



## **Quality Assurance Report for 2021 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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**Daniel McLoughlin**  
**Chief Executive**  
**South Dublin County Council**

**31<sup>st</sup> May 2022**

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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 assess 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 first, third, fourth and fifth requirements of the QA process for South Dublin County Council for 2021.

## 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 2021 including details of 197 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 (2021) and the Department of Public Expenditure and Reform's Public Spending Code Quality Assurance Process Guidance Note (2019). The inventory contains relevant services from the Council's 2021 Annual Financial Statement (Unaudited) in respect of current (revenue) expenditure and from the Capital Programme 2021-2023 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 2021 is available on our website at:

<https://www.sdcc.ie/en/services/business/procurement/public-spending-code-2021>

## 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 2021 this self-assessment of compliance was carried out on an appropriate sample of areas of expenditure. Four Departments in the Council completed the checklists as part of the Quality Assurance process for 2021:

- Finance Department,
- Housing, Social and Community Department,
- Land Use, Planning and Transportation Department,
- Economic, Enterprise and Tourism Development Department (part)

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 on 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 2021. 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 on the Project Inventory.
- Revenue Projects: Projects selected must represent a minimum of 1% of the total value of all Revenue Projects on the Project Inventory.
- This minimum is an average over a three-year period.
- The same projects should not be selected more than once in a three-year period unless it is a follow up to a serious deficiency discovered previously.
- Over a three-to-five-year period all stages of the project life cycle and every scale of project should have been included in the in-depth check.

The volume of the in-depth checks over the three years 2019 to 2021 is in keeping with this requirement. The in-depth checks carried out average 1% for revenue checks and 5.4% for the capital checks over a three-year period.

The projects subject to in-depth checks for 2021 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 |   |                                |                         |            |
| Revenue                      | In Depth Check 2: Revenue Increase Review Jobs, Enterprise and Innovation (D0906) | €647,200                       | €320,231,467            | 0.2%       |
| Expenditure Being Incurred   |   |                                |                         |            |
| Capital                      | In Depth Check 1: Corkagh Park Study Implementation                               | €5,000,000                     | €740,826,043            | 0.7%       |
| Capital                      | In Depth Check 3: Balgaddy F, Social Housing Build Programme                      | €19,019,217                    | €740,826,043            | 2.6%       |
| Capital                      | In Depth Check 4: Tallaght to Knocklyon Cycle Scheme                              | €14,000,000                    | €740,826,043            | 1.9%       |

### **In Depth Check 1: Corkagh Park Study Implementation**

Corkagh Park was reviewed for compliance with the Public Spending Code up to the stage and including “Planning and design”.

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.

### **In Depth Check 2: Revenue Increase Review Jobs, Enterprise and Innovation**

An in-depth check on the budget increase of €647,200 over the service area D0906 (Jobs, Enterprise & Innovation) was carried out to assess compliance with the standards set out in the Public Spending Code. This net increase comprised a number of different expenditure elements.

The basis for the increase in the revenue budget was substantiated by: -

The increases in payroll and grants supported the increase in expenditure.

The objectives and expected outcomes for the increased budget across the service areas were clearly documented.

An overall substantial rating has been assigned to this review

### **In Depth Check 3: Balgaddy F, Social Housing Build Programme**

The Proposed Social Housing Development on currently undeveloped lands at Griffeen Avenue, situated between Foxborough Lawn and Tor an Rí Walk, Balgaddy, Lucan, Co. Dublin was reviewed for compliance with the Public Spending Code. Balgaddy F, Social Housing Build Programme was at “Stage 1 & 2 Approval Received – Tender process underway for main works Contractor”

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.

### **In Depth Check 4: Tallaght to Knocklyon Cycle Scheme**

Tallaght to Knocklyon Cycle Scheme 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 complies with the standards set out in the code; satisfactory controls are in place to ensure compliance and these standards should be maintained throughout the remaining stages of the project.



## **4. Next Steps: Addressing Quality Assurance Issues**

Both the Checklists and the In-Depth checks identified strong compliance by the Council in 2021 with the standards set out in the Public Spending Code. A very good level of compliance with the Code was reported by the sample of Departments who completed the Checklists. The in-depth checks give additional assurances that the standards required by the Code are applied in projects carried out by South Dublin County Council.

The Quality Assurance Report will be circulated at Management level to maintain a strong awareness of the requirements of the Code. Training sessions were delivered to relevant staff in May 2021 on the Public Spending Code requirements, and these should prove to be a practical support to staff responsible for applying and delivering on the requirements of the Code at the level of individual projects and programmes.

## **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](http://www.sdcc.ie) with summary information for procurements in excess of €10 million for 2021.

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 2021 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  |
| <b>Housing &amp; Building</b>   |  |   |   |  |                                |  |
| A01 Maintenance & Improvement of LA Housing Units                       | € 692,700                                    |   |   |  |                                |  |
| A03 Housing Rent and Tenant Purchase Administration                     | € 1,142,600                                  |   |   |  |                                |  |
| A07 RAS and Leasing Programme   | € 4,526,700                                  |   |   |  |                                |  |
| Safety Works - Social Housing Stock                                     |  |   |   | Under consideration                    | € 1,000,000                    |  |
| Serviced Sites Fund Approved Projects - Clonburris                      |  |   |   | 2026                                   | € 6,968,000                    |  |
| Traveller Accomodation Upgrade/Construction Programme                   |  |   |   | 2024                                   | € 14,000,000                   |  |
| Clonburris Affordable Housing   |  | € 638,649   |   | Projected delivery 2024                | € 28,297,756                   |  |
| <b>Road Transportation and Safety</b>                                   |  |   |   |  |                                |  |
| B04 Local Road - Maintenance and Improvement                            | € 906,300                                    |   |   |  |                                |  |
| Footpath Refurbishment Palmerstown Fonthill Area                        |  |   |   | 2021                                   | € 514,200                      | Annual footpath refurbishment as part of annual Road Works Programme |
| Cycle Links & Upgrades  |  |   |   | 2023                                   | € 1,000,000                    |  |
| Village Initiatives Lucan   |  | € 144,436   |   | 2023                                   | € 3,289,545                    | Pre part 8 decision  |
| Local Signage   |  |   |   | 2024                                   | € 500,000                      |  |
| Tallaght to Knocklyon Cycle Scheme                                      |  |   |   | TBC                                    | € 14,000,000                   |  |
| <b>Water Services</b>   |  |   |   |  |                                |  |
| Griffeen Flood Alleviation Phase 3                                      |  |   |   | 2019-2024                              | € 1,000,000                    |  |
| Owendoher Flood Relief Works (Minor Flood Works-Owendoher Ph. 2)        |  |   |   | 2019-2024                              | € 500,000                      |  |
| Camac Flood Alleviation Scheme  |  |   |   | 2019-2024                              | € 6,600,000                    |  |
| Clonburris SDZ Surface Water Upgrade Works Pumping Station LIHAF        |  | € 2,440   |   | 2022                                   | € 1,500,000                    |  |
| Shinkeen Flood Alleviation  |  |   |   | 2019-2024                              | € 1,000,000                    |  |
| Whitehall Road Flood Alleviation Scheme                                 |  |   |   | 2019-2024                              | € 600,000                      |  |
| Clonburris SDZ Kishogue Attenuation                                     |  |   |   | TBC                                    | € 1,500,000                    |  |
| <b>Development Management</b>   |  |   |   |  |                                |  |
| D05 Tourism Development and Promotion                                   | € 513,700                                    |   |   |  |                                |  |
| D06 Community and Enterprise Function                                   | € 521,300                                    |   |   |  |                                |  |
| D09 Economic Development and Promotion                                  | € 1,136,000                                  |   |   |  |                                |  |
| Grangecastle Outbuildings   |  |   |   | 3 Years                                | € 800,000                      |  |
| Tallaght Heritage Centre Feasibility & Design                           |  |   |   | 2025                                   | € 2,500,000                    |  |
| Bohernabreen Burial Ground Extension                                    |  |   |   | 2022-2023                              | € 500,000                      |  |
| Arthurstown Energy Project (Phase 2) Solar PV Study                     |  |   |   | 2022-2024                              | € 1,000,000                    |  |
| Dublin West Library   |  |   |   | 2024                                   | € 4,000,000                    |  |
| <b>Environmental Services</b>   |  |   |   |  |                                |  |
| E11 Operation of Fire Service   | € 911,600                                    |   |   |  |                                |  |
| <b>Recreation and Amenity</b>   |  |   |   |  |                                |  |

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 |
|---|--|---|---|---|---|-------------------|
| F03 Outdoor Leisure Areas Operations              | € 3,818,100                                  |   |   |   |   |                   |
| F04 Community Sport and Recreational Development  | € 1,778,600                                  |   |   |   |   |                   |
| F05 Operation of Arts Programme                   | € 1,260,600                                  |   |   |   |   |                   |
| In Context Arts Project                           |  |   |   | 2021-2024   | € 544,000   |                   |
| Delivery of All Weather Programme                 |  |   |   | 2020-2025   | € 3,000,000   |                   |
| DTTAS Sports Capital Grant 2019 pitch upgrades    |  |   |   | 2019-2025   | € 565,000   |                   |
| St Cuthberts Park Enhancement Project             |  |   |   | 2021-2023   | € 500,000   |                   |
| Kiltipper Park Development Phase 2                |  |   |   | 2022-2025   | € 500,000   |                   |
| Newcastle Community Facility                      |  |   |   | 2023  | € 1,250,000   |                   |
| Perrystown Community Centre Redevelopment         |  |   |   | 2024  | € 500,000   |                   |
| Community Infrastructure Fortunestown / Citywest  |  |   |   | 2024  | € 1,500,000   |                   |
| Sports and Leisure Facilities upgrades            |  |   |   | 2024  | € 600,000   |                   |
| Balgaddy / Tor an Ri Community Centre             |  |   |   | 2024  | € 1,333,400   |                   |
| Ballycullen Community Facilities                  |  |   |   | 2024  | € 800,000   |                   |
| Clonburris Community Facilities                   |  |   |   | 2024  | € 3,000,000   |                   |
| Adamstown Community Facilities                    |  |   |   | 2024  | € 2,100,000   |                   |
| Jobstown Park                                     |  |   |   | 2022-2025   | € 1,100,000   |                   |
| Quarryvale Park                                   |  |   |   | 2022-2025   | € 1,100,000   |                   |
|   |  |   |   |   |   |                   |
| <b>Agriculture, Education, Health and Welfare</b> |  |   |   |   |   |                   |
|   |  |   |   |   |   |                   |
| <b>Miscellaneous Services</b>                     |  |   |   |   |   |                   |
| New CRM and Telephone system                      |  |   |   | Tender to be advertised in Q3 2022                                | € 550,000   |                   |
| Depot Re-structuring Project                      |  |   |   | 3 year programme with expenditure expected to be incurred in 2022 | € 4,000,000   |                   |
|   |  |   |   |   |   |                   |
| <b>TOTALS</b>                                     | <b>€ 17,208,200</b>                          | <b>€ 785,525</b>  | <b>€ -</b>  |   | <b>€ 114,011,901</b>  |                   |
|   |  |   |   |   |   |                   |
|   |  |   |   |   | * 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 | Projected Lifetime Expenditure (Capital Only) | Explanatory Notes                                       |
| <b>Housing &amp; Building</b>   |  |  |  |  |                                |   |   |
| A01 Maintenance & Improvement of LA Housing Units                     | € 21,435,080                                 |  |  | Annual                                 |                                |   |   |
| A03 Housing Rent and Tenant Purchase Administration                   | € 1,829,169                                  |  |  | Annual                                 |                                |   |   |
| A04 Housing Community Development Support                             | € 5,313,487                                  |  |  | Annual                                 |                                |   |   |
| A05 Administration of Homeless Service                                | € 4,159,442                                  |  |  | Annual                                 |                                |   |   |
| A06 Support to Housing Capital & Affordable Prog                      | € 9,688,243                                  |  |  | Annual                                 |                                |   |   |
| A07 RAS and Leasing Programme   | € 44,926,702                                 |  |  | Annual                                 |                                |   |   |
| A08 Housing Loans   | € 2,733,065                                  |  |  | Annual                                 |                                |   |   |
| A09 Housing Grants  | € 3,550,275                                  |  |  | Annual                                 |                                |   |   |
| A11 Agency & Recoupable Services                                      | € 539,075                                    |  |  | Annual                                 |                                |   |   |
| A12 HAP Programme   | € 578,486                                    |  |  | Annual                                 |                                |   |   |
| Homeville (Social Build Programme)                                    |  | € 2,161,814  |  | Projected delivery 2023                | € 2,364,323                    | € 2,504,078                                   |   |
| Disabled Persons works  |  | € 920,780  |  | Ongoing Programme                      | € 920,780                      | € 1,650,000                                   | Cumulative expenditure for 2021                         |
| Energy Efficiency Programme   |  | € 20,968   |  | 10 Years                               | € 6,728,362                    | € 6,729,807                                   | This programme began in 2013 and continued until 2020   |
| Energy Efficiency Programme Phase 2                                   |  | € 1,250,795  |  | 10 Years                               | € 1,250,795                    | € 1,719,613                                   | This programme superseded the original energy programme |
| Kilcarberry Mixed Tenure Project: Social Res 30%                      |  | € 843,538  |  | Multi Phase Delivery 2022-2024         | € 1,245,237                    | € 51,000,000                                  |   |
| St. Marks Avenue (Social Build Programme)                             |  | € 690,733  |  | Projected Delivery 2022                | € 1,149,750                    | € 10,618,512                                  |   |
| Nangor Road (Eircom Site) (Social Housing Build Programme)            |  | € 882,704  |  | Projected delivery 2023                | € 2,213,556                    | € 29,443,399                                  |   |
| Balgaddy (Social Build Programme)                                     |  | € 121,189  |  | Projected delivery 2024                | € 341,982                      | € 19,126,586                                  |   |
| Templeogue, Riverside Cottages  |  | € 75,551   |  | Projected delivery 2023                | € 196,552                      | € 2,825,692                                   |   |
| Kilcarberry LIHAF Phase 2 2021  |  | € 1,063,804  |  | Multi Phase Delivery 2022-2026         | € 1,063,804                    | € 2,455,395                                   |   |
| St. Catherines Knockmore (Social Build Programme)                     |  | € 1,176,731  |  | Delivery 2022                          | € 1,735,567                    | € 3,274,917                                   |   |
| Riversdale, Clondalkin (Social Build Programme)                       |  | € 2,659,285  |  | Delivery 2022                          | € 2,880,107                    | € 12,857,475                                  |   |
| LA Acquisitions   |  | € 8,161,021  |  | Ongoing Programme                      | € 32,449,984                   | € 32,469,727                                  |   |
| Accelerated Housing Maintenance Programme                             |  | € 313,949  |  | 2024                                   | € 313,949                      | € 10,000,000                                  |   |
| CAS Construction  |  | € 1,062,607  |  | Ongoing Programme                      | € 2,932,384                    | € 3,662,384                                   | Rolling programme                                       |
| Part V Acquisition - Grouped  |  | € 930,156  |  | Ongoing Programme                      | € 19,344,994                   | € 19,346,530                                  | Cumulative expenditure to 5/5/22                        |
| CALF - Voluntary Housing  |  | € 11,596,912   |  | Ongoing Programme                      | € 60,119,408                   | € 60,672,939                                  | Cumulative expenditure to 5/5/22                        |
| Social Housing Construction Programme - Current                       |  | € 340,339  |  | 2030                                   | € 1,169,823                    | € 4,333,843                                   |   |
| Mixed Tenure Housing Development                                      |  |  |  | 2030                                   | € 1,100,402                    | € 1,310,871                                   |   |
|   |  |  |  |  |                                |   |   |
| <b>Road Transportation and Safety</b>                                 |  |  |  |  |                                |   |   |
| B03 Regional Road - Maintenance and Improvement                       | € 3,112,611                                  |  |  | Annual                                 |                                |   |   |
| B04 Local Road - Maintenance and Improvement                          | € 18,692,045                                 |  |  | Annual                                 |                                |   |   |
| B05 Public Lighting   | € 5,756,660                                  |  |  | Annual                                 |                                |   |   |
| B06 Traffic Management Improvement                                    | € 2,790,509                                  |  |  | Annual                                 |                                |   |   |
| B07 Road Safety Engineering Improvement                               | € 1,893,577                                  |  |  | Annual                                 |                                |   |   |
| B08 Road Safety Promotion & Education                                 | € 1,839,959                                  |  |  | Annual                                 |                                |   |   |
| B10 Support to Roads Capital Prog                                     | € 1,136,886                                  |  |  | Annual                                 |                                |   |   |
| Grange Road Cycle Track Phase 2                                       |  | € 1,558,107  |  | 2022                                   | € 1,815,355                    | € 3,315,355                                   |   |

| 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 | Projected Lifetime Expenditure (Capital Only) | Explanatory Notes  |
| Canal Loop Greenway Study (linking Grand & Royal Canals)              |  | € 154,816  |  | 2024                                   | € 390,403                      | € 4,890,403                                   |  |
| M50 Improvements Land Purchases                                       |  | € 480,303  |  | 2024                                   | € 480,303                      | € 1,103,303                                   | Residual land costs  |
| Firhouse Road IV Stage 2  |  |  |  | 2024                                   | € 4,929,860                    | € 5,207,760                                   | Residual land costs  |
| R120 Adamstown Road Improvement Scheme                                |  | € 472,524  |  | 2024                                   | € 23,432,385                   | € 25,222,031                                  | Residual land costs  |
| On Street Parking   |  | € 86,422   |  | 2024                                   | € 947,339                      | € 1,232,539                                   |  |
| Celbridge Link Road (LIHAF)   |  | € 2,129,281  |  | 2023                                   | € 3,940,899                    | € 6,958,899                                   |  |
| Footpath Refurbishment Central Tallaght Area                          |  | € 24,738   |  | 2021                                   | € 24,738                       | € 514,200                                     | Rolling. Cumulative expenditure for 2021. Projected lifetime expenditure relates to 3 year capital programme |
| Footpath Refurbishment Lucan Electoral Area                           |  | € 222,825  |  | 2021                                   | € 222,825                      | € 514,200                                     |  |
| Footpath Refurbishment South Tallaght Area                            |  | € 175,840  |  | 2021                                   | € 175,840                      | € 514,200                                     |  |
| Footpath Refurbishment Clondalkin Electoral Area                      |  | € 124,235  |  | 2021                                   | € 124,235                      | € 514,200                                     |  |
| Footpath Refurbishment Rathfarnham Templeogue Area                    |  | € 151,240  |  | 2021                                   | € 151,240                      | € 514,200                                     |  |
| Footpath Refurbishment Firhouse Bohernabreena Area                    |  | € 186,222  |  | 2021                                   | € 186,222                      | € 514,200                                     |  |
| Structural Repairs(public lighting column replace)                    |  | € 403,800  |  | 2025                                   | € 5,543,307                    | € 14,600,000                                  |  |
| Wellington Road Cycle & Pedestrian Facilities                         |  | € 208,493  |  | 2024                                   | € 620,899                      | € 13,620,899                                  |  |
| N81 Jobstown Junction   |  | € 3,348,571  |  | 2022                                   | € 4,049,535                    | € 4,299,535                                   |  |
| Monastery Road Walking Route  |  | € 807,572  |  | 2022                                   | € 3,068,959                    | € 3,218,959                                   |  |
| River Dodder Cycle & Pedestrian Route                                 |  | € 964,654  |  | 2022                                   | € 8,311,115                    | € 8,811,115                                   |  |
| Dodder Greenway Section 4 -Springfield Ave & Dodder Road Lwr          |  | € 27,557   |  | 2023                                   | € 27,557                       | € 6,427,557                                   |  |
| Dodder Greenway Section 3 - Paths and Green Spaces                    |  | € 2,383,156  |  | 2022                                   | € 2,383,156                    | € 3,383,156                                   |  |
| Dodder Greenway Section 5 - Firhouse Road, Butterfield Avenue         |  | € 5,289  |  | 2023                                   | € 5,289                        | € 5,705,289                                   |  |
| Tallaght Transport Interchange / Tallaght Mobility Hub                |  | € 5,075  |  | 2023                                   | € 11,541                       | € 3,869,341                                   |  |
| Social Housing Estates Renewal Programme                              |  | € 301,816  |  | 2021                                   | € 301,816                      | € 900,000                                     | Cumulative expenditure for 2021. Projected lifetime expenditure relates to 3 year capital programme          |
| Belgard North Link Road URDF  |  | € 1,023,281  |  | 2022                                   | € 2,793,948                    | € 2,885,748                                   |  |
| Belgard to ORR (Embankment Rd Extension)                              |  | -€ 1,744,022   |  | 2024                                   | € 23,206,606                   | € 27,212,606                                  |  |
| District Enhancements   |  | € 71,374   |  | 2024                                   | € 71,373                       | € 2,271,373                                   | Central repository for funds for individual initiatives  |
| Airton Road Extension URDF  |  | € 203,196  |  | 2024                                   | € 2,756,867                    | € 9,533,967                                   |  |
| Belgard Civic Plaza URDF  |  | € 46,990   |  | 2023                                   | € 229,806                      | € 3,693,806                                   |  |
| Belgard Civic Square & Pedestrian Link URDF                           |  | € 51,270   |  | 2023                                   | € 141,758                      | € 1,873,758                                   |  |
| Avonbeg Road Cycletrack Scheme  |  | € 3,459  |  | 2022                                   | € 3,459                        | € 1,403,459                                   |  |
| Tallaght to Ballyboden walking & cycling route                        |  | € 52,953   |  | 2022                                   | € 2,455,805                    | € 2,500,000                                   |  |
| School Streets  |  | € 38,233   |  | 2024                                   | € 38,233                       | € 538,233                                     |  |
| Village Initiatives Templeogue  |  | € 1,703,767  |  | 2022                                   | € 1,810,010                    | € 2,410,010                                   |  |
| Greenhills Road Phase 2 (Reconfiguration)                             |  | € 3,874  |  | 2023                                   | € 3,874                        | € 2,223,711                                   | Residual land costs  |
| Edmondstown Road Reinstatement Works                                  |  |  |  | 2022                                   | € 856,603                      | € 856,603                                     |  |
| Citywest Rd/Fortunestown Lane jct upgrade                             |  |  |  | 2022                                   | € 1,649,254                    | € 1,720,254                                   |  |
|   |  |  |  |  |                                |   |  |

| 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 | Projected Lifetime Expenditure (Capital Only) | Explanatory Notes |
| <b>Water Services</b>   |  |  |  |  |                                |   |                   |
| C01 Water Supply  | € 4,539,939                                  |  |  | Annual for duration of SLA             |                                |   |                   |
| C02 Waste Water Treatment   | € 3,226,199                                  |  |  | Annual for duration of SLA             |                                |   |                   |
| C08 Local Authority Water and Sanitary Services   | € 5,077,229                                  |  |  | Annual                                 |                                |   |                   |
| Flood Alleviation Minor Capital Works   |  | € 33,753   |  | 2014-2021                              | € 834,913                      | € 2,830,000                                   |                   |
| Whitechurch Stream Flood Alleviation Scheme   |  | € 122,408  |  | 2019-2022                              | € 638,736                      | € 1,900,000                                   |                   |
| River Poddle Flood Alleviation Scheme   |  | € 538,350  |  | 2019-2024                              | € 1,549,629                    | € 5,500,000                                   |                   |
| Dublin Urban Rivers LIFE Project  |  | € 508,424  |  | 2019-2023                              | € 890,537                      | € 2,700,000                                   |                   |
| Heatnet Project   |  | € 2,001,526  |  | 2020-2024                              | € 2,672,927                    | € 4,500,000                                   |                   |
| Celbridge Link Road Irish Water Works   |  | € 766,803  |  | 2023                                   | € 766,803                      | € 956,467                                     |                   |
| <b>Development Management</b>   |  |  |  |  |                                |   |                   |
| D01 Forward Planning  | € 3,755,187                                  |  |  | Annual                                 |                                |   |                   |
| D02 Development Management  | € 3,571,822                                  |  |  | Annual                                 |                                |   |                   |
| D03 Enforcement   | € 653,450                                    |  |  | Annual                                 |                                |   |                   |
| D04 Industrial and Commercial Facilities  | € 1,217,127                                  |  |  | Annual                                 |                                |   |                   |
| D05 Tourism Development and Promotion   | € 2,705,838                                  |  |  | Annual                                 |                                |   |                   |
| D06 Community and Enterprise Function   | € 4,076,655                                  |  |  | Annual                                 |                                |   |                   |
| D08 Building Control  | € 585,480                                    |  |  | Annual                                 |                                |   |                   |
| D09 Economic Development and Promotion  | € 6,601,440                                  |  |  | Annual                                 |                                |   |                   |
| D10 Property Management   | € 1,860,442                                  |  |  | Annual                                 |                                |   |                   |
| Grand Canal Greenway  |  | € 83,591   |  | Q3 2022                                | € 243,911                      | € 4,500,000                                   |                   |
| Rathfarnham Castle - Courtyard & Stables Project  |  | € 20,384   |  | 2025                                   | € 1,218,124                    | € 2,094,000                                   |                   |
| Tallaght Stadium North Stand (4th Stand)  |  | € 610,872  |  | Q2 2022                                | € 1,004,251                    | € 11,509,590                                  |                   |
| Grange Castle West Access Road  |  | € 9,033,455  |  | Q2 2022                                | € 13,780,828                   | € 14,260,832                                  |                   |
| Dublin Mountains Visitor Centre   |  | € 127,795  |  | 2023                                   | € 993,662                      | € 15,000,000                                  |                   |
| Rathcoole Masterplan  |  | € 136,630  |  | 2022                                   | € 299,061                      | € 1,350,000                                   |                   |
| Clonburris Common Infrastructure  |  | € 970,834  |  | 2024                                   | € 1,146,777                    | € 4,146,777                                   |                   |
| Naas Road Masterplan/ City Edge   |  | € 821,674  |  | 2023                                   | € 1,211,077                    | € 2,226,077                                   |                   |
| Innovation Centre   |  | € 415,688  |  | April 2022 - October 2023              | € 671,471                      | € 14,863,720                                  |                   |
| Disposals/Wayleaves/Rightofway  |  | € 847,333  |  | Ongoing                                | € 847,333                      | € 1,000,000                                   |                   |
| Management and Development of South Dublin County Councils Ducting Infrastructure Network |  | € 285,989  |  | Ongoing                                | € 638,018                      | € 200,000                                     | Income generating |
| Disposal of Lands to RPA - Belgard to Saggart Link Road                                   |  | € 1,744,022  |  | Completed                              | € 1,744,022                    | € 1,750,000                                   |                   |
| <b>Environmental Services</b>   |  |  |  |  |                                |   |                   |
| E01 Landfill Operation & Aftercare  | € 1,181,676                                  |  |  | Annual                                 |                                |   |                   |
| E02 Recovery and Recycling Facilities Operations  | € 625,946                                    |  |  | Annual                                 |                                |   |                   |
| E03 Waste to Energy Facilities Operations   | € 1,047,962                                  |  |  | Annual                                 |                                |   |                   |
| E04 Provision of Waste to Collection Services   | € 551,528                                    |  |  | Annual                                 |                                |   |                   |
| E05 Litter Management   | € 1,744,628                                  |  |  | Annual                                 |                                |   |                   |
| E06 Street Cleaning   | € 8,685,315                                  |  |  | Annual                                 |                                |   |                   |
| E07 Waste Regulations, Monitoring and Enforcement   | € 1,150,517                                  |  |  | Annual                                 |                                |   |                   |
| E09 Maintenance of Burial Grounds   | € 1,377,707                                  |  |  | Annual                                 |                                |   |                   |
| E10 Safety of Structures and Places   | € 789,492                                    |  |  | Annual                                 |                                |   |                   |
| E11 Operation of Fire Service   | € 21,848,188                                 |  |  | 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 | Projected Lifetime Expenditure (Capital Only) | Explanatory Notes   |
| E13 Water Quality, Air and Noise Pollution                            | € 613,187                                    |  |  | Annual                                 |                                |   |   |
| E15 Climate Change and Flooding                                       | € 681,549                                    |  |  | Annual                                 |                                |   |   |
| Climate Innovation Fund   |  | € 42,662   |  | 2018-2021                              | € 99,750                       | € 1,135,000                                   |   |
| Bohernabreena Landfill  |  | € 8,510  |  | 2022-2023                              | € 258,143                      | € 1,115,143                                   |   |
|   |  |  |  |  |                                |   |   |
| <b>Recreation and Amenity</b>   |  |  |  |  |                                |   |   |
| F02 Operation of Library and Archival Service                         | € 12,270,716                                 |  |  | Annual                                 |                                |   |   |
| F03 Outdoor Leisure Areas Operations                                  | € 21,748,430                                 |  |  | Annual                                 |                                |   |   |
| F04 Community Sport and Recreational Development                      | € 9,310,973                                  |  |  | Annual                                 |                                |   |   |
| F05 Operation of Arts Programme                                       | € 4,041,709                                  |  |  | Annual                                 |                                |   |   |
| Lucan Swimming Pool   |  | € 2,620,880  |  | 2022                                   | € 7,170,619                    | € 12,719,500                                  |   |
| Tandy's Lane Park - Adamstown SDZ LIHAF                               |  | € 1,324,552  |  | 2022                                   | € 4,586,966                    | € 4,786,966                                   |   |
| Airlie Park - Adamstown SDZ LIHAF                                     |  | € 5,047,900  |  | 2022                                   | € 6,702,363                    | € 9,912,363                                   |   |
| Playground Programme  |  |  |  | 2014-2022                              | € 2,861,510                    | € 3,500,000                                   |   |
| Dodder Valley Mount Carmel Recreational Facilities                    |  | € 37,952   |  | 2019-2025                              | € 360,202                      | € 950,000                                     |   |
| N81 Improvement Works   |  | € 1,012,970  |  | 2016-2025                              | € 2,073,912                    | € 5,000,000                                   |   |
| Pavillions Programme  |  | € 101,596  |  | 2015-2025                              | € 1,419,964                    | € 7,000,000                                   |   |
| DTTAS Sports Capital Grant Projects                                   |  | € 148,076  |  | 2020-2022                              | € 1,275,643                    | € 1,275,643                                   |   |
| Teen Space Programme  |  | € 204,279  |  | 2020-2024                              | € 232,359                      | € 1,500,000                                   |   |
| Corkagh Park Study Implementation                                     |  | € 135,943  |  | 2019-2025                              | € 439,363                      | € 5,000,000                                   |   |
| Saggart Community Centre  |  | € 559,411  |  | 2022                                   | € 1,176,182                    | € 1,750,000                                   |   |
| Templeogue Intergenerational project                                  |  | € 45,850   |  | 2020-2025                              | € 48,609                       | € 1,300,000                                   |   |
| Killinarden Open Space Regeneration                                   |  | € 128,962  |  | 2020-2024                              | € 209,456                      | € 2,000,000                                   |   |
| MICW Boundary Enhancement Works                                       |  | € 10,123   |  | 2019-2025                              | € 557,300                      | € 1,200,000                                   |   |
| Refurbishment of Rathcoole Courthouse                                 |  | € 40,830   |  | 2023                                   | € 69,147                       | € 674,745                                     |   |
| Whitestown Stream Open Space  |  | € -  |  | 2022-2023                              | € -                            | € 650,000                                     |   |
|   |  |  |  |  |                                |   |   |
| <b>Agriculture, Education, Health and Welfare</b>                     |  |  |  |  |                                |   |   |
| G04 Veterinary Service  | € 1,399,162                                  |  |  | Annual                                 |                                |   |   |
|   |  |  |  |  |                                |   |   |
| <b>Miscellaneous Services</b>   |  |  |  |  |                                |   |   |
| H03 Administration of Rates   | € 44,475,229                                 |  |  | Annual                                 |                                |   |   |
| H09 Local Representation & Civic Leadership                           | € 1,633,276                                  |  |  | Annual                                 |                                |   |   |
| Integrated Housing Computer System                                    |  | € 505,956  |  | 2022 Delivery                          | € 1,868,009                    | € 1,930,000                                   |   |
| Civic buildings   |  | € 160,612  |  | Rolling programme                      | € 128,023                      | € 750,000                                     | Rolling programme of works  |
| Vehicles And Plant  |  | € 530,251  |  | 2021                                   | € 530,251                      | € 530,251                                     | Ongoing programme, as required. Expenditure for 2021 detailed.          |
|   |  |  |  |  |                                |   |   |
|   |  |  |  |  |                                |   |   |
| <b>TOTALS</b>   | <b>€ 303,023,267</b>                         | <b>€ 81,686,636</b>                                      | <b>€ -</b>   |  | <b>€ 299,904,028</b>           | <b>€ 606,943,711</b>                          |   |
|   |  |  |  |  |                                |   | * Projected lifetime expenditure completed for capital expenditure only |

**Projects/Programmes Completed or Discontinued in the reference year - Greater than €0.5m (Capital and Current)**

| <b>Project/Scheme/Programme Name</b>           | <b>Current Expenditure Amount in Reference Year</b> | <b>Capital Expenditure Amount in Reference Year (Non Grant)</b> | <b>Capital Expenditure Amount in Reference Year (Grant)</b> | <b>Project/Programme Completion Date</b> | <b>Final Outturn Expenditure</b> | <b>Explanatory Notes</b>              |
|--|---|---|---|--|----------------------------------|---------------------------------------|
| <b>Housing &amp; Building</b>                  |   |   |   |  |                                  |                                       |
| Killininny, Dublin 24 (Social Build Programme) |   |   |   | Project Complete                         | € 4,803,922                      |                                       |
|  |   |   |   |  |                                  |                                       |
| <b>Road Transportation and Safety</b>          |   |   |   |  |                                  |                                       |
| NTA Stimulus Package 2020                      |   |   |   | 2020                                     | € 2,366,918                      | Government Stimulus Package 2020 only |
|  |   |   |   |  |                                  |                                       |
| <b>Development Management</b>                  |   |   |   |  |                                  |                                       |
| Grange Castle Pocket Park                      |   | € 254,178   |   | 2021                                     | € 1,999,883                      |                                       |
| North Clondalkin Library                       |   | € 60,615  |   | 2021                                     | € 6,264,525                      |                                       |
| Castletymon Library                            |   | € 529,930   |   | 2021                                     | € 2,840,423                      |                                       |
|  |   |   |   |  |                                  |                                       |
| <b>Recreation and Amenity</b>                  |   |   |   |  |                                  |                                       |
| Kiltipper Park Development (2017)              |   | -€ 37,029   |   | 2019-2025                                | € 1,604,761                      | Retention outstanding                 |
|  |   |   |   |  |                                  |                                       |
| <b>TOTALS</b>                                  | <b>€ -</b>  | <b>€ 807,694</b>  | <b>€ -</b>  |  | <b>€ 19,880,431</b>              |                                       |
|  |   |   |   |  |                                  |                                       |



## Appendix 2: South Dublin County Council 2021 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 Rating: 1 - 3 | 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)?   | 3                                      | Circular 24/2019 and the revised Public Spending Code documentation has been circulated to staff.<br>Training on the Public Spending Code was held in May 2021 for staff with responsibility for managing programmes. Forty-five staff attended the training which was delivered by the IPA. |
| Q 1.2 | Has internal training on the Public Spending Code been provided to relevant staff?   | 3                                      |  |
| 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                                      | Revised guidance note prepared by the CCMA Finance Committee in 2021.  |
| 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?   | 3                                      | Yes, training for relevant staff held.   |
| Q 1.7 | Has an annual Public Spending Code QA report been submitted to and certified by the Chief Executive Officer, submitted to NOAC and published on the Local Authority's website?   | 3                                      | Submitted on the 31 <sup>st</sup> May 2022   |
| 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?<br><br>Ex-post evaluation is conducted after a certain period has passed since the completion of a target project with emphasis on the effectiveness and sustainability of the project. | 2                                      | Yes, see Checklist 6   |

|        |  |   |   |
|--------|--|---|---|
| Q 1.10 | How many formal evaluations were completed in the year under review?<br>Have they been published in a timely manner? | 2 | Checklists were completed by a sample of Departments and two projects meeting this criterion were identified in the checklists. |
| Q 1.11 | Is there a process in place to follow up on the recommendations of previous evaluations?                             | 2 | Yes, see Checklist 6  |
| Q 1.12 | How have the recommendations of reviews and ex post evaluations informed resource allocation decisions?              | 2 |   |

## Checklist 2 – To be completed in respect of capital projects/programmes & capital grant schemes that were under consideration in the past year.

|       | Capital Expenditure being Considered – Appraisal and Approval  | Self-Assessed Compliance Rating | Comment/Action Required   |
|-------|--|---------------------------------|---|
| Q 2.1 | Was a Strategic Assessment Report (SAR) completed for all capital projects and programmes over €10m?   | 3                               | Where applicable, completed by Architects Department  |
| Q 2.2 | Were performance indicators specified for each project/programme which will allow for a robust evaluation at a later date?<br>Have steps been put in place to gather performance indicator data? | 3                               | Business Case has been made – projects in construction phase  |
| Q 2.3 | Was a Preliminary and Final Business Case, including appropriate financial and economic appraisal, completed for all capital projects and programmes?  | 3                               | Yes, as part of Part 8 Process, Tender Documents and Capital Programme  |
| Q 2.4 | Were the proposal objectives SMART and aligned with Government policy including National Planning Framework, Climate Mitigation Plan etc?  | 3                               | Yes   |
| Q 2.5 | Was an appropriate appraisal method and parameters used in respect of capital projects or capital programmes/grant schemes?  | 3                               | Yes – as appropriate to relevant sanctioning body, e.g., NTA  |
| Q 2.6 | Was a financial appraisal carried out on all proposals and was there appropriate consideration of affordability?   | 3                               | Where applicable yes, in line with Council budgeting, tendering and Capital Programme requirements                                  |
| Q 2.7 | Was the appraisal process commenced at an early enough stage to inform decision making?  | 3                               | Where applicable yes. Projects considered under Capital Programme, and adopted by Members, and reviewed under Annual Budget process |
| Q 2.8 | Were sufficient options analysed in the business case for each capital proposal?   | 3                               | Yes, as appropriate to stage within project lifecycle. Reports considered by Consultants/QS/  |

|        |   |     |  |
|--------|---|-----|--|
|        |   |     | Architects as required.<br>CE orders signed for each project as required.                    |
| Q 2.9  | Was the evidence base for the estimated cost set out in each business case?<br>Was an appropriate methodology used to estimate the cost?<br>Were appropriate budget contingencies put in place? | 3   | Yes, see above   |
| Q 2.10 | Was risk considered and a risk mitigation strategy commenced?<br>Was appropriate consideration given to governance and deliverability?  | 3   | Yes, Project Board appointed as part of tender process for qualifying projects               |
| Q 2.11 | Were the Strategic Assessment Report, Preliminary and Final Business Case submitted to DPER for technical review for projects estimated to cost over €100m?                                     | 3   | Where applicable, yes.   |
| Q 2.12 | Was a detailed project brief including design brief and procurement strategy prepared for all investment projects?  | 3   | Yes, as part of approval process and tender specification                                    |
| Q 2.13 | Were procurement rules (both National and EU) complied with?  | 3   | Yes, relevant Procurement Rules followed   |
| Q 2.14 | Was the Capital Works Management Framework (CWMF) properly implemented?   | 3   | Where applicable, yes  |
| Q 2.15 | Were State Aid rules checked for all support?   | 3   | Where applicable, yes  |
| Q 2.16 | Was approval sought from the Approving Authority at all decision gates?   | 3   | Yes, prior to and during the Part 8 process, as well as URDF approval as and where required. |
| Q 2.17 | Was Value for Money assessed and confirmed at each decision gate by Sponsoring Agency and Approving Authority?  | 3   | Yes  |
| Q 2.18 | Was approval sought from Government through a Memorandum for Government at the appropriate decision gates for projects estimated to cost over €100m?  | n/a | n/a  |

***See Note 2 in the opening guidelines in relation to the interpretation of Capital Grant Schemes in the context of Local Government***

**Checklist 3 – To be completed in respect of new current expenditure under consideration in the past year.**

|        | <b>Current Expenditure being Considered – Appraisal and Approval</b>  | <b>Self-Assessed Compliance</b> | <b>Comment/Action Required</b>   |
|--------|---|---------------------------------|--|
| Q 3.1  | Were objectives clearly set out?  | 3                               | Yes, for example in Adopted Budget process, AFS and Project Briefs.  |
| Q 3.2  | Are objectives measurable in quantitative terms?  | 3                               | Yes, through budget process and Team Plans and as part of specific programmes (e.g., Cycle South Dublin Programme. Modal shift and Village Renewal) or as part of Departmental returns (e.g., housing) |
| Q 3.3  | Was a business case, incorporating financial and economic appraisal, prepared for new current expenditure proposals?  | 3                               | As required and appropriate as part of the budget process  |
| Q 3.4  | Was an appropriate appraisal method used?   | 3                               | As required  |
| Q 3.5  | Was an economic appraisal completed for all projects/programmes exceeding €20m or an annual spend of €5m over 4 years?  | 3                               | n/a  |
| Q 3.6  | Did the business case include a section on piloting?  | 3                               | n/n  |
| 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? | 3                               | n/a  |
| Q 3.8  | Have the methodology and data collection requirements for the pilot been agreed at the outset of the scheme?  | 3                               | n/a  |
| Q 3.9  | Was the pilot formally evaluated and submitted for approval to the relevant Vote Section in DPER?   | 3                               | n/a  |
| Q 3.10 | Has an assessment of likely demand for the new scheme/scheme extension been estimated based on empirical evidence?  | 3                               | n/a?   |
| Q 3.11 | Was the required approval granted?  | 3                               | Yes, all expenditure approved by Council   |

|        |  |   |   |
|--------|--|---|---|
|        |  |   | Members, National Government, or Local Management as appropriate.   |
| Q 3.12 | Has a sunset clause been set?  | 3 | In particular projects, for example a sunset clause was set in a LEO support scheme   |
| Q 3.13 | If outsourcing was involved were both EU and National procurement rules complied with?   | 3 | Yes, as appropriate and in compliance with Procurement Guidelines   |
| 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 | Targets set through PMDS process as required and in budgetary and financial management processes. Annual performance indicators and National Oversight and Audit Commission returns are prepared. |
| Q 3.15 | Have steps been put in place to gather performance indicator data?   | 3 | National Indicators in place, with local KPIs, financial management reports, reports to Council, monthly road maintenance meetings, National Oversight and Audit Commission return etc.           |

**Checklist 4 – To be completed in respect of capital projects/programmes & capital grants schemes incurring expenditure in the year under review.**

|       | <b>Incurring Capital Expenditure</b>  | <b>Self-Assessed Compliance Rating: 1 - 3</b> | <b>Comment/Action Required</b>   |
|-------|---|---|--|
| Q 4.1 | Was a contract signed and was it in line with the Approval given at each Decision Gate?   | 3   | Where applicable yes, tender process followed as required, with contract signed as required  |
| Q 4.2 | Did management boards/steering committees meet regularly as agreed?   | 3   | Yes, as appropriate  |
| Q 4.3 | Were programme co-ordinators appointed to co-ordinate implementation?   | 3   | Yes, with oversight by Senior Staff as appropriate. Tasks delegated as appropriate.  |
| Q 4.4 | Were project managers, responsible for delivery, appointed and were the project managers at a suitably senior level for the scale of the project? | 3   | Yes, with appropriate oversight in place by Senior Management and Project Managers as required.  |
| Q 4.5 | Were monitoring reports prepared regularly, showing implementation against plan, budget, timescales and quality?                                  | 3   | Regular meetings, reports and updates to senior management. Cost reports submitted prior to payment being made. And as part of End of Year/Quarterly Return Process    |
| Q 4.6 | Did projects/programmes/grant schemes keep within their financial budget and time schedule?   | 2   | Yes, broadly within 3-year capital budget. Covid 19 and Brexit has affected both budget and the planned timescale of several projects due to cessation of construction |



|        |  |     |   |
|--------|--|-----|---|
|        |  |     | for extended periods of time, as well as increases in materials costs.  |
| Q 4.7  | Did budgets have to be adjusted?   | 3   | Yes, budget has increased due to contractor claim resulting from Covid delays. Other projects have had minor adjustments, which were approved by CE orders. |
| Q 4.8  | Were decisions on changes to budgets / time schedules made promptly?   | 3   | Where applicable, yes. Any changes dealt with promptly once required data and documents received.   |
| Q 4.9  | Did circumstances ever warrant questioning the viability of the project/programme/grant scheme and the business case (exceeding budget, lack of progress, changes in the environment, new evidence, etc.)? | n/a | no  |
| Q 4.10 | If circumstances did warrant questioning the viability of a project/programme/grant scheme was the project subjected to adequate examination?  | n/a | n/a   |
| Q 4.11 | If costs increased or there were other significant changes to the project was approval received from the Approving Authority?  | 3   | Where applicable yes, with approval by Chief Executive order as appropriate.  |
| Q 4.12 | 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?                     | 3   | One project delayed due to Legal challenges identified as part of this Checklists process.  |

***See Note 2 in the opening guidelines in relation to the interpretation of Capital Grant Schemes in the context of Local Government***

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

|       | <b>Incurring Current Expenditure</b>                             | <b>Self-Assessed Compliance Rating: 1 -3</b> | <b>Comment/Action Required</b>  |
|-------|--|--|---|
| Q 5.1 | Are there clear objectives for all areas of current expenditure? | 3  | Yes, based on Corporate and Department Team Plans and objectives, Annual Budget process and adoption            |
| Q 5.2 | Are outputs well defined?  | 3  | Yes, based on Dept. Workforce Workstreams and Teams Plans, budgetary monitoring and monthly reports to Council. |
| Q 5.3 | Are outputs quantified on a regular basis?                       | 3  | Weekly, Monthly, Quarterly and Yearly as appropriate. As part of regular budgetary reporting and monitoring.    |
| Q 5.4 | Is there a method for monitoring efficiency on an ongoing basis? | 3  | Yes, as part of Mid-Year review of PMDS, and as part of the annual budgetary process as well as the AFS process |
| Q 5.5 | Are outcomes well defined?                                       | 3  | Yes, outcomes defined as objectives and targets on Department and Team Plans.                                   |
| Q 5.6 | Are outcomes quantified on a regular basis?                      | 3  | Where required, and possible, to ensure outcomes monitored.   |

|        |   |   |   |
|--------|---|---|---|
|        |   |   | Intervals depend on the project and may be weekly, monthly, quarterly, and/or yearly.   |
| Q 5.7  | Are unit costings compiled for performance monitoring?                                  | 3 | Yes as agreed to Departmental cost drivers and salaries. Unit costings not possible in all cases.   |
| Q 5.8  | Are other data compiled to monitor performance?   | 3 | Financial Monitoring, Team meetings, and PMDS process including Mid-Year Review.  |
| Q 5.9  | Is there a method for monitoring effectiveness on an ongoing basis?                     | 3 | Yes, based on Departmental and Team Plans and as part of budgetary processes  |
| Q 5.10 | Has the organisation engaged in any other 'evaluation proofing' of programmes/projects? | 3 | Yes, where applicable, through compliance with Corporate Procurement Policy and Processes, as well as monitoring of Budgets and through the Annual Budgetary process. Reports to External bodies, for example Department of Local Government and Heritage, National Oversight and Audit Commission and reports back to funding sources. |

**Checklist 6 – To be completed in respect of capital projects/programmes & capital grant schemes discontinued in the year under review.**

|       | Capital Expenditure Recently Completed  | Self-Assessed Compliance Rating: 1 - 3 | Comment/Action Required   |
|-------|---|--|---|
| Q 6.1 | How many Project Completion Reports were completed in the year under review?  | 2                                      | Two identified in the Departments who completed the Checklists. For other Departments completing the Checklist project completion reports are pending.  |
| Q 6.2 | Were lessons learned from Project Completion Reports incorporated into sectoral guidance and disseminated within the Sponsoring Agency and the Approving Authority? | 3                                      | <p>Lessons were applied from other projects successfully.</p> <ul style="list-style-type: none"> <li>• The 'design build' model was used again and extended in use to a smaller project. The contract has limitations and depends on a contractor with wider experience.</li> <li>• An energy policy was further developed, above current standards, anticipating future regulatory change, that enhances application for future projects. PV issues on fire / safety, and efficiency, were undertaken that were used on later projects.</li> </ul> |

|       |   |     |   |
|-------|---|-----|---|
| Q 6.3 | How many Project Completion Reports were published in the year under review?  | 2   | Two reported as published in the year under review as part of the Quality Assurance Process Checklists which are completed by a sample of Departments each year |
| Q 6.4 | How many Ex-Post Evaluations were completed in the year under review?   | 2   | Two identified as part of the Quality Assurance Process Checklists which are completed by a sample of Departments each year                                     |
| Q 6.5 | How many Ex-Post Evaluations were published in the year under review?   | 1   | One identified as part of the Quality Assurance Process Checklists which are completed by a sample of Departments each year                                     |
| Q 6.6 | Were lessons learned from Ex-Post Evaluation reports incorporated into sectoral guidance and disseminated within the Sponsoring Agency and the Approving Authority? | 2   | Yes, in one example reported. The other project review is held internally   |
| Q 6.7 | Were Project Completion Reports and Ex-Post Evaluations carried out by staffing resources independent of project implementation?                                    | 2   | Yes, in one example the Audit was carried out by NTA.   |
| Q 6.8 | Were Project Completion Reports and Ex-Post Evaluation Reports for projects over €50m sent to DPER for dissemination?   | n/a | n/a   |

***See Note 2 in the opening guidelines in relation to the interpretation of Capital Grant Schemes in the context of Local Government***

**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.**

|       | <b>Current Expenditure that (i) reached the end of its planned timeframe or (ii) was discontinued</b>         | <b>Self-Assessed Compliance Rating: 1 - 3</b> | <b>Comment/Action Required</b> |
|-------|---|---|--------------------------------|
| Q 7.1 | Were reviews carried out of current expenditure programmes that matured during the year or were discontinued? |   | N/A                            |
| 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: Corkagh Park Study Implementation

#### Quality Assurance – In Depth Check

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##### Section A: Introduction

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

| <b>Programme or Project Information</b> |  |
|---|--|
| <b>Name</b>                             | Corkagh Park Study Implementations   |
| <b>Detail</b>                           | A Part 8 public consultation process was completed and approved by Council in February 2022 for proposed enhancements and upgrades at Corkagh Park, Clondalkin. These changes seek to address the visitor experience in the park in terms of improving legibility and wayfinding as well as enhancing the park's offering as a local and regional destination. |
| <b>Responsible Department</b>           | Environment, Water and Climate Change  |
| <b>Current Status</b>                   | In progress  |
| <b>Start Date</b>                       | July 2019  |
| <b>End Date</b>                         | June 2023  |
| <b>Overall Cost Estimate</b>            | €5 Million   |

## **Project Description**

Corkagh Park is a 300-acre park that stretches to Clondalkin village in Dublin and adjacent to the Naas Road (N7). It incorporates lands of the former Corkagh Demesne, which were purchased in 1983 by Dublin County Council.

Since taking over the site, South Dublin County Council (SDCC) has invested and supported the development of several visitor facilities such as walks, a pet farm, a fairy trail and angling lakes that have positioned the park as one that is used and appreciated by locals, whilst the development of Camac Valley Caravan and Camping Park attracts campers from Ireland and overseas.

There is a high number of sporting pitches that attract significant use from local clubs, as well as a cycle track. The natural heritage is well-represented with a rose garden, a walled garden, the Famine Arboretum, allotments and numerous acres of woodland and wildflower meadows that attract much wildlife.

SDCC's ambition is to develop the proposition and offerings at the park both for Dubliners and more widely to attract national and international visitors to the area and support the growth and development of tourism in the area, with resulting benefits to local employment and economic activity.

The project comprises of the following works:

- Provision of wayfinding and signage installations.
- Construction of a new 'hub zone'.
- Upgrading of St. John's Wood Car Park and Green Isle Car Park.
- Enhancements to the Fairy Woodland Trail.
- Construction of a new footpath linking existing car park to the Outer Ring Road.
- Provision of a new pedestrian entrance from Kilcarberry Grange Development.
- Enhancements to existing St. John's Wood pedestrian entrance.
- Provision of a new pedestrian link between the Camac Valley Camping Park and
- All associated and ancillary works associated with the development.



Corkagh Park, is situated in Clondalkin, South Dublin between the N7 and the Old Nangor Road. Corkagh Park is adjoined by the Village of Clondalkin and its mature residential developments. The site extends over 120 Ha and is outlined in the figure below.



Overall vision sketch



## Section B - Step 1: Logic Model Mapping

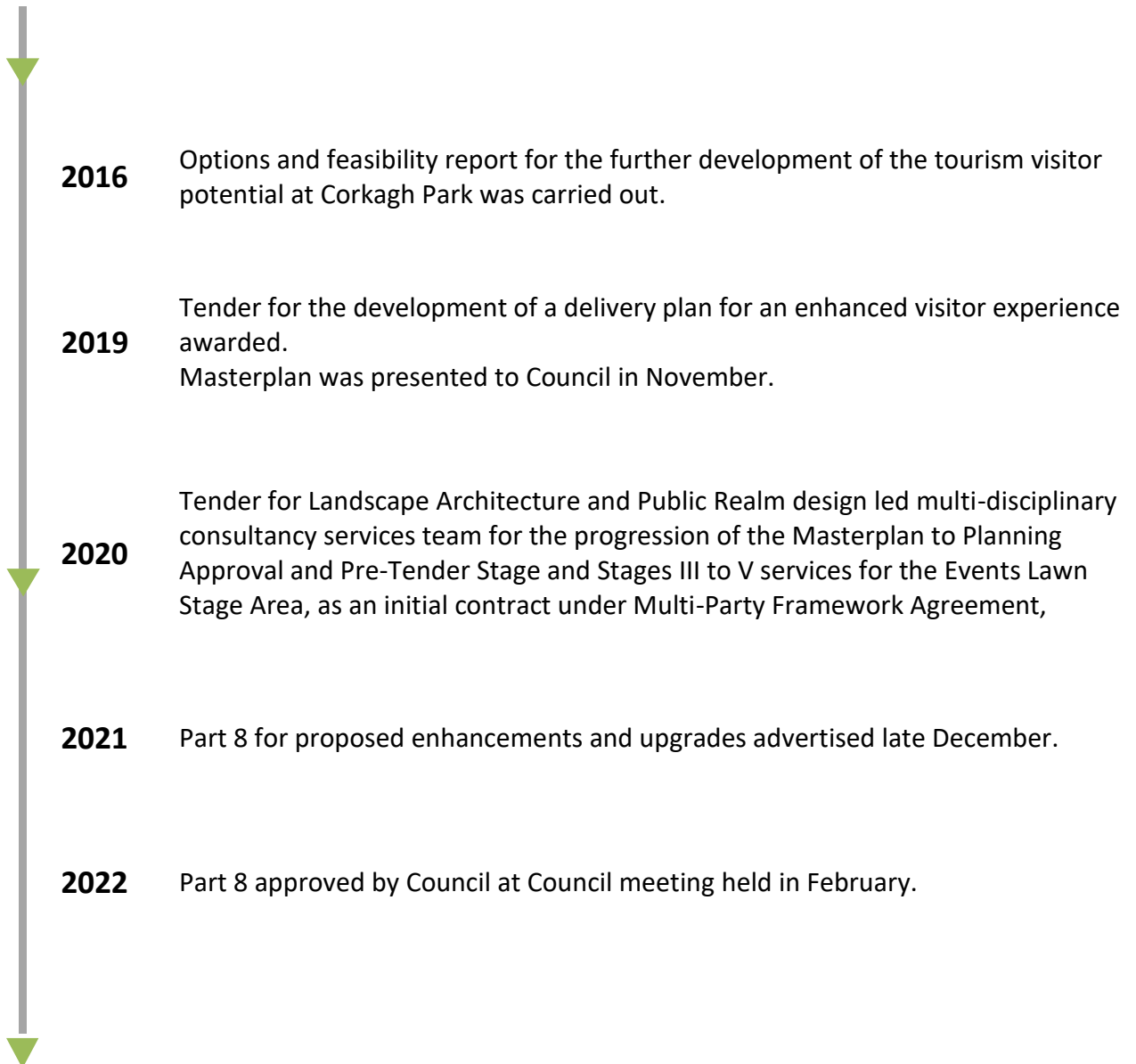
As part of this In-Depth Check, Internal Audit have completed a Programme Logic Model for the Corkagh Park Improvements Scheme

| Objectives  | Inputs to date  | Activities to date   | Proposed Outputs   | Proposed Outcomes   |
|---|---|--|--|---|
| <ul style="list-style-type: none"> <li>• Rebrand &amp; refocus to enhance the visitor experience.</li> <li>• Foster and balance Community and visitor aspirations</li> <li>• Encourage Health &amp; Wellbeing facilities.</li> <li>• Facilitate the entertainment of a family of all ages &amp; provide a year-round all-weather destination.</li> <li>• Enhance natural assets, improve biodiversity and heritage offerings.</li> <li>• Develop the potential of the parks as an event space.</li> <li>• Improve and enhance the connectivity network and accessibility.</li> <li>• Increase revenue opportunities.</li> </ul> | <ul style="list-style-type: none"> <li>• Staff resources.</li> <li>• Appointment of Landscape Architect and Public Realm Design multi-disciplinary services.</li> <li>• Part 8 planning application.</li> </ul> | <ul style="list-style-type: none"> <li>• Part 8 approved at Council meeting in February 2022.</li> <li>• Final Masterplan prepared.</li> </ul> | <ul style="list-style-type: none"> <li>• Successful delivery of Park improvements</li> </ul> | <p>Making improvements to Corkagh Park as a major regional park destination by complementing the natural assets and heritage whilst enhancing the visitors' experience, support health and recreation outcomes plus benefiting employment.</p> <p>Meets objectives/targets as mentioned in:</p> <ul style="list-style-type: none"> <li>➤ County Development Plan 2016-2022</li> <li>➤ "Corkagh Park: Options and Feasibility Report" (2016) Type AB and EmcG</li> </ul> |

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

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### Section B - Step 3: Analysis of Key Documents

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

| <b>Project/Programme Key Documents</b>         |  |
|--|--|
| <b>Title</b>                                   | <b>Details</b>   |
| 3-year Capital Programme 2021-2023             | Outlines expenditure and funding source.   |
| County Development Plan 2016-2022              | Outlines objectives across Directorates.   |
| “Corkagh Park: Options and Feasibility Report” | In July 2016 consultants were appointed by SDCC to carry out an Options Report and Feasibility Study relating to the proposed development of Corkagh Park. The aim was to identify feasible and practical options for the further development of the tourism potential of this area. |
| Masterplan (Final)                             | In depth report on Master Plan and Delivery Plan. This report summarises the three stages of the delivery plan and provides a prioritised plan and implementation strategy that resolves or mitigates identified issues.   |
| Part 8 Planning Application                    | Planning Report provides a summary of the relevant planning context and the main development features of the proposed series of enhancements at Corkagh Park.  |

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## Section B - Step 4: Data Audit

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

| Data Required  | Use   | Availability   |
|--|---|--|
| 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    |
| Master Plan Final                                    | Provides a prioritised plan and implementation strategy that resolves or mitigates identified issues. Includes cost quantifications at all stages on the project. | Yes, Detailed delivery plan and costings included.   |
| Risk Assessment                                      | Assess and identify risks and document proposed mitigation/ control options   | Yes. Individual Risk Assessment documents for each Stage available.                                  |
| Part VIII Public Consultation                        | Assess achievement of objectives and desired outcomes.  | Yes. Indicative drawings and reports presented. Council minutes record agreement of elected members. |

### Data Availability and Proposed Next Steps

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

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## Section B - Step 5 Key Evaluation Questions

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The following section looks at the key evaluation questions for the Corkagh Park Improvements 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 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 compliance with the code up to this stage of delivery.

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## Section C – In-Depth Summary Check

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The following section presents a summary of the findings of this In-Depth Check on Corkagh Park Improvements project.

### **Summary of In-Depth Check**

Corkagh Park was reviewed for compliance with the Public Spending Code up to the stage and including “Planning and design”.

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 2: Revenue Increase Review Jobs, Enterprise and Innovation

### Quality Assurance – In Depth Check

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#### Section A: Introduction

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

| <b>Programme or Project Information</b> |  |
|---|--|
| <b>Name</b>                             | Proposed increase in Revenue Expenditure   |
| <b>Detail</b>                           | To provide an increase in Revenue Expenditure in 2022 in Service Area D0906 Jobs, Enterprise & Innovation. Increased expenditure is due to an increase in salaries and LEO grants (Measure 1 and Measure 2). |
| <b>Responsible Directorate</b>          | Economic, Enterprise and Tourism Development   |
| <b>Current Status</b>                   | Expenditure Under Consideration (in 2021) and approved for 2022 budget   |
| <b>Start Date</b>                       | Budgetary Process in 2021 for 2022   |
| <b>End Date</b>                         | Ongoing  |
| <b>Overall Increase</b>                 | €647,200   |

#### Project Description

a) D0906 Jobs, Enterprise and Innovation:

Budget provision of €2,428,100, which included an increase of €647,200, was approved in the 2021 budget process for 2022.



**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 service area D0906 Jobs, Enterprise and Innovation

| Objectives   | Inputs  | Proposed Activities  | Proposed Outputs  | Proposed Outcomes   |
|--|---|--|---|---|
| <ul style="list-style-type: none"> <li>• To support enterprise and innovation as part of the LEO Development Plan 2021-2024</li> <br/> <li>• Promote South Dublin as a location for Tech Business Start-ups-innovation – enterprise/innovation centre due for completion Q1 2023.</li> </ul> | <ul style="list-style-type: none"> <li>• Increased Revenue Budget by €647,200</li> <br/> <li>• Staff Resources</li> </ul> | <ul style="list-style-type: none"> <li>• Organise training and mentoring programmes</li> <br/> <li>• Provide financial supports such as Trading Online Vouchers, priming and business expansion grants and feasibility grants</li> <br/> <li>• Assist in the provision of enterprise spaces</li> </ul> | <p>Implementation of national and local economic and enterprise plans particularly the economic element of the Local Economic and Community Plan (LECP)</p> | <ul style="list-style-type: none"> <li>• Delivery of Leo Development Plan in line with 2022 budget increase.</li> </ul> |

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

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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 2021.

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

### **D0906 Jobs, Enterprise and Innovation**

- Corporate Plan 2020 – 2024
- Annual Service Delivery Plan 2022
- Management Team Plan 2022
- LEO Development Plan 2021-2024
- Adopted budget dated 18th November 2021 in respect of 2022
- Local Economic and Community Plan (LECP) 2016-2021

## 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 over service area:

D0906 Jobs, Enterprise and Innovation

| <b>Project/Programme Key Documents</b> |   |
|--|---|
| <b>Title</b>                           | <b>Details</b>  |
| Management Team Plan 2022              | <p>Economic, Enterprise and Tourism Development (EETD)</p> <p><u>Maintain a supportive business environment</u></p> <ul style="list-style-type: none"> <li>• Support business and enterprise through the COVID-19 crisis.</li> <li>• Continue to implement national and local economic and enterprise plans particularly the Local Enterprise Office Development Plan 2021 – 2024, as well as the economic element of the Local Economic and Community Plan 2016 – 2021 and engage in the County Development Plan process that will shape the future economic development of the County.</li> <li>• Undertake a review of the existing Local Economic and Community Plan (LECP) and commence the preparation of the new LECP in conjunction with the Community Department.</li> <li>• Ensure that the Local Enterprise Office (LEO) remains the first stop shop for all business / enterprise related activity in the County.</li> <li>• Continuously review the Business Support Fund with the EETD Strategic Policy Committee (SPC) for 2022, building on the various projects and supports for business in the County.</li> <li>• Continue the partnership with South Dublin Chamber and other business interests in preparing and implementing an annual County wide business support and advisory function. A review of the current programme will be conducted in Quarter One of 2022.</li> </ul> |
| Corporate Plan 2020-2024               | <p>Economic, Enterprise and Tourism Development (EETD)</p> <p>Objective 1:</p> <ul style="list-style-type: none"> <li>• Continue to integrate and implement the ongoing Enterprise Strategy with the Dublin Regional Enterprise Plan and the economic element of the Local Economic and Community Plan.</li> <li>• Promote the Local Enterprise Office as the first stop shop for all business and enterprise related activity in the county.</li> <li>• Roll out and implement the expanded Business Support Fund Programme agreed by the economic, enterprise and tourism</li> </ul>  |

|                                     |  |
|-------------------------------------|--|
|                                     | <p>development strategic policy committee, building on the various projects and unit supports in business parks in the county.</p> <ul style="list-style-type: none"> <li>• Continue the partnership with South Dublin Chamber and other business interests in preparing and implementing an annual countywide business support and advisory function, including the roll out of the county-wide business marketing and promotion plan.</li> <li>• Continue to support sustainable business practice and opportunities in line with the ‘Triple Bottom Line’ principle and the County Climate Change Action Plan.</li> <li>• Build on the increased interest in the Shopfront Grant scheme to encourage a further uptake of the supports offered to maximise the impact of the scheme on the streetscapes of the county.</li> <li>• Progress with planning and delivery of a Tallaght based innovation / enterprise centre</li> </ul>  |
| <p>Adopted Budget 2021</p>          | <p>The 2022 budget was adopted on 18<sup>th</sup> November 2021. The budget strategy sets out the requirement for increased expenditure for the reason outlined below: -</p> <p>The Local Enterprise Office will be expanding the level of grant support available to new and growing businesses through its Feasibility, Priming and Business Expansion Grants.</p>   |
| <p>Annual Service Delivery Plan</p> | <p>Objective 1: Maintain a supportive business environment</p> <ul style="list-style-type: none"> <li>• Support business and enterprise through the COVID-19 crisis<br/>Implement national and local economic and enterprise plans particularly the economic element of the Local Economic and Community Plan (LECP) and engage in the County Development Plan process that will shape the future economic development of the County.</li> <li>• Undertake a review of the existing and commence the preparation of the new LECP.</li> <li>• Ensure that the Local Enterprise Office (LEO) remains the first stop shop for all business / enterprise related activity in the County.</li> <li>• Continue to support business through the Business Support Fund and the Shopfront Grant scheme.</li> <li>• Continue our working partnership with South Dublin Chamber and other business interests.</li> <li>• Support the “Triple Bottom Line” principle and the County Climate Change Action Plan.</li> </ul> |

|   |  |
|---|--|
|   | <ul style="list-style-type: none"> <li>• Progress the construction and commissioning with Oxford Innovation of the Tallaght Innovation Centre.</li> <li>• Finalise the preparation of the County’s Food Strategy, putting in place an action plan and overseeing its implementation.</li> <li>• Develop an inventory of vacant commercial and industrial premises in the County.</li> <li>• Research and agree a set of economic indicator / data sets for the County including, but not limited to, number of businesses, overall employment, sectoral employment, Small and Medium Enterprise (SME) categorisation, Foreign Direct Investment (FDI) supported business and so on</li> </ul>                        |
| <p>Local Economic and Community Plan (LECP) 2016-2021</p> | <p>Approved by the Elected Members of South Dublin County Council at their meeting held on the 14<sup>th</sup> December 2015.</p> <p>The LECP is one of a collection of national, regional and County plans and strategies. It provides a framework for organisations to link their strategies and plans and to combine investment and resources to achieve common agreed goals</p> <p>South Dublin County LECP includes a range of actions that sustain existing businesses, focus on the redevelopment of underutilised areas, develop regional competitiveness to attract mobile largescale international investment projects and support the development of sustainable, inclusive and thriving communities.</p> |

|                                       |  |
|---------------------------------------|--|
| <p>LEO Development Plan 2021-2024</p> | <p>Presented to EETD SPC on 9<sup>th</sup> Feb 2022. The development plan sets out the objectives and strategic priorities for the LEO.</p> <p>Objectives:</p> <p>LEO South Dublin puts local micro and small business at the heart of job creation.</p> <ul style="list-style-type: none"> <li>• Promote South Dublin as a location for Tech Business Start-ups while we progress the construction and commissioning with Oxford Innovation of the Tallaght based innovation / enterprise centre due for completion Q1 2023.</li> <li>• State of the art 3,000m2 facility over 4 floors in the heart of Innovation Quarter in between TUH and TUD Tallaght campus.</li> </ul> <p>Strategic Priorities:</p> <ul style="list-style-type: none"> <li>• Digitalisation &amp; Competitiveness</li> <li>• Green/Sustainability</li> <li>• Innovation</li> <li>• Exporting/ Internationalisation</li> <li>• Leadership Development</li> <li>• Networks and Clustering</li> </ul> |
|---------------------------------------|--|

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### Section B - Step 4: Data Audit

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The following section details the data audit that was carried out for the proposed increase in Revenue Expenditure over the service area D0906

| <b>Data Required</b>                           | <b>Use</b>            | <b>Availability</b>                               |
|--|-----------------------|---|
| a) 2021/2022 revenue Budget variances in D0906 | Analysis of variances | a) Spread sheet provided showing budget variances |

#### **Data Availability and Proposed Next Steps –**

Cost analyses and variance reports were available to support increases in revenue at this level.

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### Section B - Step 5: Key Evaluation Questions

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The following section looks at the key evaluation questions for proposed increase in Revenue Expenditure over the service area D0906

#### **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?**

The objective for the increase in the service areas reviewed are clearly set out in both national and local strategic documents. High level and detailed costings were available to support the increases in revenue at this level.

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

No issues were identified during the review.

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## Section C: In-Depth Check Summary

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The following section presents a summary of the findings of this In-Depth Check on the Expenditure over the service area D0906

### Summary of In-Depth Check

An in-depth check on the budget increase of €647,200 over the service area D0906 (Jobs, Enterprise & Innovation) was carried out to assess compliance with the standards set out in the Public Spending Code. This net increase comprised a number of different expenditure elements.

The basis for the increase in the revenue budget was substantiated by: -

The increases in payroll and grants supported the increase in expenditure.

The objectives and expected outcomes for the increased budget across the service areas were clearly documented.

An overall substantial rating has been assigned to this review

D0906 Jobs, Enterprise and Innovation – Substantial

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## Quality Assurance – In Depth Check 3: Balgaddy F, Social Housing Build Programme

### Quality Assurance – In Depth Check

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#### Section A: Introduction

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

| <b>Programme or Project Information</b> |  |
|---|--|
| <b>Name</b>                             | Balgaddy F, Social Housing Build Programme   |
| <b>Detail</b>                           | Development of 69 social homes and a community facility on undeveloped lands at Griffeen Avenue, situated between Foxborough Lawn and Tor An Rí Walk, Lucan, Co. Dublin. |
| <b>Responsible Department</b>           | Housing Social and Community Development (HSCD)  |
| <b>Current Status</b>                   | Stage 1 & 2 Approval received. Tender currently out for works Contractor (as of April 2022)  |
| <b>Start Date</b>                       | February 2019 (Part 8 Public Notice Published)   |
| <b>End Date</b>                         | 2023/24  |
| <b>Overall Cost Estimate</b>            | €19,019,217  |

## Project Description:

The requirement for new residential housing developments throughout South Dublin County is well established. Targets for the construction of such developments are documented in numerous local and national policies. These include:

- Rebuilding Ireland
- Social Housing Strategy 2020
- National Spatial Strategy
- Regional Planning Guidelines for The Greater Dublin Area 2010-2022
- SDCC Interim Housing Strategy 2016

There is an established and chronic housing need in the area in question. Sites for development are not readily available. This land holding must therefore be utilized effectively.

The Proposed Development originally consisted of 74 Social Housing units and a community facility located on currently undeveloped lands at Griffeen Avenue, situated between Foxborough Lawn and Tor An Rí Walk, Lucan, Co. Dublin. The proposed community facility is located at the north-eastern corner of the site. The project originally proposed the construction of the following:

| <b>Original Proposal (74 Units + 1 x Community Facility)</b> |                     |                              |
|--|---------------------|------------------------------|
| <b>Home Type:</b>  | <b>No. of Homes</b> | <b>Comment:</b>              |
| 3 Bedroom Houses   | 22                  | 4 Person, 2 Storey           |
| 3 Bedroom Houses   | 25                  | 5 Person, 2 Storey           |
| 1 Bedroom Ground Floor Apartment                             | 9                   | 1 Person                     |
| 3 Bedroom, Duplex units                                      | 9                   | 2 Storey (1st and 2nd Floor) |
| 2 Bedroom Apartments   | 9                   | 3 Person, 3 Storey           |
| Community Facility x 1                                       |                     |                              |

The works will include the following: new access off Tor an Rí, landscaping works to boundaries and new park/play area, ancillary works to landscape housing areas, and all necessary associated ancillary works on the site and adjacent areas. All units to be minimum A2 BER rated. The housing provision includes ground floor, two / three storey units grouped in terraces.

As part of the required Part 8 Planning Process, Project plans & drawings went on public display on Thursday 7<sup>th</sup> February 2019. Project consultation meetings were held on the 6<sup>th</sup> and 19<sup>th</sup> of March 2019 with Councillors from the Lucan & Clondalkin area committee in attendance along with nominated residents.

The Part 8 planning process culminated with formal Council approval for the project on 8<sup>th</sup> April 2019. Upon approval the Council agreed to reduce the overall number of housing units from 74 to 69. The 69 Unit Option is listed as “Option A” / “Option 1” in the Project’s Cost-Effective analysis report.

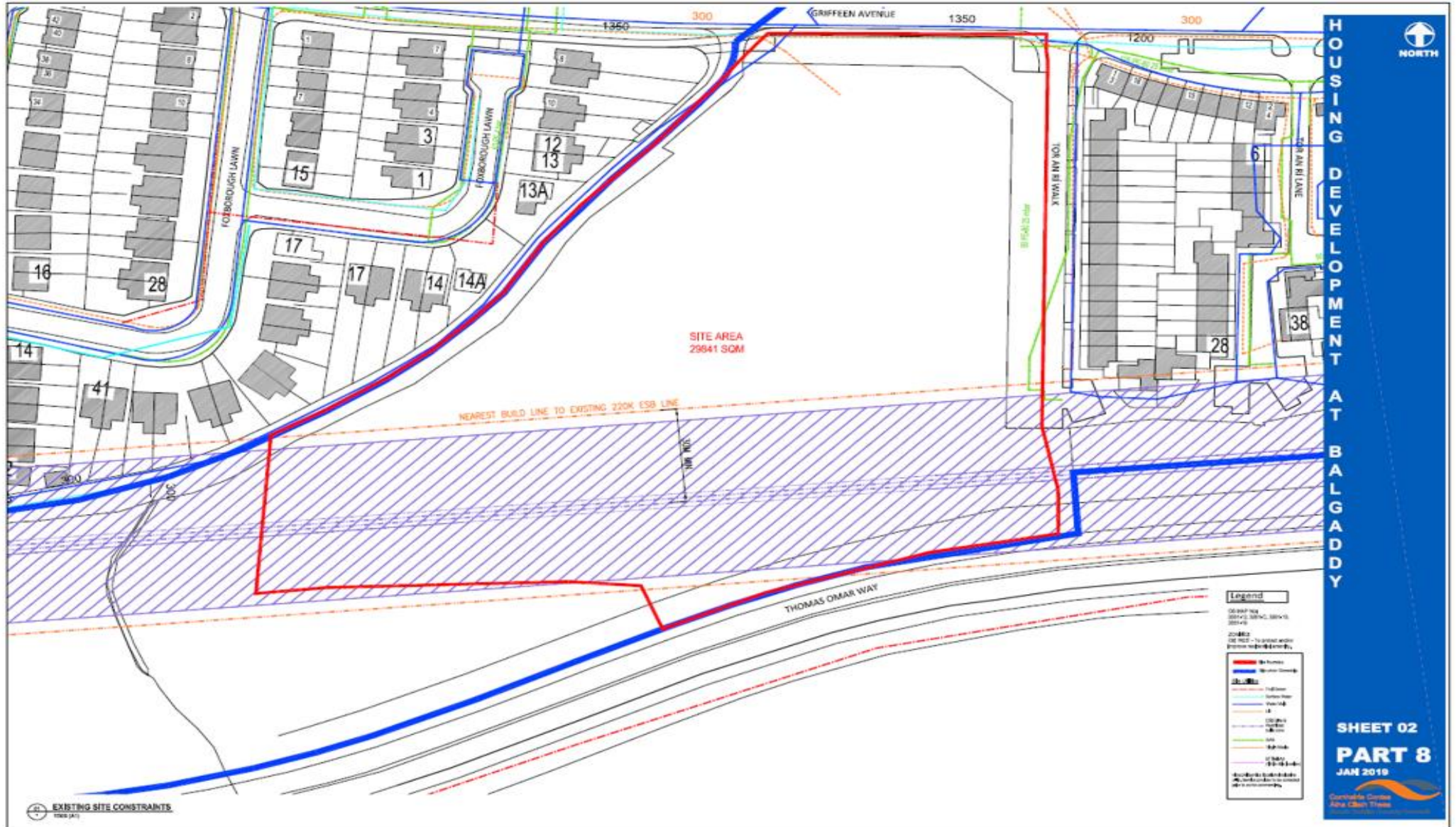
The Report states the following *“Option 1 is selected as the preferred option based on our analysis. It provides the greatest number of units and scores well across each of the other four criteria.”*

The approved final development of (69) Units will consist of the following...

| <b>Approved Proposal (69 Units + 1 x Community Facility)</b> |                     |                              |
|--|---------------------|------------------------------|
| <b>Home Type:</b>  | <b>No. of Homes</b> | <b>Comment:</b>              |
| 3 Bedroom Houses   | 20                  | 4 Person, 2 Storey           |
| 3 Bedroom Houses   | 25                  | 5 Person, 2 Storey           |
| 1 Bedroom Ground Floor Apartment                             | 8                   | 1 Person                     |
| 3 Bedroom, Duplex units                                      | 8                   | 2 Storey (1st and 2nd Floor) |
| 2 Bedroom Apartments   | 8                   | 3 Person,3 Storey            |
| Community Facility x 1                                       |                     |                              |

The overall cost estimate for the proposed development stands at €19,019,217.45. This sum will be fully funded by means of grants paid to South Dublin County Council from the Department of Housing, Local Government & Heritage.

**Location of Proposed Development:**





**3D Images of Proposed Development:**



## 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 Social Housing Development on land situated at Griffeen Avenue, between Foxborough Lawn and Tor An Rí Walk, Lucan, Co. Dublin.

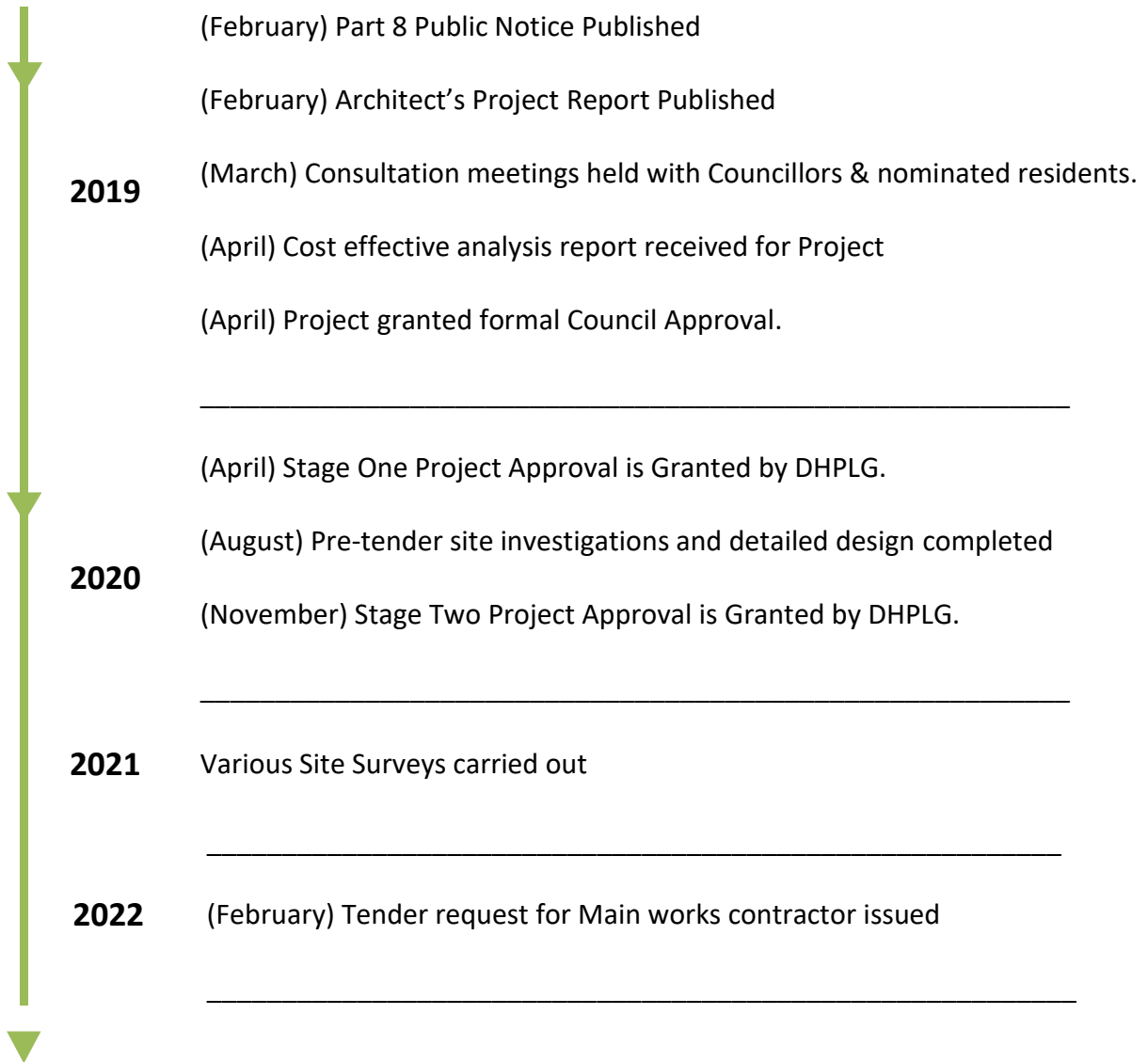
| Objectives   | Inputs to date   | Activities to date   | Proposed Outputs  | Proposed Outcomes  |
|--|--|--|---|--|
| <p>Proposed Social Housing Development consisting of 69 units and a community facility, on undeveloped lands at Griffeen Avenue, situated between Foxborough Lawn and Tor An Rí Walk, Lucan, Co. Dublin. The proposed community facility is located at the north-eastern corner of the site.</p> <p>In accordance with the requirements of the above, South Dublin County Council proposes:</p> <ul style="list-style-type: none"> <li>• 20 x 3 Bedroom Houses (4 Person, 2 Storey)</li> <li>• 25 x 3 Bedroom Houses (5 Person, 2 Storey)</li> <li>• 8 x 1 Bedroom Ground Floor Apartment (1 Person)</li> <li>• 8 x 3 Bedroom, Duplex units (2 Storey (1st and 2nd Floor))</li> <li>• 8 x 2 Bedroom Apartments (3 Person, 3 Storey)</li> <li>• 1 x Community Facility</li> </ul> | <ul style="list-style-type: none"> <li>• Professional / Technical / Administrative Staff resources</li> <li>• Funding from Department of Housing, Planning, Community and Local Government.</li> <li>• Existing land assets</li> </ul> | <ul style="list-style-type: none"> <li>• Assessment of options &amp; Cost Benefit Analysis</li> <li>• Part VIII consultation</li> <li>• Procurement of contractors / consultants for Site Surveys, Cost effective Analysis etc.</li> </ul> | <p>The successful delivery of a new housing development consisting of 69 new social housing units and a new Community Facility.</p> | <p>Delivery of a new social housing development scheme in line with the various local and National Policies which include:</p> <ul style="list-style-type: none"> <li>• Rebuilding Ireland</li> <li>• Social Housing Strategy 2020</li> <li>• National Spatial Strategy</li> <li>• Regional Planning Guidelines for The Greater Dublin Area 2010-2022</li> <li>• SDCC Interim Housing Strategy 2016</li> </ul> |

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

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The following section tracks this Social Housing Development from inception to conclusion in terms of major project/programme milestones.



### Section B - Step 3: Analysis of Key Documents

The following section reviews the key documentation relating to appraisal, analysis, and evaluation for this Social Housing Development.

| <b>Project/Programme Key Documents</b>               |   |
|--|---|
| <b>Title</b>   | <b>Details</b>  |
| Rebuilding Ireland Programme                         | A Government Action Plan published in July 2016 to address homelessness in Ireland. A key action is to accelerate and expand the Rapid-Build Housing Programme.   |
| Social Housing Strategy 2020                         | A Government strategy published in November 2014 that committed to providing 35,000 new social housing units in Ireland between 2015 and 2020.  |
| South Dublin County Development Plan 2016-2022       | H1 Objective 1:<br>To significantly increase the stock of social housing in the direct control of South Dublin County Council to meet the long-term housing needs of those households on the local authority housing list.  |
| Part VIII Public Consultation and Architect's Report | The proposed development was approved by resolution of the Elected Members of South Dublin County Council its meeting held on 8th of April 2019 on foot of the Architect's report, Public Consultation & Cost-effective analysis Report.  |
| Project Effective Analysis Report                    | Several options for meeting the project objectives were assessed. The scheme submitted for approval to DHPCLG was selected following multi-criteria assessment and a Cost-effective analysis. The main risks to the projects were identified and mitigating measures to be adopted were outlined. |



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## Section B - Step 4: Data Audit

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

| Data Required  | Use  | Availability   |
|--|--|--|
| Appraisal/ Assessment of Options   | Assess options and constraints and formally define needs to be met.  | Yes. Detailed report including appraisal of all options available.   |
| Cost Review  | Assess costs of preferred option. Provides a basis for comparison to final cost.                           | Yes. Cost benefit analysis on preferred option included in Assessment of Options and Cost Benefit analysis report. |
| Risk Assessment  | Assess and identify risks and document proposed mitigation/ control options.                               | Yes. Risk Assessments undertaken for each Option outlined in Cost effective analysis Report                        |
| Correspondence with Department of Housing, Planning, Community and Local Government, the Sanctioning Authority | Verify that approval was received from the Sanctioning Authority as required at each stage of the project. | Yes. Correspondence, relevant associated reports and stage submissions and approvals available.                    |
| Part VIII Public Consultation  | Assess achievement of objectives and desired outcomes.   | Yes. Indicative drawings and reports presented. Council minutes record agreement of elected members.               |
| 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                  |

### Data Availability and Proposed Next Steps

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

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## Section B - Step 5: Key Evaluation Questions

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The following section looks at the key evaluation questions for the Proposed 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 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.

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## Section: In-Depth Check Summary

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The following section presents a summary of the findings of this in-depth check on the proposed development of a social housing project and a community facility on undeveloped lands at Griffeen Avenue, situated between Foxborough Lawn and Tor an Rí Walk, Balgaddy, Lucan, Co. Dublin.

### Summary of In-Depth Check

The Proposed Social Housing Development on currently undeveloped lands at Griffeen Avenue, situated between Foxborough Lawn and Tor an Rí Walk, Balgaddy, Lucan, Co. Dublin was reviewed for compliance with the Public Spending Code at the stage of **“Stage 1 & 2 Approval Received – Tender process underway for main works Contractor”**

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 4: Tallaght to Knocklyon Cycle Scheme

### Quality Assurance – In Depth Check

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#### Section A: Introduction

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

| <b>Programme or Project Information</b> |  |
|---|--|
| <b>Name</b>                             | Tallaght to Knocklyon Cycle Scheme   |
| <b>Detail</b>                           | South Dublin County Council funded by the National Transport Authority (NTA) set out to develop the Tallaght to Knocklyon Cycle Scheme. The scheme's aim is to offer a safe and more attractive walking and cycling environment for the Community. |
| <b>Responsible Department</b>           | Land Use, Planning and Transportation  |
| <b>Current Status</b>                   | In progress.   |
| <b>Start Date</b>                       | 2021   |
| <b>End Date</b>                         | On going   |
| <b>Overall Cost Estimate</b>            | €14 million  |

## **Project Description**

The overall scheme aims to provide a high-quality cycle route that delivers safe linkage between residential areas, the key trip attractors (e.g. schools/colleges, sports clubs & shopping centres), other planned and existing cycle and walking routes and especially the Dodder Greenway.

The proposed cycle route will run from Tallaght Village to Ballyboden Road/Taylor's Lane Roundabout via Old Bawn, Firhouse and Knocklyon. The scheme also seeks to encourage modal shift to cycle as a safe and convenient means of making local trips.

Currently there are no dedicated cycle tracks on a large section of the route, some substandard cycle facilities, and some routes with very little to no facilities for pedestrians and cyclists. The intention of the scheme is to significantly improve safety for pedestrians and cyclists.

Considering the potentially high pedestrian and cycle volumes to and from the various amenities and trip attractors it is apparent that provision of an improved cycle and pedestrian facility along the route is a key requirement.

Tallaght to Knocklyon Cycle Scheme Route map no. 1.





Tallaght to Knocklyon Cycle Scheme Route map no. 2.



## Section B - Step 1: Logic Model Mapping

As part of this in-depth check, Internal Audit have completed a Programme Logic Model for the Tallaght to Knocklyon Cycle scheme.

| Objectives  | Inputs to date   | Activities to date  | Proposed Outputs   | Proposed Outcomes   |
|---|--|---|--|---|
| <ul style="list-style-type: none"> <li>• Provide improved cycle and pedestrian facilities along the scheme route.</li> <li>• Enhance connectivity for the surrounding residential developments to key trip attractors within the area i.e. Parks, Schools, Shopping Centres.</li> <li>• Improve modal shift for walking and cycling within the area for all users.</li> </ul> | <ul style="list-style-type: none"> <li>• Staff resources</li> <li>• Funding from NTA (National Transport Authority)</li> <li>• Appointed Design consultants, surveyor, and ecological specialist.</li> </ul> | <ul style="list-style-type: none"> <li>• Winning tenderers appointed for design consultants, surveyor, and ecological specialist.</li> <li>• Design progressing with first section (Old Bawn).</li> </ul> | <ul style="list-style-type: none"> <li>• Successful delivery of cycle track, upgraded footpaths, shared pedestrian and cycle space, improved pedestrian and cycle crossings, additional landscaping, improved signage, and new signalized crossing locations.</li> </ul> | <ul style="list-style-type: none"> <li>• This scheme will provide improvements along the length of the scheme, that is heavily used by school pupils, attributed to several primary and secondary schools located in the vicinity.</li> <li>• Meets objectives/targets as mentioned in: <ul style="list-style-type: none"> <li>➤ County Development Plan 2016-2022</li> <li>➤ Corporate Plan 2020-2024</li> <li>➤ National Cycle Policy Framework</li> <li>➤ GDA Cycle Network Plan</li> <li>➤ NTA Greater Dublin Area Transport strategy 2016-2035</li> <li>➤ Smarter Travel-A sustainable transport future 2009-2020</li> </ul> </li> </ul> |

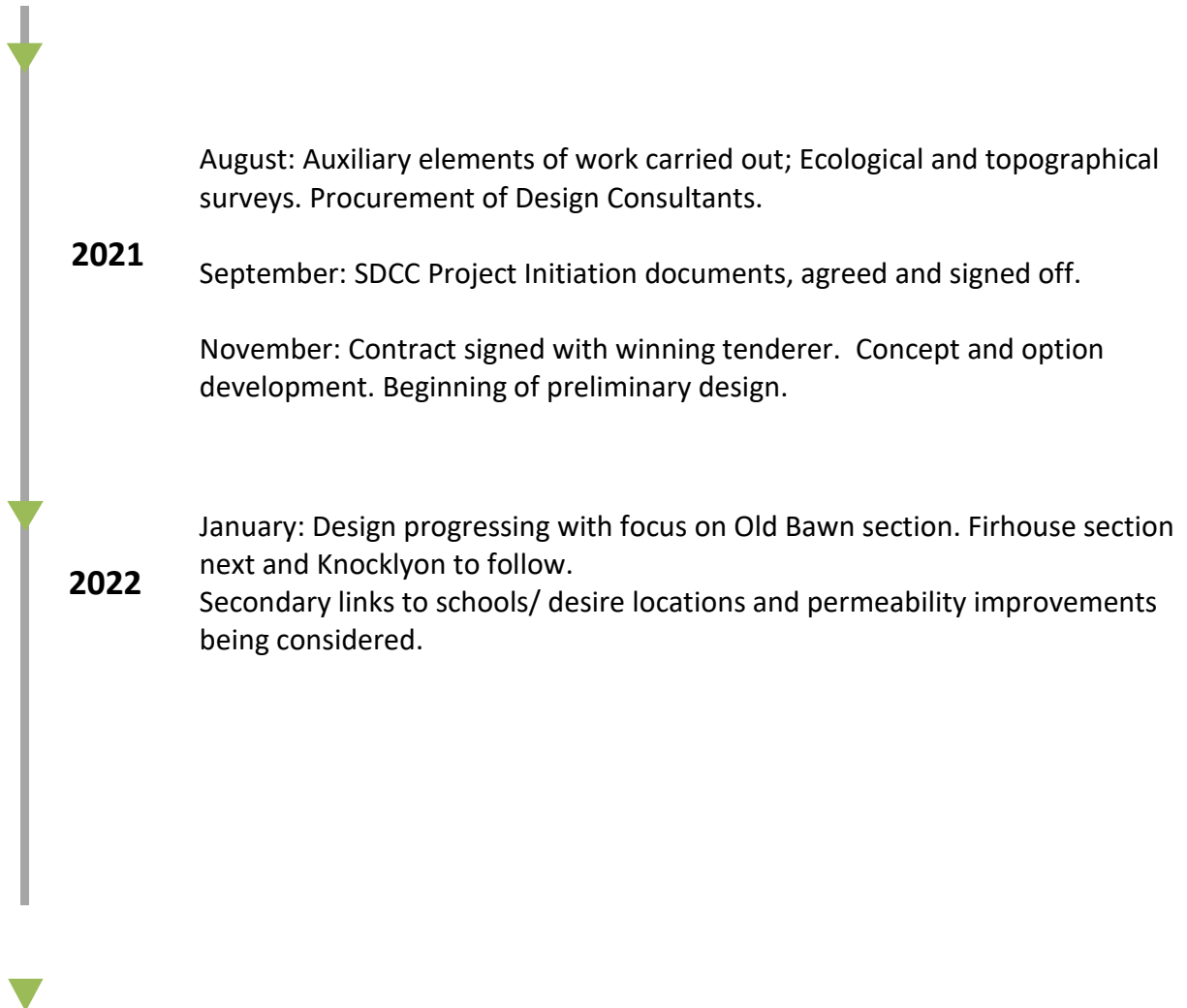


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## Section B - Step 2: Summary Timeline of Project/Programme

---

The following section tracks the Tallaght to Knocklyon Cycle Scheme from inception to conclusion in terms of major project/programme milestones.



## Section B - Step 3: Analysis of Key Documents

The following section reviews the key documentation relating to appraisal, analysis, and evaluation for the Tallaght to Knocklyon Cycle Scheme.

| <b>Project/Programme Key Documents</b>   |  |
|--|--|
| <b>Title</b>   | <b>Details</b>   |
| NTA-Project Control Document   | Initial funding request document   |
| NTA-Project Funding Continuation form  | To be used for seeking continuance of funding allocation in respect of an ongoing previously approved project  |
| 3-year Capital Programme 2021-2023   | Outlines expenditure and funding source  |
| <ul style="list-style-type: none"> <li>➤ Smarter Travel – A sustainable transport future 2009-2020</li> <li>➤ National Cycle Policy Framework</li> <li>➤ NTA Greater Dublin Area Transport Strategy 2016 – 2035</li> <li>➤ GDA Cycle Network Plan</li> </ul> | There is an onus on Local Authorities to take account of current prevailing policies and plans made at Central Government level.   |
| County Development Plan 2016-2022  | <p>TM3 Objective 1: To create a comprehensive and legible County-wide network of cycling and walking routes that link communities to key destinations, amenities and leisure activities with reference to the policies and objectives contained in Chapter 9 (Heritage, Conservation and Landscape) particularly those that relate to Public Rights of Way and Permissive Access Routes</p> <p>TM3 Objective 2: To ensure that connectivity for pedestrians and cyclists is maximised in new communities and improved within existing areas in order to maximise access to local shops, schools, public transport services and other amenities, while seeking to minimise opportunities for anti-social behaviour and respecting the wishes of local communities</p> |
| Corporate Plan 2020-2024   | Objective 2: Connect places through sustainable mobility projects. Deliver a network of new and improved roads, cycle paths and pedestrian links.  |

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## Section B - Step 4: Data Audit

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The following section details the data audit that was carried out for the Tallaght to Knocklyon Cycle Scheme. It evaluates whether appropriate data is available for the future evaluation of the project.

| <b>Data Required</b>                                 | <b>Use</b>                                     | <b>Availability</b>   |
|--|--|---|
| NTA – Project Control Document                       | Initial funding application                    | Yes, detailed application on scope and initial costing of initial phase of the project            |
| 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 |

### **Data Availability and Proposed Next Steps**

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

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## Section B - Step 5 Key Evaluation Questions

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The following section looks at the key evaluation questions for the Tallaght to Knocklyon Cycle 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 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 compliance with the code up to this stage of delivery.

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## Section C: In-Depth Check Summary

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The following section presents a summary of the findings of this in-depth check on the Tallaght to Knocklyon Cycle Scheme.

### **Summary of In-Depth Check**

Tallaght to Knocklyon Cycle Scheme 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 complies with the standards set out in the code; satisfactory controls are in place to ensure compliance and these standards should be maintained throughout the remaining stages of the project.