



**NOTIFICATION TO ATTEND MEETING OF THE FINANCE SPC  
TO BE HELD BY REMOTE VIDEO CONFERENCE VIA - MICROSOFT TEAMS  
ON THURSDAY 16 SEPTEMBER 2021 AT 2.30 PM**

**WEBCASTING NOTICE**

This meeting may be filmed for live or subsequent broadcast via the Council's website. At the start of the meeting the Chair will confirm if all or part of the meeting is being filmed.

You should be aware that the Council is subject to the Freedom of Information Act 2014, the Data Protection Act 1988 and 2018, General Data Protection Regulations (EU) 2016/679 and the Defamation Act 2009. Data collected during this webcast will be retained in accordance with the legislation.

Therefore, by entering the Council Chamber/Meeting Room and using the seats around the meeting tables, public gallery etc., you are consenting to being filmed and to the possible use of those images and sound recordings for webcasting.

If you have any queries regarding this, please contact the Chief Executives Department on Extn. 2101 or DD (01) 222 2100.

**AGENDA**

**THURSDAY 16 SEPTEMBER 2021**

	<b>PAGE</b>
1	Draft Minutes of Finance SPC meeting held on 20th May 2021 <b>3 - 6</b>
2	Correspondence
	a) Housing Rent Arrears - Darach O'Connor - 27/05/2021 <b>7 - 8</b>
	b) LPT Reform - Cllr S. McGrattan to Minister P. Donohoe - 24/05/2021 <b>9 - 10</b>
	c) LPT Reform - Cllr S. McGrattan to Minister McGrath - 27/05/2021 <b>11 - 12</b>
	d) LPT Reform - Cllr S. McGrattan to Minister O'Brien - 27/05/2021 <b>13 - 14</b>
	e) LPT Reform - Minister P. Burke's response - 15/06/2021 <b>15 - 16</b>
	f) LPT Reform - Minister P. Donohoe response - 09/07/2021 <b>17 - 18</b>
3	Community Wealth Building <b>19 - 38</b>
4	Cyber Security <b>39 - 48</b>
5	Draft 2022 Schedule of Finance SPC Meetings <b>49 - 50</b>



## Finance Strategic Policy Committee

### Minutes of Meeting Held 20<sup>th</sup> May 2021

#### 1. Draft Minutes of the Finance SPC meeting held on 25<sup>th</sup> March 2021

The draft minutes were proposed by Cllr. D. Lacey and seconded by Cllr. N. Reilly. The minutes were adopted.

#### 2. Matters Arising

##### Housing Rents

A request for a report on Housing Rent Arrears was made.

**Agreed:** It was agreed that a letter would issue to Housing & Community Services requesting an update for the September meeting.

##### Rates Waiver

K. Quinn provided an update on the rate waivers applied to date and the number of appeals lodged. 161 appeals amounting €544K have been sent to the Department and 72 appeals amounting to €330K were not recommended as they do not meet the qualifying criteria.

It was noted that it is too early yet to know the impact on rates payments over the full year. No information is available regarding a possible waiver for hospitality for the 3<sup>rd</sup> quarter of the year.

#### 3. Correspondence

a) Local Property Tax Review – correspondence received from Minister P. Donohoe

Noting the contents of the response received, it was agreed that a letter would issue to the Minister for Finance seeking a meeting with a delegation of SPC members to discuss the LPT reform in the context of local government funding.

**Agreed:** it was agreed that the three issues to be raised are i) removing exempt status from new builds since 2013, ii) the operation of the equalisation fund and iii) the loss of grant funding / substitution of LPT receipts coming from the determination by Government that DCC is self-funding.

b) Housing Loans Arrears – letter to Darach O'Connor, Housing & Community Services Department dated 20/4/2021

It was noted that a report on this item was listed on the agenda for this meeting

#### 4. Housing Loan Accounts in Arrears – Analysis

Teresa Conlon and Gabrielle Malone, Housing & Community Services Department presented a report to members. This report covered the follows:

- History of Arrears
- Breakdown of Arrears to 31<sup>st</sup> December 2020
- Mortgage to Rent
- Covid 19 and Mortgage Payment Breaks
- Types of loans available

At the conclusion of the presentation, the Housing Loans team were complimented on their work.

Additional clarification was sought around the following areas:

- Criteria for eligibility for the Rebuilding Ireland Home Loan and the disadvantage to separated/divorced buyers – exceptions can be made in extreme circumstances.
- Impact of the increase in the MARP premium fund rate – it was noted that there was no impact on the number of loan applications.
- Intervention when accounts fall into arrears – Mortgage to Rent criteria need to be met to transfer over. Face to face meetings are important in arrears cases. Court proceedings are necessary when they are not engaging. DCC link homeowners into MABS to help them consolidate debts. There is also the option to capitalise the loan and extend the loan period.
- Possible impact of the cap on the maximum loan amount of €320K in the Dublin market - It was noted that houses below this amount are available in the housing market.

**Agreed:** It was agreed that further analysis sought on historical arrears figures will be compiled and circulated to members.

## 5. Cash in the community

K. Quinn presented a report on this initiative and the context it has with regard to its inclusion in the SPC terms of reference were presented where it clearly details community development as a priority.

The impact of bank branch closures and often consequent reduction of cash in circulation in the local economy was noted. The potential impact of less cash in circulation in the community can have a direct effect on trade for local businesses by consumers who do not use credit or debit cards. Further knock on effects on commercial customers, new business start-ups and vulnerable members of the community are evident.

It was noted that in the UK there is a pilot initiative underway to enable communities to access cash at different pop up locations where for example staff from the main UK banks operate a bank clinic at a room identified locally and rented out providing advice on different days. Another initiative offered is to increase the number of ATMs, operating without charge, in the pilot areas.

The Committee were asked to consider if this was an initiative that they would wish to proceed with by approaching the banking sector to propose the establishment of a project in Ireland.

**Agreed:** It was agreed to proceed with this proposal.

It was noted during discussions that followed that there has been a significant increase in the use of digital tools during the current pandemic period. In addition, An Post have expanded their counter services.

**Agreed:** It was agreed that the Dublin Economic Monitor would be contacted to request that research into cash in the community and any relevant trends in this area for the Dublin economy would be examined.

**Agreed:** It was agreed to establish what low cost options are available to customers from the commercial banks.

## 6. Community Wealth Building

A detailed research report was presented by K. Quinn to the committee on Community Wealth Building. The report provided a broad understanding of the topic covering the following:

- What is Community Wealth Building
- Components of Community Wealth Building
- Place
- The role of Anchor Institutions
- Community Wealth Building in the US: Cleveland
- Community Wealth Building in Europe – Mondragon
- Community Wealth Building in the UK – Preston
- Next Steps

The committee thanked K. Quinn for the amount of work put into the report presented and welcomed the proposal of seeking a presentation from some of the advocacy organisations involved. Comments made included:

- Create something of value for local communities.
- Include the negatives as well as the initiative too.
- Rates waivers for new small businesses setting up in disadvantaged areas.
- Cash hauls from drug seizures should, after due process, go back into the communities they come from.
- Use of unused industrial estates in areas for the co-operative community.
- Proposed a half day workshop on this proposal
- Noting the presence of the LCDC, what would be the role of Dublin City Council
- The approach in procurement must be made carefully.
- Clear definition of a community must be given i.e. Dublin, areas etc.
- Co-ordination of the initiative must be clearly developed
- Skills survey in the areas must be undertaken and also there's a need to talk with a group of anchors.

**Agreed:** It was agreed that a presentation would be made to the next SPC Meeting scheduled for September with the intention of organising a wider workshop for councillors, anchor businesses and community organisations in the future.

## 7. Video Series Stats

A summary report on the development and promotion of the infographic videos was presented to the committee.

**Agreed:** It was agreed that this type of communication would be expanded with other areas to be looked at such as tree pruning, gutter cleaning, street cleaning and activities that happen at night time.

## 8. Revised Standing Orders – Amendments to SPCs

Contents of the report were noted.

Signed: Councillor Séamas McGrattan  
Chairperson

Date: 20<sup>th</sup> May 2021

### **Members Present**

Cllr Séamas McGrattan (Chairperson)  
Cllr Mary Callaghan  
Cllr Anthony Connaghan  
Cllr. Daithí De Róiste  
Cllr. Alison Gilliland  
Cllr Dermot Lacey  
Cllr. Darcy Lonergan  
Cllr. Paddy McCartan  
Cllr. Noeleen Reilly  
Cllr. Nial Ring  
Tara Lillywhite-Torpey, Dublin Chamber of Commerce  
Professor Caroline McMullan, DCU  
Philip O'Callaghan, PPN  
Aidan Sweeney, IBEC

### **Officials**

Kathy Quinn, Head of Finance  
Teresa Conlon, Administrative Officer, Housing & Community Services Department  
Gabrielle Malone, Senior Staff Officer, Housing & Community Services Department  
Fiona Murphy, Senior Staff Officer, Finance Secretariat  
Mary Curran, PA to Head of Finance, Finance Secretariat  
Brendan Dorney, IS Department

### **Apologies**

Jack Daly, Docklands Business Forum  
Eric Fleming, ICTU  
Cllr Daryl Barron  
Cllr James Geoghegan

# Meamram

# Memo



Oifig an Cheannasaí Airgeadais, An Roinn Airgeadais  
Oifigí na Cathrach, An Ché Adhmaid, Baile Átha Cliath 8, Éire

Office of the Head of Finance, Finance Department,  
Civic Offices, Wood Quay, Dublin 8, Ireland  
T. 01 222 2102/3 E. [finoff@dublincity.ie](mailto:finoff@dublincity.ie)

Darach O'Connor  
Executive Manager  
Housing & Community Services Department  
Floor 3, Block 1  
Civic Offices

27th May 2021

## Re: Housing Rents – Arrears Update

Dear Darach,

At the Finance SPC Meeting held on 20<sup>th</sup> May 2021, a request was made for an update on the rent arrears position since the last report was presented to the Finance SPC.

It was agreed that this item would be listed on the agenda for the next scheduled meeting and a report from the Housing Department would be sought on the matter.

The next meeting is scheduled for Thursday 16<sup>th</sup> September 2021 and I would appreciate if you could arrange a report to be prepared on this item. The deadline for submission of reports will be Monday 6<sup>th</sup> September 2021.

I look forward to hearing from you.

Yours sincerely,

Kathy Quinn  
Head of Finance  
With responsibility for ICT



Paschal Donohue T.D.  
Minister for Finance  
Department of Finance  
Government Buildings  
Upper Merrion Street  
Dublin 2, D02 R583

24th May 2021

**Re: Reform of Local Property Tax**

Dear Minister,

I refer to the recent exchange of correspondence between us on the matter of Local Government Funding and in particular reform of the Local Property Tax (LPT) and thank you for your letter of 9<sup>th</sup> March 2021.

This issue and your most recent correspondence was discussed by the members of Dublin City Council's Finance Strategic Policy Committee (SPC) at its meeting held on 20<sup>th</sup> May. You reiterated LPT related commitments given by Government which were considered by the SPC members.

*To bring legislation for the LPT on the basis of fairness and that most homeowners will face no increase* - The SPC considers that it is a priority that householders, particularly in Dublin, do not face an increase in LPT liability. The construct of the LPT is such that the rate of property tax is levied at a flat rate throughout the State. As a result householders living in Dublin or other cities, effectively subsidise householders living in a rural area, who already have lower housing costs and in many instances the same salary (such as nurses, teachers, Gardai etc).

*To bring new homes, which are currently exempt from the LPT, into the taxation system* – The SPC considers this issue to be of importance not only to the impact on funding but also on the matters of transparency and equity. It is patently unequal for a householder living in a home constructed post 2013 to have no LPT liability while another householder living in a home constructed pre 2013 must meet its LPT liability. The quantum of funding that will accrue to Dublin City Council and Local Government more widely can be of immense benefit, more so in the current context where developments to our public realm and urban spaces are essential to our social and economic recovery.

*All money collected locally will be retained within the county. This is to be done on the basis that those counties with a lower LPT base are adjusted via an annual national equalisation fund paid from the Exchequer* – The SPC welcomes and urges the dismantling of the LPT equalisation measures. There are extensive service developments that could be funded, across Dublin City Council, strengthening communities and improving quality of life and indeed leading to improved life outcomes.

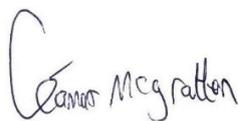
The SPC believe attention should be given to a key aspect of the administration of LPT, not referenced in your correspondence. This is the concept of self-funding, which is the

determination by Government that certain local authorities (all urban) have no service needs that could be funded through the application of LPT receipts from local householders. This is manifestly untrue and must be corrected. This approach by Government is discriminatory to urban dwellers as it penalises urban local authorities. Urban dwellers must have as much expectation as rural dwellers that their local taxes will support *their* local services.

All of these matters form part of the broader framework of local government funding, which is not fit for purpose. Dublin City Council's Finance SPC members seek to open a dialogue with you on the underfunding of local government and how a sustainable funding model can be achieved. To that end, a small delegation of SPC members offers to meet with you to constructively discuss this further. The SPC delegation can attend based on arrangements to suit your availability.

I look forward to your response.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Séamas McGrattan', written over a horizontal line.

**Cllr Séamas McGrattan**  
**Chairperson**  
**Finance Strategic Policy Committee**

Michael McGrath T.D.  
Minister for Public Expenditure and Reform  
Department of Public Expenditure and Reform  
Government Buildings  
Upper Merrion Street  
D02 R583

27th May 2021

**Re: Reform of Local Property Tax**

Dear Minister McGrath,

Please find attached copy correspondence of 24<sup>th</sup> May 2021 that issued to Minister Paschal Donohoe in relation to the Department of Finance's review of the Local Property Tax and ongoing correspondence from Dublin City Council's Finance Strategic Policy Committee.

For information purposes, I attach a copy of the previous correspondence between the Department of Finance and Dublin City Council's Finance Strategic Policy Committee dated 5<sup>th</sup> February and 9<sup>th</sup> March 2021.

Yours sincerely,



**Cllr Séamas McGrattan**  
**Chairperson**  
**Finance Strategic Policy Committee**

cc. Minister D. O'Brien, Minister for Housing, Local Government and Heritage



Darragh O'Brien T.D.  
Minister for Housing Planning & Local Government  
Department of Housing Planning & Local Government  
Custom House  
Dublin 1  
D01 W6X0

27th May 2021

**Re: Reform of Local Property Tax**

Dear Minister O'Brien,

Please find attached copy correspondence of 24<sup>th</sup> May 2021 that issued to Minister Paschal Donohoe in relation to the Department of Finance's review of the Local Property Tax and ongoing correspondence from Dublin City Council's Finance Strategic Policy Committee.

For information purposes, I attach a copy of the previous correspondence between the Department of Finance and Dublin City Council's Finance Strategic Policy Committee dated 5<sup>th</sup> February and 9<sup>th</sup> March 2021.

Yours sincerely,



**Cllr Séamas McGrattan**  
**Chairperson**  
**Finance Strategic Policy Committee**

Cc Minister M. McGrath, Minister for Public Expenditure and Reform





Oifig an Runaí Aire

Office of the Minister of State

15 June 2021

Cllr. Séamas McGrattan

[seamas.mcgrattan@dublincity.ie](mailto:seamas.mcgrattan@dublincity.ie)

Ref: HPLG-MoSB-00593-2021

Dear Cllr. McGrattan,

I refer to your correspondence in connection with reform of Local Property Tax (LPT), which was forwarded by Minister Darragh O'Brien.

At the outset, it is important to state that the Government remains committed to ensuring that the local government sector retains a sustainable and stable source of funding from LPT, distributed to local authorities via the Local Government Fund, to enable the delivery of essential services.

The Programme for Government 'Our Shared Future', commits to bringing about reforms in the workings of LPT. These reforms will involve bringing new homes, which are currently exempt from LPT, into the taxation system as well as providing for all money collected locally to be retained within the county. This will also be done on the basis that those counties with a lower LPT base are adjusted via an annual national equalisation fund paid from the Exchequer, as is currently the case.

To this end, The Minister for Finance, Paschal Donohoe TD, recently published the Heads of the Finance (Local Property Tax) (Amendment) Bill 2021. The Bill will give effect to a package of measures in line with the Programme for Government to address the future of the Local Property Tax. The legislation required to implement those changes falls under the remit of the Department of Finance as a tax policy matter and will be considered by the Houses of the Oireachtas in due course. Minister Donohoe also signalled the Government's intent to move to 100% local retention from 2023. Any changes to the allocation process may be considered in that context.

However, I strongly reject the assertion that self-funding obligations are discriminatory to urban authorities. Housing delivery is a key priority of Government and all self-funding monies are spent delivering important services within the local authority area. I do not anticipate any departure from this funding model.



I trust this information will be of assistance.

Yours sincerely,

A handwritten signature in blue ink, reading "Peter Burke", is positioned above a horizontal line.

Peter Burke T.D.

Minister for Planning and Local Government

Please note: I am a Designated Public Official under the Regulation of Lobbying Act, 2015



Our Ref: FIN-MO-03082-201

9 July 2021

Cllr Séamas McGrattan  
Chairperson  
Finance Strategic Policy Committee  
[Fiona.murphy@dublincity.ie]

Dear Chairperson

I wish to refer to your letter of 24 May 2021 concerning reform of the Local Property Tax (LPT).

As you will be aware, the Government has recently given its approval for the General Scheme of the Finance (Local Property Tax) (Amendment) Bill 2021 which has been published at this link <https://www.gov.ie/en/publication/4dc24-heads-of-the-finance-local-property-tax-amendment-bill-2021/>. The Bill is designed to implement the Programme for Government commitments to bring forward legislation in relation to LPT on the basis of fairness and that most homeowners will face no increase in their LPT liability. In addition the Bill will address the commitment to bring new homes, which are currently exempt from or outside of the tax, into the taxation system.

The Programme for Government also includes a commitment to move to 100% local retention of LPT receipts. However, as the LPT revaluation process under the proposed Finance (Local Property Tax) (Amendment) Bill is likely to take a number of months, detailed information on the new yield per local authority will not be available until later in the year. Accordingly, my colleague the Minister for Housing, Local Government and Heritage has recently announced that LPT allocations for 2022 will provisionally be based on updated information regarding the 2021 LPT yield, on a no change basis i.e. the 80:20 model. All other elements will also be based on 2021 figures, including the LPT baselines, the equalisation contribution and self-funding of housing and roads from surplus LPT. I understand that as the yield will change following the revaluation the Minister for Housing, Local Government and Heritage will revisit the matter at that point.

Your letter is mainly concerned with local government funding matters which fall under the remit of Mr Darragh O'Brien TD, Minister for Housing, Local Government and Heritage and Mr Michael McGrath TD, Minister for Public Expenditure and Reform, whom I note you have forwarded your letter to also.

Yours sincerely

Paschal Donohoe TD  
Minister for Finance

***The Minister is a Designated Public Official under the Regulation of Lobbying Act, 2015 (details available on [www.lobbying.ie](http://www.lobbying.ie)).***



# Democratizing the Economy Through Community Wealth Building

---

Dublin City Council Finance SPC  
September 16, 2021

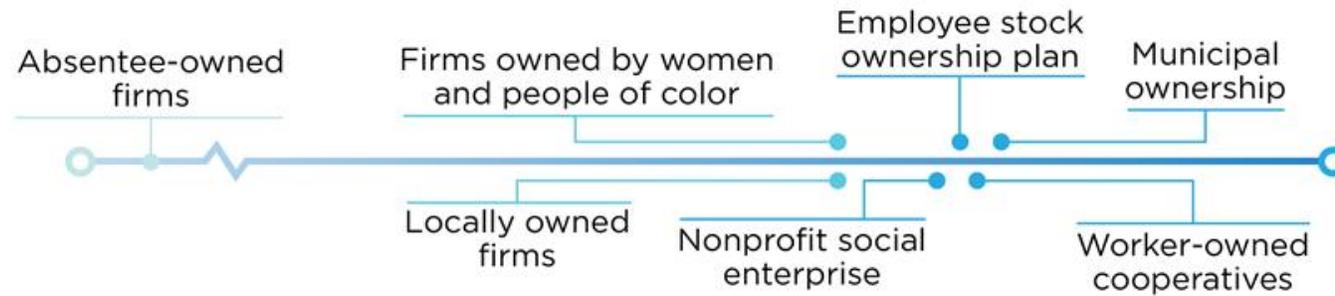
Sarah McKinley, The Democracy Collaborative  
Director of European Programs



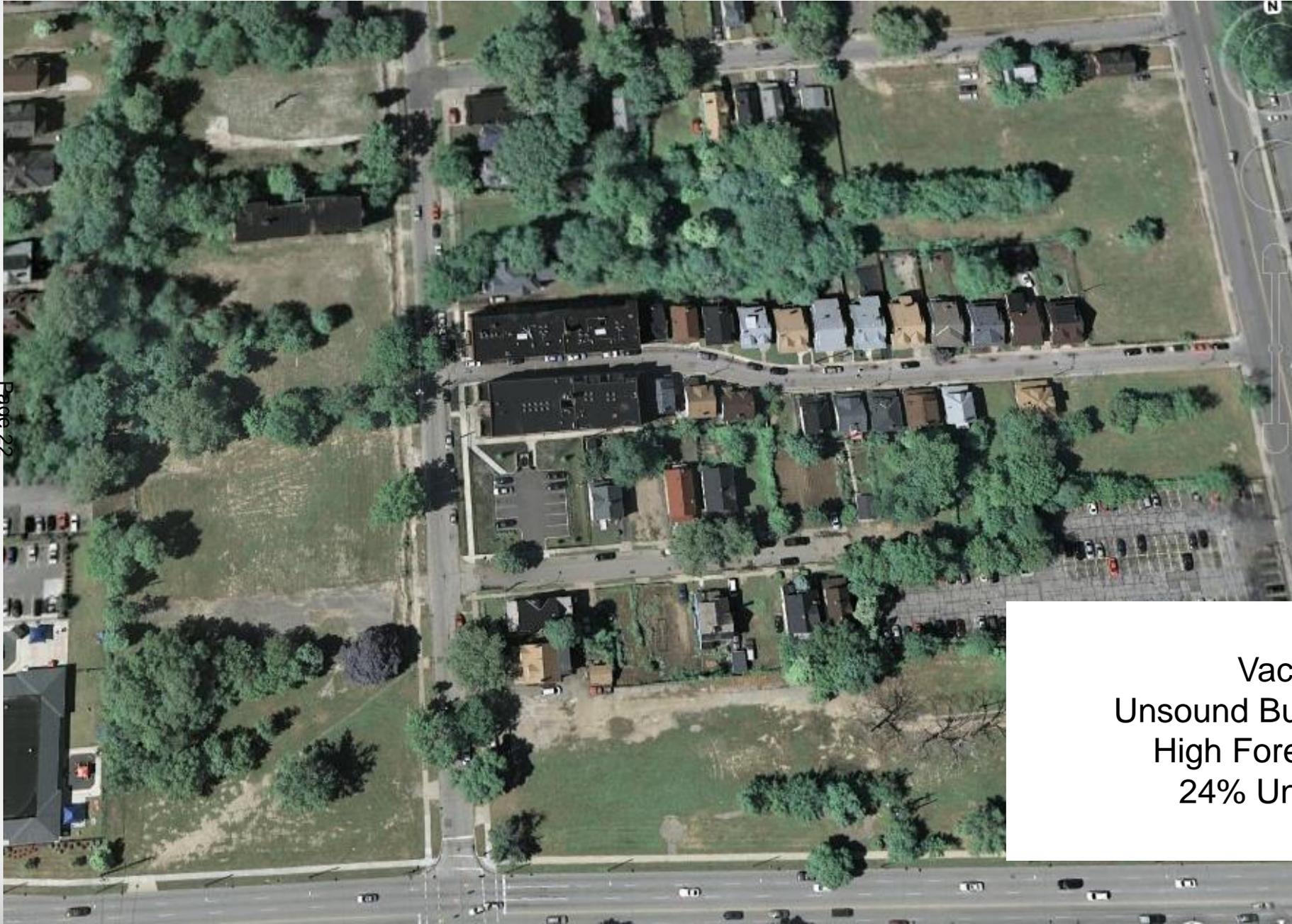
# Democratic Economy Ownership Spectrum: Enterprise Forms

**Conventional**

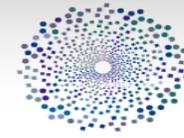
**Democratic**







Vacant Land  
Unsound Building Conditions  
High Foreclosure Rates  
24% Unemployment





## Evergreen Cooperatives: Started 2009 by Cleveland Foundation and TDC

The three Evergreen Cooperatives of Cleveland were created to hire the disadvantaged, do green development, model the role of anchor institutions.

- Green City Growers
- Evergreen Energy Solutions
- Evergreen Cooperative Laundry

Employ 240.

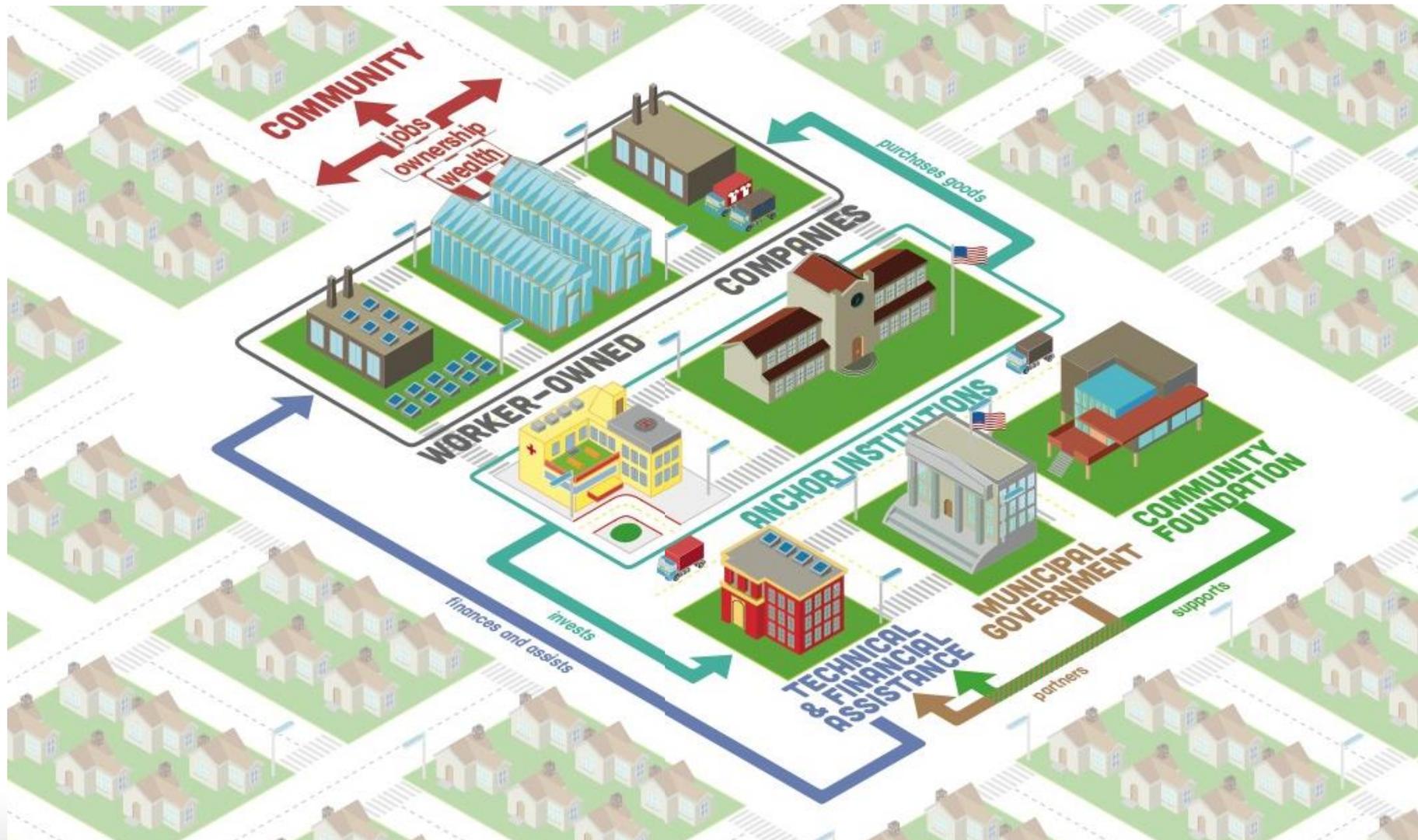
About 40% formerly incarcerated.

Living wage.

Profit sharing 2017: \$4,000.

Program to help employees buy homes.

# The Cleveland Model



# Thank you!

**For more information:**

[www.democracycollaborative.org](http://www.democracycollaborative.org)

[www.community-wealth.org](http://www.community-wealth.org)

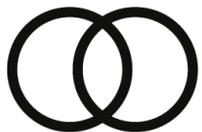
Sarah McKinley, [sarah@democracycollaborative.org](mailto:sarah@democracycollaborative.org)

# Community Wealth Building

16th September 2021

---

Sarah Longlands, Chief Executive



**CLES**  
the national organisation  
for local economies



@sarahlonglands  
@CLEStinkdo



# About CLEES

- The ***national organisation for local economies***
- Progressive economics for people, planet and place
- Thinking *and doing*, to achieve strong local places and better lives for communities
- Led the development of community wealth building in the UK



# Our economic approach isn't working

*Long before the Covid-19 pandemic, our economic model was failing to deliver better lives*

Page 29



# What's going wrong?

- Much economic progress has been made but inequalities still continue to widen
- A focus on economic 'growth' is not enough. No automaticity about improvements in productivity delivering better outcomes for people
- Covid -19 is exposing existing inequalities
- Huge pressure on places to deal with these challenges, along with looming crisis of climate change but old orthodoxy is not up to the task





# Community wealth building

- **Uses** collaborative power of communities, businesses and anchor institutions (e.g. spend of NHS, Councils, Scottish Executive) to deliver social and economic benefits
- **Aims** to build wealth from within by leveraging benefits from existing resources and assets for example:
  - ✓ Greater diversity of economic ownership
  - ✓ Decent work, training and progression
  - ✓ More small businesses, start-ups, social enterprise.
- **Works towards** *generative* as opposed to an *extractive* economy which delivers better social and economic outcomes for people and planet.

# Community wealth building: five key principles

## Finance:

Ensuring flows of investment and financial institutions work for local people, communities and businesses.



## Workforce:

Increasing fair work and developing local labour markets that support the wellbeing of communities.



## Spending:

Maximising community benefits through procurement and commissioning, developing good enterprises, fair work and shorter supply chains.



## Land and property:

Maximise the value that local communities receive from land and property assets, including those held by the public sector.



## Inclusive Ownership:

Developing more local and social enterprises which generate community wealth, including employee owned firms and coops.





# Scotland and Scottish Government

- Means to practically deliver on Well-being economy

Page 33

- Dozen areas advancing CWB.
- New Scottish Government Minister For Community Wealth –Tom Arthur MSP
- Possibly Community wealth building Act

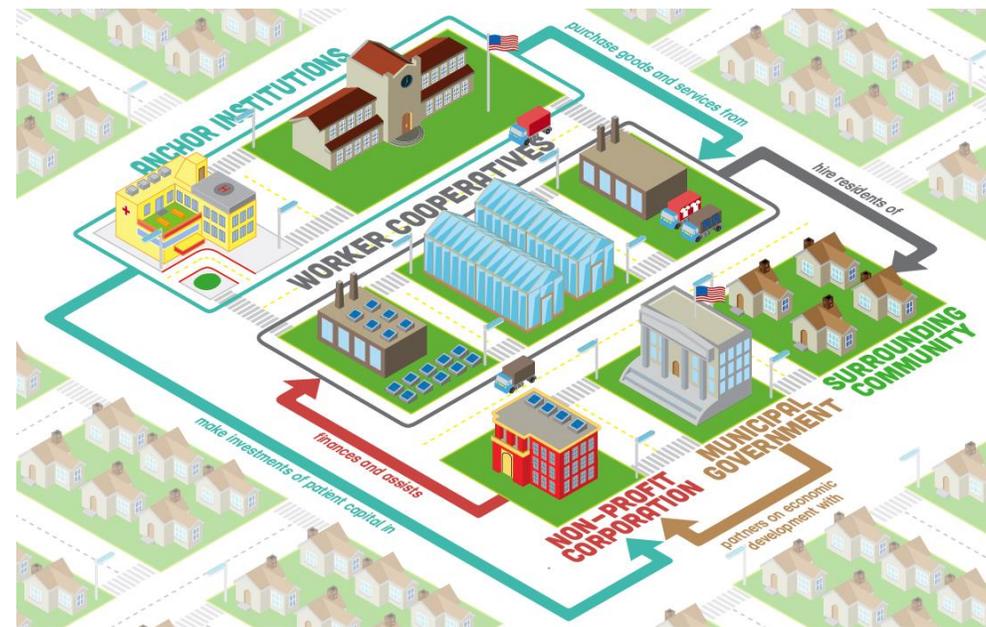


Towards a robust,  
resilient wellbeing  
economy for Scotland

Report of the Advisory Group on Economic Recovery

# ‘Preston Model’

- Traditional property driven economic development model was failing yet the city did have ‘wealth’ in its institutions
- Started to use procurement to drive economic and social benefits including:
  - £70m more for city economy
  - £200m more for regional economy
  - Created 1,600 more jobs
  - 4,000 more people being paid the real living wage
- Anchors ‘first customers’ for food and tech co-ops
- Using local pension funds to invest in local area
- Preston has moved up deprivation index
- Most improved place to live in UK



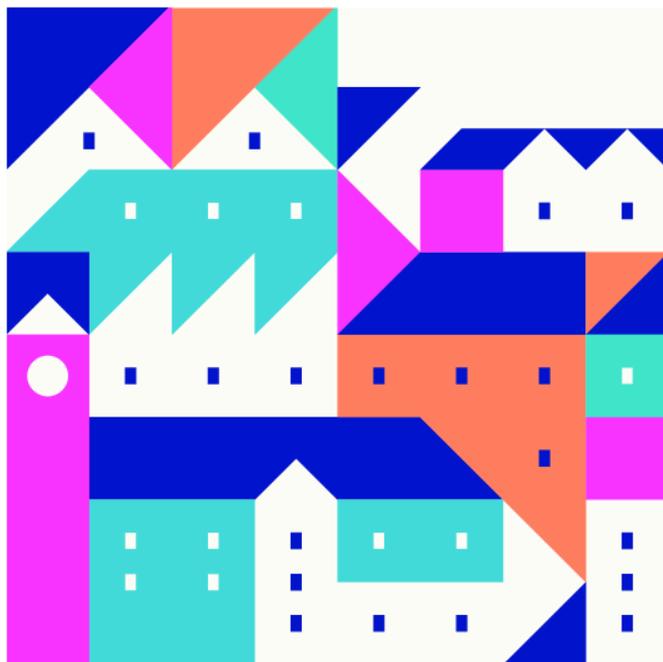
- Birmingham Anchor Network – seven of the City’s largest institutions, a combined workforce of over 50,000 people and budget of over £5bn
- Community Wealth Builder in Residence
- Action Plan for response to the impact of Covid-19 on the Birmingham economy
  - Hospitality to Health
  - Procurement working group
- NHS playing a major role in using workforce strategy to address health inequalities
- Expanding into Sandwell and Wolverhampton, with Dudley and Walsall in discussion.

Birmingham has the UK’s first “community wealth builder in residence”



## Community wealth building: a history

Page 36

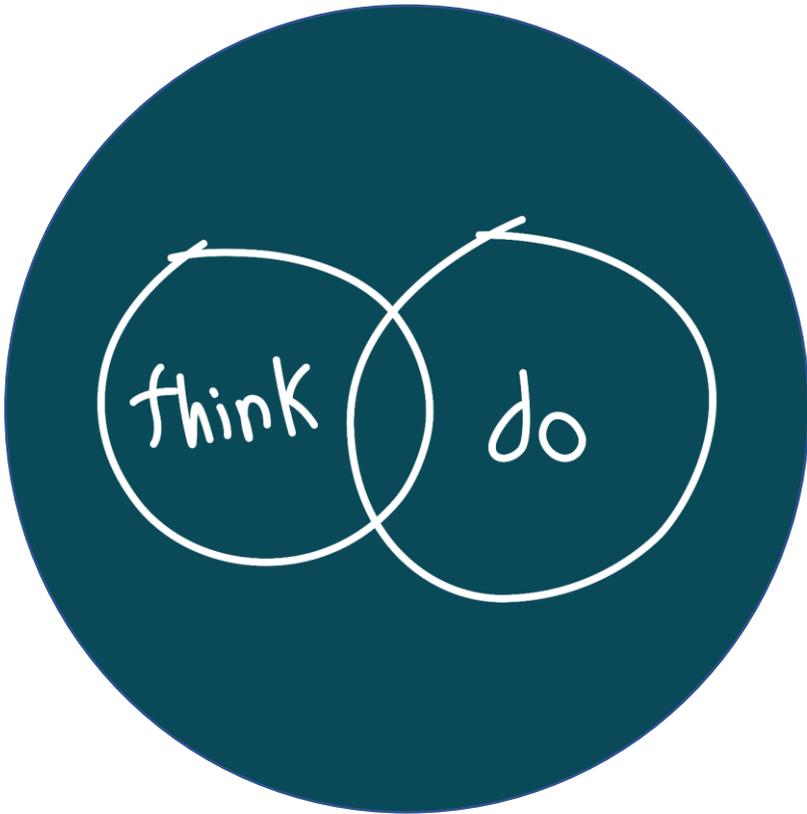


- [Community wealth building: a history | CLEES](#)
- [The Community Wealth Building Centre of Excellence | CLEES](#)
- [Community Wealth Building in North Ayrshire | CLEES](#)
- [Our land | CLEES](#)
- [Growing anchor networks in place: a how to guide | CLEES](#)
- [Community Wealth Building in Birmingham | CLEES](#)
- [Restoring public values: the role of public procurement | CLEES](#)
- [Blog | CLEES](#) – access to CLEES podcasts



# Thank you

Page 37



(+44) 7919 050882 - Sarah



[sarahlonglands@cles.org.uk](mailto:sarahlonglands@cles.org.uk)



@CLEStinkdo  
@sarahlonglands



[www.cles.org.uk](http://www.cles.org.uk)





Roinn um Chórais Faisnéise  
Bloc 1, Urlár 9, Oifigí na Cathrach, Baile Átha Cliath 8  
Tel. +353-1-222 2240 Fax. +353-1-2222229 E. isdept@dublincity.ie

Information Systems Department  
Block 1, Floor 9, Civic Offices, Dublin 8

## Finance Strategic Policy Committee Cyber Security

### Introduction

There have been a range of high profile Cyber-attacks recently which have impacted on government agencies and it is appropriate to brief the Finance SPC in DCC on the current position.

### Recent Cyber Attacks impacting on Government Agencies

There have been a number of high profile attacks recently but it should be noted that there is a continual Cyber-attack on all organisations at all times.

The HSE suffered a major ransomware attack that is still being remediated at the time of this report. This attack had a significant impact on the business services and will have a large cost to the HSE. This impacted on all of the key systems of the HSE.

A major security weakness in the Microsoft Exchange mail system had significant potential impacts on many organisations worldwide. This weakness would have allowed for total access to organisations systems if email was enabled from the internet directly.

A second Microsoft Exchange weakness was the subject of an urgent patching policy to again stop a major attack vector.

### DCC Response to these Attacks

DCC has not been impacted by these attacks. These incidents are managed by our Security team, Technical teams and our external managed service providers. This includes a 24x7 Security operation centre and SIEM(logging) solution that is contracted to DCC. We are also supported from the Central Government CERT team.

We have identified the potential attack vectors and scanned for the associated indications of compromise. All critical additional patches would have been installed.

Staff awareness was raised through a number of channels.

The exchange attack was not a risk to DCC as our design for over twenty years does not include a direct connection from the Internet to our mail systems. This was a security feature that shows the need to include security requirements in the systems design phase.

## **Current Security profile in DCC**

DCC has a security profile suitable to a major public body. The following points illustrate the high level of security applied to our systems.

- DCC has a dedicated security team
- DCC has a dedicated security budget
- Staff awareness is a key part of security profile
- Utilising external security companies for evaluation of new systems and existing systems
- DCC has an external managed SOC / SIEM (security operational and logging system)
- Enterprise grade backup
- Regular internal vulnerability scans
- Strong Patching policy
- LAN segmentation
- Security in depth by design
- Strong end point protection
- Upgrading of older software and hardware that cannot be secured

## **NIST Framework**

DCC implements security on the NIST framework which includes additional functionality beyond prevention. This framework presumes that not all cyber-attacks can be prevented and so it is important to detect and respond to incidents that are not prevented. An incident response plan is utilised in DCC following the detection phase.

It should be noted that the security profile of an organisation is also linked to its approach to its business risk management approach.

## **Future Impacts of Cyber Security**

Looking forward there is going to be increased complexity in terms of the attack profile expected. The impact of a security incident is now both operational risk as well as data loss and reputational risk. This is likely to increase the level of specialised resources and budget that will be required into the future. The availability and cost of such resources is challenging for government bodies.

This will also increase with the proposed EU directive on NIS being extended from the current operator of essential services to include government services in the coming years.

The increased use of cloud solutions also adds to the resources required to secure DCC data and operations.

Brian Curtis  
ICT Manager

1<sup>st</sup> September 2021

# ICT Security Update to Finance SPC

Page 41

Brian Curtis ICT Manager



Comhairle Cathrach  
Bhaile Átha Cliath  
Dublin City Council

# Introduction

- A range of High profile Cyber attacks have impacted on Government Agencies
- Presentation Contents
  - Recent Cyber attacks
  - DCC Response to these Attacks
  - Current Security profile in DCC
  - NIST Framework
  - Future Impact of Cyber Security
- This is a non technical and high level presentation



# Recent Cyber Attacks impacting on Government Agencies

- Note that there is a continuous attacks on all organisations at all times. More sophisticated with greater impacts now.
- The HSE suffered Ransomware attack
  - Impacted on business services
  - High Cost
  - Data loss
- Microsoft exchange mail for any organisation with email exposed to the internet.
- 2<sup>nd</sup> Microsoft Exchange weakness led to another critical patching



# DCC Response to these Attacks

- DCC not impacted by these attacks
- Incidents managed by
  - Security Team
  - Technical Teams
  - External support teams
  - SOC / SIEM managed service 24 x 7
  - Central government CERT team
- Attack vectors identified
- Scanning of Indicators of compromise
- Critical patches installed
- Staff awareness raised
- Exchange not a risk to DCC as design based on security did not allow direct connection to internet for mail



# Current Security Profile in DCC

- DCC has a dedicated security team
- DCC has a dedicated security budget
- Staff awareness key part of security profile
- Utilising external security companies for evaluation of new systems and existing systems
- DCC has an external managed SOC / SIEM (security operational and logging system)
- Enterprise grade backup
- Regular internal vulnerability scans
- Strong Patching policy
- LAN segmentation
- Security in depth by design
- Strong end point protection
- Upgrading of older software and hardware that cannot be secured



# NIST Framework

- DCC implements the NIST Framework
- Presumption that not all cyber attacks can be prevented
- Detection software and processes in place
- Incident response plan in place to respond
- Security profile of an organisation is linked to its business risk management approach



# Future impacts of Cyber Security

- Increased complexity of attacks expected
- Impact is now operational risk as well as data loss and Reputational risk
- Increased level of specialised Resources and Budget will be required into the future
- Availability of these resources in government is challenging
- EU NIS directive will add Government services to the security level of Essential services
- Increased use of cloud solutions adds to the resources required to secure DCC data and operations





## Finance Strategic Policy Committee

### Schedule of Meetings For 2022

<b>DATE</b>	<b>LOCATION</b>	<b>TIME</b>
Thursday 20 <sup>th</sup> January	TBC	2.30 pm
<b>Thursday 24<sup>th</sup> March</b>	TBC	2.30 pm
Thursday 19 <sup>th</sup> May	TBC	2.30pm
Thursday 15 <sup>th</sup> September	TBC	2.30pm
Thursday 17th November	Council Chamber	2.30 pm

Meetings will take place on 3<sup>rd</sup> Thursday of the month except for the March 2022 meeting which is the 4<sup>th</sup> Thursday due to St. Patrick's Day falling on 3<sup>rd</sup> Thursday.

