

Corporate Plan 2020-2024

Annual Progress Report 2022



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 2022
1.1	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	1.1.1 Implement the Dublin City Council Climate Change Action Plan 2019 – 2024	<p>At present there are 198 actions, 7 new actions have been added in 2022 and through a process of review some actions have been identified as completed or have been amalgamated. In the last year all actions were reviewed with delivery teams, to ensure they are reflective of our climate change policies and objectives including our associated Environmental KPIs. A process has also begun on foot of being selected to join the EU Mission for 100 Climate Neutral and Smart Cities to review actions and identify gaps and opportunities that may be realised through the mission, while also aligning with our National Climate Objectives under the Amended Climate Act.</p> <p>Progress was made in relation to leaf composting, on-street recycling, Circlecity Phase 2 and Clontarf Promenade completed, collection of WEE in our depots and civic amenity sites complements producer responsibilities, pilot projects for recycling, mapping on-street recycling facilities, supporting green schools, promoting CEAF are all ongoing.</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 44 electric vehicles in its fleet.</p>

Priority Objective		Supporting strategy	Progress in 2022
		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>Appropriate water retention and treatment systems are being considered and included in the design of relevant public realm schemes. Actively progressing 'green roof' projects to measure performance.</p> <p>New policies and appendices on Sustainable Urban Drainage Systems (SuDS) were agreed and included in the new Development Plan. New SuDS Guidance document and Green Blue Roofs Guidance were produced and circulated. SuDS is being encouraged on individual Planning and Part 8 applications with a number of pilot projects commenced.</p> <p>Waste Management leaf collections services now include larger capacity compostable bags for increased composting benefits and to support community efforts.</p>
1.2	Work in partnership with adjoining authorities and relevant stakeholders to conserve, enhance and promote the biodiversity of Dublin City	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	Completed projects include: NBI breeding birds survey; swift survey; hedgehog survey; and mink trapping, as well as education at Bloom, Rose Festival, walks/talks and work with 21 groups across the city. Inner city bird monitoring ongoing. New projects started include: Fox in the city; riverbirds; raptor protocol; and otter population survey.
		1.2.2 Implement and review the Dublin City Tree Strategy 2016-2020	<p>There are four main objectives in the Tree Strategy</p> <p>Objective 1: Protect existing Trees, Woodlands and Hedgerows All four actions in the Tree Strategy have been completed, including the review of Ancient and Species Rich Hedgerows in Dublin City</p> <p>Objective 2: Care for Trees, Woodlands and Hedgerows to promote healthy growth and development A full time Tree Officer has been employed since 2019. Staff training continued during 2022 and new Tree Management Software was procured. As part of the ongoing tree survey more than 10,000 trees were recorded and assessed. A Framework for Tree Work Contracts was completed.</p>

Priority Objective	Supporting strategy	Progress in 2022
		<p>Objective 3: Plant more trees to ensure a sustainable urban tree canopy Guidance on species is in use. Cross-departmental Trees and Sustainable Urban Drainage System working group is ongoing. The results of the Tree Canopy Study was used for DCC Greening Strategies.</p> <p>Objective 4: communicate effectively with the public and stakeholders regarding trees Update of the Trees page on the Council website ongoing, with a frequently asked questions document to be published. Review of the educational Tree Trails is completed. Assessment and maintenance in Millennium Arboretum in St. Anne's Park and promotion of the Tree Week and National Tree Day are ongoing.</p>
	1.2.3 Continue to lead the Dublin Bay UNESCO Biosphere Partnership to achieve conservation goals	Reviewed and completed the Dublin Bay Biosphere Conservation and Research Strategy 2022-2026. Biosphere Coordinator attended EuroMABS conference; outreach included a boat trip for Councillors, a tent at the Rose Festival and several workshops for schools. Over 100 Biosphere Awards completed plus Calendar and Young Nature Bloggers competitions; Humans of the Biosphere exhibition; and large scale promotion through Irish Rail.
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 Climate Charter for Local Authorities.</p> <p>The Climate team also liaise with project and operational teams to ensure that the objectives of the charter are embedded in their ongoing work.</p> <p>The Eastern Midlands Regional Waste Management Office (EMRWMPO) collaborated with City Council Economic Development Office to produce and run the MODOS circular Economy Training Programme for SMEs. The programme was rolled out across the Greater Dublin area and was also extended nationally. The EMRWMPO is a partner in the Climate KIC Project</p>

Priority Objective	Supporting strategy	Progress in 2022
		<p>which is designed to allow start up innovations to pitch climate and circular solutions to cities.</p>
	<p>1.3.2 Put in place a Climate Action Team to lead and coordinate Climate Action across the City Council</p>	<p>The City Council has a dedicated Climate Action Coordinator who is responsible for overseeing the implementation of the City Councils' Climate Action Plan ('CAP'). The team includes a Graduate, an Energy Manager, who is working on the City's EV Strategy and examining our plan for delivering our energy and building targets. The team is further supplemented with approximately 100 internal resources who are working on implementing the projects and programmes identified with the CAP.</p> <p>The City Council Libraries and Area Office teams have developed and are managing public engagement programmes on climate action. Staff are receiving Climate Action training for the local government sector that supports the Council in being a climate leader and achieving our targets.</p> <p>The City Council is working with full time resources within Codema, our energy agency to develop and delivery our CAP targets pertaining to energy. The Climate Action team is further supported by third level researchers that contribute to the climate actin plan via EU projects and independent research.</p>
	<p>1.3.3 Support the Climate Action Regional Office and collaborate with neighbouring authorities to ensure it is as effective as possible</p>	<p>The four Dublin Local Authorities prepared an air quality management plan to reduce ambient nitrogen dioxide levels in the Dublin region. Dublin City Council will provide the EPA with an update on the progress on the actions required of DCC in the plan in Q4 2022.</p> <p>Dublin Local Authority Electric Vehicle Charging Strategy is now complete. In 2022, the 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.</p>

Priority Objective	Supporting strategy	Progress in 2022
		<p>The EMRWMPPO is partnering with the Climate Action Team as well as with organisations such as the National Rediscovery Centre and Circulaire Hotspot in 2023. The conference will be an opportunity to raise awareness of the circular economy and to underscore the strong link between circular economy transition and climate action.</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>In 2022, the City Council engaged with communities on climate action through Dublin Climate Action Week and the Eat the Streets Festival.</p> <p>The EMRWMPPO is collaborating with City Council, Canada Life Insurance and Yytall Ireland in the Clontarf/Bull Island area to launch a reusable container system for take away food such as coffee, soup, salad and pizza. The pilot is testing the use of reusable vending machines to collect returned containers. The intention in the future is the potential rollout of the initiative nationally.</p> <p>Dublin Community Clean up took place in September 2022 and National Spring Clean was supported pre summer. 5000+ clean ups were supported with bags and cleaning equipment. The City Neighbour Awards 2022 took place in Croke Park in October.</p>

Goal 2 to build safe, thriving neighbourhoods

Priority Objective		Supporting strategy	Progress in 2022
2.1	Deliver quality homes on the required scale	2.1.1 Deliver on our annual targets for provision of social housing units	<p>The three PPP schemes in Social Housing Bundle 3 received Part 8 approval in 2022 that will deliver 243 homes in 2025. A further 10 sites were approved for PPP Social Housing Bundles 4 & 5 in 2022 that will deliver in the region of c. 800 homes in 2026.</p> <p>331 of the Build target have been complete as of 30th September 2022. 283 units have been delivered under Long Term Leasing. Delivery streams have been identified to meet 2022 targets. Housing and Community Services also published its Housing Delivery Action Plan 2022-2026 which identifies how Dublin City Council will meet its Housing for All delivery targets to 2026.</p>
		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: repairing existing roofs, upgrading of our water pumps and installing telemetry in our complexes to implement water saving measures, removal of concrete spalling on our buildings, upgrading our windows from single glazed to double, replacement of water tanks, upgrading of fire alarms, installing fire separation measures, upgrading lintols in our flat complexes, precinct improvement works, assessing and upgrading our balconies, drainage maintenance and repairs and installing an anti-slip product on our communal steps in our complexes. This work has continued throughout 2022.</p> <p>540 properties were refurbished in the first three quarters of 2022. These were made up of:</p> <ul style="list-style-type: none"> • 143 houses, 233 apartments and 164 senior citizens' units • 471 were existing Council properties and 69 were second-hand properties purchased on the open market.

Priority Objective	Supporting strategy	Progress in 2022
		<p>The City Council also:</p> <ul style="list-style-type: none"> • Provided over 200 Accessibility Adaptations for existing tenants • Inspected 616 properties for damp issues and put measures in place such as mechanical ventilation, warm boarding or anti mould paints to combat the damp issues. <p>The current phase of the Energy Efficiency Retrofitting Programme continues with 172 properties receiving various energy upgrades up to the end of Q3 2022. For the same period, 8,860 boilers were serviced and 5,958 boilers were repaired and 622 boilers were replaced.</p> <p>The Repairs Team in Housing Maintenance answer approximately 8,000 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> <p>The Caretaking Service provides a service to our tenants across our 191 complexes, ensuring complexes are maintained to a high standard. A programme is currently in process for building permanent bin chambers in complexes and increasing the number of recycling and compost bins. 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>	<ul style="list-style-type: none"> • 907 valid notice of commencement of construction work were received • 462 new buildings commenced, involving 3,508 new dwelling units • 965 inspections of active construction sites including 350 focussed on fire safety in new buildings • 1,543 buildings inspected both new build and alteration of existing buildings • 15 Warnings issued, 2 Enforcement Notices Served, 2 Summary Prosecutions initiated

Priority Objective	Supporting strategy	Progress in 2022
		<ul style="list-style-type: none"> • 273 applications for Disability Access Certificates processed
		<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. The 2022 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> <ol style="list-style-type: none"> Aggregates for concrete (EN 12620); Bituminous Mixtures (EN13043); Unbound /hydraulically bound materials (EN 13242). <p>The Minister for Housing, Local Government and Heritage requested a Market Surveillance Audit of all quarries in Donegal to be carried out by NBCMSO in partnership with Donegal County Council and Geological Survey Ireland, with a specific focus on Area Code 24 (Aggregates) and Area Code 17 (Masonry related products, Masonry Units, Mortars and Ancillaries), in particular:</p> <ol style="list-style-type: none"> Aggregates for Concrete (EN 12620); Masonry units (Dense and lightweight aggregates) (EN 771-3). <p>A total of 107 inspections/sampling was carried out in quarries and pits. Each of these economic operators received an information note with an "Article 12(3) of the European Union (Construction Products) Regulations 2013 Request for Information" relating to the construction products they are placing on the market.</p>
		<p>Inspection methods expanded to create new methods of inspection of private rented properties; live streaming video call inspections are now offered to tenants where suitable and the virtual inspection form for landlords were moved into an online format.</p> <p>Links were established with some AHBs in 2022 to increase inspection capacity of their private rented housing stock, this will be expanded on in</p>

Priority Objective		Supporting strategy	Progress in 2022
			2023. Purpose built student accommodation inspections were conducted for the first time in 2022.
		2.1.6 Transfer remaining recipients of rent supplement to the Housing Assistance Payment	105 Rent Supplement clients have been transferred to date in 2022 with 1,335 remaining. A revised procedure to improve the access times to the HAP application process was agreed with the Department of Social Protection in June 2022.
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	Development Plan policy continued to be implemented through the Development Management process. To the end of September, 2890 valid planning applications were received and 178 pre-app consultations were held. Reports were prepared for 16 SHD applications and forwarded to An Bord Pleanála. In addition, the Planning Authority conducted 18 Section 247 pre-application consultations for LRD developments, 6 opinion stage meetings and prepared and issued 6 opinions. It also issued decisions on 4 LRD applications. Part 8 Housing Schemes have been approved for a number of locations in the city, and the Part V process allows for tenure diversity.
		2.2.2 Deliver and facilitate a range of appropriate social housing types and developments that support people with specific requirements	The average lettings for Disability were 16.3% from the Housing List and 16.8% from the Transfer List, achieving 2022 targets for the year to date. Work is ongoing with AHBs to deliver an appropriate mix of social housing to support people with specific requirements. Additional delivery of units to support people with specific requirements is sought through Part V delivery stream.
		2.2.3 Implement the Traveller Accommodation Programme 2019 – 2024	Mid-Term review of the Programme was completed in October 2022 for presentation to the Local Traveller Accommodation Consultative Committee (LTACC) and Housing SPC. Recommendations to improve delivery were contained in the review.

Priority Objective		Supporting strategy	Progress in 2022
		2.2.4 Deliver a range of housing supports to enable people to remain in or acquire housing appropriate to their needs	<p>The Social Work Section responded to 2,102 Duty Social Work calls to end of Q3 2022. 650 Exceptional Social Grounds applications were received in the same period; 8 referrals were received by the Mediation Service.</p> <p>A Senior Social Worker is assigned to the role of National Local Authority Lead at the National SORAM Office.</p> <p>Between January and September 2022, SLI (Support to Live Independently) has provided visiting support to 363 households moving from emergency accommodation to permanent housing. Tenancy Sustainment Service (TSS) has provided visiting support to 154 households in the Dublin region.</p> <p>The City Council supports people to remain in their homes through the Tenants in Situ programme and CAS Acquisition / CAS Turnkey.</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	A number of sites have been identified which could yield approximately 1,000 cost rental homes. Constructive engagement is ongoing with the Department of Housing, Local Government & Heritage (DHLGH), AHBs and other stakeholders in relation to development proposals for these sites.
		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 Housing Need and Demand Assessment (HNDA) in relation to housing supply, including the proportion of social housing required and the need for different tenure and sizes of housing, was prepared as part of the draft Development Plan.
2.4	Address homelessness through three key areas of operation –	2.4.1 Review and implement the Business Plan for the Homeless Action Plan Framework for	The Business Plan for 2022 was reviewed by the Statutory Management Group and Dublin Joint Homelessness Consultative Forum. The new Statutory Homeless Action Plan 2022 - 2024 was drafted following extensive consultation in late 2021 and was adopted by the four Dublin

Priority Objective		Supporting strategy	Progress in 2022
	prevention, protection and progression	Dublin 2019 – 2021 on an annual basis	Local Authorities in July 2022 following recommendation from the four Housing SPCs in May and June.
		2.4.2 Provide early intervention to people experiencing, or at risk of, homelessness	<p>A total of 678 households (355 families and 323 single adults) were prevented from entering emergency accommodation in the first seven months of 2022, through the HHAP Scheme (565), Social Housing (95) 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>
		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 194 families residing in commercial hotels at the end of July compared to the highest level of 871 in March 2017.</p> <p>There has been a steady reduction in the use of self-accommodation /noncontract accommodation from 584 at its highest point in 2018, to 177 at the end of July 2022.</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. 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. In partnership with the DRHE, the HSE has commenced a training programme for staff in PEAs.</p>

Priority Objective		Supporting strategy	Progress in 2022
		2.4.4 Identify and enable pathways to long-term housing solutions, including for rough sleepers through the Housing First programme	A total of 567 households (244 families and 323 single adults) have exited emergency accommodation in the first seven months of 2022, through the HHAP Scheme (246), Social Housing (265), private rented tenancies and Long-Term Accommodation. Between January and July 2022, 41 new Housing First tenancies were created.
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 Dublin City and the counties of Fingal, South Dublin and Dún Laoghaire Rathdown	73.0% of Fire incidents at scene within 10 minutes 97.1% at scene within 20 minutes Non Fire (Special Service) 70.4% at scene within 10 minutes 96.6% within 20 minutes
		2.5.2 Work collaboratively with An Garda Síochána and the Joint Policing Committee to tackle anti-social behaviour and issues of community safety	The Estate Management Strategy – Fostering Safer Neighbourhoods through Proactive and Responsive Management of Anti-Social Behaviour 2022 – 2027 was adopted by the City Council in April 2022. Reports were provided by Assistant Garda Commissioner to each meeting of the City Joint Policing Committee. The Annual JPC Report 2021 was submitted to the May 2022 meeting. Presentations were given by Ana Liffey Drug Project (ALDP), National Transport Authority (NTA) and Policing Authority. An Garda Síochána delivered presentations on both Human Trafficking & Policing of St. Patrick's Festival 2022.
		2.5.3 Effectively manage city council housing complexes and estates	Estate Management: Guidelines for Management of Anti-Social Behaviour /Breach of Tenancy were revised and updated in accordance with new Estate Management Strategy.

Priority Objective	Supporting strategy	Progress in 2022
	<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>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. Investment in public realm (including URDF) continues to enhance pedestrian experience and economic activity, promoting permeability and safety through increased passive surveillance.</p> <p>Implementation continued on the Power Operated Units (POU) project which seeks to inspect the lifting devices in ownership of the City Council, risk assess each and make recommendations on remedial works and future maintenance. As of October 2022 inspection reports have been finalised and approved for over 700 units and sign-off reports have been prepared for over 2002 units. The 1st works contract for 60 units is complete. Tender documents have been prepared for an additional three contracts and a Framework for the future management of the units is currently being drafted.</p>
	<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 Community Fire Safety Campaign was developed and implemented to promote fire safety awareness within the community, with a media campaign across print and digital media. Social media was leveraged to extend the reach of the safety message. Targeted fire safety advice publicised to different sectors to maximise the fire safety message.</p> <p>Continued engagement took place with community groups. A smoke alarm campaign was planned and implementation commenced.</p> <p>100% of Fire safety Certificates applications processed within relevant time limits. The BCMS system was implemented and 99% of all FSC applications were logged on BCMS. Proportionate enforcement was undertaken.</p> <p>The City Council-led Smart Ring buoy project, which uses low-cost sensor technology to provide real time alerts when life buoys are lost and damaged was launched and will be rolled out to over 600+ life buoys across 8 local authorities.</p>

Priority Objective	Supporting strategy	Progress in 2022
		<p>The Dublin City Council Road Safety Section supports the following education and awareness campaigns:</p> <ul style="list-style-type: none"> • Department of Transport Cycle Right cycle training programme. Over 15 primary schools in 2022 received the school cycle training in 5th and 6th classes. • The provision of a school warden service with over 230-school wardens. • Road Safety Awareness campaigns in conjunction with AGS and the RSA. The World Day of Remembrance for Road Traffic Victims takes place on 20th November 2022. • An upcoming road safety education campaign to enable school pupils to see a simulation from the viewpoint of a front-seat passenger using 360 VR. • Provision of high-visibility jackets and stationary school sets with Road Safety messages for community events. <p>The Road Safety Section is producing a mini-tender for the feasibility study of the mobility education school.</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 4 Seveso External Emergency Plan testing exercises during 2022</p> <p>The 2022 Dublin City Council Major Emergency Plan was completed and the Severe Weather Plan was completed, approved and distributed to the Crisis Management Working Group.</p>

Priority Objective	Supporting strategy	Progress in 2022
		Engagement with Dublin Civil Defence continued in 2022 and Civil Defence Officers were involved in MEM East Regional Working Group meetings and all exercises. Engagement took place on Rest Centre activation for Ukrainian Refugees.

Goal 3 to continue to grow a strong, diverse economy

Priority Objective	Supporting strategy	Progress in 2022
3.1 Proactively support the creation and strengthening of micro, small and medium sized enterprises in the city	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>The LEO successfully delivered its full range of services i.e. mentoring, training, grants & business related communications via hybrid formats.</p> <p>To date: 808 hours of mentoring were delivered (annual target of 1,000). 39 Business Advice Clinics were delivered (annual target: 48) to 467 participants (annual target 500). Training was delivered to 2,836 participants (annual target 3,000). 146 courses were delivered.</p> <p>Work Matters: A Spring & Autumn calendar of events was delivered, supporting by video marketing collateral. A suite of events took place during Local Enterprise Week in March 2022. LEO Dublin City opened the national programme for the 2nd year running.</p>
	3.1.2 Provide support to identified economic sectors: <ul style="list-style-type: none"> • Technology • Social enterprise • Green business / circular economy • Tourism • Markets 	<p>To date 57 applications from a range of economic sectors have been brought to the Evaluation Committee meeting for business support and 44 grants received approval to the value of just over €1 million to support the creation of 85 employment opportunities in the Dublin City Economy so far this year (73% of annual target achieved).</p> <p>The LEO is also working alongside Enterprise Ireland in delivering EI products (Grad Start, Agile, Innovation Partnership Programme, IP grants) and has exceeded its target in this category. The trading on line product has</p>

Priority Objective	Supporting strategy	Progress in 2022
	<ul style="list-style-type: none"> • Food • Design 	<p>supported a range of business sectors to amplify their presence by doing business online to a total value of €300,000 (average grant value €2,300).</p> <p>LEO also works closely with the Dublin Food Chain to support the delivery of the annual food sector programme. As part of the Dublin City Social Enterprise Awards 2022, 6 social enterprise projects were competitively selected and presented with grants from a €60,000 overall fund.</p> <p>Green for Micro, a programme that helps small businesses to become more sustainable has expanded and received 16 applications so far in 2022.</p> <p>MODOS circular economy training programme supported local SMEs to adopt circular economy principles via networking events and training during Qs 1 & 2.</p> <p>SoCircular took place on in October to celebrate Dublin’s social and circular economy ecosystem and culture. 300 people attended, 50 social and circular enterprises including some support organisations exhibited, 18 expert panellists shared insights, 4 fire side chats took place.</p>
	<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>	<p>Enterprise Hubs in Dublin – Research Report 2022 was produced identifying 136 enterprise hubs across Dublin and highlighting the significant contribution the hubs make towards enterprise and economic development and Dublin’s entrepreneurship and innovation ecosystem. It was produced as part of completing the Dublin Regional Enterprise Plan to 2024. A follow on research study is being conducted to identify pilot project areas for the potential utilisation of an enterprise hub as an area-based intervention.</p>
<p>3.2 Plan and provide for the future economic growth of the city by understanding and</p>	<p>3.2.1 Review <i>Dublin City: Promoting Economic Development 2018 – 2021</i></p>	<p>Dublin City: Promoting Economic Development 2018 – 2021 was reviewed and highlighted key actions, outputs and impact achieved by the Economic Development Office (EDO). This was done as part of developing a new Economic Development Strategy for the EDO which considers the future focus and guides the EDO during 2022-2024. It features an updated vision,</p>

Priority Objective	Supporting strategy	Progress in 2022
responding to new economic trends		mission, pillars and objectives and in recognition of the commitment of DCC/EDO to supporting Dublin City and its economy to become more sustainable. The pillars are mapped against the UN SDGs.
	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	The Economic Development and Enterprise SPC is supported by the EDO to identify areas for consideration and collaborative research projects with third level institutions.
	3.2.3 Publish the quarterly Dublin Economic Monitor	Alongside the DEMs, quarterly Purchasing Managers' Index (PMI) and Spending Pulses have been published and promoted. 3 talking heads videos and 8 insight articles have been published on www.dublineconomy.ie . The website was upgraded to include accessible data which is maintained monthly. Website traffic has increased 5-fold from c400/month to c2000/month since the upgrade. In the last 12 months, mail list subscriptions have increased by 25% to 285. An upgrade of the Spending Pulse data is also being explored.
3.3 Strengthen the competitiveness of the City Region through continued collaboration with our neighbouring authorities and building on our international connections	3.3.1 Promote the city internationally as a place to invest, visit and live through Dublin.ie	Dublin City Council has commissioned OCO Global and Eutopia to conduct a review of the Dublin Place Brand and to develop a strategy for the future direction of the project. Stakeholder Workshops were held in May 2022 and a presentation on the strategy development has been made to stakeholders. The next steps involve the completion of the Strategy and an Action Plan to support implementation.
	3.3.2 Strengthen ties with our existing Sister Cities through mutually beneficial initiatives and exchanges and act as	Twinning Agreement with Kyiv, Ukraine was agreed by the City Council on 7 March 2022 and will be signed by Lord Mayor Caroline Conroy and Mayor Vitali Klitschko on 28 November 2022.

Priority Objective	Supporting strategy	Progress in 2022
	<p>first point of contact for city, business and government visiting delegations</p>	<p>The renewal of the MOU with the City of Dublin, Ohio, USA was agreed at Protocol Meeting on 27 October 2022 and initial discussions were held regarding exchange visits and potential areas of collaboration.</p>
	<p>3.3.3 Review the <i>Dublin Regional Enterprise Plan to 2020</i></p>	<p>The City Council was extensively involved in the implementation and subsequent review of the Dublin Regional Enterprise Plan to 2020 and led 7 actions and collaborated on and supported the various other actions. The review process supported the formulation of the current Dublin Regional Enterprise Plan to 2024.</p>
	<p>3.3.4 Continue to lead the Dublin Bay UNESCO Biosphere Partnership to achieve eco-tourism and development goals</p>	<p>9 businesses signed the Dublin Bay Biosphere Business Charter</p> <p>The City Council supported an URBACT project which focused on Tourism Friendly Cities, provided support for 2 tourism business events with a focus on sustainable tourism and organised orientation tours of Dublin Bay Biosphere with Fáilte Ireland representatives.</p> <p>Biosphere videos were used to promote Dublin Bay via social media and the Council worked in partnership with Irish Rail to create nature orientated vinyl images which promote the biosphere and which will be displayed on local DARTS (launching Q4).</p>

Goal 4 to promote compact growth with connected infrastructure

Priority Objective		Supporting strategy	Progress in 2022
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>The BusConnects Liaison Team and communications structures are in place with a number of corridors now having been submitted to An Bord Pleanála (ABP) and work is ongoing on Bus Network Redesign changes across the city. Metrolink engagement has been ongoing and extensive and this project is now with An Bord Pleanála (ABP).</p> <p>Meeting and communications are ongoing with additional resources to be put in place regarding DART+ project of which DART West is with ABP.</p> <p>For BusConnects, proposals are continually assessed and feedback sent to agency. Corporate comments have been sent to ABP for 5 core bus corridor schemes with the next 11 due for submission in Q4 2022. New bus stops, approximately 50, across the city have been put in place to support the new high frequency BusConnects services. Contra flow bus lane in place on Winetavern street to improve the flow of bus services improve route connections across the city centre.</p> <p>During 2022 Transportation Planning 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>Active Travel will respond to MetroLink application submitted to An Bord Pleanála regarding stations and routes to and from stations.</p>
		4.1.2 Deliver cycling infrastructure as part of both Bus Connects and to connect to MetroLink	For BusConnects, proposals for cycle provision is now integral to the scheme for each corridor. MetroLink proposals are assessed from a station viewpoint as well as routes to and from the stations and the Active Travel Unit will provide a response.

Priority Objective		Supporting strategy	Progress in 2022
		4.1.3 Deliver the Dublin City Centre Transport Study to enable growth in public transport passengers and in active modes	As per the Development Plan 2022 to 2028 there is a specific objective to update the City Centre Transport Study and this review will be completed in 2023. Specific measure 11 of the Dublin City Centre Transport Study to create a southbound contra-flow bus lane on Winetavern Street has been installed. This will contribute to the new bus connects network in the city centre.
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 2022 Transportation Planning ensured reservation of space on private development sites citywide for cycling projects through the development management process.</p> <p>Work is continuing on the rollout of the cycle network and the Active Travel Programme Unit was established in February 2022. Construction works on the Clontarf to City Centre project commenced in March 2022. Construction works on Royal Canal Phase 3 are scheduled to commence by end of 2022. Royal Canal Phase 4 is currently being prepared for a Part 8 Application. The Dodder Greenway permanent scheme has been paused and design of an interim scheme is being progressed.</p> <p>In total 13 interim schemes are currently in progress, 8 are at a detailed design phase. Concept design of a further 5 interim schemes has also commenced.</p>
		4.2.2 Increase the amount of pedestrian space in the city centre and ensure that it is of high quality	<p>During 2022 Dublin City Council implemented the longest Traffic Free Street in Dublin on Capel Street creating 6,000 m² of traffic free space in the city centre.</p> <p>During 2022 Transportation Planning ensured that private developments citywide delivered expanded pedestrian space and high quality public realm as part of the development management process. The corporate Public Realm structure worked proactively during 2022 to promote multi-disciplinary, collaborative working towards implementation of the public realm.</p>

Priority Objective	Supporting strategy	Progress in 2022
		<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>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>A new e-cargo bike scheme aimed at SMEs has been launched and has proved successful. A bike hub and cycle facilities for older people has been set up in Eamonn Ceannt Park. There is ongoing management and engagement with the Shared Bike and car service deliverers.</p> <p>Integrated mobility strategies were prepared, in collaboration with developers, for large development sites/new city quarters across the City 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 Emmet Road, which is intended to be an exemplar model.</p> <p>Under 4DLA EV charging Strategy, the City Council's first Community Mobility Charging Hub was launched in Finglas.</p>
	<p>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</p>	<p>The SCATS system has continued to be expanded and updated. Development of the Centralised Cycling Data system via Smart Micros continues. The Centralised Bus Priority System has been expanded to include GoAhead buses. For the Bus Connects corridor a major redesign and upgrade of the system is underway. ITS resourcing and deployment plan for 2030 in progress.</p>

Priority Objective	Supporting strategy	Progress in 2022
4.3	Provide direction and vision around digital infrastructure provision to enable the city to capitalise on the opportunities provided by emerging technology	<p>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</p> <p>A Telecoms Unit was established to collaborate with industry and Mobile Network Operators to seek to improve broadband and mobile network coverage throughout the city. The Unit will act as a one stop shop for anybody seeking to engage with City Council departments regarding improvements to telecoms infrastructure and network coverage.</p> <ul style="list-style-type: none"> • Procurement Process underway for the Provision of Telecommunications Management and Related Services to Dublin City Council • Citizen Hub - Section 254 online Application Process being tested • Planning permission submitted to place Telecoms Infrastructure on the roof of Ballybough Community Centre • Telecoms rate cards drafted and published • Data and Asset mapping ongoing - to aid strategic use of assets for cost recovery • New dedicated Telecoms section included on dublincity.ie so that data and information relating to telecoms is available to all.
	4.3.2 Consolidate Smart Docklands as a test bed for new technology-related initiatives	<p>The Smart Docklands programme supported the establishment of a new DCC telecoms unit, launched in April 2022. The learnings from the docklands 5G pilot project and connectivity work played a key role in making the business case for a new approach to telecoms in Dublin City Council. The docklands team also supported the delivery of best practice toolkits for the rollout of telecoms in cities working with the Telecoms Infra Project (TIP).</p> <p>A successful education engagement programme was delivered through 'Academy of the Near Future', in partnership with Trinity College Dublin and the CONNECT research centre, delivering smart city educational workshops to over 1,000 Transition Year (TY) students across Ireland through the end of 2021 and 2022. This culminated in the delivery of a 'Design Your Future City' TY Week in March 2022 which was a week-long programme for Transition Year students to explore the future of cities. The expansion of other Smart District Testbeds across the City Council area was supported</p>

Priority Objective		Supporting strategy	Progress in 2022
			by the City Council, including Smart DCU (a partnership with DCU) and Smart D8 (focusing on health and wellness). A notable achievement for the Smart Docklands programme came from Trinity College Dublin who recognised Dublin City Council and the Smart city programme as enterprise partner of the year for 2021 which acknowledges a partner who consistently collaborates with the college to drive effective innovation output.
		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	The Traffic department is working on a next generation bus priority system to interface with the Next Generation public transport information system from the NTA. This system will be used for delivering enhanced priority for public transport services. As part of this work all Bus Connects corridors are being assessed to determine their requirements for additional detection and data feeds. Work is underway to determine the best types of detection to use and to assess their performance.
		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	The possibilities and challenges of autonomous and connected vehicles is under review and the City Council is part of the CAV working group with the Department of Transport.
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 City Council adopted the Dublin City Development Plan 2022 – 2028 at a Special Meeting on 01 November. The Plan will become effective 6 weeks following the passing of the resolution by the Elected Members.</p> <p>The 2016 - 2022 Development Plan, SDZs and LAPs are being implemented through the Development Management process and implementation of URDF funding and LIHAF. Implementation continues on Ballymun, Cherry Orchard and Clongriffin-Belmayne Local Area Plans; working cross departmentally to achieve the objectives as these areas phases of development move forward.</p>

Priority Objective	Supporting strategy	Progress in 2022
		<p>Under Call 1 of the Urban Regeneration and Development Fund, Dublin City Council and South Dublin County Council received funding for the Strategic Framework, a non-statutory masterplan centred on 700 hectares located on the Naas Road / Inchicore / Park West areas. In July 2022 the City Edge Strategic Framework was noted by the Elected Members of Dublin City Council and South Dublin County Council. Work has commenced on scoping out the next stage of the project, the statutory plan.</p> <p>Dublin City Council under Call 2 of the Urban Regeneration and Development Fund received a funding commitment for €174.3million in capital support for 23 projects. Dublin City Council is preparing a Preliminary Business Case to be submitted to the Minister for Housing, Local Government & Heritage, as part of the next stage of the project.</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 SDR6 and SDZs. Implementation of SDRAs continued through the DM process and interdepartmental steering groups. Work on the masterplan for the Jamestown Industrial Land, required following the variation has continued through the year and it is anticipated that it will be published as a draft by the end of the year. Work has also commenced on background papers for the Glasnevin Industrial lands.</p> <p>The City Edge Project for the industrial lands on Naas road completed a non-Statutory Strategic Framework Plan for the area in partnership with SDCC. The Planning and Housing Departments continue to work on master planning and implementation of a range of SDRAs across the city. The Docklands Office has commenced the public realm redevelopment and flood defence project at Sir John Rogerson’s Quay with the appointment of a design team in 2022 to progress to planning in 2023. Variation No 33 of the Dublin City Development Plan rezoned 40 hectares of land in the Jamestown Business Park, Finglas from Z6 “Employment & Enterprise” to</p>

Priority Objective		Supporting strategy	Progress in 2022
			Z14 "Strategic Development & Regeneration Area". Throughout 2022 work on the preparation of the masterplan was progressed with the landowners.
		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>Work has commenced on the mapping and consultation process for the new Residential Zoned Land Tax which will eventually replace the Vacant Sites register as a key monetary driver of promoting land activation within the City. Public consultation on the first map of lands 'in scope' for the Tax will take place in November and December of 2022. A second consultation period, for a supplementary map, is scheduled for May 2023.</p> <p>The Active Land Management Steering Group meets bi-monthly and five meetings have been held to date in 2022. Disposal Protocol Criteria is in use. There were 108 Disposals, 20 Rent Reviews, 7 Fee Simple Disposals, 66 Licences and 35 Leases granted to the end of September. CPO for large site at Richmond Ave was confirmed under Derelict Sites Act. CPO for Abbey Theatre redevelopment was lodged with ABP.</p>
		4.4.4 Encourage living in the city centre through the promotion of quality apartment living	Quality apartment living including the delivery of external and internal amenity spaces and residential amenities is implemented through the DM process. Active support is also provided for the Living City Initiative and other proposals which promote the residential use of vacant upper floors of commercial buildings in the inner city.
4.5	Maintain and enhance our public realm providing a connected, universally accessible set of quality public spaces and connections	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>During 2022 Transportation Planning ensured that private developments citywide delivered expanded and improved pedestrian space and high quality public realm as part of the development management process.</p> <p>The TAMS System continues to be used to manage the roads and public lighting infrastructure. The system and users are supported by the TAMS Support Unit (TSU) who are also actively supporting various sections with a number of business projects.</p>

Priority Objective	Supporting strategy	Progress in 2022
		<p>Road Maintenance Services resolved almost 6,000 customer enquiries and service requests during the period January 2022 to September 2022 inclusive. Additionally, during the same period approximately 4,700 defects and hazards on the road network were repaired and/or made safe by our direct labour crews. Furthermore, circa 300 critical defects and hazards were repaired and/or made safe within 24 hours of being recorded.</p> <p>Bin washing, bin painting and general bin maintenance work is ongoing on our c.3500 bins, all necessary preventative and reactive maintenance works, to prolong the life of the asset and maintain the quality of our refuse bins.</p> <p>The Strategic Noise Mapping project for the agglomerations of Dublin, Cork and Limerick is progressing well. This includes the successful collation of data from all the stakeholders, appointing a project consultant through tender process and co-ordination with the Major Roads project. The project is currently finalising model build and hopes to commence model runs in Q4 2022.</p>
	4.5.2 Implement the phased programme of projects in the City Centre Public Realm Masterplan 2016 – 2034	<p>The Public Realm Working Group continued to bring forward policy, and implement a programme of project delivery to enhance the City's important streets and spaces with reference to projects identified in the City Centre Master Plan. Construction tenders were signed for Liffey Street Project and will commence Q1 2023, followed by Temple Bar Square. Part 8 lodged for South Anne St, Duke St and Lemon St. Cathal Brugha St and Suffolk St will progress to Part 8 in 2023. Private investment in public realm will be supported through Development Management and Public Realm Unit where appropriate.</p>
	4.5.3 Advance the revised proposals for College Green Plaza	<p>The enhanced College Green Dame Street Plaza project is currently being advanced with a tender being prepared to appoint a multi skilled design team for the enhanced project. This tender will be going to the market before the end of the year.</p>

Priority Objective		Supporting strategy	Progress in 2022
		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 2022 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	Dublin City Council is continuing to work successfully with Irish Water under an SLA to manage Water Services and to integrate new Water Projects into the Water Network. A replacement to the SLA is being negotiated as part of the Framework for the future delivery of Water Services so as to ensure a stable operational environment for the transition to a National Water Services Authority.

Goal 5 To support and engage active, inclusive communities

Priority Objective		Supporting strategy	Progress in 2022
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	Bridgefoot Street park opened and other park improvements were carried out citywide, highlights being Edenmore Park and Wolfe Tone Park.
		5.1.2 Continue to support the Dublin Mountains Partnership to achieve sustainable access to the mountains for the citizens and visitors to Dublin	Visitor numbers significantly increased over the last number of years and numbers remain higher than pre pandemic.
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>The Local Community Development Committee has met on five occasions from January to Sept 2022 with one final meeting in preparation for November 2022. Over the period, following development and adoption of its Annual Plan, the LCDC has overseen:</p> <ul style="list-style-type: none"> • Finalisation the European Social Fund (ESF) selected audit of Dublin's SICAP programme 2018-2022 • Supported an uplift in the overall annual SICAP budget allocation to €5.95M in 2022 (from €5.56M in 2021) • Adopted the annual SICAP action plans and mid-year reviews for each of Dublin's five programme implementers and undertook a dedicated expansion of SICAP to meet presenting needs of Ukrainian Refugees under an additional €493,721 secured from Department of Rural and Community Development (DRCD) • Development and adoption of Department of Health Sláintecare funded programmes, namely the city-wide Healthy Ireland Fund Round 4 programme for Dublin and the area-based Healthy Communities Programme for four programme areas;

Priority Objective	Supporting strategy	Progress in 2022
		<ul style="list-style-type: none"> • Approved the DRCD Community Activities Fund 2022 (Round 1) of €427,358 and distributed grants to 61 community and voluntary groups; • Approved nominations to the DRCD Social Enterprise Capital Grants Scheme (Dormant Accounts Fund) for an allocated sum of €98,060 • Engaged in the Ukraine Community Response Forum and delivered a series of activities and supports including Ukraine Community Response website and multi-cultural family activities event in Dublin 8
	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	The LCDC, working collaboratively with the Economic Development and Enterprise SPC, established an Advisory Group for the Local Economic and Community Plan (LECP) for Dublin. The LECP Advisory Group met on 6 separate occasions in 2022 under Stage 1 of the process and reviewed the previous LECP (2016 to 2021), agreed the range of key thematic issues for consideration, developed a knowledge exchange process for evidence gathering, produced the Socio-Economic Statement for Dublin and the draft High Level Goals for further engagement and public consultation under Stage 2 of the process forthcoming in 2023.
	5.2.3 Strengthen participation through the development of the Public Participation Network and Comhairle na nÓg	The LCDC supported the Mazars Review of PPN structures commissioned by DRCD and engaged in the development of recommendations for actioning in 2023. Additionally, the PPN was expanded to include over 1,000 local and community groups and agencies and new thematic groups on disability and integration were established. The Comhairle na nÓg produced a successful year of engagement and development under its 2022 theme of Mental Health.
	5.2.4 Empower and strengthen local community building through our community development and	The LCDC delivered the DRCD funded Place Based Leadership (PBL) Programme, the Empowering Communities Programme and the Community Development Pilot Programme for Dublin in 2022.

Priority Objective		Supporting strategy	Progress in 2022
		engagement programmes	The Dublin City Council Community Grants 2022 scheme was delivered to over 650 local community groups and organisations and included an increased funding allocation under the Tom Clarke Bridge Fund.
		5.2.5 Make all of our public consultations available on the City Council's online consultation hub, as well as in traditional formats	There were 40 public consultations carried out using the online consultation hub. A new Corporate Service Design Project is underway to co-design a process for engaging with Disabled Persons Organisations prior to, during and post projects.
		5.2.6 Manage the Your Dublin, Your Voice platform to gain the views of people on a range of issues	Surveys were completed and disseminated on Irish language usage and attitudes and Micro mobility in Q1 and Q2. A survey on the LECP was carried out in August with all analysis complete. Topics for the final survey of the year are currently being discussed. The YDYV panel number is currently at 4,600.
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 Social Inclusion, Integration and Age Friendly strategies were reviewed to ensure coherence with respective national policy frameworks. New actions delivered for 2022 included:</p> <ul style="list-style-type: none"> • A revised and expanded Dublin City Inclusion and Integration Week • Collaboration with UN IOM Ireland Mission on the Dublin City Migrant Governance Indicators (MGI) Report • A reboot of the Dublin Age Friendly programme under revised arrangements with the national programme lead and support work that resulted in Croke Park being recognised as Ireland's first Age Friendly Stadium by the World Health Organisation (WHO), Global Network of Age Friendly Cities and Communities and Age Friendly Ireland.

Priority Objective		Supporting strategy	Progress in 2022
		5.3.2 Provide welcoming and inclusive spaces for all across the network of public libraries	<p>Works commenced on a new library for Finglas, due to open Q2 2023. Refurbishment works completed on Raheny Library. My Open Library service Commenced in Pembroke Library with plans to deliver in Raheny by the end of 2022.</p> <p>Works commenced to refurbish Charleville Mall, including provision of public WCs and universally accessible front entrance. Plans for Terenure library prepared for Part 8 and plans for extension to Ringsend library are in development. Scoping plans have commenced in respect of a public library in Crumlin/Drimnagh.</p> <p>A self-service Library Locker was installed in Our Lady's Hall, Drimnagh and work is continuing on procurement of an Electric Library in the Community van. Increased public engagements and deposit collections in the community have been facilitated by the Library in the Community Team.</p>
		5.3.3 Continue to provide appropriate sites and buildings for community use	<p>Property Management continues to provide appropriate facilities for community use in consultation with the Area Offices and other Departments. Over 275 community buildings have been given to a variety of groups for the provision of services, through Lease and Licence agreements. All of these groups provide services to the community and are spread across areas such as Arts, Health and Wellbeing, Crèche, Religious, Charity Organisations, and Sports groups. Engagement on a regular basis with these groups involves landlord repairs to their buildings, lease renewals and rent reviews.</p>
5.4	Improve the health and well-being of communities across the city by increasing access to participation	5.4.1 Review STRIDE: 2017–2020, the Dublin City Sport and Wellbeing Strategy	<p>Proposals to develop a Dublin City Council Sports Plan were presented to the SPC in September. The Plan will include a comprehensive strategic review of sports policy, programming and infrastructure. This review includes STRIDE and will be undertaken in 2023.</p>

Priority Objective	Supporting strategy	Progress in 2022
	in sports, recreation and healthy activity	5.4.2 Finalise and implement a new Dublin City Play Strategy
The Dublin City Play Strategy 2022 – 2027 Everywhere, Any Day, You Can Play published in 2022.		

Goal 6 to sustain a vibrant cultural life

Priority Objective		Supporting strategy	Progress in 2022
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	Implementation is proceeding with a focus on branch upgrades, provision of access to new technologies and makerspaces. Dublin City Libraries (DCL) led the implementation of the new national library management system which went live in March. Library staff are managing the national helpdesk for the new system. DCL participated in the national Irish Prison Libraries review. An Autumn footfall campaign is in preparation.
		6.1.2 Develop and implement a new three-year UNESCO City of Literature strategic plan 2020 – 2022	Delivered the One Dublin One Book campaign in April 2022 promoting Nora a historical novel by Nuala O'Connor, encouraging Dubliners to read the same book in that month and supporting and promoting writers. 798 people attended in person, 417 online with 828 views of events including book clubs, music recital, a specially commissioned play, and a garden party. In May, the Dublin Literary Award Winners were announced at the International Literature Festival Dublin. 200 were in attendance in person at the ceremony; 449 viewed the ceremony online.
		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	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 throughout the city. The Irish Development Unit continued to provide advice, assistance and a translation and proofreading service to all Departments, in particular in the context of the Official Languages (Amendment) Act 2021 and the commencement of Section 10A (Advertising by Public Bodies) in October 2022. The Irish Development Office worked closely with the Fochoiste Gaeilge [SPC], Conradh na Gaeilge and BÁC le Gaeilge to promote and increase the use and visibility of Irish as a living language in the City.

Priority Objective	Supporting strategy	Progress in 2022
	6.1.4 Implement our programme of arts development	Specific work in the North Central Area Creative Places Darndale, Faoin Spéir Artists Workspaces at Artane Place and research into Arts participation.
	6.1.5 Protect and promote the city's architectural heritage and advance conservation best practice, including the adaptive reuse of historic buildings	The Draft Development Plan includes proposals for 101 additions, 3 deletions and amendments to 55 entries on the RPS. Project funding is being provided to 55 approved projects under the 2 national conservation grant schemes - Built Heritage Investment Scheme and Historic Structures Fund. A new City Heritage Plan is being prepared.
	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>The Docklands Office with Smart Docklands and Fáilte Ireland are finalising a heritage trail app for the Docklands supported with AR (Augmented Realty) technology to promote the heritage and history of the Docklands.</p> <p>Archaeological project support and advice was provided to Dublin City Council on a broad range of matters including planning, forward planning, climate change, housing, transportation, brownfield redevelopment and active citizenship.</p> <p>Five National Community Monuments Fund projects were supported for delivery in 2022 including works to repair St Canice's church and graveyard in Finglas and St Audoen's Church, new conservation management plans for Drimnagh Castle and Christchurch Cathedral and a history podcast for St James's graveyard. A conservation management plan is in preparation for St Werburgh's graveyard to support the repurposing of the church, the Werburgh Street masterplan and the Draft Development Plan SDRA 17. Monitoring of the city wall at Wood Quay Venue is ongoing in fulfilment of a Ministerial Consent.</p> <p>Two network workshops of the Viking Dublin York-Axis AHRC project were held in 2022. Dublin City Council co-hosted a workshop and an International Viking lecture with NUI for the Dublin Festival of History. A plaque was</p>

Priority Objective	Supporting strategy	Progress in 2022
		<p>unveiled to mark the site of a twelfth century church dedicated to Norwegian St Olave in partnership with the Royal Norwegian Embassy and NUI. A reconstruction drawing of St John's Priory Kilmainham was developed and published on social media in collaboration with IMMA, OPW and subject matter experts.</p> <p>Support was provided to the Strategic Heritage Plan 2023 - 2028 and annual heritage plan 2022 projects including the delivery of St Anne's Community Archaeology project with Creative Ireland. The proceedings of the Friends of Medieval Dublin Symposium 2018 will be published by year end. An exhibition on Viking Women with artefacts from western Norway is planned for 2023 in partnership with Dublinia and Stavanger Archaeological Museum.</p>
	6.1.7 Prepare a new five-year Dublin City Heritage Plan 2020-2025	<p>Two phases of public consultation for a new Strategic Heritage Plan have been completed and the plan will be published following a final public consultation in December 2022. Strategic Heritage Plan projects that will be completed in 2022 include: St Anne's Park Community Archaeology programme year 2; Industrial Heritage of SE Area of Dublin City book manuscript; Annual Conserve Your Dublin Period House course; Publication of Built to Last: Energy Renovation of Pre-1945 Dublin homes case studies; Dublin's Heritage Buildings Weekend; Editing of More Than Concrete Blocks Volume III for publication in 2023</p> <p>A series of Heritage Week talks on Dublin's river heritage were organised in partnership with the Local Authorities Waters Programme (LAWPRO).</p>
	6.1.8 Maintain the Hugh Lane Gallery's world-class programme of exhibitions of national and international artworks	<p>In 2022, the Gallery hosted two major exhibitions by Irish artists that examined historical social issues, and a third focussing on the future of feminism in Ireland.</p> <p>The first was by Patrick Graham titled Transfiguration and this ran with a successful programme of events and press reviews alongside a full</p>

Priority Objective	Supporting strategy	Progress in 2022
		<p>educational and community programme curated in response to the exhibition. A PR and social media campaign was developed with a series of teasers featuring the artist in conversation with Head of Exhibitions, Michael Dempsey.</p> <p>Bones in the Attic was an inter-generational exhibition comprising the work of eleven Irish artists, each exploring recurring and ongoing societal issues affecting women. Works by key artists in the Hugh Lane Gallery collection including Rita Duffy, Dorothy Cross, Kathy Prendergast, Alice Maher and Jesse Jones are exhibited alongside works by invited artists Myrid Carten, Eleanor McCaughey, Amanda Doran, Sarah Jayne Booth, Ruby Wallis, and the art collective Na Cailleacha. This cross-generational exhibition was curated with a busy community engagement programme.</p> <p>Studio and State: The Laverys and the Anglo Irish Treaty partnership with the National Museum of Ireland. Eva is what Dublin needs was organised in partnership with National Gallery London.</p>
	<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</p>	<p>A significant number of Dublin City Councils Sports facilities have achieved Quality Standard Awards in 2022, additional centres will target similar awards in 2023.</p> <p>Work is continuing on overseeing the development of policies, standards and best practise across our whole estate which includes civic, public and operational buildings. Appropriate conservation and technical building expertise is being focused on general building management, maintenance, repairs and servicing that support the functionality, safety, sustainability and building compliance of a number of selected buildings.</p>

Priority Objective	Supporting strategy	Progress in 2022
<p>6.2 Enable diversity in access to arts and culture to give everyone the opportunity to participate</p>	<p>6.2.1 Identify and document diversity evident in current programmes and list the opportunities to increase access and diversity</p>	<p>Hugh Lane Gallery and Create are providing a €50,000 commission for a socially engaged artist 2022 - 2023 from a migrant background.</p> <p>HLG held artist-led workshops for children from Foundations Project experiencing homelessness and hosted the programme 'Make and Be' a cultural mediation programme involving a series of creative family workshops.</p> <p>All Programmes of the Arts Office target opportunities for diversity of practice, participation and audience development.</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>Up to September 2022, HLG provided more than 580 education programmes with approximately 11,988 participants including Study Mornings, Coffee Conversations, Culture Clubs, art appreciation courses, TY programmes, guided tours, families programme, Art and the Outdoors Festival, Culture Night programme, Portfolio courses, Summer school, Artists' Takeover series, Teen art workshops, Looking at Art VTS Club, performance art Possession, special project The Map@ Hugh Lane Gallery, Early Years programme, Third level collaborations, HLG What I Love about the Great Outdoors! A city-wide primary school aged Children's art exhibition, VTS Léagas Programme and Children's Art in Libraries.</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>Phase IV of HLG citywide primary schools project saw 19 schools (14 DEIS Schools) participate with 598 students engaging with the gallery, many for the first time. There were 27 online pre visits and 32 artist led workshops looking at 27 different artworks from the collection and temporary exhibitions. A short film documenting this phase has been produced and an interactive map of the project is in development.</p>
	<p>6.2.4 Animate library spaces with diverse and inclusive programme of events</p>	<p>A diverse range of programmes were delivered on health, careers and employment, science, climate change, Irish language, music, literature.</p>

Priority Objective	Supporting strategy	Progress in 2022
		<p>Creative Hubs: In partnership with the City Council Arts Office, the hubs at Ballyfermot, Cabra and Coolock libraries hosted 110 events with 2040 attendees. The programme included visual arts, dance, animation, architecture and design workshops. Each library also hosted My House exhibition by artist Jane Groves, accompanied by workshop series which sought to spark passion, playfulness and curiosity. The autumn programme will feature two commissions The Giggler Treatment, a new musical by Fionn Foley based on the much beloved book by Roddy Doyle and The Galaxy of Occupations poses the question What do you want to be when you grow up? Ballyfermot Library will host The Lighthouse, a visual art installation in partnership with the RHA. The autumn series will also incorporate an Early Years programme in partnership with The Ark, a schools programme to include STEAM, visual arts and dance workshops. 50+ sessions are planned for Oct-Dec 2022.</p> <p>Children's Summer Programme: Libraries hosted 50 events with 1,202 attendees during July & August, across a range of craft, drama, music and storytelling workshops. The STEAM strand included sessions on stop motion animation, podcast design and Lego themed engineering and space workshops. Sensory friendly gardening workshops were also hosted. Libraries also ran events and programmes for Poetry Day Ireland, the Bealtaine festival (12 events, 218 attended), Engineers Week (6 events, 302 attended), Cruinniú na nÓg, (434 attended at 10 branches), Culture Night (2 branches; 200 attended), Healthy Ireland (24 events; 502 attended), Work Matters (16 events; 256 attended), Children's Book Festival (24 book themed events planned).</p> <p>Blooms Day event: 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 online attendees.</p>

Priority Objective		Supporting strategy	Progress in 2022
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	C-Pen assistive technology was purchased for all branches. Digital Literacy sessions for Adults are currently running in three branches. Acorn Tablets are being purchased for the Library In The Community Service. (Acorns – tablets specifically adapted for use by Older Persons). iPads and Apple pencils being purchased to support the roll out of a maker programme with a focus on gaming, animation, music and use of maker equipment such as 3D printers and craft equipment.
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>Dublin City Council continued to deliver major events in the city centre including Dublin Winter Lights, Bram Stoker Festival, Funtropolis Park Events and Smithfield Fleadh.</p> <p>The City Council continued to support events that bring significant investment and tourism to the City such as:</p> <ul style="list-style-type: none"> • St Patrick’s Festival • Dublin Pride • American College Football • Christmas at the Castle <p>The City Parks hosted many events in 2022 from pop/rock concerts to markets and local community events.</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	The Office of City Recovery manages the licensing of the City’s on-street markets, casual trading and street performers. A licensing system is in place that facilitates the animation of the City with the provision of on-street markets, including a new market at Moore Street to complement the existing market and a wide range of casual trading opportunities at various locations across the city and at major events. The Office also provides performance licences to street performers who bring so much colour and vibrancy to the city.

Priority Objective	Supporting strategy	Progress in 2022
<p>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</p>	<p>6.5.1 Deliver Parnell Square Cultural Quarter on a phased basis</p>	<p>Demolition works have commenced and a tender for the procurement of a multi-disciplinary design team is in progress.</p>
	<p>6.5.2 Conduct an audit of artists' workspaces identifying deficits and opportunities to transfer buildings to cultural use/workspaces</p>	<p>Audit complete and development of Arts Infrastructure Policy and Developers' Toolkit for the Arts planned.</p>
	<p>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</p>	<p>Feasibility Study ongoing. Site identified at Merchants Quay. Economic Analysis commissioned as part of new funding applications.</p>
	<p>6.5.4 Expand the Hugh Lane to include a new wing in Temple Bar for gallery and programming space</p>	<p>HLG expansion now includes 2 adjacent properties. 20/ 21 Parnell Square will be developed for additional Gallery space, programming and community engagement; and 1 North Fredrick Lane will be used for art works storage. Fit-out of North Frederick Lane began in 2022.</p>

Goal 7 To become a more responsive, innovative City Council

Priority Objective		Supporting strategy	Progress in 2022
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>97 recruitment campaigns have been concluded or are ongoing to date in 2022. 377 appointments were made to 22 November 2022.</p> <p>The City Council has continuous engagement with the Public Appointments Service (PAS) with regard to Senior Management and Senior Professional recruitment campaigns. 41 appointments have been made to date in 2022 from panels formed by PAS.</p> <p>Workforce planning is ongoing to support the implementation of the Corporate Plan through engagement with senior management in each Department to address staffing requirements. Work is also ongoing on a Strategic Workforce Plan which will provide a framework that allows the City Council to respond to an evolving operating environment.</p> <p>Work on developing the CORE HR and Payroll System is ongoing with an expected implementation date set for March 2023.</p> <p>The organisational transformation programme, FutureWork, which was established to 2021, has delivered on a number of objectives. A Blended Working Policy was implemented in June 2022 with over 1,700 applications received to date across the organisation. A draft Digital Strategy and Innovation Framework has been developed and work is ongoing. A number of strategy documents have been completed under the People, Learning and Development pillar and will be published in the coming months. These include a Learning and Development Strategy, Health and Wellbeing Strategy and a People Strategy.</p>
		7.1.2 Foster an environment of continuous improvement and development for our staff	<p>A new Learning and Development Strategy for the City Council has been developed in tandem with the FutureWork programme.</p> <p>Training and development has been provided to staff across the organisation in the following areas:</p>

Priority Objective	Supporting strategy	Progress in 2022
		<ul style="list-style-type: none"> • 'Managing in the hybrid environment' as a support to managers with the introduction of the Blended Working Policy • Orientation supported by the IPA has been provided to newly appointed Senior Staff Officers • A Governance Training Programme has been developed and provided to Senior Managers in the organisation • Climate Action training is ongoing through the Local Authority Services National Training Group (LASNTG) • Project Management Training in Procurement and Capital Projects has been undertaken by staff attending the OGP commercial skills academy Tier 1 training • Customer Service training has been provided to outdoor operational staff from the Housing and Waste Management Departments • HR training in the management of staff has been provided to the Housing Maintenance Department operational Management and Supervisory staff • The Educational Scheme of Assistance and Scholarship Programme has been provided to staff to continue and develop education relevant to their roles. • Return to Learning has been relaunched and Skills to Work has also been launched in partnership with the CDETB. • Online learning through the Learning Management System (Totara) has been provided in the areas of GDPR and Procurement. • Legislative training and the A - Z of local government training is being provided in an online format in cooperation with the IPA. • Stepping into Leadership training continues to be provided to Grade 7 and Analogous staff members • Mental Health Awareness and Wellbeing <p>Staff across Departments availed of other learning and training opportunities including:</p> <ul style="list-style-type: none"> • Diploma in Construction Law

Priority Objective	Supporting strategy	Progress in 2022
		<ul style="list-style-type: none"> • Diploma in Procurement Law • Professional Diploma in Management and Change • Project Management • B.A of Business Studies of Emergency Services Management • Fire Safety Engineering • Intermediate and Advanced Excel • Social Media & Content Creation • Health & Safety training including VDU Assessor, Evac-Chair, and First Aid Responder • SuDS and new SuDS policies <p>2022 saw the start of a phased roll out of an e-learning platform in delivering Oracle User Training by the Finance Department with a pilot training module to be rolled out for the City Council's Purchase Order creators. Further programmes are under development to be available in 2023 using this e-learning platform and will be accessible on CitiDesk for users of Oracle.</p> <p>Continuing Professional Development (CPD) Programmes, events and opportunities are provided to staff in legal, accounting and engineering roles on an ongoing basis. The City Council's Engineering Continuing Professional Development Programme is accredited by Engineer's Ireland</p> <p>The Corporate Project Support Office (CPSO) continued to identify and share lessons learned through organisational project experience and communicate them corporately through the City Council Project Manager (PM) Network and the lessons learned register, an asset available to all staff on the CPSO Website. The PM Network event, Managing Projects in a Changing Environment, was held in September 2022.</p>
	7.1.3 Facilitate staff to adopt innovative approaches in their work through the	An Innovation Framework was developed in partnership with the Technology and Entrepreneurship Centre at Harvard and San José City

Priority Objective		Supporting strategy	Progress in 2022
		continued development of change management initiatives such as DCC BETA	<p>Council as part of the FutureWork Programme and will be piloted with the Business Innovation and Transformation Team.</p> <p>The City Council's 4th Annual Innovation Week took place as part of the national Public Sector Innovation Week at the start of November. Over 40 innovative projects from across the organisation were showcased throughout the week including the Smart Ring Buoy Launch by Minister for Rural and Community Development, Heather Humphreys.</p> <p>A multidisciplinary team from across the City Council has been engaged in an Innovation Training programme since March 2022 in partnership with Bloomberg Philanthropies, the Centre for Public Impact and cities across the world. This programme is about learning innovative ways to tackle City challenges through human centred design.</p> <p>16 projects are progressing under the BETA programme.</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 City Council website continued to provide information on City Council services. A new project page was developed which enables us to provide relevant information on capital projects. The top 300 pages of the website have been reviewed from a customer perspective and rewritten to be made more useful to the public.
		7.2.2 Capitalise on the reach and opportunity provided by social media to broaden communication and engagement with the public	The Corporate Social Media Unit commenced a review of social media accounts. The aim is to amalgamate accounts to ensure messaging is more accessible and compliant. A review of the strategy and policy is underway.

Priority Objective		Supporting strategy	Progress in 2022
		7.2.3 Enhance tools for internal communication so that staff are easily kept abreast of all relevant developments	The Staff Bulletin is produced every two weeks and is circulated via email to everyone in the organisation with an email address. A hard copy is available on request. Advance work on development of a communications app for all staff has progressed with a view to pilot implementation in early 2023.
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>An induction meeting was held with Lord Mayor including the provision of a protocol and information pack; a Training Programme was developed and implemented for the Elected Members that included Presentation Skills, Media Skills Training, Dementia Awareness, Wellbeing Programme, Climate Leadership Training, Tackling disinformation online and GDPR training.</p> <p>Ongoing provision of a counselling support service for Elected Members.</p> <p>Work is ongoing with the Corporate Services & Transformation Department to develop a Councillor Portal.</p>
		7.3.2 Create effective collaborations with other local authorities and public sector organisations, academia, businesses, citizens and international partners	<p>Departments across the City Council maintained and developed new collaborations with a variety of partner organisations during 2022. Some of the highlights include:</p> <ul style="list-style-type: none"> • Dublin City Council is the lead authority for the local authority sector on adopting Voter.ie as a National Electoral Registration System. • The Lord Mayor's Office held collaborative events with South Dublin County Council's Biodiversity Project and Community Groups and Social Enterprises. • In March the then Lord Mayor of Dublin, Alison Gilliland signed an agreement with the Mayors of Belfast, Liverpool and Manchester. The cooperative partnership agreement commits the four cities to co-operating and collaborating to reach net zero targets by exchanging knowledge, experience and best practices and by connecting organisations and facilitating R&D, business and investment collaborations. On foot of this partnership, Dublin City Council and Belfast City Council submitted an application to the

Priority Objective	Supporting strategy	Progress in 2022
		<p>Shared Island Fund to undertake a feasibility study - A Connected Circular Economy.</p> <ul style="list-style-type: none"> • The Housing & Community Department's Research and Strategy Unit (Dublin Housing Observatory) continued its collaboration with Ordnance Survey Ireland, Central Statistics Office, Residential Tenancies Board and Maynooth University to maintain and enhance its online geospatial Housing Observatory Data Navigator • A review of Local Government Funding has been completed and a City Council working group established to identify opportunities to further strengthen the financing of the Council. The Finance Department participates on the Head of Finance Group and CCMA Finance Committee in regard to informing and promoting solutions to sectoral financial challenges • Work took place with the sector to develop the sectoral ICT Strategy and is ongoing to develop sectoral security arrangements supporting a sectoral ISAC. • DFB engage in information sharing with the community through Emergency Medical Service (EMS) training with marginalised members of the community and also engagement with City Partnerships Group - Community Wealth-building Programme. Dublin MEM training and exercises with COMAH sites, Dublin South County Council and ERWG. • As part of the revision of the Emergency Ambulance Service, DFB maintains strong partnerships with RCSI, UCD and UCC and engages with international bodies to research Mobile Data Platforms for suitability with DFB OIU objectives. In 2022 there was ongoing representation on National Fire Safety Sub Committee with input into new fire safety guidance documents and pre-incident planning models. • ENFUSE is a multi-award winning project led by Dublin City Council and the Local Enterprise Office in collaboration with Technological University Dublin (TU Dublin), Dublin City University (DCU), National

Priority Objective	Supporting strategy	Progress in 2022
		<p>College of Ireland (NCI), Dublin Place Brand, Dublin Regional Skills Forum (DRSF) and the Department of Public Expenditure and Reform (DPER) and supported by Enterprise Ireland, Element 78, Dublin Food Chain, Irish Social Enterprise Network and LEO Women in Business Network. During 2022, 46 enterprises, 214 students, 8 project partners, and 14 lecturers participated and benefited.</p> <ul style="list-style-type: none"> • City Council Traffic are members of several different international groups including the Cities Today Institute, IMPACTS and ITS Ireland. • Transportation Planning established a collaborative forum with transportation teams in the other Dublin Local Authorities and continues to collaborate 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 enforcement. • The CPSO met with the Cork County Council to share information and experiences on managing Capital Projects and experiences to date in the establishment of each local authority's respective Project Management Offices. • The City Council continue to collaborate with a number of local authorities and other stakeholders in the delivery of Strategic Noise Maps and Noise Actions Plans for Round 4 of the Noise Environmental Directive. • The Environmental Protection Division has re-convened the Strategic Planning Consultative Group with the other Dublin Local Authorities and Irish Water. Steering Groups are in place for all cross boundary river catchment schemes. Collaboration continued with IFI and Waterways Ireland on flooding projects.

Priority Objective	Supporting strategy	Progress in 2022
		<ul style="list-style-type: none"> • Waste Management Services have commenced and completed a number of collaborative projects in 2022, including collaboration with the Environmental Protection Agency to promote the Stop Food Waste Campaign and EMRWPO on Reuse Month. • Waste Management Services have commenced engagement with Belfast City Council on common areas of service delivery in Waste Management, sharing knowledge and best practice and with Edinburgh Municipal Authority on best practice for presentation and collection of brown waste. • There is ongoing engagement with management, staff, sectoral representative bodies and Trade Unions and staff representatives in relation to maintaining good employee and industrial relations, corporate standards and progressing organisational change. <p>The City Council regularly engages with schools and third level education providers in a number of ways:</p> <ul style="list-style-type: none"> • Engaged in a pilot project to implement a traineeship programme in conjunction with CDETB and Ballyfermot ETC to train and recruit skilled general operatives into the organisation. • The City Council has collaborated with local schools and employment centres to promote the council as an employer of choice and target recruitment within communities at risk of social and economic disadvantage. • Collaboration with third level institutes, for example NCAD, DCU and Trinity College, on a range of projects, placements and internships for students • The creation of waste management and presentation in school video guides with Voice Ireland with South Dublin, DLR and Fingal County Councils, an education programme on compostable waste for schools and slow fashion documentary with South Dublin, DLR, Fingal and the EMRWPO, a Relove Fashion Competition for

Priority Objective	Supporting strategy	Progress in 2022
		secondary schools with eleven other local authorities and the Rediscovery Centre.
	<p data-bbox="633 387 712 411">7.3.3</p> <p data-bbox="734 480 1055 743">Situating our work within a broader global framework by engaging with international partners and programmes that advance our goals for the City</p>	<ul data-bbox="1137 387 2078 1343" style="list-style-type: none"> • In April 2022, Dublin City and Cork City were announced as the two successful Irish cities to join the EU Mission for 100 Climate Neutral and Smart Cities. • The City Council established its own European Programme Support Office during 2022 to enhance our participation in European initiatives and programmes • Dublin City Council is an active member of the Eurocities Network and Eurocities Working Groups including successful collaboration with City Architects to deliver inputs for the final presentation of the City of Vienna International Building Exhibition 2022 (IBA Wien 2022) on new social housing. • Loans from the Hugh Lane Gallery collection to Philadelphia Museum of Art, Fort Worth Museum of E227E223Modern Art, Tate Britain, London, Petit Palais, Paris, Kunsthalle Bremen, Whitechapel Gallery, London. Collaboration with National Gallery, London on "Eva Gonzales" Exhibition. • Attendance at the Congress of Local & Regional Authorities of the Council of Europe • Participation in the EU's International Urban and Regional Cooperation (IURC) programme which has led to Dublin City Council being one of three EU cities partnered with cities in South Korea. • In collaboration with Housing Europe and the European Network for Housing Research (ENHR) the City Council's Dublin Housing Observatory established the new ENHR Working Group of EU Housing Observatories in 2022. • Transportation Planning proactively participated in the preparation of the OECD report Redesigning Ireland's Transport for Net Zero: Towards Systems that Work for People and the Planet.

Priority Objective	Supporting strategy	Progress in 2022
		<ul style="list-style-type: none"> The City Council was selected to participate an international City Innovation Training Programme with Bloomberg Philanthropies and the Centre for Public Impact in conjunction with Johns Hopkins University
7.4	Continue to focus on providing Quality Customer Service to deliver the best service possible to citizens and customers	<p>7.4.1 Implement and renew the Customer Service Action Plan</p> <p>The Customer Action Plan is a key document outlining standards of services to be provided to citizens. It also highlights targets in service improvements that citizens can expect to see across a wide variety of the services provided by Dublin City Council. A draft plan for 2022 - 2024 has been developed. Citizens can now make complaints online via Citizen Hub and this is monitored to find additional improvements to the customer experience when using the online complaints system.</p> <p>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</p> <p>Personal in-house services continue to be provided for citizens through the Reception desk at Wood Quay, the Cash Office and the 1 - 1 area for Parking Permit customers coming into Customer Services.</p> <p>The Council continues to identify opportunities to make it easier for citizens and business to engage with us. A new online appointment facility has been launched to allow citizens to book either online meetings or face to face meetings with staff. We are streamlining our telephony channels and exploring call back and web chat options.</p> <p>7.4.3 Enhance and expand the role of the Customer Services Centre as our main customer touchpoint when accessing services</p> <p>Work is continuing on the introduction of the JAM system to provide more inclusive services to citizens with additional needs.</p> <p>A redesign of the Atrium at Civic Offices to provide enhanced visitor and public experience is being developed.</p> <p>7.4.4 Develop a Digital Strategy for the City, which includes expanding our range of</p> <p>A draft Digital Strategy has been developed as part of the FutureWork Programme and will go to public consultation in Q4 2022.</p>

Priority Objective		Supporting strategy	Progress in 2022
		digital and online services	<p>Citizen Hub went live in Q4 2021 and by Q4 2022 there were 23 services live on the platform and almost 12,500 registered users, enabling the City Council to provide services online for citizens.</p> <p>A new DCC Alerts Facility has been provided whereby citizens can register to receive alerts about planning/road works/severe weather warning/beaches. More services will be provided on this platform in 2023.</p> <p>During 2022, the Centralised Accounts Payable Unit (CAPU) moved to a totally paperless processing environment with regard to the processing of over 40,000 invoices. This process will lead to further efficiencies in terms of processing speeds and digital storage.</p>
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>The Smart City Programme has had a very successful year with Dublin being placed runner up for the prestigious Innovation Capital of Europe award for 2021. Other notable achievements include the following: Shortlisted for European Capital of Smart Tourism while the Smart Tourism Programme won a Global Tourism Innovation Award at the Tourism Innovation Summit.</p> <p>Delivery of "Accelerating the Potential of Drones for Local Government" project and toolkits won a Global Smart City Award for best practice in Technology Governance.</p> <p>Rollout of free public Wifi across Dublin City was completed during 2022 as part of the Wifi4EU initiative with over 20 sites and 180 Access Points deployed.</p> <p>Dublin was one of 4 cities selected as part of a UN Digital Rights initiative to upskill staff and Transition Year students in privacy and ethics relating to the deployment of new and emerging technologies.</p>

Priority Objective		Supporting strategy	Progress in 2022
			<p>The Smart Ring Buoy project was shortlisted for a EU award in procurement leadership for developing a new ‘pilot to buy’ approach addressing water safety. This approach allowed the Smart Dublin team to work with Water Safety Ireland and 23 local authorities to deploy new sensor- based technologies that address theft / tampering of ring buoys.</p> <p>The Google Airview project has finished its data collection phase generating over 50 million data points across the city on hyper local air quality with the results to be published in early 2023.</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	A Corporate Data & Analytics Unit was established within the Corporate Services & Transformation Department in Q3 2022. A Data Management Policy and Data Governance Framework are currently in development. Through these, the City Council will develop and implement policies, procedures, structure, roles, and responsibilities providing a platform for transparency, openness, quality and accountability for the effective management of data assets.
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	The Public Sector Duty is being implemented in Dublin Fire Brigade and the Corporate Services, Transformation and Human Resources Department. Implementation of the PSD in other departments will commence in 2023.
		7.6.2 Progress the actions in the Disability Implementation Plan	In conjunction with Disabled Persons Organizations, the City Council is currently co-designing a meaningful consultative process to assist the design and delivery of Public Realm Projects. This action is grant aided by the Department of Children, Equality, Disability, Integration and Youth as part of the City Council’s mechanisms to implement the UN CRPD.