

IPA Governance Forum

Department – Agency Relations

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Chief Executive south Dublin County
Council

The Business of local Government

- Annual spend €7.4 b (2018)
 - €4.7b current spend
 - €2.7 capital spend
- €3.8b in grant aid and agency payments from over 30 government departments and agencies
- Over 600 service areas
- Complex - requiring assistance , collaboration and a range of support structures both formal and informal.
- Shared services, MOU, contracts , frameworks and associated companies.

Delivery mechanisms

With government departments

- In pursuit of national / government objectives
- Ranging from formal to understood to fluid
- Discretionary or nondiscretionary
- Based on award criteria and objective led.
- Public spending code – strict reporting criteria
- Procurement rules
- Post project evaluation
- Audit , Audit committee , NOAC , council reporting , public access.

Key Government Departments



Department of housing
planning and local
government - €2.6 b



Department of
community and rural
development €119 m



Department of climate
action and
environment €26m



Department of
agriculture food and
marine € 13m



Department education
and science €9m



Department of culture
heritage and the
Gaeltacht € 9m



Department of children
and youth affairs € 1m

Working with government agencies

- National transport authority - €37m
- Office of public works - €32m
- Transport infrastructure Ireland - €734m
- Failte Ireland - €11m
- Health Service executive - €16m
- Enterprise Ireland - €35m
- Environmental protection agency- €0.4m
- Arts council of Ireland -€1.6m
- Food safety authority of Ireland -€5.5m
- Courts service - €2.2m
- Sustainable energy authority of Ireland-€0.7m

Challenges !

- Heavy on administration
- Different rules of engagement , accountability requirements.
- Capacity to avail of opportunity in the absence of certainty – for the most part not multi – annual.
- Capacity to respond to mid year fluctuations in funding due to delays on other projects , new government initiatives.
- Managing cashflow – differing recoupment response times
- Better to be relevant and manage the issues – for the most part excellent staff relations make it work.

Shared Service

Lead authority Model

- Payroll – Laois coco.
- Procurement – Kerry coco.
- HAP – limerick coco.
- Road openings – Donegal coco.
- Waste permits – Offaly coco.
- Age friendly office – Meath coco.
- Fix your street – SDCC.
- Library management – LGMA
- Role of LGMA – cost model !

Dublin Authorities

- Homeless
- Fire services
- Waste enforcement
- Incinerator development
- Voter.ie
- Climate action regional office
- Water programme office

SLA's , MOU's , Contracts & Partnerships

- Irish Water – water services delivery.
- Food safety authority of Ireland – abattoirs inspections etc.
- Department of Climate Action – Regional climate change offices
- Sports Ireland – Sports partnership offices
- Enterprise Ireland – Local enterprise offices
- DES – school site procurement and school development
- Creative Ireland – creative Ireland programme
- Music generation – 3 year contract
- Arts council – 2018 – 25 framework agreement

Governance and measurement

- Technical and clinical – IW and FSAI
- Key performance indicators – funding dependent – EI , IW etc
- Shared objectives – ongoing review – arts
- Report intervals
- Annual reviews
- Ad Hoc – case by case – school development but works well !
- Formal contract

Companies & subsidiaries

- Areas of Operation – Arts, Sport, tourism, Asset management , Enterprise promotion.
- Rationale
 - Business not aligned to public sector or Local government model
 - Recruitment flexibility , terms and conditions relative to sector, Hours of operation.
 - Profit motive – charging policy – need to depoliticise.
 - To avail of funding opportunities
 - To avail of external board expertise
 - Naming and perception !!
- Different models – All linked to company legislation



South Dublin county Council

- South Dublin leisure services
- The civic
- Rua Red
- Grangecastle Business park
- South Dublin District heating Company – HEATWORKS.

Risks and exposure

- Quality of board selection – understanding their role !!
- Business, Financial and Taxation exposure;
- Associated powers including borrowing, property acquisition and employment rights and obligations.
- The necessity and extent to which company formation will require seed capital, premises and ongoing financial support.
- The relationship of the company with the Local Authority, its related independence and the associated risks including reputational risk.
- The implication of company dissolution and consequent obligations.
- Requires careful consideration and ongoing structured monitoring.