

To the Lord Mayor and
Members of Dublin City Council

Report No. 142/2021
Report of the Assistant Chief Executive



Progress Report on First Year of the Corporate Plan 2020-2024

In accordance with Section 134 (11) (a) of the Local Government Act, 2001, as amended, the annual progress report of the City Council's Corporate Plan 2020-2024 is submitted to the elected Council.

The Corporate Plan serves as Dublin City Council's strategic framework for action for the period 2020-2024. It was prepared in compliance with the Local Government Act 2001, as amended, and took into account the range of relevant national and European policies, strategies and plans.

This report sets out the key achievements during 2020 and progress against the goals and objectives of the Corporate Plan. It supplements the system of monthly management reporting which was introduced in 2014 in which the Council is provided with updates on activity on a monthly basis.

Eileen Quinlivan
Assistant Chief Executive
26th April 2021

Corporate Plan Progress Report 2020

| Goal 1: To work towards achieving a green, low carbon city | | |
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| Priority objective | Supporting Strategy | Progress 2020 |
| <p>Improve energy efficiency and reduce green-house gas emissions in Dublin City Council buildings and operations and make Dublin a more climate-resilient City with engaged and informed citizens.</p> | <p>Implement the Dublin City Council Climate Change Action Plan (CCAP) 2019 – 2024.</p> | <p>Significant progress was made during 2020 on the 4 key targets of the Action Plan:</p> <ul style="list-style-type: none"> • The target of a 33% improvement in the Council’s energy efficiency by 2020 was exceeded by the end of 2019 with a 36.5% improvement achieved • The target of a 40% reduction in the Council’s GHG emissions by 2030 is monitored using a glide path in the DCC Energy Efficiency review. Our retrofitting work, commitment to the Breathelife WHO targets, and transition to more Electric Vehicles in our fleet have given us a solid foundation to deliver on this target • Making Dublin a climate resilient city by reducing the impacts of future climate change-related events is being achieved through cross departmental work on incorporating nature based solutions, improvement to pedestrian and cycling infrastructure, enhancing biodiversity, developing the District Heating Scheme and delivery of flood defences. Resilience is also being increased through citizen engagement to foster behaviour change and build awareness of climate risks and responses • In order to actively engage and inform citizens on climate change, the City Council has engaged with the citizens on various levels and through many networks including: climate workshops with city neighbourhood groups; training for businesses; and, community engagement on greening initiatives. Each is delivering community and climate benefits <p>Progress on each of the 219 actions in the Climate Action Plan is set out in the Annual Progress Report 2020</p> |

| Goal 1: To work towards achieving a green, low carbon city | | |
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| Priority objective | Supporting Strategy | Progress 2020 |
| | Incorporate “green” or nature based surface water retention and treatment systems within all future public realm projects, where feasible, and encourage the adoption of similar practices in private developments. | <p>Cross-departmental work on incorporating nature based solutions was developed and appropriate water retention and treatment systems were considered and included in the design of relevant public realm schemes.</p> <p>A cross-departmental working group on incorporating sustainable urban drainage was established and policy/ guidelines documents are in preparation and will be published in 2021.</p> |
| Work in partnership with adjoining authorities and relevant stakeholders to conserve, enhance and promote the biodiversity of Dublin City. | Implement and review the Dublin City Council Biodiversity Action Plan 2015-2020 and the Dublin City Invasive Species Action Plan 2016-2020. | The use of glyphosate for the purpose of treating of weeds on the road network was last used by the City Council in 2018. Weeds were removed manually in 2019. Since 2020 a new product/ process called ‘ <i>Foamstream</i> ’, made up of hot water, sugar and natural oils, is being used to treat weeds on approximately 280km of the road network. This is being supplemented by the manual removal of weeds. |
| | Implement and review the Dublin City Tree Strategy 2016-2020. | There are up to 100,000 trees in parks and on the streets in the City. In 2020, a total of 3,588 trees representing 96 species were planted. The Tree Care Budget provides for a planned programme of tree care throughout the city and the implementation of the actions of the Dublin City Tree Strategy. |
| | Continue to lead the Dublin Bay UNESCO Biosphere Partnership to achieve conservation goals. | A new monthly <u>Dublin Bay Biosphere E-zine</u> was launched in May 2020 to promote the objectives of the UNESCO designation. |

| Goal 1: To work towards achieving a green, low carbon city | | |
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| Priority objective | Supporting Strategy | Progress 2020 |
| Provide robust leadership in advancing climate action at local and regional level and by showing commitment to change in our own practices. | Deliver on our commitments under the Climate Charter for Local Authorities to embed decarbonisation, sustainable development and climate resilience into every aspect of the work we do. | <p>In 2020 we have as per the Local Government Charter:</p> <ul style="list-style-type: none"> a. Delivered our first annual progress report to the Department of Environment, Climate and Communications on the CCAP 2019-2024 b. Exceeded our 2020 energy efficiency target of 33% by 3.8% (36.8%) c. Projects, such as Energy Performance Contracting (EPC), are being progressed to implement energy efficiency measures in council owned and run buildings d. Climate change training for staff through the LGMA/CCMA and Climate Ireland has commenced e. To further our climate leadership ambitions the City Council has partnered with third level institutions and private sector to submit applications for EU Green Deal Call. Additionally, we have engaged with third level to progress a number of actions in the CCAP f. To demonstrate commitment to advancing climate action the City Council has submitted an application to be European Green Capital 2023 <p>The Council also availed of Creative Ireland funding to develop a community engagement project on food and climate change that will launch in 2021.</p> <p>A Background Paper and an Issues Paper were prepared for the Development Plan Review on which public consultation began in December 2020. Inputs were also made to Forward Planning projects and plans and a paper on Decarbonisation was complete.</p> |

| Goal 1: To work towards achieving a green, low carbon city | | |
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| Priority objective | Supporting Strategy | Progress 2020 |
| | Put in place a Climate Action Team to lead and coordinate Climate Action across the City Council. | <p>A Climate Action Co-ordinator was appointed during 2020 to lead the City Council's Climate Action Team and work programme which, in 2020, achieved:</p> <ul style="list-style-type: none"> • Continued participation and engagement by representatives on the implementation of climate change actions • Regular meetings of the Climate Teams across the Council to progress implementation of the Climate Action Plan • Partnered with Smart Dublin, LEO, MODUS and Google on a range of externally focused climate initiatives |
| | Support the Climate Action Regional Office (CARO) and collaborate with neighbouring authorities to ensure it is as effective as possible. | <p>The City Council continued to host the CARO and support their work plan including:</p> <ul style="list-style-type: none"> • Regular meetings with neighbouring authorities • Pilot training for senior staff • Continued support and management of the Climate Action Regional Office on behalf of the 4 Dublin local authorities • Continued attendance at relevant events and provision of advice and input as requested |
| | Empower communities to take responsibility for their local environments through programmes such as Tidy Towns and Dublin City Neighbourhoods Awards. | <p>The Council continued to work with communities across the City on environmental initiatives including:</p> <ul style="list-style-type: none"> • Encouraging sustainable travel in Dublin City Communities under the City Council Brand - 'Hike it Bike it' • Promoting and supporting Tidy Towns and City Neighbourhood groups. The City Neighbourhoods Awards were run on local basis due to COVID restrictions, with 293 local awards presented across the 5 Administrative Areas • Supporting in excess of 4500 community clean ups • Promote biodiversity initiatives through tidy towns etc. • Engaging schools, residents associations and groups in all Water Framework Directive and Flood Projects • Engaging a total of 291 registered schools in the Green Schools Programme |

| Goal 2: To build safe, thriving neighbourhoods | | |
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| Priority objective | Supporting Strategy | Progress 2020 |
| Deliver quality homes on the required scale. | Deliver on our annual targets for provision of social housing units. | New homes provided by the City Council consisted of: <ul style="list-style-type: none"> • 319 newly built units • 291 acquisitions • 242 homes delivered through leasing |
| | Renew and regenerate our existing housing stock on a programmed basis. | A total of 922 properties were refurbished under the Voids Refurbishment Programme in 2020. These were made up of 289 Houses, 334 Apartments and 299 Senior Citizens' units. Phase 2 of the Energy Efficiency Retrofitting Programme continued with 35 properties receiving energy upgrades. |
| | Ensure that new homes and buildings are delivered to required standards through the operation of a rigorous Building Control System for the city. | The City Council continued to provide a comprehensive building control service with a total of: <ul style="list-style-type: none"> • 1,038 commencement notices and 379 disability access certificate applications submitted • 468 Certificates of Compliance on Completion submitted • 608 inspections of active construction sites carried out, with 226 focussed on fire safety • 2 enforcement notices and 1 summary prosecution initiated Over 69% of all new buildings notified as commencing were inspected on site. |
| | As the lead Local Authority for the National Building Control office, promote a culture of compliance with the building regulations through education and a strengthened inspection scheme. | Dublin City Council's role as lead authority for the National Building Control Office was expanded in 2020 to include the National Market Surveillance Office. Online applications for Fire Safety and Disability Access Certificates came on-stream in 2020. Support was provided to the 31 Building Control Authorities. Quarterly Newsletters were issued and 5,317 customer queries were dealt with. |

| Goal 2: To build safe, thriving neighbourhoods | | |
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| Priority objective | Supporting Strategy | Progress 2020 |
| | Maintain the standard of private rented accommodation through proactive inspection and enforcement of regulations. | <p>Dublin City Council has responsibility for enforcing quality standards in the private rented housing sector and in relation to rented properties on the Rental Accommodation Scheme, (RAS) Housing Assistance Payments Scheme (HAP).</p> <p>From March 2020 because of COVID-19 public health measures, physical inspections were severely curtailed. In order to continue to inspect properties a new and innovative Virtual Inspection Programme was developed and implemented.</p> <ul style="list-style-type: none"> • A total of 3,020 inspections, including re-inspections were carried out of which 1,794 were physical and 1,226 virtual. • Of the 2,224 individual dwellings inspected, 1,737 were found to be non-compliant on 1st inspection and appropriate enforcement was taken in all cases • 1,761 Improvement Letters were issued, followed up with 465 Improvement Notices being served where required. • 10 Prohibition Notices were served • By the end of the year 3446 dwellings were brought up to standard including those where the initial inspection was carried out in 2019 but compliance was achieved in 2020, ensuring safer, healthier homes for tenants |
| | Transfer remaining recipients of rent supplement to the Housing Assistance Payment (HAP). | In 2020 the total number of HAP tenancies created was 1,655. This figure includes 374 tenancies that transferred from rent supplement to HAP. |

| Goal 2: To build safe, thriving neighbourhoods | | |
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| Priority objective | Supporting Strategy | Progress 2020 |
| Create mixed neighbourhoods that have a choice of housing type and tenure. | Implement robust policy in the Development Plan that supports the creation of mixed neighbourhoods, with a range of housing types, appropriate facilities and services. | <p>Development Plan policy continued to be implemented through the Development Management process.</p> <ul style="list-style-type: none"> • 2,479 valid planning applications were received. • 265 pre-app consultations were held • 90 additional pre-app consultations relating to proposed Strategic Housing Development (SHD) applications were held and a further 40 pre-app consultations were held with An Bord Pleanála relating to SHDs • 31 SHD applications were accepted by the Bord and forwarded to Development Management for the City Council's opinion <p>The Industrial Lands Study (Z6) to assess redevelopment potential of underutilised industrial lands was completed during 2020.</p> |
| | Deliver and facilitate a range of appropriate social housing types and developments that support people with specific requirements. | <p>In 2020 the total number of allocations to people with a disability was 163.</p> <p>A total of 976 grants were paid out across the Housing Adaptation, Mobility Aid and Housing Aid for Older People grant schemes.</p> |

| Goal 2: To build safe, thriving neighbourhoods | | |
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| Priority objective | Supporting Strategy | Progress 2020 |
| | Implement the Traveller Accommodation Programme 2019 – 2024. | <p>9 capital projects have been completed under the Programme and Fire Safety works and equipment renewal was carried out on all sites.</p> <p>The City Council provided a comprehensive response to COVID-19 for the Traveller community in the Dublin Area including the provision of:</p> <ul style="list-style-type: none"> • running water to over 70 families and authorised electrical connections to 38 families • 25 allocations including 9 Void returns under the COVID-19 response • 2 temporary sites and temporary accommodation was provided for self-isolation purposes • 4 Mobile homes were provided under the Emergency Caravan Grant Scheme to Traveller families in crisis <p>Traveller Accommodation Condition Surveys were complete for all houses and funding applications made to the Sustainable Energy Authority of Ireland for identified works.</p> |
| | Deliver a range of housing supports to enable people to remain in or acquire housing appropriate to their needs. | The City Council responded to 2,883 Duty Social work calls and received 596 Exceptional Social Grounds applications in 2020. Improvements were made to the workflow processes for dealing with these applications to increase efficiencies and reduce the time applicants are waiting for a decision. |
| Effectively contribute towards making housing more affordable. | Collaborate with government departments and other key stakeholders to develop the Cost Rental model of housing. | A Design Team was appointed to the St. Michael's Estate development and work commenced on the preparation of a planning application, expected to be lodged in the second quarter of 2021. |

| Goal 2: To build safe, thriving neighbourhoods | | |
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| Priority objective | Supporting Strategy | Progress 2020 |
| | Develop a Housing Strategy informed by a Housing Need Demand Assessment as part of the next Development Plan. | A Housing Strategy will be included in the Draft City Development Plan to be published in Autumn 2021. The Housing Strategy will be informed by a Housing Needs Demand Assessment (HNDA) in relation to housing supply, including the proportion of social housing required and the need for different types and sizes of housing. It was intended to commence preparations of HNDA in 2020 but this was deferred to 2021 due to COVID restrictions. |
| Address homelessness through three key areas of operation – prevention, protection and progression. | Review and implement the Business Plan for the Homeless Action Plan Framework for Dublin 2019 – 2021 on an annual basis. | The Business Plan for 2020 was developed and implemented in accordance with the Homelessness Action Plan Framework. |
| | Provide early intervention to people experiencing, or at risk of, homelessness. | 1,557 households were prevented from entering homelessness in 2020 through the creation of tenancies. |
| | Protect people experiencing homelessness through the provision of emergency accommodation and targeted support. | A total of 6,022 persons (4,158 adults and 1,864 children) were residing in emergency accommodation in December 2020, of which a total of 2,900 adults had an active support plan in place. |
| | Identify and enable pathways to long-term housing solutions, including for rough sleepers through the Housing First programme. | Housing First created 94 new tenancies in 2020 with a total of 336 people in active tenancies at end of 2020. |

| Goal 2: To build safe, thriving neighbourhoods | | |
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| Priority objective | Supporting Strategy | Progress 2020 |
| Play our part in ensuring safety for people in their homes and in the public realm. | Deliver Fire, Rescue and Emergency Ambulance Services to the communities of Dublin City and the counties of Fingal, South Dublin and Dún Laoghaire Rathdown. | <p>Dublin Fire Brigade continued to provide an effective service across the region, as shown in their 2020 incident response times:</p> <ul style="list-style-type: none"> • Average time taken, in minutes, to mobilise Fire Brigades in Full Time Stations in respect of fire: 01:50 • Average time taken, in minutes, to mobilise Fire Brigades in Part-Time Stations (retained fire service) in respect of fire 06:26 • Average time taken, in minutes, to mobilise Fire Brigades in Full Time Stations in respect of all other emergency incidents 02:04 • Average time taken, in minutes, to mobilise fire brigades in Part-Time Stations (retained fire service) in respect of all other emergency incidents 06:50 |
| | Work collaboratively with An Garda Síochána and the Joint Policing Committee to tackle anti-social behaviour and issues of community safety. | <p>The Annual Report of the Joint Policing Committees 2019 was presented to the September 2020 City Council meeting.</p> <p>Topics discussed during 2020 included:</p> <ul style="list-style-type: none"> • Homeless Services (Director, Housing First) • Building Resilient Communities • Halloween Event • Pandemic (Policing and interpretation of guidelines) • Street Issues (drugs, homeless, begging, antisocial behaviour) • Roads Policing • Animal Welfare |

| Goal 2: To build safe, thriving neighbourhoods | | |
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| Priority objective | Supporting Strategy | Progress 2020 |
| | Effectively manage city council housing complexes and estates. | <ul style="list-style-type: none"> • 3,877 complaints were handled in 2020, of which 2,126 related to anti-social behaviour and 1,751 related to other breaches of tenancy • There were 4 evictions under Section 20 of the 1997 Act. A further 36 tenancies were surrendered because of anti-social behaviour or in lieu of court action on anti-social behaviour • There were 10 live tenancy warnings at the end of 2020 |
| | Promote the development of a built environment and public spaces which are designed to deter crime and anti-social behaviour, which promote safety and which accord with the principles of universal design. | <p>The Development Management process was utilised to ensure proposed developments aligned with the City Development Plan to ensure a city that is an attractive safe place to live, work, visit and enjoy.</p> <p>Implementation of the Public Realm Strategy and associated Projects are exemplars of good design, utilising Universal Design Principles and promoting an accessible, pedestrian friendly city to be enjoyed by all.</p> <p>All Dublin City Council project designers continued to incorporate these objectives in their designs of buildings and public spaces to achieve a pedestrian friendly city.</p> |
| | Support community participation in safety and security through our fire, water and road safety education and awareness programmes. | <p>The City Council led a regional innovation challenge to find smarter solutions to address the challenge of 'missing' ring buoys. As a result, 4 companies have developed Apps to alert the local authorities of vandalism and theft of life buoys. These will be trialled in 2021 with a view to providing the best solution.</p> <p>Dublin Fire Brigade continued to enforce and advise on Fire Safety throughout 2020, and fire safety inspections were held virtually and in a social distanced manner. A preliminary Community Fire Safety Strategy was complete and Fire Safety was promoted through social media platforms.</p> |

| Goal 2: To build safe, thriving neighbourhoods | | |
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| Priority objective | Supporting Strategy | Progress 2020 |
| | Prepare for and make co-ordinated inter-agency response to major emergencies at local and regional levels in line with the Framework for Major Emergencies. | <p>Major Emergency structures were reviewed and a renewed Crisis Management Working Group was established to develop coordinated and consolidated City Council Major Emergency Management Plans.</p> <p>Full local authority compliance with all COMAH/Seveso 3 regulations was achieved.</p> <p>COVID-19 restrictions prohibited large interagency exercises during 2020.</p> |

| Goal 3: To continue to grow a strong, diverse economy | | |
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| Priority objective | Supporting Strategy | Progress 2020 |
| Proactively support the creation and strengthening of micro, small and medium sized enterprises in the city. | Provide a range of supports, including a First Stop Shop and the Work Matters Programme, to start-ups and developing businesses. | <p>In response to COVID-19, First Stop Shop and LEO services were delivered remotely immediately following lockdown in March 2020. Local Enterprise Week 2020 was the last physical event held.</p> <p>Throughout the year, the LEO delivered:</p> <ul style="list-style-type: none"> • 2,735 participants on LEO-led training courses • 1,570 mentoring hours allocated to LEO clients • 46 Business Advice Clinics with 883 participants <p>COVID-19 specific supports included 1,305 Business Continuity Voucher applications received, with €1.7million paid out to support Dublin City businesses.</p> |
| | Provide support to identified economic sectors: <ul style="list-style-type: none"> • Technology • Social enterprise • Green business / circular economy • Tourism • Markets • Food • Design | <p>Due to COVID-19, Start-Up Grant support pivoted to virtual delivery and additional supports were provided to the tech sector through supports for remote virtual events including Dublin Tech Summit (DTS).</p> <p>All Social Enterprise activities were delivered remotely with 150 participants across all Social Enterprise events including the Social Enterprise Awards ESER collaboration.</p> <p>The MODUS programme grew to a regional and national programme during 2020. 2 MODUS taster sessions and 10 modules were delivered through the Dublin Regional & National MODOS programmes. In addition, the MODUS Programme was recognised and showcased by NOAC as a best case exemplar.</p> |

| Goal 3: To continue to grow a strong, diverse economy | | |
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| Priority objective | Supporting Strategy | Progress 2020 |
| | Identify locations and facilitate the provision of a range of appropriate accommodation for business development including enterprise hubs and co-working space. | <p>Policy planning was undertaken to incorporate issues around the role of enterprise provision in urban regeneration in the pre-draft City Development Plan.</p> <p>The Guinness Enterprise Centre Extension neared completion and is expected to be finished in early 2021, and support was provided to SPADE for the development of new 750 sq. m extension for food businesses incubation space.</p> |
| Plan and provide for the future economic growth of the city by understanding and responding to new economic trends. | <i>Review Dublin City: Promoting Economic Development 2018 – 2021</i> | The review of the Economic Development Strategy was completed and updated with a 2021 Action Plan. |
| | Establish an internal Economic Forum to identify items for the consideration of the Economic Development and Enterprise SPC and research projects for third level institutions. | <p>Internal and external stakeholder engagement was a significant part of the successful Reset Summit during 2020.</p> <p>Internal engagement across organisation took place on a range of economic issues including work on EU Programme Strategy development and participation opportunities for the next 7 year programme period.</p> <p>Two SPC Working Groups were established in 2020 – Tourism and City Markets including Night Time Economy; and EU Affairs & International Relations. These working groups included representative members and sectoral members from the Economic Development and Enterprise SPC and the Arts & Culture SPC. Outputs included an EU Programme Participation Strategy 2021 – 2027; and initial development of Night Time Economy Strategy which will be completed in 2021.</p> |
| | Publish the quarterly Dublin Economic Monitor (DEM). | 4 editions of the DEM were published highlighting economic data and the impact Covid19 across the city economy. A tender procurement process was also complete in 2020 and contract awarded for 4 year period and editorial workshops established with 4 Dublin local authorities. |

| Goal 3: To continue to grow a strong, diverse economy | | |
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| Priority objective | Supporting Strategy | Progress 2020 |
| Strengthen the competitiveness of the City Region through continued collaboration with our neighbouring authorities and building on our international connections. | Promote the city internationally as a place to invest, visit and live through Dublin.ie. | <p>Ongoing internal and external stakeholder engagement took place to build awareness of the dublin.ie place branding website.</p> <p>Multiple COVID-19 campaigns were delivered through Dublin.ie including supporting front line workers, support local business, showcasing Dublin as a staycation location, and Open for Christmas campaign with over 200,000 views on social media.</p> <p>International reach was increased through remote virtual events including support of business events and promotion of Hugh Lane Gallery's exhibitions and programmes.</p> |
| | Strengthen ties with our existing Sister Cities through mutually beneficial initiatives and exchanges and act as first point of contact for city, business and government visiting delegations. | <p>Lord Mayor Paul McAuliffe attended a Tourism Ireland promotion event in London where he was joined by the Lord Mayor of Belfast, approx. 70 key UK and Irish tourism leaders, diaspora contacts the Irish Ambassador to UK and various MP's and dignitaries from the House of Parliament.</p> <p>In early 2020, meetings were held with Embassy Ambassadors, the Lord Mayor's Offices, and the City Council As a result of the pandemic and the impact on international relations, all planned overseas delegation visits were cancelled.</p> |
| | Review the <i>Dublin Regional Enterprise Action Plan (DREAP) to 2020</i> . | Covid-19 impacted the delivery of some of the DREAP Actions which were outside of the City Council's control. The City Council led on 17 of 24 actions within the Plan throughout 2020, made contributions to DREAP progress reports which were submitted to Government and collaborated with DREAP on the delivery of Reset Summit 2020. |

| Goal 3: To continue to grow a strong, diverse economy | | |
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| Priority objective | Supporting Strategy | Progress 2020 |
| | Continue to lead the Dublin Bay UNESCO Biosphere Partnership to achieve eco-tourism and development goals. | A business charter for Dublin Bay biosphere businesses was supported in 2020. |

Goal 4: To promote compact growth with connected infrastructure

| Priority objective | Supporting Strategy | Progress 2020 |
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| <p>Take a leadership role in collaborating with city partners to expand and build a more integrated public transport system in the city.</p> | <p>Work with Transport Infrastructure Ireland and the National Transport Authority to progress MetroLink and to facilitate the Bus Connects project.</p> | <p>The City Council has a Bus Connects Team in place to co-ordinate with the National Transport Authority (NTA) as well as internally, especially in the area of Public Realm and drainage requirements. Multiple workshops were held in 2020 to advance designs around each Metro Station and overall traffic management during the construction phase.</p> <p>During 2020, the City Council engaged regularly with Transport Infrastructure Ireland and the NTA to ensure their input to the development management process so that new development sites citywide take cognisance of and provide spatial reservations for Bus Connects and MetroLink projects.</p> |
| | <p>Deliver cycling infrastructure as part of both Bus Connects and to connect to MetroLink.</p> | <p>The emphasis of the programme has evolved during 2020 to focus on active traffic management, which creates a new complex role for the City Council. The new five year cycle plan will enable better connectivity for cycling to the Metro and BusConnects projects.</p> |
| | <p>Deliver the Dublin City Centre Transport Study to enable growth in public transport passengers and in active modes.</p> | <p>The City Council focused on College Green and significant delivery of COVID-19 mobility measures, including widening footpaths and trialling pedestrianisation of streets around Grafton Street.</p> |

Goal 4: To promote compact growth with connected infrastructure

| Priority objective | Supporting Strategy | Progress 2020 |
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| <p>Provide and support a range of alternative and emerging travel options, particularly focused on cycling and walking.</p> | <p>Implement the Dublin City recommendations from the Greater Dublin Cycle network.</p> | <p>Works, both design and construction, continued on multiple projects. The Royal Canal Phase 2 was opened in June 2020 providing an important high quality link from Newcommen Bridge to the Canal Way Cycle Route.</p> <p>Preliminary and detailed designs were progressed on relevant public realm projects to deliver high quality improvements and enhancements to pedestrian space in the City Centre.</p> <p>The reservation of space on private development sites citywide for cycling projects was secured through the development management process.</p> |
| | <p>Increase the amount of pedestrian space in the city centre and ensure that it is of high quality.</p> | <p>Non-statutory consultation on the Dame Street approach to College Green was concluded during the year.</p> <p>Preliminary and detailed designs were progressed on relevant public realm projects to deliver high quality improvements and enhancements to pedestrian space in the city centre.</p> <p>As part of the development management process, the City Council secured that private developments citywide delivered expanded pedestrian space and high quality public realm.</p> <p>The corporate Public Realm Working Group focused on promoting multi-disciplinary, collaborative working towards implementation of the public realm masterplan for the City core, The Heart of the City.</p> |

| Goal 4: To promote compact growth with connected infrastructure | | |
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| Priority objective | Supporting Strategy | Progress 2020 |
| | Progress the use of mobility hubs and integration of all sustainable modes into a <i>Mobility as a Service</i> arrangement. | <p>The on-street mobility hub remained in operation, now with appropriate bye laws to allow further expansion.</p> <p>During 2020 integrated mobility strategies were developed in collaboration with developers for large development sites/new city quarters across the City area. These strategies included provision of mobility hubs providing an integrated set of services and facilities including shared car and bike schemes, EV and E-bike charging. A similar strategy is in preparation for the City Council's Emmet Road site which is intended to be an exemplar model.</p> |
| | Continue the development of our intelligent transport systems and the use of data driven decision making for transport planning, incorporating near real time city simulation, bus priority systems and SCATS. | The traffic control system (SCATS) in Dublin continued to be expanded with additional junctions being added. New technology in the form of contactless pushbuttons was introduced. The use of analytics and data driven decision making continued to be a key element in new projects. |
| Provide direction and vision around digital infrastructure provision to enable the city to capitalise on the opportunities provided by emerging technology. | Encourage and facilitate telecommunications and high-capacity ICT infrastructure in appropriate locations throughout the city as a means of improving economic competitiveness and contributing to sustainable movement by reducing the need to travel. | <p>During 2020, the City Council partnered with the CONNECT Centre and Sligo County Council to publish a discussion document 5G and Future Connectivity: An Emerging Framework for Irish Cities and Towns, sketching options for the rollout of future connectivity in Ireland.</p> <p>In addition, the City Council engaged in market consultation to gather feedback on the development of 5G and future connectivity in Dublin and commenced work on examining ways the City Council can facilitate roll-out of telecommunications infrastructure in the City.</p> |

| Goal 4: To promote compact growth with connected infrastructure | | |
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| Priority objective | Supporting Strategy | Progress 2020 |
| | Consolidate Smart Docklands as a test bed for new technology-related initiatives. | DCC is now supporting three smart districts, Smart DCU, Smart D8 and Smart Docklands. Smart Docklands hosted two Business Forum meetings and supported and participated in a number of innovation webinars in 2020 locally and internationally. The Docklands implemented four pilot projects to promote safer cycling and encourage people to take up cycling, including the Wing Lights project and the Cycle Buddy App. Smart Docklands have also been working with Trinity Connect to develop a Smart City and IOT education programme aimed at public sector and Transition Year students. |
| | Utilise the existing and new digital infrastructure to ensure that the main corridors into the city are operated in a connected ITS manner to provide managed corridors for buses and to ensure safe and efficient movement. | The use of Bus gates and other bus priority measures in the Bus Connects project, requires the City Council to provide active traffic management measures along each corridor. As part of the engagement with Bus Connects the City Council worked with the NTA regarding the new Automatic Vehicle Location requirements for the bus fleet and its integration with the DCC traffic systems. |
| | Put in place a trusted digital source for connected and autonomous vehicles and to ensure the presence of high quality digital mapping. | A pilot project with Transport Infrastructure Ireland (TII) on connected vehicles was planned during 2020 and is due to commence in 2021 with the aim of learning more about the technology and being ready to meet the new EU requirements. |
| Encourage and facilitate sustainable densities and best use of underutilised, vacant and brownfield land. | Review and implement the City Development Plan and related Local Area Plans to secure the best use of the city's land for future development. | The review of the City Development Plan was deferred by 3 months due to COVID-19 and commenced in December 2020. 59 projects were submitted for Urban Regeneration and Development Funding over four concept areas which consisted of the North Inner City, South Inner City, Cherry Orchard/Park West and Belmayne/Clongriffin. |

| Goal 4: To promote compact growth with connected infrastructure | | |
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| Priority objective | Supporting Strategy | Progress 2020 |
| | Facilitate and drive the redevelopment of Docklands Strategic Development Zone (SDZ), Strategic Development and Regeneration Areas and the appropriate redevelopment of industrial land banks. | Various studies, Variations to the City Development Plan and Economic Reports were completed in 2020. Permission was granted for enabling works to facilitate Phase 1 of former Irish Glass Bottle and Fabrizia sites in the Poolbeg West SDZ. |
| | Promote the best use of land and buildings, including key sites in Dublin City Council ownership, through active land management approaches and effective management of the City Council's commercial property portfolio. | A Disposal Protocol Criteria was approved by the City Council to assist in decision-making in the sale of Council property. The City Council approved a total of 103 disposals and renewed 31 leases/licences. 40 rent reviews and 18 disposals of Fee Simple were processed. |
| | Encourage living in the city centre through the promotion of quality apartment living. | The City Council continued to promote the Living City Initiative including an advertisement campaign utilising Digi panels, bus shelters and social media and an online application facility was introduced. |
| Maintain and enhance our public realm providing a connected, universally accessible set of quality public spaces and connections. | Maintain and manage the city's street and footpath infrastructure, public lighting and street furniture to ensure a safe, accessible and quality public realm for all. | Ongoing maintenance activity for public lighting continued and the new LED replacement project being implemented will reduce the number of outages, decrease energy use and also allow for the maintenance of Heritage lamp standards. The Road Maintenance Services' Annual Works Programme was delivered and carriageway resurfacing was completed on circa 25km of road network. Through the development management process, the City Council secured the upgrade/improvement of public footpaths and the delivery of high quality public realm throughout the city. |

| Goal 4: To promote compact growth with connected infrastructure | | |
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| Priority objective | Supporting Strategy | Progress 2020 |
| | Implement the phased programme of projects in the City Centre Public Realm Masterplan 2016 – 2034. | A revised and restructured Public Realm co-ordination structure was put in place to progress project implementation and drive delivery of the Public Realm Strategy and City Centre Masterplan. |
| | Advance the revised proposals for College Green Plaza | The review of this project is advancing and clarification has been received in respect of relevant transportation issues, including the impact of Bus Connects and the Bus Network Redesign. This will inform the preparation of a new College Green proposal and the re-submission of an appropriate planning application for a new and expanded public space. |
| | Lead the concept and design processes for key bridge infrastructural projects | Key bridge infrastructure was delivered through enhanced connectivity and permeability for traffic and pedestrian users. Environmental Impact Assessment Reports (EIAR) and other required documentation in support of the key bridge projects were prepared. All new bridges were checked for flood resilience. |
| In partnership with Irish Water, manage and improve Water Services infrastructure. | Manage the Service Level Agreement with Irish Water and deliver on the agreed programme of work | The City Council achieved the targets in Annual Service Plan under the Service Level Agreement with Irish Water for 2020 |

| Goal 5: To support and engage active, inclusive communities | | |
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| Priority objective | Supporting Strategy | Progress 2020 |
| Provide people with the opportunity to access outdoor recreation and natural environments through enhancing and expanding our network of parks and green spaces. | Implement the Dublin City Parks Strategy 2017 – 2022. | Parks have never been busier than in 2020. The City Council continued to provide all parks operations throughout the pandemic and projects/new works also progressed albeit delayed due to lockdowns. |
| | Continue to support the Dublin Mountains Partnership to achieve sustainable access to the mountains for the citizens and visitors to Dublin | A 10 year strategic plan was published and the Mountains Makeover Project commenced which saw the start of the replacement of coniferous woodland with native woodland. |
| Facilitate active citizenship in city communities and engagement with key stakeholders. | Develop local development and social inclusion initiatives through the Local Community Development Committee. | The Dublin City Local Community Development Committee (LCDC) was reconstituted in 2020 with a new Chair elected, additional new members from the Public Participation Network (PPN) and the representative sectors as required. The LCDC met 4 times in 2020, in-person in January and virtually/online thereafter. |
| | Support actions and identify work to progress under the Dublin City Local Economic and Community Plan (LECP) 2016 – 2021 and develop a new plan to commence in 2022. | <p>The LCDC continues to deliver initiatives under the LECP including:</p> <ul style="list-style-type: none"> • the Social Inclusion and Community Activation Programme (SICAP) with an overall budget in 2020 of €5.4 million • the Community Enhancement Programme with a budget of €594.2k • the Healthy Ireland Fund with a budget of €246k • the Community Resilience Fund worth €107k and • delivering COVID19 Emergency Funding to the value of €117k <p>Preparatory work was also undertaken on the follow-on LECP from 2022.</p> |

| Goal 5: To support and engage active, inclusive communities | | |
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| Priority objective | Supporting Strategy | Progress 2020 |
| | Strengthen participation through the development of the Public Participation Network (PPN) and Comhairle na nÓg. | <p>The Dublin City PPN was successfully re-established in 2020 with a new host established under contract to the City Council and the recruitment of a dedicated resource worker.</p> <p>The Dublin City Comhairle na nÓg met regularly online throughout 2020 and delivered a successful online AGM in late 2020.</p> |
| | Empower and strengthen local community building through our community development and engagement programmes. | Despite the impacts of COVID-19, the City Council's Community Grants Programme funded 693 community and voluntary organisations across Dublin to the value of €572.5k. |
| | Make all of our public consultations available on the City Council's online consultation hub, as well as in traditional formats. | All City Council consultations were published on the website and using the Council's consultation hub. Webinars and virtual meetings were held in place of traditional in-person consultations, due to COVID-19 restrictions. |
| | Manage the Your Dublin, Your Voice platform to gain the views of people on a range of issues. | <p>4 Your Dublin Your Voice surveys were delivered during 2020:</p> <ul style="list-style-type: none"> • 2 specific surveys on COVID 19 dealing with the impact on Dublin residents and building back a stronger Dublin post COVID-19 • a specific survey on Night Time Economy which fed into a Night Time Economy Forum • a final survey on Dublin's biodiversity which will feed into Dublin's Biodiversity Action Plan 2021 |
| Promote social inclusion and diversity by working with, and empowering, groups across all sectors of the community. | Review the Social Inclusion, Integration and Age Friendly Strategies. | <p>All strategies were reviewed in 2020 and a new, follow-on Age Friendly Strategy for the period 2020 to 2025 was developed.</p> <p>Preparation for a second Dublin City Integration Strategy was undertaken and resulted in early actions on adopting a new, revised strategy from 2021.</p> |

| Goal 5: To support and engage active, inclusive communities | | |
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| Priority objective | Supporting Strategy | Progress 2020 |
| | Provide welcoming and inclusive spaces for all across the network of public libraries. | <p>A range of library upgrading works were commenced or completed during 2020 including:</p> <ul style="list-style-type: none"> • Refurbishment works at Central Library completed • Ballymun Library roof replacement underway; • Temporary library opened in Richmond Barracks and Inchicore Library Part 8 completed. • Design of access works at Marino Library were complete • Design work on the library and public domain at Coolock Library has been completed which will improve accessibility for the library and the surrounding footpaths • Sensory library facility installed in Coolock Library |
| | Continue to provide appropriate sites and buildings for community use. | <p>During 2020, the City Council supported communities across the City by providing:</p> <ul style="list-style-type: none"> • 8 Community Garden Licences • 18 licences/ renewals for buildings in community use • 5 disposals of buildings for community use • 2 new leases were issued |
| Improve the health and well-being of communities across the city by increasing access to participation in sports, recreation and healthy activity. | Review STRIDE: 2017–2020, the Dublin City Sport and Wellbeing Strategy. | The requirement to review the Strategy in 2021 has been brought to the attention of the Dublin City Sports and Wellbeing Partnership Board. |
| | Finalise and implement a new Dublin City Play Strategy. | A report on the review of the City Play Strategy was presented and noted at the May 2020 Arts Strategic Policy Committee (SPC). The final report will be published in 2021. |

| Goal 6: To sustain a vibrant cultural life | | |
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| Priority objective | Supporting Strategy | Progress 2020 |
| Celebrate and promote the history, culture and literary traditions of the city to build on their value to the city's identity, to society and to the economy. | Implement <i>Libraries Unlimited: A Strategic Direction for Dublin City Libraries 2019-2023</i> . | <p>Implementation proceeded as planned with priorities and timeframes adjusted in response to COVID-19 closures.</p> <p>The focus of service delivery shifted successfully to online and digital including the development of a dedicated home delivery service and an 'Ask-a-Librarian' online service.</p> <ul style="list-style-type: none"> • Borrowbox 125% increase • Pressreader 200% increase • Tumblebooks 555% increase • Universal Class 235% increase • Artist Works 125% increase • RBDigital Comics 126% increase • Naxos Music Library 62% increase |
| | Develop and implement a new three-year <i>UNESCO City of Literature strategic plan 2020 – 2022</i> . | The plan was completed and implementation is underway. The Dublin Literary Award was delivered online due to COVID-19 and in partnership with the ILFD. |
| | Promote and support awareness of the Irish language and recognise its unique place and contribution to the cultural diversity of our City. | <p>The City Council continued to ensure Irish language services are available to our customers, and provided Irish language training and language awareness training to staff to enhance the Irish language services we can provide.</p> <p>In order to create both a visible space and to highlight the importance of the language, Irish continued to be provided on signage, exhibitions, banners, hoarding and information boards etc. throughout the City.</p> |

| Goal 6: To sustain a vibrant cultural life | | |
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| Priority objective | Supporting Strategy | Progress 2020 |
| | Implement our programme of arts development. | <p>The City Council continued to deliver a comprehensive arts development programme including:</p> <ul style="list-style-type: none"> • Arts Grants of €550k awarded • Children's Art in Libraries Programme • Lab Gallery Exhibition Programme • Dublin Chinese New Year • International Literature Festival • MusicTown • European Project on Visual Thinking Strategies. |
| | Protect and promote the city's architectural heritage and advance conservation best practice, including the adaptive reuse of historic buildings. | <p>North Great George's Street was designated as an Architectural Conservation Area. 5 additions to Record of Protected Structures were made and 1 clarification processed.</p> <p>35 Built Heritage Investment Scheme Grants were processed with €308,000 granted in funding. In addition, the following grants were awarded:</p> <ul style="list-style-type: none"> • 4 Historic Structures Funds Grants • 2 July Jobs Stimulus Package Grants • 1 Community Monuments Grant |
| | Continue to promote Dublin's unique history and heritage nationally and internationally through awareness raising of our Viking and Medieval archaeology, the Decade of Centenaries, digital projects and other events, publications and partnership projects. | <p>Conservation works to the City Wall at Wood Quay Venue Phase 1 works were completed in 2020. Phase 2 and 3 works are deferred until Level 5 restrictions ease. The Wood Quay Oral History Project (Phase 2) near completion.</p> <p>The Viking Dublin-York Axis Project was due to commence in October 2020 and was deferred to April 2021 due to Covid restrictions. In addition, the Norway/Dublin Viking exhibition in collaboration with Dublinia was paused due to COVID-19 restrictions.</p> |

| Goal 6: To sustain a vibrant cultural life | | |
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| Priority objective | Supporting Strategy | Progress 2020 |
| | Prepare a new five-year Dublin City Heritage Plan 2020-2025 | Although initially delayed due to COVID-19, the process of preparing a new Dublin City Heritage Plan was commenced. |
| | Maintain the Hugh Lane Gallery's world-class programme of exhibitions of national and international artworks | <p>The Lane Legacy' exhibition was very well received and numerous online education programmes enabled people to engage with the works.</p> <p>The Worlds without End exhibition was closed due to COVID-19 Restrictions in December 2020. The exhibition, a visual dialogue on the impact of borders on individuals and communities, featured 12 Irish and international artists, many of whom were exhibiting in Ireland for the first time.</p> |
| | Ensure that our civic, public and operational buildings are managed in a way that provides the highest quality facilities for, and maintains key historic buildings on behalf of, the public | <p>A planned schedule of works for City Hall was completed in 2020 including access works to the west entry, painting internally of lower ground floor public areas and external windows on east & west sides, upgrade to energy saving light fittings in Rotunda and light chemical washing of the building's exterior.</p> <p>The tender for the refurbishment of the Hugh Lane Gallery 1930's Wing was published.</p> |
| Enable diversity in access to arts and culture to give everyone the opportunity to participate | Identify and document diversity evident in current programmes and list the opportunities to increase access and diversity | <p>The City Council provided Intern opportunities for diverse applicants in arts initiatives and, although hampered due to COVID-19, an intern was placed in the Bram Stoker Festival.</p> <p>A review of Arts Grants is ongoing and a developmental programme is underway in the North Central and North West Areas to target the low take up of Arts Grants applications.</p> |

| Goal 6: To sustain a vibrant cultural life | | |
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| Priority objective | Supporting Strategy | Progress 2020 |
| | Deliver a schedule of projects and participatory education programmes that encourage participation in the visual arts among a range of target groups. | Participation in Hugh Lane Gallery programming in 2020 included: <ul style="list-style-type: none"> • 201 newly created online education programmes that were viewed on Hugh Lane social media platforms 31,673 times and have had 250,000 engagements on the Gallery's YouTube Channel • 850 participants in live online education programmes • 27 artists, guides and lecturers were commissioned to deliver talks/produce films as part of online programming • Online Sunday@Noon concerts averaged 2,000 views across Facebook and YouTube |
| | Deliver a focused and creative programme across all of Dublin's primary schools engaging directly with the city art collection. | 15 schools participated in zoom@hughlanegallery Online: City-wide project with primary schools in 2020. Since 2018, 46 schools have participated. |
| | Animate library spaces with diverse and inclusive programme of events. | The focus of service delivery shifted to online and digital and resulted in the production of 146 original videos with 324,512 views on social media, more than 238 (recorded) interactive events, a reach of 2,675,746 and countless invaluable interactions with our patrons. |
| Facilitate educational opportunity through programmes and funding | Deliver a diverse programme across the library branch network with a focus on promoting digital literacy and supporting the maker movement. | Right to Read events and book recommendations moved online for Spring into Storytime, Summer programme, Children's Book Festival and Family Time at your Library. Videos and events for families and children were viewed 146,397 times and were liked, shared and commented on 9,040 times. |

| Goal 6: To sustain a vibrant cultural life | | |
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| Priority objective | Supporting Strategy | Progress 2020 |
| Animate city spaces by providing and supporting a range of events, festivals and opportunities for people to celebrate and come together. | Develop, fund and support a diverse range of events, festivals and parks events. | <p>Due to COVID-19 and public health guidelines most, if not all, outdoor events/festivals were cancelled for 2020. Dublin City Council successfully delivered a programme of online/virtual events such as Hotter Than July, Wood Quay Summer Sessions, Busker Fleadh, Bram Stoker Festival (in partnership with Failte Ireland) and Sustainable Days.</p> <p>Winter Lights 2020 took place during the month of December lighting up buildings/landmarks around Dublin City and also included new landmarks such as the Docklands and Mater Hospital. For the second year in a row, Winter Lights 2020 saw Dublin City Council in association with Dublin City Council Culture Company engage with local community groups to design projections on Civic Offices, Hugh Lane Gallery, Samuel Beckett Bridge, City Hall and the Mater Hospital.</p> <p>Support was also provided for online/virtual events/festivals such as the Dublin Book Festival, GAZE International Film Festival, and International Literature Festival amongst others.</p> |
| | Licence the city's on-street markets, casual trading and street performance in a manner that enhances people's city experience. | All licence renewal, Street Performance and Visitor Permit applications received were processed and daily inspection and enforcement was carried out, when COVID-19 guidelines permitted. |
| Support and encourage the provision of arts and cultural facilities to ensure that the cultural life of the city has the space to thrive. | Deliver Parnell Square Cultural Quarter on a phased basis. | An application for URDF funding for the project was submitted to Government and a Project Manager appointed. |
| | Conduct an audit of artists' workspaces identifying deficits and opportunities to transfer buildings to cultural use/workspaces. | The audit of artists' workspaces was completed, and a total of 540 artists were surveyed to establish design principles for Artists Workspaces. Full details of this work is available at https://www.artistworkspaces.ie/ . |

| Goal 6: To sustain a vibrant cultural life | | |
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| Priority objective | Supporting Strategy | Progress 2020 |
| | Continue a feasibility of sites in Dublin City Council ownership for artists' workspaces and work with developers to embed arts and cultural workspaces in new developments. | Feasibility of sites at Bridgefoot Street, Merchants Quay and Pelletstown were completed. |
| | Expand the Hugh Lane to include a new wing in Temple Bar for gallery and programming space. | Safety works were completed at 20/21 Parnell Square North and a feasibility study undertaken which will form part of the development plan for Hugh Lane Gallery. Temple Bar is now not being considered. |

| Goal 7: To become a more responsive, innovative City Council | | |
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| Priority objective | Supporting Strategy | Progress 2020 |
| Support a culture of innovation, training and development. | Ensure our organisational design and structure is appropriate for the delivery of our corporate goals and objectives, in line with the Local Authority People Strategy. | <p>35 recruitment campaigns were held in 2020 with all interviews being held virtually during the COVID-19 response. Over 400 internal and external appointments progressed. The City Council continued to engage with the Public Appointments Service in respect of Senior Management campaigns.</p> <p>The rapid move to remote working was facilitated with approximately 2,800 staff provided with the equipment, systems, tools and supports needed to continue to deliver services effectively in this new way of working.</p> |
| | Foster an environment of continuous improvement and development for our staff. | <p>Staff from across the organisation participated in programmes provided by the City Council including:</p> <ul style="list-style-type: none"> • Management Development Programmes for Grades 4 to 8 • Pre-retirement Seminars • Induction and Orientation Programmes • A-Z in local government programme • Return to Learning and Basic Computer Skills <p>In addition, staff in Finance, Law and Engineering services participated in Continuing Professional Development training.</p> <p>The City Council commenced a phased roll-out of a new e-learning platform that will facilitate a move to a blended learning approach, with an initial training programme on 'Building Resilience'.</p> <p>The management and monitoring of Safety, Health & Welfare at work performance was particularly important during 2020 and strong links were built between Business Continuity and Health & Safety in providing guidance, information and training in relation to protocols in relation to COVID-19 measures.</p> |

| Goal 7: To become a more responsive, innovative City Council | | |
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| Priority objective | Supporting Strategy | Progress 2020 |
| | Facilitate staff to adopt innovative approaches in their work through the continued development of change management initiatives such as DCC BETA. | <p>A very successful series of webinars showcasing change initiatives across the organisation were organised for Public Sector Innovation Week.</p> <p>An Innovation Skills Series developed by the City Council in conjunction with David Ricketts, Fellow of Harvard University, was delivered to over 150 staff.</p> <p>DCC BETA process was used to develop and implement a number of projects including:</p> <ul style="list-style-type: none"> • BikeBunkers went live with approx. 50 customers using the service • 2 trials developed for the Dumping & Waste City Challenge • concept development of School Streets, with multiple suggestions from citizens received • developing a delivery model for parklets |
| Promote our vision, achievements and services through improved, proactive communication. | Redesign the City Council web-site to serve as an online portal and user-friendly information resource. | The redesigned website went live in October 2020. There were approximately 15.7 million page views for www.dublincity.ie during 2020. |
| | Capitalise on the reach and opportunity provided by social media to broaden communication and engagement with the public. | <p>The City Council continued to implement its Social Media Strategy during 2020, consolidating accounts to develop a more coherent message, and using channels more effectively through producing an extensive series of videos and campaigns for a range of Council services.</p> <p>Audience growth was achieved all social media channels 657,740 social media followers in 2020, up 12% on 2019.</p> |
| | Enhance tools for internal communication so that staff are easily kept abreast of all relevant developments. | A new staff newsletter was introduced and a staff information page was developed to engage with staff and provide essential information during the COVID-19 public health restrictions in 2020. |

| Goal 7: To become a more responsive, innovative City Council | | |
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| Priority objective | Supporting Strategy | Progress 2020 |
| Strengthen our civic leadership role and make collaboration a fundamental part of the way we work. | Develop and implement systems and procedures to assist the Elected Members in their role. | <p>A tender for procurement of a new Citizen Hub and Customer Relationship Management System, including a Councillor Portal was issued in 2020.</p> <p>The Voter.ie system worked effectively for the general election.</p> |
| | Create effective collaborations with other local authorities and public sector organisations, academia, businesses, citizens and international partners. | <p>The City Council continued its strong tradition of partnership with City partners, a particularly important aspect of our work during the challenges of 2020. In addition to ongoing engagement with other local authorities, Universities, and other statutory and non-statutory partners, other examples included:</p> <ul style="list-style-type: none"> • Reopening the City initiative with the Chamber of Commerce, An Garda Síochána and other stakeholders • Ongoing engagement with management, staff and Trade Unions in addressing the organisational and business continuity challenges of COVID-19 • Cultural connections included loans from the Hugh Lane collection to major galleries in Ireland and internationally • Establishment of a Transportation Planning Forum with transportation teams in the other Dublin local authorities • A campaign to develop and support sustainable local government funding, involving stakeholders across the local government sector and businesses • Participatory Budgeting was advanced by examining the feasibility of Civic Crowdfunding to increase engagement with and strengthening the democratic process • Hosting the first online conference for the Local Authority Solicitors Bar Association (LASBA) dealing with topics such as conducting court cases online, long term leasing, GDPR |

| Goal 7: To become a more responsive, innovative City Council | | |
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| Priority objective | Supporting Strategy | Progress 2020 |
| | Situate our work within a broader global framework by engaging with international partners and programmes that advance our goals for the City. | <p>The City Council continued to participate in a number of significant international initiatives including:</p> <ul style="list-style-type: none"> • Alignment of the Sustainable Development Goals to the Corporate Plan • Participation in the Bloomberg Philanthropies Digital Innovation Programme. • Hugh Lane education collaboration with US Fulbright programme to engage teens in arts education • Engagement with local authorities in the UK to examine the introduction of a Transient Visitor Levy (TVL) that would contribute to and support the tourism industry in Dublin • Work on examining the impact of digital trends on the retail sector was undertaken with the City Council contributing to a sectoral report produced by the CCMA • Engagement with Glasgow City Council on their 5G programme and potential learnings applicable to Dublin • The 4 Dublin Local Authorities signed up to WHO Breathe life campaign in February 2020 |
| Continue to focus on providing Quality Customer Service to deliver the best service possible to citizens and customers. | Implement and renew the Customer Service Action Plan. | The Customer Service Action Plan was used as the key document to highlight the service priorities up to the end of 2020. 20 of the actions set out in the plan have been complete. Customer complaints continue to be monitored closely. A new Customer Service Action Plan is to be developed for 2021 to 2024 to continue on this trend and to enhance service provision for customers. |

| Goal 7: To become a more responsive, innovative City Council | | |
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| Priority objective | Supporting Strategy | Progress 2020 |
| Continue to focus on providing Quality Customer Service to deliver the best service possible to citizens and customers | Improve and streamline customer contact channels to make it easier for the public to access their services when, where and how it is convenient for them. | <p>Significant progress was made in streamlining customer contact channels. In the Civic Offices the number of public counters/touchpoints was reduced from 30 to 8, with the majority of customer interactions now taking place at ground floor level.</p> <p>An appointment system was put in place to enable delivery of public counter appointments in a safe manner for customers and staff during the COVID-19 response.</p> <p>The upgrade of the telephony system was significantly progressed and the telephony menu system streamlined. Call secure was introduced to allow for added security for financial transactions for customers.</p> |
| | Enhance and expand the role of the Customer Services Centre as our main customer touchpoint when accessing services. | <p>The reduction in the number of public counters in the Civic Offices saw an increased number of services delivered through the Customer Services Centre.</p> <p>The introduction of a meet and greet system at the two Reception Desks has improved the experience of people attending meetings.</p> |
| Transform our use of technology and data in decision-making and service delivery. | Develop a Digital Strategy for the City, which includes expanding our range of digital and online services. | A new platform has been procured to develop a Citizen Hub and CRM which will enable delivery of user-friendly online services to citizens and businesses and facilitate digitisation and streamlining of service processes. |

| Goal 7: To become a more responsive, innovative City Council | | |
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| Priority objective | Supporting Strategy | Progress 2020 |
| | Continue to expand the Smart City Initiative to explore and pilot use of new technologies in our service delivery. | The City Council led Ireland's first Public Procurement of innovative solutions challenge in collaboration with the three other Dublin local authorities to address the challenge of life buoy theft and removal across the region. Four companies are now working with the water safety officers in each LA to develop solutions. The innovative procurement process will allow local authorities to trial and test these solutions before committing to purchasing through a mini-competition procurement process. |
| | Develop a Data Management Strategy for the organisation that improves how our data is managed, used and reused, and that service quality is enhanced through its use. | Work on the development of the Dublinked Open Data Portal continued in 2020, including commencement of an audit of potential open datasets across the range of Council services. Historical rain gauge, river level sensor data and pedestrian footfall and shared bike data have been uploaded to the open data platform. |
| Work to place human rights and equality at the core of how we perform our functions. | Implement our Public Sector Duty Action Plan over the lifetime of this Corporate Plan. | The implementation of the Public Sector Duty Action Plan was progressed during 2020 with action on: <ul style="list-style-type: none"> • Preparation of a Public Sector Duty Action Plan specific to Dublin Fire Brigade • Alignment of the new Integration Strategy and City Development Plan processes with the Public Sector Duty Implementation Framework • Continued engagement with Technical University (TU) Dublin's Access to Apprenticeship Programme, facilitating work placements for programme participants • Continued engagement with the Council's LGBT+ Staff Network Committee on the LGBT+ Strategy and policies |

Goal 7: To become a more responsive, innovative City Council

| Priority objective | Supporting Strategy | Progress 2020 |
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| | <p>Progress the actions in the Disability Implementation Plan.</p> | <p>Work progressed on ensuring accessibility to public consultations. All consultations are published online with documentation compatible with assistive technologies, including screen readers and alternative formats, available on request.</p> <p>Implementation of UN CRPD progressed including consultation with disabled persons organisations in decision making processes.</p> |