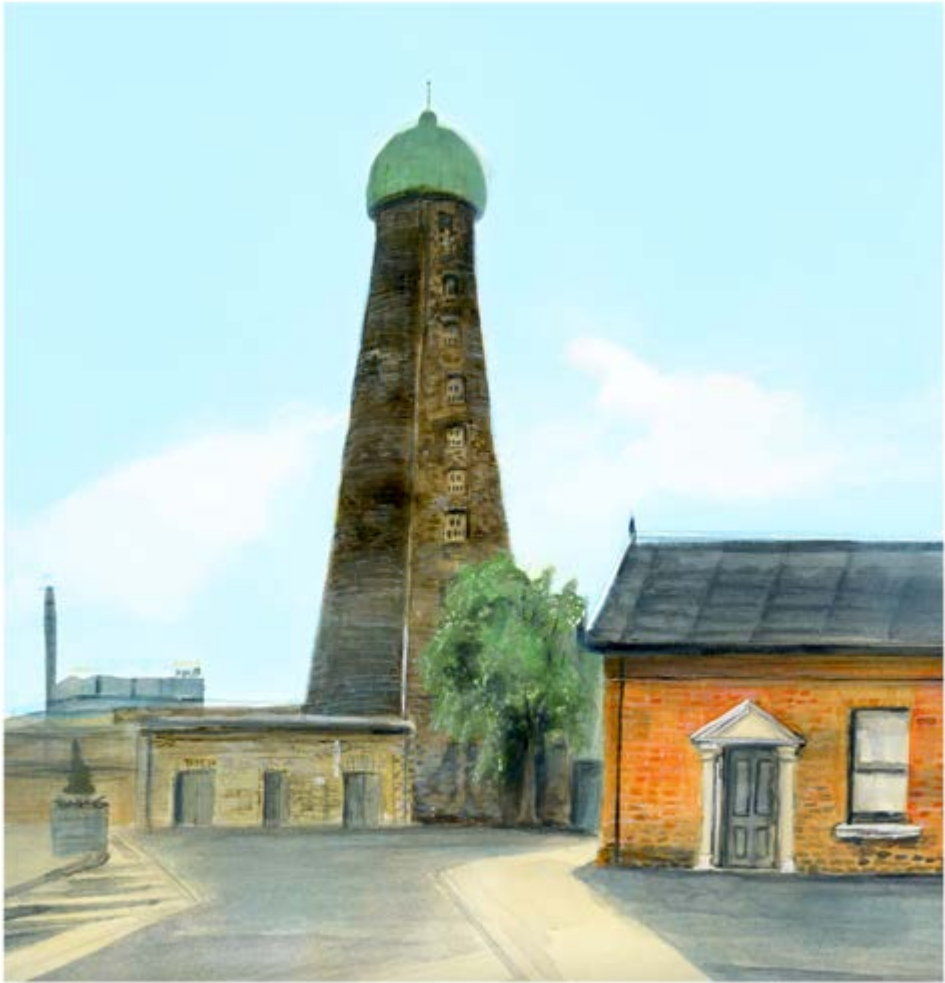


DIGITAL HUB DEVELOPMENT AGENCY

STRATEGIC PLAN



2026 – 2028



THE **DIGITAL** HUB

INTRODUCTION

Welcome to the Digital Hub Development Agency (DHDA) Strategic Plan 2026–2028.

This is a time of change for us as we plan for the dissolution of the agency. It is also an exciting and dynamic time as we explore new opportunities for our campus and business in the heart of Dublin's Liberties.

Our strategy is a transitional one, developed to steer our onward journey as we seek to pivot from being a state agency to a new standalone legal entity under the auspices of Dublin City Council (DCC).

It has been carefully developed in consultation with our Board and staff, the Department of Culture, Communications and Sport, DCC and the Land Development Agency (LDA).

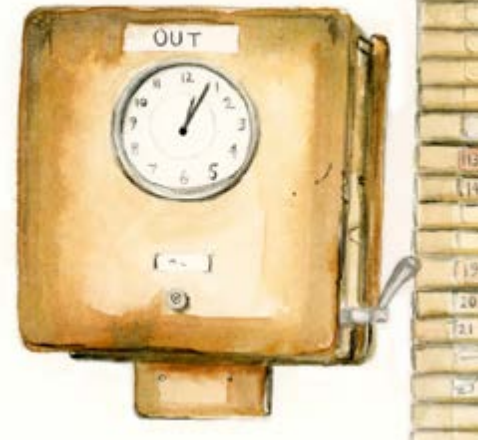
In 2021, the Government decided to dissolve the DHDA and transfer The Digital Hub's campus to the LDA for the development of affordable and social housing.

Since then, we have worked closely with the LDA on their plans to deliver much needed new homes. Under the LDA's Pear Tree Crossing masterplan, The Digital Hub's in-use buildings will remain in place while new, high-quality housing is developed on other parts of the campus.

This approach has the potential to ensure the presence of enterprise, mixed-use, and community buildings alongside newly developed homes in a part of the city which will benefit from regeneration. It can also lead the development of a thriving and sustainable city quarter where residents will be able to both live and work alongside the existing community.

This vision is shared by the DHDA and DCC and we are both seeking to complement the work of the LDA by together leading the regeneration of further parts of the wider Dublin 8 area.

As is public knowledge at this stage, we are engaged in ongoing discussions on a future and



INTRODUCTION

evolved role for the DHDA as a standalone entity operating under the auspices of DCC.

Realising this transition is a core objective for us over the next three years and is crucial to protecting the legacy work of The Digital Hub and the state investment of €43m since 2003.

The proposed move would dissolve the DHDA as required by the Government while enabling us to maintain and advance our existing enterprise cluster and community programmes under a separate legal entity.

It would also position us to continue supporting the future development of The Digital Hub campus and wider community in partnership with DCC and the LDA, leveraging our skilled staff, who have extensive experience of enterprise development, property management, urban regeneration and community outreach.

We believe this would be a positive and effective outcome for all involved, especially as it is being proposed at a time when The Digital Hub is operating at close to full capacity.

Our current members include established and upcoming tech companies, creative organisations and social enterprises.

We deeply value their membership and constantly work with them to create opportunities for them to engage with, learn from and be inspired by their peers.

Our members have the option of renting space elsewhere, but they have chosen The Digital Hub because of the working culture we provide, the understanding we have of their needs and their love of our unique location in a wonderful community in an historic part of the city.

In recent years, we have significantly expanded our digital learning programmes and our community engagement work, continuously seeking to inspire curiosity and build 21st-century skills among all age groups.

Our success to date is a direct result of the hard work of our dedicated staff, the support of our Board members and the collaboration of our stakeholders over the 23 years we have been in existence.

During this time we have created a track record of achievement, which illustrates the valuable role the DHDA has been privileged to and can continue to play in the Liberties, Dublin 8 and the wider city.

Our mission now is to continue to attract increased levels of economic activity into Dublin 8 and to support social and cultural facilities that contribute to the wellbeing of the local community.

We will achieve this while remaining committed to our values of fairness, respect, inclusion, trust and integrity.

Working in close partnership with our stakeholders, the DHDA is committed to continuing to establish Dublin 8 as a model for environmentally and socially sustainable urban regeneration.



Darina Kneafsey
Chair



Fiach Mac Conghail
CEO

BOARD MEMBERS

- Darina Kneafsey, Chair
Austin Campbell
Stephen Casey
Brian Keogh
Fiach Mac Conghail
Darach O'Connor

OUR VISION

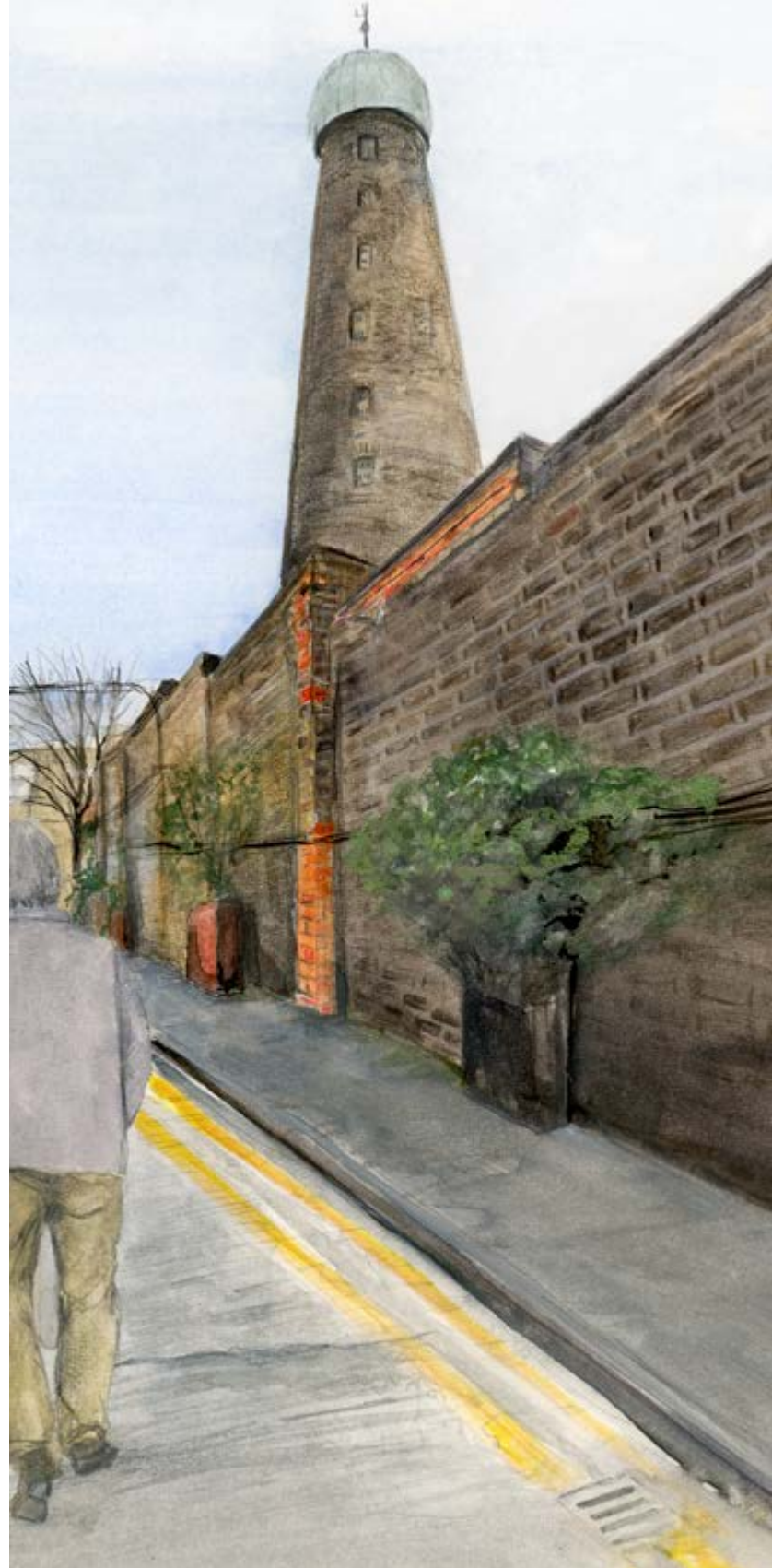
By the end of 2028, we will have secured the development of the derelict buildings by the LDA, and positioned the enterprise cluster, community programmes, active buildings and staff skillset so that they are ready for transfer as a separate legal entity to Dublin City Council, thus paving the way for The Digital Hub becoming the heart of an integrated, sustainable city quarter.

OUR MISSION

The Digital Hub exists to attract increased economic activity into Dublin 8, along with social and cultural facilities, which contribute to the wellbeing of the local community.

OUR VALUES

We are committed to fairness, respect, inclusion, trust and integrity and having a positive impact on our local community.





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- 1.** Support the Land Development Agency (LDA) in actioning Government policy on housing provision on and around The Digital Hub campus.
 - 1.1 Participate in the LDA's regular working groups.
 - 1.2 Support the LDA through the planning process to deliver the Pear Tree Crossing masterplan.
 - 1.3 Promote and encourage placemaking and meanwhile use strategies.
 - 1.4 Act as an honest broker between the Liberties community and the LDA.
 - 1.5 Effect efficient property and land transfers to the LDA.

ACHIEVING OUR VISION

STRATEGIC OBJECTIVES

Over the timeframe of this strategy, the DHDA will pursue, in no order of priority, five strategic objectives.

2. Maintain and enhance our buildings to maximise their productive, environmental performance and prevent further dereliction.

- 2.1 In line with our sustainability strategy, reduce the carbon footprint of all our occupied buildings.
- 2.2 Ensure that all our buildings meet requirements for health and safety.
- 2.3 Ensure all our occupied buildings are accessible.
- 2.4 Develop a strategic capital investment plan to maximise the potential of our buildings to benefit the companies on our campus and the local community.
- 2.5 Make productive use of unoccupied buildings wherever possible.
- 2.6 Open the ground floor of St Patrick's Tower as a space for community and cultural activity.
- 2.7 Develop our asset management capabilities to support the LDA and Dublin City Council (DCC).
- 2.8 Seek diverse public and private funding and financing for our projects.

3. Develop and support the enterprise cluster, with increasing focus on innovation, creativity and technology for good.

- 3.1 Develop synergies and collaborative opportunities with DCC's Economic Development Division.
- 3.2 Maximise opportunities for our companies in areas of growth, collaboration, networking and sustainability.
- 3.3 Establish Dublin 8 as a key strategic demonstrator for population health and wellbeing, attracting funding and innovation locally, nationally and internationally.
- 3.4 Integrate further into the academic, research and innovation ecosystem to the benefit of our communities and companies.
- 3.5 Introduce a community-managed innovation space.
- 3.6 Seek diverse private sector funding partners.
- 3.7 Drive positive economic impacts by supporting market validation of innovative digital products and services.
- 3.8 Attract client companies working on solutions to major societal challenges.
- 3.9 Establish 'twinning' arrangements with similar hubs across the EU.

4. Develop and support a range of community programmes focused on health, wellbeing and sustainability.

- 4.1 Produce a gap analysis to inform how we can best support our local community.
- 4.2 Make our spaces and facilities available to the local community to support the social, wellbeing and cultural life of D8.
- 4.3 Develop initiatives to engage the local community with emerging technologies and global trends.
- 4.4 Promote the diversity, history and modern aspects of the Liberties.
- 4.5 Develop measurement tools for the impact of our community engagement.

5. Collaborate with all stakeholders to establish Dublin 8 as a model for environmentally and socially sustainable urban regeneration.

- 5.1 Implement our sustainability strategy.
- 5.2 Support our member companies in their sustainability improvements.
- 5.3 Work with the LDA and DCC to further the goal of making Dublin 8 into a model urban quarter responding to climate change challenges.







RESOURCES

The DHDA is funded through the Department of Culture, Communications and Sport and commercial income from its property portfolio and related activities. The successful delivery of the Strategic Plan 2026-2028 and of the related outputs and outcomes is dependent on sufficient human and financial resources. The DHDA is committed to deploying its resources efficiently and effectively, in line with the principles set out in the Code of Practice for the Governance of State Bodies.

SUSTAINABILITY

The DHDA is committed to meeting its climate action obligations under the current and future Public Sector Climate Action plans.

We have agreed and published our Climate Action Roadmap which details the steps we are taking to upgrade our buildings, streamline how we operate, train our teams, and collaborate with partners, to move toward a greener, low-carbon future and reach our 2030 carbon and energy efficiency targets. This plan will be kept under review during the 2026-2028 strategy period.

As per this plan, we will collaborate with all stakeholders to strive to establish Dublin 8 as a model for environmentally and socially sustainable urban regeneration.



PUBLIC SECTOR DUTY

Under Section 42 of the Irish Human Rights and Equality Commission Act 2014, the Digital Hub Development Agency (DHDA) has a duty to have regard to the need to eliminate discrimination, promote equality of opportunity and protect the human rights of its staff, its clients and the wider community in the performance of its functions.

Following a structured assessment of our obligations, DHDA appointed a Diversity, Equality and Inclusion (DEI) Officer with responsibility for coordinating the implementation of our public sector duty and advancing DEI across the organisation. A DEI Action Plan will be prepared annually, setting out concrete actions and progress will be reported through DHDA's Annual Report. This action plan will be published on our website as an appendix to our DEI policy.

DHDA will continue to embed a human rights and equality lens in its decision making, including in relation to the management and future transition of its assets and functions, and will review and update its assessment and actions periodically to reflect organisational and policy developments.

IMPLEMENTATION AND MONITORING

The implementation of this Strategic Plan will be monitored and reviewed by the Digital Hub Development Agency Board.

In addition, a performance delivery agreement is in place between the DHDA and the Department of Culture, Communications and Sport, which includes processes for monitoring performance.

The objectives set out in this plan will inform annual business plans. The delivery of our annual business plans over the lifetime of this Strategic Plan will seek to ensure that our strategic objectives are achieved.



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THE DIGITAL HUB



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Department of Culture,
Communications and Sport

