



Quality Assurance Report for 2017 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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31st May 2018

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1. Introduction

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

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

The Quality Assurance Process contains five steps:

1. Drawing up Inventories of all projects/programmes at different stages of the Project Life Cycle (appraisal, planning/design, implementation, post implementation). The three sections are expenditure being considered, expenditure being incurred and expenditure that has recently ended and the inventory includes all projects/programmes above €0.5m.

2. Publish summary information on website of all procurements in excess of €10m, 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 spending for capital projects and a minimum of 1% of total spending for revenue projects 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 all projects, the website reference for the publication of procurements above €10m, the completed checklists, the Council’s judgement on the adequacy of processes given the findings from the in-depth checks and the Council’s proposals to remedy any discovered inadequacies.

This report fulfils the fifth requirement of the QA process for South Dublin County Council for 2017.

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 2017 including details of 138 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. The list contains relevant services from the Council's 2017 Annual Financial Statement (Unaudited) in respect of current (revenue) expenditure and from the Capital Programme 2017-2019 and Council's the Agresso Financial Management System for capital expenditure.

The 2017 inventory is summarised the Table 1 overleaf.

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.

There were two procurements meeting this criteria in 2017 and this information is available on our website at:

<https://www.sdcc.ie/en/services/business/procurement/public-spending-code-2017>

Table 1 Summary of 2017 Inventory

Local Authority	Expenditure being considered					Expenditure being incurred			Expenditure recently ended		
	Current	Capital				> €0.5m			> €0.5m		
	> €0.5m	Capital Grant Schemes	Capital Projects			Current Expenditure	Capital Grant Schemes	Capital Projects	Current Expenditure	Capital Grant Schemes	Capital Projects
		>€0.5m	€0.5 - €5m	€5 - €20m	€20m plus						
Housing & Building	€1,647,500	€0	€3,000,000	€44,020,000	€0	€67,782,110	€1,320,000	€101,604,431	€0	€0	€4,538,617
Road Transportation & Safety	€0	€0	€7,537,000	€0	€0	€27,515,818	€0	€51,989,584	€0	€0	€0
Water Services	€1,641,700	€0	€10,255,000	€12,350,000	€0	€10,663,212	€0	€1,989,341	€0	€0	€0
Development Management	€0	€0	€10,200,000	€15,525,000	€0	€20,587,382	€0	€6,809,262	€0	€0	€0
Environmental Services	€0	€0	€0	€0	€0	€39,988,881	€0	€500,000	€0	€0	€0
Recreation and Amenity	€1,986,600	€1,000,000	€6,305,000	€13,000,000	€0	€37,612,385	€0	€7,697,264	€0	€0	€647,032
Agriculture, Education, Health & Welfare	€0	€0	€0	€0	€0	€1,281,841	€0	€0	€0	€0	€0
Miscellaneous Services	€2,483,100	€0	€0	€0	€0	€21,770,840	€0	€1,782,283	€0	€0	€0
Total Estimated Value	€7,758,900	€1,000,000	€37,297,000	€84,895,000	€0	€227,202,469	€1,320,000	€172,372,165	€0	€0	€5,185,649
Number of Projects/Programmes	7	1	30	8	0	47	1	40	0	0	4

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 2017 this self-assessment of compliance was carried out on an appropriate sample of areas of expenditure. Three Departments in the Council were randomly selected to complete the checklists: the Finance Department; the Housing, Social and Community Development Department; and the Economic, Enterprise and Tourism Development Department. This information was then used to complete the checklist answers for the organisation, as included in Appendix 2 of this report. Each question in the checklist is judged by a 3 point scale:

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

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

Overall, the completed self-assessment checklists present a good level of compliance with the code for 2017.

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 function 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 quality of assurance in relation to compliance with the code. The objective is to review a subset of projects to assess if structures and processes 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 percentage of the overall inventory are an average over a three year period. The volume of the in-depth checks over the three years 2015 to 2017 is in keeping with this requirement i.e. 1% revenue checks carried out and 12% capital checks carried out.

The projects subject to in-depth checks for 2017 are outlined in Table 2 and a summary of the in – depth checks are detailed below.

Table 2 Summary of Projects Subject to In-Depth Review.

		Total Value of In-depth Checks	Total Value of Inventory	% of Inventory Analysed
Expenditure being Incurred 2017				
Capital	Adamstown Road & Nangor Road Improvement Scheme	€19,810,000	€302,069,814	6.6%
Expenditure Being Considered 2017				
Capital	Dublin Mountains Visitor Centre Development	€15,525,000	€302,069,814	5.1%
Capital	Lucan Swimming Pool	€13,000,000	€302,069,814	4.3%

Summary of In-Depth Check 1 – Adamstown Road & Nangor Road Improvements Schemes

The Adamstown Road (R120) and Nangor Road (R134) Improvement Scheme was reviewed for compliance with the Public Spending Code at the stage of *'expenditure being incurred'*. Internal Audit is satisfied that the delivery of the project to date substantially complies with the standards set out in the code; strong controls are in place to ensure compliance and these standards should be maintained throughout the remaining stages of the project.

Summary of In-Depth Check 2 – Dublin Mountains Visitor Centre Development

The Dublin Mountains Visitor Centre Development was reviewed for compliance with the Public Spending Code under the stage of *'expenditure under consideration'*. Internal Audit is satisfied that the delivery of the project to date substantially complies with the standards set out in the code; strong controls are in place to ensure compliance and these standards should be maintained throughout the remaining stages of the project.

Summary of In-Depth Check 3 – Lucan Swimming Pool

The Lucan Swimming Pool Project was reviewed for compliance with the Public Spending Code up to the stage of *'expenditure under consideration'*. Internal Audit is satisfied that the delivery of the project to date substantially complies with the standards set out in the code.

As two departments are involved in the delivery of the project, Internal Audit recommends that arrangements are put in place to coordinate record keeping and ensure that key documents are uploaded to the internal project monitoring system on an ongoing basis as they arise.

4. Next Steps: Addressing Quality Assurance Issues

Both the Checklists and the In-Depth checks identified substantial compliance by the Council in 2017 with the standards set out in the Public Spending Code. The 2016 QA report identified that the process could be strengthened by providing additional training to staff, and work commenced on this in 2017. A high level overview of the Public Spending Code was included in the procurement training programme rolled out to relevant staff across the organisation in 2017. Further work in this area is planned as part of the 2018/2019 Training Plan.

Specific issues relating to individual areas of expenditure and particular projects arising from both the Checklists and In-Depth checks are to be examined and steps taken to make the improvements where necessary. The material in both the Checklists and the In-Depth reviews will also be raised at Management level with a view to sharing learnings across the different Directorates.

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 for procurements in excess of €10 million for 2017.

Both the Checklists and In-Depth Checks completed by Council show a good level of compliance with the Public Spending Code. Areas for improvement for future years' requirements will be identified with a view to ensuring high compliance with the Public Spending Code across the Council on an ongoing basis.

Appendix 1: South Dublin County Council 2017 Inventory of Projects and Programmes over €0.5m

Local Authority	Expenditure being considered					Expenditure being incurred			Expenditure recently ended			Notes
	Current	Capital				> €0.5m			> €0.5m			
		> €0.5m	Capital Grant Schemes	Capital Projects			Current Expenditure	Capital Grant Schemes	Capital Projects	Current Expenditure	Capital Grant Schemes	
South Dublin County Council		>€0.5m	€0.5 - €5m	€5 - €20m	€20m plus							
Housing & Building												
A01 Maintenance & Improvement of LA Housing Units						€14,880,304						
A03 Housing Rent and Tenant Purchase Administration						€2,034,025						
A04 Housing Community Development Support	€1,019,400					€5,001,627						
A05 Administration of Homeless Service						€3,469,152						
A06 Support to Housing Capital & Affordable Prog	€628,100					€8,671,222						
A07 RAS and Leasing Programme						€28,617,425						
A08 Housing Loans						€2,314,959						
A09 Housing Grants						€2,217,381						
A11 Agency & Recoupable Services						€576,014						
Rapid Build Social Housing Units				€8,196,960								
The Grange Integrated Housing Development			€500,000									
The Grange PPP			€500,000									
Electrical Repairs And Rewiring								€1,050,000				
Presale And Prelet Repairs								€6,600,000				
Housing adaption grants on Council Houses							€1,320,000					80% funded by Department of Housing, Planning and Local Government
Mayfield Phase 2								€4,100,000				
St Marks Green Clondalkin								€2,330,000				
Energy Efficiency Programme								€4,500,000				
MacUilliam (SH374) Infill Housing								€6,223,200				
Social Housing Acquisition Programme 2015 - 2017								€27,600,000				
Dromcarra, Tallaght (Social Build Programme)								€3,373,000				
Letts Field, Clondalkin (Build Programme)								€8,285,000				
Killinarden, Tallaght (Social Housing Build Prog)								€6,800,000				
Part V Acquisitions 2015-2017								€2,500,000				
St. Aidans, Tallaght (Social Housing Build Prog)								€19,700,000				
St. Aidans, Tallaght (Traveller Accommodation Programme)			€1,400,000									
St. Marks Avenue, Clondalkin (Social Housing Build Prog)				€15,460,000								
Provision for Homeless Infrastructure			€600,000									

Local Authority	Expenditure being considered					Expenditure being incurred			Expenditure recently ended			Notes
	Current	Capital				> €0.5m			> €0.5m			
		> €0.5m	Capital Grant Schemes	Capital Projects			Current Expenditure	Capital Grant Schemes	Capital Projects	Current Expenditure	Capital Grant Schemes	
South Dublin County Council	>€0.5m	>€0.5m	€0.5 - €5m	€5 - €20m	€20m plus							
Ballyboden Social Housing SH379								€785,134				
CALF - Voluntary Housing								€6,678,098				
Vol Hsg-Cluid Housing Assoc (CAS)-New Bancroft Tal								€1,080,000				
Suncroft Infill											€1,783,220	
Stocking Lane, Rathfarnham, Dublin 16 (Affordable)											€1,605,397	
Vol Hsg-Circle VHA (CAS)-Exchange Hall, Tallaght											€1,150,000	
St Cuthberts (Social Housing Build Programme)				€14,464,900								
Killininny (Social Housing Build Programme)				€5,898,140								
Road Transportation and Safety												
B03 Regional Road - Maintenance and Improvement								€2,760,404				
B04 Local Road - Maintenance and Improvement								€11,881,048				
B05 Public Lighting								€5,004,183				
B06 Traffic Management Improvement								€2,538,257				
B07 Road Safety Engineering Improvement								€1,941,999				
B08 Road Safety Promotion & Education								€1,839,723				
B09 Maintenance & Management of Car Parking								€513,786				
B10 Support to Roads Capital Programme								€1,036,419				
Lucan Access Study			€600,000									
St Enda's/Grange Road to Loreto								€700,000				
Expenditure on Completed Schemes								€2,890,600				
Greenhills Road Reconfiguration								€4,528,000				
Expenditure on Completed Schemes			€537,000									
Newcastle Rd Improvement Scheme R120 - Adamstown								€19,810,000				
Wellington Road Cycle & Pedestrian Facilities			€500,000									
Willsbrook Road Cycle Track								€900,000				
N82 to Fortunestown (N81)								€1,500,000				
Monastery Road								€850,000				
Tallaght to Ballyboden Cycle Route 4								€1,800,000				
N4 to City Centre cycle								€1,500,000				
Green School Cluster								€613,484				

Local Authority	Expenditure being considered					Expenditure being incurred			Expenditure recently ended			Notes
	Current	Capital				> €0.5m			> €0.5m			
		> €0.5m	Capital Grant Schemes	Capital Projects			Current Expenditure	Capital Grant Schemes	Capital Projects	Current Expenditure	Capital Grant Schemes	
South Dublin County Council		>€0.5m	€0.5 - €5m	€5 - €20m	€20m plus							
Tallaght to Templeogue Cycle Route								€5,980,000				
Footpath Refurbishment Programme								€1,650,000				
Tallaght Hospital Access Road			€550,000									
Village Enhancements								€3,800,000				
Structural Repairs(public lighting column replace)								€1,200,000				
Walkinstown Roundabout			€850,000									
River Dodder Cycle & Pedestrian Route								€3,367,500				
Tallaght to Liffey Valley Cycle scheme			€4,500,000									
Social Housing Estates Renewal Programme								€900,000				
Water Services												
C01 Water Supply						€3,973,332						
C02 Waste Water Treatment						€3,283,916						
C08 Local Authority Water and Sanitary Services	€1,641,700					€3,405,964						
Whitechurch Stream Flood Alleviation Scheme			€2,000,000									
River Poddle Flood Alleviation Scheme				€5,700,000								
Camac Flood Alleviation Scheme				€6,650,000								
Owendoher Flood Relief Works			€500,000									
Griffeen Flood Alleviation Phase 3			€3,100,000									
Shinkeen Flood Alleviation			€1,000,000									
Clonburriss SDZ Surface Water Scheme			€1,000,000									
Whitehall Road Flood Alleviation Scheme			€600,000									
Flood Alleviation Minor Capital Works			€750,000									
Surface Water Sewer Systems			€1,305,000									
Ballycullen Flood Alleviation Scheme								€1,989,341				
Development Management												
D01 Forward Planning						€3,209,595						
D02 Development Management						€3,013,963						
D03 Enforcement						€773,240						
D04 Industrial and Commercial Facilities						€1,239,503						
D05 Tourism Development and Promotion						€2,187,756						

Local Authority	Expenditure being considered					Expenditure being incurred			Expenditure recently ended			Notes
	Current	Capital				> €0.5m			> €0.5m			
	> €0.5m	Capital Grant Schemes	Capital Projects			Current Expenditure	Capital Grant Schemes	Capital Projects	Current Expenditure	Capital Grant Schemes	Capital Projects	
	>€0.5m	€0.5 - €5m	€5 - €20m	€20m plus								
D06 Community and Enterprise Function						€3,635,897						
D08 Building Control						€839,975						
D09 Economic Development and Promotion						€3,790,749						
D10 Property Management						€1,896,704						
Development of Clutterland/Milltown Lands		€5,000,000										
Dublin Mountains Visitor Centre Development				€15,525,000								
Templeogue House		€1,300,000										
Round Tower Visitor Centre								€4,500,000				
Tourism Initiative Projects - Rathfarnham		€1,000,000										
Acquisition 43.5 acres land Brownstown Newcastle								€2,309,262				
Tallaght Stadium - Third Stand		€1,900,000										
Grange Castle Pocket Park - GC187		€1,000,000										
Environmental Services												
E01 Landfill Operation & Aftercare						€6,071,004						
E02 Recovery and Recycling Facilities Operations						€651,667						
E03 Waste to Energy Facilities Operations						€1,021,268						
E04 Provision of Waste to Collection Services						€897,756						
E05 Litter Management						€1,846,477						
E06 Street Cleaning						€6,877,246						
E07 Waste Regulations, Monitoring and Enforcement						€938,936						
E09 Maintenance of Burial Grounds						€1,471,572						
E10 Safety of Structures and Places						€752,031						
E11 Operation of Fire Service						€19,460,924						
N81 Landscape Improvement Scheme								€500,000				
Recreation and Amenity												
F01 Leisure Facilities Operations						€669,835						
F02 Operation of Library and Archival Service	€621,500					€10,608,958						
F03 Outdoor Leisure Areas Operations	€785,700					€16,553,488						
F04 Community Sport and Recreational Development	€579,400					€7,759,968						
F05 Operation of Arts Programme						€2,020,136						

Local Authority	Expenditure being considered					Expenditure being incurred			Expenditure recently ended			Notes
	Current	Capital				> €0.5m			> €0.5m			
		> €0.5m	Capital Grant Schemes	Capital Projects			Current Expenditure	Capital Grant Schemes	Capital Projects	Current Expenditure	Capital Grant Schemes	
South Dublin County Council		>€0.5m	€0.5 - €5m	€5 - €20m	€20m plus							
Clondalkin Equine Project											€647,032	
DTTAS Sports Capital Grant Projects		€1,000,000										
Minor Capital Improvement Works			€900,000									
Playspace Programme								€1,599,048				
Pavillions Programme			€850,000									
Regional Parks Playground Refurbishment Programme			€500,000									
Depot facilities			€2,055,000									
North Clondalkin Library								€3,800,000				
Castletymon Library								€1,300,000				
Shared/Flexible Sports Spaces			€500,000									
Perrystown Community Centre Redevelopment			€500,000									
Saggart Community Centre			€1,000,000									
Lucan Swimming Pool				€13,000,000								
Adamstown/Lucan Area Sports & Community Facility								€998,216				
Agriculture, Education, Health and Welfare												
G04 Veterinary Service						€1,281,841						
Miscellaneous Services												
H03 Administration of Rates	€2,483,100					€20,520,560						
H09 Local Representation & Civic Leadership						€1,250,281						
Vehicles And Plant								€1,782,283				
												OVERALL TOTALS
Totals	€7,758,900	€1,000,000	€37,297,000	€84,895,000	€0	€227,202,469	€1,320,000	€172,372,165	€0	€0	€5,185,649	€537,031,183
Number of Projects/Programmes	7	1	30	8	0	47	1	40	0	0	4	138

Appendix 2: South Dublin County Council 2017 Public Spend Code Checklists

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	Discussion/Action Required
1.1 Does the local authority ensure, on an on-going basis, that appropriate people within the authority and its agencies are aware of the requirements of the Public Spending Code (incl. through training)?	3	Relevant work areas have been notified of the requirements of the Public Spending Code, and staff engage with the preparation of the annual quality assurance report and in-depth checks.
1.2 Has training on the Public Spending Code been provided to relevant staff within the authority?	2	An overview of the requirements of the Public Spending Code were included as part of the Corporate Procurement Training Programme held in 2017. Information on the Public Spending Code is also available on the staff intranet. Further work is planned in this area.
1.3 Has the Public Spending Code been adapted for the type of project/programme that your local authority is responsible for? i.e., have adapted sectoral guidelines been developed?	3	Guidance note prepared by the CCMA Finance Committee.
1.4 Has the local authority in its role as Sanctioning Authority satisfied itself that agencies that it funds comply with the Public Spending Code?	n/a	
1.5 Have recommendations from previous QA reports (incl. spot checks) been disseminated, where appropriate, within the local authority and to agencies?	3	
1.6 Have recommendations from previous QA reports been acted upon?	2	Recommendations being addressed.

1.7 Has an annual Public Spending Code QA report been certified by the local authority's Chief Executive, submitted to NOAC and published on the authority's website?	3	
1.8 Was the required sample of projects/programmes subjected to in-depth checking as per step 4 of the QAP?	3	The volume of the in-depth checks over the three years 2015 to 2017 is in keeping with this requirement i.e. 1% revenue checks carried out and 12% capital checks carried out.
1.9 Is there a process in place to plan for ex post evaluations/Post Project Reviews? 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	Post project reviews generally scheduled as part of project closure.
1.10 How many formal Post Project Review evaluations have been completed in the year under review? Have they been issued promptly to the relevant stakeholders / published in a timely manner?	-	One reported as part of Quality Assurance Report checklists.
1.11 Is there a process to follow up on the recommendations of previous evaluations/Post project reviews?	2	Resource allocation decisions informed by various evaluation processes in place.
1.12 How have the recommendations of previous evaluations / post project reviews informed resource allocation decisions?		

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: 1 - 3	Comment/Action Required
2.1 Was a preliminary appraisal undertaken for all projects > €5m?	3	
2.2 Was an appropriate appraisal method used in respect of capital projects or capital programmes/grant schemes?	3	
2.3 Was a CBA/CEA completed for all projects exceeding €20m?	n/a	
2.4 Was the appraisal process commenced at an early stage to facilitate decision making? (i.e. prior to the decision)	3	Yes. Feasibility study and capital appraisals submitted to government Departments prior to Part 8 planning decisions.
2.5 Was an Approval in Principle granted by the Sanctioning Authority for all projects before they entered the planning and design phase (e.g. procurement)?	3	
2.6 If a CBA/CEA was required was it submitted to the relevant Department for their views?	n/a	
2.7 Were the NDFA consulted for projects costing more than €20m?	n/a	
2.8 Were all projects that went forward for tender in line with the Approval in Principle and, if not, was the detailed appraisal revisited and a fresh Approval in Principle granted?	3	
2.9 Was approval granted to proceed to tender?	3	
2.10 Were procurement rules complied with?	3	
2.11 Were State Aid rules checked for all supports?	3	
2.12 Were the tenders received in line with the Approval in Principle in terms of cost and what is expected to be delivered?	3	
2.13 Were performance indicators specified for each project/programme that will allow for a robust evaluation at a later date?	3	For some projects under consideration the specific indicators and processes to gather the data will be developed as the projects move from feasibility to tender.
2.14 Have steps been put in place to gather performance indicator data?	3	

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

Current Expenditure being Considered – Appraisal and Approval	Self-Assessed Compliance Rating: 1 - 3	Comment/Action Required
3.1 Were objectives clearly set out?	3	
3.2 Are objectives measurable in quantitative terms?	3	Relevant indicators and statistics collated.
3.3 Was a business case, incorporating financial and economic appraisal, prepared for new current expenditure?	3	
3.4 Was an appropriate appraisal method used?	3	Appraisal carried out as appropriate. The current expenditure increases of greater than €0.5m in the inventory may be spread across a number of smaller projects.
3.5 Was an economic appraisal completed for all projects exceeding €20m or an annual spend of €5m over 4 years?	n/a	
3.6 Did the business case include a section on piloting?	n/a	
3.7 Were pilots undertaken for new current spending proposals involving total expenditure of at least €20m over the proposed duration of the programme and a minimum annual expenditure of €5m?	n/a	
3.8 Have the methodology and data collection requirements for the pilot been agreed at the outset of the scheme?	n/a	
3.9 Was the pilot formally evaluated and submitted for approval to the relevant Department?	n/a	
3.10 Has an assessment of likely demand for the new scheme/scheme extension been estimated based on empirical evidence?	3	
3.11 Was the required approval granted?	3	Approval sought as part of budget process.
3.12 Has a sunset clause (as defined in section B06, 4.2 of the Public Spending Code) been set?	n/a	
3.13 If outsourcing was involved were procurement rules complied with?	2	

3.14 Were performance indicators specified for each new current expenditure proposal or expansion of existing current expenditure programme which will allow for a robust evaluation at a later date?	3	Annual performance indicators in place for broad range of services.
3.15 Have steps been put in place to gather performance indicator data?	3	

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

Incurring Capital Expenditure	Self-Assessed Compliance Rating: 1 - 3	Comment/Action Required
4.1 Was a contract signed and was it in line with the Approval in Principle?	3	
4.2 Did management boards/steering committees meet regularly as agreed?	3	
4.3 Were programme co-ordinators appointed to co-ordinate implementation?	3	
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	Suitably senior managers assigned.
4.5 Were monitoring reports prepared regularly, showing implementation against plan, budget, timescales and quality?	3	
4.6 Did projects/programmes/grant schemes keep within their financial budget and time schedule?	2	Varied depending on the project – some currently at project commencement, of those farther progressed some reported minor overspend but delivery within the time schedule. Adjustments subject to appropriate approvals.
4.7 Did budgets have to be adjusted?	-	
4.8 Were decisions on changes to budgets / time schedules made promptly?	3	
4.9 Did circumstances ever warrant questioning the viability of the project/programme/grant scheme and the business case incl. CBA/CEA? (exceeding budget, lack of progress, changes in the environment, new evidence, etc.)	-	No, project viability remained consistent.
4.10 If circumstances did warrant questioning the viability of a project/programme/grant scheme, was the project subjected to adequate examination?	n/a	
4.11 If costs increased was approval received from the Sanctioning Authority?	3	
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?	-	No.

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

Incurring Current Expenditure	Self-Assessed Compliance Rating: 1 -3	Comment/Action Required
5.1 Are there clear objectives for all areas of current expenditure?	3	Yes, as part of annual budget and business planning processes, and in linkages with regional/national plans as appropriate.
5.2 Are outputs well defined?	3	Outputs are defined through a range of measures including Annual Service Plan, National Performance Indicators, progress in achieving targets set in national/ regional plans and project specific milestones. Progress is monitored and reported on at suitable intervals.
5.3 Are outputs quantified on a regular basis?	3	
5.4 Is there a method for monitoring efficiency on an on-going basis?	3	
5.5 Are outcomes well defined?	3	
5.6 Are outcomes quantified on a regular basis?	3	
5.7 Are unit costings compiled for performance monitoring?	2	
5.8 Are other data compiled to monitor performance?	3	
5.9 Is there a method for monitoring effectiveness on an on-going basis?	3	
5.10 Has the organisation engaged in any other 'evaluation proofing' ¹ of programmes/projects?	2	Data collection measures in place for many projects. This is currently under review for some projects.

¹ Evaluation proofing involves checking to see if the required data is being collected so that when the time comes a programme/project can be subjected to a robust evaluation. If the data is not being collected, then a plan should be put in place to collect the appropriate indicators to allow for the completion of a robust evaluation down the line.

Checklist 6 – To be completed in respect of capital projects/programmes & capital grant schemes discontinued and/or evaluated during the year under review

Capital Expenditure Recently Completed	Self-Assessed Compliance Rating: 1 - 3	Comment/Action Required
6.1 How many post project reviews were completed in the year under review?	-	One post project review was completed.
6.2 Was a post project review completed for all projects/programmes exceeding €20m?	n/a	
6.3 Was a post project review completed for all capital grant schemes where the scheme both (1) had an annual value in excess of €30m and (2) where scheme duration was five years or more?	n/a	
6.4 Aside from projects over €20m and grant schemes over €30m, was the requirement to review 5% (Value) of all other projects adhered to?	3	
6.5 If sufficient time has not elapsed to allow for a proper assessment, has a post project review been scheduled for a future date?	3	
6.6 Were lessons learned from post-project reviews disseminated within the Sponsoring Agency and to the Sanctioning Authority? (Or other relevant bodies)	2	Currently under review.
6.7 Were changes made to practices in light of lessons learned from post-project reviews?	2	Currently under review.
6.8 Were project reviews carried out by staffing resources independent of project implementation?	3	Yes, project review carried out by external appointed consultants (QS, Architects) and report considered by ASD before submission to DHPCLG.

Checklist 7 – To be completed in respect of current expenditure programmes that reached the end of their planned timeframe during the year or were discontinued

Current Expenditure that (i) reached the end of its planned timeframe or (ii) was discontinued	Self-Assessed Compliance Rating: 1 - 3	Comment/Action Required
7.1 Were reviews carried out of current expenditure programmes that matured during the year or were discontinued?	n/a	No applicable expenditure programme for 2017.
7.2 Did those reviews reach conclusions on whether the programmes were efficient?	n/a	
7.3 Did those reviews reach conclusions on whether the programmes were effective?	n/a	
7.4 Have the conclusions reached been taken into account in related areas of expenditure?	n/a	
7.5 Were any programmes discontinued following a review of a current expenditure programme?	n/a	
7.6 Were reviews carried out by staffing resources independent of project implementation?	n/a	
7.7 Were changes made to the organisation's practices in light of lessons learned from reviews?	n/a	

Notes:

- ❖ The scoring mechanism for the above 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.

Appendix 3: Report Arising from In-Depth Checks

Quality Assurance – In Depth Check 1: Adamstown Road & Nangor Road Improvement Scheme

Section A: Introduction

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

Programme or Project Information	
Name	Adamstown Road (R120) and Nangor Road (R134) Improvement Scheme
Detail	<p>The project involves re-alignment of the existing Adamstown (R120) and Nangor (R134) Regional Roads in West Dublin, immediately adjacent to Grange Castle Business Park.</p> <p>The project includes the construction of:</p> <ul style="list-style-type: none">• 3.5km of new Single Carriageway Road• 3.5km of footpath and cycle track on both sides of the carriageway way• 2 Signal Controlled Junctions• The widening of an existing Bridge over the Grand Canal• In excess of 10,000m of Ducting for High Voltage ESB cables• Ancillary Accommodation and Drainage Works
Responsible Department	Land Use, Planning and Transportation
Current Status	Expenditure being incurred
Start Date	2004 Nangor Road (R134) Improvement Scheme proposed 2012 Adamstown Rd (R120) Improvement Scheme proposed 2015 Schemes combined for detailed design and construction
End Date	Scheduled for completion Q1 2019
Overall Cost Estimate	€19,810,000

Project Description

The Adamstown Road (R120) and Nangor Road (R134) Improvement Scheme were initially progressed as two separate schemes. To complete the detailed design and construction of the schemes they were combined into a single project in September 2015.

The Scheme includes all temporary works and permanent construction works necessitated for the construction of realigned/new roads on the R120 and R134 and for the demolition of part of the existing 12th Lock Bridge over the Grand Canal and replacement with a new wider bridge structure.

The Scope of Works defined in the Contract Documents comprises:

- Approximately 1.6km of new/realigned road on the R120 Adamstown Road
- Approximately 1.25km of new/realigned road on the R134 Nangor Road
- Approximately 600m of new/realigned road on the Baldonnell Road
- Approximately 495m of new/realigned road minor roads (side-roads, canal towpaths etc).
- Demolition of a 1932 extension to the 12th Lock Bridge over the Grand Canal
- Construction of a new wider (replacement) bridge to the 12th Lock Bridge over the Grand Canal.

The Works include but are not limited to:

- Traffic Management.
- Site Clearance.
- Demolition of various structures.
- Installation of temporary embankment and temporary bridge over the Grand Canal.
- Protection of retained 1770's arch bridge, which is a protected structure.
- Utilities protection, diversions and new installations (Gas Networks Ireland Low Pressure Distribution Apparatus, Water Main, Surface Water Drains, Sewers, Electricity Apparatus including 110kV and 220kV underground ducting and chambers and Telecommunications Apparatus).
- Road Construction including carriageways and footpath/cycle paths.
- Traffic light and pedestrian light installations.
- Drainage, surface water attenuation and Service Ducts Construction.
- Boundary fence, boundary wall/railing security fencing (palisade fencing).
- Stone faced reinforced concrete retaining walls.
- Public Lighting Installation.
- Road Lining.
- Road Signage.
- Landscaping.
- Maintenance of the Works and/Sections of the Works on completion.

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 Adamstown Road (R120) and Nangor Road (R134) Improvement Scheme.

Objectives	Inputs to date	Activities to date	Proposed Outputs	Proposed Outcomes
<p>Bring the existing roads up to current standards to address safety and capacity issues.</p> <p>Facilitate the planned economic and residential development of the area and the attraction in particular of further major multinational companies to Grange Castle Business Park.</p> <p>To provide a route for part of proposed EirGrid West Dublin Project</p>	<p>Capital Funding</p> <p>Government Grants</p> <p>Staff Resources</p> <p>Existing land assets</p>	<p>Part VIII Public Consultations</p> <p>Procurement of Consultants</p> <p>Compulsory Purchase Orders & Land acquisitions.</p> <p>Procurement of Works Contractor.</p> <p>Construction commenced</p> <p>Management of Project.</p>	<p>Improved carriageway widths</p> <p>Signalised junctions</p> <p>Pedestrian crossings</p> <p>New footpaths and cycle tracks</p> <p>A route for part of proposed EirGrid West Dublin Project</p>	<p>Enhanced safety for all road users</p> <p>Improved access to the Grange Castle employment lands from Clondalkin and Lucan</p> <p>Enhance the provision of Adamstown and Clonburris SDZs</p> <p>Facilitate increased cycle usage and walking</p>

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

The following section tracks the Adamstown Road (R120) and Nangor Road (R134) Improvement Scheme from inception to conclusion in terms of major project/programme milestones. Initially, these schemes were progressed as two separate projects and were merged into one project in 2015

Nangor Road (R134)

- 2004 Part VIII Public Consultation in respect of the proposed Nangor Road (R134) Improvement Scheme took place from 28th October 2004 to 13th December 2004
- 2005 Part VIII report in respect of the Nangor Road presented to South Dublin County Council at their meeting held on 14th March 2005
- 2006 South Dublin County Council Compulsory Purchase (Nangor Road Improvement Scheme) Order 2006 is made on 31st March 2006 and confirmed by An Bord Pleanála without modification on 24th August 2006

Adamstown Road (R120)

- 2012 AUGUST: Part VIII Public Consultation in respect of the proposed Adamstown Road Improvement Scheme (R120) took place between 16th August 2012 and 12th October 2012
- 2012 DECEMBER: Part VIII report in respect of the Adamstown Road presented to South Dublin County Council at the meeting held on 10th December 2012.
- 2015 South Dublin County Council Compulsory Purchase (Adamstown Road (R120) Improvement Scheme) Order 2015 is made on 29th July 2015 and confirmed by An Bord Pleanála without modification on 23rd December 2015

Adamstown Road (R120) and Nangor Road (R134) Improvement Scheme

- 2016 Request for Tenders for the construction of the Adamstown Road (R120) and Nangor Road (R134) Improvement Scheme published on 22nd January 2016
- 2017 Main Contractor appointed and construction commenced November 2017
- 2018 The scheme is under construction at the time of this in-depth check; target date for completion is Q1 2019

Section B - Step 3: Analysis of Key Documents

The following section reviews the key documentation relating to appraisal, analysis and evaluation for the Adamstown Road (R120) and Nangor Road (R134) Improvement scheme.

Project/Programme Key Documents	
Title	Details
South Dublin County Development Plan 2016-2022	Improvement of Adamstown Road (R120) and Nangor Road (R134) included in the Six Year Road Programme in the Development Plan
Part VIII Public Consultations	Part VIII report in respect of the Nangor Road presented to South Dublin County Council at their meeting held on 14 th March 2005 Part VIII report in respect of the Adamstown Road presented at the meeting held on 10 th December 2012.
Project Appraisal Report	Prepared and updated as required under the National Roads Project Management Guidelines. Multi Criteria Analysis and Cost Benefit Analysis formed part of the appraisal.
Procurement of Consultants	Due to withdrawal of original appointed Consultant Design Engineers from the project, tasks were reassigned to alternate firm included on original panel. Manager's Orders & Chief Executive's Orders are in place in respect of the appointments and subsequent extensions.
Appointment of Main Contractor	Tender Documents, Tender Evaluation Report and Chief Executive's Order in place
Progress Reports	Sets out progress on project and compares to construction programme.

Section B - Step 4: Data Audit

The following section details the data audit that was carried out for the Adamstown Road (R120) and Nangor Road (R134) Improvement Scheme. It evaluates whether appropriate data is available for the future evaluation of the project/programme.

Data Required	Use	Availability
Part VIII Public Consultation	Assess achievement of objectives and desired outcomes.	Yes. Indicative drawings and reports to Elected Members
Project Appraisal Report	Assess achievement of objectives and desired outcomes	Yes, reviewed and updated at each stage up to award of contract
Cost Plans	Assess accuracy compared to ultimate cost	Yes. Cost Benefit Analysis and Tender Evaluation Reports
Construction Programme	Assess achievement of milestones during construction	Yes. Construction Programme in place and progress reports provided
Risk Assessment	Assess risk assessments undertaken having regard to actual outcomes	Risk Register in place for the project

Data Availability and Proposed Next Steps

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

Section B - Step 5: Key Evaluation Questions

The following section looks at the key evaluation questions for the Adamstown Road (R120) and Nangor Road (R134) Improvement 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)

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

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

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

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

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

Section: In-Depth Check Summary

The following section presents a summary of the findings of this In-Depth Check on the Adamstown Road (R120) and Nangor Road (R134) Improvement Scheme

Summary of In-Depth Check

The Adamstown Road (R120) and Nangor Road (R134) Improvement Scheme was reviewed for compliance with the Public Spending Code at the stage of *expenditure being incurred*. 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: Dublin Mountains Visitor Centre Development

Section A: Introduction

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

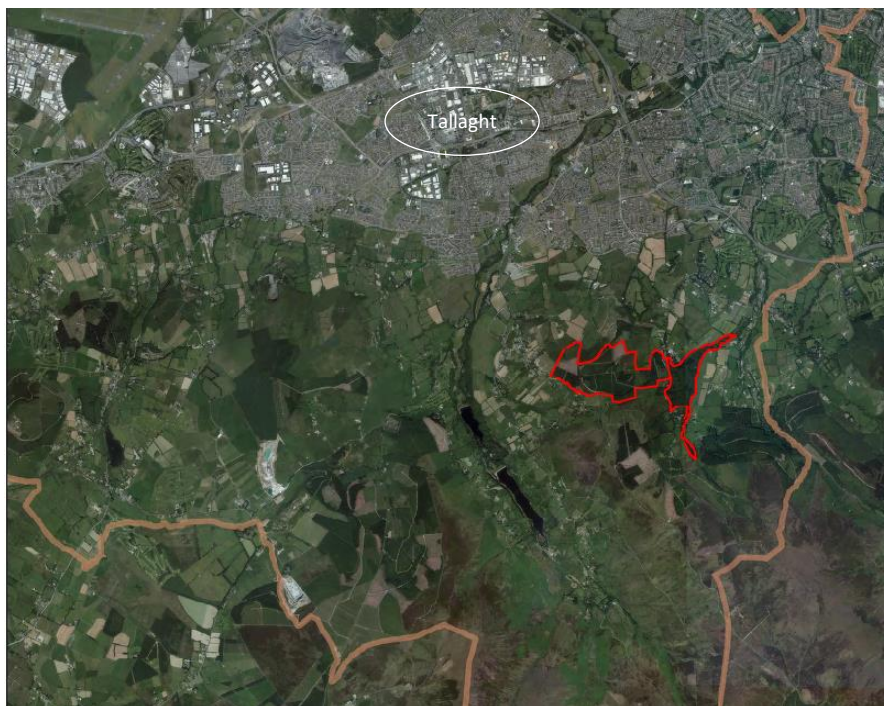
Programme or Project Information	
Name	Dublin Mountains Visitor Centre Development
Detail	The proposal by South Dublin County Council, Coillte and the Dublin Mountains Partnership to develop Coillte's Montpelier Hill (incorporating the Hell Fire Club) and Massy's Wood sites as a key recreation site and a gateway to the heritage and recreation amenities of the Dublin Mountains.
Responsible Department	Economic Enterprise & Tourism Development
Current Status	Expenditure Under Consideration
Start Date	Project identified as a priority action in South Dublin's Tourism Strategy document April 2015 Feasibility study commenced in September 2015
End Date	Provisional completion date June 2019
Overall Cost Estimate	€15,525,000

Project Description

The project proposes the development of a flagship facility to act as key tourism attraction to the Dublin Mountains and the wider landscape, which will be of regional importance in accordance with the South Dublin Tourism Strategy 2015, South Dublin County Development Plan 2016-2022 and aligned with the Fáilte Ireland/Grow Dublin Tourism Alliance Strategic Plan- Dublin - A Breath of Fresh Air.

The proposed visitor centre building will accommodate a café/restaurant, services, interpretative exhibition, walkers lounge and an education facility. Other elements of the project include:

- Landscape changes, including modifications to the existing forest roadway
- Provision of new and improvement to existing walks and trails.
- Conservation works to architectural and archaeological heritage features on the site.
- Construction of tree-top walkway / bridge from Montpelier Hill to Massy's Wood.
- Road improvements and construction of a new footpath along the R115.
- Increase in the capacity and size of the existing Hell Fire Wood parking area.
- Improve the existing vehicular entrance to the Montpelier Hill car park and mountain road.
- The provision of new utilities and drainage infrastructure to serve the proposed development.



Approximate location of proposed development

The proposed development is described as follows in the application by South Dublin County Council to An Bord Pleanála under Section 175(3) of the Planning & Development Act 2000 (as amended) for approval:

The proposed development includes (a) the conversion of 26 ha of Coillte's Hell Fire forest property from productive conifer forest to mixed deciduous woodland for use primarily as amenity open space; (b) modifications, including new sections of trail, and upgrade of the existing network of walking and equestrian trails throughout the Hell Fire and Massy's Wood forest properties; (c) construction of a 'tree canopy walk'/pedestrian bridge over the R115 to link the trail networks of the two properties, with a 'bridge house' at the Hell Fire end of the bridge; (d) conservation works to the Hell Fire Club building (South Dublin Record of Protected Structures ref. 388) and the architectural heritage of the Massy's Wood property including the walled garden (part of South Dublin Record of Protected Structures ref. 384); (e) installation of heritage interpretation signage along the network of trails; (f) construction of a new parking area for 275 no. cars (including 14 no. disabled spaces) and five coach spaces to replace the existing parking area on the Hell Fire forest property; (g) construction of a visitor centre comprising two buildings (one single storey and one two-storey) side-by-side at an elevation of c. 300m on the Hell Fire forest property, with a combined gross floor area of 980 sqm, accommodating the following uses/spaces: audio-visual/exhibition facility (101 sqm), education room (55 sqm), café with seating area (175 sqm), servery (36 sqm) and kitchen (60 sqm), 'Ramblers' Lounge' (43 sqm), retail (45 sqm), kiosk (27 sqm), toilets (66 sqm), facility management offices (55 sqm), and associated reception, circulation, plant and storage spaces; (h) construction of a stand-alone electricity substation (23 sqm); (i) installation of a new watermain line and sewage pipe under the R115 from the Hell Fire property to the existing watermain and public sewer network; (j) construction of a network of swales and ponds for attenuation of surface run-off, and a culvert beneath the R115 to channel overflow of surface water into the Glendoo Brook; (k) modifications to the existing entrance to the Hell Fire forest property; (l) installation of new fences along sections of the Hell Fire property boundary; (m) all ancillary works and landscaping on the Hell Fire and Massy's Wood properties.

It is proposed to make modifications to the stretches of the R115 and R113 roads connecting the site to the urban area to the north, including the provision of a footpath (minimum 1.5m width) and an advisory cycle lane (1.5m width), and the retention of a carriageway of sufficient width for two-way traffic except at one location where a single lane traffic shuttle is proposed. The proposed modifications to the roads do not require encroachment into adjoining private lands, but do require localised widening of the R115 by 1.2m into the Massy's Wood property for a stretch of c.100m.

The description above comprises the physical elements of the proposed development. The application to An Bord Pleanála also includes an Operational Management Plan for approval. The Operational Management Plan sets out the proposed structure and responsibilities for management of the development during operation. The measures proposed include the establishment of a permanent management steering group comprised of SDCC, Coillte and the Dublin Mountains Partnership.

Reports on the proposal are available to view at:

<https://www.sdcc.ie/en/services/sport-and-recreation/tourism/dublin-mountains-project/>


Section B - Step 1: Logic Model Mapping

As part of this In-Depth Check, Internal Audit have completed a Programme Logic Model for the Dublin Mountains Visitor Centre Development.

Objectives	Inputs to date	Activities to date	Proposed Outputs	Proposed Outcomes
<p>In summary, the project proposes the development of a visitor centre facility providing services for visitors to Massy’s Wood, Montpelier Hill and the Dublin Mountains; improving the quantity and quality of walks and trails in and around the sites; conservation of the archaeological and architectural heritage of the sites; provision of increased car parking and improved access to the site.</p>	<p>SDCC Capital Funding</p> <p>Development grant approved by Bord Fáilte (€100,000)</p> <p>Staff resources</p>	<p>Memorandum of agreement between SDCC and Coillte (land owners)</p> <p>Procurement of Consultants</p> <p>Feasibility Study</p> <p>Site Selection</p> <p>Public information meetings</p> <p>Consultation with adjoining landowners</p> <p>Application to An Bord Pleanála</p>	<p>Visitor Building</p> <p>Landscape changes</p> <p>Improved and new walk ways and trails</p> <p>Tree top walkway / bridge</p> <p>Road improvements</p> <p>Increased parking capacity</p> <p>New utilities and drainage infrastructure</p> <p>Conservation of heritage features of the site</p>	<p>Delivery of a priority action included in the South Dublin Tourism Strategy that is compliant with tourism policy at national regional and local level.</p> <p>Enhanced management of the heritage aspects of the proposed location of the development</p> <p>Economic benefits realised through an enhanced visitor experience and increased visitor numbers.</p>

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

The following section tracks the Dublin Mountains Visitor Centre Development from inception to conclusion in terms of major project/programme milestones



2015	<ul style="list-style-type: none">• South Dublin Tourism Strategy published April 2015- project identified as a priority action
2015	<ul style="list-style-type: none">• June 2015 Memorandum of Agreement signed between SDCC and Coillte (the land owners)
2015	<ul style="list-style-type: none">• Consultant team appointed to carry out a feasibility study and develop a master plan.
2016	<ul style="list-style-type: none">• Feasibility study and masterplan presented to Elected Members at March Council meeting
2017	<ul style="list-style-type: none">• MAY: An Bord Pleanála directed that an Environmental Impact Assessment is required for the project
2017	<ul style="list-style-type: none">• JULY: Application and EIAR submitted to An Bord Pleanála under Part X, Section 175 (3) P&D Act 2000. Significant further information submitted to An Bord Pleanála November 2017. Public display period 31st July 2017 – 25th September 2017.
2017	<ul style="list-style-type: none">• NOVEMBER: SDCC submitted significant further information to An Bord Pleanála in respect of the proposed development including responses to submissions made to the Bord
2018	<ul style="list-style-type: none">• A further period of public display from 31st January to 1st March in respect of the further information submitted to the Bord
2018	<ul style="list-style-type: none">• FEBRUARY: An Bord Pleanála has requested that SDCC carry out a bird survey of the area which is the subject of the application. An extension of time has been granted to SDCC until 30th September 2018 to submit this additional information having regard to the nesting season during April and the summer.
2018	<ul style="list-style-type: none">• At the time of this in-depth review An Bord Pleanála propose to hold an oral hearing subject to the receipt of the additional information requested.

Section B - Step 3: Analysis of Key Documents

The following section reviews the key documentation relating to appraisal, analysis and evaluation for the Dublin Mountains Visitor Centre Development.

Project/Programme Key Documents	
Title	Details
South Dublin Tourism Strategy (2015)	Recommendation included for the creation of a Dublin Mountains Park Flagship Project. Preparation of Dublin Mountains Orientation Centre Development Plan included as a Priority 1 action for Tourism Product Development.
South Dublin County Development Plan 2016-2022	ET5 Objective 3: to support the development of a visitor facility in or adjacent to the High Amenity – Dublin Mountains zone, subject to an appropriate scale of development having regard to the pertaining environmental conditions and sensitivities, scenic amenity and availability of services.
Feasibility study and masterplan including risk assessments	Following a procurement process a consultant was appointed to prepare a feasibility study and master plan which included risk assessments. These were prepared in 4 stages- examining initially 6 options at stage 1, stage 2 examined 3 options in greater detail, stage 3 is a preferred option report and stage 4 the project plan for the preferred option.
Cost Review	Consultants prepared a cost analysis of the preferred option.
Business Plan for proposed Visitor Centre	Consultant prepared a business plan outlining Market Assessment, Operations and Marketing, Financial Analysis (Including Capital and Operational Costs), Organisation and Management.
Reports on Public information meetings and information meetings held with adjoining landowners	The meetings were part of a non-statutory consultation programme for the project (running in parallel with the project design and environmental assessment process). The purpose of the meetings was to provide information to the public and adjoining landowners about the emerging project proposals, and to receive feedback about the proposals.
Reports and Presentations to Elected Members	Reports and presentations given by consultants to the Elected Members of SDCC

<p>Application to An Bord Pleanála under Section 175(3) of the Planning and Development Act 2000 (as amended) for approval of the development</p> <p>Significant further information subsequently submitted by SDCC</p>	<p>Opportunity for interested parties to make a submission or observation in writing to An Bord Pleanála relating to the implications of the proposed development for the proper planning and sustainable development in the area concerned and the likely effects of the proposed development on the environment.</p> <p>An Bord Pleanála may give approval to the application for development with or without amendment, or may refuse the application for development.</p> <p>At the time of this in-depth review, the Bord has requested additional information and given a deadline of 30th of September for it to be submitted; upon receipt the decision of the Bord will be subject to the holding of an oral hearing, the date of which will be notified in due course.</p>
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Section B - Step 4: Data Audit

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

Data Required	Use	Availability
Feasibility study and masterplan	Assess options and constraints and formally define needs to be met.	Yes, all stages of study and masterplan.
Cost Review	Assess costs of preferred option. Provides a basis for comparison to final cost.	Yes. Consultant Quantity surveyor cost review on preferred option.
Risk Assessment	Assess and identify risks and document proposed mitigation/ control options.	Yes. Risks assessments included in feasibility report and in Application to An Bord Pleanála for approval for the Development
CE orders and procurement documentation	Assess compliance with procurement regulations.	Yes. To date, the consultant project team has been engaged through a procurement process
Business Plan	Assess marketing, operations, financial analysis and market.	Yes. Submitted as part of Part X application to An Bord Pleanála.
Operational Management Plan	Assess implementation of proposed structures	Yes. A detailed proposal document is in place.
Application to An Bord Pleanála for approval for the development	Compliance with Planning, sustainable development and environmental requirements	Application submitted to An Bord Pleanála and decision awaited

Data Availability and Proposed Next Steps

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

Section B - Step 5: Key Evaluation Questions

The following section looks at the key evaluation questions for Dublin Mountains Visitor Centre Development based on the findings from the previous sections of this report.

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

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

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

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

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

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

Section C: In-Depth Check Summary

The following section presents a summary of the findings of this In-Depth Check on the Dublin Mountains Visitor Centre Development

Summary of In-Depth Check

The Dublin Mountains Visitor Centre Development was reviewed for compliance with the Public Spending Code under the stage of *expenditure under consideration*. Internal Audit is satisfied that the delivery of the project to date substantially complies with the standards set out in the code; strong controls are in place to ensure compliance and these standards should be maintained throughout the remaining stages of the project.

Quality Assurance – In Depth Check 3: Lucan Swimming Pool

Section A: Introduction

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

Programme or Project Information	
Name	Lucan Swimming Pool at Griffeen Valley Park, Esker Manor, Lucan, Co Dublin.
Detail	The project proposes the development of a new single storey public swimming pool building, including gymnasium and fitness suites, changing facilities and cafeteria and associated accommodation; landscaping and public realm improvements to the surrounding area and new car park to allow for 108 car parking spaces and 88 bicycle parking spaces.
Responsible Directorate	Housing Social & Community Development
Current Status	Expenditure under consideration
Start Date	Current Project first proposed in 2015
End Date	Ongoing
Overall Cost Estimate	€13 million

Project Description

NOTE: The description of the project is extracted from the Part VIII Report prepared by the Consultant Architects appointed to the project.

The proposal consists of the provision of a new Swimming pool and Gymnasium building to provide complimentary accommodation in addition to the existing Leisure Centre Sports Hall.

The existing Leisure Centre building consists of 1,005 square metres. The proposed swimming pool building comprises 3,219 square metres.

A new 25 metre long, 6 lane, 13 metre wide pool, as well as a 13 metre long, 8 metre wide, multiuse pool will be provided. The multiuse pool will have a movable floor that allows the depth of the pool to be modified from 2 metres deep to zero. In addition to swimming classes the movable floor area can accommodate aqua-fit classes, special needs groups sessions, canoeing lessons, parent and baby sessions, and children's parties, all of whom can avail of the potential for different depths. There will also be the option for pool spinning classes (pool bikes) and sports injury rehabilitation sessions.

The main pool will be 900mm deep at one end – preferable for small children – sloping down to 1250mm deep – preferable for practising tumble-turns. The pool will be provided with a cover for energy conservation out-of-hours.

A wet changing village similar to those at the existing Clondalkin and Tallaght pools is proposed. There are group changing rooms and single cubicles with eight family changing cubicles. An open bench changing area also caters for busier times. Rinse showers are provided as well as enclosed male and female shower and WC areas. Disabled access is allowed for with two special changing/ shower rooms. One room is larger than regulation with an enlarged space that includes a special adjustable height bench and adjustable height wash basin.

There is a range of fitness studios and ancillary spaces with independent dry changing rooms:

- 1. Large gymnasium with exercise machinery and weight training*
- 2. Spin/ Circuit studio*
- 3. Aerobics studio*
- 4. Flexible Hall Space dividable into two for various fitness classes*
- 5. Large Training Room for various types of class and staff training.*

A central Reception area with staff and staff changing facilities provide supervision of the central concourse and arrival point to the building. The concourse and café area overlook the multiuse pool where children's classes will typically be located. The café will also open up to a south-west facing terrace where park users can also avail of the service.

Plantroom and services are located mostly to the north of the main pool adjacent to the service yard and close to Esker Manor. Service access to the yard will be via the existing controlled/ locked gate to the west – the historic gate to Esker Villa.

Section B - Step 1: Logic Model Mapping

As part of this In-Depth Check, Internal Audit has completed a Programme Logic Model (PLM) for the Lucan Swimming Pool Project.

Objectives	Inputs	Activities to Date	Proposed Outputs	Proposed Outcomes
<p>Provide a Swimming Pool for Lucan and the wider community</p>	<p>Capital Funding</p> <p>Existing Property Assets</p> <p>Staff Resources – for managing project.</p> <p>Grant from DTTS</p>	<p>Successful proposal to DTTS for project to be included in the Local Authority Swimming Pool Programme for funding</p> <p>Procurement of Consultant Design Team.</p> <p>Part VIII Public Consultation.</p>	<p>Swimming Pool / Gymnasium Building comprising 3,219 sq.m. to include:</p> <ul style="list-style-type: none"> • 25m long, six lane pool • 13m long multiuse pool • A wet changing village • A range of fitness studios and ancillary spaces • Dry changing rooms • Reception area • Café and terrace • Plant Room and services <p>Landscape and Public Realm Improvements; a new car and bicycle park</p>	<p>The provision of a much needed accessible facility for the community of the area;</p> <p>Creation of new links with local communities;</p> <p>Increased participation in sports and awareness of health and wellbeing as promoted by the South Dublin County Council in creating a healthier community.</p>

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

The following section tracks the Lucan Swimming Pool Project from inception to conclusion in terms of major project/programme milestones



2000	South Dublin County Council commissioned a report entitled “Water Leisure Strategy” which recommended the provision of three community leisure centres in the towns of Tallaght, Clondalkin and Lucan
2006 -2008	Tallaght Facility opened in 2006 and the Clondalkin site in 2008. The contraction of the economy and the temporary closure of the government Swimming Pool Programme prevented the progression of the Lucan Swimming Pool project
2015	€400,000.00 included in 2016 Revenue Budget to finance the commencement of the planning and design process
2016	JANUARY: Local Authority Swimming Pool Programme reopens FEBRUARY: Proposal for Lucan Swimming Pool Project submitted to DTTS APRIL: DTTS notifies SDCC that proposal is included in the LASPP and advises SDCC to proceed to undertake a Feasibility Study / Preliminary Report. Approval given by DTTS to Appoint Consultant Design Team. JULY: Design Team appointed after a procurement process NOVEMBER: Design Team formally briefed on the project
2017	Part VIII public consultation in respect of the proposed project took place from 14 th July to 28 th August 2017
2017	Part VIII report presented to South Dublin County Council at their meeting held on 25 th September 2017 and the proposed development was approved by resolution (Minute H20/0917 refers)
2018	At this point of the delivery of the project, a Consolidated Business Case document has been prepared and submitted to DTTS prior to going to tender for the main contractor

Section B - Step 3: Analysis of Key Documents

The following section reviews the key documentation relating to appraisal, analysis and evaluation for the Lucan Swimming Pool Project.

Project/Programme Key Documents	
Title	Details
Water Leisure Strategy, 2000	The report commissioned by SDCC recommended the provision of three leisure centres in South Dublin County including one in Lucan.
South Dublin County Development Plan 2016-2022	C7 SLO 1: To provide a swimming pool for Lucan on a new sports and leisure campus at Griffeen; alternative locations to be sought as part of an extensive public consultation process but with Griffeen identified as the default site. The new sports facility will; ensure that sufficient capacity is built in to provide storage space for sports equipment from local clubs including equipment required for users with special needs.
Feasibility Study	Viable options assessed, market for project and demographic trends evaluated.
CE orders and records re procurement of consultants	Procurement and approval for appointment of Consultant Design Team.
Cost Review – Appraisal of Options	Consultant Quantity Surveyors, chosen from a framework, prepared a financial appraisal including a multi criteria analysis. Appraisal result was that the development of a new swimming facility on the site adjacent to Lucan Sport & Leisure Centre was the preferred option
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 25 th of September 2017 on foot of the Architect’s report on the Public Consultation.
Business Case	Consolidated business case document prepared and submitted to DTTS for approval prior to going to tender for main contractor
Risk Assessment	Risks were considered and documented at each stage of the project to date.

Section B - Step 4: Data Audit

The following section details the data audit that was carried out for the Lucan Swimming Pool Project. It evaluates whether appropriate data is available for the future evaluation of the project/programme.

Data Required	Use	Availability
Correspondence with Department of Transport, Tourism & Sport, the Sanctioning Authority	Verify that approval was received from the Sanctioning Authority as required at each stage of the project.	Yes. Correspondence and relevant associated reports available. A consolidated Business Case Document has been prepared and submitted in compliance with a request received from DTTS in February 2018
CE orders and procurement documentation	Assess compliance with procurement regulations.	Yes, up to this stage of delivery of the project.
Design Team Briefing	Project team introduced. Timeframes put in place. Project outlined on site plan. Implications of budget and design discussed.	Yes. Minutes from meeting readily available.
Feasibility Study	Assess options and constraints and formally define needs to be met through market analysis and examination of demographic trends.	Yes, updated feasibility studies available.
Cost Review/Plans	Two viable options costed and reviewed. Pool value engineering report also completed.	Yes. Detailed costings and value report 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.
Risk Assessment	Assess risk assessments undertaken having regard to actual outcomes	Risks were considered and documented at each stage of the project to date

Data Availability and Proposed Next Steps

Internal Audit is satisfied that there is sufficient data available for the future evaluation of the project. The delivery of this project is managed between two departments of SDCC; Internal Audit recommends that where more than one section is involved in the delivery of a project, record management is coordinated to ensure ready access to documentation and a complete file. Each section should also ensure that documents are uploaded to the internal online project monitoring system.

Section B - Step 5: Key Evaluation Questions

The following section looks at the key evaluation questions for the Lucan Swimming Pool Project 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)

Internal Audit is satisfied that the delivery of the project to date substantially complies with the standards set out in the Public Spending Code. Controls are in place to ensure compliance with the 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. However, the data and information is contained in two departments. Both departments should coordinate record keeping to ensure that complete files are available for full evaluation.

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

Internal Audit recommends that controls are put in place to ensure that the two sections coordinate record keeping and ensure that key documents are uploaded to the project monitoring system on an ongoing basis as they arise.

Section: In-Depth Check Summary

The following section presents a summary of the findings of this In-Depth Check on the Lucan Swimming Pool Project

Summary of In-Depth Check

The Lucan Swimming Pool Project was reviewed for compliance with the Public Spending Code up to the stage of *expenditure under consideration*. Internal Audit is satisfied that the delivery of the project to date substantially complies with the standards set out in the code.

As two departments are involved in the delivery of the project, Internal Audit recommends that arrangements are put in place to coordinate record keeping and ensure that key documents are uploaded to the internal project monitoring system on an ongoing basis as they arise.