

# **Quality Assurance Report for 2021**

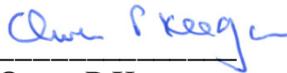
**Dublin City Council**

**Submitted to the National Oversight and Audit Commission in compliance with the Public  
Spending Code**

31<sup>st</sup> May 2022

## Certification

This Quality Assurance Report reflects Dublin City Council's assessment of compliance with the Public Spending Code. It is based on the best financial, organisational and performance related information available across the various areas of responsibilities.



Owen P Keegan  
**Chief Executive**

**Dublin City Council**

**8 June 2022**

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## 1.0 Introduction

Dublin City Council has completed this Quality Assurance (QA) Report as part of its ongoing compliance with the Public Spending Code (PSC). The Public Spending Code aims to ensure that the State achieves value for money in the use of public funds.

The report presents the results of each of the 5 steps of the QA process, as set out below, and aims to gauge the extent to which the Council is meeting the obligations set out in the Public Spending Code.

The Guidance Note issued to the Local Government Sector by the Finance Committee of the County and City Management Association has been used to complete the QA process in Dublin City Council.

The Quality Assurance process consists of 5 steps:

- **Step 1** – Drawing up the inventories of projects/programmes at different stages of the Project Life Cycle that have a total project cost in excess of €500,000. The three sections of the inventory are expenditure being considered, expenditure being incurred and expenditure recently ended.
- **Step 2** – Publish summary information on the City Council’s web-site of all procurements in excess of €10m, related to projects in progress or completed in the year under review.
- **Step 3** - Completion of the 7 checklists contained in the Public Spending Code in respect of expenditure at the different stages. One of each checklist per Local Authority is required. Checklists are not required for each project/programme.
- **Step 4** – A more in-depth check of a small number of projects / programmes based on criteria established within the Public Spending Code.
- **Step 5** – Completion of a report for the National Oversight and Audit Commission (NOAC) which will be generated through compliance with steps 1 to 4 and to be submitted by the end of August in respect of the previous year.

## 2.0 Expenditure analysis

### 2.1 Project/Programme Inventory

The Project Inventory sets out the list of all projects with activity in 2021 and which have a total project life cost of €500,000 or more. As specified in the *PSC QA Requirements Guidance Note for the Public Sector*, capital projects which have been listed in previous PSC reports in the expenditure being incurred category remain in this category year on year until the project is complete. The inventory is broken down into capital and current expenditure and consists of three categories:

- Expenditure being considered
- Expenditure being incurred
- Expenditure recently ended

The complete inventory is contained in **Appendix 1**.

The Inventory contains 366 projects across the three categories and is comprised of a total value of €4,846,500,108. The inventory was compiled using the format recommended in the PSC and in the guidance note from the CCMA. The list contains relevant services from the Council's Annual Financial Statement 2021 in respect of the current expenditure and a list of relevant capital projects/programmes extracted from the Council's Financial Management System, with information verified by project owners, for capital expenditure.

#### Summary of Project Inventory 2021

##### Number of Projects by Category

	Expenditure Being Considered	Expenditure Being Incurred	Expenditure Recently Ended	Total
Current Expenditure	0	57	0	57
Capital Expenditure	72	208	29	309
<b>Total</b>	<b>72</b>	<b>265</b>	<b>29</b>	<b>366</b>

##### Projects by Cost

	Expenditure Being Considered	Expenditure Being Incurred	Expenditure Recently Ended	Total
Current Expenditure		€1,165,043,000		€1,165,043,000
Capital Expenditure	€528,855,060	€3,028,726,419	€123,875,629	€3,681,457,108
<b>Total</b>	<b>€528,855,060</b>	<b>€4,193,769,419</b>	<b>€123,875,629</b>	<b>€4,846,500,108</b>

## Summary of Procurements in excess of €10m

In compliance with Step 2 of the QA process, there were 15 procurements in excess of €10m which relate to projects which are included on the Inventory for 2021.

Thirteen procurements were already listed and have been updated to reflect transactions in 2021.

All this information can be found on the DCC website at the following location; <http://www.dublincity.ie/PublicSpendingCode> along with a copy of this report.

## 3.0 Assessment of Compliance

### 3.1 Checklists and Findings

**Step 3** of the Quality Assurance process involved the compilation of a number of checklists, seven in total.

- Checklist 1:** General Obligations not specific to individual projects.
- Checklist 2:** Capital Projects under consideration.
- Checklist 3:** Current Expenditure under consideration.
- Checklist 4:** Capital Expenditure incurring expenditure
- Checklist 5:** Current Expenditure programmes incurring expenditure
- Checklist 6:** Capital Expenditure recently ended.
- Checklist 7:** Current Expenditure recently ended.

The completed checklists for Dublin City Council are contained in **Appendix 2**.

The checklists were completed based on checklists returned for a random selection of projects under each of the 3 categories, where appropriate, explanatory comments are provided, in addition to self-assessed scores.

For both capital and current expenditure, the checklists indicate a satisfactory level of compliance with the requirements of the PSC and there are indications that there is scope for further improvement in certain aspects. No serious issues or concerns were evident during the completion of this step of the QA process.

**Checklist 1** indicates a high level of compliance with the PSC in terms of provision and development of appropriate guidelines and awareness in the organisation, with the addition of the establishment of a corporate governance structure for capital project expenditure and a Project Manager Network.

In relation to capital expenditure, **Checklist 2 and 4** shows a high level of compliance with the code and identifies some improvements necessary in terms of quality reporting and keeping within financial budgets and time schedules. It is expected that improvement will continue and will lead to broad compliance with the code. **Checklists 6** shows a satisfactory level of compliance. Improvements are still required regarding ex-post evaluations and these are being addressed through the corporate governance structure for capital projects, revised guidelines and the Corporate Project Support Office and related Project Manager Network.

## 3.2 In-depth Check

The PSC – QA requirements state that the value of projects selected for in-depth review each year should be at least 1% of the total value of revenue and 5% of the total capital value on the project inventory and can be achieved over a 3 year period. It also states that over a 3-5 year period all stages of the project life cycle and every scale of project should have been included in the in-depth check. The Internal Audit Unit addressed these requirements for 2021 by conducting in-depth checks into two capital projects and one Revenue project.

- |   |                |
|---|----------------|
| • In-depth check of O’Devaney Gardens Housing Project   | <b>Capital</b> |
| • In-depth check of Dublin District Heating System      | <b>Capital</b> |
| • In-depth check of Administration of Homeless Services | <b>Revenue</b> |

**O’Devaney Gardens Housing Project** is a project at the *incurring* stage. The project has a budgeted capital spend in 2021 of €125.5m. (Overall Cost of the Social and Affordable Housing €206,468,146)

**Dublin District Heating System** is a project at the *incurring* stage. The project has a budgeted capital spend of €73m.

**Administration of Homeless Services** is current or revenue expenditure with a total budgeted direct cost of €212,986,990 in 2021. The Inventory amount for A05 are actual expenditure figures inclusive of service support costs.

The overall objective of the audits was to ascertain if the management of the spending was in compliance with the Public Spending Code (PSC). Formal reports on the in-depth reviews have been completed and submitted to the Chief Executive.

The overall finding for the **O’Devaney Gardens Housing Project** is that the system of controls established for the management of the O’Devaney Gardens project provide limited assurance that the objectives associated with sound project management will be achieved. The rating of **Limited Assurance** was given.

13 recommendations in total were made (six of High priority and seven of Medium priority. The Chief Executive has indicated that he does not agree with the overall rating. He has accepted 8 of the 13 recommendations contained in the Internal Audit report as follows;

1. Management should identify the phases for the remainder of the project in line with the classification set out in the Public Spending Code, and manage the remaining phases in line with the provisions of the Code (*priority: Medium*)
2. The Final Business Case is updated and re-appraised so that it re-evaluates the project based on the current scope of work. The updated Business Case should include a Benefits Realisation Plan and Shadow Pricing evaluation as laid down in the 2019 PSC. (*priority: High*);
3. Management should develop and document a Programme Logic Model for the O’Devaney Gardens project. (*priority: Medium*);

4. Management should prepare a Project Brief, as required by the 2019 Code. *(priority: Medium)*.
5. Management should prepare an appropriately detailed Project Execution Plan, in line with the Public Spending Code. *(priority: Medium)*.
6. Project expenditure should be tracked against a budget and KPIs measured. The capital budget should also be up to date in terms of funding applied for/received and spent, stored centrally and summarised and updated regularly when changes occur. Currently this information is stored in different documents. *(priority: High)*;
7. Changes to scope, budget or schedule should be tracked in a change log and the issues and risks should be captured within the plan and the logs updated regularly and include mitigation and who on the team is responsible or accountable. Project reports should include an update on the status of key issues and risks. *(priority: High)*
8. All recommendations (excluding the recoupment of contracting authority initial costs) should be applied to all DCC Housing Schemes where applicable. *(priority: High)*

The other recommendations are as follows:

1. Utilise a central repository for project documentation. *(priority: Medium)*;
2. Management should update the project governance document and the governance of the project accordingly: Project phasing should be included and listing of the documents and guidelines needed to meet the 2019 PSC standard. *(priority: High)*;
3. Project KPIs should be included in the Execution Project Plan. These should include metrics of project performance that will be regularly checked and reported on in the project reports e.g., metrics in relation to meeting the schedule and metrics in relation to expenditure and capital spending. The plan should outline how the metrics will work and how they will be implemented. This will enable performance measurement of the execution of this project and similar projects in the future *(priority: Medium)*;
4. Project reports should report on the execution of the plan, and the agreed metrics or KPIs. Risks and issues monitoring should be included in the project reports and significant changes to budget, schedule or scope also reported upon. All projects must be monitored on an on-going basis to ensure that they are completed to the required cost, quality and time/schedules and progress is on track. Ongoing monitoring and reporting should be considered essential during the Implementation Stage and would require a greater level of detail than what is currently provided. The frequency of reporting should be at least monthly. Reporting should include budget and costs, delivery programme, and tracking of benefits. Reporting should highlight the overall status of the project and provide on-going evaluation and monitoring information based on appropriate measurements adopted. *(priority: High)*;

5. Evidence of recoupment of the Contracting Authority initial costs. The recoupment of Contracting Authority initial costs including site costs should be evidenced in the project documents to show the net transfer of funds between DCC and the Developer. These amounts are not clearly tracked. The fact that the Developer will pay the site costs is in a lengthy development agreement, and the funding amounts that DCC will pay the Developer are also stored in multiple changing documents. (*priority: Medium*);

The Chief Executive has indicated that he does not accept these recommendations. His position is that;

- DCC Housing & Community Services Department have established filing procedures in place. This project followed these. A dedicated Housing Land Initiative shared drive was set up for the purposes of storing files and relevant project documentation.
- The project was not subject to the Public Spending Code (2019) compliance stages, as the project pre dated the PSC. In 2015 DCC established a multi-disciplinary working group for the purposes of progressing this project (and two others) through DCC's Housing Land Initiative (HLI) structure that followed its own established compliance structure in compliance with relevant procurement strategy. An extensive Corporate Governance Structure was adopted and the Housing Land Initiative (HLI) Project Board was set up in 2017 with agreed terms of reference. A Process Auditor is appointed to the Project in accordance with the Department of Finance Guidelines.
- Board meetings occurred at the relevant milestones to record progress and inform direction in line with project goals and objectives. There are also fortnightly HLI Implementation Team meetings. The HLI Implementation Team meet fortnightly with the Developer's project team and a smaller Risk Register workshopping meeting occurs fortnightly between DCC and the contractor for purposes of reviewing and updating the Risk Register for the Construction stage of the project.
- As outlined above the Project Board is convened at relevant milestones to report on progress, to outline future actions and to obtain 'sign-off' for same. Meetings are minuted and circulated. The relevant stakeholders are reported to up to four times per month. Ongoing close monitoring of issues is reviewed in these meetings and reported on.
- The Development Agreement is a legally binding contract between DCC and the Developer. The Developer's *Consideration* is defined and outlined as €7,000,000 + VAT therein. The terms of payment are set out under Clause 6.1.1. a., b. and c. The Housing Department cannot alter this agreement.

The overall finding for the **Dublin District Heating System** the structures and processes which the Council has put in place in respect of its management of the DDHS project provide limited assurance in relation to the achievement of system objectives. The rating of **Limited Assurance** was given.

11 recommendations in total were made; of which six are of High priority, four of Medium priority and one of Low priority. The Chief Executive has indicated that he does not agree with the overall

rating. He has accepted 6 of the 11 recommendations contained in the Internal Audit report as follows:

1. Management complete a Programme Logic Model as soon as possible. (priority: Medium);
2. Management develop a suite of SMART objectives for the proposed project, and establish a framework for gathering sufficient information to allow for ongoing monitoring and management of the project's performance against the objectives identified. (priority: Medium);
3. That a suitable suite of both financial and non-financial performance should be documented for the DDHS. As the scheme progresses, there will be opportunities to review the formal mechanisms to monitor and evaluate progress regarding attainment of delivery timeframes and milestones. (priority: High);
4. Management review the anticipated costs for the DDHS and update these where necessary, to ensure that they remain appropriate in an inflationary and volatile economic environment. (priority: High);
5. The reporting framework for the DDHS should be enhanced to include (for example) checking for conflicts of interest, overall status and progress indicators, programme risks/issues, status of financials, forward plan and progress against timetables. (priority: Medium);
6. Management should implement an improved system of version control for the project governance framework, incorporating an audit trail of: what changes have been made who made the changes; who approved the changes and when the changes were implemented. (priority: Low);

The other recommendations are as follows:

1. The SAR should be enhanced to ensure it complies with the format and content specified in the Public Spending Code. These details (updated where necessary) will also be required for population of the Preliminary Business Case. (priority: Medium);
2. The project governance framework should be enhanced to provide greater detail on interaction between the Project Board and Project Team, and on communication with the sponsoring agency. The various DCC roles on the Project Team should be listed and allocated in the Project Governance Arrangement/Resource Structure details. (priority: Medium);
3. The project governance arrangements documented for the DDHS should be enhanced to prescribe the continuing responsibilities of DCC in any future collaboration with a joint venture partner for the development. (priority: Medium);
4. Management should fully populate the DDHS Project Risk Register as soon as possible, and regularly review and monitor it as part of the on-going governance process. As stated

above, a robust framework should be documented. Management should also ensure that details of relevant risks are captured in the Preliminary Business Case. (priority: High);

5. Management responsible for the DDHS should ensure full compliance with CPSO reporting requirements as a matter of urgency. (priority: High);

The Chief Executive has indicated that he partially accepts recommendation 1 and he does not accept recommendations 2, 3, 4, and 5. His position is that the project was not subject to the Public Spending Code (2019) compliance stages, as it pre dated the PSC (2019). It was initiated approximately 15 years ago when the Dublin Waste to Energy plant was first proposed. His position in relation to the recommendations is as follows:

- While he accepts certain points in the recommendations are valid he considers that these changes are more appropriately reflected elsewhere. He also feels that there are a limited number of options available to Dublin City Council in respect of the stated objectives, namely Dublin City Council is not a traditional utility provider and the realisation of our objectives is predicated on the higher level policy analysis, which has been undertaken by the DECC, SEAI and our energy partner Codema.
- The Governance document for the project, sets out the roles and responsibilities of the Approving Authority, the Sponsoring Agency, the Project Board and Project Team, including the associated members of the respective governance teams. In addition the document sets out the associated meeting and communications protocols. The governance document can be updated to reflect the meeting schedules of the Project Board and Team.
- The governance framework already considers this requirement via the Shareholder Agreement and the associated approvals process for this key document.
- The auditor has noted that: *'from our review that the Risk Register presented to us for the DDHS is in draft template form, and has not been formally implemented or approved.'* The Risk Register is already in place and is monitored by the Project Team and reported to the Project Board. The management team accepts the recommendation to capture these issues in the PBC.
- The Project Team is currently issuing the appropriate reports to the CPSO.

The overall finding for **Administration of Homeless Services** that the system of controls established by DCC for the programme provide limited assurance that the objectives associated with sound programme management and PSC compliance will be achieved. The rating of **Limited Assurance** was given.

8 recommendations in total were made, of which three are of High priority and 5 are of Medium priority. The Chief Executive has indicated that he agrees with the overall rating. He has also accepted 7 of the 8 recommendations contained in the Internal Audit report as follows;

1. Management should perform formal periodic evaluations of the Programme as specified in the Code. (priority: High);

2. All information pertaining to individual services, their funding application documents, SLAs, and expenditure tracking is stored centrally. *(priority: Medium);*
3. Management update the PLM and include the SMART objectives. *(priority: Medium);*
4. That all contracts with service providers are stored and made available for future audit within a contract register. *(priority: Medium);*
5. That the service reviews should be available, including details of remediation steps takes. Similarly, we recommend that management undertake an annual programme review outlining findings and improvement steps to be taken at the programme level. The annual review can inform the annual planning process and inform the action plan. *(priority: Medium);*
6. The 2021 Homelessness Protocol recommends the introduction of a Memorandum of Understanding (MOU) to be used to define the relationships between DCC as lead and the other three housing authorities in the Dublin region. This document was not provided to us during the course of our work, and we recommend that it should be put in place going forward, in line with the 2021 Protocol. *(priority: High);*
7. The funding checklists should be incorporated into the SLAs with signed agreement from service providers to complete the actions on the list and service providers should agree to submitting a checklist sign off upon completion. This document was not provided to us during the course of our work, and we recommend that it should be put in place going forward, in line with the 2021 Protocol. *(priority: Medium);*

The other recommendation is as follows:

8. There is a lack of SMART objectives evident in the PLM or elsewhere. The Principles outlined in the 2021 Protocol should be modified and used in the Action Plan and PLM. Objectives should have associated key actions that need to be undertaken to achieve the objective in a particular timeframe, with a measurement target built into the objective; These SMART objectives should be used and outcomes measured and reported on within the Action plan and PLM. *(priority: High);*

The Chief Executive has indicated that he does not accept this recommendation. His position is that;

- The priority rating seems high given the detail in the Homeless Action Plan, which is the statutory plan that local authorities must use for Section 10 funding. It contains detailed objectives, owners, target outcome and timelines that accord with the principles for funding as set out in Housing for all and the Protocol letter. The principles suggested are clearly evidenced in the Homeless Action Plan. He cannot see the analysis of the Homeless Action Plan that underpins this finding.

#### **4.0 Addressing Quality Assurance Issues**

Formal Capital Project Governance procedures were implemented in Dublin City Council in 2017.

A capital project governance structure is now in place where a Corporate Project Governance Board supported by a Corporate Project Support Office provide oversight of capital projects across the organisation. Improved capital project approval and monitoring processes are in place. The Corporate Project Support Office provides support and guidance for capital projects and encourages compliance with the PSC.

The recommendations of the In-depth Checks have been incorporated into the Project Governance Guidelines within the City Council.

A training programme is delivered to Project Managers on an ongoing basis. "Project Manager Network" events take place two to three times a year which focus on compliance with the PSC, Capital Project Governance and sharing "lessons learned".

#### **5.0 Conclusion**

The City Council has completed the necessary steps in the QA process and has prepared the required Inventory showing all relevant expenditure. There are two new procurements in excess of €10m requiring publishing for 2021, with one completed in 2020 therefore there are a total of 15 being published in 2021.

The PSC QA Report for 2020 has been published on the website.

The PSC QA Report for 2021 will also be published on the website in due course. The checklists and in-depth checks have demonstrated a satisfactory level of compliance with the Public Spending Code, with some issues or concerns being highlighted through the process. Areas for improvement identified in this report will be incorporated into the project governance within the organisation and progress monitored so as to ensure high compliance with the PSC within the City Council.

Appendix 1 Project/Programme Inventory:

Expenditure being Considered - Greater than €0.5m (Capital and Current)							
Project/Scheme/Programme Name	Short Description	Current Expenditure Amount in Reference Year	Capital Expenditure Amount in Reference Year (Non Grant )	Capital Expenditure Amount in Reference Year (Grant )	Project/Programme Anticipated Timeline	Projected Lifetime Expenditure	Explanatory Notes
<b>Housing &amp; Building</b>							
IVORY BUILDINGS HANOVER STREET EAST GRAND CANAL	Purchase of Part V Housing to be used as Social Housing	€ -	€ -	€ -	2022	€ 1,944,936.00	
CLANCY QUAY, PHASE 3 (OFF SITE AGREED HERBERTON)	Purchase of Part V Housing to be used as Social Housing	€ -	€ -	€ -	2022	€ 5,542,068.00	
The Addison Lodge 2 Apartments	Purchase of Part V Housing to be used as Social Housing	€ -	€ -	€ -	2022	€ 660,913.00	
Blackbanks 4 Apartments	Part V - acquired by Cluid	€ -	€ -	€ -	unknown	€ 1,277,573.88	
Block B Hampton Grace Park Road Dublin 9	Purchase of Part V Housing to be used as Social Housing	€ -	€ -	€ -	2023	€ 2,668,167.34	
88-89 Driminagh Road (Acq of 2 Apartments)	Purchase of Part V Housing to be used as Social Housing	€ -	€ -	€ -	2022	€ 583,034.40	
St. Clares Site Harolds Cross Dublin 6 - Acqu	Purchase of Part V Housing to be used as Social Housing	€ -	€ -	€ -	2022	€ 6,106,538.89	
Bins for Flat Complexes	Installation of Secure Areas In Complexes	€ -	€ -	€ -	Ongoing	€ 1,750,000.00	
Fr. Lar Redmond Hall, Keeper Road, Dublin 12	Construction of 9 units	€ -	€ -	€ -	Q4 2022	€ 3,000,000.00	
88 Lower Drumcondra Road	Acquisition/Construction 6 units	€ -	€ -	€ -	Q3 2022	€ 1,611,876.00	
8 North Fedrick Street	Acquisition and refurb 12 units	€ -	€ -	€ -	Q2 2022	€ 2,928,735.00	
Brookwood Court, Killester Dublin 5 (Part V 7 Apts)	7 Part V units	€ -	€ -	€ -	Q4 2022	€ 1,940,703.14	
Verville, Vernon Avenue Dublin 3	5 part V units	€ -	€ -	€ -	Q2 2022	€ 1,466,940.28	
Griffith Wood, Griffith Avenue, Dublin 7 Part 5 Acausition 35 apartments	35 Part V units	€ -	€ -	€ -	Q3 2022	€ 10,900,656.00	
St. Oliver's Day House Upgrade	Update site with mix of houses and refurbished bays. CAS application to be made once general agreement is reached with residents	€ -	€ -	€ -	Q3 2024	€ 2,240,000.00	
St Marys New House Builds	2 houses expected to be built onsite pending agreement from Fingal CoCo.	€ -	€ -	€ -	Currently at consultation phase - no start date as yet & awaiting costs update	€ 852,000.00	
GOESFIELD COURT	Future Project	€ -	€ -	€ -	Unknown	€ 15,000,000.00	
GRAND CANAL BASIN, DUBLIN 8 (FORMER HALTING SITE).	New build housing	€ -	€ -	€ -	2023	€ 10,000,000.00	
HAMPSTEAD COURT	Future Project	€ -	€ -	€ -	Unknown	€ 15,000,000.00	
MOUNT DILON COURT , ARTANE	Future Project	€ -	€ -	€ -	Unknown	€ 18,000,000.00	
ST BRICINS PARK, ARBOUR HILL	Future Project	€ -	€ -	€ -	Unknown	€ 3,000,000.00	
OLIVER BOND Phase 1	Refurbishment	€ -	€ -	€ -	2024	€ 15,500,000.00	

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<b>Housing &amp; Building</b>							
POTENTIAL FUTURE PART V ACQUISITIONS	provisional allowance in the 2021-23 Budget to indicate the future Part V's without any specific sites being listed. As sites are identified and as costs begin to accrue new centres are opened for each individual development.	€ -	€ -	€ -	2021-2023	€ 69,900,000.00	
Sarsfield Road, Olv Centre, Ballyfermot	Construction 6 units	€ -	€ -	€ -	Q4 2022	€ 1,914,246.00	
FIRE SAFETY -DECANTING OF PRIORITY AREAS	Fire safety on all Traveller sites.	€ -	€ -	€ -	Rolling Ongoing Works	€ 1,250,000.00	
NORTHERN CLOSE 11 HOUSE REFURB.	Stage 1 application information to be compiled. New design being compiled in consultation with residents. Part of the larger Northern Fringe Project	€ -	€ -	€ -	Q1 2024	€ 900,000.00	
PHASE 2 VOLUMETRIC(Bundles 1 to 3-587 units) AKA Future Bundles(531)	provisional allowance in the 2018-20 Budget to indicate the future Rapid developments which were at an early stage without any specific sites being listed. As sites are identified and as costs begin to accrue new centres are opened for each individual development.	€ -	€ -	€ -	Volumetric Bundle 2: Cromcastle Court and Woodville sites. 150 homes approx. Site in design. Expected Lodgement of Part 8 Q2 2021 Volumetric Bundle 3: Grand Canal Basin, Crumlin/Rafters Road, St Andrew's Court. Design team appointed. Expected Lodgement of Part 8 Q4 2021/ Q1 2022.	€ 84,850,000.00	provisional allowance in the 2018-20 Budget to indicate the future Rapid developments which were at an early stage without any specific sites being listed. As sites are identified and as costs begin to accrue new centres are opened for each individual development.
SARSFIELD ROAD	176 units in three blocks	€ -	€ -	€ -	Unknown	€ 70,000,000.00	
TEMPORARY SITE COOLOCK	Temporary alternative accomodation for St. Dominic's Redevelopment	€ -	€ -	€ -	unknown	€ 5,520,000.00	
UNION PLCE, GROVE ROAD	Future Project -Refurb and Infill Housing	€ -	€ -	€ -	unknown	€ 12,000,000.00	
PARKWEST	Construction 43 units	€ -	€ -	€ -	Q2 2022	€ 14,198,938.00	

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<b>Housing &amp; Building</b>							
CASEMENT ROAD AND AVENUE	4 units	€ -	€ -	€ -	Q2 2022	€ 1,244,409.00	
MOOREHAVEN	acquisition of 8 units	€ -	€ -	€ -	Q2 2022	€ 1,751,215.00	
BERRYFIELD	Potential AHB project	€ -	€ -	€ -	TBC	€ 1,500,000.00	
BARNAMORE	Potential AHB project	€ -	€ -	€ -	TBC	€ 700,000.00	
Kilmainham Cross - Novas (CAS)	11 units & a communal room	€ -	€ -	€ -	Q4 2022	€ 4,700,000.00	
<b>Road Transportation and Safety</b>							
Castleforbes Street AKA Castleforbes Road	Redesign of Castleforbes Road	€ -	€ -	€ -	Q3 2022	€ 1,875,000.00	The public realm project is scheduled to be the last piece of the jig saw. The developers of City Block 3 & Waterfront South Central have experienced delays in their projects which has impacted the timeline for the public realm scheme. This project will be lead by the E & T Dept (Roads Department).
Tom Clarke Bridge - Toll System Upgrade	Upgrade of Tom Clarke Bridge	€ -	€ -	€ -	unknown	€ 2,500,000.00	Project on hold
St. Margaret's Link Road	Create a new link road between St Margaret's Link Rd and Balbutcher Lane	€ -	€ -	€ -	TBC project temporarily on hold	€ 5,000,000.00	Project on hold pending feasibility/options report for the adjacent site. Actual estimated costs if went ahead would be €5m
Hostile Vehicle Mitigation	Design and Construction of HVM bollards at key pedestrian locations	€ -	€ -	€ -	2022/2023	€ 1,060,000.00	
Traffic Management Weather System for DCC	Traffic Management Weather System for DCC	€ -	€ -	€ -	unknown	€ 500,000.00	project temporarily on hold
SUSTAINABLE URBAN MOBILITY PROPOSALS	Development of sustainable urban mobility plan for the city	€ -	€ -	€ -	unknown	€ 3,300,000.00	
Barrow Street	Renewal of all footpaths & Carriageway & associated utilities on Barrow St from Ringsend Rd to Grand Canal St South	€ -	€ -	€ -	2022 & 2023	€ 7,500,000.00	
<b>Water Services</b>							
Surface Water Network Improvement Work	New network & upgrading existing.	€ -	€ -	€ -	April 2021-Dec 2023	€ 3,000,000.00	Delayed

Appendix 1 Project/Programme Inventory:

Expenditure being Considered - Greater than €0.5m (Capital and Current)							
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<b>Water Services</b>		€ -	€ -	€ -			
NORTH CAMPSHIRE FLOOD DEFENCE FUTURE CLIMATE CHANGE	900m Flood alleviation	€ -	€ -	€ -	Jan 2022-Dec 2023	€ 2,300,000.00	Project delayed
SMALL STREAM IMPROVEMENT WORKS/RECOMMENDATIONS IN GSDS	Flood Alleviation	€ -	€ -	€ -	Jan 2023-dec 2026	€ 500,000.00	Project delayed
Santry River Restoration & Greenway Project	Establish a masterplan for the Santry River catchment restoration including developing this natural amenity to incorporate a greenway, in accordance with the GDA cycle network	€ -	€ -	€ -	Current stage (design) complete Dec 23, Project complete 2025	€ 60,000,000.00	
<b>Development Management</b>		€ -	€ -	€ -			
Docklands Heritage Trail Mobile App & Wayfinding	Interactive Heritage Trail for the Docklands area. Funded via Failte Ireland Desination Towns fund	€ -	€ -	€ -	Tender for App Development advertised May 2021 with expected completion by end of June 2022.	€533,333	
O'Rahilly Parade	Proposed relocation of current Waste Management Depot	€ -	€ -	€ -	Unknown	€1,500,000	On Hold
41 Parnell Sqaure	Development work to maintain the property structure.	€ -	€ -	€ -	End of 2023	€ 1,000,000	
Telecoms Unit	establishing a Telecoms Unit to accelerate Dublin's economic recovery potential and also to leverage the broader innovation potential of gigabit and 5G connectivity. The unit will also ensure compliance with EU regulations and national directives. This project was designed to reduce the costs for telecoms deployments across the district as well as improve the quality of telecoms connectivity. Other benefits of this approach include a reduction in road openings and a long-term cost recovery / revenue stream for the city council. The telecoms unit within DCC will support the deployment of telecoms, creating a central point of contact within the organisation and allow for better use of city council owned assets. The remit of the	€ -	€ -	€ -	Rolling Programme- Construction of new elements of the network is being carried out on an ongoing basis.	€ 2,537,921	
<b>Environmental Services</b>		€ -	€ -	€ -			
<b>Fire Brigade</b>		€ -	€ -	€ -			

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<b>Recreation &amp; Amenity</b>		€ -	€ -	€ -			
MUNICIPAL ROWING CENTRE EXTENSION	building upgrades to include fire safety, disability accessibility	€ -	€ -	€ -	Not known - as City Architects are extremely busy	€ 850,000.00	
SEAN MC DERMOTT STREET SWIMMING POOL	Re-tile the pool hall, deck & basin, repair the roof structure & upgrade energy efficiency system	€ -	€ -	€ -	End of Q 1 2023	€ 700,000.00	
Crumlin/Drimnagh (new development)	The restoration of existing heritage building on-site and development of a new building to provide a library service to the Crumlin and Drimnagh areas.	€ -	€ -	€ -	Move to preliminary design before end of 2022 but development not expected to commence during current capital programme 2021-2023.	€ 5,000,000.00	
CEARNÓG - BALLYMUN AKA Ballymun Plaza Upgrade Ballymun Park (Formally Ballymun Plaza)	Upgrade and improve Ballymun Plaza	€ -	€ -	€ -	estimated project completion 12/2023	€ 1,500,000.00	
Clongriffin Library aka North Fringe Library	The development of a new library for Belmayne/Clongriffin area as part of DCC Masterplan.	€ -	€ -	€ -	Unknown	€ 2,500,000.00	On hold at present until further funds available.
Terenure Library Redevelopment	The development of a new library building on the site of the current library buildings.	€ -	€ -	€ -	Unknown	€ 3,828,213.00	
1 Nth Frederick Lane AKA CURVED STREET AKA 20-21 Parnell Square North	Conservation and Fine Art Storage facility Refurbishment of buildings as part of the Parnell Cultural Quarter.	€ -	€ -	€ -	2022-25	€ 1,600,000.00	
RINGSEND LIBRARY	The restoration and extension of the current library building as part of the Area Office's redevelopment of the Square/Plaza on which the library is located.	€ -	€ -	€ -	Move to Statutory Requirements/Approvals in mid 2022	€ 4,545,300.00	Work with Design Team on library layout has begun, plus meetings between Libraries, South East Area Office and relevant DCC sections
HUGH LANE GALLERY LARGE REPAIRS / MAINTENANCE WORKS		€ -	€ -	€ -	2022-25	€ 950,000.00	
ST. ANNE'S PARK - Overflow Car Park & 2 Pavillions	Proposed overflow extension to the existing carpark near the Red Stables building, a proposed pavilion building (including a Changing Places facility and WCs) in the existing car park and a proposed pavilion (including WCs and a refreshment outlet) near the playground, all in St. Anne's Park	€ -	€ -	€ -	estimated project completion 12/2023	€ 1,900,000.00	
ROCKFIELD PARK PADEL/TENNIS PAVILION	Construction of a new tennis pavilion in Rockfield Park.	€ -	€ -	€ -	Subject to funding	€ 1,313,403.00	Project on hold until funding identified

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<b>Recreation &amp; Amenity</b>							
FINGLAS/TOLKA VALLEY PARK ALL-WEATHER GAA PITCH	To construct a new full size (GAA with 2 X Soccer crossing pitch) 4G All-Weather Pitch including floodlights, fencing and ancillary works at Tolka Valley Road, Finglas, Dublin 11.	€ -	€ -	€ -	Subject to funding	€ 1,200,000.00	
BRICKFIELD PARK PAVILLION REDEVELOPMENT AND ALL WEATHER PITCH	Improvements to the changing room pavillion	€ -	€ -	€ -		€ 3,156,770.00	Project on hold until funding identified
ALL WEATHER FACILITIES FUND	This is a programme of projects with Job Numbers. Individual projects will derive from this cost centre and cost centres will be setup accordingly.	€ -	€ -	€ -	pending	€ 1,600,000.00	
EAMONN CEANNT PARK PADEL/TENNIS PAVILION	Construction of New Courts	€ -	€ -	€ -	2022 - Part 8 2023 - Tender & Construction (if Part 8 achieved)	€ 650,000.00	
BRICKFIELD PARK PAVILLION REDEVELOPMENT AND ALL WEATHER	Construction of a new sports pavilion and 7-aside all weather pitch including ancillary works. Project on hold until funding identified	€ -	€ -	€ -	End of 2023 subject to funding	€ 1,500,000.00	
Newmarket Square Environmental Improvement Scheme	Public realm improvements, pedestrianisation, footpath and carriageway renewal, lighting and services renewal, refurbishment of former weighstation, landscaping and associated works	€ -	€ -	€ -	Awaiting allocation of engineering resources to proceed	€ 4,420,170.00	
Vicar Street Public Space	Redesign and landscaping of existing informal play area to public space	€ -	€ -	€ -	Awaiting allocation of landscape architect resources to development concept design.	€ 890,000.00	
Dolphin's Barn Public Realm Improvement	Public realm improvements, footpath widening, carriageway renewal, changes to parking and loading arrangements, landscaping, lighting and services renewal, associated works.	€ -	€ -	€ -	Awaiting allocation of engineering resources to proceed	€ 2,950,000.00	
Ballyfermot Civic Investment Programme also known as Ballyfermot Community Civic Centre Upgrade	it is planned to refurbish the building to present standards of fire regulations and energy saving methods. Café to be relocated to ground floor in line with upgrade of Civic Park	€ -	€ -	€ -	2022/2023	€ 600,000.00	

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Miscellaneous		€ -	€ -	€ -			
Atrium Works	To improve customer experience of Civic Offices	€ -	€ -	€ -	2023	€ 1,692,000.00	
<b>Totals</b>		€ -	€ -	€ -		€ 1,692,000	

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<b>Housing &amp; Building</b>								
Cornamona (Cornamona Court Redevelopment)	Development of 61 homes.	€ -	€ 8,813,613		Q3 2022	€ 19,880,348	€ 23,000,000	
North King Street	Housing development of 30 apartments	€ -	€ 7,055,738		Q2 2022	€ 13,468,762	€ 13,000,000	
Infirmiry Road / Montpelier Hill	Housing development of 38 duplexes and apartments	€ -	€ 968,226		unknown	€ 2,195,600	€ 16,000,000	
CV - Croke Villas Redevelopment	New build infill housing	€ -	€ 46,580		Unknown	€ 2,556,056	€ 21,000,000	
SACKVILLE AVENUE	Development of 14 houses	€ -	€ 82,023		unknown	€ 132,715	€ 4,800,000	
Lower Dominic Street also known as Dominic St. East Side Regeneration	Infill housing	€ -	€ 13,441,619		2022	€ 42,379,135	€ 42,000,000	
O'Devaney Gardens Phase 1(A)	First phase of the regeneration of O'Devaney Gardens. 56 homes.	€ -	€ 6,369,287		On-site 2023	€ 13,544,314	€ 21,000,000	
Bunratty Road (volumetric)	Rapid Bulid Housing at Bunratty Road	€ -	€ 29,523,290		Q3 2022	€ 1,246,446	€ 30,000,000	
Oscar Traynor HLI	Mixed tenure site to provide 50% Private 30% Social & 20% Affordable units. No Planning Submission date	€ -	€ 51,285		Q2 2027	€ 406,542	€ 147,000,000	
Emmet Road Cost Rental AKA St. Michael's Estate Regeneration HLI	Mixed used residential development with Social & Cost rental units	€ -	€ 2,762,288		Next milestone – lodge planning Q4 2021	€ 4,202,743	€ 250,000,000	
O'Devaney Gardens HLI	Mixed tenure site to provide 50% Private 30% Social & 20% Affordable units. Planning to be submitted for 1053 in Q2 2021	€ -	€ 345,023		Q2 2025	€ 1,507,938	€ 125,500,000	
St. Finbars Court	Infill housing	€ -	€ 281,227	€ -	2025	€ 1,195,889	€ 17,000,000	
Franshaw House - Acquisition AKA RAFTERS LANE CRUMLIN ROAD(SOCIAL EANNA/FRANSHAW HOUSE/LISSADELL) REGENERATION	Housing development of 47 homes.	€ -	€ 609,831	€ -	On-site 2025	€ 2,978,032	€ 24,000,000	
Cork Street/Chamber Street Housing Development	On site. Volumetric, constructing 55 apartments.	€ -	€ 10,051,851		Complete Q3 2022	€ 18,618,381	€ 22,300,000	
Cromcastle Housing Development	demolising 3 exsiting blocks, made of 48 flats, construction 117 apartments. 39 apts adjasent	€ -	€ 1,129,645		2025	€ 3,160,190	€ 133,000,000	
Matt Talbot Street Housing Development	Demolish and rebuild	€ -	€ 244,575	€ -	2026	€ 247,259	€ 42,000,000	
Dunne Street Housing Development	Demolish and rebuild	€ -	€ 11,255	€ -	2028	€ 21,616	€ 50,000,000	
Bonham Street Housing Development	Demolish and rebuild	€ -	€ 9,021,144		Q3 2022	€ 28,074,231	€ 23,000,000	
SPRINGVALE CHAPELIZOD AKA Springvale Chapelizod Housing Development	Development of 73 homes	€ -	€ 14,085,602		Q3 2022	€ 28,074,231	€ 31,000,000	
Bannow Road Housing Development	Demolish and rebuild	€ -	€ -		Unknown at feasibility stage	€ 5,636,560	€ 46,000,000	Scheme at feasibility stage. Design team procurement required. Negotiations with TII re site boundary ongoing.
Kildonan Road	Demolish and rebuild	€ -	€ 69,548		Unknown	€ 305,688	€ 70,000,000	Scheme at feasibility stage. Design team procurement required.
ST. MICHAELS ESTATE (CAS) aka St Michaels Estate Regeneration also known as Site 1 B St. Michaels Estate Inchicore	Construction of 52 units	€ -	€ 167,199	€ -	Q4 2023	€ 391,180	€ 17,815,334	
Dolphin House Phase 2	Demolish and rebuild	€ -	€ 39,261	€ -	unknown	€ 251,843	€ 82,000,000	
Dolphin House Phase 1B Construction of 34 Units	Infill housing	€ -	€ 305,972		2025	€ 396,339	€ 15,500,000	
Spine Site Darmdale	Demolish and rebuild	€ -	€ 11,906		Unknown at feasibility stage	€ 113,696	€ 35,000,000	Scheme at feasibility stage. Design team procurement required.
31 CROFTWOOD DRIVE	1 new build house and 1 complete refurbishment of derelict house	€ -	€ 2,409		2022	€ 24,539	€ 1,000,000	
Glin Court Housing Development	Demolish and rebuild	€ -	€ 423,430		2024	€ 816,455	€ 15,000,000	
BELCAMP CRESENT - SITE B	site b - volumetric development 12 apts on infill site.	€ -	€ 31,168		Tender Q2 2021 and Onsite Q4 2021 but no time line decided	€ 36,359	€ 5,000,000	
Balbutcher Affordable Housing (74 Units)	Affordable Purchase Scheme currently at design stage	€ -	€ 891,850		Delivery Q4 2025	€ 897,776	€ 4,135,351	
Sillogue Afordable Housing ( 83 Units)	Affordable Purchase Scheme currently at design stage	€ -	€ 336,550		Delivery Q4 2025	€ 342,935	€ 3,975,000	
Cherry Orchard Afordable Housing	Affordable Purchase Scheme currently at design stage	€ -	€ 678,401		Delivery Q4 2025	€ 689,107	€ 9,145,415	

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<b>Housing &amp; Building</b>								
ST.ANDREWS COURT, FENIAN STREET	Demolish and Rebuild	€ -	€ 342,510		2023	€ 342,510	€ 16,000,000	
PEARSE HOUSE PHASE 1	Refurbish and extend	€ -	€ 610,000		2024	€ 610,000	€ 22,500,000	
ST.ANNES COURT RAHENY	demolish and rebuild	€ -	€ 18,968		2023	€ 18,968	€ 37,512,977	
LIBERTIES CLUSTER	Demolish and rebuild	€ -	€ 27,527		2024	€ 27,527	€ 44,783,205	
BLUEBELL CLUSTER	New build housing	€ -	€ 60,841		2024	€ 60,841	€ 54,983,920	
Constitution Hill Refurb Scheme	Retrofit and extend existing housing complex (66 no.flats) and construct 64 no. new homes along with a creche and commercial unit. 130 homes to be provided in total.	€ -	€ 1,019,499		On site 2024	€ 1,040,513	€ 44,600,000	
Dorset Street Refurb Scheme AKA DORSET STREET DEMOLITION & NEW BUILD	Demolish existing Dublin City Council flat complex and replace with 158 no. new homes and creche.	€ -	€ 1,711,521		On site 2023	€ 2,981,691	€ 71,000,000	Project "St Mary's Pilot" listed on 2017 inventory is now part of this project. Stage 1 Departmental approval rec'd April 2020 for Phase 1 of project (115 no. homes)
CAS 25-26 Ushers Island Dublin Simon Halston Street	Construction of 100 units	€ -	€ 3,920,773	€ -	Q3 2022	€ 5,198,642	€ 29,464,607	
55B Arbour Hill AKA Arbour Hill (Dublin Simon) (CAS)	construction of 12 units	€ -	€ -		Q4 2022	€ 359,172	€ 500,000	
ELLIS COURT DUBLIN 9 TUATH	Construction of 14 units	€ -	€ -		Q3 2022	€ 1,062,476	€ 5,207,054	
Rafters Lane Site Dublin 12 Walk	Construction of 23 units	€ -	€ 992,460		Q3 2022	€ 4,501,433	€ 6,629,038	
Calls for Proposals Acquisitions	Construction of 15 units	€ -	€ 109,157		Q4 2022	€ 3,418,722	€ 3,405,279	
CAS CALLS TOWNSEND STREET 2017	CAS Acquisitions programme	€ -	€ 22,722,892	€ -	ongoing	€ 65,784,140	€ 65,784,140	
New Street Peter McVerry Trust (CAS)	Construction of 20 units	€ -	€ 4,278	€ -	Q4 2022	€ 334,413	€ 3,200,000	
CAS Shaw Street Peter McVerry Trust	Construction of 8 units	€ -	€ 878,433	€ -	Q2 2022	€ 1,999,813	€ 2,133,445	
Ratoath Avenue - Novas (CAS)	Construction of 12 units	€ -	€ -	€ -	Q1 2023	€ 112,657	€ 3,437,647	
HERBERTON BLOCK D REMEDIATION	Construction of 6 units	€ -	€ 654,235	€ -	Q2 2022	€ 908,289	€ 1,567,109	
OHMS NORTHGATE UPGRADE	Remediation of Common Areas following acquisition of Block D	€ -	€ -		Delivery 2022	€ 102,404	€ 1,500,000	
St Dominics Redevelopment	Upgrade of existing OHMS System to NEC Housing	€ -	€ 262,888		Delivery anticipated Q1 2022	€ 262,888	€ 500,000	
Special Needs Adapted Traveller Accommodation	Stage 1 application information to be compiled. Refurbish existing site and possibly extend as required under Northern Fringe Development in consultation with residents. Project will consolidate Traveller Specific housing in the area.	€ -	€ -	€ -	Q 4 2025	€ 102,860	€ 7,100,000	Stage 1 application information to be compiled. New design being compiled in consultation with residents. Part of the larger Northern Fringe Project
EXTENSIONS-TRAVELLER SPEC ACC	Ongoing programme of works. Refit houses as per Occupational Therapist reports on issues affecting the mobility or physical needs or adults or children with specific identified needs.	€ -	€ 12,351	€ -	Ongoing programme of works	€ 938,737	€ 1,219,384	
Redevelopment Labre Park	Ongoing programme of works. Build extensions where appropriate to suit growing family needs as identified through needs assessments.	€ -	€ 55,929		Ongoing programme of works	€ 438,347	€ 1,100,000	
Feasibility of Land for Development - Travellers	Retrofit 20 current houses and build new homes (current Proposed16) to house unauthorised families and extended residents families.	€ -	€ -	€ -	Project to start in Q2 2022 if agreement is made with current stakeholders	€ 808,442	€ 15,001,377	Issues with flood Risk have delayed the project. New Regeneration Committee to oversee implementation of redesigned project. Rehousing project continues to rehouse those who cannot be rehoused in the new design.
Grove Lane	Ongoing programme of works for potential sites to develop for Traveller Specific Accommodation	€ -	€ 562	€ -	Ongoing Programme of Works	€ 179,617	€ 1,100,000	Ongoing programme of works for potential sites to develop for Traveller Specific Accommodation
St Margarets Park Day House Upgrade	Build approx 8 houses on derelict site.	€ -	€ 9,750	€ -	unknown	€ 19,500	€ 3,150,000	Grove Lane Projects to be combined into single project. New consultation begun with residents. CENA engaged to move project forward.
Tara Lawns	Redesigned due to issues with fire walls. Redesign ready for consultation. Expect final design and pre Part 8 by end 2021.	€ -	€ 57,167	€ -	unknown	€ 76,539	€ 2,566,096	Project on hold pending new design and consultation with tenants.
	Refurbish existing site and possibly extend as required under Northern Fringe Development in consultation with residents.	€ -	€ -	€ -	unknown	€ 9,810	€ 1,600,000	Stage 1 application information to be compiled. New design being compiled in consultation with residents. Part of the larger Northern Fringe Project

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<b>Housing &amp; Building</b>								
St Josephs Day House Upgrade	Currently upgrading bays. New proposal to decommission site and build new houses for tenants under licence beside St Mary's Park are being investigated with Fingal CoCo	€ -	€ 61,576	€ -	unknown	€ 102,921	€ 3,500,000	Unauthorised occupancy on site during pandemic has meant that all bays are being repaired and reassigned to current occupants as VOIDS. Other proposals are being investigated with Fingal CoCo
IMPROVEMENT WORKS	Ongoing programme of works	€ -	€ 669,259		Ongoing programme of works	€ 1,075,555	€ 2,000,000	
Avila Park Community Centre	Demolish community centre and build two houses on site with another house to be built on open space within Avila.	€ -	€ 15,741	€ -	Q3 2023	€ 33,369	€ 1,514,600	
FRAMEWORK SANITATION UNITS	Metal Vandle proof boxes, provide Shower and Electricity etc. Used on Unauthorised sites, could be 30 to 40 approx.	€ -	€ -		Ongoing programme of works.	€ 72,958	€ 1,050,000	
TRAVELLER VOID CLAIMS	Ongoing programme of works on Traveller Voids	€ -	€ 186,308		Ongoing programme of works.	€ 593,677	€ 1,031,593	
Church of the Annunciation / Fergal's Field AKA Cappagh Road & Wellmount Avenue	PPP Bundle 4. 100 older persons' units	€ -	€ 900,000	€ -	Unknown	€ 1,074,000	€ 2,000,000	
GLOVERS COURT, DUBLIN 2	Demolish and rebuild	€ -	€ -		2024	€ 420,832	€ 15,000,000	Stage 1 application made. Awaiting response
Cara Park Community Centre - 8 house build	Demolish two community centres and build 9 houses on 3 empty spaces.	€ -	€ -	€ -	unknown	€ 2,650,744	€ 3,509,000	
A01 Maintenance/Improvement of LA Housing Units		€ 79,152,000						
A02 Housing Assessment, Allocs and Transfers		€ 7,780,000						
A03 Housing Rent and Tenant Purchase Admin		€ 8,268,000						
A04 Housing Community Development Support		€ 23,923,000						
A05 Administration of Homeless Service		€ 193,690,000						
A06 Support to Housing Capital Programme		€ 35,504,000						
A07 RAS Programme		€ 76,109,000						
A08 Housing Loans		€ 8,730,000						
A09 Housing Grant		€ 9,585,000						
A12 Hap Programme		€ 22,143,000						
<b>Road Transportation and Safety</b>								
Dodder Bridge	The bridge will be an opening bridge to facilitate access and egress of boats to the Grand Canal Docks. The Bridge is required to facilitate development of the Poolbeg West SDZ and it will cater for pedestrians, cyclists and public transport vehicles only.	€ -	€ 9,423.35		Subject to progress on Bus Connects Project	€ 2,005,439.44	€ 44,997,488.00	
Ballymun Sillogue Infrastructure	Realignment of Sillogue Avenue and creating new link to Ballymun Rd, Extension of Gateway Crescent, Upgrade of existing utilities and infrastructure with Sillogue Gardens	€ -	€ 2,065,759.44		Dec-23	€ 2,753,383.13	€ 8,312,625.00	

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<b>Road Transportation and Safety</b>								
Belmayne Street & Balmayne Avenue Scheme	The overall scheme is to link Clongriffin Station to the Malahide Road via Belmayne Main Street. This Key Development Area is a major urban housing development. The proposed works are located to the east of the Malahide Road and to the north of Clare Hall. These works will facilitate the delivery of approximately 620 units, by 2021. Belmayne Main Street has been completed from Clongriffin Station to the Hole in the Wall Road. The redevelopment of New Priory will see approximately 190m of carriageway adjacent to that development completed by the developer. From the New Priory development heading westwards there are sections of carriageway that are incomplete.	€ -	€ 1,152,790.16		Dec-22	€ 1,698,155.89	€ 11,503,133.00	
Forbes Street Pedestrian Bridge and Cycle Bridge (now named Bloodstone Bridge due to change in location)	New pedestrian and cycling bridge	€ -	€ 4,998.26		Jun-23	€ 1,407,926.15	€ 25,944,597.00	
Tom Clarke Bridge Upgrade AKA East Link Upgrade (now changed to Point Pedestrian and Cycle Bridge)	Design and Construction of Pedestrian and Cycleway on East Link (Thomas Clarke) Bridge.	€ -	€ 165,166.52		Sep-24	€ 491,904.89	€ 18,980,673.00	
Luas Associated Works AKA LUAS Associated Projects	Following the past public realm upgrade of O'Connell Street and the upgrade of Marlborough Street as part of the Luas Cross City works, the linking streets of Cathal Brugha Street, Cathedral Street and Sackville Place are to be upgraded in accordance with the City Council's Public Realm Masterplan.	€ -	€ 20,237.28		Sep-23	€ 289,745.22	€ 2,000,000.00	
Lighting Infrastructure Upgrade Project	Replace 40,000 lights with LED, Replace 120 existing columns with heritage columns to enhance public realm , replace 4000 end of life columns with new columns	€ -	€ 54,516.83	€ -	Sep-26	€ 240,998.60	€ 55,394,030.00	
GRAFTON STREET PLAZA	Grafton Street Quarter - Public Realm Improvement	€ -	€ -		2021-2024	€ 214,921.31	€ 2,580,000.00	
Duke Street, South Anne Street	Public Realm Improvement Scheme	€ -	€ 63,439.17		2021-2024	€ 137,653.27	€ 3,950,000.00	
Liffey Street Improvements	This is a project under the City Centre Public Realm Masterplan and the Reimagining Dublin One Plan. The works to be undertaken in 2020 include the refurbishment of the carriageway and adjacent public realm at Liffey Street Lower & Upper, part of North Lotts and Strand Street, to include new public lighting and traffic arrangements, tree planting, street furniture, artwork, drainage, multi-functional & multi use plaza with interpretative signage	€ -	€ 25,237.28		Dec-22	€ 289,745.22	€ 4,900,000.00	
Mary Street Improvements	pedestrianisation of Mary's Street to create high quality public spaces and footpaths to encourage better access for all	€ -	€ -		Unknown	€ 17,994.90	€ 897,875.00	Project on hold
Castle Street	Public realm improvement scheme to Castle St and Cork Hill comprising footpath and carriageway reconstruction and realignment	€ -	€ 550.04		Suspended pending review	€ 177,731.68	€ 2,000,000.00	Suspended pending a review
Clarendon Row	Public Realm Improvement Scheme	€ -	€ 70,785.38		2021-2024	€ 178,669.13	€ 715,041.00	
Bike Bunkers	On-street enclosed rentable bike lock-up facilities	€ -	€ 10,583.50		2023	€ 59,877.52	€ 1,500,000.00	incurring
HGV Software Upgrade	Upgrade of Heavy Goods Vehicles Software	€ -	€ -		unknown	€ 2,125,978.07	€ 1,400,000.00	
Point Junction Improvement Scheme	The replacement of the existing roundabout with a signalised junction and provision of segregated two way cycle track on East Wall Road, from North Wall Quay to Sheriff Street	€ -	€ 25,506.92		TBC	€ 465,105.42	€ 3,467,000.00	

Appendix 1 Project/Programme Inventory:

Expenditure being Incurred - Greater than €0.5m (Capital and Current)								
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<b>Road Transportation and Safety</b>								
Fibre Optic Network Project AKA FIBRE TRANSMISSION EQUIPMENT REPLACEMENT	Essential upgrade of DCC Traffic Fibre Network for SCATS & CCTV	€ -	€ 523,384.51		ongoing	€ 3,017,345.94	€ 3,702,578.00	incurring
Real Time Passenger Information System	Extension of RTPI for Bus Services	€ -	€ 1.77		tbc	€ 12,087,410.80	€ 13,207,070.00	dependent on NTA, Currentlyno works
Cycle Parking AKA On Street Cycle Parking	Installation of circa 1,000 sheffield stands annually to facilitate on-street cycle parking	€ -	€ 180,675.04		Anticipated to continue to 2030	€ 2,193,206.01	€ 3,341,720.00	
Heuston to Chapelizod Greenway Cycle Route	Provision of Greenway from Parkgate Entrance to Phoenix Park to Chapelizod via South Circular Road and War Memorial Gardens	€ -	€ -		TBC	€ 819,575.49	€ 5,500,000.00	Project is on hold
Royal Canal North Strand to Phibsborough Road AKA ROYAL CANAL PHASE 3 CYCLE SCHEME	Provision of a greenway along the Royal Canal, from North Strand Road to Phibsborough Road	€ -	€ 231,973.87		2023	€ 1,217,430.45	€ 13,325,363.00	
Grand Canal Blackhorse to Portobello	The provision of a greenway along the Grand Canal, from Portobello to Blackhorse Bridge	€ -	€ 31,311.73		TBC	€ 471,275.69	€ 17,059,610.00	Project is on hold.
Dodder Cyclist and Pedestrian Improvements	The provision of a Greenway along the Dodder, from Liffey River to Orwell Park	€ -	-€ 9,862.01		TBC	€ 681,154.97	€ 26,180,147.00	Project on Hold
Clontarf to City Centre Cycle Scheme Fairview to Amiens Street	The provision of footpaths, amenity spaces, cycling facilities bus lanes and watermains replacement along Fairview, North Strand Road and Amiens Street	€ -	€ 426,473.48		2023	€ 2,900,754.83	€ 29,700,000.00	
Liffey Cycle Route	The provision of walking and cycling facilities on North Quays and South Quays, including interim measures	€ -	€ 1,607,624.79		TBC	€ 2,557,679.07	€ 33,641,171.00	
City Centre High Density Cycle Parking	The installation of cycle parking in multi storey car parks	€ -	€ -		TBC	€ 691,327.06	€ 1,904,374.00	
DDC13/0014 Royal Canal Greenway Phase 4 Phibsborough to Ashtown	The provision of a greenway along the Royal Canal from Phibsborough Road to City Boundary at Ashtown	€ -	€ 391,742.17		2024	€ 1,777,012.96	€ 4,716,377.00	
AVL Bus Priority Project	Funding for Salaries for 6 full time staff on the ITS Bus Priority Team for project work related to Project DCC/14/0013 DPTM Civil Interventions & ITS Services, for the positions of (Senior Transportation Officer/Senior Executive ITS Officer/Executive ITS Officer/Assistant ITS Officer x 2/Executive Landscape Architect)	€ -	€ 424,973.89		Covers operational requirements - thus ongoing	€ 1,985,431.43	€ 2,310,506.00	
Sandford (Clonskeagh) to City Centre Cycle Route	The provision of protected cycling facilities from Clonskeagh to Liffey	€ -	€ 70,573.04		TBC	€ 799,144.57	€ 17,579,400.00	
Fibre Optic Garda HQ Link	Extend Garda HQ fibre network for CCTV outside AVIVA Stadium	€ -	€ -		2022	€ 686,142.77	€ 754,653.00	
College Green Plaza	Public Realm Improvement Scheme	€ -	€ 39,178.16		2021-2024	€ 2,365,017.01	€ 10,000,000.00	
CITY CENTRE STUDY PROPOSALS	Implementation of the 2016 Transport Study city centre transport measures	€ -	€ 220,320.45		2023	€ 1,177,094.45	€ 1,094,745.00	
Fitzwilliam Street Cycle Route	The provision of car parking protected cycling facilities along Fitzwilliam Street	€ -	€ 440,245.01		2022	€ 1,130,239.34	€ 2,146,077.00	
River Dodder Greenway Herbert Park to Donnybrook	The provision of a greenway and flood defence measures along the Dodder, from Herbert Park to Donnybrook	€ -	€ 50,274.74		TBC	€ 454,625.14	€ 3,331,267.00	
CYCLE SAFE INTERSECTIONS	The provision of ITS solutions to improve safety for cyclists when cycling through junctions	€ -	€ 3,021.85		TBC	€ 430,356.38	€ 3,000,000.00	Project on Hold
Suffolk Street	Public Realm Improvement Scheme	€ -	€ 25,493.75		2021-2024	€ 90,529.94	€ 2,216,000.00	Project paused while reviewing cycling arrangements.
Finglas Area Roundabouts	Signalising of the St. Margaret's Rd/McKee Ave. & Jamestown Rd/Melville roundabouts	€ -	€ 24,313.07		Detail Design has commenced.	€ 151,056.07	€ 1,084,956.00	
East Coast Trail (Sean Moore Rd-Merrion Gates)	Provide 2-way cycling facilities and junction improvements.	€ -	€ 245,312.79		Optioneering Stage	€ 309,764.18	€ 24,667,390.00	
South Grand Canal Cycle Lanes Improvement Scheme	Provide segregated cycle lanes and junction improvements from Suir Rd to Rathmines & further towards Ballsbridge.	€ -	€ 28,315.51		Optioneering Stage	€ 48,659.07	€ 4,835,613.00	
East Coast Trail (Alfie Byrne Rd-EastWall Road)	The provision for two way cycling along East Wall Road, from Sheriff Street to Alfie Byrne Road	€ -	€ 16,631.29		TBC	€ 23,868.73	€ 9,844,000.00	
DCC 20 0002 PROTECTED CYCLE LANES	The implementation of kerb protected and bollard protected cycle lanes on wide carriageways	€ -	€ 2,023,683.16		TBC	€ 2,411,699.24	€ 90,000,000.00	

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<b>Road Transportation and Safety</b>								
SPEED ADJUSTMENT ROLLOUT	30 kph speed limit zones to improve road safety	€ -	€ -		2023	€ 987,483.66	€ 1,670,267.00	incurring
Be Good Project	Building and ecosystem to generate opportunities in open data.	€ -	€ 134,712.83		Capitalisation phase October 2020 to March 2022	€ 946,756.75	€ 906,121.00	
FIBRE TRANSMISSION EQUIPMENT REPLACEMENT	New equipment for CCTV network and SCATS	€ -	€ -		2024	€ 3,043,796.64	€ 3,493,797.00	incurring
CYCLING QUICK WINS INFRASTRUCTURE WORKS	Various City Centre Cycling Projects to include new contra-flow measures along Lombard St	€ -	€ 10,916.31		Q4 2023	€ 286,043.74	€ 925,921.00	
Overhead Network Upgrade (New)	Renewal of old overhead network on Trampoles and upgrade of existing lights to LED	€ -	€ 38,928.25		2022	€ 38,928.25	€ 900,000.00	
FINGLAS VILLAGE IMPROVEMENT SCHEME	Upgraded pedestrian, cyclist and bus priority at the 5 arm junction and approaches in the heart of Finglas Village.	€ -	€ 35,643.27		Q4 2024	€ 203,605.52	€ 2,400,000.00	
CITY CENTRE PEDESTRIAN CROSSINGS	Various Pedestrian Crossings to be installed throughout the City	€ -	€ -		Q4 2024	€ 216,389.51	€ 5,000,000.00	
Pedestrian Crossing Project	construct 16 new signalised pedestrian crossings	€ -	€ 735,310.60		2024	€ 735,310.60	€ 3,000,000.00	incurring
Schools Mobility Walking & Cycling Programme DCC/21/0034	Programme includes the implementation of School Zones and Safe Routes to School which create a safer environment at the school gates and on route to school.	€ -	€ 778,253.62	€ -	1-year	€ 778,253.62	€ 500,000.00	Project expected to last 5 years but funded on an annual basis. Figures relate to 2021.
Topographical Survey 2021 AKA TOPOGRAPHICAL SURVEYS for CONSTRUCTION OF PEDESTRIAN/TOUCAN CRO	Surveying Work to deliver the NTA 5 Year walking and Cycling Programme in Dublin	€ -	€ 322,799.96		Q2 2023	€ 322,799.96	€ 600,000.00	
Additional Outdoors Infrastructure Measures	Additional Outdoors Infrastructure Measures	€ -	€ 1,922,797.19		Unknown	€ 1,922,797.19	€ 5,000,000.00	
Cycle Lane Asset Management - Road Sweepers to maintain protected Cycle Lanes DCC 21 033	Road Sweepers to Maintain Protected Cycle Lanes	€ -	€ 468,736.19		Jan 2021-Dec 2022	€ 468,736.19	€ 740,000.00	
Temple Bar Square	to extend the square as a single surface across the adjoining streets of Temple Bar, Crown Alley and Fownes Street to the adjoining buildings. to remove the existing street furniture, trees, outdoor seating terraces, to provide new street furniture, new tree planting, seating and public lighting	€ -	€ 104,586.22		Sept 22 to september 23	€ 251,032.24	€ 2,346,355.00	
B03 Regional Road - Improvement & Mtce		€ 11,582,000						
B04 Local Road - Improvement & Mtce		€ 41,445,000						
B05 Public Lighting		€ 10,284,000						
B06 Traffic Management Improvement		€ 31,659,000						
B08 Road Safety Promotion/Education		€ 4,101,000						
B09 Car Parking		€ 13,458,000						
B10 Support to Roads Capital Programme		€ 4,131,000						
B11 Agency & Recoupable Services		€ 1,716,000						
<b>Water Services</b>								
Flooding Emergency Works & Flood Defence Repairs	Flood Emergencies	€ -	€ 95,534.75		Jan 2021-Dec 2023	€ 623,015.99	€ 4,000,000.00	
Dublin Flood Forecasting & Flood Warning System	Warning network	€ -	€ 218,054.16		Jan 2021-Dec 2023	€ 1,685,498.80	€ 2,200,000.00	
Sandymount Flood Defences Phase 1 and 2	Flood defences	€ -	€ -		01/10/2021-dec 2022	€ 398,312.34	€ 600,000.00	
S2S Phase 1 Sutton to Liffey AKA S2S PHASE 1 KILBARRACK TO LIFFEY, DOLLYMOUNT AND BULL ISLAND	Flood alleviation	€ -	€ -		Sept 2021-April 2023	€ 1,364,382.35	€ 8,500,000.00	
S2S Phase 2 Surface Water AKA S2S PHASE TWO - LIFFEY TO SANDYMOUNT(SOUTH CITY FLOOD DEFENCES)	700m Flood Alleviation	€ -	€ 18,422.40		Sept 2021-June 2024	€ 592,262.07	€ 5,087,000.00	
Clontarf Flood Relief AKA CLONTARF FLOOD DEFENCE PROJECT	2.3km Flood Alleviation	€ -	€ 24,864.80		Jan 2021-June 2024	€ 809,254.48	€ 4,600,000.00	
Implementing Flood Resilient City Outcome	General city flood protection measures	€ -	€ 135,351.44		Jan 2021-Dec 2023	€ 2,610,342.94	€ 3,000,000.00	

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<b>Water Services</b>								
Dodder Flood Works AKA LOWER RIVER DODDER FLOOD ALLEVIATION SCHEME PHASE 2 AND 3	flood defences	€ -	€ 655,292.54		Jan 2016-Dec 2023	€ 8,299,867.32	€ 10,500,000.00	
River Dodder Flood Alleviation Scheme - Phase 3	flood defences	€ -	€ 356,869.38		2021-2023	€ 356,869.38	€ 4,200,000.00	
Campshires Flood Protection Project	Flood alleviation	€ -	€ 111,176.39		Jan 2016-Nov 2022	€ 299,708.84	€ 3,200,000.00	
River Wad Study and Construction Works AKA RIVER WAD - CLANMOYLE ROAD FLOOD ALLEVIATION SCHEME	tunnel & culvert	€ -	€ 164,100.89		jan 2008-Dec 2023	€ 3,416,999.23	€ 4,000,000.00	
Poddle Flood Alleviation	Flood alleviation	€ -	€ -		Jan 2019-dec 2023	€ 8,703.07	€ 500,000.00	
Flood Alleviation Fleet	Fleet upgrades	€ -	€ 761,591.40		Jan 2019-dec 2023	€ 1,721,494.89	€ 2,000,000.00	
Culvert Improvement Works - Screen Upgrade Works	Improve safety and operation of screens that protect the entrance to river culverts in DCC area	€ -	€ 2,350.00	€ -	Completion before middle of the end of 2022	€ 74,406.97	€ 1,767,737.00	The PWBO took ownership of this project in Feb 2022 - financed from Levies
Water Framework Directive Office	Statutory compliances	€ -	€ 1,540,726.34		Jan 2018- Dec 2027	€ 3,821,013.41	€ 19,000,000.00	
Grand Canal Basin Amenity & Water Quality Project	Proposed Extension of Storm outfall from GC Basin to River Liffey	€ -	€ 148,539.09		44682	€ 374,209.95	€ 1,500,000.00	
CAMAC FLOOD ALEVATION FLEET	Regional flood study to identify a solution to resolve flooding issues within the full Camac Catchment. OPW funded	€ -	€ 450,700.88		Nov 2019 - Dec 2023	€ 803,309.31	€ 4,500,000.00	
Liffey Boardwalk Upgrade	The Liffey Boardwalk was commissioned in two phases between 2000 and 2005 and consists of a total length of 672m. The boardwalk requires ongoing maintenance to clean the boards, replace deteriorated boards and inspect and maintain the steel superstructure. This capital works programme would aim to upgrade the boardwalk deck (and superstructure if required) to improve slip resistance and also to reduce board and overall maintenance requirements and costs	€ -	€ -		unknown	€ 2,870,013.21	€ 4,000,000.00	
SOUTH CAMPHIRES - SDZ PROJECT SIR JOHN ROGERSONS QUAY	600m Flood wall	€ -	€ 111,176.39		April 2021-Sept 2022	€ 2,992,708.84	€ 2,300,000.00	
C01 Water Supply		€ 26,888,000						
C02 Waste Water Treatment		€ 10,677,000						
C04 Public Conveniences		€ 1,170,000						
C07 Agency & Recoupable Services		€ 3,786,000						
C08 Local Authority Water and Sanitary Services		€ 13,488,000						
<b>Development Management</b>								
Landlord repairs	As Landlord DCC must fulfil obligations to ensure our premises meet the required standards. This cost centre ensures a budget to meet these demands,	€ -	€ 1,739,349.64		Rolling Programme	€ 3,121,227.88	€ 6,000,000	
Ballymun Civic Centre Remedial / Maintenance	Works to Building that were identified during a building inspection which were noted as short to medium term works, works include maintenance of Fire Proofing paint to underground car park, works to parking surface to rear car park and sundry minor items	€ -	€ -		TBC	€ 189,210	€ 650,000.00	

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<b>Development Management</b>								
Wayfinding Scheme New Phase 2016	The Dublin Wayfinding Scheme was introduced in 2011, providing an integrated and co-ordinated approach to pedestrian wayfinding to enhance the ability of people to move around the city and to easily locate destinations. Since 2011, there have been 4 phases of expansion. In 2020, phase 4 of infill and extension of the Wayfinding Scheme was completed, consisting of 6 additional Finger Posts, 3 Combined Panel units and 80 finger panel signs, located mainly in the South Central Area of the City, and CP units at Docklands and Broadstone Plaza, respectively. Some 18 new destinations have been added to Wayfinding System with the addition of 183 new finger panel signs across the City. Today, the total way finding scheme consists of 2 map panels, 27 Combined Panel map units and 150 Finger Posts with a total of 1,730 finger panel signs.	€ -	€ 4,674		2027	€ 244,739	€850,000.00	
Market Refurbishment Project Phase 2 A	Refurbishment and conservation of the Market building at Marys Lane Dublin2 in accordance with Part 8 Planning Permission to introduce a retail Food Market into the Building including all associated requirements of a food business	€ -	€ 94,257		2023	€ 2,117,016	€6,134,456.00	
Docklands Fibre Ducting	Construction of an Open Access Telecommunications Duct network in the Docklands	€ -	€ 518,770		Rolling Programme- Construction of new elements of the network is being carried out on an ongoing basis.	€ 4,646,159	€4,367,982.00	
Docklands Office Remedial Works / George's Dock Facility	Development of an ICF standard White Water Rafting course, including a Swift Water rescue training facility for the Emergency Services along with 2 new Quayside Buildings (one for reception facility for the course and the other a new Office for the Docklands Unit)	€ -	€ 680,103		Stage 1 (Expressions of Interest) commenced Jan 2021, stage 2 expected to start in June 2021 with construction expected to commence Q1 2022. 18-24 Month construction period	€ 1,772,315	€ 21,900,000.00	
Docklands Public Realm	Development of the Public Realm in the Docklands line with the requirements of the North Lotts/Grand Canal Dock SDZ	€ -	€ 180,429		Appintment of Design Team to bring Sir John Rogersons Quay element of the overall project is to be finalised in April 2021 with a view to Part 8 planning being submitted in Q3 2021	€ 534,859	€20,217,653.00	
Active Land Management Fund	Acquisition of strategic properties	€ -	€ 4,640,295		Rolling Programme	€ 16,572,945	€28,817,944.53	
ST LUKES GRAVEYARD & PARK	Graveyard conservation project and new pocket park completed.	€ -	€ 18,699		Phase 2 (2022) Fitout of crypt for burials. End s 2022	€ 1,880,663	€1,980,663.00	
D01 Forward Planning		€ 6,041,000						
D02 Development Management		€ 9,379,000						
D03 Enforcement		€ 2,587,000						
D04 Industrial & Commercial Facilities		€ 10,818,000						
D05 Tourism Development & Promotion		€ 2,379,000						
D06 Community & Enterprise Function		€ 9,518,000						
D08 Building Control		€ 4,619,000						

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<b>Development Management</b>								
D09 Economic Development & Promotion		€ 11,370,000						
D11 Heritage and Conservation Services		€ 3,105,000						
<b>Environmental Services</b>								
District Heating Project Phase 2	The Project is related to the development and operation of the Dublin District Heating Scheme	€ -	€ 183,572.71	€ -	up to 2025	€ 1,681,118.99	€ 73,000,000.00	
R139 Clean Up	Clean up of illegally dumped waste. Construction of wall to prevent further illegal dumping and full development of lands by Housing Department.	€ -	€ -		2021	€ 97,669.49	€ 8,000,000.00	Project on hold. Dependant on multi departmental group led by Housing Dept.
<b>E02 Recovery &amp; Recycling Facilities Operations</b>								
E04 Provision of Waste Collection Services		€ 1,906,000						
E05 Litter Management		€ 4,541,000						
E06 Street Cleaning		€ 45,127,000						
E07 Waste Regs, Monitoring & Enforcement		€ 5,423,000						
E08 Waste Management Planning		€ 1,777,000						
E10 Safety of Structures & Places		€ 4,285,000						
E11 Operation of Fire Service		€ 139,196,000						
E12 Fire Prevention		€ 3,698,000						
E13 Water Quality, Air & Noise Pollution		€ 1,118,000						
E14 Agency & Recoupable Services		€ 1,559,000						
E15 Climate Change & Flooding		€ 962,000						
<b>Fire Brigade</b>								
Purchase of Fire Appliances	The allocated purchase of Fire engines for the year.	€ -	€ 2,114,129.40	€ -	Rolling Project	€ 10,159,054.48	€ 15,984,054.48	Budgeted per year
<b>Recreation &amp; Amenity</b>								
REIMAGING Dublin One	Reimaging D1 is a group of projects including regeneration studies, public real improvements etc.	€ -	€ 45,760		unknown	€ 299,532	€1,555,000.00	
St. James's Graveyard	the restoration of the monuments and wall with the development and implementation of a master plan for the Graveyard.	€ -	€ -		unknown	€ 469,427	€1,075,007.00	Project on hold
ST. ANNE'S PARK - RED STABLES REFURBISHMENT	This project involves opening up the former apartment to facilitate public access to the ground and upper floors of the Red Stables complex. It will also provide further accommodation for the café which will free up other parts of the Red Stables for public access and activities.	€ -	€ 0	€ -	estimated project completion 03/2023	€ 24,647	€898,558.37	
DIAMOND PARK UPGRADE	The project involves the complete refurbishment of a popular community park on Gardener Street, NEIC, Dublin 1.	€ -	€30,496.23	€ 0	estimated project completion 08/2023	€30,496.23	€ 1,570,000.00	
Development of Dalymount Park	The redevelopment of Dalymount Park into a modern municipal stadium with a number of community facilities	€ -	€ 608,276.06		Project Completion Q4 2025	€1,021,472.20	€ 35,638,408.00	Dalymount Park Redevelopment is currently primarily funded by Local Funding with an element of government grant funding. The project has received 37.5% government funding from LSSIF for the development phase of the project. This may increase for the construction phase of the project when a further application will be submitted for LSSIF stream 2, A further €500,00 was allocated by UEFA as part of EURO 2020 legacy funding which was recipted in 2021.
Ballyfermot Leisure Centre - Gym Extension	gym extension and other area refurbishments	€ -	€ 17,340		To be confirmed as delays due to Covid	€ 22,512	€614,000.00	gone to Pre Part 8 ech.
UPGRADE CHANGING AREA COOLOCK POOL	UPGRADE CHANGING AREA COOLOCK POOL	€ -	€ -		2019-2021	€ 4,490	€600,000.00	Preliminary works only

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<b>Recreation &amp; Amenity</b>								
FINGLAS/TOLKA VALLEY PARK ALL-WEATHER GAA PITCH	FINGLAS/TOLKA VALLEY PARK ALL-WEATHER GAA PITCH	€ -	€ 32,966.48		2021-2022	€402,628.76	€ 1,200,000.00	
Finglas Library	The change of use and refurbishment of former An Post Sorting Office on Seamus Ennis Road to replace the current library in providing library services for the Finglas Area.	€ -			Tender process begun in early 2022, construction to commence mid year with library opening before end of 2022	€ 600,560	€4,500,000.00	
Coolock Library	The refurbishment of the existing library.	€ -			Project testing/defects liability period completed in December 2020.	€3,864,048.61	€ 3,870,000.00	
Hugh Lane Gallery AKA HUGH LANE GALLERY REFURBISHMENT PROJECT	Refurbishment of 1930s wing, upgrade of environmental control and security	€ -	€ 862,297		Construction to be completed August 2022	€ 2,325,465	€6,064,268.00	
Bull Island	Ongoing rolling annual programme of minor capital work improvements on Bull Island e.g. upgrading of parking facilities, signage, paths etc.	€ -	€ 123,241		0 On going	€ 452,563	€729,212.00	
Mountjoy Square Conservation Plan	Phase 2 Railing Restoration only	€ -	€ 17,487		Oct 2020 to Jun 2022 (Excl DLP)	€ 296,085	€1,300,000.00	
Chocolate Park Docklands (Renamed Benson Street Park)	New park development	€ -	€ 76,008		0 unknown still at concept	€ 76,008	€1,252,336.00	Part 8 has been achieved and work is ongoing to take in charge the site from 3rd Parties.
Liffey Vale, Liffey Valley Park	Conservation of Liffey Vale House and surrounding gardens etc.	€ -	€ 27,808		0 estimated project completion 07/2024	€ 318,228	€4,994,182.00	
Bushy Park Tea Rooms	Construction of a new tearoom and ancillary works.	€ -	€ 400		2022 subject to funding	€ 180,499	€2,044,438.00	Project on hold until funding identified
ROCKFIELD PARK PADEL/TENNIS PAVILION	Construction of a new tennis pavilion in Rockfield Park. Project will start when funding is identified	€ -	€ -		2022 subject to funding	€ 616,075	€1,300,000.00	Project on hold until funding identified
Refurbishment of Wolfe Tone Park	Refurbishment, conservation and recognition of the parks history as a graveyard	€ -	€ 1,602,216		0 estimated project completion 06/2022	€ 2,102,160	€2,419,274.00	GRANT AID FROM - SOUTH EASTERN REGIONAL ASSEMBLY
UNESCO - Dublin Bay Discovery Centre	To build a Discovery Centre to an international standard to provide a vital role in the understanding, interpretation and protection of the national resource of the Dublin Bay Biosphere	€ -	€ 38,385		0 estimated project completion 12/2025	€ 901,924	€13,961,255.00	
Merrion Square Tearooms	Tearoom at Merrion Square	€ -	€ -		0 On Hold	€ 279,173	€3,765,583.00	
Fairview Park Tearooms	Tearoom at Fairview Park	€ -	€ -		0 On Hold	€155,306.48	€ 2,355,306.00	
BLESSINGTON STREET BASIN TEAROOMS	Tearoom at Blessington St.	€ -	€ -		2022 subject to funding	€8,610.00	€ 990,000.00	Design team to be procured in second quarter of 2022
ST. JAMES WALK LINEAR PARK	To improve the quality of the linear park at Rialto which parallels the LUAS line and adjoins St James Hospital	€ -	€ 1,838		0 Project will commence when budget estimate is agreed	€ 41,406	€590,000.00	
PEOPLES PARK, BALLYFERMOT	Refurbish the open space adjacent to the Civic Centre into a new improved park for Ballyfermot	€ -	€ 421,684		0 estimated project completion Q2 2022	€ 441,723	€850,000.00	
St. Anne's Tennis & Bowling Green	Tennis and Bowling Green in st. Anne's Park	€ -	€ 103,898		0 On Hold	€ 139,036	€2,011,502.00	
KILDONAN PARK	develop Kildonan Park from a Grade 2 park to a Grade 1 park in line with the Dublin City Council Parks Strategy.	€ -	€ 2,891		0 estimated project completion 12/2025	€ 5,966	€900,000.00	
Bridgefoot Street Park	Construction of a new community park on Bridgefoot Street, Liberties, Dublin 8.	€ -	€ 611,468		0 estimated project completion Q2 2022	€ 1,899,852.11	€ 2,269,991.00	
KILMAINHAM MILL	The mill is to be restored for public / cultural use. A large scale visitor attraction is proposed.	€ -	€ 113,821.06		2019 - 2024	€ 1,912,495.67	€ 26,768,810.00	Kilmainham Mill is currently undergoing a programme of enabling works which will make the building, dry, safe and free of asbestos. This will allow DCC to move to the preliminary design phase.
EAMONN CEANNT DEPOT	Upgrade of the existing Eamonn Ceannt Park Depot Building including two single storey extensions and the extension of a boundary wall as well as a new pedestrian gate and relocated vehicular gateway.	€ -	€ 146,502.05		Sept 2020 - Mar 2023	€ 146,502.05	€ 1,603,126.00	Tenders being assessed

Appendix 1 Project/Programme Inventory:

Expenditure being Incurred - Greater than €0.5m (Capital and Current)								
Project/Scheme/Programme Name	Short Description	Current Expenditure Amount in Reference Year	Capital Expenditure Amount in Reference Year (Non Grant)	Capital Expenditure Amount in Reference Year (Grant)	Project/Programme Anticipated Timeline	Cumulative Expenditure to-date	Projected Lifetime Expenditure (Capital Only)	Explanatory Notes
<b>Recreation &amp; Amenity</b>								
Parnell Square Project Phase 1	The development will involve the construction of a new and innovative Dublin City Library on the site of Colaiste Mhuire on Parnell Square. The new City Library and the existing Hugh Lane Gallery will be connected by a civic plaza, creating a new intercultural district for Dublin and will offer a range of creative, participative and educational spaces and experiences and a new public space that those who live in, work in and visit Dublin can use, engage with and enjoy in the heart of the city	€ -	€ 403,544.32		Demolition of existing building, SI and GI to commence in late Summer.SAQ for restuctured design team underway. Detailed design to take approximately one year. Construction to take between 24 and 32 months.	€ 2,736,065.20	€ 82,626,124.00	The contract between DCC and the Design Team for Parnell Square Cultural Project was terminated in October 2021. A restructured design team will be appointed via etenders to complete the remaining stages of the project.
ARTISTS WORKSHOP	Artist Workshops at Bridgefoot Street & Merchants Quay sites	€ -	€ 114,459.38		3-4 years	€ 328,229.71	€ 25,133,136.00	Waiting for a report Feasibility study is done for Bridgford Street going to apply for category a URDF funding
IRISHTOWN STADIUM IMPROVEMENTS	Reconfigure / Refurbish the reception area including the installation of turnstiles and new doors, upgrading of the dressing rooms and showers and carry out other refurbishment works	€ -	€ 12,868.24	€ -	Contrustion July 2022 / Completion Year End 2022	€ 12,868.24	€ 1,000,000.00	
ENERGY MANAGEMENT PROGRAMME	In line with Dublin City Council's commitment to reduce energy usage there is provision to continue the energy management programme by way of ongoing necessary upgrade / refurbishment works across the facilities under the remit of the Sports and Recreation Services.	€ -	€ 1,914.29		Ongoing	€ 680,571.27	€ 859,371.00	
AUGHRIM STREET SPORTS HALL EXTENSION	This extension will provide adequate room and facilities to enable Smithfield Boxing Club to expand its usage of the facility to meet growing demand.	€ -	€ 6,309.90		May-23	€ 19,295.57	€ 538,000.00	
No. 20 & 21 PARNELL SQ NORTH	New HLG programming, exhibition spaces	€ -	€ -	€ -	unknown	€ 49,547.13	€ 15,000,000.00	Feasibility study to be undertaken in 2022
Red Stables Building Enhancement Works	access for the public to the Red Stables will be enhanced and additional car parking and new public toilets will be provided (subject to Part 8 Planning approval)	€ -	€ 24,647.00		year end 2024	€ 24,647.00	€ 900,000.00	
Pontoon Islandbridge	Construction on a pontoon on the liffey liffey to allow for safe rowing access from Islandbridge to the eastern liffey as part of a river animation strategy.	€ -	€ 1,606.14		TBD	€ 1,606.14	€ 700,000.00	
NEWCOMEN BANK/CITY HALL	The restoration and redevelopment of this historical building for public / cultural use.	€ -	€ 29,907.55		TBD	€ 29,907.55	€ 9,400,000.00	
CITY HALL PROGRAMME OF WORKS Aka City Hall Improvement Works	The redevelopment of the lower ground floor to provide additional and improved offices, meetings spaces and working environments for the elected representatives.	€ -	€ 26,126.95		year end 2022	€ 26,126.95	€ 700,000.00	
HUGH LANE -UPDATE & REPAIR OF LIGHTING/AIR HANDLING UNIT SYSTEM 2006 WING	Lighting Upgrade Complete. AHU yet to be completed	€ -	€ -		0 AHU upgrade 2022-24	€ 213,821.76	€ 500,000.00	AHU upgrade to be 2022-24

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Recreation & Amenity								
Library Square Ringsend	Narrowing of the carriageway on Bridge Street / Irishtown Road at Library Square / new surface treatment to carry across the road from the West side of the Square to the East side on one level, using a defined palette of materials / cycle parking and broadening of the Square space / event space to host gatherings / markets / cultural events delineated with planters to the north & east with specimen tree planting and feature lighting / shared surface lined with bollards to create a strong and unimpeded link between the ground floor retail units and the Square. The level of the Square will be gradually graded over the entire space to remove the need for steps / some customer parking for retail units to remain / relocation of bus stop and provision of bus shelter / controlled loading bays / controlled pedestrian crossings on raised platform.	€ -	€ -	€ -	2020 - 2025	€ 113,353.73	€ 2,900,000.00	NB: Library Square and Cambridge Road projects were initially combined under one Cost Centre. Both projects are now being brought to Part 8 stage separately and we hope to commence Part 8 process for Library Square before the end of Q2 2022. We will be submitting revised costings for both the project this summer based on most QS costing of finalised design. We have been awarded URDF Funding for this project (75% of cost).
Rutland Street School	The purpose of the project is to redevelop the original Rutland Street School building to become a community hub, and catalyst for further development in the area.	€ -	€ 323,150.00		It is proposed that works will take 18 months to complete once Contractor goes on site.	€ 2,765,776.34	€ 20,000,000.00	A two-stage restricted tender was initiated in July 2020 for the Refurbishment and Redevelopment of Rutland Street School and five contractors were invited to tender for the main contract works at Stage 2 in November 2020. Two tenders were returned on the 12 February 2021. Both tenders received were in excess of the pre-tender estimate, and the Consultant Design Team have indicated that the Covid-19 Pandemic and Brexit that are believed to be some of the factors which influenced the price. A meeting with the Project Team and the CPSO was held on 21 July 2021 to discuss updates on funding, tender assessment etc. and their submissions requirements in advance of proceeding to award the contract. In September 2021 the Project Team were advised of an issue regarding the Preferred Tenderer, and have been working with a Procurement Specialist and the DCC Central Procurement Unit to identify the most advantageous means to proceed. The contract has not been awarded to date.
Francis Street Environmental Improvement Scheme	Public realm improvements, footpath widening, carriageway renewal, changes to parking and loading arrangements, landscaping, lighting and services renewal, associated works.	€ -	€ 671,595.22	€ -	Construction commenced. Expected completion Q3/22.	€ 1,085,171.91	€ 3,795,303.00	
Meath Street Public Realm Improvement	Public realm improvements, footpath widening, carriageway renewal, changes to parking and loading arrangements, landscaping, lighting and services renewal, associated works.	€ -	€ 48,017.78	€ -	Part VIII application in September 2022. Awaiting a Preliminary Business Case.	€ 64,977.21	€ 3,790,000.00	

Appendix 1 Project/Programme Inventory:

Expenditure being Incurred - Greater than €0.5m (Capital and Current)								
Project/Scheme/Programme Name	Short Description	Current Expenditure Amount in Reference Year	Capital Expenditure Amount in Reference Year (Non Grant)	Capital Expenditure Amount in Reference Year (Grant)	Project/Programme Anticipated Timeline	Cumulative Expenditure to-date	Projected Lifetime Expenditure (Capital Only)	Explanatory Notes
<b>Recreation &amp; Amenity</b>								
Cambridge Road AKA Cambridge Road Ringsend	Narrowing of carriageaway, traffic calming, provision of two safe crossing points, safe cycling and pedestrian, street trees, lighting, SuDS measures etc	€ -	€ -	€ -	2020 - 2025	€ 113,353.73	€ 2,900,000.00	NB: Library Square and Cambridge Road projects were initially combined under one Cost Centre. Cambridge Road project has been stalled for two reasons: 1. we await NTA to finalise the route for the East Coast Trail (ECT) which will either traverse Cambridge Road or run along part of Cambridge Road from Canon Mooney Gardens to Thorncastle Street. 2. We need to carry out additional work on the design and intend to prepare a tender to appoint consultants for additional services to bring this project to Part 8 stage. However, we require E & T support for engineering resources to draft the tender brief and supervise consultant. For this reason we are not sure when Part 8 process will commence. We will submit revised costings for this project once a draft design has been agreed. We have been awarded URDF Funding for this project (75% of cost).
Crumlin Village Environmental Improvement Scheme	Works will include the upgrading of footpaths with granite kerbs and concrete flags, provision of new public lighting , street furniture in the form of bollards and bins and the replacement of all utility covers and frames within the site extents.	€ -	€Nil	€Nil	Project on Hold, awaiting allocation of engineering resources to proceed	€ 628,058.36	€ 750,000.00	The proposed extension of the scheme is a further improvement scheme which will greatly enhance the general appearance of the Area but it is also intended to improve safety for all road users in particular pedestrians and cyclists. It is intended to extend the works running westward as far as Crumlin Garda Station. The Crumlin Village Environmental Improvement final phase will involve the repaving of remaining part of the main street but also wrapping around the Garda Station at the start of St Agnes Park
Scribblestown Improvement Works	Area Works as part of Scribblestown PPP project	€ -	€ 4,827.11	€ -	Q3 2021	€ 4,827.11	€ 500,000.00	
F01 Leisure Facilities Operations		€ 11,346,000						
F02 Operation of Library & Archive Service		€ 24,965,000						
F03 Outdoor Leisure Areas Operations		€ 27,666,000						
F04 Community, Sport & Recreational Dev		€ 20,887,000						
F05 Operation of Arts Programme		€ 17,266,000						
<b>Agriculture, Education, Health and Welfare</b>								
G04 Veterinary Service		€ 628,000						
G05 Education Support Services		€ 539,000						
<b>Miscellaneous</b>								
SUSTAINABLE ENERGY INITIATIVES	To Reduce Emmissions and seek energy efficiencies	€ -	€ -		10 Year Plan - 2030	€ 52,656.54	€ 783,256.00	
OFFICE REFURBISHMENT	Pilot Refurbishment of 4 floors and to address new ways of working as part of Future Work.	€ -	€ 20,362		2023	€ 818,988	€ 850,000.00	
CRECHE IMPROVEMENT WORKS	Fire remediation works to DCC Creche and temporary relocation costs	€ -	€ 17,019		2023	€ 157,745	€ 800,000.00	
Accessibility Works & Landscaping Works to Mansion House & Gardens	Accessibility Works & Landscaping Works to Mansion House & Gardens	€ -	€ 366		If Part 8 approved it is estimated that construction will commence on site in June 2022	€ 3,614	€ 508,658.00	
GDPR Security	4 year capital expenditure to meet DCC security plan	€ -	€ 438,362		2019-2022	€ 1,530,414	€ 2,157,717.00	

Appendix 1 Project/Programme Inventory:

Expenditure being Incurred - Greater than €0.5m (Capital and Current)								
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Miscellaneous								
Smart Cities Project	DCC Smart City Programme. Supporting innovation initiatives and activities across the city of Dublin through collaboration and the establishment of smart district testbed areas to trial new and emerging technologies in real world environments. Accelerating change to provide more efficient services and promoting new ways of working to improve quality of life in Dublin.	€ -	€ 522,748		Rolling Programme of Works	€ 2,372,570	€ 2,790,070.00	
IS Infrastructure Project	Rolling project to support IS infrastructure and Microsoft applications	€ -	€ 498,111		2025	€ 5,181,997	€ 7,266,548	
Core Implementation	Implementation of Integrated HR and Payroll System	€ -	€ 1,018,469.70		May-22	€ 3,330,881.90	€ 6,205,000.00	
Design & Construction of a North City Operations Depot Ballymun	NCOD is a large scale development that includes an Admin Buidling; Multi-storey carpark & external parking; workshops; salt barn; central stores; external storage areas; waste compaction & collection areas; Civic Amenity site.	€ -	€ 20,091,138.23		19 months from start of construction. Approx. an additional 3 months required for fit-out after construction is complete	€ 23,067,194.21	€ 74,435,979.00	
LEAKS REPAIR IN CIVIC OFFICES	Proposed works include: - Replacement of the 12 no. AOV's on the roof of the tower atrium - Installation of a new access gantry for the AOV's - Replacement of the failed double glazed units - Localised repairs to the rest of the façade to adress the leaks	€ -	€ 74,770.76	0	Stage 2: June 2021 to April 2022 Stage 3: May 2022 to August 2022 Stage 4: September 2022 to February 2023 Stage 5: March 2023 to May 2023.	€ 74,770.76	€ 1,400,000.00	
H03 Administration of Rates		€ 128,021,000						
H04 Franchise Costs		€ 1,161,000						
H07 Operation of Markets & Casual Trading		€ 823,000						
H09 Local Representation/Civic Leadership		€ 5,589,000						
H10 Motor Taxation		€ 5,610,000						
H11 Agency & Recoupable Services		€ 7,684,000						
<b>Totals</b>		€ 148,888,000	€ 22,205,238	€ -		€ 34,027,414	€ 92,097,597	

Appendix 1 Project/Programme Inventory:

Projects/Programmes Completed or discontinued in the reference year - Greater than €0.5m (Capital and Current)							
Project/Scheme/Programme Name	Short Description	Current Expenditure Amount in Reference Year	Capital Expenditure Amount in Reference Year (Non Grant)	Capital Expenditure Amount in Reference Year (Grant)	Project/Programme Completion Date	Final Outturn Expenditure	Explanatory Notes
<b>Housing &amp; Building</b>							
St Teresas Gardens Redevelopment (Procurement of )	Seek planning for 7 hectares? This is the phase 2 project. Will have own cost centre	€ -	€ 2,364,652		Q1 2021	€ 36,455,060	
ST JOSEPHS SCHOOL FOR THE BLIND GRACE PARK ROAD DRUMCONDRA DUBLIN 9	Purchase of Part V Housing to be used as Social Housing	€ -	€ 4,112,620		Completed Q4 2021	€ 4,112,620	
ST PANCRAS WORKS MOUNT TALLANT AVENUE, TERENCE DUBLIN 6W	Purchase of Part V Housing to be used as Social Housing	€ -	€ 2,018,419		Completed Q2 2021	€ 2,018,419	
BLOCK B, BLOCK E DUBLIN LANDINGS FORMER BLACK & AMBER INN 788 CIRCULAR ROAD - 107 SOUTH GATE APARTMENTS	Purchase of Part V Housing to be used as Social Housing	€ -	€ 14,340,114		Completed Q4 2021	€ 14,340,114	
Part V Acquisitions , off site Cardiff Lane (for off site compliance for An Post Depot Cardiff Lane D2)	Purchase of Part V Housing to be used as Social Housing - Units Purchased	€ -	€ -		Completed Nov. 2020	€ 1,077,985	
Parkside Phase 5A	Purchase of Part V Housing to be used as Social Housing	€ -	€ 598,496		Completed Q2 2021	€ 598,496	
Strand View 778-784 Howth Road D 5 (Acq of 7 Apartments)	Purchase of Part V Housing to be used as Social Housing	€ -	€ 1,929,223		Completed Q4 2021	€ 1,929,223	
Elm Park Dublin 4	Purchase of Part V Housing to be used as Social Housing	€ -	€ 2,047,993		Completed Q3 2021	€ 2,047,993	
National Homeless IT Centre	Update of existing PASS software	€ -	€ 218,746	€ -	Project complete. System went live in July 2021	€ 927,638	
Refurbishment of Clonliffe Road, Emergency Homeless Accomodation	refurb of building for emergency homeless accomodation	€ -	€ 36,121		Completed 2021	€ 1,071,034	
Ayrefield / Sladmore	Demolition of an existing complex and construction of 39 apts. For sr citizens	€ -	€ 416,405	€ -	Design team appointed, and scheme design ongoing. Expected lodgement of Part 8 in Q2/3 2021.	€ 546,679	Land rezoned. Project can no longer proceed
MARTANNA HOUSE HIGH PARK DUBLIN 9 RESPOND	Construction of 8 units	€ -	€ -		Dec-18	€ 2,146,778	Project complete but final account to be approved by DoHLGH
<b>Road Transportation and Safety</b>							
Clarendon Street	Public Realm Improvement Scheme	€ -	€ 40,263.21		2021 / 2024	€ 2,324,304.84	
Royal Canal Premium Cycle Route Phase 2 Sheriff Street to North	Provision of a greenway and a linear park along the Royal Canal, from Sheriff Street to North Strand Road, including a viaduct over the Connolly railway line at Connolly junction.	€ -	€ 1,314,689.03		2021	€ 12,063,926.36	
The Broadstone Plaza	New granite plaza linking Constitution Hill to Technological University Dublin	€ -	€ 1,078,407.06		Project Completed & Open to the public since August 2021	€ 4,365,131.00	
Interim Mobility Intervention Ptogramme for DCC	In response to the Covid 19 pandemic, a covid mobility programme was set up to provide additional space for pedestrians, improve facilities for pedestrians at crossing points and install cycle lanes. NTA were appointed the funding authority.	€ -	€ 567,786.40		2021	€ 3,020,329.56	Project discontinued

Appendix 1 Project/Programme Inventory:

Projects/Programmes Completed or discontinued in the reference year - Greater than €0.5m (Capital and Current)							
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<b>Road Transportation and Safety</b>							
Y2020 July Stimulus Package - Carraigeway & Footpaths	With the investment from the National Transport Authority's July Stimulus Package, Road Maintenance Services will upgrade circa 12km of footpath and 16km of carriageway, including 4km of shared bus and cycles lanes and/or dedicated cycle lanes. These schemes will benefit all road users including pedestrians and cyclists.	€ -	€ 3,666,293.29	€ -	Completed in 2021	€ 12,755,167.54	
NTA Stimulus Package 2020 Traffic	In response to the Covid 19 pandemic, a Gov stimulus package was made available to provide additional funding for walking and cycling (active travel) infrastructural enhancements. .	€ -	€ 884,930.10	€ -	2021	€ 2,958,134.45	
CHATHAM STREET - HARRY STREET AREA IMPROVEMENT SCHEME	To remove the existing brick paving and existing footpaths and replace with new stone paving for the full width and length of the area	€ -	€ -		Substantially Complete as of March 2019.	€ 2,148,760.77	
Tom Clarke Bridge Upgrade	Upgrade of Tom Clarke Bridge	€ -	€ -		unknown	0	Duplicate of East Link Upgrade (now changed to Point Pedestrian and Cycle Bridge) project
Junction of Balbutcher Lane & Poppintree Lane West (Balbutcher Lane Junction Reconfiguration)	Replacement of 3 arm roundabout with a new 4 arm signalised protected junction with fully segregated cycling facilities. Upgrade of existing utilities and landscaping	€ -	€ 535,404.71		Completion Q1 2021	€ 2,786,255.88	Just waiting to release retention and pay final design fee
<b>Water Services</b>							
<b>Development Management</b>							
Dorset Fire Station	Façade works, partial roof repairs and front façade window replacement	€ -	€ 190,797		Completed 2021	€ 116,759	
Demolition of Ballymun Shopping Centre	Demolition of former shopping centre site and associated works - pending redevelopment	€ -	€ 848,970		Completed 2021	€ 2,984,283	
<b>Environmental Services</b>							
Purchase of Fleet	purchase of new road sweepers	€ -	€ -		2021	€ 666,660.00	Project complete
<b>Fire Brigade</b>							
Proposed Fire Brigade Depot at Belgard Road	Possible move of Stanley street Depot to Belgard road, site has already been purchased.	€ -	€ -		N/A	€ 7,354,586	This project has been completed. DCC are currently looking at alternative sites for the Stanley Street Depot and this is in the 2022 Capital Programme
Refurbishment of Nutgrove Fire Station	early feasibility stage of possible upgrade of Nutgrove Fire Station	€ -	€ -	€ -	N/A	€ -	This project did not go ahead as planned.
<b>Recreation &amp; Amenity</b>							
ARTISTS STUDIOS PELLETTSTOWN	Artist studio at Pelletstown	€ -	€ -			€ -	Not Proceeding
Inchicore Library Refurbishment	Refurbishment project cancelled	€ -	€ 5,079.78		Project cancelled early 2021	€ 251,662.47	Building handed over to DCC Property Development in March 2022
Le Fanu Park Playground AKA LE FANU PARK SKATE/BMX AND PLAYPARK	Construction of a skatepark and playground	€ -	€ 247,466		Defect liability period end June 2021	€2,639,036.00	Project completed
<b>Miscellaneous</b>							
<b>Totals</b>		€ -	€ 6,378,941	€ -		€ 34,661,305	

## Appendix 2: Completed Checklists

### Dublin City Council

**Checklist 1 – To be completed in respect of general obligations not specific to individual projects/programmes.**

	<b>General Obligations not specific to individual projects/programmes.</b>	<b>Self-Assessed Compliance Rating: 1 - 3</b>	<b>Comment/Action Required</b>
Q 1.1	Does the organisation ensure, on an ongoing basis, that appropriate people within the organisation and its agencies are aware of their requirements under the Public Spending Code (incl. through training)?	3	
Q 1.2	Has internal training on the Public Spending Code been provided to relevant staff?	3	
Q 1.3	Has the Public Spending Code been adapted for the type of project/programme that your organisation is responsible for, i.e., have adapted sectoral guidelines been developed?	3	Governance Guidelines have been produced and are available to all staff on DCC intranet
Q 1.4	Has the organisation in its role as Approving Authority satisfied itself that agencies that it funds comply with the Public Spending Code?	3	
Q 1.5	Have recommendations from previous QA reports (incl. spot checks) been disseminated, where appropriate, within the organisation and to agencies?	3	
Q 1.6	Have recommendations from previous QA reports been acted upon?	2	
Q 1.7	Has an annual Public Spending Code QA report been submitted to and certified by the Chief Executive Officer, submitted to NOAC and published on the Local Authority's website?	3	
Q 1.8	Was the required sample of projects/programmes subjected to in-depth checking as per step 4 of the QAP?	3	

Q 1.9	<p>Is there a process in place to plan for ex post evaluations?</p> <p>Ex-post evaluation is conducted after a certain period has passed since the completion of a target project with emphasis on the effectiveness and sustainability of the project.</p>	2	<p>DCC Governance procedures have been in place since 2015. A key part of these procedures is the carrying out of post project reviews at the completion of projects.</p>
Q 1.10	<p>How many formal evaluations were completed in the year under review? Have they been published in a timely manner?</p>	N/A	<p>8 Project Reviews have been carried out in 2021 in line with the DCC governance procedures. These projects were less than €5 million in value. These reviews were submitted to the CPSO and disseminated into lessons learned document. The Lessons learned document is shared on the DCC Intranet.</p>
Q 1.11	<p>Is there a process in place to follow up on the recommendations of previous evaluations?</p>	3	<p>A DCC Project Manager Network is in place since 2018. This facilitates communication between the Corporate Project Governance Board, the Corporate Project Support Office and Project Managers corporately. One of the key functions of the network is the communication of lessons learned and identification of areas of improvement.</p>
Q 1.12	<p>How have the recommendations of reviews and ex post evaluations informed resource allocation decisions?</p>	N/A	

**Checklist 2 – To be completed in respect of capital projects/programmes & capital grant schemes that were under consideration in the past year.**

	<b>Capital Expenditure being Considered – Appraisal and Approval</b>	<b>Self-Assessed Compliance Rating: 1 - 3</b>	<b>Comment/Action Required</b>
Q 2.1	Was a Strategic Assessment Report (SAR) completed for all capital projects and programmes over €10m?	3	
Q 2.2	Were performance indicators specified for each project/programme which will allow for a robust evaluation at a later date?  Have steps been put in place to gather performance indicator data?	3	
Q 2.3	Was a Preliminary and Final Business Case, including appropriate financial and economic appraisal, completed for all capital projects and programmes?	3	
Q 2.4	Were the proposal objectives SMART and aligned with Government policy including National Planning Framework, Climate Mitigation Plan etc?	3	
Q 2.5	Was an appropriate appraisal method and parameters used in respect of capital projects or capital programmes/grant schemes?	3	
Q 2.6	Was a financial appraisal carried out on all proposals and was there appropriate consideration of affordability?	3	
Q 2.7	Was the appraisal process commenced at an early enough stage to inform decision making?	3	
Q 2.8	Were sufficient options analysed in the business case for each capital proposal?	3	
Q 2.9	Was the evidence base for the estimated cost set out in each business case?  Was an appropriate methodology used to estimate the cost?  Were appropriate budget contingencies put in place?	3	
Q 2.10	Was risk considered and a risk mitigation strategy commenced?  Was appropriate consideration given to governance and deliverability?	3	
Q 2.11	Were the Strategic Assessment Report, Preliminary and Final Business Case submitted to DPER for technical review for projects estimated to cost over €100m?	N/A	
Q 2.12	Was a detailed project brief including design brief and procurement strategy prepared for all investment projects?	3	

Q 2.13	Were procurement rules (both National and EU) complied with?	3	
Q 2.14	Was the Capital Works Management Framework (CWMF) properly implemented?	3	
Q 2.15	Were State Aid rules checked for all support?	3	
Q 2.16	Was approval sought from the Approving Authority at all decision gates?	3	
Q 2.17	Was Value for Money assessed and confirmed at each decision gate by Sponsoring Agency and Approving Authority?	3	
Q 2.18	Was approval sought from Government through a Memorandum for Government at the appropriate decision gates for projects estimated to cost over €100m?	N/A	

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

	<b>Current Expenditure being Considered – Appraisal and Approval</b>	<b>Self-Assessed Compliance Rating: 1 - 3</b>	<b>Comment/Action Required</b>
Q 3.1	Were objectives clearly set out?	3	
Q 3.2	Are objectives measurable in quantitative terms?	3	
Q 3.3	Was a business case, incorporating financial and economic appraisal, prepared for new current expenditure proposals?	3	
Q 3.4	Was an appropriate appraisal method used?	3	
Q 3.5	Was an economic appraisal completed for all projects/programmes exceeding €20m or an annual spend of €5m over 4 years?	3	
Q 3.6	Did the business case include a section on piloting?	N/A	
Q 3.7	Were pilots undertaken for new current spending proposals involving total expenditure of at least €20m over the proposed duration of the programme and a minimum annual expenditure of €5m?	N/A	
Q 3.8	Have the methodology and data collection requirements for the pilot been agreed at the outset of the scheme?	3	
Q 3.9	Was the pilot formally evaluated and submitted for approval to the relevant Vote Section in DPER?	N/A	
Q 3.10	Has an assessment of likely demand for the new scheme/scheme extension been estimated based on empirical evidence?	3	
Q 3.11	Was the required approval granted?	3	
Q 3.12	Has a sunset clause been set?	N/A	
Q 3.13	If outsourcing was involved were both EU and National procurement rules complied with?	3	
Q 3.14	Were performance indicators specified for each new current expenditure proposal or expansion of existing current	3	

	expenditure programme which will allow for a robust evaluation at a later date?		
Q 3.15	Have steps been put in place to gather performance indicator data?	3	

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

	<b>Incurring Capital Expenditure</b>	<b>Self-Assessed Compliance Rating: 1 - 3</b>	<b>Comment/Action Required</b>
Q 4.1	Was a contract signed and was it in line with the Approval given at each Decision Gate?	3	
Q 4.2	Did management boards/steering committees meet regularly as agreed?	3	
Q 4.3	Were programme co-ordinators appointed to co-ordinate implementation?	3	
Q 4.4	Were project managers, responsible for delivery, appointed and were the project managers at a suitably senior level for the scale of the project?	3	
Q 4.5	Were monitoring reports prepared regularly, showing implementation against plan, budget, timescales and quality?	2	Plan, budgets and timescales are constantly monitored & reported. Quality is monitored on an ongoing basis but generally only reported at the end.
Q 4.6	Did projects/programmes/grant schemes keep within their financial budget and time schedule?	2	As much as possible. Construction Inflation cause by COVID/ War in Ukraine including global supply chain issues, depleted labour force are causing ongoing issues.
Q 4.7	Did budgets have to be adjusted?	3	
Q 4.8	Were decisions on changes to budgets / time schedules made promptly?	3	
Q 4.9	Did circumstances ever warrant questioning the viability of the project/programme/grant scheme and the business case	3	

	(exceeding budget, lack of progress, changes in the environment, new evidence, etc.)?		
Q 4.10	If circumstances did warrant questioning the viability of a project/programme/grant scheme was the project subjected to adequate examination?	3	
Q 4.11	If costs increased or there were other significant changes to the project was approval received from the Approving Authority?	3	
Q 4.12	Were any projects/programmes/grant schemes terminated because of deviations from the plan, the budget or because circumstances in the environment changed the need for the investment?	3	

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

	Incurring Current Expenditure	Self- Assessed Compliance Rating: 1 -3	Comment/Action Required
Q 5.1	Are there clear objectives for all areas of current expenditure?	3	<ul style="list-style-type: none"> <li>• Annual Statutory Budget process</li> <li>• Corporate plan</li> <li>• Service plans</li> <li>• PMDS / Team Development Plans</li> <li>• Risk Management</li> <li>• SLA Agreements/Annual service plans which include KPI's</li> </ul>
Q 5.2	Are outputs well defined?	3	<ul style="list-style-type: none"> <li>• National KPI's</li> <li>• Dublin City Council KPI's</li> <li>• Team Development plans(TDP) &amp; Personal Development plans (PDP) targets</li> <li>• SLA Targets</li> </ul>
Q 5.3	Are outputs quantified on a regular basis?	3	<ul style="list-style-type: none"> <li>• Quarterly budget monitoring and reporting</li> <li>• Quarterly reporting to DHPLG on Payroll, Borrowings, Capital &amp; Revenue Income and Expenditure, Debtors and GGB</li> <li>• Strategic Policy and Area Committees reporting</li> <li>• Half yearly review of TDP and PDP/Monthly Monitoring</li> <li>• Annual Report</li> <li>• KPI's</li> <li>• Department Statistical Returns</li> <li>• Regional Steering Group</li> <li>• LGMA</li> </ul>
Q 5.4	Is there a method for monitoring efficiency on an ongoing basis?	3	<ul style="list-style-type: none"> <li>• Procurement monitoring</li> <li>• Shared services review</li> <li>• Internal Audit Reviews</li> <li>• Local Government Audit</li> <li>• Quarterly budget reporting</li> <li>• Planned services / function reviews</li> <li>• Monthly meetings</li> </ul>

Q 5.5	Are outcomes well defined?	3	<ul style="list-style-type: none"> <li>• Targets are defined in the Annual Budget, Corporate Plan, Service Plans and Team plans</li> <li>• Annual plans</li> </ul>
Q 5.6	Are outcomes quantified on a regular basis?	3	<ul style="list-style-type: none"> <li>• Annual Report</li> <li>• Annual Budgets</li> <li>• Quarterly Budget Monitoring</li> <li>• SPC reporting</li> <li>• Audit Committee</li> </ul>
Q 5.7	Are unit costings compiled for performance monitoring?	3	<ul style="list-style-type: none"> <li>• Budget Monitoring</li> <li>• KPI's</li> <li>• Unit Costing where appropriate</li> </ul>
Q 5.8	Are other data compiled to monitor performance?	3	<ul style="list-style-type: none"> <li>• TDP/PDP</li> <li>• VFM</li> <li>• All relevant matrix and reviewed</li> </ul>
Q 5.9	Is there a method for monitoring effectiveness on an ongoing basis?	3	<ul style="list-style-type: none"> <li>• Combination of all above</li> <li>• Formal reviews of some of DCC Departments / functions</li> <li>• Reports and Team Meetings</li> </ul>
Q 5.10	Has the organisation engaged in any other 'evaluation proofing' of programmes/projects?	3	<ul style="list-style-type: none"> <li>• External review is part of sectoral efficiency programme</li> <li>• European evaluation</li> </ul>

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

**Checklist 6 – To be completed in respect of capital projects/programmes & capital grant schemes discontinued in the year under review.**

	<b>Capital Expenditure Recently Completed</b>	<b>Self-Assessed Compliance Rating: 1 - 3</b>	<b>Comment/Action Required</b>
Q 6.1	How many Project Completion Reports were completed in the year under review?	2	6 project completion reports submitted to CPSO in 2021.
Q 6.2	Were lessons learned from Project Completion Reports incorporated into sectoral guidance and disseminated within the Sponsoring Agency and the Approving Authority?	3	Lessons learned updated and shared on the CPSO Lessons Learned Register.
Q 6.3	How many Project Completion Reports were published in the year under review?	N/A	
Q 6.4	How many Ex-Post Evaluations were completed in the year under review?	3	
Q 6.5	How many Ex-Post Evaluations were published in the year under review?	1	Not published
Q 6.6	Were lessons learned from Ex-Post Evaluation reports incorporated into sectoral guidance and disseminated within the Sponsoring Agency and the Approving Authority?	3	
Q 6.7	Were Project Completion Reports and Ex-Post Evaluations carried out by staffing resources independent of project implementation?	2	
Q 6.8	Were Project Completion Reports and Ex-Post Evaluation Reports for projects over €50m sent to DPER for dissemination?	N/A	

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

	<b>Current Expenditure that (i) reached the end of its planned timeframe or (ii) was discontinued</b>	<b>Self-Assessed Compliance Rating: 1 - 3</b>	<b>Comment/Action Required</b>
Q 7.1	Were reviews carried out of current expenditure programmes that matured during the year or were discontinued?	N/A	
Q 7.2	Did those reviews reach conclusions on whether the programmes were efficient?	N/A	
Q 7.3	Did those reviews reach conclusions on whether the programmes were effective?	N/A	
Q 7.4	Have the conclusions reached been taken into account in related areas of expenditure?	N/A	
Q 7.5	Were any programmes discontinued following a review of a current expenditure programme?	N/A	
Q 7.6	Were reviews carried out by staffing resources independent of project implementation?	N/A	
Q 7.7	Were changes made to the organisation's practices in light of lessons learned from reviews?	N/A	

Notes:

- ❖ The scoring mechanism for the above checklists is as follows:
  - Scope for significant improvements = a score of 1
  - Compliant but with some improvement necessary = a score of 2
  - Broadly compliant = a score of 3
  
- ❖ For some questions, the scoring mechanism is not always strictly relevant. In these cases, it is appropriate to mark as N/A and provide the required information in the commentary box as appropriate.

- ❖ The focus should be on providing descriptive and contextual information to frame the compliance ratings and to address the issues raised for each question. It is also important to provide summary details of key analytical outputs covered in the sample for those questions which address compliance with appraisal/evaluation requirements i.e. the annual number of appraisals (e.g. Cost Benefit Analyses or Multi Criteria Analyses), evaluations (e.g. Post Project Reviews). Key analytical outputs undertaken but outside of the sample should also be noted in the report.