

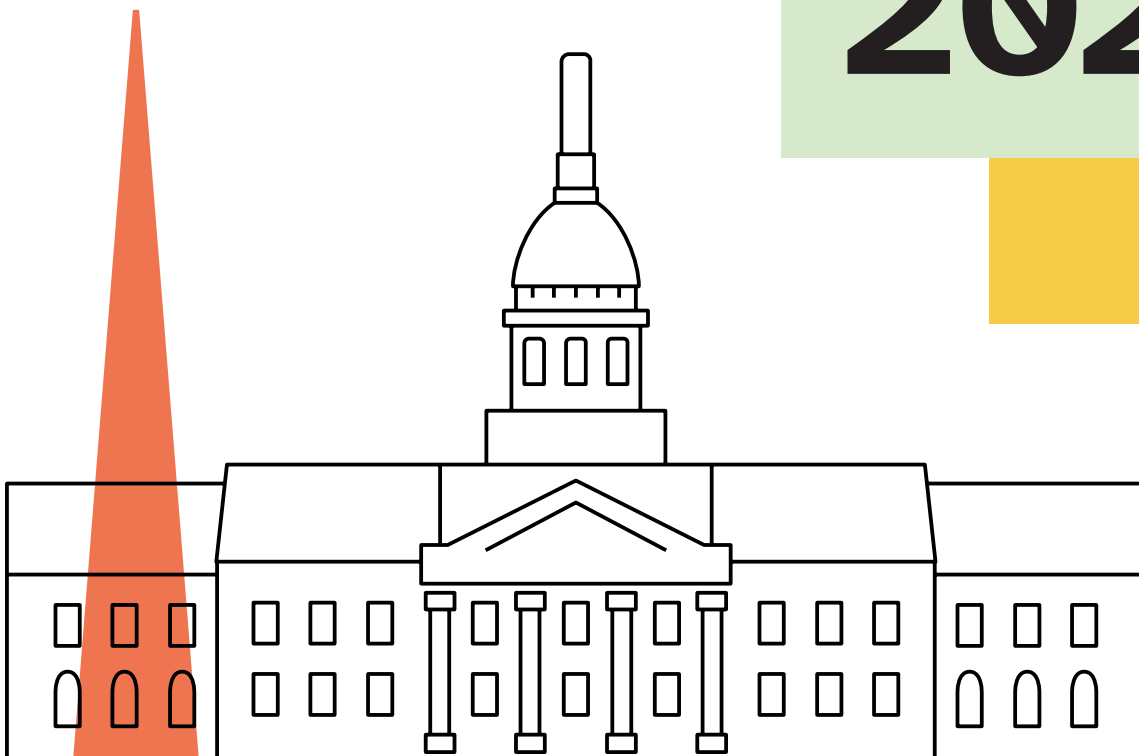


Comhairle Cathrach  
Bhaile Átha Cliath  
Dublin City Council

# Corporate Plan 2025 - 2029

## 2025 Progress Report

# 2025 2029



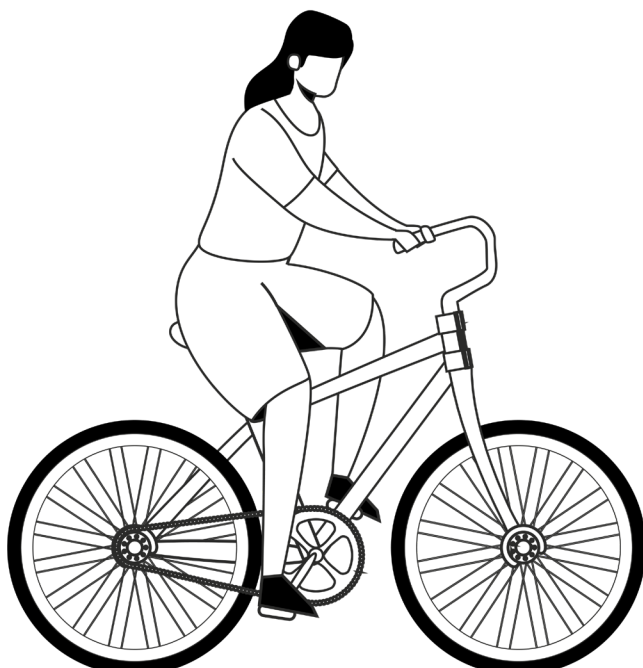
# Contents

## Our Goals for the City

Housing.....	4
Neighbourhoods and Communities.....	9
Economy, Growth and Urban Regeneration.....	15
Mobility and Public Realm.....	22
Climate Action and Urban Resilience.....	29

## Our Enabling Goals

Cross Organisational Goal.....	38
Our People and Ways of Working.....	41
Democratic Leadership.....	48
Financial Base.....	52

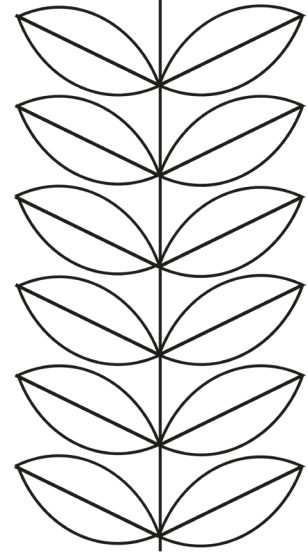


# Our Goals for the City



## 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 Objective 1:

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

Delivering high-quality social and affordable housing remains a core priority for Dublin City Council. In 2025, the City Council Housing Team, working in close partnership with Approved Housing Bodies (AHBs) and the Land Development Agency (LDA), successfully supported the delivery of 1,375 new social homes across the city.

This significant achievement included the completion and opening of new housing developments at Stonemount, Davitt Road and Clonshaugh House, enabling individuals and families from Dublin City Council's housing waiting list to move into safe, secure and high-quality new homes within their communities.

Alongside this, strong progress was made in advancing a number of major housing schemes, including the commencement and active oversight of new developments at Teresa's Gardens (Donore), Oscar Traynor Road, Montpelier (O'Devaney), Dorset Street and the Cromcastle Underpass.

In another important milestone, works also commenced on site for the Council's first Cost Rental housing scheme in Inchicore. This landmark development will deliver 441 new cost-rental homes, with completion expected in early 2028, further expanding access to affordable, secure housing options for people living and working in the city.

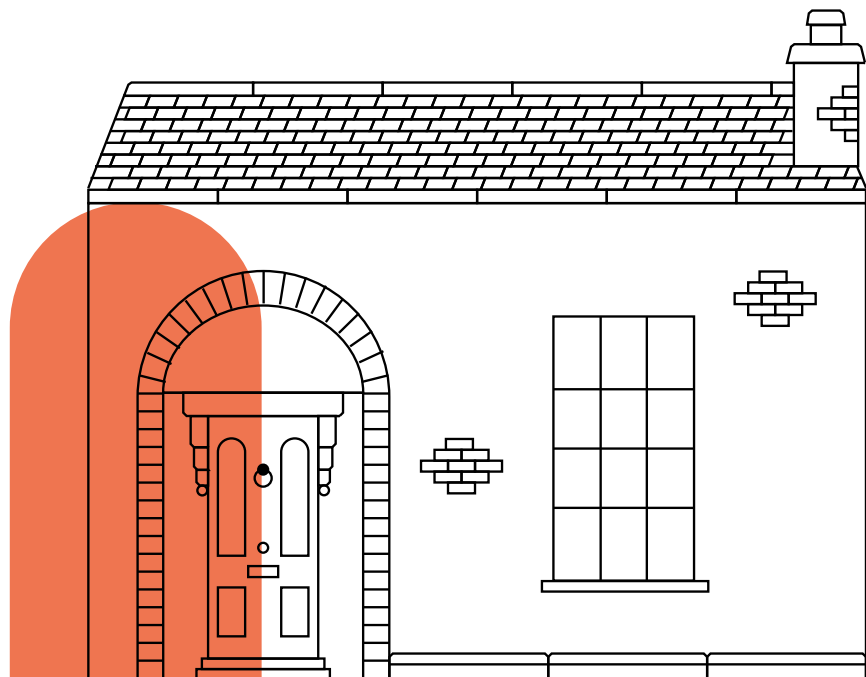
# Strategic Objective 2:

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

In 2025 a total of 1,637 households were prevented from entering Emergency Accommodation. Homeless HAP was the principal means of prevention for 616 families and 469 singles across the Dublin Region.

In total, 1,350 households exited Emergency Accommodation to a tenancy in 2025 with 601 households (261 families and 30 single adults) housed in social housing by the City Council. The numbers of new presenting families increased from an average of 76 per month in 2024 to 88 per month in 2025, a steep rise on previous years. More positively, the average number of new single adults placed in emergency accommodation each month fell to 153 in 2025 from 179 in 2024.

As part of the Dublin Region Homeless Executive's commitment to improve the quality and services available to families and single adults experiencing Homelessness, Dublin City Council engaged an independent contractor and in 2025, a total of 388 Independent Inspectorate and unannounced inspections were carried out. The inspections form part of the overall National Quality Standards Framework developed by the Dublin Region Homeless Executive.



# Strategic Objective 3:

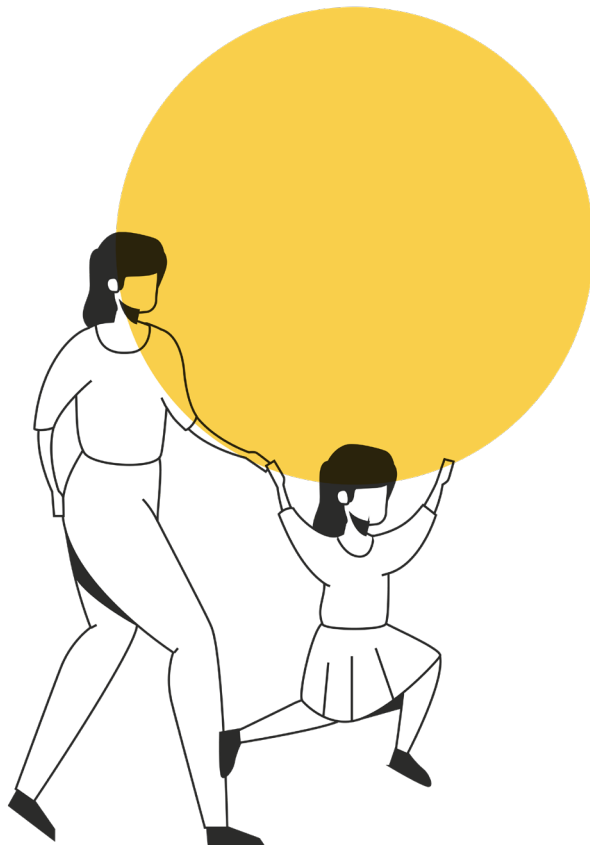
## Maintain and manage our homes to help foster inclusive communities where people are proud to live

The Council maintains a housing stock of over 29,000 social homes, many of which require substantial refurbishment works and ongoing maintenance. In 2025, the housing maintenance team carried out repairs to a series of flat complexes across the City to enhance living conditions for tenants.

During the year, 93 vacant properties were refurbished to bring them back into use, and energy efficiency upgrade works were completed on 321 homes, including a full energy retrofit of a Senior Citizen Flat Complex at Cannon Burke in Cabra. The team also responded to 600 maintenance requests across 14 Traveller accommodation sites and addressed more than 70,000 repair requests submitted to housing maintenance by tenants.

The housing operations team continued to work closely with our Area Offices to support effective estate management and to ensure that incidents of anti-social behaviour were addressed promptly and appropriately.

The team also oversaw compliance in the private rental sector, carrying out 7,360 inspections in 2025 to ensure that private rented homes met the required standards.

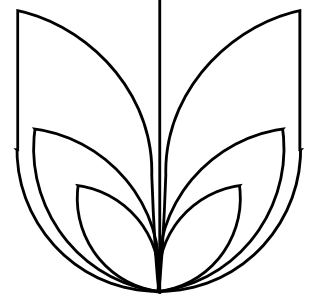


## OUTCOMES MEASURES FOR 2025

Number of City Council led homes completed by tenure	<b>1,375</b> homes were completed on Dublin City Council owned land
Number of City Council led homes completed by bedroom size mix	<ul style="list-style-type: none"> <li>• 670 x 1-bedroom homes</li> <li>• 597 x 2-bedroom homes</li> <li>• 71 x 3-bedroom homes</li> <li>• 2 x 4-bedroom homes</li> <li>• 35 x studio</li> </ul>
Number of City Council led homes that have secured planning approval	<p>Planning approval was secured for City Council led homes in:</p> <ul style="list-style-type: none"> <li>• Infirmarary Road, Stanley Street (167)</li> <li>• Balcurris Park (288)</li> <li>• Forbes Lane (108)</li> <li>• Basin Lane (171)</li> <li>• St Andrew's Court (33)</li> <li>• Cara Park (9)</li> <li>• Bluebell Waterways (383)</li> <li>• Glover Court (53)</li> <li>• Crumlin Road/ Rafters Lane (38)</li> <li>• Bannow Road (144)</li> </ul>
Amount of non-residential floor space delivered as part of housing development	<b>1147.5m<sup>2</sup></b> of non-residential floor space was delivered as part of housing development across Dublin City Council and Approved Housing Bodies.
Number of Approved Housing Body homes funded via Dublin City Council	<p><b>1,242</b> Approved Housing Body homes were funded via Dublin City Council</p> <p><b>1,198</b> via Capital Advance Leasing Facility (CALF) and <b>44</b> via the Capital Assistance Scheme (CAS)</p>
Number of homes acquired/leased and brought into use as Council housing (NSI)	<p><b>225</b> homes were acquired / leased and brought into use as Council Housing</p> <ul style="list-style-type: none"> <li>• Acquisitions: 122</li> <li>• Leasing: 73</li> <li>• Part V Leasing: 34</li> </ul>
Number of vacant homes brought into use as residential	<b>47</b> homes were brought into use as residential
Number of people exited from homelessness to a tenancy	<b>603</b> families and <b>747</b> single households exited from homelessness to a tenancy
Number of adult individuals in emergency accommodation 6 months or more (NSI)	<p>A total of 5,827 Adults:</p> <p>2,486 Adults in Families &amp; 3,341 Single Households</p>
Number of people prevented from entering homelessness	<b>954</b> Family Preventions & <b>683</b> Single Households were prevented from entering homelessness
Number of planned maintenance (including energy efficiency) completed	<b>321</b> (energy retrofits) as part of planned maintenance were carried out
Number of void refurbishments completed	<b>913</b> refurbishments of void properties were complete
Number of housing repair tasks completed	<b>70,000</b> housing repair tasks were complete
Number of homes allocated to households with a disability	<b>359</b> homes were allocated to households with a disability
Number of days from when a home is vacated to when it is re-let (NSI)	The turnaround time from when a home was vacated to when it was relet in 2025 was <b>180</b> days
Number of private rented dwellings inspected (NSI)	<b>7,360</b> private rented dwellings (comprising 10,471 tenancies) were inspected

## 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**



» Need High res image

# Strategic Objective 1:

## Expand and enhance the range of quality, inclusive community, cultural, sports, parks and recreational facilities and services in neighbourhoods across the city

A number of new facilities were completed during 2025, creating amenities that play a vital role in the daily life of communities across the city. These include the opening of the new Docklands Water Sports Centre in September 2025 and Seven Heroes Square in Ballymun in May 2025.

Four new playgrounds were delivered in city parks – Kildonan, Chapelizod, McAuley Park and Kilmore West - bringing the total number of playgrounds in City Parks to 74.

Work on the refurbishment of Donore Youth & Community Centre commenced and will be completed in Summer 2027. In addition, substantial progress was made on the design and planning of our three flagship sports and leisure projects - Dalymount Park, Irishtown & Kilmore Leisure Centres. Refurbishment of a number of all-weather pitches across the city was also completed during 2025.

Refurbishment of Kildonan Park in Finglas was completed and included the creation of a new skate park. Four existing playgrounds were also refurbished, and wheelchair accessible swings were installed in the playgrounds at St Anne's Park and Fr Collins Park. These projects help create quality, accessible and diverse play opportunities as part of our commitments under the City Play Strategy.

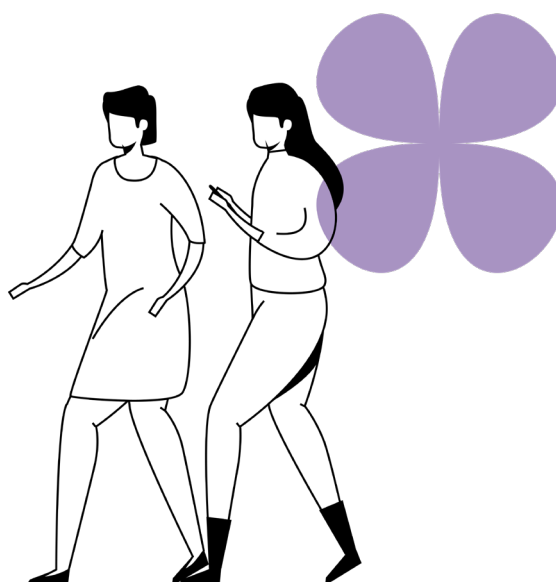
The Dublin City Council Sports Plan is now in its 2nd year, and its implementation is overseen by the Sports Sub-Committee of the Community, Gaeilge, Sports, Arts and Culture SPC. Actions completed during 2025 include:

Appointment of the required staff highlighted within the Sports Plan, these include a Sports Implementation Officer, Facilities Management Officer and two Senior Sports Officers.

Implementation of a new Marketing & Communications campaign for the City Council's existing facilities.

Establishment of Sports Fora in each of the 5 Administrative Areas.

Delivery of swimming lessons through the medium of Irish.





## Strategic Objective 2:

### Conserve and restore biodiversity through partnership with other agencies and local communities

In 2025, the Parks, Biodiversity and Landscape Department continued its collaborative work with local authorities, agencies, NGOs, researchers, and community groups to conserve and restore biodiversity across the city. Volunteer Conservation Meitheals held on the North Bull Island, supported invasive species control, and coastal habitat restoration, while citizen-science projects, such as bird surveys, BioBlitzes and pollinator counts, provided valuable ecological data to long-term data sets.

Public engagement remained central, with events including the St Anne's Rose Festival Biodiversity Village, guided tree, bird and bat walks, school workshops, and seasonal activities helping to build awareness and connect people with nature. Research collaborations with third-level institutes throughout 2025 ensured that actions were grounded in robust evidence, supporting coordinated management and community participation to strengthen the long-term conservation of Dublin's natural heritage.

The Dublin Bay UNESCO Biosphere also continued in 2025 as a strong cross agency partnership led by Dublin City Council, working with Fingal County Council, Dún Laoghaire Rathdown County Council, NPWS, Dublin Port Company, Fáilte Ireland, and a wide network of environmental organisations and community groups to protect the ecological health of Dublin Bay. The ten-year Periodic Review for redesignation of the Biosphere began in 2025 and will involve extensive consultation with stakeholders, community groups, and partner agencies in the next year to assess progress and plan for the next decade of Biosphere management.



## Strategic Objective 3:

**Promote and lead cohesive communities through a range of social inclusion, community development, equality, age friendly, intercultural integration and Irish language programmes and activities**

Significant progress was made in advancing integration, community participation, and social inclusion initiatives throughout 2025. Key developments included the establishment of the Local Authority Integration Team, which is now fully operational and supporting integration initiatives across the City, the reconvening of the Community Integration Forum to support the LAIT's work and the continuation of the Lord Mayor Taskforce for Integration.

Delivery of the Age Friendly Programme continued across all five administrative areas overseen by the Age Friendly Alliance and the 5 Area-based Older People's Councils.

The City Council's Partnership with AsIAM continued through our Autism Friendly City Initiative, supported by the recruitment of an Autism Friendly Officer to develop and implement the Autism Friendly City Action Plan.

Approximately €11.5m was distributed in funded programmes, delivered in partnership with the Local Community Development Committee (LCDC), the Department of Rural and Community Development and the Gaeltacht (DRCDG), the Department of Health (DoH), and other Government agencies.

In March 2025, a funding agreement of €4.5m was announced with DRCDG which sees Dublin City Council lead the regional roll-out of Gaeilge365 programme across Dublin. This investment provides the necessary structure to scale impact towards the target of 100,000 engagements by the end of 2027 and supports the countywide target of 150,000 additional Irish-language participation opportunities by the end of 2028.



## Strategic Objective 4:

### Celebrate Dublin's unique character and diverse cultures to build a sense of belonging and pride in the city

The new Development Plan for Dublin City Council Libraries, Libraries Unbound 2025-2029, was adopted by the City Council at its November 2025 meeting. The plan was prepared following a comprehensive public consultation process and was assessed against The Public Sector Equality and Human Rights Duty.

The 30th annual Dublin Literary Award was successfully delivered, with the winning title, *The Adversary* by Michael Crummy, announced at the International Literature Festival in May 2025.

The 20th annual One Dublin One Book campaign was celebrated with a specially commissioned anthology – *Dublin, Written in Our Hearts* and a full programme of events in April.

The 13th Annual Dublin Festival of History brought over 250 free events to the city, beginning with The Big Weekend in the Round Room of the Mansion House which featured many bestselling Irish and international historians.

The Parnell Square Cultural Quarter (PSCQ) Project (phase 1) is underway. The City Library has progressed to Stage 3 of the tender process.

The Hugh Lane Gallery Strategic Plan 2025-2029 was adopted by Dublin City Council in December 2025 and focuses on ensuring the Gallery remains relevant and engaged with its audiences during the physical closure and refurbishment of HLG as part of the Parnell Square Project.

Dublin City Arts Plan 2025-2029 highlights the implementation of the Public Sector Duty and the embedding of opportunities for diversity and marginalised groups in Arts provision. A key area of focus for the Arts Office and the Community, Gaeilge, Sports, Arts and Culture SPC for 2025 was the expansion and delivery of artists workspaces and arts and cultural venues.

Dublin City Council and Xestra Asset Management were awarded the Business to Arts Major Arts Partnership Award in September 2025 in recognition of our innovative approach to developing 12 new artists workspaces at Artane Place as part of the Space to Create Initiative.

Part 8 permission was also approved in late 2025 for the conversion of St Werburgh's Church to a cultural venue, supporting the City Council's objective to expand the availability of cultural spaces across Dublin. This investment provides the necessary structure to scale impact towards the target of 100,000 engagements by the end of 2027 and supports the countywide target of 150,000 additional Irish-language participation opportunities by the end of 2028.

## OUTCOMES MEASURES FOR 2025

Proportion of population within 15-minute walk, cycle or public transport link to our services and facilities

Mapping commenced during 2025 and work will be advanced in the coming year.

5% increase in the use of City Council owned Sports and Leisure facilities

The number of people recorded using the sports centre during 2025 was **1,756,904**.

Amount of community, arts and cultural spaces provided as part of large-scale developments under the 5% provision of the City Development Plan (CUO25)

In 2025, approximately **14,589m<sup>2</sup>** of creative community cultural space in new developments was granted.

Increased number of artist workspaces through a combination of private and public sector delivery (Target: 200)

**12 new artists' workspaces** were provided in Artane Place during 2025.

Increased registered users per capita of Libraries (NSI)

Information will be available on completion of NOAC

Increase in tree canopy cover of the City

Parks, Biodiversity and Landscape are planting 3,000 to 5,000 trees per year. In 2017, a Tree Canopy Survey showed that the canopy cover was 10.2%. We are in the process of organising a new Tree Canopy Survey which will allow us to measure our progress compared to 2017.

Percentage of local schools involved in the Dublin City Comhairle na nÓg (NSI)

**11.6%** of local schools are involved in the Dublin City Comhairle na nÓg

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)

Dublin City Public Participation Network (PPN), currently have **940** active member groups and **249** of those are part of the Social Inclusion Pillar.

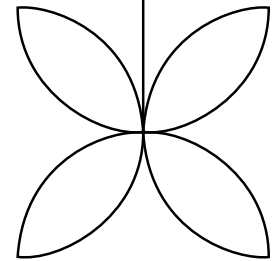
New opportunities to speak Irish created (100,000 target by end of 2027)

Dublin City Council created **32,641** new opportunities to speak Irish across Dublin through work of Gaeilge365 & BÁC le Gaeilge!



## GOAL

**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 Objective 1:

### **Guide Dublin's continued spatial development and growth, while enhancing quality of life, economic competitiveness, cultural heritage, and environmental resilience**

The City continued to grow as indicated by the Central Statistics Office (CSO) estimated population for Dublin City and County. This indicates a trend toward an increasing number of people living in the Dublin City Council area above the forecast increases which supports the long-term objectives of the Corporate Plan. This will support compact city growth, urban vibrancy, and further economic growth coupled with additional demands on services in the city.

The National Planning Framework was revised by the Government in April 2025, this was followed by new housing growth requirements issued by way of Ministerial Guidelines in July. The City Council responded by setting out an ambitious series of proposed variations to the City Development Plan to bring forward additional lands for housing across the city. Two of these proposed variations were commenced in 2025: variation no. 9 Broombridge-Hamilton Masterplan and variation no. 10 the Kylesmore Masterplan with a combined housing capacity of up to 13,800 homes.

The following variations were made to the City Development Plan in 2025;

Variation No. 6 of the Dublin City Development Plan 2022-2028 re. Lands at One Royal Canal House, Royal Canal Park, Pelletstown, Dublin 15.

Variation No. 7 of the Dublin City Development Plan 2022-2028 re. Lands at 16 - 23 Bow Lane West, Dublin 8.

Variation No. 8 of the Dublin City Development Plan 2022-2028 re designation of lands at Iveagh Gardens and Environs, Crumlin, Dublin 12 as an Architectural Conservation Area.

## Strategic Objective 2:

### Co-create a smart, green, innovation-based economy in the city-region through collaboration with our economic and tourism partners

Ireland's national Statement of Strategy 2025–2028 sets out a clear commitment to building a competitive, resilient, and sustainable economy, integrating enterprise and tourism policy while placing strong emphasis on innovation, decarbonisation, digitalisation, and enhanced regional collaboration. Dublin's positioning among the top global innovation clusters, as identified in the Dublin Economic Monitor (Issue 43, December 2025), further reflects progress in fostering an innovation-led growth environment.

Employment performance remained robust through 2025, with the Dublin labour market reaching record levels — approximately 837,700 jobs in Q2 and rising to 844,100 in Q3 — though the pace of expansion eased and unemployment inched upward, signalling a period of stable but moderating growth. Retail performance also strengthened in Q3 2025, with Dublin's retail index increasing by 1.1% quarter-on-quarter to reach 150.1, according to the same Monitor, underscoring continued resilience in consumer spending.

2025 was an exceptional year for Dublin City Local Enterprise Office, delivering real and measurable impact across the City's small-business community.

In direct support of Strategic Objective 2, the LEO worked to build an innovation-led, green, and digitally capable local economy, including over 14,000 first engagements with small to medium size enterprises through its First Stop Shop advisory service. Financial support was provided to more than 85 early-stage and micro-businesses, resulting in the creation of 174 new jobs — a tangible contribution to Dublin's standing as one of Europe's leading innovation clusters.

Across the year, 3,483 businesses received training in areas including AI, cyber security, marketing, and financial management, while 521 entrepreneurs participated in the Start Your Own Business programme. A further 198 businesses completed Management Development and Leadership training, and 1,476 hours of mentoring were delivered across the City.

The LEO's Women in Business Network expanded to 273 members and, for the first time, hosted a regional event on behalf of all four Dublin local authorities, launched by Minister Peter Burke. Green and digital consultancy supports reached 126 businesses, complemented by a dedicated Local Enterprise Week that helped firms enhance their competitiveness, sustainability credentials, and digital capability.





## Strategic Objective 3:

**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**

Residential development activity remained strong, with 1,725 residential units granted planning permission in 2025. As of the end of 2025 there was permission in place for 27,224 residential units, with a further 3,949 units pending decision on planning applications. Of the 27,224 units permitted there was a cumulative total of 13,063 units with active permission under construction on 67 active sites in the city, demonstrating a pipeline for housing delivery.

Momentum in housing delivery strengthened further during 2025, supported by a substantial rise in completions, with Central Statistics Office (CSO) figures confirming that new dwelling completions increased across 2025 to a total of 4,521 units. This is the highest rate of delivery in the city in over a decade.

The Masterplan for Broombridge was published in 2025 and is expected to be made in early 2026 by way of a variation to the City Development Plan. This is a strategic regeneration area for the city that has a capacity of 8,500 homes in a plan led sustainable community.

The Masterplan for City Edge / Kylemore was published in 2025 as a proposed variation to the City Development Plan; this will unlock regeneration potential on strategic lands that are currently underutilised. Technical/policy work was progressed for the Masterplan for the Werburgh Street Strategic Development and Regeneration Area(s).

During 2025, 635 derelict site inspections were carried out; 117 derelict site notices were served; 21 sites were removed from the Derelict Sites Register, including sites returned to active use and 13 applications under the Living City Initiative in 2025 were received with 4 approved.



## Strategic Objective 4:

**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**

Implementation of the City Centre Taskforce “10 Big Moves” continued during 2025 including regeneration, meanwhile use and activation projects.

City centre-focused vacancy and dereliction actions progressed through inspections, enforcement and reuse initiatives.

In 2025, in advance of the establishment of the Interim Project Management Unit, the City Co-ordination Office has progressed a range of public realm and activation initiatives, outlined below:

Talbot Street Public Realm Improvement Works: Completed January 2025

Connolly Station Underpass: Design Concept developed

Love the Lanes Programme

- Coles Lane and Talbot Lane: Completed
- Andrew’s Lane and Mabbott Lane: Initiated
- Dame Court: Tender Package prepared and an Elected Members Communications Plan has been developed.

Small scale street activations took place on O’Connell Street and surrounding areas for Valentine’s Day, Mother’s Day and Christmas. New installations at Christmas were met with positive feedback from businesses and the public. In addition to this, the Summer in Dublin 2025 programme

delivered five weekends of city-wide activations across July and August on both the north and south sides of the city

Bespoke Street Furniture Projects were ongoing with the Merrion Row and Capel Street project completed and a new project on O'Connell Street initiated

Shopfront Improvement Schemes, to help businesses upgrade the appearance of their shopfronts are also ongoing.

Delivery of city centre activations and events supporting increased footfall and extended use of the city centre into the evening and night.

Dublin City Council continued to advance the Dublin City Night-Time Economy Strategy during 2025, guided by its three core pillars of Culture, Transport and Safety, all of which are reflected in the Corporate Plan.

Across culture, over 200 events were supported during the year, generating attendances of more than 200,000 and helping to expand the city's evening and night-time offer through festivals, activations and After Dark programming.

Under transport, work continued to advocate for improved late-night connectivity while also promoting existing late night public transport services and initiatives that support access to and from the city centre.

In relation to safety, the introduction of the Dublin Nights Help Zone, known as The Nee-Naw, provided a visible late-night welfare and medical support service in the city centre. Together, these actions supported a safer, more accessible, inclusive and vibrant city at night.

Dublin City Centre's retail environment demonstrated clear improvement in 2025, supported by market evidence published across multiple commercial reports. Lisney's Outlook 2025 confirms that vacancy on Grafton Street fell to 6.4% (down from 7.7% in the previous year), with Henry Street/Mary Street at 12.9% amid strong demand from new and expanding international retailers, signalling a positive shift in prime-street occupancy levels.

CBRE reported rising occupancy levels, increasing footfall, and an uplift in retail rents on both Henry Street and Grafton Street, further illustrating a rebound in physical retail activity across the city centre. Cultural engagement also remained strong, with large public turnouts at major seasonal events such as the switching-on of Dublin's Christmas lights in November 2025.

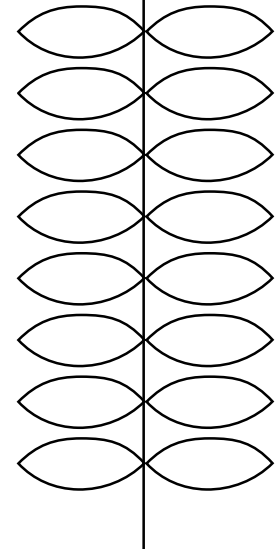


## OUTCOMES MEASURES FOR 2025

Increase in population living throughout the city and in particular the inner city,	The April 2025 figure of Central Statistics Office (CSO) population for Dublin City and County was 1,568,000. Using previous percentage share of population, the Dublin City Council administrative area population is estimated to be 642,880. This is a significant increase and has exceeded the City Development Plan core strategy high population projection for 2026 of 625,000.
Employment and Unemployment Rates for Dublin	Total employment rose by 7K to 840K year on year. Unemployment rate Q3 5.4% (CSO)
Change in the Global Business Purchasing Managers Index for Dublin	Dropped from 54.7 in Q4 2024 to 53.2 in Q4 2025 but crucially remains comfortably above the 50-mark indicating that economic activity in Dublin continues to expand (S&P Global)
Total spend on economic development (NSI)	Information will be available on completion of NOAC
Change in Retail Spending trend for Dublin	MasterCard show overall retail sales rose by 3.7% year on year in Q3 2025 with all categories except Entertainment showing year on year growth
Number of City Council sites/buildings brought back into productive use	One City Council owned site, at former Boys Brigade Football Pitches, Dublin 8, was removed from the Vacant Sites Register in 2025 and site development works have commenced. 21 Derelict Sites were removed from the register of which 4 were brought back to use by the City Council.
Number of residential units permitted	Planning permission was granted for 1,725 units in 2025. There is a pipeline planning permission in place for 27,224 units, of which 98.3% are apartments and 3,949 proposed units are under consideration as of Q4 2025.
Number of new dwellings commenced and completed in relation to housing supply targets	Development Plan Core Strategy Housing Supply target for the city is 6,690 per annum. At the end of 2025 there were 4,521 units completed and 13,063 under construction (Q4 2025).
Retail vacancy rates for Grafton Street and Henry Street on an annual basis	3% (CBRE)
Footfall at major City events and at events facilitated by the City Council	1,981,404 people attended major events led or supported by Dublin City Council
Improved citizen perception and public sentiment of the city centre	In May 2025 YDYV indicated that 55% of respondents would be proud to show Dublin to a tourist which is equal to 2023 although there is an increase in positivity in the under 35s and a deterioration in the over 65s. The Citizen Sentiment survey highlighted the perception of the city centre with discussions on anti-social behaviour, dereliction and vacancy and the public realm. There was a low perception (21%) of Dublin as a green city however 49% of those surveyed believe that Dublin City parks represent good quality.

## GOAL

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



# Strategic Objective 1:

## Create one of the cleanest cities in Europe through effective and innovative waste management and environmental enforcement action

In response to the significant growth in economic activity within the city, Waste Management Services developed a comprehensive Three Pillar Strategy aimed at improving the cleanliness of our urban environment over the coming years, with the objective to make Dublin one of the “cleanest cities in Europe”.

The 3-pillar strategy leverages all sections and regulatory powers within the department. Each pillar of the strategy consists of projects and policy initiatives, all with the aim of providing a cleaner city.

### Pillar 1 - Operational Enhancements

- An extra 100 operational staff were recruited to work across the city
- Significantly increased the 24-hour cleaning area of the commercial district
- Enhanced street washing capabilities with the procurement of new and innovative street washing vehicles
- Significant investment in new fleet

### Pillar 2 - Enforcement and Regulatory Change

- 6 additional litter wardens recruited
- New Bye-law explanatory booklet produced that will be delivered to businesses
- Deployment of CCTV cameras and implementation of reverse register scheme
- Removal of bag derogation area and installation of on street compactors, resulting in 1,000 bags of waste being removed from the city’s streets each night

### Pillar 3 Anti- Litter Campaigns

- A Litter Prevention and Awareness Campaign was launched in August 2025 and data on the outcome of the campaign indicated that in general there is an improved perception of a cleaner city.





## Strategic Objective 2:

**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**

In 2025, the Grow College Green project progressed significantly from concept to early detailed design supported by extensive public engagement. The work that was delivered across the year to establish the vision and develop partnerships will be built on in 2026 when a formal planning application will be lodged.

The public realm upgrades to South Anne Street and Duke Street are progressing. These projects aim to re-energise the area and enhance accessibility, walkability and social spaces and form part of the much larger Grafton Street Quarter Public Realm Improvement Plan.

Road Maintenance Services delivered the Annual Works Programme 2025 maintaining roads and footpaths across the city. In conjunction with the planned maintenance activities the teams also repaired circa 4,400 defects in the public realm.



## Strategic Objective 3:

**Provide an accessible low-traffic environment in the city to enable public transport, active travel, and public realm improvements**

Parliament Street became permanently traffic free in 2025 as part of the Dublin City Centre Transport Plan. This scheme builds on the success of Capel Street and provides a safer and more pleasant walking and cycling environment.

Since the removal of vehicular traffic from the street, there has been a 30% increase in pedestrian footfall and 60% in cycling. Feedback from businesses in the area is excellent, and turnover is reported to have increased.

# Strategic Objective 4:

## 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

The Active Travel Programme Office completed five active travel schemes in 2025, adding an additional 4.4km of Active Travel Infrastructure to the city. The overall network has now grown to 38.8km, while 63km is currently at the design stage.

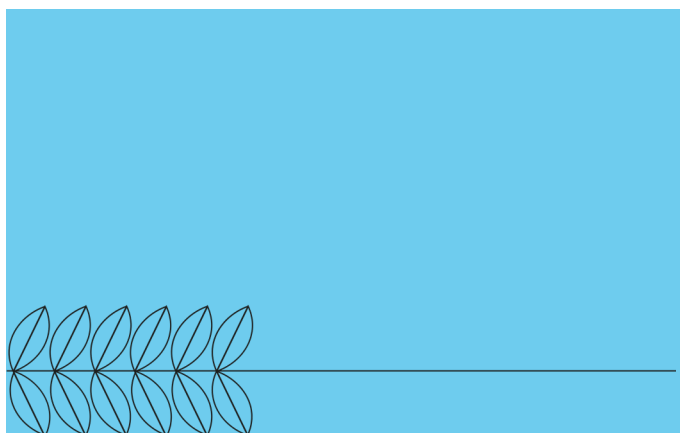
- The Liffey Cycle Route (Georges Quay to Aston Quay) section was completed and officially opened by the Lord Mayor on the 27th of February.
- The Dodder Greenway – Beatty’s Avenue to Herbert Park was completed and officially opened by the Lord Mayor on the 12th of September.
- The Royal Canal Greenway Phase 3 was completed and officially opened by the Lord Mayor on the 26th of September.

The Active Travel Team has begun a bollard replacement programme, starting with Nassau Street and Leinster Street, Dublin 2.

Of the projects completed, two are part of the city’s 38 km Greenway Network. In particular, the completion of Phase 3 of the Royal Canal Greenway makes the whole Greenway within Dublin City usable. The Dodder Greenway - Beatty’s Avenue scheme connects two segments of the Dodder that were severed by the heavily trafficked road network. The completion of the Georges Quay to Aston Quay section of the Liffey provides increased connectivity along the previously completed sections of the Liffey Cycle Route. The network is taking shape as another segment of the Dodder, Bridge Street to Londonbridge Road (via Fitzwilliam Quay) commenced construction in October 2025.

Of the 63km currently at design stage, substantial progress was achieved throughout 2025, with a number of priority schemes advancing significantly through the design process. This included continued development of two further sections of the Dodder Greenway at Milltown Road and from Donnybrook Road to Clonskeagh Road. Design work also progressed on other key projects along the Active Travel Network, such as North Circular Road – Dorset Street to Amiens Street and the Finglas Village Improvements Scheme.

Looking ahead, a number of these priority projects are expected to move to construction tender in 2026, building on the preparatory work completed throughout 2025.





## Strategic Objective 5:

**Complete the transition of water services to Uisce Éireann and ensure continual engagement to facilitate the economic growth of the city**

In 2025, the transfer of Water Services to Uisce Éireann was completed, with Dublin City Council now operating under a Master Agreement to ensure continuity of service during the transition period.

Staff reassignment is ongoing, with approximately 120 personnel currently supporting water-related functions. This number is reducing on a phased basis as staff are redeployed within the Council or transferred to Uisce Éireann, ensuring a managed transition and retention of critical expertise.

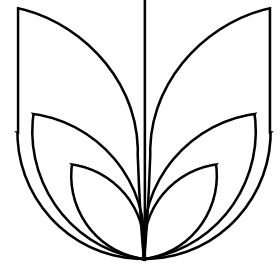
Dublin City Council will continue operating under the Master Cooperation Agreement until December 2026 and remains on track to fully exit Water and Wastewater Services by year-end 2026, in line with national policy.

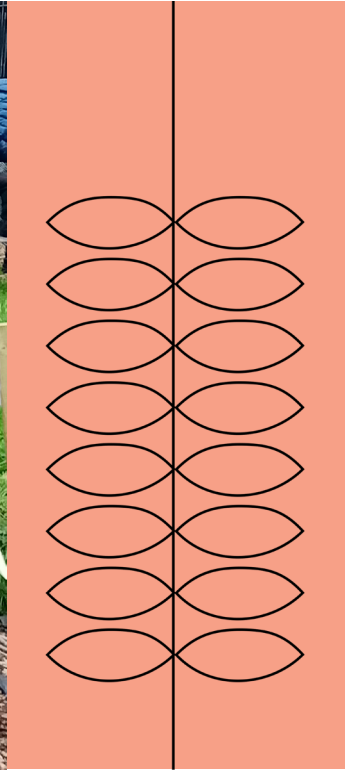
## OUTCOMES MEASURES FOR 2025

Improvement in the classification of areas that when surveyed were unpolluted/litter free/slightly polluted (NSI)	The recent IBAL survey results published in January 2026 reported that "recent developments in the cleaning regime in the city has contributed to much-improved IBAL result", and the main shopping streets were much deserving of the top litter grade". The city centre was regarded as moderately littered. The same was reported of the Northeast Inner City where IBAL reported a much-improved result. Although these surveys are taken at a moment in time, the positive results do reflect the improvements introduced to deliver a cleaner city.
Improved citizen perception of a clean city	The Citizen Sentiment survey has indicated that 55% of respondents do not consider Dublin City to be clean, while a 33% were neutral. Just 10% consider Dublin City to be clean.
Increase in tonnage of material collected from recycling facilities by material (textiles, glass, dry mix, general from civic amenity sites)	The combined tonnage of materials collected from recycling facilities by materials increased from 21,002 tonne in 2024 to 22,333 tonne in 2025. Individually, there were slight decreases in tonnages for glass (<1% and MDR (5%), and increases in tonnages for textiles (24%) and Civic Amenity Sites (11%)
Improved citizen perception of safety in the public realm	<p>YDYV perceptions of safety which have remained static year on year during the day (68% to 69% in Nov 2025) and improved over the same period at night (35% to 37% in Nov 2025).</p> <p>The Citizen Sentiment survey have indicated that 56% surveyed feel safe in the daytime in Dublin City Centre, while 19% feel safe at nighttime. 55% feel unsafe in Dublin City Centre at nighttime, while 28% feel not at all safe. Non-White residents are also less likely to feel safe in Dublin City – both in the daytime and nighttime.</p>
Annual measure of traffic crossing the Canal Cordon broken down by transport mode	Total number of cyclists and pedestrians at count points in 2025: 157,554,106
Annual traffic counts in the core City Centre area, broken down by transport mode, including the pedestrian mode	Traffic counts are carried out at every Liffey bridge in the city centre each May and broken down by mode type
Pavement Condition Index Scoring (NSI)	Information will be available on completion of NOAC
Increased active travel mode share - target of 25% by 2030.	There is ongoing work with ESRI to measure active travel mode share by integrating current census data on mode share
Percentage of residents within 400 metres of the Active Travel Network - minimum target of 40% by 2029 and 95% by 2034	There is ongoing work with ESRI to measure percentage of residents within 400m of Network of currently developed network

## GOAL

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





## Strategic Objective 1:

**Lead the collaborative effort to bring about the systemic and behaviour change needed to deliver on our climate goals**

In 2025, a Climate and Urban Resilience Department was established in Dublin City Council. A cross-departmental group of 14 senior managers has created a renewed focus on how many projects led by the City Council affect climate while also improving the health, wellbeing, and enjoyment of the city for our citizens.

Through this group, areas of collaboration have been identified and funding has been secured from the Department of Climate, Energy and Environment towards the Grow College Green project, a truly transformative initiative for the centre of the city that will create a world class public realm that also contributes significantly to the city's climate resilience through enhanced biodiversity and nature based surface water drainage.

A key driver in securing this funding was the City Council's success in being awarded the Climate Neutral and Smart City label by the EU Commission in May 2025. With this label we have been given a platform to lobby at Government Department level for support for further innovative projects.

The City Council also strongly supports local, community-led projects through initiatives such as the Community Climate Action Fund, providing support of €2,000,000 to fifty projects throughout the city. The second phase of funding was advertised in late 2025 and a huge response was received. Another €2,000,000 in funding for projects will be announced in Q1, 2026. The climate action team continued to stage the annual Climate Action Week events in May of 2025 bringing the climate message to a wide variety of stakeholders.

# Strategic Objective 2:

## Significantly reduce greenhouse gas emissions in City Council operations

Dublin City Council has made continued progress toward reducing greenhouse gas emissions across its operations through a combination of fleet decarbonisation, energy efficiency, and building performance initiatives.

Tenders have been published and contracts awarded for the replacement of the Council's fleet with electric and low-emission vehicles. Procurement is actively underway, supporting the phased transition away from fossil fuel-based transport and contributing to measurable emissions reductions in operational activities.

Investment-grade energy audits have been completed for a number of key facilities, including Fire Stations and the Ballymun, Finglas, Ballyfermot, and Swan Leisure Centres. These audits provide a robust evidence base to identify energy-saving opportunities and prioritise retrofit works. The development of a new Energy Performance Contract (EPC) model is planned for 2026, which will enable the delivery of large-scale energy efficiency upgrades with guaranteed performance outcomes.

In addition to these measures, the Council continues to advance a range of complementary initiatives that support this strategic objective. These include:

- Ongoing public lighting upgrades to LED technology, significantly reducing electricity consumption and associated emissions.
- Retrofitting of corporate buildings, including improved insulation, heating system upgrades, and integration of renewable energy technologies such as solar PV.
- Implementation of energy monitoring and management systems to track consumption and drive behavioural change across Council facilities.
- Support for active travel and sustainable mobility initiatives, which reduce indirect emissions associated with Council operations.

Collectively, these actions demonstrate a structured and multi-faceted approach to emissions reduction, aligning with national climate targets and reinforcing Dublin City Council's commitment to climate action leadership.





## Strategic Objective 3:

### Strengthen Dublin's resilience and capacity to prevent, adapt to, and recover from, the known and unknown impacts of climate change

Dublin City Council continues to make strong progress towards its strategic objective of strengthening the city's resilience and its capacity to prevent, adapt to, and recover from the known and emerging impacts of climate change.

The Climate Action Plan, Climate Neutral Dublin 2030, and the City Climate Contract remain the core frameworks guiding the city's transition. Together, these documents outline Dublin's pathway to achieving a 51% reduction in greenhouse gas emissions by 2030 and reaching climate neutrality by 2050. Ongoing implementation of these commitments is essential to improving the city's ability to withstand climate impacts and ensuring a coordinated, effective response to climate-related risks.

In May 2025, Dublin was officially awarded the Climate Neutral and Smart Cities label, recognising the city's leadership and ambition. This designation strengthens our role within a wider network of European climate-neutral cities and supports access to expertise, innovation, and investment.

To deliver on these goals, Dublin City Council is actively collaborating with Government Departments, state agencies, academic partners, and private-sector organisations. This whole-of-city approach is critical. Climate change presents complex challenges that no single organisation can address alone, and progress depends on coordinated, cross-sector action.

Through these partnerships, Dublin is building a healthier, more resilient, and more sustainable city—one that remains an attractive place to live, work, and visit, both now and into the future.

# Strategic Objective 4:

## Manage the city's surface water drainage systems and water bodies

During 2025, Dublin City Council continued to advance its corporate objective to manage the city's surface water drainage systems and water bodies through a balanced, sustainable, and future-focused approach.

A key development in 2025 has been the embedding of Sustainable Drainage Systems (SuDS), incorporating nature-based solutions, as a core requirement in all public realm projects. This reflects the Council's commitment to reducing flood risk, improving water quality, enhancing biodiversity, and ensuring that urban spaces work in harmony with natural water processes.

Rather than relying solely on the traditional piped network, the Council now prioritises integrated green infrastructure that slows, stores, and treats rainwater at source, strengthening both environmental protection and climate resilience.

This strategic direction is demonstrated across the city through several exemplar initiatives that took place this year.

- The Santry River Restoration & Greenway Project applies a catchment-based approach that restores natural river function while delivering ecological and recreational benefits.
- The Rainscapes SuDS Project in Harmonstown shows how nature-based drainage can be retrofitted into existing neighbourhoods to manage runoff more sustainably while improving local amenities and biodiversity.
- In the city centre, the emerging Integrated Mobility, Ecology & Natural Waters Project is establishing a new template for public realm design—balancing mobility, nature, water management, and placemaking to support more sustainable and liveable communities.

Together, these projects reflect the Council's wider ambition to deliver a drainage and water management system that is environmentally responsible, socially beneficial, and resilient to the long-term challenges of climate change. This integrated approach supported healthier water bodies, stronger neighbourhoods, and a more sustainable city for current and future generations.



# Strategic Objective 5:

## Work to improve the city's environment, including its air quality

Dublin City Council routinely reviews both current and historic air quality data to track long-term trends and pinpoint areas of poor air quality. This data informs the identification of pollution hotspots, including areas where exceedances of NO<sub>2</sub> and particulate matter concentrations occur, enabling the prioritisation of mitigation measures. Monitoring allows for the evaluation of the effectiveness of traffic reduction strategies and whether these interventions are improving air quality. Targeted air quality monitoring projects were implemented in 2025 to assess pollution in areas linked to active travel, transport infrastructure, and public realm improvements. These efforts form part of the Dublin City Centre Transport Plan and aim to evaluate air quality conditions both before and after the introduction of mitigation measures.

In 2025, Dublin City Council secured essential funding from the Department of Climate, Energy and the Environment (DCEE) to support a pilot initiative aimed at reducing nitrogen dioxide (NO<sub>2</sub>) concentrations at key monitoring locations. This ongoing project provides an enhanced understanding of Dublin City Council's initiatives to date and their effects on local NO<sub>2</sub> levels. Preliminary findings reveal valuable insights, including the impact of School Zone Mobility Initiatives and the relationship between traffic congestion, vehicle idling, and elevated NO<sub>2</sub> concentrations. Additionally, the project has identified a positive correlation between improved air quality, traffic restrictions, and active travel. The project has established that further localised monitoring is required. It is intended to expand NO<sub>2</sub> monitoring to include sensitive receptors at the five locations associated with predicted NO<sub>2</sub> breaches. Furthermore, a study is proposed to assess the contribution of private buses to NO<sub>2</sub> levels in the city. This will inform the development of a comprehensive NO<sub>2</sub> roadmap, designed to meet air quality standards and reduce pollutant exposure across the city.



# Strategic Objective 6:

## Maintain and improve emergency response and preparedness and empower people to stay safe at home and at business

In 2025, Dublin Fire Brigade (DFB) continued modernising the frontline fleet with four new Class B fire appliances entering service. These vehicles strengthened operational capability, improved response times, and supported safe and effective firefighting across Dublin. Prevention and public safety education remain central to our approach. DFB continues to implement the National Smoke Alarms Scheme and the National Schools Fire Safety Programme, promoting practical fire safety advice to households and businesses. In 2025, significant planning and investment continued within the East Regional Communications Centre (ERCC).

Enhancements to control room technology, mobilising systems and communications infrastructure ensured that the most appropriate and efficient emergency response was dispatched to every incident. By strengthening call handling capabilities, improving situational awareness and supporting dynamic resource deployment, the ERCC played a critical role in optimising response times and ensuring that the nearest and most suitable resources were mobilised without delay.



## OUTCOMES MEASURES FOR 2025

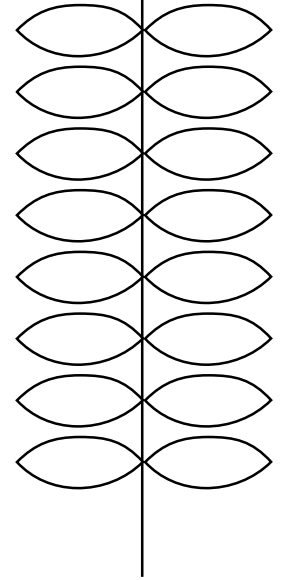
Percentage reduction of Dublin's greenhouse gas emissions from the 2018 baseline (Target 51% by 2030)	The Climate Action team are engaging with Maynooth University and University College Dublin to develop a digital tool that will quantify the impact the actions in the climate action plan will have on reducing greenhouse gas emissions in the City. As a Climate Neutral & Smart City label holder the City Council is also pursuing the use of the net zero cities planner tool which will supplement the work being done with academic partners.
Percentage reduction in emissions from City Council operations from the 2018 baseline (Target 51% by 2030)	31% (Source: 2024 Public Sector Annual Report)
Percentage surface area retrofitted with sustainable drainage systems (Target: Minimum 20% reduction in discharge of surface water into the drainage system)	This is not something we currently measure. We will start to track a simplified measure (30% of total area to drain via a SuDS system) for Dublin City Council schemes that go through the planning process. Many City Council schemes are not required to go through planning and SuDS implementation on those schemes is frequently less than required.
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)	Localised air quality monitoring continued throughout 2025, with diffusion tubes installed at schools as part of the School Zone Mobility Initiative. Several air quality projects commenced in 2025 with real time NO2 analysers installed at locations where traffic restrictions were put in place at Gardiner Street, South Annes Street, Parliament Street, Westland Row/Pearse St. An analyser was installed at a location northeast of Heuston station to determine the contribution of trains to NO2 levels, particularly when winds are in the prevailing southwest wind direction.
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)	72.5% of all fire incidents where first attendance at scene is within 10 minutes. 70.32% of all non-fire incidents where first attendance at scene is within 10 minutes.
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)	The average time to mobilise for fulltime fire stations to fire was 1m52s while for non-fire this was 2m0s. For retained fire stations, for fire this was 7m7s and for non-fire was 6m39s.
Number of smoke alarms distributed to homes and community organisations	2,600 smoke alarms and 50 hard-of-hearing alarms distributed

# Our enabling goals



## GOAL

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



# Strategic Objective 1:

**Dublin City Council continues to prioritise the consistent delivery of essential frontline services, including street cleaning, waste management, road maintenance, public lighting, parks, and housing**

Routine maintenance and targeted interventions support a clean, safe, and accessible public realm, while ongoing environmental initiatives contribute to a greener and more liveable city. Community safety and accessibility remain central, supported through coordinated approaches and responsive service delivery.

This focus on core services ensures the City remains well-managed, vibrant, and responsive to the needs of residents, businesses, and visitors.

In 2025, the North City Operations Depot (NCOD), along with the Southside depots, continued to play a central role in delivering the Council's cross-cutting operational services. Operating on a 24/7 basis throughout the year, these depots underpinned the City's efforts to maintain a cleaner, more sustainable, liveable, and safer Dublin.



# Strategic Objective 2:

## Work collaboratively as One Council, One Team

In 2025, Dublin City Council strengthened its commitment to working collaboratively as One Council, One Team, aligning staff, resources and decision-making processes behind shared organisational priorities. Bringing greater alignment to our corporate, service, and workforce planning framework for the 2025 cycle has brought greater consistency and clarity to our planning and reporting, fostering a stronger culture of joint ownership and shared outcomes.

Innovation and digital transformation continued to underpin collaborative working, with departments adopting shared systems, exploring integrated data platforms and piloting new technologies that enabled staff to work more flexibly and effectively. Examples of some of these projects are shown below:

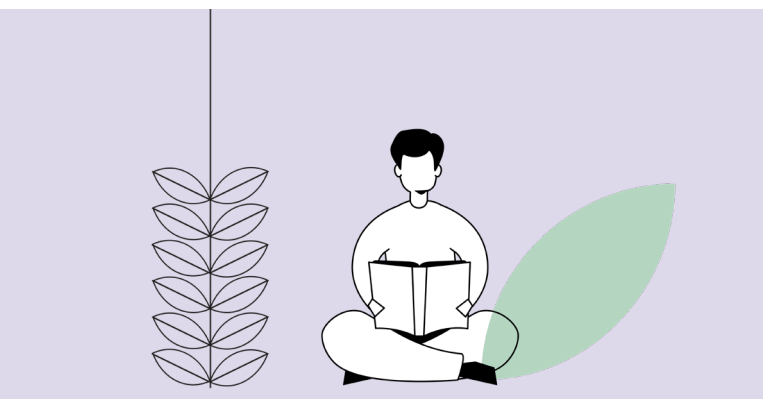
- Launched Dublin City Council's Gen AI Lab partnership with ADAPT Research Centre to explore potential use of AI in public services including hosting a webinar with over 250 attendees to launch Guidance for Staff Use of Gen AI technologies in the City Council.
- Delivered 18 expl[AI]n AI in-person workshops to over 200 staff (awareness building module) and rolling out eLearning version to 3000+ employees
- Supported 7 innovation pilots through Smart Docklands and Smart D8 districts including; river level sensors for water activities and men's football co-operative.
- Continued to explore digital twin technologies for cities through EU Twin 4 Resilience project and developing 3D models to support the inner-city task force, citizen engagement and emergency response.

Embedding the Public Sector Equality and Human Rights Duty remained a collective responsibility. Across the organisation new strategies and plans were put through the "Duty" including The Housing Strategy, The Customer Action Plan 2025-2027 and our Working Without Limits policy.

In 2025, we mapped the UN Sustainable Development Goals (SDGs) against the strategic goals in our corporate reporting and our range of services. Information in our buildings and online allowed staff to directly identify their contributions to the achievement of the SDGs.

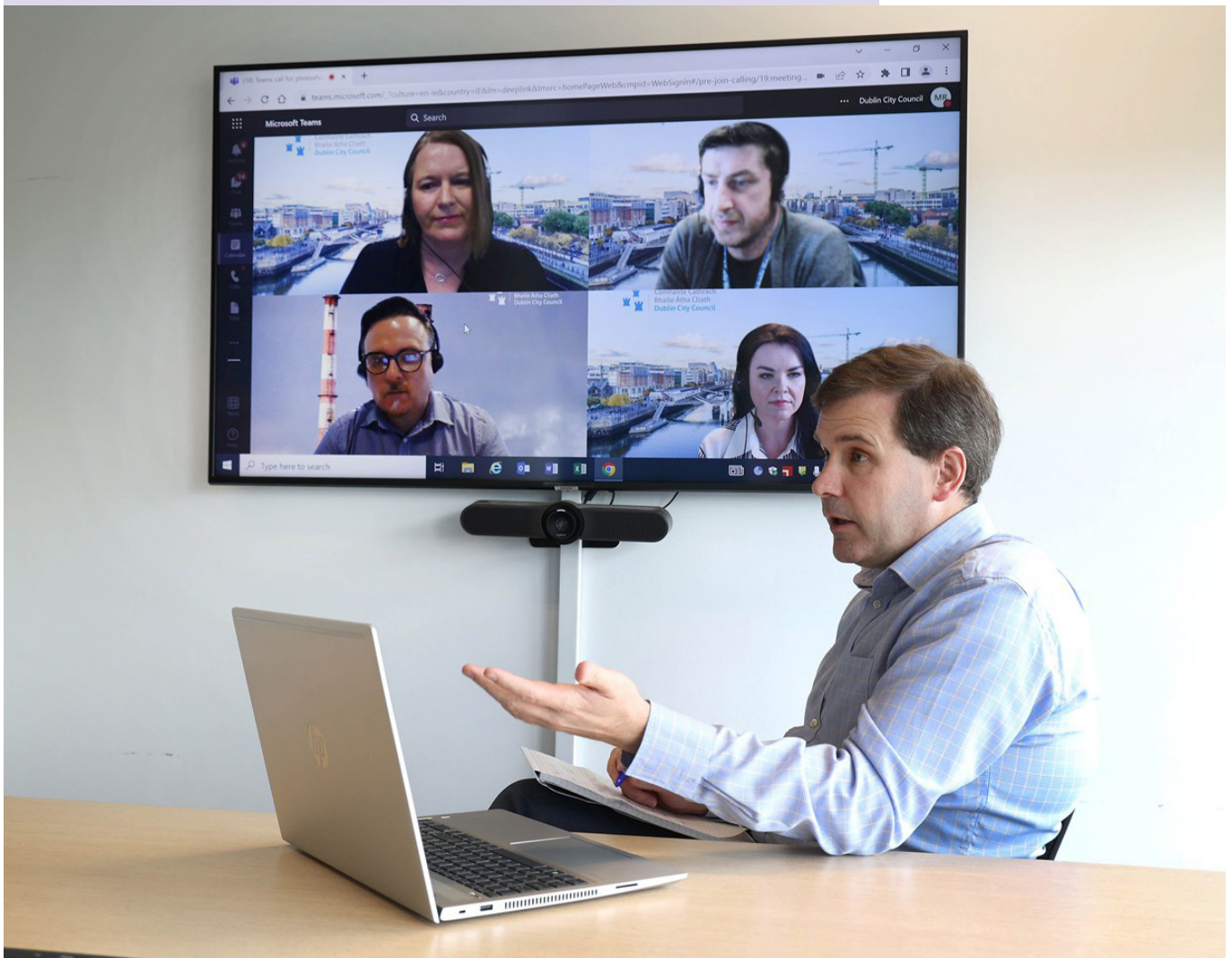
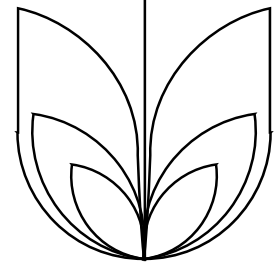
We continued to provide staff with important information and news and events on our staff intranet, CitiDesk and introduced a new feature Saol na Gaeilge where staff now have the opportunity to share ideas and news with each other as Gaeilge.

Colleagues from across the City Council were recognised for their exceptional achievements through the 3 Castles Staff Awards Programme, celebrating excellence throughout the City Council.



## 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 Objective 1:

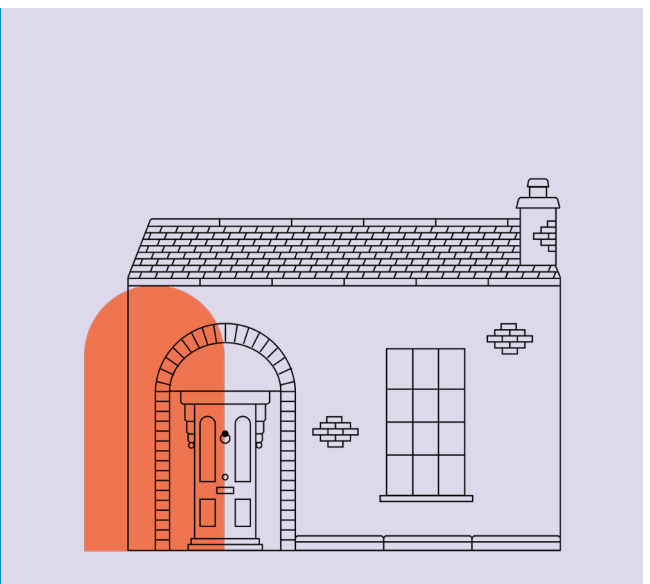
## Strengthen trust in the City Council through good governance, quality service management, proactive communication, and inclusive citizen engagement

Governance across Dublin City Council was strengthened with the continued implementation of the Risk Management Framework specifically through the development of 12 new Departmental Risk Registers aligned with our strategic objectives, with an average of 90% quarterly review completion. The first Risk Appetite Statement for the City Council was agreed and the implementation of a new risk management system provided additional assurance for the Risk & Resilience Steering Group, Elected Members, the Audit Committee and stakeholders.

The City Council website underwent a refresh providing enhanced customer experience and improved accessibility features. The improvements included a new governance area, aligned with the principles of the Local Government Code of Governance. A refreshed brand, completed in 2025 and launched in January 2026, provides a new modern identity, making the City Council and the services we deliver easier to recognise and connect with. All brand assets and guidelines were made available on the newly launched Creative Resources Hub, allowing easy access to all assets and guidance for staff, Elected Members and partner organisations.

Dublin City Council reports on service performance against agreed metrics as part of the Annual Service Delivery Plan. In 2025, we commenced a project to enhance our performance indicator reporting by developing a new, impact-focused format for our website. The refreshed, visually dynamic design will make it easier for Councillors, citizens and stakeholders to explore City Council service performance. The new Impact Reporting, which is currently in development, will be available on our website and is scheduled to go live in Q2 2026.

In its first full year, the corporate digital consultation platform, Engage, acquired 1,480 newly registered participants. There was a total of 6,054 participants across 49 consultations on a range of topics from planning and housing to community and sports facilities. Throughout the year, people in every area of the city were invited to share their feedback.



# Strategic Objective 2:

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

Dublin City Council's Digital Transformation Strategy was published in 2025, establishing a shared vision for how our Digital, Data, Smart City and Information Services teams will collaborate to modernise services and improve outcomes for citizens and staff. Some key achievements include:

- 75 citizen-facing digital services accessible to the public, including Affordable Housing and Choice Based Lettings.
- A dedicated Councillor Portal for Elected Members to manage Motions and Questions is on track to launch in Q2 2026
- Digital tools are now embedded across almost every Council department, driving more efficient and connected ways of working
- Analytics dashboards have been created to support customer services, corporate services, housing, climate and transportation, and data engineering support has been provided to key organisational projects
- A corporate Building Information Modelling (BIM) strategy has been produced, and an implementation roadmap is being developed – this involves policy, processes, people and technology aspects
- Projects addressing data governance and document management have been initiated which will mitigate the risks involved in storing, maintaining and using our corporate information assets, and deliver enhanced capabilities for employees and citizens alike.
- Stakeholders across Dublin City Council are increasing their use of geospatial data, leveraging a new ArcGIS Online (AGOL) platform to present and visualise key information sources via dynamic maps and interactive applications.
- Approximately 200 open datasets have been published on the Smart Dublin regional open data platform.

THINK BIG. ACT BOLD

# TRANSFORM AT SCALE

One Council One Team

**PUBLIC SERVICE TRANSFORMATION**

 Comhairle Cathrach  
Bhaile Átha Cliath  
Dublin City Council

The graphic banner features a grid of 24 small photographs showing various council staff and citizens engaged in digital services. To the right of the grid is a stylized line-art logo of a plant with three leaves and a central stem, set against a light purple background.



## Strategic Objective 3:

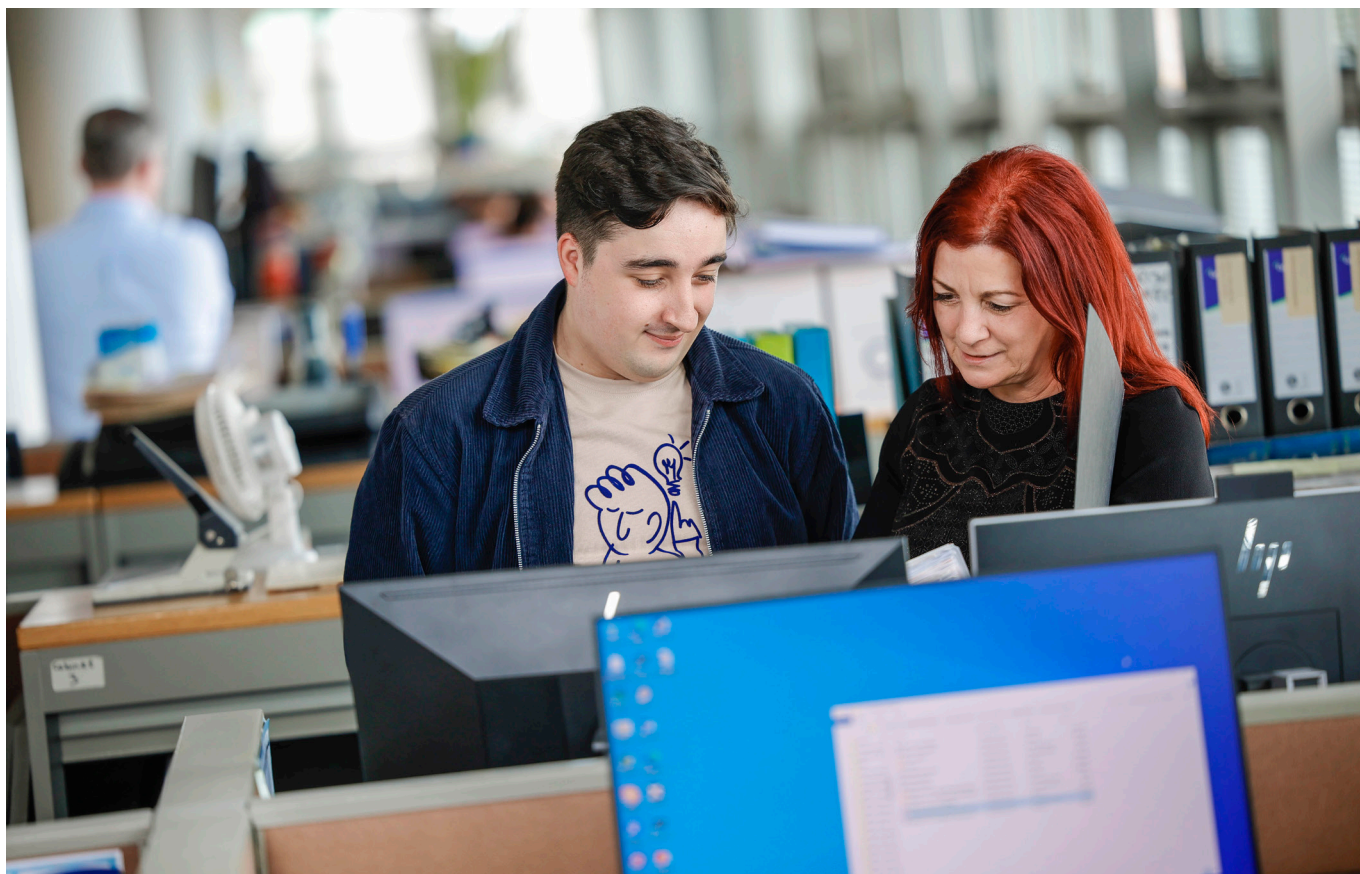
### **Make City Council workplaces and workspaces carbon efficient and designed to better meet the changing needs of all users**

In 2025, Dublin City Council continued its review of the administrative estate with the aim of improving carbon efficiency and ensuring workplaces are fit for purpose in meeting the evolving needs of staff, service users, and the public.

The Council's property portfolio includes a wide range of building types—such as civic offices, operations centres, libraries, housing offices and cultural facilities. This diversity presents both challenges and opportunities in delivering a consistent approach to decarbonisation and workplace improvement. A structured programme of energy upgrades, retrofitting, and space optimisation is underway across the estate, prioritising buildings with the greatest potential for energy savings and enhanced user experience.

In parallel, the Council is reviewing its core office accommodation, including the Civic Offices, to assess suitability in the context of modern working and digital practices, climate targets, and long-term organisational needs. This review considers building performance, hybrid working requirements, and opportunities for consolidation or redevelopment.

In 2025, the onsite crèche reopened following a full refurbishment, and the audio-visual system across all meeting rooms and offices in the Civic Offices was upgraded.



## Strategic Objective 4:

**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**

In 2025, the Council continued to strengthen its position as an employer of choice by advancing strategic recruitment, talent development, and employee wellbeing initiatives. A total of 105 recruitment campaigns attracted over 10,798 applications, leading to 782 new appointments and increasing the Council's workforce to 6,217. Targeted outreach through social media, careers fairs, schools, and colleges supported the attraction of high-quality candidates across all grades, with the Dublin City Council Careers LinkedIn page generating 83,613 job-advert views and an 8.5% conversion rate to applications.

A strong focus on upskilling and career development saw 2,234 employees participating in training programmes, with 2,736 training days delivered across 132 courses. A further 111 employees were supported under the Scheme of Assistance, and the Women in Leadership Programme was successfully extended to Grade 8, promoting gender equality and leadership capacity.

Employee wellbeing and safety remained core priorities, with the Health, Safety and Wellbeing Unit delivering 3,000 training days through a range of mandatory and specialist programmes. More than 27 wellbeing events were held, engaging 498 employees and supporting a positive, healthy, and resilient workplace culture.



## Strategic Objective 5:

**Enable the organisation to achieve its goals and support new ways of working by providing an effective, secure, and progressive technology environment**

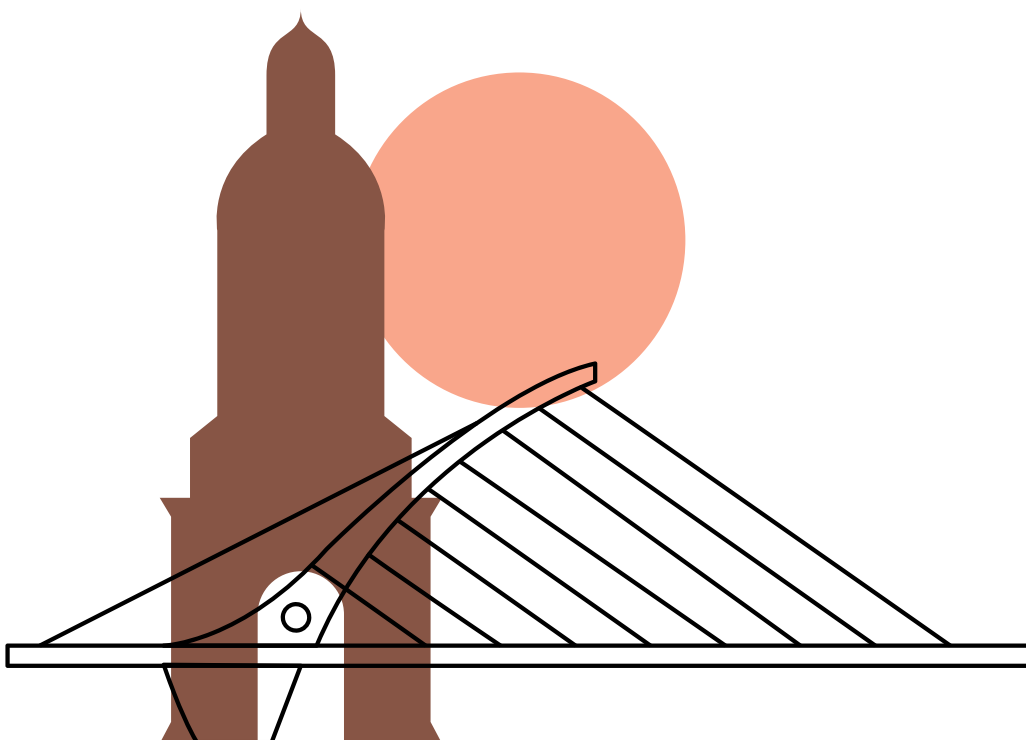
In 2025, the ICT function continued to support the organisation's goals by delivering a reliable, secure, and forward-looking technology environment. More than 45,000 service requests were managed within the agreed Service Level Agreements (SLAs), demonstrating strong operational performance and a consistent focus on user support.

Project delivery also remained robust, with over 65 ICT projects active at any given time, each progressing through the stages of the organisation's corporate methodology. This ensured structured governance, predictable delivery, and alignment with strategic priorities.

To further enable new ways of working, a new working environment is being rolled out to all staff. This supports hybrid working, enhances security, and provides modern tools for a growing number of digital users. The rollout reflects the significant increase in IT users during the year and reinforces the organisation's commitment to a progressive and adaptable technology landscape.

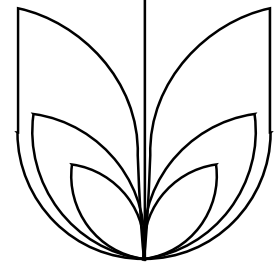
## OUTCOMES MEASURES FOR 2025

Increased rate of citizen trust	The Citizen Sentiment survey indicates that 27% of those surveyed trust Dublin City Council to act in the best interests of the community and Dublin City residents. 21% of respondents trust Dublin City Council's responsiveness, transparency of workings & plans and the commitment to sustainability & long-term city wellbeing.
Increase in participation from/engagements with identified groups in our consultations	Not available for 2025
Percentage of relevant services delivered online (Target 90% by 2030)	17% increase (from 75-88 services now available on our platform)
Percentage improvement in service user satisfaction rates for key services	The % improvement in customer satisfaction with services provided at the reception desk increased by 1% from 79% to 80%
Percentage reduction in energy consumption in our offices, depots and facilities	Figures not available
Percentage reduction in workplace incidents and accidents	Figures not yet available
Percentage increase in positive employee sentiment	Employee survey to be issued in 2026 as part of the People Strategy
Employee turnover and retention rates	Employee Turnover Rate: 8.11% Retention Rate: 92.2%
Cost of ICT provision as a % of revenue expenditure (NSI)	Information will be available on completion of NOAC



## GOAL

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





## Strategic Objective 1:

### **Support the Elected Members to fulfil their role in democratic representation and the exercise of their reserved functions**

Ongoing governance, administrative, and procedural support has been provided to the Chief Executive, Lord Mayor, and Elected Members to enable them to effectively fulfil their democratic and statutory roles. This has ensured the efficient operation of the Council, Corporate Policy Group, and Protocol Committee meetings, supporting informed decision-making and the exercise of reserved functions. Comprehensive meeting management services continue to be delivered, including agenda preparation, report coordination, minute-taking, and compliance with statutory requirements. This has supported transparency, accountability, and adherence to governance standards.

Elected Members have also been supported through the provision of timely and accurate information, briefing materials, and access to digital systems to facilitate engagement, communication, and oversight. Ongoing training and development opportunities have been made available to strengthen Members' understanding of their roles, legislative responsibilities, and policy areas. In addition, support has been provided to facilitate public engagement and representation, including the administration of motions, questions, and correspondence, ensuring that local issues are effectively raised and addressed within the democratic process.

Collectively, these supports have contributed to the smooth functioning of local government structures, enabling Elected Members to represent their constituents effectively and to carry out their reserved functions in line with legislative and governance requirements.

## Strategic Objective 2:

### Enable and support compliance with our legal obligations through timely and practical legal services to all functional areas of the Council

The continued development of our Law Department has further strengthened the Council's capacity to meet its legal obligations by delivering timely, practical, and solution-focused legal services to all departments. During 2025, the Law Department supported organisational compliance and good governance through a series of internal workshops for Dublin City Council staff on key areas including contract conclusion, property acquisition, and property disposals.

A new foundation-level data protection training programme was successfully launched on the City Council e-learning platform, ensuring that all staff have access to essential guidance on their statutory responsibilities. In parallel, the Law Department advanced its trainee solicitor programme, with additional trainees progressing toward qualification in 2026 and 2027, thereby enhancing future in-house legal capability.

In November 2025, the Law Department hosted a Continuing Professional Development (CPD) conference for the Local Authority Solicitors Bar Association. The event was attended by over 60 local authority solicitors and guests, reinforcing the City Council's role as a leader in local government legal practice and contributing to shared learning across the sector.



## OUTCOMES MEASURES FOR 2025

Councillor Satisfaction Survey

Not commenced

Increased level of use of the Councillor Portal

The Councillor Portal was piloted for Questions and Motions for the Central Area Committee and Monthly Council Meetings.

Training schedule for all Councillors and relevant staff was developed to facilitate roll out to all Area Committees.

Number of Freedom of Information requests

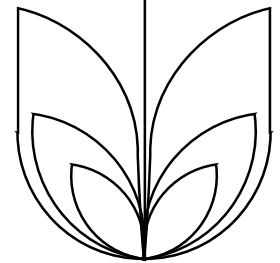
- Recorded
- Opened
- Subject to Internal Review
- Appealed to Office of the Information Commissioner

Number of requests recorded / opened: 825  
Number of requests subject to Internal Review: 25  
Number of requests appealed to Office of the Information Commissioner: 14



## GOAL

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





## Strategic Objective 1:

### **Provide a sustainable funding base, strong financial governance and accountability and support value-for-money in our operations**

During 2025, the City Council was successful in working to get the Local Property Tax maintained at the basic rate which gives the City an additional €16.4m p.a. until 2029. A joint committee of representatives of the Finance & Housing SPCs along with the Executive delivered a change to the Housing Rents Differential Rent Scheme for the first time since 1996. The new scheme will go live in April 2026, delivering €24.8m in 2026 and €33m for a full year in 2027. This additional income will be used to fund the Housing Maintenance Capita Programme, reducing the Council's reliance on loan borrowings.

The Rates Office has had continuous engagement with Tailte Éireann to ensure an up-to-date rateable valuation on the City. The Finance Department supports the work of our colleagues in the City Council by engaging on governance issues around the City Centre Rejuvenation Plan, Cost Rental and Waste To Energy. In Q4 2025 agreement was reached with the Finance SPC to establish a working group on the Transient Visitor Levy in conjunction with the other Dublin Local Authorities.

## OUTCOMES MEASURES FOR 2025

Compliance with deadlines for Annual Revenue & Capital Budgets, Annual Financial Statements and Statutory Audit

Y2026 Revenue Budget adopted in November 2025. Capital Programme Y2025 - Y2027 presented to council in February 2025. Draft AFS presented to council in May 2025. Audited AFS & LGA report presented to council in October 2025

Percentage of commercial rates collected

The commercial rates collection remains strong at 94%

