bye-laws Adopted. 30kmh speed limit in place in all residential estates.
* Belgard Walkway upgrade completed.
* Village Enhancement Works have been completed in Rathcoole.
* Village gateway project in Rathfarnham completed.
* 6 additional Warden Operated School Crossings fully operational.
* Tallaght Village Improvement Scheme Phase 1 (Greenhills Road) completed.

**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 progressed the Social Housing Construction programme of housing projects approved by the Council through Part 8 planning process with 8 projects on site totalling 265 units and a further 2 to start with a further 87 Units.
* 42 Acquisitions completed in 2017.
* Current Social Housing Stock – 9168, 1397 RAS Units and 892 Leased Units.
* 2180 live accounts on HAP at 31st December 2017.
* 138 Homeless Allocations in 2017.
* Re-let turnaround average time is 9 weeks.
* 215 Private Disability Grants issued in 2017.
* 273 Disability Grants on Council stock in 2017.
* Vacant Homes Strategy presented in September 2017.
* 9 Units reopened as Homeless Hub in 2017 at Gleann Na Heorna.
* Part 8 for 109 Units PPP at Kilcarbery approved.
* Integrated Housing Project at Kilcarbery progressed to the Dialogue Stage of the EU Tendering Process.

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

* Tender of SICAP implementer carried out by LCDC in 2017 for implementation in January 2018. Targets met in areas of Targeting Geographical Disadvantage and Targeting Disadvantaged Groups in 2017.
* LECP 6 year plan as agreed by LCDC and Economic SPC progressed. Review of the 2017 Work plan carried out by LCDC in 2017 on all Community Pillar elements.
* Successful Bealtaine Festival and Social Inclusion Week in 2017 with full attendance at many events.
* South Dublin Age Friendly County Alliance continues to support and lead in initiatives for the active aged in the county. Support for the development of men’s sheds (3 additional in 2017) and the initiative on Home Security for doors or Patios -700 installations to be completed by end 2017.
* 39 Joint Policing and Local Policing Fora meetings held in 2017 including public meetings at Tallaght, South West Clondalkin and North Clondalkin. Progressed LPF for Lucan and Templeogue/Rathfarnham areas.
* Successful Flavours of South Dublin Intercultural Festival held at Rathfarnham Castle held in June 2017.
* Series of Community Health Gatherings through Healthy County South Dublin Steering Committee in conjunction with HSE and Tallaght Hospital held in 2017.
* Joint Policing Committee approved the 2017- 2022 Strategic Plan and 2016 Annual Report in 2017.
* Community Safety Booklet launched in 2017 through collaboration of Joint Policing Committee, Age Friendly Alliance and South Dublin Public Participation network.
* Review of South Dublin County Education Bursary with IT Tallaght carried out in 2017
* New Education Bursary announced for Older Aged.

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

* The Healthy County Steering Group progressed a number of projects in 2017 including 2 further successful programmes of “We Quit Campaign” for Women, development of an Alcohol Strategy with Tallaght Drugs Task Force and Workforce Challenge to improve lifestyles of workers in a number of businesses and companies. Work continues to reduce health inequalities and Health and Wellbeing embedded in policies with Key focus areas of promoting Physical Activity and Active Lifestyles.
* SPORTIVATE the Councils Sports Development Programme in partnership with DDLETB continued in 2017.
* Over 119,000 Sports Programmes participants in over 2294 events.
* SDCC Schools X Country finals held on 11th May 2017 at Corkagh Park – 3,100 participants from 61 schools.
* Successful Health and Wellbeing Week in September with over 90 events.
* Over 300 Community events attracting over 62,000 participants.
* Almost 600,000 visitors to Councils Leisure Facilities in 2017.
* 26 Summer Projects/Camps supported in 2016 facilitating over 6,000 children.
* 10 Local Village Festivals supported in 2017.
* Successful 2017 Late Nite Leagues with FAI and Gardai – up to 150 participants during the programme at 4 venues during November with the County Finals involving 80 youths held on 1st December 2017.
* Part 8 planning for the swimming pool project for Lucan approved in 2017. The School Sports Hall incorporating a Community facility for Adamstown progressed in 2017 and due for completion in early 2018.
* Large number of events organised as part of National Recreation Week and National Play Day.
* South Dublin County Sports Partnership Strategic Plan 2017-2022 launched in 2017.
* First Marathon Kids School Programme provided culminating in the Dublin Final day at Morton Stadium in November 2017.
* A new Post-Surgery Recovery Clinical Exercise Programme at Tallaght Leisure Centre in conjunction with Dublin City University and Tallaght Hospital finalised as part of our Healthy County programme.

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

* The third successful Endeavour Awards progressed during 2017 and Awards made on 25th November 2017.
* The Community Initiative Fund approved by the Council in 2015 was again run in 2017. The Initiative allowed Community Groups to bid for funding support which is not available from other resources. There were 18 successful entries.
* The Community Grants Scheme opened for applications twice during 2017 - in April and September.
* The PPN continues to grow its membership. A number of training programmes through the PPN were held during 2017 and a seminar on Social Housing.
* 11 Tidy Town Groups Active as of start of the year. All the Tidy Town Groups improved on their results in this year’s National Tidy Towns Competition 2017.
* Council supported the Pride of Place Entrants 2017 with 5 entrants. Tallaght Community Arts and Ballyroan were awarded Runners Up awards in their categories.
* Good Governance Training delivered to 12 Community Centre Management Boards in 2017.
* 2 New Community Initiative Funding Schemes funded by the Rural and Community Development Department delivered through the LCDC in 2017 as part of the Departments National RAPID l Grants Programme 2017. Also facilitated the Departments Healthy Ireland Funding.

**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 6,260 hectares of grass cut in the period.
* Minor improvement works programme consisting of approximately 40 small works schemes (such as construction of new footpaths across open spaces, erection of boundary railings, upgrades of roundabouts etc.) was delivered and is 80% complete, with some carryover of works from 2016 and also some carryover to 2018.
* Living with Trees - SDCC’s Tree Management Policy:  In the period January to November 2017, 3,948 trees were inspected; 156 trees were planted with a further 700 to be planted during December 2017 and early January 2018 as part of the winter 2017 planting programme; 1,650 trees were pruned and 993 trees were removed.  328 tree stumps were removed.
* N81 Landscape Improvement Scheme: The Preliminary design for the N81 improvement scheme was completed and the Part 8 was passed in March 2017. The detailed design and investigation stage progressed during 2017 and phase 1 will go to tender in early 2018.
* Roundabout Sponsorship Scheme: During 2017, a new landscape scheme was designed and implemented on the roundabout at the entrance to Newcastle Village.   A major landscape upgrade scheme has been implemented at Orwell roundabout.  A new landscape scheme has been designed and tendered and is scheduled to commence implementation in January 2018 on the roundabout at the junction of Ballymount Road/Calmount Avenue near to TV3. Sponsorship interest has been confirmed for roundabouts at Templeville Road, Greentrees Road, 2 roundabouts in Ballymount Industrial estate and the roundabout on Scholarstown Road at Orlagh estate.  Sponsorship arrangements will be put in place for these locations commencing in early 2018.
* Green Flag obtained for Corkagh Park in 2017.
* Derelict Sites Register maintained with 343 Dangerous Buildings/ Derelict Sites inspected during the year, 20 sites on the Register at end of 2017, 2 properties vested.
* Continued use of emerging technologies and environmental monitoring initiatives including Litter/waste CCTV, Programmable Audio Devices to help combat graffiti, litter, illegal dumping and dog fouling installed in various locations. Engagement in SMART DUBLIN SBIR- an initiative of the four Dublin Local Authorities to engage with smart technology providers, researchers and citizens to solve dumping challenge and improve quality of life through low cost smart and low cost innovative solutions.
* Successfully secured funding under the 2017 new National Anti-Dumping Grant Scheme for projects aimed at addressing illegal dumping and the development of effective deterrents to discourage people from engaging in this anti-social behaviour.
* A total of 397 tonnes of waste was collected in the period Jan to November 2017 from 675 bins serviced on 5 dedicated routes, 4,658 tonnes of illegally dumped material was collected and 5,296 tonnes of road sweeping/ gully cleaning waste collected and disposed in the same period in 2017

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

* 2017 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
* 77 ML of water was supplied per day, with an Unaccounted for Water (UFW) of 38.75%.
* 1,200km of foul and surface water sewers were maintained.
* 584 Water bursts and leaks were repaired.
* Water Quality was maintained at an average of 99.9% throughout the year.
* 55 Water Pollution Incidents were dealt with in the period January to November 2017.
* A programme of river clearing was carried out during 2017. The rivers and streams cleared were the Poddle, the Camac, the Whitestown stream and the Oldcourt stream.

Ballycullen Flood Alleviation Scheme was completed at the end of October, 2 months ahead of schedule. Work on the procurement phases of the Camac and Poddle flood alleviation schemes is ongoing.

* Surface Water Schemes at Chapel Hill, Ballynakelly, Cookstown Industrial estate and Beech Park Lucan surface water schemes were completed in 2017. Phase 1 of the works on Tay Lane Rathcoole were completed.
* ‘A Strategy towards Climate Change Action Plans for Dublin Local Authorities’, was adopted at the Council Meeting in February 2017. Work is well underway across the 4 Dublin Local Authorities in conjunction with Codema in drafting the Local Climate Change Adaptation and Mitigation Plans.
* Following the passing of the Motion at the September Council Meeting Mayor Paul Gogarty signed up to the Covenant of Mayors for Climate & Energy, this document has been uploaded to [www.covenantofmayors.eu](http://www.covenantofmayors.eu). South Dublin County Council is now committed to 40% reduction in CO2 emissions by 2030 and to increasing our resilience by adapting to the impacts of climate change.

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

* 2017 Service Plan agreed with Food Safety Authority of Ireland.
* Under our 2017 Litter Management Action Plan 6723 complaints were investigated, 553 Litter Fines were issued, with 63 Court Appearances during 2017.
* Continued active enforcement of waste legislation and regulations. 21 Enforcement Notices issued. 615 Waste Enforcement Officers Inspections, 40 permitted facilities (Permits & CORs).
* 632 Water Pollution Inspector inspections. 17 non-compliance letters issued and 170 Section 16 (Trade Effluent) licences in operation.
* 189 Environmental Awareness workshops/information sessions for schools, communities and businesses delivered.
* 134 Schools registered in the Green Schools Programme
* 2526 Social Credits Scheme actions (to November 2017)
* 70 existing recycling Bring Banks and 2 Recycling Centre provided.
* Our Recycling message is continuously promoted on an ongoing basis as part of the Environmental Awareness Programme, particularly during October 2017 - National Reuse Month: 4 ReUse workshops for schools, 3 ReUse workshops for community groups, Recycle IT vintage in County Hall, Tallaght for the whole of October, an Information stand in the Square and 3 Recycle IT Vintage Displays in SDCC Libraries
* Control of Animals legislation actively enforced under which 591 dogs and 227 horses were impounded during the year. A New National Horse Seizure Tender was published and an interim contract signed locally
* Ballyowen Equine Centre formally opened and currently occupied under Annual Management Agreement by Clondalkin Equine Club.
* Dublin Region Horse Welfare Working Group established by SDCC in August 2017 with broad purpose to develop a concerted collaborative programme aimed at promoting and facilitating responsible horse ownership across the Dublin
* A New tender for the Dog Pound Contract was published and awarded.
* 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/) Site investigations/Environmental Risk Assessments have been completed at 2 historic unlicensed landfills which are identified as risk category A.
* WERLA 2017 work plan agreed by the 12 Eastern Local Authorities. [www.emHYPERLINK "http://www.emwr.ie/"wHYPERLINK "http://www.emwr.ie/"r.ie](http://www.emwr.ie/) with National Priority on Tyres and New Waste Management (Tyres and Waste Tyres) Regulations 2017.
* A Comprehensive Internal Review of management of the Council’s Burial Ground services concluded examining strengths, weaknesses, opportunities and threats associated with this service / capacity, costs, policies and procedures. A comprehensive suite of protocols and procedures has been developed.

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

* Maintenance and allocation of 163 pitches provided by Council ongoing.
* An allotment needs assessment was carried out during the year and the information collated was incorporated into the design of the proposed allotment facilities. Topographical Survey information is in train prior to the tender for proposed works at Tymon Park initially.
* Three new playspaces were completed at KIlnamanagh, Kingswood and Glendoher Park. A large playspace was opened at Tymon Park and the playground at Griffeen Valley Park was refurbished during the year.
* Under the Sports Capital Grants Tymon Park pitch re-construction (2 No.) and the Lucan Athletics Track upgrade are due on site in spring 2018. Detailed design progressed in relation to an all-weather pitch at Lucan, and discussions between the Club and local residents were assisted with facilitation from the council. A further 8 projects received Sports Capital Grant Funding in December 2017.
* The Planning approval for recreational facilities at Mt Carmel, Dodder Park was approved in October 2017. The construction of replacement pitches at Firhouse Park were completed in September 2017 and the pitches are now in the establishment stage.
* The feasibility report for Corkagh Park was presented to the SPCs and to the Council during the year. It is intended to progress to the next stage in early 2018 with further development of the proposals and the implementation of planned upgrades.

**Organisational Capacity and Accountability**

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

* The ‘€300k Have Your Say – Participatory Budgeting’ initiative was launched on February 28th 2017 for the Lucan Electoral Area. The initiative would see over 2,500 ballots cast across 17 shortlisted projects after the public had submitted 160 ideas. There were eight winning projects chosen to progress to completion in 2018. Clondalkin Electoral Area was the selected local electoral area for 2018 at the Council Budget Meeting in November.
* The Mayor of South Dublin County held a conference on April 3rd in Tallaght Stadium titled ‘Putting People First in South Dublin’. The target audience for the event were Councillors, the Public Participatory Network and the Executive of South Dublin County Council.
* The Annual Council Meeting took place on Friday, 30th June, with Cllr Paul Gogarty elected as the Mayor for 2017-18 and Cllr Breda Bonner elected as Deputy Mayor at the meeting. Appreciation was given to outgoing Mayor Cllr Guss O’Connell and outgoing Deputy Mayor Cllr Martina Genockey at the meeting.
* Over one hundred Council meetings are supported annually across meetings of the full Council, Corporate Policy Group, Area Committees, Organisation Procedures and Finance Committee, Strategic Policy Committees and the Joint Policing Committee, including two Special Housing Council Meetings in March and April and a Special Motions meeting in May.
* Meetings with Oireachtas Members from South Dublin County were held on 24th July and 27th November.
* The Electoral Register for 2017/2018 was published on February 15th 2017 and the Draft Electoral Register for 2018/19 was published between November 1st and 25th. Work has been finalised on the data cleansing of the current iReg system and is now being tested on its replacement system Voter.ie with a view to a final transfer taking place in January 2018. Voter.ie is a shared service involving the four Dublin authorities.
* Donations statements under Section 19 of the Local Elections (Disclosure of Donations and Expenditure) Act 1999 were returned by members before the deadline of 31/1/2017.
* Full review of Standing Orders was undertaken in 2017 and following comparisons with other similar size authorities, meetings with meeting administrators and group leaders the final draft was presented to Members at the May OP&F and the agreed final draft was adopted by the Members at the June 2017 Council meeting.
* A proposal to introduce Webcasting for County Council meetings was presented to the members at CPG, OP&F and County Council meeting but a decision was made not to proceed with its introduction at this time.

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

* In 2017 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. During the year the county underwent a complete rates revaluation. 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 €383.5m was produced for 2018-2020 while council adopted a 2018 revenue budget of €232m on 16th November. The 2016 AFS was prepared by 31st March 2016 with subsequent audited accounts and audit report submitted to council and audit committee. During the year the financial management system was upgraded to milestone four status.
* The Audit Committee met four times during the year and delivered their work programme as circulated to the January Council meeting. The Chair of the Audit Committee attended the March Council meeting and presented the Committee’s 2016 annual report. The Chair also attended the September Council meeting and presented the Committee's report on their consideration of the Audit of the Annual Financial Statement 2016. Internal Audits were carried out during the year in accordance with the audit plan and recommendations made assisted in strengthening the control environment. The strategic audit plan 2018 – 2020 was approved by the Audit Committee at the December meeting.
* The Corporate Procurement Plan 2015 – 2017 continued to be implemented, with progress overseen by the Procurement Steering Group which comprises of middle and senior managers from each Council Department.   In 2017, the dedicated Procurement Unit provided training to staff in procurement policy and centrally managed the advertising of competitions on [www.etenders.gov.ie](http://www.etenders.gov.ie).  The procurement functionality on the new financial management system ‘Milestone4’ was also rolled out in Q4 2017.
* The Public Spending Code was published and submitted to National Oversight and Audit Commission on 31st May 2017.
* A Record Management and Retention Policy was finalised in 2017 and will assist Council staff in improving record management and in  the undertaking of   preparatory work in advance of implementation of the General Data Protection Regulation(GDPR) in May 2018.
* The Ethics Declaration and preparation of the Ethics Register was completed before the end of February 2017.
* Completion of South Dublin’s return for the National Performance Indicators for 2016 was submitted to NOAC before the deadline (27th April).
* The Monthly Management Report to Council was presented for every Council meeting. Changes to the local performance indicators including target setting and graphical display of data, have been completed in test mode and will be introduced in 2018.
* The Council has processed and issued 227 decisions to date in 2017 in respect of requests for information under Freedom of Information, Access to Information on the Environment, Data Protection and Ombudsman legislation.

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

* A significant procurement exercise was undertaken during 2017 paving the way for a new integrated housing solution to be procured and implementation project to begin during 2018.
* Significant server, desktop, and system upgrades were undertaken during 2017 improving the stability and resilience of the Council’s ICT technology base. Provision of upgraded Wi-Fi facilities in our Libraries has been completed.
* A further iteration of the Council’s ICT strategic planning activity was undertaken during 2017 and a technical strategy and security strategy has been prepared and will begin its implementation during 2018.
* Substantial work has taken place to deliver a new Internet website which is now in its final stages of preparedness. This is expected to go live early in 2018.
* Development, upgrades, and enhancements of many of our systems and online facilities has taken place over the course of 2017 including in the areas of Planning, Dog Licences, Housing Rents, Vacant Sites, Voters Register, Housing Inspections, Agresso / Milestone 4, Core HR and Payroll, NetConsent, Participatory Budgeting System of Ideation and Voting, Risk Management System, PMDS, Roadmap, Environmental Complaints System, and many others.
* In conjunction with the Planning department, the Council’s spatial team has been driving the development of a new website to be launched in 2018 assisting the individual who is classified as a property buyer. This service known as the property economic portal will yield relevant information regarding areas in our County and related housing availability and development potential.

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

* Excellence in Local Government 2017 Award for Citizen Engagement was awarded to South Dublin County Council for the €300k Have Your Say Initiative. A further five projects were shortlisted.
* Over 450 media enquiries were responded to in 2017.
* The number of social media followers increased by over 5,000 with approximately 20,800 followers now on our various social media channels. The Council’s Instagram page was also relaunched in an effort to reach a younger audience within the region.
* Reach across South Dublin County Council’s Facebook channel grew by over 66%, with 1,901,450 people seeing the Council’s posts. Engagement with the Council’s posts grew by 49% in 2017, with 109,387 interacting on Facebook. Reach on Twitter grew by a further 24%, with over 1,300,000 people seeing South Dublin County Council’s tweets.
* South Dublin County Council took part in Local Authority Twitter Day on the 7th March 2017, promoting through social media the varied services that Local Authorities provide to citizens.
* A Summer and Winter edition of the Citizen’s Newsletter was published.
* The Unwrapped 2017 programme of Christmas Festivities took place in December.
* Over 80,000 queries were processed through customer services with an average response time of 10 days across the year.
* Over 162,490 telephone calls were handled by customer services, of which 84% were answered within 20 seconds.
* 25 Consultations and Surveys closed in 2017 with over 1,100 submissions received.
* Smart Dublin Initiative: SBIR Challenge in the area of illegal Dumping was launched in 2017 and SDCC collaborated with Dublin City Council on this project. Challenge is at phase 2 where successful companies trial their solutions with Local Authorities. Smart Dublin team made presentation to SDCC in Council Chamber on 4th October, attended by 82 staff. Lunch & Learn session on Open Data presented by Dublinked staff (Smart Dublin team) on 28th November attended by 17 staff (full complement allowed at session).
* Seachtain na Gaeilge Átha Cliath Theas, ran from 1st – 17th March with a busy calendar of events planned including a special concert by Kila, the Mayor’s Céilé, classes for all levels, a workshop with John Spillane, and traditional music sessions.
* An extensive programme of events were held on Health and Well-being throughout the year, culminating in Health and Well-being Week in September.
* The Community Endeavour Awards were held on the 25th of November.
* Social Inclusion Week took place from the 20th to the 27th of November in conjunction with a host of organisations, including BelongTo, the South Dublin Age Friendly Programme, the HSE and more.
* National Accessibility Week was held from 27th November to 4th December with a full programme of events across a range of venues in South Dublin County and organized in partnership with key partners.

**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 March 3rd 2017 and regular 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 throughout the year, where non-conformances were identified corrective actions were identified, agreed and implemented.
* Workforce planning is led by senior management on a quarterly basis to address issues related to staff structures, grades, skills requirements, mobility and critical vacancies. A Workforce Planning Forum with the trade unions meets on a quarterly basis. Recruitment is ongoing to fill vacancies.
* The Performance Management and Development System is fully linked to incremental credits and is the core mechanism for managing staff performance in the organisation and is accompanied with the 2017 Training and Development Plan which delivered training to over 2000 participants.
* Further to our commitments under the Public Service Agreement for PMDS Competency Framework is being rolled out to all Staff Officers, Assistant Staff Officers, Clerical Officers and analogous grades so that Competency Framework can be integrated into their PDP process for 2018. Senior Staff Officers, analogous grade and higher grades are already completing Competency Framework as part of their PMDS process.
* Staff Communications: The Chief Executive gave four Annual staff briefings to all staff in Tallaght Stadium in February 2017. The Staff Communications Survey was undertaken in December 2017 and the Staff Newsletter was published in August and December 2017.
* Occupational Health Programme: Staff Health and Wellbeing Week took place from 18th to 25th October.
* Staff Service Recognition, Excellence and Innovation Awards Ceremony held on 14th December with recognition given the all retired staff, staff with over 25 years’ service and staff with excellent attendance records. Two new categories were added in 2017 of the Outstanding Personal Achievement Award and Best Lean Six Sigma Project Team Award.
* 30 staff were trained to Lean Six Sigma Yellow Belt standard and one to a Green Belt standard bring the total number of staff trained to 64 (61 Yellow Belt, 2 Green Belt and 1 Black Belt) and 8 projects have issued recommendations and are being implemented across the organisation.