

Corporate Plan 2020-2024

Annual Progress Report 2021



Comhairle Cathrach
Bhaile Átha Cliath
Dublin City Council

Goal 1 to work towards achieving a green, low carbon city

Priority Objective	Supporting strategy	Progress in 2021	
1.1	<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>1.1.1 Implement the Dublin City Council Climate Change Action Plan 2019 – 2024</p>	<p>During 2021 all actions were reviewed with delivery teams, to ensure they reflect our climate change policies and objectives including our associated Environmental KPIs. At present there are 199 actions, 171 are ongoing, 15 are completed, 12 have not started and one is postponed.</p> <p>The City Council continues to migrate its light commercial fleet to electric vehicles where feasible and viable to do so. The Council currently has 43 electric vehicles in its fleet.</p> <p>Progress was also made in relation to leaf composting, on-street recycling, collection of WEEE, pilot projects for recycling, mapping on-street recycling facilities, supporting green schools and promoting CEAF.</p>
		<p>1.1.2 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>	<p>Appropriate water retention and treatment systems were considered and included in the design of relevant public realm schemes.</p> <p>A new Sustainable Urban Drainage Systems (SUDS) guidance document and Green Blue Roofs Guidance have been produced and are due to be published in November 2021.</p> <p>SUDS has been integrated into the draft City Development Plan and are being encouraged on planning applications and Part 8s.</p> <p>Improvement works commenced on Francis St, which trialled the inclusion of two parking bays paved in permeable asphalt with attenuation below. It is also proposed to plant 21 trees, 7 of which have significant areas of open planting around the base which together with the tree canopies will intercept rainwater.</p> <p>13 new trees were planted as part of the Clarendon Street scheme, each of which has a resin bound surfacing surround, which will allow surface water</p>

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		<p>to drain through. Two 'green walls' at either end of the Westbury Hotel were introduced, which has a dual impact of softening the urban landscape and also acting as a local soak away at this location.</p> <p>On Clarendon Row, (commencing in January 2022), two new trees will be planted, which will also have the resin bound surfacing surround.</p> <p>It was not feasible to incorporate any significant SUDs measures in either the Clarendon Street or Clarendon Row schemes, due to the close proximity to existing cellars/basements and the high number of underground utilities and chambers.</p> <p>The SUDS guidelines OPERANDUM Project is ongoing.</p>
1.2	Work in partnership with adjoining authorities and relevant stakeholders to conserve, enhance and promote the biodiversity of Dublin City	<p>1.2.1 Implement and review the Dublin City Council Biodiversity Action Plan 2015-2020 and the Dublin City Invasive Species Action Plan 2016-2020</p> <p>Public consultation was completed and a draft Dublin City Council Biodiversity Action Plan 2021 - 2025 was submitted to the Arts, Culture & Recreation Strategic Policy Committee</p> <p>1.2.2 Implement and review the Dublin City Tree Strategy 2016-2020</p> <p>Review and identification of issues is ongoing.</p> <p>1.2.3 Continue to lead the Dublin Bay UNESCO Biosphere Partnership to achieve conservation goals</p> <p>Business charter now in place and e-zine regularly issued. Strategic themes of the partnership are progressing.</p>

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1.3	Provide robust leadership in advancing climate action at local and regional level and by showing commitment to change in our own practices	<p>1.3.1 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>	<p>The Climate Change Action Plan is reviewed annually to ensure alignment with the Climate Charter for Local Authorities. The Climate Action Team also liaise with project and operational teams to ensure that the objectives of the Charter are embedded in their ongoing work. Ongoing projects include seeking EV alternatives in fleet; segregation of waste in offices and depots.</p> <p>A number of partnerships projects were launched:</p> <ul style="list-style-type: none"> • Google Airview and Dublin City Council are working together on a flagship initiative to measure local street by street air quality across the city. • The Smart Mobility Hub Phase 2 was launched via webinar in September (84 Attendees, 74 YouTube views.) • Project launched with DPD to collect air quality data via smart sensors as DPD vehicles make deliveries across the city <p>The Smart Logistics Webinar detailed some of the latest innovations in urban logistics and deliveries, including project examples from Smart Dublin, local authorities and commercial operators. The event discussed the role that these projects can play in transitioning to more sustainable transport and driving down emissions particularly in urban areas. Watch here: https://www.youtube.com/watch?v=l4xW65qRII0</p>
	1.3.2 Put in place a Climate Action Team to lead and coordinate Climate Action across the City Council	The team has grown with the addition of two graduates through the Local Authority Graduate Programme. One is shared with Smart Dublin and it is intended that this will strengthen collaboration and improve data collection.	
	1.3.3 Support the Climate Action Regional Office and collaborate with neighbouring authorities	In 2021, the Eastern-Midlands Regional Waste Management Planning Office (EMRWMPPO) collaborated with the Dublin CARO and with the DCC Climate Officer to deliver various public awareness events and projects including the Eat the Streets project and Climate Action Week.	

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		<p>In 2021, all four Dublin Local Authorities worked together to host the first Dublin Climate Action Week. Regional collaboration on other major projects is also ongoing, including the Electric Vehicle Strategy, and preparation of a plan to reduce ambient nitrogen dioxide levels in the Dublin region.</p> <p>Element Energy were engaged to conduct a stakeholder engagement with public and private bodies to inform the DLA strategy around EV charging.</p> <p>100 Smart Thermostat units are now installed. Smart Dublin is working with ESNB/SEAI to establish data exchange on MPRN credit history to enable the wider energy retrofit programme.</p> <p>MaSS for Ireland report was completed and will be launched in November 2021 in conjunction with the Government's Sustainable Mobility policy.</p>
	<p>1.3.4 Empower communities to take responsibility for their local environments through programmes such as Tidy Towns and Dublin City Neighbourhoods Awards</p>	<p>The EMRWMPPO is participating in the DCC Creative Crumlin proposal which received funding from Creative Ireland under the Creative Climate call. EMRWMPPO will be advising on the waste prevention, reuse and resources efficiency aspect of this project</p> <p>The City Council supports ongoing community engagement in local environmental initiatives through:</p> <ul style="list-style-type: none"> • Community clean ups • Dublin Community Clean Up Week 2021, held in September, supported 70 groups • Dublin City Neighbourhoods Awards • 2 entries to national IPB Pride of Place 2021 • Managing 6 Anti-Dumping Initiative Projects. <p>Due to COVID in-person community engagement has been on hold.</p>

Goal 2 to build safe, thriving neighbourhoods

Priority Objective		Supporting strategy	Progress in 2021
2.1	Deliver quality homes on the required scale	2.1.1 Deliver on our annual targets for provision of social housing units	Housing delivery up to end of Q3 2021 was 770, comprised of the following: Build: 292 Acquisitions: 130 Leasing: 348
		2.1.2 Renew and regenerate our existing housing stock on a programmed basis	<p>Housing Maintenance undertakes pre-planned works to help reduce future maintenance issues. This work includes, new roofs, upgrading of our water pumps, removal of concrete spalling, upgrading our windows from single glazed to double, replacement of water tanks, upgrading of fire alarms, installing fire separation measures, precinct improvement works, drainage maintenance and recovering our steps with an anti-slip product and this work has continued throughout 2021.</p> <p>623 properties were refurbished in the first three quarters of 2021. These were made up of:</p> <ul style="list-style-type: none"> • 193 houses, 234 apartments and 196 senior citizens' units. • 494 were existing Council properties and 129 were second-hand properties purchased on the open market. <p>In addition, Housing Maintenance provided 11 extensions to Council properties and almost 200 Accessibility Adaptations for existing tenants.</p> <p>Phase Two of the Energy Efficiency Retrofitting Programme continues with 25 properties receiving energy upgrades to the end of Quarter 3 2021. For the same period, 9,824 boilers were serviced and 6,051 boilers were repaired. 306 boilers were replaced by the end of Q2 2021.</p> <p>The Repairs Team in Housing Maintenance answer 7,800 phone calls every quarter directly as well as queries via Customer Services and the Local Area offices. They respond directly to over 3,200 emails every quarter from tenants and elected representatives.</p>

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		<p>The Caretaking Service provides a service to our tenants across our 191 complexes. During 2021, several new Power Washers were purchased to ensure a consistent service and to maintain the stairwells and common areas in our complexes. A Moss Remover was also purchased to assist caretaking staff in removing moss from the common areas in a more efficient manner. Caretaking staff also play a crucial role in the annual Halloween Response.</p>
	<p>2.1.3 Ensure that new homes and buildings are delivered to required standards through the operation of a rigorous Building Control System for the city</p>	<p>884 Commencement Notices and 262 Disability Access Certificate applications were submitted to date in 2021. 257 Certificates of Compliance on Completion were submitted 467 inspections of active construction sites were undertaken, with 184 focussed on fire safety. 1 summary prosecution was initiated.</p> <p>Over 33% of all new buildings notified as commencing were inspected on site.</p>
	<p>2.1.4 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</p>	<p>Dublin City Council's role as lead authority for the National Building Control Office was expanded to include the National Market Surveillance Office as prescribed under Statutory Instrument (S.I.) No. 682 of 2020.</p> <p>The 2021 market surveillance programme is concentrating on construction products generated from quarries and pits, specifically products from Area Code 24 (Aggregates) of the CPR with a particular focus on:</p> <ul style="list-style-type: none"> a. Aggregates for concrete (EN 12620); b. Bituminous Mixtures (EN13043); c. Unbound /hydraulically bound materials (EN 13242). <p>The Building Control Management System or the BCMS (which the office operates nationally) has dealt with 10,349 Commencement Notices and 3,608 Applications for the period of the 1st of January 2020 to August 2021.</p>

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			<p>The BCMS was updated in accordance with Building Control (Amendment) Regulations S.I. No. 229 of 2021.</p> <p>An Oversight Board and 3 regional Building Control Committees are in place. Support and direction was provided to the 31 Building Control Authorities. Newsletters issued quarterly to the sector and 4,213 customer queries were dealt with from the period of the 1st of January 2020 to August 2021.</p>
		2.1.5 Maintain the standard of private rented accommodation through proactive inspection and enforcement of regulations	Virtual inspections are ongoing together with physical inspections which resumed in July 2021 under H&S Guidelines.
		2.1.6 Transfer remaining recipients of rent supplement to the Housing Assistance Payment	The Rent Supplement Transfer process resumed in July 2021 and approximately 300 out of 1,700 eligible clients were contacted by the end of Q3. 125 transfers have been completed to date in 2021.
2.2	Create mixed neighbourhoods that have a choice of housing type and tenure	2.2.1 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 is implemented through the Development Management process. To the end of September, 2,143 valid planning applications were received, 237 pre-app consultations were held and 34 pre-app consultations relating to proposed SHD applications were held.</p> <p>A further 16 pre-app consultations were held with An Bord Pleanála relating to SHDs. 22 SHD applications were accepted by the Bord and forwarded to Dublin City Council for this Planning Authority's opinion.</p>

Priority Objective	Supporting strategy	Progress in 2021
	2.2.2 Deliver and facilitate a range of appropriate social housing types and developments that support people with specific requirements	Up to the end of Q2 2021 10% of housing list allocations were made to households with a disability and 7% of transfer lettings were made to households with a disability.
	2.2.3 Implement the Traveller Accommodation Programme 2019 – 2024	<p>Work continued on implementing the programme during 2021:</p> <ul style="list-style-type: none"> • Avila Park/Close (3 new houses to be built) currently at Part 8 stage • Reuben Street (1 new house to be built) currently at Part 8 stage • Grove Park development - negotiation with existing residents ongoing • Redevelopment of St Margaret's Park - consultation with tenants ongoing • Cara Park - procurement of Design Team for the construction of 9 new houses currently underway • St Mary's Park (construction of 2 houses) awaiting start date • Upgrade works to Day-Houses at St Oliver's Park & St Joseph's Park - awaiting date for commencement of works • Redevelopment of St Dominic's currently underway - delivery of new Sanitation Units has commenced onsite • Additional upgrade works to Belcamp Lane extending electricity supply to unauthorised occupants has also been completed this year. <p>Conditional Surveys of all existing TAU housing stock has recommenced as COVID-19 restrictions have eased. A number of allocations to standard housing have also taken place over the last 2 years.</p>

Priority Objective		Supporting strategy	Progress in 2021
		2.2.4 Deliver a range of housing supports to enable people to remain in or acquire housing appropriate to their needs	<p>A total of 829 households formerly homeless or at risk of homelessness received visiting support from Slí/TSS from Q1 to Q3 2021.</p> <p>The Social Work Section responded to 2,883 Duty Social work calls during 2021 to date. Social Workers held an average of 35-40 accommodation related cases each with each team holding a waiting list. 596 Exceptional Social Grounds applications were received to date in 2021.</p> <p>A Senior Social Worker is assigned to the role of National Local Authority Representative in the National SORAM Office working in partnership with Gardaí, Probation Service, TUSLA and the Prison Service with a brief to manage high-risk sex offenders in the community.</p>
2.3	Effectively contribute towards making housing more affordable	2.3.1 Collaborate with government departments and other key stakeholders to develop the Cost Rental model of housing	<p>There are currently 7 Cost Rental Schemes at various stages of development. Two are in North Central Area, Cromcastle Underpass, which promises to deliver in 2025 and Oscar Traynor Road, which is in early design stage with 341 units planned.</p> <p>A proposal was received by two AHBs and a financial model is currently being reviewed for the development on Coultry Road, Ballymun in North West Area, with a projected 300 units.</p> <p>Four other schemes are located in South Central Area. Cherry Orchard site with a projected 900 units and Donore Avenue (St Teresa's) with an expected 420 units, are both in pre-planning stages and are expected to be complete in 2025.</p> <p>A planning application is due to be lodged for Emmet Road (previously St. Michael's) development to deliver 375 units and a development of 38 units at Coruba House in Crumlin is due to be completed in 2023.</p>

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		2.3.2 Develop a Housing Strategy informed by a Housing Need Demand Assessment as part of the next Development Plan	A Housing Strategy informed by the HNDA in relation to housing supply has been prepared as part of the draft Development Plan which will go on public display at the end of November 2021. It includes the proportion of social housing required and the need for different tenure and sizes of housing.
2.4	Address homelessness through three key areas of operation – prevention, protection and progression	2.4.1 Review and implement the Business Plan for the Homeless Action Plan Framework for Dublin 2019 – 2021 on an annual basis	The Business Plan for the Homeless Action Plan Framework for Dublin 2019 - 2021 has undergone review by the Statutory Management Group and Dublin Joint Homelessness Consultative Forum, and a draft plan developed.
		2.4.2 Provide early intervention to people experiencing, or at risk of, homelessness	<p>A total of 1,043 households (555 families and 488 single adults) were prevented from entering emergency accommodation in the first eight months of 2021, through the HHAP Scheme, Social Housing or Long-Term Accommodation.</p> <p>This is additional to tenancies protected by the (DRHE funded) Threshold Tenancy Protection Service and other prevention services. In Dublin City Council these include Older Persons at risk of homelessness as prioritised for housing under the changes to the adopted 2018 Scheme of Lettings priorities.</p> <p>The overall trends show a steady decrease in families experiencing homelessness.</p>

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		2.4.3 Protect people experiencing homelessness through the provision of emergency accommodation and targeted support	<p>Efforts to reduce the use of commercial hotels for family accommodation continue, with 67 families residing in commercial hotels at the end of August, the lowest number since September 2014.</p> <p>There has been a steady reduction in the use of self-accommodation/non-contract accommodation from 584 at its highest point in 2018, to 41 at the end of August 2021.</p> <p>Residents in family hubs receive onsite support and families in private operated emergency facilities (PEAs) receive housing advice and social support from NGO/DRHE Housing teams as well as in-reach support from the HSE and TUSLA.</p> <p>The efforts to improve the range of supports to single adults in PEAs, either through Local Authority Housing Support Officers or visiting support teams from HSE and NGO teams have continued. Housing Support Officers visit 90% of facilities with an increased focus on health and addiction services provided on an in-reach basis. There are now floating supports more widely available across PEAs, gradually expanding the opportunities for health or housing interventions and case management.</p>
		2.4.4 Identify and enable pathways to long-term housing solutions, including for rough sleepers through the Housing First programme	<p>A total of 1,275 households (527 families and 748 single adults) have exited emergency accommodation in the first eight months of 2021, through the HHAP Scheme, Social Housing, private rented tenancies and Long-Term Accommodation.</p> <p>Between January and August 2021, 63 new Housing First tenancies were created.</p>
2.5	Play our part in ensuring safety for people in their homes and in the public realm	2.5.1 Deliver Fire, Rescue and Emergency Ambulance Services to the communities of	<p>72.4% of Fire Incidents at Scene within 10 minutes 97.2% at scene within 20 minutes.</p> <p>Non Fire (Special Service)</p>

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		<p>Dublin City and the counties of Fingal, South Dublin and Dún Laoghaire Rathdown</p> <p>73.2% at scene within 10 minutes 97.1% within 20 minutes</p>
		<p>2.5.2 Work collaboratively with An Garda Síochana and the Joint Policing Committee to tackle anti-social behaviour and issues of community safety</p> <p>A draft Anti-Social Behaviour Strategy (2022 - 2026) was submitted for consultation with all JPCs. The Strategy is near final and is being submitted to the Housing SPC in November and to City Council for approval in January 2022.</p>
		<p>2.5.3 Effectively manage city council housing complexes and estates</p> <p>The current monitoring/KPI's for anti-social behaviour/breach of tenancy were revised to provide more granular detail of situations in each local area office and a new monitoring system will go live in Q4. Currently the City Council have 21 live Tenancy Warnings (19 issued in 2021). 3 Tenancy Warnings and 2 Excluding Orders are due to be issued in Q4.</p>
		<p>2.5.4 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> <p>Implementation continued on the Power Operated Units (POU) project which seeks to inspect these units in ownership of the City Council, risk assess each and make recommendations on remedial works and future maintenance. As of October 2021 over 700 units have been inspected and reports prepared on each. In addition a works framework has been established and the 1st contract awarded for remedial measures on circa 60 units. Further contracts will be let through the framework or separately to deal with works required on all other units where this is required.</p> <p>The Development Management process continues to be utilised to ensure proposed developments align with the City Development Plan to ensure a city that is an attractive safe place to live, work, visit and enjoy.</p>

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	<p>2.5.5 Support community participation in safety and security through our fire, water and road safety education and awareness programmes</p>	<p>A new initiative installing GPS tracking and monitoring for missing life buoys was launched during 2021. Water Safety programmes are operating in our pools and Water Safety Awareness Week took place in August 2021.</p> <p>A Community Fire Safety Campaign was developed and Implemented, with a Media Campaign using billboards , Digi Boards, print and digital media.</p> <p>Social media continued to be leveraged to extend the reach of the safety message.</p> <p>100% of Fire Safety Certificates applications were processed within relevant time limits. The BCMS system was implemented and 94% of all FSC applications were logged on BCMS.</p>
	<p>2.5.6 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>	<p>Continued engagement and support was provided to the East Regional Working Group and Sub Groups.</p> <p>Full compliance with HSA COMAH / Seveso regulations, carrying out 5 Seveso External Emergency Plan testing exercises during 2021.</p> <p>The 2021 DCC Major Emergency Plan draft was complete and circulated to department heads for comment. The final draft will be sent to Dublin City Council's Crisis Management Team for approval.</p> <p>Support to Local Authority Inter-Agency Regional MEM Exercises continued with 3 Inter-Agency exercises held during Q1 and Q2 in 2021.</p> <p>The restart of Information Management and On-Site Coordination Courses facilitated by the ERWG Training Group is awaited.</p> <p>Engagement with Dublin Civil Defence was ongoing and Civil Defence Officers were involved in MEM East Regional Working Group meetings and all exercises.</p>

Goal 3 to continue to grow a strong, diverse economy

Priority Objective	Supporting strategy	Progress in 2021
<p>3.1 Proactively support the creation and strengthening of micro, small and medium sized enterprises in the city</p>	<p>3.1.1 Provide a range of supports, including a First Stop Shop and the Work Matters Programme, to start-ups and developing businesses</p>	<p>The LEO successfully delivered its full range of services, i.e. mentoring, training, grants & business-related communications via online formats.</p> <p>1,290 hours of mentoring were delivered, exceeding the annual target of 1,000. 35 Business Advice Clinics/Group mentoring sessions were delivered to 614 participants, exceeding the annual target of 500. Training was delivered to 3,129 participants, exceeding the annual target of 3,000. (Figures as at 31/08/2021).</p> <p>Work Matters: a series of videos has been developed by LEO & Libraries demonstrating the benefit of LEO services.</p>
	<p>3.1.2 Provide support to identified economic sectors:</p> <ul style="list-style-type: none"> • Technology • Social enterprise • Green business / circular economy • Tourism • Markets • Food • Design 	<p>Support was provided across all sectors, with highlights including:</p> <ul style="list-style-type: none"> • Dublin Food Chain, a Dublin region series of 8 networking events for food & drinks producers • Digital School of Food e-learning hub for early stage food producers • Food Starter 4 x 1/2 day online training programme for food producers 0 - 24 months • Food Academy, a training programme for food businesses to learn to market effectively • Grow Your Own Food SME Network <p>Green for Micro: 2 days free consultancy helping SMEs to plan and embed green principles into their business model. 11 applications were processed with 6 completed and 5 applications in stream to date. Cost savings of up to 49.7% were identified https://www.localenterprise.ie/Green</p> <p>Advice and support is being provided to enable the development of food shared service production maker space in SPADE Centre to support food businesses.</p>

Priority Objective	Supporting strategy	Progress in 2021
		<p>Building a Craft and Design Business Programme were delivered in collaboration with the DCCOI, and businesses have applied to participate in Showcase where they will meet with local and international buyers in January 2022.</p> <p>The Creative Dublin Group completed a programme in 2021. Support was provided to Diversity in Tech award to sponsor Rising Star category.</p> <p>Dublin's Smart Tourism initiative, a Dublin City Council and Fáilte Ireland led programme, in partnership with Smart Dublin and Dublin City Council Culture Company, has been shortlisted for the European Capital of Smart Tourism awards. This award recognises outstanding achievements by European cities as tourism destinations in four categories: sustainability, accessibility, digitalisation as well as cultural heritage and creativity.</p>
	3.1.3 Identify locations and facilitate the provision of a range of appropriate accommodation for business development including enterprise hubs and co-working space	<p>A dedicated Enterprise Eco System Business Development Advisor was recruited and commenced employment in Q2 2021, resourcing LEO/EDO's networking capability. Enterprise Space research on the provision of Enterprise Space in the Dublin Region is being updated.</p> <p>Over 30,000 square feet of additional Enterprise Space provided in GEC which has the ongoing support of Dublin City Council. Work is underway to identify a suitable location for the provision of a Social Enterprise Hub.</p>
3.2 Plan and provide for the future economic growth of the city by understanding and	3.2.1 Review <i>Dublin City: Promoting Economic Development 2018 – 2021</i>	Preparation of new Economic Plan has commenced with the delivery of the Your Dublin Your Voice Survey in Q4. Work is also underway towards developing a Vision for Dublin Q4.

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<p>responding to new economic trends</p>	<p>3.2.2 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>	<p>On-going engagement with colleagues and external stakeholders helps inform the agenda for the Economic and Enterprise SPC. Collaboration with third level institutions was ongoing in 2021 leading to research projects, hackathons and the Enfuse Challenge.</p>
	<p>3.2.3 Publish the quarterly Dublin Economic Monitor</p>	<p>The Dublin Economic Monitor tender process concluded with a new format monitor established with enhanced website development and new data sets included. Three DEMs have been delivered to date with work underway for the December edition which will focus on Retail. The DEM has charted the impact of the COVID-19 pandemic and the recovery on a sectoral basis.</p>
<p>3.3 Strengthen the competitiveness of the City Region through continued collaboration with our neighbouring authorities and building on our international connections</p>	<p>3.3.1 Promote the city internationally as a place to invest, visit and live through Dublin.ie</p>	<p>The Dublin Place Branding team delivered on a series of projects to promote Dublin as an attractive location to live, work, study, invest and visit.</p> <p>A Creative Ireland photographic project was delivered in collaboration with the Arts Office and the Gallery of Photography. Photographic images were taken to build the image bank available on the Digital Asset Monitor of outdoor dining and public realm. Visits were facilitated for a number of international delegations to promote Dublin and links with other cities.</p>
	<p>3.3.2 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>	<p>Meetings were held with the Ambassadors from Latvia, Brazil, Poland and Mexico. Meetings were also held with Deputy Mayor Barcelona, European Metropolitan Authority and EUROCITIES</p> <p>Cities Fortifying Democracy Project - Dublin City Council is participating in a transatlantic multi-city cohort to explore and advance city practice in strengthening democracy. Due to pandemic restrictions, there have been no visits by overseas delegations.</p>

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	3.3.3 Review the <i>Dublin Regional Enterprise Plan to 2020</i>	Review reports were provided on actions delivered under the 2020 plan and included on SPC agenda. A series of meetings and workshops were held to develop the Dublin Region Enterprise Plan to 2024.
	3.3.4 Continue to lead the Dublin Bay UNESCO Biosphere Partnership to achieve eco-tourism and development goals	Promotion campaign with Iarnród Éireann is planned to take place on the DART to promote coastal villages

Goal 4 to promote compact growth with connected infrastructure

Priority Objective		Supporting strategy	Progress in 2021
4.1	Take a leadership role in collaborating with city partners to expand and build a more integrated public transport system in the city	4.1.1 Work with Transport Infrastructure Ireland and the National Transport Authority to progress MetroLink and to facilitate the Bus Connects project	<p>During 2021 the City Council engaged regularly with TII and 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>BusConnects Liaison Team and communications structures were put in place. Multiple workshops were held on the TII MetroLink proposed designs. Meetings and communications are ongoing regarding Metro and Dart+</p>
		4.1.2 Deliver cycling infrastructure as part of both Bus Connects and to connect to MetroLink	For BusConnects, proposals are continually assessed and feedback sent to the NTA. Metro Link proposals are assessed from a station viewpoint as well as routes to and from the stations.
		4.1.3 Deliver the Dublin City Centre Transport Study to enable growth in public transport passengers and in active modes	COVID-19 Mobility Programme implementation was prioritised in 2020/2021. A number of Transport Actions from the Dublin City Climate Action Plan were implemented as part of the COVID-19 Mobility Programme implementation including the roll out of circa 15km protected cycle lanes, additional traffic free streets in the Grafton Street Area, two filtered permeability schemes, and the roll out of 50 school zones.
4.2	Provide and support a range of alternative and emerging travel options, particularly focused on cycling and walking	4.2.1 Implement the Dublin City recommendations from the Greater Dublin Cycle network	<p>During 2021 Transportation Planning ensured the reservation of space on private development sites citywide for cycling projects through the development management process.</p> <p>Work is continuing on the roll out of the Cycle network with projects moving to construction on Clontarf to City Centre Royal Canal 3 and 4 as well as the Dodder. The interim Liffey cycle route has been put in place and work will shortly commence on the interim Grand Canal cycle scheme. The active travel programme and the revision of the DGA cycle network will also feature.</p>

Priority Objective	Supporting strategy	Progress in 2021
	<p>4.2.2 Increase the amount of pedestrian space in the city centre and ensure that it is of high quality</p>	<p>Preliminary and detailed designs are progressing on relevant public realm projects to deliver high quality improvements and enhancements to pedestrian space in the City Centre.</p> <p>During 2021, the City Council ensured that private developments citywide delivered expanded pedestrian space and high quality public realm as part of the development management process. Cross-departmental teams worked proactively during 2021 to promote multi-disciplinary, collaborative working towards implementation of the public realm.</p> <p>5 traffic free streets were permanently introduced in the Grafton Street area. In addition, traffic free trials were undertaken in a number of locations including Capel Street, Parliament Street and Sandymount Village. 20 build-outs and circa 50 temporary build-outs were constructed creating approximately 3,000m² additional of space in order to increase/improve pedestrian and outdoor dining spaces in the City.</p>
	<p>4.2.3 Progress the use of mobility hubs and integration of all sustainable modes into a <i>Mobility as a Service</i> arrangement</p>	<p>During 2021 the City Council developed integrated mobility strategies in collaboration with developers for large development sites/new city quarters across the City Council area. These strategies include 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> <p>The Station bike schema moved to the Environment and Transportation Department and the process is underway to consolidate all bike and vehicle sharing schemes. A new e cargo bike scheme aimed at SMEs was launched.</p>

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		4.2.4 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	NCSC NIS audit was finalised for senior management approval. (National Cyber Security Centre). The Council continued to invest in resources and staff with data analytics skills. The development of the Centralised Cycling Data system via Smart Micros is continuing and the Centralised Bus Priority System is expanding to include GoAhead buses. An ITS resourcing and deployment plan for 2030 is in progress.
4.3	Provide direction and vision around digital infrastructure provision to enable the city to capitalise on the opportunities provided by emerging technology	4.3.1 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	Work is ongoing in relation to developing approaches to facilitate 5G and telecommunications infrastructure in the City. A City Council Telecommunications Unit is in the process of being established.
		4.3.2 Consolidate Smart Docklands as a test bed for new technology-related initiatives	Under the Smart Dublin umbrella, the smart district approach has continued to expand and grow in 2021. Dublin City Council is the leading local authority partner for three of the five smart districts, Smart Docklands, Smart DCU and our newest district, Smart D8.

Priority Objective	Supporting strategy	Progress in 2021
		<p>Smart Docklands: As part of the Smart Docklands programme, a new cycling app, Cycle Buddy was launched by former Lord Mayor, Hazel Chu at the end of May to help make cycling around Dublin easier. This was one of the winning ideas from the 'Vélo City' international cycling conference, which was held in Dublin in 2019.</p> <p>Visioneers is a new Smart Cities education module that forms part of the 'Academy of the Near Future' initiative. With funding from Science Foundation Ireland, the programme will initially target secondary school students and local authority staff, to upskill participants on what a 'smart city' means and understanding future city challenges. The programme website has just been launched, allowing schools across Ireland to sign up to take part, with the target of reaching 1,000 secondary students this academic year</p>
		<p>4.3.3 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</p> <p>The Traffic department is working on a next generation bus priority system to interface with the upgraded public transport information system from the NTA. This system will be used for delivering enhanced priority fro public transport services. As part of this work the Bus Connects corridors are being assessed to determine their requirements for addition detection and data feeds.</p>
		<p>4.3.4 Put in place a trusted digital source for connected and autonomous vehicles and to ensure the presence of high quality digital mapping</p> <p>The possibilities and challenges of autonomous and connected vehicles is something that the City Council is reviewing and the Council is part of the CAV working group with the Department of Transport.</p>

Priority Objective		Supporting strategy	Progress in 2021
4.4	Encourage and facilitate sustainable densities and best use of underutilised, vacant and brownfield land	4.4.1 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	<p>The drafting of a new Development Plan is underway which will include policy on how the best use of land and buildings can be implemented through the development management process.</p> <p>752 submissions were received from public consultation on the Issues Paper which helped inform the draft City Development Plan will go on public display at the end of November.</p> <p>The 2016-2022 Development Plan, SDZs and LAPs are being implemented through the development management process and implementation of URDF funding.</p> <p>On 24 August 2021, the Minister for Housing, Local Government and Heritage confirmed preliminary approval for inclusion of Dublin City Council's North Inner City Concept Area 1 and South Inner City Concept Area 2 for €164 million in capital support under the Urban Regeneration and Development Fund and approval to move to the next stage of the project lifecycle.</p> <p>City Edge, a joint City Council/SDCC project focussed on the Naas Road Lands LAP and Park West/Inchicore area and funded under the URDF is progressing.</p>
		4.4.2 Facilitate and drive the redevelopment of Docklands Strategic Development Zone, Strategic Development and Regeneration Areas and the appropriate redevelopment of industrial land banks	<p>The Docklands Office and Oversight Group continued to implement SDRA6 and the Docklands SDZs.</p> <p>Implementation of SDRAs continued through the development management process and interdepartmental steering groups.</p> <p>The Development Plan Variation for the Jamestown Industrial Lands was completed.</p>

Priority Objective	Supporting strategy	Progress in 2021
	<p>4.4.3 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>4.4.4 Encourage living in the city centre through the promotion of quality apartment living</p>	<p>The Active Land Management Steering Group meets bi-monthly and five meetings have been held in 2021 to date. The Disposal Protocol Criteria is in use and there were 93 Disposals, 68 Rent Reviews, 23 Fee Simple Disposals and 61 Licences/Leases Renewed to the end of September.</p> <p>A Compulsory Purchase Order for a large site at Richmond Ave was confirmed under the Derelict Sites Act and the CPO for the Abbey Theatre redevelopment was lodged with An Bord Pleanála.</p> <p>Quality apartment living, particularly with regard to external amenity space is implemented through the development management process.</p> <p>The Living City Initiative was promoted through an advertising campaign on Facebook in April and on Dublin Bus Shelters and Digi Panels in September. Reminders were sent out in relation to all outstanding applications.</p>
<p>4.5</p>	<p>Maintain and enhance our public realm providing a connected, universally accessible set of quality public spaces and connections</p>	<p>4.5.1 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>The Road Maintenance Services' Annual Works Programme which ensures that the City's roads, footpaths and cycling network are maintained to a high standard is 60% completed and on target for completion by year end. It will result in the resurfacing of circa 14km of the City's road network and the renewal of circa 12km of the City's footpaths.</p> <p>Regular Maintenance of Regional and Local Roads has resolved almost 9,000 customer enquiries and service requests to the end of September 2021. During the same period approximately 2,700 defects and hazards on the road network were repaired and/or made safe by our direct labour crews. Furthermore, circa 160 critical defects and hazards were repaired and/or made safe within 24 hours of being recorded.</p>

Priority Objective	Supporting strategy	Progress in 2021
		<p>Inspections of Utility openings and meetings with Utilities are ongoing to ensure compliance with the Guidelines for Managing Openings in Public Roads. To end September 2021, the City Council has completed approximately 20,000 inspections of utility openings on the road network.</p> <p>The Winter Maintenance programme, which ran from mid-October 2020 to the end of April 2021, saw the gritting of the City's road network on forty-one occasions, spreading almost 3,000 tonnes of salt in the process. Plant, machinery, salt stock, staff rosters and arrangements for staff training are in place for the 2021/2022 winter maintenance season.</p> <p>Licence and enforce regulations in relation to telecoms cabinets are being carried out in accordance with regulations. All public realm projects including associated infrastructure are designed to be safe, accessible and of high quality. 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.</p> <p>Public lighting infrastructure continues to be maintained to a high standard and a tender process is in progress to substantially upgrade the Public Lighting across the city to high efficiency LED lighting.</p>
	4.5.2 Implement the phased programme of projects in the City Centre Public Realm Masterplan 2016 – 2034	Public realm works at Wolfe Tone Square and Francis Street are both on site. Bridgefoot Street Park and Broadstone Plaza are complete. Works at Liffey Street and Temple Bar Square are at construction tender stage.
	4.5.3 Advance the revised proposals for College Green Plaza	Revised proposals for the College Green Plaza are under active consideration.

Priority Objective		Supporting strategy	Progress in 2021
		4.5.4 Lead the concept and design processes for key bridge infrastructural projects	Transportation Planning provided planning advice and input to Roads Design & Construction during 2021 on key bridge projects.
4.6	In partnership with Irish Water, manage and improve Water Services infrastructure	4.6.1 Manage the Service Level Agreement with Irish Water and deliver on the agreed programme of work	Despite COVID-19 restrictions Water Services Operations has continued satisfactorily. Many new projects have been seamlessly integrated into the Water Network. Progress is also being made on the integration of further projects in conjunction with Irish Water

Goal 5 To support and engage active, inclusive communities

Priority Objective		Supporting strategy	Progress in 2021
5.1	Provide people with the opportunity to access outdoor recreation and natural environments through enhancing and expanding our network of parks and green spaces	5.1.1 Implement the Dublin City Parks Strategy 2017 – 2022	The value of the City's parks during the pandemic has been greatly appreciated by citizens and all aspects of the service continued and parks remained open throughout.
		5.1.2 Continue to support the Dublin Mountains Partnership to achieve sustainable access to the mountains for the citizens and visitors to Dublin	A new strategic plan and work of partnership was presented to the Arts, Culture, Leisure SPC in September 2021
5.2	Facilitate active citizenship in city communities and engagement with key stakeholders	5.2.1 Develop local development and social inclusion initiatives through the Local Community Development Committee	<p>DCC's Local Community Development Committee will meet on six occasions during 2021. Over the period the LCDC, following development and adoption of its Annual Plan, has:</p> <ul style="list-style-type: none"> • overseen the delivery of a new Framework Plan for Integration and Inclusion 2021-2025, adopted by Dublin City in June • approved Community Enhancement Funds 2020 (Round 1 and 2) and 2021 (Round 1) of €806,501 to 125 community and voluntary groups • approved €107,560 grant funding to community and voluntary groups under the City Council's Healthy Ireland Community Resilience Fund (CRF) • approved €117,246 grant funding to community and voluntary groups under Round 2 of the COVID19 Emergency Fund • formally agreed Dublin City's membership of the Bloomberg Philanthropies & World Health Organisation (WHO) Partnership for Healthy Cities • formally adopted the LGBTQIA+ pledge developed and proposed by the Dublin City Comhairle na nÓg and supported the work of the Comhairle • approved outcomes of the European Social Fund (ESF) review of Dublin's €5.6M SICAP programme 2018-2022 and adopted the annual

Priority Objective	Supporting strategy	Progress in 2021
		<p>action plans and mid-year reviews for each of the five SICAP programme implementers</p> <ul style="list-style-type: none"> supported the Dublin City Learning Network in achieving the UNESCO Learning City Award 2021 for Dublin; and engaged with all relevant stakeholders in monitoring implementation of Dublin's Local Economic and Community Plan 2016-2021.
		<p>5.2.2 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</p> <p>The LCDC has noted work underway in relation to the LECP and continues to monitor its implementation.</p> <p>A submission is being developed for submission to the DRCD on forthcoming Guidelines for the preparation and adoption of a new LECP from 2022.</p>
		<p>5.2.3 Strengthen participation through the development of the Public Participation Network and Comhairle na nÓg</p> <p>In collaboration with the Dublin Volunteer Centre, the new host for DCC's PPN, the PPN has been strengthened with the recruitment of a new Resource Worker and its membership has been expanded under a new thematic panel on Integration.</p>
		<p>5.2.4 Empower and strengthen local community building through our community development and engagement programmes</p> <p>The Community Development and Engagement programmes of each Local Area Office are supported via:</p> <ul style="list-style-type: none"> an increased allocation of funds in 2021 to increase local area budgets to at least €20k per area; and a reboot of the Community Grants 2021 programme that will ensure all previously eligible applicants from 2020 will be reconfirmed for grant funding in 2021

Priority Objective		Supporting strategy	Progress in 2021
			Funding of €188,050 for a pilot Place Based Leadership Development programme that includes Darndale in Dublin 17 and Drogheda has been agreed with DRCD and drawn down in Q3, 2021.
		5.2.5 Make all of our public consultations available on the City Council's online consultation hub, as well as in traditional formats	92 consultation processes were undertaken by the City Council during the first three quarters of 2021.
		5.2.6 Manage the Your Dublin, Your Voice platform to gain the views of people on a range of issues	Your Dublin Your Voice was used to deliver four surveys in 2021. Survey themes supported the development of work in Heritage, Dublin Place Branding, The Dublin City Development Plan and Economic Development.
5.3	Promote social inclusion and diversity by working with, and empowering, groups across all sectors of the community	5.3.1 Review the Social Inclusion, Integration and Age Friendly Strategies	<p>The Draft Dublin City Council Housing Strategy for Disabled Persons was submitted to the Housing Agency for comment and consideration. The final draft is due to be completed by year-end for approval by the Housing SPC.</p> <p>The City Council's Social Inclusion Strategy is being fully revised under proposals currently being developed for Dublin as part of the Regional Enterprise Strategy (RES).</p> <p>The Council's Age Friendly Strategy has been revised to account for new developments at national programme level and is under active consideration by the LCDC for adoption, agreement and proposal to the City Council in Q4, 2021.</p> <p>The Integration Strategy has been fully reviewed and revised and a second follow-on strategy is currently under development as per the Framework Plan for Integration and Inclusion 2021-2025, adopted by Dublin City Council in June.</p>

Priority Objective		Supporting strategy	Progress in 2021
		5.3.2 Provide welcoming and inclusive spaces for all across the network of public libraries	Improvement works to the network of public libraries continued during 2021 with highlights including: <ul style="list-style-type: none"> the installation of the first self-service Library locker in Drimnagh was complete planning is underway to replace the existing mobile library fleet with flexible electric vehicles, as part of the Library in the Community Project development of a universally accessible library for Finglas continued with the expected opening in 2022. a temporary library was operational in Richmond Barracks while the Emmet Road Project is developed. designs were completed for access works at Marino Library a Sensory Garden Project commenced for Walkinstown Library window replacement was complete at Raheny Library refurbishment of the Dublin and Irish Collection Reading Room is underway the roll-out of up-graded self-service facilities at all branches commenced engagement with the Dalymount Project Team to develop a public library as part of the stadium
		5.3.3 Continue to provide appropriate sites and buildings for community use	The City Council is the landlord of over 300 community buildings for which a variety of services are provided including rent reviews, landlord repairs, lease renewals etc. The Council continues to provide appropriate sites and buildings for community use in consultation with the Area Offices.
5.4	Improve the health and well-being of communities across the city by increasing access to participation in sports, recreation and healthy activity	5.4.1 Review STRIDE: 2017–2020, the Dublin City Sport and Wellbeing Strategy	A review of STRIDE will commence in Q3. This review will also develop an Interim Sports Strategy to provide strategic policy for the sports partnership until the Dublin City Development Plan is adopted.
		5.4.2 Finalise and implement a new Dublin City Play Strategy	The City Play Strategy was brought through public consultation, and the Arts, Culture, Leisure SPC and was adopted by Council in September 2021.

Goal 6 to sustain a vibrant cultural life

Priority Objective		Supporting strategy	Progress in 2021
6.1	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	6.1.1 Implement Libraries Unlimited: A Strategic Direction for Dublin City Libraries 2019-2023	<p>Implementation is proceeding as planned with priorities and timeframes adjusted in response to COVID-19 disruptions.</p> <p>Pod working continues to impact on the ability to offer full opening hours throughout the branch network as staff continue to work in a hybrid pattern, mixing working from home and working in-branch.</p> <p>A Libraries Communications and Digital Transformation Team has been established to support the mix of on-line and in-branch activity.</p>
		6.1.2 Develop and implement a new three-year UNESCO City of Literature strategic plan 2020 – 2022	<p>The Plan is complete and implementation is underway for the period 2020-22. The main pillars of the plan are for Dublin UNESCO City of Literature to 'promote, include, support and connect' all sectors of the literary community.</p> <p>The Dublin Literary Award was delivered online again in 2021 due to COVID-19, in partnership with the ILDF. Special focus was given in 2021 to Literature in translation and supporting writers in the Irish Language.</p>
		6.1.3 Promote and support awareness of the Irish language and recognise its unique place and contribution to the cultural diversity of our City	<p>In order to create both a visible space and to highlight the importance of the language, Irish continues to be promoted on signage, exhibitions, banners, hoarding and information boards etc. throughout the city.</p> <p>The Council continues in its efforts to comply with the Official Languages Act 2003 and other language legislation to ensure Irish language services are provided to our customers.</p> <p>On-line Irish language training courses were provided to staff during the 2021 and other online sources of Irish language and terminology aids were made available in order to assist our staff in the provision of Irish language services.</p>

Priority Objective	Supporting strategy	Progress in 2021
		<p>The City Council continues to engage with outside stakeholders in order to recognise the unique place the Irish language holds in the culture of the City.</p>
	<p>6.1.4 Implement our programme of arts development</p>	<p>New Funding for Artists in the North Central Area was provided through Creative Ireland and new Arts Council funding was secured for work in Darndale and Artane. A Neighbourhood Grant Scheme was delivered in collaboration with Community Officers.</p>
	<p>6.1.5 Protect and promote the city's architectural heritage and advance conservation best practice, including the adaptive reuse of historic buildings</p>	<p>Work is underway including preparation of reports for 101 additions, 3 deletions and amendments to 55 entries on the RPS as part of the current Development Plan process.</p> <p>In addition, 18 additions reports have been prepared and adopted up to September 2021 on the current RPS. Applications are being processed in relation to 69 projects under the 2 national conservation grant schemes - Built Heritage Investment Scheme and Historic Structures Fund.</p>
	<p>6.1.6 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>	<p>Ten National Community Monuments Fund projects are being processed and delivered in 2021 including St Canice's, Finglas Conservation Management Plan.</p> <p>The Viking Dublin York-Axis AHRC project has commenced and an exhibition of Irish artefacts found in Viking graves is being planned for 2022, in partnership with Dublinia, Oslo Museum and Stavanger Museum.</p> <p>Dublin City Council hosted the annual International Viking event with NUI as part of the Dublin Festival of History. The Friends of Medieval Dublin Symposium took place in September and the proceedings of a previous FMD symposium was published with City Council support.</p> <p>The St Anne's Community Archaeology Pilot Project is underway as is the Dublin County Archaeology GIS 2021 Project.</p>

Priority Objective	Supporting strategy	Progress in 2021
	6.1.7 Prepare a new five-year Dublin City Heritage Plan 2020-2025	The Heritage Plan review is underway which is due for completion in early 2022.
	6.1.8 Maintain the Hugh Lane Gallery's world-class programme of exhibitions of national and international artworks	<p>Collections and exhibitions hosted in 2021 include:</p> <ul style="list-style-type: none"> • The Lane Legacy (opened 2020) • Cecil King: Present in Time Future • Joseph Beuys: From the Secret Block to Rosc • The Art of Negotiation: John Lavery's Anglo Irish Treaty Portraits (Embassy of Ireland, London) • Studio & State: The Laverys and the Anglo-Irish Treaty (National Museum of Ireland, Collins Barracks) • Collection display featuring recent acquisitions of Niamh McCann <p>In 2021 the Gallery hosted an Exhibition by Irish Artist Maud Cotter Exhibition: a consequence of – a dappled world. A successful run of programme events and press reviews have concluded, and a full educational and community programme has been curated in response to the exhibition. A PR and social media campaign was developed alongside a series of teasers featuring the artist in studio talking about her exhibition.</p> <p>In response to From the Secret Block to ROSC, the Gallery collaborated with street artists Asbestos who created the large mural Pass Freely, on the side wall of the AIB building on O'Connell Street Upper. This large figure is created from painted burnt matches each one marking the tragic death of a COVID-19 victim. On the hoarding below is the quote from Joseph Beuys Pass Freely From One Level of Existence to Another.</p>

Priority Objective		Supporting strategy	Progress in 2021
			<p>Do you remember what you are burning? is the first solo museum exhibition by Iraqi-Kurdish artist Hiwa K in Ireland. The exhibition was conceived as a three-venue collaboration by Jameel Arts Centre Dubai with Hugh Lane Gallery, Dublin, the Power Plant Contemporary Art Gallery, Toronto and the artist Hiwa K.</p> <p>The conservation programme for HLG continued to conserve the collection artworks for the enjoyment of future generations, including works by Walter Bayes, Giovanni Boldini, Sir John Lavery, Patrick Scott, Renato Guttuso, Sean Scully, and others.</p>
		6.1.9 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	An Asset / Facilities Manager has been appointed to ensure buildings are operational and managed to the highest quality.
6.2	Enable diversity in access to arts and culture to give everyone the opportunity to participate	6.2.1 Identify and document diversity evident in current programmes and list the opportunities to increase access and diversity	<p>The Arts Grants application process now uses criteria to ensure engagement with diverse practitioners, audiences and participants to qualify for funding.</p> <p>A Diversity Photographic Commission with the Gallery of Photography was completed.</p> <p>In 2021 HLG hosted an Exhibition by Iraqi-Kurdish Artist Hiwa K explores ideas of estrangement, collectively, histories of neoliberalism and the long shadow of the multiple conflicts waged on and in Iraq.</p>

Priority Objective	Supporting strategy	Progress in 2021
		<p>Commissioned in 2021 by Hugh Lane Gallery Education Department for Culture Night, 'Amongst Ourselves' directed by the Spoken Word poet FeliSpeaks is a short poetic film that considers the dynamic of the Black Irish mother daughter relationship.</p> <p>A monthly programme of audio description of artworks for people with a visual impairment is taking place in Hugh Lane Gallery.</p> <p>Participation in Arts and Disability Ireland workshops is building capacity and understanding of programme opportunities to increase participation and inclusion.</p> <p>A launch of Seamus Nolan Traveller Collection publication is planned for November.</p>
	<p>6.2.2 Deliver a schedule of projects and participatory education programmes that encourage participation in the visual arts among a range of target groups</p>	<p>Engagement programmes by The Lab Gallery Visual Thinking Strategies Education programming and the New Citizen Commissioners Programme in Public Art target participation by a range of groups and communities in the City.</p> <p>In 2021 HLG provided over 180 art talks and programmes including Coffee Conversations, Culture Clubs, art appreciation courses, UCD lectures series, Peoples College art lectures, VTS Sculpture Club, VTS and Literacy, Beuy film screenings with Goethe Institut, audio description for people with visual impairment, third level artist-curator discussions and films as Gaeilge.</p> <p>Study Mornings, Summer Schools for adults and an Online Transition Year six-day course and TY Blog plus a range of other portfolio courses, club sessions and activities targeting young people were offered through HLG.</p> <p>The 2-day Art and the Outdoors on Parnell Sq. which took place over the August Bank Holiday was a community celebration of in-person art, music,</p>

Priority Objective	Supporting strategy	Progress in 2021
		<p>Spoken Word in collaboration with Poetry Ireland, street spectacle en plein air.</p> <p>The Culture Night programme of art, music, performance, film in person and online provided an opportunity to celebrate culture in the City. And 22 October, as per public health guidelines, saw the resumption of in-person community programmes in gallery and planning for collaborations.</p>
	<p>6.2.3 Deliver a focused and creative programme across all of Dublin's primary schools engaging directly with the city art collection</p>	<p>During Phase III Zoom@HughLaneGallery city-wide project, 13 primary schools from across the City Council's administrative area participated in 26 live online artist-led discussions and workshops. The majority of participating schools were designated DEIS.</p> <p>Digital resources (specially created 'how to' art activity films) and analogue resources (sketchbooks; materials, posters and teaching notes) provided additional support in new online context. Planning is now underway for Phase IV and resumption of in-gallery visits by participating schools, public health guidance permitting.</p>
	<p>6.2.4 Animate library spaces with diverse and inclusive programme of events</p>	<p>Programmes were delivered on health, careers and employment, science, climate change, Irish language, music, literature.</p> <p>Blooms day event were hosted by library staff with partners on Zoom (79 events with 3,029 attendees).</p> <p>Engagement with the National Libraries Campaigns as part of the 'Keep Well' initiative were supported with 8 events for Ireland Reads and 4 events for Grow it Forward - 211 attendees on Zoom.</p> <p>The 2021 Festival of History ran from September 20th - October 10th, with a programme that included over 100 free talks and activities, in a mixture of online and in-person events.</p>

Priority Objective		Supporting strategy	Progress in 2021
6.3	Facilitate educational opportunity through programmes and funding	6.3.1 Deliver diverse programme across the library branch network with a focus on promoting digital literacy and supporting the maker movement	<p>In partnership with Dublin City Arts Office, the City Libraries had 37 events at Coolock, Ballyfermot and Cabra Libraries, designated Creative Hubs, where 693 primary school children availed of arts programming (visual art and creative writing) responding to The Record Keepers children's exhibition in Cabra Library.</p> <p>The Children's Summer Programme was hybrid - delivering both on-line and in-person outdoor events in July and August. 1,698 children and parents attended drama, art, science, dance, music and story-telling events.</p> <p>44 Children's Book Festival events were planned for October as part of the National 'Right to Read' Campaign.</p> <p>The total number of programmed events to the end of September was 253 and 5,631 attendees hosted on-line and outdoors for Inside Out.</p> <p>41 events were hosted by historians in residence with 2,440 attendees.</p> <p>An additional 26 local branch online events with 884 attendees also took place.</p> <p>Coolock Makerspace 'How-to' videos are in production to support the animation of the space when public health restrictions are lifted.</p>
6.4	Animate city spaces by providing and supporting a range of events, festivals and opportunities for people to celebrate and come together	6.4.1 Develop, fund and support a diverse range of events, festivals and parks events	<p>Due to COVID-19 most events which the City Council would usually support didn't take place during, 2021.</p> <p>The City Council supported the St Patrick's Festival and Dublin Pride to deliver their virtual events. A festive lighting experience for Halloween was held in Smithfield Square and Barnardo Square from 29th – 31st October which included projections.</p>

Priority Objective		Supporting strategy	Progress in 2021
			<p>In partnership with the OPW the Council is helping to deliver Christmas at the Castle, the Christmas Market in the grounds of Dublin Castle, public health guidance permitting.</p> <p>The annual Winter Lights Festival is also back for 2021 and extra locations are included such as the National Art Gallery and Merrion Square Park.</p> <p>The City Council is partnering with Fáilte Ireland to programme NYF 2021 and liaised with Culture Night to deliver the outdoor events in the Amphitheatre, Meeting House Square, Barnardo Square and installation of sculptures in the City Centre.</p> <p>As part of the City Recovery initiative the City Council installed light boxes on Smithfield Square, throughout Docklands and on O'Connell Street to help animate the spaces.</p>
		6.4.2 Licence the city's on-street markets, casual trading and street performance in a manner that enhances people's city experience	All casual trading licence renewals, street performer renewals and a large number of new street performer applications were processed. Daily inspections of traders and street performers continued throughout the year. Monitoring of unlicensed advertising boards in the public domain also continued with removal notices issued or offending items removed as required. All complaints regarding street furniture were responded to.
6.5	Support and encourage the provision of arts and cultural facilities to ensure that the cultural life of the city has the space to thrive	6.5.1 Deliver Parnell Square Cultural Quarter on a phased basis	A detailed examination of the project is ongoing with the Design Team to finalise design and access costs. The project successfully attracted URDF funding, with the award announced in March 2021.
		6.5.2 Conduct an audit of artists' workspaces identifying deficits and opportunities to transfer	The Audit has been completed and spaces have been identified at the Pepper Canister Church and Butterly Park.

Priority Objective	Supporting strategy	Progress in 2021
	buildings to cultural use/workspaces	
	6.5.3 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 studies for Bridgefoot Street and Merchants Quay buildings were completed during 2021.
	6.5.4 Expand the Hugh Lane to include a new wing in Temple Bar for gallery and programming space	1 North Frederick Lane has been acquired for HLG as a conservation and storage facility for fine artworks. A feasibility study will now be undertaken. 20/21 Parnell Square North now form part of the Development Plan of Hugh Lane Gallery and a feasibility study will form part of the development plan for Hugh Lane Gallery.

Goal 7 to become a more responsive, innovative City Council

Priority Objective		Supporting strategy	Progress in 2021
7.1	Support a culture of innovation, training and development	7.1.1 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>40 recruitment campaigns were held to date in 2021, with 16 campaigns ongoing and 6 due to be advertised before the year end. All interviews were held virtually, and in compliance with COVID-19 public health measures. Over 186 appointments have been made to date in 2021.</p> <p>The City Council has continuous engagement with the Public Appointment Services with regard to Senior Management and Senior Professional recruitment campaigns.</p> <p>Workforce planning is ongoing to support the implementation of the Corporate Plan through engagement with senior management in each Department to understand and best address ongoing staffing needs.</p> <p>Work on developing the CORE HR and Payroll System is ongoing with an expected implementation date set for early 2022.</p> <p>A new organisational transformation programme, FutureWork, has been established to examine emerging issues and opportunities for the organisation and to shape how the Council will work into the future. Focus areas include blended working and workspaces, digital transformation, continuous improvement and innovation, people, learning and development.</p>
		7.1.2 Foster an environment of continuous improvement and development for our staff	<p>2021 saw the start of a phased roll-out of an e-learning platform, building on the move to online and blended learning which has been accelerated by the impact of COVID-19.</p> <p>Courses run or available online to date include:</p> <ul style="list-style-type: none"> • Building Resilience and Resilience for Line Managers • Waste Segregation Pilot Scheme • Mental Health for All at Work • GDPR Phased rollout

Priority Objective	Supporting strategy	Progress in 2021
		<ul style="list-style-type: none"> • Induction and Orientation for new employees • Pre-Retirement Seminars • Microsoft Training • A-Z of Local Government • Stepping into Leadership Management Development Programme <p>Other schemes and training supports in place for staff are:</p> <ul style="list-style-type: none"> • Corporate Scholarship Scheme • Departmental Scheme • Apprenticeship Scheme • Certificate in Environmental and Planning Legislation • Climate Action Training • Legislative Training for Grade 6,7 and Analogous <p>The City Council's Continuing Professional Development Programme, accredited by Engineers Ireland, is available to all engineering and technical employees who are encouraged to sign up to and attend the training provided.</p> <p>The City Council's Project Management Network reflected on lessons learned in project delivery to help achieve continuous improvement and, this year, focused on Cost Management. 2 online Project Management development courses were also provided for project managers.</p> <p>A culture of working safely is being promoted through a programme of staff training and the development of guidelines and policy in relation to working safely. Delivery of essential Health and Safety training was ongoing throughout 2021, in strict adherence to public health restrictions.</p> <p>The City Council launched a Health and Wellbeing Hub for staff and a series of virtual live Health and Wellbeing events. The focus in 2021 has been on</p>

Priority Objective		Supporting strategy	Progress in 2021
			<p>resilience and health promoting initiatives which foster well-being and complement safe work practices.</p> <p>PMDS is in place across the organisation and is used to identify training and development needs of employees on an ongoing basis.</p>
		7.1.3 Facilitate staff to adopt innovative approaches in their work through the continued development of change management initiatives such as DCC BETA	<p>The City Council has been developing an Innovation Framework throughout 2021, running an Innovation Skills Series with Dr David Ricketts, Fellow of Harvard University and Kip Harkness of San Jose City Council. These sessions involved over 200 staff, and the outputs are being used to develop a Framework with tools and techniques for adoption to use in change and innovation projects across the organisation.</p> <p>The City Council's 3rd Annual Innovation Week took place as part of the national Public Sector Innovation Week at the start of November. A range of innovative projects were showcased throughout the week including the Digital Services Team, the Housing Maintenance Digital, Bag bin and Citizen Hub projects.</p> <p>Dublin has been shortlisted as a semi-finalist for the European Capital of Innovation (iCapital) Awards, an annual recognition prize awarded to the European cities that best promote innovation in their communities. The top prize is €1million, with €100,000 for two runners-up. This is the first time Dublin City Council has entered the competition. Dublin has been shortlisted as one of eight other semi-finalist cities for the 2021 awards.</p>
7.2	Promote our vision, achievements and services through improved, proactive communication	7.2.1 Redesign the City Council website to serve as an online portal and user-friendly information resource	The new corporate website has been in use for a year. A new analytics component was added in September 2021 to analyse site usage and inform future development. Training is planned for key staff across the organisation to enable them to update their own content.

Priority Objective		Supporting strategy	Progress in 2021
		7.2.2 Capitalise on the reach and opportunity provided by social media to broaden communication and engagement with the public	<p>2021 saw a continued increase in public engagement across our main corporate social media channels and a significant increase in engagement during the pandemic. For example, a comparison between 2020 to 2021 shows increases in:</p> <ul style="list-style-type: none"> • Twitter followers: 75,300 to 79,681 • Twitter impressions: 1.5m to 3.2m • Twitter engagement: 79,300 to 150,689 • Facebook followers 31,379 • Instagram followers: nearly doubled from 7,000 to 12,700
		Enhance tools for internal communication so that staff are easily kept abreast of all relevant developments	The Staff Bulletin is produced every 2 weeks and is circulated via email to everyone in the organisation with an email address. Advance work has begun on the development of a communications app for all staff, both office-based and operational.
7.3	Strengthen our civic leadership role and make collaboration a fundamental part of the way we work	7.3.1 Develop and implement systems and procedures to assist the Elected Members in their role	<p>2021 saw a number of actions to support the Elected Members including:</p> <ul style="list-style-type: none"> • The introduction of an online system to facilitate Ethics Returns for Elected Members • An Introduction Pack for the Lord Mayor upon election was prepared and provided • Training was provided in the new Standing Orders for Chairs of Council Committees • A Training and Development Plan was developed and put in place for Elected Members • Consultation was held with the Elected Members IT Sub-Group on the development of a Councillor Portal • Introduction of new Counselling Service for Elected Members • Design and upgrade of Councillor Facilities in City Hall

Priority Objective	Supporting strategy	Progress in 2021
		<p>7.3.2 Create effective collaborations with other local authorities and public sector organisations, academia, businesses, citizens and international partners</p> <p>The City Council strengthened and expanded its collaboration with partner organisations throughout 2021 in developing responses and rolling out initiatives to tackle City challenges. Some highlights include:</p> <ul style="list-style-type: none"> • Ongoing engagement by the Lord Mayor with the Mayors/Cathaoirleach of the other three Dublin Local Authorities on projects which involve Dublin City and County, and with citizens, community organisations and international partners • Transportation Planning has established a collaborative forum with transportation teams in the other Dublin Local Authorities and continued to collaborate throughout 2021 with external agencies including NTA and TII and with TUD • The EMWERLA has continued to work in a collaborative manner with constituent local authorities in the east midlands area, other state agencies, including the DECC, LGMA, CCMA, An Garda, the EPA, NWCPO, and Industry to increase the effectiveness of waste • The City Council continues to engage with a range of stakeholders in business and academia to develop and run the MODOS Pathways to the Circular Economy Webinar Series, the MODOS Mentoring and Innovation Award Initiative and the Circular Cities Climate-NIC Innovations Accelerator programme for early-stage businesses • Dublin City Council received funding from Creative Ireland to undertake the Eat the Streets Festival involving over 20 external partners to explore climate action and support behaviour change • Partnerships with third level institutions have been developed across a range of areas including projects for students undertaking the MSc in Climate Change at DCU and the Diploma in Design Thinking for Sustainability at UCD, a pilot internship programme with 8 students from Trinity College was undertaken in the summer. The Law Department has arrangements for collaboration with Trinity College Dublin and with Dublin City University and has hosted students internships with both universities during 2021

Priority Objective	Supporting strategy	Progress in 2021
		<ul style="list-style-type: none"> • The City Council participated at sectoral level in all meetings of the CCMA, CCMA Committees and with LGMA, and is actively collaborating with the sector in relation to projects for example national service catalogue, measuring customer satisfaction across the sector, and developing digital services • Internal Audit Staff gave input in to the Regional and National Audit Network and collaborated with other authorities through attendance at Institute of Internal Auditor events • A market soundings exercise on Civic Crowdfunding was concluded and submissions through an open tender process are under evaluation • Collaboration continues with Ordnance Survey Ireland (OSi), Central Statistics Office (CSO), Residential Tenancies Board (RTB) and Maynooth University to maintain and enhance its online geospatial Housing Observatory Data Navigator • Regular and ongoing engagement takes place with management, staff, trade unions and relevant external bodies in advancing organisational change proposals and processes, addressing and resolving industrial relations issues, and ensuring adherence to corporate standards • A review of Local Government Funding as it applies to Dublin City Council is underway, with an expected completion date in early 2022 • A report on Changing Retailing and Digital Trends was prepared and presented to the January 2021 Finance SPC Meeting. Further examination and analysis will be undertaken as retail market reopens.
	7.3.3 Situate our work within a broader global framework by engaging with international partners and programmes that advance our goals for the City	<ul style="list-style-type: none"> • The City Council is an active member of the Eurocities Network and its Working Group on Housing and is collaborating as an international partner with the City of Vienna Building Exhibition 2022 • The Council, in conjunction with Bloomberg Philanthropies and FutureGov, has been working on a new initiative aimed at improving the Housing Maintenance repair requests process and accelerating digital innovation to improve services and deliver better results for residents

Priority Objective	Supporting strategy	Progress in 2021
		<ul style="list-style-type: none"> • Hugh Lane Gallery undertook collaborations with and loans from the collection to National Gallery London, Embassy of Ireland London, National Gallery of Ireland, and the Goethe Institut Dublin, the Philadelphia Museum of Art, Kunsthalle Bremen and exhibition collaborations partnerships with the Power Plant Toronto and Dubai, the Andy Warhol Museum, Cap Moderne and the Guston Foundation • The City Council is a member of several different international groups including the Cities Today Institute, IMPACTS and ITS Ireland, the Association of Cities and Regions for sustainability group on Circular Cities • Conferences and seminars have been held remotely on COVID-19 responses in different cities in Europe, America and Australia. • The City Council has successfully applied for the IURC programme in partnership with the city of Seoul, South Korea and linking with other cities such as Rotterdam and Sofia, to engage in knowledge exchange in the area of climate action and COVID recovery • The City Council engaged, through the Finance SPC, with the Democracy Collaborative and the Centre for Local Economic Strategies (CLES) in examining the development of Community Wealth Building in the Dublin City administrative area. Presentations were made by both organisations to the September 2021 Finance SPC Meeting. • The City Council and South Dublin collaborated to host an International Conference on the City Edge Project • A range of international collaborations are ongoing as part of the Smart Cities Programme including the City Possible partnership with MasterCard, participation in the CCGC (EU city technology leaders) knowledge sharing peer network • Dublin is participating in the Carter Centre Inform Women Transform Lives Global Campaign which aims to provide access to information for women and to protect their rights to access this information. The project is being rolled out in the NEIC using recreation and sports as a mechanism to bring women together.

Priority Objective		Supporting strategy	Progress in 2021
7.4	Continue to focus on providing Quality Customer Service to deliver the best service possible to citizens and customers	7.4.1 Implement and renew the Customer Service Action Plan	The Customer Service Action Plan is a key strategic document that outlines the standards that customers can expect when accessing services and targets improvements in a range of areas. Development of the new plan (2021-2024) has been delayed, as it has been difficult to engage with citizens and other stakeholders. Customer complaints continue to be monitored closely.
		7.4.2 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	The Council has been creative in changing how our current contact channels work to continue to deliver services. An appointment system continued to be used for public counters in the Civic Offices so that we could continue to deliver an in-person service where required, safely for customers and staff. We continued to use our social media channel to provide information to citizens and are piloting other initiatives such as a facility to book an online meeting with citizens and expanded use of web chat.
		7.4.3 Enhance and expand the role of the Customer Services Centre as our main customer touchpoint when accessing services	DCC is committed to becoming a JAM (Just A Minute) Card friendly organisation by end of 2021. Discussions currently underway with NOW Group – the founders of the JAM Card. The JAM Card allows people with intellectual disabilities feel more confident in dealing with public facing staff. Training will be mandatory for public facing staff in every department with a proposal to include it in the induction training for all new staff, regardless of their grade and work location.
		7.4.4 Develop a Digital Strategy for the City, which includes expanding our range of digital and online services	A digital strategy is in development and a new Digital Services Team has been set to expand our online service provision and develop digital ways of working internally. The Citizen Hub platform is due to go live in Q4 2021 and this will enable DCC provide a range of services online for citizens and business, and includes a portal for Elected Members queries.

Priority Objective		Supporting strategy	Progress in 2021
7.5	Transform our use of technology and data in decision-making and service delivery	7.5.1 Continue to expand the Smart City Initiative to explore and pilot use of new technologies in our service delivery	<p>A competition to increase use of the Dublin Cycle Buddy App, sponsored by Virgin Media, is in planning. Phase 1 of the Life Buoys project is now complete and is under evaluation. For Phase 2, the City Council is partnering with Sligo County Council and 8 others in a bid for DEPR funding to scale up the life buoys pilot.</p> <p>A number of outputs are being produced as part of the Drones Project including a report on international best practice regarding drones and a local government, drones and privacy handbook and a regulations handbook.</p>
		7.5.2 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	<p>Plans for the establishment of a Corporate Data and Analytics Team are well advanced and this will support and build on ongoing departmental initiatives, improve data quality and enable data based decision making.</p> <p>An Open Data Policy is currently in development. The Council is continuing to publish datasets on the Dublinked site and has published 98 environmental datasets so far, work is ongoing in relation to new datasets such as taxi rank locations, CCTV Traffic Poles, accessible parking bays locations and traffic signal pole locations</p>
7.6	Work to place human rights and equality at the core of how we perform our functions	7.6.1 Implement our Public Sector Duty Action Plan over the lifetime of this Corporate Plan	<p>The roll-out of the Public Sector Duty Implementation Action Plan at departmental level commenced in 2021 with work complete in Dublin Fire Brigade and ongoing in Corporate Services, Transformation and Human Resources.</p> <p>The Dublin Fire Brigade (DFB) Equality Action Plan 2021-2023 has the aim of embedding pride in an equal and diverse DFB. The objectives of the plan, supported by a programme of actions, are to:</p> <ul style="list-style-type: none"> • Strengthen the focus of DFB organisational culture on equality and diversity • Invest in DFB physical infrastructure • Deepen the diversity of DFB • Strengthen DFB equality infrastructure

Priority Objective	Supporting strategy	Progress in 2021
		<p>During 2021, in partnership with the LGBT+ Staff Network, an amended Gender Identity and Expression Policy was put in place, and a new LGBT+ Employee Inclusion Strategy 2022-2024 for the organisation was agreed.</p>
	<p>7.6.2 Progress the actions in the Disability Implementation Plan</p>	<p>Accessible text publications and a NALA approved summary document of the Development Plan pre-draft issues paper were prepared. As part of the pre-draft consultation 5 webinars and an information video were all subtitled and made available on social media.</p> <p>A grant of €80,000 was provisionally awarded to support the co-design of an agreed consultation and engagement process between Dublin City Council and Disabled Persons organizations. The grant is awarded by the Department of Children, Equality, Disability, Integration and Youth and is part of the Disability Participation and Awareness Fund 2021.</p>