

Grangeegorman Development Agency

Five year Strategy Statement 2026-2031

December 2025

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Introduction

Purpose

The purpose of this **5-Year Strategy Statement** is to set out the key **Strategic Pillars** through which the Grangegorman Development Agency (the “GDA” or the “Agency”) will deliver on its statutory mandate and advance its Mission and Vision. These Pillars provide the overarching framework that will guide decision-making, prioritisation, and performance in the period 2026 to 2031. Collectively, they position the GDA to continue delivering on its core objectives relating to the Grangegorman Urban Quarter, while also enabling the Agency to respond effectively to any future expansion of its remit. The Pillars have been developed through an evidence-based and consultative process informed by:

- The GDA’s previous 5-Year Strategy Statement (2021–2026)
- The 2011 Strategic Plan’s Project Aims and Objectives,
- The Masterplan Vision for the Grangegorman Urban Quarter
- Assessment of GDA’s strategic priorities
- Internal and external stakeholder engagement
- Assessment of GDA’s organisational capacity
- A review of the broader policy, economic, and environmental context

In addition to the Strategic Pillars, this Strategy Statement identifies key **Strategic Enablers** and **Strategic Risks**. The Enablers capture the external conditions, institutional supports, and partnerships that will strengthen the GDA’s capacity to deliver its objectives and adapt to future challenges, while the Risks outline the main uncertainties that could impact delivery of the Agency’s strategic priorities. Together, they provide a robust framework for effective implementation and organisational resilience.

Methodology

This Strategy Statement was prepared using a structured, evidenced-based framework to evaluate the GDA’s performance, future delivery focus, governance model, and level of stakeholder engagement. The methodology comprised the following components:

1. Strategic and Contextual Analysis

A forward-looking evaluation of the GDA’s organisational capacity and governance was conducted, as well as a comprehensive review of GDA’s stakeholder environment. A policy, economic, social, technological, legislative, and environmental (“PESTLE”) analysis was also carried out to identify key lessons, strategic priorities, and risks.

2. External and Internal Stakeholder Consultation and Engagement

Structured engagement with the internal and external stakeholders, as listed in Table 1. This process included interviews and focus groups. The aim was to assess alignment, evaluate delivery performance, and identify future collaboration needs.

Table 1: List of Core Stakeholder Group and Internal Stakeholders consulted

Core Stakeholder Group	Internal Stakeholders
Technological University Dublin (“TU Dublin”)	GDA Chairman
Department of Further and Higher Education, Research, Innovation and Science (“DHFERIS”)	GDA Board Members
The Local Community	Senior GDA executives
The Health Service Executive (“HSE”)	GDA Staff
Dublin City Council (“DCC”)	

3. Progress assessment

To support this **5-Year Strategy Statement**, a detailed assessment of the GDA’s progress to date in fulfilling its statutory functions and previous strategic objectives was conducted to provide evidence-based approach to inform Strategy Statement for 2026–2031.

Strategic Pillars

The outcome of the exercise was the development of 4 Strategic Pillars, which will underpin the GDA’s progress, direction, and development over the period 2026 – 2031. **The Pillars are as follows:**

- 1 Continued Delivery of the Grangegorman Masterplan**
- 2 Relationships and Collaboration**
- 3 Evolution of the GDA**
- 4 Embed Sustainability across our Activities**

Progress Review against 2021-2026 Strategy Statement

The previous 5-Year Strategy Statement (2021–2026) set out the Agency’s medium-term outcomes and strategic objectives in alignment with the priorities of DFHERIS. Developed within the broader context of advancing the Grangegorman Masterplan Vision, delivering on the aims of the GDA Strategic Plan 2011, and fulfilling the Agency’s statutory functions under the Grangegorman Development Agency Act 2005 (“the Act”), the Strategy Statement defined its objectives across the following four strategic themes:

1. Major Projects to be completed in the Strategic period

The 2021-2026 Strategy Statement outlined five projects which the GDA targeted to complete within the strategic period. As shown in Table 2 below, the GDA has made steady progress towards meeting its targets, having completed the majority of its projects. This includes completion of three of the five major projects and delivery of approximately half of TU Dublin Programme III.

Delays against the plan largely resulted from factors outside the GDA’s control, including the COVID-19 pandemic’s impact on the HSE Residential Care Neighbourhood and market value and funding challenges affecting TU Dublin projects. Nonetheless, once projects secured stakeholder approval, GDA consistently delivered them on time and to a high standard.

Table 2: Projects to be Completed in the previous 5-Year Strategy Statement (2021 – 2026)

	Projects	Project Status	
1.	Residential Care Neighbourhood	●	
2.	D7 Educate Together National School	●	
3.	TU Dublin Programme III	Academic Hub	●
		Interim Energy Centre	●
		Lower House	●
		West Quad	●
		Indoor Sports (Phase 1)	●
		FOCAS / Research Hub 2	●
4.	Disposal and Vesting of Land and Property in line with progress	●	
5.	Delivery of relevant Public Art and History Projects	●	

Key: ● Project completed ● Project not completed

2. Major Projects to be commenced in the Strategic period

The 2021-2026 Strategy Statement also identified four Major Projects to be initiated during the strategic period, covering Programmes 3 and 4 of the Masterplan. These were designed to build on earlier achievements and sustain development momentum across the Grangegorman Urban Quarter. While significant work has been undertaken across three of the four projects (with the exception being Plot 02 for HSE), they have either not yet commenced as a clear direction and mandate from the relevant stakeholders is pending (Student Accommodation / Mid-Quad), been delayed or cancelled due to factors outside of GDA's control (i.e. the proposed Workday development on HSE plots adjacent to Broadstone Gate).

Projects to be Commenced in the 5-Year Strategy Statement
First Phase of Student Accommodation for TU Dublin
Development at the HSE Plots adjacent to Broadstone Gate
Development at Plot 2 for HSE
The Mid Quad replacing Bolton St. for TU Dublin

3. Strategic Outcomes

The 2021–2026 Strategy Statement set out a series of Strategic Outcomes to guide the GDA’s performance over the five-year period. The Agency delivered strongly against these targets, with the majority of outcomes (9 of 13) achieved or on track for completion by the conclusion of the strategic period. This progress reflects robust governance, strong delivery capability, and sustained stakeholder confidence. However, four outcomes remained ongoing, particularly those relating to the vibrancy of the Quarter, funding stability, estate management, and the transfer of lands and buildings. See Table 4 in [Appendix 1](#) for further details on each specific Strategic Outcome.

4. Agency Outcomes

The 2021 – 2026 Strategy Statement also detailed Agency Outcomes which measure the GDA’s internal performance and organisational effectiveness, ensuring that its structures, culture, and capabilities remain aligned with the delivery of its Mission and Vision. By the end of the strategic period, the GDA had substantially achieved three of the five Agency Outcomes, reflecting strong progress in cultivating a collaborative work culture, fostering an engaged and motivated workforce, and consolidating its reputation as a leader in urban and social renewal. Two Agency Outcomes relating to inconsistent workloads and sub-optimal organisational structures remain outstanding at the end of the strategic period. Rectifying these is a current priority for the GDA. See Table 5 [Appendix 1](#) for details on each specific Agency Outcome.

Strategic Pillars 2026 - 2031

Four Strategic Pillars Guiding the GDA's Future Direction

The four **Strategic Pillars** underpinning this Strategy Statement have been developed through an evidence-based and consultative process that reflects the GDA's commitment to strategic alignment, accountability, and continuous improvement. Together, these Pillars form the framework through which the GDA will deliver on its **Mission and Vision**, guiding decision-making, prioritisation, and performance over the coming strategic period. They are grounded in a comprehensive review of progress under the previous Strategy, the identification of areas requiring renewed focus (including budgetary and financial risks and the potential planned changes to the GDA Act by the Oireachtas) and an assessment of organisational capacity and delivery readiness. Extensive engagement with DFHERIS, TU Dublin, the HSE, DCC, and the Local Community (GDA's "Core Stakeholder Group") has ensured that the Pillars reflect shared priorities and collective ambition, further informed by analysis of the wider policy, economic, social, technological, legislative, and environmental context that influences the GDA's future direction.

Vision

"To be locally and internationally recognised as an exemplar of community urban regeneration, focused on education and health."

Mission

"To transform Grangegorman into a vibrant community that encompasses a world class, integrated and inclusive education, health, and community campus and urban quarter. This will be achieved by delivering a built environment that is in keeping with the Grangegorman Masterplan Vision. Building on this, the GDA will prepare to extend its role beyond Grangegorman to promote sustainable and inclusive developments in close collaboration with its stakeholders and partners."

Strategic Pillars

1

Continued Delivery of the Grangegorman Masterplan

Retain focus on the timely and cost effective delivery of the Grangegorman Masterplan for the benefit of all GDA stakeholders, while supporting strengthened estate management to preserve and enhance the high-quality infrastructure delivered.

2

Relationships and Collaboration

Build on effective stakeholder engagement, with a renewed focus on strengthening the collaboration with GDA's Core Stakeholder Group, to address delivery challenges and advance the GDA's Strategic Aims and Objectives included in the Strategic Plan, particularly those in relation to completion of the Grangegorman Masterplan.

3

Evolution of the GDA

While completing the Grangegorman Masterplan, prepare for and implement the planned enabling legislation that, if and as agreed by the Oireachtas, would broaden the GDA's remit beyond the Grangegorman site.

4

Embed Sustainability across our Activities

Leverage GDA's leadership in sustainable urban development by targeting key impact areas across our value chain to deliver efficient, low-carbon buildings and inclusive, climate-resilient public spaces, while accelerating the decarbonisation of the Grangegorman District Heating System.

Strategic Enablers (refer to page 10) and **Strategic Risks** (refer to page 11)

Strategic Pillars

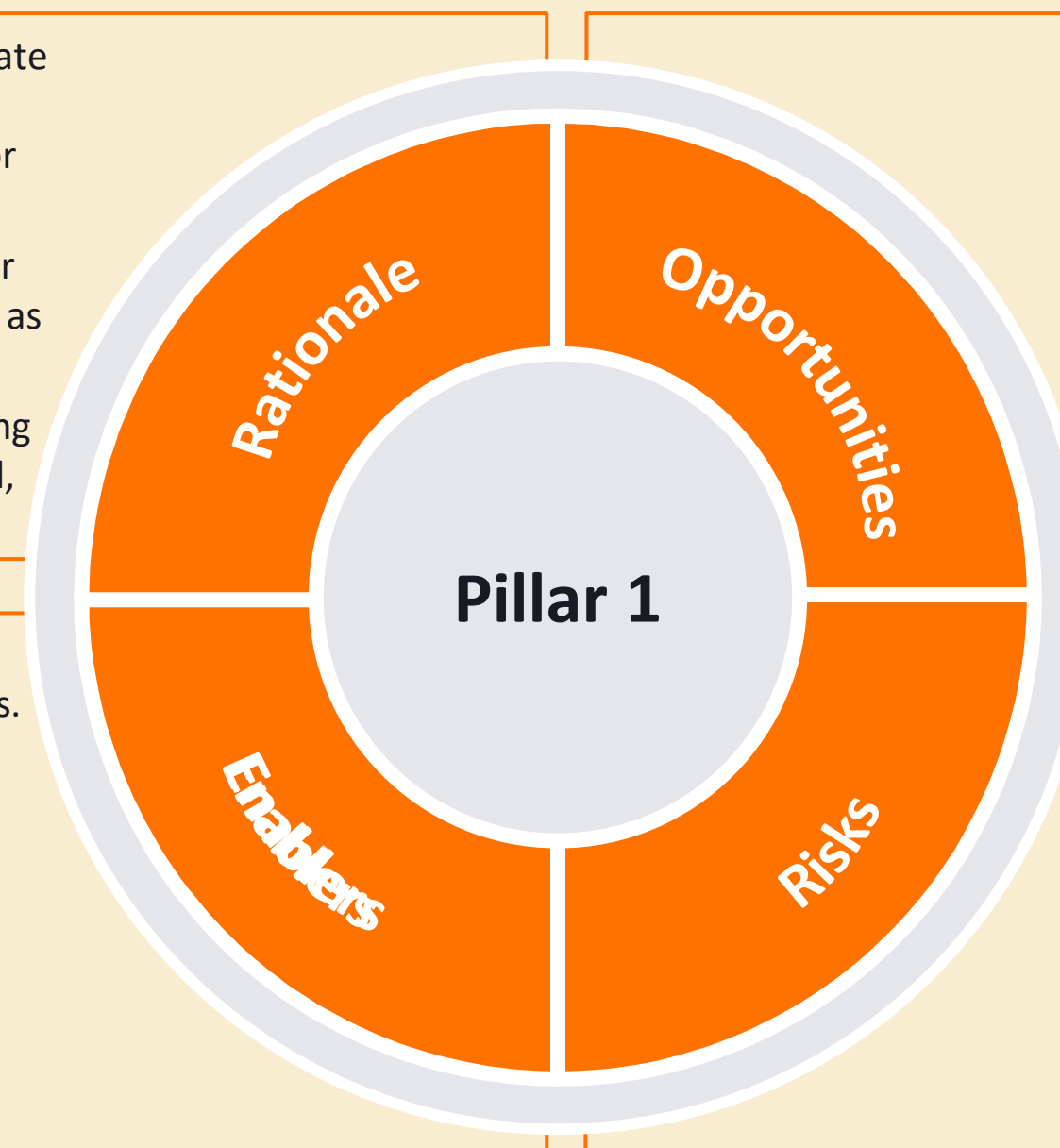
Pillar 1: Continued Delivery of the Grangegorman Masterplan

Retain focus on the timely and cost effective delivery of the Grangegorman Masterplan for the benefit of all GDA stakeholders, while strengthening estate management to preserve and enhance the high-quality infrastructure delivered.

The continued delivery of the Grangegorman Masterplan remains the GDA’s core statutory mandate and principal strategic priority for the strategic period, as confirmed by DFHERIS and is central to realising the long-term vision for the Grangegorman Urban Quarter and maximising its benefits for all stakeholders.

By maintaining a disciplined focus on delivery, we will continue to support GDA’s Core Stakeholder Group in advancing their strategic objectives and ensuring that Grangegorman continues to serve as a model for integrated urban regeneration.

Equally, establishing a sustainable and well-governed estate management model is vital to ensuring that the high-quality infrastructure already delivered is effectively maintained, adequately funded, and sustainably managed for the future.



Significant opportunities exist for GDA to build on our strong track record and reinforce our leadership in urban regeneration, as well as leveraging our expertise in advancing national digitalisation efforts via programme management and communications.

By sustaining our role as an exemplar of integrated regeneration and sustainable placemaking, we can further enhance the vibrancy, functionality, and investment appeal of the Grangegorman Urban Quarter.

At the same time, the establishment of a robust, shared estate management model offers the opportunity to create a best-practice framework for collaborative stewardship of the Grangegorman Urban Quarter, one that balances the needs of all stakeholders and ensures the continued vibrancy, safety, and sustainability of the Urban Quarter.

Successful delivery under this Strategic Pillar will in part be enabled by the following:

- **Sustainable and Diversified Funding Mix:** Continued access to stable and varied funding sources.
- **Alignment with Core Stakeholders:** Ongoing coordination and shared prioritisation with core stakeholders to ensure delivery efficiency and reduce project risk, particularly in relation to the delivery of a sustainable estate management solution.
- **Government and DFHERIS Backing:** Continued policy and political support that ensures funding certainty, governance stability, and strategic continuity.
- **Strong Community Support:** Maintenance of strong community relationships and public confidence in the project’s value and social impact.

Successful delivery of the remaining phases of the Grangegorman Masterplan is contingent on managing a number of strategic risks that could affect timelines, budgets, and stakeholder confidence. These include:

- Funding and Cost Inflation Pressures
- Workforce and Organisational Capacity Constraints
- Procurement or Planning Delays
- Stakeholder Misalignment or Lack of Buy-in
- Demand Uncertainty
- Reputational and Stakeholder Confidence Risk

Key Actions

The next phase of the Grangegorman Masterplan will rely on a focused set of priority actions that build on progress to date and strengthen the GDA’s long-term sustainability.

1. Grangegorman Masterplan Review

Given the passage of time since its completion, ensure alignment of the Grangegorman Masterplan in collaboration with GDA’s core stakeholder group to confirm that its objectives, scope, and priorities remain aligned with stakeholder needs and are reflective of current policy, economic, and social conditions.

2. Major Projects to be completed

The next strategic period will focus on completing key remaining elements of the Grangegorman Masterplan that are already in progress or at advanced planning stages including:

- HSE Residential Care Neighbourhood
- TU Dublin West Quad
- Decarbonisation of district heating system
- Support ESB’s delivery of 110 kVA substation

3. Major Projects to be advanced

There will also be focus on progressing the next phase of major developments, ensuring continued implementation

of the Grangegorman Masterplan in particular including:

- University Housing for TU Dublin.
- Indoor Sports (Phase1) for TU Dublin
- Support the HSE to assist them find a solution for Area D
- Mid-Quad (Bolton St) & Research Hub for TU Dublin
- Plot 02 for HSE

4. Workforce Stability, Capacity, and Succession Planning

The GDA will undertake a comprehensive organisation design exercise to ensure stability, capacity, and succession readiness across the organisation, enabling it to remain fully resourced, effective and equipped to deliver the actions and priorities outlined under this strategic pillar.

5. Estate Management Solution

Establish a long-term governance and funding framework for the Estate Management of the Grangegorman Urban Quarter that delivers consistent, efficient, and environmentally responsible operations across all stakeholders. The initial priority will be to engage GDA’s Core Stakeholder Group to understand their needs, reconcile differences, and agree a shared approach that balances efficiency, accountability, and long-term sustainability. Once a solution is developed and agreed, the GDA will fully support its implementation, in whatever form it may take, to ensure the continued stewardship and performance of the Grangegorman Urban Quarter.

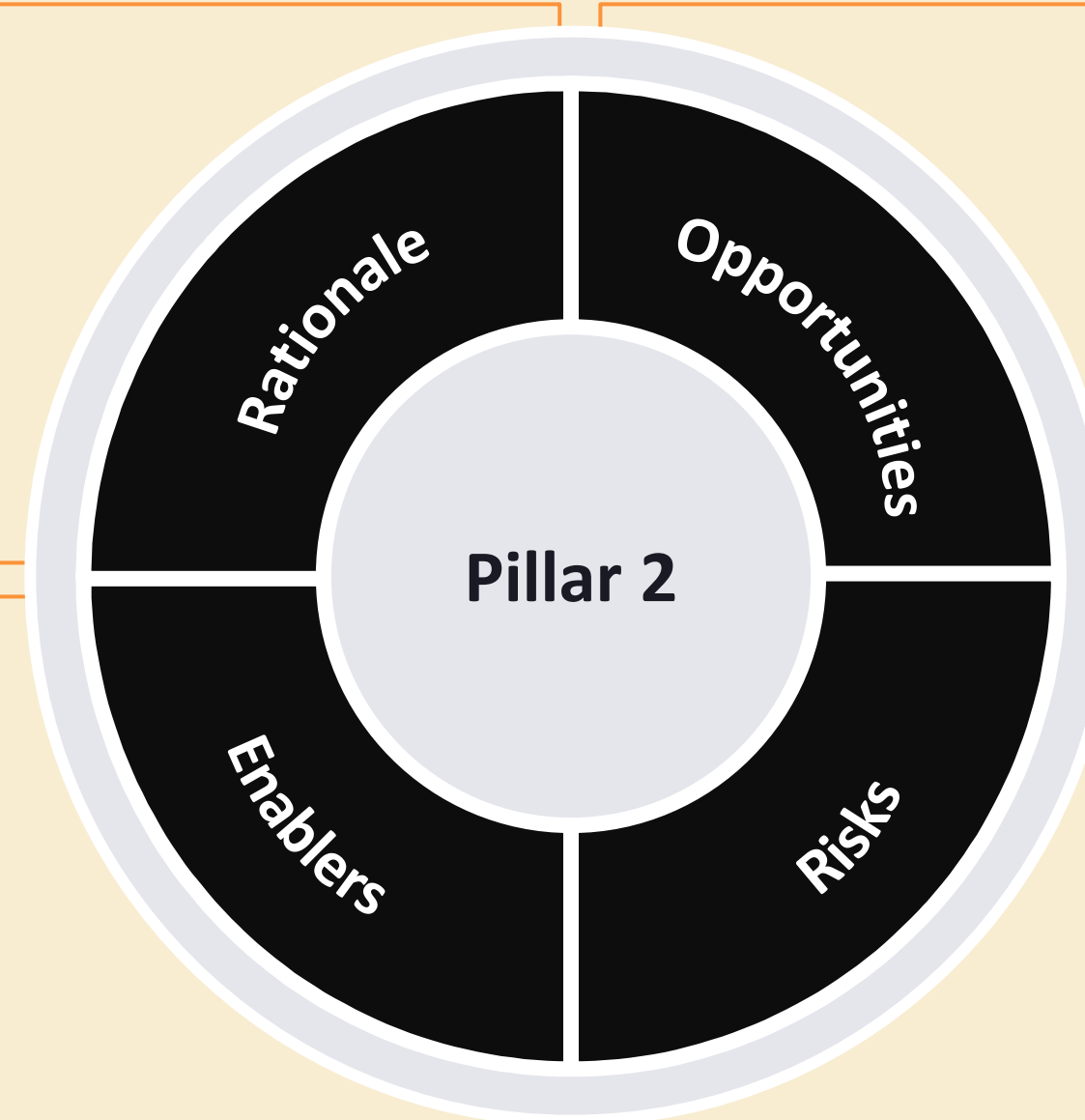
Strategic Pillars

Pillar 2: Relationships and Collaboration

Build on GDA's effective stakeholder engagement, with a particular focus on strengthening the collaboration with GDA's Core Stakeholder Group, to address delivery challenges and advance the GDA's strategic objectives, most notably completion of the Grangegorman Masterplan.

Building on the strong foundations we have established to date, the GDA will continue to strengthen collaboration with our Core Stakeholder Group, as well as other key delivery partners. Effective engagement across these groups remains essential to maintaining alignment, managing delivery risks, and achieving shared strategic outcomes.

Our inclusive, partnership-driven approach has been central to the agency's success, fostering trust and coordination across a complex stakeholder landscape. This collaborative model will continue to underpin our work as we sustain delivery momentum and prepare for a broader remit permitting work beyond the Grangegorman Masterplan.



We see strong opportunities to build on our partnership foundations by positioning the GDA as a model for multi-stakeholder collaboration.

Closer alignment with GDA's Core Stakeholder Group will help accelerate delivery of the remaining phases of the Grangegorman Masterplan and maximise shared outcomes across education, health, and community development.

Deepening local engagement will enhance social impact and strengthen community ownership, while expanded cross-government collaboration offers scope to align policy goals and unlock shared funding. Collectively, these opportunities will reinforce the GDA's reputation as a trusted leader in collaborative urban regeneration.

Successful delivery under this Strategic Pillar will in part be enabled by the following:

- **Transparent and Consistent Communication:** Open, timely, and coordinated communication across all partners to foster trust and mutual understanding.
- **Continued commitment to participative governance:** Sustained participation and joint decision-making will preserve the GDA's model of collaborative governance.
- **Stable and Trust-Based Relationships:** Continuity of relationships across partner organisations and leadership levels to preserve trust and sustain momentum.
- **Shared Strategic Objectives and Delivery Frameworks:** Alignment around common goals and delivery frameworks that unite the priorities of GDA's Core Stakeholder Group and other key stakeholders.

Successful delivery under the Relationships and Collaboration Strategic Pillar is contingent on managing several strategic risks that could impact stakeholder alignment, governance effectiveness, and delivery momentum. These include:

- Divergent priorities between stakeholders
- Governance fatigue or decision bottlenecks
- Inconsistent communication and accountability

Key Actions

To build on our strong foundation of partnership and maintain effective alignment across all stakeholders, we will take a series of focused actions to strengthen collaboration and deepen relationships.

1. Strengthen Stakeholder Engagement Frameworks and evolve our collaborative model

We will continue to implement and refine our Stakeholder Engagement Strategy to ensure transparent communication and consistent collaboration across all stakeholders. We will adapt our proven model to support an expanding remit, ensuring visible Board and executive engagement to reinforce accountability, trust, and alignment.

2. Deepen Collaboration with GDA's Core Stakeholder's

We will strengthen collaboration with our Core Stakeholder Group through proactive engagement that maintains, and where needed, reinvigorates momentum across all relationships to ensure continued alignment on priorities essential to the delivery of the Grangegorman Masterplan and support the GDA's evolving role:

- **TU Dublin:** Delivery of remaining projects, funding, Estate Management, Student Housing.
- **HSE:** Delivery of Residential Care Neighbourhood, future use for Area D, Plot 02, Estate Management
- **Local Community:** Access to facilities, Estate Management

- **DFHERIS:** Funding, expanded remit definition
- **DCC:** Planning, Estate Management, sustainability initiatives

3. Enhance Cross-Stakeholder Integration

We will strengthen integration between core stakeholders, to improve coordination, delivery and operational efficiency. Leveraging our reputation as an honest broker, the GDA will facilitate structured dialogue and shared problem-solving to advance joint outcomes in education, health, and community development, reinforcing the Grangegorman model as a benchmark for collaborative regeneration.

4. Strengthen Strategic Alignment and Advocacy

We will ensure that our activities remain closely aligned with evolving government priorities, including the forthcoming legislation which, if approved, will expand our remit. In parallel, we will work collaboratively to secure sustainable capital funding, support DFHERIS in advancing long-term strategic and financial objectives, and where appropriate, contribute to policy reforms that enable effective multi-stakeholder delivery.

Strategic Pillars

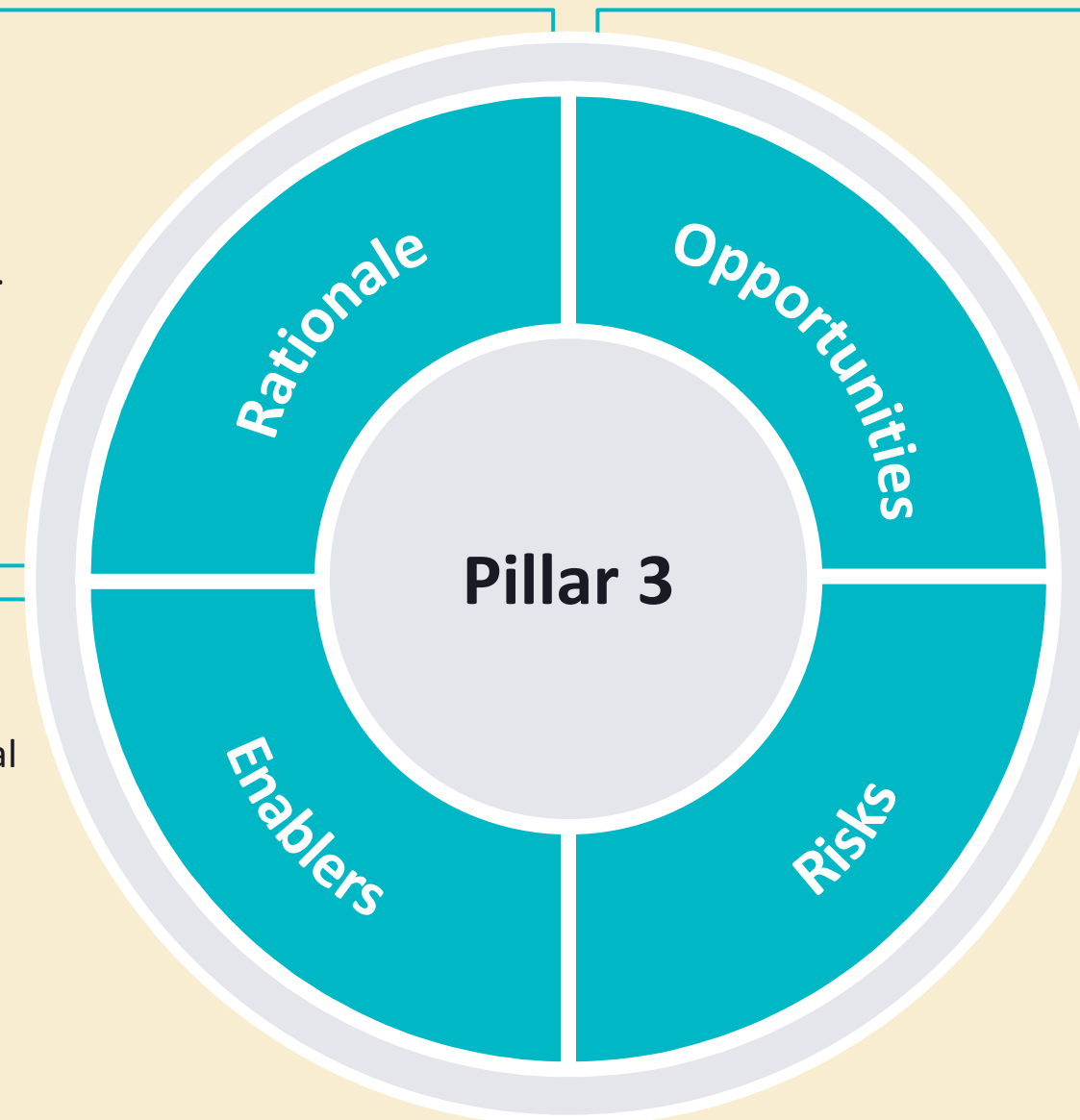
Pillar 3: Evolution of the GDA

While completing the Grangegorman Masterplan, respond to and prepare for the proposed amendment to the GDA legislation that would broaden the GDA’s remit and allow it to undertake work beyond the Grangegorman site.

By responding to and preparing for an expanded remit, the GDA can align itself appropriately with DFHERIS’s strategic vision to evolve the Agency into a permanent urban regeneration / capital project delivery body, underpinned by enabling legislation currently in development and yet to be approved by the Oireachtas. This legislation marks a critical step in securing the GDA’s future role and ensuring continuity of the Agency beyond the completion of the Grangegorman Urban Quarter. Building on our proven record of delivery, sustaining the Agency’s mandate will preserve institutional knowledge, delivery capacity, and leadership stability, safeguarding the expertise that has been central to our success to date. Regardless of any potential change in legislation, this evolutionary process will be of notable benefit to the Agency and its current remit to develop Grangegorman on behalf of its stakeholders.

Successful delivery under this Strategic Pillar will in part be enabled by the following:

- **Strong DFHERIS Sponsorship and Cross-Departmental Alignment:** Sustained policy backing from DFHERIS, supported by alignment across key Government departments, will be essential to progressing enabling legislation.
- **Sustainable and Predictable Funding Framework:** This will underpin continuity, workforce retention, and the GDA’s capacity to efficiently and effectively scale operations for delivery beyond the Urban Quarter.
- **Continued Demonstration of Delivery Success at Grangegorman:** Maintaining a strong track record of delivery will reinforce Government and stakeholder confidence in the GDA’s ability to manage complex, multi-stakeholder projects.



Expanding the work of the Agency beyond Grangegorman offers the GDA the opportunity to build on its reputation as a centre of excellence in sustainable urban regeneration and capital project delivery.

Delivering on an expanded remit could enable the GDA to apply its multidisciplinary expertise to additional capital delivery priorities, enhancing its contribution to Ireland’s broader infrastructure, regeneration, and urban development agenda.

The evolution of the Agency will also serve the Grangegorman development and stakeholder group, by strengthening the organisation, improving its resilience and levels of efficiency, and making it a more attractive place to work for key staff.

Successful delivery under the Evolution of the GDA Strategic Pillar is contingent on managing several strategic risks that could affect legislative progress, organisational continuity, and the Agency’s capacity to sustain delivery momentum during and beyond the transition to an expanded remit. These include:

- Legislative delay or ambiguity in future mandate
- Resource and capacity constraints during transition

Key Actions

Successfully responding to and preparing for the anticipated enabling legislation that would broaden the GDA’s remit and enable the GDA to undertake work beyond the Grangegorman site will require focused, forward-looking actions to strengthen organisational readiness, effective governance, and operational capability.

1. Support the legislative process for the expanded mandate

We will support the advancing of the legislative process required to formalise the GDA’s expanded remit, ensuring readiness to implement new responsibilities once enacted.

2. Define the GDA’s additional service offering

We will work with DFHERIS and other key stakeholders to clearly articulate the GDA’s future evolving role, scope, and service offering as a capital project delivery body, including governance structures, functional boundaries, and delivery frameworks.

3. Strengthen governance for an expanded remit

We will review and refine governance arrangements to ensure they remain fit for purpose as the GDA evolves while keeping focus on Grangegorman. This will include appropriately strengthening Board composition and capacity, clarifying roles and responsibilities, and embedding a culture of reflective learning and adaptive oversight to support long-term growth and accountability.

4. Develop a transition plan for scaling organisational capacity and systems

Once the scope of expansion is confirmed, we will prepare a

transition plan to ensure organisational readiness covering the following areas:

- **Organisational capacity:** Evolve towards a more agile model, retaining core corporate and project delivery functions while engaging external expertise flexibly to meet changing delivery demands.
- **Systems:** Advance ongoing digital transformation through intranet rollout, hybrid working optimisation, digital skills development, and integration of AI tools to enhance efficiency and resilience.

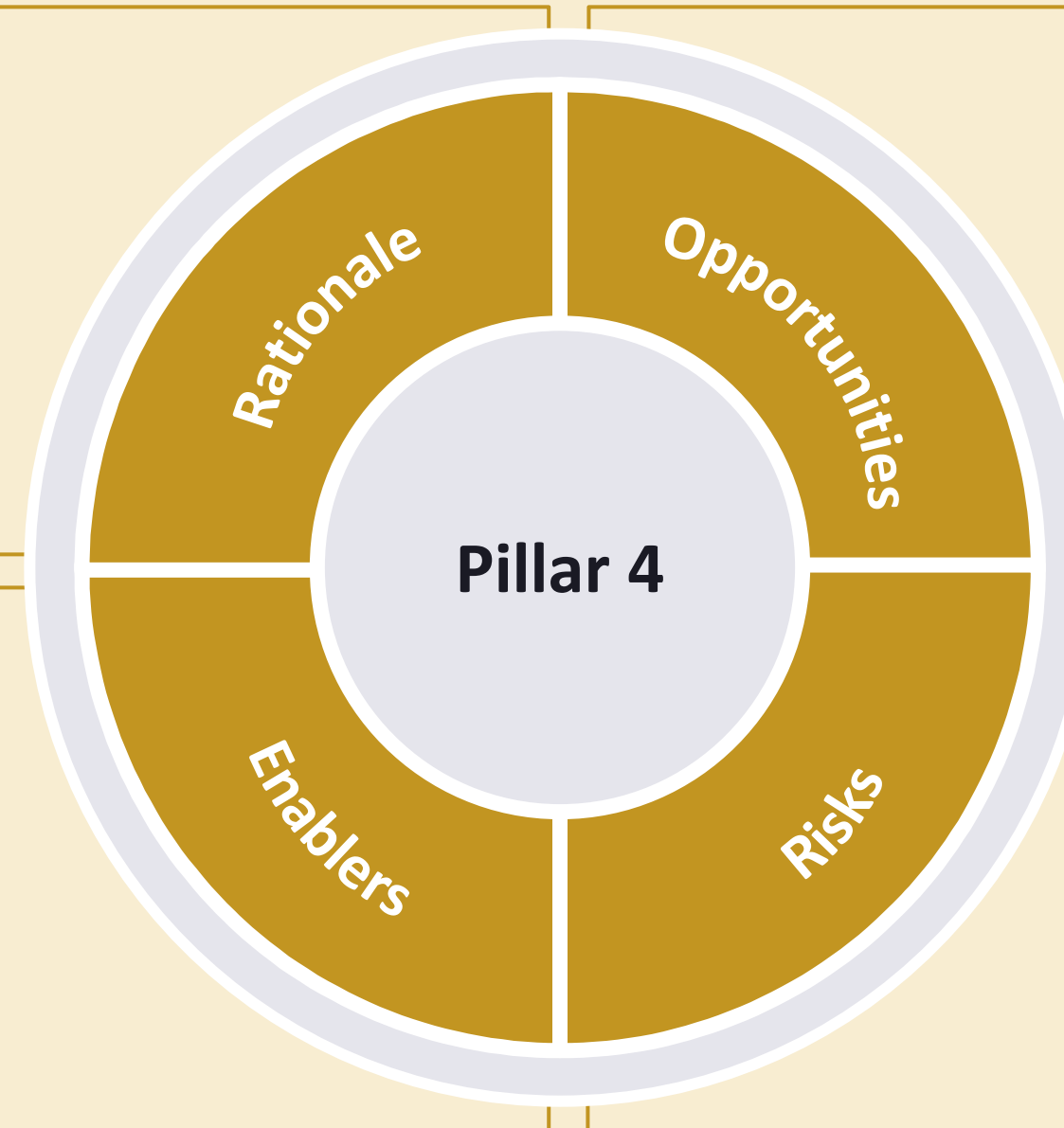
Strategic Pillars

Pillar 4: Embed Sustainability across our Activities

Leverage GDA’s leadership in sustainable urban development by targeting key impact areas across our value chain to deliver efficient, low-carbon buildings and inclusive, climate-resilient public spaces, while accelerating the decarbonisation of the Grangegorman District Heating System.

Advancing the GDA’s sustainability agenda is essential to fulfilling our responsibility as stewards of the Grangegorman Urban Quarter and aligning with national and European environmental objectives. By prioritising the decarbonisation of the Grangegorman District Heating System we will strengthen the efficiency, resilience, and long-term performance of our built assets while supporting the climate objectives of our key stakeholders.

Strengthening robust and transparent structures aligned to the three core themes of Environmental, Social and Governance (ESG) will allow us to further focus our activities on our major impact areas, considered across our value chain.



We see a major opportunity to consolidate Grangegorman’s position as a national exemplar of sustainable, climate-resilient urban regeneration. Advancing decarbonisation and resource efficiency will align the GDA with national climate, energy, and sustainability targets, while enhancing the performance and resilience of ours and our stakeholders built assets.

Focus on critical alignment of ESG activities, risks and opportunities will support the embedding of Sustainability principles across all areas of our work, over time.

Successful delivery under this Strategic Pillar will in part be enabled by the following:

- **Sustainable and Dedicated Funding Streams:** Access to consistent, long-term capital and operational funding to support decarbonisation, energy transition, and estate management initiatives.
- **Policy and Regulatory Alignment:** Alignment with supportive national policy frameworks that enable investment and innovation in low-carbon infrastructure.
- **Cross-Stakeholder Collaboration:** Active engagement and alignment with our Core Stakeholder Group to coordinate sustainability objectives across the Urban Quarter and ensure their effective participation in conservation, energy efficiency, and waste reduction measures.

Successful delivery under this Strategic Pillar will depend on the GDA’s ability to manage several risks that could affect progress towards environmental targets, operational efficiency, and long-term asset stewardship. These risks include:

- Rising construction and retrofit costs
- Complexity of integrating legacy systems
- Limited funding for sustainability initiatives

Key Actions

To advance this Pillar, we will deliver a focused programme of sustainability initiatives that strengthen environmental performance, energy resilience, and long-term stewardship of the Grangegorman Urban Quarter. Key actions include:

1. Decarbonise the District Heating System

Progress the transition to renewable form of energy, in partnership with TU Dublin, the HSE, DCC and others to replace fossil fuels with a sustainable low-carbon heat source.

2. Resource Use and Circularity

Prioritise sustainable construction practices, which includes setting ambitious environmental targets, minimising resource consumption, reducing carbon (GHG) emissions, and implementing practices that respect and preserve local ecosystems.

Continue to apply circular economy principles across all project phases by prioritising sustainable design principles and lifecycle-based procurement.

3. Protect and Enhance Green Infrastructure

Enhance and expand the estate’s green network by promoting native planting, habitat connectivity, and integrating natural storm water management and pollinator-friendly landscapes—supporting biodiversity while improving environmental quality and user wellbeing across the Urban Quarter.

4. Robust Processes

Embed robust policies, processes and governance including Green Public Procurement (GPP), enhancing clear accountability and reporting across all our activities. Continue to foster an open and committed culture to support the embedding of Sustainability principles in all our work.

5. Social Value

Continue to deepen engagement with the local community to ensure that Grangegorman remains an open, inclusive and vibrant urban quarter. Further develop initiatives that deliver measurable social impact, such as local employment, skills development and shared use of facilities. Consider our opportunity to influence and impact on social equity, inclusion and prosperity across our value chain.

Strategic Enablers

External conditions, institutional supports, and partnerships that strengthen the GDA's capacity to deliver its objectives and respond effectively to future challenges and opportunities.



In addition to the specific enablers identified under each Strategic Pillar above, a set of cross-cutting enablers, which are relevant to multiple Strategic Pillars, underpin the GDA's overall capacity to deliver on this Strategic Statement. These factors represent the essential conditions, both internal and external, that will determine the Agency's ability to achieve its objectives, sustain delivery momentum, and respond effectively to emerging challenges and opportunities. Together, they provide the foundation for successful implementation across all Strategic Pillars, ensuring that we remain resilient, well-governed, and positioned for long-term impact.





#	Enabler	Description	Strengthening and Support Measures	Relevant Strategic Pillar
1	 Funding	Shift from uncertain market-based funding to adequate and reliable funding streams.	Engage our key stakeholders to secure financial commitments. By developing evidence-based business cases that align projects with national priorities and demonstrate value for money, the GDA can influence funding decisions. The GDA should also continue to implement strong financial management and oversight for each project while exploring alternative funding avenues that are not overly reliant on the volatile sales proceeds of TU Dublin real estate.	● ● ●
2	 Organisational Capability	Expand staff capability to support the current and possible broader remit, with permanent agency status enhancing recruitment and retention.	The Agency can enhance staff capabilities and retention of talent by investing in training, leadership development, and succession planning. Additionally, accelerating digital transformation through the adoption of digital tools and integrated data systems, we will improve project management, reporting, and collaboration, while also enabling data-driven decision-making and fostering innovation.	● ● ● ●
3	 Strong & Robust Governance	Ensure the Board continues providing robust oversight, transparency, and alignment with government and stakeholder expectations.	In time, there may be a need to revise the governance model(s) to effectively oversee both the Grangegorman Urban Quarter and any new-responsibilities. Key actions include enhancing Board and Senior Executive capacity, clarifying roles and responsibilities, reviewing membership composition, and fostering a culture of reflective learning. This would ensure agility within the Agency while supporting growth.	● ● ● ●
4	 Organisational Systems	Transform into a digitally enabled and agile agency, supported by a robust systems-based approach that enhances delivery capabilities in the face of future uncertainties.	By standardising management processes, enhancing data capabilities, and investing in specialist IT expertise for system integration and automation, the Agency can embed digital transformation throughout the organisation. Additionally, harnessing innovation in design, construction, and operations will further support the Agency's goals and strategic objectives.	● ●
5	 Organisational Culture	Continuing to foster a culture that drives high performance, encourages collaboration, embraces continuous learning, and reinforces a shared commitment to delivering the GDA vision through a growth mindset.	The Agency must invest in internal communication, leadership development, and the adoption of new work practices, while embedding continuous learning and a growth mindset across all levels. Sustained focus on these areas will help maintain high levels of engagement and productivity, ensure our staff feel valued and supported, and enable the Agency to adapt to future challenges while preserving our strong culture.	● ● ● ●
6	 Strong DFHERIS and Government Support	Active DFHERIS sponsorship and continued Government support for the GDA's current and expanded remit, exchequer funding, and other sources will be critical to sustaining strategic alignment and national delivery impact.	Ongoing engagement with DFHERIS to reaffirm strategic sponsorship and clarify expectations under an expanded remit will be essential. The GDA will continue to demonstrate excellence in governance, delivery, and stakeholder management across the Grangegorman Urban Quarter and any additional projects undertaken, maintaining DFHERIS and Government confidence in its capability and performance. Alongside this, the Agency will work with central Government to align with national higher education, infrastructure and other relevant funding frameworks.	● ● ●

Key: ● Pillar 1: Continued Delivery of the Grangegorman Masterplan ● Pillar 2: Relationships and Collaboration ● Pillar 3: Evolution of the GDA ● Sustainability and Estate Management

Strategic Risks

Key uncertainties that could affect the GDA’s ability to deliver on each of its Strategic Priorities and achieve the intended outcomes of this Strategic Statement.

In addition to the specific risks outlined under each Strategic Pillar, there are a number of cross-cutting strategic risks, each of which is relevant to multiple Strategic Pillars, and which are likely to influence the GDA’s overall ability to deliver on this Strategic Statement. These represent the principal uncertainties, spanning budgetary/funding, financial, policy, organisational, societal and stakeholder dimensions, that may challenge delivery timelines, resource stability, or strategic alignment. Active monitoring and mitigation of these risks will be critical ensuring we maintain delivery confidence, preserve our resilience, and ensure sustained progress across all areas of the work.

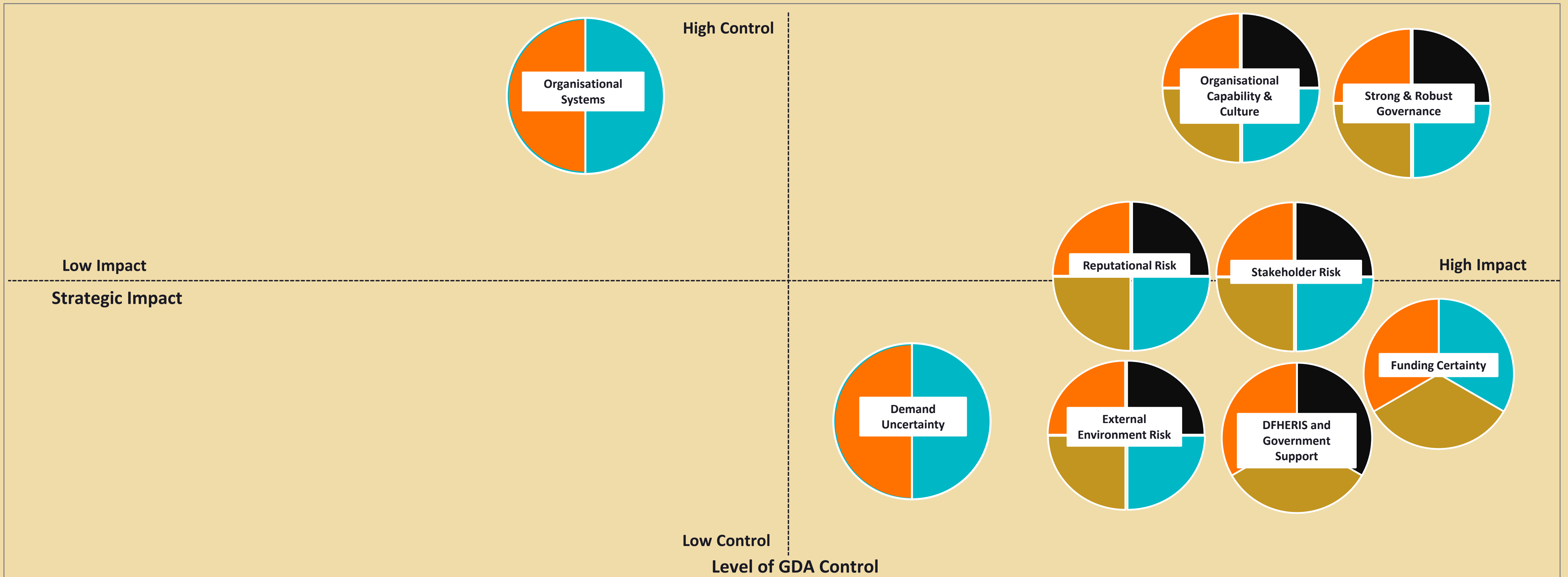
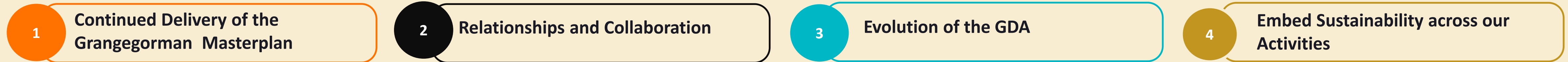
#	Enabler	Description	Mitigation Measures	Strategic Pillar
1	 Stakeholder Risk	Misalignment or weak collaboration with key stakeholders could slow progress and undermine the GDA’s ability to deliver the Masterplan and its wider remit.	Effective communication and collaboration with the GDA’s Core Stakeholder Group, and with an expanded group should the Agency’s remit extend beyond the Grangegorman Urban Quarter, will be essential. Any external project activity could risk being perceived as diverting focus from the Masterplan; therefore, maintaining transparent, proactive engagement will be vital to sustaining trust and reinforcing commitment to the GDA’s core priorities.	● ● ● ●
2	 Demand Uncertainty	Societal shifts toward remote working and learning may reduce building or site use, creating uncertainty around future investment and constraining the GDA’s ability to plan and deliver for stakeholders.	While the relevant stakeholders are ultimately responsible for how their facilities are used, we can assist by designing flexible, high-quality spaces, fostering community engagement to encourage shared use and supporting data-driven decision-making. These actions may help stakeholders improve utilisation rates and strengthen the case for future investment.	● ●
3	 Reputational Risk	Stakeholder dissatisfaction with pace of delivery or visibility / level of engagement may undermine confidence	We must maintain robust communication channels with active participation from our stakeholder groups. If an expanded remit is decided upon, it is essential to reassure stakeholders through these communication channels that resources will not be strained in delivering the Grangegorman Urban Quarter or other areas.	● ● ● ●
4	 External Environment Risk	Macroeconomic pressures, real estate market volatility, and policy shifts may disrupt delivery, with property market pressures directly undermining the GDA’s current funding for TU Dublin projects	While the GDA cannot eliminate external environmental risks, it can mitigate their impact through robust risk management, policy alignment, stakeholder collaboration, flexible planning, horizon scanning and proactive communication. These actions help us remain resilient and responsive in a dynamic external environment.	● ● ● ●

Key: ● Pillar 1: Continued Delivery of the Grangegorman Masterplan ● Pillar 2: Relationships and Collaboration ● Pillar 3: Evolution of the GDA ● Sustainability and Estate Management

Strategic Impact and Control Matrix

Mapping of the GDA's key Strategic Enablers and Risks according to strategic impact and the degree of control the GDA can exert

Drawing on internal strategy discussions direction from our Board, the diagram below maps the GDA's key Strategic Enablers and Risks according to their overall strategic impact and the degree of control or influence the Agency can exert. This analysis provides a clear framework for prioritising focus and resources, highlighting where proactive management can yield the greatest strategic value and where external dependencies will require active collaboration, monitoring, or mitigation.



Appendix A1

Progress Against Strategic Outcomes and Agency Outcomes included in 2026 – 2031 Strategy Statement

Table 4: Overview of progress against strategic objectives included in the 2021–2026 Strategy Statement

#	Strategic Outcome	Status
1	Safe and sustainable delivery of all construction projects.	●
2	Minimal disruption to our neighbours as we build the site out.	●
3	Strong community relations, including with all our neighbours and local businesses, to ensure a collective sense of ownership of the new Grangegorman site.	●
4	Excellent working relationship with our key Stakeholders to ensure their needs are being met through the delivery of the new Grangegorman site.	●
5	High quality sustainable outcomes and a meaningful sense of ownership for all end users and a strong focus on the social and cultural aspects of the Grangegorman regeneration project.	●
6	Maintain sufficient levels of funding to allow projects to be properly delivered.	●
7	Robust quality and cost control and timely delivery of capital projects including minimal Change Orders and Claims.	●
8	Ensure efficient and proper procurement methodologies are used to maximise value for the taxpayer and respect those that we employ to deliver the new Grangegorman site.	●
9	Close coordination with our project partners DCC and the NTA to ensure people can easily and sustainably access the Grangegorman site while respecting the neighbouring community.	●
10	GDA will work with stakeholders to play its part in supporting Dublin City achieve its climate action goal of developing Dublin as a sustainable, healthy, leading carbon-neutral region by 2050. We also pledge our support for the UN Sustainable Development Goals.	●
11	Full establishment of a capable and suitably resourced Grangegorman Estate Management (GEM) structure.	●
12	Efficient transfer of lands and buildings upon completion to the relevant stakeholders.	●
13	Consider value of the GDA and its work beyond the Grangegorman Project to the State	●

Key: ● Strategic Outcome achieved or significantly on-track to be achieved ● Strategic Outcome requires additional attention ● Strategic Outcome requires significant additional attention

Table 5: Overview of progress against Agency Outcomes included in the 2021–2026 Strategy Statement

#	Agency Outcome	Status
1	Strong established appropriate work culture with clear Mission, Vision, Values and Behaviours	●
2	Motivated and dedicated staff with sustainable work-life balance.	●
3	Considered as leaders in urban and social renewal in Ireland – with an appropriate strong brand identity.	●
4	Clear organisational structure with efficient, well documented, reusable and scalable policies and systems of operation.	●
5	Working in a fit-for-purpose physical and digital environment.	●

Key: ● Agency Outcome achieved or significantly on-track to be achieved ● Agency Outcome requires additional attention ● Agency Outcome requires significant additional attention