



Quality Assurance Report for 2019 South Dublin County Council

Submitted to the Department of Public Expenditure and Reform in
Compliance with the Public Spending Code

Certification

This Annual Quality Assurance Report reflects South Dublin County Council's assessment of compliance with the Public Spending Code. It is based on the best financial, organisational and performance related information available across the various areas of responsibility.



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Chief Executive
South Dublin County Council

31st August 2020

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1. Introduction

South Dublin County Council (SDCC) has completed this Quality Assurance (QA) Report as part of its on-going compliance with the Public Spending Code (PSC).

The Quality Assurance procedure aims to gauge the extent to which the Council is meeting the obligations set out in the Public Spending Code. The Public Spending Code ensures that the State achieves value for money in the use of all public funds.

The Quality Assurance Process contains five steps:

1. Drawing up Inventories of all projects/programmes at different stages of the Project Life Cycle for the year under review. The inventory includes all projects/programmes above €0.5m. The projects/programmes are classed as either expenditure being considered, expenditure being incurred or expenditure that has recently ended.

2. Publish summary information on website of all procurements in excess of €10m, new, in progress or completed, in the year under review. A procurement is considered to be a “project in progress” during the year under review if the procurement process is completed and a contract signed.

3. Checklists to be completed in respect of the different stages. These checklists allow the Council to self-assess its compliance with the code.

4. Carry out a more in-depth check on a small number of selected projects/programmes. A number of projects or programmes (at least 5% of total value for capital projects on the inventory and a minimum of 1% of total value for revenue projects on the inventory over a 3 year period) are selected to be reviewed more intensively. This includes a review of all projects from ex-post to ex-ante.

5. Complete a short report for the Department of Public Expenditure and Reform which includes the inventory of projects/programmes, the website reference for the publication of summary information on procurements above €10m, the completed checklists, the Council’s judgement on the adequacy of processes given the findings from the in-depth checks and the Council’s proposals to remedy any discovered inadequacies.

This report fulfils the fifth requirement of the QA process for South Dublin County Council for 2019.

2. Expenditure Analysis

2.1 Inventory of Projects/Programmes

This section details the inventory drawn up by South Dublin County Council in accordance with the guidance on the Quality Assurance process. The inventory lists all of the Council's projects and programmes at various stages of the project life cycle which amount to more than €0.5m. This inventory is divided between current, capital and capital grant scheme projects and between three stages:

- Expenditure being considered
- Expenditure being incurred
- Expenditure that has recently ended

The complete inventory for 2019 including details of 147 programmes/projects for South Dublin County Council is contained in Appendix 1. The inventory was compiled using the format recommended in guidance notes issued to the sector by the Finance Committee of the County and City Management Association (2017) and the Department of Public Expenditure and Reform's Public Spending Code Quality Assurance Process Guidance Note (2019).

The Public Spending Code Quality Assurance Process Guidance Note (2019) provided an updated inventory format and this format has been used. The inventory contains relevant services from the Council's 2019 Annual Financial Statement (Unaudited) in respect of current (revenue) expenditure and from the Capital Programme 2019-2021 and the Council's Financial Management System for capital expenditure.

The inventory is available at Appendix 1.

2.2 Published Summary of Procurements

As part of the Quality Assurance process South Dublin County Council is required to publish summary information on our website of all procurements in excess of €10m, related to projects in progress or completed in the year under review. A procurement is considered to be a "project in progress" during the year under review if the procurement process is completed and a contract signed.

Information for procurements meeting these criteria in 2019 is available on our website at:

<https://www.sdcc.ie/en/services/business/procurement/public-spending-code-2019>

3. Assessment of Compliance

3.1 Checklist Completion

The third step in the Quality Assurance process involves completing a set of checklists. The high level checks in Step 3 of the QA process are based on self-assessment by the various Sections, Directorates and Departments of the Council in respect of guidelines set out in the Public Spending Code. There are seven checklists in total:

Checklist 1: General Obligations Not Specific to Individual Projects/Programmes

Checklist 2: Capital Projects or Capital Grant Schemes Being Considered

Checklist 3: Current Expenditure Being Considered

Checklist 4: Capital Expenditure or Capital Grant Schemes Being Incurred

Checklist 5: Current Expenditure Being Incurred

Checklist 6: Capital Expenditure or Capital Grant Schemes Completed

Checklist 7: Current Expenditure Completed

For 2019 this self-assessment of compliance was carried out on an appropriate sample of areas of expenditure. Three Departments in the Council completed the checklists as part of the Quality Assurance process for 2019: the Corporate Performance and Change Management Department; the Land Use Planning and Transportation Department; and the Housing Social and Community Development Department. This information was then used to complete the checklist answers for the organisation, as included in Appendix 2 of this report. Each question in the checklist is judged by a 3 point scale:

- Scope for significant improvements = a score of 1
- Compliant but with some improvement necessary = a score of 2
- Broadly compliant = a score of 3

For some questions, the scoring mechanism is not always strictly relevant. In these cases, it is marked as N/A and, where relevant, information is provided in the commentary box.

Overall, the completed self-assessment checklists indicate that the Council was either broadly compliant or compliant with some improvement necessary in 2019. No areas were identified as having scope for significant improvements.

3.2 In-Depth Checks

The following section details the in-depth checks which were carried out by South Dublin County Council's Internal Audit Unit as part of the Public Spending Code Quality Assurance process.

The purpose of the in-depth review is to provide an independent opinion on the level of assurance in relation to compliance with the code. The objective is to review a subset of projects to assess if structures in place are operating at a high standard. The scope of the reviews was aligned with the criteria set out in the code. The value of the projects selected for an in-depth review each year must follow these criteria:

- Capital Projects: Projects selected must represent a minimum of 5% of the total value of all capital projects over a three year period
- Revenue Projects: Projects selected must represent a minimum of 1% of the total value of all revenue projects over a three year period

The volume of the in-depth checks over the three years 2017 to 2019 is in keeping with this requirement i.e. 1.7% for revenue checks carried out and 8.8% for capital checks carried out.

The projects subject to in-depth checks for 2019 are outlined in Table 1 and a summary of the in-depth checks are detailed below.

Table 1 Summary of Projects Subject to In-Depth Review

		Total Value of In-Depth Checks	Total Value of Projects	% Analysed
Expenditure Being Considered 2019				
Revenue	Payment and Availability	€7,161,600	€263,531,221 ¹	2.72%
Capital	Airlie Park	€9,935,000	€413,940,700 ²	2.40%
	Innovation Centre	€7,800,000	€413,940,700 ²	1.88%
¹ Public Spending Code Inventory Appendix 1 ² Capital Programme 2019-2021				

Summary of In-Depth Check 1

An in-depth check on the overall budget increase of €7,161,600 in Service Area A07, subservice A0703 Payment & Availability, was carried out to assess compliance with the standards set out in the Public Spending Code.

The number of new Payment & Availability units and scheduled rent reviews substantiated the basis for the revenue increase in this area. However, the business template including analyses should have been completed.

An overall satisfactory rating has been assigned to this review

Summary of In-Depth Check 2

Airlie Park was reviewed for compliance with the Public Spending Code at the stage of “expenditure under consideration”. Internal Audit is satisfied that the delivery of the project to date substantially complies with the standards set out in the code; strong controls are in place to ensure compliance and these standards should be maintained throughout the remaining stages of the project.

Summary of In-Depth Check 3

The Enterprise/Innovation Centre was reviewed for compliance with the Public Spending Code at the stage of “expenditure under consideration”. Internal Audit is satisfied that the delivery of the project to date complies with the standards set out in the code.

4. Next Steps: Addressing Quality Assurance Issues

Both the Checklists and the In-Depth checks identified strong compliance by the Council in 2019 with the standards set out in the Public Spending Code. For capital projects the Checklists provided by a sample of Departments indicated a good level of compliance with the Code. The in-depth checks gave additional assurances that the robust standards required by the Code are being implemented in Capital Projects being carried out by South Dublin County Council. For revenue increases the in-depth checks for 2019 reiterated the importance of using a business case/ detailed cost analysis mechanisms to enhance the processes currently in place.

The Quality Assurance Report will be raised at Management level with a view to sharing learnings across the different Directorates and implementing the measure recommended further to the Internal Audit checks.

5. Conclusion

The inventory outlined in this report details the current and capital expenditure that is being considered, being incurred, and that has recently ended. The Council has published a notice on www.sdcc.ie with summary information for procurements in excess of €10 million for 2019.

Both the Checklists and In-Depth Checks completed by Council show a good level of compliance with the Public Spending Code. The Quality Assurance Report will be raised at Management level to share learnings and ensure ongoing high compliance with the Public Spending Code across the Council on an ongoing basis.

Appendix 1: South Dublin County Council 2019 Inventory of Projects and Programmes over €0.5m

Expenditure being Considered - Greater than €0.5m (Capital and Current)						
Project/Scheme/Programme Name	Current Expenditure Amount in Reference Year	Capital Expenditure Amount in Reference Year (Non Grant)	Capital Expenditure Amount in Reference Year (Grant)	Project/Programme Anticipated Timeline	Projected Lifetime Expenditure *	Explanatory Notes
Housing & Building						
A01 Maintenance & Improvement of LA Housing Units	€ 3,019,000			Annual		
A07 RAS and Leasing Programme	€ 6,564,500			Annual		
A09 Housing Grants	€ 1,184,000			Annual		
Kilcarberry Mixed Tenure Social Res 30%		-€ 27,702		2022	€ 27,850,400	
Kilcarberry Mixed Tenure Private 70%		-€ 135,625		2022	€ 13,800,000	
Homeville (Social Build Programme)		€ 55,000		2021	€ 3,792,500	
St. Catherines Knockmore (Social Build Programme)				2021	€ 3,081,500	
Riversdale, Clondalkin (Social Build Programme)		€ 95,992		2021	€ 10,429,600	
Traveller Accomodation Upgrade/Construction Programme				To be confirmed at future date	€ 15,357,000	
Road Transportation and Safety						
B04 Local Road - Maintenance and Improvement	€ 1,646,500			Annual		
District Enhancements		€ 514,278		2022	€ 1,500,000	
Tallaght Transport Interchange (URDF Bid)				2022	€ 3,972,000	
Belgard Civic Plaza URDF		€ 4,253		2022	€ 3,653,583	
Belgard Civic Square & Pedestrian Link URDF		€ 4,242		2022	€ 1,826,845	
Water Services						
C01 Water Supply	€ 512,800			Annual for duration of SLA		
Griffeen Flood Alleviation Phase 3				Under consideration	€ 1,950,000	
Owendohr Flood Relief Works				2021-2024	€ 500,000	
Camac Flood Alleviation Scheme				2025	€ 6,600,000	
Shinkeen Flood Alleviation				Under consideration	€ 1,000,000	
Clonburris General Surface Water Scheme				2021-2026	€ 1,000,000	
Whitehall Road Flood Alleviation Scheme				2021-2025	€ 600,000	
Clonburris SDZ Surface Water Upgrade Works LIHAF		€ 12,461		2021 - 2026	€ 3,000,000	
Corkagh Grange Pumping station/Access Road LIHAF				2020-2024	€ 3,300,000	
Development Management						
D01 Forward Planning	€ 502,400			Annual		
Development of Milltown Lands				To be confirmed at future date	€ 650,000	
Development of Clutterland				2020 -2021	€ 13,000,000	
Rathfarnham Castle - Outbuildings		€ 152,496		2021 -	€ 500,000	
Templeogue House / Community Facility				To be confirmed at future date	€ 1,300,000	
Innovation Centre		€ 18,201		Construction anticipated to commence 2021	€ 7,800,000	

Expenditure being Considered - Greater than €0.5m (Capital and Current)						
Project/Scheme/Programme Name	Current Expenditure Amount in Reference Year	Capital Expenditure Amount in Reference Year (Non Grant)	Capital Expenditure Amount in Reference Year (Grant)	Project/Programme Anticipated Timeline	Projected Lifetime Expenditure *	Explanatory Notes
Environmental Services						
E11 Operation of Fire Service	€ 980,800			Annual		
Recreation and Amenity						
F03 Outdoor Leisure Areas Operations	€ 1,277,300			Annual		
Newcastle Community Facility				Under Consideration	€ 500,000	
Perrystown Community Centre Redevelopment				Under Consideration	€ 500,000	
Shared/Flexible Sports Spaces				Under Consideration	€ 500,000	
DTTAS Sports Capital Grant 2019				2020-2025	€ 600,000	
DTTAS Sports Capital Grant 2019 pitch upgrades				2020-2025	€ 587,500	
Astro Pitch Programme				2020-2025	€ 2,000,000	
Teen Space Programme		€ 4,603		2019-2022	€ 1,500,000	
URDF Projects				2019-2025	€ 7,800,000	
Airlie Park - Adamstown SDZ LIHAF		€ 320,643		2019-2021	€ 9,935,000	
Agriculture, Education, Health and Welfare						
Miscellaneous Services						
Depot Re-structuring Project				2020-2022	€ 4,000,000	
New CRM and Telephone system				2020-2021	€ 500,000	
	€ 15,687,300	€ 1,018,842	€ -		€ 154,885,928	
					* Projected lifetime expenditure completed for capital expenditure only	

Expenditure being Incurred - Greater than €0.5m (Capital and Current)						
Project/Scheme/Programme Name	Current Expenditure Amount in Reference Year	Capital Expenditure Amount in Reference Year (Non Grant)	Capital Expenditure Amount in Reference Year (Grant)	Project/Programme Anticipated Timeline	Cumulative Expenditure to-date *	Explanatory Notes
Housing & Building						
A01 Maintenance & Improvement of LA Housing Units	€ 19,963,277			Annual		
A03 Housing Rent and Tenant Purchase Administration	€ 1,813,747			Annual		
A04 Housing Community Development Support	€ 6,001,755			Annual		
A05 Administration of Homeless Service	€ 3,688,111			Annual		
A06 Support to Housing Capital & Affordable Prog	€ 9,274,776			Annual		
A07 RAS and Leasing Programme	€ 33,381,173			Annual		
A08 Housing Loans	€ 5,370,367			Annual		
A11 Agency & Recoupable Services	€ 520,699			Annual		
Social Housing Construction Programme (2019-2021)		€ 804,049		2021	€ 810,330	
Disabled Persons Grants			€ 702,324	Rolling	€ 702,324	cumulative expenditure relates to 2019
Energy Efficiency Programme		€ 361,510		Rolling	€ 361,510	cumulative expenditure relates to 2019
Kilcarbery/Corkagh Grange LIHAF		€ 992,078		2022	€ 992,078	
LA Acquisitions 2019-2021		€ 21,253,824		Rolling	€ 21,253,824	cumulative expenditure relates to 2019
Part V Acquisition (Grouped)		€ 18,124,434		Rolling	€ 18,124,434	cumulative expenditure relates to 2019
CAS Construction		€ 6,820,788		Rolling	€ 6,820,788	cumulative expenditure relates to 2019
CALF - Voluntary Housing		€ 9,730,430		Rolling	€ 9,730,430	cumulative expenditure relates to 2019
Vol Hsg-Nrth&EastCASHousing		€ 683,137		Rolling	€ 1,016,537	
Road Transportation and Safety						
B02 NS Road - Maintenance and Improvement	€ 1,194,606			Annual		
B03 Regional Road - Maintenance and Improvement	€ 2,703,829			Annual		
B04 Local Road - Maintenance and Improvement	€ 15,007,279			Annual		
B05 Public Lighting	€ 6,037,318			Annual		
B06 Traffic Management Improvement	€ 2,703,903			Annual		
B07 Road Safety Engineering Improvement	€ 1,967,332			Annual		
B08 Road Safety Promotion & Education	€ 2,120,290			Annual		
B10 Support to Roads Capital Prog	€ 910,552			Annual		
Newcastle Rd Improvement Scheme R120 - Adamstown		€ 5,821,668		2020	€ 22,722,781	
Belgard / Cookstown - Airton/Hospital Link Roads		€ 196,246		2022	€ 208,122	
Village Initiatives GROUPED		€ 514,278		2020	€ 1,434,547	
Wellington Road Cycle & Pedestrian Facilities		€ 118,878		2022	€ 285,830	
N81 cycling,walking & bus facilities (N82 to Fortunestown)		€ 82,545		2022	€ 509,893	
Monastery Road Walking Route		€ 118,316		2021	€ 1,036,265	
River Dodder Cycle & Pedestrian Route		€ 236,622		2022	€ 1,196,287	
Tallaght to Ballyboden Cycle Route 4		€ 142,770		2022	€ 2,372,921	
Social Housing Estates Renewal Programme				Ongoing	€ 1,025,430	
Fortunestown Road Junction Citywest Road		€ 728,954		2020	€ 1,649,254	
Celbridge Link Road (LIHAF)		€ 329,942		2021	€ 337,743	
Grange Road Cycle Track Phase 2		€ 36,271		2020	€ 48,571	
Canal Loop Greenway Study (linking Grand & Royal Canals)		€ 170,939		2022	€ 170,939	
Heatnet Project		€ 146,253		Construction anticipated to commence 2020	€ 267,773	

Expenditure being Incurred - Greater than €0.5m (Capital and Current)						
Project/Scheme/Programme Name	Current Expenditure Amount in Reference Year	Capital Expenditure Amount in Reference Year (Non Grant)	Capital Expenditure Amount in Reference Year (Grant)	Project/Programme Anticipated Timeline	Cumulative Expenditure to-date *	Explanatory Notes
Footpath Refurbishment (Grouped)		€ 766,295		Ongoing	€ 766,295	cumulative expenditure relates to 2019
Structural Repairs (public lighting column replace)		€ 344,027		Ongoing	€ 344,027	cumulative expenditure relates to 2019
Edmondstown Road Reinstatement Works		€ 62,013		2020	€ 856,014	
N4 to City Centre cycle		€ -		2020	€ 1,049,534	
Green School Cluster		€ -		2022	€ 1,126,969	
Water Services						
C01 Water Supply	€ 4,373,592			Annual for duration of SLA		
C02 Waste Water Treatment	€ 3,351,810			Annual for duration of SLA		
C08 Local Authority Water and Sanitary Services	€ 4,771,892			Annual		
Minor Surface Water Capital Works		€ 685,000		2014 - 2020	€ 1,417,208	
Water Quality Infrastructure - Wetlands LIFE		€ -		2023	€ 171,492	
River Poddle Flood Alleviation Scheme		€ 532,869		2023	€ 791,201	
Whitechurch Stream Flood Alleviation Scheme		€ 219,593		2021	€ 388,328	
Development Management						
D01 Forward Planning	€ 2,865,765			Annual		
D02 Development Management	€ 3,233,534			Annual		
D03 Enforcement	€ 775,950			Annual		
D04 Industrial and Commercial Facilities	€ 1,188,456			Annual		
D05 Tourism Development and Promotion	€ 1,551,199			Annual		
D06 Community and Enterprise Function	€ 3,923,389			Annual		
D08 Building Control	€ 668,145			Annual		
D09 Economic Development and Promotion	€ 3,908,024			Annual		
D10 Property Management	€ 2,585,913			Annual		
Grange Castle Pocket Park		€ 1,092,646		Completion August 2020	€ 1,067,092	
Grange Castle Business Park - Footpaths & Roads		€ -		Ongoing to 2021 & 2022	€ 418,768	
Tallaght Stadium North Stand (4th Stand)		€ 48,186		2021 - 2022	€ 43,195	
Grand Canal Greenway		€ 68,618		To be confirmed at future date	€ 68,765	
Dublin Mountains Visitor Centre		€ 227,890		Construction anticipated to commence 2021	€ 762,691	
Environmental Services						
E01 Landfill Operation & Aftercare	€ 1,513,963			Annual		
E02 Recovery and Recycling Facilities Operations	€ 551,151			Annual		
E03 Waste to Energy Facilities Operations	€ 1,034,395			Annual		
E04 Provision of Waste to Collection Services	€ 734,472			Annual		
E05 Litter Management	€ 1,638,603			Annual		
E06 Street Cleaning	€ 7,921,364			Annual		
E07 Waste Regulations, Monitoring and Enforcement	€ 1,018,359			Annual		
E09 Maintenance of Burial Grounds	€ 1,488,359			Annual		

Expenditure being Incurred - Greater than €0.5m (Capital and Current)						
Project/Scheme/Programme Name	Current Expenditure Amount in Reference Year	Capital Expenditure Amount in Reference Year (Non Grant)	Capital Expenditure Amount in Reference Year (Grant)	Project/Programme Anticipated Timeline	Cumulative Expenditure to-date *	Explanatory Notes
E10 Safety of Structures and Places	€ 653,864			Annual		
E11 Operation of Fire Service	€ 20,248,378			Annual		
E15 Climate Change and Flooding	€ 583,267			Annual		
Climate Change Adaptation Fund		€ 6,827		2021	€ 136,015	
Recreation and Amenity						
F01 Leisure Facilities Operations	€ 534,600			Annual		
F02 Operation of Library and Archival Service	€ 10,971,885			Annual		
F03 Outdoor Leisure Areas Operations	€ 20,136,773			Annual		
F04 Community Sport and Recreational Development	€ 8,959,021			Annual		
F05 Operation of Arts Programme	€ 2,292,746			Annual		
Lucan Swimming Pool		€ 1,232,614		2021	€ 1,981,361	
Saggart Community Centre		€ 457,374		2021	€ 459,407	
North Clondalkin Library		€ 3,419,480		To be completed in 2020	€ 5,610,929	
Castletymon Library		€ 802,076		To be completed in 2020	€ 2,661,437	
N81 Landscape Improvement Scheme		€ 1,130,691		2016-2025	€ 1,227,758	
Playspace Programme		€ 851,157		2014-2020	€ 2,511,878	
Dodder Valley Mount Carmel Recreational Facilities		€ 220,317		2018-2021	€ 225,431	
Pavillions Programme		€ 690,113		2015-2025	€ 759,385	
Kiltipper Park Development		€ 961,755		2019-2025	€ 974,142	
Tandy's Lane Park - Adamstown SDZ LIHAF		€ 276,225		2019-2021	€ 284,026	
DTTAS Sports Capital Grant Projects		€ 247,294		2015-2021	€ 1,129,901	
Parks Boundary Improvements		€ 52,656		2019-2022	€ 240,023	
Corkagh Park Study Implementation		€ 158,991		2019-2025	€ 191,235	
Agriculture, Education, Health and Welfare						
G04 Veterinary Service	€ 1,420,154			Annual		
Miscellaneous Services						
Civic Buildings Refurbishment Works		€ 358,389		2019 - 2021	€ 491,148	
Integrated Housing Computer System		€ 154,912		Ongoing	€ 704,357	
H03 Administration of Rates	€ 17,998,738			Annual		
H04 Franchise Costs	€ 949,199			Annual		
H09 Local Representation & Civic Leadership	€ 1,337,948			Annual		
	€ 247,843,922	€ 82,481,940	€ 702,324		€ 121,938,623	
					* Cumulative expenditure to date relates to capital spend only	

Projects/Programmes Completed or Discontinued in the reference year - Greater than €0.5m (Capital and Current)						
Project/Scheme/Programme Name	Current Expenditure Amount in Reference Year	Capital Expenditure Amount in Reference Year (Non Grant)	Capital Expenditure Amount in Reference Year (Grant)	Project/Programme Completion Date	Final Outturn Expenditure	Explanatory Notes
Housing & Building						
MacUilliam (SH374) Infill Housing		€ 1,761,497		Asset Completed 2019	€ 7,101,353	Awaiting final Account
Killinarden, Tallaght (Social Housing Build Prog)		€ 1,367,464		Asset Completed 2019	€ 7,428,039	Awaiting final Account
Ballyboden Social Housing SH379		€ 2,275,975		Asset Completed 2019	€ 13,343,896	Awaiting final Account
Letts Field, Clondalkin		€ 739,757		Asset Completed 2019	€ 8,486,512	Awaiting final Account
St Cuthberts, Clondalkin (Social Build Programme)		€ 10,940,524		Asset Completed 2019	€ 13,106,361	Awaiting final Account
Road Transportation and Safety						
Willsbrook Road Cycle Track				2020	€ 3,188,856	
Development Contribution Rebate Scheme		€ 637,457		Discontinued	€ 1,004,713	
	€ -	€ 17,722,673	€ -		€ 53,659,729	

Appendix 2: South Dublin County Council 2019 Public Spend Code Checklists

Notes:

- ❖ The scoring mechanism for the checklists is as follows:
 - Scope for significant improvements = a score of 1
 - Compliant but with some improvement necessary = a score of 2
 - Broadly compliant = a score of 3

- ❖ For some questions, the scoring mechanism is not always strictly relevant. In these cases, it is appropriate to mark as N/A and provide the required information in the commentary box as appropriate.

- ❖ The focus should be on providing descriptive and contextual information to frame the compliance ratings and to address the issues raised for each question. It is also important to provide summary details of key analytical outputs covered in the sample for those questions which address compliance with appraisal/evaluation requirements i.e. the annual number of appraisals (e.g. Cost Benefit Analyses or Multi Criteria Analyses), evaluations (e.g. Post Project Reviews). Key analytical outputs undertaken but outside of the sample should also be noted in the report.

Checklist 1 – To be completed in respect of general obligations not specific to individual projects/programmes.

	General Obligations not specific to individual projects/programmes.	Self-Assessed Compliance	Comment/Action Required
Q 1.1	Does the organisation ensure, on an ongoing basis, that appropriate people within the organisation and its agencies are aware of their requirements under the Public Spending Code (incl. through training)?	2	Circular 24/2019 and the revised Public Spending Code documentation has been circulated in South Dublin County Council. Centrally led training further to the amendments of the Public Spending Code effective from 1 st January 2020 would be welcomed.
Q 1.2	Has internal training on the Public Spending Code been provided to relevant staff?	2	
Q 1.3	Has the Public Spending Code been adapted for the type of project/programme that your organisation is responsible for, i.e., have adapted sectoral guidelines been developed?	3	Guidance note prepared by the CCMA Finance Committee in 2017.
Q 1.4	Has the organisation in its role as Approving Authority satisfied itself that agencies that it funds comply with the Public Spending Code?	n/a	
Q 1.5	Have recommendations from previous QA reports (incl. spot checks) been disseminated, where appropriate, within the organisation and to agencies?	3	
Q 1.6	Have recommendations from previous QA reports been acted upon?	2	Project monitoring system is now in place. Additional work required to ensure sufficiently detailed cost analyses /business case are carried out in all instances to substantiate the basis for increases in revenue expenditure
Q 1.7	Has an annual Public Spending Code QA report been submitted to and certified by the Approving Authorities Accounting Officer and	3	Submitted on 31/08/20

	published on the Approving Authorities website?		
Q 1.8	Was the required sample of projects/programmes subjected to in-depth checking as per step 4 of the QAP?	3	Yes, the sample met these requirements
Q 1.9	Is there a process in place to plan for ex post evaluations?	2	Generally scheduled as part of project closure
Q 1.10	How many formal evaluations were completed in the year under review? Have they been published in a timely manner?	2	Checklists completed by a sample of Departments, and one post project review was identified. Checklists did not identify any published ex-post evaluations. Did identify sharing the review with the Sponsoring Department.
Q 1.11	Is there a process in place to follow up on the recommendations of previous evaluations?	2	Usually scheduled as part of project closure
Q 1.12	How have the recommendations of reviews and ex post evaluations informed resource allocation decisions?	n/a	Learnings shared across Directorates in the Council

Checklist 2(A) – To be completed in respect of capital projects/programmes & capital grant schemes that were under consideration in the year under review and prior to January 2020.

Capital Expenditure being Considered – Appraisal and Approval	Self-Assessed Compliance Rating: 1 - 3	Comment/Action Required
Was a preliminary appraisal undertaken for all projects > €5m?	3	
Was an appropriate appraisal method used in respect of capital projects or capital programmes/grant schemes?	3	
Was a CBA/CEA completed for all projects exceeding €20m?	3	
Was the appraisal process commenced at an early stage to facilitate decision making? (i.e. prior to the decision)	3	
Was an Approval in Principle granted by the Approving Authority for all projects before they entered the planning and design phase (e.g. procurement)?	3	Yes – as appropriate to relevant sanctioning body
If a CBA/CEA was required was it submitted to the relevant Vote Section in DPER for their views?	3	
Were the NDFA consulted for projects costing more than €20m?	3	Yes, in relation to the Kilcarbery project
Were all projects that went forward for tender in line with the Approval in Principle and if not was the detailed appraisal revisited and a fresh Approval in Principle granted?	3	
Was approval granted to proceed to tender?	3	
Were procurement rules complied with?	3	
Were State Aid rules checked for all supports?	3	
Were the tenders received in line with the Approval in Principle in terms of cost and what is expected to be delivered?	3	
Were performance indicators specified for each project/programme which will allow for a robust evaluation at a later date?	3	Projects were monitored for Costs within budget approvals; Final Accounts provide a robust evaluation

Have steps been put in place to gather performance indicator data?	3	
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Checklist 3 – To be completed in respect of new current expenditure proposals under consideration in the year under review.

	Current Expenditure being Considered – Appraisal and Approval	Self-Assessed Compliance Rating: 1 - 3	Comment/Action Required
Q 3.1	Were objectives clearly set out?	3	Yes, for example Roadworks Programme, DHPCLG targets set out for current housing supply etc.
Q 3.2	Are objectives measurable in quantitative terms?	3	
Q 3.3	Was a business case, incorporating financial and economic appraisal, prepared for new current expenditure proposals?	3	
Q 3.4	Was an appropriate appraisal method used?	3	
Q 3.5	Was an economic appraisal completed for all projects/programmes exceeding €20m or an annual spend of €5m over 4 years?	n/a	
Q 3.6	Did the business case include a section on piloting?	3	
Q 3.7	Were pilots undertaken for new current spending proposals involving total expenditure of at least €20m over the proposed duration of the programme and a minimum annual expenditure of €5m?	n/a	Checklists completed by a sample of Departments, and no pilots were identified.
Q 3.8	Have the methodology and data collection requirements for the pilot been agreed at the outset of the scheme?	n/a	
Q 3.9	Was the pilot formally evaluated and submitted for approval to the relevant Vote Section in DPER?	n/a	
Q 3.10	Has an assessment of likely demand for the new scheme/scheme extension been estimated based on empirical evidence?	2	
Q 3.11	Was the required approval granted?	3	

Q 3.12	Has a sunset clause been set?	3	
Q 3.13	If outsourcing was involved were both EU and National procurement rules complied with?	2	
Q 3.14	Were performance indicators specified for each new current expenditure proposal or expansion of existing current expenditure programme which will allow for a robust evaluation at a later date?	3	Annual performance indicators provided for both RAS and Homeless Services Provision. Homeless Services provision – PI's provided by PASS.
Q 3.15	Have steps been put in place to gather performance indicator data?	3	Output on monthly basis; Financial Management Reports; Management Report to Council; Monthly Project Meetings; Regular statistics reports

Checklist 4(A) – To be completed in respect of capital projects/programmes & capital grants schemes incurring expenditure in the year under review and prior to January 2020.

Incurring Capital Expenditure	Self-Assessed Compliance Rating: 1 - 3	Comment/Action Required
Was a contract signed and was it in line with the Approval in Principle?	3	
Did management boards/steering committees meet regularly as agreed?	3	
Were programme co-ordinators appointed to co-ordinate implementation?	3	
Were project managers, responsible for delivery, appointed and were the project managers at a suitably senior level for the scale of the project?	3	Suitably senior managers were assigned.
Were monitoring reports prepared regularly, showing implementation against plan, budget, timescales and quality?	3	
Did projects/programmes/grant schemes keep within their financial budget and time schedule?	2	Yes broadly. Some minor overspend but within time schedule identified.
Did budgets have to be adjusted?	2	Yes (minor adjustments), CE Orders approved and as appropriate approval from sanctioning body received
Were decisions on changes to budgets / time schedules made promptly?	3	
Did circumstances ever warrant questioning the viability of the project/programme/grant scheme and the business case incl. CBA/CEA? (exceeding budget, lack of progress, changes in the environment, new evidence, etc.)	n/a	Checklists were completed by a sample of Departments and no projects meeting this criterion were identified in the checklists
If circumstances did warrant questioning the viability of a project/programme/grant scheme was the project subjected to adequate examination?	n/a	

If costs increased was approval received from the Approving Authority?	3	
Were any projects/programmes/grant schemes terminated because of deviations from the plan, the budget or because circumstances in the environment changed the need for the investment?	n/a	

Checklist 5 – To be completed in respect of current expenditure programmes incurring expenditure in the year under review.

	Incurring Current Expenditure	Self-Assessed Compliance Rating: 1 -3	Comment/Action Required
Q 5.1	Are there clear objectives for all areas of current expenditure?	3	Yes, there are very clearly defined forward planning objectives in the Council's Corporate Plan and Annual Service Plan.
Q 5.2	Are outputs well defined?	3	Yes, there are very clearly defined forward planning objectives in the Council's Corporate Plan and Annual Service Plan. These are then incorporated into team plans and personal development plans.
Q 5.3	Are outputs quantified on a regular basis?	3	
Q 5.4	Is there a method for monitoring efficiency on an ongoing basis?	3	Yes, as appropriate to projects. Project plans have associated milestones and timelines which are monitored on an ongoing basis and measured post completion.
Q 5.5	Are outcomes well defined?	3	Yes, in many cases results are quantified for various reports e.g. annual returns / no. of housing units / infrastructure delivered etc.
Q 5.6	Are outcomes quantified on a regular basis?	3	
Q 5.7	Are unit costings compiled for performance monitoring?	3	Where suitable
Q 5.8	Are other data compiled to monitor performance?	3	Yes, data is compiled to measure performance in relation to most planning and building control activity eg vacant sites via the published vacant site register / Housing Task

			Force returns to the DHPLG. BC stats compiled through BCMS etc
Q 5.9	Is there a method for monitoring effectiveness on an ongoing basis?	3	Ongoing review and project oversight
Q 5.10	Has the organisation engaged in any other 'evaluation proofing' of programmes/projects?	2	Where applicable.

Checklist 6 (A) - To be completed in respect of capital projects/programmes that completed during the year & capital grant schemes discontinued in the year under review and prior to January 2020.

Capital Expenditure Recently Completed	Self-Assessed Compliance Rating: 1 - 3	Comment/Action Required
How many post project reviews were completed in the year under review?	n/a	Checklists completed by a sample of Departments, and one post project review was identified.
Was a post project review completed for all projects/programmes exceeding €20m?	n/a	
Was a post project review completed for all capital grant schemes where the scheme both (1) had an annual value in excess of €30m and (2) where scheme duration was five years or more?	n/a	
Aside from projects over €20m and grant schemes over €30m, was the requirement to review 5% of all other projects adhered to?	3	Willsbrook Cycle Scheme was reviewed and lessons learnt were shared with the sponsoring authority.
If sufficient time has not elapsed to allow for a proper assessment, has a post project review been scheduled for a future date?	3	Process in place to review projects by way of “before” and “after” surveys. Housing project currently under review.
Were lessons learned from post-project reviews disseminated within the Sponsoring Agency and to the Approving Authority? (Or other relevant bodies)	3	Post project reviews are usually held internally.
Were changes made to practices in light of lessons learned from post-project reviews?	2	Currently under review.
Were project reviews carried out by staffing resources independent of project implementation?	3	Yes, NTA Audit Requirement. Other Departments project reviews carried out by external appointed

		consultants (QS, Architects) and report considered by local management before submission to DHPCLG.
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Checklist 7 – To be completed in respect of current expenditure programmes that reached the end of their planned timeframe during the year or were discontinued.

	Current Expenditure that (i) reached the end of its planned timeframe or (ii) was discontinued	Self-Assessed Compliance Rating: 1 - 3	Comment/Action Required
Q 7.1	Were reviews carried out of current expenditure programmes that matured during the year or were discontinued?		n/a -All current expenditure programmes are ongoing, without any planned end timeframe
Q 7.2	Did those reviews reach conclusions on whether the programmes were efficient?		n/a
Q 7.3	Did those reviews reach conclusions on whether the programmes were effective?		n/a
Q 7.4	Have the conclusions reached been taken into account in related areas of expenditure?		n/a
Q 7.5	Were any programmes discontinued following a review of a current expenditure programme?		n/a
Q 7.6	Were reviews carried out by staffing resources independent of project implementation?		n/a
Q 7.7	Were changes made to the organisation’s practices in light of lessons learned from reviews?		n/a

Appendix 3: Report Arising from In-Depth Checks

Quality Assurance – In Depth Check 1

Section A: Introduction

This introductory section details the headline information on the programme or project in question.

Programme or Project Information	
Name	Proposed increase in Revenue Expenditure
Detail	To provide an increase in Revenue Expenditure in 2020 in Service Area A07, subservice A0703 Payment & Availability. Increased expenditure is due to additional payment and availability units being made available to SDCC from Approved Housing Bodies and rent reviews on existing units.
Responsible Directorate	Housing Social & Community Development
Current Status	Expenditure Under Consideration (in 2019) and approved for 2020 budget
Start Date	Budgetary Process in 2019 for 2020
End Date	Ongoing
Overall Increase	€7,161,600

Project Description

a) A0703 Payment and Availability:

A budget of €14,674,182 in respect of approximately 1,006 Payment and Availability properties was approved in the 2019 budget process for 2020. Included in this was an increase of €7,161,600. This increase was calculated based on an increase in Payment and Availability properties by an additional 250 units for 2020 and to provide for rent reviews on existing properties.

Section B - Step 1: Logic Model Mapping

As part of this In-Depth Check, Internal Audit have completed a Programme Logic Model (PLM) for the proposed increase in Revenue Expenditure over the subservice A0703 Payment and Availability.

Objectives	Inputs	Proposed Activities	Proposed Outputs	Proposed Outcomes
<p>a) To meet the County's need for social housing provision through a range of mechanisms, including the Payment and Availability (P&A) scheme.</p>	<ul style="list-style-type: none"> • Increased Revenue Budget €7,161,600m • Staff Resources 	<ul style="list-style-type: none"> • Management of Increasing programme to provide accommodation options under P&A including rent reviews. 	<ul style="list-style-type: none"> • Provide an additional number of properties under these schemes. • Complete rent reviews due during the year. 	<ul style="list-style-type: none"> • Additional accommodation options provided through the P&A scheme.

Section B - Step 2: Summary Timeline of Project/Programme

The following section tracks the proposed increase in Revenue Expenditure over the service area under review: -

The timeline summary from inception to budget approval under the area of 'expenditure being considered in 2019'.

The following strategies / plans set out the background and objectives to the increased activities and subsequent increase in budget:

A0703 Payment & Availability:

- Rebuilding Ireland Action Plan for Housing and Homelessness
- Social Housing Strategy 2020
- Development Plan 2016 – 2022
- South Dublin Interim Housing Strategy 2016-2022
- Corporate Plan 2015 – 2019
- Corporate Plan 2020-2024
- Annual Service Delivery Plan 2019
- Adopted budget dated 14th November 2019 in respect of 2020

Section B - Step 3: Analysis of Key Documents

The following section reviews the key SDCC documentation relating to appraisal, analysis and evaluation for the proposed increase in Revenue Expenditure relating to A0703 Payment & Availability;

Project/Programme Key Documents	
Title	Details
Development Plan 2016 - 2022	<p>a) H1 Objective 1:</p> <p>To significantly increase the stock of social housing in the direct control of South Dublin County Council in order to meet the long- term housing needs of those households on the local authority housing list.</p> <p>b) H1 Objective 7:</p> <p>To meet the County’s need for social housing provision through a range of mechanisms, including Part V of the Planning and Development Act 2000 (as amended), a social housing building programme, acquisition, leasing, Housing Assistance Payment (HAP) scheme, Rental Accommodation Schemes (RAS) and the utilisation of existing housing stock. This should include for the provision of one-bedroom units for homeless housing need.</p>
Corporate Plan 2015 - 2019	<p>The Corporate Plan 2015 – 2019 sets out clear objectives in respect of the various service areas and outlines the necessary steps proposed to be taken to achieve these objectives.</p> <p>Housing Social and Community Development: -</p> <p>“put in place a three-year programme to supply housing in the context of the Social Housing Strategy 2020</p> <ul style="list-style-type: none"> • work with approved housing bodies, the private rental sector and potential joint venture partners to provide as many social housing units as possible; • review, and improve where possible, our housing management and maintenance programmes and structures;”
Adopted budget 2019	<p>The 2019 budget was adopted on 14th November 2019. The budget strategy sets out the requirement for increased expenditure in the area: -</p> <ul style="list-style-type: none"> • Increased rental payments to Approved Housing Bodies, funded by additional grant income.
Annual Service Delivery Plan	

Project/Programme Key Documents	
Title	Details
	<p>Meet the challenges posed by the housing crisis by prioritising the housing supply and management initiatives in the County by: -</p> <ul style="list-style-type: none"> Pursuing additional accommodation options under Housing Assistance Payment, leasing and rental schemes along with increased inspections of private rented dwellings.

Section B - Step 4: Data Audit

The following section details the data audit that was carried out for the proposed increase in Revenue Expenditure over the service area:

- a) A07 RAS & Leasing Programme,

Data Required	Use	Availability
Projected costings of additional houses to be provided under the schemes and projected costing of rent reviews	For evaluating accuracy of projected costings for budgetary process.	Spread sheet provided with projected costings

Data Availability and Proposed Next Steps –

While some statistical backup was available for review, the budgetary process would benefit from more detailed costs analyses to support increases in revenue at this level. This should be provided by way of the business case template for new/extended revenue expenditure.

Section B - Step 5: Key Evaluation Questions

The following section looks at the key evaluation questions for proposed increase in Revenue Expenditure in Service Area A07, subservice A0703 - Payment & Availability

Does the delivery of the project/programme comply with the standards set out in the Public Spending Code? (Appraisal Stage, Implementation Stage and Post-Implementation Stage)

YES

The increase reviewed could be substantiated. The increase enables the meeting of objectives and delivery of expected outcomes.

Is the necessary data and information available such that the project/programme can be subjected to a full evaluation at a later date?

YES

The objectives for the increase in the service area reviewed are clearly set out in both national and local strategic documents.

What improvements are recommended such that future processes and management are enhanced?

The template incorporating more detailed cost analyses should be completed as part of the business case for new / extended revenue expenditure > €5m for projects between €5m & €20m.

Section C: In-Depth Check Summary

The following section presents a summary of the findings of this In-Depth Check on the Expenditure over the A07 RAS & Leasing Programme.

Summary of In-Depth Check

An in-depth check on the overall budget increase of €7,161,600 in Service Area A07, subservice A0703 Payment & Availability, was carried out to assess compliance with the standards set out in the Public Spending Code.

The number of new P&A units and scheduled rent reviews substantiated the basis for the revenue increase in this area. However, the business template including analyses should have been completed.

An overall satisfactory rating has been assigned to this review

Quality Assurance – In Depth Check 2

Section A: Introduction

This introductory section details the headline information on the programme or project in question.

Programme or Project Information	
Name	Airlie Park – Adamstown SDZ LIHAF
Detail	Provision of a new public park with sport facilities including football pitches, cricket ground, basketball courts & tennis courts. The park will also have a building containing changing facilities and a coffee dock.
Responsible Department	Land Use Planning and Transportation
Current Status	Development in Progress
Start Date	Adamstown SDZ Planning Scheme 2014 scheme proposed SDCC LIHAF Funding Proposal submitted Oct 2016
End Date	October 2021
Overall Cost Estimate	€9,935,000

Project Description

Note: This description is taken from the feasibility study that was carried out between October 2016 and March 2017, and the details in the Planning Application.

South Dublin County Council was seeking to develop a new park, namely Airlie Park, within the Adamstown Strategic Development Zone (SDZ).

As part of the Adamstown SDZ, there was a need to build a park to provide a space for amenities and a place for recreation for the residents of the SDZ, which is projected to be circa 8,900 when the residential components are completed.

The park location was agreed as part of the Adamstown SDZ and is to be approximately 10.95 hectares with the following features:

- A full-size all-weather playing pitch (with surrounding fencing & flood lights)
- A full-size cricket ground
- Two cricket practice areas, including netting to enclose these practice areas.
- Two floodlit basketball courts and a half basketball court
- Two tennis courts
- A one storey building with changing facilities, equipment storage, and a coffee dock
- Two natural play areas/neighborhood play areas
- Two natural play areas/local play areas
- An exercising area
- Teenager's social area
- Car park with fifty-six car parking spaces
- Seventy bicycle parking spaces

Figure 1: Airlie Park within the Adamstown SDZ

Figure 1.4 Adamstown SDZ Planning Scheme - Gross and Net Development Areas




Section B - Step 1: Logic Model Mapping

As part of this In-Depth Check, Internal Audit have completed a Programme Logic Model for the Airlie Park Development.

Objectives	Inputs to date	Activities to date	Proposed Outputs	Proposed Outcomes
<p>Development of a Park within the Adamstown Strategic Development Zone</p>	<p>Revenue Funding SDCC Local Infrastructure Housing Activation Fund (LIHAF) Approval Staff resources</p>	<p>Feasibility Study</p> <p>A Contract was agreed with the contractor to deliver</p> <ol style="list-style-type: none"> 1) A Cost estimate for the entire project 2) The design of the facilities that were proposed for the Park. 	<p>A new park in South Dublin County Council's administrative area, containing recreational facilities over an area of approximately 10.95 Ha. The Park was to include the below facilities:</p> <ul style="list-style-type: none"> A full-size all-weather playing pitch. A full-size cricket ground. 2 basketball courts 2 Tennis courts 2 natural play areas/neighborhood play areas An exercising area A teenager's socializing area A car park with 56 car parking spaces 70 bicycle parking spaces 	<p>A park that will provide facilities for a wide variety of users.</p> <p>The park will encourage community involvement and interaction between users.</p> <p>The new Park will soak up excess water in the environment and reduce the impact of storm damage.</p>

Section B - Step 2: Summary Timeline of Project/Programme

The following section tracks the Airlie Park Development from inception to conclusion in terms of major project/programme milestones.



2014	Adamstown Strategic Development Zone planning scheme was approved by An Bord Pleanala in December 2014. Airlie Park provides for an amenity area within the Adamstown SDZ.
2018	A development agreement for Airlie Park was signed with partners involved in the construction of Adamstown SDZ.
2019	The Pre-Planning Meeting was held in October 2018, awaiting lodgement of a planning application.
2019	SDZ18A/0014 – A Planning application was lodged in relation to Airlie Park on 10 th December 2018.
2019	The planning permission was granted by a Chief Executive Order in February. The procurement for the design team consultants closed on 25 th February 2019.
2019	The design team consultants were appointed with a letter of acceptance signed in April 2019. An inception meeting was held with the design team in April 2019.
2019	The Stage 1 Works tender procurement process was published in August 2019 and closed in September 2019.
2019	During November 2019, Tenders were submitted for Stage 1 Works Contractor, tender assessment was then completed.
2020	In January, following tender assessment, 6 out of 8 tender applications were provisionally shortlisted. On the 14 th February, the 6 companies were invited to tender for Stage 2. The closing date was extended from 18 th March to 16 th April as SDCC issued a tender addendum.
2020	In January, a detailed design was completed.

Section B - Step 3: Analysis of Key Documents

The following section reviews the key documentation relating to appraisal, analysis and evaluation for the Airlie Park Development.

Project/Programme Key Documents	
Title	Details
Adamstown SDZ Planning Scheme	<p>Reports present the overall Adamstown SDZ Planning Scheme which includes the Airlie Park Development:</p> <ul style="list-style-type: none"> • Adamstown SDZ Environmental Report • Adamstown SDZ Appropriate Assessment Screening Report • Adamstown SEA Report • Section 1.0 Introduction • Section 2.0 Proposals for Development • Section 3.0 Development and Amenity Areas • Section 4.0 Phasing and Implementation
LIHAF application	<p>The document sets out the need for a regional Park in the Adamstown SDZ. Funding for this project was approved on 27th February 2018.</p>
Risk Assessment	<p>Risks were considered and documented at each stage of the project to date.</p>
Feasibility Study	<p>Concluded that the development of Airlie Park would meet the requirements of the Adamstown SDZ phasing scheme and will form part of an existing community.</p>

Section B - Step 4: Data Audit

The following section details the data audit that was carried out for the Airlie Park Development. It evaluates whether appropriate data is available for the future evaluation of the project.

Data Required	Use	Availability
Assessment of Options & Cost benefit analysis including risk assessments	To ascertain if the options have been reviewed and a cost benefit analysis has taken place	Yes. A Net present Value (NPV) Assessment was used as the economic appraisal technique for the cost effectiveness assessment.
Cost Review	To assess costs of a preferred option. This provides a basis for comparison to the final cost.	Yes. Consultants prepared an initial cost estimate and 3 further amendments were prepared to lower the costs in line with budget constraints.
Risk Assessment	To assess and identify any risks and document the proposed mitigation/control options.	Yes, there was a risk assessment present. There was an adverse possession case identified in 2019 and was notified to Land Planning and Transportation Department. The issue was highlighted as a project risk at both the internal SDCC LIHAF Project Board Meeting and the external DHPLG/SDCC LIHAF Project Board meetings. This issue has now been successfully resolved.
CE orders and procurement documentation	To assess compliance with the procurement regulations	Yes. The information was present to show that a mini competition was held to select a consultant.

Data Availability and Proposed Next Steps

Internal Audit is satisfied that there is sufficient data available for the future evaluation of the project.

Section B - Step 5 Key Evaluation Questions

The following section looks at the key evaluation questions for the Airlie Park Development based on the findings from the previous sections of this report.

Does the delivery of the project/programme comply with the standards set out in the Public Spending Code? (Appraisal Stage, Implementation Stage and Post-Implementation Stage)

Yes. Internal Audit is satisfied that the delivery of the project to date substantially complies with the standards set out in the Public Spending Code.

Is the necessary data and information available such that the project/programme can be subjected to a full evaluation at a later date?

Yes. Internal Audit is satisfied that sufficient data is available up to this stage of the project for the future evaluation of the proposal.

What improvements are recommended such that future processes and management are enhanced?

No issues were identified during the in-depth review. IA is satisfied that this project is in substantial compliance with the code up to this stage of delivery.

Section C: In-Depth Check Summary

The following section presents a summary of the findings of this In-Depth Check on the Arlie Park Development.

Summary of In-Depth Check

Airlie Park was reviewed for compliance with the Public Spending Code up to the stage of “expenditure under consideration”. Internal Audit is satisfied that the delivery of the project to date substantially complies with the standards set out in the code; strong controls are in place to ensure compliance and these standards should be maintained throughout the remaining stages of the project.

Quality Assurance – In Depth Check 3

Section A: Introduction

This introductory section details the headline information on the programme or project in question.

Programme or Project Information	
Name	Enterprise/Innovation Centre
Detail	<p>The project involves the development of a new Enterprise Innovation Centre/Space in South Dublin County.</p> <p>Following a feasibility report, two locations were recommended for consideration:</p> <p>Option 1: Grange Castle Business Park Option 2: ITT-Tallaght Hospital Corridor</p>
Responsible Department	Economic Enterprise & Tourism Development / Local enterprise Office
Current Status	Expenditure under consideration
Start Date	Project initiated in 2017 with the procurement of a feasibility study.
End Date	2021 / 2022
Overall Cost Estimate	€7,800,000

Project Description:

NOTE: The project description below is extracted from the two Reports produced by the Consultant appointed to deliver a feasibility study for this project.

South Dublin County Council is seeking to develop a new Enterprise/innovation space with associated enterprise support services in the county. A feasibility study published in May 2018 and adopted by South Dublin County Council concluded that there was a “*strong case for bringing forward new innovation space in South Dublin.*” Two possible locations for the new centre were suggested:

- Option 1: Grange Castle Business Park
- Option 2: ITT-Tallaght Hospital Corridor

The report recommended that both options should be taken forward as part of a phased approach to building an internationally competitive innovation ecosystem in South Dublin, complementing existing and pipeline activity elsewhere in the Region, including Dublin City Centre.

Further analysis of the two preferred options published in August 2018 concluded that:

“...taking forward the Tallaght Option first provides an exciting proposition for Tallaght, and is the best way forward for South Dublin County Council”

The studies also produced the following recommendations:

- The facility should have a common branding with the ‘Synergy’ Innovation Centre located at the nearby Technical University Dublin (IT Tallaght), to increase name recognition and put South Dublin ‘on the map’ for innovative start-ups. There should also be strong linkages between these facilities – including the tenant firms.
- The centre should be largely office-based, but with some laboratory space or space that is sufficiently flexible for either use. It should also be more focused on grow-on space, given its proximity to existing incubation provision at the Synergy Centre.
- Suggested target sectors for the centre include the life sciences and digital/IT, although as technologies converge across sectors, a flexible approach is likely to be sensible. The most important element of any entrance criteria will be to ensure that the facility is ‘protected’ for genuinely innovative and technology-rich tenants.

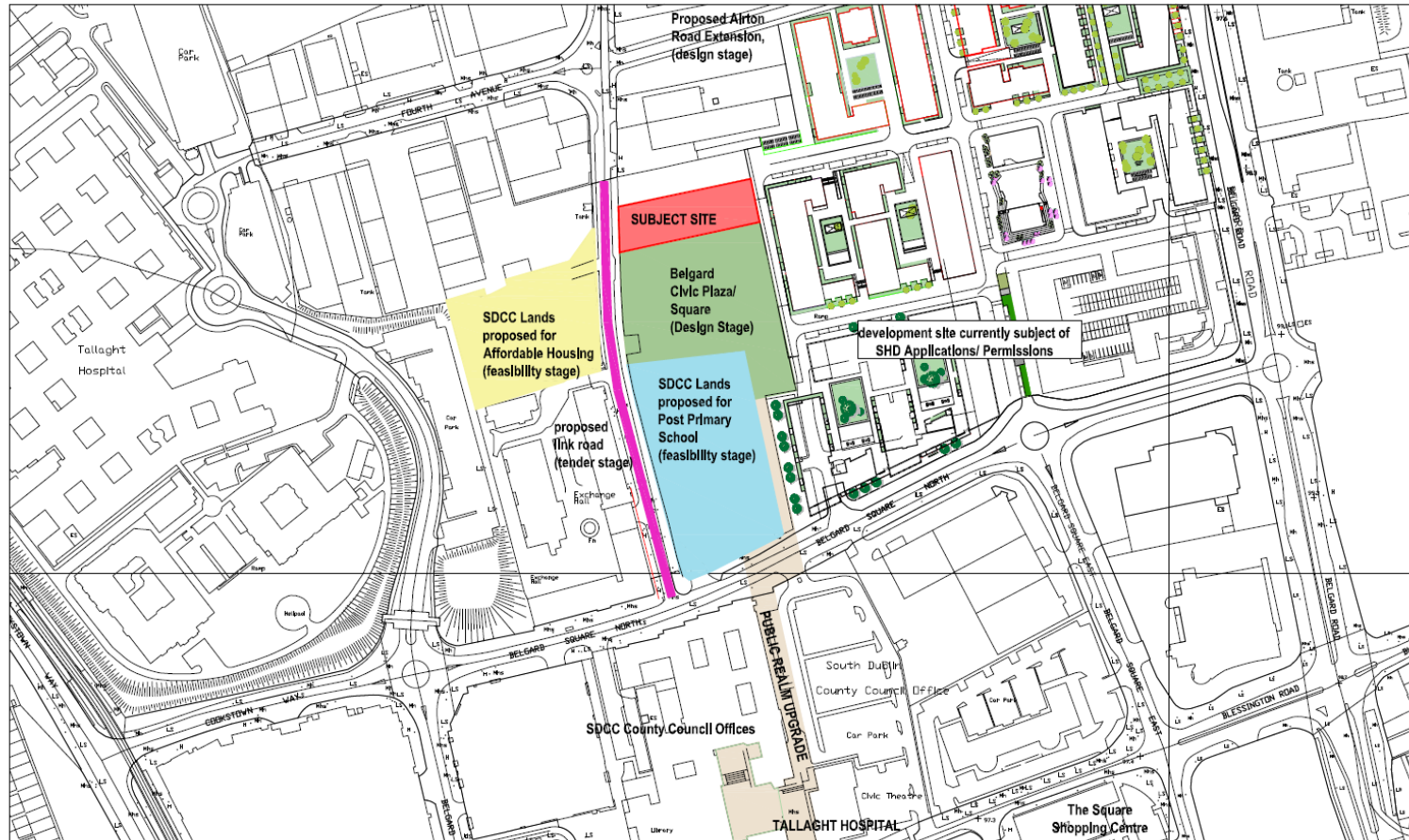
The centre should have the following core design features:

- High quality design, modern and flexible office space of at least 3,000 sq. m (at least 2,000 sq. m of net lettable space) that can be reconfigured to meet the changing needs of tenant firms as they expand.
- Provision of reliable and cost-effective superfast broadband, offering tenant firms download speeds well in excess of 50 Mbps.
- A welcoming and vibrant reception area.
- A cafeteria and communal informal meeting space, to encourage interactions between firms at the facility.
- Formal conference/meeting room space for both customers and local businesses to host meetings and events with customers, suppliers and partners.

Beyond these physical features, the innovation centre should also offer:

- A busy programme of cluster development events, workshops and innovation showcases to encourage business footfall and the development of the facilities as hubs for those businesses that are serious about innovation, technology and scaling.
- Close links into key innovation partners, including Technical University Dublin (IT Tallaght), Tallaght Hospital, Trinity College Dublin Medical School, and the County's major multinational businesses, to enable access to their research expertise, specialist facilities/scientific equipment, staff and supply chains. The centre should play a key role in supporting knowledge exchange and innovation. All innovation partners should be 'bought in' to what the County is trying to achieve with this centre, and actively engaged
- A strong and tailored business support offer (including access to growth finance).

Experience from elsewhere demonstrates that the vision for any innovation space can be realised provided that the scheme has strong management and leadership, and an entrepreneurial mind-set. The emphasis should be on supporting and developing high value, innovative businesses, not simply jobs creation or rental returns to the owners of the facilities.



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NOTE: REFER TO SHEET FOR THE PROPOSAL AND SITE PLAN

NOTE: REFER TO SHEET FOR THE PROPOSAL AND SITE PLAN

LOT 01 NEW INNOVATION CENTRE

PROJECTS	
BELGARD SQ NORTH INNOVATION CENTRE	
ISSUED FOR TENDER	07/2019
NO. SHEETS	DATE

DRAWING	
INNOVATION CENTRE SITE BOUNDARY- LOT 01	
INFORMATION	
SCALE	1:2000 (S.A.)
DRAWING	TP
DATE	19/08
DATE OF ISSUE	MAY 19
NO.	00-02-PR

Comhairle Contae Átha Cliath Theas
 South Dublin County Council
 Architects' Department,
 County Hall, Tallaght,
 Dublin 24,
 Tel: 01 414 9000
 County Architect - Eóina Conroy
 B. Arch., M. Arch.Sc., F.R.I.A.I.


Section B - Step 1: Logic Model Mapping

As part of this In-Depth Check, Internal Audit have completed a Programme Logic Model (PLM) for the Enterprise/Innovation Centre

Objectives	Inputs to date	Activities to date	Proposed Outputs	Proposed Outcomes
<p>Development of a new Enterprise/Innovation Space in South Dublin County.</p>	<p>Revenue Funding URDF Approval Staff Resources Existing land assets</p>	<p>Feasibility Study for the Development of Innovation Space in South Dublin Published.</p> <p>Contracts signed with supplier to deliver:</p> <ol style="list-style-type: none"> 1) Pre-design Consultation. 2) Advice on planning & design of the Centre. 3) Operation and Management of Completed Centre. <p>Hiring of Architect led design team.</p>	<p>A new Innovation /Enterprise Centre in South Dublin with a minimum size of 3,000 Sqm. The Centre will feature:</p> <ul style="list-style-type: none"> • High Quality Design with modern, flexible & reconfigurable office space. • Cost-effective, reliable, Super-fast Broadband with Download speeds in excess of 50Mbps. • A welcoming Vibrant Reception Area. • A cafeteria & communal informal meeting space. • Formal conference / meeting room space for customers & local businesses. 	<p>To retain more innovative businesses in the local area & prevent them from relocating elsewhere.</p> <p>To attract more innovative businesses to the area including inward investors.</p> <p>To foster an entrepreneurial culture & 'mind-set' in South Dublin, increasing the number of start-ups and thereby increasing high quality job opportunities in the County.</p>

Section B - Step 2: Summary Timeline of Project/Programme

The following section tracks the Enterprise/Innovation Centre from inception to conclusion in terms of major project/programme milestones.



2016	<p>(November) The Dublin Regional Enterprise Strategy 2017-2019 is published on behalf of the four Dublin L.A.'s. Recommendation Reference No. 2.4 Action No. 7 of this report recommends that Local Authorities: <i>"Conduct a 'census of enterprise space' / 'land availability study' with the purpose of determining the total quantum and type (industrial, retail, office, other niche sectors) of business space available to enterprises and the potential capacity for zoned lands to deliver business space."</i></p>
2017	<p>(August): A Procurement Process is initiated seeking a Feasibility Study for the Development of an Enterprise/Innovation Space in South Dublin County.</p> <p>(October): This Procurement Process concludes with selection of a consultant to carry out the feasibility study.</p>
2018	<p>(May): A report titled <i>'Feasibility Study for Development of Innovation Space in South Dublin'</i> is published by the consultant for SDCC.</p> <p>(September) An application is submitted by SDCC to DHPLG for URDF funding for the <i>'Tallaght Town Centre'</i> Project (This Project incorporates the proposed innovation Centre).</p> <p>(September): The Main Recommendations made in Feasibility Report are officially adopted by SDCC following briefings to the Elected Members, CPG & EETD SPC.</p>
2019	<p>(May): A Procurement Process is initiated seeking consultants to undertake a three-stage project to specifically provide:</p> <ul style="list-style-type: none">• Pre-design consultation between all stakeholders and Innovation /Enterprise space site selection.• Advice on the planning and design of the Innovation /Enterprise space on the identified site.• Operation and management of the completed Innovation /Enterprise space.
2019	<p>(July): The Contract Notice is Published on OJEU / E-Tenders in respect of establishing a multi-framework of up to seven teams of Architect Led Design team of Civic and Education buildings.</p>



(August): Procurement process concludes with selection of a supplier to undertake the three-stage process (pre-design, advice on planning and Operation/Management of completed centre)

(October): Procurement Process Concludes with the selection of a consultant to lead a multi-disciplinary Architect led design team with the initial contract for the Tallaght Innovation Space in South Dublin County.

Section B - Step 3: Analysis of Key Documents

The following section reviews the key documentation relating to appraisal, analysis and evaluation for the Development of an Enterprise/Innovation Space.

Project/Programme Key Documents	
Title	Details
Dublin Regional Enterprise Strategy 2017-2019	Recommendation Reference No. 2.4 Action No. 7. Key Action: “ <i>Conduct a 'census of enterprise space' / 'land availability study' with the purpose of determining the total quantum and type (industrial, retail, office, other niche sectors) of business space available to enterprises and the potential capacity for zoned lands to deliver business space.</i> ”
Feasibility Study for the Development of Innovation Space in South Dublin.	<p>This Report states that South Dublin lags behind Dublin City on many economic indicators. The purpose of the study was to consider what South Dublin could do to redress this, by exploring how the development of new, additional innovation centre space could help to:</p> <ul style="list-style-type: none"> a) Retain more innovative businesses in the local area and prevent them from relocating elsewhere. b) Attract more innovative businesses to the area, including inward investors, and. c) Foster an entrepreneurial culture and ‘mind-set’ in South Dublin, increasing the number of start-ups, and thereby increasing high quality job opportunities in the County. <p>Appraisal of Options: <i>Annex C</i> of the Feasibility Report sets out the longlist of options considered for developing a new innovation space in South Dublin. The appraisal lists the advantages & disadvantages for each option.</p> <p>Risk Assessment: <i>Annex D</i> of the Feasibility Report sets out the Key Risks and mitigation measures for the two preferred options for the new centre.</p> <p>Profit & Loss Forecast: <i>Section 6.15</i> of the Feasibility Report lists a profit & loss forecast for both options. A summary forecast is provided against the headline income and expenditure over a ten-year period.</p>
Draft Report to County Council	A Draft Report as presented to the County Council on April 9th, 2018. The Report summarises the findings of the feasibility Report.

Chief Executive's Orders & Procurement of Consultants	Chief Executive's Orders have been produced where necessary. Procurement of Consultants carried out in line with established procedure.
URDF Funding Application	SDCC's formal application to DHPLG for URDF funding for the 'Tallaght Town Centre' project of which the Innovation Centre is a sub project.
URDF Funding Provisional Approval	Formal Letter from DHPLG granting provisional approval of URDF funding toward the 'Tallaght Town Centre' Project.

Section B - Step 4: Data Audit

The following section details the data audit that was carried out for the Enterprise/Innovation Centre. It evaluates whether appropriate data is available for the future evaluation of the project/programme.

Data Required	Use	Availability
Feasibility Study + Additional Study of Recommended Sites	<ul style="list-style-type: none"> • Setting the scene • Evidence on existing and pipeline supply • Demand Side perspectives • Learning from elsewhere • Shortlisted options • Conclusions and recommendations • List of options • Risk analysis and mitigation measures 	Yes: Published Reports are available to access.
Chief Executive Orders and Procurement Documentation	Assess compliance with procurement regulations	Yes. To date, all suppliers thus far have been engaged through an appropriate procurement process
URDF Funding Submission	A detailed funding application which summarises the project's objectives and rationale for the funding request.	Yes. Application was made available upon request.

Data Availability and Proposed Next Steps

- Internal Audit is satisfied that there is sufficient data available for the future evaluation of the project.

Section B - Step 5: Key Evaluation Questions

The following section looks at the key evaluation questions for the Enterprise/Innovation Centre Scheme based on the findings from the previous sections of this report.

Does the delivery of the project/programme comply with the standards set out in the Public Spending Code? (Appraisal Stage, Implementation Stage and Post-Implementation Stage)

Yes. Internal Audit is satisfied that the delivery of the project to date complies with the standards set out in the Public Spending Code.

Is the necessary data and information available such that the project/programme can be subjected to a full evaluation at a later date?

Yes, Internal Audit is satisfied that sufficient data is available up to this stage of the project for the future evaluation of the proposal.

What improvements are recommended such that future processes and management are enhanced?

No issues were identified during the in-depth review.

Section: In-Depth Check Summary

The following section presents a summary of the findings of this In-Depth Check on the Enterprise/Innovation Scheme.

Summary of In-Depth Check

The Enterprise/Innovation Centre was reviewed for compliance with the Public Spending Code at the stage of “expenditure under consideration”. Internal Audit is satisfied that the delivery of the project to date complies with the standards set out in the code.