

# Annual Service Delivery Plan 2026

**SDCC**

Comhairle Contae  
Átha Cliath Theas  
South Dublin  
County Council





## Recommendation

In accordance with Section 134A of the Local Government Act 2001, as amended, this Annual Service Delivery Plan sets out the principal services and projects that this Council proposes to deliver in 2026, together with measurable performance standards and targets, based on the available funding and resources as outlined in our Annual Budget 2026. It is also developed in the context of the mission of our Corporate Plan 2025-2029 where “We will harness the talents of our skilled workforce to deliver inclusive and sustainable solutions. By actively listening to our diverse communities, embracing technology, and thinking innovatively we will create a resilient county that meets the needs of today and prepares us for the future.”

The adoption of the Annual Service Delivery Plan, as proposed or with amendments, is a reserved function of the Council. Accordingly, the Annual Service Delivery Plan 2026 is presented for consideration at the Council meeting on 8 December 2025 and is recommended for adoption by the Elected Members.

The monthly Chief Executive’s report presented to the Council, along with our Annual Report and the yearly Progress Report on the Corporate Plan Achievements will assist the Corporate Policy Group and the Elected Members to monitor our performance against the Annual Service Delivery Plan for the year. In addition, the National Oversight and Audit Commission (NOAC) provide independent monitoring and measurement against a range of local and national performance indicators, and our Audit Committee assesses and promotes efficiency and value for money with respect to the performance of our functions.

A summary of the adopted Annual Service Delivery Plan 2026 will be delivered to every home, school and business in South Dublin County and will be promoted on social media.

Colm Ward

A handwritten signature in black ink, appearing to read 'Colm Ward', written in a cursive style.

Chief Executive  
South Dublin County Council

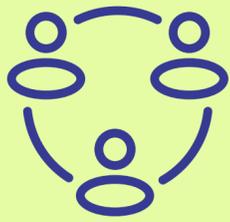


## Introduction

As the Council for South Dublin, we strive to be a people-first, proactive organisation that serves all of our communities both now and for the future. Greater opportunity for all is our commitment to individuals, to communities, and to the future. It's not just a goal but the foundation for everything we do.

We work to remove barriers, empower people, and create real, sustainable paths forward. Every day we act to realise greater opportunity for all — because when opportunity grows, everyone benefits.





---

## Our Purpose

### Greater opportunity for all

Our purpose is why we exist. ‘Greater opportunity for all’ is our commitment — to individuals, to communities, and to the future. It’s not just a goal but the foundation for everything we do.

We work to remove barriers, empower people, and create real, sustainable paths forward. Every day we act to realise greater opportunity for all — because when opportunity grows, everyone benefits.



---

## Our Vision

### To be a place that meets the needs and ambitions of everyone in South Dublin.

Our vision is a statement of intent. It is our ambition for the future of our organisation and our county: to be a place that meets the needs and ambitions of everyone in South Dublin.



---

## Our Mission

### Our mission sets out how we will realise our vision. It is action-oriented, practical and achievable.

By actively listening to our diverse communities, embracing technology and thinking innovatively we will create a resilient county that meets the needs of today and prepares us for the future.

We will harness the talents of our skilled workforce to deliver inclusive and sustainable solutions.

## Our Values

Our values are the guiding principles by which we operate. They act as an internal compass to ensure that we consistently deliver on our organisational beliefs.

### **Future-focused**

We do things differently and aren't afraid to break boundaries. We don't take anything for granted – challenging norms and searching for new and better ways of doing things for now and for the future. We are sustainably minded and make informed decisions.

### **Inclusive and supportive**

We are caring, considerate and approachable. We value diversity in our communities and work to engage and connect every one. We work together to achieve more. We believe in collaboration, cooperation and mutual respect for all.

### **Leading with determination**

We get things done and we do things right. We are a community of hardworking people who respect and value those around us. We take pride in our work and lead by example. We trust each other to lead with confidence and deliver with determination.

### **Accountable and transparent**

We are straight-up and up front. We're smart enough to know that we don't know everything and that means we value and listen to the voice of every individual. We believe a no-nonsense approach is best. We are open and up front in everything we do.

Note on definitions - This report includes some acronyms and terms which might not be familiar to all readers. For definitions please follow [this link](#) to the glossary.

## Context

This 2026 Service Delivery Plan is informed by the following goals that were adopted as our 5 year Corporate Plan 2025 - 2029:

### Climate Leadership

Lead a just transition towards net zero



### Quality Housing

Provide quality social and affordable homes for everyone who needs them



### A Thriving Economy

Make South Dublin the best possible place to do business



### A Better Place

Deliver the infrastructure and facilities required to serve our growing population



### Connected Communities

Support our communities to be integrated, inclusive and safe



### Cultural Richness

Create a vibrant culture for all to enjoy



### People-first

Be a people-centred organisation



## Context

This plan details the services and service level standards that we aim to deliver in 2026. Firstly it is adopted by the Council, and then we publish it to inform all stakeholders and the public about our priorities and ambitions for our county, our people, and local communities, and to be accountable to them in their delivery.

This service delivery plan is prepared by the executive following the Council's adoption of the budget for 2026. It sets the specific targets we aim to achieve based on the resources provided in the budget and the goals and objectives of the corporate plan. This 2026 plan then cascades internally into operational team plans and the work programmes of individual staff members through the Performance Management and Development System (PMDS).

The Chief Executive's report is presented to elected members at Council every month, detailing service delivery and important achievements across the organisation. In early 2027, we will report to the Council on the achievements delivered under the implementation of the Corporate Plan in 2026. The delivery of the service levels and targets set out in this 2026 Service Delivery Plan will also be reported in the 2026 Annual Report. We publish our Annual Report on the council's website [www.sdcc.ie](http://www.sdcc.ie) and copies are available on request from your local library.

South Dublin County Council's policy documents, listed below, set out the framework within which the local authority operates:

- [Corporate Plan 2025 - 2029](#)
- Annual Budget 2026
- [Capital Programme 2025 - 2027 \(link to be updated\)](#)
- [County Development Plan 2022 - 2028](#)
- [Local Economic and Community Plan 2024 - 2030](#)
- [UN Sustainable Development Goals](#)
- [SDCC Equality and Human Rights Duty Framework \(link to be updated\)](#)
- [SDCC Climate Action Plan 2024-2029](#)

## Finance Summary

The Annual Revenue Budget for 2026 was adopted by the Council on 13th November 2025. This marked an increase of nearly eight percent compared to last year, reflecting both the council's ambition and the growing needs of the county's residents.

The budget, was supported by the elected members to providing a €3.025 million boost from the Local Property Tax and is designed to drive improvements in infrastructure, community services, and economic development. Council officials emphasised that the funding will create greater opportunities for all, stating, "Our aim is to create greater opportunity for all making South Dublin a place that meets the needs and ambition of everyone in the county."

### A Vision for Growth and Inclusion

At the heart of the budget is a commitment to fostering a vibrant, inclusive community. The council's strategy focuses on enhancing the physical fabric of the county, supporting local enterprise, and investing in amenities that improve quality of life. Collaboration with the South Dublin Chamber and further development of the Dublin place brand are highlighted as key priorities, aiming to position the county as a destination for both business and leisure.

A new €1 million Local Priorities Fund will empower councillors to support specific projects in their local areas, ensuring that community needs are addressed at a grassroots level. Among the initiatives funded are a detached street worker programme in Clondalkin, upgrades to the Tymon/Limekiln pavilion, an inaugural concert at Tallaght Stadium, bursaries for emerging sports people, heritage feasibility studies, and expanded sports disability inclusion. The budget also provides for the expansion of Dominic's community centre, initial funding for new premises for Jobstown Boxing Club, age-friendly benches, new park events, permeability works at Grangeview/R136, a local traffic study in Palmerstown, a community childcare study, and an individual artists' bursary.

### Major Investments Across Sectors

Housing remains a central focus, with €114 million allocated for delivery by Approved Housing Bodies and €29.4 million for maintenance of the council's housing stock. Homeless supports will receive €6.47 million, while €8.76 million is earmarked for housing adaptation and vacancy grants. The council is also investing €46 million in roads, traffic, and public lighting, and €7.69 million in water network management. Development planning and enforcement will benefit from €11.81 million, with €6.28 million set aside for social inclusion and safety programmes.

Enterprise development is supported with €7.36 million, and tourism promotion will receive €2.96 million. The budget includes €14.39 million for litter management and cleansing, €26.1 million for the regional fire service, €3.18 million for climate action initiatives, €15.42 million for library services, €34 million for parks and public spaces, €13.7 million for community, sports, and wellbeing grants, and €5.16 million for arts and culture.

### Responding to Rising Costs and Expanding Services

Council officials acknowledge that some increased expenditure is due to rising costs for materials, contractors, energy, and labour. However, the budget also reflects expanded service levels to match population growth and new infrastructure. To support these plans, commercial rates will rise by 1.5 percent, with no other service charge increases except for road opening license fees, which are being adjusted county-wide for the first time since 2018.

### A Commitment to Community and Responsible Planning

The 2026 budget demonstrates South Dublin County Council's strong commitment to community development, economic growth, and responsible financial planning. By investing in both large-scale infrastructure and targeted local initiatives, the council aims to set the stage for a vibrant and inclusive future. Residents can expect improvements not only in physical amenities but also in the social and cultural fabric of the county, as the council continues to prioritise the needs and ambitions of everyone within South Dublin.

As the county prepares for another year of growth and change, the council's record budget signals a renewed focus on opportunity, innovation, and community well-being.

Where your money will be spent	Expenditure 2026
Housing and Building	€192,229,100
Road Transport and Safety	€46,012,600
Water Services	€12,283,300
Development Management	€37,095,800
Environmental Services	€52,287,900
Recreation and Amenity	€68,737,800
Agriculture, Education, Health and Welfare	€1,549,800
Miscellaneous Services	€12,384,700
<b>Total</b>	<b>€422,581,700</b>

# Our Principal Services

---

SDCC delivers over 800 individual public services. As we endeavour to become an ever more people-first organisation, designing services that involve all stakeholders becomes a priority.

The Council also has a significant body of work under the National Planning Framework and Project Ireland 2040 across housing, transportation, community, and economic development.

Through consultation and active listening to residents, communities, and customers, we will put their needs and experience at the centre. This way we hope to build trust and confidence in local government and make South Dublin a truly great place to live, visit and do business.

The service areas listed include the provision of facilities, services, programmes, grants, and events.

- 
- Climate action and biodiversity, environmental services, emergency services, major emergency management, waste and enforcement, public realm management and maintenance, natural water and drainage services.
  - Housing including social housing programme, housing allocations, maintenance and refurbishment, social services, estate management.
  - Economic development including enterprise support, investment promotion and attraction, asset management, county promotion and tourism development.
  - Placemaking including forward planning, development management, building control, transport planning, management and road safety, heritage, and architectural conservation.
  - Community development, community safety, age-friendly, integration and social inclusion initiatives, sports programmes, health and wellbeing initiatives.
  - Arts and cultural development, leisure and recreation, library services, festivals and events, Irish language promotion.
  - Electoral register, local elections, support for council and civic engagement, policy-making, customer services, corporate governance, financial, people and technology management and development, legal and architectural services.



**2026  
Services**

# Goal 1: Climate Leadership

Lead a just transition towards net zero



LECP Goals:

Goal 4: Fairness, collaboration and innovation to be at the core of South Dublin’s transition to becoming a low carbon County.

Service Objective 2026	Performance Measure (Target)	Public Sector Duty Requirement	Directorate
Deliver actions in Climate Action Plan 2024–2029	Energy efficiency performance improvement (46.5%) Greenhouse gas emissions reduction (%) Initiatives progressed/delivered under Climate Action Plan (RAG - 129 actions)		
Progress Clondalkin Decarbonising Zone (DZ)	DZ plan actions progressed/delivered (#,%)		
Deliver decarbonisation of Council-owned buildings through energy performance contracts	Improvement in energy performance % Improvement in carbon emissions for Super Energy User (SEU) buildings %		
Deliver public electric vehicle (EV) charging infrastructure	Public EV charging spaces (#)		
Fleet strategy implementation	Fleet & machinery decarbonised (%)		
Achieve ISO50,001 accreditation	Accreditation awarded		
Expand district heating network	Phase 2 delivery progressed Delivery of thermal storage facility Delivery of network (metres)		
Actively engage & inform communities on climate action through community climate action fund	Grants awarded (€) Projects supported/delivered (#)		

Delivery of climate action citizen engagement programme	Climate awareness sessions (#)	Climate Action
Deliver Arthurstown energy efficiency projects	220kv solar PV project completed Planning & environmental assessment phases of 20MW solar PV plan progressed	
Protect property & infrastructure from flooding by progressing major flood alleviation schemes	Homes protected (#)	
Surface water network improvement programme	Schemes completed (#) Schemes in progress (#)	
Plan effectively for severe weather & other major emergency events	Major emergency planning related meetings & exercises (#)	
Implement pollinator plan actions	Biodiverse meadowland maintained (210 hectares)	
Deliver green infrastructure strategy	New developments assessed for compliance with green infrastructure policies (#) Developments assessed using green space factor (#)	
Increase tree canopy cover	Trees planted (#)	Economic Development
Deliver new and upgraded cycle lanes under Cycle South Dublin	Linear metres of works completed (10,000m)	
Provision of walking & cycling routes in parks and open spaces	Complete Killinarden greenway Additional linear metres of walking & cycling routes in parks open spaces (5,000m)	
Evaluate energy deployment options within Grange Castle	Assessment completed Preferred renewable energy option identified for progression	
Maximise impact of Shopfront Grant scheme	Upgraded shopfronts achieving improved energy performance (#)	
Support small & medium enterprises to adopt sustainable practices & implement greener ways of doing business	Green for Business & energy efficiency grants approved (Awaiting target from EI)	

Deliver capital works for energy performance contracts and other energy efficiency works at County Hall and Civic Offices	NOAC E5 Energy efficiency performance (€,%)		Community
Implement sustainable public procurement criteria	Relevant contracts with sustainable public procurement criteria (100%)		Finance
Support delivery of rail & bus transport projects	Construction commenced on Bus Connects Liffey Valley to City Centre route		Planning and Transport
Safely manage & improve operation of vehicular, cyclist & pedestrian network on public roads	Traffic lights repairs complete within 5 hours (85%) Pedestrian crossing signal upgrades & new and/or upgraded pedestrian crossings completed (4 each) New traffic calming schemes delivered (12) Road opening licences granted (#)		
Prepare transport/mobility strategies to plan for growth	Transport strategy for west of county prepared	EHRIA required	

# Goal 2: Quality Housing

Provide quality social and affordable homes for everyone who needs them



Service Objective 2026	Performance Measure (Target)	Public Sector Duty Requirement	Directorate
Accelerate delivery of new social, affordable & cost rental homes under national housing plan	New social homes delivered (788) Own build homes delivered (%) Affordable home schemes advertised (3)		
Provide suitable homes & supports to meet housing needs of older & disabled persons through rightsizing & Strategic Plan for Housing People with a Disability	New age friendly homes delivered (145) New medically adapted (wheelchair accessible) homes (7%) Housing adaptation grants (320) Mobility aid grants (75) Housing for older persons' grants (200) Expenditure on tenancy disabled persons' grants (€700k)	Include under Strategic Duty EHRIA required	
Support and promote affordable home ownership through local authority home loan and tenant purchase schemes	Home loan applications processed (75) Tenant purchase applications processed (65)		
Implement Regional Homeless Strategy in conjunction with Dublin Region Homeless Executive	Allocations to homeless households (200) Households exiting emergency accommodation through Homeless Housing Assistance Payment (HHAP) tenancies (50) HHAP tenancies supported to prevent homelessness (220) Progress development of modular homes for homeless households	Include under Strategic Duty	

Deliver Traveller Accommodation Programme	New group housing schemes (3) Allocations (Traveller-specific & standard social housing) to Traveller households (41) Caravan loans approved (9)	Include under Strategic Duty	Housing
Tackle vacancy in residential properties	Vacancy home grants paid (70) Repair and lease applications approved (2) Social homes re-let (170)		
Maximise efficiency of our housing stock through enhanced re-let, response & planned maintenance works including energy efficiency retrofit	Average re-let time (<20 weeks) Maintenance requests completed (10,000) Window/door replacements (250) Home energy efficiency upgrades (125) Stock condition surveys (2500) Long-term social housing maintenance investment plan developed based on stock condition surveys		
Implement Anti-Social Strategy	Quarterly reports to Area Committees		
Tenant Participation Strategy	Tenant participation events (25) Estate improvement works projects (2)	EHRIA required	
Support quality social housing supports through the Housing Assistance Payment, Rental Accommodation Scheme & private rented inspections	New RAS properties (25) Average HAP processing time (<12 weeks) Private rented inspections (4,500)		
Update the differential rent scheme, based on affordability & comparative analysis, to ensure long-term sustainable funding of social housing management & maintenance	Differential rent scheme updated Rent assessments (4,000)		
Provide additional landbanks for housing delivery through Land Acquisition Fund/competitive dialogue procurement	New sites identified for housing development (5)		
Improve customer experience across our housing services through Housing Online (HOL) portal & dedicated housing customer centre	Tenants registered for housing online (60%) Social housing applications received online (75%) Housing centre appointments (8,000)		

Implement County Development Plan (CDP) & prepare evidence base for next CDP	Residential units completed since CDP adopted (#) Commence review of Record of Protected Structures	EHRIA required	
Implement Clondalkin Local Planning Framework (LPF)	Residential units permitted (#) Finalise CDP variation for Clondalkin LPF		
Implement & monitor Clonburris & Adamstown planning schemes	Progress to planning scheme phase 8 in Adamstown Progress to planning scheme phase 1B in Clonburris Residential units permitted in SDZs (#)		
Continue implementation of Tallaght Local Area Plan	Residential units permitted (#)		
Manage ongoing changes to the planning system	Review our Part 8 procedures & guidelines Updates to SDCC website (#)		
Ensure efficient building control operations	Validated commencement notices (excluding domestic extensions/alterations) visited within four weeks of commencement notification (60%) New buildings inspected (12%) Fire safety certificate applications determined within two months (#)		
Ensure efficient development management & planning enforcement operations	Applications submitted through e-Planning (80%) Planning enforcement cases closed/ resolved (80%) Planning decisions confirmed by An Coimisiún Pleanála (%) Planning applications granted (75%) Pre-planning consultations held within eight weeks (#) Residential units granted planning (#) Planning applications received (#) Planning compliances received (#)		

Support and facilitate council-wide approach to active land management	Publish RZLT draft map & final map Residential units commenced (#)		
Zone additional residential lands to meet National Planning Framework requirements & revised housing targets & commence planning of future strategic lands	Bring proposed CDP variation to rezone lands to Council Progress strategic planning of lands identified for future residential development		
Provide effective taking-in-charge processes to bring completed residential estates at required standard are brought into public management	Estates taken in charge (8)		

# Goal 3: A Thriving Economy

Make South Dublin the best possible place to do business



## LECP Goals:

**Goal 1:** For the County of South Dublin to become a better place in which to live and work.

**Goal 2:** To improve the physical and mental health of those living and working in South Dublin.

**Goal 6:** For society within South Dublin County to be more inclusive, equitable and welcoming of diversity.

Service Objective 2026	Performance Measure (Target)	Public Sector Duty Requirement	Directorate
Continue implementation of economic objectives of Local Economic & Community Plan (LECP)	Reporting on all economic objectives in LECP (RAG) LEO initiatives delivered relating to LECP priority actions & supporting target groups experiencing inequality (#)		
Adopt & begin implementation of economic strategy	Strategy adopted Implementation plan commenced	EHRIA required	
Prepare new local enterprise development plan & support regional enterprise plan	LEO jobs supported (#) LEO training & mentoring participants (#) Digital for Business / Grow Digital applications approved (#) (Targets for each to be agreed with Enterprise Ireland) Business support initiatives & expenditure (20 initiatives, €200,000) Start-up businesses & jobs in Work IQ (35 businesses and 160 jobs)	EHRIA required	
Implement Tallaght evening economy plan	Evening time economy initiatives progressed (#)		

Prepare & implement Tallaght evening time economy plan	Plan complete & implementation initiated Local business & community engagement achieved		Economic Development
Prepare Rathfarnham Village economic plan	Plan completed & implementation phase commenced Monitoring of economic & community outcomes	EHRIA required	
Roll-out programme of events to increase tourist visits	Events (#) & attendees (#) Visitor feedback (% net promoter score)		
Confirm strategy for delivery of heritage centre in Tallaght (including potential co-location with additional cultural & other uses)	Feasibility report completed & approved (Q1)	EHRIA required	
Adopt & begin implementation of economic strategy	Strategy adopted. Implementation plan commenced (RAG)		
Advance food production hub	Part 8 proposal brought to council LEO food support initiatives (#)		
Promote Grange Castle Business Park	Jobs sustained (8,000) New clients in contract (#) & area committed (acres)		
Progress 12th Lock media studio development	Complete design & procurement stages & commence project construction		
Explore opportunities for commercial development & sponsorship of Tallaght Stadium	Sporting & other events held in Tallaght Stadium (60) Sponsorship proposal agreed & approved		
Host outdoor music concert in Tallaght Stadium	Tickets sold (#) Media coverage (#)		
Expand Tallaween with the objective of becoming an event of regional impact	Events (#) & attendees (#) Associated supporting events delivered by external partners (#)		Community

Conduct study into childcare provision in conjunction with South Dublin Childcare Committee	Identify appropriate interventions to support childcare provision	EHRIA required	
Support local eligible businesses to receive state grants	Businesses receiving supports (#)		Finance
Ensure robust systems & effective collaboration with external agencies to ensure comprehensive & accurate rating of commercial premises	Ratepayers (#)		
Organisational alignment & engagement to ensure efficiently & timely processing of payments	Prompt payment interest penalties (#, €) Creditor payments (#, €)		
Improve digital financial transaction processes for suppliers & citizens	Initiatives to improve digital financial access (#) Online customer/supplier transactions (#)		
Safeguard our assets through comprehensive protection measures & robust management practices	Retain revenue reserve at appropriate level (≥€12.3m)		
Implementation of Procurement Plan including comprehensive reporting on progress & outcomes	Compliance with procurement procedures (100%)	Passing on the Duty	
Proactively manage road space to minimise reduce disruption from roadworks	T0 applications submitted (#)		Planning and Transport
Adopt new strategic urban regeneration framework for City Edge, including designation as candidate Urban Development Zone (UDZ)	Proposed variation to CDP for City Edge brought to council	EHRIA required	

# Goal 4: A Better Place

Deliver the infrastructure and facilities required to serve our growing population



## LECP Goals:

**Goal 1:** For the County of South Dublin to become a better place in which to live and work.

**Goal 2:** To improve the physical and mental health of those living and working in South Dublin.

**Goal 5:** Empower communities through SMART initiatives and skills development to help make their areas better places in which to live, work and visit.

Service Objective 2026	Performance Measure (Target)	Public Sector Duty Requirement	Relevant Directorate
Finalise integrated property register for strategic asset management	Property register operational Assets mapped & aligned with regeneration opportunities		Economic Development
Enhance accessibility through a programme of audits & follow-up actions	Accessibility audits carried out (#) Follow-up actions & audit recommendations addressed (%,#)	Include under Strategic Duty	
Expand seasonal calendar of local events	Local events & markets held (#) & attendees (#)		Community
Develop events strategy for future growth & increased profile	Event space audit completed Events strategy finalised	EHRIA required	
Activate brand strategy & architecture to connect better with the public	Public perception engagement workshop events (#) & survey responses (#,%) Facilities branded (#) Key brand actions delivered (#)		

Audit community & sports facilities to inform next CDP	Assessment of facility needs undertaken, aligned to CDP requirements & objectives	EHRIA required	
Deliver public realm capital programme	New recreation/amenity facilities delivered (12) Existing recreation/amenity facilities upgraded (10)		
Implement parks & open space strategy objectives	Park entrances with visitor counters deployed (#) Signage updated in regional parks (#)		
Continue implementation of sports pitch strategy	Pitches delivered (#)		
Deliver nature-based solutions, including sustainable urban drainage schemes, in parks & open spaces	Schemes completed (#)		
Implement tree management policy	Street trees maintained (#) Trees planted (#) Trees removed (#)		
Deliver public realm improvement works programme	Public realm improvement work schemes completed (#, %)		
Implement water action plan	Misconnections addressed (#) River inspections (#) Water pollution complaints closed (#)		
Deliver RMCEI Plan (Environmental Inspections Programme) including EPA national priorities	Inspections completed (#) Environmental pollution complaints closed (#)		
Implement waste management plan for the circular economy	Pollution cases subject of a complaint (#)		
Work with waste enforcement regional lead authorities to address priority waste enforcement challenges	Environmental pollution complaints closed (#) Households with access to three-bin service (%)		

Implement litter management plan	Green flag schools (% of overall) Plastic bottles saved through use of drinking water fountains (#) Areas in each level of litter pollution (%)	Climate Action
Deliver circular economy, tidy towns & social credits programmes	Environmental awareness public participation & engagement sessions (#) Tidy town/community clean-ups (#)	
Promote anti-dumping & address dumping blackspots	Anti-dumping initiatives (#)	
Deliver street cleaning services	Streets swept (# kms) Material collected from street sweeping & bins (# tonnes)	
Implement provisions of Derelict Sites Act 1990, & Sanitary Services Act 1964	Open & active files (#) Cases closed (#) Properties acquired (3)	
Deliver Dublin Agglomeration Noise Action Plan	Complete round 5 of plan	
Deliver the Air Quality Plan	Breaches of Particulate Matter 10 Microns (PM10) at fixed monitoring sites at Tallaght & Lucan (0)	
Deliver safe school zones	New safe school zones (4)	
Continue delivery of strategic infrastructure projects in Clonburris & Adamstown	Strategic infrastructure expenditure (€) Completion of South Link Street Commencement of North Link Street Achieve planning permission for Adamstown Civic Building Commence of Central Boulevard Park	
Progress strategic infrastructure programme for City Edge	Identification of critical infrastructure	
Progress delivery of strategic infrastructure in Tallaght	Complete analysis & design for Cookstown Road Progress surface water strategy for Cookstown	

Enhance our network of villages & district centres	Village & district centre enhancement expenditure (€)		Planning and Transport
Continue to implement biodiversity action plan	Biodiversity projects delivered (2)		
Promote, protect & enhance architectural conservation	Architectural conservation projects (4)		
Work proactively with councillors to deliver required programmes, infrastructure & facilities	SDZ briefings to area councillors (2)		
Update & implement heritage plan	New plan adopted Completed heritage projects (2)	EHRIA required	
Maintain & improve road & footpath network (including junctions, public lighting & bridges)	Public lights repaired within 14 days (85%) LED upgrades (1,750) LED lights in total system that LED lights represent (87%) Bridge maintenance/upgrades (3)		
Implement road & footpaths works programmes (including accessibility improvements)	New & upgraded footpaths (68 km2)		
Implement winter service plan	Salting runs (#) Salt spread (tonnes)		
Develop road safety strategy	New strategy adopted Road safety campaigns (5)		

# Goal 5: Connected Communities

Support our communities to be integrated, inclusive and safe



## LECP Goals:

**Goal 1:** For the County of South Dublin to become a better place in which to live and work.

**Goal 2:** To improve the physical and mental health of those living and working in South Dublin.

**Goal 3:** Increase access to education, upskilling and lifelong learning to further meet the social and economic needs of residents and employers now, and into the future.

**Goal 4:** Fairness, collaboration and innovation to be at the core of South Dublin’s transition to becoming a low carbon County.

**Goal 5:** Empower communities through SMART initiatives and skills development to help make their areas better places in which to live, work and visit.

**Goal 6:** For society within South Dublin County to be more inclusive, equitable and welcoming of diversity.

Service Objective 2026	Performance Measure (Target)	Public Sector Duty Requirement	Relevant Directorate
Promote women's caucus & diversity in local government	Women's caucus membership (#) Diversity in local government events (#) & attendees (#)	Include under the Strategic Duty	
Maintain electoral register & develop voter engagement initiatives for schools & in communities with low voter turnout	People on electoral register (#) Local voter registration initiatives (#) & attendees (#)		

Support Local Community Development Committee (LCDC) to connect communities & oversee delivery of social inclusion and other programmes	LCDC meetings (#) & attendees (#) SICAP KPI 1: Community organisations supported across the 12 target groups (90) SICAP KPI 2: Individuals supported across the 12 groups (1,483) Active LEADER projects (#) Grants administered (#,€)		
Implement of community related objectives of Local Economic & Community Plan (LECP)	Reporting on all community objectives in LECP (RAG)		
Empower local people to be active in policy making & oversight through the Public Participation Network (PPN)	NOAC Y2: Groups associated with PPN (#) Registered organisations (#) Proportion in PPN Social Inclusion College (#, %)		
Support Local Community Safety Partnership (LCSP) to develop & implement a local community safety plan	LCSP meetings (#) & attendees (#) Community safety initiatives (#) LCSP plan approved Extend detached street worker programme to North Clondalkin Junior safety programme events (#) & attendees(#)	EHRIA required	
Develop & implement new age friendly strategy in partnership with Older People's Council & age friendly alliance	New age friendly strategy adopted New initiatives delivered (#) Expenditure on programme (€)	EHRIA required Include under the Strategic Duty	
Support & empower young people through working with Children & Young People's Services Committees, Comhairle na nÓg & other key partners	NOAC Y1: Participation in Comhairle na nÓg scheme (#) Comhairle na nÓg attendance (#) Schools participating (#, %) CYPSC meetings (#)	Include under the Strategic Duty	
Develop integration strategy to support new arrivals including international protection applicants, programme refugees, & beneficiaries of temporary protection	Integration strategy adopted Actions implemented (#, RAG) Integration supports provided (#) Community integration forum meetings (#)	EHRIA required Include under the Strategic Duty	

Improve health & wellbeing outcomes for residents	Initiatives (#) & attendees (#) Procure research on delivery of a supervised injection centre		Community
Develop creative & innovative programmes to support local community development needs	Grants & bursaries paid (#,€) Events & festivals delivered & supported (#) (#) New community support initiatives delivered (#)	Passing on the Duty	
Harness Healthy Ireland framework & Sláintecare Healthy Communities programme for targeted, evidence-based initiatives	Healthy Ireland sub-group meetings held (#) Initiatives/events (#)		
Implement Active South Dublin local sports & participation plan	Programmes for each target group (#) & attendees (#) Actions progressed (RAG) Sports based youth development programme attendees (#)		
Deliver new community facilities and extend/refurbish existing community facilities where required	Capital expenditure on new & upgraded community facilities (€) New facilities opened (#) Part 8 proposals brought to council (#)		
Strengthen governance of community facilities	Expand regional model of governance to other areas Review management licences for all centres Community employment scheme participants (#) Conduct review maintenance of community facilities		
Maximise use & benefit of community, sports & leisure facilities for participative, health & wellbeing & community-led activities	Leisure centre users (#) Centre online bookings (#,%) Audit of community & sport facilities		
Review & improve public consultation process	Record off-portal consultations (#) Level of public engagement (>4,000)	EHRIA required	

Advance delivery of new library facilities in Citywest, Adamstown & Rathcoole	New library space (m <sup>2</sup> )		
Upgrade existing library infrastructure in Ballyroan & Clondalkin	Capital expenditure on upgrades (€) Active library members (#) Library visits (#)		
Introduce My Open Library at Ballyroan	Increase in library opening hours (%) Library visits (#)		
Support delivery of additional artist studios	Capital expenditure in development of facilities (€) New art space (m <sup>2</sup> )		
Conduct feasibility study for potential extension to Civic Theatre	Feasibility study completed		
Complete an arts infrastructure development strategy	Strategy completed. Plan for implementation of objectives/actions developed.		
Support Civic Theatre & Rua Red	Art centre & theatre visitors (#) Board meetings attended (#) Building maintenance priorities agreed & addressed		
Provision of public Wi-Fi and broadband	Locations (#) Quality of connectivity (%) Utilisation (#)		
Support open data & mapping	New data sets made available(#)		
Support smart city initiatives including through SMART Dublin programme	Smart Dublin projects delivered (#) "Beyond County Hall" innovation fund expenditure (#) & projects (#)		Digital Services
Roll-out accessible parking app	Parking locations included (#) App usage (#)		

# Goal 6: Cultural Richness

Create a vibrant culture for all to enjoy



## LECP Goals:

**Goal 1:** For the County of South Dublin to become a better place in which to live and work.

**Goal 3:** Increase access to education, upskilling and lifelong learning to further meet the social and economic needs of residents and employers now, and into the future.

**Goal 5:** Empower communities through SMART initiatives and skills development to help make their areas better places in which to live, work and visit.

**Goal 6:** For society within South Dublin County to be more inclusive, equitable and welcoming of diversity.

Service Objective 2026	Performance Measure (Target)	Public Sector Duty Requirement	Relevant Directorate
Manage & develop the library service through continued implementation of libraries development plan	NOAC L1: Library visits (#), library issues (#) & registered members (#) Active library members (#) Spend on new library stock (€) NOAC L2: Cost per capita of operating library service (€) & per capita expenditure on collections (€)		
Support development of TradFest in South Dublin & associated events	Events (#) & attendees (#) Associated events (#) including those delivered by external partners (#)		
Animate Parthalán Place with an expanded programme of activities & events	Events held (#) & attendees (#)		
Coordinate calendar of cultural events & learning opportunities	Events held (#) & attendees (#)		



# Goal 7: People First

Be a people-centred organisation



## LECP Goals:

**Goal 1:** For the County of South Dublin to become a better place in which to live and work.

**Goal 2:** To improve the physical and mental health of those living and working in South Dublin.

**Goal 3:** Increase access to education, upskilling and lifelong learning to further meet the social and economic needs of residents and employers now, and into the future.

**Goal 4:** Fairness, collaboration and innovation to be at the core of South Dublin’s transition to becoming a low carbon County.

**Goal 5:** Empower communities through SMART initiatives and skills development to help make their areas better places in which to live, work and visit.

**Goal 6:** For society within South Dublin County to be more inclusive, equitable and welcoming of diversity.

Service Objective 2026	Performance Measure (Target)	Public Sector Duty Requirement	Relevant Directorate
Review strategic workforce development plan	Whole-time equivalent posts (#),per capita)	EHRIA required	Human Resources
Develop & implement new people strategy & associated action plan	Staff retention (92%)	EHRIA required	
Enhance recruitment processes using available technology to minimise workforce vacancies	Whole-time equivalent posts (#, % increase)		
Expand apprenticeship recruitment in line with sectoral & national objectives	Apprentice contracts (5)		
Promote SDCC as employer of choice with defined employee value proposition	Staff turnover (8%) Promotional campaigns (#)		

Update innovation strategy	Strategy completed & implementation plan prepared	EHRIA required	Human Resources
Implement protocol for management & communication of change & promote information & consultation forum	Protocol for management & communication of change agreed & used by all departments Forum meetings (#)		
Implement mobility & succession planning policies across the organisation to ensure continuity, resilience & proactive talent management	Staff mobility transfers (#) Documented succession planning processes & procedures for all critical posts Completion of HR pilot central repository Skills register updated		
Provide effective oversight and administration of all staff payments	Payroll (€, % of revenue budget)		
Promote good health, work-life balance & supportive work environment under health & wellbeing strategy	Staff wellbeing initiatives (15) Attendees (#) Implement Work Positive Tool		
Manage time & attendance & sick absence in line with national targets	Sick leave (<3.5% national target)		
Collate, return & analyse National Audit & Oversight Committee report data	Indicator data submitted on time Performance analysis report completed		
Implement Performance Management Development System (PMDS), supporting staff development and enhanced organisational capabilities	Investment per employee (€) Training courses (#) & attendees (#) Staff supported through scheme of assistance (#) Learning management system procured		
Promote a safe & healthy work environment	Site inspections (>200) & recommendations complied with (100%) Reduction in reportable incidents (4, 10%) Compliance with health & safety management system		
Meet equality & human rights framework obligations	Gender pay gap (%) Employees with a disability (%)	Include under the Strategic Duty	
Promote awareness & implementation of UNCRPD (United Nations Convention on the Rights of Persons with Disabilities) through targeted engagement & training	Disability awareness events delivered (#) Staff trained in disability awareness (%)	Include under the Strategic Duty	

Introduce disability advisory board for more inclusive policy development	Board members recruited (#) Meetings held (#) Report on impact of advisory board	Include under the Strategic Duty	Community
Achieve autism friendly accreditation for County Hall & strengthen inclusion practices	Front-facing staff who complete Autism Friendly training (90%) Actions completed under Charter of Inclusion (#)	Include under the Strategic Duty	
Develop equality, diversity & inclusion (EDI) strategy and promote equality, diversity & inclusion across the organisation	Existing EDI policies & practices reviewed (#) Key stakeholders engaged (#) Equality & human rights impact assessments conducted on priority policies/plans (5) Staff trained in equality & human rights duty (%)	EHRIA required Include under the Strategic Duty	
Update customer charter & enhance customer service	Charter updated Compliance with charter (%) Report on compliance produced Customer complaints received (#) Implement customer advocacy role Apply for quality customer service Q-mark	EHRIA required	
Develop communications strategy for civic engagement & to promote access to digital services	NOAC C3: Website (#) & social media usage (#) Online customer/supplier transactions (%) Usage of digital services provided (%) Web pages opened (>1.9 million) Social media engagement (>1.7 million) Increase social media followers (200,000) Social media public sentiment + / - (%) Media coverage + / - (%)	EHRIA required	
Implement workplace spatial strategy	Workstations upgraded (#) Overall floor area upgraded (%.m <sup>2</sup> )		
Support local democracy through efficient administration of all statutory & non-statutory meetings	Meetings held (#) Policy matters discussed at SPCs (#) Attendance at SPCs (#, %) Transparency code compliance (100%)		

Support, develop, & maintain the highest standards in corporate governance	Implement all recommendations from external & internal audits Support audit committee work programme Audit committee meetings (4) Deliver internal audit work plan	Finance	
Develop & implement streamlined processes for suppliers & customers to connect digitally	Online transactions (#) Initiatives targeting digital exclusion & inequality (#)		
Maintain sustainable financial position through prudent resource management to support long-term organisational stability & enable achievement of strategic objectives	Rent collection (€,%) Rates collection (€,%) Loan collection (€,%) Infrastructure expenditure (€ per capita) Service expenditure (€ per capita) Payroll (€,% of revenue budget) Central management charge (% of revenue budget) Discretionary local income (% of revenue budget)		
Prepare quality assurance report under Public Spending Code to ensure rigorous compliance, transparency, & accountability in our financial practices	Full compliance with all public spending code requirements Contracts awarded over €25,000 (>120)		
Include social clauses in appropriate contracts to promote social responsibility & deliver positive community outcomes through procurement	Full compliance with the Public Spending Code / Infrastructure Guidelines		Passing on the Duty
Ensure sufficient financial resources to support to strategic objectives & future opportunities & support	Ratepayers (#)		
Enhance financial literacy & understanding so all staff can make informed decisions to support our strategic objectives	Prompt payments (#) Overdue payments (#) Staff training in Agresso system (#)		
Enhance data protection awareness among staff	Events (#) & attendees (#) Data breaches (#)		
Improve cyber security awareness among staff & citizens, & support Safer Internet Day	Events (#) & attendees (#)		

Support improved digital literacy	Events (#) & attendees (#)	Include under the Strategic Duty	Digital Services
Progress digital service transformation	Services digitised (#)		
Upgrade website	Upgrade complete Website accessibility rating (%)		
Ensure ethical utilisation of artificial intelligence	Compliance with government and sector AI guidance Staff trained (#) Staff utilisation (%)		
Upgrade financial management system	Upgrade completed (%)		
Improve customer journey via telephony	Services re-engineered (#)		