



Comhairle Cathrach
Bhaile Átha Cliath
Dublin City Council

DUBLIN CITY COUNCIL

Building Information Modelling (BIM) Strategy 2026-2030

Strategy Development
and Preparation

Standardisation
and Integration

Implementation and
Best Practices

Full-scale Implementation
and Optimisation

Continuous
Improvement



Foreword

Dublin is in the middle of an unprecedented period of investment. Dublin City Council is delivering a €3.879 billion capital programme between 2026 and 2028 — new homes, libraries, civic spaces, parks, roads and bridges. At the same time, MetroLink, BusConnects, DART+, the Dublin Grid upgrade and Uisce Éireann's water works will bring billions more investment into the city. Co-ordinating this scale of activity across multiple delivery partners — and making sure DCC inherits the information it needs to manage these assets for the long term will be essential. Building Information Modelling (BIM) is how we can manage this. In plain terms, BIM means everyone working on a project — designers, engineers, contractors, council staff — shares the same digital model of what's being built, kept up to date as the project progresses. When a project finishes, that digital model and information is handed over to DCC alongside the building or piece of infrastructure itself. We inherit accurate, structured information we can use to run, maintain and improve the asset for decades.

BIM is also now mandated. Ireland's phased BIM mandate requires publicly procured projects to follow international information standards. Several deadlines have already lapsed; the threshold for €5 million projects arrives in July 2026, and from January 2027 all projects over €1 million must comply.

Dublin City Council has a strong record of delivering large, ambitious projects for the city. This Strategy builds on that record. It sets out a unified, organisation-wide approach so that every capital project produces two assets: the physical one the public sees, and a digital one DCC owns and controls. International best practice shows that better information management around capital projects can deliver significant benefits and savings.

It is a cultural shift as much as a technical one. Success will need leadership and sustained commitment across all of the Council. The ambition is straightforward: make Dublin City Council a leader in digital public works delivery, meet our obligations under the mandate, and deliver better value and better outcomes for the people of Dublin.



Richard Shakespeare
Chief Executive
Dublin City Council



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Executive Summary

Dublin City Council (DCC) supports the development, maintenance and operation of public assets across the city's built environment. This responsibility spans major building projects, civil infrastructure and public realm improvements that must be delivered safely, efficiently and sustainably. Digital transformation has become a critical enabler of modern public service delivery, and Building Information Modelling (BIM) is central to how organisations now plan, design, deliver and manage assets across their lifecycle.

DCC is entering an unprecedented period of investment through its €3.879 billion capital programme between 2026 and 2028, including €2.7 billion in Housing and Building. The size and complexity of this programme require a more coordinated, consistent and data driven approach to delivery.

BIM provides the foundation for this by enabling structured information, real time collaboration and improved visibility across project stages and asset lifecycles. Embedding BIM in capital delivery will strengthen forecasting, reduce rework, improve accountability for public spending and support long term value for money.

The national policy context makes this transformation even more urgent. Ireland's phased BIM mandate is rapidly tightening, moving from BIM requirements on projects over €100 million in 2024, to over €5 million in early 2026, and ultimately to all publicly procured projects over €1 million for design teams, contractors and the wider supply chain in 2027.

This sharp year on year reduction in thresholds means DCC must scale BIM adoption quickly and consistently to remain compliant. BIM requirements are already embedded in the Capital Works Management Framework and governed by ISO 19650 standards, shaping

procurement, contracting and information management expectations across the public sector.

This Strategy sets out how DCC will implement BIM across all departments and project types between 2025 and 2030. It aligns BIM adoption with the Council's Digital Transformation Strategy and its climate commitments under Climate Neutral Dublin 2030. The BIM Steering Group, established in March 2025 with senior representation from key departments, provides oversight and coordination to drive this transformation.

Early exemplar projects such as the College Green Dame Street Public Realm and the Kildonan Road development demonstrate the value of BIM in complex, multi stakeholder environments and provide practical learning for wider rollout.

The purpose of this Strategy is to guide DCC's transition from fragmented digital practices to a unified, organisation wide model of information management. BIM implementation is not simply a technical upgrade but a cultural and organisational shift that requires improved collaboration, new skills and consistent standards.

The BIM101 document supports this Strategy by providing a foundational introduction to BIM and building organisation-wide awareness and understanding of its purpose and value. As a supporting document, BIM101 helps enable consistent communication and engagement across DCC as adoption progresses.





By embedding BIM as the new normal in project delivery, DCC will improve quality, enhance asset management, support sustainability and deliver smarter, more efficient and future ready public infrastructure for Dublin.



2025–2030 Digital Transformation Strategy | 2024 – 2029 Climate Action Plan

Executive Summary

DCC's BIM maturity assessment, informed by surveys, workshops and interviews with seventy-five staff, revealed a clear picture of an organisation that has begun its digital transition but is held back by fragmentation, inconsistent practices and limited alignment across departments. BIM is being used in several areas, yet adoption remains uneven and heavily dependent on local initiatives rather than coordinated corporate direction. Staff expressed strong appetite for improvement but also highlighted multiple barriers preventing BIM from being implemented effectively or at scale.

Topic	Insights Summary
 People	Across the organisation, most staff have limited exposure to BIM and lack formal training, and there are no defined BIM roles or responsibilities. Knowledge sharing is informal and inconsistent, and teams frequently rely on external consultants for BIM-related tasks. BIM is still viewed by many as a technical activity rather than an organisational capability. This has created uneven levels of understanding, reduced internal confidence and limited DCC's ability to build sustained capability.
 Process	BIM processes and workflows vary significantly across project teams. Key documents such as EIRs and AIRs are often missing, unclear or inconsistently applied. BIM is mostly limited to the design stage, with limited integration across construction, handover and asset management. There is also no consistent project management methodology across DCC, which prevents BIM deliverables, stages and responsibilities from being aligned in a structured and scalable way. This results in inconsistent quality, duplicated effort and missed opportunities to improve delivery outcomes.
 Policy	The assessment found no corporate BIM policy, limited governance structures and inconsistent inclusion of BIM requirements in procurement and contracts. Departments operate independently, with their own templates, platforms and expectations. This reinforces siloed working and creates uncertainty about how BIM should be applied. These weaknesses reduce readiness for the national BIM mandate and create risk around compliance with the Capital Works Management Framework.
 Technology	Information management practices are fragmented. DCC does not yet have a central Common Data Environment, and project information is spread across email, local drives, servers and legacy systems such as ShareFile. This leads to uncertainty about where information is stored, frequent duplication of work, and delays caused by teams having to request or recreate data. File naming and metadata practices are inconsistent, making it difficult to trust or reuse existing project information.

Overall, these maturity gaps have tangible operational impacts. Teams frequently redo work because information is inaccessible or unreliable. Procurement practices vary, asset information is incomplete, and a lack of clear ownership slows down decision-making. Despite this, engagement demonstrated strong optimism and a shared belief that the current way of working is no longer sustainable. Staff recognise the need for a unified approach, clearer standards, stronger governance and better tools. With the right investment, leadership and cultural shift, DCC is well positioned to move from a fragmented digital landscape to a coordinated and fully BIM-enabled organisation.

Executive Summary

The maturity findings demonstrate that DCC must move from fragmented digital practices to a coordinated, organisation-wide approach to information management if it is to deliver its capital programme effectively and meet national expectations. In response, a shared vision was developed through staff engagement which states:

By providing the right information to the right people at the right time across all capital projects, and by leveraging global best practices, we will create a fully digital delivery model that reflects Dublin's unique needs and ambitions



This vision describes a future in which DCC operates through a central Common Data Environment, applies consistent standards, and collaborates seamlessly across departments, enabling smarter, faster and more transparent delivery of public assets.

To achieve this future state, the strategy sets out clear recommendations that address both immediate and longer-term organisational needs. Departments will require targeted engagement to reflect their differing levels of BIM maturity, beginning with an understanding of current readiness and the support required to progress.

Early clarity on resourcing is essential to maintain momentum, including identifying interim roles to bridge gaps while long-term systems and internal capability are developed.

Immediate compliance can be strengthened by incorporating BIM information requirements such as OIR, PIR, EIR and AIR into new tenders, ensuring that projects begin with clear expectations for both internal teams and the supply chain. The strategy also calls for the definition and embedding of core processes, standards and governance structures that will form the organisational backbone for consistent BIM delivery.

Exemplar projects will play a key role in testing and refining these approaches, demonstrating value and helping build internal confidence. Alongside this, targeted training for staff involved in early implementation, supported by wider awareness initiatives, will help cultivate the skills and culture required to champion BIM across the organisation.

The roadmap outlines a phased approach that progresses people, processes, policy and technology in parallel. A mobilisation phase over the next twelve months will focus on the foundational work needed to enable early compliance, build capability and create momentum across departments. Subsequent phases introduce standardised documentation and workflows, apply BIM through exemplar projects to refine best practice, scale BIM across all capital and asset activities, and embed continuous improvement to ensure practices evolve over time.

Through this structured transformation, and with sustained leadership commitment and interim support where needed, DCC will be positioned to achieve full compliance with the Irish Government's BIM mandate and deliver a more integrated, transparent and future-ready model of public infrastructure delivery.



BIM Implementation Roadmap

01

Preparation

Build the foundations through awareness, early engagement and initial strategy development.

02

Standardisation & Integration

Introduce common standards, templates and processes across all departments.

03

Implementation & Best Practice

Test and refine BIM processes through exemplar projects

04

Full-Scale Implementation

Roll out BIM across all projects, strengthen governance and optimise workflows.

05

Continuous Improvement

Embed BIM as standard practice and evolve capabilities, systems and standards.

Section 1. Introduction

Dublin City Council (DCC) plays a central role in delivering high-quality, future-ready public works. In line with its 2025–2030 Digital Transformation Strategy, DCC is embracing digital innovation to improve service delivery, reduce inefficiencies, and foster a culture of continuous improvement across departments.

Background and Context

Dublin City Council (DCC) supports the development, maintenance, and operation of public assets across Dublin’s built environment. From new building projects to civil infrastructure, the Council is responsible for delivering projects that are efficient, safe, sustainable, and value-driven. In recent years, digital transformation has emerged as a key enabler for improving how public sector bodies deliver services and manage resources. Building Information Modelling (BIM) sits at the heart of this transformation in the built environment.

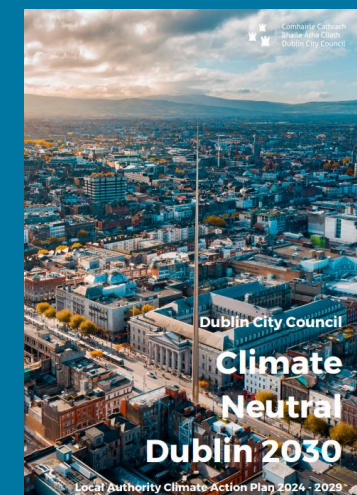
This BIM Strategy outlines how DCC will implement BIM across all departments and project types over the 2025–2030 period. It aims to position DCC as a national leader in digital project delivery, aligning with Ireland’s national BIM mandate and DCC’s own 2025–2030 Digital Transformation Strategy, Corporate Plan 2025–2029 and climate goals under Climate Neutral Dublin 2030.

The DCC BIM Steering Group (Appendix C) was established in March 2025 to provide strategic oversight and drive momentum for BIM adoption across the organisation. The group includes senior representatives from key departments including Housing & Community, City Architects, Planning, Engineering, Information and Communications Technology (ICT), and Corporate Services, as well as project delivery and asset management leads. Meeting weekly, the Steering Group reviews progress, aligns on priorities, and ensures cross-departmental coordination. It serves as the primary forum for decision-making, issue resolution, and setting the pace for implementation.

Exemplar projects (Appendix D) such as the College Green Dame Street Public Realm and the development at Kildonan Road Finglas highlight opportunities for applying BIM in complex, multi-stakeholder environments. These and other infrastructure initiatives provide ideal testbeds for piloting BIM deliverables, workflows, and asset data handover processes.



2025–2030 Digital Transformation Strategy



2024 – 2029 Climate Action Plan

Section 1. Introduction

Alignment with DCC’s Strategies and Plans

BIM is a central enabler of DCC’s 2025–2030 Digital Transformation Strategy and Corporate Plan 2025–2029. As DCC moves toward a more integrated, digital-first organisation, BIM provides the structure and data foundations needed to modernise how the Council plans, delivers, and manages its built environment.

Both strategies emphasise that digital transformation is about changing how the organisation works, not just introducing new tools. BIM supports this shift by replacing fragmented, paper-based processes with connected digital workflows, improving coordination, reducing duplication, and strengthening project delivery and long-term asset management.

The BIM Strategy is backed by strong executive support and aligns with wider organisational goals for transparency, efficiency, and better public outcomes. Delivering on these ambitions requires investment in people, processes, and systems not only technology and cross-departmental commitment to new ways of working.

Appendix B outlines how BIM directly supports Corporate Plan priorities by improving delivery performance, strengthening coordination, and enhancing the value of DCC’s built-environment investments. BIM also advances the Digital Transformation Strategy by improving data management, equipping staff with modern skills, and enabling informed decision-making across the organisation.



BIM as a Catalyst for Cultural Change

Achieving the objectives requires more than new software – it demands a change in mindset. BIM will be championed as “the new normal” in project delivery. Staff at all levels will be engaged to understand the benefits of BIM, and common misconceptions will be addressed to help debunk myths and clarify the tangible benefits of BIM. DCC will promote a culture that values data sharing, continuous learning, and innovation in our projects, aligning with our broader digital transformation ethos.

The cultural change aspect of BIM – encouraging openness, collaboration, and continuous improvement – aligns with the values of the digital transformation strategy. Staff will be supported in developing new digital skills. BIM training programs will dovetail with DCC’s wider staff digital upskilling initiatives.

Additionally, the investments in BIM technology (software, hardware, data infrastructure) complement DCC’s investments in other digital platforms, smart city initiatives and digital twins. In summary, BIM implementation is not an isolated technical project, but an integral part of DCC’s 2025–2030 Digital Transformation Strategy, contributing to a more efficient, data-driven and responsive Council.

Section 1. Introduction

What is BIM?

BIM is a collaborative, digital process for creating and managing information across the lifecycle of built assets. It enables structured data exchange and integration from design and construction through to operations and maintenance. By connecting teams and workflows through a shared digital environment, BIM supports better decision-making, reduces risk, and improves project outcomes. BIM is widely recognised in the construction industry as a catalyst for significant cost reductions, with numerous studies and industry reports confirming potential savings of 10% to 20% on total project costs. These savings are primarily achieved through improved accuracy in calculations, reduced rework, better material management, and enhanced coordination

BIM is not just a technology, it is a strategic enabler of transformation supporting smarter, more transparent public service delivery. BIM helps DCC meet national mandates, improve asset performance, and deliver infrastructure that is resilient, efficient, and future-ready. It is central to unlocking the value of DCC's €3.8 billion capital investment programme.

BIM represents a fundamental shift in how organisations work. It challenges traditional, siloed practices and promotes a culture of collaboration, accountability, and innovation. Successful BIM adoption requires leadership commitment, cross-departmental coordination, and investment in people, processes, and systems. For DCC, embedding BIM means embracing digital delivery as the new norm and positioning itself as a national leader in public sector infrastructure.

BIM101 has been developed as a separate document to provide an overview of why BIM matters, the value it offers, and how it will benefit DCC - [see here for more information](#).

Design Stage

BIM enhances coordination between disciplines, enabling integrated planning and reducing design errors. It supports visualisation, clash detection and early decision-making through data-rich models.

Construction Stage

BIM facilitates real-time collaboration and sequencing, reducing rework, and enabling more predictable delivery. It connects teams and data to streamline workflows and ensure quality control.

Asset Management Stage

BIM ensures structured data handover, enabling predictive maintenance, lifecycle costing, and performance monitoring. It supports facilities management and capital planning by providing accurate, accessible asset information.



Better Decisions

Real-time, data-driven insights support planning, delivery, and lifecycle management of built assets.



Seamless Coordination

BIM connects data and teams across design, construction, and asset management stages, improving collaboration and reducing errors.



Transformative Change

BIM enables a shift in how organisations work enhancing efficiency, reducing risk, and strengthening accountability across departments.

Section 1. Introduction

2026-2028 Capital Programme

DCC is delivering a record €3.879 billion capital investment programme between 2026 and 2028, representing a once-in-a-generation opportunity to reshape the city’s infrastructure. This investment spans housing, transport, flood resilience, and cultural assets with €2.7 billion allocated to Housing and Building alone. The scale and complexity of this programme demand a smarter, more coordinated approach to delivery. BIM will provide the digital foundation to plan, design, deliver, and operate these assets more efficiently and transparently.

BIM is how DCC will maximise value, reduce risk, and deliver future-ready infrastructure and services for Dubliners. It enables real-time collaboration, structured data management, and lifecycle visibility across departments and project phases. By embedding BIM into capital delivery, DCC can ensure that public funds are used effectively, projects are delivered on time and within budget, and long-term asset performance is optimised. It increases accountability and efficient reporting mechanisms to track performance of how capital investment is being used.

The updated National Development Plan (NDP) 2026–2030 calls for modern digital delivery methods to drive infrastructure efficiency and transparency. BIM is a core enabler of that ambition. It supports reduces rework and improves forecasting and risk management. With over 65% of the capital programme dedicated to housing and building, and significant investments in transport and environmental protection, BIM is essential to managing complexity and ensuring delivery confidence.

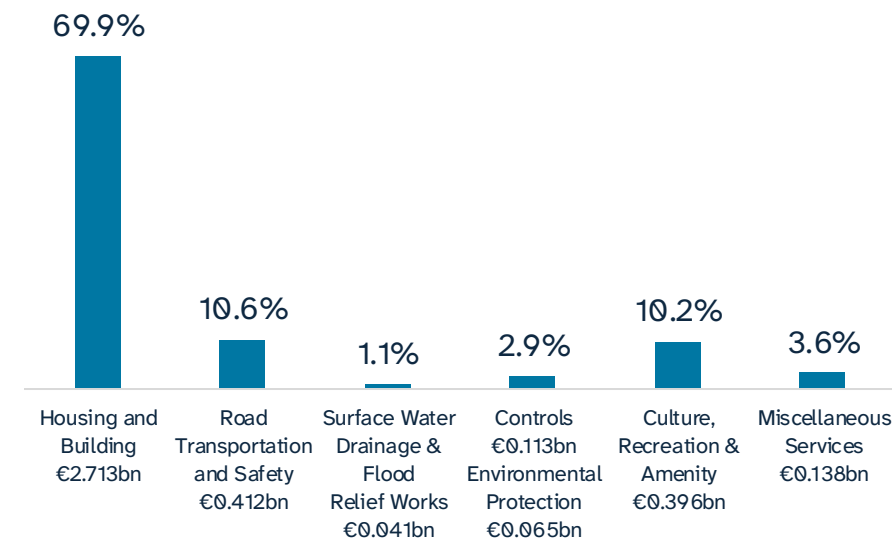
CAPITAL DELIVERY CHALLENGES

DCC faces well-documented challenges in capital delivery, including:

- Delays due to approval processes and procurement
- Cost overruns and scheduling issues
- Limited capacity in project management and technical resources
- Unrealistic timelines and delivery expectations

BIM directly addresses these issues by improving design coordination, enabling digital validation before construction, and supporting accurate cost and time forecasting. It also enhances lifecycle management by providing structured asset data for facilities management and decarbonisation planning—ensuring that today’s investments deliver long-term value.

CAPITAL PROGRAMME INVESTMENT 2026-2028



More information on the Capital Programme can be found here:

https://www.dublincity.ie/sites/default/files/2026-04/dublincitycouncil_capitalprogramme_2026-2028-web.pdf

Section 1. Introduction

National BIM Mandate and ISO 19650

Ireland’s phased BIM mandate is a key driver for public sector BIM adoption. From 2024, all projects over €100 million must align to BIM requirements and processes. By 2027–2028, this requirement will extend to projects under €1 million. DCC, as a major public client, must align with this trajectory.

In parallel, the ISO 19650 series provides international standards for managing BIM across the asset lifecycle. It defines processes for information management, naming conventions, information delivery planning, and the use of a Common Data Environment (CDE). This strategy ensures DCC’s BIM adoption aligns with both national policy and ISO standards.

Capital Works Management Framework

The Capital Works Management Framework is the government’s suite of guidelines and contracts for public sector construction procurement. BIM requirements have been integrated into the CWMF tender templates and guidance since 2024. This means that DCC’s tenders and contracts will need to specify BIM deliverables, such as BIM Execution Plans, model deliverables at certain stages, and the use of a Common Data Environment for information exchange.

As part of this strategy, DCC will update its procurement and project management processes to align with the CWMF updates. For example, consultant and contractor briefs will include Exchange Information Requirements (EIR) documents outlining DCC’s BIM requirements for each project.

BIM IMPLEMENTATION FOR PUBLICLY PROCURED PROJECTS VALUED AT	DESIGN TEAM IMPLEMENTATION		CONTRACTOR AND SUPPLY CHAIN	
> €100 million	January 2024	Lapsed	January 2025	Lapsed
> €20 million	January 2025	Lapsed	July 2025	Lapsed
> €10 million	July 2025	Lapsed	January 2026	Lapsed
> €5 million	July 2026	Lapsed	January 2027	At Risk
> €1 million	January 2027		July 2027	

Tender assessments will consider bidders’ BIM capability. We will also adopt the standardized BIM specification developed at national level (for example, standardized Employer’s Information Requirements and contract clauses for BIM).

Aligning with the CWMF ensures that our approach is consistent with other public clients and that our supply chain is contractually bound to deliver BIM, reducing any ambiguity. This alignment also supports fair competition and transparency, as the same rules (mandating BIM deliverables) apply to all bidders. By integrating BIM into the CWMF process, we ensure BIM is not an “add-on” but part of the normal way we deliver capital works.

More information on the relationship between BIM and the CWMF can be found here:

<https://www.gov.ie/en/capital-works-management-framework/publications/bim-and-the-cwmf/>

Build Digital

Build Digital provides a strong national evidence base for BIM adoption, and DCC’s approach aligns with this programme. In particular, the Build Digital BIM Business Case Toolkit and wider Build Digital guidance clearly articulate the value of BIM across cost, productivity, risk reduction and lifecycle asset performance.

DCC will build on and utilise these resources and templates to inform its implementation approach, ensuring alignment with national standards while tailoring outputs to the Council’s organisational needs and priorities.

For more information on Build Digital please refer to:

<https://www.builddigitalproject.ie/>

Section 1. Introduction

How BIM Supports All Stakeholders

DCC’s current ways of working present clear challenges fragmented processes, inconsistent information, and duplicated effort across departments. BIM directly addresses these issues by creating a shared, structured way of working that improves collaboration, clarity, and delivery. And BIM isn’t just for engineers: it benefits everyone involved in planning, delivering, and managing projects, from project managers and procurement teams to finance, climate, asset management, legal, and executive leadership.

Project Managers	Clearer planning, better visibility of risk, fewer surprises during delivery
Procurement	Clearer scopes and deliverables reduce disputes and enable fair evaluation
Finance	More accurate cost forecasting, asset valuation, and lifecycle costing
Climate	Reducing emissions through accurate digital planning, energy analysis, efficient construction and building operation.
Human Resources	Supports future workforce planning and new career pathways in digital delivery
Legal & Compliance	Improved audit trails (e.g. accessibility and fire safety) and contract alignment through data-driven delivery
Facilities & Asset Management	Easier handover, structured data for long-term maintenance and capital planning
IT & Digital Transformation	BIM forms the backbone of smart city initiatives and system integration
Executive Leadership	Delivers transparency around DCC’s delivery performance and ability to respond to government commitments

Key Quotes from engagements:

"We're constantly redoing work because we don't know what's already been done."

"Every department has their own way of doing things—it's like starting from scratch each time."

"We waste time chasing information that should be readily available."

"We don't have agreed asset register"

"There is no clear owner of the BIM process."

"Files live on hard drives, servers or USBs."

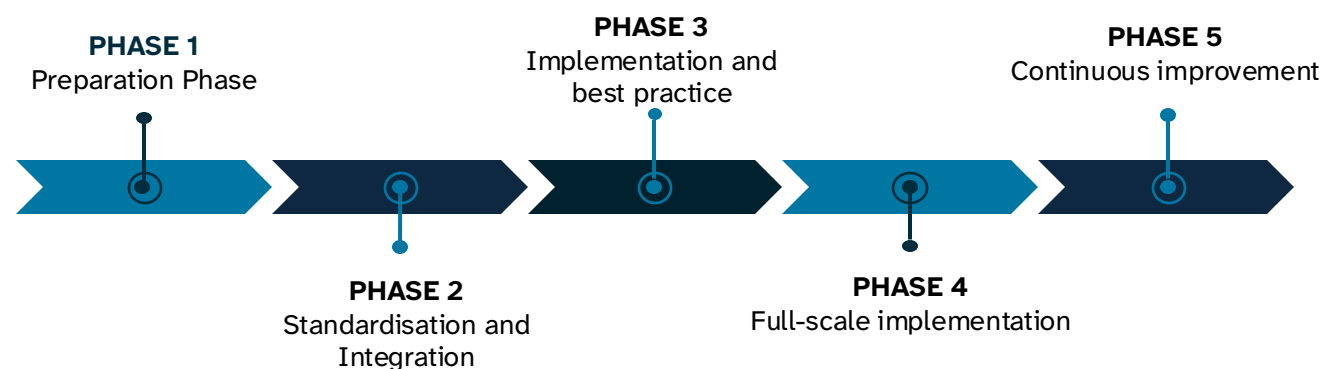
"I can't find the latest version of the model unless someone emails it to me."

Section 2. DCC's BIM Journey

2.1 Approach

A 5 phased approach is essential for successful strategy rollout: **leadership buy-in, planning, mobilisation, implementation, and scaling**. Each phase builds on the last to equip DCC with the capabilities, governance, and systems needed to achieve its BIM goals.

This approach is informed by **ISO 19650**, reflecting both best practice and practical experience in digital transformation.



Across each of these phases, insights are structured around four pillars: **People, Process, Policy, and Technology**, which were used to assess DCC's BIM capabilities (see Section 4 for further detail).

- **People** – Success depends on skilled, engaged individuals with a collaborative, innovative mindset.
- **Process** – Standardised digital workflows improve coordination, reduce errors, and support better decisions.
- **Policy** – Clear frameworks drive accountability, consistency, and alignment with digital transformation goals.
- **Technology** – Effective, interoperable tools are central to creating and managing digital asset data.

People

Leadership
Collaboration
Owners
Engagement
Skills & Responsibility

Process

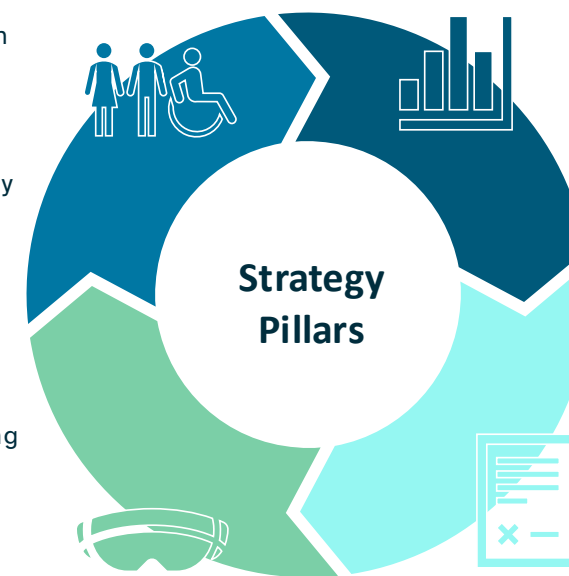
Standards and procedures
Lean design
Integrated delivery
Information management

Technology

BIM Modelling
Simulation
Data relating assets
Interoperability
Integration

Policy

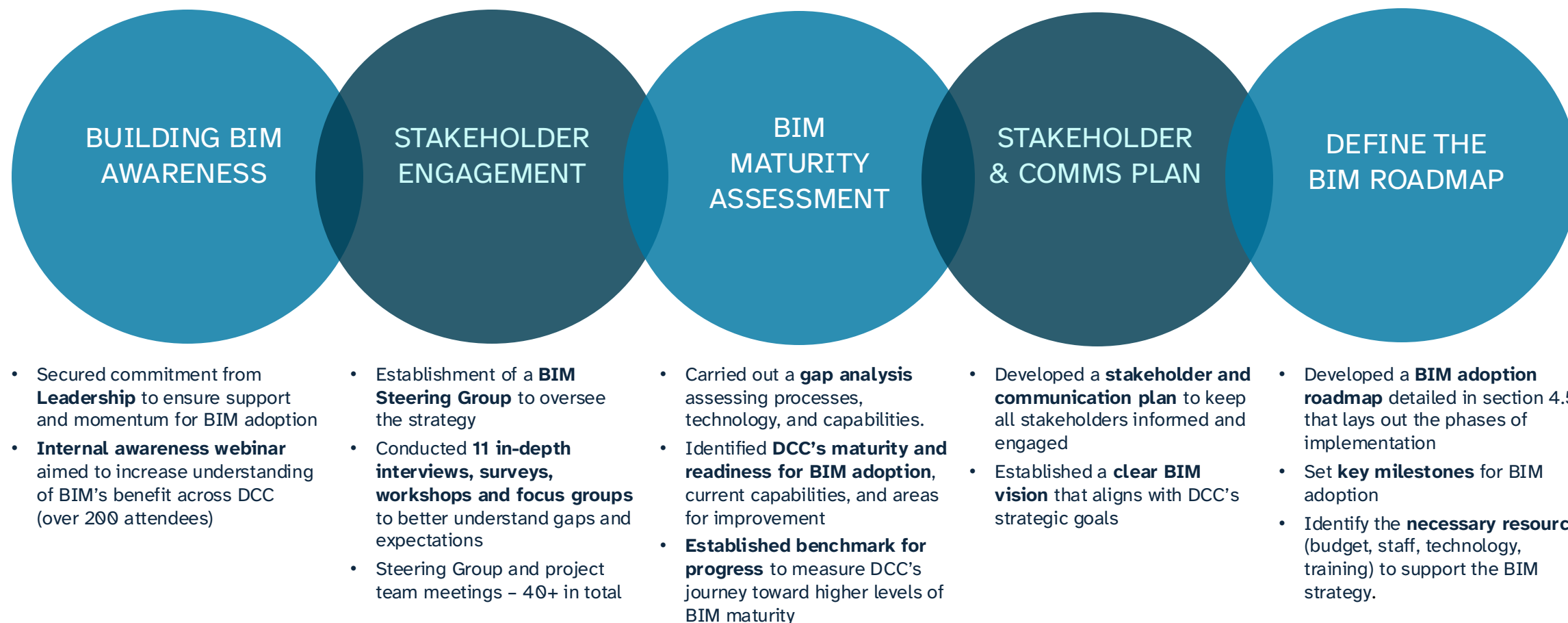
Standards
Project Guidelines
Legal & contractual
Procurement
Delivery



Section 2. DCC's BIM Journey

2.2 Preparation Phase

In March 2025, DCC established an internal BIM Steering Group to lead the Preparation Phase (Phase 1) of its BIM adoption journey (see Appendix C for more information). The methodology followed has laid a strong foundation by setting clear objectives, assessing current BIM maturity across the organisation, and engaging widely with stakeholders. This groundwork now shapes the strategic direction for how DCC will implement BIM in the years ahead.

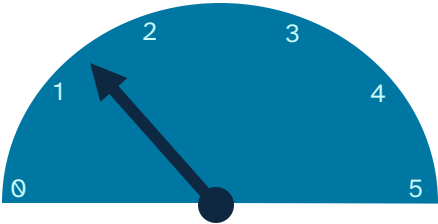
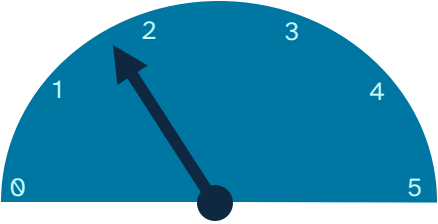
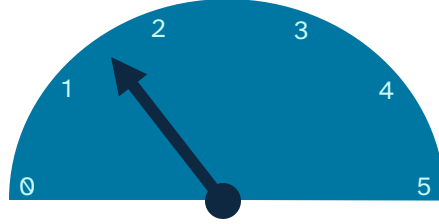
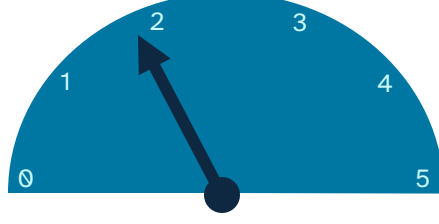


Section 2. DCC's BIM Journey

2.3 Engagement Insights

DCC's BIM maturity was assessed through a combination of surveys, interviews, and workshops to capture both quantitative and qualitative insights into current practices and capabilities across the organisation. DCC's BIM maturity score of 1.6 indicates the need for a more coordinated, corporate-wide approach.

The customised maturity matrix (based on Succar's BIM Maturity Model) assesses the maturity across the four core pillars. Findings indicate that maturity levels are uneven across departments, with most areas sitting between "Initial/Ad-hoc" and "Defined," signalling early-stage adoption and the need for structured development.

People	Process	Policy	Technology
 <p>1.39</p> <ul style="list-style-type: none"> 60% lack formal BIM training No formal BIM roles or responsibilities Reliance on external consultants No career support or performance assessment for BIM roles BIM seen as a technical activity Knowledge sharing is informal Culture remains siloed, with BIM perceived as a technical rather than organisation-wide activity 	 <p>1.62</p> <ul style="list-style-type: none"> BIM workflows are siloed and inconsistently applied Key documents are often not defined (e.g. EIR) BIM use is mostly limited to design/construction Lifecycle integration is minimal. No current link between asset ownership and information needed to manage new assets QA/QC processes are not standardised 	 <p>1.5</p> <ul style="list-style-type: none"> 82% report no formal BIM policy Inconsistent BIM requirements in procurement/contracts Limited alignment across departments Missing governance and compliance structures No unified library of templates and documentation 	 <p>1.93</p> <ul style="list-style-type: none"> Information exchange is fragmented No centralised CDE Limited system interoperability and tool usability No standardised naming or metadata protocols Minimal integration between BIM tools and core DCC systems such as GIS, asset databases Reliance on outdated methods like email, hard drives and ShareFile

Section 2. DCC's BIM Journey

2.4 Current Operating Environment

DCC's current digital environment is fragmented, with departments using different tools, inconsistent standards, and uneven BIM adoption. Without a shared data environment, information is created and managed differently across projects, resulting in siloed practices that weaken collaboration and prevent a unified organisation-wide approach.

Operational Impacts and Inefficiencies

This fragmentation has led to a range of operational challenges. Teams often duplicate work due to poor visibility and disconnected systems. Procurement processes are inconsistent, asset records are incomplete, and project data is frequently inaccessible. These issues result in rework, inefficiencies, and delays, ultimately impacting the quality, cost, and timeliness of public infrastructure delivery. Without a unified approach, DCC risks non-compliance with national BIM mandates and the Capital Works Management Framework.

Capability Gaps

Internally, DCC faces significant capability gaps. Many staff lack formal BIM training, and there are no clearly defined information management roles aligned with ISO 19650 across departments. Knowledge sharing is informal and ad hoc, and there is a heavy reliance on external consultants. BIM is often perceived as a technical or niche function rather than a core organisational capability. This limits DCC's ability to build internal capacity and sustain long-term digital transformation.

Technology and Information Management Challenges

Technology and information management practices are outdated and inconsistent. There is no centralised CDE, and information is often stored on local drives, email, or legacy platforms like ShareFile. File naming conventions and metadata standards are either inconsistent or non-existent, making it difficult to locate, trust, or reuse project data. These limitations reduce transparency, hinder collaboration, and make informed decision-making more difficult.

Acknowledging the Need for Change

Despite these challenges, there is a growing awareness within DCC of the need for change. Staff recognise that while BIM is already in use, it is siloed, inconsistent, and underleveraged. With the right leadership, investment, and cultural shift, DCC is well-positioned to transition from fragmented practices to a fully integrated, BIM-enabled organisation.

Key Focus Area: Project Management



Project Management alignment is a key enabler for effective BIM implementation, providing the structure needed to support consistent project delivery across the organisation.

By establishing clear project stages, roles and workflows, DCC can ensure that BIM requirements are integrated in a coordinated and scalable way across projects.

Aligning BIM with a defined project lifecycle will enable more consistent adoption, with clear ownership of deliverables and responsibilities across teams.

Extending this alignment across the full asset lifecycle will also help ensure that early project decisions support long-term operational outcomes, strengthening the link between project delivery and asset management and enabling BIM outputs to be structured and usable for lifecycle planning.

Section 2. DCC's BIM Journey

2.5 Vision

A fully integrated, BIM-enabled DCC would look very different. It would feature a centralised common data environment (CDE), standardised processes, and clearly defined roles and responsibilities.

Departments would collaborate seamlessly, sharing data and insights in real time.

Procurement would be aligned with BIM standards, and asset records would be complete, accurate, and accessible for all stakeholders involved in a project. This transformation would not only improve efficiency and transparency but also position DCC as a national leader in digital public works delivery ready to meet the demands of a modern, data-driven city.

From the engagements across DCC, the vision statement for BIM was collaboratively developed to reflect shared goals and aspirations. It captures DCC's commitment to leveraging BIM to enhance project delivery, asset management, and long-term public value



VISION

Dublin City Council will place BIM and Information Management at the core of how we design, deliver, and manage infrastructure. By providing the right information to the right people at the right time across all capital projects, and by leveraging global best practices, we will create a fully digital delivery model that reflects Dublin's unique needs and ambitions.



Key Quotes from engagements:

"BIM isn't just a tool — it's how we'll shape the Dublin of tomorrow."

"For the Fire Brigade Department, adopting BIM will be like pushing an open door – once people see the benefit, they'll embrace it."

"Can you imagine a real time infrastructure map of the city with all completed, current and planned projects in one place?"

"It's hard to make informed decisions when you can't see the full picture."

"We don't have a shared place to store or access project data."

"There's no consistency in how we procure or manage BIM deliverables."

Section 3. Realising the Benefits

3.1 Misconceptions around BIM

While BIM is already in use across DCC, inconsistent adoption and varying levels of understanding have led to several common misconceptions. Addressing these early is key to building a shared foundation for successful implementation.




<p>BIM is just a technical or IT project</p>	<p>BIM is a software</p>	<p>BIM is too complex or expensive</p>	<p>BIM is only for architects</p>	<p>BIM is only for large projects</p>
<p>BIM is a major organisational change initiative. It requires leadership alignment, new ways of working, cross-functional collaboration, and a shift in culture - not just new tools or software.</p>	<p>BIM is a process supported by various technologies, not a single software.</p>	<p>While there are upfront costs and learning curves, long-term savings and efficiencies are substantial.</p>	<p>BIM benefits all stakeholders: engineers, contractors, quantity surveyors, facility managers, and clients.</p>	<p>BIM can be scaled appropriately for all project sizes, including small works.</p>

Correcting these misunderstandings will support DCC's cultural shift toward a more digital and collaborative approach to project delivery.

Section 3. Realising the Benefits

3.2 Personas

BIM personas represent the key stakeholders across DCC, each with unique roles, goals, and challenges. Understanding these personas helps tailor BIM strategies to meet the specific needs and expectations of different user groups within the project lifecycle.

	No BIM Exposure	Low BIM Exposure	Moderate BIM Exposure	High BIM Exposure
User Profile	<p>Works with standard office tools and occasionally files or accesses drawings for recordkeeping.</p>  <p>"I hear about BIM in meetings but I'm not sure how it affects my work."</p>	<p>Relies on printed drawings and verbal updates. Occasionally receives digital files but lacks training to navigate them confidently.</p>  <p>"I just need clear instructions and simple tools that actually help me on site."</p>	<p>Can use Revit or similar tools but lacks real-world project experience. Often assigned to update models or extract quantities but without clear standards.</p>  <p>"I used BIM a bit in university, but every project seems to do things differently."</p>	<p>Manages large-scale projects and documentation across teams.</p>  <p>"We are at a stage where the cost of not doing BIM is higher than the cost of doing BIM."</p>
Knowledge	<ul style="list-style-type: none"> - Awareness of what BIM is. - Minimal disruption to existing routines unless clear benefits are shown. 	<ul style="list-style-type: none"> - Basic BIM literacy to interpret digital info. - Training that links directly to on-site tasks. - Mobile-friendly solutions. 	<ul style="list-style-type: none"> - Consistent templates and naming conventions. - Mentorship and hands-on training. - Clear career development paths. 	<ul style="list-style-type: none"> - Clear roles and expectations defined pre-tender across the project lifecycle. - Consistent QA/QC baseline across all projects.
Vision	<ul style="list-style-type: none"> - Feels included in digital transformation. - Understands the "why" behind any new file management or metadata standards. 	<ul style="list-style-type: none"> - A site environment where digital tools simplify workflows. - Confidence to use basic BIM features 	<ul style="list-style-type: none"> - A supportive learning environment. - More consistency across departments. 	<ul style="list-style-type: none"> - BIM adoption is embedded in both culture and systems

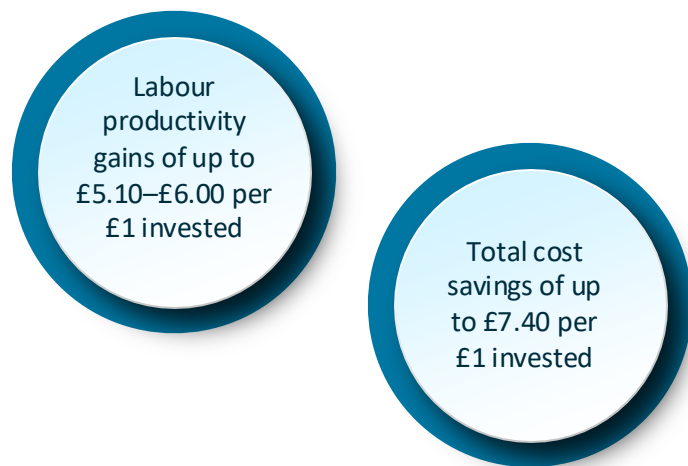
Section 3. Realising the Benefits

3.3 Return on Investment and Benefits

BIM delivers significant benefits for DCC, enabling a more efficient, data-driven and coordinated approach to capital project delivery and asset management. By improving the quality, accessibility and consistency of information, BIM supports better decision-making across project stages, enhances collaboration between teams and stakeholders, and enables earlier identification of risks and issues, leading to more predictable project outcomes.

For DCC, this translates into tangible value including improved cost control, increased delivery efficiency and stronger asset performance over the lifecycle.

Value Generated from Information Management Investment Over Time:



According to a KPMG & AtkinsRéalis report The Value of Information Management in Construction, for the UK industry, every £1 invested in Information Management can generate £5.10–£6.00 in direct labour productivity gains and up to £7.40 in total cost savings, including reductions in delivery time, labour, and material costs. Cost savings across asset lifecycle stages typically range from 1.6% to 18%, depending on the stage and project type.

Productivity Gains from Implementing BIM		
Increased output/revenue	➤	Better asset utilisation, innovation
Costs saved or avoided.	➤	Improved efficiency, reduced risk, compliance
Intangible benefits.	➤	Enhanced capability and digital culture.

A study by FMI/Autodesk shows that poor data may have caused **\$1.8 trillion in losses globally**, and may be responsible for **14% of avoidable rework**, demonstrating the impact of poor information management.

PwC analysis (UK) shows BIM can deliver **0.7–1.4% of capex savings** on measured government projects, extrapolated to **£226m–£429m per year**, with **1.5–3% whole-life savings** and significant benefits at the operations stage.

A 2025 article on digital construction in Ireland reports that the top realised benefits of BIM include faster design coordination (**58.1%**), improved collaboration (**53.8%**), improved accuracy (**49.5%**), and better access to asset information (**38.5%**), all underpinning cost and time savings.

Section 4. Roadmap and Mobilisation Strategy

4.1 Guiding Principles

The high-level roadmap for BIM implementation is grounded in a set of guiding principles that ensure a coordinated, scalable, and sustainable approach. They reflect the need for alignment between people, processes, policy and technology, recognising that successful digital transformation depends as much on cultural change as on technical capability.

As DCC progresses through each phase of the roadmap, these principles will serve as a compass, helping to prioritise actions, allocate resources, and measure progress effectively across the delivery lifecycle.

BIM Compliant

Ensure all new projects are compliant through the specification of BIM requirements in tenders and DCC are in full compliance with requirements for all publicly procured projects by 2028.



People-First Transformation

Prioritise cultural change, leadership engagement, and capability-building to ensure BIM adoption is inclusive and aligned with how people work.



Governance with Accountability

Establish clear structures, roles, and responsibilities to guide implementation, monitor progress, and ensure decisions are aligned with organisational priorities.



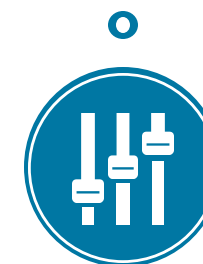
Collaborative Leadership & Learning

By fostering collaboration internally and externally, DCC's BIM journey will be shaped by proven approaches and tailored to its unique context.



Parallel Workstreams

Run multiple initiatives (training, CDE setup, standards development) in parallel rather than sequentially to effectively deliver the key activities called out in the roadmap.



Section 4. Roadmap and Mobilisation Strategy

4.2 Target Operating Model (TOM)

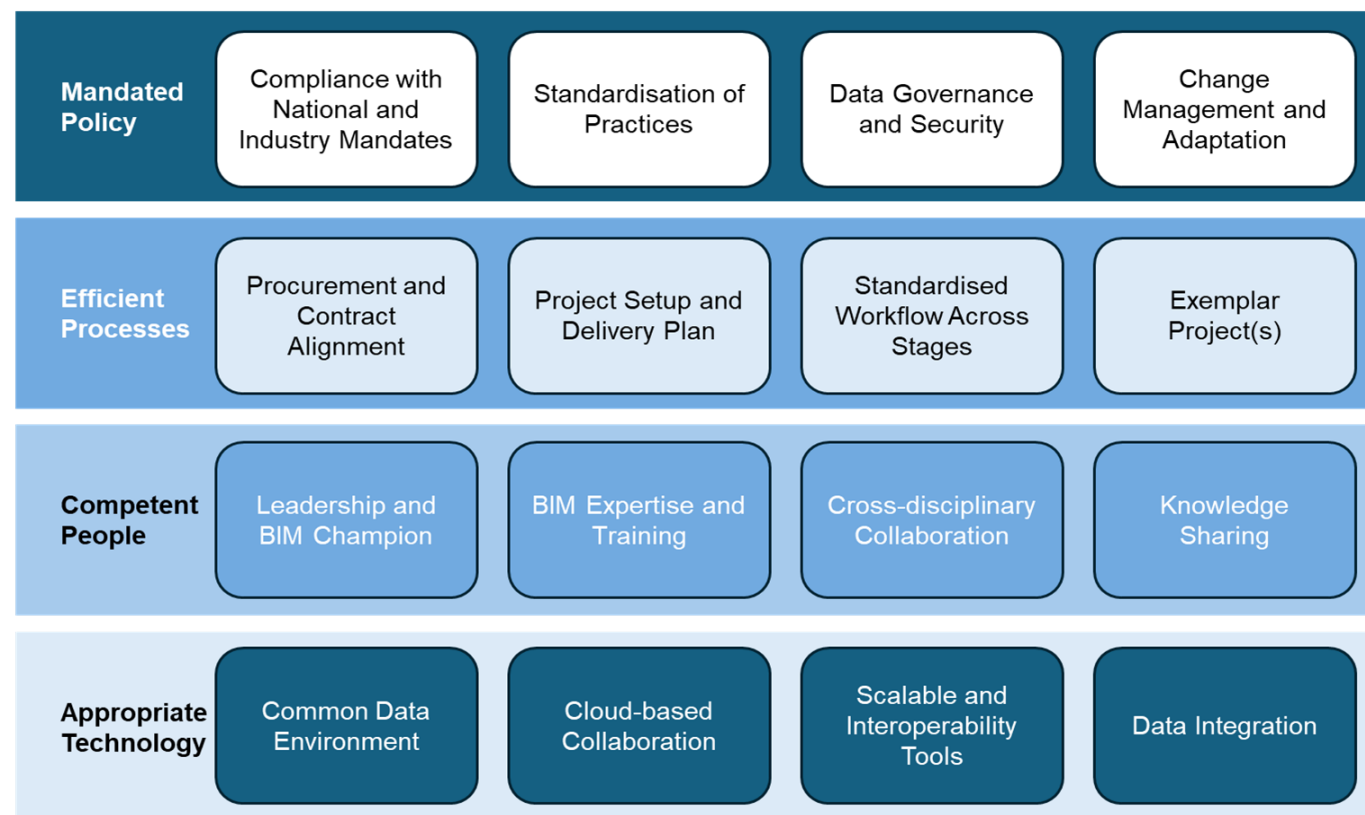
To successfully deliver the roadmap, DCC requires a well-defined operating model. The purpose of this is to outline the core capabilities, resources, and structures needed to support effective BIM adoption across the organisation. It is built on four key pillars: clear mandated policies, streamlined and efficient processes, a skilled and competent workforce, and the deployment of appropriate technology. Together, these elements enable seamless collaboration, minimise risk, and drive consistent project outcomes aligned with DCC's strategic goals. The Information Manager role family provides the primary governance and accountability mechanism for BIM and information management across DCC.

To embed BIM across DCC, the operating model must reflect more than just technical capability it must support a broader organisational transformation. BIM is not a standalone function; it is a cross-cutting enabler that touches every aspect of how DCC plans, delivers, and manages its built environment. Information Management spans the full asset lifecycle from strategy and design through to operation and end-of-life. The TOM must therefore be designed to integrate policy, process, people, and technology in a way that supports collaboration, accountability, and long-term value creation. Detailed information can be found in **Appendix E.1.6**.

A key principle of the operating model is to define how DCC will resource and structure its BIM implementation. **Appendix E.2.3** details the governance structure and team that is needed to deliver the TOM.

DCC's Information Management (BIM)

1. Articulate DCC needs
2. Communicate Information requirements
3. Establish set of standards and information management framework
4. Improve quality assurance and performance check
5. Stimulate collaborative behaviours
6. Promote use of best practice information management

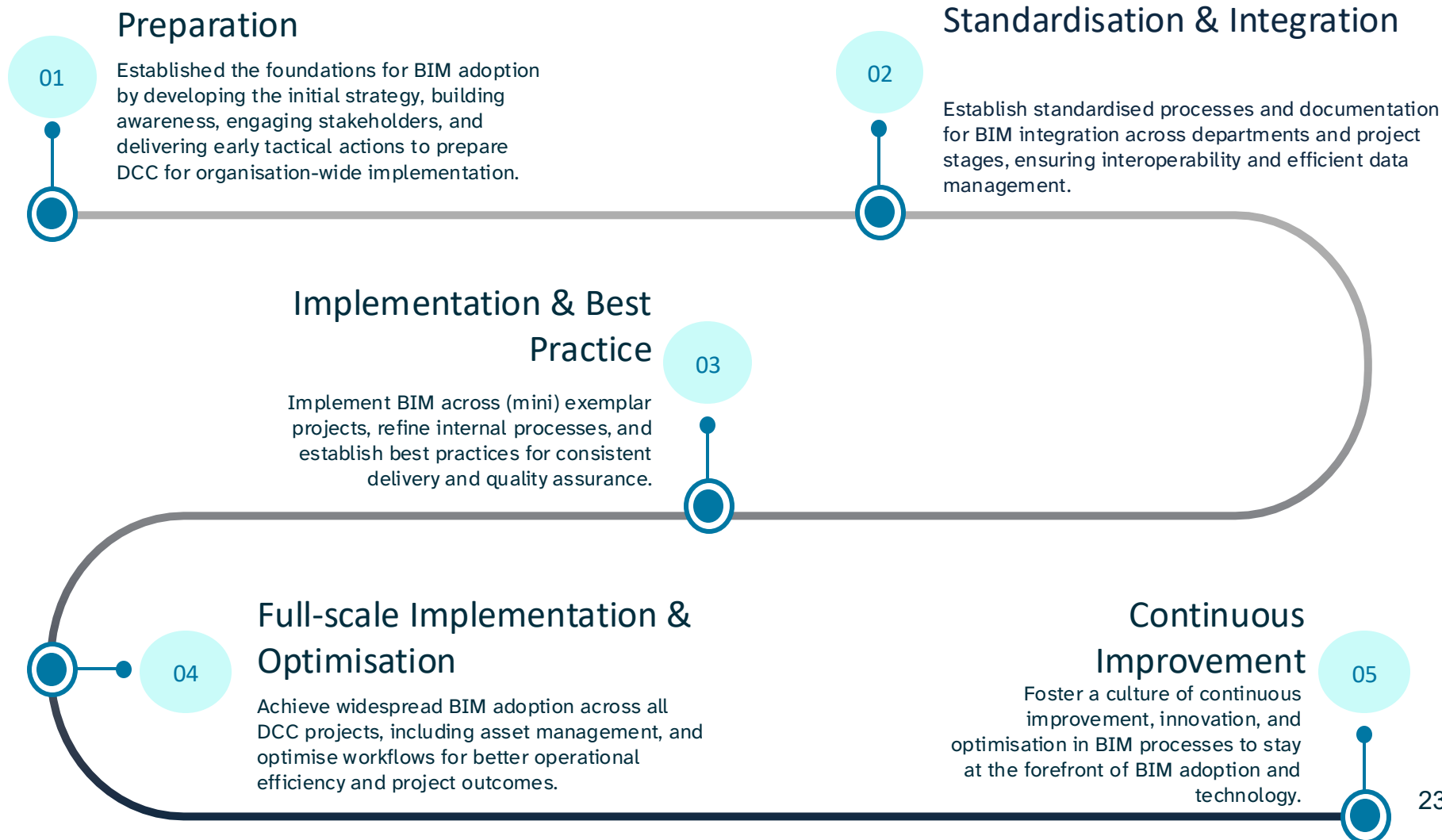


Section 4. Roadmap and Mobilisation Strategy

4.3 High-level Roadmap

The Journey of BIM adoption within DCC is a strategic, phased approach designed to ensure smooth integration of BIM practices into the organisational operations and project delivery. The journey of BIM adoption at DCC can be broadly divided into five key phases, each of which will build upon the success of the previous one.

In line with the Irish Government’s BIM mandate, this strategy is designed to prepare DCC for full compliance according to ISO 19650 requirements for all publicly procured projects by 2028. The groundwork laid in this phase will ensure DCC is on track to meet this milestone.



Section 4. Roadmap and Mobilisation Strategy

4.4 Requirements Across the Four Pillars

This slide provides a high-level summary of what is required across the four pillars to enable successful BIM adoption. It acts as an overarching view of the key building blocks needed for progress. The roadmap presented in the next slide expands on these requirements in greater detail, outlining the specific actions and sequencing involved.

People

- Align departments with varying maturity levels through targeted engagement and support – Understand where departments are and what support they need.
- Clarify short-term resourcing needs – Identify gaps and interim roles to maintain momentum.
- Provide targeted training and wider BIM awareness campaigns
- Establish and scale the Information Manager role family (Assistant → Lead) as the core governance capability for BIM and information management across DCC.

Process

- Plan and resource interim solutions while long-term systems are procured – Enable early structured BIM adoption.
- Define and embed core processes, standards, and governance structures – Establish consistent ways of working.
- Identify and initiate exemplar projects – Validate and refine BIM processes using real projects.
- Define clear processes for creating AIR and mapping to asset systems – Capture asset needs upfront and ensure lifecycle-ready data.

Policy

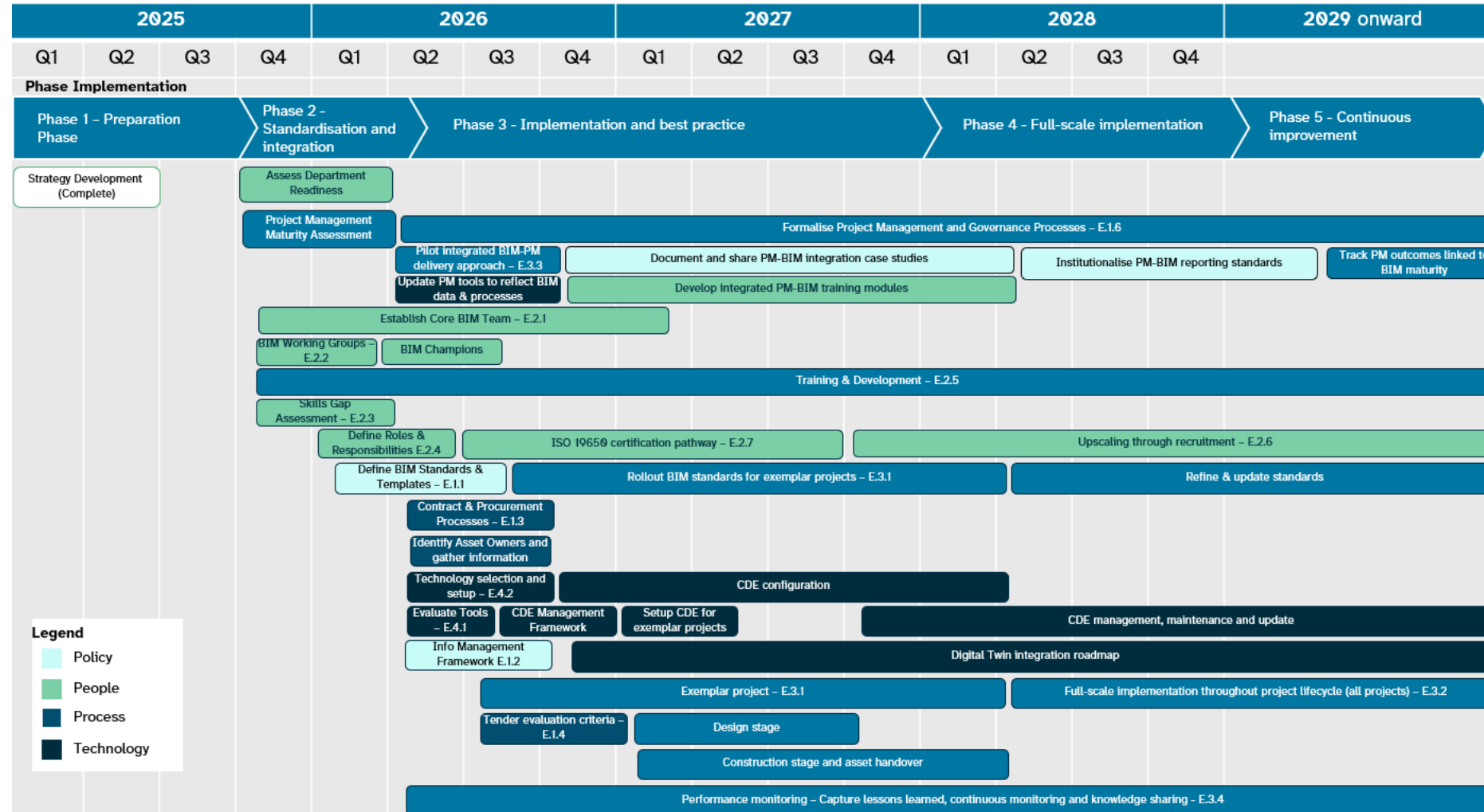
- Incorporate BIM requirements (OIR, PIR, EIR, AIR) into tenders – Embed BIM expectations contractually for immediate compliance.
- Embed governance structures – Formalise roles, responsibilities, and decision rights.

Technology

- Deploy interim technical solutions – Use temporary tools or configurations to enable early BIM activity.
- Strengthen the Information Management Framework with open standards – Mandate IFC, COBie, Uniclass/ICMS.
- Understand and define CDE requirements – Identify what DCC needs from a CDE (information workflows, permissions, metadata, integration points, user roles, and lifecycle needs) to inform future procurement and ensure the platform genuinely supports organisation-wide information management.

Section 4. Roadmap and Mobilisation Strategy

4.5 Detailed Roadmap



Legend

- Policy
- People
- Process
- Technology

The roadmap outlines the key activities driving the Corporate BIM Strategy implementation with further detail provided in Appendix E.

Appendix E also includes the full-scale roadmap that is easier to read, offering a more comprehensive view of the planned initiatives and their delivery timeline.

Section 4. Roadmap and Mobilisation Strategy

4.6 Activities Within the Detailed Roadmap

The mobilisation strategy outlines the first critical steps DCC will take to embed BIM across the organisation. It focuses on building the foundational structures people, processes, policies, and technology needed to support consistent, scalable, and sustainable BIM adoption from day one. Further details relating to the points outlined below can be found in Appendix E. The labels provided indicate the relevant sections for reference.

	Quick Win Months 0 - 6	Short-term Year 1-2	Mid-term Year 3	Long-term Year 4 ++
	Standardisation and integration	Implementation and best practices	Full-scale implementation	Continuous improvement
Policy	<ul style="list-style-type: none"> Define and enforce BIM policies and standards – E.1.1 Establish information management framework – E.1.2 Introduce BIM specification in contract and procurement process – E.1.3 / E.1.4 Identify career path and development programme for employees, including upskilling-upscaling investment – E.1.5 	<ul style="list-style-type: none"> Formalise governance process that guide BIM operations – E.1.6 Rollout BIM standards and protocol in exemplar projects 	<ul style="list-style-type: none"> Sustain governance system to support BIM implementation in all projects – E.1.6 	
People	<ul style="list-style-type: none"> Establish dedicated Core BIM Team – E.2.1 Evaluate departmental skill gaps and identify required resources – E.2.3 Define BIM roles and responsibilities – E.2.4 Develop role-based training programmes prioritise immediate needs for exemplar projects) – E.2.5 Collaborate with HR to develop and plan recruitment programmes. E.2.6 	<ul style="list-style-type: none"> Offer dedicated BIM roles for selected implementation teams – E.2.4 Upskilling project implementation teams (role-based training on actual exemplar projects) – E.2.5 ISO 19650 certification pathway - E.2.7 Partner with academic institution to develop learning pathway for different level of maturity (Leadership, non-BIM staff, specific BIM related roles (e.g. QS, GIS, Fire life and safety) – E.2.5 	<ul style="list-style-type: none"> Establish certified professional programmes and CPD credits to advance career path – E.2.5 Engage with academic institutions to attract new talents through internship or work placement strategy – E.2.3 Upscale Core BIM Team through recruitment – E.2.1 	<ul style="list-style-type: none"> Sustain BIM resources and ecosystem – E.2.1, E.2.6
Process	<ul style="list-style-type: none"> Select exemplar projects and stage implementation – E.3.1 Develop project mobilisation plan and project setup process – E.3.3 Identify asset owners and gather information on asset classes 	<ul style="list-style-type: none"> Launch initial exemplar projects to test processes and tools – E.3.1 Integrate BIM with project management workflow – E.3.3 	<ul style="list-style-type: none"> Refine project process and standardise best practice – E.3.1 Enhance interoperability – E.3.2, E.4.2 Formalise PDCA cycle in all projects E.3.4 Adopt automation solutions – E.3.4, E.4.4 	<ul style="list-style-type: none"> Advance BIM uses to support organisational goals, e.g. digital twin, carbon assessment, environmental impact assessment, AI, ML etc. – E.3.4, E.4.4
Technology	<ul style="list-style-type: none"> Evaluate existing tools – E.4.1 Define CDE functions/specification – E.4.2 Tools selection for exemplar projects (in accordance with information management framework) 	<ul style="list-style-type: none"> Setup and configurate CDE for exemplar projects – E.4.1, E.4.2 Explore potential integration with existing system, e.g. GIS, fire life & safety, QS, etc. – E.4.3 	<ul style="list-style-type: none"> Enforce and standardise CDE implementation across all supply chains – E.4.1 	

Section 5. Recommendations and Next steps

5.1 The Next 12 Months

The next year is critical for laying the foundations of BIM adoption. Targeted engagement, strategic resourcing, and aligned leadership and project management practices will ensure BIM is embedded effectively and sustainably.

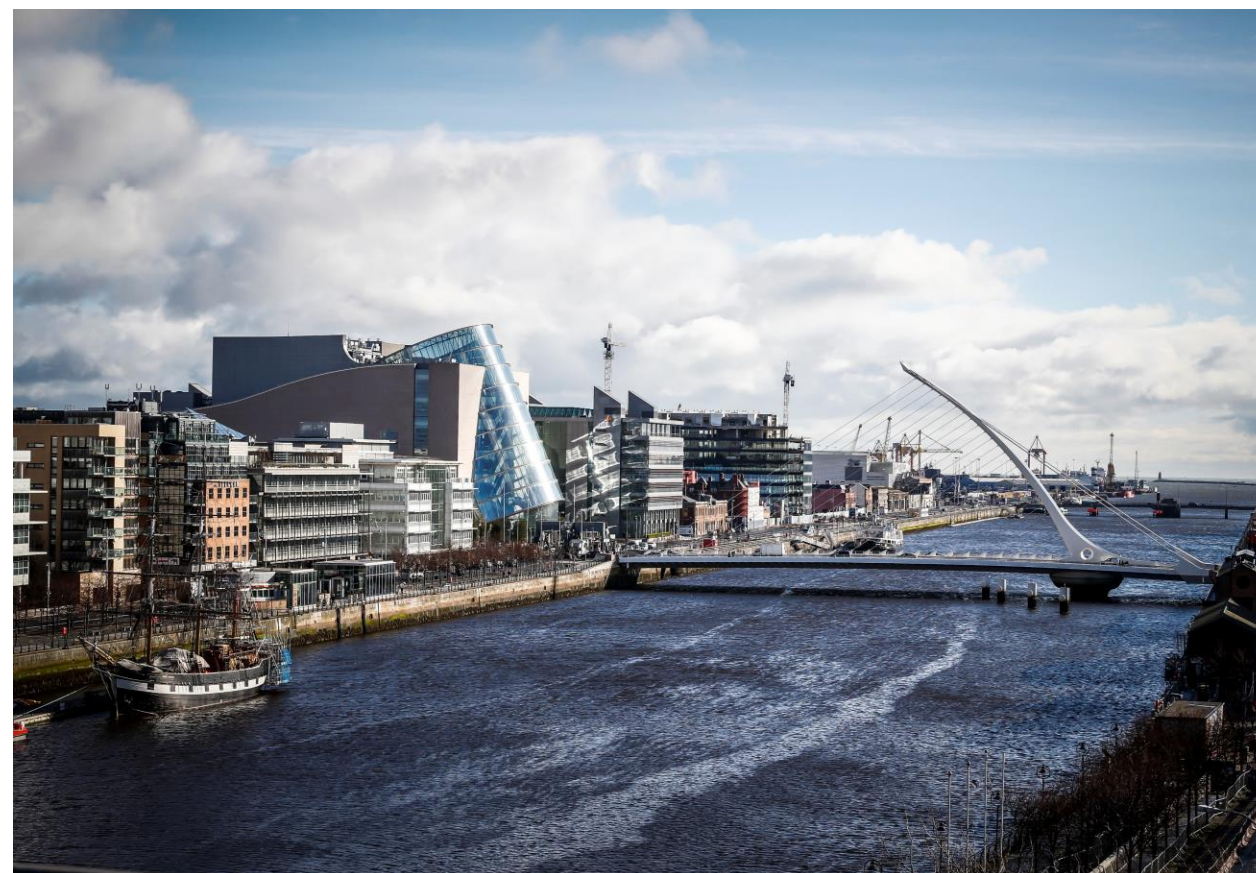
A key focus will be understanding organisational drivers and mapping departmental project pipelines. This will support clear BIM compliance planning, including selecting exemplar projects and assessing readiness, workloads, and resourcing needs.

Departments will require tailored support through gap assessments and action plans. Appointing BIM champions and departmental leads, alongside defining the appropriate balance of internal and external delivery support, will help coordinate early implementation.

Project managers will play a central role. Strengthening PM capability, updating PM templates with BIM requirements, and aligning BIM processes to DCC's project lifecycle will enable consistent, structured delivery. Pilot projects will validate this integrated approach.

Senior technical leaders will guide and champion the transition. Their expertise will shape BIM requirements, ensure practical application, and drive Phase 2 activity through informed, cross-departmental leadership.

To sustain momentum, DCC must plan for phased capability building. Continued contractor support, a structured workforce transition plan, and a strong business case for long-term funding will be essential to build internal capacity and reduce reliance on external expertise.



Section 5. Recommendations and Next steps

5.1 The Next 12 Months

	People (Appendix E.2)	Process (E.3)	Policy (E.1)	Technology (E.4)	Outputs
Months 0 - 6	<ul style="list-style-type: none"> - Develop business case and engage leadership - Embed interim resources - Set up BIM Working Group and champions - Identify skill gaps and define roles - Form subgroups - Work with HR to develop targeted recruitment programme 	<ul style="list-style-type: none"> - Identify department-specific use cases - Embed BIM deliverables and compliance criteria into contracts and tender documents - Develop BIM Communications Plan - Cross departmental review of info management processes - Identify Exemplar Project(s) to cover the full project lifecycle 	<ul style="list-style-type: none"> - Pilot integrated PM + BIM delivery approach - Secure long-term funding - Review policies, procedures, and templates - Develop and formalise BIM policies, procedures, and templates (OIR, AIR, PIR, EIR, BEP) 	<ul style="list-style-type: none"> - Evaluate and assess BIM tools used across DCC - Establish CDE specifications and requirements - Establish a structured data schema aligned with classification systems (e.g. Uniclass). - Define metadata standards, naming conventions, and interim SharePoint setups 	<ul style="list-style-type: none"> - Long-term funding secured - BIM Champions Nominated - Existing Templates and Tools Leveraged - Recruitment Process Initiated - Tender Documents Updated
Months 7 -12	<ul style="list-style-type: none"> - Commence recruitment of staff - Establish centralised Information Management team - Develop targeted BIM training programmes - Rollout Basic BIM training to upskill existing staff and procurement training for in-house and third parties - Launch internal awareness campaigns 	<ul style="list-style-type: none"> - Launch initial pilot projects to test processes and tools - Integrate BIM into procurement, contracts, and project governance - Define performance metrics and initiate monitoring of pilot outcomes 	<ul style="list-style-type: none"> - Formalise governance processes that guide BIM operations - Rollout the core BIM protocol and standards across exemplar projects 	<ul style="list-style-type: none"> - Adopt CDE on Exemplar Project - Define Project specific CDE Configuration - Provide role-based training on selected tools 	<ul style="list-style-type: none"> - BIM Communications Plan Deployed - Data Schema and Naming Conventions Finalised - Exemplar Projects Selected and Launched

This initial year is critical for setting up the core structures that will enable long-term success.

Support will be needed throughout this phase, particularly in areas where internal capability is still developing. Interim external expertise may be required to help drive progress while internal teams build capacity.

The appendices provide further detail on the specific tasks, timelines, and dependencies that underpin the strategy, offering a practical reference for implementation planning and coordination.

Section 5. Recommendations and Next steps

5.2 Workstreams

To support successful delivery of the BIM Strategy, a series of specialist working groups and technical sub-groups will be established to coordinate activity, provide expert input, and ensure consistency across all departments helping address the challenges identified.



The **Common Data Environment Workstream** will define DCC's organisation-wide CDE requirements and address current gaps in how information is stored and shared.



The **Standards and Templates Workstream** will create a unified suite of BIM standards, templates, and QA/QC procedures to ensure consistent, ISO-aligned delivery.



The **Procurement and Contracts Workstream** will set clear BIM clauses, requirements, and evaluation criteria so that suppliers deliver compliant information from the outset.



The **Learning and Development Workstream** will build structured training pathways and capability-building programmes aligned to DCC's BIM roles and project needs.



The **Project Management Integration Workstream** will embed BIM into DCC's project lifecycle, tools, and templates so BIM becomes a core part of project delivery.



The **Asset and Facilities Management Workstream** will define clear AIRs, standards, and workflows to ensure BIM data supports effective long-term asset management.

Each workstream is supported by and accountable to the Information Manager role family, ensuring consistent governance and delivery across DCC.

They form an integrated support model that strengthens coordination, builds capability, and ensures consistent BIM adoption across the organisation.

Further detail on each workstream is provided in the appendices.

Top Challenges:

Lack of BIM knowledge (37%),
Siloed working (27%),
Unclear direction (22%)



Key Quotes from engagements:

“We are at a stage where the cost of not doing BIM is higher than the cost of doing BIM.”

“I'm not given the resources or equipment to do my job - it's like digging a hole with a spoon”

“Get basics, workflows, and systems in place - that's more critical than everyone understanding what BIM is.”

Section 5. Recommendations and Next steps

5.3 Exemplar Projects

The exemplar-project approach will serve as a structured testing ground for the tools, processes, and materials developed through the BIM workstreams.

Each exemplar project will trial specific elements from workstreams such as templates, data structures, and information management practices to evaluate how well they function in real project environments. This deliberate, early-stage testing ensures that proposed ways of working are validated in practice rather than adopted in theory, giving teams the opportunity to experience the benefits, identify friction points, and refine their understanding of BIM-enabled delivery.

To ensure lessons learned are consistently captured and scaled, a formal feedback loop will be established, with clear responsibility assigned for gathering insights from project teams, consolidating findings, and updating standards, training materials, and guidance documents. This loop will draw on practical evidence what worked, what didn't, and why allowing DCC to iteratively improve its processes based on real experience. By systematically feeding project-level learning back into the strategy, DCC can build a continuously improving BIM ecosystem that evolves in line with operational needs and maximises the value of early implementation efforts.



Section 5. Recommendations and Next steps

5.4 Performance Monitoring

To strengthen performance monitoring, DCC will introduce a suite of measurable indicators in Phase 2 to track BIM maturity and implementation effectiveness. These indicators will be developed collaboratively and will be fully aligned with DCC’s processes, governance structures, and information management requirements, enabling continuous feedback, transparent reporting, and evidence-based improvement across all departments.

Governance & Compliance

- **% of projects with defined OIR, AIR, PIR, and EIR**
Target: 100% for all new projects by 2027.
- **% of tenders including BIM requirements and evaluation criteria**
Target: 100% by end of Phase 3.
- **ISO 19650 compliance audits completed annually**
Target: Minimum 1/2 audit per year.

CDE Adoption

- **% of projects using a CDE for information exchange**
Target: 80% by 2026; 100% by 2028.
- **Number of departments actively using CDE for internal workflows**
Target: All departments by Phase 4.

People & Capability

- **% of staff trained in BIM fundamentals**
Target: 15% by end of Year 1; 30% by Year 3.
- **Number of BIM Leads appointed across departments**
Target: Minimum 1 per department by Phase 2.
- **Career pathways established for BIM roles**
Target: Framework approved by Year 2.

Process & Standardisation

- **% of projects with approved BIM Execution Plan (BEP)**
Target: 100% for all projects over €1M by 2027.
- **Number of standard templates and protocols published**
Target: Complete set by end of Phase 2.

Technology & Integration

- **CDE configuration completed for exemplar projects**
Target: Within first 6 months of mobilisation.
- **Integration of BIM with asset management systems**
Target: Achieve linkage for at least 2 major projects by Phase 3.
- **% of models delivered in open formats (IFC, COBie)**
Target: 100% compliance by Phase 4.

Performance & Continuous Improvement

- **Reduction in design clashes and rework (measured via pilot projects)**
Target: 20% reduction by Year 2.
- **Cost predictability improvement (variance vs. forecast)**
Target: <10% variance by Phase 4.
- **Annual BIM maturity score (based on ISO 19650 maturity model)**
Target: Move from Stage 0 → Stage 2 by 2028.

Section 6. Conclusion

DCC's adoption of BIM represents a strategic and necessary investment in the future of public infrastructure delivery. Implementing this transformation will require targeted funding for people, systems, processes, and technology, ensuring the organisation has the capacity and capability to meet national BIM mandates and deliver its capital programme with greater confidence. This investment is not simply financial; it is a commitment to modernising how projects are planned, designed, delivered, and managed across the entire asset lifecycle.

Successful BIM implementation also depends on meaningful cultural change. It requires buy-in from leadership and staff at every level, supported by clear communication, training, and consistent governance. Transitioning from siloed practices to a collaborative, information-driven organisation will take time, but cultivating this mindset shift is fundamental to embedding BIM as the new normal. With aligned leadership, shared ownership of BIM processes, and a willingness to evolve long-standing practices, DCC will be well-positioned to realise the full potential of digital delivery.

The benefits of BIM for DCC are substantial and far-reaching. Improved design coordination, reduced rework, enhanced cost and schedule predictability, and richer asset information will directly strengthen the quality and efficiency of capital projects. BIM also creates opportunities for better transparency, clearer audit trails, and improved reporting supporting accountability for public investment and enabling more informed decision-making. These outcomes will improve service delivery for Dublin's citizens and reinforce DCC's role as a national leader in digital public works.

Ultimately, the value of BIM extends beyond compliance. It positions DCC to deliver smarter, more resilient, and future-ready infrastructure that aligns with climate targets, digital transformation goals, and long-term asset management needs. By investing now, fostering cultural buy-in, and embracing new ways of working, DCC will secure significant operational, financial, and societal benefits. BIM is not just a technical upgrade it is a transformative enabler that will strengthen the Council's capacity to deliver high-quality public services for years to come.

