



Comhairle Contae
Átha Cliath Theas

South Dublin County Council

Corporate Plan 2020 – 2024

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Mission

To make our county a vibrant and inclusive place for the people who live, visit, work, and do business here, now and for the future.

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Foreword

The relevance and importance of corporate planning is self-evident from a brief analysis of the background and context of the most recent and current plan period.

The socio-economic backdrop to the last plan was dominated by considerations related to our emergence from our worst ever recession. Five years on, the general economic outlook is greatly improved. Doubts remain around world events including Brexit and international trade, but the general economic outlook is significantly brighter. The national policy context, in so far as it relates to local government, is dominated by the Housing and Climate Action imperatives. They are linked by the principle of sustainability which will dominate this organisation's policy thinking for the foreseeable future.

How we respond to current challenges will shape our future and we are committed to responding accordingly. This includes the necessity to embrace change, promote innovation and take a leadership role in bringing communities with us. As a public body, South Dublin County Council has a responsibility to promote equality, prevent discrimination and protect the human rights of our members, employees and service users. Our approach will be fully inclusive and clearly mindful of our most vulnerable. Social and digital communications are redefining our public interactions and we must not just keep pace with these changes but openly embrace and accommodate them as they will define public service norms into the future.

This plan is fundamental to our commitment to improving quality of life and opportunities for everyone in this county, now and in the future. We will transparently and publicly review and report regularly on our progress over the five-year period.

Councillor Vicki Casserly,
Mayor of South Dublin County Council

Mr Daniel McLoughlin,
Chief Executive of South Dublin County Council

About this plan

This Corporate Plan is prepared on the basis of an organisational wide strategic approach encompassing the various activities of the Council. The Plan identifies the objectives and strategies for each of the Council's principal activities and is designed to meet our current circumstances whilst supporting agility in meeting the demands of a changing environment over the plan period.

The Plan furthermore takes account of such policies and objectives in relation to any of its functional programmes as set out in any other plan, statement, strategy or other documents prepared by the Council under any provision of the Local Government Act 2001, as amended.

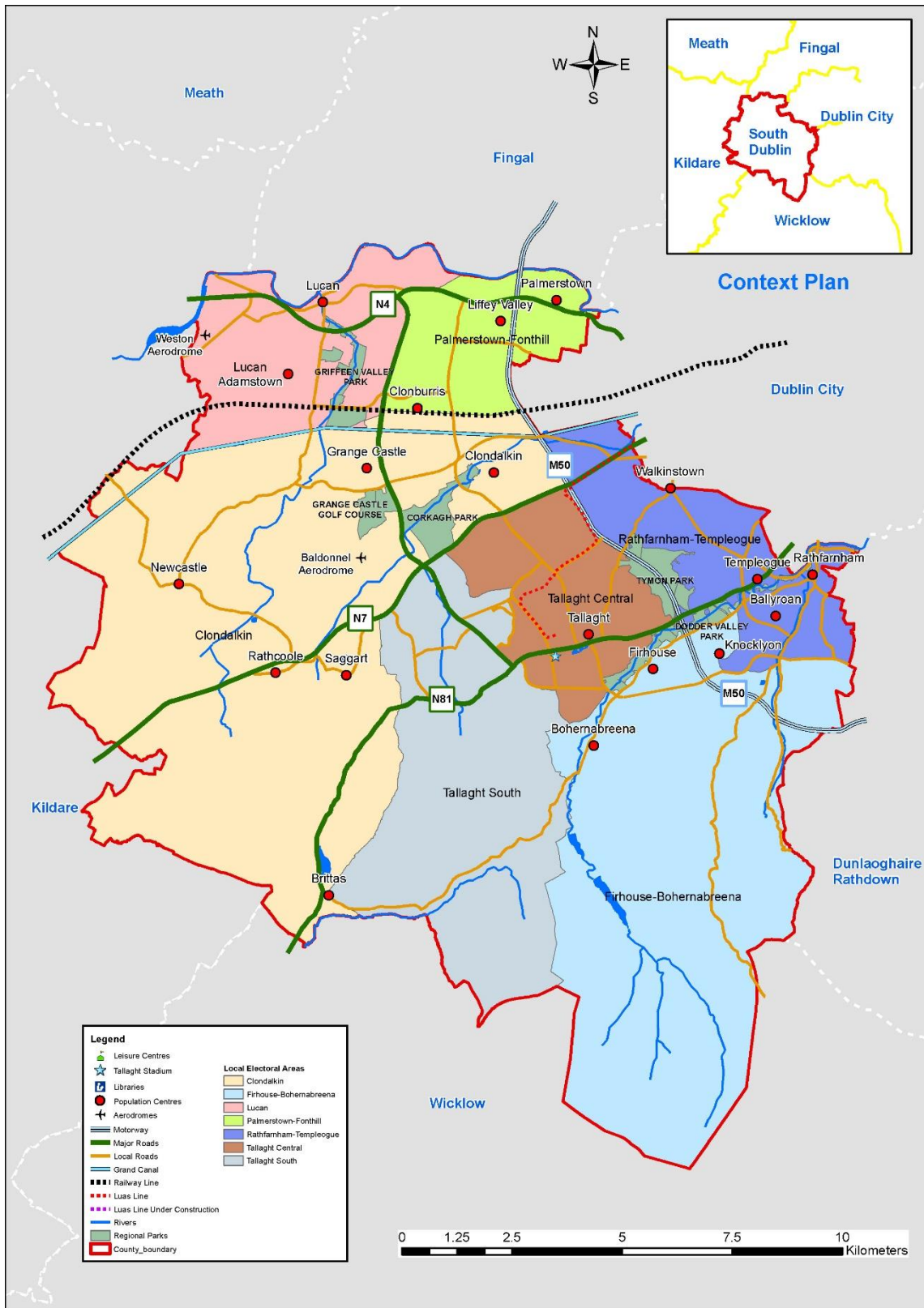
It has been prepared in line with the Local Government Act 2001, as amended, the Guidelines issued by the Department of Housing, Planning and Local Government on the preparation of local authority plans, and the NOAC Report on Local Authority Corporate Plans 2015 – 2019.

This Plan provides a clear link between the Council's annual Service Delivery Plans, the budgetary process, the performance management and development system, the audit system and the Chief Executive's monthly progress report.

At the end of each year the Corporate Policy Group working with the executive will review the achievements for that year and assess progress made on implementing the corporate plan. A report will issue for all Councillors to review before we publish it in the Annual Report.

Each year we will deliver a copy of the annual service delivery plan detailing our commitments and plans for the year ahead to every household in South Dublin County. We will publish the Chief Executive's Monthly Report and the Annual Report on the council's website www.sdcc.ie and copies of both will be available on request from local libraries.

Map of South Dublin County



Profile of South Dublin County

South Dublin County Council came into existence on the 1st January 1994 and operates in an area of 222.74 square kilometres. It is bounded by Dublin city to the northeast, the Dublin Mountains and County Wicklow to the south, the River Liffey to the north separating it from Fingal and County Kildare to the west. The county has a population of 278,767 people living in 92,363 homes according to the 2016 census, representing a 5.1 per cent population increase from the previous census in 2011. This is higher than the national population increase of 3.8 per cent and on a par with the level of growth in Dublin City.

The county is a significant contributor to the capital's economy with more people working in the county (84,627 people) than leaving it for work (55,870 people). The average age of people resident in the county is 35.5 years, younger than the average for Leinster (36.6), Dublin City (37.9) and the State (37.4), while the homeownership rate is the second highest of the Dublin region at 68 per cent. While the county has a young age profile, we do have an increasing number of older people with a 34 per cent increase in people aged 65 and over. Non-Irish nationals make up 11.4 per cent of the population or 30,939 people, a reduction of 11.1 per cent from the number of non-Irish nationals' resident in the County in 2011.

The Council is made up of 40 elected members spread across seven electoral areas with the Mayor elected by the members annually. Along with the Corporate Policy Group, six Strategic Policy Committees develop and recommend policy to the Council. Committees are made up of elected members and representatives of the business, farming, environment, community and trade union sectors.

The Council has strong links with the community and local development sector through the Public Participation Network and the Local Community Development Committee supporting citizen engagement and governance and oversight of community expenditure from national sources respectively.

Our principal services:

Economic, enterprise and tourism development

- Economic development and promotion of the county for investment
- Enterprise development and supports
- Asset management
- Library services, the arts office and cultural infrastructure
- County promotion and tourism development

Land use, planning and transportation

- Development management
- Forward Planning
- Roads construction and maintenance
- Traffic management
- Public lighting
- Building control
- Heritage and conservation promotion

Housing, social and community development

- Social housing programme
- Housing allocations, maintenance and refurbishment
- Social services, estate management and community development
- Age friendly and social inclusion initiatives
- Sports programmes and health and well-being initiatives

Environment, water and climate change

- Climate change mitigation and adaptation
- Major emergency management
- Waste and enforcement
- Water and drainage services
- Veterinary services
- Public realm management and maintenance

Organisational capacity and accountability

- Corporate services
- Human resource management
- Financial management
- Information and communication technologies
- Architectural services
- Legal services

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Core values

Councillors and staff of South Dublin County Council will be guided by these core values and they will underpin all the activities of this Council.

Customer service

We will provide an accessible, courteous, consistent, impartial and responsive service. We will operate a citizens' charter including a complaints and redress system to underpin this commitment.

Sustainability

We will act in a sustainable way in relation to finance, the environment, community affairs and socio-economic issues. Sustainability means meeting the needs of people today without harming the ability of future generations to meet their needs.

Inclusiveness, equality and accessibility

We will prioritise social inclusion, equality of access and opportunity, and the needs of the most vulnerable people in society when we design and deliver services.

Innovation, creativity and diversity

We will look at new, creative and diverse ways to deliver services and solve problems and will encourage the people, groups and organisations we work with to take a similar approach.

Accountability and transparency

We will communicate openly with people and will be transparent in all decision-making.

Value for money

We will use resources efficiently and will continually assess and evaluate our performance.

Cross-cutting themes and collaboration

During the consultation on this corporate plan several themes emerged that are cross-cutting in nature and will require collaboration across a number of departments and stakeholders to support the best outcomes for everybody.

Quality service delivery

The tools and opportunities created by technological advances enable improvements in how our services are delivered. Our focus will be on continually improving the quality of customer service, making services more accessible, increasingly through digital delivery, and on engaging and listening more to the experience of service users and ensuring value for money.

Climate change mitigation and adaptation

Delivery of South Dublin County Council's Climate Change Action Plan demands a whole-of-council approach, as the climate actions cut across multiple departments and sections within the Council. The Council has established climate action teams across the organisation, which work to address the interconnected challenges of climate mitigation, climate adaptation and carbon-free sustainable energy.

Economic Development

Supporting the economic development of South Dublin County is at the heart of everything we do, facilitating investment and enterprise to create sustainable employment to support our communities and contributing to the competitive urban economy within the capital.

Social inclusion, Equality and human rights

Social inclusion and integration create a just society where everyone can participate fully without anyone having to relinquish their cultural identity. Promotion of these principles is important ongoing work for the Council. It is also a reality that increasing diversity presents real challenges to service providers and a corporate-wide approach will be taken to address these. A human rights and equality framework is presented in detail in the appendix 2, which the Council will continue to develop and report on progress in our annual report, throughout the lifetime of this plan.

Citizen engagement

Engagement with the people who live in this county and those who avail of Council services will remain a key pillar in the design and delivery of our services and ultimately in ensuring that Council services meet the needs of the county and its citizens. Consultation and engagement mechanisms and initiatives will continue to develop, building civic capacity and support community leadership.

Health and well-being

The Council actively supports the Healthy Ireland goals where health and wellbeing are valued and supported at every level of society. As a local authority we can significantly impact on this goal through our work in inclusion, arts, cultural and recreational activities, library services, employment creation and enterprise support, housing supply, community, sports and leisure infrastructure.

Operating environment

Legal and Regulatory

Significant pieces of legislation have been enacted in recent years that and impact across the whole of the organisation and need to be considered in the organisation's capacity to ensure compliance, including in the areas of child safeguarding, data protection, procurement, human rights and equality, lobbying and protected disclosures. This is additional to the large canon of law for which the organisation has a role in monitoring, controlling and enforcing.

Financial

At the preparation of this plan the Council currently has a sound financial basis due to a 16 percent or €35 million increase in the annual budget between 2015 and 2020 as well as strong economic growth nationally. However, uncertainties in the economy remain, particularly due to Brexit and growing uncertainties regarding international trade, requiring us to maintain a focus on building competitiveness and managing our finances sustainably.

Political

Implementation of the Boundary Commission's recommendations in 2019 meant an increase in the number of local electoral areas from 6 to 7 and boundary changes for most of the areas. Following the local elections in 2019 we welcomed 17 new councillors to the Council. New regional government structures were created with the establishment of three Regional Assemblies nationally in 2015. Enhanced participatory democracy is supported through the ongoing work of the Local Community Development Committee, the Public Participation Network and through local innovations such as the Council's participatory budgeting initiative.

Socio-economic

There was a significant focus on the socio-economic life of South Dublin County throughout the consultation process, with the biggest priorities identified including a focus on addressing homelessness, building homes and communities that create safe environments for everyone, enhances people's quality of life and creates urban vitality. There was also a strong focus on supporting the needs of older people and children and actively preventing social exclusion. The significant housing construction programme that is underway as well as the planned development in the Adamstown and Clonburris strategic development zones present opportunities to develop best practice in creating safe and sustainable communities. Continued expansion of Grangecastle Business Park and innovative approaches to supporting sustainable development such as the district heating programme demonstrate how the Council works to leverage investment to create additional economic opportunities within the county. Critical also is the work the Council does as a member of the Local Community Development Committee and our support for the delivery of the Local Economic and Community Plan to improve integrated and collaborative working relationships between local communities and service providers.

Technology

Significant technological advancements have enhanced our efficiency and effectiveness in service delivery, facilitating electronic payments, improved internal processes and created more opportunities for citizen engagement. Systems improvements in areas such as housing management and maintenance, recruitment, and library services have led to significant transformation in work practices with improved outcomes for service users, and this will continue across other areas to support digital service delivery. Technology also brings greater exposure to cyber security threats and requires increasing resources and competency in mitigating the risk effectively.

Environmental

The delivery of the Council's Climate Change Action Plan will significantly impact across the Council's activities to support the achievement of climate change targets. The Council has built significant capacity in providing a timely and effective response during severe weather events. The service level agreement with Irish Water is a significant transformation in the provision of water services that will require careful management during the lifetime of this corporate plan. Our participation in the Eastern - Midlands Regional Waste Management Plan 2015-2021 will work to prevent waste, increase recycling activity and further reduce landfill. Developments such as the Grand Canal Greenway, green flags programmes, creating and supporting bio-diversity areas and the LED public lighting replacement programme are all significant achievements over the last five years that demonstrate the Council's ability for innovation and significantly improving outcomes in support of greater environmental sustainability.

Governance

The Council supports the increasing focus on openness, accountability and transparency through the adoption of the comprehensive governance principles and framework for the sector and the consequential policy formation and awareness raising in areas such as the Codes of Conduct for elected members and staff, the anti-fraud and corruption policy, protected disclosures policy, the operation of the Transparency Code under the Lobbying Act 2015, compliance with the statutory Ethics Framework and the publication of the expenses and allowances of the elected members.

Internal Organisation

Following the lifting of the public sector recruitment embargo in 2015 for the local authority sector, between 2015 and 2019 the Council has experienced a significant number of staff changes across retirements/ leavers (38%), promotions (38%) and the recruitment of new staff (45%). This presents challenges in ongoing service delivery, managing staff, knowledge management, succession planning, learning and development. The organisation is working hard to respond to these challenges with the implementation of the People Strategy, workforce planning, significant improvements in internal communications, learning and development, and performance management. A significant investment in our depots is about to commence that will create significant operational efficiencies and considerably improved working environments for our depot-based staff.

Service Level Agreements and Shared Services

South Dublin County Council has entered into a range of agreements with other local authorities to generate significant savings and efficiencies and to impact on our capacity to deliver a more strategic and targeted service model for our local communities across the sector. These include:

- HR, payroll and superannuation national shared service
- Irish Water service level agreement
- Shared services agreement for procurement functions with Kerry County Council
- Shared public library services
- Voter.ie shared service agreement with Dublin City Council operating across the Dublin local authorities
- Fixyourstreet.ie national shared service hosted by this local authority
- Dublin Region Homeless Executive shared service operated by Dublin City Council
- Dublin Fire / Ambulance / Civil Defence Services managed by Dublin City Council for the Dublin region
- Agreement with the Dublin Metropolitan Climate Action Regional Office

- Agreement with Dublin City Council as the Eastern Midlands Waste Enforcement Regional Lead Authority
- Dublin City Council acting on behalf of the four Dublin local authorities in the public private partnership with Covanta on the Dublin Waste to Energy Limited Project
- Agreement with Dublin City Council who host the Eastern Midlands Regional Waste Management Office on behalf of the local authorities in the region
- Agreement with Offaly County Council on the National Waste Collection Permitting Office
- Service level agreement with the Food Safety Authority of Ireland

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High level themes, objectives and strategies

1. Economic, enterprise and tourism development

Maintain a supportive business environment

- Continue to integrate and implement the ongoing Enterprise Strategy in conjunction with the Dublin Regional Enterprise Plan and the economic element of the Local Economic and Community Plan.
- Consolidate the Local Enterprise Office as the first stop shop for all business and enterprise related activity in the County.
- Roll out and implement the expanded Business Support Fund Programme agreed by the economic, enterprise and tourism development strategic policy committee, building on the various projects and unit supports in business parks in the County.
- Continue the partnership with South Dublin Chamber and other business interests in preparing and implementing an annual county-wide business support and advisory function, including the roll out of the county-wide business marketing and promotion plan.
- Continue to support sustainable business practice and opportunities in accordance with the “Triple Bottom Line” principle and the County Climate Change Action Plan.
- Build on the increased interest in the Shopfront Grant scheme to encourage a further uptake of the supports offered to maximise the impact of the scheme on the streetscapes of the County.
- Progress and deliver a Tallaght based innovation/enterprise centre.

Support and Increase foreign direct and indigenous investment in the County

- Manage and promote, in conjunction with IDA Ireland and Enterprise Ireland, Grange Castle International Business Park with a view to supporting existing and securing additional foreign direct investment and indigenous business.
- Work with the clients currently developing projects in Grange Castle Business Park to enable timely completion and commissioning of the buildings.
- Continue the development and improvement of the core business park infrastructure, including the third entrance on to the Nangor Road and the Castle pocket park enhancement and amenities.
- Consolidate the developed 500 acres of business park and re-examine the provision of commercial office space with a view to bringing forward a prominent c 20 acre site to the market.
- Deliver roads and services to the additional 500 acres at Grange Castle West and actively market availability of sites to clients that will deliver employment numbers of scale.

Manage the assets of the Local Authority in a manner that fully supports Economic Development

- Continue to progress an integrated property management system, which incorporates the property register and the asset register and enables the active management of property assets held by South Dublin County Council.
- Deliver the Fourth Stand at Tallaght Stadium.
- Further expand options for the development of Tallaght Stadium for sporting and other events.
- Develop a new commercial advertising, marketing and branding strategy, (including digital formats), for the Stadium and deliver in appropriate areas of the County.

- Develop and implement the local Digital Strategy, building on the National Broadband Strategy.

Maximise the contribution of Arts, Libraries, Heritage and the Irish Language to the citizen and visitor cultural experience

- Implement the Council’s Arts, Cultural and Library Development Programmes both as public services and significant contributors to economic growth and development.
- Work with the relevant stakeholders to secure the Lionra Gaeilge status for Clondalkin.
- Build on ongoing programmes to further integrate the activities and events in the Civic Theatre, Rua Red and the County Library as a Cultural Quarter for the County.
- Deliver new libraries at North Clondalkin and Castletymon and ensure effective operation of them in conjunction with the local community.
- Continue the provision of the library service in the developing areas in the west of the county at Rathcoole as agreed with the members, in conjunction with the proposed housing developments on Council owned lands.
- Continue implementation of South Dublin County Council Libraries Development Programme for the period 2018 – 2022, including a programme promoting library membership in the County.
- Implement programmes under Healthy Ireland, Right to Read and Work Matters in accordance with National Strategies.
- Continue pilot programme for “Toys, Technology and Training” as part of increased focus on ICT and opportunity for those requiring additional supports.
- Promote interest in Right to Read, STEM subjects and digital learning aided by Government Grant funding.

Implement a Tourism Strategy focussed on new product and brand development

- Further progress the implementation of the Tourism Strategy including the following tourism projects and studies:
 - Continue to build on the successful opening of the Clondalkin Round Tower Centre
 - Progress and deliver the tourism project at Rathfarnham Castle Courtyard and outbuildings
 - Identify funding for the Grand Canal Greenway, (Part 8 approved), and the proposed Canal Loop with Inland Waterways and neighbouring Authorities.
 - Progress and deliver the Dublin Mountain Tourism Flagship Project subject to planning.
- Continue to identify and promote events and festivals.
- Continue to promote the edge of Dublin City opportunity, supporting local operators including hotels and activity and event organisers.
- Continue the positive working relationships through the Dublin Tourism Working Group with Failte Ireland in delivering on the potential of the “Grow Dublin” Tourism Project and the “Dublin-surprising by nature” marketing concept.
- Progress the roll out the translation app for heritage walks throughout the County trialed in Clondalkin.

2. Land use, planning and transportation

Strategic planning for resilient and compact growth

- Revise the County Development Plan to meet the needs of our growing population and changing climate.
- Plan for, and enable, the delivery of infrastructure in support of the County Development Plan.
- Promote sustainable mobility and encourage modal shift to public transport.
- Ensure a robust development management process to best implement planning policy from the national to local level.
- Plan for school provision across the county.
- Proactively manage vacant land in the county to promote delivery of homes.
- Plan for, and promote, our biodiversity.

Connect places through sustainable mobility projects

- Deliver a network of new and improved roads, cycle and pedestrian links.
- Provide a safe and well-maintained network of roads, public lights, traffic signals and bridge infrastructure.
- Improve traffic management.
- Improve wayfinding and signage across the county.
- Promote road safety.

Through the built environment, promote a sense-of-community in the different places of South Dublin

- Plan for, and coordinate, delivery across the county's regeneration lands (Strategic Development Zones and Local Area Plans).
- Promote place specific design and development guidance.
- Encourage community engagement in the plan-making process and in the development of mobility projects.
- Promote a network of vibrant villages and district centres across the county.
- Successfully deliver the Local Infrastructure Housing Activation Fund projects to enable construction of new homes.
- Continue delivery of the county-wide LED upgrade programme.
- Deliver architectural conservation projects to protect and enhance our architectural heritage.
- Support and encourage the taking-in-charge of new housing estates and roads.
- Ensure efficient operations through the management of our regulatory licensing, claims and enforcement functions.

3. Housing, social and community development

Deliver quality social and affordable housing across the County to meet housing need

- Progress a range of mixed tenure housing developments on our zoned housing land.
- Continue to examine and progress social housing construction opportunities to:
 - Meet the housing needs of homeless persons
 - Ensure appropriate housing provision for disabled persons
 - Deliver older persons' accommodation in optimal locations.
- Implement our Traveller accommodation programme 2019-2024.
- Utilise partnerships with Approved Housing Bodies and the private sector to maximise housing delivery for rental and purchase.
- Our housing delivery will be informed by:
 - Dublin Local Authorities' Housing Needs Demand Assessment
 - Best practice and innovation in building and home energy performance;
 - Sustainable and inclusive community building

Provide optimal and innovative housing management, supports and regulation for better tenures, tenancies and estates

- Continue prevention, protection and progression strategies for homeless persons.
- Utilise the online integrated housing system to maximise customer service, stock management and organisational efficiency.
- Operate a research and evidence based rightsizing strategy for older persons in under-occupied housing in conjunction with a revised housing transfer policy.
- Invest in planned maintenance and energy efficiency of our housing stock.
- Provide focused estate management supports and interventions.
- Implement affordable housing and loan schemes in accordance with national policy.
- Support private rented tenancies through inspections and Housing Assistance Payments.

Lead inclusion, equality and interagency initiatives for integrated and socially connected communities

- Implement social inclusion and migrant integration programmes.
- Enhance our range of Age Friendly initiatives to make tangible impacts on older persons lives including by developing and implementing a new County Age Friendly Strategy.
- Promote safer communities through the Joint Policing Committee and Local Police Fora in partnership with An Garda Síochána and tackle anti-social behaviour in our housing estates.
- Maximise support for and engagement with our rural communities including through LEADER.
- Support young persons and children through the work of CYPSC and Comhairle na nÓg.
- Deliver capacity building and innovative supports for Travellers.
- Promote equality of access and service to all.

Lead a healthy, active and participative County

- Positively influence quality of life by leading and promoting community development, health, wellbeing, recreation and activity.
- Make the Local Community Development Committee the community development leadership platform in the county.
- Redefine our community objectives through consultation and renewal of Local Economic and Community Plan as a dynamic implementation plan.

- Maximise the impact of community centres and groups through grants and events.
- Lead a healthy county framework aligned with Healthy South Dublin themes for physical and mental health improvements.
- Support and expand our collaborative health and wellbeing programme to increase community health awareness across our directorates and functions.
- Develop and implement a county sports plan to maximise promotion, development participation, inclusion and physical literacy.
- Maximise the range and use of sports and community facilities.

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4. Environment, water and climate change

Create a sustainable low carbon and climate resilient county

- Deliver the Climate Change Action Plan 2019-2024.
- Work to increase energy efficiency and reduce greenhouse gas emissions in South Dublin County Council buildings and operations.
- Deliver on our commitments under the Climate Action Charter for Local Authorities.
- Support the Climate Action Regional Office and work together with the Dublin Local Authorities to deliver Climate Action Plans.
- Improve the resilience of the County through the delivery of flood alleviation schemes in conjunction with the Office of Public Works.
- Implement a planned surface water network improvement programme and integrate Sustainable Drainage Systems for storm water infrastructure to address flooding.
- Implement the major emergency planning framework to deal with severe weather and other events and make the county more resilient.
- Engage with communities and businesses to reduce greenhouse gas emissions across the county and increase the uptake of renewable energies.
- Incorporate the principle of environmental sustainability and climate action in policy making and implementation programmes.
- Maintain our fleet and implement a vehicle and plant decarbonisation programme.
- Develop partnerships with Technology University Dublin, University Hospital Tallaght and government services to achieve greenhouse gas emissions reduction and improve energy efficiency targets.
- Provide leadership and training for communities and businesses to develop skills, promote learning and build knowledge on climate change and environmental sustainability.

Improve the aesthetic appearance of our County in the interest of its economic and social development

- Implement the Litter Management Plan 2020 – 2024.
- Participate in National Litter Pollution Monitoring System.
- Deliver environmental awareness programmes to communities and businesses and support Tidy Towns and PURE project initiatives.
- Manage and implement a scheduled street cleaning Programme.
- Implement a planned public realm maintenance and improvement works programme.
- Deliver a public realm aesthetics improvement plan for approach roads in the county.
- Review and implement the tree management strategy. Deliver the current multi-annual tree management programme of tree pruning and the removal of dangerous trees where no other course of action is possible.
- Manage and implement the Burial Grounds Strategy.
- Maintain the Derelict Sites Register and implement the provisions of the Derelict Sites Act and Sanitary Services Act in relation to derelict, dangerous and vacant buildings.

Support a Green Infrastructure Network across the county to provide a shared space for amenity, recreation, biodiversity protection, flood management and adaptation to climate change.

- Develop a green infrastructure strategy for the county.
- Promote access to nature and green spaces, and play, and active recreation opportunities.

- Develop a parks and open space strategy for the county.
- Deliver a sports pitch strategy for the county and implement recommendations.
- Manage our parks and open spaces to protect their ecological resources and provide a sustainable balance of active and passive recreation.
- Support the sustainable development of greenways and blueways and provide links between walking and cycling routes.
- Develop additional recreational and sporting facilities within parks and open spaces.
- Deliver green infrastructure through the Dublin Urban Rivers Life Project.
- Continue the expansion of the allotment schemes across the county.
- Implement actions in accordance with the All Ireland Pollinator Plan.
- Increase the tree canopy cover in the county through the continued implementation of the tree planting and replacement programme.
- Support delivery of the South Dublin Tourism Strategy.
- Support policies and objectives to protect biodiversity in both rural and urban settings.

Manage Regulatory, Licencing and Enforcement requirements, including Service Level Agreements

- Deliver proactive litter and waste enforcement services to ensure consistently high standards of cleanliness in the County.
- Work with the Environmental Protection Agency on all aspects of waste licencing and agree and deliver the county's annual Environmental Inspection Plan.
- Manage the annual national waste prevention, management and enforcement priorities.
- Work to achieve the waste management targets and circular economy opportunities of the Eastern Midlands Region Waste Management Plan.
- Manage the council's waste facilities and waste management activities in compliance with waste licences and legislation.
- Administer and monitor compliance under the control of horses and control of dogs legislation
- Implement the council's service level agreement with the Food Safety Authority of Ireland.
- Deliver annual service plans in drinking water and wastewater services as agents for Irish Water under the service level agreement.
- Implement the programme of measures arising from the River Basin Management Plan 2018-2021.
- Support the delivery of Dublin's Emergency and Fire Services.
- Implement the Dublin Environmental Noise Action Plan 2019 – 2023.
- Maintain and improve air quality monitoring in the county.

5. Organisational capacity and accountability

Support the policy and leadership role of councillors in providing effective local government.

- Support the leadership role of the Mayor as the first citizen of South Dublin county.
- Ensure all Council meetings are properly serviced and managed in accordance with statutory requirements and with openness and transparency.
- Ensure adequate training is available to councillors.
- Support the electoral franchise.

Deliver quality services that treat all service users with dignity, respect and equality.

- Develop a customer service model that fully utilises digital service provision as a more effective and efficient means of delivering services while improving customer accessibility and experience.
- Review the Customer Charter every three years or where significant changes have been made in service provision.
- Develop a Human Rights and Equality Framework and report on developments and achievements.
- Deliver the Facilities Management and Maintenance programme to achieve our climate change targets, provide accessible public buildings and conducive working environments.

Foster a strong governance culture in the organisation.

- Promote the governance principles and framework to ensure councillors, senior managers and staff understand their duties, roles and responsibilities and that all structures and controls operate effectively.
- Develop and implement a performance and assurance framework to support delivery of the corporate plan using digital dashboards.
- Ensure that the best possible procurement practice and value-for-money across all expenditure.
- Manage and enable public access to information and data held by the Council consistent with the principles of data protection and the public interest.

Build public trust through the delivery of effective communications and citizen engagement.

- Provide effective consultation procedures to support open and inclusive policymaking and infrastructure development.
- Develop citizen and stakeholder engagement initiatives that increase public participation and build civic capacity.
- Develop strategic PR campaigns that promote corporate achievements and raise awareness of the role and work of the Council.
- Develop best practice in digital communications governance that delivers effective messaging to support strategic goals and build transparency.
- Promote and monitor the implementation of the corporate Irish Language Scheme and ensure compliance with the Official Languages Act 2003.
- Promote and monitor the implementation of the brand guidelines to raise our public profile.

Develop organisational capacity to actively support the delivery of the Corporate Plan objectives and the local government reform programme.

- Plan and deliver the organisation's workforce requirements.
- Be an employer of choice.

- Create a culture of continuous improvement, learning and development.
- Empower and enable our managers and supervisors to effectively manage performance and develop staff.
- Promote positive employee relations and engagement.
- Create a fair, supportive and healthy working environment.

Advance the Council's use of information and communication technology through secure, modern, and intelligent initiatives enabling better experiences and outcomes in service delivery

- Prepare an ICT strategic plan for the organisation covering the 2020 – 2024 period.
- Ensure cyber security is maintained under constant review and that the organisation responds both proactively and reactively to the threat landscape as it may emerge.
- Continually ensure our ICT infrastructure and support services are up to date.
- Use cloud technologies to modernise our approaches to work.
- Expand the use of geographical information and related technologies into business processes thereby improving service delivery and reduce transactional cost.
- Provide modern workplace communication methods and make these available to all staff.
- Continue to expand our range of online service offerings for the public.
- Develop dashboard capability for performance monitoring and reporting.
- Embrace and further develop modern approaches to knowledge management.
- Improve the effectiveness of our business processes, reducing costs and improving transactional efficiencies.
- Support project management throughout the organisation with appropriate tools and facilities.

Provide robust financial management and risk management systems

- Progress and deliver the debt management unit to ensure timely income billing and debt management across the organisation.
- Promote new processes including best practice to ensure that our suppliers are paid efficiently and promptly including the implementation of "E Invoicing".
- Continue to implement and enhance the capital project monitor system.
- Facilitate the continuous review of the corporate risk register and ensure our insurance policies and mitigation strategies are aligned to the risks identified.
- Develop and deliver a rateable revision process to ensure all rateable properties are valued to ensure maximum income is achieved.
- Facilitate and manage the budget strategy consultation process including the local property tax variation procedure.
- Prepare, manage and monitor the capital budget
- Support and enhance cash flow, treasury management and financial management best practice within the organisation
- Prepare the annual accounts for audit in compliance with the prescribed format and the Local Authority Accounting in Ireland Code of Practice and Accounting Regulations.
- Foster better financial understanding and provide financial system training within the organisation
- Identify opportunities to develop the core value for money principles of efficiency, effectiveness and economy in all corporate activities.

Implementation monitoring and review

This plan sets out our priorities, the demands and challenges that face us, and what we think we can achieve over the next five years. It is inevitable that circumstances will change, and it is important that South Dublin County Council can adapt to such changes during the lifetime of this plan. We will identify these changing circumstances through our ongoing monitoring and review process. The oversight, monitoring and reporting mechanisms are:

- Customer Service Action Plan
- Annual Budget
- Annual Service Delivery Plan
- Team plans and personal development plans under the Performance Management and Development System
- Chief Executive's Monthly Report
- Rolling three-year Capital Programme
- Annual Quality Assurance Report under the Public Spending Code
- Annual review by the Corporate Policy Group and preparation of the Annual Corporate Plan Achievement's Report
- National Performance Indicators
- Annual Report
- Annual Financial Statement
- Audit Committee Annual Report
- Local Government Annual Report
- National Oversight and Audit Commission reports

The council will produce an annual service delivery plan for each of the five years of the Corporate Plan. These annual plans will set out the service targets and annual deliverables for each directorate.

Underpinning these annual service delivery plans will be the performance management and development system operating across the organisation. This performance management process links individuals to operational plans, using both team plans and personal development plans.

The Chief Executive's report is presented to elected members at Council every month and details important achievements on the delivery of the Corporate Plan as well as highlights of key service delivery statistics and progress made on the targets set out within the service delivery plan for that year.

Throughout the lifetime of this Corporate Plan the Corporate Policy Group and senior management team will carry out an annual review of the Corporate Plan and report to the Council each year. This will then be included in the Annual Report for that year.

Performance Indicators and baseline data:

Appendix 3 sets out relevant high-level data in relation to the performance of key functions and services in South Dublin County Council. The purpose of this is to establish a baseline of high level, output/outcome-focused, data across Corporate Plan objectives.

Appendix 1 - Annual work plan and implementation chart

(Diagram to be added)

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Appendix 2 – Human Rights and Equality Framework

South Dublin County Council has regard to the need to eliminate discrimination, promote equality of opportunity and protect the human rights of service users and staff throughout the preparation of this plan. This Human Rights and Equality Framework has been developed as part of this commitment and presents an assessment of human rights and equality issues to be considered in carrying out the Council's functions and services and how these issues are or will be addressed. The Council will continue to work on the framework and report in a manner that is accessible to the public on the developments and achievements under this framework in our annual report throughout the lifetime of this plan, in accordance with the requirements of Section 42 of the Irish Human Rights and Equality Commission Act 2015.

1. Assessment of the human rights and equality issues relevant to the functions and purpose of the Council

South Dublin County Council provides and funds a broad range of services including housing, roads and street lighting, walking and cycling routes, parks and playgrounds, libraries, sports facilities, litter control, arts centres, planning, enterprise units, community infrastructure and financial supports through a variety of grants. It also serves as a platform for local democracy with 40 councillors distributed across seven electoral areas. As a public body serving and supporting diverse communities, equality and human rights considerations apply across the breadth of our functions. However, we have identified the following functions to which human rights and equality considerations are particularly essential:

Housing: Within the law and subject to our statutory obligations, our function as a Housing Authority is to enable every individual or family to have available to them a home, suited to its needs, in a good environment, and as far as possible as a tenure of their choice. The diverse Housing remit includes the provision of housing and accommodation for disabled people, Travellers, homeless persons and older people. It also includes administration of housing adaptation grants, maintenance, housing welfare and tenancy support.

Community: Provision of accessible and inclusive community, arts, sports and leisure facilities and related grants, including a dedicated Social Inclusion Unit that provide support to community groups working with a range of groups.

Customer Services: Provision of customer services that recognise the diverse needs of the communities we serve. For example, provision of Irish sign language or foreign language interpreters, and literacy friendly, accessible documents.

Planning and development: Planning including the administration of Disability Access Certificates.

Procurement: Procurement practices that are underpinned by universal design and equality.

Policy Development and implementation: Equality proofing of Council policies and plans and their implementation.

Human Resources: Ensuring that human resource practices, including recruitment, and staff welfare, are compliant with best practice regarding equality and human rights.

Roads and transportation: Provision and maintenance of pedestrian facilities and considering access and equality when prioritising resource deployment.

Allocation of Grants: Grant provision that supports and encourages access, equality and human rights.

2. Address issues through policies, plans and actions that are in place or proposed to be put in place

The Council has policies, plans and strategies in place to support the inclusion of, and deliver services to, people in the County that experience marginalisation such as Irish Travellers, women, disabled people, LGBT individuals, non-Irish nationals, young people and other marginalised or minority groups.

There are many examples of activities that demonstrate the Council's commitment not only to equality but to achieving substantive equality (equality of outcome) for citizens, customers (internal and external), and visitors in programmes and services such as:

- South Dublin County Disability Advisory and Consultative Panel
- South Dublin County Social Inclusion Week
- National Accessibility Week
- Health and Well Being Week
- Ongoing commitment to be a literacy friendly local authority
- Accessible website and a high level of accessibility provided across Council facilities, buildings and services
- Online Consultation portal
- Inclusive communications such as AFILs, Interpretation and signage
- Family friendly initiatives such as flexible working options

The Council also has a diverse suite of policies and strategies that demonstrate its commitment to and support the promotion and protection of equality and human rights, internally and externally, as presented below. All policies will continue to be proofed to ensure the Council consistently has regard to the principles of eliminating discrimination, promoting equality of opportunity and protecting the human rights of our members, service users and staff.

- Policy and Procedures for the Protection and Safeguarding of Children
- Customer Service Action Plan and Citizens Charter
- Literacy Friendly Action Plan
- Traveller Accommodation Programme 2019 – 2024

- South Dublin County Development Plan 2016 – 2022
- South Dublin County Integration Strategy 2019 - 2023
- Policy for the Employment of Disabled People
- Equal Opportunities Policy
- Data Protection Policy
- Social Inclusion Policy
- Parental Leave Policy
- Grievance Policy and Procedure
- Disciplinary Policy and Procedure
- Dignity at Work Policy
- Health and Safety at Work
- Digital Governance Policy and Internal and external communications plans

3. *Report on developments and achievements in its annual report.*

A cross-departmental working group will be established to support the ongoing development of this framework and reports on progress will be included in the Annual Reports over the lifetime of this Corporate Plan.

Appendix 3 - Performance indicators and baseline data

The following local service indicators have been chosen for measurement during the plan period in addition to and separate from the national service indicators overseen by NOAC.

Corporate Plan Goals	Measurement/ Indicator	Baseline Data for 2019
Economic, enterprise and tourism development	Number of business support initiatives and expenditure	
	Grangecastle business park – number of jobs created/supported	
	Number of economic development land disposals	
	Number of active library members	
	Amount of library space in m ²	
	Number of festivals / tourism events	
Land use planning and transportation	Number of homes completed	
	Amount of new and upgraded footpaths – linear km	
	Amount of new and upgraded cycle links – linear m ²	
	Number of village and district centre enhancement schemes completed	
	Number of public lighting upgrades completed	
	Number of pre-planning meetings held within x days / weeks	
Housing, social and community development	Number of new housing allocations	
	Number of homeless exits/ preventions	
	Amount of planned maintenance expenditure	
	Number of interagency meetings	
	Number of visitors to council leisure facilities	
	Number of participants on council led sports and health and wellbeing initiatives	
Environment, water and climate change	Climate action initiatives under climate action plan	
	Number of Properties protected by flood protection schemes	
	Local authority Energy savings	
	Number of trees planted	
	Number of environmental / climate action awareness sessions	
	Number of new playspaces / teenspaces / pitches	
Organisational capacity and accountability	Number of people on the electoral register	
	Number of Customer queries received and number closed	
	Number of Members Reps received and number closed	
	Number of Freedom of Information / Data Access requests responded to	
	Citizen engagement - number of citizen's reached through consultations, survey's, votes	
	No. of participants on training programmes	

Appendix 4 – Corporate policy group and senior management team

(Diagram to be added)

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Appendix 5 – Consultation process

An extensive consultation process contributed to the preparation of this plan, including 394 people who took part in the online survey, 58 external stakeholder groups consulted and over 60 workshops held across staff, elected members and external stakeholders. Below are the organisations that were consulted in the preparation of this Corporate Plan:

1. Age Friendly County Alliance
2. Aras Chrónáin
3. Association of Irish Local Government
4. Comhairle na nÓg
5. Clondalkin Local Drugs and Alcohol Task Force
6. Department of Agriculture, Food and the Marine
7. Department of Business, Enterprise and Innovation
8. Department of Children and Youth Affairs
9. Department of Communications, Climate Action and the Environment
10. Department of Culture, Heritage and the Gaeltacht
11. Department of Defence
12. Department of Education and Skills
13. Department of Employment Affairs and Social Protection
14. Department of Finance
15. Department of Foreign Affairs and Trade
16. Department of Health
17. Department of Housing, Planning and Local Government
18. Department of Justice and Equality
19. Department of Public Expenditure and Reform
20. Department of Rural and Community Development
21. Department of Transport, Tourism and Sport
22. Department of the Taoiseach
23. Dublin 12 Local Drugs and Alcohol Task Force
24. Dublin and Dún Laoghaire Education and Training Board
25. Eastern and Midlands Regional Assembly
26. Environmental Protection Agency
27. Enterprise Ireland
28. Fáilte Ireland
29. Healthy Ireland
30. IBEC
31. IDA Ireland
32. Local Authority Members Association
33. National Disability Authority
34. National Roads Authority
35. National Transport Authority
36. Oireachtas Members
37. Regional Health Forum, Dublin - Mid-Leinster
38. Road Safety Authority
39. South Dublin Chamber
40. South Dublin Children and Young People's Services Committee
41. South Dublin County Childcare Committee
42. South Dublin County Comhairle na nÓg
43. South Dublin County Council Heritage Forum
44. South Dublin County Disability Advisory Committee
45. South Dublin County Joint Policing Committee
46. South Dublin County Local Community Development Committee
47. South Dublin County Migrant Integration Forum
48. South Dublin County Partnership
49. South Dublin County Public Participation Network
50. South Dublin County Sports Partnership
51. South Dublin County Traveller Accommodation Consultative Committee
52. South Dublin County Volunteer Centre
53. South Western Regional Drugs and Alcohol Task Force
54. Tallaght Community Arts Centre
55. Tallaght Drugs and Alcohol Task Force
56. Tallaght Hospital
57. Tallaght Stadium
58. Tusla Child and Family Agency
59. TU Dublin, Tallaght Campus

Appendix 6 – List of strategies and policies considered

National/EU

- Brighter Outcomes Better Futures: The national policy framework for children and young people 2014-2020
- Climate Action Plan 2019 to Tackle Climate Disruption (2019)
- Department of Housing, Planning and Local Government Statement of Strategy
- National Cyber Security Strategy
- National Digital Strategy
- eGovernment Strategy
- EU 'Floods' Directive
- EU Strategy on Adaptation to Climate Change
- European Flood Awareness System (EFAS)
- Local government ICT Strategy implementation Plan
- National CFRAM programme Flood Risk Management Plan
- National Adaptation Framework (2018)
- National Broadband Plan
- National Development Plan
- National Flood Forecasting and Warning Service
- National Heritage Plan - Heritage Ireland 2030
- National Housing Strategy for People with a Disability
- National Planning Framework 2040
- National Social Enterprise Policy for Ireland 2019-2022
- National Traveller and Roma Inclusion Strategy 2017-2021
- National Vacant Housing Reuse Strategy
- Open Data Strategy 2017 – 2022
- Our Public Libraries 2022: Inspiring, Connecting and Empowering Communities
- Our Public Service 2020
- People, Place and Policy – Growing Tourism to 2025
- Performance Indicators in Local Authorities annual reports
- Public service Data strategy 2019 - 2023
- Rebuilding Ireland
- River Basin Management Plan for Ireland 2018-2021.
- Strategy for the Future Development of National and Regional Greenways
- Sustainable, Inclusive and Empowered Communities 2019 - 2024
- The National Language Strategy 2010-2030
- Water Services Policy Statement 2018-2025.
- Wind Energy Development Guidelines

Regional

- ERDF Operational Programmes 2014-2020
- Flood Risk Management Plans
- Regional Planning Guidelines
- Eastern and Midland Regional Spatial and Economic Strategy
- Dublin Regional Enterprise Plan 2020
- NTA Transport Strategy for the GDA

- Eastern - Midlands Regional Waste Management Plan 2015/2021

Local

- A Jobs Strategy for South Dublin County
- Annual Service Delivery Plans
- Anti-Social Behaviour Strategy
- Climate Change Action Plan 2019 – 2024
- Connecting for Life Dublin South- the Suicide Prevention Action Plan 2018-2020
- County Development Plan 2016-2022
- Customer Service Action Plan and Citizens Charter
- Dublin Regional Enterprise Strategy 2017-2019
- Economic Development Strategy
- Economic Development Strategy Action Plan
- Healthy South Dublin County 2019 – 2022
- Joint Policing Committee 2017- 2022 Strategic Plan
- Literacy Friendly Action Plan
- Living with Trees - SDCC's Tree Management Policy and Programme
- Local Digital Strategy in preparation
- Local Economic and Community Plan 2016-2021
- South Dublin County Council Major Emergency Plan
- Open to you South Dublin Libraries Development Plan 2018-22
- Road Safety Strategy for 2016-2020 and Road Safety Together Working Group
- South Dublin County Arts Development Strategy 2016-2020
- South Dublin Disability Accommodation Strategy
- South Dublin County Council Integration Strategy
- South Dublin County Council Irish Language Scheme
- South Dublin County Development Plan 2016 – 2022
- South Dublin County Integration Strategy 2019 – 2023
- South Dublin Culture and Creativity Strategy 2018 - 2022
- South Dublin Tourism Strategy 2016
- Tourism Marketing Strategy
- Traveller Accommodation Programme 2019 – 2024

Appendix 7 - Your Councillors

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Vacancy due to election of Deputy Mark Ward - Sinn Féin,
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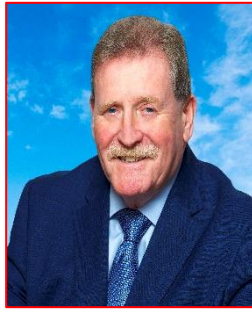


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