

COMHAIRLE CONTAE ÁTHA CLIATH THEAS
SOUTH DUBLIN COUNTY COUNCIL



MEETING OF SOUTH DUBLIN COUNTY COUNCIL

Monday, 15th January 2024

HEADED ITEM NO. 9

Corporate Plan Annual Progress Report 2023

Mayor & Councillors,

The attached report on implementation of the Corporate Plan for 2023 is presented in accordance with section 134 of the Local Government Act 2001. The provides a summary of progress last year against each of the Corporate Plan objectives and can be read in conjunction with the various monthly Chief Executive's reports presented at each monthly Council meeting.

Economic, Enterprise and Tourism Development

Maintain a Supportive Business Environment

- The LEO South Dublin Evaluation and Approvals Committee approved 27 projects providing the direct creation of 47 new full-time positions with the potential for a total of 217 jobs over a three-year period.
- 93 Trading Online Vouchers were approved to help small businesses to develop or grow their online trading presence, exceeding our target of 55 set by Enterprise Ireland.
- A full LEO training programme was delivered comprising of 98 courses, which were attended by 1,442 participants.
- Under our targeted training programmes, 24 clients successfully completed the export focused leadership and strategy development programme; 21 projects were approved for consultancy support under the national Green4Micro Programme; 20 companies were approved for the LEAN programme, with five programmes fully completed and 15 ongoing; and 15 companies participated in the Digital Start programme with nine companies completed and six in progress.
- 20 Technical Assistance for Micro Exporter (TAME) grants were approved for businesses in sectors such as clothing and manufacturing, food, electronics, and med tech.
- 669 mentoring assignments were made across all business sectors including finance, social media/marketing, and business management.
- 20 projects were approved for financial support through the Business Support Fund.

- LEO supported business networks continued to expand with NEWS (Network of Enterprising Women in South Dublin) membership increasing to 445 and SCENE (South Dublin Creative Economy Network) growing to 207 members. A full programme of events took place throughout 2023 for both networks. The Dublin regional event for the flagship National Women's Enterprise Day took place in the Maldrone Hotel, Tallaght, attended by over 240 female entrepreneurs.
- Our Local Enterprise Week 2023 took place in March with LEO South Dublin hosting 16 events, including the South Dublin Local Enterprise Awards which saw High-Res Lighting winning the overall award. They went on to represent South Dublin in the National Enterprise Awards and won the Dublin Regional Award.
- Twelve of South Dublin's best up and coming craft and design businesses participated in the Showcase Ireland Creative Expo 2023, one of Ireland's largest international trade shows.
- The LEO South Dublin Student Enterprise Programme County Final was held in March in Technological University Dublin, Tallaght, with an estimated 620 students from 20 schools taking part in the annual programme.
- A food production feasibility study was completed demonstrating demand for food production space within the County, while five South Dublin food companies were among 18 companies that attended the Speciality and Fine Food Fair 2023, to assist their business in making the first steps into the export market.
- Construction of the new WorkIQ €16m Innovation Centre was completed. The 2,980 m² facility for entrepreneurs, start-ups, and SMEs will be home to up to 60 businesses set to officially open early in 2024.

Support and Increase Foreign Direct and Indigenous Investment in the county

- It was another significant year in terms of development taking place within Grange Castle Business Park, with ongoing construction activity by Amazon, Microsoft, Pfizer, Interxion, and Grange Backup Power Ltd.
- There was continued demand for sites within Grange Castle with a Section 183 disposal approved for an 85-acre site for Novo Nordisk, who subsequently lodged a planning application for a pharmaceutical facility which is due for decision in Q1 2024.
- The proposed media park development by Lens Media moved a step closer with a planning application prepared, which is due to be submitted in January 2024.
- The Grange Castle Masterplan was prepared providing for creation of up to 12,000 jobs with a phased programme to support its implementation. Detailed design for the second phase of the Grange Castle West Access Road was also completed, with construction due to commence in early 2024.
- The 12th Lock Masterplan was presented to Council providing for a mixed-use development to support the creation of a new and exciting economic, cultural, and social quarter.
- A planning application was also submitted by Mountpark for a new large-scale logistics facility which will be accessed via Grange Castle West.

Manage our Assets to Fully Support Economic Development

- The fourth stand at Tallaght Stadium was substantially completed providing a 10,000-seater stadium that we will now actively promote as a venue for music, festivals, tourism, community and other events.
- We were also delighted to host the Ireland Women's National Team for two packed international friendlies against Zambia (June 22nd) & France (July 6th) at Tallaght Stadium, before they headed off to take part in the FIFA Women's World Cup 2023 in Australia and New Zealand.

- We finalised agreement to acquire Lucan House and accompanying lands of 30 acres from the Italian government. This strategic investment in the history, heritage, and amenity value of the property, local area and the County, will be followed by the preparation of a masterplan for its future use when the sale is completed in 2024.

Maximise the contribution of Arts, Libraries, Heritage and the Irish Language to the Citizen and Visitor Cultural Experience

- 2023 was another successful year for our Libraries, with more than 60,000 members across the branch network, engaging in more than 1.3m transactions during 858,102 visits, while 7,443 events were also held, attracting over 123,000 people to our libraries.
- The 5-Year Library Development Plan “Our Library, Our Future” was launched, representing a strategic approach to address the challenges faced by the library service. The launch event was a huge success, with almost 2,000 people attending a Family Fun Day in Tallaght Library.
- The Red Line Book Festival was held in October celebrating all things literary during 42 events attended by 2,934 people (up from 1,883 people attending 56 events in 2022).
- We continued work to expand the library network with a preferred site identified for the development of the Citywest Library following a tender process and Palmerstown Library starting permanent weekend opening from October. The proposed Adamstown Library was also advanced, with a planning application expected to be lodged in 2024.
- Following its launch in 2022, Think Big Space has also helped to reshape our library’s team approach to community engagement in digital education, over 5,000 children have participated in this new service through workshops in Lego Robotics and Virtual Reality, while more than 200 teachers, 30 schools, and 1,500 students have availed of follow up visits to Tallaght Library.
- 384,965 visits were made to arts centres and venues in the County.
- The South Dublin Live Programme was attended by 21,540 people across the County in venues, parks, libraries, town and village centres, including Culture Night in the Cultural Quarter, which was attended by 700 people.
- Ruaille Buaille Lucan Childrens Music Festival hosted over 30 events for 0–13 year-olds, with workshops and concerts enjoyed by 5,220 children and their families.
- Through the Creative Ireland South Dublin Programme, we delivered Cruinniú na nÓg, the national day of children’s creativity, with 2,752 children and young people participating.
- The Night Belongs to Us had a total attendance of 625 people with 105 performances by young people across 19 events in five venues.
- 29 artists received bursaries to develop and present their work and six Public Art commissions were awarded under In Context 5, our public art programme under the Per Cent for Art Scheme.
- Through Music Generation South Dublin, 1,828 children and young people participated in performance music education programmes in schools and community music hubs, while NOISE Music had a total attendance of 2,000 in DJ/beat-making and vocal workshops held in schools, libraries and youth centres, through the NOISE Music programme.

Implement a Tourism Strategy Focused on New Product and Brand Development

- A new Tourism Strategy for the County was adopted, outlining our strategic priorities for the development of tourism in South Dublin between 2024 and 2029, to build on the importance of tourism to the local economy, which currently supports 3,600 jobs having a combined direct and indirect annual economic impact of €342 million.

- Consultants were appointed for the Rathfarnham Stables masterplan and the McHugh Group were selected as partner for the retail/hospitality offering at Castle Courtyard and Stables at Rathfarnham.
- Consultants were appointed to work on the detailed design and development of the Dublin Mountains Visitor Centre with works on this flagship tourism initiative expected to commence in 2024.
- The Tallaght Heritage Centre secured Part 8 planning approval in October and a detailed interpretation design plan was also prepared for the centre, which we expect to commence construction on in 2024.
- 106,385 people visited the Round Tower Visitor Centre. The new Round Tower Design and Craft Shop developed in the retail area of the centre with the support of LEO South Dublin was launched in December.
- The Tourism Event and Festival Grant Scheme supported seven events during the year, including Dublin Masters Basketball, Waigo 4 Nations Karate Championships and BrickCon, which attracted over 2,500 visitors to the County.
- Tymon Park Outdoor Food and Craft Market ran each Saturday from May to September, with up to 21,800 people visiting the market over the period, including over 4,000 people who attended the International Food and Cultural Event.
- Rathfarnham Castle Christmas Market returned to the County in December attracting over 3,000 visitors to see 40 food and craft traders, live entertainment, and festive decoration, promoting local artisan products, food, craft, and local businesses.
- The Rebellion/Rathfarnham Village Walking Trail launched in April at Pearse Museum, supporting the suite of walking trails in the County, including Tallaght and Clondalkin.
- Six grant applications were supported under our Shopfront Improvement Scheme.

Economic, Enterprise and Tourism Development	
Statistic Name	2023 Totals
LEO - jobs supported	47
Business support grants spend	€135,351
Grange Castle jobs sustained	5,328
Library - visitors actual	858,102
Library - items borrowed	943,105
LEO mentoring participants	669
Trading online voucher applications approved	93
Active library members	60,268
Spend on new library stock	€615,257
Number of Festival and tourism events supported	7
Visitors to round tower heritage centre	101,939
Visitors to arts centres	384,965
Number of arts grants paid	156
Value of arts grants paid	€1,374,069

Land Use, Planning and Transportation

Strategic Planning for Resilient Growth

- Following adoption of the County Development Plan 2022-2028, we monitored delivery of the plan and a monitoring report for 'year one' will be presented to Council in early 2024.
- The Residential Zoned Land Tax maps have been prepared, consulted on, and finalised.
- Work on a County-wide Employment Land Review has commenced and will include a comprehensive review of all employment land and future needs across the County.
- 854 planning applications were determined, 312 planning enforcement cases were closed and four housing estates and roads were taken in charge.
- As of Quarter 3 2023 planning permission was in place for 14,988 homes.
- Informal consultation was undertaken for a County Heritage Plan with a draft plan now being prepared for formal public consultation.
- The Office of the Planning Regulator, who has a statutory role in reviewing all Planning Authorities, commenced their South Dublin review.
- The Council soft-launched ePlanning, an on-line platform to enable applicants to submit planning applications on-line, which will be fully available to all applicants in early 2024.
- Our planning team won several awards at the Irish Planning Institutes Ceremony including Workplace of the Year.

Connect places through sustainable mobility projects

We made significant progress in delivering the Cycle South Dublin Programme with investment of €22.3 million of National Transport Authority (NTA) funding on the design and delivery of new active travel infrastructure across the County. This was further supplemented with additional funding from the Department of Housing, Local Government and Heritage, as we delivered 15km of new and improved cycling routes and 7km of new walking links, while also progressing design work for a further 85km of new and improved walking and cycling routes.

- Works were completed on Grange Road, Dodder Valley Greenway Phase 4, Templeville and Griffeen Road active travel schemes.
- Works also started on site on Limekiln Road, Castletymon Road, D24 Phase 1, Rossmore Road, the Balgaddy permeability scheme and Tallaght Town Centre public realm projects.
- School street improvement works started at several schools including St. Marks in Springfield, Scoil Maelruain in Tallaght, Colaiste Chillian in Clondalkin, as well as St Lorcan's and St Brigid's in Palmerstown.
- Following Part 8 planning approval, a contractor has now been procured to deliver the Airton Road extension in Cookstown and works will commence on site in early 2024.
- We adopted a new Road Safety Action Plan and progressed its implementation.
- We worked closely with the NTA and Irish Rail on design and planning for new Bus Connects routes through the County and on the plans for the DART+ Southwest Scheme. These projects will see significant improvements in the level of public transport available across the County.
- The Council and Irish Rail worked together on the upgrade of the existing Kishogue rail station and surrounding environs at Clonburris with work commencing on site.
- A survey of all 170 road bridges across the County was completed and a contractor has now been appointed to progress upgrade works to an initial four bridges in the first half of 2024.
- Our Road Work Programme was fully delivered including 153 improvement works to roads and footpaths with 14 traffic calming projects and 17 new pedestrian crossings were delivered.
- 2,012 existing public lights were upgraded to LED and 4,790 public lights were repaired.

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

- The Castletymon District Centre enhancement scheme commenced on site and is now substantially complete with only final planting works remaining.
- Following Part 8 approval, the detailed design of the Lucan Village enhancement was completed, and contractor procurement is underway.
- Part 8 planning permission was secured for the Rosemount District Centre and work on the detailed design is progressing, while public consultation was launched on a Part 8 planning application for the Bawnogue District Centre enhancement project. Design work on the Dodsboro District Centre enhancement project is also progressing.
- The process for a variation to the County Development Plan was initiated for the City Edge area and a statutory public consultation will commence in the summer of 2024.
- An informal public consultation on the issues and options for the Clondalkin Local Area Plan was held and 700 submissions were received to inform the preparation of the draft Local Area Plan, with a further round of public consultation soon to commence.
- In Clonburris Strategic Development Zone, works continued on the Southern Link Street which has received DHLGH Final Business Case approval, and 2,931 homes have received planning permission, of which 957 are complete or under construction.
- In Adamstown Strategic Development Zone, capital projects at Tandy's Lane, Celbridge Link Road, Airlie Park, and Adamstown Plaza have all been completed with funding from DHLGH and the Council and a minor amendment to the SDZ Planning Scheme was submitted to An Bord Pleanála. 7,149 homes are permitted in Adamstown, of which 5,029 are complete or under construction.
- We continued to work proactively with Dun Laoghaire-Rathdown County Council on development and promotion of the Dublin Mountain Heritage trail, including holding several walking tours, community talks and preparing promotional brochures.
- We facilitated €40,000 of spend via the Historic Structures Fund (DHLGH) to upgrade St. Lukes Church, Peamount Hospital, and a further €90,000 of Built Heritage Investment funding to support delivery of six heritage upgrade projects.

Land Use, Planning and Transportation	
Statistic Name	2023 Totals
Enforcement files closed	312
Building control inspections (number of units inspected)	563
No of public lights repaired	4,790
Traffic lights repaired	1,041
Public Lighting LED Programme	2,012
New and upgraded footpaths m2	67,231
New and upgraded cycle lanes – linear mts	22,382
Village and district enhancement expenditure	€1,820,106
Private homes approved	4,652
Private homes commenced	3,895
Planning applications received	942
% planning applications granted	68%
Pre planning meetings held within 8 weeks	114

Housing, Social and Community Development

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

Progress under our Housing Delivery Action Plan (HDAP) continues with delivery of in excess of 1,000 new social and affordable homes across all streams, including 650 new social homes substantially completed through the Council's own build programme, Part V, Approved Housing Bodies and turnkey opportunities, 418 properties provided through long-term leases (including targeted leasing initiative) and 54 new affordable purchase homes made available.

- In Clonburris, construction commenced on 116 social and affordable homes in the Canal Extension Site. A tender process for 266 homes within Kishogue has commenced and plans are also progressing to bring forward planning applications for 1,300 homes on Phases 3-5, including 120 homes under the PPP bundle for which a Section 85 agreement with Dublin City Council was approved in February. In addition, 25 affordable homes were advertised for sale in November on a turnkey basis from a private developer.
- 103 social and 29 affordable homes were delivered under the Kilcarbery joint venture development with Phase 2 now substantially complete and Phase 3 commenced in October. Proposed development of 88 social and affordable homes on an adjacent site were advertised under the temporary Part 8 planning exemption in December.
- Construction commenced on the first standalone local authority cost rental scheme consisting of 133 apartments at Belgard Square North.
- Planning approval was granted for a mixed tenure development of 635 new private, social and affordable homes in the Killinarden Foothills joint venture project and we are working with our partners to move to site commencement.
- Following adoption of the County Development Plan, the planning team finalised an options report and identified a preferred layout for Council-owned lands at Rathcoole, with a masterplan being developed for a planning application for housing and sports facilities there.
- Work on existing Part 8 approved housing developments continued with new homes allocated, completed or progressing at St. Marks, Templeogue, Mayfield, Springfield, Old Bawn, New Nangor Road, Whitestown, Balgaddy, Homeville and a Traveller accommodation development in Fonthill. Approved developments at St. Aonghus' Green, St. Ronan's Crescent and Pearse Brothers Park also progressed towards site commencement.
- Ten proposed housing developments were identified to Councillors for the Section 179A temporary planning exemption for social and affordable housing with notices issued in December for sites in Rossfield, Deansrath and Kilcarbery

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

- We continued to manage and maintain our social housing stock of 9,835 and 480 leased properties and supported along with 4,362 Housing Assistance Payment (HAP) and 816 Rental Accommodation Scheme (RAS) tenancies.
- We made 668 housing allocations including 172 to homeless households following 113,058 expressions of interest received through our Choice Based Letting system.
- Over 120 properties were purchased or progressed to sale agreed/conveyancing under the tenant-in situ acquisition scheme.
- 2,399 new applications for social housing support were received and 205 rightsizing applications from social housing tenants and private homeowners were also managed.

- We managed and supported 1,046 new household presentations to Homeless Services and a new family hub opened in Clondalkin in March.
- 1,619 private rented properties were subject to initial inspections.
- 436 private housing grants were approved, and 139 social housing adaptation works were completed.
- 122 applications were received for the Local Authority Home Loan scheme with €7.68 million provisionally approved to borrowers.
- We allocated 208 re-let properties at an average turnaround time of 26 weeks. 163 home upgrades were completed under the national Energy Efficiency Retrofit Programme, with a further 235 homes upgraded under our Windows & Doors Programme.
- Our new Housing Customer Centre was opened, and 12,349 housing applicants and tenants are now registered with our Integrated Housing System. We managed affordable housing applications and also launched a private housing grants application facility on the system.
- 15,760 housing maintenance requests were received with 11,640 repairs completed.
- A county-wide vacant homes survey was undertaken to support our use of DHLGH funding to bring vacant homes back into use and 56 Vacant Homes Refurbishment Grant applications were received, with 33 approved.
- New estate management structures were introduced with 608 pre-tenancy meetings held, 105 tenancy warnings issued for anti-social behaviour, 21 abandonment notices served, and 12 tenancies terminated.

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

- Implementation of the Social Inclusion Community Activation Programme continued under the guidance of the Local Community Development Committee (LCDC) who also oversaw a tender process for the new SICAP programme, which resulted in a contract for the new programme being signed in December.
- The Community Response Forum held 11 meetings during the year with a focus on interagency services for Beneficiaries of Temporary Protection and International Protection Applicants. External consultants were engaged to undertake a needs analysis and research project for International Protection Applicants.
- €2.7 million funding was achieved under the Community Recognition Fund to deliver projects for communities impacted by new arrivals, with 19 projects identified.
- The newly reconstituted South Dublin Older People's Council held their inaugural meeting in January and initiatives progressed in conjunction with the County Age Friendly Alliance, including health and wellbeing events, age friendly parking and seating, communications boards in libraries, the 'Message in a Bottle' project and home safety and security projects.
- The Local Traveller Accommodation Consultative Committee held five meetings, discussing delivery of the Traveller Accommodation Programme 2019-2024, an Equality Action Plan, the Caravan Loan Scheme, work under an estate/waste management subcommittee, fire safety, training for the Integrated Housing System, a STEAM project and delivery of a new playground in Owendoher Haven.
- The Public Services Fun Day took place in July in conjunction with The Square and An Garda Síochána to celebrate and highlight the work of essential services providers at a free family event.
- Our Scholarship Awards in conjunction with the Technological University of Dublin saw 16 students from local schools awarded €2,500 each towards their third-level expenses and €10,000 towards the sports bursary scheme.

- Comhairle na nÓg was nominated for a Community Spirit award for their Comhairle Makes NOISE event which was held in the Civic Theatre. The board held their AGM in October in the Maldron Hotel with representatives from secondary schools, alternative learning programmes and youth services.
- Joint Policing Committee and Local Policing Fora meetings were held throughout the year with four JPC Meetings (including the attendance of the Garda Commissioner in November), four JPC Steering Group Committee meetings, five JPC Drugs Subcommittee meetings, eight West Tallaght Community Safety Forum meetings, two Clondalkin Local Policing Forum Public meetings, 12 North Clondalkin Community Safety meetings, eight Dublin 12 Local Policing Forum meetings and inaugural local policing meetings in Rathcoole and Lucan. In addition, 13 Transport Forum meetings took place with attendance from Councillors, An Garda Síochána, Dublin Bus, Go Ahead, Luas, Elected Members and Council staff.

Lead a healthy, active and participative county

- The Local Community Development Committee met six times and also commenced the consultation process for a new Local Economic and Community Plan.
- 130 attendees attended governance workshops for community centre boards of management covering Introduction to Governance, Finances and HR. The €750,000 Community Centre Management Support Fund was launched in October with 32 applications received.
- 195 community and sports grants worth €415,000 were awarded along with 23 summer project grants of €75,500.
- The community centre online booking system was successfully introduced in 23 centres, helping 37,000 people make use of community facilities.
- Upgrade works were completed on Rathcoole Courthouse, while work progressed to deliver new and refurbished community facilities at Saggart School House, Orchard Lodge Age Friendly Centre, Balgaddy Community Centre and the Tymon Intergenerational Centre.
- Plans progressed for the Citywest Community Facility, and local engagement and design work was ongoing for upgrades to existing community facilities at Ballyroan and The Park Centre.
- Consultants were engaged to manage delivery of the Part 8 approved all-weather pitch at Belgard Community Centre and design work is progressing on the Whitechurch Sports Facility.
- Our new Sport and Physical Activity Plan 'Active South Dublin' was presented to Council in May and initiatives under the plan included a new Pool Pod in Clondalkin Leisure Centre, ongoing support for local amateur sports awards, the introduction of a Trishaw Route in Dodder Valley Park and the Box Up programme, as well as continuing various programmes for rowing, schools swimming and the Try One Challenge.
- Operators were appointed for the new Lucan Leisure Campus including the soon to be complete Lucan swimming pool.
- Our Healthy Ireland and Sláintecare teams continued work under a range of initiatives to address energy poverty, community safety (including the Community Safety Innovation Fund - Generation Connections Project in Mac Uilliam), health inequalities, gambling related harm awareness and period poverty. We also supported the Grow it Yourself Schools Programme, a Health and Wellbeing Programme held across the community centre network and community-based health screening.

Housing, Social and Community Development	
Statistic Name	2023 Totals
Total housing needs assessed	7,950
Allocations - New Tenancies	535
Visitors to leisure facilities	667,904
PRTB Inspections	1,619
Homeless exits / preventions	480
Expenditure on planned Maintenance	€7,942,536.00
Number of dwellings in LA ownership	9,835
No. of LA Houses vacant	60
Social and affordable homes under construction	534
HAP/ RAS tenancies	5,178
Number of community grants paid	369
Participants in council led sports and community initiatives	111,030
Number of homeless households	698
Relet times - weeks	21.95
Maintenance requests received	15,760
Maintenance requests completed	11,640
Number of homes completed under the Energy Efficiency Retrofit Programme	163

Environment Water & Climate Change

Create a sustainable low carbon and climate resilient county

In the context of global challenges such as the ongoing energy crisis and climate-related disasters, the four key targets of our Climate Change Action Plan are more relevant than ever. We aim to improve our energy efficiency, reduce energy waste, and cut greenhouse gas emissions. Building resilience into our systems to protect against future climate change related events will ensure confidence and reliability of our services; and continuing to engage with our citizens and inform them on climate change will educate and empower our communities to act at a local level. As we complete the final year of our Climate Change Action Plan (CCAP) 2019-2024, all the 154 actions are either completed or are underway with selected highlights including:

- Improving our energy efficiency by 40% compared to the 2006-2008 baseline and reducing our greenhouse gas emissions by 31.5% compared to the 2016-2018 baseline.
- Commencement of Tallaght District Heating Scheme which will further reduce CO2 emissions by 1,500 tonnes in its first phase. This included the milestones of the transfer of County Hall and TUD Tallaght over to the scheme.
- Selection of Clondalkin as a Decarbonising Zone.
- Completion of a detailed appraisal for a solar PV project at Arthurstown Landfill.
- Development of an Electric Vehicle Charging Strategy identifying 14 sites with potential for public charging sites which are now at procurement stage and a Fleet Transition Strategy setting out our five and ten-year approach.
- Preparation of tenders for energy performance contracts for large Council-owned buildings (County Hall and Library, Civic Theatre, Clondalkin Civic Offices, Tallaght and Clondalkin Leisure Centres).
- Continued facilitation of public transport routes, in partnership with the NTA and others.

- Our Major Emergency Management Plan includes a sub plan for emergency flood events with a severe weather sub-plan in place for South Dublin, while a flood forecasting service within Met Éireann was established and rolled out to Local Authorities.
- Ongoing work on major flood alleviation schemes with the Whitechurch Flood Alleviation Scheme under construction and design and tender work progressing for the Poddle and Camac Flood Alleviation Schemes. Further flood and general maintenance projects were also undertaken across the County, including at Newcastle, Rathcoole and Saggart.
- Three integrated constructed wetlands were constructed as part of the Dublin Urban Rivers LIFE (DURL) Project.
- Support for the Green Schools Programme with 26 schools awarded additional green flags in May and LEO South Dublin supported 18 businesses under the Green for Business Programme.
- Continued roll-out of public drinking water fountains with 20 now installed and 14 at planning stage.
- Continued support for Sustainable Energy Communities working closely with the local SEC Mentor.
- Launch of the Community Climate Action Fund which will provide €1.07 million of funding for local community groups and organisations over an initial 18-month period.
- Statutory public consultation from September to November on a new Climate Action Plan with the draft plan prepared for consideration by Council in 2024.

Improve the aesthetic appearance of our county for Economic and Social Development

- A New Litter Management Plan 2023–2025 was adopted in October.
- Under our Street Cleaning Programme 11,162 kms of roads were cleaned and 10,438 tonnes of waste were collected.
- The Public Realm Improvement Works Programme delivered 80 schemes and work continued on the public realm aesthetics improvements for approach roads.
- A new three-year tree maintenance programme for 2023–2025 was introduced under which 7,436 trees were inspected, 3,953 trees have been pruned, 696 trees and 218 stumps have been removed and 751 trees have been planted.
- Tidy Towns Programmes and PURE (Protecting Uplands and Rural Environments) project initiatives included Tidy Towns Information seminars and a Repair Cafe delivered with Clondalkin Tidy Towns. Ten Tidy Towns groups in South Dublin received support of €100,000 through 3 rounds of grant funding throughout the year.
- The Environmental Education Programme included 179 climate/environmental awareness sessions and the education programme delivered a range of schools' programmes such as Eco Week Composting for Schools, Relove Fashion and competitions.
- The Social Credits Scheme helped deliver 43 new clean-ups, 27 new minor landscaping projects and 21 new paint enhancement projects.
- Tidy Towns groups, residents' associations and other volunteers organised regular local clean-ups with an estimated 5,000 clean-ups occurring, while Halloween saw 350 bags of bulbs and 180 Civic Amenity passes issued.
- The Burial Grounds Programme provided for 600 new plots added to Bohernabreena and a new Columbarium Wall in Esker Cemetery is out to tender.

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

We progressed the delivery of the public realm capital programme through development of additional parks, recreational and sporting facilities, supporting our Active South Dublin plans, with 21 facilities/amenities completed and opened to the public including:

- New Airlie Park in Adamstown including a 3G all-weather pitch, changing pavilion, café, tennis courts, playspaces and a cricket pitch.
- 3G all-weather pitch and an upgrade to the playground in Sean Walsh Park.
- Playspaces at Old Bawn, Firhouse and Cherryfield and Teenspaces at Avonbeg (MUGA), Bancroft Park (Activity and meeting space), Esker, Griffeen Park (Phase 2 activity and meeting space), Kingswood and Limekiln, a public participatory project at Old Bawn (toddler playspace) and Tymon Park Playspace (Additional accessible facilities and sensory play features).
- BMX pump track and athletics track at Mount Carmel Dodder Valley Park.
- Half-court MUGAs at Rathcoole Park, Sean Walsh Park and Clondalkin Park.
- New/upgraded tennis and basketball courts in Beechfield Park and Dodder Valley Park.
- Mac Uilliam exercise loop around large green with tree planting.

Major Park development works are under construction at Corkagh Park, Killinarden Park and Whitestown Stream, while projects at tender include Kiltipper Park Phase 2, Jobstown Park, Quarryvale Park, St Cuthbert's Park, cricket training area in Tymon Park, the Kiltalown Playground upgrade, and various upgrades to existing grass pitches.

- Progress continued on SDCC's Pollinator Action Plan with the area of annual meadow and short flowering meadow being expanded to 165 ha. An Anaerobic Digestion feasibility study is under way examining the treatment of grass cuttings and production of biogas from it.
- The Public Realm section is actively implementing the actions of the SDCC Biodiversity Action Plan in both rural and urban areas through the SDCC Pollinator Plan, Green Infrastructure Strategy, Mini Woodland Planting, and Tree Policy.
- Increasing the tree canopy cover in the County through the completion of the approved programme to plant 2,500 trees across the County in 2023/24. 12 Mini Woodlands included in 2024 Programme.
- In delivering green infrastructure through the Dublin Urban Rivers Life Project, Three ICWs are completed and showing water quality improvement. Results show a 90% reduction in E. coli, 80% reduction in ammonia and 70% reduction in phosphates.
- The Allotments Policy was approved at the April 2023 Council Meeting. 446 Allotments were provided, and 30 new allotments are being developed in Graydon Park in Newcastle.

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

Progress was made on delivering proactive litter and waste enforcement services to attain high standards of cleanliness in the County.

- 11,000 inspections were carried out under the 2023 Annual RMCEI Plan.
- 1,157 Litter patrols and 2,270 non routine waste inspections were carried out, with 412 litter fines issued and 35 court appearances.
- 506 tonnes of waste was collected from street bins and 5,168 tonnes of waste of illegal dumping was also collected.
- 117 inspections were carried out on waste permitted sites.
- A new Code of Practice for the operation of CCTV / Use of Mobile Recording is being implemented.

- Anti-dumping Initiatives included a mattress amnesty which diverted 913 mattresses from the waste stream to be recycled and collection of over 6.5 tonne of hazardous household liquids.
- National enforcement priorities included household and commercial waste, Producer Responsibility Initiatives, End of life Vehicles and metals, Construction and Demolition Waste and Tackling Illegal Waste Operators.
- A new Glass Recycling contract was put in place.
- 167 Derelict Site investigations were carried out with a site at St. Mark's Green acquired and consent received from An Bord Pleanála for acquisition of four houses at St. Maelruans.
- In managing and monitoring compliance with Control of Horses and Control of Dogs legislation, 30 horses were seized, and 508 dogs entered the shelter.
- We continued to implement the Service Level Agreement (SLA) with the Food Safety Authority of Ireland.
- We delivered the annual service plan actions in water and wastewater services under the new SLA with Uisce Éireann, with 535 water network repairs carried out.
- The 2023 programme of measures for the River Basin Management Plan was successfully delivered.
- Progress was made on the actions of the Dublin Urban Rivers Life Project in 2023. With door-to-door assessments carried out in over 7,750 houses with misconnections found in 600 houses, accounting for 980 misconnected appliances. 84% of these have been corrected and the rest are in progress.
- The Dublin Noise Action Plan was implemented in collaboration with other local authorities and work progressed on Round 4 of the Noise Action Plan in 2023. We monitored air quality and implemented recommendations from the Dublin Region Air Quality Plan, with one exceedance of the PM10 results at Old Bawn and zero at Lucan.

Environment, Water & Climate Change	
Statistic Name	2023 Totals
Grass cut - Hectares	7,349
Trees pruned	3,953
Trees planted	751
Plastic bottles saved through use of drinking water from fountains	98,261
Biodiverse Meadowland maintained (hectares)	165
Climate Action Initiatives under Climate Action Plan	154
Local Authority Energy Savings	40%
Environmental/climate action awareness sessions	179
New recreational facilities (e.g., playspaces, teenspaces, pitches etc.)	17
Pollution Cases that were the subject of a complaint	3,515
Pollution Cases closed	3,346
Provision of walking and cycling routes in parks/open spaces (KM)	158,868

Organisational Capacity and Accountability

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

- 125 meetings of the Council, Corporate Policy Group, Area Committee, Strategic Policy Committee, and other Council committees were supported with a total of 1,357 Headed Item reports provided, and 1,742 Councillor Questions and Motions responded to.
- Support provided to the Mayor through the Mayor's Office with management of diary and protocols, and the delivery of specific Mayor's initiatives.
- Webcasting of full Council meetings continued with webcasting also introduced for Area Committee meetings in 2023.
- New Mayor Cllr. Alan Edge, and Deputy Mayor Cllr. Yvonne Collins were elected by the Council at the annual meeting in June.
- Five meetings of the South Dublin Women's Caucus were supported with events and training held across the year including International Women's Day Event and engagement with Women's Collective Ireland and See Her Elected.
- The Corporate Policy Group agreed the programmes of work for the Strategic Policy Committees and the strategy for the 2024 budget. The CPG also had an oversight role in the preparation of the Council agenda and the implementation of the Civic Honours and Flags protocols.

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

- Our Public Sector Equality and Human Rights Duty Framework was made available online as an Irish Sign Language (ISL) interpreted video and ISL interpreters are provided for internal and public meetings and events so that members of the Deaf community can participate.
- All Council documents are accessibility, equality and plain English proofed.
- "Your Vote Your Voice - an easy-to-read guide to voting" booklet was launched on International Women's Day.
- The Council hosted a Centre for Excellence in Universal Design (CEUD) / National Disability Authority (NDA) consultation event to inform the new Universal Design Guidelines for Changing Places facilities that assist public bodies to implement new regulations in June.
- Make Way Day 2023 - "Hey, this blocks my way!" took place in September to make the public aware of the issues disabled people face in their local communities while National Accessibility Week 2023 took saw a diverse programme of events culminating on International Day of Disabled Persons on 3rd December. Our Accessible Playspaces achieved a Special Mention Award at the European Access City Award.
- Our 2023 Gender Pay Gap Report was published showing a negative Gender Pay Gap of - 9.92%, showing that the average earnings of all females in the Council are 9.92% higher than the average earnings of all males in the organisation.
- Delivery of the Customer and Digital Services Transformation Strategy through the delivery of ongoing digitisation projects. Key milestones in its delivery included the roll-out of the Housing Online service and the completion of the transfer of customer services and staff from Customer Services to Housing. The Housing Customer Centre refurbishment was completed, and the centre was officially opened in July. The customer service centres closed two weeks later, and refurbishment works in the Concourse commenced in September, for completion in early 2024.
- The changes in advertising requirements under the Official Languages Acts 2003 – 2021 were implemented in 2023 together with a new Irish complaints protocol developed and implemented with training provided to all relevant staff.

Foster a strong governance culture in the organisation

- The Corporate Governance Framework was actively promoted, managed and monitored corporately including the Ethics Framework, the reporting of Political Donations for Councillors, Section 142 Register of Councillor Payments and Attendance and the Section 141 Register of Councillor Payments and Attendance to outside bodies, Protected Disclosures reporting, the Public Spending Code Quality Assurance Report and compliance with the requirements of the Lobbying Act, to ensure all council business is conducted in a transparent way. Legislative changes were reviewed, and measures implemented to ensure compliance.
- The Corporate Performance Reporting Framework also actively supports the values of accountability, transparency and value for money, including the Chief Executive's monthly report to Council and monthly performance indicators and digital dashboards, the 2022 Annual Report and the 2023 Service Delivery Plan. A graphic summary of the 2023 Service Delivery Plan was delivered to every household, business and school in the County through the Citizen's Newsletter in the summer.
- Preparation of the Local Government Performance Indicators for SDCC, for national publication and analysis by the National Audit and Oversight Committee for 2022.
- Four Meetings of the Audit Committee were held in 2023, supported by the Internal Audit unit and its programme of work.
- A new Local Representation Allowance claims system was introduced requiring significant changes in the processing of all claims and a new online tracker and training and support to all Councillors.
- Procurement changes saw the introduction of a new OGP eTenders System which required significant training and support for and from the Procurement unit to ensure all new notices are correctly uploaded and published.
- Implementation of the 2021 – 2023 Procurement plan including bi-monthly meetings of the Steering Group, ongoing maintenance of the contracts database and procurement pipeline, compliance checks and the provision of training, advice and information to staff.
- Data Protection and Information Governance continued to be a significant focus for 2023 with a new professionally qualified Data Protection Officer appointed to work with management in a significant programme of work to address the organisation's key risk areas and liaising with the Data Protection Commission when required.

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

- Changes required under the Electoral Reform Act 2022 together with the ongoing development of Voter.ie for the Dublin region, and a programme of work for its expansion into a national system, were all managed and implemented throughout the year.
- In collaboration with the three other Dublin local authorities, a highly successful citizen awareness raising campaign was delivered across various media channels. The Council also carried out registration drives at the Community Services Fun Day and in TU Dublin Tallaght, as well as advertising campaigns across local media.
- The €300k Have Your Say initiative for Tallaght South and Saggart saw 187 submissions with 22 projects shortlisted and nearly 10,000 votes deciding 10 winning projects, which were announced at an event in Brookfield in June.
- The summer and winter editions of South Dublin County Today, the Council's newsletter, were published and the summer edition was delivered to every home, school and business across the County in June.
- #YourCouncilDay took place in June and our participation featured short videos to highlight the work of our committed and passionate Council Workers in a variety of roles.

- Ongoing communications and awareness raising campaigns were delivered across the year, for example Breast Cancer Awareness Month, Safe Fun at Halloween, Christmas Tree Lighting events and the Unwrapped Winter Festival of Lights.
- Ongoing development and maintenance of the Council websites and all consultations were managed through the Consultation portal.

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

- Strategic workforce planning is embedded with the engagement of all management teams across the organisation. Workforce planning directly informs the development of the Council's People Strategy and the Learning and Development Strategy.
- Almost 400 staff training and development events and programmes were arranged including 293 training courses plus various mentoring and coaching programmes, conference attendance and the Scheme of Assistance for formal education courses. A new Induction Programme was launched in June to support better onboarding of new employees.
- Recruitment of 139 new staff and 86 promotions during 2023 through 58 competitions held, 1,430 applications processed, 61 interviews over 148 days and 736 candidates interviewed while the WAM Graduate Programme (Willing Able Mentoring) was supported in partnership with AHEAD.
- A General Operative Traineeship programme was developed in collaboration with the Educational Training Board initiative offering 18–23 year-olds a real pathway to a career and provides training and experience in various operational roles.
- Ongoing implementation of the Council's Innovation Strategy 2022 – 2024 including the production of a Newsletter, and the 5th annual Innovation Week and Staff Innovation Awards.
- We continue to develop our partnerships with the universities in the Dublin region, working with them to promote South Dublin County Council as an employer of choice and to support students in gaining practical and meaningful work experience through internship programmes across Business, Landscape Architecture, Planning and Communications disciplines, with students coming from TU Dublin and UCD.
- The Information and Consultation Forum promoted employee engagement and good change management practices. Six meetings were held in 2023 and topics discussed included digital transformation, workforce planning, depot reorganisation, Uisce Éireann transition, blended working, the General Operative Traineeship programme and climate action.
- Health and Safety for staff was prioritised with almost 400 site inspections across all work sites and regular Safety Consultation meetings across all work locations. The management team received bi-monthly reports from the Health and Safety Officer on the incidents reported and provided full oversight of the Council's safety management system.
- Staff Wellbeing Action Plan implementation continued with events including Workplace Well Being Day, Breast Cancer Awareness month, Staff Smoking Cessation Programmes, Safety and Wellbeing Seminar.
- Staff awareness and implementation of new legislation introduced during the 2023 and ongoing monitoring of case law, including the Work Life Balance and Miscellaneous Provisions Act 2023 and Transparent and predictable working conditions EU Regulations 2022.
- Performance management workshops were held with outdoor staff and line managers across every depot, while managers were also supported in managing sick leave and absenteeism through improved HR data analytics, advisory support, the production of visual leaflets and other measures.

- Effective Industrial Relations structures were supported with management and trade unions engagement in accordance with the objectives of the Public Services Stability Agreements through monthly IR meetings, quarterly workforce planning meetings and attendance at the WRC and labour court when disputes escalate.

Provide robust financial management and risk management systems

- Our Debt Management work continued with an extra €9.5 million collected in commercial rates during the year bringing the total collected to over €141 million, the highest amount ever collected and reducing arrears to approximately €14.6 million, the lowest since 2008. Over €31.3 million was collected in differential rents, an increase of over 10% in the previous year. The collection rate for housing loans also continued to improve with loan arrears reducing by 0.5 million to €800,000.
- The Rates Administration section engaged positively with Tailte Éireann (formally the Valuation Office) and processed 51 additional valuations during the year, which will provide on-going additional funding in future years.
- Financial systems improved with the introduction of a new budgeting system, the implementation of the Agresso Loans module and the replacement of the Low Value Credit Card system.
- Work also progressed on the Councils Fixed Asset and Insurance registers which is instrumental in safeguarding the Councils assets.
- In November, the Council adopted a Revenue Budget for 2024 totalling €338,321,100 which is a 10.5% increase on the previous year.
- The Three-Year Capital for 2024 - 2026 Capital Programme with projected expenditure of €1,584,393,900 was presented to Council in December.
- The 2022 AFS was prepared by 31st March 2023 with subsequent audited accounts and audit report submitted to council and audit committee.
- Payments to the Councils suppliers increased by 34% in the year amounting to €380m.
- Comprehensive reviews and updates to our Risk Register were undertaken in February and July.
- The Finance section continued to provide training and support to improved financial management, performance and understanding across the organisation.

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

- Work advanced on the preparation of our next ICT strategy for the organisation focusing on the themes of digital transformation and solutions, collaboration, engagement, skills, dashboards, frontline, champions and cyber security.
- A security awareness, training, and simulated phishing platform was employed to assist and manage the ongoing challenge of social engineering cyber-attacks. We also engaged with the EU's Cyber Month in October and an extensive programme of cyber security activities were delivered to staff.
- The ICT environment was maintained to a very high standard, and we ensured our security policies were kept up to date, responding to third-party threat alerts and advisories as well as responding to incidents and system generated alerts. Significant advancements in our ICT infrastructure and operations were made with remote working supported through Citrix desktop and VPN solutions. Old ICT infrastructure was decommissioned and removed, and network access control was implemented. Various infrastructures were updated, and ransomware protection was deployed and privileged access management was provided to secure remote access by recognised third parties.

- We continued to harness the capabilities and scalability of the cloud for suitable workloads. Additional spatial datasets were enabled on our Geographic Information Systems to provide relevant and timely information to staff in various business units, including the latest available orthophotography and Geo-Building Intel datasets enhancing staff spatial abilities in analysis and planning.
- We have continued to publish open data for various work areas with publication of noise mapping illustrating noise levels in different areas of the County being a particularly significant project undertaken.
- We continued to expand our range of online services for the public with ePlanning going live and enhancements to our supplier registration, public consultation and housing online portals. The planning search facilities were enhanced together with improved workflow, pre-planning, and dashboard capabilities.
- Our performance monitoring dashboard was improved and enhanced in conjunction with the elected members.

Corporate Performance and Change Management	
Statistic Name	2023 Totals
Number of Customer Queries closed within deadline	29,541
Number of Members Reps closed within deadline	3,934
Number of Freedom of Information/Data Access Requests responded to	338
Number of Citizens who actively engaged in Council consultations (incl. consultation portal, citizen surveys and PB votes)	2,038
Telephone calls answered	193,696
Social Media Engagement	1,168,043
Web pages opened	1,718,510
Social media followers	152,128
People on the electoral register	194,884
Staff Learning and development courses	297
Total IT expenditure	€6,738,140
Procurement number of contracts over €25,000 awarded	171