



# South Dublin County Council Scrutiny Report

NOAC Report No. 48 – February 2022



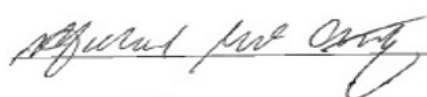
## Chair's Opening remarks

The Local Government Reform Act 2014 introduced significant changes to a wide range of aspects of the local government system, including in relation to matters of accountability and oversight. In that regard, the Act provided for the establishment of the National Oversight and Audit Commission (NOAC) as the statutory body overseeing the local government sector. NOAC was established in July 2014 under the 2014 Act to provide independent oversight of the local government sector. NOAC's functions are wide ranging, involving the scrutiny of performance generally and financial performance specifically, supporting best practice, overseeing implementation of national local government policy and monitoring and evaluating implementation of corporate plans, adherence to service level agreements and public service reform by local government bodies.

Since I became Chair of NOAC in September 2018, I continued the good work that had been started by the previous NOAC Chair in meeting with the Chief Executives of the local authorities and their Management teams. As outlined below this process has evolved over time and continues to evolve.

The preparation of the profile report also identifies the performance of local authorities in relevant NOAC reports and provides for further examination of the results of these reports. The Scrutiny Process requires time and resources from NOAC and the local authorities in preparation of the profile report and for the Stage 1 and Stage 2 meetings. NOAC considers to date that the investment of time and resources has been worthwhile and necessary.

I have been struck by the welcome and sharing of information that has taken place at the meetings. It has provided an opportunity to learn, to listen to how the particular local authority operates, the challenges they face, the plans and ideas that have been developed and gives an opportunity to reflect on what is working well and areas that need to be addressed. It has identified areas of good practice and many of these ideas have been showcased at the NOAC Good Practice Seminars over the years. I look forward to continuing to work closely and collaboratively with all the local authorities and want to use this opportunity to thank all the Chief Executives and their teams for the time and courtesy and welcome extended to NOAC in this process.



**Michael McCarthy, Chair**  
**28th February 2022**



## Background to Profiles and Scrutiny Programme

In February 2017, NOAC, in accordance with its statutory functions, began to review the performance of individual local authorities. The starting point was getting an overall picture derived from the performance indicator report results, the Local Government Audit Service (LGAS) audit reports, the financial position and revenue collection performance. Information on private rented sector inspections, housing stock management and maintenance data and Customer Satisfaction was all considered by using the relevant data contained in the NOAC reports published to date.

At the outset the importance of the meetings was emphasised over and above the data which NOAC had regarding local authorities. There was also an objective to broaden the NOAC members' understanding of the work of the local authorities and the individual priorities and pressures they faced and to put the information in context. Therefore, NOAC wanted to get the background perspective from the authorities and any other datasets that the Councils consider should be taken into account. Significant work is required to bring this part together and the work of the NOAC Secretariat and the local authority NOAC Coordinators must be acknowledged.

Following an initial face to face meeting, which is called a Stage 1 meeting, local authorities were invited to a Stage 2 meeting where more detailed questions would be carried out in the areas of interest to NOAC, including customer service and IT investment, collection rates, the quality of information provision to the public etc. These meetings would take place after or latterly before the main NOAC board meeting with all the board members present.

## The purpose

The process gives NOAC the opportunity to have oversight of all the local authorities and considers the factors that facilitates them in performing well, along with the barriers that may exist relevant to the individual local authority. The meetings enable the local authorities to outline their strong and weak performing areas. It allows for further examination of the results of the performance indicators and shows the results in context. It must be emphasised that these meetings differ from the Performance Indicator (PI) Validation meetings which are carried out by the Performance Indicator Working Group to interrogate the results reported in relation to selected performance indicators. These meetings, while very informative, are specific to the performance indicator process and do not consider other areas of performance that NOAC have oversight of, including Customer Service, Internal Audit, Corporate Plans etc.

During the meeting NOAC can see areas where consistent under-performance is highlighted and which can be examined further. It also allows for exemplars of best practice to be identified and used to share with other local authorities. The process as outlined, is not a follow up to the PI reports, but does enable consideration of issues that may warrant further clarification or investigation in the PI process. Local authorities have all indicated in the meetings thus far that they compare their performance and results in relation to what they deem as similar local authorities. This grouping could be reviewed further by NOAC and adopted for the results of some of its reports. Groupings are not only on size but, on levels of finances, urban and rural, staff numbers and other factors.



# The Scrutiny Process

The process has evolved over time, allowing it to become more structured, formal and documented. Given the importance of the work, it is led by the Chair of NOAC (or a delegated alternate, if required) with support from NOAC members and the Executive. The formal process agreed by the Board is termed as a constructive dialogue and is laid out below.

**1**

## Stage 1 (NOAC Scrutiny Visit)

Meeting held with NOAC Chair (or alternate) and/or one additional NOAC member and member(s) of the NOAC Executive. The Chief Executive and members of the management team, as invited by the Chief Executive shall attend.

- Stage 1 notice issued to Chief Executive of the local authority.
- Profile report prepared by NOAC Executive with input from the local authority. This is circulated along with an agenda to the local authority and NOAC attendees in advance of the visit. The report is based on general and specific information from NOAC reports relating to the local authority in question.
- Local authority to present on issues arising and take questions from attending NOAC members.
- Meeting minutes prepared and issued for comment.

**2**

## Stage 2 (NOAC Scrutiny Meeting)

Appearance at full NOAC meeting. The Chief Executive and members of the management team, as invited by the Chief Executive shall attend.

- Stage 2 notice to attend NOAC meeting issued to Chief Executive of local authority.
- Profile report updated as required and circulated along with an agenda to local authority and NOAC members in advance of the meeting.
- Local authority to present on issues arising and take questions from full NOAC board.
- Meeting minutes prepared for circulation to local authority for its comment.

**3**

## Stage 3 (NOAC Sign off and Publication)

Following completion of Stages 1 and 2 the Executive shall collate the material and present it to the NOAC Board as follows: -

- Final sign off on minutes / documents / reports.
- Comments / Findings / Recommendations to be made as required.
- Approval for completed records to be published.

## Progress to date

### 2017

To commence the process, profiles were prepared in respect of Cork City Council, Louth and Offaly County Councils and these were forwarded to the Chief Executives of the authorities concerned. The NOAC Chair at the time, Pat McLoughlin, began this process with a meeting with the Chief Executive of Louth County Council for a general discussion on the profile in August 2017. This Stage 1 meeting was followed by a similar meeting with the Chief Executive of Cork City Council in September 2017. The final Stage 1 meeting to take place in 2017 was held with the Chief Executive of Offaly County Council in October 2017. In December 2017 Louth County Council attended a meeting with NOAC after the main NOAC Board meeting. This was the first Stage 2 meeting, which formed an important part of the overall process. These meetings served a particularly important function which allowed the Council to give an overview of their work and also gave an opportunity to the full NOAC Board to put questions to the Council and understand their situation in more depth.

### 2018

In 2018 the schedule consisted of eight meetings with local authorities, four each for Stage 1 and Stage 2. A Stage 2 meeting was held with Offaly County Council in January 2018. This was followed by another Stage 2 meeting with Cork City Council in March 2018.

A new Chair, Michael McCarthy, was appointed on 24 September 2018. The process continued with Westmeath County Council in October 2018 and Kerry County Council in December 2018. These were Stage 2 meetings with the full NOAC board as in these cases, the 2018 Performance Indicator validation meetings for these authorities were deemed sufficient as Stage 1 meetings. Further Stage 1 meetings were held with Roscommon County Council and Tipperary County Council.

### 2019

The format continued with 8 meetings with local authorities during the year. Five Stage 1 meetings and three Stage 2 meetings. The Stage 1 meetings were with Donegal County Council, Laois County Council, Clare County Council, Waterford City and County Council and Carlow County Council. Stage 2 meetings took place with Roscommon County Council, Tipperary County Council and Donegal County Council.

### 2020

A meetings list was scheduled for 2020 to cover 6 additional local authorities. The year commenced with a Stage 1 meeting with Monaghan County Council in February, along with two Stage 2 meetings with Laois County Council and Waterford City and County Council. Further meetings were scheduled for April, however due to the COVID crisis these meetings were required to be deferred.

The COVID restrictions presented some challenges to the meetings but it was decided to continue the Stage 2 meetings virtually and meetings were held with Clare, Monaghan, Waterford City and County, Carlow and Sligo. These were carried out by the WebEx platform.

A socially distanced Stage 1 meeting was held in person with Limerick City and County Council in August and with Sligo County Council in September 2020.

### 2021

COVID has had a huge impact on local authorities, and in particular, for NOAC on the Scrutiny process. The Stage 1 meetings have all been held in person thus far, but restrictions have curtailed their activities in 2021. Stage 1 meetings were held with Meath and South Dublin in July 2021 and Fingal in October 2021. The Stage 2 meetings have progressed, as these were capable of being held remotely, with one held in January 2021 with Limerick City and County Council, another with Meath in September 2021 and a further meeting with South Dublin in December 2021.

## Future meetings and reports

This report outlines the purpose and the procedures and while the process may continue to evolve it would not be expected at this time to produce another master report, similar to the one produced in [May 2021](#). It would be intended that once all stages in the scrutiny process has been fully completed with the relevant other local authorities that the report would be published on that basis and would form part of the suite of reports under the umbrella of the Scrutiny Report Process. It is anticipated that progress will continue to be made with further Stage 1 and Stage 2 meetings so that each local authority will have participated in the process. It must be outlined that significant changes and delays have been experienced due to the restrictions imposed by COVID in 2020 and 2021. In 2022, with the easing of public health restrictions, it is hoped that up to 6 Stage 1 and 6 Stage 2 meetings may be held.

## Conclusion

The process thus far allowed for the NOAC Chair and members to get a greater understanding and insight into the challenges that face each of the local authorities. Also, issues such as collection rates, staff numbers, inspection rates, finances that are included in reports in some cases benefit from the explanation and discussion as to the reason behind these figures. The meetings also enabled NOAC to see the various priorities that each local authority considered relevant to their citizens and how they overcame various challenges and how they work collaboratively with other local authorities, state bodies and stakeholders. Areas of Good Practice have been identified along the way and these have contributed to presentations of these projects at the NOAC Good Practice Seminars in 2017, 2019, 2020 and 2021.

South Dublin County Council had their Stage 1 meeting in July 2021 and their Stage 2 meeting in December 2021. It is important to note that the material in this report is reflective of the position at that time. Therefore any changes to the profile from later NOAC reports are not included in this report. It should be noted that the relevant information from Performance Indicator Report 2020 is included in this report, however information from the Review of Local Authority and Regional Assembly Corporate Plans 2019–2024 is not included here. The NOAC highlights the following points arising out of these meetings with South Dublin County Council:

- It was very positive to be informed that with 9,755 social houses, the Council had a low vacancy rate of 0.77% in 2019 and that it is seeking to improve on this standard even further for the future.
- It was encouraging to note that South Dublin County Council won a Chambers Ireland Excellence Award for its right sizing policy and scheme of allocation of age friendly accommodation in November 2021.
- South Dublin has had great success in developing projects under the URDF. These will contribute to the improvement of the social and economic infrastructure of the County, particularly in major urban centres. The principal projects are located in central Tallaght, within Clonburris and Adamstown SDZ's and the preplanning and modelling of the Naas Road Regeneration area with a view to its designation as an Urban Development Zone.



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# NOAC Profile South Dublin County Council

October 2021

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Note; Stage 1 meeting was held on 7th of July prior to the publication of the PI 2020 report. The profile for the Stage 2 meeting has been updated to reflect this report which was published on 30 September 2021.



# South Dublin County Council General Information

<b>Local authority</b>	South Dublin County Council
<b>Population:</b>	278,767
<b>Area:</b>	222.7km <sup>2</sup>
<b>Municipal Districts:</b>	N/A
<b>2020 Budget</b>	€268,019,900 revenue expenditure
<b>Number employed @ 31/12/2020</b>	1,258
<b>WTE Staff per 1,000 population</b>	0.004 (based on WTE of 1,130)
<b>% of paid working days lost to medically certified sick leave</b>	4.04%
<b>Housing Information @ 31/12/20</b>	
<b>Local Authority Stock number</b>	9,731
<b>Number currently on waiting list</b>	6,740
<b>HAP Tenancies</b>	4,377 - includes HAP and Homeless HAP
<b>Homeless presentations</b>	1,038 - This is not comparable to the figure for other years, as the clinic was open on an appointment only basis for most of the year for emergency cases due to Covid restrictions. Figures for previous years would have included repeat presentations to the clinic, this year the majority were new presentations only, and assessments carried out over the phone are not included in this figure.
<b>Any specific housing issues</b>	None provided by the LA
<b>Short Information</b>	
<b>Council Mission Statement</b>	'To make our County a vibrant and inclusive place for the people who live, visit, work, and do business here, now and for the future'.

<b>Economic Forum (CEF)</b>	<p>Whilst there is no specific Economic Forum in SDCC, the Economic Development, Enterprise and Tourism Strategic Policy Committee incorporates membership from Councillors representing each of the political groups on SDCC with further presentation from the business, educational, tourism and voluntary/ community sectors. It is supported by the executive of the Economic, Enterprise and Tourism Development Directorate of the Council. The Council also leads on the delivery of the following strategies and plans for South Dublin County:</p> <ul style="list-style-type: none"> <li>■ Dublin Regional Enterprise Plan 2020</li> <li>■ A Jobs Strategy for South Dublin County</li> <li>■ Economic Development Strategy and Action Plan</li> <li>■ South Dublin Digital Strategy</li> <li>■ Local Economic and Community Plan 2016 – 2021</li> <li>■ South Dublin Tourism Strategy 2016 - 2022</li> <li>■ Tourism Marketing Strategy</li> <li>■ In conjunction with IDA and EI, the further development and marketing of the Council owned strategic Business Park at Grange Castle.</li> </ul>
<b>The Local Enterprise Office</b>	<p>The mission of the Local Enterprise Office South Dublin is to:</p> <ul style="list-style-type: none"> <li>■ Promote and develop an enterprise culture and to provide business support services at a local level</li> <li>■ To facilitate the development of new and existing micro - enterprises</li> <li>■ To increase employment in micro- enterprises</li> <li>■ To maximise the competitiveness of micro enterprises within South Dublin County</li> </ul> <p>It does this through providing a range of supports to start or grow business in South Dublin County including financial and grant aid, training programmes, mentoring supports, and networking events. The Local Enterprise Office South Dublin were the European Enterprise Promotion Awards (EEPA) winners for 'Improving the Business Environment'. There is a longstanding partnership approach with South Dublin Chamber delivering a business sustainability programme for the County, a programme also recognised at European level.</p>
<b>Retail Incentives</b>	<p>South Dublin County Council has a dedicated annual budget for a Shop-front Grant Scheme for local retailers. In addition, they provide funding for the Sustainable Business Programme operated by South Dublin Chamber, which has arranged a number of retail forums in the County to stimulate a discussion around the number of supports for the sector and they are continuing to explore additional measures that can be introduced to support local retail.</p>

<b>The Corporate Plan</b>	<p>The Corporate Plan was adopted in December 2019 by the newly elected Council following the local elections in June 2019. It covers the period of the current Council which is until 2024. The Corporate Plan is available online at <a href="https://www.sdcc.ie/en/services/our-Council/policies-and-plans/corporate-plan/corporate-plan-2020-24.pdf">https://www.sdcc.ie/en/services/our-Council/policies-and-plans/corporate-plan/corporate-plan-2020-24.pdf</a></p>
<b>Shared services</b>	<p>South Dublin County Council has entered into a number of working agreements with other local authorities to generate significant savings and efficiencies, and to improve their capacity to deliver a more strategic and targeted service model for local communities.</p> <ul style="list-style-type: none"> <li>■ HR, payroll and superannuation national shared service</li> <li>■ Irish Water Service Level Agreement</li> <li>■ Shared services such as Kerry County Council who are the Local Government Operational Procurement Centre (LGOPC) for local authorities</li> <li>■ Shared public library services</li> <li>■ Voter.ie shared service agreement with Dublin City Council operating across the Dublin local Authorities</li> <li>■ Fixyourstreet.ie national shared service hosted by SDCC</li> <li>■ Dublin Region Homeless Executive shared service operated by Dublin City Council</li> <li>■ Dublin Fire / Ambulance / Civil Defence Services managed by Dublin City Council for the Dublin region</li> <li>■ Agreement with the Dublin Metropolitan Climate Action Regional Office</li> <li>■ Agreement with Dublin City Council as the Eastern Midlands Waste Enforcement Regional Lead Authority</li> <li>■ Dublin City Council acting on behalf of the four Dublin local authorities in the public private partnership with Covanta on the Dublin Waste to Energy Limited Project</li> <li>■ Agreement with Dublin City Council who host the Eastern Midlands Regional Waste Management Office on behalf of the local authorities in the region</li> <li>■ Agreement with Offaly County Council on the National Waste Collection Permitting Office</li> <li>■ Service level agreement with the Food Safety Authority of Ireland</li> </ul>

**Regional Issues including new developments and initiatives**

- Development of the Grand Canal Greenway and Strategy for the Future Development of National and Regional Greenways
- Supporting the Fáilte Ireland Dublin Tourism marketing campaign, “Surprising by nature”, in conjunction with Fáilte Ireland and the other Dublin Authorities.
- Dublin Regional Enterprise Plan
- Support the Climate Action Regional Office, and work together with the Dublin Local Authorities to deliver Climate Action Plans.
- Eastern and Midlands Regional Assembly
- Regional Health Forum, Dublin - Mid-Leinster
- South Western Regional Drugs and Alcohol Task Force
- ERDF Operational Programmes 2014 - 2020
- Flood Risk Management Plans
- Regional Planning Guidelines
- Eastern and Midland Regional Spatial and Economic Strategy
- Dublin Regional Enterprise Plan 2020
- NTA Transport Strategy for the Greater Dublin Area 2016 - 2035
- Eastern - Midlands Regional Waste Management Plan 2015 - 2021

<b>Supporting Strategies</b>	<p>See Corporate Plan for details of our 5 high level themes, 28 objectives and 311 supporting strategies <a href="https://www.sdcc.ie/en/services/our-Council/policies-and-plans/corporate-plan/corporate-plan-2020-24.pdf">https://www.sdcc.ie/en/services/our-Council/policies-and-plans/corporate-plan/corporate-plan-2020-24.pdf</a></p> <p><b>Regional strategies:</b></p> <ul style="list-style-type: none"> <li>■ ERDF Operational Programmes 2014 - 2020</li> <li>■ Flood Risk Management Plans</li> <li>■ Regional Planning Guidelines</li> <li>■ Eastern and Midland Regional Spatial and Economic Strategy</li> <li>■ Dublin Regional Enterprise Plan 2020</li> <li>■ NTA Transport Strategy for the Greater Dublin Area 2016 - 2035</li> <li>■ Eastern - Midlands Regional Waste Management Plan 2015 - 2021</li> </ul> <p><b>Local Strategies</b></p> <ul style="list-style-type: none"> <li>■ A Jobs Strategy for South Dublin County</li> <li>■ Annual Service Delivery Plans</li> <li>■ Anti-Social Behaviour Strategy</li> <li>■ Climate Change Action Plan 2019 - 2024</li> <li>■ Connecting for Life Dublin South- the Suicide Prevention Action Plan 2018 - 2020</li> <li>■ County Development Plan 2016 - 2022</li> <li>■ Customer Service Action Plan and Citizens Charter</li> <li>■ Dublin Regional Enterprise Strategy 2017 - 2019</li> <li>■ Economic Development Strategy</li> <li>■ Economic Development Strategy Action Plan</li> <li>■ Healthy South Dublin County 2019 - 2022</li> <li>■ Tourism Strategy 2016 - 22</li> <li>■ Litter Management Strategy</li> <li>■ Library Development Plan</li> <li>■ "Living with Trees" - Tree management policy</li> <li>■ A More Inclusive County - Integration Strategy</li> </ul>
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### Collection Rates

	2020	2019	2018	2017	2016	2015	2014
Rate collection rates	82%	88%	86%	84%	83%	81%	80%
Rent collection rates	74%	76%	75%	76%	75%	74%	73%
Housing loan collection rates	80%	79%	75%	80%	81%	90%	90%

From records, it is clear that there has been steady growth in rate collections between 2014 and 2019. The decrease to 82% in 2020 is related to the government COVID rates waiver scheme and associated accounting procedures – in standard terms it equates to an 89% collection rate.

Rent collections did increase marginally between 2014 and 2019 but have a decreased in 2020 to 74%. This is still well below the national average at 88.3% for 2020.

Housing loans have decreased substantially since 2014, now standing at 80% for 2020. This is just over the national average of 79.4% for 2020 and a significant decline on figures for earlier years of 2014/2015. This is despite a 1% increase in 2020 figures compared to 2019.

# NOAC Reports Overview

NOAC was established in July 2014 as an independent statutory body to provide oversight of the local government sector in Ireland. NOAC's functions are wide ranging, involving the scrutiny of performance generally and financial performance specifically. NOAC also supports best practice, oversees the implementation of national local government policy, monitors and evaluates implementation of corporate plans, adherence to service level agreements and public service reform by local government bodies.

The annual Performance Indicator Report published by NOAC is one of its key reports every year. NOAC has the function of scrutinising local authority performance against relevant indicators. NOAC believes that monitoring performance over time and against comparable authorities has the potential to encourage continuous improvement in local authority service provision. From the reports published to date matters relevant to South Dublin County Council are outlined in the points below.

## NOAC REPORT NOS 44 AND 26

### Performance Indicator Reports 2020 and 2019

- **Housing.** South Dublin owned 9,575 social housing dwellings at the end of 2020 with 0.7% vacant, compared to a national average of 3.18%. In 2019 South Dublin owned 9,755 and had a vacancy rate of 0.77% compared to a national average of 3.15%. In 2020 the average time for rehousing in vacant properties in South Dublin was 24.88 weeks, which is much shorter than the national average of 32.69 weeks. In 2019 in South Dublin average rehousing times was 22 weeks, compared to a national average of 28.17 weeks.
- **Environment.** 12% of the County is unpolluted or litter-free (15% in 2019). 69% of the area is slightly polluted (the same as 2019) and 19% is moderately polluted (16% in 2019). The national average figures for being unpolluted or litter-free in 2020 was 22% and was 17% for being moderately polluted.
- **Green Flag status.** At the end of 2020, 35% of schools in the County held a Green Flag, a decrease from the 38.10% in 2019. The national average in 2020 was 41.83% and was in 47.96% in 2019.
- **Fire service.** Dublin Fire Brigade provides services for South Dublin County Council. It took an average of 1:28 minutes to mobilise fire brigades for calls to fires which is slightly slower than the figure of 1:25 minutes of 2019. It took 1:26 minutes to mobilise in respect of non-fire emergencies which is unchanged from 2019.
- **Libraries.** There were an average of 1.02 visits per head of population and 799,458 items issued to library borrowers in 2020. For 2019 the figures were 3.44 visits and 942,623 items borrowed.
- **Staff total.** Whole-time equivalent staff employed by South Dublin County Council at the end of 2020 was 1,145.55. This is a slight decrease compared to 1,146.11 for the end of 2019.
- **Sick leave.** South Dublin's medically certified sick leave rate is 4.06% (compared to 4.88% in 2019), making it one of the local authorities which did not meet the public sector sick leave target of 3.5%. The 4.06% of South Dublin gave them the highest medically certified sick leave rate. The national average was 3.01%. The average self-certified paid sick leave was 0.27% (compared to 0.42% in 2019). The national average is 0.20%.
- **Technology & Social media.** In the 2020 Performance indicators this heading was amended to represent the results as per capita. Previously this indicator was represented as the total visitors to the local authority website and followers on social media. The per capita total page views of South Dublin's websites in 2020 was 19.63, which compares to an average of 15.56 across all local authorities. The per capita total number of followers at the end 2020 of its social media accounts was 0.42, as opposed to an average of 0.81 across all local authorities.

## NOAC REPORT NO 22

### Performance Indicator Report 2018 – September 2019

- New House building inspections rose from 11.52% in 2014 to 20.18% in 2018 (38.55% in 2019 and 39.49% in 2020).
- Cost per capita of the planning service rose from €23.83 in 2014 to €24.47 in 2018 (€24.66 in 2019 and €23.8 in 2020).
- The cost of the library service rose from €34.16 in 2014 to €39.18 in 2018 (€39.36 in 2019 and €38.19 in 2020).
- The % of households availing of the 3 bin service increased from 49.68% in 2014 to 64.2% in 2018 (72% in 2019 and 2020).
- The % area unpolluted or litter free was 15% in 2018. (12% in 2020). [Data for South Dublin was not available before 2018].

Full figures for all Performance Indicator reports are included in a table below.

## NOAC REPORTS NO 18

### Customer Satisfaction Survey July 2018

- In 2018, Ipsos MRBI was commissioned by NOAC to conduct a survey among the general public to establish their satisfaction with their Local Authority. A face-to-face in-home CAPI (Computer Aided Personal Interviewing) methodology is utilised and quota controls ensured that participants are representative of the Local Authority population by age, gender and social class.
- The first survey, conducted in 2018, surveyed the 10 largest LAs. The second survey, completed in March 2019, was conducted with the 10 medium sized LAs and Galway City. The remaining 10 Local Authorities were surveyed in 2020. South Dublin was included in the 2018 survey.
- 61% of respondents were satisfied with South Dublin County Council, which was significantly above the average level of satisfaction with all Councils, which was 53%.

- South Dublin's satisfaction rating was highest among these 10 local authorities in the area of playgrounds/parks at a 67% satisfaction rate compared to the average satisfaction rate of 62%.
- Regarding South Dublin, 70% of respondents stated that they knew at least a little about their Council. This was the lowest among these 10 local authorities, where the average was 84%.
- 36% of people felt that South Dublin provides good value for money, which was the highest among all Councils, where the average was 27%.
- 55% of people believe that South Dublin is doing a good job, compared to the overall satisfaction rating of 47%.

## NOAC REPORT NO 17

### Internal Audit in Local Authorities - July 2018

- Local authorities were asked whether the audit committee had conducted an assessment of the adequacy of Internal Audit resources, including staff skills, within the last 2 years. South Dublin was one of 17 authorities which had done so.
- The report states that the Internal Audit unit working is well in South Dublin.
- A formal Internal Audit terms of reference, approved by the Audit Committee, is in place in all but two local authorities. When questioned if a compliance test was carried out in 2016 with regards to the operation of the Internal Audit unit against the stated function in the charter, only five local authorities, including South Dublin, confirmed this to be the case.
- The Head of Internal Audit reports directly to the Chief Executive in nine authorities, one of which is South Dublin.

## NOAC REPORT NO 12

## A Review of the Management and Maintenance of Local Authority Housing - May 2017

The local authority with the largest number of dwellings in an estate was South Dublin County Council with an estate of 476 dwelling units, followed by Dublin City Council with an estate of 369 units.

### Identifying New Tenants at an Early Stage

Seven local authorities (Dún Laoghaire-Rathdown, Kerry, Limerick, Mayo, Monaghan, South Dublin and Tipperary) stated that they were proactive in identifying new tenants quickly and that this was a key method for avoiding long vacancy times.

### Rental Income and Local Property Tax

In terms of the proportion of cumulative rent owed that was collected by end 2014, South Dublin is the lowest at 73% followed by Sligo at 77%.

### Establishing the Condition of Local Authority Housing Stock

Only 15 local authorities have ever carried out condition surveys and, of these, five (Carlow, Monaghan, South Dublin, Waterford and Wexford) reported conducting such surveys at regular intervals.

### Energy Efficiency of Units

Local authorities were asked what percentage of units had been retrofitted with energy efficiency measures. Figures ranged from 5% in South Dublin County Council to 95% in Wexford County Council.

### Condition Surveying and Retrofitting Programme

17 local authorities have energy retrofitted at least half of their dwellings. In comparisons between authorities, the percentage of dwellings retrofitted ranged from 5% in South Dublin to 95% in Wexford.

## NOAC REPORT NO 10

## Rented Houses Inspections - A Review of Local Authority Performance of Private Rented Houses Regulations Functions October 2016

	2014	2020
Number of Registered Tenancies	8,200	16,677
% Units inspected	29.3	17.91
Inspected Failed %	60	92.03

Data from report relates to 2014, data for 2020 taken from Performance Indicator Report.



# SOUTH DUBLIN

Performance Indicators	2020		2019		2018		2017		2016		2015		2014	
	Data	Median/ Average	Data	Median/ Average	Data	Median/ Average	Data	Median/ Average	Data	Median/ Average	Data	Median/ Average	Data	Median/ Average
H1 Social Housing provided in year per 1,000 population	0.18	0.64	0.84	1.15	0.96	0.84	0.38	0.53	n/a	3.43	0.64	1.91	0.53	0.80
H2 % of directly provided dwellings vacant at 31/12	0.7	3.18	0.77	3.15	3.63	2.77	1.76	2.73	1.76	3.02	2.39	3.5	2.10	3.8
H3a Average time from vacation date to PI year re-letting date (weeks)	24.88	32.69	22.00	28.17	25.59	27.75	57.77	28.9	20.90	32.99	16.00	28.43	15.00	31.43
H3b Average cost expended on getting re-tenanted units ready for re- letting	€22,658.23	€19,065.30	€19,009.88	€18,336.85	€30,312.50	€18,590.28	€28,878.05	€17,160.60	€30,258.26	€15,877	€16,382.00	€13,378.40	€19,999.00	€11,534.91
H4 Average repair and maintenance cost per unit	€692.09	€1,119.82	€826.01	€1,168.99	€943.04	€841.83	€770.21	€1,311.82	€908.28	€1,500.23	€948.62	€1,292.57	€801.00	€1,272.30
H5 Inspections (Dwellings inspected in 2020) carried out in year as % of registrations	17.91	6.73	17.14	9.93	5.17	7.39	3.84	4.96	1.48	4.36	1.78	5.64	1.76	6.51
R1a % Regional Road KM that ever received a PSCI rating	5.5	77	95.62	99	100	99.36	22	96	99.00	99	98.00	68	0.00	47.9
R1b % Total Regional Road KM with a PSCI rating of 9-10	46.8	31.19	46.08	38.28	47	37.58	46	28	40.00	30	32.00	20	N/A	11.15
R1c % Total Primary Road KM with a PSCI rating of 9-10	44.2	24.00	43.67	23.08	27	23.39	41	20	22.00	13	13.00	11	N/A	6.4



	Performance Indicators	2020	2019	2018	2017	2016	2015	2014	
		Data	Median/ Average	Data	Median/ Average	Data	Median/ Average	Data	Median/ Average
R1d	% Total Secondary Road KM with a PSCI rating of 9-10	32.9	17.66	29.53	17.67	23	15.19	26	14
R1e	% Total Tertiary Road KM with a PSCI rating of 9-10	5.6	13.93	6.86	14.23	11	12.42	18	8
R2a	KM Regional Road strengthened using road improvement grants	2.9	14.7	5.00	13.17	19.8	13.4	11.30	10.3
R2b	KM Regional road ressealed using road maintenance grants	N/A	19.4		14.27	15.8	15.3	19.60	11.9
R2/3	% Motor tax transactions performed online	0	81.52		70.21	84.24	69.15	81.17	65.95
W1	% private schemes with water quality in compliance	No data available	No data available		97.50	97.29	97.1	98.43	98.46
E1	% households availing of a 3-bin service	117.25	89.73	72.00	48.36	39.44	43.91	34.84	39.53
E2	Pollution cases on hand at year end as % of the cases that arose that year	1.85	10.38	1.22	9.28	3.92	11.00	3.47	9.79
E3	% area unpolluted or litter free	12	22	15	15.00	15	19.00	4	10
E4	New buildings inspected as % of new buildings notified	39.49	15.28	38.55	23.90	43.87	16.75	63.86	17
E5	% of new buildings notified								

	Performance Indicators	2020	Median/ Average	2019	Median/ Average	2018	Median/ Average	2017	Median/ Average	2016	Median/ Average	2015	Median/ Average	2014	Median/ Average
P2	% of determinations that confirmed the decision made by LA	73.24	73.13	84.85	73.07	54.35	75.92	83.72	79	76.47	77.78	73.17	71.88	61.29	71.7
P3	Ratio of planning cases being investigated at year end as to cases closed	8.95	3.74	2.58	2.74	3.07	3.03	2.62	2.41	1.88	2.87	1.78	2.61	2.68	2.88
P4	Cost per capita of the Planning Service	23.8	31.47	24.66	€30.27	27.24	29.24	€26.88	28.31	25.51	€26.96	23.71	€26.76	22.09	€25.27
F1	Cost per capita of Fire Service (based on 2016 Census)	87.21	79.93	84.84	€60.79	31.56	53.85	€36.71	57.74	26.47	€56.07	30.56	€57.88	30.40	€55.9
F2	Average time to mobilise Brigade re Fire (Minutes) (FT)	N/A	1:28	N/A	1:24	N/A	1:42	N/A	1:45	n/a	1.5	N/A	1.6	N/A	1.66
F3	% of Fire Cases in which first attendance is within 10 minutes	73.44	55.30	75.25	55.14	30.25	52.92	41.12	40.45	34.84	57.79	36.72	56.98	38.92	58.6
L1a	No. of Library visits per head of population	1.02	1.05	3.44	3.57	3.16	3.50	3.25	3.56	4.01	3.61	4.07	3.68	3.67	3.71
L1b	No. of Items borrowed per head of population	2.87	2.19	3.38	3.14	2.12	3.00	1.97	2.92	2.70	3.82	3.02	3.82		
L2	Cost of Library Service per capita	38.19	35.95	39.36	€34.94	21.21	30.52	28.92	31.00	30.43	€30.05	27.64	€30.02	27.00	€29.41
L1	% of local schools involved in Comhairle na nÓg Scheme	52.63	63.29	60.53	68.30	61.90	80.00	66.67	69.04	48.28	68.07	37.93	67.59	21.57	51.86





# Stage 1 meeting

## NOAC Stage 1 Scrutiny Meeting South Dublin County Council

Date:	7th July 2021	
Venue:	South Dublin County Council Offices	
Attendees:	<b>South Dublin County Council</b> <ul style="list-style-type: none"> <li>■ Daniel McLoughlin, Chief Executive</li> </ul>	<b>NOAC</b> <ul style="list-style-type: none"> <li>■ Michael McCarthy, Chair</li> <li>■ Claire Gavin, NOAC Executive</li> <li>■ John Goldrick, NOAC Executive</li> </ul>

NOAC's profile for South Dublin County Council was issued in advance of the meeting and formed the basis for the discussion on the day. The NOAC Chair outlined the format of the meetings and explained that every visit to a local authority enriched its understanding of the context within which it worked and allowed it to get a fuller picture of the situation behind some of the statistics which were compiled on local authorities. There have been several examples throughout the country where statistics which pointed to outliers were based on extremely small sets of data. This is where part of the value of such meetings with local authorities comes to the fore.

The NOAC Chair invited the CE to give an overview of the Council and the issues facing it. Matters discussed in detail were:

### Population served by the Council

The CE explained the diverse nature of South Dublin County Council's population. There are 120 different nationalities living within the area, with a mix of socio-economic profiles. Almost 279,000 (2016 census) people live in over 98,000 homes within the Council's boundaries. There are many competing demands, given the age profile including an older population in the eastern city suburbs and a much younger population areas in the more recent growth areas of Lucan, Newcastle, Saggart, Citywest, Ballycullen and parts of Tallaght. It was noted that the population of Tallaght and environs is close to 100,000 while the populations of Lucan and Clondalkin exceed 50,000 equivalent to some of our regional cities. The annual current budget is €268m while on average €200m is spent annually on capital project and programmes.

## Amenities

The Council explained that comparisons with other Councils in a more rural setting may not be meaningful with regard to services such as amenity and recreation, due to differences in population density and scale. The Council provides a host of amenities for the local population including 1,700 acres of parklands, 170 playing pitches, 60 playgrounds, three leisure centres, 40 community and neighbourhood centres. It has recently adopted a 25-year strategy for additional all weather playing facilities, is constructing a new €14m leisure facility in Lucan, has just opened two new libraries and is out to tender on the final phase of Tallaght Stadium which it owns to bring its capacity to 10,000. It has recently adopted an innovative 5-year teen space programme following an extensive consultation process with teenagers on their recreation preferences.

## Local Government

The CE believes that it can be difficult to get good news out regarding the positive work and influence of Councils. However, the COVID crisis highlighted some of the many fine examples of local authority services and its staff who work on the front line providing essential services often taken for granted. There has been positive news from the Local Authority Satisfaction Surveys, conducted by IPSOS. This showed that many people know more about the workings of local government than one might realise.

## Council make-up

The Council consists of forty Councillors, having been increased from 26 previously. There is a wide range of parties and independents represented within these numbers. The mayor is Peter Kavanagh, an independent Councillor.

## Sick leave

The Council's certified sick leave rate of 4.88% for 2019 is above average in comparison to other local authorities. There had unfortunately been an above average rate of serious illness during the year increasing average figures up across the board. That rate has dropped slightly to 4.04% in 2020. The Council is active in its approach to managing and preventing sick leave. The Council has a full-time wellness officer, an online wellness advisory platform and an annual occupational health campaign. This provides staff the opportunity of free medical check-ups every second year. Staff are also able to avail of awareness campaigns and advisory seminars which deal with issues such as cancer awareness, mental health issues, diet and stress.

## Rent collections

This collection rate was at 76% for 2019, compared to the national average of 88.22%. There are historical reasons associated with the rate including particular areas of deprivation, a lingering homeless problem and more recently COVID restrictions. After those years there was then an explosion in homeless rates and then the COVID situation occurred. There has only been a steady improvement in rent collections in recent years and the Council has now established a central debt management unit to further address this issue. The issue of a national rent scheme was discussed as was the longstanding recommendation in the McCarthy report to collect rents at source in the case of welfare recipients.

## IT systems

In a related matter the chief executive outlined the background to its new IT integrated housing system involving investment of €1m. The system which is currently being rolled out on a phased basis replaced 64 separate systems and will now provide a transparent digital solution for all Council housing services. The move to digital online service delivery across all housing services will be substantially more efficient and will facilitate the collation of real time performance and management information.



## Vacancy rates

With 9,755 social houses, the Council had a low vacancy rate of 0.77% in 2019. The Council is successful in maintaining a low vacancy rate as it moves quickly when a unit becomes vacant. It employs a company to undertake security to vacant dwellings and uses a mix of direct labour and contract for repairs which average at €16,000 per unit. This is a figure which has improved but the Council is working to decrease. More recently with the building of new stock with resultant choice the Council has had issues with refusals despite having Choice Based Letting. Re-tenanting the units has become more challenging in certain circumstances.

The NOAC Chair thanked the CE for the comprehensive discussion and invited South Dublin to attend the full NOAC meeting for a Stage 2 meeting with the Board, possibly in October 2021. The executive will be in touch regarding dates and presentations in due course.

The minutes of this meeting and the future NOAC meeting will be circulated by the NOAC Executive to South Dublin County Council. Once approved, these, along with the Stage 2 minutes and any presentations will be published on the NOAC website.



# Stage 2 meeting

## Minutes of the National Oversight and Audit Commission (NOAC) Meeting with South Dublin County Council

Date:	Tuesday 7th December 2021 at 10:00 a.m.	
Venue:	Virtual meeting using the Webex platform	
Attendees:	<b>Chair</b> <ul style="list-style-type: none"> <li>Michael McCarthy</li> </ul> <b>Members</b> <ul style="list-style-type: none"> <li>Brian Cawley</li> <li>Niall Quinn</li> <li>Declan Breathnach</li> <li>Ciáran Hayes</li> </ul> <b>Apologies</b> <ul style="list-style-type: none"> <li>Margaret Lane</li> <li>Noel Harrington</li> <li>Mary Hurley</li> <li>Philomena Poole</li> </ul> <b>Secretariat</b> <ul style="list-style-type: none"> <li>Claire Gavin</li> <li>John Goldrick</li> <li>Darren Browne</li> </ul>	<b>By Invite:</b> <ul style="list-style-type: none"> <li>Danny McLoughlin, Chief Executive, South Dublin County Council</li> <li>Rachel Fleming, Senior Staff Officer, South Dublin County Council</li> </ul>

### Meeting with South Dublin County Council

The Chair welcomed the Chief Executive to the meeting. In advance of the meeting, a presentation to be made by South Dublin County Council was circulated to NOAC and the Chief Executive delivered this presentation at the beginning of the meeting.

The CE explained that the NOAC Performance Indicators reports are fully engaged with by the Council executive. A copy of the report is analysed by the management team, circulated to the Audit Committee and areas where additional focus is required are identified and form part of the Annual Service Delivery Plan for the year ahead.

## Overview

South Dublin has a population of around 300,000 people and 98,000 homes. Tallaght alone has 100,000 people, which is larger than most other cities in the country. Clondalkin's population is approximately 60,000 inhabitants, while that of Lucan is about 50,000. Newcastle is the fastest growing area in South Dublin. There are also 120 different nationalities living within the Council area, with a mixture of age and socio-economic groups.

The budgetary position of the Council is relatively secure albeit heavily dependent on its commercial rate base from which it receives 52% of its income. In addition to expenditure on everyday services the Council invests heavily in Housing, economic growth, enterprise, tourism and job creation, amenity, and recreation provision and community infrastructure. One such example is the completion and improvement of Tallaght stadium, a €10 million project which is underway. At completion, it will also be able to host concerts and community events. Lucan Leisure Centre, a €14 million recreational amenity, will be opened in 2022. Two new libraries have recently been opened with a further two in planning for Citywest and Adamstown.

## Housing

South Dublin has one of the fastest growing older populations in the country which requires a focus in many areas of provision including housing. 400 age friendly homes are currently being developed or in planning by the Council. The programme is accompanied by the recent adoption of a right – sizing policy whereby older people have the opportunity to voluntarily move from their current home to a more suitably sized home. In the context of “Housing for all” the Council has plans to deliver 6,500 homes over the next 5 years. Clonburris SDZ is the Council's largest housing project which is being developed over six phases yielding circa. 2,500 homes.

## Grange Castle Business Park

This Council owned international Business Park currently supports over 6,000 jobs. A further 480 acres have recently been purchased, is fully master planned and will open for business in 2022. The Council has recently sold 50 acres to a film production company Lens media who will be they first occupants of this extended area. In the future the over 1,000-acre Business Park is likely to support up to 20,000 jobs.


## Tourism Strategy

South Dublin developed its inaugural tourism strategy in 2014, which covered the period 2015 – 2021. The Council promotes its main outdoor attractions as the Dublin Mountains, its waterways and parks together with the cultural heritage of its historic towns and villages. It has projects underway including its Dublin mountains visitor centre and greenways along the Dodder valley, the Grand Canal greenway and its proposed Liffey valley looped cycleway connecting the grand and royal canals. While it has its own strategy it also is part of and promotes the Failte Ireland's Dublin Tourism Strategy with which it is fully aligned.

## URDF

South Dublin has been very successful in developing projects under the URDF programme. The principal projects are in Tallaght, Clonburris and Adamstown SDZ's and the Naas Road Regeneration area. Tallaght will benefit from investment of €45 million including an innovation Centre, two new civic plazas, connecting pedestrian walkways, a new transport hub and the development of the final phase of Tallaght Stadium. Within Clonburris SDZ €175 million has been approved to fund common infrastructure including new parks, community buildings, roads, bridges and water services infrastructure.

In Adamstown the delivery of high-quality public spaces and facilities will help to create the town centre near Adamstown Train Station, which will serve both existing and new communities. This project will deliver strategic town centre infrastructure including a Central Boulevard Park, an enterprise/library building, a district/town centre plaza/square.



A study is underway on the Naas Road Regeneration Plan, with phase one of the study to be completed by the end of 2021. The Study will present a vision for the major regeneration of this area with potential to accommodate 80,000 people and 65,000 jobs.

## Public Realm and Aesthetics

The local authority has invested heavily in the aesthetics of the County. To date over €3 million has been invested in the landscaping of the N81 road approaching Tallaght. Over €5 million has been invested in the regeneration and improvement of villages in the County with further major works planned for Lucan which has been designated as a “Destination Town” by Failte Ireland. The Council has in 2021 embarked on a neighbourhood improvements scheme including landscaping works, shop front replacements and artistic features.

## Recreation and Amenity

A Teenspace programme is being rolled out, based on Instagram consultations with teenagers to discover how their needs can be best accommodated for in public spaces. The results indicated a need to provide spaces for young people to meet and engage in a range of unstructured physical activities. The programme will provide a variety of amenities, including multi-use game areas (MUGA), parkour, speaker posts to play music and informal seating that can be used as places to meet up.

Major investment over the past 5 years has also been undertaken in the provision of over 35 play spaces for younger children bringing the total within the County to over fifty. These are designed for children of all abilities. The aim of the Playspace programme is to deliver play facilities to children close to where they live and therefore increase their opportunities for play and activity every day.

## KPIs

Separate to its NOAC performance reporting South Dublin County Council has developed 168 data sets over recent years as local KPIs which the chief executive reports to the Council on a month's basis. They are used primarily for internal benchmarking. Following a number of years of testing the Council will consolidate the data sets to 65 from 2022 and will publish the data on its website from mid-2022.

## Workforce

The above headings outline some of the major areas of work being undertaken by the Council. This takes place against a background where, over the period 2015 – 2020, over half of the Council's workforce have had to be replaced, due to retirements, promotions and other reasons. This itself generates a considerable amount of work for the local authority in the context of training, socialising and embedding new staff into the organisation.

Following on from this presentation, the NOAC board members had an opportunity to put questions to the Council, the main areas of which are outlined below.

## South Dublin's own Tourism Strategy

South Dublin was asked its rationale for creating its own tourism strategy, rather than having one which was linked to the other Dublin local authorities. The Council looked at international research, which showed that tourists wanted to explore the environs of cities. South Dublin is setting itself up to be that type of experience. It is promoting the outdoors aspects of the County and would like people to either explore its area on the edge of the city as part of planned city breaks, or for visitors to base themselves within the South Dublin area and to dip into the city experience.

## Playing pitches

The question was put to the Council as to how it disposes of the cut grass from its 163 playing pitches. It explained that it has 1,700 hectares of green spaces and that in some cases due to the regimented grass cutting programme there is no need for the grass to be lifted and can be left as natural fertiliser for the ground.

## District heating schemes

The Council outlined how the district heating scheme was planned and how it is planned to operate in practice. “Heatworks” will be a fully independent company set up under the auspices of South Dublin County Council. The heating project will capture hot air from the Amazon data centre and run it through a heat exchanger that converts it to hot water that is piped to nearby buildings. Its first customers are the Council civic offices, Tallaght technological institute University and new apartments under construction.

## Annual housing output

The Council explained the breakdown of its average output of 1,300 new housing units per annum. The split between Council and Approved Housing Body units will be about half and half into the future. The AHB delivery will primarily be through Part V units. There is a significant reliance on private sector housing through direct acquisitions, Part V, Leasing and the HAP programme. This will over the next 5 years be somewhat counterbalanced through a major increase in social housing build programmes. At the end of the twenty-five year lease periods there will be a challenge for local authorities in identifying alternative housing solutions should landlords seek to leave the market.

## Housing Renovations

The local authority invests an average of €16,000 per housing unit on renovations when a tenant vacates a premises. The vacancy period is used as an opportunity to upgrade and retrofit units. On average a tenant is in place in a home for ten to twelve years. Contractor capacity is having an impact on the turnaround time for vacant units. The Council advised that it has a planned maintenance programme in place for its own stock. It has a clear plan of matching the energy retrofit works with other programmes like replacement of windows and doors.

## Air Quality and Energy Improvements

South Dublin explained that while it does not capture details of improvements in air quality as a result of retrofit works it does measure for energy improvements. Separately the Council administers the Healthy County Programme in conjunction with the HSE which monitors the positive impact on health of various initiatives.

## Conclusion

The NOAC Chair thanked the Chief Executive for coming in to meet with NOAC and for providing valuable insight into its work.

The minutes of the meeting and presentation will be published on the NOAC website at a future date.

The meeting was brought to a close.



# 4

## Stage 2 Presentation




**Comhairle Contae  
Átha Cliath Theas  
South Dublin County Council**

NOAC Scrutiny Meeting

7th December 2021

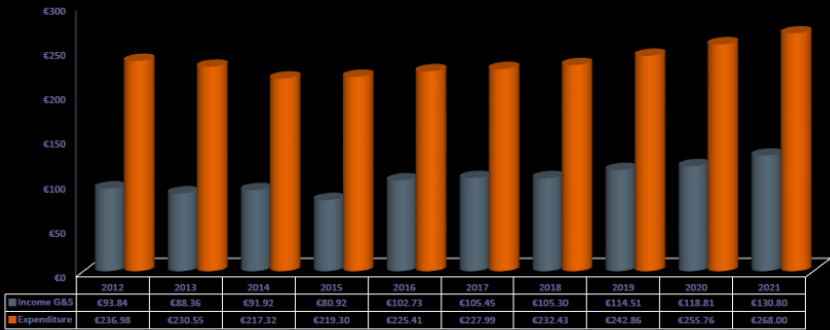
Diverse and  
Dynamic  
county





# Budget 2021

Revenue Income & Expenditure Budgets 2012 - 2021



## Corporate vision

- “To make our county a vibrant and inclusive place for the people who live, visit, work, and do business here, now and for the future”.



A picture containing building, grass, stadium

Description automatically generated



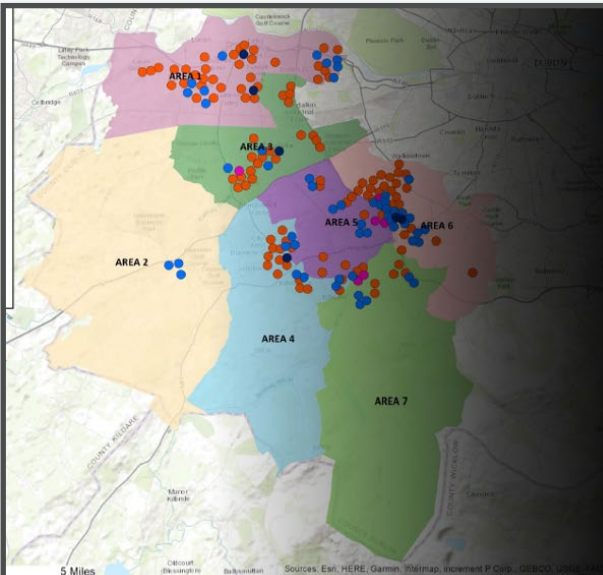
Sports, leisure ,  
recreation and amenity -  
quality of life !- - €400m

- Tallaght Stadium
- Lucan Leisure Centre
- Pitches Strategy - 20 pitches
- Community Centres – 4 new centres
- New Libraries – 4 new libraries
- Major parks – 2 new parks
- Greenways and Cycleways - 260km
- Child and Teen Spaces – 50
- Overall €120m + €280m cycling



## Investment in parks

- 2 new parks €10m
- Renew and upgrade 5 existing € 10m
  - 2 through planning
  - 3 at design stage



## Playing Pitch Strategy

- Existing provision – 163
- Examine population trends and pitch demands over next 15 years to 2035
- Based on current and previous trends in team formation rates
- We need to get ahead of demand and have pitches in place
- All field sports but predominately Soccer and GAA
- €10m investment – 20 new pitches



## Housing

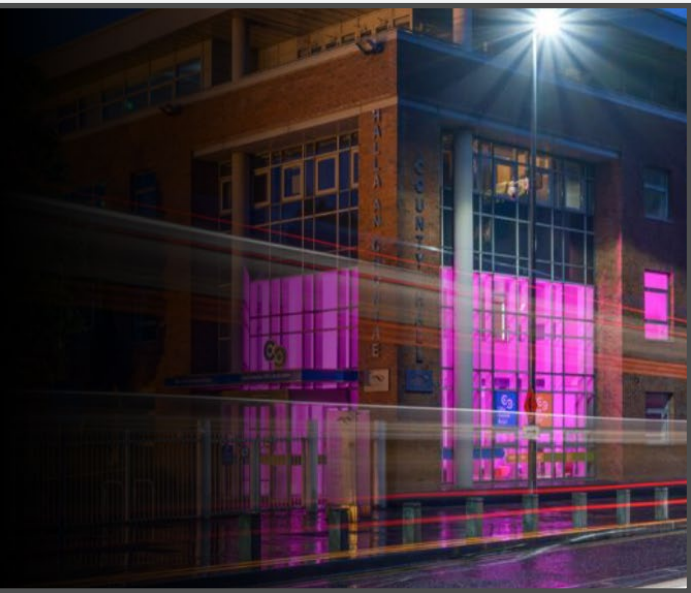
- Annually – c. 1300 homes on average
- 40% to homeless families
- Current stock 9687
- RAS – 1078 HAP – 4008 Leasing – 1657
- Age Friendly Housing
- Build Targets 2022 – 26
  - Social – 3671
  - Affordable – c.2000
- Facilitate 2000 private homes p.a.





### Economic Development & Jobs

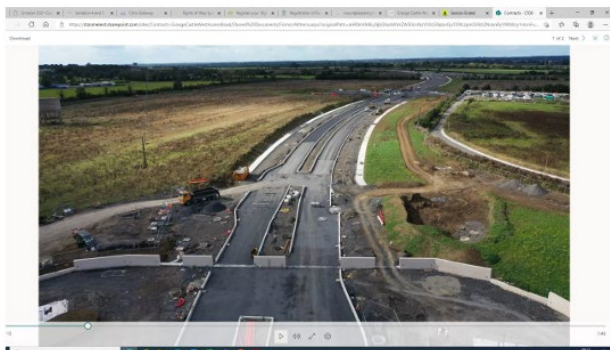
- Existing business supports €1.2m annually
- Enterprise promotion and innovation
- FDI and export oriented EI clients – grange castle business park
- Urban renewal and regeneration
- Tourism promotion
- Climate action
- Presentation and aesthetics



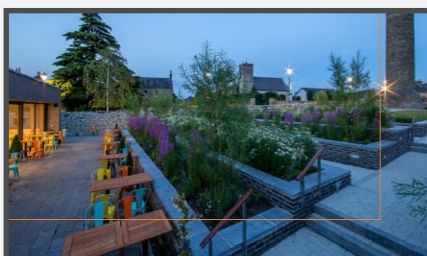




## Grange Castle West



- 480 Acres purchased
- Fully master planned
- Access road under construction
- Investment to date c. €40m
- 1<sup>st</sup> client – Lens Media 56 acres – projected 1800 jobs
- Potential employment for the park - 10,000 jobs



## Economic Development Tourism €75m

- Inaugural Tourism Strategy 2015 -22.
- [www.dublinoutdoors.ie](http://www.dublinoutdoors.ie)
- Dublin Mountains Visitor Centre, Clondalkin Round Tower, Rathfarnham Castle Stables.
- Greenways - Dodder, Liffey, Grand Canal.
- Village and District Enhancement Schemes
- General presentation/ aesthetics of county



## URDF funding

- Tallaght - €32m
- Clonburris - €176.5m
- Adamstown - €9.7m
- Naas Road Regeneration - €1m strategy development.



## Tallaght Public Realm - URDF

- Total investment Tallaght URDF projects €45M – €32M government support in URDF funds
- Link Roads – pedestrian walkways
- Innovation Centre - €14m
- New innovation square
- Revamped Chamber Square
- Transport HUB
- Affordable apartments – 133.
- 3-4 story Post Primary School.
- Branded – TIQ


## Naas Road Regeneration Plan

- National planning policy – compact growth – 50% of housing must be on brownfield sites
- Naas Road study area – 700 hectares in the SDCC and DC area. ( 440 SDCC)
- Phase one of study complete by year end.
- A range of development scenarios will be looked at over next 50 years.
- Potential to accommodate 70- 80,000 People and 50-60,000 jobs.



## Naas Road Regeneration

### “City Edge Project “

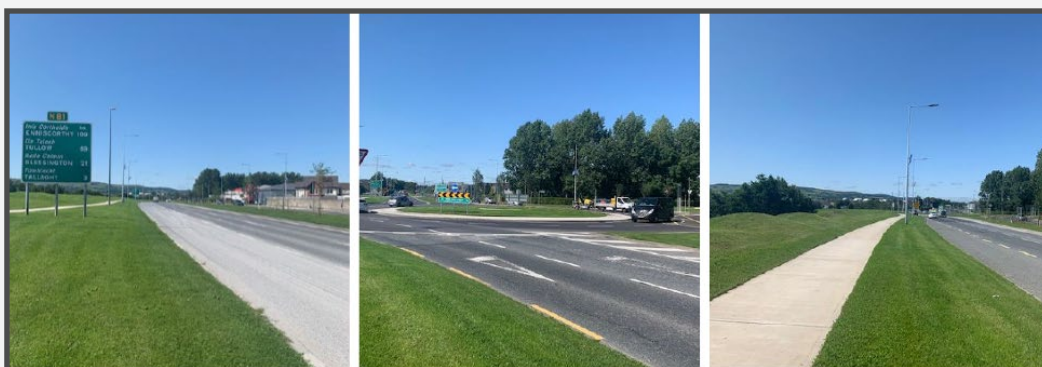


- 1940's - Rural hinterland
- 1980's - Industrial heartland
- 2040's - New residential led mixed used quarter

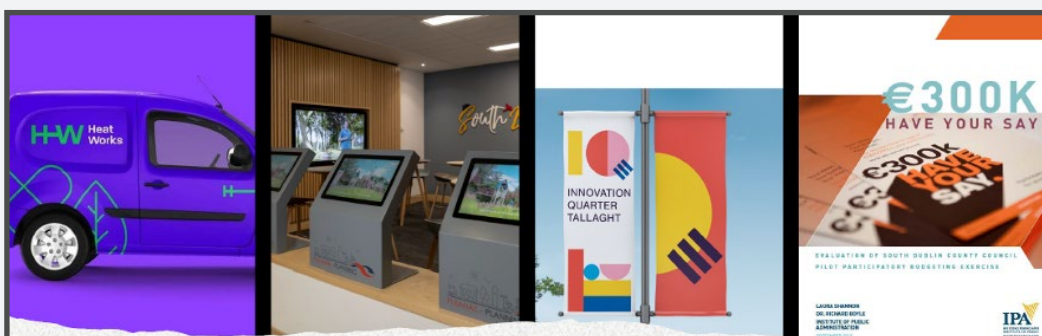








## N81 Upgrade – First impressions now



### Innovation

- District Heating Project – Tallaght
- Digitisation – [www.Mydoorstep.ie](http://www.Mydoorstep.ie)
- Citizen Engagement – 300K Have Your Say.
- Innovation Quarter - Tallaght



### Innovation - Recreation and Amenity.

- Child spaces
- Teen spaces
- Intergenerational facilities.

The infographic illustrates the flow of goods and services between the EU and the UK. A central illustration shows a train crossing a border, with a car labeled 'EU' and a car labeled 'UK'. Arrows indicate the direction of trade flows.

**EU to UK**

Category	Value
EU exports to the UK, value added in EU	562.914
EU exports to the UK, value added in UK	3
EU exports to the UK, value added in EU and UK	4.185
EU exports to the UK, value added in EU and UK (excluding EU and UK value added in EU and UK)	0

**UK to EU**

Category	Value
UK exports to the EU, value added in UK	35.264
UK exports to the EU, value added in EU	911
UK exports to the EU, value added in UK and EU	2.718
UK exports to the EU, value added in UK and EU (excluding UK and EU value added in UK and EU)	5.644

**EU and UK**

Category	Value
EU exports to the UK, value added in EU	518
EU exports to the UK, value added in UK	81
EU exports to the UK, value added in EU and UK	95
EU exports to the UK, value added in EU and UK (excluding EU and UK value added in EU and UK)	212
UK exports to the EU, value added in UK	6.764
UK exports to the EU, value added in EU	951
UK exports to the EU, value added in UK and EU	786
UK exports to the EU, value added in UK and EU (excluding UK and EU value added in UK and EU)	55

**EU and UK (excluding EU and UK value added in EU and UK)**

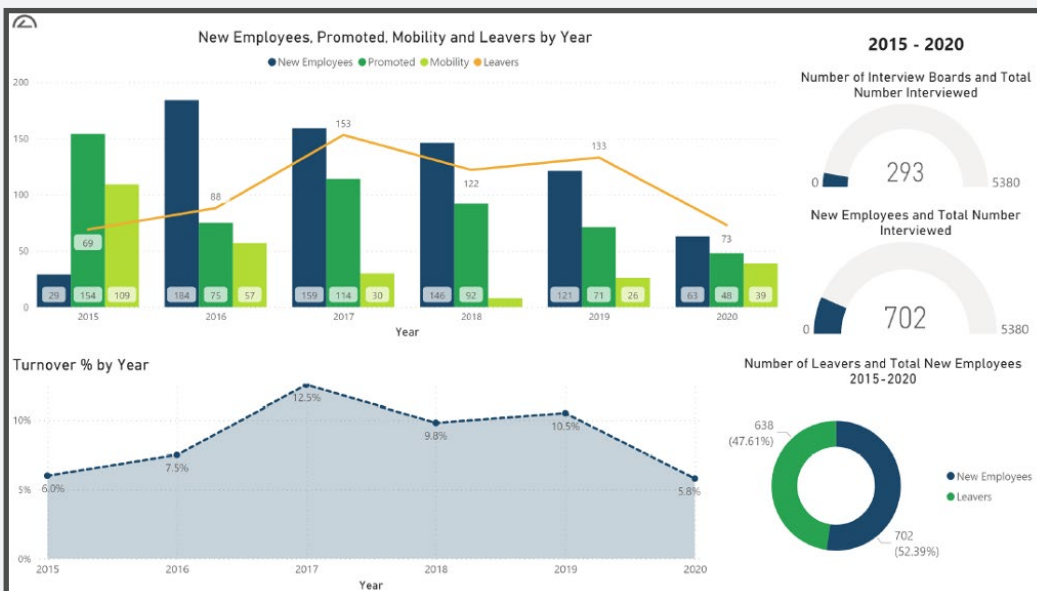
Category	Value
EU exports to the UK, value added in EU and UK	4
UK exports to the EU, value added in UK and EU	49



Learning environment responses	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007
Learning Information responses	568	612	607	621	628	633	636	636	638	637	637	637
No or little response	568	565	565	565	565	565	565	565	565	565	565	565
Some response	0	0	0	0	0	0	0	0	0	0	0	0
Planned Information - article	0	0	0	0	0	0	0	0	0	0	0	0
No or little response	235	18	12	11	2	0	16	2	1	0	38	31
Some response	0	0	0	0	0	0	0	0	0	0	0	0
No or little response	0	0	0	0	0	0	0	0	0	0	0	0
Some response	0	0	0	0	0	0	0	0	0	0	0	0
No or little response	0	0	0	0	0	0	0	0	0	0	0	0
Some response	0	0	0	0	0	0	0	0	0	0	0	0
No or little response	0	0	0	0	0	0	0	0	0	0	0	0
Some response	0	0	0	0	0	0	0	0	0	0	0	0
No or little response	0	0	0	0	0	0	0	0	0	0	0	0
Some response	0	0	0	0	0	0	0	0	0	0	0	0
No or little response	0	0	0	0	0	0	0	0	0	0	0	0
Some response	0	0	0	0	0	0	0	0	0	0	0	0
No or little response	0	0	0	0	0	0	0	0	0	0	0	0
Some response	0	0	0	0	0	0	0	0	0	0	0	0
No or little response	0	0	0	0	0	0	0	0	0	0	0	0
Some response	0	0	0	0	0	0	0	0	0	0	0	0
No or little response	0	0	0	0	0	0	0	0	0	0	0	0
Some response	0	0	0	0	0	0	0	0	0	0	0	0
No or little response	0	0	0	0	0	0	0	0	0	0	0	0
Some response	0	0	0	0	0	0	0	0	0	0	0	0
No or little response	0	0	0	0	0	0	0	0	0	0	0	0
Some response	0	0	0	0	0	0	0	0	0	0	0	0
No or little response	0	0	0	0	0	0	0	0	0	0	0	0
Some response	0	0	0	0	0	0	0	0	0	0	0	0
No or little response	0	0	0	0	0	0	0	0	0	0	0	0
Some response	0	0	0	0	0	0	0	0	0	0	0	0
No or little response	0	0	0	0	0	0	0	0	0	0	0	0
Some response	0	0	0	0	0	0	0	0	0	0	0	0
No or little response	0	0	0	0	0	0	0	0	0	0	0	0
Some response	0	0	0	0	0	0	0	0	0	0	0	0
No or little response	0	0	0	0	0	0	0	0	0	0	0	0
Some response	0	0	0	0	0	0	0	0	0	0	0	0
No or little response	0	0	0	0	0	0	0	0	0	0	0	0
Some response	0	0	0	0	0	0	0	0	0	0	0	0
No or little response	0	0	0	0	0	0	0	0	0	0	0	0
Some response	0	0	0	0	0	0	0	0	0	0	0	0
No or little response	0	0	0	0	0	0	0	0	0	0	0	0
Some response	0	0	0	0	0	0	0	0	0	0	0	0
No or little response	0	0	0	0	0	0	0	0	0	0	0	0
Some response	0	0	0	0	0	0	0	0	0	0	0	0
No or little response	0	0	0	0	0	0	0	0	0	0	0	0
Some response	0	0	0	0	0	0	0	0	0	0	0	0
No or little response	0	0	0	0	0	0	0	0	0	0	0	0
Some response	0	0	0	0	0	0	0	0	0	0	0	0
No or little response	0	0	0	0	0	0	0	0	0	0	0	0
Some response	0	0	0	0	0	0	0	0	0	0	0	0
No or little response	0	0	0	0	0	0	0	0	0	0	0	0
Some response	0	0	0	0	0	0	0	0	0	0	0	0
No or little response	0	0	0	0	0	0	0	0	0	0	0	0
Some response	0	0	0	0	0	0	0	0	0	0	0	0
No or little response	0	0	0	0	0	0	0	0	0	0	0	0
Some response	0	0	0	0	0	0	0	0	0	0	0	0
No or little response	0	0	0	0	0	0	0	0	0	0	0	0
Some response	0	0	0	0	0	0	0	0	0	0	0	0
No or little response	0	0	0	0	0	0	0	0	0	0	0	0
Some response	0	0	0	0	0	0	0	0	0	0	0	0
No or little response	0	0	0	0	0	0	0	0	0	0	0	0
Some response	0	0	0	0	0	0	0	0	0	0	0	0
No or little response	0	0	0	0	0	0	0	0	0	0	0	0
Some response	0	0	0	0	0	0	0	0	0	0	0	0
No or little response	0	0	0	0	0	0	0	0	0	0	0	0
Some response	0	0	0	0	0	0	0	0	0	0	0	0
No or little response	0	0	0	0	0	0	0	0	0	0	0	0
Some response	0	0	0	0	0	0	0	0	0	0	0	0
No or little response	0	0	0	0	0	0	0	0	0	0	0	0
Some response	0	0	0	0	0	0	0	0	0	0	0	0
No or little response	0	0	0	0	0	0	0	0	0	0	0	0
Some response	0	0	0	0	0	0	0	0	0	0	0	0
No or little response	0	0	0	0	0	0	0	0	0	0	0	0
Some response	0	0	0	0	0	0	0	0	0	0	0	0
No or little response	0	0	0	0	0	0	0	0	0	0	0	0
Some response	0	0	0	0	0	0	0	0	0	0	0	0
No or little response	0	0	0	0	0	0	0	0	0	0	0	0
Some response	0	0	0	0	0	0	0	0	0	0	0	0
No or little response	0	0	0	0	0	0	0	0	0	0	0	0
Some response	0	0	0	0	0	0	0	0	0	0	0	0
No or little response	0	0	0	0	0	0	0	0	0	0	0	0
Some response	0	0	0	0	0	0	0	0	0	0	0	0
No or little response	0	0	0	0	0	0	0	0	0	0	0	0
Some response	0	0	0	0	0	0	0	0	0	0	0	0
No or little response	0	0	0	0	0	0	0	0	0	0	0	0
Some response	0	0	0	0	0	0	0	0	0	0	0	0
No or little response	0	0	0	0	0	0	0	0	0	0	0	0
Some response	0	0	0	0	0	0	0	0	0	0	0	0
No or little response	0	0	0	0	0	0	0	0	0	0	0	0
Some response	0	0	0	0	0	0	0	0	0	0	0	0
No or little response	0	0	0	0	0	0	0	0	0	0	0	0
Some response	0	0	0	0	0	0	0	0	0	0	0	0
No or little response	0	0	0	0	0	0	0	0	0	0	0	0
Some response	0	0	0	0	0	0	0	0	0	0	0	0
No or little response	0	0	0	0	0	0	0	0	0	0	0	0
Some response	0	0	0	0	0	0	0	0	0	0	0	0
No or little response	0	0	0	0	0	0	0	0	0	0	0	0
Some response	0	0	0	0	0	0	0	0	0	0	0	0
No or little response	0	0	0	0	0	0	0	0	0	0	0	0
Some response	0	0	0	0	0	0	0	0	0	0	0	0
No or little response	0	0	0	0	0	0	0	0	0	0	0	0
Some response	0	0	0	0	0	0	0	0	0	0	0	0
No or little response	0	0	0	0	0	0	0	0	0	0	0	0
Some response	0	0	0	0	0	0	0	0	0	0	0	0
No or little response	0	0	0	0	0	0	0	0	0	0	0	0
Some response	0	0	0	0	0	0	0	0	0	0	0	0
No or little response	0	0	0	0	0	0	0	0	0	0	0	0
Some response	0	0	0	0	0	0	0	0	0	0	0	0
No or little response	0	0	0	0	0	0	0	0	0	0	0	0
Some response	0	0	0	0	0	0	0	0	0	0	0	0
No or little response	0	0	0	0	0	0	0	0	0	0	0	0
Some response	0	0	0	0	0	0	0	0	0	0	0	0
No or little response	0	0	0	0	0	0	0	0	0	0	0	0
Some response	0	0	0	0	0	0	0	0	0	0	0	0
No or little response	0	0	0	0	0	0	0	0	0	0	0	0
Some response	0	0	0	0	0	0	0	0	0	0	0	0
No or little response	0	0	0	0	0	0	0	0	0	0	0	0
Some response	0	0	0	0	0	0	0	0	0	0	0	0
No or little response	0	0	0	0	0	0	0	0	0	0	0	0
Some response	0	0	0	0	0	0	0	0	0	0	0	0
No or little response	0	0	0	0	0	0	0	0	0	0	0	0
Some response	0	0	0	0	0	0	0	0	0	0	0	0
No or little response	0	0	0	0	0	0	0	0	0	0	0	0
Some response	0	0	0	0	0	0	0	0	0	0	0	0
No or little response	0	0	0	0	0	0	0	0	0	0	0	0
Some response	0	0	0	0	0	0	0	0	0	0	0	0
No or little response	0	0	0	0	0	0	0	0	0	0	0	0
Some response	0	0	0	0	0	0	0	0	0	0	0	0
No or little response	0	0	0	0	0	0	0	0	0	0	0	0
Some response	0	0	0	0	0	0	0	0	0	0	0	0
No or little response	0	0	0	0	0	0	0	0	0	0	0	0
Some response	0	0	0	0	0	0	0	0	0	0	0	0
No or little response	0	0	0	0	0	0	0	0	0	0	0	0
Some response	0	0	0	0	0	0	0	0	0	0	0	0
No or little response	0	0	0	0	0	0	0	0	0	0	0	0
Some response	0	0	0	0	0	0	0	0	0	0	0	0
No or little response	0	0	0	0	0	0	0	0	0	0	0	0
Some response	0	0	0	0	0	0	0	0	0	0	0	0
No or little response	0	0	0	0	0	0	0	0	0	0	0	0
Some response	0	0	0	0	0	0	0	0	0	0	0	0
No or little response	0	0	0	0	0	0	0	0	0	0	0	0
Some response	0	0	0	0	0	0	0	0	0	0	0	



- Approach to NOAC service indicators – annual review – copy circulated.
- Locally – Data collection and review since 2016
- Monthly report to elected members
- 168 data sets
- For internal review and benchmarking
- Moving forward in 2022 – Data visualization and publication - 68 indicators





**National Oversight and Audit Commission (NOAC)**  
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