



Dublin City Council Corporate Plan 2020 - 2024

The City Council, at the December 2019 meeting, agreed to defer consideration of the Corporate Plan until the January 2020 meeting to allow Members to consider the Plan more fully and to make submissions on the content. Further submissions from Members have now been incorporated into this draft and the plan is recommended to the Council for approval.

Section 134 of the Local Government Reform Act 2001 (as amended by Section 49 of the Local Government Reform Act 2014) provides for the City Council to prepare a Statement of Strategy for the Local Authority, referred to as the 'Corporate Plan' within a period of no longer than 6 months from the date of the Annual Meeting of the Council in a local election year.

The approval of the Corporate Plan is a reserved function.

Eileen Quinlivan
Executive Manager
17th December 2019

Dublin City Council Corporate Plan 2020 – 2024

Foreword – Lord Mayor / Chief Executive

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Our City

(infographics to be designed)



Our Council

Dublin City Council is at the heart of everything that happens in the city. We have a long and proud tradition of serving the public and leading the direction, growth and development of the City.

The City Council comprises 63 elected members whose term of office commenced in June 2019. In partnership with the Elected Members, and partner agencies and organisations in the City, the Council team of 5,900 staff deliver over 520 different services to Dublin's citizens, businesses and visitors.

Through our principal services we....

...keep the city moving through our traffic management and public realm maintenance and enhancement services

...keep the city growing through our forward planning and development management services

...keep the city living through our housing, social inclusion and community development services

...keep the city working through our economic development and local enterprise services

...keep the city energised through our arts, library, recreational and sports services

...keep the city safe through our emergency services, partnership approaches and safety education programmes

...keep the city green and clean through our environmental and waste management services and our responsibilities for climate action

...support democracy through working in partnership with Elected Representatives, networks and partners across the City

Our Corporate Plan

This Corporate Plan serves as Dublin City Council's strategic framework for action for the period 2020-2024. It has been prepared in compliance with the Local Government Act 2001 and the Local Government Reform Act 2014. The Plan also recognises and takes into account a range of existing National and European policies, strategies and plans in relation to programmes and activities that are central to our goals and priority objectives for the next five years.

Implementation and monitoring

The Corporate Plan is our high level framework which is translated to more specific actions in the Annual Service Delivery Plan and Service Plans for each of our service areas.

An annual report on Corporate Plan implementation will detail progress on the objectives and supporting strategies of this Plan and show progress on the high level measures.

Monthly Management Reports to the City Council will keep the Elected Members and the public up to speed with our activities and achievements throughout the year.

The Corporate Plan will also link closely with our annual budget planning and risk management processes. The impact of available resources – financial, human and technological - will form part of the annual progress report process, alongside an ongoing assessment of the potential risks and mitigation issues around the key deliverables within the Corporate Plan.

Our Vision

Dublin: a dynamic, sustainable city

Dublin: A dynamic, sustainable city, that is future-ready, built on thriving, inclusive neighbourhoods and communities, a strong economy, a vibrant cultural life and compact, connected growth

Our Mission

Dublin City Council: leading and delivering for the City

To drive the sustainable development of the Capital City through strong civic leadership and delivery of effective services that promote the well-being and quality-of-life of citizens and communities

Our Principles

Our principles help to guide us in all elements of our work, how we serve our communities and the impact we have on the environment during the lifetime of this Corporate Plan.

Commitment to excellent public service

We will provide excellent public service, based on the core local government values of honesty, integrity, impartiality and serving the common good, values that are displayed at all times by staff in their behaviours and interactions with each other and with the public

Sustainability

We will protect and enhance our city to maximise quality of life and resilience for present and future generations

Leadership

We will represent all citizens of Dublin and work with partners, agencies and the community to bring about positive change for the city

Ambition

We will look to the future, understand and plan for the challenges ahead and be ambitious in creating opportunity for the city

Fairness

We will deliver quality services to all of our customers equally and ensure that our services are accessible to all and appropriate to people's diverse needs

Accountability

We will be accountable and responsible for all our decisions, ensuring they are communicated in an open and transparent manner

Our achievements 2014 – 2019

During the course of our last Corporate Plan, the Council made substantial progress across the strategic objectives we set for ourselves, including:

Housing and homes

- delivery of over 12,500 homes through our social housing supports, including delivery of first phase of regeneration at Dolphin House, St Michael's House and Teresa's Gardens
- delivery of 8,517 tenancies for homeless households from 2017 to 2019
- bringing over 6,500 private rented homes up to standard through action taken by our Private Rented Unit
- completion of energy upgrades to over 8,000 of our housing properties
- 44,647 call-outs to fires and other emergencies

Transportation and public realm

- public realm enhancements at Grafton Street Quarter and the Kilmainham Civic Space
- designation of car club and electric vehicle only parking bays
- celebration of the 10th birthday of the Just Eat dublinbikes scheme in 2019, with over 25 million journeys taken
- hosting of the global Velo-City Conference 2019
- Heart of the City: City Centre Public Realm Masterplan 2016

Waste management and environmental services

- Regional Waste Management Plan 2015 - 2021 in conjunction with neighbouring local authorities
- introduction of the annual Team Dublin Clean Up
- introduction of a new Bulky Household Waste Collection Service
- completion of the Ballymun Boilerhouse Project, in partnership with the Rediscovery Centre

- major capital projects including Spencer Dock Wastewater Pumping Station and Dublin Waste to Energy Facility

Planning and buildings

- Dublin City Development Plan 2016 - 2022
- Poolbeg West Strategic Development Zone Planning Scheme
- decisions on over 10,000 planning decisions and 5,300 planning enforcement complaints
- establishment of the Active Land Management Unit and active use of Compulsory Purchase Order and Derelict Sites legislation to regenerate key sites
- opening of the Tenement Museum at 14 Henrietta Street and on-going restoration and repair of the Mansion House

Economic and community development

- gain of 1,052.5 net jobs through Local Enterprise Office supports
- assistance to over 40 small companies testing solutions to city challenges through the Smart Dublin SBIR Competition
- designation of Smart Docklands as the City Council's flagship smart district programme
- launch of dublin.ie - the City's place-making and branding website
- establishment of the Public Participation Network, now with 740 registered groups
- Dublin City Council Integration Strategy 2016-2020

Cultural and library services

- provision of over €4.25 million in arts and community grants and bursaries
- welcoming over 840,000 visitors to Dublin City Gallery the Hugh Lane
- establishment of Dublin City Council Culture Company our culture company

- issue of over 10.4 million library items
- planning permission secured for the City Library at Parnell Square and refurbishment of Kevin Street Library completed

Sports and recreation

- Dublin City Parks Strategy 2017-2022
- opening of new parks at Croppies Acre Park and Weaver Park
- upgrading of playgrounds at Bushy Park, Mount Bernard Park, Coultry Park and Johnstown Park
- launch of Dublin City Sport and Wellbeing Partnership
- welcoming over 6 million visitors to our network of 32 sports and leisure centres

Events and celebrations

- annual events and festivals, including Opera in the Open, St Patrick's Festival and the Rose Festival
- Decade of Commemorations events including Reflecting the Rising and Dublin Remembers/ Is Cuimhin Linn 1916/2016
- celebration of the 300 year anniversary of the Mansion House in 2015
- successful bid to host four games in the EURO 2020 Championships
- introduction of the Winter Lights initiative

Our Operating Environment

Over the next 5 years, Dublin faces challenges and opportunities that we must respond to and prioritise in order to realise our vision for the City. More than ever, global, national and regional trends and issues are impacting on the City and on our work. Likewise, our own internal operating environment is constantly evolving and changing. The City Council needs to be agile and responsive in adapting to these impacts and in taking the opportunities presented by ongoing change to deliver for the City.

Our operating environment spans environmental, economic, technologies, regulatory, societal and organisational issues. Amongst the main factors we see impacting on our objectives and performance over the period of this Plan are:

Climate action

The most pressing issue of the moment, taking action to adapt to and mitigate the environmental, economic and social impacts of climate change must be a key priority for the City Council. Local authorities have been given a central role in local climate action and our broad range of environmental, economic and related functions, as well as our leadership role, mean that we can have considerable impact and influence in this area.

Critical to our success will be making climate action a priority and adopting a whole-of-organisation approach to dealing with it. Aligning the goals and priorities of this Corporate Plan to the Sustainable Development Goals (SDG) is an important step in linking our work with the global effort towards building a more sustainable future.

Sustainable city growth

The acute pressures on the provision of suitable, affordable housing continue to be a significant challenge.

Meeting the ambitious targets set in Rebuilding Ireland and the necessity to ensure public and private housing is delivered at the appropriate scale and quality within the City are key to addressing this issue.

Project Ireland 2040 (the National Planning Framework) and the Regional Spatial and Economic Strategy recognise the Dublin City Region as Ireland's leading global city of scale and its success is key to the sustainable economic growth of the country. The impacts of Brexit on the Dublin economy, both positive and negative are, as yet, unknown.

To enable future economic competitiveness, compact growth, infrastructural improvement and housing supply are significant success factors. The importance of collaborating with neighbouring authorities, city and international partners is critical in securing our future sustainable growth.

Technology and data

New technologies are continuing to have major impacts on economy, society and the workplace and are fundamentally changing many traditional industries, processes and modes of communication.

Being aware of and ready to take advantage of new trends in technology is essential. At an organisational level, there are significant opportunities to improve service delivery, planning and administration through use of new technology.

The Public Sector Data Strategy 2019 - 2023, Our Public Service 2020 and the Public Service ICT Strategy provide a framework within which we can focus our priorities in this area.

Policy, legislation and service change

The City Council has always operated in a dynamic environment, responding to changing government policy, legislation, functions and structures. For instance, since the adoption of the last Corporate Plan major new policies and pieces of legislation such as Rebuilding Ireland and the National Climate Action Plan, the Strategic Housing Development Regulations and General Data Protection Regulation, as well as public sector reform plans have been introduced.

During the past five years we have embedded a range of new functions introduced under the Local Government Reform Act 2014, in particular the Local Community Development Committee and Local Enterprise Office and have put in place a number of internal change and innovation programmes such as Smart Cities and the Transformation Unit.

We have a proven ability to adapt to change and must continue to be responsive and innovative in adapting to our continually evolving role.

Citizen focus

As a public service organisation and the local democratic leadership of the City, we have an inherent obligation to focus on the needs and quality of life of citizens and businesses, who are our key stakeholders.

People's expectations of how they can connect and engage with us and how they can access their public services is changing, particularly with the advent of new technologies and communication processes. The City Council must ensure that the most appropriate tools and processes are in place to meet these expectations and that a user-focus is adopted in the design of service processes.

Diversity, Equality and Equity

The Public Sector Duty placed on all public bodies and our obligations under the United Nations Convention on the Rights of Persons with Disabilities are significant positive steps for local government in providing a framework within which we can ensure our policies, services and facilities are equitable and accessible for all.

The City Council has developed and agreed an action plan for the ongoing implementation of the public sector equality and human rights duty, across all of its functions. This action plan will underpin and drive a rolling assessment of equality and human rights issues across the various divisions of the council. This, in turn, will enable the development of operational procedures to incorporate actions adequate to address the equality and human rights issues assessed.

Staff and staff development

Retaining and developing our staff through mobility, training and effective use of their talents is critical to the success of the organisation and the quality of our services.

In an ever more competitive recruitment market place, the City Council needs to emphasise its attractiveness as a place to work, ensuring that we can continue to attract and retain the best staff to deliver for the people of Dublin. An emphasis on staff development, recognition and training is essential for continued success in supporting our most valuable resource.

Funding

The Council must operate within the limits of the financial resources available to it. Despite a relatively benign economic environment, the City Council faces difficult challenges in operating within the existing local government funding system.

The rising costs of services, coupled with little increase to our income base or discretionary funding means that significant additional income must be raised if services are to be maintained. Improved efficiencies and a continuous focus on value for money can assist in making best use of the funding available.

Shared Services

The City Council continues to play an active role in leading and participating in Shared Service Initiatives, for example the City Council is:

- the lead local authority for the National Building Control Office, which provides oversight, support and direction for the development, standardisation and implementation of Building Control as an effective shared service in the 31 Building Control Authorities
- successfully operating an SLA with Irish Water to provide and maintain water services for the City Area
- providing homeless services for the 4 Dublin Local Authorities through the Dublin Region Homeless Executive (DRHE)
- lead local authority for the single shared national public library system, which allows all library users in the country access to over 12 million items

The City Council also participates in a range of other shared service initiatives with partner local authorities and sharing in the benefits of economies of scale and efficiencies that result.


United Nations Sustainable Development Goals

The City Council is committed to creating a sustainable city which is environmentally bearable and socially equitable into the future. The UN Sustainable Development Goals (SDGs) provide a shared blueprint for such a future.

As part of the plan-making process, 30 of our statutory and corporate plans and policies were mapped against the 17 SDGs to show areas where we are making a high, moderate or low contribution to the goals.

We also mapped how the goals and priority objectives of this Plan will contribute to achieving the SDGs and how we can use them to frame and guide our work over the next 5 years. The mapping exercise identified 12 SDGs to which this Plan will actively contribute.

Over the course of this Plan, we will continue to develop ways to frame our work in the context of the SDGs. Linking the goals and priority objectives of this plan to the SDGs is the first step towards this.


Current level of Dublon City Council contribution towards the UN Sustainable Development Goals								
High contribution	6 CLEAN WATER AND SANITATION 	8 DECENT WORK AND ECONOMIC GROWTH 	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE 	10 REDUCED INEQUALITIES 	11 SUSTAINABLE CITIES AND COMMUNITIES 	13 CLIMATE ACTION 	14 LIFE BELOW WATER 	15 LIFE ON LAND 
Medium contribution	1 NO POVERTY 	3 GOOD HEALTH AND WELL-BEING 	12 RESPONSIBLE CONSUMPTION AND PRODUCTION 					
Low contribution	2 ZERO HUNGER 	4 QUALITY EDUCATION 	5 GENDER EQUALITY 	7 AFFORDABLE AND CLEAN ENERGY 	16 PEACE, JUSTICE AND STRONG INSTITUTIONS 	17 PARTNERSHIPS FOR THE GOALS 		

Our Goals for the City 2020 - 2024






supported by a responsive, innovative City Council

Strategic Goals, Priority Objectives and Supporting Strategies

Strategic Goal 1 To work towards achieving a green, low carbon city	
Priority Objective	Supporting Strategy
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	Implement the Dublin City Council Climate Change Action Plan 2019 – 2024
	Incorporate “green”, 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
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
	Implement and review the Dublin City Tree Strategy 2016-2020
	Continue to lead the Dublin Bay UNESCO Biosphere Partnership to achieve conservation goals
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
	Put in place and support a Climate Action Team to lead and coordinate climate action across the City Council
	Support the Climate Action Regional Office and collaborate with neighbouring authorities to ensure it is as effective as possible
	Empower communities to take responsibility for their local environments through programmes such as Tidy Towns and Dublin City Neighbourhoods Awards
Alignment with LECP Goals	

Strategic Goal 1 To work towards achieving a green, low carbon city	
Priority Objective	Supporting Strategy
Alignment with the SDGs	  

Strategic Goal 2 To build safe, thriving neighbourhoods	
Priority Objective	Supporting Strategy
Deliver quality homes on the required scale	Deliver on our annual targets for provision of social housing units
	Renew and regenerate our existing housing stock on a programmed basis
	Ensure that new homes and buildings are delivered to required standards through the operation of a rigorous Building Control System for the city
	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
	Maintain the standard of private rented accommodation through proactive inspection and enforcement of regulations
	Transfer remaining recipients of rent supplement to the Housing Assistance Payment
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
	Deliver and facilitate a range of appropriate social housing types and developments that support people with specific requirements
	Implement the Traveller Accommodation Programme 2019 – 2024
	Deliver a range of housing supports to enable people to remain in or acquire housing appropriate to their needs






Strategic Goal 2 To build safe, thriving neighbourhoods	
Priority Objective	Supporting Strategy
Effectively contribute towards making housing more affordable	Collaborate with government departments and other key stakeholders to develop the affordable / cost rental model of housing
	Develop a Housing Strategy informed by a Housing Need Demand Assessment as part of the next Development Plan
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
	Provide early intervention to people experiencing, or at risk of, homelessness
	Protect people experiencing homelessness through the provision of emergency accommodation and targeted support
	Identify and enable pathways to long-term housing solutions, including for rough sleepers through the Housing First programme
Play our part in ensuring safety for people in their homes, businesses 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
	Work collaboratively with An Garda Síochána and the Joint Policing Committee to tackle anti-social behaviour and issues of community safety
	Effectively manage city council housing complexes and estates
	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
	Support community participation in safety and security through our fire, water and road safety education and awareness programmes
	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
Alignment with LECP Goals	  

1 NO POVERTY



10 REDUCED INEQUALITIES





Strategic Goal 2 To build safe, thriving neighbourhoods	
Priority Objective	Supporting Strategy
Alignment with the SDGs	    

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Strategic Goal 3 To continue to grow a strong, diverse economy	
Priority Objective	Supporting Strategy
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
	Provide support to identified economic sectors: <ul style="list-style-type: none"> • Technology • Social enterprise • Green business / circular economy • Tourism • Markets • Food • Design
	Identify locations and facilitate the provision of a range of appropriate accommodation for business development including enterprise hubs and co-working space
Plan and provide for the future economic growth of the city by understanding and responding to new economic trends	Review <i>Dublin City: Promoting Economic Development 2018 – 2021</i>
	Establish an Economic Forum to identify items for the consideration of the Economic Development and Enterprise SPC and research projects for third level institutions
	Publish the quarterly Dublin Economic Monitor
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
	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
	Review the <i>Dublin Regional Enterprise Plan to 2020</i>
	Continue to lead the Dublin Bay UNESCO Biosphere Partnership to achieve eco-tourism and development goals

Strategic Goal 3 To continue to grow a strong, diverse economy	
Priority Objective	Supporting Strategy
Alignment with LECP Goals	  
Alignment with the SDGs	 







Strategic Goal 4 To promote compact growth with connected infrastructure	
Priority Objective	Supporting Strategy
Take a leadership role in collaborating with city partners to expand and build a more integrated public transport system in the city	Work with Transport Infrastructure Ireland and the National Transport Authority to progress MetroLink and to facilitate the Bus Connects project
	Deliver cycling infrastructure as part of Bus Connects and to connect to MetroLink
	Deliver the Dublin City Centre Transport Study to enable growth in public transport passengers and in active modes
Provide and support a range of alternative and emerging travel options, particularly focused on cycling and walking	Implement the Dublin City recommendations from the Greater Dublin Cycle network
	Increase the amount of pedestrian space in the city centre and ensure that it is of high quality
	Progress the use of mobility hubs and integration of all sustainable modes into a <i>Mobility as a Service</i> arrangement
	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
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
	Consolidate Smart Docklands as a test bed for new technology-related initiatives
	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
	Put in place a trusted digital source for connected and autonomous vehicles and to ensure the presence of high quality digital mapping
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
	Facilitate and drive the redevelopment of Docklands Strategic Development Zone, Strategic Development and Regeneration Areas and the appropriate redevelopment of industrial land banks

Strategic Goal 4 To promote compact growth with connected infrastructure	
Priority Objective	Supporting Strategy
	<p>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</p> <p>Encourage living in the city centre through the promotion of quality apartment living</p>
Maintain and enhance our public realm providing a connected, universally accessible set of quality public spaces and connections	<p>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</p> <p>Implement the phased programme of projects in the City Centre Public Realm Masterplan 2016 – 2034</p> <p>Advance the revised proposals for College Green Plaza</p> <p>Lead the concept, design and construction processes for key bridge infrastructural projects</p>
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
Alignment with LECP Goals	
Alignment with the SDGs	

Strategic Goal 5 To support and engage active, inclusive communities	
Priority Objective	Supporting Strategy
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
	Continue to support the Dublin Mountains Partnership to achieve sustainable access to the mountains for the citizens and visitors to Dublin
Facilitate active citizenship in city communities and engagement with key stakeholders	Develop local development and social inclusion initiatives through the Local Community Development Committee
	Support actions and identify work to progress under the Dublin City Local Economic and Community Plan 2016 – 2021 and develop a new plan to commence in 2022
	Strengthen participation through the development of the Public Participation Network and Comhairle na nÓg
	Empower and strengthen local community building through our community development and engagement programmes
	Make all of our public consultations available on the City Council's online consultation hub, as well as in traditional formats
	Manage the Your Dublin, Your Voice platform to gain the views of people on a range of issues
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
	Provide welcoming and inclusive spaces for all across the network of public libraries
	Continue to provide appropriate sites and buildings for community use
Improve the health and well-being of communities city by increasing access to participation in sports, recreation and healthy activity	Review STRIDE: 2017–2020, the Dublin City Sport and Wellbeing Strategy
	Finalise and implement a new Dublin City Play Strategy

Strategic Goal 5 To support and engage active, inclusive communities	
Priority Objective	Supporting Strategy
Alignment with LECP Goals	  
Alignment with the SDGs	   

Strategic Goal 6 To sustain a vibrant cultural life	
Priority Objective	Supporting Strategy
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>
	Develop and implement a new three-year <i>UNESCO City of Literature strategic plan 2020 – 2022</i>
	Promote and support awareness of the Irish language and recognise its unique place and contribution to the cultural diversity of our City
	Implement our programme of arts development
	Protect and promote the city's architectural heritage and advance conservation best practice, including the adaptive reuse of historic buildings
	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
	Prepare a new five-year Dublin City Heritage Plan 2020-2025
	Maintain the Hugh Lane Gallery's world-class programme of exhibitions of national and international artworks
	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
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
	Deliver a schedule of projects and participatory education programmes that encourage participation in the visual arts among a range of target groups
	Deliver a focused and creative programme across all of Dublin's primary schools engaging directly with the city art collection
	Animate library spaces with diverse and inclusive programme of events

Strategic Goal 6 To sustain a vibrant cultural life	
Priority Objective	Supporting Strategy
Facilitate educational opportunity through programmes and funding	Deliver diverse programme across the library branch network with a focus on promoting digital literacy and supporting the maker movement
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
	Licence the city's on-street markets, casual trading and street performance in a manner that enhances people's city experience
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
	Conduct an audit of artists' workspaces identifying deficits and opportunities to transfer buildings to cultural use/workspaces
	Continue a feasibility study of sites in Dublin City Council ownership for artists' workspaces and work with developers to embed arts and cultural workspaces in new developments
	Expand the Hugh Lane to include a new wing in Temple Bar for gallery and programming space
Alignment with LECP Goals	   
Alignment with the SDGs	 

Goal 7 To become a more responsive, innovative City Council	
Priority Objective	Supporting Strategy
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
	Foster an environment of continuous improvement and development for our staff
	Facilitate staff to adopt innovative approaches in their work through the continued development of initiatives such as DCC BETA
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
	Capitalise on the reach and opportunity provided by social media to broaden communication and engagement with the public
	Enhance tools for internal communication so that staff are easily kept abreast of all relevant developments
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
	Create effective collaborations with other local authorities and public sector organisations, academia, businesses and citizens
	Situate our work within a broader global framework by engaging with international partners and programmes that advance our goals for the City
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
	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
	Enhance and expand the role of the Customer Services Centre as our main customer touchpoint when accessing services
	Develop a Digital Strategy for the City, which includes expanding our range of digital and online services

Goal 7 To become a more responsive, innovative City Council	
Priority Objective	Supporting Strategy
Transform our use of technology and data in decision-making and service delivery	Continue to expand the Smart City Initiative to explore and pilot use of new technologies in our service delivery
	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 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
	Progress the actions in the Disability Implementation Plan
Alignment with the SDGs	 

High Level Performance Measures

Goal	High Level Performance Measure
Goal 1 To work towards achieving a green, low carbon city	<ul style="list-style-type: none"> • Progress on achieving: <ul style="list-style-type: none"> ○ a 33% improvement in the Council's energy efficiency by 2020 ○ a 40% reduction in the Council's greenhouse gas emissions by 2030 • Progress on strategy/plan implementation
Goal 2 To build safe, thriving neighbourhoods	<ul style="list-style-type: none"> • National Service Indicators Housing: <ul style="list-style-type: none"> ○ Social housing output ○ Re-letting ○ Repair and maintenance ○ Housing loans collected ○ Private rented sector inspections and compliance ○ Building Control inspections • National Service Indicators: Fire Services • Progress on 3 year delivery targets set out in Monthly Housing Supply Report • Progress on meeting delivery targets for specific social housing types • Number of homes adapted/ improved through grants issued • Number Rebuilding Ireland home loans issued • HNDA and Housing Strategy complete • Number of persons and / or households <ul style="list-style-type: none"> ○ prevented from becoming homeless ○ in emergency accommodation at a point time ○ exiting emergency accommodation into tenancies
Goal 3 To continue to grow a strong, diverse economy	<ul style="list-style-type: none"> • National Service Indicators: Economic Development <ul style="list-style-type: none"> ○ Number of jobs created • Number of businesses supported • Progress on strategy/plan implementation • Activity statistics for dublin.ie • Number of trade links created • Number of new partnerships created

Goal	High Level Performance Measure
Goal 4 To promote compact growth with connected infrastructure	<ul style="list-style-type: none"> • National Service Indicator – Planning • Progress on planning and implementation of major projects • Canal cordon count and the increase in sustainable modes versus private car traffic • Percentage of people cycling • Progress on implementation of the Dublin City Centre Transport Study • Percentage of primary cycle network implemented • Footfall figures in the city centre areas • Increase in the different types of mobility and ease of changing from one to another • Accident rate and type of incident • Use of data to determine the public transport schedule deviation and integrated rating of public transport performance • Percentage of corridors with full C-ITS coverage • Number of initiatives underway on Smart Docklands • Rate of take-up of Living City Initiative • Number of vacant and derelict sites brought into use • Progress on strategy/plan implementation
Goal 5 To support and engage active, inclusive communities	<ul style="list-style-type: none"> • National Service Indicator: Community <ul style="list-style-type: none"> ◦ Comhairle na nÓg ◦ PPN • Progress on strategy/plan implementation • Number consultations published/carried out
Goal 6 To sustain a vibrant cultural life	<ul style="list-style-type: none"> • National Service Indicator: Library Service • Progress on strategy/plan implementation • Progress on library branch network and Hugh Lane programme of building renovation and refurbishment • Number of programmes, events and festivals held/delivered • Amount of cultural space created and used

Goal	High Level Performance Measure
Goal 7 To become a more responsive, innovative City Council	<ul style="list-style-type: none"> • National Service Indicator: Corporate • Number of training days • Quarterly monitoring of reach and engagement on social media channels • Progress on new systems/initiatives • Number of services dealt with by Customer Service • Progress on strategy/action plan implementation

Relevant Local, Regional and National Strategies

Local Strategies

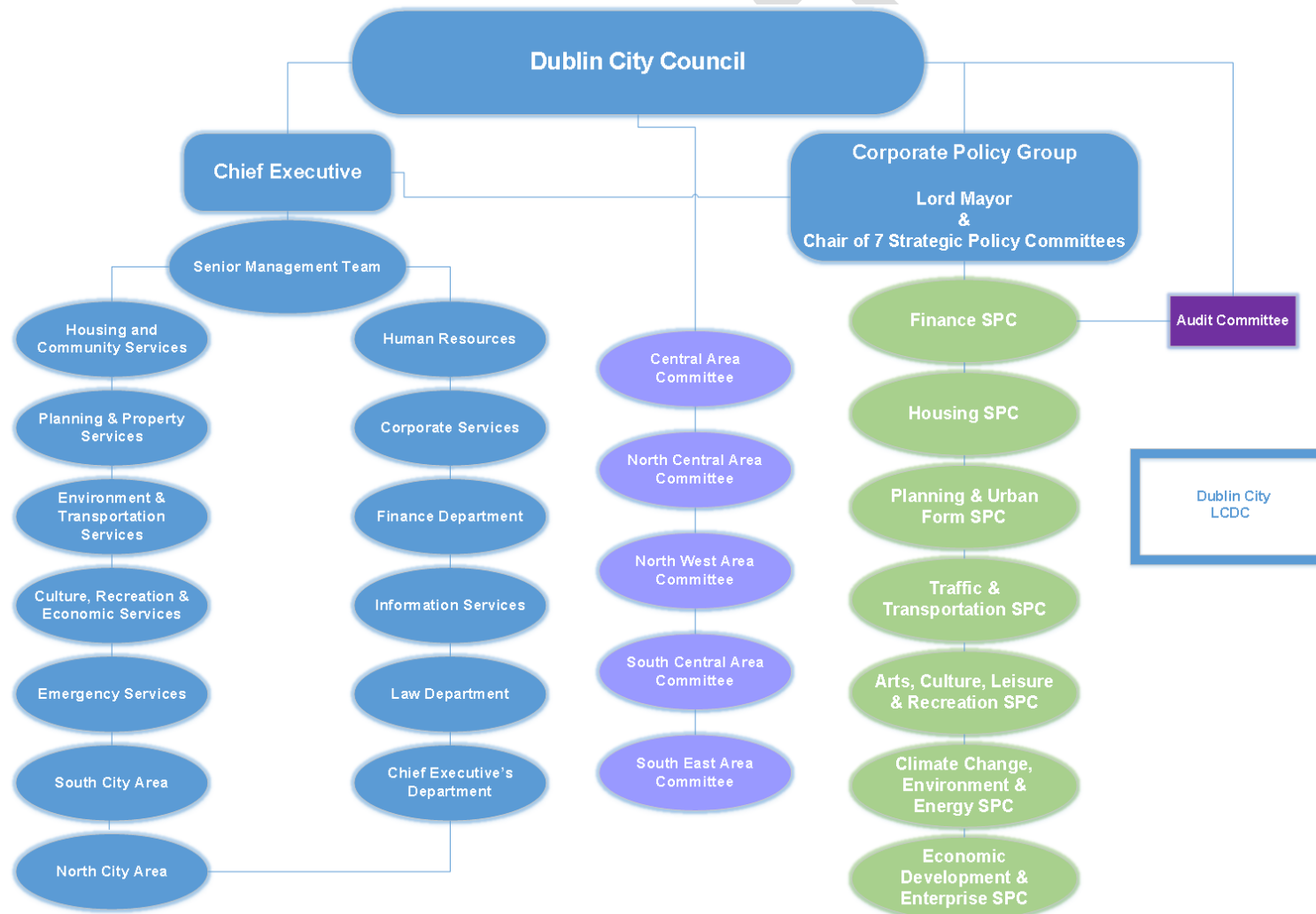
- Dublin City Development Plan 2016 – 2022
- Dublin City Local Economic & Community Plan 2016–2021
- Dublin City Council Climate Change Action Plan 2019 – 2024
- Dublin Environmental Noise Action Plan December 2018 – July 2023
- Dublin City Biodiversity Action Plan 2015 – 2020
- North Bull Island UNESCO Biosphere Reserve Periodic Review (September 2014)
- Dublin City Parks Strategy 2019 – 2022
- Dublin City Tree Strategy 2016 – 2020
- The Heart of Dublin. City Centre Public Realm Masterplan 2016 – 2034
- Dublin City Housing Strategy / Housing Programme 2018 – 2021
- The Homelessness Action Plan Framework for Dublin 2019 – 2021
- Dublin City Council Tourism Statement of Strategy and Work Programme 2017 – 2022
- Dublin City Promoting Economic Development 2018 – 2021
- Dublin City Council Language Scheme 2015 - 2018
- Dublin City Gallery: The Hugh Lane. Five year Strategy 2018 – 2023
- Libraries Unlimited. A Strategic Direction for Dublin City Public Libraries 2019 – 2023
- Culture and Creativity Strategy 2018 – 2022
- Dublin City Sport and Wellbeing Strategy, 2017–2020
- Integration Strategy 2016 – 2020
- Dublin City Age Friendly Strategy 2014 – 2019
- Age Friendly Charter

Regional and National Strategies

- The National Adaptation Framework
- The National Mitigation Plan
- National Climate Plan
- Regional Spatial and Economic Strategy
- Project Ireland 2040 (the National Planning Framework and the National Development Plan)
- Greater Dublin Area Transport Strategy 2016 - 2035
- Housing First National Implementation Plan 2018 – 2021
- Rebuilding Ireland
- 20-Year Strategy for the Irish Language 2010 - 2030
- Our Public Service 2020
- The Public Sector Data Strategy 2019 – 2023
- Public Service ICT Strategy
- National Digital Strategy

Organisational Structure

Dublin City Council operates through the City Council and 5 Area Committees. The Council is chaired by An tArd Mhéara /Lord Mayor who is elected annually by the Members. The Corporate Policy Group and 7 Strategic Policy Committees develop and recommend policy to the Council. The Chief Executive, supported by 5,900 employees, oversees the day-to-day management of the Council.



Elected Members of Dublin City Council

Corporate Policy Group

Lord Mayor

Cllr Gary Gannon (SD)

Cllr Claire O'Connor (FF)

Cllr Michael Pidgeon (GP)

Cllr Séamas McGrattan (SF)

Cllr Alison Gilliland (Lab)

Cllr Ray McAdam (FG)

Cllr Christy Burke (Ind)

Arts, Culture, Leisure and Recreation SPC

Economic Development and Enterprise SPC

Climate Change, Environment and Energy SPC

Finance SPC

Housing SPC

Planning and Urban Form SPC

Traffic and Transport SPC

North West Area	North Central Area	Central Area	South Central Area	South East Area
<u>Ballymun – Finglas</u> Cllr Mary Callaghan (SD) Cllr Anthony Connaghan (SF) Cllr Keith Connolly (FF) Cllr Caroline Conroy (GP) Cllr Paul McAuliffe (FF) Cllr Noeleen Reilly (Ind)	<u>Clontarf</u> Cllr Donna Cooney (GP) Cllr Deirdre Heney (FF) Cllr Jane Horgan-Jones (Lab) Cllr Naoise Ó Muirí (FG) Cllr Damian O'Farrell (Ind) Cllr Catherine Stocker (SD) <u>Donaghmede</u> Cllr Daryl Barron (FF) Cllr Tom Brabazon (FF) Cllr Terence Flanagan (FG) Cllr Lawrence Hemmings (GP) Cllr Mícheál MacDonncha (SF) <u>Artane – Whitehall</u> Cllr Racheal Batten (FF) Cllr Declan Flanagan (FG) Cllr Alison Gilliland (Lab) Cllr John Lyons (Ind) Cllr Larry O'Toole (SF) Cllr Patricia Roe (SD)	<u>Cabra – Glasnevin</u> Cllr Mary Fitzpatrick (FF) Cllr Gary Gannon (SD) Cllr Neasa Hourigan (GP) Cllr Séamas McGrattan (SF) Cllr Colm O'Rourke (FG) Cllr Cieran Perry (Ind) Cllr Marie Sherlock (Lab) <u>North Inner City</u> Cllr Janice Boylan (SF) Cllr Christy Burke (Ind) Cllr Joe Costello (Lab) Cllr Anthony Flynn (Ind) Cllr Janet Horner (GP) Cllr Ray McAdam (FG) Cllr Nial Ring (Ind)	<u>Ballyfermot – Drimnagh</u> Cllr Hazel De Nortúin (PBP) Cllr Daithí De Róiste (FF) Cllr Daithí Doolan (SF) Cllr Vincent Jackson (Ind) Cllr Sophie Nicoullaud (GP) <u>South West Inner City</u> Cllr Tina MacVeigh (PBP) Cllr Rebecca Moynihan (Lab) Cllr Críona Ní Dhálaigh (SF) Cllr Michael Pidgeon (GP) Cllr Michael Watters (FF)	<u>Kimmage – Rathmines</u> Cllr Deirdre Conroy (FF) Cllr Patrick Costello (GP) Cllr Tara Deacy (SD) Cllr Pat Dunne (I4C) Cllr Anne Feeney (FG) Cllr Mary Freehill (Lab) <u>Pembroke</u> Cllr Hazel Chu (GP) Cllr James Geoghegan (FG) Cllr Dermot Lacey (Lab) Cllr Paddy McCartan (FG) Cllr Claire O'Connor (FF) <u>South East Inner City</u> Cllr Chris Andrews (SF) Cllr Claire Byrne (GP) Cllr Danny Byrne (FG) Cllr Kevin Donoghue (Lab) Cllr Mannix Flynn (Ind)

How this Plan was developed

The process for developing this plan was overseen and guided by the Corporate Policy Group and involved extensive engagement and consultation both within and external to the organisation including:

- ✓ Monthly briefing to the Corporate Policy Group
- ✓ Briefings to the Strategic Policy Committees and the Local Community Development Committee
- ✓ Four workshops, involving 115 people, to identify goals and priority objectives with elected members, senior management and staff from across the organisation
- ✓ Staff survey – 670 complete responses
- ✓ Your Dublin, Your Voice and Public Participation Network (PPN) survey – 802 responses from the general public and 76 responses from PPN members
- ✓ Mapping of 30 statutory and corporate plans and policies to show areas of high, moderate and low contribution to the 17 Sustainable Development Goals (SDGs)

High Level Goals, Dublin City Local Economic and Community Plan 2016 – 2020



Ensure that all residents and visitors, regardless of social or cultural background, feel a sense of ownership and engagement with the City, feel safe in their communities and are welcome to fully participate in the community, social, cultural, business and political life of the City.



Work in partnership with communities to promote social inclusion, tackle poverty and disadvantage and promote participation, empowerment and positive social change.



Support the adequate provision of a range of mixed tenure, affordable, adaptable housing and work spaces that are fit for purpose in economically, socially and culturally mixed and sustainable neighbourhoods.



Put in place the infrastructure that positions Dublin as a safe, environmentally sustainable, vibrant, diverse and attractive place to live, work, visit and invest in by planning and providing for balanced and sustainable social and economic development, catering for a growing population.



Provide and protect a range of public, safe and affordable amenities, activities and facilities that are relevant and accessible to people of all ages and abilities and that contribute to the health and well-being of all.



Maximise opportunities and support for the creative industries and cultural and artistic sectors to develop. Promote the Irish language and access to cultural experiences for all through the provision of diverse cultural artistic programming.



Identify and support the growth sectors such as tourism, technology, food chain, education, retail and green business that will create, sustain and grow quality employment and self-employment opportunities for all.



Promote access to a range of education, training and developmental opportunities starting in early childhood, leading to a culture of lifelong learning and an appropriately qualified and skilled workforce.



Develop the eco-system of start-ups, social enterprise, micro business and small business in the city economy.



Support the continued development of a quality, affordable and accessible movement system within the City prioritising walking, cycling and quality public transport which serves both the needs of local neighbourhoods and the economy of the City and the health and well-being of all.



Tackle the causes and consequences of the drugs crisis and significantly reduce substance misuse across the City through quality, evidence-informed actions.



Enhance the recognition of Dublin as a globally connected city region and as the national economic generator.

United Nations Sustainable Development Goals Matrix

