
Public Spending Code

Quality Assurance Report for 2024

Dún Laoghaire-Rathdown County
Council

Certification

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

Signature of Accounting Officer:

Frank Curran
Chief Executive
Dún Laoghaire-Rathdown County Council

30th May 2025

Contents

Introduction	4
Step 1 - Project Inventory	5
Step 2 - Procurements in excess of €10million	6
Step 3 - PSC Checklists	6
Step 4 - In-Depth Check	6
Conclusion	9
Appendix A - Project Inventory	10
Appendix B – Checklists	15
Appendix C – In-Depth Review Report	27

Introduction

Dún Laoghaire-Rathdown County Council (dlr) 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 dlr meets the obligations set out in the PSC and contains five steps.

Step 1

Draw up Project Inventory of all projects/programmes at the different stages of the Project Life Cycle. The 3 stages of the Life Cycle are expenditure being considered, expenditure being incurred and completed or discontinued. The Project Inventory includes all projects/programmes above €0.5m.

Step 2

Publish summary information on website of all procurements in excess of €10m, whether new, in progress or completed.

Step 3

Complete the 7 checklists contained in the PSC.

Step 4

Carry out a more in-depth check on a small number of selected projects/programmes. The value of projects/programmes subject to the in-depth check should be a minimum of 5% of total value of all Capital Projects on the Project Inventory and for Revenue Projects a minimum of 1% of the total value of all Revenue Projects on the Project Inventory.

Step 5

Complete Summary Report for the National Oversight and Audit Commission (NOAC) of the above 4 steps and include a note of how any inadequacies identified in the QA process will be addressed.

This report fulfils the fifth requirement of the QA Process for dlr in respect of 2024.

Step 1 - Project Inventory

This section details the Project Inventory drawn up by dlr in accordance with the guidance on the Quality Assurance process.

This inventory is divided between current and capital projects/programmes and between three stages:

- Expenditure being considered
- Expenditure being incurred
- Completed or Discontinued

Capital projects with total project cost of greater than €0.5m are included and are categorised depending on the stage of the project – if contract expenditure was incurred on a project in 2024 it is included under expenditure being incurred.

Increases of greater than €0.5m in budgeted revenue expenditure programmes are shown in expenditure being considered while programmes with revenue expenditure of greater than €0.5m in 2024 are listed under expenditure being incurred. It should be noted that revenue expenditure in many instances includes wages and salaries.

The Inventory lists a total of 181 projects across the 3 stages and cost categories with a total value of €1,556m.

Summary Table of 2024 Inventory – Included in Appendix A.

	Current Projects		Capital Projects		Total Value of Inventory
Project Expenditure	Number	Value	Number	Value	Value
Being Considered	13	€11,643,986	76	€778,662,465	€790,306,451
Being Incurred	52	€292,302,843	27	€397,480,648	€689,783,491
Completed			13	€76,268,129	€76,268,129
Totals	65	€303,946,829	116	€1,252,411,242	€1,556,358,071

Step 2 - Procurements in excess of €10 million

As part of the QA process dlr has published summary information on its website of one procurement that was greater than €10m.

Listed below is the link to this page and an illustration of its location.

<https://www.dlrcoco.ie/finance/public-spending-code-reports-psc>

Step 3 - PSC Checklists

The third step in the QA process involves completing a set of checklists covering all expenditure. The high-level checks in Step 3 of the QA process are based on self-assessment by the Council and its agencies/bodies, in respect of guidelines set out in the PSC.

There are seven checklists in total;

- Checklist 1: General obligations not specific to individual projects/programmes
- Checklist 2: Capital projects/programmes being considered
- Checklist 3: Current expenditure being considered
- Checklist 4: Capital projects/programmes incurring expenditure
- Checklist 5: Current expenditure programmes incurring expenditure
- Checklist 6: Capital projects/programmes completed/discontinued
- Checklist 7: Current expenditure programmes completed/discontinued

A full set of checklists 1-7 was completed by dlr and can be found in Appendix B.

Step 4 - In-Depth Check

DLR's Internal Audit Unit carried out an in-depth check of two projects from the Project Inventory and one project from the Current Expenditure - Revenue Budget with a combined project budget of €110 million.

From Expenditure Being Considered, the two projects selected were Beckett Link Road (& Barrington's Road Connection) and Samuel Beckett Phase 2B: Sports Centre Building. From current expenditure, Vacant Property Refurbishment Grant - Croí Cónaithe Towns Fund was selected.

The following presents a summary of the findings of these In-Depth Checks.

Beckett Link Road (& Barrington's Road Connection)

The Beckett Link Road (& Barrington's Road Connection) is one of six sub-projects forming part of the proposed Cherrywood Public Access, Permeability and Amenity Project under the Urban Regeneration and Development Fund (URDF) Call 2. The link is essential to support the development of c.2,300 dwellings and c.109,000sqm of high-intensity employment floorspace. It will deliver a pedestrian, cycle and vehicle link (2.1km) from the Kiltiernan Link to the Cherrywood Town Centre

During the in-depth check, a number of minor/housekeeping grade findings were identified. Recommendations were made in respect of these findings which Forward Planning Infrastructure staff agreed to implement.

Internal Audit also recommends that

- Where there is an increase to a consultant's contract to provide services or carry out works that are associated with the original appointment of the consultant, the recommendation on the Chief Executive Order should clearly state that this is an increase to the original fee. This should also be stated in the order section of the Chief Executive Order.

Internal audit has examined the controls in place for the Beckett Link Road (& Barrington's Road Connection) and can give reasonable assurance that there is compliance with the PSC.

Samuel Beckett Phase 2B: Sports Centre Building

The proposed development is the second of two stages of the Samuel Beckett Civic Campus at Ballyogan Road and comprises a sports building to include swimming pools (25m and learner pool), sports hall, gym, studios, upgrades to 3 existing grass pitches, new small all-weather area, covered outdoor changing area, children's playgrounds, teen area, skate park, bike hub, civic space, extension of existing car park, drop-off parking areas, peripheral pathways with incidental activities, viewing areas, site drainage, landscaped areas enhancing site biodiversity.

During the in-depth check Internal Audit identified two recommendations to be considered by the Community, Cultural Services and Parks Department

- Ensure a Lessons Learned Report is maintained and updated regularly as the project progresses to completion.
- Ensure there is a plan in place for effective document management and storage of important project records during the various stages of the project.

Internal audit has examined the controls in place for the Samule Beckett Phase 2B: Sports Centre Building and can give reasonable assurance that there is compliance with the PSC.

Vacant Property Refurbishment Grant – Croí Cónaithe Towns Fund

Housing for All, the Government's Housing Plan recognises the opportunity to reimagine and transform cities and towns and increase residential development in tandem with an emphasis on amenities and quality of life. Addressing vacancy and dereliction is a key part of this response, set out in the context of Pathway 4 on 'Addressing Vacancy and the Efficient Use of our Existing Stock.'

There are two schemes under the Croí Cónaithe Towns Fund which are delivered by local authorities. The Vacant Property Refurbishment Grant provides people with a grant to support the refurbishment of vacant properties, while under the Ready to Build Scheme, local authorities make serviced sites available in towns and villages at a discounted rate to individuals who want to build their own home.

The Vacant Property Refurbishment Grant was launched on the 14th of July 2022 and benefits those who wish to turn a formerly vacant house or building into their principal private residence or make it available to rent.

During the in-depth review recommendations were made in respect of minor/housekeeping grade findings which staff in the Affordable Housing Section agreed to implement.

Internal Audit recommend that the Affordable Housing Section consider the following recommendations:

- It is recommended that in order to keep track of which applications will require proof of registration with the RTB annually for the 10-year period following payment of the grant, that the Affordable Housing Section develop a monitoring/tracking sheet so the evidence of registration can be requested from the applicant annually.
- It is recommended that going forward the claims are submitted to the Department on a quarterly basis in order to ensure that accounts are properly reconciled and that only grant payments made in Quarter 4 each year remain to be claimed in January the following year. It was noted during the course of this in-depth check that claims for grant expenditure in 2024 were submitted to the Department in January/February/March 2025.

Internal audit has examined the controls in place for Vacant Property Refurbishment Grant Scheme and can give reasonable assurance that there is compliance with the PSC.

Conclusion

The inventory outlined in this report clearly lists the current and capital expenditure that is being considered, that is being incurred and that has recently ended.

dlr has two procurements in excess of €10 million for 2024 details of which are published on the dlr website.

The checklists completed by dlr shows an adequate level of compliance with the PSC.

The in-depth checks carried out by Internal Audit revealed no major issues which would cast doubt on this Council's compliance with the Code and showed an overall level of compliance with the PSC. All recommendations arising from the in-depth checks were accepted and will be implemented.

The compilation of both the inventory and checklists for the QA process was a significant co-ordination task in terms of liaising with various sections, departments and directors.

This process of engagement has meant progress has been made in incorporating the PSC and its requirements and ensuring a consistent level of compliance into all relevant activities throughout dlr and among the relevant staff.

The Capital Dashboard System continues to be used to centralise and streamline all areas of monitoring and reporting in respect of its capital projects onto a single system. This system contains a suite of PSC requirements, forms and checklists.

A Project Governance Board (PGB) established during 2018 provides a governance framework for capital projects in dlr. It has done considerable work at approval, monitoring and funding stages of projects and post project reviews are now an important focus of this board.

While dlr has complied with the requirements of the PSC in respect of 2024, any areas of improvement identified in this report will be incorporated to enhance its reporting and ensure high levels of compliance with the PSC in the future.

Expenditure being Considered - Greater than €0.5m (Capital and Current)							
Project/Scheme/Programme Name	Short Description	Current Expenditure Amount in Reference Year	Capital Expenditure Amount in Reference Year (Non Grant)	Capital Expenditure Amount in Reference Year (Grant)	Project/Programme Anticipated Timeline	Projected Lifetime Expenditure	Explanatory Notes
Housing & Building							
St Michaels TAU , Monkstown	Refurbishment of exiting traveller site		€ 87,336		2024 - 2025	€ 2,252,310	
Old Connaught TAU	Provision of 6 x 3 bed units		€ 73,201		2024 - 2025	€ 4,413,166	
Tig Mo Chroi (TAU)	New traveller accommodation		€ 9,618		2024 - 2025	€ 1,244,000	
Woodpark, Sallynoggin TAU	Provision of 3 x 4 bed units		€ 29,320		2024 - 2025	€ 2,182,000	
Lehaunstown	Construction of 90 units		€ -		2024 - 2028	€ 53,307,498	
Mount Anville Crescent	Construction of 24 units		€ -		2025 - 2026	€ 12,362,578	
Boylan Centre	Construction of 60 homes		€ -		2025 - 2027	€ 30,804,000	
Old Connaught	Construction of 60 units		€ -		2025 - 2028	€ 43,520,943	
Ballyman	Construction of 300 units		€ -		2025 - 2028	€ 122,617,534	
A01 Maintenance & Improvement of LA Housing Units		€ 1,874,892					
A05 Administration of Homeless Service		€ 1,186,906					
A06 Support to Housing Capital Prog.		€ 1,008,537					
Road Transportation & Safety							
M50 Junction 14 Link Road	Provision of a new road link		€ 267,655		2018 - 2027	€ 26,403,200	
Bracken Link Road	Bracken Link Road SUIP		€ -		2020 - 2028	€ 6,100,000	
Hillcrest Road	Improvement Works		€ 13,754		2020 - 2028	€ 14,800,000	
Leopardstown Link Road (Phase 2)	Phase 2 of Leopardstown Link Road		€ -		2025 - 2029	€ 5,960,000	
Cherrywood Road Upgrade	Opening up of lands for housing & cycle links		€ -		2025 - 2030	€ 17,000,000	
DMURS Minor Junctions etc.	Installing cycle lanes/cycle paths or slipways		€ -		2022 - 2025	€ 1,050,000	
Cherrywood to Shankill Greenway	Proposed 900m long Greenway		€ 11,931		2023 - 2027	€ 2,650,000	
Glenamuck LAP associated works (C)	Traffic calming/public realm works		€ -		2027 - 2028	€ 4,000,000	
Greenways future projects	Network of greenways linking parks and open spaces		€ -		2023 - 2027	€ 3,000,000	
Stillorgan Village Movement Framework Plan (Phase 3-4)	Village Core (Section 1 & 2)		€ -		2024 - 2025	€ 5,646,300	
Stillorgan Village Movement Framework Plan (Phase 5-7)	Old Dublin Road, N11 Bus Stop Improvement & The Hill		€ -		2025 - 2026	€ 1,900,000	
Sandyford Business District Cycle Routes	Active Travel Scheme		€ 174,077		2020 - 2026	€ 5,000,000	
Taney Road to N11 Active Travel Scheme	Active Travel Scheme		€ 196,665		2021 - 2027	€ 2,196,665	
DLR Central Active Travel Scheme	Active Travel Scheme		€ 1,028,931		2021 - 2027	€ 17,544,194	
Leopardstown Road Cycle Lane Improvements	Active Travel Scheme		€ 126,690		2022 - 2025	€ 592,189	
Cabinteely Park Greenway	Active Travel Scheme		€ 372,250		2023 - 2025	€ 3,538,263	
Living Streets: Blackrock	Enhancement of Public Realm as per Blackrock LAP		€ 241,972		2023 - 2027	€ 7,500,000	
Pathfinder Living Streets Dun Laoghaire	Active Travel Scheme		€ 1,016,634		2023 - 2026	€ 15,295,835	
Blackrock DART to Park Active Travel Scheme	Active Travel Scheme		€ 50,844		2023 - 2027	€ 2,700,000	
Living Streets: Coastal Mobility Route	Active Travel Scheme		€ 193,610		2023 - 2029	€ 3,993,610	
Road Maintenance Operations Facility	Depot Expansion & Salt barn & Brine manufacturing facility		€ -		2024 - 2025	€ 2,721,141	
Cherrywood Links - Review of Active Travel Links in Cherrywood	Active Travel Links		€ -		2025 - 2027	€ 500,000	
Dodder Greenway - Elys Arch to Orwell Road	Active Travel Scheme		€ 1,581		2025 - 2027	€ 600,000	
B04 Local Road - Maintenance and Improvement		€ 617,531					
Water Services							
Deansgrange Flood Relief Scheme (ECFRAM)	Flood risk mitigation		€ 131,050		2022 - 2025	€ 8,400,000	
Carrickmines/Shanganagh Flood Relief Scheme (ECFRAM)	Flood risk mitigation		€ 319,347		2022 - 2025	€ 17,635,000	
C08 Local Authority Water and Sanitary Services		€ 507,804					
DEVELOPMENT MANAGEMENT							
Glenamuck LAP associated works (B)	Land purchase outside LAP boundary		€ -		2025 - 2025	€ 8,000,000	
URDF Call 2: Castle Street Link	340m of Cherrywood's bus priority route & connections		€ 136,532		2026 - 2029	€ 9,426,710	
Cherrywood URDF Call 1 (Pond 2a)	Sub-Project C - Pond 2a		€ 66,208		2025 - 2027	€ 6,620,997	
URDF Call 2: 3 Public Parks	3 centrally located parks in Cherrywood SDZ		€ -		2025 - 2029	€ 5,310,180	
Cherrywood URDF Call 1: (Linear Park & Greenway)	Sub-Project A - Linear Park & Greenway		€ 2,486		2025 - 2029	€ 8,192,827	
URDF Call 2: Ticknick Park - Ballycorus Access	Cycle, pedestrian, and vehicle access to Ticknick Park		€ 84,892		2025 - 2029	€ 9,853,393	
LIHAF - Cherrywood (Phase 3) - P3-P - Druid's Glen Phase 3	Provision of Road Extension & feature bridge		€ 96,977		2025 - 2029	€ 19,566,507	
URDF Call 2: Beckett Link & Barrington's Road Connection	Pedestrian, cycle, and vehicle link		€ 946,504		2025 - 2029	€ 64,757,743	
URDF Call 2: Town Centre & Pedestrian Cycle Link	At-grade pedestrian and cycle bridge between Town Centre		€ -		2028 - 2029	€ 4,268,481	
D02 Development Management		€ 697,414					
D10 Property Management		€ 637,426					

Project/Scheme/Programme Name	Short Description	Current Expenditure Amount in Reference Year	Capital Expenditure Amount in Reference Year (Non Grant)	Capital Expenditure Amount in Reference Year (Grant)	Project/Programme Anticipated Timeline	Projected Lifetime Expenditure	Explanatory Notes
ENVIRONMENTAL SERVICES							
Shanganagh Columbarium Walls	Columbarium walls at Shanganagh Cemetery				2025 - 2028	€ 1,000,000	
E06 Street Cleaning		€ 590,502					
E15 Climate Change and Flooding		€ 922,609					
RECREATION & AMENITY							
Samuel Beckett Phase 2B	Swimming Pool / Sports Hall Complex		€ 348,888		2018 - 2030	€ 37,777,700	
Blake's site, Stillorgan - Community facility development costs	Community Sports Hall		€ -		2027 - 2028	€ 2,200,000	
Blackrock Park Masterplan - Phase 2	Priority projects arising from the Blackrock Park Masterplan		€ 984,046		2022 - 2025	€ 2,300,000	
Dundrum - URDF public realm works	Dundrum URDF Masterplan and advance Public realm works		€ 33,038		2022 - 2030	€ 5,300,000	
National Watersports Campus, Dun Laoghaire Harbour	Including new building, storage, boat slip/launching area		€ 8,303		2023 - 2024	€ 13,100,000	
Glenalbyn Pool	Pool rebuild		€ -		2023 - 2028	€ 10,000,000	
Shanganagh Park Masterplan Projects Phase 1	Progression of Masterplan Phase 1		€ 22,700		2023 - 2026	€ 3,250,000	
St. Thomas Estate	Multi-use building		€ 368,892		2023 - 2026	€ 12,200,000	
Stonebridge Park	Changing rooms, seating, paths and car park		€ 167,300		2024 - 2026	€ 750,000	
Marlay Park Masterplan	Priority projects arising from the Marlay Park Masterplan		€ -		2024 - 2026	€ 4,000,000	
Parks and Cemetery Depots	Upgrade of Depots		€ -		2024 - 2028	€ 3,000,000	
Cabinteely Park Projects	Cabinteely Park Priority Projects		€ -		2025 - 2025	€ 1,250,000	
Jamestown Park Projects	New paths, boundary planting, playground/adventure sports		€ -		2025 - 2026	€ 1,475,000	
Shanganagh Castle Sports Facilities	New community sports facility		€ -		2025 - 2026	€ 4,000,000	
Woodbrook College All Weather Pitch	Construction of all weather pitch		€ -		2025 - 2026	€ 4,250,000	
Dalkey Island (Upgrade Tower & Gun Battery)	Upgrade tower and gun battery		€ -		2025 - 2028	€ 500,000	
Kilbogget Park Sports Building	Replace existing buildings with one shared clubhouse		€ -		2025 - 2028	€ 3,000,000	
Cherrywood - Kilternan Link Road & Priorsland Overbridge	New road link over the M50		€ -		2026 - 2029	€ 47,241,500	
Play Space Development (East)	Development of play spaces throughout the county		€ 1,043,453		2024 - 2025	€ 2,000,000	
Play Space Development (West)	Development of play spaces throughout the county		€ 1,043,453		2024 - 2025	€ 2,000,000	
Killiney Beach Watersports Centre	Development at Killiney Beach		€ 39,545		2025 - 2026	€ 1,200,000	
Harbour Green Parklet	Seating, pathways, play areas and observation deck.		€ -		2025 - 2026	€ 1,100,000	
Sandyford urban open space	Acquire sites and develop new parks		€ 5,931		2025 - 2026	€ 11,250,000	
Library & Community Buildings Programme of Works	Planned upgrade works to libraries and community buildings		€ -		2025 - 2027	€ 5,000,000	
Sun Shelter on East Pier	Reinstatement following storm damage		€ -		2025 - 2027	€ 500,000	
Dun Laoghaire Baths Phase 2b - Final link to East Pier	Final connection from Dun Laoghaire Baths to the East Pier		€ -		2026 - 2028	€ 1,500,000	
F02 Operation of Library and Archival Service		€ 673,970					
F03 Outdoor Leisure Areas Operations		€ 1,232,625					
F05 Operation of Arts Programme		€ 805,277					
AGRICULTURE, FOOD & THE MARINE							
St. Michael's Pier Pile Repair & Cathodic Protection	Pile Repair & Cathodic Protection		€ -		2024 - 2026	€ 1,400,000	
St Michael's Square & Environs	Redevelopment of open space at St Michael's Church, Dun Laoghaire		€ -		2025 - 2026	€ 600,000	
Dun Laoghaire Harbour dredging	Water area within the harbour limits		€ -		2025 - 2026	€ 1,500,000	
West Pier Inner Wall & Roundhead repair	Pier repairs		€ 13,062		2025 - 2027	€ 605,000	
G02 Operation and Maintenance of Piers and Harbours		€ 888,493					
MISCELLANEOUS							
DeliveREE Project - Harbour Square	Retrofitting, Decarbonising & Energy Saving Projects		€ -		2025 - 2026	€ 500,000	
DeliveREE Project - County Hall, Lexicon, Pavilion	Retrofitting, Decarbonising & Energy Saving Projects		€ -		2025 - 2027	€ 7,486,000	
Totals		€ 11,643,986	€ 9,758,677	€ -		€ 778,662,465	

Expenditure being Incurred - Greater than €0.5m (Capital and Current)								
Project/Scheme/Programme Name	Short Description	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
HOUSING & BUILDING								
Rockville Green	Construction of 13 units		€ 1,119,370		2021 - 2025	€ 2,946,041	€ 6,339,725	
Shanganagh Castle Estate	597 dwellings in partnership with the LDA		€ 53,667,632		2022 - 2025	€ 84,386,561	€ 127,241,684	
Ballyogan Rise (Phase 2)	Construction of 52 units		€ 473,221		2023 - 2025	€ 473,824	€ 23,205,000	
St. Laurence's Park	Construction of 88 units		€ 10,923,990		2023 - 2025	€ 14,700,298	€ 35,896,737	
Roebuck Road	Construction of 3 units		€ 607,668		2023 - 2025	€ 697,182	€ 1,865,576	
Blackglan Road Housing Scheme	Construction of 98 units		€ 726,210		2024 - 2027	€ 800,857	€ 48,069,289	
A01 Maintenance & Improvement of LA Housing Units		€ 21,838,644						
A02 Housing Assessment, Allocation and Transfer		€ 2,025,599						
A03 Housing Rent and Tenant Purchase Administration		€ 1,473,026						
A04 Housing Community Development Support		€ 784,167						
A05 Administration of Homeless Service		€ 4,809,059						
A06 Support to Housing Capital Prog.		€ 10,796,430						
A07 RAS and Leasing Programme		€ 38,157,837						
A08 Housing Loans		€ 1,443,298						
A09 Housing Grants		€ 6,763,966						
A11 Agency & Recoupable Services		€ 744,829						
A12 HAP Programme		€ 596,123						
ROAD TRANSPORTATION AND SAFETY								
Glenamuck District Roads Scheme	Glenamuck District / Link Distributor Roads		€ 21,999,746		2020 - 2026	€ 47,395,655	€ 88,080,000	
Glenamuck LAP associated works (A)	Upgrade of the Glenamuck Rd/Enniskerry Rd Junction		€ 635		2023 - 2026	€ 6,355	€ 1,000,000	
Stillorgan Park Road to Carysfort Ave (formally DLRCC/13/0004)	Active Travel Scheme		€ 5,694,041		2020 - 2025	€ 5,694,041	€ 7,403,851	
Glenageary Road Upper Cycle Route	Active Travel Scheme		€ 3,682,888		2021 - 2025	€ 4,832,663	€ 6,086,858	
Sustainable Transport Asset Renewal	Active Travel Scheme		€ 115,425		2021 - ongoing	€ 2,367,567	€ 5,702,142	
Park to Park and Mountains to Metals Routes	Active Travel Scheme		€ 5,040,886		2022 - 2024	€ 5,051,953	€ 5,351,953	
Pearse Drive Sallynoggin - Love our Laneways Scheme	Active Travel Scheme		€ 1,447,481		2022 - 2025	€ 1,570,941	€ 1,735,129	
Deerpark Entrance Improvements	Active Travel Scheme		€ 684,738		2023 - 2025	€ 684,738	€ 1,017,446	
B01 NP Road - Maintenance and Improvement		€ 489,600						
B03 Regional Road - Maintenance and Improvement		€ 2,700,722						
B04 Local Road - Maintenance and Improvement		€ 13,298,841						
B05 Public Lighting		€ 4,767,712						
B06 Traffic Management Improvement		€ 4,902,652						
B08 Road Safety Promotion & Education		€ 1,018,218						
B09 Car Parking		€ 1,809,884						
B10 Support to Roads Capital Prog		€ 2,844,152						
B11 Agency & Recoupable Services		€ 729,952						
WATER SERVICES								
C01 Water Supply		€ 4,782,879						
C02 Waste Water Treatment		€ 2,153,391						
C08 Local Authority Water and Sanitary Services		€ 3,840,072						
DEVELOPMENT MANAGEMENT								
Park House (Commercial unit)	Commercial unit on ground floor		€ 553,041		2021 - 2025	€ 895,033	€ 1,318,900	
Shanganagh Castle preliminary works	Securing structure and Castle grounds and future use		€ 65,107		2022 - 2027	€ 479,609	€ 2,500,000	
Cherrywood URDF Call 1 (Pond 5a)	Sub-Project D - Pond 5a		€ 2,905,333		2024 - 2025	€ 3,293,247	€ 6,337,891	
D01 Forward Planning		€ 2,438,283						

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D02 Development Management		€ 11,218,397						
D03 Enforcement		€ 1,118,810						
D05 Tourism Development and Promotion		€ 881,821						
D06 Community and Enterprise Function		€ 11,123,326						
D08 Building Control		€ 1,960,567						
D09 Economic Development and Promotion		€ 23,148,407						
D10 Property Management		€ 2,185,088						
ENVIRONMENTAL SERVICES								
E01 Landfill Operation and Aftercare		€ 418,729						
E02 Recovery & Recycling Facilities Operations		€ 2,323,792						
E03 Waste to Energy Facilities Operations		€ 888,879						
E05 Litter Management		€ 1,594,947						
E06 Street Cleaning		€ 8,549,154						
E07 Waste Regulations, Monitoring and Enforcement		€ 1,044,006						
E09 Maintenance of Burial Grounds		€ 2,890,348						
E10 Safety of Structures and Places		€ 662,633						
E11 Operation of Fire Service		€ 18,647,632						
E15 Climate Change and Flooding		€ 646,116						
RECREATION & AMENITY								
Hudson Road Park	New sports pavilion and outdoor activity areas			€ 422,948	2021 - 2025	€ 1,006,321	€ 1,200,000	
Fernhill Parks and Gardens - Phase 3	Playground, coffee shop, toilets, paths, renewable infrastructure			€ 69,238	2022 - 2026	€ 966,835	€ 2,500,000	
Mounttown Boxing Hall	Multi-use sports building			€ 1,183,065	2023 - 2025	€ 1,291,743	€ 1,850,000	
Stillorgan Library	New public library			€ 1,788,808	2023 - 2026	€ 2,304,982	€ 6,761,518	
Pavement Improvement Programme (Parks)	Footpath construction/renewal in parks & open spaces			€ 311,860	2016 - Ongoing	€ 1,561,302	€ 2,100,000	
Ballyogan Library	Phase 2a of development of the Samuel Beckett Civic Campus			€ 2,679,267	2018 - 2025	€ 3,037,812	€ 3,713,450	
Dun Laoghaire Baths - Mobility Accessibility Works	Provision of universal access to lower levels			€ 2,909,200	2023 - 2025	€ 3,242,096	€ 4,403,500	
Shankill Tennis Upgrade	Priority projects arising from the Blackrock Park Masterplan			€ 50,678	2024 - 2026	€ 50,678	€ 900,000	
Grass Pitch Refurbishment	Refurbishment of grass pitches			€ 1,065,757	Ongoing	€ 3,349,886	€ 3,700,000	
F02 Operation of Library and Archival Service		€ 11,450,000						
F03 Outdoor Leisure Areas Operations		€ 19,707,741						
F04 Community Sport and Recreational Development		€ 5,115,792						
F05 Operation of Arts Programme		€ 6,155,628						
F06 Agency & Recoupable Services		€ 1,497,734						
AGRICULTURE, FOOD & THE MARINE								
Ferry Terminal	Pre tenancy works			€ -	2025 - 2028	€ 63,207	€ 1,200,000	
G02 Operation and Maintenance of Piers and Harbours		€ 7,537,648						
G04 Veterinary Service		€ 631,213						
MISCELLANEOUS								
H03 Administration of Rates		€ 8,548,942						
H04 Franchise Costs		€ 1,264,746						
H09 Local Representation & Civic Leadership		€ 3,411,563						
H11 Agency & Recoupable Services		€ 2,469,849						
Totals		€ 292,302,843	€ 109,707,412	€ 10,480,822		€ 193,151,426	€ 397,480,648	

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

Project/Scheme/Programme Name	Short Description	Current Expenditure Amount in Reference Year	Capital Expenditure Amount in Reference Year (Non Grant)	Capital Expenditure Amount in Reference Year (Grant)	Project/Programme Completion Date	Final Outturn Expenditure	Explanatory Notes
HOUSING & BUILDING							
Infill Housing at Moyola Court	Construction of 4 units		€ 452,384		2024	€ 2,091,264	
Park House	Refurbishment & provision of 4 housing units		€ 1,107,052		2024	€ 2,055,813	
ROAD TRANSPORTATION AND SAFETY							
Brewery Road Junction	Active Travel Scheme		€ 16,349		2024	€ 527,731	
Blackglan Road Improvement Scheme	Road improvement scheme		€ 11,520,746		2024	€ 46,731,800	
Stepaside Village Active Travel Scheme	Active Travel Scheme		€ 27,393		2024	€ 116,146	
Sandyford to Clonskeagh (UCD to the Dodder)	Active Travel Scheme		€ 206,740		2024	€ 3,290,007	
Merrion Gates to Seapoint Cycle Scheme (East Coast Trail)	Active Travel Scheme		€ 2,971,003		2024	€ 3,770,562	
Wyattville Road Cycle Improvement Scheme (Phase 2)	Active Travel Scheme		€ 1,742,278		2024	€ 3,480,405	
DEVELOPMENT MANAGEMENT							
LIHAF - Cherrywood (Phase 2) - P*-P3 - Druid's Glen Phase 2	Bridge crossing extension of Druid's Glen Road		€ 4,876,568		2024	€ 8,142,982	
ENVIRONMENTAL SERVICES							
Shanganagh Crematorium	Development of a new Crematorium		€ -		Discontinued	€ 307,526	
RECREATION & AMENITY							
Oatlands All Weather Pitch	Construction of new all weather pitch		€ 1,757,617		2024	€ 2,759,187	
AGRICULTURE, FOOD & THE MARINE							
Bray Landfill Coastal Defence	Coastal Protection at the old landfill north of Bray		€ 338,972		2024	€ 3,532,100	
Berth 3 Fender Replacement	Fender replacement on Carlisle Pier		€ 617,411		2024	€ 1,553,870	
Totals		€ -	€ 25,182,129	€ -		€ 76,268,129	

Appendix B

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	The requirements of the PSC were brought to attention of relevant staff in 2024.
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	A specific Guidance Note was developed for the Local Government Sector in relation to the QA process. New structures have been developed for dlr.
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	As dlr not an Approving Authority
Q 1.5	Have recommendations from previous QA reports (incl. spot checks) been disseminated, where appropriate, within the organisation and to agencies?	2	
Q 1.6	Have recommendations from previous QA reports been acted upon?	2	
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	Yes
Q 1.8	Was the required sample of projects/programmes subjected to in-depth checking as per step 4 of the QAP?	3	Yes
Q 1.9	Is there a process in place to plan for ex post evaluations? 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	Processes are being implemented.

Q 1.10	How many formal evaluations were completed in the year under review? Have they been published in a timely manner?	N/A	
Q 1.11	Is there a process in place to follow up on the recommendations of previous evaluations?	2	A Project Governance Board and Sub Group is in place to provide a governance framework for Capital Projects in dlr. It has done considerable work at approval, monitoring and funding stages of projects and post project reviews are now an important focus of this board.
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: 1 - 3	Comment/Action Required
Q 2.1	Was a Strategic Assessment Report (SAR) completed for all capital projects and programmes over €10m?	N/A	No longer relevant
Q 2.2	Were performance indicators specified for each project/programme which will allow for a robust evaluation at a later date? Have steps been put in place to gather performance indicator data?	2	Monthly project status reports submitted to Public Realm Group
Q 2.3	Was a Preliminary and Final Business Case, including appropriate financial and economic appraisal, completed for all capital projects and programmes?	3	
Q 2.4	Were the proposal objectives SMART and aligned with Government policy including National Planning Framework, Climate Mitigation Plan etc?	3	
Q 2.5	Was an appropriate appraisal method and parameters used in respect of capital projects or capital programmes/grant schemes?	3	
Q 2.6	Was a financial appraisal carried out on all proposals and was there appropriate consideration of affordability?	3	
Q 2.7	Was the appraisal process commenced at an early enough stage to inform decision making?	3	
Q 2.8	Were sufficient options analysed in the business case for each capital proposal?	3	
Q 2.9	Was the evidence base for the estimated cost set out in each business case? Was an appropriate methodology used to estimate the cost? Were appropriate budget contingencies put in place?	3	
Q 2.10	Was risk considered and a risk mitigation strategy commenced? Was appropriate consideration given to governance and deliverability?	3	
Q 2.11	Has the Preliminary Business Case been sent for review by the External Assurance Process and Major Project Advisory Group for projects estimated to cost over €200m?	3	Yes, where relevant
Q 2.12	Was a detailed project brief including design brief and procurement strategy prepared for all investment projects?	3	
Q 2.13	Were procurement rules (both National and EU) complied with?	3	
Q 2.14	Was the Capital Works Management Framework (CWMF) properly implemented?	3	
Q 2.15	Were State Aid rules checked for all support?	3	
Q 2.16	Was approval sought from the Approving Authority at all decision gates?	3	
Q 2.17	Was Value for Money assessed and confirmed at each decision gate by Sponsoring Agency and Approving Authority?	3	

Q 2.18	Was consent sought from Government through a Memorandum for Government to approve projects estimated to cost over €200m at the appropriate approval gates?	3	
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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
Q 3.1	Were objectives clearly set out?	3	Expenditure considered as part of 2024 Budget Process
Q 3.2	Are objectives measurable in quantitative terms?	3	Yes
Q 3.3	Was a business case, incorporating financial and economic appraisal, prepared for new current expenditure proposals?	3	Yes, a robust process is in place to consider any additional expenditure before it is approved
Q 3.4	Was an appropriate appraisal method used?	3	Yes, a robust process is in place to consider any additional expenditure before it is approved
Q 3.5	Was an economic appraisal completed for all projects/programmes exceeding €20m or an annual spend of €5m over 4 years?	N/A	
Q 3.6	Did the business case include a section on piloting?	N/A	
Q 3.7	Were pilots undertaken for new current spending proposals involving total expenditure of at least €20m over the proposed duration of the programme and a minimum annual expenditure of €5m?	N/A	
Q 3.8	Have the methodology and data collection requirements for the pilot been agreed at the outset of the scheme?	N/A	
Q 3.9	Was the pilot formally evaluated and submitted for approval to the relevant Vote Section in DPER?	N/A	
Q 3.10	Has an assessment of likely demand for the new scheme/scheme extension been estimated based on empirical evidence?	3	Yes
Q 3.11	Was the required approval granted?	3	Approved by Council in accordance with the relevant statutory requirements
Q 3.12	Has a sunset clause been set?	N/A	
Q 3.13	If outsourcing was involved were both EU and National procurement rules complied with?	N/A	

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?	2	
Q 3.15	Have steps been put in place to gather performance indicator data?	2	Systems are in place for gathering of data to assess effectiveness of schemes where appropriate

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
Q 4.1	Was a contract signed and was it in line with the Approval given at each Decision Gate?	3	
Q 4.2	Did management boards/steering committees meet regularly as agreed?	3	
Q 4.3	Were programme co-ordinators appointed to co-ordinate implementation?	3	
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	
Q 4.5	Were monitoring reports prepared regularly, showing implementation against plan, budget, timescales and quality?	3	
Q 4.6	Did projects/programmes/grant schemes keep within their financial budget and time schedule?	2	
Q 4.7	Did budgets have to be adjusted?	3	
Q 4.8	Were decisions on changes to budgets / time schedules made promptly?	3	
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.)?	3	
Q 4.10	If circumstances did warrant questioning the viability of a project/programme/grant scheme was the project subjected to adequate examination?	3	
Q 4.11	If costs increased or there were other significant changes to the project was approval received from the Approving Authority?	3	
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?	N/A	

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

	Incurring Current Expenditure	Self-Assessed Compliance Rating: 1-3	Comment/Action Required
Q 5.1	Are there clear objectives for all areas of current expenditure?	3	Outlined in Annual Budget, Department Business plans, Annual works programmes, Annual Service Delivery Plan and Performance Indicators
Q 5.2	Are outputs well defined?	3	Financial Management System, Budget Review, Correspondence with users (CRM), Corporate Plan, PMDS, Annual Report, NOAC Performance Indicators Report (annual) and Annual Service Plan
Q 5.3	Are outputs quantified on a regular basis?	3	Targets, Goals & Objectives are established at start of each year and are monitored on an on-going and continuous basis throughout year through regular scheduled meetings and through continuous contact with relevant staff within departments
Q 5.4	Is there a method for monitoring efficiency on an ongoing basis?	3	Financial Management System, Budget Review, Correspondence with users (CRM), Corporate Plan, PMDS, Annual Report, NOAC Performance Indicators Report (annual) and Annual Service Plan
Q 5.5	Are outcomes well defined?	3	Financial Management System, Budget Review, Correspondence with users (CRM), PMDS, Annual Report, Performance Indicators Report (annual) & Annual Service Plan.
Q 5.6	Are outcomes quantified on a regular basis?	3	Yes, regular review of performance
Q 5.7	Are unit costings compiled for performance monitoring?	3	

Q 5.8	Are other data complied to monitor performance?	2	
Q 5.9	Is there a method for monitoring effectiveness on an ongoing basis?	3	Structured departmental meetings are held to assess and review performance against targets/goals/objectives. Through the National Performance Indicators, the Council's performance is measured against other authorities. The Council's Service Delivery Plan also specifies objectives for the Department. Reports through Customer Relationship Management System (CRM)
Q 5.10	Has the organisation engaged in any other 'evaluation proofing' of programmes/projects?	2	Dlr has an Internal Audit Section in place who report to an Audit Committee and LGAS audit requests

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?	N/A	
Q 6.2	Were lessons learned from Project Completion Reports incorporated into sectoral guidance and disseminated within the Sponsoring Agency and the Approving Authority?	2	
Q 6.3	How many Project Completion Reports were published in the year under review?	N/A	
Q 6.4	How many Ex-Post Evaluations were completed in the year under review?	N/A	
Q 6.5	How many Ex-Post Evaluations were published in the year under review?		
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?	N/A	
Q 6.7	Were Project Completion Reports and Ex-Post Evaluations carried out by staffing resources independent of project implementation?	N/A	
Q 6.8	Were Project Completion Reports and Ex-Post Evaluation Reports for projects over €50m sent to DPER for dissemination?	N/A	

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

	Current Expenditure that (i) reached the end of its planned timeframe or (ii) was discontinued	Self-Assessed Compliance Rating: 1 - 3	Comment/Action Required
Q 7.1	Were reviews carried out of current expenditure programmes that matured during the year or were discontinued?	N/A	No services ceased in 2024
Q 7.2	Did those reviews reach conclusions on whether the programmes were efficient?	N/A	No services ceased in 2024
Q 7.3	Did those reviews reach conclusions on whether the programmes were effective?	N/A	No services ceased in 2024
Q 7.4	Have the conclusions reached been taken into account in related areas of expenditure?	N/A	No services ceased in 2024
Q 7.5	Were any programmes discontinued following a review of a current expenditure programme?	N/A	No services ceased in 2024
Q 7.6	Were reviews carried out by staffing resources independent of project implementation?	N/A	No services ceased in 2024
Q 7.7	Were changes made to the organisation's practices in light of lessons learned from reviews?	N/A	No services ceased in 2024

Appendix C

Quality Assurance – In Depth Check

Section A: Introduction

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

Programme or Project Information	
Name	Beckett Link Road (& Barrington's Road Connection)
Detail	The Beckett Link Road (& Barrington's Road Connection) is one of six sub-projects forming part of the proposed Cherrywood Public Access, Permeability and Amenity Project under the Urban Regeneration and Development Fund (URDF) Call 2. The link is essential to support the development of c.2,300 dwellings and c.109,000sqm of high-intensity employment floorspace. It will deliver a pedestrian, cycle and vehicle link (2.1km) from the Kiltiernan Link to the Cherrywood Town Centre.
Responsible Body	Dún Laoghaire-Rathdown County Council
Current Status	Expenditure Being Considered
Start Date	A planning application was lodged for Phase 1 by 'Other Stakeholder' in Q4 2021 and granted, with conditions, in November 2022. DLR subsequently took over project management responsibility. The programmed start of construction is Q3 2025*. A planning application has not been submitted for Phase 2. Estimated start of construction for Phase 2 is Q1 2028.
End Date	Anticipated Completion Date for Phase 1 is Q1 2027*. Estimated Completion Date for Phase 2 is Q1 2029.
Overall Cost	

	<p>€68,531,572 (Project costs approved by dlr Project Governance Board (PGB) during Approval Stage 4 – Phase 1: €53,774,506.</p> <p>Phase 2: €14,757,065)</p>
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*Updated commencement and completion dates for Phase 1 received from Project Manager on 26th March 2025.

Project Description

Cherrywood was designated a Strategic Development Zone (SDZ) by the Government in May 2010 and the initial Cherrywood Planning Scheme (CPS) was subsequently passed by the Council in December 2012 and approved by An Bord Pleanála in April 2014. The Beckett Link Road (& Barrington's Road Connection) is a requirement in the CPS under the sequencing and phasing section of the Planning Scheme for the release of housing units. The scheme is located on the western edge of the SDZ and aims to serve as a proposed link between settlements to the west of the Cherrywood town centre and supporting the viability and timely delivery of the emerging town centre.

Delivered in two phases, the scheme will deliver a pedestrian, cycle, and vehicle link (2.1km) from the Kilternan Link to the Cherrywood Town Centre and includes the currently incomplete portion of Barrington's Road. Beckett Link Road is proposed to function as an 'outer box' removing all vehicular traffic from Cherrywood's internal network to deliver a vibrant neighbourhood in the 'heart' of Cherrywood and allow them function sustainably making space for sustainable transport, amenities, improved liveability, and a high quality of life. It also serves to alleviate the potential severance created by the Wyattville Link Road and the connection to Lehaunstown Interchange which physically divide Development Area 7. Beckett Link Road will cross Wyattville Link Road via an underpass which will connect the two sections of Development Area 7.

The scheme is one of six sub-projects forming part of the Cherrywood Public Access, Permeability and Amenity Project under URDF Call 2. The CPS is included as a six-year road objective in the Dún Laoghaire-Rathdown County Development Plan 2016-2022 and the Dún Laoghaire-Rathdown County Development Plan 2022-2028.

Phase 1 of the project involves the construction of:

- A 1.6km 2-way single carriageway urban road (50km/h) with cycle lanes and footpaths, linking Cherrywood Avenue (Junction H) to Bishop Street (Junction F), Lehaunstown Greenway and the junction between Mercer's Road and Mercer Drive (Junction E2).
- The temporary diversion of the Wyattville Link Road (WLR) to facilitate construction of the WLR underpass which will allow the proposed Beckett Link Road to pass beneath the WLR (R118). The underpass consistent of an integral bridge and contiguous pile retaining walls. These retaining walls will include wing walls at the entrance and exit of the underpass, as well as walls supporting the excavation parallel to the entrance and exit of the underpass.
- Cut and fill earthwork activities to facilitate construction of Beckett Link Road.
- Reinforced soil walls, concrete access stairs and a universal access.
- Diversion of existing utilities including
 - diversion of a DN900mm Uisce Eireann transmission watermain and
 - 38kV high voltage ESB underground cable.
- General civil works including installation of:
 - underground utilities.
 - traffic signal civil works.
 - public lighting poles and ducting.
 - drainage infrastructure.
 - signage.
 - road markings.
- Hard and soft landscaping works.

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 Beckett Link Road (& Barrington's Road Connection).

Objectives	Inputs	Activities	Outputs	Outcomes
<p>As a requirement of the Cherrywood Planning Scheme the Beckett Link Road (& Barrington's Road Connection) will provide critical infrastructure to open up land for development and housing delivery. It will provide a new distributor road, footpaths, and segregated cycle lanes.</p> <p>As a distributor road Beckett Link will tie-in to and complement the existing road network, removing 'through' traffic and congestion from around Cherrywood Town Centre and other residential areas to create low traffic sustainable communities.</p> <p>New footpaths and segregated cycle lanes will improve permeability of the community and encourage sustainable modes of transport. They will also improve provisions for cyclists, pedestrians, and other vulnerable road users.</p> <p>The project will provide suitable roads to facilitate housing delivery and economic development, supporting development of c.2,300 dwellings and c.109,000 sqm of high-intensity employment floorspace.</p>	<p>Funding for the project is included in the Council's Capital Programme 2022-2024, Capital Programme 2023-2025, and Capital Programme 2024-2026 and is derived from:</p> <ul style="list-style-type: none"> DHLGH URDF funding Cherrywood Planning Development Contribution Scheme DLR is also seeking NTA Funding <p>Appropriate Council staffing resources.</p> <p>Appropriate external professional/technical resources.</p> <p>Land transfers.</p>	<p>Activities delivered to date include:</p> <p>Landowner applied for planning permission for Phase 1.</p> <p>Completed tender process and appointed an engineering consultancy service.</p> <p>Preparation of approval submissions to the DHLGH as follows:</p> <ul style="list-style-type: none"> Approval Gate 1 -Preliminary Business Case. Approval Gate 2 -Detailed Project Brief. Cost Effectiveness Analysis and Transport Accessibility Assessment submitted ahead of Approval Gate 3. <p>Topographic surveys and site investigations by external contractors.</p> <p>Detailed design of project by the multi-disciplinary consultant.</p> <p>Advertised tender to shortlist contractors for main works contractor.</p>	<p>Landowner granted planning permission, with conditions, for Phase 1 (DZ21A/1017).</p> <p>Preliminary Business Case completed.</p> <p>DHLGH approved Preliminary business case for URDF grant for Approval Gate 1.</p> <p>Design works up to tender for contractor was carried out by the multi-disciplinary consultant.</p> <p>DHLGH granted conditional approval of Detailed Project Brief for URDF Approval Gate 2.</p> <p>PGB approvals for Stage 1 and Stage 4.</p>	<p>The envisaged outcome of the scheme is:</p> <ul style="list-style-type: none"> Beckett Link Road will function as an 'outer box' removing through traffic from Cherrywood's internal network, protecting internal neighbourhoods and character areas, and making space for sustainable transport. Facilitate further housing delivery and providing off-site infrastructure to relieve critical infrastructure blockages. Provision of pedestrian and cyclist links as part of the active travel network within the Cherrywood SDZ, creating a shift towards active travel for commuting or leisure and supporting the Climate Action Plan. The Universal Access Link will facilitate active travel across the M50 to Ticknick Park. New underpass and bridge at Wyattville Link Road. Connect settlements to Cherrywood Town Centre, supporting the viability and timely delivery of the town centre. Wide footpaths, segregated cycle lanes, modern street lighting and landscaping to further open Cherrywood parks and greenways to citizens, workers and visitors to enjoy an inclusive environment with good leisure and recreation amenities. Complete the internal road network and provide alternative access to residential areas. Support provision of bus priority on Castle Street and the wider Cherrywood community.

Description of Programme Logic Model

Objectives: The overall principal aims and objectives of the Beckett Link Road (& Barrington's Road Connection) are as follows: The scheme will support the implementation of the dlr County Development Plan objectives as part of the Cherrywood Planning Scheme and provide critical infrastructure to open land for housing delivery and economic development. Beckett Link Road will act as an 'outer box' removing through traffic and congestion from Cherrywood Town Centre and residential areas. The full scheme will deliver a pedestrian, cycle, and vehicle link from the Kilternan Link to the Cherrywood Town Centre, a new underpass at Wyattville Link Road, as well as improve active travel options and permeability through provision of new footpaths and segregated cycle lanes for pedestrians, cyclists, and other vulnerable road users.

Inputs: The scheme requires funding from the following sources: the Department of Housing, Local Government and Heritage (DHLGH) Urban Regeneration and Development Fund (URDF) and the Cherrywood Specific element of the Cherrywood Planning Scheme Development Contribution Scheme levies. DLR continues to seek funding from the National Transport Authority (NTA) which acts under the aegis of the Department of Transport. The DHLGH URDF accounts for the majority of funding followed by funding from the Cherrywood Development Contribution Scheme. Staffing resources from within the Council's Forward Planning Infrastructure Department and external services provided by professional and technical companies are required to progress this project.

Activities: Key activities carried out include the landowner submitting a planning application; appointment of a financial advisory consultant; appointment of a multi-disciplinary consultant; preparation of a Preliminary Business Case, Detailed Project Brief, Cost Effectiveness Analysis, and Transport Accessibility Assessment for the DHLGH; topographical surveys; site investigations; detailed design of the project by multi-disciplinary consultant and tendering for main contractor.

Outputs: Having carried out the identified activities using the inputs, the outputs of the project included: planning approval was granted to the landowner in 2022; the Preliminary Business Case prepared by the financial advisory consultant; PGB Approvals for Stage 1 and Stage 4 (view details under 'Key Document 2' in this document about Stages 2 and 3); design works up to tender stage and a Detailed Project Brief completed by the multi-disciplinary consultant; DHLGH approvals for Gate 1 and Gate 2.

Outcomes: The envisaged outcome of the project will be to support access for further housing delivery of c.2,300 dwellings and economic development of c.109,000sqm of high-intensity employment floorspace within the Cherrywood SDZ. Beckett Link Road will act as an 'outer box' removing vehicular through traffic from Cherrywood Town Centre and residential area allowing them to function sustainability and make space for amenities, improved liveability, and a high quality of life.

The scheme will provide alternative access points to residential areas and reduce congestion on Castle Street, supporting the delivery of better bus priority and services along the street and the wider Cherrywood Community. The Wyattville Link Road underpass will allow the proposed Beckett Link Road to pass below. Provision of footpaths, segregated cycle lanes, new toucan crossings and signalised junctions will improve safety for pedestrians, cyclists, and vulnerable road users while also promoting active travel. Residents, workers, and visitors will benefit from improved access to Cherrywood parks and greenways and increased accessibility. The universal access will facilitate active travel across the M50 to Ticknick Park.

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

The following section tracks the Beckett Link Road (& Barrington's Road Connection) from inception to main contractor tendering in terms of major project milestones.

Date	Project Milestone
10 th December 2012	Cherrywood Planning Scheme approved by Council.
25 th April 2014	An Bord Pleanála approve the Cherrywood Planning Scheme with modifications.
13 th June 2017	Section 48 Cherrywood Development Contribution Scheme 2017-2020 adopted by Council.
28 th May 2020	DLRCC submitted grant application to DHLGH for URDF for the Cherrywood Public Access, Permeability and Amenity project.
14 th April 2021	An Bord Pleanála approved Amendment No. 7 that DLRCC submit for the Cherrywood Planning Scheme regarding Beckett Road Realignment in October 2020.
24 th August 2021	DHLGH confirmed preliminary approval for inclusion of DLRCC's proposal in the URDF supported capital programme.
November 2021	Planning application lodged by Landowner/Other Stakeholder.
February 2022	Financial Advisory Consultant appointed for delivery of Preliminary Business Case for the Cherrywood Public Access, Permeability and Amenity Project.
19 th April 2022	The dlr PGB granted Approval Stage 1 – to incur design expenditure.

7 th June 2022	Procurement partners appointed to provide procurement tendering support and advice for procurement of a consultant.
8 th June 2022	Preliminary Business Case for Cherrywood Public Access, Permeability and Amenity Project and 7 sub-projects submitted to the DHLGH.
3 rd November 2022	Invitation to tender for applications from suitably qualified and experienced consultants to progress Engineering Led Design Team Services issued on eTenders.
11 th November 2022	Landowner/Other Stakeholder granted planning permission, with conditions, for Phase 1 (DZ21A/1017).
April 2023	Multi-disciplinary design consultant appointed for detailed design phase and to progress project through to completion.
24 th July 2023	Due to estimated cost a standalone PBC was required – submitted and DHLGH approved for Approval Gate 1.
9 th October 2023	Updated Section 48 Cherrywood Development Contribution Scheme 2023-2028 adopted by Council.
23 rd January 2024	DLR engaged solicitor to commence conveyancing with Cherrywood landowners to affect the transfer of titles for the requisite lands.
March 2024	Detailed design completed by the Consultant.
17 th July 2024	The dlr PGB granted Approval Stage 4 – to issue tender for construction, including an increase of total project costs from €59,124,841 to €68,531,572.
7 th October 2024	Approval Gate 2, approval to proceed to tender for Phase 1, sought from the DHLGH in June 2024 and granted October 2024.
19 th December 2024	Main Works Tender issued to shortlisted contractors; tenders due back 10 th March 2025.

Section B - Step 3: Analysis of Key Documents

The following section reviews the key documentation relating to appraisal, analysis and evaluation for the Beckett Link Road (& Barrington's Road Connection).

Project/Programme Key Documents	
Title	Details
1. Standalone Preliminary Business Case for Beckett Link Road (& Barrington's Road Connection) submitted to DHLGH	The Preliminary Business Case is a PSC requirement and must be approved by the Approving Authority (DHLGH in this case) before it can progress to the detailed project brief and procurement strategy stage.
2. Business Case Proposal and Approval	Internal documents – submitted to the dlr PGB.
3. Tender documents for procurement of consultant engineer services	A signed contract was entered into between the consultant engineer and dlr.
4. Section 48 Cherrywood Development Contribution Scheme	Development Contribution Schemes are programs adopted by the Council in accordance with the provisions of Sections 48 and 49 of the Planning & Development Act 2000, (as amended). They provide a legal basis for the process whereby developers and others are required to financially contribute towards the cost of providing public

	infrastructure and facilities, that will benefit development within their area.
5. Project Board TOR and minutes of bi-monthly progress meetings	Terms of reference for Project Board operation and reported progress of scheme during various stages.
6. Financial Reporting and Cost Control	The financial status of the project is updated on the Council's Capital Tracker Dashboard. The necessary financial data is available on Agresso.

Key Document 1: Preliminary Business Case submitted to the Department of Housing, Local Government and Heritage (DHLGH)

In June 2022 a Preliminary Business Case (PBC) was prepared for the Cherrywood Public Access, Permeability and Amenity Scheme, including 7 sub-projects, and submitted to the DHLGH. The Department requested a standalone PBC for the Beckett Link Road (& Barrington's Road Connection) project, given the overall estimated cost of this sub-project.

A standalone PBC was prepared and details the scheme's background, strategic relevance, demand for the work, options available, and affordability. It outlines possible risks and their management, procurement approaches, plans for implementation and operation, and plans for monitoring and evaluation. This PBC was submitted to the DHLGH as an addendum, seeking project approval and 75% funding. The PBC was granted Approval Gate 1 in July 2023.

Key Document 2: Business Case Proposal and Approvals

The dlr PGB Business Case gives an overview of the project by setting out the project vision, benefits, key roles, project scope, options considered, costs and resources, climate change and energy management, SMART and digital transformation, age friendly strategy, timescale, complexity and initial risks.

The Business Case was brought to the dlr PGB for approval. The scheme received sanction from the Board at different intervals for Approval Stage 1 (to incur design expenditure) and Approval Stage 4 (to issue tender for construction).

Planning was secured by the landowner/developer and dlr subsequently took over delivery of the project, as such Approval Stage 2 (to issue statutory planning) was unnecessary. Previously Approval Stage 3 was 'to issue tender,' however PGB approval stages were updated in June 2023 and Approval Stage 3 became 'to commence detailed design/tender docs.' The project's multi-disciplinary design consultant was appointed in May 2023, before the updated approval stages were released. The Programme Manager submitted an interim briefing update to the PGB in March 2023 regarding proposal to appoint a consultant, which was noted in the meeting minutes. Approval was previously received from the PGB to proceed and appoint the consultant as part of Approval Stage 1 on 19th April 2022.

Key Document 3: Tender documents for the procurement of consulting engineer services

A Procurement partner was appointed to provide procurement tendering support and advice. Invitation to tender for 'Engineering Led Design Team Services for Beckett Link Road Phase 1, Cherrywood SDZ' was issued via eTenders on 3rd November 2022, based on the Transport Infrastructure Ireland 'Framework Agreement Lot 1b for schemes with an estimated construction value greater than €3,000,000'. Three consultant engineers submitted tenders prior to the closing date of 13th January 2023.

A Tender Evaluation Board, made of engineers and a quantity surveyor from Forward Planning Infrastructure and a representative from the Procurement Partner, was appointed via Chief Executive Order and evaluated the tenders. Following a detailed evaluation of the tenders the most economically advantageous tender was selected to be awarded the contract. A Chief Executive Order was prepared and signed on 31st March 2023 appointing the consultant for the sum of €1,859,350 (excluding VAT at 23%) for services through Design, Tender, Construction, and Handover of Work Stage Services. The contract was signed with the successful tenderer on 9th June 2023.

Key Document 4: Section 48 Cherrywood Development Contribution Scheme

The Section 48 Cherrywood Planning Scheme Development Contribution Scheme, 2017-2020 was adopted by the Council on 13th June 2017. This Development Contribution Scheme superseded the Dún Laoghaire-Rathdown County Council Development Contribution Scheme 2016 – 2020 in respect of development in the Cherrywood Planning Scheme Area. An updated Section 48 Development Contribution Scheme in respect of development in the Cherrywood Planning Scheme Area 2023-2028 was adopted by the Council on 9th October 2023.

Contributions under the 2017 Scheme in respect of infrastructure benefitting the Cherrywood Planning Scheme Area did not provide the funding required in respect of the full cost of delivering the public infrastructure and facilities concerned, resulting in a funding shortfall. The updated Scheme is intended to address and bridge the residual funding shortfall where, if the shortfall remained unresolved, it has potential to halt or significantly delay the development of the Cherrywood Planning Scheme Area resulting in a significant negative impact on the delivery of infrastructure projects, such as Beckett Link Road (& Barrington's Road Connection), homes and employment. In the updated scheme Cherrywood Development Contributions comprise of Countywide Contributions & Cherrywood Specific Contributions and will be continually reviewed.

Key Document 5: Project Board TOR and minutes of bi-monthly progress meetings

A Project Board was established September 2023 to have oversight of the overall scheme and monitor project progress and risks. Members of the Board include Council staff from the Forward Planning Infrastructure Department and the Legal Services Department. Terms of Reference for the Project Board advise their role is to review, direct and approve items in relation to this scheme. The Board meets bi-monthly, minutes of meetings are on file from 27th September 2023 to date.

Minutes noted discussions under the following headings: Project Overview, Project Programme, Project Budget/Finances/Operational Costs, Potential Scope Changes, Risks and Issues, Planning Compliances, and Matters requiring consideration by the Board. As the project has progressed additional matters considered by the Board have included items such as the main works tender, procurement, land transfers, spoil removal, utilities, funding authority approvals, etc.

Key Document 6: Financial Reporting and Cost Control

The financial status of the project is included on the Council's Capital Tracker Dashboard. A Public Realm Status Report incorporating all updates on the project is provided at the monthly Public Realm meeting attended by the Chief Executive and senior management. The necessary financial data is also available on Agresso which can be used to monitor the expenditure and income of the project.

The budget for the scheme is included in the Council's Programme of Capital Projects. The total cost of the scheme per the Capital Programme 2022-2024 was €43,898,800. This increased to €54,349,670 in the Capital Programme 2023-2025 and later to €59,124,841 in the Capital Programme 2024-2026. When the Business Case for Approval Stage 4 (to issue tender for construction) was submitted to the dlr PGB the scheme's budget was increased to €68,531,572. The increase and Approval Stage 4 were approved by the dlr PGB in July 2024.

As the scheme requires DHLGH approvals the financial status and budget are also included and updated in documentation submitted to the Department. In the Standalone PBC submitted to the DHLGH in July 2023 the estimated budget for the scheme was €42,696,000; this was updated to €68,531,572 in the Financial & Economic Appraisal Memo provided to the Department in October 2024 as part of the Detailed Project Brief for Approval Gate 2.

The updated budget cost reflects the Pre-Tender All-in Cost Estimate for Phase 1 and 2, including contingency provision/price variation. The increases in cost were for multiple reasons including:

- Previous cost estimates were provided based on information supplied to dlr by the landowner at the planning stage.
- Carrying out detailed design, resulting in specific design changes – prelims, fencing, stormwater, foul, ducting, earthworks, lighting, underpass, universal access ramp, utilities.
- General design development.
- Updated technical fees, local authority staff costs, site investigations/surveys, etc.
- Risk and contingency have increased since previous estimates, now based on a quantitative risk register plus contingency.

Following discussion with the DHLGH it was agreed a Cost Effectiveness Analysis (CEA) could be conducted in place of a Cost Benefit Analysis. The consultant engineer conducted a CEA and dlr shared the report with the Department in January 2025; the report indicated the preferred method of delivery is the most cost-effective option and provides value for money.

Review of sample payments by Internal Audit to assess compliance with purchasing regulations and procurement guidelines: -

- All payments to the main consultant engineer were reviewed. There was full compliance with dlr purchasing and procurement regulations. It was noted there are several Chief Executive Orders signed authorising Change Orders and increases to the original fee of €1,859,350 (excluding 23% VAT) that was approved when the consultant engineers were appointed in 2023. As of February 2025, 15 Chief Executive Orders have been signed for Change Orders totalling €435,962.50. The

consultant's original tendered fee did not account for these works as they were not included in the original tender request or could not have been foreseen at the time. Reasons for the Change Orders are due to the following: additional requirement to prepare a Final Business Case for the DHLGH; additional technical design services for temporary drainage, storm drainage, and spoil removal; two performance period changes for additional project management time at various stages; topographic assessments; various design updates; management of advance vegetation clearance; changes to the Approval Authority Guidelines and submission document requirements; undertaking a Transport Accessibility Appraisal and a Cost Effectiveness Analysis not previously required; assessing the feasibility of including additional utility.

- While Chief Executive Orders are in place for these Change Orders and increases, it is not clear in the text of the Chief Executive Orders recommendation or in the order section what the new total fee is for the consultant engineer.

Section B - Step 4: Data Audit

The following section details the data audit that was carried out for the Beckett Link Road (& Barrington's Road Connection). It evaluates whether appropriate data is available for the future evaluation of the project.

Data Required	Use	Availability
Business Case Proposal and Approval	To determine the need and feasibility of the project and seek sanction to carry out works. It demonstrates that all relevant matters have been considered and factored into the delivery of the project and is updated and included with each project approval stage submission	On file
URDF Business Cases	Report prepared in line with guidelines and submitted to the DHLGH for confirmation of funding application for URDF scheme	On file

Correspondence between DLRCC and DHLGH	Confirmation of approval for URDF Approval Gates and further information requests	On file
Chief Executive Orders detailing appointment of consultant engineer	Details adherence with national and local procurement regulations	On file
Minutes of progress meetings with consultant engineer	Reports progress on the various stages of the scheme and is a tool to manage the design and implementation of the project	On file

Data Availability and Proposed Next Steps

The data audit presented above details the type of information that is currently available if this project is selected to undergo further review. It is the opinion of Internal Audit that DLRCC is collecting relevant data that will enable future evaluation of the Beckett Link Road (& Barrington's Road Connection).

Section B - Step 5: Key Evaluation Questions

The following section looks at the key evaluation questions.

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)

Compliance with the standards of the former Public Spending Code and the Infrastructure Guidelines.

Appraisal Stage

This phase of the project was subject to the standards outlined in the 'Public Spending Code, A Guide to Evaluating Planning and Managing Public Investment' dated December 2019 and the new Infrastructure Guidelines issued by the Department of Public Expenditure, NDP Delivery and Reform (DPENDR) in December 2023 which replaced the Public Spending Code 2019.

Tendering and appointment of the main consultant engineer was carried out in accordance with national procedures. The appointment was subject to the conditions set out in the Department of Public Expenditure and Reform's Capital Works Management Framework 'Standard Conditions of Engagement for Consultancy Services (Technical)' as well as Article 84 of the Public Procurement Guidelines for Goods and Services. A Chief Executive Order was prepared and signed appointing the main consultant.

Implementation Stage

This stage is outside the specific scope of this review.

Post Implementation Stage

This stage is outside the specific scope of this review.

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

Relevant data that will enable future evaluation of this project is being collected and will be readily available for future evaluation. A Lessons Learnt Report is being maintained and updated regularly.

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

1. It is recommended for projects which are the responsibility of the Forward Planning Infrastructure Team, and which require an increase to a consultant's contract to provide services or carry out works that are associated with the original appointment of the consultant, that the recommendation on the Chief Executive's Order clearly states there is an increase to the original fee and the new total fee. This should also be stated in the order section of the same Chief Executive Order.

Forward Planning Infrastructure Response: Admin will clearly state in all future CEO's that there is an increase to the original contract and the new amount will be reflected in the new CEO.

During the in-depth check, a number of minor/housekeeping grade findings were identified. Recommendations were made in respect of these findings which Forward Planning Infrastructure staff agreed to implement.

Section: In-Depth Check Summary

The following section presents a summary of the findings of this In-Depth Check for the Beckett Link Road (& Barrington's Road Connection).

Summary of In-Depth Check

The Beckett Link Road (& Barrington's Road Connection) was reviewed for compliance with the Public Spending Code and Infrastructure Guidelines. Internal Audit is satisfied that the delivery of the project to-date substantially complies with the standards set out in the guidelines. It is expected that these standards should be maintained throughout the remaining stages of the project.

Internal Audit recommend that Forward Planning Infrastructure consider the following recommendations:

- Where there is an increase to a consultant's contract to provide services or carry out works that are associated with the original appointment of the consultant, the recommendation on the Chief Executive Order should clearly state that this is an increase to the original fee. This should also be stated in the order section of the Chief Executive Order.

During the in-depth check, a number of minor/housekeeping grade findings were identified. Recommendations were made in respect of these findings which Forward Planning Infrastructure staff agreed to implement.

Audit Opinion

Given the outcome of this review, it is the opinion of Internal Audit that there is overall reasonable assurance that there is compliance with the Infrastructure Guidelines within Dún Laoghaire-Rathdown County Council.

Quality Assurance – In Depth Check

Section A: Introduction

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

Programme or Project Information	
Name	Samuel Beckett Phase 2B: Sports Centre Building (including Swimming Pools and Sports Hall) and Ancillary Amenities at the Samuel Beckett Civic Campus, Ballyogan Road, Dublin 18

Detail	The proposed development is the second of two stages of the Samuel Beckett Civic Campus at Ballyogan Road and comprises a sports building to include swimming pools (25m and learner pool), sports hall, gym, studios, upgrades to 3 existing grass pitches, new small all-weather area, covered outdoor changing area, children's playgrounds, teen area, skate park, bike hub, civic space, extension of existing car park, drop-off parking areas, peripheral pathways with incidental activities, viewing areas, site drainage, landscaped areas enhancing site biodiversity
Responsible Body	Dún Laoghaire-Rathdown County Council ('DLRCC' or 'DLR')
Current Status	Expenditure being Considered
Start Date	Stage 1 Approval – to incur design expenditure on the project was received from the DLR Projects Governance Board (PGB) on 21/06/22. The Project Steering Committee at their meeting on 16/11/22 confirmed DLR Architects commenced development of initial design concepts
End Date	The estimated handover date for the project is Q3 2028
Overall Cost	The budget for the project in the Council's Programme of Capital Projects 2024-2026 was €39,612,000. The budget for the project in the 2025-2027 Programme is €37,777,700

Project Description

Background

The Samuel Beckett Civic Campus development is a major local infrastructural project planned by DLRCC at Ballyogan Road. The project will expand the existing amenities and services in an area, which has been identified as inadequate for a growing population, projected to increase by 44% up to 2040.

The Samuel Beckett Civic Campus was granted planning permission on 8th February 2010. The Campus was planned to provide a multi-use sport and recreation complex on a 7.3 hectare/18-acre site. In 2012, planning was granted to phase the development with the sports building and other ancillary works being deferred to Phase 2. Phase 1 was completed and opened to the public in 2016. Prior to Phase 2 commencing and in line with the requirements of the former Public Spending Code (PSC), replaced by the Government's Infrastructure Guidelines in December 2023, DLRCC commissioned a Cost-Benefit Analysis (CBA) to be carried out by Duff and Phelps. This analysis identified a number of different options with the preferred option to construct the sports facility on the Samuel Beckett campus site. However, due to funding restrictions, Phase 2 of the project was subsequently split into two phases, Phase 2A (Library) and Phase 2B (Sports Facility).

Description

Phase 2B which is the subject of this in-depth check is envisaged to include a sustainably built multi-purpose sports facility, including a large format sports hall with spectator seating, a 25m 6-lane swimming pool, depth of 1m – 1.8m with spectator seating, a learner pool depth 500mm – 800mm, an exercise equipment gym, dance studios, a fitness room, multi-purpose exercise/club rooms, refreshment station, reception hub, and ancillary rooms. A campus including 3 upgraded grass playing pitches, civic plaza, linear park, new small all-weather area, covered outdoor changing area, children's playgrounds, teen area, skate park. Extension of the existing car park, new drop-off parking areas, pathways with incidental activities, viewing areas, site drainage, green roof to enhance SUDS and landscaped areas enhancing site biodiversity. The campus will deliver outdoor spaces/facilities that promote social interaction and community building. The project will deliver an integrated and safe campus for all stakeholders including community, leisure, sports, cultural, and library facilities. The campus aims to incorporate a mobility hub and integrate with future Active Travel links.

DLRCC will ensure the facility is operated to the highest standards of openness, transparency, good governance, and accountability on a professional and financially sustainable basis. DLR Leisure will manage the pool, studios, and gymnasium. An operational model for the sports hall is in development. All other aspects of the campus including the pitches, skatepark, playground, open space, external amenities, and civic areas will be managed by DLR Community, Cultural Services and Parks Department.

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 Samuel Beckett Civic Campus Phase 2B.

Objectives	Inputs	Activities	Outputs	Outcome
<ul style="list-style-type: none"> • Overall: An integrated and safe campus for all stakeholders including community, leisure, sports, cultural, and library facilities which is cost effective and easy to operate. • Building: Delivery of a Sustainably Built Multi-Purpose Sports Facility, including a large format sports hall with spectator seating, a 25m 6-lane swimming pool with spectator seating, a learner pool, an exercise equipment gym, dance Studios, a fitness room, multi-purpose exercise/club rooms, refreshment station, reception hub, and ancillary rooms. • Campus: Delivery of a campus including upgraded grass playing pitches, civic plaza, linear park, play and skate spaces, teen area and walking/jogging routes to promote social interaction and community building. • Inclusive & Affordable: Inclusive facilities to support engagement in 	<ul style="list-style-type: none"> • Funding for the project is included in the Council's Capital Programme 2024-2026. <p>The cost of the project will be derived from:</p> <ul style="list-style-type: none"> ➤ 5.65M from the Large Scale Sport Infrastructure Fund (LSSIF). ➤ 5M from DLR Capital Funds. ➤ 1.7M from DLR Leisure. ➤ Balance from contributions paid under the DLRCC Section 48 Development Contribution Scheme 2023-28. <ul style="list-style-type: none"> • Applications for NTA funding and SEAI EXCEED 	<p>The activities delivered to date include:</p> <ul style="list-style-type: none"> • Application for funding in 2019 and 2023 submitted under the Large Scale Sport Infrastructure Fund (LSSIF). • Preparation and submission to the DLR PGB for Project Approval for Stages 1, 2 and 3. • Part 8 Planning Process carried out. • Project Steering Committee established. • Procurement and appointment of consultants to provide services. • Detailed design work up to tender for contractor underway. • The project Risk Register has been initiated. 	<ul style="list-style-type: none"> • The DLR PGB approved the splitting of Phase 2 of the Project into two phases on 29th March 2022. Library Phase 2A to proceed with existing Part 8 and Phase 2B to require a new Part 8 for the Sports facility and remaining elements. • Departmental approval received for LSSIF funding. • Part 8 Planning Approval granted in May 2024. • Approval Stage 1 (to incur design expenditure) was granted by the DLR PGB on 21st June 2022. • Approval Stage 2 (to issue statutory planning) was granted 	<p>The envisaged outcomes of the project are:</p> <ul style="list-style-type: none"> • Provision of a modern sports facility in the rapidly developing area of Ballyogan which will serve the current and future needs of the local community and citizens and address the lack of community and social infrastructure on the west side of the county. • The high quality and accessible facility will support engagement in health and wellbeing of local communities and citizens and provide affordable usage charges in line with DLRCC and DLR Leisure pricing structures in a part of the county listed as a Most Disadvantaged Small Area.

<p>the health and well-being of individuals and local communities, open 7 days a week and providing affordable usage charges in this rapidly developing community.</p> <ul style="list-style-type: none"> • Health & Well-Being: Support engagement in the health and well-being of individuals of all abilities and local communities to include rehabilitation for people with cognitive and physical impairments including safe accessible outdoor exercise areas and facilities that promote good health and sporting participation. • Sustainable: Net Zero emissions building and a Net Zero operational building, minimising embodied carbon both upfront and during the life cycle of the building and incorporating mobility hub/bike parking to facilitate sustainable transport, integrated active travel, charging points for electrical vehicles, smart city technologies, biodiversity, SUDS and tree planting. 	<p>grant funding are being prepared in 2025.</p> <ul style="list-style-type: none"> • Appropriate Council staffing resources: Architects; Community, Cultural Services and Parks Department; Capital Projects Office. • A Project Steering Committee ensures governance and control are upheld. • The DLR PGB consisting of the Chief Executive and two Directors of Services provides oversight throughout the lifecycle of the project. • Appropriate external professional/technical resources. 		<p>by the DLR PGB on 20th February 2024.</p> <ul style="list-style-type: none"> • Approval Stage 3 (to commence detailed design) was granted by the DLR PGB on 17th September 2024. • Preparation of Appropriate Assessment (AA) Screening Report and Environmental Impact Assessment (EIA) Screening Report. • Feasibility Report prepared on the installation of a floating floor in the Swimming Pool. • Preliminary Business Case prepared. 	
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Description of Programme Logic Model

Objectives:

The objectives of the second stage Samuel Beckett Civic Campus Phase 2B are as follows:

- **Overall:** An integrated and safe campus for all stakeholders including community, leisure, sports, cultural, and library facilities which is cost effective and easy to operate.
- **Building:** Delivery of a Sustainably Built Multi-Purpose Sports Facility, including a large format sports hall with spectator seating, a 25m 6-lane swimming pool with spectator seating, a learner pool, an exercise equipment gym, dance Studios, a fitness room, multi-purpose exercise/club rooms, refreshment station, reception hub, and ancillary rooms.
- **Campus:** Delivery of a campus including upgraded grass playing pitches, civic plaza, linear park, play and skate spaces, teen area and walking/jogging routes to promote social interaction and community building.
- **Inclusive & Affordable:** Inclusive facilities to support engagement in the health and well-being of individuals and local communities, open 7 days a week and providing affordable usage charges in this rapidly developing community.
- **Health & Well-Being:** Support engagement in the health and well-being of individuals of all abilities and local communities to include rehabilitation for people with cognitive and physical impairments including safe accessible outdoor exercise areas and facilities that promote good health and sporting participation.
- **Sustainable:** Net Zero emissions building and a Net Zero operational building, minimising embodied carbon both upfront and during the life cycle of the building and incorporating mobility hub/bike parking to facilitate sustainable transport, integrated active travel, charging points for electrical vehicles, smart city technologies, biodiversity, SUDS and tree planting.

Inputs:

Funding for the project included in the Capital Programme 2024-2026 will come from the following sources; LSSIF €5.65M; DLR Leisure €1.7M; DLR Capital Funds €5M; balance from contributions paid under the Section 48 Development Contribution Scheme 2023-28. Additional applications for NTA funding and SEAI EXCEED funding are being prepared. Staff Resources from within the Council's Architect's Department; Community, Cultural Services and Parks Department; Capital Projects Office are progressing the project. External services are provided by professional/technical resources.

A Project Steering Committee ensures that key areas of governance and control are upheld. The committee consists of a chairperson and staff who provide oversight in the areas of financial control, engineering overview, architectural design. The DLR PGB consisting of the Chief Executive and two Directors of Services has oversight throughout the lifecycle of the project.

Activities:

Key activities carried out include applications submitted for LSSIF Funding in 2019 and 2023; preparation and submission to the DLR PGB for Project Approval for Stages 1, 2 and 3; Part 8 Planning Process carried out; Project Steering Committee was established; detailed design work to tender for contractor underway. Procurement and appointment of consultants to provide the following services: *Hydrant testing and pressure logging; Topographical and Utility Survey; Civil and Structural Engineering; Quantity Surveying; Mechanical and Electrical Engineering; Fire Safety Consultancy; Archaeology Consultancy; Geotechnical Site Investigation; CCTV Survey; Access and Inclusivity*

Consultancy; Architectural Consultancy Services; Ecology Consultancy; Specialist services in relation to design of swimming pool; Feasibility of installing a floating floor in swimming pool; Preparation of a Preliminary Business Case. The project Risk Register was initiated in December 2024 and records details of risks under the Preliminary and Design Stages. Risks are graded and mitigations/action taken are identified.

Outputs:

Having carried out the identified activities using the inputs, the outputs of the project included the carrying out of a Preliminary Business Case in accordance with the Infrastructure Guidelines which updated elements of the CBA. The DLR PGB approved the splitting of Phase 2 of the Project into two phases on 29th March 2022 with the Library Phase 2A to proceed with existing Part 8 and Phase 2B to require a new Part 8. Department of Tourism, Culture, Arts, Gaeltacht, Sports & Media approved €5,000,000 and €650,000 in LSSIF funding in 2019 and 2023. Part 8 Planning Approval was granted in May 2024. Having regard to the Habitats Directive and the Planning and Development Regulations 2001 an Appropriate Assessment (AA) Screening Report and Environmental Impact Assessment (EIA) Screening Report were prepared. The DLR PGB approved capital approval stages 1, 2 and 3 to incur design expenditure, to issue statutory planning and to commence detailed design/tender docs. In accordance with a motion agreed at the Council meeting on 13th May 2024 “That this Council will agree to undertake a feasibility study in consultation with Water Safety Ireland and Swim Ireland to explore the option of delivering a deeper pool or a floating floor in order to include social participation and improving high performance”, a feasibility report on the installation of a floating floor in the swimming pool was commissioned and presented to Council in February 2025. It was decided not to proceed with the floating floor option.

Outcome:

The envisaged outcome of the project is the provision of a modern sports facility in the rapidly developing area of Ballyogan which will serve the current and future needs of the local community and citizens and address the lack of community and social infrastructure on the west side of the county. The high quality and accessible facility will support engagement in health and wellbeing of local communities and citizens and provide affordable usage charges in line with DLRCC and DLR Leisure pricing structures in a part of the county listed as a Most Disadvantaged Small Area.

- A gap in the provision of swimming facilities to the south-west of the county will be filled by the construction of a leisure centre with swimming facilities, and this will improve access to sporting facilities for residents in the immediate and surrounding areas. There is also significant potential for future development and resulting population growth to support the centre.
- The project will strengthen and develop sports participation in the community by providing a multisport campus that facilitates sustained increases in physical activity levels through promoting greater engagement with clubs, schools, and communities. Further benefits place a strong emphasis on social inclusion, advancing community engagement to build stronger and sustainable communities.
- Investment in community infrastructure such as this project is essential for the health, social well-being, and economic prosperity of communities and is intrinsic to its well-being, leading to the creation and maintenance of strong communities. This supports the development of compact growth and sustainable settlements in line with the National Planning Framework (NPF) objectives. The project will promote lifelong learning and positive health and well-being for people of all ages and cultural backgrounds. It will support migrant applicants which is relevant against the background of the recently designated Arrivals Centre at Ballyogan. The sports building and campus will attract groups via the Council’s community and sports networks,

marketing, advertising, social media, councillors, and local representatives.

- The facility will support rehabilitation for people with cognitive and physical impairments, provide safe accessible outdoor exercise areas and facilities that promote good health, improve the outcomes and developmental support and well-being of children, young people, and families from age zero to eighteen. A range of play areas for all ages, genders and abilities are provided. The facilities and services are designed to facilitate people with cognitive and physical impairments and older people.

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

The following section tracks the Samuel Beckett Civic Campus Phase 2B from inception in terms of major project milestones.

Date	Project Milestones Achieved (leading to and including Phase 2B)
2007 / 2018	Lead Consultants appointed for the full design of the whole of the Samuel Beckett Civic Campus. CE Order CCA\204\2007 refers for Phase 1. CE Order ICCP\007\2018 approved the re-engagement of the same Design Team for professional services for Phase 2. The were not engaged to provide services for Phase 2B.
November 2018	Prior to Phase 2 commencing, a Cost Benefit Analysis was completed in 2018 in line with the requirements of the former PSC. This analysis identified a number of different options with the preferred option to construct the sports facility on the Samuel Beckett Campus site. The analysis supported the bringing forward of Option 3, the development of a new sports facility at the Samuel Beckett Campus and reconfiguration of the existing community building in line with the original grant of planning for the overall campus.
March 2022	Phase 2 of the project was split into two phases and approved by the DLR PGB on 29 th March 2022. Library Phase 2A to proceed with existing Part 8 and Phase 2B to require a new Part 8 for the Sports facility and remaining elements.
2010 / 2012 / 2024	Planning History:

	<ul style="list-style-type: none"> On 8th February 2010 a Part 8 Scheme was approved for the construction of the Samuel Beckett Civic Campus. On 12th November 2012 a Part 8 Scheme was approved for subsequent amendments to previously permitted Part 8 to phase the development with the sports building and other ancillary works being deferred to Phase 2. Part 8 Planning Process approved on 13th May 2024 for Phase 2B.
April 2019 and December 2023	Applications approved for LSSIF funding totalling €5,650,000.
2022	A Project Steering Committee was established to ensure that key areas of governance and control are upheld and link back into the goals of the DLR PGB.
October 2023	DLRCC at its County Council Meeting on 9 th October 2023 adopted a new Section 48 Development Contribution Scheme in accordance with provisions of the Planning and Development Act 2000 (as amended). The Samuel Beckett Campus is listed as one of the classes of public infrastructure and facilities, benefitting development in the county, in respect of which contributions are to be paid.
2023-2024	Procurement and appointment of consultants to provide the following services: <i>Hydrant testing and pressure logging; Topographical and Utility Survey; Civil and Structural Engineering; Quantity Surveying; Mechanical and Electrical Engineering; Fire Safety Consultancy; Archaeology Consultancy; Geotechnical Site Investigation; CCTV Survey; Access and Inclusivity Consultancy; Architectural Consultancy Services; Ecology Consultancy; Specialist services in relation to design of swimming pool; Feasibility of installing a floating floor in swimming pool; Preparation of a Preliminary Business Case.</i>
2022-2024	<p>The DLR PGB granted the following Approval Stage submissions:</p> <ul style="list-style-type: none"> ➤ Approval Stage 1 (to incur design expenditure) was granted by the DLR PGB on 21st June 2022. ➤ Approval Stage 2 (to issue statutory planning) was granted by the DLR PGB on 20th February 2024. ➤ Approval Stage 3 (to commence detailed design) was granted by the DLR PGB on 17th September 2024.

April 2025	A Preliminary Business Case was prepared in 2024 in accordance with the Infrastructure Guidelines and a final draft issued in April 2025.
Estimated Project Milestones	
Q1 2025	Design Detail Commence
Q4 2025	Tender Action
Q1 2026	Evaluation and Award
Q3 2026	Construction Start
Q3 2028	Handover

Section B - Step 3: Analysis of Key Documents

The following section reviews the key documentation relating to appraisal, analysis and evaluation for the Samuel Beckett Civic Campus Phase 2B.

Project/Programme Key Documents	
Title	Details
1. Preliminary Business Case	Report prepared by consultants in line with the requirements of the Infrastructure Guidelines.
2. Report to Council submitted in accordance with Part 8, Article 81 of the Planning and Development Regulations, 2001, (as amended) and Section 138 of the Local Government Act, 2001 (as amended)	Proposed development approved under the Part 8 procedure.

3. LSSIF Funding	Applications for funding submitted to the Department of Transport, Tourism and Sport (DTTAS).
4. Capital Project Approval Stage Submissions	Submissions for specific project approval stages are required in accordance with the DLR Project Governance Procedures and Guidelines document.
5. Tender Report for Architectural Consultancy Services	Assessment of tenders submitted and recommendation for appointment.
6. Minutes of Project Steering Committee Meetings	The committee aims to ensure key areas of governance and control are upheld.
7. Financial Reporting and Cost Control	Measures in place to monitor and report on expenses, analyse variances to budget, implement strategies to reduce costs.

Key Document 1: Preliminary Business Case

A Preliminary Business Case for the proposed construction of a new sports campus and swimming pool at the Samuel Beckett Civic Campus was undertaken in 2024 in line with the requirements of the Government's Infrastructure Guidelines. The final draft was issued in April 2025. It examined the rationale, objectives and strategic policy alignment of the proposed investment. The document incorporates and updates the required elements of the CBA completed in 2018.

The overall conclusions are:

- Financial analysis indicates that while none of the alternative options are financially viable on a standalone basis, due to the high level of capital costs involved and the inability of revenue streams to offset these initial capital costs, this is to be expected for an investment of this nature which constitutes a public good with significant wider economic and social benefits.
- The project is likely to be financially independent once operational and operating revenues are likely to cover costs and any extraordinary maintenance costs that are required to maintain the facilities in operation.
- Option 3b (which removes the multi-story carpark) returns the highest benefit-cost ratio in the baseline model and remains the option with the best economic return following a series of robust and restrictive sensitivity tests.
- In addition, the combination of a positive socio-economic return, but a negative financial return, provides a 'public good' rationale for public funding support to help achieve the socio-economic benefits of the project.

Key Document 2: Report to Council submitted in accordance with Part 8 of the Planning and Development Regulations, 2001, (as amended)

The report to Council provides details about the site location and description, zoning and other objectives. It includes a comprehensive overview of the proposed works and their implications for proper planning and sustainable development of the area. Additionally, the report covers the appropriate assessment, environmental impact assessment, internal reports, notifications to statutory bodies and organizations, a list of submissions and observations and recommendation. The report concluded that the proposed development would be in accordance with the proper planning and sustainable development of the area and the development was approved by Elected Members on 13th May 2024.

Key Document 3: LSSIF Funding Application

Applications for LSSIF funding were submitted in April 2019 to the Department of Transport, Tourism and Sport (DTTAS) and in December 2023 to the Department of Tourism, Culture, Arts, Gaeltacht, Sport and Media. Total funding of €5,650,000 has been approved. It is expected that the draw down of the funding will happen in Quarter 4 2026.

Key Document 4: Capital Project Approval Stage Submissions

There is a robust governance framework for capital projects in place in DLRCC underpinned by clear procedures for project management and monitoring project progress. All projects are divided into 6 standard DLR Capital Project Approval stages and approval is required at each stage from the DLR PGB which consists of the Chief Executive and two Directors of Services. The board provides oversight throughout the lifecycle of projects in line with both the Infrastructure Guidelines and the Capital Works Management Framework. The DLR PGB approved capital approval stages 1, 2 and 3 to incur design expenditure, to issue statutory planning and to commence detailed design/tender docs.

Key Document 5: Tender Report for Architectural Services

The invitation to tender for Architectural Consultancy Services on the project including all associated documents was issued through the eTenders portal on 9th July 2024. The open procedure process was used. Three compliant tenders were received by the deadline date 21st August 2024. An Assessment Panel to evaluate the tenders was established by Chief Executive Order dated August 2024. The four members of the panel included the Senior Engineer, Infrastructure and Climate Change; the Parks and Community Capital Programme Manager; Acting Senior Architect and Senior Executive Quantity Surveyor, Architects Department. The panel met on two separate dates in August and September and recommended the successful

tender in their Report on Tenders dated September 2024. A Chief Executive Order dated October 2024 approved the appointment of the consultant to provide architectural services.

Key Document 6: Project Steering Committee Meetings

A Project Steering Committee was set up to manage the project in accordance with DLR's Project Governance Procedures and Guidelines document. The committee aims to ensure that key areas of governance and control are upheld and link back to the goals of the DLR PGB. The committee consists of a chairperson and staff who provide oversight in the areas of financial control, engineering overview and architectural design. The Sponsoring Department are also represented on the committee. Meetings are attended by staff from the Council's Architects Department, Infrastructure and Climate Change Department, Finance Department and the Community, Cultural Services and Parks Department. The first meeting took place on 16th November 2022. Since then, there have been nine meetings in 2023, eleven in 2024 and three in Quarter 1 2025. Discussions take place under the following agenda items: Project Update; Matters requiring consideration by the Board; Dispute Resolution; Project Budget Finances; Review of Costs/QS Updates; Site Supervision; Risks and Issues; Communications; AOB; Actions.

Key Document 7: Financial Reporting and Cost Control

The budget for the project is included in the Council's Programme of Capital Projects 2024-2026. The budget is €39,612,000. €37,777,738 was noted as the estimated budget per minutes of the DLR PGB meeting dated 17th September 2024. The budget for the project in the Council's Programme of Capital Projects for 2025-2027 is €37,777,700.

The necessary financial data is available on Agresso which can be used to monitor the expenditure and income of the project. The expenditure for Phase 2B and 2A is coded to job code C68L0045. An opcode is used to differentiate expenditure for both projects. DLR Architects raise the purchase orders for the project. There was a net balance on the code at the end of 2024. Funds were drawn down from Section 48 Levies and DLR Capital Funds.

The Project Steering Committee, Client Project Manager and Project Manager appointed for this project all have important roles in progressing the project and exercising control. The Steering Committee monitor the project budget at their meetings to ensure all elements accord with the budget. The committee was involved in reviewing/approving the cost plan for the project which was presented for approval by the DLR PGB. The committee continues to monitor any changes to cost, scope and programme and will ensure that any significant increase in budget and costs are approved by the DLR PGB. An update on the project is reported to senior management at the monthly Public Realm meetings.

The Project Manager role of DLR Architects assumes the running of the project with respect to cost, budget variance etc. The Consultant QS attends fortnightly workshops with staff from DLR

Architects to provide cost advice on design options as the design develops. As at April 2025, the QS has provided two cost plans and is currently working on a detailed cost estimate. Following discussion with the QS, DLR Architects provide a monthly update to the DLR PGB on the project. When the detailed estimate issues, the frequency of meetings with the QS will increase.

Review of sample payments by internal Audit to assess compliance with purchasing regulations: -

- Based on a review of sample of payments to consultants, we are satisfied there has been compliance with DLR purchasing requirements.

Section B - Step 4: Data Audit

The following section details the data audit that was carried out for the Samuel Beckett Civic Campus Phase 2B. It evaluates whether appropriate data is available for the future evaluation of the project.

Data Required	Use	Availability
Business Case Proposal and Approval	A business case must be prepared from the inception of a capital project which demonstrates that all relevant matters have been considered and factored into the delivery of the project. It is updated and included with each project approval stage submission	On File
Capital Project Approval Stage Submissions	To determine the need, feasibility, costs of the project at specific stages and seek sanction to carry out works	On File
Chief Executive Orders detailing appointment of consultants	Details adherence with national and local procurement regulations	On File
Tender Report	Assessment of tenders submitted and recommendation for award of contract for Architectural Services	On File

Tender Documents	Letter of Acceptance and Standard Conditions of Engagement	Letter on File. DLR Architects are waiting return of the signed conditions of engagement
LSSIF grant application	Confirmation of funding application	On File
Preliminary Business Case	Report prepared in line with the requirements of the Infrastructure Guidelines	On File
Minutes of Project Steering Committee meetings	Reports progress on status of the project and is a tool to manage the project	On File

Data Availability and Proposed Next Steps

The data audit presented above details the type of information that is currently available if this project is selected to undergo further review. All the data was available for review apart from the signed copy of the Standard Conditions of Engagement which DLR Architects are waiting to receive. It is the opinion of Internal Audit that DL RCC is collecting relevant data that will enable future evaluation of the project.

Section B - Step 5: Key Evaluation Questions

The following section looks at the key evaluation questions.

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)

Compliance with the standards of the Infrastructure Guidelines which replaced the former PSC requirements for capital expenditure outlined in 'Public Spending Code: A Guide to Evaluating, Planning and Managing Public Investment, December 2019' is set out below for the Appraisal

Stage. The requirements of the guidelines apply to all new public investment proposals from 1 January 2024 onwards.

Appraisal Stage

DLRCC sent a contract notice and tender documents for Architectural Consultancy Services to eTenders and where appropriate a similar notice was sent to the Office for Official Publications of the EC for publication in the OJEU. These documents set out the award criteria and the award process to be followed by the Council in making the assessment of whether applicants are suitable to provide the services and which tender is the most economically advantageous.

The tendering and appointment of the Consultant Enabling Architect was carried out in accordance with national procedures and DLR procurement guidelines. Tender documents requested were available apart from the signed Standard Conditions of Engagement which DLR Architects are waiting to receive. A signed copy of the Letter of Acceptance was on file.

Tendering and appointment of consultants appointed to provide design team and other services was carried out in accordance with national procedures and DLR procurement guidelines.

Chief Executive Orders were prepared and signed appointing all consultants. Internal Audit reviewed sample payments to assess compliance with purchasing regulations. Based on this review we are satisfied there has been compliance with DLR purchasing requirements.

A review of the minutes of the January 2025 DLR Project Steering Committee meeting indicates the following progress on the project: the lead design Architectural Consultants, working in partnership with DLR Architects, are progressing the detailed design with an estimated timeline to prepare a tender package in early 2025; the next set of developed design details are expected in two weeks and an updated cost estimate will be available in mid-February (the estimate will include for a value engineering exercise to examine potential savings); a draft report on the swimming pool floating floor is due to be presented to senior management; the Preliminary Business Case is being finalised; meeting to take place to identify campus requirements and management; meeting to take place to clarify additional information required for LSSIF funding; other funding sources are being examined; a number of consultants have been appointed; actual expenditure to-date on the project is €348,136.

Implementation Stage

This stage is outside the specific scope of this review.

Post Implementation Stage

The stage is outside the specific scope of this review.

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

Relevant data that will enable future evaluation of this project is being collected. It is expected that project records will be effectively managed to completion of this project and be readily available for future evaluation.

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

1. It is recommended that the Sponsoring Department ensure a Lessons Learned Report is maintained and updated regularly as the project progresses to completion.

Community, Cultural Services and Parks Department Response:

Community, Cultural Services and Parks Department will retain a lessons learned record and keep this maintained.

2. As different departments have a role in this project, it is recommended that the Sponsoring Department ensure there is a plan in place for effective document management and storage of important project records during the various stages of the project.

Community, Cultural Services and Parks Department Response:

The Client Project Manager will discuss document management with DLR Architects and agree the records to be held by each department. On completion of the project, the records should transfer to the Community, Cultural Services and Parks Department.

Section: In-Depth Check Summary

The following section presents a summary of the findings of this In-Depth Check for the Samuel Beckett Civic Campus Phase 2B.

Summary of In-Depth Check

The Samuel Beckett Phase 2B project was reviewed for compliance with the Infrastructure Guidelines. Internal Audit is satisfied that the delivery of the project to-date substantially complies with the standards set out in the guidelines. It is expected that these standards should be maintained throughout the remaining stages of the project.

Internal Audit recommend that the Community, Cultural Services and Parks Department consider the following recommendations:

- Ensure a Lessons Learned Report is maintained and updated regularly as the project progresses to completion.
- Ensure there is a plan in place for effective document management and storage of important project records during the various stages of the project.

Audit Opinion

Given the outcome of this review, it is the opinion of Internal Audit that there is overall reasonable assurance that there is compliance with the provisions of the Infrastructure Guidelines by Dún Laoghaire-Rathdown County Council.

Quality Assurance – In Depth Check

Section A: Introduction

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

Programme or Project Information	
Name	Vacant Property Refurbishment Grant - Croí Cónaithe Towns Fund (Sub Service A0904)
Detail	Administration of grant scheme to turn a formerly vacant house or building into a principal private residence or to make the property available to rent
Responsible Body	Dún Laoghaire-Rathdown County Council (DLRCC)
Current Status	Current Expenditure - Revenue Budget
Start Date	January 2024
End Date	December 2024
Overall Cost	The Council made provision in the 2024 Revenue Budget for expenditure of €3,060,000 and income of €3,060,000 for this programme. Total expenditure on the programme in 2024 was €4,179,157

Project Description

Context

Housing for All, the Government's Housing Plan recognises the opportunity to reimagine and transform cities and towns and increase residential development in tandem with an emphasis on amenities and quality of life. Addressing vacancy and dereliction is a key part of this response, set out in the context of Pathway 4 on 'Addressing Vacancy and the Efficient Use of our Existing Stock.'

There are two schemes under the Croí Cónaithe Towns Fund which are delivered by local authorities. The **Vacant Property Refurbishment Grant** provides people with a grant to support the refurbishment of vacant properties, while under the **Ready to Build Scheme**, local authorities make serviced sites available in towns and villages at a discounted rate to individuals who want to build their own home.

The Vacant Property Refurbishment Grant was launched on the 14th of July 2022 and benefits those who wish to turn a formerly vacant house or building into their principal private residence or make it available to rent.

From 1 May 2023, a grant of up to a maximum of **€50,000** is available for the refurbishment of vacant properties for occupation as a principal private residence, and for properties which will be made available for rent, including the conversion of properties which have not been used as residential heretofore, subject to appropriate planning permission being in place. This is subject to upper limits for the types of work, having regard to a reasonable cost assessment by the local authority. The grant is inclusive of the VAT cost of the works.

Where the refurbishment costs are expected to exceed the standard grant of up to **€50,000**, a maximum top-up grant amount of up to **€20,000** is available where the property is confirmed by the applicant(s) to be derelict (i.e. structurally unsound and dangerous) or if the property is already on the local authority's Derelict Sites Register, bringing the total grant available for a derelict property up to a maximum of **€70,000**. In the case of a top-up grant in respect of a derelict property not on the Derelict Sites Register, an independent report prepared by an appropriately qualified professional is required to be submitted along with the application, confirming, to the satisfaction of the local authority, that the property is derelict.

Management of Vacant Property Refurbishment Grant - Croí Cónaithe Towns Fund by DLRCC

The Affordable Housing Team who are involved in the administration of the Vacant Property Refurbishment Grant consists of an Administrative Officer, Senior Staff Officer, 1 full time Staff Officer, 1 part-time Assistant Staff Officer, 1 full time Clerical Officer, 1 part-time Clerical Officer and 2 Clerks of Works who carry out the inspections as part of their wider duties.

Administrative staff process the applications by checking the documentation provided with the application such as proof of ownership, proof of vacancy, and quotes. The relevant information in

relation to the application is inputted on a summary master sheet and inputted into the Department of Housing, Local Government & Heritage (DHLGH) Online Digital Dashboard. The two Clerks of Works carry out the initial inspection prior to provisional approval and complete a draft inspection report. There is a template document from the Department that must be completed by the Clerks of Works for both inspections. Following the initial inspection and report the Administrative staff issue a letter of Approval In Principle or a letter of rejection to the applicant and they update the Online Digital Dashboard and the inhouse summary spreadsheet.

Once the applicant notifies the Affordable Housing Section that they have completed the works, they must submit their invoices in relation to the works to the Affordable Housing Section who check the invoices relate to the approved works and fall within the relevant limits set out in the scheme, and then arrange a second inspection post works to be carried out by the Clerk of Works. Once the Clerk of Works verifies that the works contained in the invoices/receipts has been carried out he completes his report and recommends that the grant application is processed for payment.

The Administration staff then issue a confirmation of Approval of Payment letter to the applicant along with an Electronic Funds Transfer form for the applicant to complete and request the submission of further documentation, if applicable, such as proof of LPT payment, proof of registration with the Residential Tenancies Board (RTB), and Tax Clearance Certs. The Administrative staff then prepare the Charge Document for the charge on the property and send it to the Housing Agency for them to carry out checks. When the Charge Document is returned by the Housing Agency with no issues, it is posted out to the applicant for signing and they are advised that their signature must be witnessed by a Solicitor. Once the applicant returns the signed document, a Chief Executive Order is prepared in order for the Council to sign and seal two copies of the Charge Document. Once the signed and sealed copies of the Charge Document are returned, a copy is posted to the Solicitors for them to process the charge on the property folio. The summary spreadsheet is updated at all steps in the process.

A Chief Executives Order is then prepared to arrange payment of the grant amount to the applicant and once the Dealing number for the Charge Document has been returned, the Chief Executive Order is signed and numbered approving the payment of the grant and a Purchase Order is raised and sent to the Accounts Payable section for payment to be processed. Reconciliations are completed for paid grants by the Finance Department and are signed off by the Director of Finance in order to recoup the amounts from the Department of Housing, Local Government & Heritage. Individual claim forms are completed for each grant that has been paid and are certified by staff on the Affordable Housing Team and by either the Director of Housing or Director of Finance; claim forms are then submitted to the Department with the reconciliation for recoupment.

Section B - Step 1: Logic Model Mapping

Objectives	Inputs	Activities	Outputs	Outcomes
<p>The Croí Cónaithe Towns Fund is a key initiative which underpins the policy objectives set out in Pathway 4 of Government's Plan 'Housing for All'. The Vacant Property Refurbishment Grant delivered under the initiative provides people with a grant to support the refurbishment of vacant properties and benefits those who wish to turn a formerly vacant house or building into their principal private residence or make it available for rent.</p>	<p>2024 Revenue Budget: Expenditure €3,060,000 and Income: €3,060,000.</p> <p>Council staff resources which includes Administrative Staff and Technical Staff.</p>	<p>Assessment of applications and supporting documentation for grant funding in line with the conditions of the scheme.</p> <p>First Inspection of property by technical staff prior to checking the works applied for are in order and assess the projected cost submitted with the application.</p> <p>Issuing of approval for grant.</p> <p>Second Inspection of property by technical staff to check work has been completed in-line with grant application.</p> <p>Issue of clawback agreement for applicant's signature.</p> <p>Payment of grants.</p> <p>Updating the data on the housing.gov Croí Cónaithe Vacant Property Refurbishment Grant App Dashboard.</p> <p>Submission of claims to the DHLGH.</p>	<ul style="list-style-type: none"> • 148 applications for grants received in 2024. • 16 first inspections in carried out in 2024 on applications received in 2023. • 139 first inspections carried out in 2024 on applications received in 2024. • 4 second inspections carried out on applications received in 2022. • 66 second inspections carried out on applications received in 2023. • 19 second Inspections carried out on applications received in 2024. 	<ul style="list-style-type: none"> • 5 grant payment in relation to 2022 applicants were paid in 2024. • 61 grant payments in relation to 2023 applicants were paid in 2024. • 9 grant payments in relation to 2024 applicants were paid in 2024. • 25 claims submitted to DHLGH in 2024 in the sum of €1,462,256.

			<ul style="list-style-type: none"> • 138 applications received in 2024 received grant approval in 2024. • 22 Applications received in 2023 received grant approval in 2024 	
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As part of this In-Depth Check, Internal Audit have completed a Programme Logic Model (PLM) for the Vacant Property Refurbishment Grant - Croí Cónaithe Towns Fund.

Description of Programme Logic Model

Objectives: The Council's primary objective in respect to the Vacant Property Refurbishment Grant - Croí Cónaithe Towns Fund is to provide people with a grant to support the refurbishment of vacant properties and benefit those who wish to turn a formerly vacant house or building into their principal private residence or make it available for rent.

Inputs: DLRCC's meeting of 28th November 2023 adopted the Annual Budget for 2024 which included the provision of an expenditure budget of €3,060,000 and income budget of €3,060,000 for the administration of the Vacant Property Refurbishment Grant - Croí Cónaithe Towns Fund. The inputs also included the associated administration costs for staff in the Affordable Housing Section.

Activities: The key activities carried out were:

- Assessment of applications and supporting documentation for grant funding in line with the conditions of the scheme.
- 1st Inspection of property by technical staff prior to checking the works applied for are in order and assessing the projected cost submitted with the application.
- Issue of approval for grant.
- 2nd Inspection of property by technical staff to check work has been completed in-line with grant application.
- Issue of clawback agreement for applicant's signature.
- Payment of grants.
- Updating the data on the housing.gov Croí Cónaithe Vacant Property Refurbishment Grant App Dashboard.
- Submission of claims to the DHLGH.

Outputs: Having carried out the identified activities using the inputs the outputs are:

- 148 applications for grants received in 2024.
- 16 first inspections in carried out in 2024 on applications received in 2023.
- 139 first inspections carried out in 2024 on applications received in 2024.
- 4 second inspections carried out on applications received in 2022.
- 66 second inspections carried out on applications received in 2023.
- 19 second Inspections carried out on applications received in 2024.
- 138 Applications received in 2024 received grant approval in 2024.
- 22 Applications received in 2023 received grant approval in 2024.

Outcomes: 75 Vacant Property Refurbishment Grant payments totalling €4,179,157 in value were made in 2024 and 25 claims totalling €1,462,256 were submitted to the Department of Housing, Local Government and Heritage in 2024.

- 5 grant payments in relation to 2022 applicants were paid in 2024.
- 61 grant payments in relation to 2023 applicants were paid in 2024.
- 9 grant payments in relation to 2024 applicants were paid in 2024.

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

The following section tracks the Vacant Property Refurbishment Grant - Croí Cónaithe Towns Fund from inception to conclusion in terms of major project/programme milestones.

Annual

- Budget Preparation

Weekly/Monthly

- Monthly operational meetings to assess workloads and check potential bottlenecks.
- Process applications by checking proof of ownership and vacancy, and create file on dlrDOCS.
- Input and update summary master sheet and online dashboard.
- Preparation of draft inspection report and issue letter of confirmation in principle or rejection after inspection has taken place.
- Checking of invoices and arranging second inspection.
- Preparation of Charge Document, liaising with Housing Agency and advising applicants of legal requirements.
- Drafting Chief Executive Orders for legal charge, and subsequent payment.
- Raising Purchase Orders for payment and ensuring that Accounts Payable has all the necessary documentation to process the payment.
- Raising Sales Orders and generating invoices for recoupment of funds from DHLGH.
- Reconciliation of financial records for signing by Finance Department as part of the recoupment process.

Ongoing

- Submission of claims to DHLGH for recoupment of grants paid out.
- Responding to requests for information from the public and from applicants throughout all stages of the process.

Section B - Step 3: Analysis of Key Documents

The following section reviews the key documentation relating to appraisal, analysis and evaluation for the Vacant Property Refurbishment Grant - Croí Cónaithe Towns Fund.

Project/Programme Key Documents	
Title	Details
Circular 03/2023 – Payment and recoupment of Vacant Property Refurbishment Grants	Circular from the DHLGH dated 13 th March 2023 details information and guidelines for payment and recoupment of Vacant Property Refurbishment Grant Applications.
Application Forms	Application forms for funding completed by property owners.
Chief Executive Orders	Chief Executive Orders approving the clawback and payment of the grant amount.
Department/Section Procedure Document	Outlines the tasks and procedures for the administration of the scheme.
Financial Reporting	Expenditure and income reports generated from Agresso.
Vacant Property Refurbishment Grant Claims	The grant claim includes Vacant Property Refurbishment Recoupment Certification Forms, summary sheets and signed reconciliations for recoupment of expenditure in relation to grants paid by DLRCC.

Key Document 1: Circular 03/2023 – Payment & Recoupment of Vacant Property Refurbishment Grants

Circular 3 of 2023 sets out the principles of the Vacant Property Refurbishment Grant payments and recoupment of the grant amounts. The Circular provides details in respect of the payment of the Vacant Property Refurbishment Grant to applicants following a final technical site visit by the local authority.

When the Vacant Homes Officer (VHO) receives notification of completion of works applied for in respect of the Vacant Property Refurbishment Grant, a final technical site visit must be arranged. As per the scheme outline the purpose of this visit is to ensure that the works applied for and approved by the local authority are completed. A cross check of works listed on the approval letter should be verified with invoice(s) provided by the contractor(s) who carried out the works. In the case where works are carried out by the applicant, the cost of materials should be verified with receipt(s) provided by the applicant.

If the works originally applied for in respect of the grant were not completed, the VHO may revise the amount to be paid to the applicant. Any changes should be documented by the VHO and an updated approval amount provided to the applicant, with the reason for the change. This information should then be updated on the Croí Cónaithe application. When the VHO is satisfied that the works applied for by the applicant and approved by the local authority have been completed, the applicant should be requested to provide bank details and payment may then be issued from the local authority to the applicant.

In order to recoup the grant monies, the VHO will submit a request for Vacant Property Refurbishment Grant recoupment to the Vacant Homes Unit in the Department Housing, Local Government & Heritage on a quarterly basis. This submission should provide a breakdown of grants issued including the total amounts paid in respect of each application as well as a completed checklist. Upon receipt of quarterly submissions, the Department will issue payment to the local authority covering total payments issued in respect of the Vacant Property Refurbishment Grant over the previous quarter.

All local authorities are advised to keep in contact with applicants who have received approval or approval in principle in order to ensure that final technical site visits can be facilitated as soon as works have been completed in order for the grant to be paid promptly. All documentation associated with applications should be retained for spot checking purposes by the Department for 5 years.

Key Document 2: Application forms

The Vacant Property Refurbishment Grant Application form outlines how the scheme works, what properties are eligible, the type of documentation required to be submitted with the application in relation to proof of vacancy and proof of ownership. It outlines that the relevant owner is required to reside in the dwelling as his or her principal private residence or to make the dwelling available for rent on completion of the qualifying works to the dwelling.

The types of works covered which are eligible for grant assistance and the cost threshold levels for works are outlined in the application form and any conditions that are attached to the grant payment and a checklist is provided for the applicant to complete within the application form.

All submitted applications with the relevant information completed on the application form and supporting documentation were found to be on file.

Key Document 3: Chief Executive Orders

Signed Chief Executive Orders authorising the payment of grant amounts are in place. Signed Chief Executive Orders authorising the placement of a charge on the property are generally in place.

Key Document 4: Department/Section Procedure Document

The procedures document outlines the tasks and procedures for the staff involved in the administration of the Vacant Properties Refurbishment Grant – Croí Cónaithe Towns Fund Scheme.

Key Document 5: Financial Reporting

Reports generated from Agresso allow management to monitor the on-going expenditure and income against the adopted budget throughout the year and to reconcile accounts.

Key Document 6: Vacant Property Refurbishment Grant Claims

Vacant Property Refurbishment Recoupment Certification Forms, summary sheets and signed reconciliations for recoupment of expenditure in 2024 in relation to grants paid by DLRCC were reviewed by Internal Audit. As at 31st December 2024 claims in the sum of €1,462,256.86 for 25 grants were submitted to DHLGH in 2024. During the course of the In-Depth Check further claims were submitted to the Department in January /February/ March 2025 in relation to expenditure in 2024 totalling €2,717,179.07 for grants that were paid to applicants in 2024. Sales Orders were raised and posted back to period 202412 on Agresso which will ensure that the total expenditure of €4,179,157.93 in 2024 is claimed.

Section B - Step 4: Data Audit

The following section details the data audit that was carried out for the Vacant Property Refurbishment Grant - Croí Cónaithe Towns Fund. It evaluates whether appropriate data is available for the future evaluation of the project/programme.

Data Required	Use	Availability
Vacant Properties Refurbishment Grant Applications	Assess the application and to progress the grant appraisal	On File
Chief Executive Orders	Authorising payment of grant to applicants and authorising placement of charge on properties	On File
Claims to the DHLGH	To reconcile accounts and recoup grants paid to applicants	On File

Data Availability and Proposed Next Steps

The data audit presented above details the type of information that is available for inspection. It is the opinion of Internal Audit that the Council is collecting relevant data that will enable future evaluation of the programme.

Section B - Step 5: Key Evaluation Questions

The following section looks at the key evaluation questions for the Vacant Property Refurbishment Grant - Croí Cónaithe Towns Fund 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)

Having reviewed the documentation in relation to the expenditure incurred and income received during 2024, Internal Audit can give reasonable assurance that there is compliance with the Public Spending Code.

The following key documents were generally in place for the Vacant Property Refurbishment Grant - Croí Cónaithe Towns Fund

- Vacant Property Refurbishment Grant Applications
- Chief Executive Orders
- Financial Reports
- Department /Section Process Documents

Improvements and recommendations in relation to such documentation are noted below.

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

All the necessary data is available for inspection.

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

1. It is recommended that in order to keep track of which applications will require proof of registration with the RTB annually for the 10-year period following payment of the grant, that the Affordable Housing Section develop a monitoring/tracking sheet so the evidence of registration can be requested from the applicant annually.

Affordable Housing Section Response: The Vacant Homes Team will implement immediately a new tracker to keep track of Rental Properties.

2. It is recommended that going forward the claims are submitted to the Department on a quarterly basis in order to ensure that accounts are properly reconciled and that only grant

payments made in Quarter 4 each year remain to be claimed in January the following year. It was noted during the course of this in-depth check that claims for grant expenditure in 2024 were submitted to the Department in January /February/ March 2025.

Affordable Housing Section Response: Recoupment of grants have started being prepared on a quarterly basis and this will continue as normal procedure.

During the in-depth recommendations were made in respect of minor/housekeeping grade findings which staff in the Affordable Housing Section agreed to implement.

Section: In-Depth Check Summary

The following section presents a summary of the findings of this In-Depth Check on the Vacant Property Refurbishment Grant - Croí Cónaithe Towns Fund.

Summary of In-Depth Check

The Vacant Property Refurbishment Grant process by the Affordable Housing Section was reviewed for compliance with the Public Spending Code. Having examined the processes and controls in place, Internal Audit can give a reasonable assurance that there is compliance with the standards set out in the code.

Internal Audit recommend that the Affordable Housing Section consider the following recommendations:

- It is recommended that in order to keep track of which applications will require proof of registration with the RTB annually for the 10-year period following payment of the grant, that the Affordable Housing Section develop a monitoring/tracking sheet so the evidence of registration can be requested from the applicant annually.
- It is recommended that going forward the claims are submitted to the Department on a quarterly basis in order to ensure that accounts are properly reconciled and that only grant payments made in Quarter 4 each year remain to be claimed in January the following year. It was noted during the course of this in-depth check that claims for grant expenditure in 2024 were submitted to the Department in January/February/March 2025.

During the in-depth recommendations were made in respect of minor/housekeeping grade findings which staff in the Affordable Housing Section agreed to implement.

Audit Opinion

Given the outcome of this review, it is the opinion of Internal Audit that there is overall reasonable assurance that there is compliance with the Public Spending Code by the Housing Department.