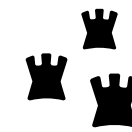




Comhairle Cathrach
Bhaile Átha Cliath
Dublin City Council

Corporate Plan

2025 2029



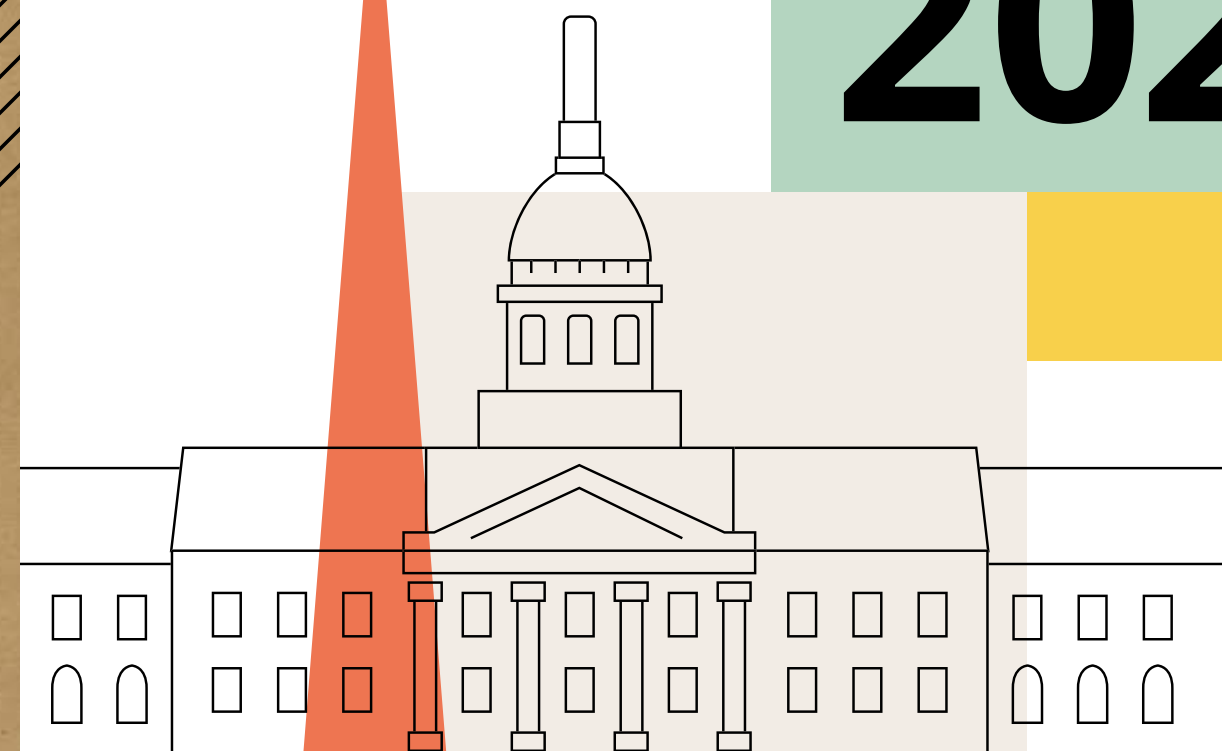
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Corporate Plan

2025 2029

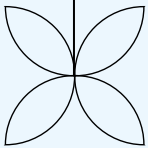


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Foreword

We are pleased to present the Corporate Plan for 2025-2029.

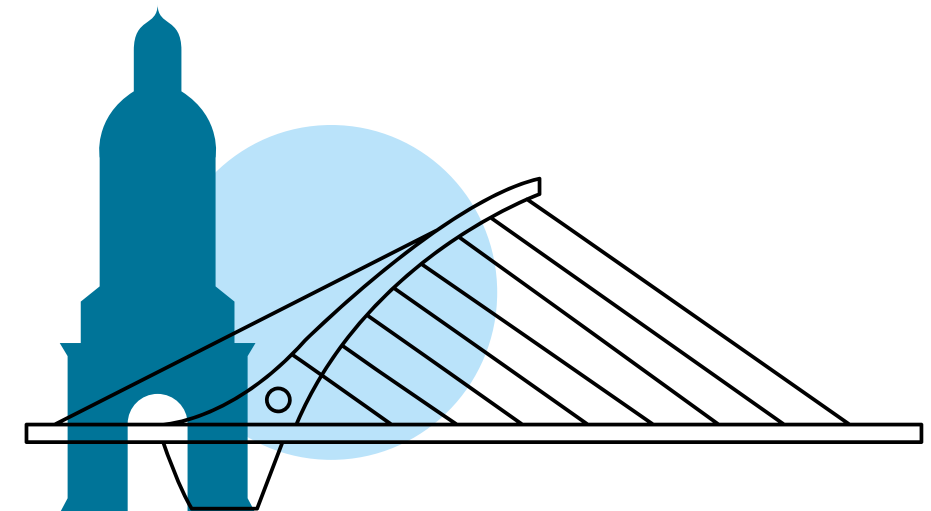
Dublin prides itself on being a dynamic and sustainable place, always seeking innovative ways to meet the challenges facing the city and the changing needs of its communities.

This Corporate Plan sets out the strategic direction of the City Council and our commitment to Dublin City and its communities for the next five years. It sets out what we will deliver, the impact we hope to have, and how we will measure progress.

This Plan has been shaped by many voices. We have combined the views of the public, the Elected Members, and the City Council's staff to define our shared vision for the city.

Our vision is for Dublin to be a thriving city for all.

The views expressed in the consultation process, combined with the policy themes set by the Council and an analysis of our operating environment, have informed the 5 goals for our city and the 4 enabling goals that, together, will help us achieve this vision.



This Corporate Plan will guide the organisation as it delivers for the people who live, work, study, visit, or run a business in the city. It will ensure that we deliver our essential day-to-day services consistently well, but that we also focus ourselves on the most important strategic priorities to ensure we positively affect the lives of everyone in Dublin.

It will also ensure that the organisation, and our staff, are developed and equipped to perform at our best.

Collaboration within the City Council, with the community and stakeholder groups across the City and beyond will be key to achieving our goals for the city.



Emma Blain
Lord Mayor of Dublin

We thrive on these partnerships and recognise that we cannot work alone in responding to the challenges Dublin faces now and into the future.

We recognise that positive collaboration between the Elected Members and the management and staff of the Council is a hallmark of effective local government and meaningful civic leadership. And we are committed to continuing this collaboration as we work towards achieving our vision for Dublin.

We thank all those who have contributed to the development of the Corporate Plan and we look forward to working with you to deliver the things that matter most and make Dublin a thriving city for all.



Richard Shakespeare
Chief Executive



DUBLIN CITY

2025

City Area and Population

Geographical
area of our city:
115km²

Total Population:

592,713
with an estimated
increase of 100,000
by 2031.



162,400

Irish speakers aged 3 years and over.
This is an increase of 5,964 since 2016.

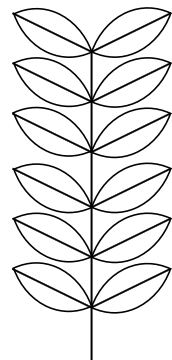


Population aged 15-64 years:

424,742

Volunteers:

64,142



Diversity

27%

of residents were born
outside of Ireland.

Education

218,308

people aged 15 years and over
had a third level qualification.



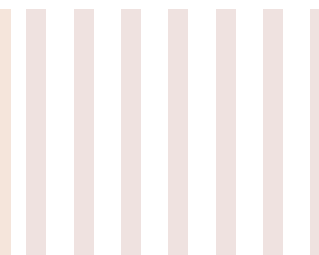
Travel

How people are
travelling to childcare,
work, school
and college:

124,491
on foot or by bicycle.

80,103
by public transport
or private bus.

120,318
by private vehicle.



Health

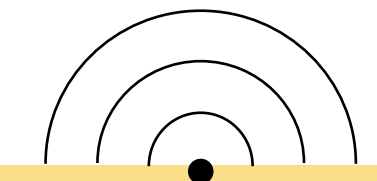
76%

of people reported that
their health was good
or very good.

Economic Development

336,761

known jobs located within Dublin City.
Of these, **just under half (49.8% or 167,768)**
are undertaken by Dublin City residents.



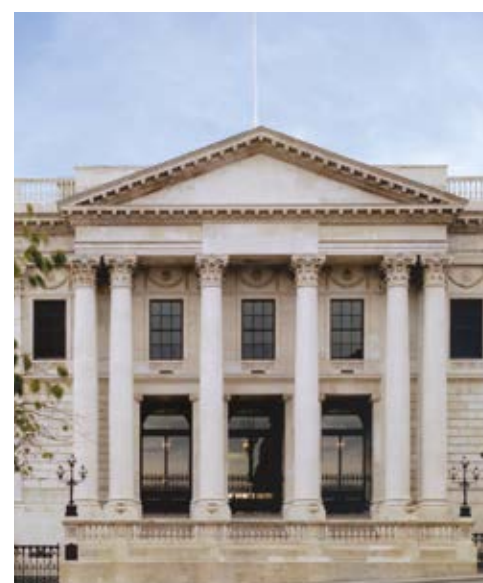
79%

of households in Dublin City
Council area had access to
broadband internet.

Our Operating Environment

Dublin City Council has a long and proud tradition of leading the direction, growth and development of the city. Comprising 63 Elected Members, whose term of office commenced in June 2024, the City Council is the only democratically elected body representing the people of Dublin City.

Together with more than 6,000 staff members, the City Council provides a wide and diverse range of more than 900 discrete services to the citizens of Dublin, to businesses and to visitors to the city. Our operating environment is continually changing, and the City Council has to adapt and change in response.



DEMOCRACY, TRUST AND CITIZEN FOCUS

Supporting and strengthening local democracy through good governance and transparency, enhanced citizen engagement, and promoting the leadership role of the Elected Council are core to the work of Dublin City Council. Delivering essential services consistently well and our ability to address complex policy issues such as climate change, inequality and homelessness, are key drivers of the trust that the public places in the City Council.

The increasingly complex information landscape, the diversity of opinion and discourse that is enabled by digital communications has altered public expectations. To strengthen and maintain public trust, accountability and transparency in decision-making, services designed with the user at the centre, and more open engagement are expected.



CLIMATE CHANGE AND CLIMATE ACTION

Leadership in local climate action is a vital role for Dublin City Council. It requires an ability to balance the needs and expectations of communities, the demands and constraints of national and EU policies, and the urgency and uncertainty of the climate crisis.

Integrating climate and sustainable development considerations into all aspects of our work is supported by initiatives already in place such as the Local Authority Climate Action Charter, the Dublin City Council Climate Action Plan, and the Dublin Metropolitan Climate Action Regional Office, led by the City Council. Further enhancing our capacity to meet evolving responsibilities in this area, and to design and deliver our services in ways that support climate action and promote the behaviour change necessary amongst the public, will be critical to meeting this challenge in the longer term.

SUSTAINABLE CITY GROWTH

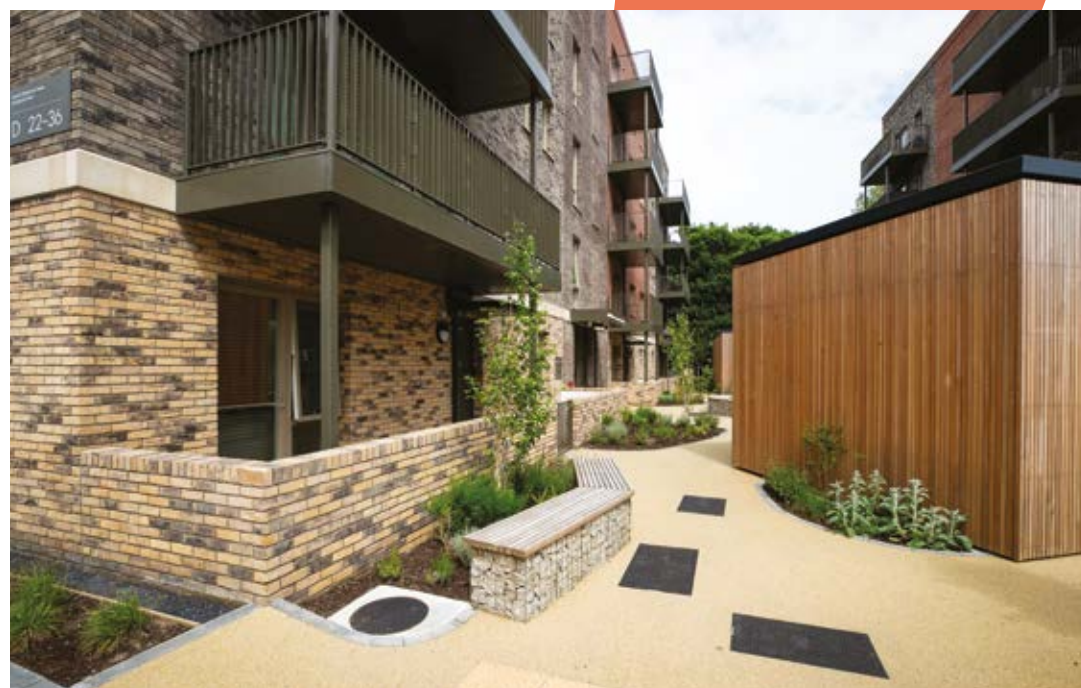
The Dublin City Development Plan 2022–2028 sets out the long-term vision for the city and promotes compact growth. It reflects the national and local housing targets to address the housing challenge within a plan-led sustainable framework and encourages residential development through proactive land management policies and planning frameworks.

Dublin City Council is committed, as a priority, to delivering high quality homes under 'Housing for All' through a range of delivery mechanisms including Affordable Housing, Cost Rental and new Social Housing units.

The Plan enhances the status of Dublin in the National Planning Framework and the Regional Spatial and Economic Strategy as Ireland's leading global city of scale and Dublin's success is key to the sustainable economic growth of the country.

The post pandemic impact upon the city centre has been recognised and to ensure sustainable growth for the capital city region there is a renewed focus on vibrancy, greening and investment in our city core area.

The importance of collaborating with key stakeholders, state agencies, neighbouring authorities and international partners is critical to securing further sustainable growth of Dublin City.



TECHNOLOGY, INNOVATION AND CHANGING WAYS OF WORKING

Harnessing digitalisation and rapid advances in technology will drive a step-change in how we interact internally and with the public and our stakeholders.

The opportunities that technology provides to improve the quality of our services and deliver them in ways expected by the public will also increasingly facilitate the consideration of more flexible approaches to how we work.

Technology and innovation also offer opportunities to address urban challenges and promote economic development and sustainability. Digital public services and technology deployed by the City Council in the City must be trusted and of high quality, delivered in an equitable, inclusive, and sustainable manner.

The City Council's Digital Transformation Strategy will guide our ambitious digitalisation and transformation programme in this area.

There has also been a shift towards new working patterns in the City, including blended and flexible working, and there is a need to adapt to these changes so that we maintain economic vibrancy and support sustainable urban development.



EQUALITY, DIVERSITY AND INCLUSION

Our Public Sector Equality and Human Rights Duty ('the Duty') obligations are the cornerstone of accessible and inclusive public services, policies and work environments and bring a critical focus on equality and human rights.

Our commitment to equality and human rights is focused on those groups addressed by the Duty and covered by the grounds of gender; civil status; family status; age; disability; sexual orientation; race; religion; membership of the Traveller community; and disadvantaged socio-economic status, as well as those at the intersections of these grounds, and individual rights holders under human rights instruments.



FUNDING BASE

The Council must operate within the existing local government funding system and the limits of the financial resources available to it. Despite the easing of inflation levels during 2024, the City Council continues to experience inflationary pressures in procurement, labour costs and works contracts.

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

POLICY, LEGISLATION AND SERVICE CHANGE

The City Council has always operated in a dynamic environment, responding to changing government policy, legislation, functions and structures. The City Council's response to COVID-19, in particular, demonstrated our capacity to quickly adapt both our internal business processes and our essential services to the public.

Since the adoption of the last Corporate Plan in 2020, new legislation and policy such as the Planning and Development Act 2024, the Climate Action Plan 2024 and the Green Public Procurement Strategy and Action Plan 2024-2027 have put greater emphasis on how we address climate change and sustainable development. In line with the National Implementation Plan for Sustainable Development Goals 2022-2024,

Dublin City Council has been working to raise awareness and to integrate the SDGs into our policies, programmes, and projects that contribute to Ireland's broader commitments to achieving the SDGs by 2030.

New national policies such as Better Public Services - Public Service Transformation 2030 Strategy and Connecting Government 2030: Digital and ICT Strategy for Ireland's Public Service have been introduced. Other key pieces of legislation during the period to which the Council have responded are the Policing, Security and Community Safety Act 2024 and the Official Languages (Amendment) Act 2021.



WORKFORCE DEVELOPMENT

The positive performance of the Dublin economy and the subsequent competitive labour market means that the City Council needs to continually develop its attractiveness as a place to work, ensuring that we can continue to attract and retain the best staff to deliver for the people of Dublin.

Retaining and developing our staff through the measures available to us such as mobility, flexible working options, training, and the huge variety of work where our people can use and develop their talents, is critical to the success of the organisation and the quality of our services.

Strategic workforce planning ensures that the City Council has the right skills, knowledge, capability and staffing levels to meet current and future service needs and that we can respond to our changing operating environment.



SHARED SERVICES

The City Council continues to play an active role in leading and participating in Shared Service Initiatives. The City Council is the lead authority for a number of these including:

National Library Management System

Enabling single membership for access to all public libraries, online library services and access to the national catalogue.

National Building Control Office

Providing oversight, support and direction for the development, standardisation and implementation of Building Control as an effective shared service in the 31 Building Control Authorities.

Waste Enforcement Regional Local Authority for the East Midlands Region

Co-ordinating waste enforcement actions and performance for the region.

Dublin Metropolitan Climate Action Regional Office

Supporting and co-ordinating climate action undertaken by the four Dublin Local Authorities.

Dublin Region Homeless Executive (DRHE)

Providing homeless services for the four Dublin Local Authorities.

Dublin Fire Brigade

Providing a fully integrated fire, emergency ambulance and rescue service for the four Dublin Local Authorities.

The City Council also participates in a range of other shared service initiatives with partner local authorities, for example Build-to-Share technical solutions and joint procurement, sharing in the benefits of economies of scale and efficiencies that result.

OUR VISION, MISSION AND PRINCIPLES

1



OUR VISION

DUBLIN

A THRIVING CITY FOR ALL



Clean



Green



Safe



Liveable



Vibrant



Accessible



OUR MISSION

DUBLIN CITY COUNCIL: LEADING AND DELIVERING FOR THE CITY

We will stand up for Dublin and take a leadership role in the things that matter most to the City.

We will deliver excellent, accessible and innovative public services that promote the well-being, and quality-of-life of all of Dublin's citizens and communities.



OUR PRINCIPLES

**Fairness, integrity, honesty and the common good**

We will adhere to these intrinsic local government values in our work, in our decision-making, and in our interactions.

**Equality and Human Rights**

We will work to eliminate discrimination, promote equality and protect human rights for the diversity of citizens and staff.

**Respect and value**

We will foster a positive and supportive work environment where we respect and value diverse views and backgrounds and empower our teams to do their best in delivering excellent public service.

**Sustainability**

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

**Transparency and Accountability**

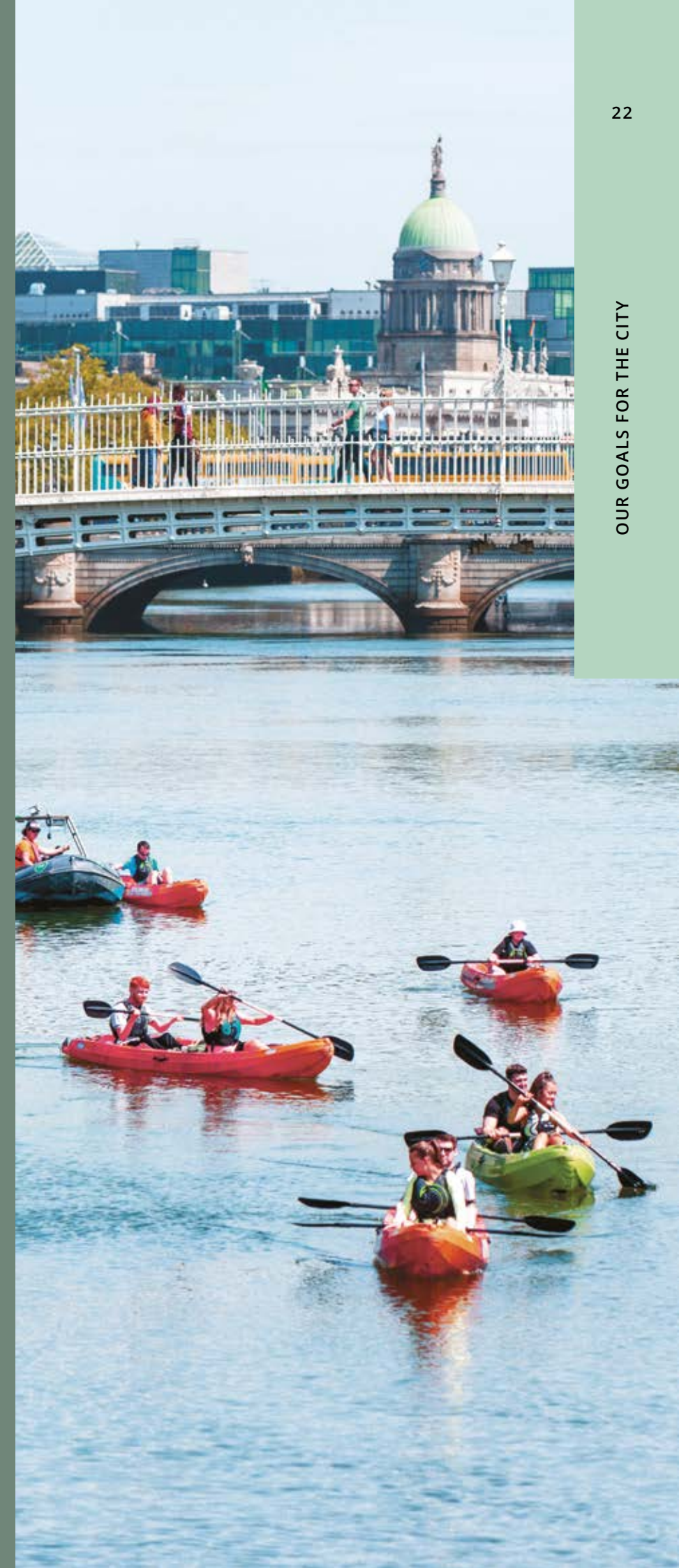
We will be accountable and responsible for all our decisions, ensuring they are communicated in an open and transparent manner.

**Collaboration and Innovation**

We will work collaboratively across the organisation, with partners across the city, the region and internationally. We will embrace innovation to improve the quality of our service delivery.

OUR GOALS FOR THE CITY

2





GOAL

Develop accessible, safe, high quality social and affordable homes where people are proud to live and that foster and sustain vibrant residential communities integrated into the city.

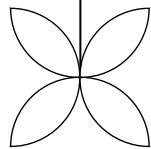


STRATEGIC OBJECTIVES

Accelerate and increase the supply of high-quality social and affordable homes that support the diverse needs of our growing population

Reduce homelessness and ensure that people experiencing, or who are at risk of, homelessness are provided with quality accommodation and services

Maintain and manage our homes to help foster inclusive communities where people are proud to live



OUTCOME MEASURES

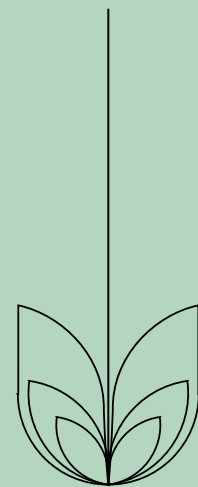
- Number of City Council led homes completed by tenure
- Number of City Council led homes completed by bedroom size mix
- Number of City Council led homes that have secured planning approval
- Amount of non-residential floor space delivered as part of housing development
- Number of Approved Housing Body homes funded via Dublin City Council
- Number of homes acquired/ leased and brought into use as Council housing (NSI)
- Number of vacant homes brought into use as residential
- Number of people exited from homelessness to a tenancy
- Number of adult individuals in emergency accommodation 6 months or more (NSI)
- Number of people prevented from entering homelessness
- Number of planned maintenance (including energy efficiency) completed
- Number of void refurbishments completed
- Number of housing repair tasks completed
- Number of homes allocated to households with a disability
- Number of days from when a home is vacated to when it is re-let (NSI)
- Number of private rented dwellings inspected (NSI)

KEY STRATEGIES AND PLANS

- *Housing for All. A New Housing Plan for Ireland (2030)*
- *Dublin City Council Housing Delivery Action Plan 2022-2026*
- *Dublin Region Homeless Action Plan*
- *Dublin City Council's Housing Strategy for Disabled People 2022-2027*
- *Traveller Accommodation Programme 2025-2029*

GOAL

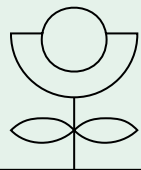
Grow a network of thriving neighbourhoods and villages where everyone has access to the quality facilities and services needed to support inclusive and active communities.





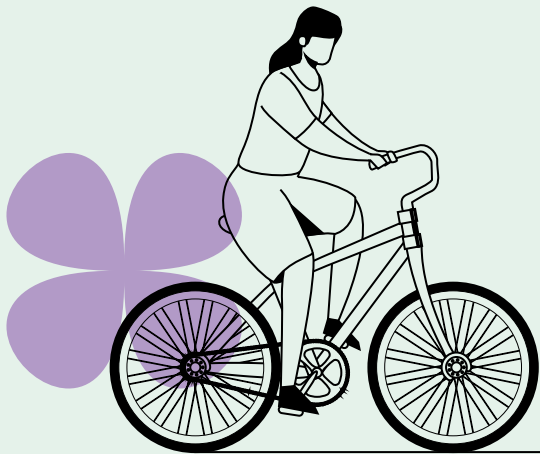
STRATEGIC OBJECTIVES

- Expand and enhance the range of quality, inclusive community, cultural, sports, parks and recreational facilities and services in neighbourhoods across the city
- Conserve and restore biodiversity through partnership with other agencies and local communities
- Promote and lead cohesive communities through a range of social inclusion, community development, equality, age friendly, intercultural integration and Irish language programmes and activities
- Celebrate Dublin’s unique character and diverse cultures to build a sense of belonging and pride in the city



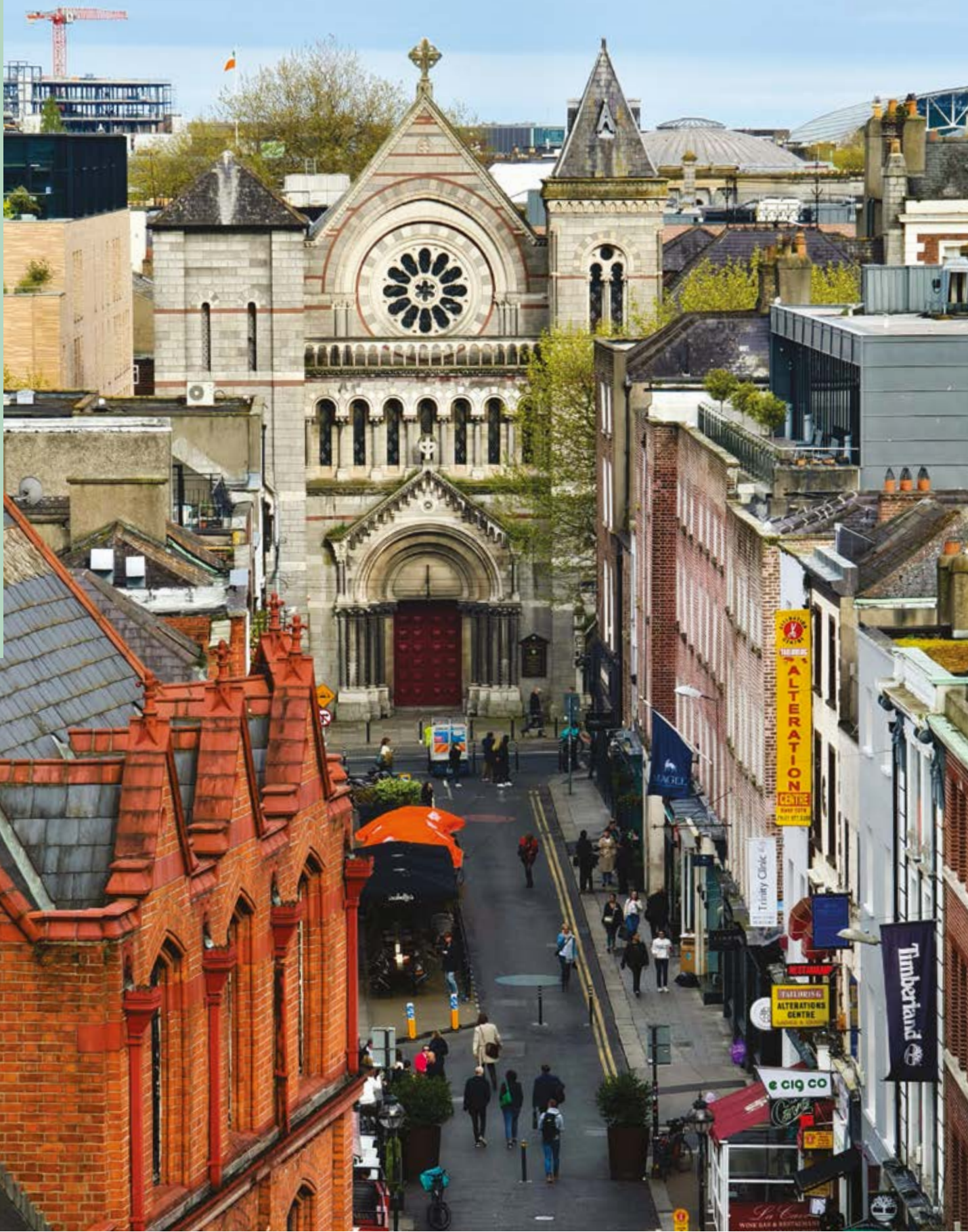
OUTCOME MEASURES

- Proportion of population within 15-minute walk, cycle or public transport link to our services and facilities
- 5% increase in the use of City Council owned Sports and Leisure facilities
- Amount of community, arts and cultural spaces provided as part of large-scale developments under the 5% provision of the City Development Plan (CUO25)
- Increased number of artist workspaces through a combination of private and public sector delivery (Target: 200)
- Increased registered users per capita of Libraries (NSI)
- Increase in tree canopy cover of the City
- Percentage of local schools involved in the Dublin City Comhairle na nÓg (NSI)
- Number of organisations on the register and the proportion that opted to be part of the Social Inclusion College in the Dublin City Public Participation Network (NSI)
- New opportunities to speak Irish created (100,000 target by end of 2027)

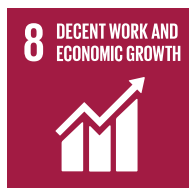


KEY STRATEGIES AND PLANS

- Libraries Strategy
- Culture and Creativity Strategy 2023-2027
- Dublin City: More Active, More Often Dublin City Council Sports Plan 2024 -2029
- The City Arts Plan 2024-2027
- Dublin City Parks Strategy
- Dublin City Tree Strategy
- Biodiversity Action Plan 2021-2025
- Dublin Bay UNESCO Biosphere Partnership
- Dublin City Local Economic and Community Plan 2024-2029
- Dublin City Play Strategy 2022 – 2027

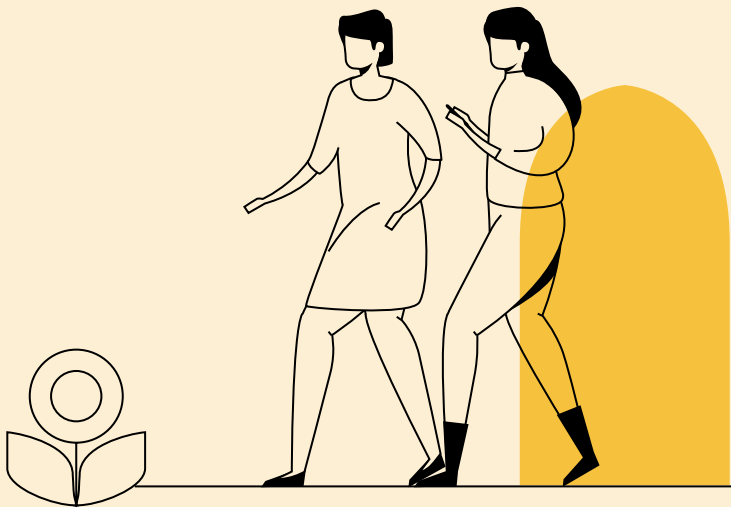


Guide the development and regeneration of the city region and its economy so that Dublin becomes one of Europe's most sustainable, dynamic, and resourceful city regions.



STRATEGIC OBJECTIVES

- Guide Dublin’s continued spatial development and growth, while enhancing quality of life, economic competitiveness, cultural heritage, and environmental resilience
- Co-create a smart, green, innovation-based economy in the city-region through collaboration with our economic and tourism partners
- Proactively focus on the regeneration, development and reuse of land and buildings across the city to bring vitality and vibrancy to city streets and neighbourhoods
- Lead the revitalisation of the city centre to create a capital that is safe, accessible, clean and thriving throughout the day and night, and that the whole country can be proud of



OUTCOME MEASURES

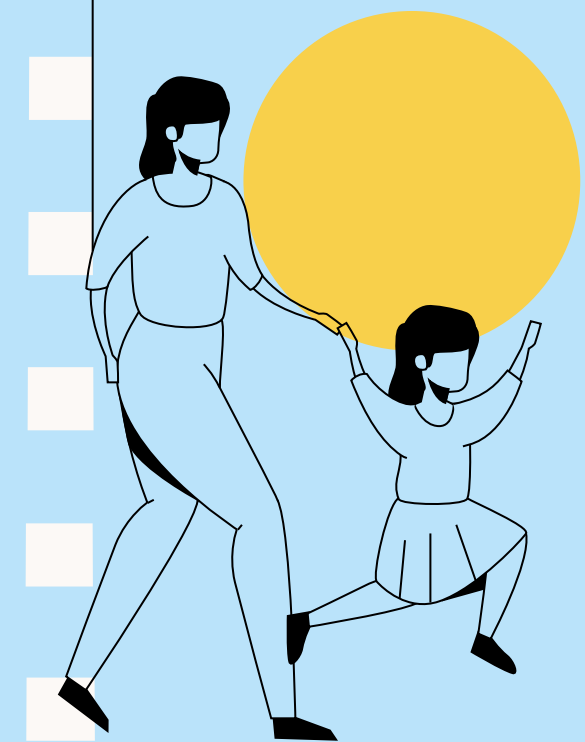
- Increase in population living throughout the city and in particular the inner city
- Employment and Unemployment Rates for Dublin
- Change in the Global Business Purchasing Managers Index for Dublin
- Total spend on economic development (NSI)
- Change in Retail Spending trend for Dublin
- Number of City Council sites/buildings brought back into productive use
- Number of residential units permitted
- Number of new dwellings commenced and completed in relation to housing supply targets
- Retail vacancy rates for Grafton Street and Henry Street on an annual basis
- Footfall at major City events and at events facilitated by the City Council
- Improved citizen perception and public sentiment of the city centre

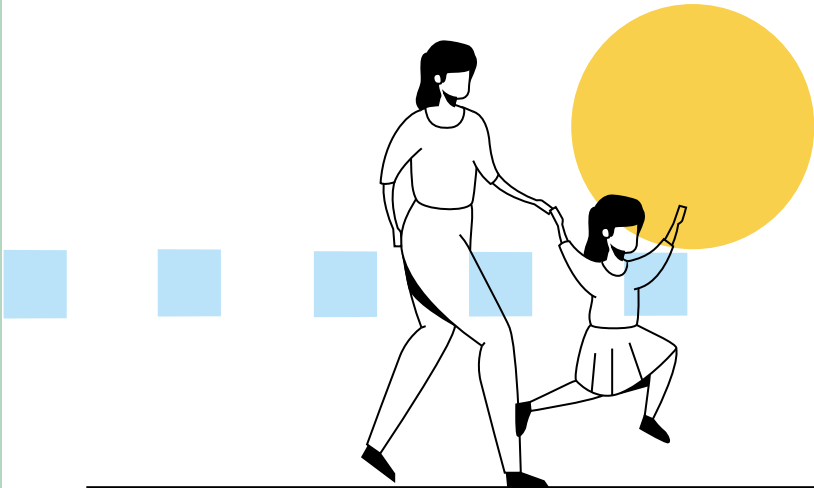
KEY STRATEGIES AND PLANS

- *Dublin City Development Plan 2022-2028*
- *The Heart of Dublin. City Centre Public Realm Masterplan 2016 – 2034*
- *Dublin City Heritage Plan 2023 – 2028*
- *Tourism Strategy 2023 – 2028*
- *EU Programme Participation Strategy 2021-2027*
- *Local Enterprise Office Dublin City Enterprise Development Plan 2025-2028*
- *Dublin Regional Enterprise Plan to 2025*
- *Local Enterprises Policy Statement 2024-2030*
- *The Dublin City Night-Time Economy Strategy*



Create and maintain a clean,
green, healthy, safe,
well-connected city with
a vibrant public realm that
all can enjoy.





STRATEGIC OBJECTIVES

- Create one of the cleanest cities in Europe through effective and innovative waste management and environmental enforcement action
- Maintain and renew the public realm to support ease of movement, create enjoyable public spaces that are uniquely Dublin, and contribute to making our city safe and accessible for all
- Provide an accessible low-traffic environment in the city to enable public transport, active travel, and public realm improvements
- Transform the way people walk, wheel and cycle in the capital by creating an Active Travel Network that improves access, connectivity and social cohesion for all
- Complete the transition of water services to Uisce Éireann and ensure continual engagement to facilitate the economic growth of the city

OUTCOME MEASURES

- Improvement in the classification of areas that when surveyed were unpolluted/litter free/slightly polluted (NSI)
- Improved citizen perception of a clean city
- Increase in tonnage of material collected from recycling facilities by material (textiles, glass, dry mix, general from civic amenity sites)
- Improved citizen perception of safety in the public realm
- Annual measure of traffic crossing the Canal Cordon broken down by transport mode
- Annual traffic counts in the core City Centre area, broken down by transport mode, including the pedestrian mode
- Pavement Condition Index Scoring (NSI)
- Increased active travel mode share - target of 25% by 2030.
- Percentage of residents within 400 metres of the Active Travel Network - minimum target of 40% by 2029 and 95% by 2034

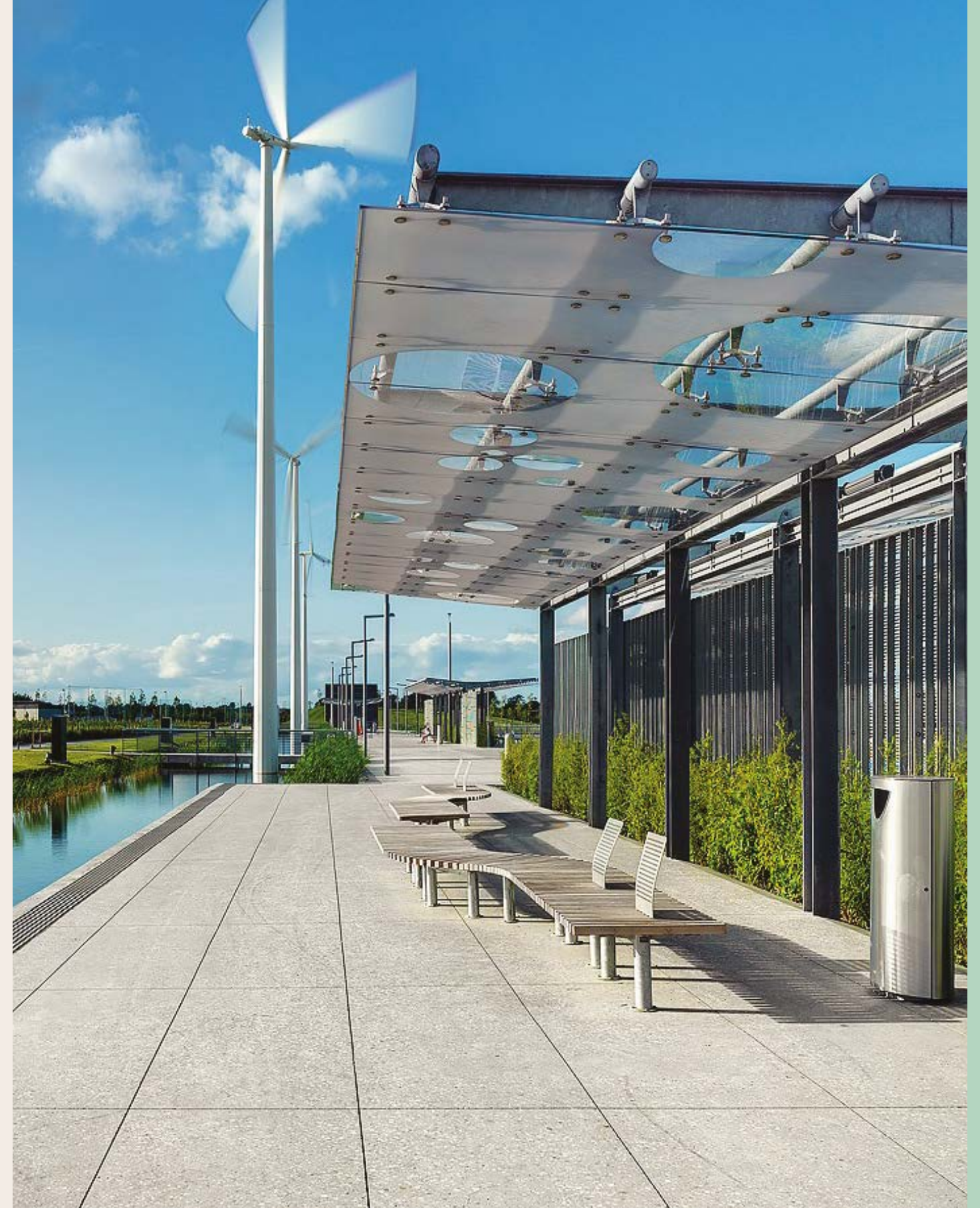
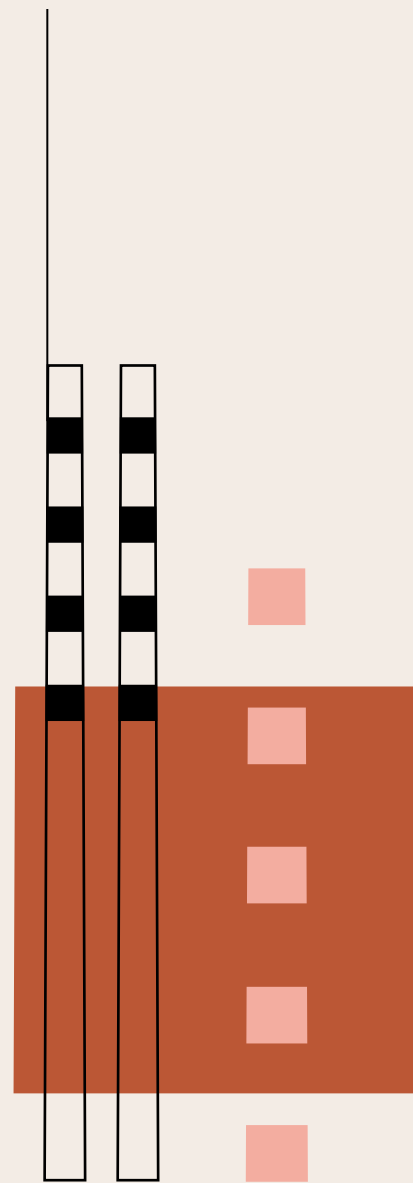
KEY STRATEGIES AND PLANS

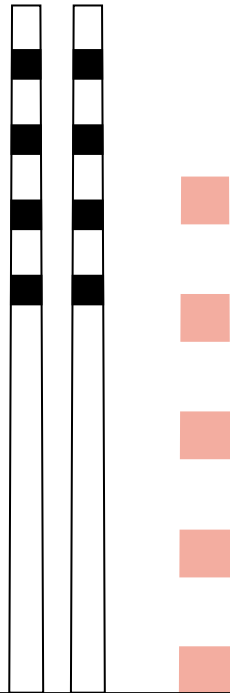
- National Waste Management Plan for a Circular Economy 2024-2030
- Dublin City Council Public Realm Strategy and Masterplan
- Dublin City Centre Transport Plan



GOAL

Lead and advocate for the transition of Dublin city, and its communities, to a healthy, low carbon and climate resilient future.





STRATEGIC OBJECTIVES

- Lead the collaborative effort to bring about the systemic and behaviour change needed to deliver on our climate goals
- Significantly reduce greenhouse gas emissions in City Council operations
- Strengthen Dublin’s resilience and capacity to prevent, adapt to, and recover from, the known and unknown impacts of climate change
- Manage the city’s surface water drainage systems and water bodies
- Work to improve the city’s environment, including its air quality
- Maintain and improve emergency response and preparedness and empower people to stay safe at home and at business

OUTCOME MEASURES

- Percentage reduction of Dublin’s greenhouse gas emissions from the 2018 baseline (Target 51% by 2030)
- Percentage reduction in emissions from City Council operations from the 2018 baseline (Target 51% by 2030)
- Percentage surface area retrofitted with sustainable drainage systems (Target: Minimum 20% reduction in discharge of surface water into the drainage system)
- Reduction in air pollution levels to ensure Dublin City Council meets World Health Organisation air quality guideline values by 2030 (Target: achieve annual reduction in NO2 levels to ensure limit value of 10mg per m3 is not exceeded by 2030)
- Percentage of cases in respect of fire in which first attendance at scene is within 10 minutes / Percentage of cases in respect of all other emergency incidents in which first attendance at the scene is within 10 minutes (NSI)
- Average time taken, in minutes, to mobilise fire brigades in Full-Time Stations in respect of fire / Average time taken, in minutes, to mobilise fire brigades in Full-Time Stations in respect of all other (non-fire) emergency incidents (NSI)
- Number of smoke alarms distributed to homes and community organisations

KEY STRATEGIES AND PLANS

- Climate Action Plan 2024-2029
- Sustainable Drainage Design & Evaluation Guide 2021
- Rainwater Management Plans - Guidance for Local Authorities 2024
- Nature Based Management of Urban Rainwater and Urban Surface Water Discharge; A National Strategy 2024
- Noise Action Plan
- Dublin Fire Brigade Operational Plan
- Dublin City Council Major Emergency Management Plan



OUR ENABLING GOALS

3



GOAL

Continue to strengthen our organisational effectiveness so that we better serve Dublin and its communities.

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE



10 REDUCED INEQUALITIES



11 SUSTAINABLE CITIES AND COMMUNITIES



16 PEACE, JUSTICE AND STRONG INSTITUTIONS



17 PARTNERSHIPS FOR THE GOALS



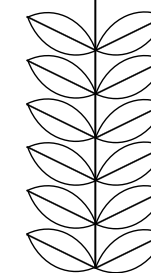
STRATEGIC OBJECTIVES

Focus on the fundamentals and deliver our essential, everyday services consistently well, contributing to a clean, green, safe, liveable, accessible and vibrant city for all

Work collaboratively as One Council, One Team

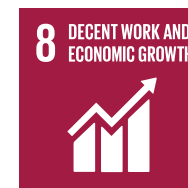
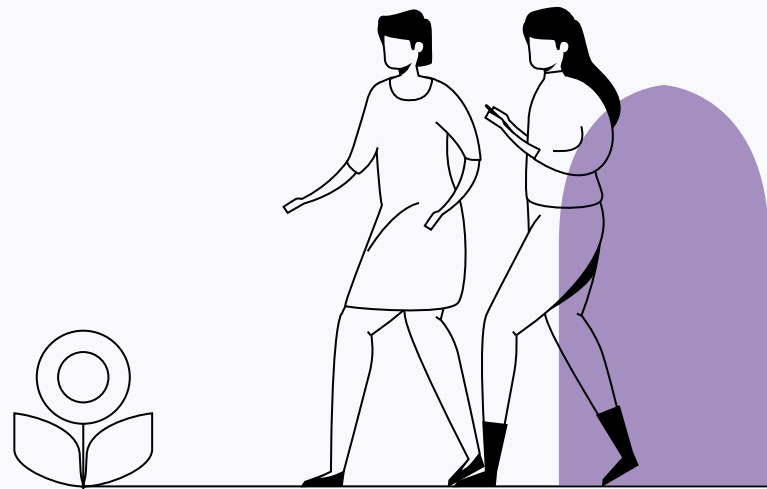
TO DELIVER ON THESE STRATEGIC OBJECTIVES, WE WILL

- Work to an agreed, clear set of shared priorities
- Accelerate the delivery of our capital and strategic projects
- Use new, accessible and better ways to communicate and engage meaningfully with citizens and with our staff
- Consider new and emerging digital technologies to bring improvements and efficiencies to our services and processes
- Embed implementation of the Public Sector Equality and Human Rights Duty into our strategies, programmes and services, creating opportunities for everyone to participate fully in society
- Play our role in the achievement of the UN Sustainable Development Goals by 2030 and inspire staff and communities to action



GOAL

Develop our people, our places and ways of working, our governance framework, and our technology to enable the organisation to be future-fit and deliver excellent, accessible, citizen-focused services.



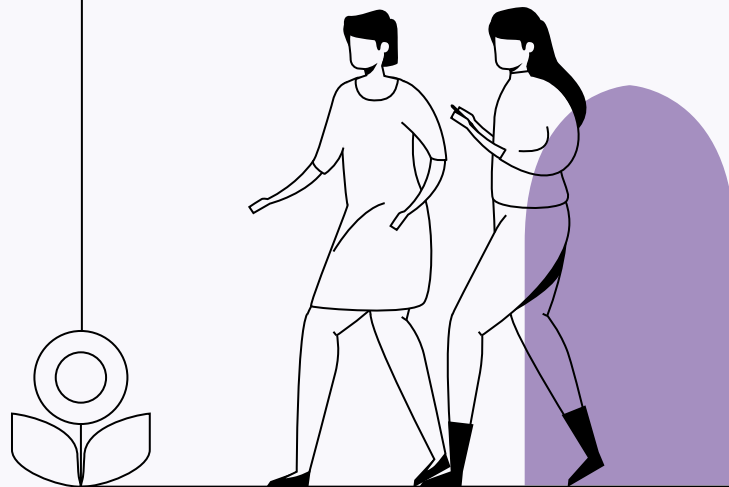
STRATEGIC OBJECTIVES

Strengthen trust in the City Council through good governance, quality service management, proactive communication, and inclusive citizen engagement

Accelerate the journey towards citizen-centric, data-informed, and digital service delivery, and embed a culture of transformation and continuous improvement

Make City Council workplaces and workspaces carbon efficient and designed to better meet the changing needs of all users

Strengthen our position as an employer of choice, retaining and attracting talent, and developing our workforce so we have the skills, capacity, and agility to effectively respond to the changing needs of our organisation and the city



OUTCOME MEASURES

- Increased rate of citizen trust
- Increase in participation from/engagements with identified groups in our consultations
- Percentage of relevant services delivered online (Target 90% by 2030)
- Percentage improvement in service user satisfaction rates for key services
- Percentage reduction in energy consumption in our offices, depots and facilities
- Percentage reduction in workplace incidents and accidents
- Percentage increase in positive employee sentiment
- Employee turnover and retention rates

KEY STRATEGIES AND PLANS

- *Local Government Code of Governance Framework*
- *Dublin City Council Risk Management Policy and Procedures 2024*
- *Communications Strategy 2024-2029*
- *Customer Service Action Plan*
- *Digital Transformation Strategy 2025-2030*
- *Strategic Workforce Plan 2024-2029*
- *National Plan for Irish Language Public Services 2024-2030*



GOAL

Support the effective and transparent delivery of democratic and statutory processes through strong governance and decision-making support.



STRATEGIC OBJECTIVES

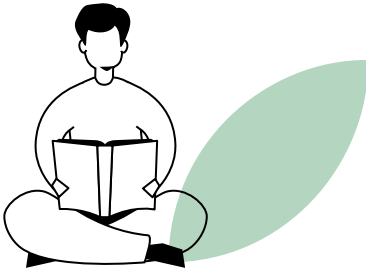
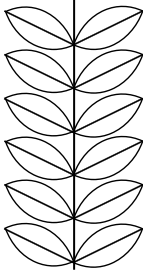
- Support the Elected Members to fulfil their role in democratic representation and the exercise of their reserved functions
- Enable and support compliance with our legal obligations through timely and practical legal services to all functional areas of the Council

OUTCOME MEASURES

- Councillor Satisfaction Survey
- Increased level of use of the Councillor Portal
- Number of Freedom of Information requests Recorded / Opened/ Subject to Internal Review / Appealed to Office of the Information Commissioner

KEY STRATEGIES AND PLANS

- Dublin City Council Corporate Plan 2025-2029



GOAL

Provide the financial base and technology environment that enables the organisation to maintain, grow and improve its services.



STRATEGIC OBJECTIVES

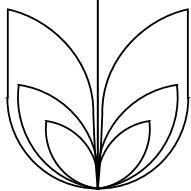
- Provide a sustainable funding base, strong financial governance and accountability and support value-for-money in our operations
- Enable the organisation to achieve its goals and support new ways of working by providing an effective, secure, and progressive technology environment

OUTCOME MEASURES

- Compliance with deadlines for Annual Revenue & Capital Budgets, Annual Financial Statements and Statutory Audit
- Percentage of commercial rates collected
- Cost of ICT provision as a % of revenue expenditure (NSI)

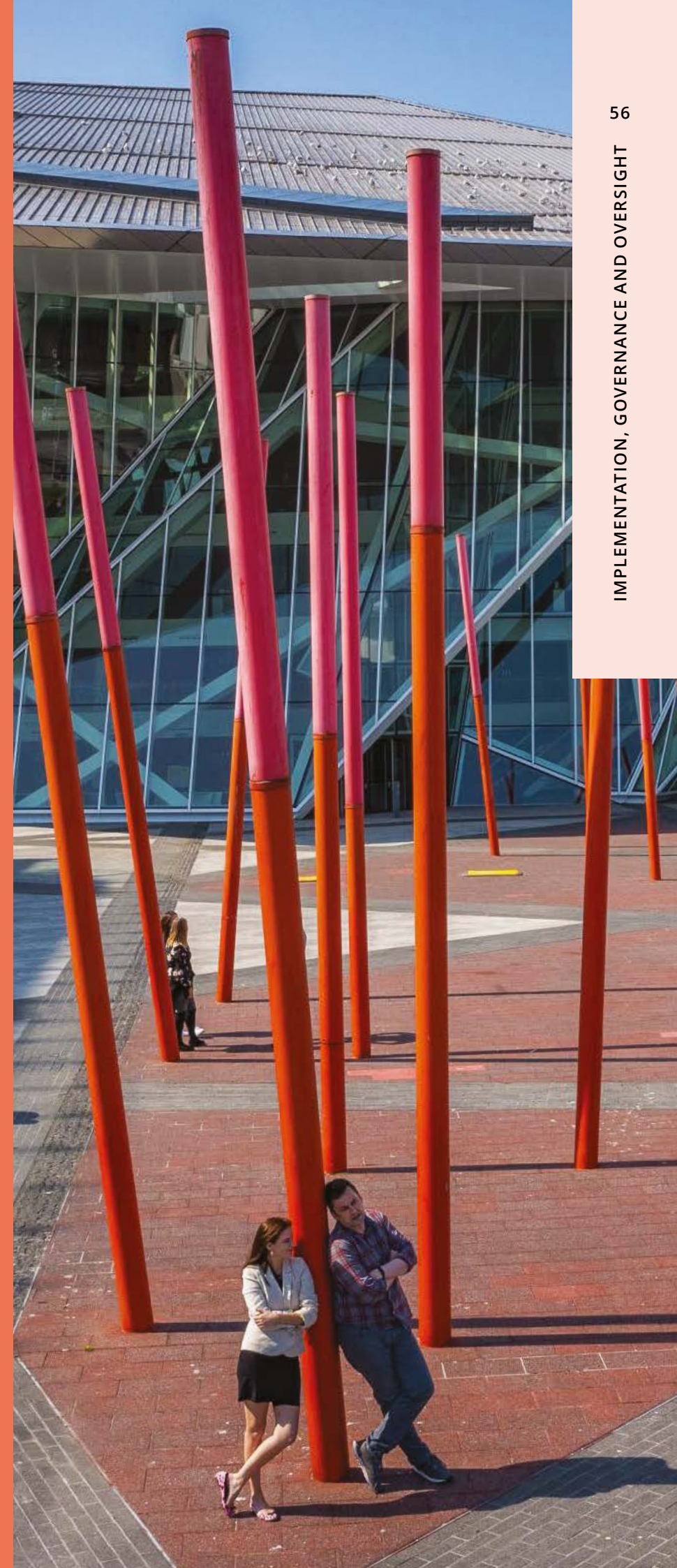
KEY STRATEGIES AND PLANS

- *Dublin City Council Procurement Policy and Procedures Manual 2023*
- *ICT Cyber Security Strategy 2025 - 2028*



IMPLEMENTATION, GOVERNANCE AND OVERSIGHT

4



Implementation and Oversight

IMPLEMENTATION FRAMEWORK

The City Council's vision will be delivered through the goals and strategic objectives set out in this Plan.

Those goals and strategic objectives feed directly into the policies and strategies that the City Council puts in place across the full range of our services. Much of the work needed to deliver the Corporate Plan will be detailed and progressed through these policies and strategies.

Each year, the City Council's Service Delivery Plan will set out specific priorities, as well as annual objectives for our principal services. Together these priorities and service objectives will help us work towards achieving our vision. The Service Delivery Plan will show clearly how the work programme for the year links to the Corporate Plan goals and objectives. This approach will embed the necessary flexibility into our framework for implementing the Corporate Plan.

Team Charters for our staff right across the organisation will translate those priorities and service objectives into work programmes linking the day-to-day work of our teams directly to our vision for the city.



GOVERNANCE AND OVERSIGHT

Progress on delivery of the Corporate Plan will be measured by an annual review of the outcome metrics in this Plan, a twice-yearly review of the performance metrics in the Annual Service Delivery Plan, and ongoing monitoring of activity levels in Team Charters.

The Dublin City Council Risk Management Policy and Procedures 2024 sets out a continuous cycle for the management of risk: Identify; Assess; Manage and Monitor.

The procedure includes the identification and management of the significant risks to achieving the objectives of the Corporate Plan and the Annual Service Delivery Plan.

An annual survey of citizen sentiment will give an indication of public perception of our service performance and progress towards achieving our vision.

The City Council's Chief Executive and Senior Management Team are responsible for ensuring implementation and delivery of the actions needed to achieve the goals and strategic objectives set out in this Plan, within the resources and capacity available.

Ongoing oversight of the Plan's implementation will be through the City Council and the Corporate Policy Group, with the City Council's Strategic Policy Committees having responsibility for overseeing progress on the individual goals within this Plan.

The Monthly Management Report, Annual Service Delivery Plan Progress Reports and the City Council's Annual Report will set out to the Elected Members where progress is being made and what the various metrics are showing.

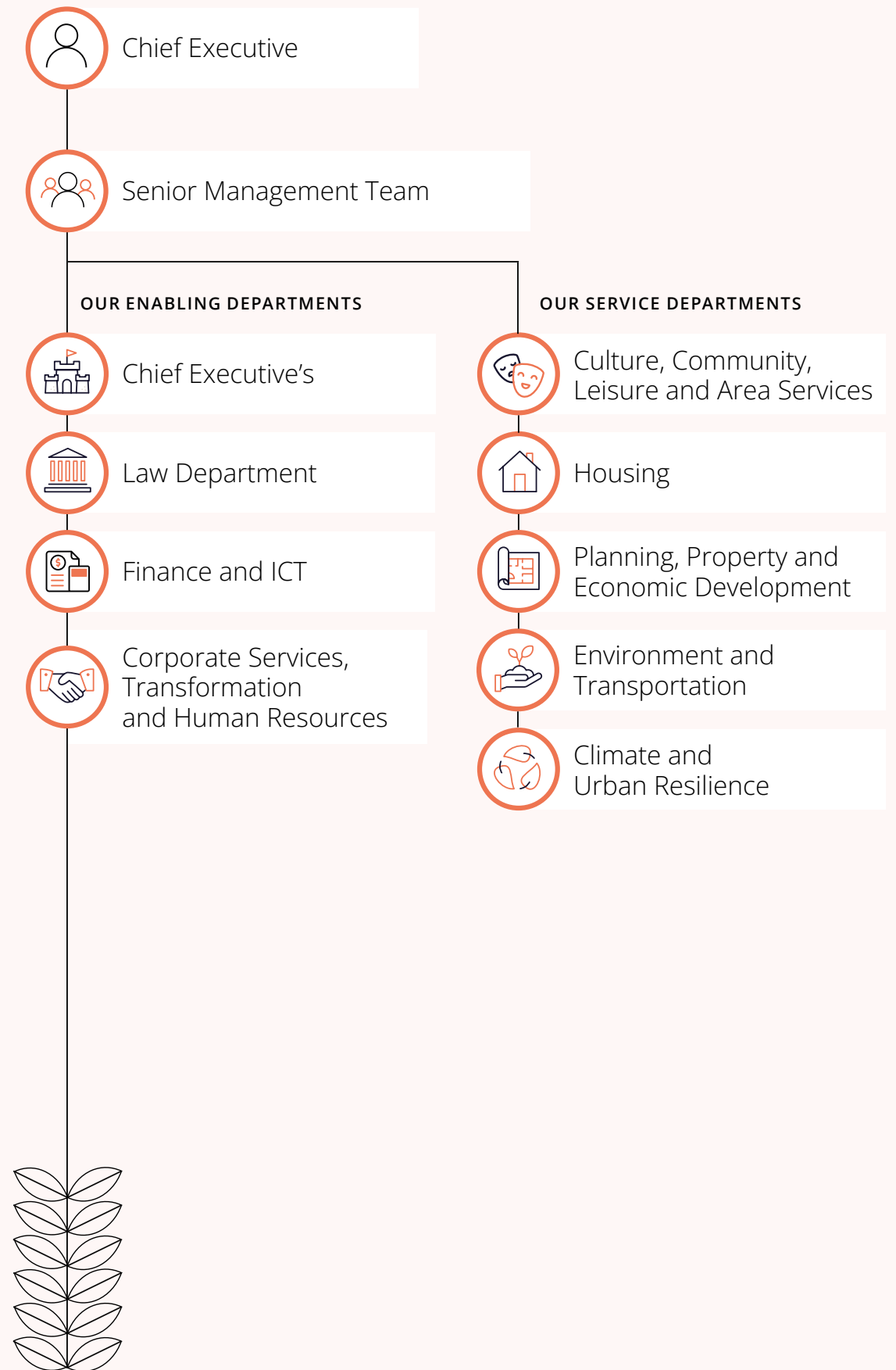
Governance and Organisational Structure

Dublin City Council is chaired by the Lord Mayor who is elected annually by the Members.

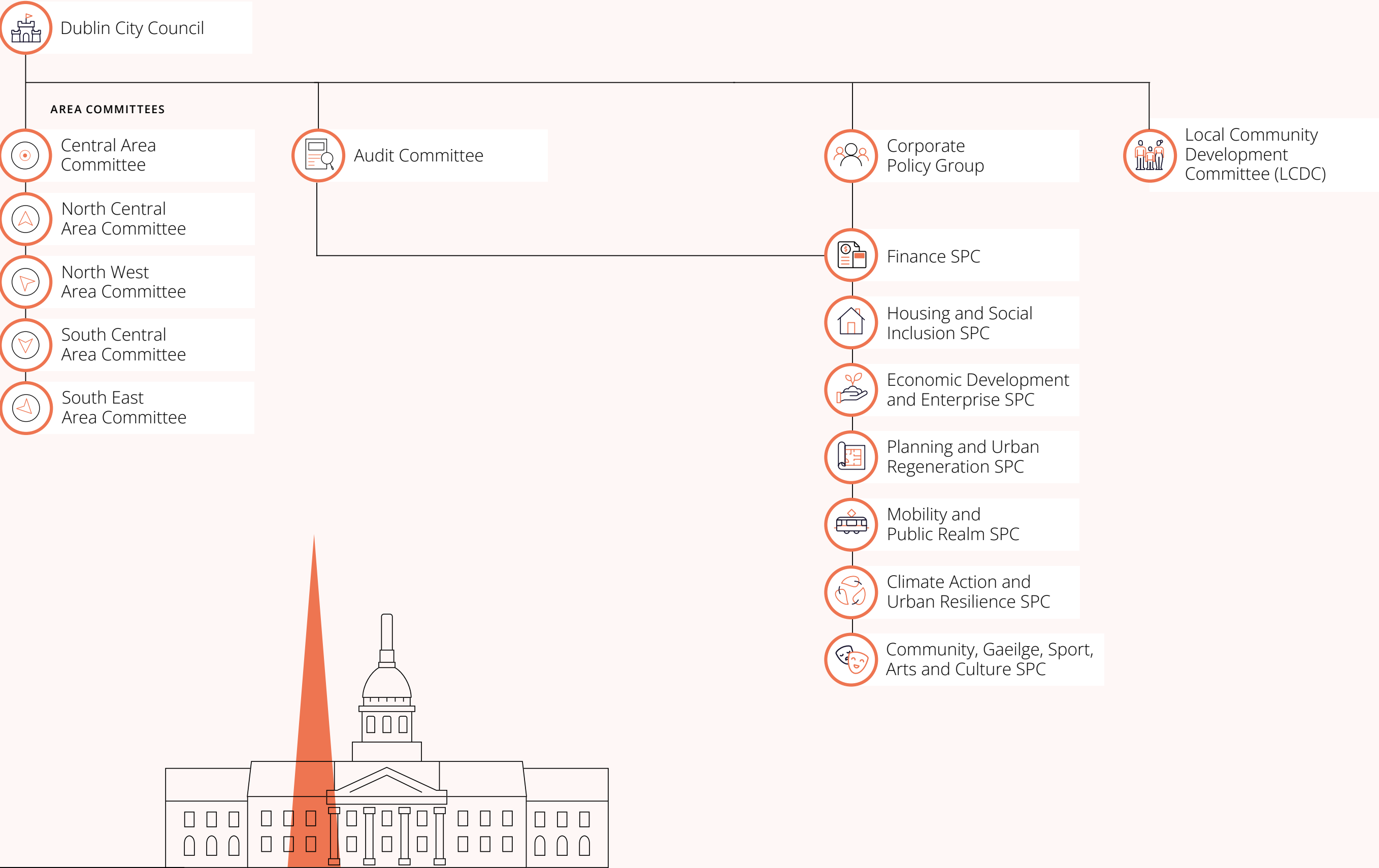
The Corporate Policy Group and seven Strategic Policy Committees develop and recommend policy to the Council.

The Chief Executive is responsible for the day-to-day operations of the Council, implementation of Council decisions and working with the elected representatives and council staff to achieve Dublin City Council's vision of a Thriving City for All.

ORGANISATIONAL STRUCTURE



GOVERNANCE



Elected Members of Dublin City Council



Central Area Committee

CABRA-GLASNEVIN

Cllr Feljin Jose - *Green Party*
Cllr Seamas McGrattan - *Sinn Fein*
Cllr Cat O'Driscoil - *Social Democrats*
Cllr Colm O'Rourke - *Fine Gael*
Cllr Ciaran Perry - *Non-Party*
Cllr Gayle Ralph - *Fine Gael*
Cllr John Stephens - *Fianna Fail*

NORTH INNER CITY

Cllr Janice Boylan - *Sinn Fein*
Cllr Christy Burke - *Non-Party*
Cllr Daniel Ennis - *Social Democrats*
Cllr Janet Horner - *Green Party*
Cllr Ray McAdam - *Fine Gael*
Cllr Niall Ring - *Non-Party*
Cllr Malachy Steenson - *Non-Party*



North Central Area Committee

ARTANE-WHITEHALL

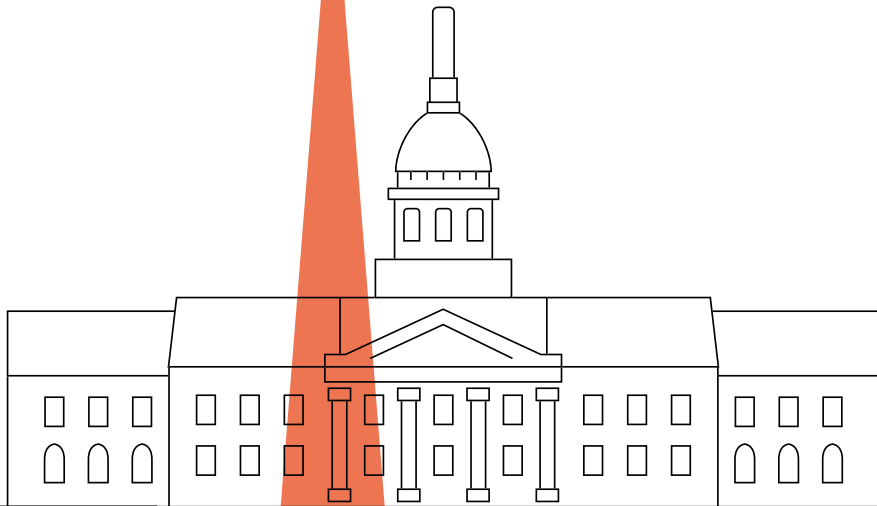
Cllr Racheal Batten - *Fianna Fail*
Cllr Declan Flanagan - *Fine Gael*
Cllr Jesslyn Henry - *Social Democrats*
Cllr John Lyons - *Non-Party*
Cllr Edel Moran - *Sinn Fein*
Cllr Aishling Silke - *Social Democrats*

CLONTARF

Cllr Kevin Breen - *Non-Party*
Cllr Donna Cooney - *Green Party*
Cllr Alison Field - *Labour Party*
Cllr Deirdre Heney - *Fianna Fail*
Cllr Clodagh Ni Muiri - *Fine Gael*
Cllr Catherine Stocker - *Social Democrats*

DONAGHMEDE

Cllr Daryl Barron - *Fianna Fail*
Cllr Micheal MacDonncha - *Sinn Fein*
Cllr Aoibheann Mahon - *Fianna Fail*
Cllr Paddy Monahan - *Social Democrats*
Cllr Supriya Singh - *Fine Gael*



North West Area Committee

BALLYMUN-FINGLAS

Cllr Mary Callaghan - *Social Democrats*
Cllr Anthony Connaghan - *Sinn Fein*
Cllr Keith Connolly - *Fianna Fail*
Cllr Leslie Kane - *Sinn Fein*
Cllr Gavin Pepper - *Non-Party*
Cllr Conor Reddy - *People Before Profit*



South East Area Committee

KIMMAGE-RATHMINES

Cllr Fiona Connolly - *Labour Party*
Cllr Tara Deacy - *Social Democrats*
Cllr Pat Dunne - *Right to Change*
Cllr Patrick Kinsella - *Fine Gael*
Cllr Carolyn Moore - *Green Party*
Cllr Punam Rane - *Fine Gael*

PEMBROKE

Cllr Emma Blain - *Fine Gael*
Cllr Hazel Chu - *Green Party*
Cllr David Coffey - *Fine Gael*
Cllr Rory Hogan - *Fianna Fail*
Cllr Dermot Lacey - *Labour Party*

SOUTH EAST INNER CITY

Cllr Claire Byrne - *Green Party*
Cllr Danny Byrne - *Fine Gael*
Cllr Cian Farrell - *Social Democrats*
Cllr Mannix Flynn - *Non-Party*
Cllr Kourtney Kenny - *Sinn Fein*



South Central Area Committee

BALLYFERMOT-DRIMNAGH

Cllr Ray Cunningham - *Green Party*
Cllr Hazel De Nortuin - *People Before Profit*
Cllr Daithi Doolan - *Sinn Fein*
Cllr Vincent Jackson - *Non-Party*
Cllr Philip Sutcliffe - *Independent Ireland*

SOUTH WEST INNER CITY

Cllr Ammar Ali - *Fianna Fail*
Cllr Lesley Byrne - *Social Democrats*
Cllr Darragh Moriarty - *Labour Party*
Cllr Ciaran O Meachair - *Sinn Fein*
Cllr Michael Pidgeon - *Green Party*

APPENDICES

5



APPENDIX 1

Public Sector Equality and Human Rights Duty

The Public Sector Equality and Human Rights Duty ('the Duty') is a statutory obligation on public bodies to have regard to the need to eliminate discrimination, promote equality of opportunity and protect the human rights of our Elected Members, employees, services users and policy beneficiaries, under Section 42 of the Irish Human Rights and Equality Commission Act 2014.

The City Council is committed to driving the ongoing implementation of the Duty across all of our service areas and will continue to support and monitor the development and implementation of annual action plans for the Duty, based on our Annual Service Delivery Plans. We will gather and analyse data to report on our achievements in addressing equality and human rights issues as part of the City Council's Annual Report.

Each Department is responsible for organising and for ensuring ongoing implementation of the Duty in its work.

Dublin City Council undertakes the steps required to give effect to the Duty: Assess, Address and Report.

ASSESS

Dublin City Council has undertaken an evidence-based and participative assessment of the human rights and equality issues, facing the identified groups for the Duty, it believes to be relevant to its functions and purpose for each Department, which is amalgamated in a single organisational assessment.

This assessment is based on a review of relevant national policy, national research, and submissions to international human rights monitoring bodies to capture issues of situation and experience for these groups and needs specific to these groups, and on engagement with relevant civil society organisations. It is not an assessment of Dublin City Council in the performance of its functions.



ADDRESS

Dublin City Council has developed an implementation plan as a framework for the ongoing implementation of the Duty over the period of this Corporate Plan, which includes implementation plans prepared by each Department. This implementation plan sets out: the values that motivate the City Council's concern for equality and human rights and their concrete implications for City Council priorities and processes; the assessment of equality and human rights issues relevant to the functions and purpose of the City Council; actions to enable an ongoing implementation of the Duty; how the Address step of the Duty will be implemented in an ongoing manner in the development or review of plans, policies, strategies and programmes, and through targeted action plans; and how the Report step of the Duty will be implemented each year.

Eleven equality and human rights issues were drawn from the overall assessment, as being of an overarching nature and a priority for this Corporate Plan and are addressed in the commitments made in the relevant areas of this Corporate Plan (See Appendix 1). The ongoing implementation of the Address Step of the Duty, under the implementation plan, will secure an adequate and appropriate response to the equality and human rights issues identified in the assessment. This will be further reinforced, as required, through targeted plans and strategies, such as the Age Friendly Strategy, the Strategic Plan for Housing People with a Disability and the Traveller Accommodation Programme.



REPORT

As part of the Annual Service Delivery Plan reporting process, each department will report on progress made in addressing the equality and human rights issues identified. Dublin City Council will also report annually on developments and achievements in implementing the Duty within the Annual Report.

PRIORITY EQUALITY AND HUMAN RIGHTS ISSUES

The eleven issues below were established as being of an overarching nature and a priority for this Corporate Plan. Dublin City Council's template for the Address Step of the Duty was completed to ensure that these equality and human rights issues were being adequately and appropriately addressed in the commitments made in the relevant areas of this Corporate Plan.

- Discrimination across the identified groups that is both at the individual and the systemic level and includes harassment and sexual harassment.
- Staff training and awareness on issues of equality, discrimination, and stereotyping, and of diversity and inclusive processes.
- The need for universal design in infrastructure, facilities, employment and services.

- Unemployment and under-representation in employment, and barriers to and lack of promotion at work for people from the identified groups.
- Accessibility of employment and work environments, services and facilities, and communication systems, with a lack of processes to adapt or be flexible in response to the practical implications of diversity and the specific needs of people from the identified groups.
- Poverty, both concentrated in specific areas and dispersed within areas of affluence, experienced by people from the identified groups.
- Housing disadvantage and homelessness across the identified groups.
- Limited participation of people from the identified groups in physical activities as participants and organisers, and in cultural activities as producers and as consumers of arts and culture.
- Digital constraints and exclusion for people from the identified groups due to absence of infrastructure and connectivity, lack of necessary equipment, and lack of sufficient IT skills.
- The need for specific consultation or engagement with the voices of the identified groups, and consultation processes designed to be inclusive.
- Need for accessible information to enable informed choices by people from the identified groups.



APPENDIX 2

Service Level Agreements

Homeless Services

(Residential / Day Services / Visiting Support / Outreach)

| | |
|---------------------------|-----------------------|
| CROSSCARE | BARKA |
| PADDY MCGRATH | RESPOND |
| DEPAUL IRELAND | HAIL HOUSING |
| CUAN MHUIRE | SALVATION ARMY |
| DUBLIN SIMON | THRESHOLD DUBLIN |
| SONS OF DIVINE PROVIDENCE | SOPHIA |
| FOCUS IRELAND | THRESHOLD EAST REGION |
| MERCHANTS QUAY | BRU NA BHFIANN |
| NOVAS INITIATIVE | CAPUCHIN DAY CENTRE |
| ANA LIFFEY | ANEW |
| PMVT | IVEAGH HOSTEL |

Roads and Traffic Services

(MapRoad Licencing and Pavement Management System)

ROAD MANAGEMENT OFFICE (RMO)

Climate Action

SEAI

Air Quality Monitoring & Noise Control

ENVIRONMENTAL MONITORING
SYSTEMS

NVM LIMITED

SONITUS

LENNOX

ENVITECH EUROPE LTD

Waste Management Services

WASTE ENFORCEMENT REGIONAL LEAD AUTHORITIES (WERLA)

DEPARTMENT OF ENVIRONMENT,
CLIMATE & COMMUNICATIONS

DUBLIN LOCAL AUTHORITIES -
(ADMINISTRATION OF THE PATHFINDER FUNDING FROM THE SEAI)

Sports and Leisure

DUBLIN CITY SPORTS & LEISURE COMPANY LIMITED

IRISH AMATEUR SWIMMING ASSOCIATION COMPANY
LIMITED T/A SWIM IRELAND

Culture

DUBLIN CITY COUNCIL CULTURE COMPANY LIMITED



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paper as part of our commitment
to sustainability.*



Comhairle Cathrach
Bhaile Átha Cliath
Dublin City Council