

**COMHAIRLE CONTAE ÁTHA CLIATH THEAS
SOUTH DUBLIN COUNTY COUNCIL**



MEETING OF SOUTH DUBLIN COUNTY COUNCIL

Monday 9 February 2026

HEADED ITEM NO. 14

Corporate Plan Achievements 2025

Mayor and Councillors,

The annual progress report report below on implementation of our Corporate Plan during 2025 is presented in accordance with section 134 of the Local Government Act 2001. This report 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.

Goal 1 Climate Leadership

Leading a just transition towards net zero

Make South Dublin a low carbon and climate resilient county

Our Climate Action Plan 2024-29 sets out mitigation, adaptation and other climate action measures to create a low carbon and climate resilient county. In 2025 work continued towards the four key targets of our plan.

- Most recently confirmed figures show 44.2% energy efficiency improvement and a 43.5% reduction in total greenhouse gas emissions (electricity and direct) since the 2018 baseline.
- 87% of the 129 actions in the Climate Action Plan have been progressed.
- Key milestones were reached in reducing the carbon footprint of council-owned buildings including progressing towards new energy performance contracts for six of our highest energy-use buildings and awarding a contract for installation of solar PV systems on libraries and community centres with detailed design completed and electricity supply applications in progress for an initial 11 buildings.

- South Dublin District Heating (t/a Heatworks) continued to deliver low carbon heat to current customers under phase one of our district heating network which includes the Work IQ building and cost rental apartments at Innovation Square. This phase is now complete and was supported by funding of €4.9m from the Department of Climate, Energy and the Environment (DCEE). District heating network pipes were installed during construction of the Airton Road extension to facilitate future district heating connections, and funding for a second phase is currently being pursued with DCEE.
- Procurement has been completed for installation of 200kw solar PV array for Arthurstown Landfill with the electricity generated to be used to power ongoing aftercare treatment at the facility.
- Solar compactor bins have been installed in Rathfarnham and Tallaght, with further installations planned imminently in Clondalkin and Lucan to provide an initial 102 solar compactor bins. With inbuilt smart technology and increased storage capacity, these bins will support more efficient collection service resulting in a lower carbon footprint for this aspect of our operations.
- Following protracted procurement and approval processes, final approval is imminent from Zero Emission Vehicles Ireland (ZEVI) to progress 50 public electric vehicle charging sites across the four Dublin local authority areas with a regional contractor appointed for the works.
- A new fleet management system was introduced to improve vehicle maintenance and safety while also providing key data on the climate impacts of our fleet which will inform our fleet transition and replacement plans.
- Fleet transition continued with 66% of appropriate vehicles now using Hydrotreated Vegetable Oil (HVO) which is a sustainable, renewable diesel fuel produced from waste vegetable oils and fats. We also completed procurement for a range of electric vans and electric zero turn mowers.
- We participated in the National Transport Authority workplace Leap Card pilot to encourage staff who normally drive to work to use public transport instead and also undertook preliminary market consultation for development of sustainable staff travel hub.
- A tender was published for the supply of a range of ebikes and associated services for bike libraries.
- Our sustainable canteen committee implemented removal of single-use sauce sachets from the canteen at County Hall (eliminating use of approximately 32,500 sachets per annum).

- Project reTree, in collaboration with Balsam Hill, was introduced to facilitate acceptance of artificial trees for recycling free of charge over the festive period.
- Extensive stakeholder engagement was undertaken for the Clondalkin Decarbonising Zone Implementation Plan. We also worked with Trinity College Dublin and Munster Technological University to deliver free sustainability training for businesses in the decarbonising zone.
- Climate innovation funding of €360,000 supported a range of projects and initiatives.
- Drinking water fountains prevented potential use of 104,676 plastic bottles.
- A total of 68 kilometres, representing 48% of the planned overall Cycle South Dublin network has been delivered or is under construction:
 - Active travel schemes completed in 2025 included: Dodder Greenway, Butterfield Avenue, Oldbridge Road, Firhouse Road, and Spawell Link Road (completing the Dodder Greenway in our administrative area from Oldbawn to Ely Arch), phase two of the D24 Neighborhood Network in Ballycullen Avenue and Drive and along Killinniny Road, and phase one of the Castletymon Road scheme from Castletymon Library to Greenhills Road.
 - At the end of 2025 works were ongoing at Templeville Road, Wainsfort Roundabout, and Glendown Road (linking to the Dodder Greenway and previous cycle tracks on the Templeville Road and Limekiln), and the Grand Canal to Lucan Greenway phase one, providing a three-kilometre greenway connection from the Grand Canal to the N4 at Old Esker Lane.
 - 27 schools have benefited from safe school zones, safe routes to school or other active travel improvements to date with work completed at Griffeen Valley Educate Together National School, St Ronan's National School, Tallaght Community National School, St. Anne's Primary School and St. Kilian's Junior School in 2025, with schemes for 15 further schools currently in development.
- Consultants have audited our office workplaces, how they are used, hybrid working patterns, and energy-efficiency needs to inform proposed upgrade and modernisation works.

Protect property and infrastructure from flooding

- Delivery of flood alleviation schemes continued with a new flow control structure and completion of an impoundment area in Tymon Park under the Poddle scheme. The impoundment area provides the main flood defence benefit of the scheme by enabling up to 65,000m³ of water to

be stored in the lake there during a rainfall event increasing capacity in the downstream river channel. Over 55% of flood defences have been installed on the Whitechurch scheme while hydraulic modelling and analysis re-commenced on the Camac scheme.

- Regular review and updating of our major emergency management plan took place to ensure preparedness to deal effectively with existing and new risks and threats.
- A new Natural Water section was established to manage operation and maintenance of storm water networks along with flood risk management and water quality.
- A planned surface water network improvement programme commenced with an initial project identified in a surface water study for Newcastle, Rathcoole, and Saggart.

Actively engage and inform all communities on climate action in a way that is accessible to all

- 661 climate and environmental awareness events were delivered including 57 events as part of the Dublin Climate Action Week in May.
- The first phase of the Community Climate Action Programme supported 28 projects with total funding of over €1.1 million for local community climate action projects. Phase two of the programme was launched in October.
- Our Lunch and Learn series for staff and the public was delivered throughout the year. 11 events took place, attended by 428 people including: Energy Calculator with University College Dublin, Sustainable Development Goals Week: Climate Action Workshop, Climate Café, Energy Information Clinic.
- We delivered a “Reduce Your Use” campaign to encourage our staff to improve energy efficiency while at work
- A series of information leaflets were developed for householders as part of an energy awareness toolkit for the residential sector.
- We launched an interactive StoryMap and newly designed climate action website showcasing climate actions, projects, and work with communities. Public maps and story-style displays were updated and displayed online and in public information screens so residents can see how we are responding to issues such as flooding and environmental change while also supporting better data for planning climate action projects.

Protect and enhance our green infrastructure and biodiversity

- We continued delivery of green infrastructure-supporting policies within the County Development Plan and the Biodiversity Plan. Related actions include the delivery of Sustainable Urban Drainage Solutions (SuDs), management of Integrated Constructed Wetlands (ICWs) and tree, meadowlands, and mini woodlands programmes.
- A new 2,000m² ICW was completed on the River Poddle in Tymon Park (ICWs are shallow, multi-celled wetlands that mimic the biological functions of naturally occurring wetlands to improve water quality and enhance biodiversity.)
- Invertebrate studies were carried out at four ICWs (in Griffeen Valley Park, Tymon Park and two in Dodder Valley Park) producing a robust, contemporary species and habitat baseline to enable monitoring of trends in populations, assemblages and rare or protected species. These studies, which will support future measures to enable further habitat enhancement, identified good insect species richness with 68 species observed associated with the tall reeds, sedges (plant), and herb rich borders of the ICW cells surveyed. Two rare moth wetland species, the Grass-Miner Moth and the Bulrush Wainscot Moth, were observed during the survey, both associated with the wetland plants and with no previous recordings in the county.
- 210 hectares of biodiverse meadowland were maintained.

Promote sustainable and accessible transport initiatives and encourage a shift towards their use

- We worked with the National Transport Authority (NTA) to progress design and construction of the Liffey Valley to City Centre bus corridor and the Tallaght /Clondalkin to City Centre Bus Connects corridor.
- We continued to liaise with Irish Rail on the plans for DART+ Southwest and advocated for commencement of contractor procurement for the project.
- Engagement began with NTA and Transport Infrastructure Ireland (TII) on a transport strategy for the west of the county with informal consultation on procurement options which will be followed by formal consultation on the draft scope and approach to the strategy.
- Three new bus stops were delivered and design progressed for a further 20 stops under the NTA supported bus stop enhancement programme.
- Worked closely with TII to progress a feasibility report for a permeability route in Rathcoole and the Brittas N81 safety scheme.

- Design work was completed for a new junction at the Old Nangor Road for the Kilcarbery development.
- Development progressed on an app to communicate availability of accessible parking spaces.
- A trial of lower carbon road construction on the outer ring road was carried out in conjunction with Roadstone with results, analysis, and information on the carbon savings now awaited.
- 14 traffic calming projects were implemented, including speed ramps and improvements to junctions.
- 22 new or upgraded pedestrian crossings were delivered.
- 1,876 public lighting units were upgraded to energy-efficient LEDs to reduce energy consumption. LED lights now comprise 79.6% of the public lighting system.
- A full survey of all traffic light assets was completed to improve identification of maintenance issues and to provide data to support future infrastructure upgrades.
- 1,049 traffic lights were repaired and 11 junctions and 26 pedestrian crossings were upgraded to LED.
- Cycle track maintenance was delivered on four routes.
- 3,649 applications for road opening licences were received with 3,326 granted, representing a 15% increase on 2024.
- Work continued to integrate EV charging infrastructure in new residential developments.
- A sustainable transport strategy for Clondalkin was undertaken as part of the Clondalkin Local Planning Framework.

Goal 2: Quality Housing

Providing quality social and affordable homes for everyone who needs them

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 people and with a special focus on people experiencing homelessness

- Progress under our Housing Delivery Action Plan (HDAP) continued with delivery of 816 new social homes through our direct build programme, Part V, Approved Housing Bodies and turnkey opportunities, and a further 156 new affordable purchase homes were advertised in Canal Bank, Kilcarbery, and Swiftbanks.

- In Clonburris, 116 social and affordable homes were completed in the Canal Extension. Construction of 284 homes within Kishoge Gardens also commenced. A Part 10 planning application for 1,252 homes, 640 were submitted to An Coimisiún Pleanála in July with a decision awaited. A separate competitive dialogue procurement for a design and delivery partner for approximately 640 homes at Kishoge Urban Centre was advertised.
- The initial joint venture development in Kilcarbery Grange concluded, with the fourth phase substantially completed. This ambitious programme has delivered a total of 1,034 new homes under the original development agreement, including 310 social homes, 126 cost-rental homes, and 50 affordable homes. The subsequent fifth phase continues to progress on programme, with all 88 additional social and affordable homes expected to be completed in 2026.
- A development agreement was finalised with joint venture partners for delivery of 635 new homes at the mixed-tenure Killinarden Foothills development. Site enabling works, archaeological assessments, and provision of temporary alternative access to Sacred Heart Football Club were completed with construction of phase one scheduled to commence in 2026.
- The draft masterplan for lands at Rathcoole was presented to elected members in December, proposing development of approximately 120 homes with 50% social housing including standard, age friendly, and Traveller-specific homes and 50% affordable purchase homes. Work is progressing to submit a Part 10 planning application to An Coimisiún Pleanála in 2026.
- Works continued on Part 8 / Section 179A-approved housing developments, with new homes and allocations completed at Homeville and progressing at St. Aongus Green, Sarsfield Park, Alpine Heights, Deansrath/Melrose, Pearse Brothers Park, and Rossfield. A proposed development of 25 new social homes in Stocking Lane received Part 8 approval and progressed to detailed design stage.
- A site at White Pines East in Stocking Avenue was acquired through the Department of Housing, Local Government and Heritage (DHLGH) and Housing Agency supported national land acquisition fund for local authorities. This site has capacity for approximately 240 social and affordable homes which we plan to deliver together with community facilities for the wider area.
- We appointed a property, asset, and estate management service provider for our cost rental housing development at Innovation Square following a

tender process. 2,560 eligible applications were received for tenancies in the 133 new homes.

- Under our Traveller Accommodation Programme 2025-29, a new group housing scheme in Newcastle comprising six homes was delivered through a Part V agreement. 15 families relocated to a new temporary mobile home residential site in Kishoge whilst their new homes are under construction in Kishoge Gardens.
- 118 Vacant Homes Refurbishment Grant applications were received, with 112 approved in principle and 59 grants were paid to applicants to bring vacant homes back into use.

Upgrade our council housing stock, including Traveller accommodation, to ensure it is safe, secure, energy efficient and well-maintained

- We continued to manage and maintain our social housing stock of 10,554 and 540 leased properties and supported 4,638 Housing Assistance Payment (HAP) and 661 Rental Accommodation Scheme (RAS) tenancies.
- We allocated 187 re-let properties at an average turnaround time of 22.19 weeks.
- Stock condition surveys were undertaken on 1,967 social homes.
- Claims were submitted to DHLGH for upgrade works at 98 homes under the energy efficiency retrofit programme, with a further 217 homes upgraded under our windows and doors programme.
- Fire detection replacement and improvement works were completed within 468 homes, fire blankets issued for installation in 113 homes, and new window restrictors were fitted in 208 homes under our safety works programme. We have completed 147 properties under our external painting programme.
- 18,375 housing maintenance requests were received with 13,437 repairs completed.
- A fire safety equipment audit was completed on Traveller accommodation sites.

Promote sustainable communities by implementing resilient land use planning and sustainable development

- Significant progress on the preparation of a proposed variation for the National Planning Framework (NPF) Implementation: Housing Growth Requirements Guidelines (2025) included presentation of a Chief Executive's report to Council and completion of a non-statutory public consultation process.

- Tallaght Town Centre Local Area Plan 2000 was extended to align with the timeline of the County Development Plan 2022-2028.
- The draft Clondalkin Local Planning Framework was subject of considerable local engagement and consultation and proposed as a variation to the County Development Plan.
- A proposed non-material amendment to the Clonburris Planning Scheme 2019 was prepared and submitted to An Coimisiún Pleanála.
- Data from our housing supply monitor showed that 7,932 residential units were completed since the County Development Plan came into effect, meeting core strategy targets. 2,524 units were completed in 2025 with a 2.17:1 ratio of apartments/duplexes to houses.
- 1,055 planning applications were received, including 14 proposed large-scale residential developments while 688 planning compliances were submitted.
- 85% of planning applications were submitted online through our e-planning system.
- 83 pre-planning consultations took place.
- 82% of planning decisions were confirmed by An Coimisiún Pleanála.
- 399 planning enforcement cases were opened and 343 closed (86% closure rate).
- Five areas were formally taken in charge with a further 70 applications progressed for taking in charge/ bond management.
- 30% of new buildings were subject of building control inspections.
- 253 applications for fire safety certificates were received with 180 granted including 92 determined within two months while five applications were refused.

Promote inclusive communities through estate management policies that engage the full diversity of communities and enable respectful interactions

- Our re-opened housing customer centre facilitated 1,845 appointments with a further 882 visitors presenting at the counter.
- 15,606 housing applicants and tenants are now registered on our online integrated housing system which now includes management of affordable housing applications and private housing grant applications.
- New anti-social behaviour and tenant participation strategies were adopted.

- 259 pre-tenancy meetings were held with 657 follow-up tenancy checks carried out.
- 218 tenancy warnings were issued for anti-social behaviour and/or tenancy breaches, 17 abandonment notices served, and 14 tenancies were terminated.
- The Local Traveller Accommodation Consultative Committee met five times and examined the Traveller Accommodation Programme, the annual estimate of accommodation for Traveller households, fire safety, Irish Human Rights and Equality Commission recommendations, and various other site and waste management issues.
- The Disability Housing Advisory Committee met four times to review the medical approval waiting list, housing allocations for households with medical approval, and progress on works under the disabled persons' grants scheme.
- Our estate management team carried out targeted actions in Balgaddy and MacUilliam estates including tenancy audits, communal area inspections, fortnightly clinics, a seasonal events programme and sports day, clean up days/litter picking events, and delivered school talks to primary level students in conjunction with the Junior Safety Committee. The Balgaddy higher-level interagency working group met on four occasions during the year.

Target housing, accommodation and homelessness services and initiatives towards the diversity of groups experiencing inequality ensuring a design and delivery that meets their specific needs.

- 1,423 housing allocations were completed including 206 allocations to homeless households following 338,581 expressions of interest received through our choice based letting system.
- 19 new tenancies were allocated through the mortgage to rent scheme.
- 3,488 new applications for social housing support were received.
- 191 rightsizing applications were received from social housing tenants and private homeowners.
- We supported 518 households to either exit homelessness or to prevent them becoming homeless.
- 1,044 household presentations were made to our homeless services.
- The Dublin Region Homeless Action Plan 2025-27 was approved by elected members.

- A new family hub was opened in Tallaght in conjunction with the DRHE providing temporary accommodation for local households experiencing homelessness.
- 80 properties were purchased under our acquisitions programme, primarily to support tenant in-situ allocations, payment claims totalling €21.2m submitted to DHLGH for recoupment in respect of these purchases. A further 41 properties were either at conveyancing with our legal department, sale agreed, or in negotiation by year end.
- 4,754 private rented properties were inspected.
- 40 new RAS units were sourced.
- 440 private housing grants were approved consisting of 332 housing adaptation grants, 61 housing aid for older people grants, and 47 mobility aids grants.
- 180 housing adaptation works to social housing stock were completed to support people with a disability.
- 70 applications were received for the local authority home loan scheme with €2.75 million provisionally approved to borrowers.
- 72 applications were processed under the incremental tenant purchase scheme with 11 sales completed.
- €400,000 funding was received for the preferential national caravan loan scheme. 31 applications were received, with nine loans approved and eight caravans/mobile homes delivered.
- 5,716 rent assessments were completed.
- 194 referrals were recorded for professional housing-related social work services, together with an additional 343 interventions for housing applicants and tenants, facilitated through the duty social work service.
- We have upgraded our housing online system and survey and mapping tools our staff use, so it is easier to record, view and use important housing information which will help us to deliver our services faster and more efficiently.

Goal 3 A Thriving Economy

Making South Dublin the best possible place to do business

Proactively develop capabilities and create a dynamic business environment to support and grow business

- €897,789.59 grant support was awarded by Local Enterprise Office (LEO) across 32 businesses, directly creating 50 new full-time positions and supporting the potential for up to 284 jobs over a three-year period.
- LEO training programme comprising 115 courses, including management development and Start Your Own Business courses, were attended by a total of 1,777 participants, including 168 participants completing the start your own business courses.
- Under LEO's targeted training programmes, 15 clients successfully completed the export-focused leadership and strategy development programme.
- 21 projects were approved for consultancy support under the national Green for Business programme, and nine energy efficiency grants were approved, supporting enterprises to adopt greener, more sustainable practices that improve efficiency, reduce environmental impact, and strengthen long-term competitiveness.
- An information event was held at Work IQ in June for small and medium enterprises, showcasing the Green for Business and Energy Efficiency grant programmes. Expert consultants provided advice, and a SEAI registered energy auditor spoke about additional sustainable government supports available to help businesses enhance sustainability practices, reduce environmental impact, and boost financial performance.
- 20 companies were approved for the LEAN programme to help drive efficiencies and cut running costs.
- 40 companies participated in the Digital for Business Programme to gain a digital edge in running their businesses more effectively and efficiently, while 12 Grow Digital grants were approved, underscoring the importance of digital adoption in enhancing productivity, innovation, and competitiveness.
- The Market Explorer grant helped five businesses to seek new markets through market research and assisted in creating further export and growth possibilities.
- 806 mentoring assignments were made across all business sectors, including finance, social media, marketing, and business management.

- 22 projects were approved for financial support through our Business Support Fund to the value of €148,528.51.
- Six of South Dublin’s best up and coming craft and design businesses participated in the Showcase Ireland Creative Expo 2025, one of Ireland’s largest international trade shows.
- 10 clients transferred from LEO to Enterprise Ireland.
- The LEO programme of events including Fresh SCENE providing the opportunity for those involved in the creative sector to meet, network, and help shape their future careers in the creative industry by hearing inspiring stories from special guests across the creative sector, including award-winning filmmakers, actors, and a contemporary Irish jewellery brand.
- Local Enterprise Week took place in March, with LEO South Dublin hosting 14 events covering topics such as leading and scaling your business, student enterprise, exporting, AI, and insights into the organisation's economic and enterprise vision. The week included the South Dublin Local Enterprise Awards, where Aisling Tuck of Naked Bakes won the overall award and went on to represent South Dublin at the National Enterprise Awards.
- The LEO South Dublin Student Enterprise Programme county final was held at the Maldron Hotel, Tallaght, with 1,053 students from 22 schools taking part in the annual programme.
- 300 students participated in the primary school Bí Gnóthach programme in June, highlighting the importance of fostering an early enterprise mindset, creativity, and entrepreneurial skills among young people.
- The South Dublin Leaders Network met every two months and featured guest speakers, peer learning, and networking opportunities. This network builds on the success of the Strategic Leadership for Growth programme and supports the ongoing development and growth of these leaders and their businesses.
- The LEO supported Network of Enterprising Women in South Dublin (NEWS) grew to over 400 members and programme of events was delivered supporting women in business, including the council’s Women’s Caucus event, bringing together women from diverse backgrounds to connect, share ideas, and inspire one another.
- A “Local Legends: Celebrating Women in Business” event took place at the Synergy Centre, Technological University Dublin (TUD) Tallaght Campus, in collaboration with Network Ireland Dublin, featuring panel discussions, live demonstrations, and a mini marketplace.

- LEO South Dublin led development of the Dublin regional Get Exporting programme for food and drink companies which commenced in December. This programme provides expert training and mentoring across business development, funding options, market strategy, and personalised export plans, supporting companies in expanding sales and growth both nationally and internationally.
- Work IQ Innovation Centre had its first full year in operation, supporting the development of 126 jobs, as it became home to 34 businesses.

Drive inward investment, foreign direct and indigenous, creating an economic landscape for enterprise, innovation and the smart economy

- We continued management and promotion of Grange Castle International Business Park in collaboration with IDA Ireland, Enterprise Ireland, and private sector partners. 5,328 jobs were sustained at Grange Castle with capacity for further growth as development phases progress.
- The Grange Castle access road extension was completed, removing a key infrastructural constraint and supporting future inward investment.
- The Local Economic and Community Plan (LECP) was formally adopted, and implementation commenced, with reporting arrangements established.
- A County Economic Strategy was prepared outlining ambitious plans to grow the South Dublin economy to a €28.27bn value economy.
- The Tallaght Evening Town Economy Plan was finalised, providing a structured framework to support evening-time activity, culture, and economic vitality in Tallaght Town Centre. Early actions progressed included establishment of an SDCC events team, examining hosting of concerts in Tallaght Stadium, exploring development of a new cultural hub and alignment of the Business Support Fund.
- The Shopfront Grant Scheme continued to support town-centre enhancement with 10 applications received and six projects completed during the year.

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Realise South Dublin’s potential through the development of visitor attractions and its tourism brand, enhancing visitor experiences and building tourism partnerships

- 38 of 55 actions of the South Dublin County Tourism Strategy 2024–2029 were actively progressed including development of the Lucan House Masterplan, Part 8 approval for the Rathfarnham Castle Stables and Courtyard Project (supported by €7m in THRIVE funding), and ongoing work on the Dublin Mountains Hellfire project.

- The Grand Canal Greenway linking the 12th Lock to Hazelhatch was completed.
- Brú Chrónáin Round Tower Visitor Centre saw the appointment of a new cafe operator and recorded a total footfall of 69,535 visitors during the year, supported by a programme of seasonal events including Spookdalkin and Christmas programming.
- 17 tourism festivals and events were supported.

Bolster the local economy through operational excellence – enhancing public procurement transparency, ensuring rapid payment cycles, and leveraging digital technologies for seamless transactions

- 95% collection of commercial rates was achieved, yielding an additional €9.2 million to bring total rates income to over €155 million, the highest level ever achieved by SDCC.
- Commercial rates arrears were reduced by almost €2.5 million to approximately €11.1 million, the lowest level since 2008.
- Over €38.2 million was collected in differential rates in 2025, representing an increase of €3.4 million (more than 10%) on the previous year.
- Collection for housing loans continued to improve, with arrears reduced to €491k.
- Monitoring and management of corporate debtors continued to ensure balances remained at acceptable levels.
- Progress was made with Tailte Éireann (formerly the Valuation Office) with 114 valuations processed, supporting expansion of our rate base.
- 2,849 grants were processed to assist small and medium enterprises, with a total value exceeding €2.8 million.
- A revenue budget for 2026 with proposed expenditure of €422,581,000 (representing an increase of nearly 8% on the previous year) was adopted.
- A new three-year capital programme was prepared with planned expenditure of €1,693,394,000.
- Our liquidity was efficiently managed to maintain a strong cashflow position.
- There was a 6% increase in the number of payments to our suppliers, with payments exceeding €520 million.
- 2024 Annual Financial Statement (AFS) was completed by 31 March 2025, followed by the audited accounts and audit report being presented to the elected members and the Audit Committee.

- An upgrade of our financial management system commenced, and we are the lead authority in two national projects to support the successful rollout of the system nationwide.
- Ongoing review and management of the risk register ensured effective control and mitigation measures.
- Ongoing engagement continued with our insurers to ensure adequate coverage and to manage risks appropriately, resulting in only marginal increases in premiums.
- 136 contracts valued at over €25,000 were awarded.
- Implementation of our Procurement Plan continued with quarterly steering group meetings, ongoing maintenance of the contracts database and procurement pipeline, compliance checks, and the provision of procurement and green public procurement training, advice, and guidance to staff.

Goal 4 A Better Place

Delivering the infrastructure and facilities required to serve our growing population

Manage the county's parks and open spaces to deliver economic, environmental, and social benefits that cater to the full diversity of our communities

- A new Parks and Open Space Strategy was adopted to support the management of the county's parks and open spaces to deliver economic, environmental, and social benefits for the county.
- 336 events were held in our parks supporting social and cultural heritage. Many additional council-led initiatives were delivered in tandem with community groups, including the popular mini woodlands programme which delivered an additional six planting locations with the planting of 9,850 bareroot whip (young trees).
- Delivery of the public realm capital programme continued with new development and/or upgrades of parks, recreational, and sporting facilities:
 - A major upgrade was delivered at Quarryvale Park with pitch upgrades completed to existing sports pitches, playspaces, and multi-use games areas.
 - Upgrades to existing sports pitches completed and underway included; Killinarden (one large GAA pitch and two smaller pitches), St Cuthberts Park (one football pitch), Griffeen Valley Park (GAA pitch upgrade), Glenaulin Park (GAA pitch upgrade), Tymon Park (two

- football pitch upgrades), Quarryvale Park (one football pitch upgrade) and Butler McGee Park (two football pitch upgrades).
- Work also commenced on planned upgrades of two athletics tracks at Bancroft Park and Griffeen Valley Park, with the assessment/feasibility stage completed for each.
 - A part 8 proposal for development of a bowling green for Sean Walsh Park was published for public consultation.
 - The pavilion programme to provide ancillary facilities at sports pitches, saw the tender for the construction and supply of pavilions completed, with projects at Corkagh and Griffeen Valley Park at design stage.
 - 12 new recreational facilities were delivered in existing parks and open spaces including the completion a cafe and hub in Corkagh Park, the new centre in Tymon Park Centre, with a multi-functional meeting space and cafe, a new 3G pitch at Knockmitten, two new playspaces at Saggart Community Centre and Quarryvale Park, two new teenspaces at Carrigmore Park and Quarryvale Park, a new calisthenics area at Quarryvale Park, two new MUGAs at MacUilliam and Knockmitten, an outdoor classroom at Rathfarnham Park and an outdoor gym at Greentrees Park.
 - Under our tree maintenance programme 14,605 trees were surveyed, 10,536 trees were pruned, 1,332 trees were felled with 861 stumps removed, and 3,572 new trees planted.
 - 63 projects completed under our public realm improvement works programme.
 - We provided 170,640 linear metres of walking and cycling routes in parks/open spaces.
 - We continued to support the Green Schools programme with 12 schools awarded additional green flags.
 - 14 tidy towns groups were supported through three rounds of grant funding, and the PURE (Protecting Uplands and Rural Environments) project was also supported. Tidy towns groups, residents' associations, and other volunteers organised regular local clean-ups with an estimated 5,532 clean-ups occurring, while Halloween saw 400 bags of bulbs and 221 Civic Amenity passes issued.
 - The environmental education programme included 661 climate/environmental awareness sessions and delivered a range of schools' programmes such as Eco Week Composting for Schools, Relove Fashion, and competitions. The Social Credits Scheme helped deliver 33

new clean-ups, 36 new minor landscaping projects, and 22 new paint enhancement projects.

- The burial grounds programme provided an additional 202 new spaces (70 plots in Bohernabreena Cemetery, 132 plots in Newcastle Cemetery) and 100 niches at the new columbarium wall in Esker Cemetery.
- 443 allotments were managed with 29 new allotments built at Graydon Park in Newcastle together with all associated infrastructure (car parking, access road, electric gates, power, water).

Manage our regulatory responsibilities to safeguard our environment

- Under our street cleaning programme, 11,162 kilometres of roads were cleaned and 6,236 tonnes of waste were collected. The scope of the road sweeping programme was extended to include cleaning of back lanes and sweeping of segregated cycle tracks.
- 146,727 customers utilised Ballymount Civic Amenity site with 28,682 tonnes of waste recovered.
- 12,125 inspections were carried out under our annual Recommended Minimum Criteria for Environmental Inspections (RMCEI) Plan, exceeding our target number of 10,723 actions.
- Water sampling and routine monitoring sampling were completed, achieving 100% of our target.
- 41 farm inspections were carried out in catchments with waterbodies that are at risk or have declined in status between the second and third Water Action Plan cycles.
- Target inspections were achieved under the national inspection plan for septic tanks.
- The Dublin Urban Rivers LIFE project was completed, providing misconnection screening for over 10,000 properties through manhole assessments and identifying 412 misconnected houses and 700 misconnected appliances. 99.5% access rate to houses for assessment was achieved and 95% of domestic misconnections identified have been repaired to date.
- Over 2,200 reports of litter and illegal dumping were investigated with 83 on the spot litter fines issued, 88 litter investigations referred for legal action with five court hearings.
- 81 inspections were carried out on waste permitted sites.
- 559 tonnes of waste were collected from street bins along with 3,154 tonnes of waste from illegal dumping.

- A mattress amnesty was delivered with eight collection events which diverted 1,225 mattresses from the waste stream to be recycled.
- 3,529 pollution cases were subject of a complaint, with 3,151 pollution cases closed.
- 186 derelict site investigations were carried out with three new compulsory acquisitions of properties on the Derelict Sites Register commenced.
- Under control of horses and control of dogs legislation, 19 horses were seized, and 351 dogs were placed in dog shelters while 134 certificates of exemption were issued in relation to XL Bully dogs.
- Implementation of the Noise Action Plan for the Dublin Agglomeration was ongoing including identification of priority areas and expansion of noise monitoring to 11 fixed site monitors.
- There were no breaches of the air quality standards at the two fixed site monitoring stations and 2025 saw an improvement in PM10 (inhalable air pollution particles with a diameter of 10 micrometers or smaller) levels with a fall of 8% on 2024 results.
- We continued to assist Uisce Éireann under the established master cooperation and support service agreements.

Optimise the use of our assets through active land management to support sustainable development

- A milestone of 5,000 homes completed was reached in Adamstown SDZ and 1,300 more are under construction. Detailed design work was completed for Central Boulevard Park which is supported by URDF funding. Preliminary design and preplanning completed for Adamstown Civic Building to incorporate library, community and enterprise uses. Adamstown Planning Scheme mid-term review completed and phasing advanced to phase seven.
- In Clonburriss SDZ, over 1,000 homes are now complete with approximately 1,500 more under construction. The Southern Link Street reached substantial completion and planning permission was granted for the Northern Link Street. Planning was also granted and detailed design commenced for three new strategic parks at Griffeen Valley Park Extension, Na Cluainte South, and Canal Park while preliminary design work also commenced for proposed community buildings and bridges within the SDZ.
- District centre enhancement schemes were completed at Bawnogue and Rosemount and projects at Lucan Village were also significantly progressed.

- Design work commenced on the proposed Tallaght village enhancement scheme while stakeholder consultation was carried out on enhancements at Neilstown district centre.
- Alongside regular League of Ireland Premier Division fixtures for Shamrock Rovers, Tallaght Stadium also hosted international fixtures for both the Irish Women's National Team and U21 Men's teams as well as European fixtures for both Shamrock Rovers and Shelbourne. In addition the Leinster Rugby Schools Cup Final was held there and Leinster Rugby Senior Men's team played Cardiff Blues during the summer in a pre-season friendly match. We also welcomed new tenants as Tallaght Martial Arts took up residence in the new undercroft space within the North Stand, following approval by the elected members for a long-term lease.
- Progress continued on development of an integrated property register, supporting strategic asset management and to inform future housing, employment, and community uses.
- A procurement process was undertaken for an outdoor advertising strategy with a contract partner appointed to roll-out of a communications network.
- A review of heavy goods vehicle weight restrictions commenced.
- A digital portal was developed for TO applications (for installation of services into public roadways) to support our 'One Dig' policy.
- Work progressed for a proposed variation to introduce a Strategic Urban Regeneration Framework to the County Development Plan for City Edge.
- The Residential Zoned Land Tax final map for 2026 was drafted, went for public consultation, and was prepared for publication.
- Work continued on implementing local biodiversity measures with support from the National Parks and Wildlife Service's Local Biodiversity Action Fund which assists local authorities to carry out projects targeting the objectives of Ireland's fourth National Biodiversity Action Plan 2023-2030.
- We continued implementation of our current Heritage Plan while preparing to develop a new plan.
- Seven conservation enhancement projects were completed with funding support from DHLGH, including six under the Built Heritage Investment Scheme and one through the Historic Structures Fund
- We continued to engage with the Department of Education and Youth on their plans for school delivery.

- A new development contribution scheme was adopted and will commence from 1 January 2026.
- We implemented winter service plans to keep the road network safe through gritting, salt bins, and other measures.
- Work was initiated for a county urban wayfinding signage manual.
- We led 14 local road safety campaigns as well as supporting nine additional national campaigns.
- Works were completed on the Airton Road extension in Cookstown which incorporated infrastructure to support future extension of our district heating network.
- Five bridges were repaired at a cost of approximately €310,000.
- We delivered our full planned roadworks programme for the year comprising 149 improvements to local roads and footpaths.
- 610 items were facilitated at traffic correspondence and management meetings.
- 6,178 public lights were repaired.
- We participated in the Open House Dublin Festival of Architecture during October, with guided tours taking place at many venues across Dublin including Tymon Park Intergenerational Centre, Innovation Square Apartments, and Priory Market.

Goal 5 Connected Communities

Supporting our communities to be integrated, inclusive, and safe

Foster empowered, inclusive, mutually respectful, resilient and safe communities, in collaboration with our partners and citizens

- The Local Community Development Committee (LCDC) met six times.
- The LCDC managed the Social Inclusion Community Activation Programme (SICAP), delivered by South Dublin County Partnership, and monitored implementation of the Local Economic and Community Plan.
- Key performances against targets under SICAP were as follows:
 - Developed capacity of 87 local community groups (target 90 = 97% achieved)
 - Supported 1,559 disadvantaged individuals (target 1,483 = 105% of target) in improving the quality of their lives through mental health and well-being supports, lifelong learning, and labour-market supports

- The Public Participation Network (PPN) was successfully reestablished with recruitment of a new coordinator and filling of seats on the secretariat. A review of PPN membership was undertaken and reregistration is ongoing with 66 new groups registered representing a 21% increase in membership.
- The new Local Community Safety Partnership was established and held an induction meeting with 23 members appointed.
- 24 transport forum meetings (12 each in Clondalkin and Tallaght) and 26 local safety forum meetings (for West Tallaght, North Clondalkin, and Newcastle/Rathcoole/Clondalkin) were held, facilitating essential ongoing engagement between service providers, elected representatives and the local communities on transport and general safety issues.
- A new chairperson and vice-chairperson were appointed at the annual general meeting for the South Dublin Older Persons Council and an updated “Over 55s” booklet was launched.
- In conjunction with Age Friendly Ireland, the national shared service, we hosted a two-day convention of Older People’s Councils across the county was hosted in Tallaght.
- Building on the success of initiatives to support development of a dementia friendly community in Ballyroan, another dementia café was established in Tallaght with plans are progressing for another in Clondalkin.
- Work commenced on the preparation of the new age friendly strategy with extensive consultation undertaken including a stakeholder workshop.
- Comhairle na nÓg was supported to continue their work programme where mental health is still a number one priority and Comhairle members attended a national showcase in Dublin Castle and presented to both the LCDC, and the Social, Community, Equality and Integration SPC. Their annual youth conference took place in Tallaght with 110 young people (representing 59% of schools in the count) attending (up 43% on 2024).
- Community development initiatives included the revived St. Patrick’s Day festival and parade in Tallaght, a summer cinema programme, youth cafés in Quarryvale and Brookfield, the TUD Education Bursary Awards and the Junior Safety Forum.
- 285 community grants totalling €470,060 were paid.

Build strong, informed and inclusive civic engagement with participation across all communities and groups experiencing inequality.

- At year-end 211,659 people on the electoral register for the county. Work on reforming the register across the four Dublin local authorities and with DHLGH continued in preparation for migration to a national system in 2026.
- Electoral register updates were completed in advance of the presidential election in October.
- Voter awareness campaigns were delivered, targeting areas with the lowest turn-out in local elections.
- The Women’s Caucus met on five occasions and held the very successful Empowering Women event with inspirational panelists across sports, business, political, and community life. Current membership of the caucus comprises 19 of our 40 councillors.
- Work continued under Healthy Ireland and Sláintecare with 87 initiatives held attended by 2,767 participants on energy poverty, community safety, and health inequalities.
- We continued to support the ‘Grow it Yourself Schools Programme’ and the health and wellbeing programme held across the community centre network, as well as hosting health fairs across the county and delivering a health literacy programme.
- Sláintecare funding supported a new changing places facility in St. Aengus Community Centre and a new MUGA at Citywise.

Implementation of our Active South Dublin sports and physical activity plan continued with a range of initiatives including:

- Local sports awards
- Schools’ programmes on athletics, swimming, rowing, and martial arts
- Our active parks programme (six parks) including the colour dash in Corkagh Park
- Disability support programmes including learn to cycle, learn to climb, adaptive fit, and working with Fettercairn Youth Horse project to deliver sensory programmes
- New sports facilities with two additional “BoxUp” units in Airlie and Corkagh parks, disc golf in Corkagh Park, an omni gym in Greentrees Park, and the launch of Ireland’s first fully inclusive cycling disability centre at Collinstown
- A club strategic needs analysis scheme which helped 17 clubs to develop strategic plans
- Sports development grants totaling €150,000 were allocated to 92 organisations.

- Our Emerging Talent Bursary supported 16 individual athletes with €65,000 at a high-profile event in County Hall.

Promote the use of digital channels of communication, and address digital inequalities

- A digital first format was introduced for all SDCC plans and reports.
- A new website front-face was rolled out aligned to our new brand.
- 1,888 consultations were conducted through our online consultation portal.
- Communications campaigns promoted housing online services, online council meetings, the e-planning portal, the mygov.ie payment portal and various public consultations.
- We have 166,437 social media followers and over 1.1 million people engaged with our social media channels.
- sdcc.ie had 1,611,1565 page views.
- A new online payments system provided our customers with greater flexibility and over 22,800 payments were made through it.
- Public access to information was expanded during the year with more public screens installed in council buildings to share timely updates.
- SDCC Libraries technology options expanded, making it easier for people to get online, learn new skills, and access digital services.
- Public maps and open information were refreshed and expanded, helping residents, community groups, and businesses explore local facts with ease.
- Our digital services teams contributed to early “smart” projects designed to bring new ideas and improvements.

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

- A new community centre was completed and opened in Balgaddy.
- Upgrade works at Quarryvale community centre were completed.
- Phase one of Lucan Leisure Campus was opened in July followed by the completion of the refurbishment works on existing leisure centre, which saw Esker Boxing Club open their new facility.
- Part 8 approval was granted for an extension to Ballyroan Community and Youth Centre.

- A pilot regional board of management was introduced for community centres in Balgaddy, Neilstown, and Rowlagh, which will be reviewed for potential roll-out across our community centre network.
- 759,037 individuals visited community centres and 117,985 people participated in sports activities across all age groups and abilities.
- 17 community centres now facilitate online booking with 81,674 hours booked generating income of €921,258.58 from 33,676 bookings.
- A new all-weather pitch opened at Belgard community centre.

Goal 6 Cultural Richness

Creating a vibrant culture for all to enjoy

Drive the council's arts, cultural, and library services as key enablers of economic growth, innovation, recognition, visibility, diversity, and community development

- Over 60,000 active library members engaged in more than 1.3 million library related transactions during 973,236 visits from members of the public.
- 8,542 library events were held which attracted 150,621 attendees.
- SDCC Libraries offered 429 opening hours per week across our branch network of seven libraries, up from 372 in 2022.
- Our first My Open Library at Lucan Library provides extended library access 365 days per year, adding an additional 43 opening hours per week. Since its introduction, 518 members have registered for My Open Library access and 6,519 visits have taken place during My Open Library hours.
- 69,160 people visited public mobile library stops including 31,153 visits to the schools service provided by our mobile libraries.
- Construction started on Citywest Library and preliminary work progressed for new libraries in Adamstown and Kishoge, along with the addition of library facilities at Rathcoole Courthouse.
- A Part 8 planning application for access improvement and refurbishment works at Clondalkin Library was approved by elected members.
- The Little Library Cabinet at Tallaght University Hospital was launched. This is a self-service library kiosk that enables users to borrow, return, and browse a curated selection of books at their convenience which now has 90 regular users.
- Attendances at the Red Line Book Festival increased by over 10% and

highlights included Helen Fielding at Rathfarnham Castle and the family fun day which animated Parthalán Place.

- Extensive programming centred around promoting digital learning and STEAM amongst all ages continued, most notably with the Maker in Residence initiative and the continued roll-out of the Library Labs programme as 5,661 people attended 483 STEAM events in libraries.
- Promotion of local heritage continued through regular library events programmes, including Seachtain na Gaeilge in March, National Heritage Week in August, and with projects including Mapping Spaces and the Tallaght oral history collection. 2,659 people attended 147 heritage events in libraries.
- The Arts Office presented 39 events in the South Dublin Live programme, attended by 18,500 people. Events ranged from harp recitals and youth music festivals to cross-cultural showcases and family drum parties, across venues in Tallaght, Lucan, Rathfarnham, Palmerstown, Whitechurch, and Adamstown and featuring 280 performers and 156 production staff.
- 383,367 visits were made to arts centres.
- NOISE Music held 194 DJing, music production, and performance workshops in 30 locations, including schools, libraries, and youth centres with 470 participants. This programme also facilitated performances at The Night Belongs to Us events, the Subsounds Youth Music Festival, Cruinniú na nÓg, Culture Night, and paid performances for NOISE Music Collective DJs at discos and seasonal events in community centres and schools across the County.
- 1,623 children and young people participated in music education in primary schools, community hubs, libraries early starters parent and baby, secondary school songwriting, and Subsounds Youth Music Collective programmes through Music Generation South Dublin.
- The Seedlings Children's and Early Years Arts programme delivered six projects with over 700 participants: The Mad Mag Creative Writing programme for 7-12 year olds, Mother Tongues Language Explorers for 3-6 year olds, SPLAT! with Doulab Circus which delivered creative activity to the Abberley Homeless Hub, Lactation Room at Rua Red which explored intersections of art, motherhood, and society, and Blue Sky Thinking, an artist residency at Starbright Creche in Jobstown.
- Hopeful Theatre, Clondalkin, supported by the council undertook three new performances in collaboration with the Abbey Theatre and The Civic.
- Total arts grants, bursaries, and annual contributions of €1,283,379 were paid to 70 arts groups, organisations, and artists to deliver services and

to support artists living and working in the county.

- Contact Studio provided sound engineering and technical support for a range of programmes including Sightless Cinema, Subsounds, The Night Belongs to Us and SDCC Libraries podcasts. The studio is also training participants in sound and production skills for live events.
- The IN CONTEXT 5 public art programme commissioned five projects with 15 artists scheduled to deliver four socially engaged arts projects with communities in Tallaght, Templeogue/Rathfarnham, North Clondalkin, Knocklyon, Old Bawn, and Killinarden in 2026.
- Through the Creative Ireland South Dublin Programme, we delivered Cruinniú na nÓg, the national day of children's creativity, and the Ruaille Buaille Lucan Children's Music Festival which had over 6,000 participants.
- Cultural activities were supported through improvements made to public-facing information platforms with updates to websites, maps, and digital screens making local events and community stories easier to discover, encouraging wider participation in cultural and community life through clear and accessible information.

Promote and support the use of the Irish language as a living language

- 4,100 people engaged with Irish language initiatives. SDCC Libraries promoted the language through a range of initiatives including Irish-language events, bilingual programming, dedicated collections, and partnerships that encouraged everyday use of Gaeilge across library services, including participation in the Seachtain na Gaeilge and Bronntanas festivals. In total, 1,859 people attended 130 Irish language events in libraries in 2025.
- Gaeilge365 also progressed as a collaborative initiative across the four Dublin local authorities and funding of over €4.5m for the initiative over a four-year period from 2025 to 2028. Féile na bhFéidearthachtaí (Festival of Possibilities) showcased innovative ideas for language use in public services and attracted over 1,200 attendees. Council staff participated in the An Chomhairle Chraiceáilte leadership and creativity programme, which trains local authority employees to develop innovative, language-based public services. One such initiative to come from it led by our staff was the Bronntanas Festival, a multi-agency Irish language family arts festival across Dublin.
- Compliance with the new Irish language advertising requirements saw 20% of all advertising in the Irish language, and 5.7% of all advertising spend on Irish language media to end of Q3 (reporting deadline is in March).

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

- Coordinated integration supports were provided for International Protection Applicants, those with status, programme refugees and Beneficiaries of Temporary Protection.
- 129 clinics were held across the county to help connect people with the existing services that are most suitable for their needs.
- The Community Integration Forum met on six occasions to support community-level integration and cohesion across the relevant public bodies, NGO's, community, and voluntary organisations. Regular meetings were held with the Community Engagement Team in the Department of Justice and wider engagement supported by local councillors, the Community Infrastructure Fund, and local community groups following the announcement of the state purchase of Citywest hotel to accommodate people seeking international protection. Work commenced on the preparation of a new integration strategy.
- The final round of Community Recognition Funding was completed. In total 17 projects were awarded funding totaling €2,246,022.86 with eight projects fully delivered to date.
- A range of initiatives to support positive community interactions across diversity within groups are delivered on an ongoing basis, including the dementia cafés, Africa Day, Refugee Week, Empowering Communities programme, disability events, Junior Safety Forum, schools sports programmes, sports inclusion programme, health and wellbeing community centre programme, Halloween events, Pride of Place entries, youth cafés, summer camps, and the Schools' African Nations Cup.
- Accessibility is engrained in our new brand strategy and roll-out includes ensuring subtitles on all videos produced, alt text on all web images, and the roll out of the new brand across our digital service channels being compliant with web content accessibility guidelines.
- Communications campaigns included Accessibility Week, Cyber Security Week, Climate Action Week, all with events and workshops focused on exclusion and inequality. Updates were made to SDCC.ie, consultation portal, and other services to comply with new branding and to ensure font, colour, and images comply with national adult literacy agency guidance.

Goal 7: People First - A people-centred organisation

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

- 136 new recruits started while 101 existing staff were promoted into permanent posts and a further 10 were successfully promoted on a temporary basis through open competition. We held interviews for 75 recruitment campaigns over 142 days (representing almost 60% of available working days). By year end, 2,811 application forms were processed and some 818 candidates interviewed.
- Strong relationships continue to develop with third-level institutions such as UCD and TUD Tallaght Campus, facilitating 14 paid internship placements while our partnership with AHEAD to deliver the WAM programme continues for graduates with disabilities. A further 14 work experience placements for transition year and third-level students were facilitated.
- We launched a new civil engineering apprenticeship, the first of its kind in the local authority sector in collaboration with Atlantic Technological University (ATU) and two apprentices commenced with us.
- We welcomed 54 third-level students to assist with service delivery over the summer months across eight different operational areas.
- Rolling recruitment was extended to Library Assistant and General Operative posts with five rolling recruitment campaigns run during the year.
- We attended careers fairs at TUD Tallaght Campus and Bolton Street, as well as Intreo Jobs Fairs in Clondalkin and Liffey Valley.
- We became a 'Returner Friendly Employer' with Back to Work Connect to access a diverse talent pool of experienced candidates eager to re-enter the workforce and all vacancies are now advertised with Back to Work Connect.
- Our employee induction programme for new employees was reviewed and updated.
- Health and safety procedures continued to be prioritised with quarterly safety consultative meetings and 390 site inspections across all work areas. Our senior management team received bi-monthly reports from our Health and Safety Officer on the incidents reported and provided full oversight of the safety management system.
- As part of our secondary schools outreach programme to promote the

council as an employer of choice, we continued to engage extensively with schools. We made 12 visits to schools for careers events and to speak with senior cycle students about the variety of career opportunities and benefits of working with SDCC. Employees from various workstreams participated in careers speed-dating events at two local schools and we also participated in community mentoring with 5th Year students at St Mark's Community School, Tallaght.

- New branding and messaging and an employee value proposition (EVP) were developed to promote benefits and value of SDCC as an employer and implementation of identified actions in this regard, commenced.
- A new human resources e-newsletter "Hello from HR" was introduced with four issues published keeping all staff up to date on all things HR.
- New succession planning and staff mobility policies were introduced.
- We publicly launched our new brand in May following considerable consultation, development and design work. The new brand reflects a strong commitment to serving our communities, emphasising customer focus, and future opportunities. It captures the essence of a growing and changing county, aligned to our updated purpose and values.
- Work continued throughout the year on sustainable roll-out of the new identity and associated transformation strategy, including an organisational restructure to support enhanced focus on our purpose and quality service delivery.

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

- Recruitment policies were reviewed to ensure human rights and equality best practice were properly reflected.
- Our Gender Pay Gap Report showed on average females working with us are paid 10.00% higher than males.
- A staff survey was completed in accordance with Part 5 of the Disability Act with results showing that 8% of employees declared a disability.
- A sensory map and visual guide of County Hall was developed and are made available on our website.
- Work started to seek to achieve autism friendly accreditation.
- A successful Accessibility Week was held with a number of events and videos developed and a strong public communications campaign.
- Our Human Rights and Equality working group met twice and updated

our Public Sector Equality and Human Rights Duty Framework which was launched in December. 25 staff were upskilled in equality and human rights.

- We published a tender to appoint consultants to deliver accessibility audits to evaluate and improve the accessibility of local towns and villages, and managed public facilities such as community centres, as well as tourist sites and the public realm.
- A budget was approved to establish and support a Disability Advisory Board.

Develop and support a talented and diverse workforce within an inclusive and accessible work environment to improve innovation, productivity and performance

- Our new Strategic Workforce Development Plan was approved by DHLGH. Aligned to our Corporate Plan, this provides for proactive management of our current and future workforce up to 2029 to meet future strategic challenges and to maintain a well-structured workforce of an appropriate size with capacity to meet changing needs efficiently. 118 new posts were approved under the plan and are at various stages of sanction/recruitment processes.
- A new Learning and Development Strategy 2025-2029 was introduced to support workforce development.
- 244 staff training and development supports were delivered including training courses, mentoring, coaching, conferences and a scheme of assistance to fund courses in educational institutions.
- Implementation of our Innovation Strategy continued with events for annual innovation week and staff innovation awards.
- Performance management training and training needs analysis reviews were conducted with outdoor staff and line managers across all depots. Managers were also supported in managing sick leave and absenteeism through HR data analytics, advisory support, and other measures.
- A new staff well-being strategy was launched, setting out our vision and aims for employee wellbeing up until 2027.
- A well-being champions programme was introduced to support the strategy comprising 14 employees.
- Events continued under the staff wellbeing action plan including Workplace Well-Being Day, Breast Cancer Awareness month, staff smoking cessation programmes, a safety and well-being seminar, employee health checks, and the flu vaccination programme.
- Our Employee Assistance Program (EAP) provides a 24/7/365 service

involving confidential counselling and support for staff and councillors who may be experiencing difficulties, with the programme also extended to immediate family members.

- Effective industrial relations structures were supported by ongoing engagement between management and trade unions in accordance with the objectives of Public Services Agreements through monthly meetings, quarterly workforce planning meetings, and engagement via the state industrial relations mechanisms when necessary.
- The SDCC Information and Consultation Forum creates a structured process for effective communication and consultation between management and employee representatives. The forum met seven times in 2025 with a variety of excellent presentations on the innovative and future-focused work and projects undertaken by SDCC such as strategic workforce planning, workplace spatial strategy, and the 12th Lock studios.

Deliver high standards in corporate governance through an efficient, effective, transparent and accountable organisation

- 16 statutory council meetings were held including 11 monthly council meetings, the annual meeting, the annual budget meeting and three special council meetings.
- 1,305 headed items were presented, 917 questions were responded to, and 711 motions were considered at plenary council meetings.
- Our four Area Committees held 10 meetings each.
- The Corporate Policy Group met on 11 occasions while our six Strategic Policy Committees held four meetings each.
- Two meetings were held with local Oireachtas members.
- 12 deputations of residents' associations and community groups were hosted to discuss key local issues.
- The Audit Committee met on five occasions providing independent oversight, reviewing financial reporting, internal controls, risk management, and value for money to ensure transparency and accountability.
- Work was done to ensure compliance with the new Code of Governance for Local Government and is subject to the scrutiny of the National Audit and Oversight Commission. Our service delivery and development objectives are set out in the Corporate Plan 2025 – 2029, annual service delivery plans, annual budget and the rolling three-year capital programme. Reports on the delivery of the objectives are given monthly in the chief executive's report to Council and annually in the Annual

Report and the Annual Financial Statement.

- An organisation-wide online safety campaign included a range of talks, workshops, and easy-to-follow learning sessions.
- Staff champions promoted good habits and encouraged safer behaviour.
- Privacy and data protection responsibilities were carefully followed in line with national and European data protection legislation and requirements.
- New systems were checked for privacy risks, supported staff training, and managed requests about personal information.
- Digital training for staff continued to be a priority, with many employees completing learning programmes to enhance digital service delivery and supports.

Transform public services by delivering user-centric, inclusive services and digital solutions, accounting for and addressing digital exclusion and inequality

- Communications campaigns promoted housing online services, online council meetings, the e-planning portal, the mygov.ie payment portal and various public consultations.
- Offline alternatives and staff-assisted support are offered for essential services like the Housing Online (IHS) system.
- Libraries branches provided extensive public-access PC networks and high-speed WiFi and provide specialised assistive devices, such as text-scanning pens that read words aloud for those with literacy or visual impairments.
- Events included UNVEILED AI Series, an experimental talk series using Text-to-Video AI to reimagine Irish Mythology. This programme aimed to demystify generative AI for the general public and show its creative applications.
- Library Labs STEAM programme expanded in 2025 to include basic AI training and coding workshops across several branches.
- As part of our rebrand, we launched a custom-designed accessible typeface (SDCC Sans) to improve readability across our digital platforms.
- We updated server infrastructure, improved network security measures and made operational enhancements to ensure better operation of essential IT systems. In addition, we fully rolled out Windows 11, deployed 500 replacement laptops and automated setup processes, improving consistency and reliability of IT equipment

- Communication quality was strengthened with updates to our phone infrastructure, updated hunt-line routing, and refreshed remote support and virtual network tools that ensured compatibility with newer operating systems and calling workflows.
- We enhanced our emergency preparedness by:
 - routinely testing data restoration for key operating systems (e.g. SharePoint, OneDrive, and Exchange);
 - migrating backups to Veeam, and evaluating Azure Site Recovery, and,
 - regularly planned for disaster recovery and business continuity.