



# NOAC

National Oversight  
and Audit Commission



## Dun Laoghaire Rathdown County Council Scrutiny Report

NOAC Report No. 62 – February 2024

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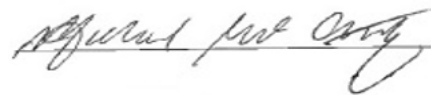
## Chair's Opening remarks

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 have 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**  
8th February 2024



## 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 then NOAC Chair, 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 deferred.

The COVID restrictions presented 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 via 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 had a significant impact on local authorities, and in particular, for NOAC on the Scrutiny process. The Stage 1 meetings were all held in person, but restrictions 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 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.

## 2022

2022 saw an increase in the number of scrutiny meetings held with local authorities. Stage 1 meetings were held with Galway City Council in March 2022, with Cavan and Leitrim County Councils and Dublin City Council in June 2022. Further Stage 1 meetings took place later in the year, with Wexford and Galway County Councils, in September 2022. Several stage two meetings were also progressed, with Wexford and Leitrim County Councils and Galway City Council, in October 2022.

## Future meetings and reports

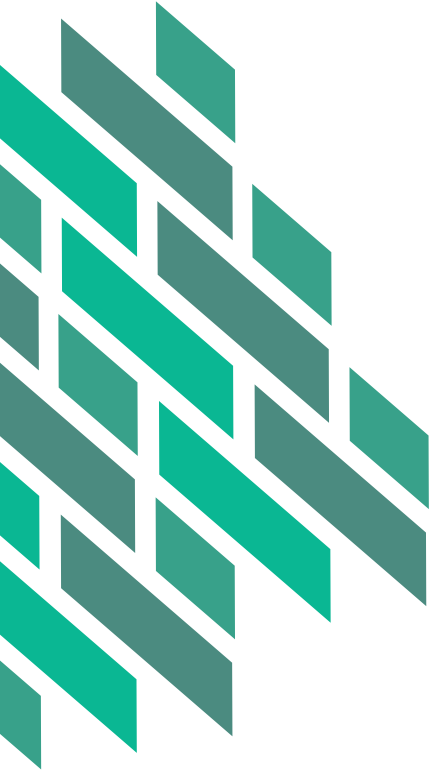
This report outlines the purpose and the procedures of such reports and, while the process may continue to evolve, it is not currently expected to produce another master report, similar to the master report produced in [May 2021](#). It is intended that once all stages in the scrutiny process have been 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 and as noted above, 3 Stage 2 and 6 Stage 1 meetings were held with Scrutiny reports being prepared for the completed Stage 2 meetings. So far, in 2023, there have been seven Stage 1 and five Stage 2 meetings 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 and annually from 2019 to 2023.

Dun Laoghaire Rathdown County Council had their Stage 1 meeting in March 2023 and their Stage 2 meeting in December 2023. 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. In addition, it should be noted that the relevant information from Performance Indicator Report 2022 is included in this report, as is information from the Review of Local Authority and Regional Assembly Corporate Plans 2019–2024. The NOAC highlights the following points arising out of these meetings with Dun Laoghaire-Rathdown County Council:

- NOAC was impressed with the Council's ambition within the energy efficiency sphere, including the goal of upgrading public lighting to 100% LED and the energy retrofit within its housing stock and Council offices.
- NOAC was interested in the Council's digitisation programme, with a target that 90% of services would be consumed digitally by the public.
- NOAC was pleased to hear about the Cherrywood Strategic Development Zone, with plans to construct 10,500 homes for a population of 26,000 people.



# Dun Laoghaire Rathdown County Council Scrutiny Process

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# NOAC Profile

## Dun Laoghaire–Rathdown County Council

February 2023

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# Dun Laoghaire-Rathdown County Council General Information

<b>Local authority</b>	
<b>Population:</b>	233,457 (2022 Census)
<b>Area:</b>	127.3km <sup>2</sup>
<b>Municipal Districts:</b>	Dundrum, Stillorgan, Blackrock, Dún Laoghaire, Killiney/Shankill, Glencullen/Sandyford
<b>2023 Budget</b>	€236.5 million
<b>Number employed @ 31/12/2022</b>	1,120.50
<b>WTE Staff per 1,000 population</b>	1,120.50/233 = 4.81
<b>% of paid working days lost to medically certified sick leave</b>	2.23%
<b>Housing Information @ 31/12/22</b>	
<b>Local Authority Stock number</b>	4,901
<b>Number currently on waiting list</b>	3,759 Housing Waiting List
<b>HAP Tenancies</b>	<ul style="list-style-type: none"> <li>▪ 888 Mainstream HAP Active Tenancies</li> <li>▪ 556 Homeless HAP Active Tenancies</li> <li>▪ 1,558 Households on HAP Transfer List</li> </ul>
<b>Homeless presentations</b>	226 households recorded as homeless on the 31/12/2022 <ul style="list-style-type: none"> <li>▪ 155 Singles</li> <li>▪ 71 Families</li> </ul>
<b>Any specific housing issues</b>	None listed by local authority
<b>Short Information Paragraph</b>	
<b>Council Mission Statement</b>	Working together to provide a quality public service.
<b>Economic Forum (CEF)</b>	N/A
<b>The Local Enterprise Office</b>	The Local Enterprise Office in Dún Laoghaire-Rathdown (LEO dlr) is the 'First Stop Shop' for people seeking advice, information and support when starting or growing a business. The responsibilities of LEO dlr encompass enterprise and economic development.

<b>Retail Incentives</b>	<p>The Council operates the Ratepayers Support Scheme which provides for the payment of a grant of up to 10% of their 2017 (subject year) rates bill, subject to a maximum of €800.</p> <p>The Council also operates the Commercial Property Support Scheme, which comprises of three strands:</p> <ul style="list-style-type: none"> <li>■ Shop Front Improvement Scheme – an initiative to improve the overall appearance of shops and commercial properties that front onto public streets in the County.</li> <li>■ Vacant Commercial Premises Scheme – to encourage the occupation of vacant premises in the County, this scheme provides a sliding scale refund of 75%, 50% and 25% of rates payable in the first 3 years.</li> <li>■ Street Furniture Grant – 50% funding for licenced outdoor furniture on the public realm subject to a maximum of €2,000.</li> </ul> <p>A Pop-Up Shop is leased from Dún Laoghaire Shopping Centre and let on a weekly basis to emerging art, craft and design businesses.</p>
<b>The Corporate Plan</b>	<p>The Dún Laoghaire-Rathdown Corporate Plan is the Council's strategic framework for 2020-2024. The Plan was prepared in accordance with the provisions of the Local Government Act 2001 as amended by the Local Government Reform Act 2014. In developing the Corporate Goals and Objectives in the Plan, the Council took into account a range of national, regional and European policies and plans that are relevant to the Council's activities.</p> <p>A review of the Corporate Plan is published and circulated to Council Members on a yearly basis.</p> <p>The Corporate Plan was adopted at the Council meeting on Monday 13th January 2020.</p>
<b>Shared services</b>	<ul style="list-style-type: none"> <li>■ World Health Organisation Launch of the Age Friendly Ireland Shared Service December 2019, Meath County Council.</li> <li>■ Payroll- MyPay</li> <li>■ Voter.ie</li> <li>■ HAP Shared Services Limerick</li> <li>■ Age Friendly Ireland Shared Service</li> <li>■ Shared national Library Management System and Catalogue.</li> <li>■ Shared national tenders in place for book suppliers and other materials as well as online resources.</li> <li>■ Shared national distribution service for delivery of reserved stock.</li> </ul>

### Regional Issues including new developments and initiatives

Cherrywood SDZ – Includes a new Town Centre and 3 Village Centres for Dún Laoghaire-Rathdown. To date planning permission is in place for circa 3,800 new homes as well as the new Town Centre, circa 115,000 sq.m of office space, 3 parks, roads phase 1 and the first primary school which welcomed its first pupils in September 2020. Ultimately Cherrywood SDZ will support over 8,000 new homes, 6 schools, significant open space and parks along with up to 350,000 sq.m of office space and circa 50,000 sq.m of retail for a potential new residential population of up to circa 24,000 people.

Local Infrastructure Housing Activation Fund (LIHAF) grant funded project in Cherrywood approved in March 2018 to provide public off-site infrastructure to relieve critical infrastructure blockages identified as impediments to potential housing delivery.

- Phase 1 of the Druid's Glen Road (first 130 metres, including Junction Q on the N11 has been constructed and completed.)
- Phase 2 (next circa 315m of road and short bridge of 40m) at tender stage.
- Phase 3 (circa 135 m of road and a 120 m wide bridge spanning the Carrickmines River). In discussions with relative landowners. Preliminary site investigations have been carried out and a concept design for the proposed bridge has been drawn up.

Urban Form Development Fund Cherrywood Specific.

- URDF Call 1 – €21.15 million awarded. Cherrywood Public Parks, Greenways & Attenuation Project approved December 2018 – under the National Planning Framework and National Development Plan – completion of flagship Tully Park, greenway connections and surface water attenuation ponds.
- URDF Call 2 – €40.4 million awarded under Call 2 for Cherrywood for projects which will improve Public Access, Permeability and Amenity in the Cherrywood Planning Scheme area.

URDF Call 3 – A recent call for applications under this tranche of funding aimed at regeneration of derelict and vacant sites. DLR assessing criteria in consideration of submitting an application under this grant funding.

NTA Sustainable Transport Measures Grants 2021 Allocations. A total of €34,145,000 was awarded to DLR with €2.7 million of this awarded to Cherrywood Specific Projects:

- Brides Glen (Cherrywood-Shankill Bridge).
- Cherrywood Links Project.
- The Green Routes Network under the Cherrywood URDF Call 2 is being part funded by the NTA also.

### Regional Issues including new developments and initiatives

#### Transport Orientated Development (TOD)

TOD is a well-established plan-led approach that seeks to provide higher-density mixed-use development in close proximity to high quality transport services – DLR has made submission relating to a number of areas with its administrative remit for consideration under this initiative.

Dún Laoghaire-Rathdown is committed to becoming an Age Friendly County with a wide range of initiatives to support this and continues to support those groups throughout the County who provide services to older people.

The Council also administers a number of grant fund streams, either directly from Council funds or from funding provided by Government Departments, to support local community and voluntary organisations.

Many of these were supporting the older population in the County with practical assistance, support for social isolation, and for their health and wellbeing. The Age Friendly Magazine was also produced for a second year, containing information, advice and activities, for older people in the County for the winter months.

The Community Response Forum, initially set up in response to the Covid pandemic, was repurposed to provide support to displaced Ukrainians who arrived in the County in 2022. The forum meets fortnightly and brings together national/regional and local stakeholders to provide a temporary rest centre for Ukrainians as well as health/education/housing/employment/support services for those accommodated in the County.

Age Friendly initiatives by dlr Libraries included outreach visits to active retirement groups to demonstrate library services and accessible equipment for loan.

Expansion and continuation of Cuairt & Cultúr age-friendly programme of events in residential and daycare settings in the County.

Successful annual Bealtaine Festival celebrating Creativity in Older Age.

dlr Libraries co-ordinated the Creative Ireland Programme 2018-2022 across DLRCC.

Programme highlights in 2022 included Cruinniú na nÓg (11 June) which took place in Samuel Beckett Centre, Ballyogan and dlr Lexlcon, Dún Laoghaire Anseo 2022, Towards a Creative Dún Laoghaire, Ceol, Caint & Craic and dlr Creative Café Social Prescribing programme.

A new DLR Culture & Creativity Strategy for 2023-2027 is shortly to be launched as well as new Library Development Plan 2021-25.

### Regional Issues including new developments and initiatives

Right to Read Literacy Campaign: Participation is ongoing in national initiatives such as Spring into Storytime, Summer Stars, Children's Book Festival and Family Time at your Library.

Events Programme: 1,932 online and onsite events held in 2022 with 40,684 attendees.

Continued to deliver hybrid programming, digital inclusion and Book Drop Service, post-pandemic.

Continued to develop neurodiverse services with a series of Talks, ASC lending collection of toys and equipment, and sensory spaces both outdoors and in branches.

DAF Funding programmes included events for Ukrainian nationals, expansion of our Accessible services collection and the purchase of sensory equipment, as well as literacy, typing and spelling supports.

Went to tender for Stillorgan Library and refurbishment of Ballyogan Library in Samuel Beckett Civic Centre.

The Ballyogan Library Public consultation took place both online and in person in 2022.

Dún Laoghaire Baths Arts Studios were developed in response to considerable and growing demand for artist workspace. This facility compliments the Council's support for the Grainstore, Cabinteely and Marlay Craft Courtyard, Rathfarnham.

Launch of the online pre-planning application portal on 1st February 2022.

County Development Plan 2022-2028 was adopted by the members and came into effect on 21st April 2022.

### Supporting Strategies

- Age Friendly Strategy 2022-2026.
- Cherrywood Planning Scheme Urban Form Development Framework (UFDF) 2017.
- Cherrywood Amenity Space Guidance Document 2017.
- Cherrywood Planning Scheme Development Contribution Scheme 2017 – 2020.
- Cherrywood Access & Movement Strategy 2018 (Revised).
- Cherrywood Area Wide Travel Plan.
- Cherrywood Biodiversity Plan.
- Cherrywood Strategic Environmental Assessment Report and Appropriate Assessment Screening Report.
- Cherrywood Wayfinding Strategy & Directional Signage Guidance Document 2021.

## Supporting Strategies

- Planning Scheme Amendments – 4 Scheme Amendments approved by An Bord Pleanála to the end of 2022 to reflect government policy and further expedite housing delivery as follows:
  - Approved December 2017 - Amendments 1 – 4 – arising from the Sustainable Urban Housing; Design Standards for New Apartments Guidelines for Planning Authorities, December 2015.
  - Approved July 2018 - Chapter 7: Sequencing and Phasing of Development.
  - Approved January 2020.

Residential Car Parking Standards (Section 4.2.10 of the Approved Planning Scheme 2018)

- Approved April 2021

Beckett Road Realignment.

A further proposed Amendment: Building Heights and Density Review Amendment drafted in response to the published Urban Development and Building Heights Guidelines for Planning Authorities' (December 2018). This proposed Amendment is currently undergoing the statutory process.

- DLR Library Development Plan 2021-2025
- Arts Development Plan 2016 – 2022
- Public Art Policy 2018 –2025
- DLR Culture & Creativity Strategy 2023 – 2027
- National Library Strategy – Our Public Libraries 2022
- DLRCC Corporate Plan
- DLR Annual Service Delivery Plan
- DLR Age-Friendly Strategy 2022-2026
- DLR Children & Young People's Plan
- DLR Biodiversity Plan 2021-2025
- DLR Heritage Plan 2021-2025

## Any other relevant information

None provided by local authority.

### Collection Rates

	2021	2020	2019	2018	2017	2016	2015	2014
<b>Commercial Rate collection rates</b>	76%	73%	89%	88%	86%	85%	85%	78%
<b>Rent collection rates</b>	77%	79%	79%	79%	78%	77%	79%	80%
<b>Housing loan collection rates</b>	60%	61%	61%	63%	57%	62%	62%	57%

From records, it is clear that there has been steady growth in rate collections over the years, improving year on year to 89% in 2019. This has fallen back to 76% in 2021, in comparison with a national collection rate of 83.4%.

Rent collections have remained steady since 2014, slightly declining to 77% in 2021. Six authorities' rent and annuities collection rates decreased in 2021, with Dún Laoghaire-Rathdown showing the largest decrease of 2% from 79% to 77% in 2021. This is far below the national average, which stands at 88.8% for 2021.

Housing loans have improved marginally over the years, though at 60% for 2021 are very far below the national average of 81.6%. In 2021, six authorities' housing loan collection rates decreased, including Dún Laoghaire-Rathdown, which was again the lowest in 2021. Overall, the collection rates in the above tables show that Dun Laoghaire-Rathdown has one of the lowest collection rates nationally.

## 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 Dun Laoghaire-Rathdown County Council are outlined in the points below.

### NOAC REPORT NO 46

## Review of Local Authority and Regional Assembly

### Corporate Plans 2019–2024

In November 2021, NOAC published its review of the corporate plans of local authorities and regional assemblies for the period 2019 - 2024. The purpose of the report is to review the adequacy of the plans and to assist with the further development of good practice in corporate planning. In the report, examples of good practice in relation to both the process of developing the plans, and the content of the plans are highlighted.

Under the process, areas considered for review included:

- The pre-plan consultation, which looks at how local authorities formulated the Corporate Plan, consulted with stakeholders and engaged with elected members.

- Review of the Corporate Plans. This investigated how local authorities proposed to review the progress of their Corporate Plans.
- Integration of the Corporate Plan with other policies and strategies, which examined the extent to which local authorities consulted other policy reports and strategies when devising their Corporate Plans.
- Public Sector Equality and Human Rights Duty. Under this heading, it was examined as to how local authorities engaged with the issue of human rights.

Examining the contents of the Corporate Plans, the following were among the areas reviewed:

- Vision and Mission: Strategies and Objectives. This detailed local authorities' visions, mission statements and broad goals during the life of the plan. It focused on the setting of actions and goals to deliver these broad objectives and visions.
- Financial resourcing of the Corporate Plan and how risks to the delivery of the Corporate Plan can be examined, taking into account how Councils are dependent on voted capital funds from central government.
- Measuring and mitigating risk. This examines where local authorities depend on other external providers and other public bodies to successfully deliver certain services. This involves risk which can be mitigated through appropriate oversight, including service level agreements.

Under the section on "Evidence of pre-plan consultation" in section 5.2 "Informing this Corporate Plan" and its subsection "Public Consultation" Dun Laoghaire-Rathdown County Council states that "a comprehensive public consultation was undertaken to inform this Corporate Plan. The consultation comprised the following activities during September and October 2019." The Council lists a number of ongoing reporting tools such as "Annual Service Delivery Plans" and "Monthly Performance Reports", and this could be further improved by providing details on how these might be shared with the public. It is suggested that these reports should simply be uploaded to the public website, perhaps with the opportunity for citizens who engaged in the public consultation programme to receive updates when such items are published.



Under the heading of “Financial resourcing of the corporate plan” the report outlines that all local authorities have entered into service level agreements and that it is important that this is stated, and the level of accepted service is set out. Dun Laoghaire-Rathdown County Council is referenced, where it notes that SLAs are in place for the delivery of many tasks on its behalf, and where such agreements exist, contractors will be assessed against “Key Performance Indicators (KPIs), in line with our corporate goals and objectives, against which we measure effectiveness of the service being provided.”

#### NOAC REPORT NOS 50 AND 44

### Performance Indicator Reports 2021 and 2020

- Housing.** Dun Laoghaire-Rathdown County Council owned 4,541 social housing dwellings at the end of 2021 with 2.34% vacant, compared to a national average of 3.16%. In 2020 the Council owned 4,467 social housing dwellings with 1.26% vacant, compared to a national average of 3.18%.

In 2021 the average time for rehousing in vacant properties in Dun Laoghaire-Rathdown was 23.59 weeks, (23.37 weeks in 2020) far better than the national average of 34.44 weeks.

New house building inspections rose significantly from 49.48% in 2020 to 63.28% in 2021.

Dun Laoghaire-Rathdown had a maintenance cost per unit nationally in 2021 of €1,258.46, which was an increase on €929.51 in 2020.

In terms of annual expenditure per capita on new stock, Dún Laoghaire-Rathdown (€3.07) had the second highest level amongst all local authorities.

- Environment.** 14% of the County is unpolluted or litter-free compared to 28% in 2020. 59% of the area is slightly polluted (46% in 2020) and 20% is moderately polluted (24% in 2020). The national average figures for being unpolluted or litter-free in 2021 was 22% and was 13% for being moderately polluted.

- The % of households availing of the 3 bin service** dropped marginally from 85.13% in 2020 to 83.37% in 2021.
- Green Flag status.** At the end of 2021, 45% of schools in the County held a Green Flag, while this was 53% in 2020. The national average in 2021 was 34.8% and was 41.83% in 2020.
- Fire service.** Dublin City Council operates the fire service on behalf of Dun Laoghaire-Rathdown. It took an average of 1:30 minutes to mobilise fire brigades for calls to fires, compared to the 1:28 minutes of 2020.
- Libraries.** There was an average of 1.31 visits per head of population (above the national average of 0.86) and 639,928 items issued to library borrowers in 2021. For 2020 the figures were 1.79 visits compared to the national average of 1.05 and 856,283 items borrowed.
 

The cost of the library service was €46.45 in 2021, compared to the national average of €36.92.
- Roads.** In terms of road condition, Dun Laoghaire-Rathdown had 25.58% of its local primary roads having no defects. Regarding its local secondary roads, 11.89% had no defects. 11.42% of its tertiary roads had no defects.
- Cost per capita of the planning service** decreased slightly from €51.31 in 2020 to €48.72 in 2021.
- Staff total.** Whole-time equivalent staff employed by Dun Laoghaire-Rathdown County Council at the end of 2021 was 1,125.13. This compares to 1,083.40 for the end of 2020.
- Overheads.** It was noted that in terms of overheads, which are costs directly related to the operational activities of a local authority, Dun Laoghaire-Rathdown had 31.65% of its payroll costs as a percentage of its revenue expenditure. The average across all local authorities is 31.83%.
- Sick leave.** Dun Laoghaire-Rathdown County's medically certified sick leave rate is 1.39% (compared to 2.64% in 2020), making it one of the local authorities which met the public sector sick leave target of 3.5%. Dun Laoghaire-Rathdown's self-certified sick leave rate was 0.10% in 2021. The national average is 0.19%. Dún Laoghaire-Rathdown had the lowest rate of certified sick leave at 1.39%. This is a reduction of 1.25% on the 2020 certified sick leave rate of 2.64%.

- **Technology & Social media.** The per capita total page views of Dun Laoghaire-Rathdown County's websites in 2021 was 15.77, which compares to an average of 13.6 across all local authorities. The per capita total page views of Dun Laoghaire-Rathdown's websites in 2020 was 20.33, which compares to an average of 15.56 across all local authorities.

The per capita total number of followers at the end 2021 of its social media accounts was 0.56, as opposed to an average of 0.93 across all local authorities. This compares to the per capita total number of followers at the end 2020 of its social media accounts of 0.44, as opposed to an average of 0.81 across all local authorities.

With regards the cost of Information Communications Technology (ICT) provision per whole-time equivalent staff member of a local authority, Dun Laoghaire-Rathdown recorded a cost of €4,577.68 per whole-time equivalent staff in 2021, down from €4,777.42 in 2020.

- **Public lighting.** Dun Laoghaire-Rathdown reported a billable wattage of 9,793 kilowatts per hour, which compares to 9,800 kilowatts per hour in 2020.
- **Public liability.** In 2021 Dun Laoghaire-Rathdown had a cost of settled claims per capita of €9.72, slightly higher than the €8.20 cost in 2020.

## NOAC REPORT NO 18

### Customer Satisfaction Survey

- 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 local authorities including Dun Laoghaire-Rathdown County Council.

- 57% of respondents were satisfied with Dun Laoghaire-Rathdown County Council, slightly above the average level of satisfaction with Councils, which was 53%.
- Dun Laoghaire-Rathdown's satisfaction rating was highest in the area of playgrounds/parks at 66% satisfaction rate compared to the average satisfaction rate of 62% among all Councils.
- 35% of people felt that Dun Laoghaire-Rathdown provides good value for money, significantly higher than the 27% of all Councils.
- 57% of people believe that Dun Laoghaire-Rathdown is doing a good job, compared to the overall rating of 47%.

## NOAC REPORT NO 17

### Internal Audit in Local Authorities

- All 31 local authorities have an internal audit function, with 22 authorities operating this function in-house. Six local authorities, including Dún Laoghaire-Rathdown, use a combination of in-house and outsourcing.
- Only 10 authorities advised that their Internal Audits are undertaken in conformity with the Institute of Internal Auditors standards. Dún Laoghaire-Rathdown is one of those authorities.
- 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. 17 authorities including Dún Laoghaire-Rathdown had done so.
- The Head of Internal Audit reports to the Chief Executive and Audit Committee in Dún Laoghaire-Rathdown.
- The staff compliment in the Dun Laoghaire-Rathdown County Council's internal audit function increased to two members of staff in 2016, who were assisted in this role by the provision of additional services from the panel of service providers for the supply of Accounting and Auditing Services, established by the Department of Justice.

## NOAC REPORT NO 10

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

	2014	2020
<b>Number of Registered Tenancies</b>	14,850	19,630
<b>% Units inspected</b>	1.4	4.43
<b>Inspected Failed %</b>	100	95.87

Data from report relates to 2014, data for 2019 taken from Performance Indicator Report

## NOAC REPORT NO 51

## Public Spending Code 2021

The Public Spending Code (PSC) was developed by the Department of Public Expenditure and Reform (DPER). The Code applies to both current and capital expenditure and to all public bodies in receipt of public funds. According to DPER, the Code brings together, in one place, details of the obligations of those responsible for spending public money. As local authority funding derives from a number of sources, including grants from several Government Departments, it was decided that the Chief Executives of individual local authorities should be responsible for carrying out the quality assurance requirements and that their reports should be submitted to NOAC for incorporation in a composite report for the local government sector.

The Quality Assurance reporting requirements consists of the following five steps:

1. Local authorities should draw up an inventory of projects/programmes at the different stages of the Project Life Cycle, in respect of all capital and current expenditure projects to a value greater than €0.5m.
2. Confirm publication on the local authority's website of summary information on all procurements in excess of €10m related to projects in progress or completed in the year under review and provide a link to the relevant website location.

3. Complete the seven specified checklists. Only one of each type of checklist per local authority is required and not one per each project/programme. The completion of the checklists is to be based on an appropriate sample of the projects/areas of expenditure relevant to that checklist.
4. Carry out a more in-depth review of selected projects/programmes such that, over a 3-5 year period, every stage of the project life-cycle and every scale of project will be subject to a closer examination. Revenue projects selected for in-depth review must represent a minimum of 1% of the total value of all revenue projects in the inventory, while the requirement in respect of capital projects is 5% of the total value of all capital projects in the inventory.
5. Complete a short summary report consisting of the inventory, procurement reference and checklists referenced in steps 1 to 3 and the local authority's judgment as to the adequacy of the appraisal/planning, implementation or review work that it examined as part of step 4, the reasons why it formed that judgment and its proposals to remedy any inadequacies found during the entire quality assurance process.

In the case of Dun Laoghaire-Rathdown County Council it complied with all five steps as highlighted above including providing links to the online Publication of Summary Information of all Procurements in Excess of €10 million.

Particular points of note were:

- Dun Laoghaire-Rathdown had expenditure being considered greater than €0.5m of €3,973,710 at the time of the survey while the national average was €7,327,049.
- Its final outturn expenditure of projects/programmes completed or discontinued in the reference year that was greater than €0.5m was €44,812,307 which was slightly below the national average of €47,115,384.



Local Authority	Expenditure being Considered - Greater than €0.5m (Capital and Current)				Expenditure being Incurred - Greater than €0.5m (Capital and Current)				Projects/Programmes Completed or discontinued in the reference year - Greater than €0.5m (Capital and Current)			
	Current Expenditure Amount in Reference Year	Capital Expenditure Amount in Reference Year (Non Grant)	Projected Lifetime Expenditure	Current Expenditure Amount in Reference Year	Capital Expenditure Amount in Reference Year (Non Grant)	Capital Expenditure Amount in Reference Year (Grant)	Cumulative Expenditure to-date	Projected Lifetime Expenditure (Capital Only)	Current Expenditure Amount in Reference Year	Capital Expenditure Amount in Reference Year (Non Grant)	Capital Expenditure Amount in Reference Year (Grant)	Final Outrun Expenditure
Dun Laoghaire-Rathdown	€3,973,710	€16,233,138	€626,746,243	€237,060,049	€23,792,538	€0	€57,657,636	€129,717,626	€0	€28,288,155	€0	€44,812,307
Average	€7,327,049	€5,865,083	€238,802,224	€205,008,477	€45,469,548	€7,295,668	€340,256,110	€488,173,084	€109,826	€7,064,180	€2,819,326	€47,115,384

# DÚN LAOGHAIRE – RATHDOWN

Performance Indicators	2021		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	Data	Median/Average
H1 Social Housing provided in year per 1,000 population	0.35	0.59	0.24	0.64	0.22	1.15	0.59	0.84	0.28	0.53	n/a	3.43	0.25	1.91	0.41	0.80
H2 % of directly provided dwellings vacant at 31/12	2.34	3.16	1.26	3.18	0.73	3.15	2.31	2.77	0.97	2.73	1.10	3.02	0.66	3.5	0.71	3.8
H3a Average time from vacation date to PI year re-letting date (weeks)	23.59	34.44	23.37	32.69	14.55	28.17	12.39	27.75	15.55	28.9	13.02	32.99	12.11	28.43	13.36	31.43
H3b Average cost expended on getting re-tenanting units ready for re-letting	€15,897.41	€19,653.39	€12,367.05	€19,065.30	€20,778.52	€18,336.85	€18,862.32	€18,590.28	€15,283.67	€17,160.60	10,706.24	€15,877	8,983.12	€13,378.40	4,978.82	€11,534.91

Performance Indicators	2021		2020		2019		2018		2017		2016		2015		2014					
	€	%	€	%	€	%	€	%	€	%	€	%	€	%	€	%				
H4 Average repair and maintenance cost per unit	€1,258.46	No data available	€929.51	4.43	€1,050.22	5.37	€1,168.99	9.93	€1,196.97	6.35	7.39	€841.83	€1,136.13	€1,311.82	1,768.55	€1,500.23	2,127.25	€1,292.57	1,727.93	€1,272.30
H5 Inspections (Dwellings inspected) carried out in year as % of registrations	No data available	No data available	4.43	6.73	5.37	9.93	9.93	6.35	7.39	2.02	4.96	1.96	4.36	2.64	5.64	4.60	6.51	4.60	4.60	6.51
R1a % Regional Road KM that ever received a PSCI rating	97	91	88.6	77	90.68	99	99.36	99	99.36	33	96	100.00	99	98.00	68	N/A	47.9	N/A	N/A	47.9
R1b % Total Regional Road KM with a PSCI rating of 9-10	28.36	30.90	16.9	31.19	40.20	38.28	37.58	38	37.58	51	28	52.00	30	52.00	20	N/A	11.15	N/A	N/A	11.15
R1c % Total Primary Road KM with a PSCI rating of 9-10	25.58	26.05	11.6	24.00	51.42	23.08	23.39	51	23.39	48	20	38.00	13	37.00	11	N/A	6.4	N/A	N/A	6.4
R1d % Total Secondary Road KM with a PSCI rating of 9-10	11.89	21.40	6.9	17.66	45.14	17.67	15.19	45	15.19	44	14	35.00	10	35.00	8	N/A	4.61	N/A	N/A	4.61
R1e % Total Tertiary Road KM with a PSCI rating of 9-10	11.42	15.38	9.4	13.93	35.11	14.23	12.42	37	12.42	34	8	31.00	7	31.00	5	N/A	3.63	N/A	N/A	3.63
R2a KM Regional Road strengthened using road improvement grants	4.6	13.40	3.9	14.7	2.40	13.17	13.4	3.3	13.4	0.60	10.3	0.00	10.8	0.50	10.2					



Performance Indicators	2021		2020		2019		2018		2017		2016		2015		2014	
R2b	0	19.9	N/A	19.4	0	14.27	0	15.3	0.00	11.9	n/a	12.2	0.00	8.3		
R2/3	0	86.18	0	81.52	N/A	70.21	N/A	69.15	N/A	65.95	n/a	64.05	N/A	56.6	N/A	54.7
W1	No data available	No data available	No data available	No data available	98.91	97.50	99.21	97.1	100.00	98.46	100.00	97.77	100.00	99.07	100.00	97.9
E1	83.37	55.09	85.13	89.73	69.84	48.36	62.95	43.91	51.74	39.53	44.83	37.7	46.29	34.87	45.57	31.66
E2	1.53	10.82	1.38	10.38	2.72	9.28	5.95	11.00	2.56	9.79	34.49	9.91	0.66	8.49		
E3	14	22	28	22	27.00	15.00	30	19.00	31	10	26.00	13	57.00	14	43.00	9.5
P1	63.28	16.97	49.48	15.28	49.39	23.90	38.19	16.75	15.32	17	13.33	19.42	19.17	24	4.60	17.71
P2	67.72	71.17	63.93	73.17	71.05	73.07	76	75.92	78.57	79	82.39	77.78	76.07	71.88	60.00	71.7
P3	0.69	3.60	0.91	3.74	0.58	2.74	0.90	3.03	0.62	2.41	0.96	2.87	0.86	2.61	0.75	2.88

Performance Indicators	2021		2020		2019		2018		2017		2016		2015		2014	
P4 Cost per capita of the Planning Service	48.72	33.37	51.31	31.47	€45.19	€30.27	41.14	29.24	€35.95	28.31	33.75	€26.96	33.36	€26.76	35.55	€25.27
F1 Cost per capita of Fire Service	0.00	82.69	0.00	79.93	84.84	€60.79	84.84	53.85	N/A	57.74	n/a	€56.07	N/A	€57.88	N/A	€55.9
F2 Average time to mobilise Brigade Fire (Minutes) (FT)	00.00	1:27	00.00	1:28	1:25	1:24	1:29	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	00.00	56.17	00.00	55.30	75.25	55.14	71.05	52.92	N/A	40.45	n/a	57.79	N/A	56.98	N/A	58.6
L1a No. of Library visits per head of population	1.31	0.86	1.79	1.05	5.06	3.57	4.78	3.50	4.88	3.56	4.64	3.61	4.60	3.68	2.82	3.71
L1b No. of Items borrowed per head of population	2.94	2.07	3.93	2.19	4.92	3.14	4.09	3.00	3.88	2.92	6.89	3.82	7.28	3.82		
L2 Cost of Library Service per capita	€46.45	36.92	€43.35	35.95	45.42	€34.94	43.73	30.52	38.48	31.00	37.55	€30.05	35.63	€30.02	33.02	€29.41
Y1 % of local schools involved in Comhairle na nÓg	37.50	63.25	50.00	63.29	62.50	68.30	63.64	80.00	63.64	69.04	48.39	68.07	0.00	67.59	82.50	51.86
C1 WTE staff per 1,000 population	5.16	5.89	4.97	6.06	4.65	5.95	4.58	5.99	4.32	5.75	4.17	5.64	4.51	5.58	4.61	5.63
C2a % of paid working days lost to medically certified sick leave in year	1.39	2.89	2.64	3.01	3.96	3.71	4.21	3.74	3.76	3.74	3.78	3.76	2.80	3.52	3.67	3.34



Performance Indicators	2021		2020		2019		2018		2017		2016		2015		2014	
C2b	0.10	0.19	0.25	0.20	0.49	0.36	0.46	0.35	0.50	0.33	0.52	0.38	0.47	0.39	0.41	0.4
C3	15.77	13.60	20.33	N/A	19,675.33	16,572	17,441	16,210.00	14,971	14,632	14,320.45	12,422	17,909.56	11,666	16,370.35	9,651
C4	4,577.68	3,521.62	€4777.42	3,457.02	€5,227.54	3,060.84	€4,115.35	2,894.57	€4,650.80	€3,048.41	4,153.41	€2,675.69	3,482.21	€2,680.15	2,930.00	€2,646.8
M2a	76.00	83.40	73.0	76	89	87	88	86.00	86.0	83	85.00	82.3	85.00	83	78.00	77
M2b	77.00	88.8	79.0	88.3	79	89.80	79	89.00	78.0	89	77.00	88.0	79.00	85	80.00	84
M2c	60.00	81.6	61.0	79.4	61	78	63	75.00	57.0	74	62.00	70	62.00	68	57.00	67
J1	0.38	0.59	-0.20	-0.30	0.64	0.64	0.67	0.77	0.64	0.68	0.68	0.7	0.10	0.66	0.61	0.73
E6	9,793	5,942	9800	6,209												
M3	9.72	11.05	8.20	12.21	9.96	13.53	7.17	11.62								
M4	31.65	31.83	26.74	26.75				0.84								





# Stage 1 meeting

## Final minutes

### NOAC Stage 1 meeting with Dun Laoghaire-Rathdown County Council

Date:	6th March 2023 at 10 a.m., WebEx online meeting	
In attendance:	<b>Dun Laoghaire-Rathdown County Council</b> <ul style="list-style-type: none"> <li>▪ Frank Curran, Chief Executive (CE)</li> <li>▪ Stephen Brady, Director of Services for Corporate Affairs</li> </ul>	<b>NOAC</b> <ul style="list-style-type: none"> <li>▪ Michael McCarthy, NOAC Chair</li> <li>▪ Alan McDermott, NOAC Executive</li> <li>▪ John Goldrick, NOAC Executive</li> </ul>

NOAC’s profile for Dun Laoghaire-Rathdown County Council was issued in advance of the meeting and formed the basis for the discussion on the day. At a later stage, a second meeting between the Council and the NOAC Board will take place. The NOAC Chair explained the role of NOAC and the background to the scrutiny process. He also noted the very significant work undertaken by local authorities across the State during the height of the Covid situation. It carried this out while simultaneously dealing with a very sharp decline in its revenue base.

The CE gave an overview of the Council and the issues facing it. Matters discussed in detail were:

- **Housing:** Housing and climate action are major issues for the Council, linked together to some extent through the Development Plan. The Council is attempting to build fifteen minute settlements, where people can access most daily necessities by a fifteen minute walk or cycle from their homes. Cherrywood is a prime example of this type of successful area which has ten and a half thousand housing units and twenty six thousand people in the area. The infrastructure was put in place before the settlement was built. New luas stops, along with three parks and land for commercial usage, with 1,600 housing units were completed.

Ballyogan is another community where housing development is ongoing and the Council is also seeking further housing units in town centres such as Stillorgan and Blackrock. The Council also highlighted Shanganagh as a further community where 600 housing units have been completed.

The Council noted that it missed its housing target in 2022 but will surpass its 2023 target (420 units) by delivering approximately 700 units. With regards the 2024 target, it expects to exceed this. However, Approved Housing Bodies have also missed some of their housing targets due to a number of reasons, but the Council hopes that source of supply will increase again in the future.

- **Active Travel:** This is an important theme for the Council and it highlighted its coastal mobility route, which is a segregated cycle lane that follows the coastal road from Dun Laoghaire north to Blackrock and south to Sandycove. In particular, that route has 20,000 users per week. There is also a route around the centre of Dun Laoghaire and a further three routes which pick up major schools along the way which highlights the importance of these routes for young people. The Council will be investing thirty million euros per year to upgrade these routes.

- Energy efficiency:** 82% of the Council's public lighting has been upgraded to LED and it has a goal of bringing this figure up to 100%. The energy retrofit is a large programme, with the aim of achieving B2 BER levels in its housing stock and within the Council offices, through an energy performance contract, which seeks to decrease the Council's carbon footprint. It advertises for contractors to revert with a range of measures on windows, doors and other items to achieve this end. As part of the energy contract, swimming pools have also been upgraded.
- Infrastructure:** Dun Laoghaire-Rathdown has a major roads programme in areas such as Kiltiernan-Glenamuck, Druids Glen and Rathmichael.

In terms of the public realm, the Council is also seeking to improve its town centres. In particular, the Council noted its work on the Dun Laoghaire baths which have recently opened. This contains a lifeguard hut, with access for sea swimming, a pavilion, cafe and artists' studios. This links up to Dun Laoghaire People's Park and the Dun Laoghaire library. In Dundrum, a civic amenity and community centre is being developed, along with new Council offices. A new library will also be built at this location. In Blackrock, the public realm is being enhanced as well as new areas being developed for housing units.

Furthermore, plans are being advanced for a new gym studio in Ballyogan, while a new library is coming on-stream in Stillorgan. Meanwhile, new playing pitches are being created in Woodbrook, Shanganagh and Cherrywood. In addition, some new parks are being developed, such as in the Fernhill area, while Marley Park is also being upgraded.

- Dun Laoghaire harbour** transferred over to the Council in 2018. Cruise liners are returning, with 80 entering the harbour in 2022 and 90 expected in 2023. On average, the Council receives €25,000 in revenue for each of these liners. Within the harbour, there has been interest expressed by an offshore wind company, which is looking for office space. Further south within the Council area, offshore wind energy is being developed.

Within the maritime sphere, the Council is looking to create a facility for elite sailors, as well as others with kayaking and sailing.

- Water:** An agreement has been reached whereby Council employees are to work for Irish water, with these employees in the process of making this transfer. The terms and conditions of employees who do not transfer to Irish Water, but rather remain within the Council, are being examined.
  - Humanitarian issues:** The Council constructed the Ballyogan Regional Temporary Rest Centre for refugees. This has a capacity for housing 300 displaced Ukrainian citizens, with services in place to address their needs.
  - Finance:** The financial year 2022 ended with a surplus, mainly due to extra funding from Dublin Waste to Energy plant, which can be utilised for numerous potential projects. The Council noted that the elected members will decide on where to prioritise these funds and highlighted that it procured extra finance to fund the Dublin Fire Brigade.
  - Workforce planning:** The Council is seeking to strategize its workforce plan, deciding on what skills are needed into the future and what staff numbers are required. The Council met all staff in small groups of thirty to forty people, discussing what the organisation does well, what it can do better and how it can improve the roles of its employees. Outdoor employees outlined that advance notice could be given to people when visits are being made to their premises. Other points came to the fore, including that the Council fleet is quite old, along with requests for PPE. Currently, an action plan is being developed.
- As is the case within the sector, the Council is experiencing significant challenges in staff recruitment. One of the key issues for staff is trying to find suitable accommodation in the area.
- Digitisation:** There is a target that 90% of services are consumed digitally by the public and this is an area where co-ordination is ongoing with the LGMA. This is a theme which came to the fore during the Covid era. Dun Laoghaire-Rathdown is particularly advanced within this area, with many website hits and a high volume of motor tax payments conducted online.

- Cherrywood:** In obtaining planning permission for this scheme of around three and a half thousand homes, there were some objections. This project was within a Strategic Development Zone (SDZ), which came before the Council board in order to have several housing schemes approved. Some of the difficulties included changes in building height guidelines and apartment and car parking standards. A review is being undertaken of the town centre area and a mix of community, residential and commercial buildings will be included in the scheme.

There was initial disagreement regarding the common infrastructure, which has been overcome. Overall, it was felt that the scheme is progressing well, with work being completed to a high standard. It is a positive example of infrastructure having been put in place before residents arrived, which is an example of good practice.

- Office space:** Covid has reduced the demand for businesses looking to lease office and commercial space and consequently the prices sought for such space has also declined. This has led to the outcome where there isn't the same requirement to construct such buildings. It was noted that many people continue to shop online, hence the lesser need for as much space as in the past. With regards other sorts of premises, there has been a focus on delivering premises for Garda stations, health establishments and libraries. In particular, the Fire Service and HSE are considering leasing some units within the area.
- Collection rates:** It was noted that there has been a fall in collection rates since 2021, mainly due to the impact of Covid. The Council highlighted that more staff are being allocated to deal with this area and it is now possible to make payments online. Initially there had been problems with the payment system, which wasn't originally directly linked to the customers' accounts but this issue has been resolved and there is a stronger team in place.

- Performance Indicators:** The Council highlighted that directors within the Council analyse NOAC's Performance Indicator Reports, particularly noting to see how the Council compares to other local authorities and the trends which are occurring over time within the sector. It also noted that the Audit Committee are involved in analysis.

- Dun Laoghaire Baths:** The Council will go to tender on phase two of the project in the near future to have works completed. The existing Baths Pavilion together with a smaller outbuilding will be retained, weathered and secured while the remaining dilapidated outbuildings to the rear and side of the Pavilion will be removed. Additionally, access to the end of the pier will be upgraded and it is also proposed to create new public toilets facilities at street level which will also be accessible for wheelchair users. Footpaths along Windsor Terrace will be upgraded, and new street trees planted.

- Gender balance:** This Council is one of thirteen local authorities where, on average, women earn higher salaries than men. This occurred naturally, though there have been specific family friendly measures in place in the local authority, including the provision of a staff crèche since the 1990s, work sharing and a blended working policy.

- Rehousing:** The Council's rehousing within vacant housing units is ten weeks below the national average, which is an impressive statistic. This is due to having in-house maintenance teams, along with a list of contractors to undertake retrofitting works. The Council also has a tenant quickly allocated for the unit once the work finishes.

- Environment:** 14% of the County was litter-free in 2021, which compares favourably to 28% in 2020. Dun Laoghaire town itself is reasonably litter free and the Council is working to ameliorate this situation. One of the big issues is dog fouling, even though signage and bins have tried to address this. Further education and enforcement are required for this area.

- **Libraries:** There was an average of 1.31 visits per head of population to libraries in 2021, compared to the national average of 0.86. This has been due to the several factors, including a director of libraries who has brought in many initiatives, including creating an active involvement with schools. There was also the opening of the impressive Dun Laoghaire Lexicon, which has attracted many visitors.
- **Councillors:** The Council is made up of forty councillors. There is a high level of co-operation between the Council and Executive, with pre-Council meetings to discuss issues and ensuring priority issues are addressed. Important issues are being agreed upon, including the implementation of the Deansgrange cycling route scheme.

The Chair invited Dun Laoghaire-Rathdown County Council to attend the full NOAC meeting for a Stage 2 meeting with the Board, later in 2023.

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



# Stage 2 meeting

## Final Minutes of the National Oversight and Audit Commission (NOAC) Meeting with Dun Laoghaire County Council

### Stage 2 Scrutiny Meeting

Date:	Wednesday 6th December 2023 at 11:15 a.m.	
Venue:	Custom House, Dublin and by Webex	
Attended by:	<p><b>Chair</b></p> <ul style="list-style-type: none"> <li>■ Michael McCarthy</li> </ul> <p><b>Members</b></p> <ul style="list-style-type: none"> <li>■ Margaret Lane</li> <li>■ Fiona Quinn</li> <li>■ Declan Breathnach</li> <li>■ Noel Harrington</li> <li>■ Brian Cawley</li> <li>■ Kathleen Holohan</li> <li>■ Ciarán Hayes</li> <li>■ Miriam McDonald</li> </ul> <p><b>Secretariat</b></p> <ul style="list-style-type: none"> <li>■ Claire Gavin</li> <li>■ Joan Comiskey</li> <li>■ John Goldrick</li> <li>■ Deirdre Byrne</li> </ul>	<p><b>By Invite:</b></p> <ul style="list-style-type: none"> <li>■ Frank Curran, Chief Executive</li> <li>■ Stephen Brady, Director of Corporate Services</li> </ul>

### Meeting with Dun Laoghaire Rathdown County Council

NOAC’s profile for Dun Laoghaire Rathdown County Council was issued in advance of the meeting. The NOAC Chair welcomed the officials from the local authority and explained that this was the second stage of the scrutiny meetings process.

The Chief Executive (CE) was invited to give an overview of the Council and the challenges it faces. The CE gave a presentation after which the following matters were raised by the board members and were discussed in detail:

- **Overview:** the Council consists of six Directors of Services, having been reduced from seven. There are forty councillors within the chamber, drawn from six electoral areas. Six Strategic Policy Committees, two Area Committees and a Corporate Policy Group serve the Council.

- **Climate action:** this is a key challenge, with renewable energy an important part of the solution. Heat is a critical part of the equation, as 48% of emissions emanate from this source. Emissions from transport and buildings also form an important part of the climate action issue.
- **Housing:** the social housing build target of 364 units will be exceeded in 2023, with an expected delivery of 421 units. The housing scheme at Shanganagh is the largest in the country, with a mix of approximately 600 social, cost rental and affordable housing units being constructed. The first phase of the delivery of these units will commence in 2024. The Council continues to work with Approved Housing Bodies (AHBs) to meet housing demand, such as with the schemes at Bishops Gate and Lisieux. It is proving challenging to provide affordable housing due to the high market values in the area.

The Council finds that competitive dialogue functions well for the delivery of housing. Under this initiative, the Council purchases a site and then provides stage payments to developers for the delivery of housing units. Cost rental units are being delivered in Enniskerry Road, at a rent of €1,250 per month instead of the market rent of €2,100 per month. Design build homes entail a 45 week waiting period for approval from the Department of Housing, as opposed to a 59 week wait for approval in general. All the schemes are now using the design build process.

The Council manages over 5,000 social housing units and as part of a condition survey there are plans to have an inspection of 1,000 units in 2023 and in 2024. 3,600 clients are currently on the housing waiting list. There are 150 units planned for retrofitting in 2024 to a B2 rating. The Council tries to target areas which are enduring the greatest effects of fuel poverty. The Council continues to liaise with the Dublin Region Homeless Executive to provide homeless accommodation for clients.

- **Planning and Economic Development:** the Dundrum area plan came into effect on 21st November 2023, while the Corporate Development Plan was adopted in April 2022.

Approximately 3,000 new houses were completed since the Plan's adoption. This represents the largest number of housing commencements in over a decade.

Cruise liners have now returned to Dun Laoghaire, with 150 in the harbour in 2022. This provides revenue of €25,000 each, which is ring-fenced for ongoing harbour repairs. The harbour is owned by the Council, which has priced the cruise liners correctly at present. In the future a harbour masterplan will be drawn up, in conjunction with urban designers and architects.

Offshore wind energy is being produced in the Dublin Array Wind Farm Project. This is set to offer 824 MW of power. It is expected that the first tranche of offshore wind energy will come onshore in quarter two of 2024. Upgrading the wind grid is a sizeable task, and one that will require political support. In addition, the Codling Wind Park in Wicklow town adds further wind energy, so that on the east coast there will be about five GW of wind power generated.

The Sandyford Business Improvement District (BID) scheme comprises of four business parks and is a prime location for around 1,000 companies and a workforce of 26,000 people. This business community is continuing to flourish. There are plans in place to improve access to the business park by developing Exit 14 on the M50.

- **Active Travel:** on the active travel side there is ongoing expenditure of €30 million per annum. Schemes under construction include Deerpark, Deansgrange Road, Pearse Drive and Stillorgan Park Road. There are 28,000 road users on the coastal route.

A controversy developed on the Deansgrange road, due to businesses objecting to the implementation of one way traffic. A two way traffic system was then installed, with sufficient road use for cycling.

There is an objective to pedestrianize Dun Laoghaire, with meetings taking place between residents and businesses to discuss this in greater detail. When completed, it is expected that the main street will be a great improvement on its current appearance.

- **Safe Routes to School:** The Council is liaising with the National Transport Authority (NTA) to deliver the “Safe Routes to School” Programme, which aims to improve safety at school entrances, improve access routes to schools and encourage pupils to walk and cycle to school.
- **Infrastructure:** Road upgrades will take place at the Glenamuck District Road, the Druids Glen Road and at Junction 14 Sandyford. The Dundrum Civic Centre will receive the development of a new Community, Cultural and Civic Hub in Dundrum. The Samuel Beckett Phase 2 will encompass the delivery of a multi-purpose sports facility. The Blackrock Sea Front will have the development of a public realm area for the Blackrock Community.

A fleet replacement project has been undertaken by the Council. This scheme requires substantial investment to ensure that vehicles are replaced.

To improve the lit environment and reduce energy, there is a LED upgrading programme underway. LED lights now account for 87% of lighting, with all lights expected to be switched over to this system within 2024.
- **Community, culture and parks:** Four new parks were opened in 2022, with three located in Cherrywood and one in Myrtle Square. Each year one million euros will be set aside for repairing playgrounds. Two new libraries have been built recently in Ballyogan and Stillorgan. A new running track at St Thomas estate is currently at the design phase, while a new boxing facility at Monkstown is at the tender stage.
- **Development Contribution Scheme:** At the Council meeting held on 9th October 2023 the Council adopted a new Section 48 Development Contribution Scheme. Contributions will be collected for the Draft Development Contribution scheme and allocated to three classes of public infrastructure, community and parks facilities and recreational amenities, transport infrastructure and surface water infrastructure. At present, a waiver is in place, whereby if a house is constructed by 2025, no contributions need to be paid.
- **Capital Programme:** A capital programme in excess of €1 billion will be invested over a three year period, much of it housing-related.
- **Staffing and customers:** Extra staff will be required for housing allocations and for increased cleaning of the beaches in the area. Customers are dealt with at a single point of contact, through the customer care centre. Tasks relating to footpath and potholes repairs can be logged, repaired and closed off on the system.
- **I.T.:** An upgraded website was launched in 2023. So far in 2023 there have been over 400,000 users accessing the website, with planning applications and choice based letting being the most viewed pages on the site. The Council sees a high volume of traffic on its website, in addition to its social media platforms. Further services will continue to be provided online, which will create greater usage of the website. The Council’s PMDS is also online, facilitating ease of access for its users.
- **Office space:** hot desking and a clean desk policy have been introduced recently, due to space constraints.
- **Retrofit:** County Hall, the Lexicon Library and Pavilion Theatre are currently the subject of a procurement contract for retro fitting and decarbonisation. In Ballyogan and Stillorgan 53 homes have been upgraded to a deep retrofit standard.
- **Cherrywood Strategic Development Zone:** this consists of a scheme to construct 10,500 homes for a population of 26,000 people. This will be served by a wide array of facilities and infrastructure, including four primary and two secondary schools, library, park and luas stops. It is a highly important scheme for the Council, with most of the infrastructure funded through the development contribution scheme. It was believed that this type of scheme could be replicated by other local authorities also. It has recently won awards for its design and layout.
- **Housing planning:** the Council aims to meet the housing requirements of its growing population. The regional plan outlines a need for 26,000 housing units over the next six years. Much of the housing is planned along the transport corridors. The next area for housing planning is towards Bray and the southeast. This is being planned as sustainably as possible. Density is required in these areas, creating a necessity for apartments.

One of the issues has been the significant cost of these apartments, many of which have been build-to-let.

- **Transport:** the luas and DART are currently at capacity. The busconnects scheme will create an extra 25% in capacity. The DART plus will also create additional capacity to deal with increased demands on the transport system.
- **Customer Service:** The Council provides approximately 1,110 services to its customers. A new full time staff member is dedicated to examining customer service, including complaints. The management team examines every two weeks the performance of what the Council is trying to achieve for its customers. Approximately 6,000 customer requests are logged per annum, much of which is funnelled through elected members.
- **Outdoor services:** the Council continued to provide its outdoor services throughout the Covid era. This included providing the community call service and implementing outdoor dining. The Dublin Economic Monitor is a joint initiative on behalf of the four Dublin local authorities to track developments in the capital's economy. The Monitor includes the MasterCard Spending Pulse which delivers insights into consumer and tourist spending trends. The Spending Pulse gives insights into retail sales, e-commerce and other areas to examine Dublin's economy. It has shown that the Dun Laoghaire Rathdown area has recovered back to normal after the Covid era. In fact, e-commerce has increased by 6%, while entertainment spending has increased by 11%. DLR are reviewing the outdoor seating to regularise them.
- **Staffing:** Staff have the option to work from home two days per week and three days per week in the office with one anchor day for team meetings. This flexibility is now important to recruit new entrants to the Council. The system is functioning well and will continue permanently. The current workforce of 1,100 employees will grow by about 100 in the near future. The extra employees will be allocated to housing delivery and planning, for health and safety in the harbour and to assist with the Ukrainian arrivals.

The private sector is in a better position to recruit employees in certain roles, such as engineers. The Council has a link with UCD, which it uses to encourage graduates to join it as planners, landscape gardeners, architects and engineers. A two year graduate training programme is in place in the Council, in addition to on-going mentoring and coaching.

- **Domestic violence:** A survey was undertaken, which outlined that 21 units were required for a domestic violence refuge. A site was identified and work is underway at present. There was objections to this from locals, who felt this may attract anti-social behaviour there. The Council is confident that this will not be an issue once it is up and running.
- **Finances:** A rates revaluation was undertaken in 2023, an increase of 4.5%, with new valuations effective from January 2024. An income of €109 million will be generated from 5,100 ratepayers. LPT has not increased but the baseline has increased by €1.5m. The write off of land aggregation loans by the Department and returns on investments have all added to the budget in a positive way.
- **Communication:** A bi-annual magazine called the dlr Times communicates the work of the Council to the general public. Staff were surveyed for their views on the Council's performance, with outdoor staff believing that there could be more pro-active communication, both internally and externally. The Council has a communications strategy and they carry out physical consultations.

## Conclusion

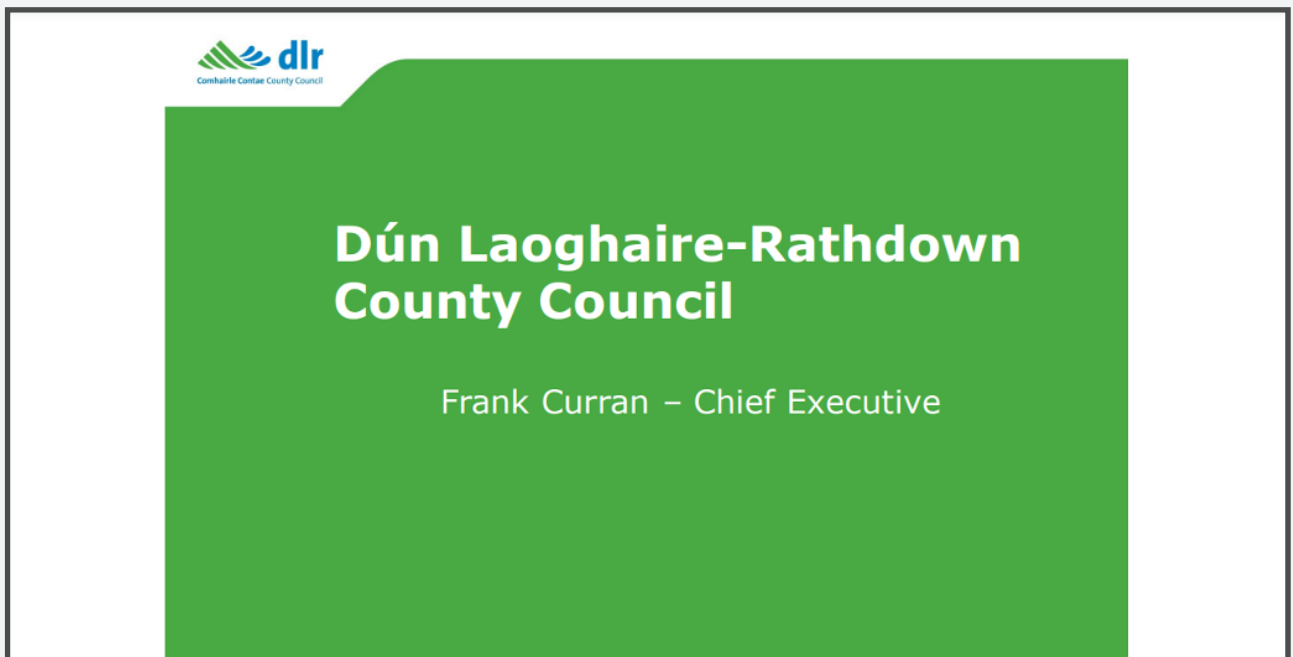
The Chair thanked the local authority officials for their attendance at the meeting and outlined that the minutes and full report will be published on the NOAC website at a future date.

The meeting was brought to a close.





# 4

## Stage 2 Presentation



### Overview

- **Organisation Structure:**
- **Chief Executive:**
- Deputy Chief Executive & Director of Finance & Water Services;
- Director of Housing;
- Director of Planning & Economic Development;
- Director of Infrastructure & Climate Change;
- Director of Community, Culture & Parks;
- Director of Forward Planning Infrastructure;
- Director of Corporate Affairs;
- County Architect;
- Law Agent.
- **Our Council:**
- The Council is made up of 40 Councillors;
- 6 Electoral Areas:
  - Dún Laoghaire; Blackrock; Killiney-Shankill; Stillorgan; Dundrum; Glencullen-Sandyford.
- 2 Area Committees – Dundrum area and Dun Laoghaire area
  - Each committee meets twice monthly
- 6 SPC's:
  - Housing; Economic Dev. & Enterprise; Community, Culture & Wellbeing; Planning & Citizen Engagement; & Climate Action and Transportation & Environment Marine.
- Corporate Policy Group

Comhairle Contae County Council

20 YEARS OF SEA ENERGY AWARDS

Three New Parks Open at Cherrywood, Co Dub

Park Beckett Park

## Overview

- Challenges:**
  - Housing
  - Climate Action
  - Work Force
- Initiatives:**
  - Shanganagh Residential Lands Cherrywood
  - Climate Action Plan 2024 -2029
  - Strategic Work Force Plan 2023 - 2027
- Achievements:**
  - Cherrywood Parks
  - Ballyogan Square
  - Beaufort Housing Retrofit

Comhairle Contae County Council

### DELIVERY TARGETS V PROJECTED DELIVERY

#### Housing Delivery Action Plan 2022-2026

Projected Affordable Delivery	1549
Housing Needs Demand Assessment Affordable	3124
Social Housing Projected Delivery	2318
Social Housing Target	1993

## Housing

### Social Housing

- Social Housing Build Target 2023: 364 units (LA, AHB and Part V).
- Social Housing Projected Build Delivery 2023: 421 units.
- Social Housing targets being met and exceeded.

### Affordable Housing

- First cost rental pilot scheme delivered at Woodside, Enniskerry Road: 105 social and 50 cost rental.
- Shanganagh: largest social & affordable scheme in the Country, also the largest passive housing scheme in Europe. In collaboration with the Land Development Agency: 200 social, 306 cost rental, 91 affordable purchase (first phase delivery 2024: 51 affordable houses).
- Design/Tender stage: 106 cost rental (Ballyogan Rise, Blackglen & Mount Anville): 56 Affordable Purchase (Mount Anville & Blackglen).
- AHB Cost Rental: Bishops Gate 72 cost rental (on site & advertised). Lisieux 67 cost rental.
- However, continuing challenge of providing affordable housing in Dún Laoghaire-Rathdown due to high market values.



## Housing

**DELIVERY TARGETS V PROJECTED DELIVERY**

**Housing Delivery Action Plan 2022-2026**



Category	Value
Projected Affordable Delivery	1549
Housing Needs Demand Assessment Affordable	3124
Social Housing Projected Delivery	2318
Social Housing Target	1993

**Social Housing**

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- However, continuing challenge of providing affordable housing in Dún Laoghaire-Rathdown due to high market values.








## Housing


- Land Aggregation Scheme** loans cleared for 3 sites Ballyman: accelerated delivery Section 179A.
- Over **5,000 social housing units** with approx. **6,000 maintenance requests** annually.
- 1,000 inspections** for stock condition survey in 2023: **planned maintenance & retrofit programmes**.
- 225 homes retrofitted** to B2 cost optimal **since 2022: 150 projected for 2024**.
- 3,622 households on social housing waiting list**.
- Council works with DRHE to provide homeless services & homeless placements outside the County.
- 74 homeless family placements/76 homeless families** registered in DLR.
- 550 homeless HAP tenancies.







Dundrum  
Local Area Plan  
2023



## Planning & Economic Development

- Dundrum LAP** adopted on the 10th October 2023 which came into effect on the 21st November 2023. This is the first urban LAP to include an Area Based Transport Assessment (ABTA).
- Infrastructure Capacity Assessment Study** under preparation for the Southeast of dlr, to inform the two LAPs in this area, Old Connaught and Rathmichael.
- Old Connaught LAP** under preparation. Pre-Draft public consultation for Old Connaught undertaken earlier this year.
- Kilternan-Glenamuck LAP** pre-draft public consultation carried out in Q3 & Q4 2023.
- A total of approx. 3,000 new homes were completed in dlr in the first year since the County Development Plan came into effect (April 2022 - April 2023). This comprises a significant increase in residential completions in the County and represents the highest 12-month completions figure recorded in well over a decade.
- Completions remain strong with over 2,000 units completed in Q3 & Q4 2023.







## Planning & Economic Development

- DLR Tourism Strategy 2024 -2028** will go to Council in Q1 2024. Key focus on inspiring experiences and adventure activation.
- Dún Laoghaire Harbour Masterplan** is out for tender at present.
- Cruise Programme 2024** brought 150,000 passengers and 60,000 crew to Dún Laoghaire, which benefited the wider County.
- Ferry Terminal Building** co-working hub to open in Dún Laoghaire Harbour with 650 + New Jobs.
- Significant **Harbour repair** works carried out in 2023.
- Sandyford BID** success – 1,000 companies, 26,000 employees, 5,000 residents.
- Offshore Wind:** Dublin Array Wind Farm Project, which will provide up to 824MW of power with 39 to 50 turbines.

## Infrastructure & Climate Change

- **Climate Action Plan:**
  - Public Consultation 20<sup>th</sup> Sep. – 3<sup>rd</sup> Nov.
  - Consultation Events: Dundrum, County Hall & the Mansion House.
  - 62 submissions received: 29 from individuals & 33 from groups or stakeholders.
  - Next Steps: Chief Executive’s Report on Submissions Received, will be prepared and issued to Elected Members in early January 2024. To be approved by 23<sup>rd</sup> Feb. 2024.
- **Active Travel:**
  - **Construction completed on:** Rock Road, Brewery Road, Wyattville Road, Clonskeagh Road c. 2.7km of new cycle facilities.
  - **Schemes under construction including:** Deerpark, Deansgrange Road, Love our Laneways (Pearse Drive), Stillorgan Park Road (construction commencing Q1 2024).
  - **Schemes completing detailed design and preparing for tender:** DLR Central, Seafield Safe and Quiet Streets, SRTS Bundle 1, Taney Road to N11, Living Streets: Coastal Mobility Route, Living Streets: Blackrock.
  - **Part 8 achieved for:** Living Streets: Blackrock, Rochestown Avenue and Deansgrange Cycle Route.
  - **Schemes at pre consultation stage:** SRTS Bundle 2, DLR Connector, Cherrywood to Shankill Greenway, Cabinteely Greenway, Dodder Greenway, in total the Active Travel programme has 34 live projects at various stages.
  - **Schemes currently going through public consultation:** Living Streets: Dún Laoghaire (Pathfinder)

## Infrastructure & Climate Change

- **Glenamuck District Road Scheme:** Comprises over 3km of road incl. the Glenamuck Distributor Road, the Glenamuck Link Distributor Road & upgrades to the existing Glenamuck Road & ‘Golden Ball’ Junction. At final stage of tender process.
- **Druids Glen Road:** Incl. construction of approx. 360m length of new road as the extension of Druid’s Glen Road. Clonmel Enterprises Ltd. appointed & onsite 25<sup>th</sup> Sep. 2023 with project completion in Q2 2024.
- **Junction 14 Sandyford:** Link Road between the M50 Junction 14 and the Blackthorn Road (0.5km).
- **Dundrum Civic Centre:** Development of a new Community, Cultural and Civic Hub in Dundrum. Achieved €4M URDF Funding. Junction upgrade required – stakeholder engagement.
- **Samuel Beckett Phase 2:** Delivery of a Sustainably Built Multi-Purpose Sports Facility, incl. Sports Hall, 25m swimming pool, Exercise Equipment Gym, Dance Studios, Fitness Room, Multi-purpose exercise/club rooms, coffee dock, Reception Hub. LSSIF Funding Grant €5M.
- **Blackrock Sea Front:** Development of Bath Place public realm area for the Blackrock Community. Working in partnership with M-CO to determine project brief.

## Infrastructure & Climate Change

- Fleet Replacement:**
  - Project commenced.
  - Significant budget is required to replace vehicles.
  - Market for small EV vans a challenge.
  - EV charging capacity limited and nearing full capacity
- LED Lights:**
  - Now at 87% LED.
  - Aim to close out LED programme in 2024.
  - Upcoming decorative lantern replacement scheme in SBD – Starting Q4 2023/Q1 2024.
  - Solar PV trial deployed on Wyatville Rd with monitoring ongoing – Trial study to identify viability of Solar PV's on lighting.
  - Concentric cable replacement trial underway.

**dh**  
Dun Laoghaire Rathdown County Council

## Community, Culture & Parks

- Parks:**
  - Four new Parks opened in 2023.
  - 3 in Cherrywood.
  - 1 Myrtle Square.
  - €4m investment in play: New playgrounds delivered in Woodbrook, Blackrock Park and Fernhill.
  - Play space delivery programme in place.
  - New pitches to be delivered in Shanganagh, Meadowbrook and Oatlands Stillorgan.
- Parks Capital Programme 2023 – 2025:**
  - Projects completed €6.76m
  - Projects under construction €9m
- Libraries:**
  - 2 new libraries: Ballyogan & Stillorgan.
  - Increased budget means €2.70 per capita.

**dh**  
Dun Laoghaire Rathdown County Council

Three New Parks Opened at Cherrywood, Co Dub

Park Beckett Park



**dlrAgeWell EXPO 2023**



## Community, Culture & Parks

### Community/Sports Development

- 30 Community Centres.
- URDF for the Civic Community and Culture Centre Progressing.
- Expansion of Samuel Beckett to provide for swimming pool and sports hall.
- Multi use sports facility at St. Thomas at design phase.
- Sports Infrastructure – Oatlands, Kilbogget, Shanganagh, Marley, Leisure Centres.
- Monkstown Boxing Club in tender process.
- Domestic Violence Refuge progressing under Section 179A, in partnership with.
- SICAP retendered and awarded to Southside Partnership.

### Plans delivered and in implementation:

- Age Friendly Strategy 2022-2026.
- Library Development Plan – 2022-2026.
- Play Strategy 2023-2028.
- Tree Strategy 2023-2030.
- Culture and Creative Strategy 2023-2027.



## Forward Planning Infrastructure

- **Cherrywood SDZ:**
  - Strategic Development Zone
  - Planning Scheme Area – c. 360 ha
  - **c.10,500** homes – to support a population **c.26,000**
  - c.22,000 new jobs through commercial development
  - Town Centre & 3 Village Centers
  - 4 primary schools, 2 post primary schools
  - Healthcare facilities – primary care center
  - Library and community facilities
  - 3 significant Parks
  - 5 LUAS stops
  - Greenways and Cycle Network
- **- SDZ Planning Scheme**
- **- Town Centre UFDF** (Urban Form Dev. Framework - 2017)
- **- Town Centre Application** (Largest in History of State)
- **- Open Space & Amenity Guidance Document**
- **- Access & Movement Strategy**
- **- Wayfinding & Signage Strategy**





## Forward Planning Infrastructure

- **Recent Achievements**
- Q2 23: Height Amendment (to the SDZ). This has led to an increase in capacity & densities.
- Q2 23: Car Parking Amendment submitted to ABP.
- Q2 23: New Cherrywood Section 48 Scheme adopted. 2017-2023: Major infrastructure has been delivered to unlock development.
- All 3 Parks open to public, officially opened Summer 2023, inc Tully Park (Phase 2) which was DLR delivered under URDF 2.
- Primary School Open 2+Years. Post-Primary School has permission.
- Beckett Link – Significant 2 Klm Road Infrastructure, including underpass under M50 link road – Unlocking Res & HIE lands, c.€30m project, Planning Permitted and proceeding to on site by DLR in 2024.
- **Issues & Challenges:**
- Stakeholder management.
- Heightened risk of Judicial Reviews in absence of appeal facility, potential delays and legal costs.
- Town Centre Review (2024) – *striking the balance of viability and delivering a sustainable vibrant mixed-use district centre.*
- Complex Planning compliances to (heavy compliances, V CFIs or Refusals).
- Securing the levels of grant funding needed to continue to deliver the Infrastructure needed.



## Finance & Water Services

**Finance Department:**

- €275m Revenue Budget 2024 passed unanimously.
- Capital Programme - €1bn over 3 years.
- Rates revaluation 2023 – new valuations effective 1/1//2024.
- Rates demands 2024 €109m, 5,100 ratepayers.
- AFS – unqualified Audit reports.

**Water Services:**

- Water & Wastewater now under direction & control of Uisce Eireann.
- Surface water and water pollution remain responsibility of dlr.
  - Deansgrange Flood Relief Scheme.
  - Shanganagh Flood Relief Scheme.
  - Manage flood risk associated with streams, rivers, culverts and pipes.
  - Domestic wastewater treatment inspections.
  - Inspect wrongly connected foul sewer pipes to surface waters.



## Corporate, HR & IT

**Strategic WorkForce Plan 2023 – 2027:** Completed in 2023, this is an important action in assessing current and anticipated future demands on dlrc & the staffing resources & capabilities available & required.

**Retention and recruitment:** Implementing innovative initiatives to address recruitment challenges, in particular for professional grades.

- **Service Delivery Project:** The appointment of a Service Delivery Manager in 2023 has facilitated the review of the CRM system in dlrc
- **Website:** Launched upgraded website in 2023 to facilitate easier navigation and accessibility. Most viewed pages: Planning Applications; Choice-based Letting; Job Vacancies; Parks & Pitches and Ballyogan recycling facility. In 2023 to date there have been nearly 1.4m page views and over 400k users.
- **Online consultations:** 2022 there 50 consultations & 5,269 submissions. To date in 2023 there have been 52 consultations and 8,456 submissions.
- **IT Initiatives:**
  - ePMDS -online PMDS system implemented in 2023.
  - Ethics Register also moved on-line in 2023, with all Councillor and Employee Annual Declarations submitted on-line & on time!
  - Voter.ie allows for online electoral register.

## Corporate, HR & IT

- **Office Space:** Hot Desking & Clean Desk Policy recently introduced, Corporate Affairs being one of the first departments to refurb. Office space & implement these policies. There has also been some rationalization of Depots & corresponding Admin. Staff, with Housing Maintenance & Water Services moving to Ballyogan Operations Centre in 2023.
- **DeliveREE/SEAI Pathfinder Projects:**
  - **County Hall, dlrc LexIcon Library & Pavilion Theatre Energy Performance Contract:**
    - €3.1m project, retrofit & decarbonize these three buildings
    - competitive dialogue stage of procurement, contract implementation 2024.
  - **Ballyogan Operations Centre:** Phase 1 of Solar PV project nearing completion. Predicted to provide 18% electrical consumption & avoid 27.7 tonnes of CO2.
  - Phase 2 of the solar PV project in 2024. Predicted to provide 44% of electrical consumption & avoid 66 tonnes of CO2 each year.
  - With installation of heat pumps, there is potential to move this site to off-grid in the future.
- **Other Projects:** Include Harbour Master's Lodge, Shankill & Deansgrange libraries & initial expression of interest to decarbonize & retrofit Leisure Centres.
- **ISO 50001:** Dún Laoghaire-Rathdown County Council continues to achieve this Energy Management Standard. Which renews our commitment to efficient use of energy, set targets & objectives & continually improve energy management.



National Oversight and Audit Commission (NOAC)  
An Coimisiún Náisiúnra Maoirseachta & Iniúchoíreachta

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