

# Public Spending Code

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Quality Assurance Report for 2023

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Dún Laoghaire-Rathdown County Council

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## 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:



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**Frank Curran**  
**Chief Executive**  
**Dún Laoghaire-Rathdown County Council**

**31<sup>st</sup> May 2024**

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## **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 2023.

## 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 2023 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 2023 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 179 projects across the 3 stages and cost categories with a total value of €1,487m.

### Summary Table of 2023 Inventory – Included in Appendix A.

	Current Projects		Capital Projects		Total Value of Inventory
Project Expenditure	Number	Value	Number	Value	Value
Being Considered	13	€38,853,324	69	€828,327,107	€867,180,431
Being Incurred	52	€252,006,480	31	€314,833,605	€566,840,085
Completed			14	€53,761,858	€53,761,858
<b>Totals</b>	<b>65</b>	<b>€290,859,804</b>	<b>114</b>	<b>€1,196,922,571</b>	<b>€1,487,782,374</b>

## **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 one project from the Project Inventory and one project from the Current Expenditure - Revenue Budget with a combined project budget of €44 million.

From the Expenditure Being Incurred, Housing & Library development at St. Laurence's Park, Stillorgan was selected and from current expenditure, re-let of void social housing (A0101) was selected.

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

## **Housing & Library development at St. Laurence's Park, Stillorgan**

St Laurence's Park Housing & Library Scheme included the demolition of 16 maisonettes and two semi-detached houses along with the removal of the pre-existing prefabricated Stillorgan library building. The development will comprise 88 apartments and a civic library together with landscaping works to provide a communal garden. The apartments comprise 48 social housing units in a mix of dwelling types and 40 one bed apartment cost rental units.

During the in-depth check a number of minor/housekeeping grade findings were identified and the Housing Department agreed to implement recommendations that were made in respect of these findings.

Internal Audit also recommends that

- The Housing Department request the Architects Department to continue to maintain the Lessons Learned Report to include Stage 4 of the scheme and update it regularly as the scheme progresses on-site to completion.

Internal audit has examined the controls in place for the Housing & Library development at St. Laurence's Park, Stillorgan and can give reasonable assurance that there is compliance with the PSC.

## **Re-let of Void Social Housing**

The management and maintenance of local authority housing stock, including pre-letting repairs to vacant properties, the implementation of a planned maintenance programme and carrying out of responsive repairs, are matters for each local authority under Section 58 of the Housing Act 1966. Local Authorities also have a legal obligation to ensure that all of their tenanted properties are compliant with the provisions of the Housing (Standards for Rented Houses) Regulations 2019.

The Housing Department assesses the condition of each social housing property that becomes void and carries out standard maintenance and upgrade works to bring the property back into productive use as quickly as possible to enable re-letting to households on the Council's housing waiting list. The Housing Department may also take the opportunity to carry out significant upgrade works to voids in parallel with standard re-let works.

Internal Audit also recommends that

- When requesting quotations from members on the framework agreement for the provision of Minor Building Works, Repairs and Refurbishments to residential properties Lot 1 (up to €50,000) and Lot 2 (exceeding €50,000) that Housing Maintenance staff request the required number of quotations based on the value of the works
- Housing Maintenance section consider developing a new Voids Works Process Manual with flow chart to document the works carried out by the in-house Housing Maintenance team
- The existing 'Voids Procedures Manual' is updated to state the roles of Housing Maintenance admin staff responsible to complete each section as well as timelines involved

Internal audit have examined the controls in place for Re-let of void social housing 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 one procurement in excess of €10 million for 2023 details of which is 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 check 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 2023, 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.



# Appendix A

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
<b>HOUSING &amp; BUILDING</b>							
St Michaels TAU , Monkstown	Refurbishment of exiting traveller site				2024 - 2025	€ 1,396,738	
Woodpark, Sallynoggin TAU	Provision of 3 x 4 bed units				2023 - 2024	€ 1,739,255	
Old Connaught TAU	Provision of 6 x 3 bed units				2024 - 2025	€ 3,013,291	
Tig Mo Chroi (TAU)	New traveller accommodation				2024 - 2025	€ 1,244,000	
27 Patrick St (formerly Cross Avenue), Dun Laoghaire	Development of 4 apartments				2024 - 2025	€ 1,546,399	
Blackglen Road	Construction of 98 units				2024 - 2027	€ 43,179,528	
Mount Anville	Construction of 24 units				2024 - 2025	€ 12,450,000	
Lehaunstown	Construction of 90 units				2024 - 2026	€ 61,752,377	
Ballyman	Construction of 300 units				2025 - 2028	€ 127,646,000	
Old Connaught	Construction of 60 units				2025 - 2028	€ 23,000,000	
A01 Maintenance & Improvement of LA Housing Units		€ 3,225,313					
A05 Administration of Homeless Service		€ 571,004					
A06 Support to Housing Capital Prog.		€ 1,651,772					
A07 RAS and Leasing Programme		€ 7,986,780					
A09 Housing Grants		€ 3,102,772					
<b>ROAD TRANSPORTATION AND SAFETY</b>							
Cherrywood - Kilternan Link Road & Priorsland Overbridge	New road link over the M50				2026 - 2029	€ 47,241,500	
Cherrywood to Shankill Greenway	Proposed 900m long Greenway				2023 - 2026	€ 2,650,000	
Glenamuck LAP associated works (A)	Upgrade of the Glenamuck Rd/Enniskerry Rd Junction				2023 - 2026	€ 1,000,000	
Glenamuck LAP associated works (B)	Land purchase outside LAP boundary				2023 - 2026	€ 8,000,000	
Glenamuck LAP associated works (C)	Traffic calming/public realm works				2023 - 2026	€ 4,000,000	
S25 (Boooterstown to Dún Laoghaire) - Reduced scheme	Blackrock DART to Park Active Travel Scheme				2023-2026	€ 2,700,000	
Glenamuck District Roads Scheme	Glenamuck District/Link Distributor roads				2023 - 2026	€ 90,201,000	
Bracken Link Road	Bracken Link Road SUFP				2020 - 2027	€ 6,100,000	
M50 Junction 14 Link Road	Provision of a new road link				2018 - 2026	€ 29,569,600	
Hillcrest Road	Improvement Works				2020 - 2027	€ 9,715,000	
Leopardstown Link Road (Phase 2)	Phase 2 of Leopardstown Link Road				2021 - 2028	€ 5,960,000	
Dundrum URDF Masterplan and advance Public realm works	Dundrum URDF Masterplan and advance Public realm works				2022 - 2030	€ 4,000,000	
DMURS Minor Junctions etc.	Installing cycle lanes/cycle paths or slipways				2024- 2026	€ 1,050,000	
Greenways future projects	Network of greenways linking parks and open spaces				2023 - 2024	€ 3,000,000	
Stillorgan Village Movement Framework Plan (Phase 5-7) -	Old Dublin Road, N11 Bus Stop Improvement & The Hill				2025 - 2025	€ 1,900,000	
Stillorgan Village Movement Framework Plan (Phase 3-4) -	Village Core (Section 1 & 2)				2023- 2026	€ 5,646,300	
Cabinteely Park Greenway	Active Travel Scheme				2023-2025	€ 3,538,263	
Dodder Greenway - Elys Arch to Orwell Road	Active Travel Scheme				2024	€ 600,000	
Living Streets: Blackrock	Active Travel Scheme				2023-2026	€ 3,817,234	
Living Streets: Coastal Mobility Route	Active Travel Scheme				2023-2026	€ 3,993,610	
Living Streets: Dun Laoghaire - Pathfinder	Active Travel Scheme				2023-2026	€ 15,295,835	
Sandyford Business District Cycle Routes	Active Travel Scheme				2020-2025	€ 1,040,314	
Stepaside Village Active Travel Scheme	Active Travel Scheme				2021-2024	€ 613,673	
Taney Road to N11 Active Travel Scheme	Active Travel Scheme				2021-2026	€ 2,196,665	
B10 Support to Roads Capital Prog		€ 779,449					
<b>WATER SERVICES</b>							
Deansgrange Flood Relief Scheme (ECFRAM)	Flood risk mitigation				2022 - 2027	€ 8,500,000	
Carrickmines/Shanganagh Flood Relief Scheme (ECFRAM)	Flood risk mitigation				2022 - 2028	€ 12,000,000	
<b>DEVELOPMENT MANAGEMENT</b>							
URDF Call 2: Beckett Link & Barrington's Road Connection	Pedestrian, cycle, and vehicle link				2023 - 2029	€ 59,124,841	
URDF Call 2: Castle Street Link	340m of Cherrywood's bus priority route & connections				2026 - 2029	€ 9,426,710	
URDF Call 2: Ticknick Park - Ballycorus Access	Cycle, pedestrian, and vehicle access to Ticknick Park				2023 - 2027	€ 7,817,319	
URDF Call 2: Town Centre & Pedestrian Cycle Link	At-grade pedestrian and cycle bridge between Town Centre				2025 - 2027	€ 4,268,481	
URDF Call 2: 3 Public Parks	3 centrally located parks in Cherrywood SDZ				2025 - 2027	€ 5,310,180	
LIHAF - Cherrywood (Phase 3) - P3-P	Provision of Road Extension & feature bridge				2024 - 2027	€ 19,566,507	
Cherrywood URDF Call 1: (Linear Park & Greenway)	Sub-Project A - Linear Park & Greenway				2022 - 2026	€ 8,192,827	
Cherrywood URDF Call 1 (Pond 5a)	Sub-Project D - Pond 5a				2022 - 2025	€ 5,953,973	
Cherrywood URDF Call 1 (Pond 2a)	Sub-Project C - Pond 2a				2022 - 2025	€ 6,620,997	
Cherrywood Road Upgrade	Opening up of lands for housing & cycle links				2021 - 2028	€ 17,000,000	
D02 Development Management		€ 671,487					
D06 Community and Enterprise Function		€ 11,052,542					
<b>ENVIRONMENTAL SERVICES</b>							
Shanganagh Crematorium	Development of a new Crematorium				2024 - 2026	€ 6,550,000	
E06 Street Cleaning		€ 942,704					
<b>RECREATION &amp; AMENITY</b>							
Samuel Beckett Phase 2B	Swimming Pool / Sports Hall Complex				2018 - 2030	€ 39,613,000	
Blackrock (Main Street & Environs)	Enhancement of Public Realm as per Blackrock LAP				2022 - 2025	€ 7,500,000	

Glenalbyn Pool	Pool rebuild				2023 - 2030	€	10,000,000
Multi Use Community facility - Blake's site, Stillorgan	Community Sports Hall				2021 - 2027	€	2,200,000
Library & Community Buildings Programme of Works	Planned upgrade works to libraries and community buildings				2023 - 2025	€	900,000
Shanganagh Castle Sports Facilities	New community sports facility				2025 - 2026	€	4,000,000
Cabinteely Park Projects	Cabinteely Park Priority Projects				2025 - 2025	€	1,250,000
Woodbrook College Pitches	Construction of all weather pitch				2025 - 2026	€	4,250,000
Dalkey Island	Upgrade tower and gun battery				2025 - 2028	€	500,000
Jamestown Park Projects	New paths, boundary planting, playground/adventure sports				2025 - 2026	€	1,475,000
Kilbogget Park Sports Building	Replace existing buildings with one shared clubhouse				2025 - 2028	€	500,000
Marlay Golf Redevelopment	Redevelop the overall golf amenity at Marlay				2024 - 2026	€	500,000
Marlay Park Masterplan	Priority projects arising from the Marlay Park Masterplan				2024 - 2026	€	1,000,000
Shanganagh Park Masterplan Projects Phase 1	Progression of Masterplan Phase 1				2023 - 2026	€	3,250,000
Stonebridge Road Changing Rooms	Changing rooms, seating, paths and car park				2024 - 2026	€	750,000
Sandyford urban open space	Acquire sites and develop new parks				2021 - 2025	€	16,150,000
St. Thomas Estate (Phase 2)	Multi-use building				2023 - 2026	€	11,000,000
Parks and Cemetery Depots	Upgrade of Depots				2024 - 2028	€	3,000,000
Play Space Development	Development of play spaces throughout the county				2024- 2026	€	6,000,000
F02 Operation of Library and Archival Service		€	1,066,672				
F03 Outdoor Leisure Areas Operations		€	2,092,737				
<b>AGRICULTURE, EDUCATION, HEALTH &amp; WELFARE</b>							
West Pier Inner Wall Repairs	Pier repairs				2024	€	605,000
Dun Laoghaire Harbour dredging	Water area within the harbour limits				2025-2028	€	1,400,000
National Watersports Campus, Dun Laoghaire Harbour	Including new building, storage, boat slip/launching area				2023 - 2030	€	11,355,690
G02 Operation and Maintenance of Piers and Harbours		€	1,627,834				
<b>MISCELLANEOUS</b>							
H03 Administration of Rates			4,082,258				
<b>Totals</b>		<b>€</b>	<b>38,853,324</b>	<b>€</b>	<b>-</b>	<b>€</b>	<b>-</b>
						<b>€</b>	<b>828,327,107</b>

**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
<b>HOUSING &amp; BUILDING</b>								
St. Laurence's Park	Construction of 88 units		€ 2,186,198	€ -	2023 - 2025	€ 3,776,308	€ 35,505,367	
Ballyogan Rise	Construction of 52 units		€ -	€ -	2023 - 2025	€ 603	€ 20,881,371	
Park House	Refurbishment & provision of 4 housing units		€ 579,395	€ -	2022 - 2024	€ 948,761	€ 2,042,988	
Rockville Green	Construction of 13 units		€ 169,916	€ -	2021 - 2025	€ 1,826,671	€ 5,853,200	
Shanganagh Castle Estate	597 dwellings in partnership with the LDA		€ 22,159,144	€ -	2022 - 2025	€ 30,718,929	€ 127,241,684	
Infill Housing at Moyola Court	Construction of 4 units		€ 1,151,926	€ -	2022 - 2023	€ 1,638,879	€ 1,700,000	
Roebuck Road	Construction of 3 units		€ 63,242	€ -	2023 - 2024	€ 89,515	€ 1,742,657	
A01 Maintenance & Improvement of LA Housing Units		€ 19,225,656	€ -					
A02 Housing Assessment, Allocation and Transfer		€ 1,597,951	€ -					
A03 Housing Rent and Tenant Purchase Administration		€ 1,510,598	€ -					
A04 Housing Community Development Support		€ 776,831	€ -					
A05 Administration of Homeless Service		€ 4,703,545	€ -					
A06 Support to Housing Capital Prog.		€ 8,915,932	€ -					
A07 RAS and Leasing Programme		€ 28,226,487	€ -					
A08 Housing Loans		€ 1,175,855	€ -					
A09 Housing Grants		€ 2,752,087	€ -					
A11 Agency & Recoupable Services		€ 672,200	€ -					
A12 HAP Programme		€ 559,675	€ -					
		€ -	€ -					
		€ -	€ -					
<b>ROAD TRANSPORTATION AND SAFETY</b>								
Cherrywood SDZ - Infrastructure Support	Transport, W&D, Green Infrastructure & Project Mgt		€ 138,379		2018-2028	€ 6,341,278	€ 8,283,971	
Blackglan Road Improvement Scheme	Road improvement scheme		€ 11,397,782		2021 - 2024	€ 26,573,667	€ 41,239,300	
Brewery Road Junction	Active Travel Scheme				2018-2024	€ 517,785	€ 587,292	
Deerpark Entrance Improvements	Active Travel Scheme		€ 151,926		2023 - 2024	€ 151,926	€ 604,197	
Glenageary Road Upper - Pathfinder	Active Travel Scheme				2021-2024	€ 998,563	€ 2,989,913	
Park to Park and Mountains to Metals Routes - Schools routes	Active Travel Scheme		€ 814,983		2022-2024	€ 1,646,543	€ 3,106,237	
Pearse Drive Sallynoggin - Love our Laneways Scheme	Active Travel Scheme		€ 56,400		2022-2024	€ 328,838	€ 1,284,000	
Stillorgan Park Road to Carysfort Ave	Active Travel Scheme				2020-2025	€ 197,717	€ 7,403,851	
Sustainable Transport Asset Renewal	Active Travel Scheme		€ 56,112		2021-ongoing	€ 2,252,142	€ 5,702,142	
B01 NP Road - Maintenance and Improvement		€ 890,058						
B03 Regional Road - Maintenance and Improvement		€ 2,431,230						
B04 Local Road - Maintenance and Improvement		€ 13,148,641						
B05 Public Lighting		€ 4,740,005						
B06 Traffic Management Improvement		€ 4,495,409						
B08 Road Safety Promotion & Education		€ 974,982						
B09 Car Parking		€ 1,997,353						
B10 Support to Roads Capital Prog		€ 2,093,769						
B11 Agency & Recoupable Services		€ 632,198						
<b>WATER SERVICES</b>								
C01 Water Supply		€ 5,541,168						
C02 Waste Water Treatment		€ 2,500,047						
C08 Local Authority Water and Sanitary Services		€ 4,267,815						
<b>DEVELOPMENT MANAGEMENT</b>								
LIHAF - Cherrywood (Phase 2) - P*-P3	Bridge crossing extension of Druid's Glen Road		€ 1,583,234	€ -	2023 - 2024	€ 1,875,198	€ 8,469,818	
Park House (Commercial unit)	Commercial unit on ground floor		€ 341,992	€ -	2021 - 2024	€ 341,992	€ 1,222,700	
D01 Forward Planning		€ 2,478,154						
D02 Development Management		€ 10,150,915						
D03 Enforcement		€ 1,194,533						
D05 Tourism Development and Promotion		€ 638,517						
D06 Community and Enterprise Function		€ 15,395,217						
D08 Building Control		€ 1,610,834						
D09 Economic Development and Promotion		€ 7,203,749						
D10 Property Management		€ 1,852,054						
D11 Heritage and Conservation Services		€ 638,587						
<b>ENVIRONMENTAL SERVICES</b>								
E02 Recovery & Recycling Facilities Operations		€ 2,201,653						
E03 Waste to Energy Facilities Operations		€ 821,611						
E05 Litter Management		€ 1,415,858						
E06 Street Cleaning		€ 7,587,568						
E07 Waste Regulations, Monitoring and Enforcement		€ 1,085,601						
E09 Maintenance of Burial Grounds		€ 2,655,661						
E10 Safety of Structures and Places		€ 670,624						
E11 Operation of Fire Service		€ 18,201,130						
E15 Climate Change and Flooding		€ 552,262						
<b>RECREATION &amp; AMENITY</b>								
Dun Laoghaire Baths - Mobility Accessibility Works	Provision of universal access to lower levels		€ 332,896		2023 - 2024	€ 332,896	€ 3,382,900	
Shanganagh Castle preliminary works	Securing structure and Castle grounds and future use		€ 178,740		2022 - 2025	€ 414,502	€ 2,500,000	
Ballyogan Library	Phase 2a of development of the Samuel Beckett Civic Campus		€ 358,545		2023 - 2024	€ 358,545	€ 3,296,400	
Stillorgan Library	New public library		€ 338,266		2023 - 2025	€ 516,174	€ 6,761,518	
Fernhill Parks and Gardens - Phase 3	Playground, coffee shop, toilets, paths, renewable infrastructure		€ 614,822		2022 - 2026	€ 897,597	€ 2,000,000	
Hudson Road Park	New sports pavilion and outdoor activity areas		€ 18,979		2021 - 2024	€ 583,373	€ 1,200,000	
Grass Pitch Refurbishment	Refurbishment of grass pitches		€ 1,930,376		Ongoing projects	€ 2,284,129	€ 5,200,000	
Pavement Improvement Programme (Parks)	Footpath construction/renewal in parks & open spaces		€ 265,212		2016 - ongoing	€ 1,249,442	€ 2,100,000	
Oatlands All Weather Pitch	Construction of new all weather pitch		€ 984,007		2022 - 2024	€ 1,001,571	€ 2,800,000	
Blackrock Park Masterplan - Phase 2	Priority projects arising from the Blackrock Park Masterplan		€ 584,549		2022 - 2025	€ 610,287	€ 3,000,000	
Mounttown Boxing Hall	Multi-use sports building		€ 101,968		2023 - 2024	€ 108,677	€ 1,700,000	
F02 Operation of Library and Archival Service		€ 10,802,797						
F03 Outdoor Leisure Areas Operations		€ 17,228,495						
F04 Community Sport and Recreational Development		€ 4,257,954						
F05 Operation of Arts Programme		€ 6,241,809						

F06 Agency & Recoupable Services		€	1,235,557								
<b>AGRICULTURE, EDUCATION, HEALTH &amp; WELFARE</b>											
Bray Landfill Coastal Defence	Coastal Protection at the old landfill north of Bray		€	433,811		2019 - 2024	€	2,545,555 €	3,532,100		
Berth 3 Fender Replacement	Fender replacement on Carlisle Pier		€	932,283		2023 - 2024	€	936,459	€	1,500,000	
G02 Operation and Maintenance of Piers and Harbours		€	6,679,702								
G04 Veterinary Service		€	624,833								
<b>MISCELLANEOUS</b>											
H03 Administration of Rates		€	4,587,998								
H04 Franchise Costs		€	500,887								
H09 Local Representation & Civic Leadership		€	2,991,661								
H11 Agency & Recoupable Services		€	6,670,766								
<b>Totals</b>		€	<b>252,006,480</b>	€	<b>47,925,083</b>	€	-	€	<b>92,064,521</b>	€	<b>314,833,605</b>

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
<b>HOUSING &amp; BUILDING</b>							
Ballyogan Square - Phase 1	Construction of 67 units		€ 5,790,794		2023	€ 22,801,395	
Coast Guard Cottages	Refurbishment of 4 existing properties		€ 800,835		2023	€ 1,295,669	
<b>ROAD TRANSPORTATION AND SAFETY</b>							
Merrion Gates to Seapoint Cycle Scheme (East Coast Trail)	Active travel		€ 2,882,520		2023	€ 3,885,872	
Sandyford to Clonskeagh (UCD to the Dodder)	Active travel		€ 1,651,660		2023	€ 3,440,013	
Wyattville Road Cycle Improvement Scheme (Phase 2)	Active travel		€ 7,240		2023	€ 4,024,773	
<b>DEVELOPMENT MANAGEMENT</b>							
Cherrywood URDF Call 1 (Tully Park P2)	Tully Park		€ 1,023,100		2023	€ 6,588,847	
Dun Laoghaire Carnegie Library	Refurbishment & future use		€ 200,000		2023	€ 700,000	
<b>RECREATION &amp; AMENITY</b>							
Upgrade of outdoor pitches at Meadowbrook	Padel, basketball, gym, sprint track		€ 784,883		2023	€ 784,883	
Myrtle Square & Convent Lane Greening	New civic space & upgrade of Convent Lane		€ 3,932,277		2023	€ 5,357,198	
<b>AGRICULTURE, EDUCATION, HEALTH &amp; WELFARE</b>							
East Pier Revetment	Repair of sloping revetment to seaward side		€ 2,262,102		2023	€ 2,352,899	
Marina Breakwater Railing Repair	1.1km railings on Marina breakwaters		€ 216,481		2023	€ 220,500	
Colliemore Harbour	Installation of floating walkway & rock anchors		€ 410,838		2023	€ 746,261	
Carlisle Pier Deck Repair	Deck repair & installation of lighting		€ 328,240		2023	€ 328,240	
Berth 2 Fender Replacement	Replacement of inadequate fenders		€ 497,701		2023	€ 1,235,307	
<b>Totals</b>		€ -	€ 20,788,670	€ -		€ 53,761,858	

## 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 2023.
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	Relevant departments take cognisance of recommendations in these reports
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.**

	<b>Capital Expenditure being Considered – Appraisal and Approval</b>	<b>Self-Assessed Compliance Rating: 1 - 3</b>	<b>Comment/Action Required</b>
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	



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

	<b>Current Expenditure being Considered – Appraisal and Approval</b>	<b>Self-Assessed Compliance Rating: 1 - 3</b>	<b>Comment/Action Required</b>
Q 3.1	Were objectives clearly set out?	3	Expenditure considered as part of 2023 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.**

	<b>Incurring Capital Expenditure</b>	<b>Self-Assessed Compliance Rating: 1 - 3</b>	<b>Comment/Action Required</b>
Q 4.1	Was a contract signed and was it in line with the Approval given at each Decision Gate?	3	
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?	2	
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.**

	<b>Incurring Current Expenditure</b>	<b>Self-Assessed Compliance Rating: 1-3</b>	<b>Comment/Action Required</b>
Q 5.1	Are there clear objectives for all areas of current expenditure?	3	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 compiled 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.**

	<b>Capital Expenditure Recently Completed</b>	<b>Self-Assessed Compliance Rating: 1 - 3</b>	<b>Comment/Action Required</b>
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.**

	<b>Current Expenditure that (i) reached the end of its planned timeframe or (ii) was discontinued</b>	<b>Self-Assessed Compliance Rating: 1 - 3</b>	<b>Comment/Action Required</b>
Q 7.1	Were reviews carried out of current expenditure programmes that matured during the year or were discontinued?	N/A	No services ceased in 2023
Q 7.2	Did those reviews reach conclusions on whether the programmes were efficient?	N/A	No services ceased in 2023
Q 7.3	Did those reviews reach conclusions on whether the programmes were effective?	N/A	No services ceased in 2023
Q 7.4	Have the conclusions reached been taken into account in related areas of expenditure?	N/A	No services ceased in 2023
Q 7.5	Were any programmes discontinued following a review of a current expenditure programme?	N/A	No services ceased in 2023
Q 7.6	Were reviews carried out by staffing resources independent of project implementation?	N/A	No services ceased in 2023
Q 7.7	Were changes made to the organisation's practices in light of lessons learned from reviews?	N/A	No services ceased in 2023

❖ The scoring mechanism for the checklists is as follows:

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

## Quality Assurance – In Depth Check

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### Section A: Introduction

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

Programme or Project Information	
<b>Name</b>	Housing and Library Development at St. Laurence’s Park, Stillorgan, Co. Dublin
<b>Detail</b>	<p>The development on Council owned land at St Laurence's Park consists of the demolition of 16 maisonettes, 2 semi-detached houses, the removal of a prefabricated library building, the construction of 88 apartments and a new 2-storey civic library. The housing scheme element will provide 48 social housing units in a mix of dwelling types (36 x 1 bed apartments, 11 x 2 bed apartments, 1 x 3 bed apartment) and 40 x 1 bed apartment cost rental units</p> <p><b>This in-depth check focuses on the housing element of the scheme</b></p>
<b>Responsible Body</b>	Dún Laoghaire-Rathdown County Council
<b>Current Status</b>	Expenditure Being Incurred
<b>Start Date</b>	Preliminary design work for the scheme commenced in 2017. The scheme commenced on site on 9 <sup>th</sup> October 2023
<b>End Date</b>	Anticipated Completion Date is 8 <sup>th</sup> September 2025
<b>Overall Cost</b>	<p><b>Social and Cost Rental Units:</b> €29,433,472 (Capital Programme 2023-2025 increasing to €35,505,367 (Capital Programme 2024-2026)</p> <p><b>Civic Library:</b> €6,500,000 (Capital Programme 2023-2025) increasing to €6,761,518 (Capital Programme 2024-2026)</p>

## Project Description

One of the key items for renters noted in the Government's Housing Plan to 2030 "Housing for All - A New Housing Plan for Ireland", published in September 2021, is providing an average of 2000 new cost rental homes per year to 2023. For low-income households one of the key items in the plan is the delivery of over 10,000 new social homes per year to 2023.

Dún Laoghaire-Rathdown County Council, having examined the site at St Laurence's Park, Stillorgan, determined the location was highly underutilized with all the dwellings in the proposed site being vacant and in need of redevelopment. Additionally, the onsite library was housed in a prefabricated building which was unsuitable as a permanent fixture. The site is zoned Objective DC "to protect, provide for and/or improve mixed-use district centre facilities" and also falls within the Stillorgan Local Area Plan 2018 to 2024.

St Laurence's Park Library and Housing Scheme works included the demolition of 16 maisonettes, 2 semi-detached houses and the removal of the pre-existing prefabricated Stillorgan library building. The development will comprise 88 apartment buildings ranging from 4 to 9 stories with a 2-storey civic library as well as landscaping works to provide a communal garden space and allow for 40 on grade car parking spaces, 2 motorcycle parking spaces and 157 bicycle parking spaces. The apartments comprise 48 social housing units in a mix of dwelling types (36 x 1 bed apartments, 11 x 2 bed apartments, 1 x 3 bed apartment) and 40 x 1 bed apartment cost rental units.

Both the apartments and the library building will be NZEB (Nearly Zero Energy Buildings) compliant and will achieve 2019 Technical Guidance Document Part L Compliance and will employ a 'fabric first' approach in pursuing the highest level of energy conservation, both in design and running costs. The scheme is designed to provide animated and active spaces, and the landscape strategy reinforces the existing character of the site by retaining the tree belt whilst providing an improved amenity for the prospective residents. Existing features such as the route through the site are intensified with improved stepped access and level access being provided and within the courtyard there will be a play and recreation lawn with ample benches and seating. A shared surface pedestrian route along the east side of the site will provide activity and passive surveillance, with access to the library and the apartments. The shared surface route, brick paved residential courtyard and bound gravel arrival space will incorporate Sustainable Urban Drainage Systems (SUDS) permeable paving.

The social housing element of the scheme will be funded by grants from the Department of Housing, Local Government and Heritage (DHLGH). The cost rental element will be funded by a grant from the Affordable Housing Fund (AHF) and borrowing of capital funds from the Housing Finance Agency (HFA). The library element will be funded by Section 48 Development Levies and a grant from the Department.



## 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 St Laurence’s Park Housing Scheme.

Objectives	Inputs	Activities	Outputs	Outcome
<ul style="list-style-type: none"> <li>• The provision of 48 good quality mixed dwelling type social housing units</li> <li>• The provision of 40 good quality affordable cost rental homes</li> <li>• Regeneration of a derelict site and significant improvement to the urban realm of the area</li> </ul>	<p>Funding for the scheme is included in the council’s Capital Programme 2023-2025 and Capital Programme 2024-2026 and will be derived from</p> <ul style="list-style-type: none"> <li>• Grant from the DHLGH for 48 social units</li> <li>• AHF grant for the 40 cost rental units</li> <li>• Borrowing capital funds from the HFA for the cost rental units</li> </ul> <p>Appropriate council staffing resources in Housing and Architects Departments</p> <p>Appropriate external professional/technical resources</p>	<p>The activities delivered to date include:</p> <p>Preparation of budget cost approval submissions of social housing element to the Department as follows:</p> <ul style="list-style-type: none"> <li>• Stage 1 - Capital Appraisal for Approval In Principle</li> <li>• Stage 2 - Pre-Statutory Approval for Approval to Proceed to Part 8</li> <li>• Stage 3 - Approval to Proceed to Tender</li> <li>• Stage 4 - Tender Approval for Award of Contract</li> </ul> <p>Part 8 Planning Process</p> <p>Procurement of consultants</p> <p>Procurement of demolition contractor</p> <p>Request borrowing approval from the Projects Governance Board (PGB)</p> <p>Prepare application to the AHF for the 40 cost rental units</p> <p>Procurement of construction contractor</p> <p>Payment of invoices and recoupment of funds from the Department</p>	<p>Preliminary design work carried out by in-house Architects in 2017</p> <p>Part 8 Planning Approval</p> <p>Design work up to tender for construction stage carried out by external Architectural consultants</p> <p>Approval in principle for AHF funding for 40 affordable units from the DHLGH</p> <p>PGB Approval in principle dated 18/8/2023 to proceed with loan application of 13.1 million for 40 cost rental units</p> <p>Stage 4 budget approval for social housing units</p> <p>Commencement of construction</p>	<p>The envisaged outcome of the scheme is:</p> <ul style="list-style-type: none"> <li>• Provision of 48 good quality social housing units for social housing applicants</li> <li>• Provision of 40 good quality affordable cost rental homes for people who are not in a position to provide their own homes without subsidised support</li> <li>• The development will assist with delivering of targets in the Council’s Housing Delivery Action Plan in accordance with Government’s “Housing for All” Plan</li> <li>• Regeneration of a derelict site and significant improvement to the urban realm of the area</li> </ul>

## Description of Programme Logic Model

**Objectives:** The overall objectives of the St Laurence's Park Housing Scheme are to provide 48 good quality social housing apartments for social housing applicants and to provide 40 good quality affordable cost rental apartments for approved affordable cost rental housing applicants and the regeneration of a derelict site and significant improvement to the urban realm of the area.

**Inputs:** The scheme requires funding from the following sources: grant funding from the DHLGH for 48 social units, AHF grant for 40 cost rental units, borrowing capital funds from the HFA. Staffing resources from within the Council's Housing Department and Architects Department and external services provided by professional/technical companies were required to progress this scheme.

**Activities:** Key activities carried out include the preparation of budget cost approval submissions for the social housing element to the Department at Stage 1 - Capital Appraisal for Approval In Principle; Stage 2 - Pre-Statutory Approval for Approval to Proceed to Part 8; Stage 3 - Approval to Proceed to Tender; Stage 4 - Tender Approval and Award of Contract. Conducting the Part 8 Planning Process for the scheme. Procurement of consultants and a demolition contractor. Borrowing approval was sought from the PGB for the cost rental element of the scheme and an application was made to the AHF for 40 cost rental units. Procurement of the contractor for the scheme. Payment of invoices. Recoupment of funds from the Department.

**Outputs:** Having carried out the identified activities using the inputs, the outputs of the scheme included the completion of the preliminary design work by the Architects Department in 2017. Design work up to tender for construction stage was carried out by external Architectural consultants. Part 8 Planning Approval was granted in 2020. Approval in principle for AHF funding for 40 affordable units was received from DHLGH in June 2022. PGB Approval in principle to proceed with loan application of 13.1 million for 40 cost rental units was granted on 18th July 2023. Stage 4 budget cost approval was granted by the DHLGH on 29th August 2023 for 48 social housing units. The contractor for the scheme commenced on site on 9th October 2023.

**Outcomes:** The envisaged outcome of the scheme will be the provision of 48 good quality social housing units for social housing applicants and 40 good quality affordable cost rental homes for people who are not in a position to provide their own homes without subsidised support. The delivery of this housing will assist the Council to meet targets in the Council's Housing Delivery Action Plan. The scheme will result in the regeneration of a derelict site and a significant improvement to the urban realm of the area.

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

The following section tracks the St Laurence's Park Housing Scheme from inception to on-site in terms of major project milestones.

Date	Project Milestone
2017	Preliminary design work carried out by In-House Architects
December 2017	Appointment of Consultant Quantity Surveyors and Consultant Civil and Structural Engineers
March 2018	Appointment of Consultant Architects
26 <sup>th</sup> April 2018	Stage 1-Capital Appraisal Approval in principle received from the Department of Housing Planning and Local Government (DHPLG) for 89 social units
January 2019	Appointment of Consultant Mechanical and Electrical Engineers
17 <sup>th</sup> June 2019	A Cost-Effective Analysis was included in the Stage 2 budget submission to the DHPLG
15 <sup>th</sup> August 2019	Stage 2-Pre-Statutory Approval to Proceed to Part 8 for 49 social housing units received from DHPLG
23 <sup>rd</sup> March 2020	Stage 2-Pre-Statutory Approval to Proceed to Part 8 for 89 housing units received from the DHPLG
14 <sup>th</sup> December 2020	Part 8 Approval for 88 housing units and a civic library
September 2021	Demolition works contractor appointed
October 2021	Demolition works contractor commenced on site
8 <sup>th</sup> June 2022	Approval in principle for AHF funding for 40 affordable units from the DHLGH
17 <sup>th</sup> November 2022	Stage 3-Approval to Proceed to Tender received from the DHLGH for 88 social units
10 <sup>th</sup> March 2023	Receipt of contractor tenders
18 <sup>th</sup> July 2023	PGB approval in principle to proceed with loan application of 13.1 million for 40 cost rental units
July 2023	Departmental final approval sought for affordable housing grant funding for 40 cost rental units
29 <sup>th</sup> August 2023	Stage 4-Budget Cost Tender Approval for Award of Contract received from the DHLGH for 48 social units
13 <sup>th</sup> September 2023	Contract with main Contractor signed
October 2023	Construction commenced on site

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

The following section reviews the key documentation relating to appraisal, analysis and evaluation for the St Laurence’s Park Housing Scheme.

<b>Project/Programme Key Documents</b>	
<b>Title</b>	<b>Details</b>
1. Cost Effective Analysis	Part of Stage 2 Budget Cost Submission which was submitted to the DHPLG on 17 <sup>th</sup> June 2019
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)	The proposed works being carried out were approved under the Part 8 procedure
3. Tender documents for construction contract services	A signed contract was entered into between the main works contractor and DLRCC
4. Minutes of Monthly Progress Meetings	Reported progress on construction works
5. Financial Reporting and Cost Control	The necessary financial data is available on Agresso. Monthly reconciliations are carried out on expenditure and income. Regular journal transfers of expenditure in relation to the library element are being transferred to the Stillorgan Library capital code

### **Key Document 1: Cost Effectiveness Analysis (CEA)**

In 2019 it was a requirement of the Department of Public Expenditure and Reform that projects in excess of €20 million that require public funding be subjected to a CEA or a Cost Benefit Analysis. A CEA was carried out and was part of the Stage 2 budget submission to the DHPLG on 17<sup>th</sup> June 2019. The report provides a CEA and a Multi Criteria Analysis of the options that were proposed to develop the St Laurence’s Park, Stillorgan site. Four options were identified which are considered and evaluated in the report. Two of the options were similar in nature in that they both would deliver the same number of social and affordable housing. The key difference being the affordable housing delivery. The options identified are as follows:

- **Option 1:** Direct Build (A) – 49 social housing units, 40 affordable housing - cost rental units and redevelop the library.
- **Option 1b:** Direct Build (B) – 49 social housing units, 40 affordable housing –

- purchase and redevelop the library.
- **Option 2:** Social Housing – 89 social housing and redevelop the library.
- **Option 3:** Approved Housing Body (AHB) - 49 social housing units, 40 cost rental units and redevelop the library.

The Multi-Criteria Analysis demonstrated that Option 1 met all the objectives set out by DLRCC, and that it would provide social and affordable housing to a high standard and redevelop the library. It would allow DLRCC to retain ownership of the units and also bring additional benefits in terms of inclusion and sustainability regeneration. Option 1 was highlighted as the preferred option when all the associated costs and benefits had been fully considered.

### **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 outlines the proposed housing and library development. The report gives details about: site location and description, zoning and other objectives, a detailed description of the proposed works as well as the implications of the proposed development for the proper planning and sustainable development of the area, appropriate assessment, environmental impact assessment, internal reports, statutory bodies/ organisation notified and a list of submissions and responses.

The proposed development was considered to be in accordance with the provisions of the 2016-2022 County Development Plan and in accordance with the Stillorgan Local Area Plan 2018-2024 and with the proper planning and sustainable development of the area and was approved by Elected Members on the 14th of December 2020.

### **Key Document 3: Tender Documents for Construction Contract Services**

The Housing Department invited tenders for the provision of construction contract services based on the Public Works Contract for Building Works designed by the employer. The tender issued to eight contractors who had pre-qualified at stage 1 of the competition in October 2022. Three tenders were received by the closing date 10<sup>th</sup> March 2023. The tenders were evaluated by the Council's consultant construction cost managers and quantity surveyors. The most economically advantageous tenderer subsequently withdrew from the tender process. Following a detailed evaluation of the remaining tenders the consultants recommended the next most economically advantageous tender be awarded the contract. The contract with the main contractor was signed on 13<sup>th</sup> September 2023. A Chief Executive Order was prepared and signed appointing the contractor for the sum of €37,187,192.30 including VAT at 13.5% and a bond of €130,000 at 0% VAT. Works are due for completion on 8th September 2025.

### **Key Document 4: Minutes of Site Meetings**

Regular site meetings are being held to manage the project. Minutes of these meetings are on file from 12<sup>th</sup> October 2023 to-date. Meetings were attended by staff from the Council's Architects Department, the contractor representatives, consultant architect, consultant

quantity surveyor, consultant mechanical and electrical engineer and consultant civil and structural engineer.

The minutes noted discussions under the following headings: Previous Minutes, Matters Arising, Collateral Warranties, Structural information, Brick Samples, List of Benchmarks, Irish Water, Watermain Upgrade, Utilities Tracker, Contractor Matters, Programme, Design Team Matters- Architectural, Design Team Matters-Civil and Structural, Design Team Matters-Mechanical and Electrical, Design Team Matters-Quantity Surveyor, Design Team Matters-Landscape Architect, BCAR, Safety, Health and Welfare.

#### **Key Document 5: Financial Reporting and Cost Control**

The necessary financial data is available on Agresso which can be used to monitor the expenditure and income of the scheme. Monthly reconciliations are carried out on the expenditure and income.

The expenditure for the entire scheme including the civic library element is all coded to the Housing Construction capital code for St Laurence's Park with the expenditure being split on a percentage basis based on the all-in cost. The library element percentages are 15.76% of the construction contractor expenditure and 12% of all other expenditure is based on the floor area (enabling works, preliminaries, siteworks, technical fees/salaries, site investigations/ surveys for the library). Expenditure in relation to the library element is being transferred on a regular basis to the Stillorgan Library capital code by journal transfer.

The budget for the scheme is included in the Council's Programme of Capital Projects. The Social and Cost Rental Units budget was €29,433,472 in the Capital Programme 2023 to 2025 and increased to €35,505,367 in the Capital Programme 2024 to 2026. The budget for the Library element was €6,500,000 in the Capital Programme 2023 to 2025 and increased to €6,761,518 in the Capital Programme 2024 to 2026.

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

- All payments to the main construction contractor were reviewed – there was full compliance with DLRCC purchasing and procurement regulations. Details of the contractor's payment certs and valuations were on file.
- All payments to the consultant architect, consultant mechanical and electrical engineers, consultant civil and structural engineers and consultant quantity surveyors were reviewed. There was full compliance with DLRCC purchasing and procurement regulations.

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### **Section B - Step 4: Data Audit**

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The following section details the data audit that was carried out for the St Laurence’s Park Housing Scheme. It evaluates whether appropriate data is available for the future evaluation of the project.

<b>Data Required</b>	<b>Use</b>	<b>Availability</b>
Chief Executive Orders detailing appointment of consultants and main contractor	Details adherence with national and local procurement regulations	On File
Correspondence between DL RCC and DHPLG and DHLGH	Confirmation of ongoing funding for social units at Stage 1, 2, 3 and 4 of the scheme	On File
AHF grant application to DHLGH	Confirmation of funding application submitted for cost rental units	On File
Minutes of site meetings	Reports progress on construction stage and is a tool to manage the scheme	On File
Details of journal transfers of expenditure in relation to the library element of the scheme	To reconcile accounts	On File

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

The data audit presented above details the type of information that is currently available if this scheme is selected to undergo further review. It is the opinion of Internal Audit that DL RCC is collecting relevant data that will enable future evaluation of the St Laurence’s Park Housing Scheme.

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

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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 public spending code is set out below.

## **Appraisal Stage**

This phase of the project was subject to the standards outlined in the 'Public Spending Code Expenditure Planning, Appraisal & Evaluation in the Irish Public Service - Standards Rules and Procedures dated September 2013' and the new guide which replaced it in December 2019, 'Public Spending Code, A Guide to Evaluating Planning and Managing Public Investment.'

Tendering and appointment of all consultants was carried out in accordance with national procedures. Chief Executive Orders were prepared and signed appointing the consultants.

## **Implementation Stage**

This phase of the project was subject to the standards outlined in the 'Public Spending Code Expenditure Planning, Appraisal & Evaluation in the Irish Public Service - Standards Rules and Procedures dated September 2013' and the new guide which replaced it in December 2019, 'Public Spending Code, A Guide to Evaluating Planning and Managing Public Investment.' In December 2023, the new Infrastructure guidelines were released by the Department of Public Expenditure, NDP Delivery and Reform (DPENDR) replacing the Public Spending Code 2019.

Tendering and appointment of the main construction contractor was carried out in accordance with national procedures. Contractors were invited to tender for the project based on the Public Works Contract for Building Works designed by the employer. The tender issued to eight contractors who pre-qualified at Stage 1 of the competition in October 2022. The closing date for receipt of tenders was 10<sup>th</sup> March 2023 and three tenders were received. The most economically advantageous tenderer subsequently withdrew from the process and the next most economically advantageous tenderer was awarded the contract. The contract with the main contractor was signed on 13<sup>th</sup> September 2023. A Chief Executive Order was prepared and signed appointing the contractor. Works are due for completion on 8<sup>th</sup> September 2025.

A pre-contract meeting was held on 7<sup>th</sup> September 2023 and regular site meetings are held to manage the project. Minutes of these meetings are on file from 12<sup>th</sup> October 2023 to-date.

All stages of the project were sanctioned by the DHLGH.

Reconciliations are carried out on a monthly basis and the necessary financial data is available on Agresso.

Internal Audit reviewed a number of sample payments to assess compliance with purchasing regulations and procurement guidelines. The results are outlined under financial reporting and cost control.

## **Post Implementation Stage**

The post implementation 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 Learned Report was maintained and updated by the Architects Department at Stage 2 and Stage 3 of the project for submission to the DPENDR.

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

During the in-depth a number of minor/housekeeping grade findings were identified. Recommendations were made in respect of these findings which the Housing Department agreed to implement.

It is recommended that the Housing Department request the Architects Department to continue to maintain the Lessons Learned Report to include Stage 4 of the scheme and update it regularly as the scheme progresses on-site to completion.

**Housing Department Response:** Agreed the Housing Department will request that the Architects Department continue to maintain the Lessons Learned Report to include Stage 4 of the scheme and to update the report regularly as the scheme progresses on-site to completion.

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**Section: In-Depth Check Summary**

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The following section presents a summary of the findings of this In-Depth Check for the St Laurence's Park Housing Scheme.

**Summary of In-Depth Check**

The St Laurence's Park Housing Scheme was reviewed for compliance with the Public Spending code. Internal Audit is satisfied that the delivery of the scheme to-date substantially complies with the standards set out in the code. It is expected that these standards should be maintained throughout the remaining stages of the scheme.

Internal Audit recommend that the Housing Department consider the following recommendation:

- That the Housing Department request the Architects Department to continue to maintain the Lessons Learned Report to include Stage 4 of the scheme and update it regularly as the scheme progresses on-site to completion.

During the in-depth check a number of minor/housekeeping grade findings were identified. Recommendations were made in respect of these findings which the Housing Department 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.

## Quality Assurance – In Depth Check

### Section A: Introduction

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

<b>Programme or Project Information</b>	
<b>Name</b>	Re-let of Void Social Housing (Sub Service A0101)
<b>Detail</b>	<p>The Housing Department assess the condition of each social housing property that becomes void and carry out standard maintenance and upgrade works to bring properties back into productive use as quickly as possible to enable re-letting to households on the Council’s Housing Waiting List.</p> <p>The Housing Department may also take the opportunity to carry out significant upgrade works to voids in parallel with standard re-let works. Such works may include installing new doors and windows, electrical rewiring, attic insulation, replacement of central heating boiler and/or full central heating system.</p> <p>This in-depth check focuses on the role of the Housing Maintenance section in the voids process.</p>
<b>Responsible Body</b>	Dún Laoghaire-Rathdown County Council
<b>Current Status</b>	Current Expenditure - Revenue Budget
<b>Start Date</b>	January 2023
<b>End Date</b>	December 2023
<b>Overall Cost</b>	The total cost of standard re-let works on void Council housing stock in 2023 was €1,664,808.86. Additional expenditure of €150,989.83 was incurred in securing voids

## **Project Description:**

### **Legal Background/Context**

The management and maintenance of local authority housing stock, including pre-letting repairs to vacant properties, the implementation of a planned maintenance programme and carrying out of responsive repairs, are matters for each local authority under Section 58 of the Housing Act 1966. Local Authorities also have a legal obligation to ensure that all of their tenanted properties are compliant with the provisions of the Housing (Standards for Rented Houses) Regulations 2019. Local authorities have an important role to play in this regard by making adequate budgetary provision for housing repairs and cyclical maintenance. Their work is supported by central government funding across various programmes which include Voids, Planned Maintenance, Energy Efficiency, Disabled Persons Grants and Remedial Works Schemes. As these sources of funding are often inadequate, local authorities accumulate capital finance and have approval to use surplus internal capital receipts for specific planned maintenance programmes. The Government's plan 'Housing for All' aims for a move to a planned management and maintenance model for local authority housing stock by Q1 2024. The plan notes that while the Exchequer is financially supporting the management and maintenance of Local Authority housing stock, over time Local Authorities will be required to ensure rental income is ring fenced for this purpose. The plan indicates planned maintenance and management of housing stock along with energy retrofit supports as key to improving re-let times. The 2023 Voids Funding Programme and Planned Maintenance Programme state the objective is to both support the refurbishment of vacant local authority homes while supporting the transition from a voids to a planned maintenance approach to stock maintenance.

### **Management of Voids**

At 01/01/2024 there were 5085 properties in the Council's housing stock. Every effort is made by the Housing Maintenance section to ensure void properties are repaired and re-let as quickly as possible. DLRCC average re-let times, as published in NOAC Performance Indicator Reports, indicate the Council compares favourably with other local authorities. The 2022 report noted DLRCC had the shortest re-let time across the 6 main urban authorities at 19.97 weeks (from the date the tenant vacated the dwelling to the date of the first rent debit). In terms of cost, the report noted DLRCC had the 2<sup>nd</sup> highest re-let cost on getting dwellings re-tenanted among the 6 main urban authorities.

At the request of management, the Clerk of Works, Housing Maintenance section carried out a review of the voids turnaround process in 2023 and issued a number of recommendations which were accepted. The recommendations, which are being implemented, involve reducing turnaround times for 1 bed properties through efficiencies in procurement; developing a report on the Housing NEC system to track the number of re-lets being carried out per contractor; staff training.

In 2023 the Housing Maintenance team completed re-let works on 101 properties. Re-let works are carried using a mix of Council employees and contractors from approved frameworks. Additional contracted plumbers and carpenters were used on re-lets during 2023 due to a shortage of these tradesmen in the Housing workforce. Following a recent recruitment process, there has been a small increase in these tradesmen. The role of Council direct labour in Housing Maintenance is to carry out specific standard re-let works such as clearing out properties and carrying out minor building repairs. Contractors deliver the balance of the standard re-let works which are of a major nature. The engagement of

contractors is providing skillsets that are not available through the Council's direct labour. It was noted there are no plans to change the percentage of direct labour versus contractors working on void properties.

The Housing Maintenance team which is involved in the re-let process consists of an Administrative Officer, Senior Staff Officer, 2 Staff Officers, 1 Assistant Staff Officer, 3 Clerical Officers, 1 Acting Maintenance Manager, 5 Area Inspectors, 1 Mechanical Inspector, 1 Electrical Inspector, 1 Clerk of Works, 1 Quantity Surveyor, 12 Tradesmen, 10 General Operatives, 3 Drivers and 1 Storeman.

The re-let process begins when the Housing Allocations section notify Housing Maintenance that a property is void and forward a signed Surrender of Tenancy Form. The property is secured, details about the new void are entered by Housing Maintenance admin staff on the Housing NEC system which notifies the Inspector for the area who will carry out an assessment of repair/improvement works needed. At the completion of works a form signed by Inspectors confirming repairs have been carried out on a void property is emailed to the Allocations section. The property is then advertised on the Council's Choice Based Letting website which also contributes to an efficient turnaround time in the re-letting process.

Structures are in place which facilitate team meetings and liaison of staff involved in different stages of the re-let process to ensure effective communication and co-ordination. There are fortnightly operational meetings with Inspectors to discuss workloads and challenges; there are monthly meetings with the Allocations section to discuss status of re-let works; there are weekly meetings between the Housing Maintenance admin team and Inspectors.

The process to secure funding for works carried out to void properties requires a submission each year to the Department of Housing, Local Government and Heritage (DHLGH) listing properties being requested for funding under the Voids Programme. When approved by the DHLGH, the list of properties eligible for funding is uploaded to their HDCO Share Point site. During the year claims signed by the Housing Director of Services are submitted by email to the Department on completion of re-let works on approved void properties. To drawdown funding, re-let works must be completed and the property either tenanted or a tenancy offered and accepted before the deadline date for claims.

In accordance with Circular 20 of 2023, DL RCC received funding under the 2023 Voids Funding Programme for 71 properties totalling €781,000 for standard re-let works.

### **Planned Maintenance Approach to Stock Management and Maintenance**

In previous years, the Housing Maintenance section used the opportunity of a vacant property to fully upgrade its condition before re-letting it. This was the preferred approach as larger non-decorative items of work are easier to complete when a property is vacant. These works could include installation of new windows and doors, rewiring, heating system upgrade/replacement, smoke alarms, attic insulation, external maintenance works as well as internal decorative works.

In line with the ongoing objective of the DHLGH as set out in Circular 20 of 2023, the Housing Department has recently started to develop and implement a planned maintenance programme for stock management and maintenance. This involved procuring the services of a Consultant Quantity Surveyor in 2021 to carry out stock condition surveys

of the Council's social housing stock. Starting in 2021, a programme was set out to survey approximately 1,000 properties per year from 2021 to 2024.

Using information from these surveys, the Housing Department have begun to move away from a response based approach to local authority property upgrades. This will ensure larger items of work will no longer be carried out as part of the re-let process, but will form part of a planned programme. This approach is expected to reduce the length of time properties are void and the average cost of re-let works and minimise the loss of rental income. By demonstrating the need for planned upgrades in the stock condition surveys, the Council can seek funding for works through programmes such as Planned Maintenance, Energy Efficiency Retrofitting, Disabled Persons Grants and Remedial Works Schemes which will further reduce costs to the Council.

The Housing Department claimed and received €156,150 to fund stock condition surveys carried out on 1041 properties in 2023 under the 2023 Planned Maintenance Programme. No additional planned maintenance funding was made available to the Council in 2023. The Housing Department also received a total of €3,378,750 in 2023 for works carried out on 94 units under the Energy Efficiency Retrofit Programme (EERP) 2023. In 2024, the Housing Department submitted a return to the DHLGH with details of 431 units that require planned maintenance works totalling €773,000, based on results of stock condition surveys. A Planned Maintenance Allocation totalling €159,282 was notified by the DHLGH.

## Section B - Step 1: Logic Model Mapping

As part of this In-Depth Check, Internal Audit have completed a Programme Logic Model (PLM) for Re-Let of Void Social Housing

Objectives	Inputs	Activities	Outputs	Outcomes
<p>To assess, carry out standard maintenance and upgrade works and re-let void Council housing stock with minimal delay</p> <p>To comply with conditions of the Voids Funding Programme communicated by annual central government circular</p> <p>Continue to develop and implement a planned maintenance approach to housing stock to help reduce re-let times and cost of re-let works</p>	<p>Funding of €781,000 received from the DHLGH under the Voids Programme for standard re-let works</p> <p>Council's 2023 Revenue Budget</p> <p>Council staff resources which include Administrative Staff, Maintenance Manager, Area Inspectors, Mechanical Inspector, Electrical Inspector, Tradesmen, General Operatives, Housing Quantity Surveyor</p> <p>Appropriate external professional/technical resources</p>	<p>Secure void properties on receipt of Surrender of Tenancy Form</p> <p>Enter void properties on the Housing NEC System and update details on the system as re-let works progress. Weekly vacancy reports from the system are circulated</p> <p>Assess properties to ascertain condition and level of re-let works required</p> <p>Co-ordinate allocation of works between Housing Maintenance employees and contractors from approved frameworks</p> <p>Engage contractors from frameworks to carry out re-let works and pay contractor invoices</p> <p>Regular meetings take place to ensure effective communication and co-ordination during all stages of the process</p> <p>A form signed by Inspectors to confirm when repairs have been carried out on voids is emailed to Allocations section</p> <p>Submission to the DHLGH listing properties for funding under the Voids Programme</p> <p>Submission of claims to the DHLGH on completion of re-let works to approved void properties</p>	<p>Re-let works carried out to 101 void Council properties in 2023</p>	<p>A total of 74 repaired/upgraded void properties were offered and accepted by households on the Council's housing waiting list in 2023</p>

## **Description of Programme Logic Model - Re-Let of Void Social Housing**

**Objectives:** The Council's primary objectives in respect to re-letting of voids are:

- To assess, carry out improvement works and re-let void housing stock with minimal delay
- To comply with conditions of the DHLGH Voids Funding Programme 2023 notified by Circular each year
- Continue to develop and implement a planned maintenance approach to housing stock to help reduce re-let times and cost of re-let works; carry out stock condition surveys funded by the DHLGH and seek funding, where applicable, for planned maintenance works under the Planned Maintenance Programme, Energy Efficiency Retrofitting Programme, Disabled Persons Grants, Remedial Works Scheme

### **Inputs:**

- Funding of €781,000 received from the DHLGH under the 2023 Voids Programme for standard re-let works
- Council's 2023 Revenue Budget
- Council staff resources which includes Administrative Staff, Maintenance Manager, Area Inspectors, Mechanical Inspector, Electrical Inspector, Tradesmen, General Operatives, Housing Quantity Surveyor
- Appropriate external professional/technical resources

**Activities:** The key activities carried out were:

- Secure void properties when signed Surrender of Tenancy Forms are received by Housing Maintenance
- Details about new voids are entered on the NEC system by Housing Maintenance admin staff and a requisition is raised on Agresso. Inspectors are notified via the NEC workflow system and keep the NEC system updated as work progresses. The system automatically issues a weekly vacancy report to Housing Maintenance staff. A vacancy report is also issued to Housing Allocations for their weekly meeting. Other reports can be run as required
- Assess properties to ascertain condition and level of re-let works required
- Co-ordinate allocation of improvement works between Housing Maintenance employees and contractors from approved frameworks
- Engage contractors from frameworks to carry out re-let works and pay contractors
- There are ongoing meetings and liaison of staff involved in different stages of the re-let process to ensure effective communication and co-ordination
- A form signed by Inspectors confirming repairs have been carried out on a void property is emailed to the Allocations section
- Submission to the DHLGH: In May 2023 the submission to the DHLGH listed 71 properties for funding under the Voids Programme
- Submission of claims to the DHLGH: In 2023 three claims were emailed to the DHLGH for standard re-let works following completion of works to 71 approved properties

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

- Re-let works carried out to 101 voids in 2023 using in-house team and contractors from approved frameworks



**Outcomes:** A total of 74 repaired/upgraded voids were offered and accepted by tenants in 2023

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

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The following section tracks **Re-Let of Void Social Housing** from inception to conclusion in terms of major project/programme milestones.

### **Annual**

- Submission to the DHLGH listing properties for funding under the Voids Programme

### **Weekly/Monthly**

- Monthly budget meetings
- Fortnightly operational meetings with Inspectors about workloads and challenges
- Weekly meetings with Housing Maintenance administration and Inspectors
- Housing Maintenance attend Allocations section meeting once a month to discuss status of re-let works and estimated completion dates
- Enter void properties on the NEC system and update details on the system as re-let works progress
- Weekly vacancy reports from NEC are circulated within Housing Maintenance section and to the Allocations Section
- Payments to contractors for re-let works
- Form signed by Inspectors confirming repairs have been carried out on voids is emailed to the Allocations section
- Monthly financial report prepared for Director of Services which reviews all budgets in the Housing Department

### **Ongoing**

- Submission of claims to the DHLGH on completion of re-let works to approved voids
- Provision of statistics for Quarterly Management Reports
- Responses to Councillor questions at Area Committee and Council Meetings

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

The following section reviews the key documentation relating to appraisal, analysis and evaluation for **Re-Let of Void Social Housing**.

<b>Project/Programme Key Documents</b>	
<b>Title</b>	<b>Details</b>
Chief Executive Orders	CE Orders approving the establishment of the following frameworks: <ul style="list-style-type: none"> <li>• Contractors for minor building works, repairs and refurbishments to residential properties</li> <li>• Electrical works contractors</li> <li>• Central heating contractors</li> </ul>
Quarterly Management Reports	In accordance with 136(2) Local Government Act 2001, management reports are prepared for the Council which set out details of services provided, policy implementation and other performance details. The reports facilitate communication between the Elected Members and the Chief Executive
(i) Circular 20 of 2023 - Voids Funding Programme 2023 and Planned Maintenance Programme 2023, (ii) Submission to the DHLGH listing properties for funding under the programme and (iii) Claims to the DHLGH on completion of re-let works to approved properties in 2023	Circular from the DHLGH dated 3 <sup>rd</sup> May 2023 details information and guidelines for funding of the Voids Programme
Reporting on voids	Reports generated from the Housing NEC system
Financial reporting and cost control	Expenditure reports generated from Agresso
Internally documented process and procedures	Documents providing an overview of processes in place

### **Key Document 1: Chief Executive Orders**

Signed Chief Executive Orders authorising the establishment of the following frameworks are in place:

- Framework for provision of Minor Building Works, Repairs and Refurbishments to residential properties in Dún Laoghaire-Rathdown County Council - Lot 1 (for works with an estimated value up to €50,000)

- Framework for provision of Minor Building Works, Repairs and Refurbishments to residential properties in Dún Laoghaire-Rathdown County Council – Lot 2 (for works with an estimated value over €50,000)
- Framework for the provision of Electrical Repairs, Rewiring and Response Maintenance works on Dún Laoghaire-Rathdown County Council Housing Stock
- Framework for provision of Central Heating Systems Maintenance Servicing, Upgrade Works and Response Maintenance Works in Dún Laoghaire-Rathdown County Council

### **Key Document 2: Quarterly Management Reports**

Quarterly management reports from January to December 2023 detailed the number of social housing properties re-let in each quarter.

### **Key Document 3: Circular 20 of 2023: Voids Funding Programme 2023 and Planned Maintenance Programme 2023; Submission and claims to the DHLGH in accordance with the Circular**

Circular 20 of 2023 sets out the principles of the approved Voids Funding Programme and the Planned Maintenance Programme 2023. It highlights that the programme will provide funding of €31 million to Local Authorities to support the refurbishment and re-letting of a minimum of 2,300 homes whilst continuing the transitioning from a reactive voids approach to stock management to a planned maintenance approach. €5 million of the allocated budget is ring fenced for planned maintenance works. The Circular has 5 appendices. Appendix 1 sets out the target number of units and allocation of funding per Local Authority.

The Circular advises that void properties approved for funding are approved on the understanding that the work will be completed and the property either tenanted or a tenancy offered and accepted in 2023. Drawdown of funding is on the basis of actual vouched expenditure and supporting documentation and the last date for receipt of claims in 2023 was 1<sup>st</sup> December. Funding for void properties approved under the programme which are not claimed by the 1<sup>st</sup> December 2023 do not automatically carry over to the next year and any such properties have to be re-submitted for approval in a future programme.

The process to secure funding for refurbished and re-let void properties requires a submission each year to the DHLGH listing properties being requested for funding under the programme. When approved by the Department, the list of properties eligible for voids funding is uploaded to their HDCO Share Point site. The submission from Dún Laoghaire-Rathdown County Council to the DHLGH was approved on 26<sup>th</sup> May 2023. The number of units allocated to Dún Laoghaire-Rathdown in 2023 was 71. The funding allocation to help carry out standard re-let works on the 71 properties was €781,000. This was drawdown in full. This compared to a total estimated cost of €1,131,308 for the re-let works. The lowest expenditure incurred on a void property was 8,059 and the highest was 61,472.

It was noted that the three claims submitted by the Housing Maintenance Team to drawdown the funding of €781,000 were signed by the Senior Executive Officer and not the Director of Services. Subsequent claims are now signed by the Director.

#### **Key Document 4: Reporting on Void Properties from the NEC System**

When a signed Surrender of Tenancy Form is received, details about new voids that are notified to Housing Maintenance section by the Allocations section are entered on the NEC system by admin staff. Housing Maintenance Inspectors are notified about the void via the workflow system and keep the NEC system updated as work progresses. The NEC system will automatically issue a weekly vacancy report to Housing Maintenance staff. A vacancy report is also issued to Housing Allocations for their weekly meeting. These reports are grouped by area and have information under the following headings: Address, Status Start Date, Date Keys Received, Weeks from Keys, Date Keys returned to Allocations, Target Return to Allocations, Comment, No of Beds, Property Type.

#### **Key Document 5: Financial Reporting and Cost Control**

Housing Maintenance section are accountable through the budgetary process and demonstrate governance in their operations by regular reviews of expenditure and income and monitoring of performance against budget throughout the year at monthly budget meetings. A monthly financial report is prepared for Director of Services which reviews all budgets in the Housing Department. There is no specific budget allocation set up on the Job Code where re-let expenditure and income is charged/receipted to. An allocation is included for re-lets within the budget for General Maintenance. The reason for this is that it is not possible at the start of the year to know the number of void properties that will require works.

#### **Key Document 6: Internally Documented Procedures**

Housing Maintenance section have two documents about the voids process. The first document is named the 'Voids Procedures Manual'. It comprises one page. There are a few lines of description beside the following headings: Prepare for Appendix Submission; NEC Reports; Appendix B Submission; LGMA HDCO Sharepoint – Submission is Approved on the Void Tracker; Appendix C – Claim Form; Approval of Voids Claim/Prepare Sales Order. The second document is named 'Voids Process' and comprises one page. It lists 13 points. Five points refer to the voids process within Housing Maintenance as follows: Board Up; Depot Received Keys; Repairs Work Commenced; Maintenance Received and Despatched; Board Down. Both documents do not state the roles of staff involved in activities or give timelines and there is a lack of detail about activities.

#### **Review of sample expenditure to assess compliance with purchasing regulations, procurement guidelines, Chief Executive Orders**

##### **The following exception was noted during the review of expenditure:**

- There are two approved Framework Agreements in place for the provision of Minor Building Works, Repairs and Refurbishments to residential properties in Dún Laoghaire-Rathdown County Council Lot 1 (works with an estimated value up to €50,000) and Lot 2 (works with an estimated value exceeding €50,000). There are six contractors on each Framework. An examination found two instances when staff requesting quotations under these frameworks did not request the required number of quotations, based on the value of the works, in accordance with Chief Executive Orders H547/2022 and H548/2022.

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## Section B - Step 4: Data Audit

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The following section details the data audit that was carried out for **Re-Let of Void Social Housing**. It evaluates whether appropriate data is available for the future evaluation of the project/programme.

<b>Data Required</b>	<b>Use</b>	<b>Availability</b>
Chief Executive Orders	Details adherence with national and local procurement regulations	On File
Submission to the DHLGH listing properties for funding under the Voids Programme 2023  Claims to the DHLGH on completion of re-let works to approved properties in 2023	Details response/adherence to Circular 20 of 2023 – Voids Funding Programme 2023	On File
Reporting on Void properties	Reports from the NEC system with information about status of voids from surrender to completion of works	NEC/On File
Financial Reports	To monitor expenditure and income	Agresso/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 Housing Maintenance section is collecting relevant data that will enable future evaluation of the programme.

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

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The following section looks at the key evaluation questions for **Re-Let of Void Social Housing** 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 2023, Internal Audit can give reasonable assurance that there is compliance with the Public Spending Code.

The following key documents were generally available for re-let of voids:

- Chief Executive Orders
- Submission to the DHLGH listing properties for funding under the Voids Programme
- Claims to the DHLGH on completion of re-let works to approved properties
- NEC reports on voids and financial reports from Agresso

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?**

During the in-depth check, a recommendation was made in respect of a minor/housekeeping grade finding which Housing Maintenance section agreed to implement.

**Recommendation No. 1:** When requesting quotations from members on the framework agreement for the provision of Minor Building Works, Repairs and Refurbishments to residential properties in Dún Laoghaire-Rathdown County Council Lot 1 (works with an estimated value up to €50,000) and Lot 2 (works with an estimated value exceeding €50,000) we recommend that Housing Maintenance staff request the required number of

quotations based on the value of the works, in accordance with Chief Executive Orders H547/2022 and H548/2022.

**Housing Maintenance Response:** The Maintenance Section will ensure the required number of quotations are sought for each re-let property based on the value of the works required in accordance with Chief Executive Orders H547/2022 and H548/2022. Training has been arranged for new staff in the Maintenance Section on the requirements of the frameworks in place.

**Recommendation No. 2:** **(i)** We recommend the Housing Maintenance section consider developing a new Voids Works Process Manual with flow chart to document the works carried out by the in-house Housing Maintenance team (Inspectors, Quantity Surveyor, Clerk of Works etc) and contractors indicating the roles of staff involved as well as timelines and **(ii)** We recommend the existing 'Voids Procedures Manual' is updated to state the roles of Housing Maintenance admin staff responsible to complete each section as well as timelines involved. Additional details about the preparation of the Appendix B submission of void properties and the submission of claims to the DHLGH would be beneficial. The procedure documents should be compiled in a manner that an individual starting in the Housing Maintenance section can follow the steps clearly and implement as stated.

**Housing Maintenance Response:** **(i)** As part of a Lean Six Sigma Green Belt Project, the Maintenance Section has mapped the re-let process from the time the keys are received from and returned to the Allocations Section. This process map provides a map/flow chart of the roles and responsibilities of the individual people/groups in the wider process. While the process map shows a typical re-let process, it cannot provide a definitive process that will be followed for each and every re-let. Factors such as the type of property (apartment versus house), the condition of the property and the availability of our own direct labour staff or contractors at a particular point in time will affect the actions we will take to ensure properties are re-let as quickly as possible. **(ii)** The procedure manual for the administrative staff involved in the process will be updated as recommended.

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## Section: In-Depth Check Summary

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The following section presents a summary of the findings of this In-Depth Check on the processes involved in re-letting voids.

### Summary of In-Depth Check

The re-letting process for void housing stock by the Housing Maintenance 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.

The Housing Maintenance section during 2023 actively reviewed their processes to help identify potential efficiencies and savings in void management that could be realised. Housing management were supportive of changes identified to improve and refine processes. The recommendations, which are being implemented, involve reducing turnaround times for 1 bed properties through efficiencies in procurement; developing a report on the NEC system to track the number of re-lets being carried out per contractor; staff training.

Under the Voids Programme 2023 the Council received funding of €781,000 for standard re-let works on 71 voids properties which had a total estimated cost of €1,131,308, leaving the Council with a balance to fund from own resources and other exchequer funding.

In line with the ongoing objective of the DHLGH to support Local Authorities to transition from a voids to a planned maintenance approach to stock management and maintenance, the Housing Department have started to develop and implement a planned maintenance programme for stock management and maintenance using information from stock condition surveys. This will ensure that larger items of work will no longer be carried out as part of the re-let process, but will form part of a planned programme. By demonstrating the need for planned upgrades in the surveys, the Council can seek funding through programmes such as Planned Maintenance, EERP, Disabled Persons Grants and Remedial Works Schemes. This approach is expected over time to reduce further the length of time properties are void, minimise the loss of rental income and reduce the average cost of re-let works.

In 2023 the Housing Department received a total of €3,378,750 for works carried out on 94 units under EERP. While the Housing Department claimed and received €156,150 to fund stock condition surveys carried out on 1041 properties in 2023 under the Planned Maintenance Programme, no additional planned maintenance funding was made available to the Council.

In 2024, the Housing Department submitted a return to the DHLGH with details of 431 units that require planned maintenance works totalling €773,000, based on results of stock condition surveys. A Planned Maintenance Allocation for 2024 totalling €159,282 was notified to the Council by the DHLGH. The Housing Department will liaise with the DHLGH in 2024 to seek the potential for additional planned maintenance funding.

**Internal Audit recommend that the Housing Maintenance section consider the following recommendations:**



- When requesting quotations from members on the framework agreement for the provision of Minor Building Works, Repairs and Refurbishments to residential properties in Dún Laoghaire-Rathdown County Council Lot 1 (works with an estimated value up to €50,000) and Lot 2 (works with an estimated value exceeding €50,000) we recommend that Housing Maintenance staff request the required number of quotations based on the value of the works, in accordance with Chief Executive Orders H547/2022 and H548/2022.
  
- **(i)** Develop a new Voids Works Process Manual with flow chart to document the works carried out by the in-house Housing Maintenance team (Inspectors, Quantity Surveyor, Clerk of Works etc) and contractors indicating the roles of staff involved as well as timelines and **(ii)** Update the existing 'Voids Procedures Manual' to state the roles of the Housing Maintenance admin staff responsible to complete each section as well as timelines involved. Additional details about the preparation of the Appendix B Submission of void properties and the submission of claims to the DHLGH would be beneficial. The procedure documents should be compiled in a manner that an individual starting in the Housing Maintenance section can follow the steps clearly and implement as stated.

During the in-depth check, a recommendation was made in respect of a minor/housekeeping grade finding which Housing Maintenance 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.