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**A place that meets the needs and ambitions**

**of everyone in South Dublin**

**2025 Service Delivery Plan**

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## 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 2024, together with measurable performance standards and targets, based on the available funding and resources as outlined in our Annual Budget 2025. 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 2025 is presented for consideration at the Council meeting on 10 February 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 2025 will be delivered to every home, school and business in South Dublin County and will be promoted on social media.

Colm Ward



Chief Executive

South Dublin County Council

**To be a place that meets the needs and ambitions**

**of everyone in South Dublin**

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

Our Mission is how we will realise our vision. We will work to 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.

Our values are to be

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| **Future-focused** | *Doing things differently and not 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.* |
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| **Inclusive and supportive** | *We are caring, considerate and approachable. We value diversity in our communities and work to engage and connect everyone. We work together to achieve more. We believe in collaboration, cooperation and mutual respect for all.* |
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| **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.* |
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| **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](https://www.sdcc.ie/en/services/our-council/cp-2025-2029/appendices/draft-glossary-2025-2029/draft-glossary-2025-2029.html) to the glossary.

## Context

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

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| **Climate Leadership** | Lead a just transition towards net zero |
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| **Quality Housing** | Provide quality social and affordable homes for everyone who needs them |
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| **A Thriving Economy** | Make South Dublin the best 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 |

This plan details the services and service level standards that we aim to deliver in 2025. 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 2025. 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 2025 plan then cascades internally into operational team plans and the work programmes of individual staff members through the Performance Management and Development System (PMDS).

In early 2026, we will report to the Council on the achievements delivered under the implementation of the Corporate Plan in 2025. The delivery of the service levels and targets set out in this 2025 Service Delivery Plan will also be reported in the 2025 Annual Report. We publish our Annual Report on the council’s website 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 2025
* Capital Programme 2025 - 2027
* County Development Plan 2022 - 2028
* Local Economic and Community Plan 2024 - 2030
* UN Sustainable Development Goals
* SDCC Equality and Human Rights Duty Framework
* SDCC Climate Action Plan 2024-2029

# Finance Summary

The Annual Revenue Budget for 2025 was adopted by the Council on 14th November 2024. The Budget provides for total expenditure of €391,942,200 and expects income of €227,067,200 from a range of services and sources including rents, fees, charges, loan repayments, grants, and recoupments. The balance, totalling €164,875,000, will be funded from a combination of commercial rates and local property tax (LPT).

As part of the Councils budget strategy, it reduced the local LPT factor by 15% and did not increase the social housing rents or the Annual Rate on Valuation (ARV) for commercial rates. The Council placed an emphasis on enhancing key services addressing the critical challenges of housing, climate action and economic development. The Council provided additional resources for housing maintenance, footpath and road repair, community, sports and wellbeing initiatives, lane maintenance and tree and hedge management amongst other services.

This expenditure is equal to spending approximately €1,302 per person based on our population of 301,075 in South Dublin County (Census 2022), this is up from €1,124 per person in 2024. A full breakdown of the Council’s Budget for 2025 is available by searching Annual Budget on www.sdcc.ie.

At the December Council meeting the members considered the new three-year Capital Programme 2025 – 2027. This programme sets out the current projects to develop the county’s infrastructure through planning and into construction. This is aligned to our County Development Plan and our Corporate Plan. In several instances, project progression is predicated on the availability of grant aid from central government or government agency sources.

Over the three-year period, it provides total expenditure in capital investment of €1,746,733,000 of which €582,414,000 will be in 2025 to develop housing, transportation and mobility, economic development, and quality of life capital projects in the County.

This was the first three-year capital programme to come before this Council. The program provides for a 10% increase in proposed expenditure compared with the 2024 -2026 programme, which demonstrates the level of ambition shown by this Council in investing in the necessary infrastructure which will serve the growing population of our county.

The 2025 - 2027 level of investment equates to spending approximately €5,802 per person resident in the County over the three-year period, or approximately €1,934 per person in 2025 alone.

The 2025 – 2027 Capital Programme provides major investment in social and affordable housing including mixed tenure developments at Kilcarbery, Killinarden, Clonburris and Rathcoole. There will be significant expenditure in relation to Active travel, pedestrian, and cycle improvement projects. The council will advance its flood alleviation schemes while progressing the further development of our strategic development zones in Adamstown and Clonburris, as well as the development of the City Edge masterplan. There will be added development of the Grange Castle business park as well as additional enterprise developments initiatives in Adamstown and the 12th Lock.

Heritage and Tourism projects, including progress on the Dublin mountains project and the acquisition of Lucan House, are also provided for. There will be continued enhancement of our parks, open spaces, library, community, sports, and leisure facilities. The Council will address its own climate action targets through the Arthurstown Sustainable Energy Upgrade, Climate Action Innovation Fund, Electric Vehicle (EV) Charging Infrastructure Pilot Scheme and its Fleet Decarbonisation Programme.

Figure Capital Programme 2025 - 2027

## Our Principal Services

South Dublin County Council 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 below 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.

## 2025 Services

### Environment, Water and Climate Change

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| **Service Objective 2025** | **Performance Measure** | **Corporate Plan link** | **SDG impacted** |
| Deliver actions targeted for 2025 in the Climate Action Plan 2024 – 2029Progress the Clondalkin Decarbonising ZoneDeliver decarbonisation of Council-owned buildings Deliver the Fleet Strategy and fleet replacement planExpand District Heating NetworkProtect property and infrastructure from flooding by progressing major flood alleviation schemes and implementing a planned Surface Water Network Improvement ProgrammeActively engage and inform our communities on climate action in a way that is accessible to all by delivering the Community Climate Action Fund Programme | Percentage Energy Efficiency Performance - Target 45.5%Climate Action % of fleet & machinery decarbonised No. of properties protected by flood protection schemes % of climate actions being progressed from the Climate Action Plan 2024-2029 - Target 90% of actions to be commencedNo. of environmental inspections No. of Climate Action Initiatives under Climate Action Plan (Total actions 129 over lifetime of plan)% of local authority energy savings - Target 46.8% for 2025 | Climate Leadership - Make South Dublin a low carbon and climate resilient countyProtect property and infrastructure from floodingActively engage and inform all communities on climate action in a way that is accessible to all People First - Work to eliminate all forms of discrimination, promote equality of opportunity, and protect human rights for service-users, policy beneficiaries, elected members and employees, in the implementation of all our functions | 3 Good health and well-being4 Quality education6 Clean water and sanitation7 Affordable and clean energy9 Industry, innovation and infrastructure11 Sustainable cities and communities12 Responsible consumption and production13 Climate action14 Life below water15 Life on land17 Partnerships for the goals |
| Deliver the Green Infrastructure Strategy Support the sustainable development of greenwaysImplement actions in line with the All-Ireland Pollinator Plan.Increase the tree canopy cover in the county Deliver actions to protect the biodiversity of the environment in both rural and urban settings. | Biodiverse meadowland maintained (total hectares) Target 195 hectares Number of new recreational facilities (e.g. playspaces, teenspaces, pitches etc) Target 16Provision of walking and cycling routes in parks/open spaces (linear metres) Target - 5,000 additional linear metres | Climate Leadership - Protect and enhance our Green Infrastructure and BiodiversityPromote sustainable and accessible transport initiatives and encourage a shift towards their useA Better Place - Manage the county’s parks and open spaces to deliver economic, environmental, and social benefits that cater to the full diversity of our communities | 3 Good health and well-being5 Gender equality6 Clean water and sanitation7 Affordable and clean energy9 Industry, innovation and infrastructure11 Sustainable cities and communities12 Responsible consumption and production13 Climate action15 Life on land16 Peace, justice and strong institutions |
| Deliver Public Realm, Parks & Recreation Capital ProgrammeDeliver Sports Pitch Strategy & support sports clubs Deliver a signage and branding plan for parks and open spacesSupport Tourism projectsDeliver Litter Management PlanDeliver street cleaning services and distributor roads landscaping programmeDeliver a Circular Economy Programme/Tidy Towns and Social Credits Schemes | Percentage of schools that currently hold and have renewed their green flag status. Target 30.87%Grass Cut (Hectares) Target - 7,500Trees pruned Target - 10,000Trees planted Target – 3,500Climate & Environmental Public Awareness sessions Target (No): 480 Plastic bottles saved through use of drinking water fountains Target (No.) 100,000 saved per year | A Better Place - Manage the county’s parks and open spaces to deliver economic, environmental, and social benefits that cater to the full diversity of our communitiesPeople First - Operate as a seamless and integrated organisation, with a unified purpose, harmonised efforts and common ambition dedicated to providing exemplary services and outcomes for all customers and service usersA Thriving Economy - Realise South Dublin’s potential through the development of visitor attractions and its tourism brand, enhancing visitor experiences and building tourism partnerships | 3 Good health and well-being5 Gender equality6 Clean water and sanitation7 Affordable and clean energy9 Industry, innovation and infrastructure11 Sustainable cities and communities12 Responsible consumption and production13 Climate action15 Life on land16 Peace, justice and strong institutions |
| Deliver 2025 RMCEI Plan (Environmental Inspections Programme)Support WERLAs to address priority waste enforcement challengesDeliver 2025 Anti-Dumping InitiativesDeliver Waste Management Plan for the Circular Economy 2024 - 2030Deliver the Water Action Plan Deliver Dublin Noise Action PlanDeliver Dublin Region Air Quality Plan | Number/Percentage of households with access to a 3-bin serviceNumber of environmental pollution complaints closedPercentage of local authority area within the 5 levels of litter pollution.Number of pollution cases that were the subject of a complaint Number of pollution cases closed | A Better Place - Manage our regulatory responsibilities to safeguard our environment | 3 Good health and well-being5 Gender equality6 Clean water and sanitation7 Affordable and clean energy9 Industry, innovation and infrastructure11 Sustainable cities and communities12 Responsible consumption and production13 Climate action15 Life on land16 Peace, justice and strong institutions |

### Housing, Social and Community Development

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| **Service Objective 2025** | **Performance Measure** | **Corporate Plan link** | **SDG impacted** |
| Establish a dedicated multidisciplinary Housing Delivery Capital Project TeamIncrease housing supply through Part 8, Section 179 (A) and Section 161 (planning exemption developments) Deliver Clonburris SDZ (Phases 1-6 ) mixed tenure and Public Private Partnership (PPP) developments on council landsOversee development of Killinarden/Kilcarbery joint-venture, mixed-tenure developments with our project partnersDevelop a sustainable management and funding model for local authority cost rental developments Maximise delivery of additional social, affordable purchase and cost rental homes through purchase / turnkey, Part V, leasing, payment and availability and cost rental schemes, in partnership with AHBs, LDA, the private sector and other stakeholdersProvide suitable homes to meet the needs of older persons and disabled personsExplore all opportunities to provide additional land bank for future housing supply and progress sites under the Land Acquisition FundImplement our Traveller Accommodation Programme 2025-2029Promotion of Local Authority Home Loan scheme Support accommodation provision through the Housing Assistance Payment/RAS schemes and inspect 25% of all private rented homes under a multi-annual inspection plan. Tackle vacancy and dereliction by using incentive schemes to bring long-term vacant homes back to use | Number of dwellings added to the local authority owned stock during 2025(whether constructed or acquired) Targets:* 138 SDCC build
* 80 Acquisitions
* 6 Traveller Specific Homes

Private Rented Sector Inspections Target:4,500 Inspections Housing Delivery Action Plan Targets:* Affordable & Cost Rental Homes Delivery Target 2025: 278
* Housing Delivery Action Plan-Social Housing Delivery Target 2025: 772

TAP 2025 – 2029 Targets:* Traveller Specific Allocations

Target: 10* Standard Social Housing Allocations to Travellers- Target:13

HAP/RAS tenancies - Target: 5,500Number of Social & Affordable houses under construction Target: 478Number of housing needs assessed Target: 3,000Vacant home grants paid Target: 60  | Quality Housing - Deliver a range of high quality social and affordable housing for people of all housing needs – taking account of the needs specific to the diversity of these people and with a special focus on people experiencing homelessnessPeople First - Work to eliminate all forms of discrimination, promote equality of opportunity, and protect human rights for service-users, policy beneficiaries, elected members and employees, in the implementation of all our functionsPeople first - Operate as a seamless and integrated organisation, with a unified purpose, harmonised efforts and common ambition dedicated to providing exemplary services and outcomes for all customers and service users | 1 No poverty3 Good health and well-being7 Affordable and clean energy9 Industry, innovation and infrastructure10 Reduced inequalities11 Sustainable cities and communities12 Responsible consumption and production13 Climate action |
| Maximise the efficiency of our housing stock through continued enhancement of re-let, response and planned maintenance systems, processes and services. Delivery of the Energy Retrofit Efficiency Programme Roll out of property condition surveys in 2025. Continue adaptation, management and grant support of accommodation to meet identified needs of older/ disabled personsPromote rightsizing for age friendly accommodation, including for private homeowners | H1: Social Housing Stock Target: 11,074 Number of local authority owned dwellings sold in year Target: 6 Social Housing Retrofit Target: 83 units Average Re-letting Time and Cost Target:16-20 weeks target Average Housing Maintenance Cost per unitNumber of LA houses vacant Target: <1%Number of stock condition surveys completed Target: 2500  | Quality Housing - Upgrade our council housing stock, including Traveller-specific accommodation, to ensure it is safe, secure, energy efficient and well-maintainedPeople First - Work to eliminate all forms of discrimination, promote equality of opportunity, and protect human rights for service-users, policy beneficiaries, elected members and employees, in the implementation of all our functions | 1 No poverty3 Good health and well-being7 Affordable and clean energy9 Industry, innovation and infrastructure10 Reduced inequalities11 Sustainable cities and communities12 Responsible consumption and production13 Climate action17 Partnerships for the goals |
| Develop a Tenant Participation Strategy to actively promote and support tenant participation. | Number of tenant participation events and initiatives Target 24 € Expenditure on Estate Management Initiatives - €25,000 budget 2025 | Quality Housing - Promote inclusive communities through estate management policies that engage the full diversity of communities and that enable respectful interactions | 1 No poverty3 Good health and well-being7 Affordable and clean energy9 Industry, innovation and infrastructure10 Reduced inequalities11 Sustainable cities and communities12 Responsible consumption and production13 Climate action17 Partnerships for the goals |
| Implement the regional homelessness action plan in partnership with the Dublin Region Homeless ExecutiveReduce the number of adult individuals and families accessing emergency accommodation.Increase number of households who exit emergency accommodation due to a new tenancyIncrease number of households who are prevented from entering into emergency accommodation Sustain the number of ‘Housing First’ tenancies | Number of homeless households Target: 380Number of homeless exits/preventions Target: 200 | Quality Housing - Target housing, accommodation and homelessness services and initiatives towards the diversity of groups experiencing inequality ensuring a design and delivery that meets their specific needsPeople First - Work to eliminate all forms of discrimination, promote equality of opportunity, and protect human rights for service-users, policy beneficiaries, elected members and employees, in the implementation of all our functions | 1 No poverty3 Good health and well-being7 Affordable and clean energy9 Industry, innovation and infrastructure10 Reduced inequalities11 Sustainable cities and communities12 Responsible consumption and production13 Climate action17 Partnerships for the goals |
| Implement and monitor the LECP Work with LCDC to oversee the delivery of the Social Inclusion and Community Activation Programme (SICAP) and Dublin Rural LEADER. Enable the public to take an active role in policy making and oversight committees of the local authority through the Public Participation NetworkEstablish the new Community Safety Partnership and annual work programme Improve health and wellbeing outcomes for residents of South DublinCounty-wide roll out of a new participatory budgeting initiativeRevise the Anti- Social Behaviour and Community Safety StrategyDevelop event programmes for resident’s communal rooms in age friendly developments Develop a new Age Friendly Strategy and support the work of the Older Persons’ Council with the oversight of the County Age Friendly Programme. Support the work of the Local Traveller Accommodation Consultative Committee. Support and empower young people through working with Children and Young People’s Services Committees, Comhairle na nÓg and other key partners. Develop creative and innovative programmes to support the community development needs of local communities  | SICAP Targets Community Organisation Target: 90Individuals Target:1483Number of organisations included in the County Register at 31/12/2025 and the proportion of those organisations that opted to be part of the Social Inclusion College within the PPN Target:25%Percentage of schools involved in the local Youth Council/Comhairle na nÓg scheme Target: 50% of schools in CountyNumber of Community& Sports Grants Paid Target: 280 | Connected Communities - Foster empowered, inclusive, resilient and safe communities in collaboration with our partners and communitiesPeople First -Work to eliminate all forms of discrimination, promote equality of opportunity, and protect human rights for service-users, policy beneficiaries, elected members and employees, in the implementation of all our functionsPeople first - Operate as a seamless and integrated organisation, with a unified purpose, harmonised efforts and common ambition dedicated to providing exemplary services and outcomes for all customers and service users | 1 No poverty2 Zero hunger3 Good health and well-being4 Quality education5 Gender equality10 Reduced inequalities11 Sustainable cities and communities13 Climate action16 Peace, justice and strong institutions17 Partnerships for the goals |
| Harness the Healthy Ireland framework and the Sláintecare Healthy Communities programme for targeted, evidence-based initiatives on awareness, participation, physical activity, engagement, mental health, and alcohol / drug abuse, prioritising the most deprived areas and sectors of the County. Implement Active South Dublin with emphasis on sports, recreation and activity for all and support existing and new sports partnerships and programmes to increase participation levels and physical literacy, especially for families, females, school children, young people, vulnerable and disabled persons. | Number of participants in Healthy Ireland and Sláintecare initiatives - Target: 140 events | Connected Communities - Build strong, informed and inclusive civic engagement and participation across all communities and groups experiencing inequalityPeople First - Work to eliminate all forms of discrimination, promote equality of opportunity, and protect human rights for service-users, policy beneficiaries, elected members and employees, in the implementation of all our functionsPeople first - Operate as a seamless and integrated organisation, with a unified purpose, harmonised efforts and common ambition dedicated to providing exemplary services and outcomes for all customers and service users | 1 No poverty2 Zero hunger3 Good health and well-being4 Quality education5 Gender equality10 Reduced inequalities11 Sustainable cities and communities13 Climate action16 Peace, justice and strong institutions17 Partnerships for the goals |
| Deliver new community facilities and extend /refurbish existing community facilities where required Develop a strategic governance model for community centre management. Maximise the use and benefit of community, sports and leisure facilities in the County for participative, health and wellbeing and community-led activities. | Number of new community facilities delivered Target: 2 Number of community facilities refurbished Target: 3Visitors to leisure Facilities Target: 750,000Number of participants in council led sports and health and wellbeing initiatives Target: 120,000Number of bookings through Sportskey Target: 90,000 hours | Connected Communities - Invest in community infrastructure, prioritising groups experiencing inequality, with a focus on place-making, reducing inequalities fostering organisation, enabling voice and advocacy, and enhancing safety, health and wellbeing outcomes for all and upholding the principles of universal design | 1 No poverty2 Zero hunger3 Good health and well-being4 Quality education5 Gender equality10 Reduced inequalities11 Sustainable cities and communities13 Climate action16 Peace, justice and strong institutions17 Partnerships for the goals |
| Deliver a new Integration Strategy for the County.Monitor the funding/delivery of projects approved under the Community Recognition Fund | Number of Integration Events/Clinics Target: 50Number of projects completed/approved under the Community Integration Fund Target: 15 completed projects | Cultural Richness - Enhance diversity, inclusion and equity for migrants across all aspects of Irish society through increased focus on social inclusion measures, improved access to public services and targeted action to address racism and xenophobiaPeople First -Work to eliminate all forms of discrimination, promote equality of opportunity, and protect human rights for service-users, policy beneficiaries, elected members and employees, in the implementation of all our functions | 2 Zero hunger4 Quality education11 Sustainable cities and communities12 Responsible consumption and production15 Life on land |

### Economic Enterprise & Tourism Development

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| **Service Objective 2025** | **Performance Measure** | **Corporate Plan link** | **SDG impacted** |
| Prepare a new Local Enterprise Office Development Plan and support the Regional Enterprise PlanImplement the City Edge Masterplan and progress towards the target of 75,000 jobs Implement the County Development Plan and progress towards the jobs target of 9,168 jobs over lifetime of planPrepare and implement the Tallaght Evening Town Economy Plan Advance the new South Dublin Food Production HubImplement and monitor the LECP Maximise the impact of the Shopfront Grant scheme on the streetscapes of the County | Number of LEO jobs supported (Awaiting target from EI)Number of LEO mentoring participants (Awaiting target from EI)Grow Digital applications approved (Note: replaces Trading Online Voucher KPI) (Awaiting target from EI)Number of LEO mentoring participants (Awaiting target from EI)Number of LEO initiatives targeting members of groups experiencing inequality, as entrepreneurs and as employeesBusiness Support Initiatives and Expenditure: 25/200,000Number of start-up businesses in Work IQ: 20Business Support Initiatives and Expenditure: 200,000 | A Thriving Economy - Pro-actively develop capabilities and create a dynamic business environment to support and grow business.People first - Work to eliminate all forms of discrimination, promote equality of opportunity, and protect human rights for service-users, policy beneficiaries, elected members and employees, in the implementation of all our functionsPeople first - Operate as a seamless and integrated organisation, with a unified purpose, harmonised efforts and common ambition dedicated to providing exemplary services and outcomes for all customers and service users | 5 Gender Equality8 Decent Work and Economic Growth9 Industry, Innovation and Infrastructure10 Reduce Inequalities11 Sustainable Cities and Communities12 Responsible Consumption and Production13 Climate Action17 Partnerships for the Goals |
| Manage and promote Grange Castle International Business Park, with our partners, to support clients and secure additional foreign direct and indigenous business investmentWork towards the delivery of 12,000 additional jobs as part of the implementation of the Grange Castle MasterplanDevelop a County Economic StrategyPromote Grange Castle Business Park as part of the Dublin Place brand pilot initiative Complete Grange Castle West phase two access road and coordinate the development of sites for Grange Castle clientsEvaluate the energy deployment options within the expanded Grange Castle Business Park to reduce carbon footprint where possibleCommence construction of the 12th Lock Multi-media Production Studio and secure a partner for its long-term operationsComplete the feasibility study for the media sector in the County and the future development of media related usesPrepare the Rathfarnham Village Economic Plan | Number of Grange Castle jobs sustained 8,000 (Including Construction)Spend on local economic development Number of Grange Castle jobs sustained: 8,000 (Including Construction) | A Thriving Economy - Drive inward investment, foreign direct and indigenous, creating an economic landscape for enterprise, innovation and the smart economyPeople first - Operate as a seamless and integrated organisation, with a unified purpose, harmonised efforts and common ambition dedicated to providing exemplary services and outcomes for all customers and service users | 5 Gender equality8 Decent work and economic growth9 Industry, innovation and infrastructure10 Reduced inequalities11 Sustainable cities and communities12 Responsible consumption and production13 Climate action17 Partnerships for the goals |
| Oversee the implementation of the 2024 - 2029 Tourism StrategyComplete Grand Canal Greenway linking the 12th Lock with HazelhatchSecure Part 8 and complete detailed design for the Rathfarnham Stables and Courtyards projectCommence construction of trails, further conservation works and road works for the Hellfire ProjectPrepare and phase implementation of the Lucan House Masterplan, creating a flagship visitor destination in the CountyFinalise cost appraisal and advance the development of the Tallaght Heritage Centre Roll out programme of tourism events across the County Complete procurement of an operator and reopen Brú Chrónáin Round Tower Visitor Centre, and support its promotion and development | Realisation of medium to high growth in tourism set out in the Tourism Strategy Medium growth = 5% in revenue (€175m) and jobs (to 4,721 jobs), or High growth = 7.5% in revenue (€197m) and jobs (5,311 jobs)Number of festivals/tourism events: 8Number of visitors to Brú Chrónáin Round Tower Visitor Centre: 70,000 | A Thriving Economy - Realise South Dublin’s potential through the development of visitor attractions and its tourism brand, enhancing visitor experiences and building tourism partnershipsPeople first - Operate as a seamless and integrated organisation, with a unified purpose, harmonised efforts and common ambition dedicated to providing exemplary services and outcomes for all customers and service users | 5 Gender equality8 Decent work and economic growth9 Industry, innovation and infrastructure10 Reduced inequalities11 Sustainable cities and communities12 Responsible consumption and production13 Climate action17 Partnerships for the goals |
| Explore opportunities for the future commercial development and sponsorship of Tallaght StadiumContinue roll out of the local Digital Strategy and progress implementation of the Council’s outdoor advertising strategyDevelop an integrated Property Register that enables the active management of property assets held by the CouncilWork to identify potential housing, commercial and community development sites and locations to shape the Council’s future land acquisition and investment strategyComplete feasibility of establishing a Culture Company as part of a new service delivery model for managing Council buildings | Number of economic development land disposals: 2Number of sporting and other events in Tallaght Stadium: 60 | A Better Place - Optimise the use of Council assets through active land management to support sustainable developmentPeople first - Operate as a seamless and integrated organisation, with a unified purpose, harmonised efforts and common ambition dedicated to providing exemplary services and outcomes for all customers and service users | 3 Good health and well-being11 Sustainable cities and communities16 Peace, justice and strong institutions |
| Manage and develop the Library and Arts Service to deliver quality service to all citizens through implementing “Our Library, Our Future”: South Dublin Libraries Development Plan 2023 - 2027; Creative and Culture Strategy 2023 - 2027; “ReFRAME”: South Dublin Arts Development Strategy 2022 - 2026Commence construction of Citywest library, as well as securing planning and completing detailed design for Adamstown library Introduce My Open Library service to Ballyroan LibraryComplete a County Arts Infrastructure Development Strategy, Commence construction of Tallaght’s Artist StudiosPrepare and deliver an annual calendar of events in Parthalán PlaceDeliver annual Arts Office programme  | Library space in metres squared: 7,872 m2Active library members: 63,500Spend on new library stock: €1,104,100Library - visitors actual: 1,000,000Library - items borrowed: 985,000Number/Value of Arts Grants paid: 135, €1,599,775Number of Visitors to Arts Centres: 400,000Number of Artists supported: 38 | Cultural Richness - Drive the Council’s Arts, Cultural, and Library services as key enablers of economic growth, innovation, recognition, visibility, diversity and community developmentPeople first - Work to eliminate all forms of discrimination, promote equality of opportunity, and protect human rights for service-users, policy beneficiaries, elected members and employees, in the implementation of all our functionsPeople first - Operate as a seamless and integrated organisation, with a unified purpose, harmonised efforts and common ambition dedicated to providing exemplary services and outcomes for all customers and service users | 3 Good health and well-being4 Quality education |

### Land Use Planning and Transportation

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| **Service Objective 2025** | **Performance Measure** | **Corporate Plan link** | **SDG impacted** |
| Building Control Inspections | NEW Buildings inspected as a percentage of NEW buildings notified to the local authority in that year. Target: 12% (to 15%) | Quality Housing - Promote sustainable communities by implementing resilient land use planning and sustainable development across the county  | 11 Sustainable Cities and Communities |
| Applications for Fire Safety Certificates | The percentage of applications for fire safety certificates received in the year that were decided (granted or refused) within two months of their receipt Target: 40%  The percentage of applications for fire safety certificates received in the year that were decided (granted or refused) within an extended period agreed with the applicant. Target: 60%  | A Better Place - Promote and enhance the built environment while protecting our natural and cultural heritage, upholding the principles of universal designManage our regulatory responsibilities to safeguard our environment | 9 Industry, Innovation and Infrastructure16 Peace, Justice and Strong Institutions |
| Traffic Lights repaired | Target: 1,300 per annum  | A Better Place - Promote and enhance the built environment while protecting our natural and cultural heritage, upholding the principles of universal design | 11 Sustainable Cities and Communities |
| Traffic Lights upgraded | Target: 5 junctions per annum | A Better Place - Promote and enhance the built environment while protecting our natural and cultural heritage, upholding the principles of universal design | 9 Industry, Innovation and Infrastructure 11. Sustainable Cities and Communities |
| Delivery of new and upgraded pedestrian crossings (no.) | Target: 12 per year | A Better Place - Promote and enhance the built environment while protecting our natural and cultural heritage, upholding the principles of universal design Connected Communities - Invest in community infrastructure, prioritising groups experiencing inequality, with a focus on place-making, reducing inequalities, fostering organisation, enabling voice and advocacy, and enhancing safety, health, and wellbeing outcomes for all and upholding the principles of universal design | 10 Reduce Inequalities11 Sustainable Cities and Communities |
| Delivery of new Traffic Calming Schemes (no.) | Target: 12 per year  | A Better Place - Promote and enhance the built environment while protecting our natural and cultural heritage, upholding the principles of universal designConnected Communities - Invest in community infrastructure, prioritising groups experiencing inequality, with a focus on place-making, reducing inequalities, fostering organisation, enabling voice and advocacy, and enhancing safety, health, and wellbeing outcomes for all and upholding the principles of universal design | 10 Reduce Inequalities11 Sustainable Cities and Communities |
| New and upgraded footpaths (m2)  | Target 68,000 m2 | A Better Place Goal - Promote and enhance the built environment while protecting our natural and cultural heritage, upholding the principles of universal design  | 3 Good Health and Wellbeing 11 Sustainable Cities and Communities |
| New and upgraded cycle lanes linear metres | Target 14,000m  | Climate Leadership - Promote sustainable and accessible transport initiatives and encourage a shift towards their useA Better Place - Promote and enhance the built environment while protecting our natural and cultural heritage, upholding the principles of universal design  | 3 Good Health and Wellbeing 11 Sustainable Cities and Communities |
| Public lights repaired  | Target 4,500 per year | A Better Place Goal - Promote and enhance the built environment while protecting our natural and cultural heritage, upholding the principles of universal design | 11 Sustainable Cities and Communities |
| LED light upgrades carried out  | Target 1,500 per year | Climate Leadership - Make South Dublin a low carbon and climate A Better Place - Promote and enhance the built environment while protecting our natural and cultural heritage, upholding the principles of universal design | 7 Affordable and clean energy 9 Industry, Innovation and Infrastructure11 Sustainable Cities and Communities 13. Climate Action |
| Percentage of the total system that LED lights represent | Target 83% | Climate Leadership - Make South Dublin a low carbon and climate A Better Place - Promote and enhance the built environment while protecting our natural and cultural heritage, upholding the principles of universal design | 7 Affordable and clean energy 9 Industry, Innovation and Infrastructure11 Sustainable Cities and Communities 13. Climate Action |
| Village and district centre enhancement spend | Target 5 million per year | A Better Place - Promote and enhance the built environment while protecting our natural and cultural heritage, upholding the principles of universal designManage the county’s parks and open spaces to deliver economic, environmental and social benefits that cater for the full diversity of our communities | 11 Sustainable Cities and Communities |
| Pavement Surface Condition Index | The percentage of (a) Regional, (b) Local Primary and (c) Local Secondary roads that received a PSCI condition rating in the 24 month period prior to 31/12 and the percentage of (d) Local Tertiary roads that received a PSCI condition rating in the 60 month period prior to 31/12 Target 100% of relevant roads to be surveyed | A Better Place - Promote and enhance the built environment while protecting our natural and cultural heritage, upholding the principles of universal design | 11 Sustainable Cities and Communities |
| Kilometres of Road Strengthened | The percentage length of (a) Regional, (b) Local Primary and (c) Local Secondary roads that received a PSCI condition rating in the 24-month period prior to 31/12 and the percentage length of (d) Local Tertiary roads that received a PSCI condition rating in the 60-month period prior to 31/12/ in each of the following PSCI rating categories: 1-4, 5-6, 7-8 and 9-10. Target 16km per year  | A Better Place - Promote and enhance the built environment while protecting our natural and cultural heritage, upholding the principles of universal design | 11 Sustainable Cities and Communities |
| Road Opening Licencing | Target 2,700 per year | A Better Place - Promote and enhance the built environment while protecting our natural and cultural heritage, upholding the principles of universal design | 9 Industry, Innovation and Infrastructure 11 Sustainable Cities and Communities |
| Number of Safe School Zones delivered | Target: 4 per year | A Better Place - Promote and enhance the built environment while protecting our natural and cultural heritage, upholding the principles of universal design | 4 Quality Education 11 Sustainable Cities and Communities |
| Planning applications granted (%) | Target 75% | Quality Housing - Promote sustainable communities by implementing resilient land use planning and sustainable development across the county  | 11 Sustainable Cities and Communities |
| Number of local authority planningdecisions which were the subject of anappeal to ABP | Number/percentage of planning decisions confirmed by An Bord Pleanála Target 80% | A Better Place - Manage our regulatory responsibilities to safeguard our environment | 16 Peace, Justice and StrongInstitutions |
| Preplanning meetings held within 8 weeks (%) | Target 75% | Quality Housing - Promote sustainable communities by implementing resilient land use planning and sustainable development across the county  | 4 Quality Education 11 Sustainable Cities and Communities |
| Planning Compliances determined within 8 weeks (%) | Target 100%  | Quality Housing - Promote sustainable communities by implementing resilient land use planning and sustainable development across the county  | 4 Quality Education 11 Sustainable Cities and Communities |
| Private Homes Approved and Commenced (No.) | Target 3,000 | A Better Place - Promote and enhance the built environment while protecting our natural and cultural heritage, upholding the principles of universal design | 11 Sustainable Cities and Communities |
| Planning Applications received | Target 1,000 per annum  | A Better Place - Promote and enhance the built environment while protecting our natural and cultural heritage, upholding the principles of universal design | 11 Sustainable Cities and Communities |
| Planning enforcement:Files OpenedFiles ClosedStatutory Notices Issued (S152/154) | Percentage of Planning Enforcement cases closed as resolved Target 80% | A Better Place - Promote and enhance the built environment while protecting our natural and cultural heritage, upholding the principles of universal design Manage our regulatory responsibilities to safeguard our environment | 11 Cities and Communities16 Peace, Justice and Strong Institutions |
| Applications submitted through e-Planning (%) | Number of online transactions with customers / suppliers Target 80% | A Better Place - Promote and enhance the built environment while protecting our natural and cultural heritage, upholding the principles of universal designPeople First - Transform public services by delivering user-centric, inclusive services and digital solutions, accounting for and addressing digital exclusion and inequality. | 11 Sustainable Cities and Communities |
| Conservation enhancement projects completed (no.) | Target 2 per annum | A Better Place - Promote and enhance the built environment while protecting our natural and cultural heritage, upholding the principles of universal design | 11 Sustainable Cities and Communities |

### Corporate Services

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| **Service Objective 2025** | **Performance Measure** | **Corporate Plan link** | **SDG impacted** |
| New Service Level Agreements in place and monitored across each internal department to ensure quality service standards and new Customer Charter published, monitored and reported on to define and be accountable for quality service delivery Follow up action taken in response to negative customer feedback and a Customer Advocacy role in place | 100% adherence to the Quality Service standards set in the Customer CharterQ mark for Quality Customer Service delivery achieved in 2026Queries responded to in accordance with Charter: * 17,000+ / >80% Customer queries
* 5,000+ / > 80% Members Representations
* 150,000+ / >80% telephone calls answered

Number of Customer Complaints received | People first - Operate as a seamless and integrated organisation, with a unified purpose, harmonised efforts and common ambition dedicated to providing exemplary services and outcomes for all customers and service usersWork to eliminate all forms of discrimination, promote equality of opportunity, and protect human rights for service-users, policy beneficiaries, elected members and employees, in the implementation of all our functions | 16 Peace, Justice and Strong Institutions Target 16.6,16.7, 16.10 |
| Customer Communications Toolkit for the Public Service implemented for use across all written, verbal and digital communications | Initiative targeting digital exclusion and inequality | Cultural Richness - Enhance diversity, inclusion and equity for migrants across all aspects of Irish society through increased focus on social inclusion measures, improved access to public services and targeted action to address racism and xenophobia | 10 Reduce Inequalities Targets 10.2, 10.3 and 10.417 Partnerships for the Goals Target 17.8 |
| Develop a Communications strategy targeting increasing public access to digital channels  | Level of online engagement with website and social media; and Accessibility of all Council owned websites 2.1million+ web pages opened (over 20% improvement in 2024 number targeted)2 million Social Media Engagement (17% improvement on 2024 performance)200,000 Social Media followers (26% improvement on 2024 performance) | People First - Operate as a seamless and integrated organisation, with a unified purpose, harmonised efforts and common ambition dedicated to providing exemplary services and outcomes for all customers and service users | 1 No Poverty Target 1.49 Industry, Innovation and Infrastructure Target 9.c 10 Reduce Inequalities Target 10.217 Partnerships for the Goals Target 17.8 |
| Develop equality and accessibility work programme covering all council services  | Accessibility of all Council owned websites | Thriving Economy -Enhance the local economy by taking a human rights and equality based approach as an employer and public service providerPeople first - Work to eliminate all forms of discrimination, promote equality of opportunity, and protect human rights for service-users, policy beneficiaries, elected members and employees, in the implementation of all our functions | 5 Gender Equality Target 5.1 and 5.510 Reduce Inequalities Target 10.2, 10.3, 10.4 11 Industry, Innovation and Infrastructure Target 9.1 |
| Implement the participatory budgeting initiative evaluation recommendations and develop a new model for roll-out across the county  | Participatory budgeting initiative metrics developed and reported on | Connected Communities - Build strong, informed and inclusive civic engagement and participation across all communities and groups experiencing inequalityPeople first - Work to eliminate all forms of discrimination, promote equality of opportunity, and protect human rights for service-users, policy beneficiaries, elected members and employees, in the implementation of all our functions | 16 Peace, Justice and Strong Institutions Target 16.6 and 16.7 |
| Review and improve the public consultation process | Level of public engagement in Consultations >4,000 Citizens active engagement in Council Consultations (30% growth in engagement targeted) | People First - Operate as a seamless and integrated organisation, with a unified purpose, harmonised efforts and common ambition dedicated to providing exemplary services and outcomes for all customers and service usersWork to eliminate all forms of discrimination, promote equality of opportunity, and protect human rights for service-users, policy beneficiaries, elected members and employees, in the implementation of all our functions | 10 Reduced Inequalities Target 10.211 sustainable Cities and Communities Target 11.b |
| Ongoing Communications Campaigns across all mediums developed to support shift to service channels | Number of online transactions with customers / suppliers% consumption of digital services provided | Connected Communities - Promote the use of digital channels of communication and address digital inequalitiesPeople first - Operate as a seamless and integrated organisation, with a unified purpose, harmonised efforts and common ambition dedicated to providing exemplary services and outcomes for all customers and service users | 17 Partnerships for the Goals Target 17.8 |
| Support the development of the Women’s Caucus and deliver the Diversity in Local Government project | Women’s Caucus membership and reach | Connected Communities - Build strong, informed and inclusive civic engagement and participation across all communities and groups experiencing inequality | 5 Gender Equality Target 5.1, 5.5, 5.b and 5.c |
| Maintain the electoral register and engage in local communities and schools targeting areas with low voter turnout to build better relations and trust in local government | Improved voter turnout in the local elections in the LEAs where this was below 40% in 2024 i.e. Tallaght South 31.52% and Palmerstown-Fonthill 37.84%, where:* Clondalkin - 40.59%
* Firhouse-Bohernabreena – 40.82%
* Tallaght Central 42.59%
* Lucan – 45.53%
* Rathfarnham-Templeogue 46.91%

213,345+ people on the electoral register (Baseline figure) | Connected Communities - Build strong, informed and inclusive civic engagement and participation across all communities and groups experiencing inequalityPeople first - Operate as a seamless and integrated organisation, with a unified purpose, harmonised efforts and common ambition dedicated to providing exemplary services and outcomes for all customers and service users | 16 Peace, Justice and Strong Institutions Target 16.6 |
| Irish language initiatives across the county and the organisation including Gaeilge365 and SnaG week and organisation-wide compliance with Official Languages legislation | Number of people engaging in Irish language initiatives20% of recruits competent in Irish by 2030 | Cultural Richness - Promote and support the use of the Irish language as a living languageCultural Richness - Promote and support the use of the Irish language as a living language | 4 Quality education |
| Manage and deliver the new Brand Strategy, Architecture and accompanying transformation programme across the organisation | Annual Public Engagement (survey / workshops) on perceptions and quality service delivery  | People First - Operate as a seamless and integrated organisation, with a unified purpose, harmonised efforts and common ambition dedicated to providing exemplary services and outcomes for all customers and service users | 16 Peace, Justice and Strong InstitutionsTarget 16.6, 16.7, 16.10, 16.b |
| Development and implementation of the human rights and equality duty annual action plan Promotion of the UN CRPD and development of supportive programmesParticipation in the South Dublin County Disability Advisory and Consultative Panel | 40% of employees with additional competence enabled in equality and human rights, including UN CRPDDevelop initiative targeting digital exclusion and inequalityGovernment’s Public Service Charter for Digital Inclusion signed and adhered to | People First - Work to eliminate all forms of discrimination, promote equality of opportunity, and protect human rights for service-users, staff, elected members and policy beneficiaries in the implementation of all our functions | 4 Quality Education Target 4.75 Gender Equality Target 5.1, 5.510 Reduce Inequalities Targets 10.2, 10.3 and 10.417 Partnerships for the Goals Target 17.8 |
| Develop Sustainable Development Goals monitoring and reporting | Contribution of SDCC to the Sustainable Development Goals | People First - Deliver high standards in corporate governance through an efficient, effective, transparent and accountable organisation  | 16 Peace, Justice and Strong Institutions Target 16.6 17 Partnerships for the Goals Target 17.14, 17.17 and 17.19  |
| Implement and ensure full compliance with the Local Government Code of Governance by developing a programme of work to address any gaps  | Annual Public Engagement (survey / workshops) on perceptions (including trust) and quality service delivery | People First - Deliver high standards in corporate governance through an efficient, effective, transparent and accountable organisation  | 16 Peace, Justice and Strong Institutions Target 16.6 and 16.7 |
| Implement Green Public Procurement Criteria  | 100% of relevant contracts will use Green Public Procurement criteria from commencement of action | Climate Leadership -Make South Dublin a low carbon and climate resilient county  | 12 Responsible Consumption and Production Target 12.713 Climate Action Target 13.216 Peace, Justice and Strong Institutions Target 16. b |
| Implement and report on the Procurement Plan Inclusion of Social Clauses in appropriate contractsPrepare the Quality Assurance Report on the Public Spending Code | Report on the implementation of the Procurement Plan publishedFull compliance with the Public Spending Code / Infrastructure Guidelines120+ contracts over €25,000 awarded  | Thriving Economy - Bolster the local economy through operational excellence – enhancing public procurement transparency, ensuring rapid payment cycles, and leveraging digital technologies for seamless transactions | 12 Responsible Consumption and Production Target 12.78 Decent Work and Economic Growth Target 8.5 and 8.8 |
| Agree and resource a modern Workplace Strategy and Implementation plan for multi-annual delivery | Number of retrofit works to improve the energy efficiency of Council-owned buildings% Local authority energy savings | Climate Leadership - Make South Dublin a low carbon and climate resilient county  | 7 Affordable and Clean Energy Target 7.313 Climate Action Target 13.2 |
| Continue to develop and provide oversight of the organisation’s data protection and information governance management system to ensure compliance with best practice principles and legislation | Responses to 300+ FOI / Data Access Requests | People First - Deliver high standards in corporate governance through an efficient, effective, transparent and accountable organisation  | 16 Peace, Justice and Strong Institutions Target 16.6 and 16.10 |
| Support the Audit Committee and internal audit unit in carrying out its functions and reporting on to support corporate governance | Annual Public Engagement (survey / workshops) on perceptions (including trust) and quality service delivery | People First - Deliver high standards in corporate governance through an efficient, effective, transparent and accountable organisation  | 16 Peace, Justice and Strong Institutions Target 16.7 |

### Human Resource Management

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| **Service Objective 2025** | **Performance Measure** | **Corporate Plan link** | **SDG impacted** |
| Develop and implement the Equality and Human Rights Framework for the workplace  | -9.77% Gender Pay Gap 2024 Baseline figure | A Thriving economy -Enhance the local economy by taking a human rights and equality based approach as an employer and public service providerPeople First -Work to eliminate all forms of discrimination, promote equality of opportunity, and protect human rights for service-users, staff, elected members and policy beneficiaries in the implementation of all our functions | 5 Gender Equality Target 5.1, 5.5 10 Reduce Inequalities Target 10.2, 10.3, 10.4  |
| Review the strategic workforce development plan annually | 1279.26 Baseline figure for Total number of WTEs0.4 Baseline figure for WTE’s per capita | People First - Develop and support a talented and diverse workforce within an inclusive and accessible work environment to improve innovation, productivity and performance  | 4 Quality Education Target 4.4, 4.7 8 Decent Work and Economic Growth Target 8.2, 8.3, 8.8 |
| Develop a People Strategy for the lifetime of the Corporate Plan with an annual Action Plan developed, implemented and reported on | 8% Staff Retention / Turnover, reduction from 11.31% in Jan 2025  | People First - Develop and support a talented and diverse workforce within an inclusive and accessible work environment to improve innovation, productivity and performance  | 8 Decent Work and Economic Growth Target 8.2 and 8.3 |
| Develop a Learning and Development and Continuous Improvement Strategy for the lifetime of the Corporate Plan with an accompanying annual plan  | Learning and Development Investment per Employee €376.07 baseline figure 200+ Staff Learning and Development Courses | People First - Develop and support a talented and diverse workforce within an inclusive and accessible work environment to improve innovation, productivity and performance  | 4 Quality Education Target 4.4, 4.5 and 4.7 |
| Promote a safe and healthy work environment and compliance with the Health and Safety Management SystemImplement the Council’s Staff Health and Wellbeing Strategy  | Number of site inspections 350+ Level of compliance 90%+Number of HSA reported incidents reduction by 10% - (Baseline 2024 figures 42 incidents recorded 5 IR1’s) | People First - Develop and support a talented and diverse workforce within an inclusive and accessible work environment to improve innovation, productivity and performance  | 8 Decent Work and Economic Growth Target 8.89 Industry, Innovation and Infrastructure Target 9.1 |
| Modernise our recruitment processes using technology so that staff vacancies are filled in a timely manner  | 1279.26 Baseline figure for Total number of WTEs | A Thriving economy - Enhance the local economy by taking a human rights and equality based approach as an employer and public service providerPeople First - Develop and support a talented and diverse workforce within an inclusive and accessible work environment to improve innovation, productivity and performance  | 8 Decent Work and Economic Growth Target 8.2, 8.3 |
| Develop a 5-year Apprenticeship recruitment and development programme to meet National Targets | 5 Apprenticeship contracts in place | A Thriving economy - Enhance the local economy by taking a human rights and equality based approach as an employer and public service provider | 4 Quality Education Target 4.48 Decent Work and Economic Growth Target 8.3 |
| Develop the Employee Value Proposition and required transformation programme, including engagement with local Second Level Schools | 8% Staff Retention / Turnover, reduction from 11.31% in Jan 2025  | People First - Develop and support a talented and diverse workforce within an inclusive and accessible work environment to improve innovation, productivity and performance  | 8 Decent Work and Economic Growth Target 8.3, 8.5, 8.8 |
| Develop a new Innovation Strategy 2025 – 2029  | Delivery of Strategy | People First - Develop and support a talented and diverse workforce within an inclusive and accessible work environment to improve innovation, productivity and performance  | 8 Decent Work and Economic Growth Targets 8.2 and 8.3 9 Industry, innovation and infrastructure target 9.5 |
| Promote the work of the Information and Consultation Forum and agree a Change Management Protocol | Change Management Protocol agreed and used by all departments | People First - Develop and support a talented and diverse workforce within an inclusive and accessible work environment to improve innovation, productivity and performance  | 8 Decent Work and Economic Growth Target 8.516 Peace, Justice and Strong Institutions Target 16. b |
| Implement the Mobility and Succession Planning Policies across the organisation | Implementation of policy | People First - Develop and support a talented and diverse workforce within an inclusive and accessible work environment to improve innovation, productivity and performance  | 8 Decent Work and Economic Growth Target 8.3 |
| Manage, monitor and provide effective oversight on the administration and approval of all staff payments  | 22% 2024 baseline figure total payroll cost as a percentage of revenue expenditure | People First - Deliver high standards in corporate governance through an efficient, effective, transparent and accountable organisation  | 8 Decent Work and Economic Growth Target 8.516 Peace, Justice and Strong Institutions Target 16.6 |
| Develop HR data analytics reporting to support workforce planning and development | 22% 2024 baseline figure total payroll cost as a percentage of revenue expenditure | People First - Deliver high standards in corporate governance through an efficient, effective, transparent and accountable organisation  | 17 Partnerships for the Goals Target 17.18 |
| Manage time and attendance and sick absence in line with national targets | Sick Leave Public Sector Target 3.5% / SDCC Baseline 4.8% 2024 | People First - Develop and support a talented and diverse workforce within an inclusive and accessible work environment to improve innovation, productivity and performance People First - Deliver high standards in corporate governance through an efficient, effective, transparent and accountable organisation  | 8 Decent Work and Economic Growth Target 8.816 Peace, Justice and Strong Institutions Target 16.6 |
| Collate national indicator returns across all departments. Ensure all NOAC deadlines are complied with. Prepare annual analysis report for management team and audit committee. | Performance Analysis report findings inform 2026 targets | People First - Deliver high standards in corporate governance through an efficient, effective, transparent and accountable organisation  | 16 Peace, Justice and Strong Institutions Target 16.6 |

### Information & Communications Technologies

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| **Service Objective 2025** | **Performance Measure** | **Corporate Plan link** | **SDG impacted** |
| Open Data  | Total ICT expenditureOverall cost of ICT as a proportion of Revenue expenditure  | People First - Transform public services by delivering user-centric, inclusive services and digital solutions, accounting for and addressing digital exclusion and inequality | 16 Peace, justice and strong institutions |
| Digital Transformation | Total ICT expenditureOverall cost of ICT as a proportion of Revenue expenditure Number of online transactions with customers / suppliersNumber of applicable services for digitalisation% of applicable services digitised% consumption of digital services providedNumber of initiatives targeting digital exclusion and inequality | People First - Transform public services by delivering user-centric, inclusive services and digital solutions, accounting for and addressing digital exclusion and inequality.Connected Communities - Promote the use of digital channels of communication, and address digital inequalitiesPeople first - Operate as a seamless and integrated organisation, with a unified purpose, harmonised efforts and common ambition dedicated to providing exemplary services and outcomes for all customers and service users | 9 Industry, innovation and infrastructure16 Peace, justice and strong institutions |
| Enterprise Computing Support and Management | Total ICT expenditureOverall cost of ICT as a proportion of Revenue expenditure | People First - Transform public services by delivering user-centric, inclusive services and digital solutions, accounting for and addressing digital exclusion and inequality. | 16 Peace, justice and strong institutions |
| Cyber Security | Total ICT expenditureOverall cost of ICT as a proportion of Revenue expenditure | People First - Transform public services by delivering user-centric, inclusive services and digital solutions, accounting for and addressing digital exclusion and inequality | 16 Peace, justice and strong institutions |
| Project and Change Management | Total ICT expenditureOverall cost of ICT as a proportion of Revenue expenditureNumber of initiatives targeting digital exclusion and inequality | People First - Transform public services by delivering user-centric, inclusive services and digital solutions, accounting for and addressing digital exclusion and inequality | 16 Peace, justice and strong institutions |
| Governance and Compliance | Total ICT expenditureOverall cost of ICT as a proportion of Revenue expenditureNumber of online transactions with customers / suppliersNumber of applicable services for digitalisation% of applicable services digitised% consumption of digital services providedNumber of initiatives targeting digital exclusion and inequality | People First - Transform public services by delivering user-centric, inclusive services and digital solutions, accounting for and addressing digital exclusion and inequality.People first - Operate as a seamless and integrated organisation, with a unified purpose, harmonised efforts and common ambition dedicated to providing exemplary services and outcomes for all customers and service users | 16 Peace, justice and strong institutions |

### Finance

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| **Service Objective 2025** | **Performance Measure** | **Corporate Plan link** | **SDG impacted** |
| Work with other state agencies such as Department of Enterprise trade and Employment to ensure state grants and supports are available for qualifying businesses | Number of qualifying businesses receiving state aid and supports | A Thriving Economy - Drive inward investment, foreign direct and indigenous, creating an economic landscape for enterprise, innovation and the smart economyPeople first - Operate as a seamless and integrated organisation, with a unified purpose, harmonised efforts and common ambition dedicated to providing exemplary services and outcomes for all customers and service users | 5 Gender equality8 Decent work and economic growth9 Industry, innovation and infrastructure10 Reduced inequalities11 Sustainable cities and communities12 Responsible consumption and production13 Climate action17 Partnerships for the goals |
| Develop systems and collaborate with external agencies to ensure all rate payers are ratedWork with department to ensure payments processed efficiently | Number of ratepayersNumber of prompt paymentsNumber of overdue paymentsNumber of Creditors Payments (79,114)Value of Creditor Payments €592,684,164 | A Thriving Economy - Bolster the local economy though operational excellence - enhancing public procurement transparency, ensuring rapid payment cycles, and leveraging digital technologies for seamless transactions | 5 Gender equality8 Decent work and economic growth9 Industry, innovation and infrastructure10 Reduced inequalities11 Sustainable cities and communities12 Responsible consumption and production13 Climate action17 Partnerships for the goals |
| Develop and implement processes with enable suppliers & customers connect digitally with the organisation | Number of online transactions with customers / suppliersNumber of initiatives targeting digital exclusion and inequality | A Thriving Economy - Bolster the local economy though operational excellence - enhancing public procurement transparency, ensuring rapid payment cycles, and leveraging digital technologies for seamless transactionsPeople First - Transform public services by delivering user-centric, inclusive services and digital solutions, accounting for and addressing digital exclusion and inequality | 3 Good health and well-being4 Quality education5 Gender equality8 Decent work and economic growth10 Reduced inequalities11 Sustainable cities and communities13 Climate action16 Peace, justice and strong institutions17 Partnerships for the goals |
| Support, develop and maintain high standards in Corporate GovernanceProtect organisational assetsMaintain a sustainable financial position | Maintain Balanced Revenue position. Keep Revenue Reserve at €12.3m % Social Rent Collection - 83%Value of Social Rent collection €36,689,246% Rate Collection 93%Value of Social Rate collection -€155,096,286% Loan Collection – 85%Value of Social Loan collection - €1,989,659Infrastructure - spend per Capita - €1,738Service - Spend per Capita - €1,225Value of Payroll (€80,470,698)CMC as % of Revenue Expenditure – 11%  | People First - Deliver high standards in corporate governance through an efficient, effective, transparent and accountable organisationA Thriving Economy - Proactively develop capabilities and create a dynamic business environment to support and grow businessPeople first - Operate as a seamless and integrated organisation, with a unified purpose, harmonised efforts and common ambition dedicated to providing exemplary services and outcomes for all customers and service users | 3 Good health and well-being4 Quality education5 Gender equality8 Decent work and economic growth10 Reduced inequalities11 Sustainable cities and communities13 Climate action16 Peace, justice and strong institutions17 Partnerships for the goals |
| Ensure adequate financial resources to meet future opportunitiesDevelop better financial understanding within the organisation | Number of ratepayersNumber of prompt paymentsNumber of overdue paymentsNumber of Staff Learning and Development events (in Agresso system) | People First - Deliver high standards in corporate governance through an efficient, effective, transparent and accountable organisationPeople first - Operate as a seamless and integrated organisation, with a unified purpose, harmonised efforts and common ambition dedicated to providing exemplary services and outcomes for all customers and service users | 3 Good health and well-being4 Quality education5 Gender equality8 Decent work and economic growth10 Reduced inequalities11 Sustainable cities and communities13 Climate action16 Peace, justice and strong institutions17 Partnerships for the goals |