



Comhairle Cathrach Chorcaí Cork City Council

Quality Assurance Report 2018

To Be Submitted to the National Oversight Audit Committee in Compliance with
the Public Spending Code

National Oversight and Audit Commission,
NOAC Secretariat,
Custom House,
Dublin 1.

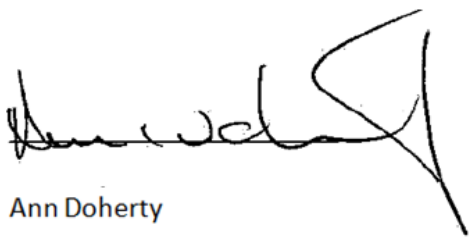
29th May 2019

Dear Sir / Madam,

Re: Certification of Public Spending Code, Quality Assurance Report for Cork City Council 2018

This Quality Assurance Report reflects Cork 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 responsibility.

Yours faithfully,

A handwritten signature in black ink, appearing to read 'Ann Doherty', with a large, stylized flourish at the end.

Ann Doherty

Chief Executive, Cork City Council

Contents

1. Introduction	<i>4</i>
2. Expenditure Analysis	<i>5</i>
3. Assessment of Compliance	<i>6</i>
4. Next Steps: Quality Assurance Process	<i>9</i>
5. Conclusion	<i>10</i>

Appendix 1: Inventory of Projects and Programmes above €0.5m

Appendix 2: Checklists - Assessment of Compliance

Appendix 3: In-depth Checks

1. Introduction

Cork City Council has completed this Quality Assurance (QA) Report as part of its on-going compliance with the Public Spending Code (PSC).

The Quality Assurance procedure aims to gauge the extent to which Cork City Council is meeting the obligations set out in the Public Spending Code. The Public Spending Code ensures that the State achieves value for money in the use of all public funds.

The Quality Assurance Process contains five steps:

- 1. Drawing up Inventories of all projects/programmes at different stages of the Project Life Cycle** (appraisal, planning/design, implementation, post implementation). The three sections are expenditure being considered, expenditure being incurred and expenditure that has recently ended and the inventory includes all capital projects/programmes above €0.5m and all current expenditure as per the annual budget process above €0.5m.
- 2. Publish summary information on website of all procurements in excess of €10m, whether new, in progress or completed.**
- 3. Checklists to be completed in respect of the different stages.** These checklists allow the Council to self-assess their compliance with the code in respect of the checklists which are provided through the PSC document.
- 4. Carry out a more in-depth check on a small number of selected objects / programmes.** A number of projects or programmes are selected to be reviewed more intensively. This includes a review of all projects from ex-post to ex-ante.
- 5. Complete a short report for the Department of Public Expenditure and Reform** which includes the inventory of all projects, the website reference for the publication of procurements above €10m, the completed checklists, the Council's judgement on the adequacy of processes given the findings from the in-depth checks and proposals to remedy any discovered inadequacies.

This report fulfils the fifth requirement of the QA Process for Cork City Council for 2018. Certain projects and programmes included in the project inventory predate Circular 13/13 but were subject to prevailing guidance covering public expenditure prior to that, e.g. the Appraisal and Management of Capital Expenditure Guidelines 2005.

2. Expenditure Analysis

2.1 Inventory of Projects/Programmes

This section details the inventory drawn up by Cork City Council in accordance with the guidance on the Quality Assurance process. The inventory lists all of the Council's projects and programmes at various stages of the project life cycle which amount to more than €0.5m. This inventory is divided between current and capital projects and between three stages:

- A) Expenditure being considered
- B) Expenditure being incurred
- C) Expenditure that has recently ended

Details of the capital projects and revenue programmes included in the inventory for 2018 are set out in Appendix 1. Expenditure included under the Council's revenue programmes has been included in the same heading format as the 2018 adopted Budget approved by the Elected Members of the Council.

Summary of Project / Programme Inventory 2018

Programme Group	Expenditure being considered			Expenditure being incurred			Expenditure recently ended			Total € millions
	> €0.5m	Capital Grant Schemes	Capital Projects	Current Expenditure	Capital Grant Schemes	Capital Projects	Current Expenditure	Capital Grant Schemes	Capital Projects	
Housing & Building	€01.51m	€0.m	€167.69m	€53.02m	€0.m	€229.44m	€0.m	€0.m	€31.42m	€483.07m
Road Transportation and Safety	€02.45m	€0.m	€120.83m	€29.57m	€0.m	€27.83m	€0.m	€0.m	€01.3m	€181.99m
Water Services	€0.m	€0.m	€0.m	€09.44m	€0.m	€0.m	€0.m	€0.m	€0.m	€09.44m
Development Management	€0.m	€0.m	€0.55m	€12.03m	€0.m	€26.61m	€0.m	€0.m	€04.13m	€43.32m
Environmental Services	€0.m	€0.m	€0.m	€31.75m	€0.m	€08.35m	€0.m	€0.m	€0.m	€40.1m
Recreation and Amenity	€0.59m	€0.m	€0.m	€26.22m	€0.m	€07.82m	€0.m	€0.m	€0.68m	€35.3m
Miscellaneous Services	€0.m	€0.m	€0.m	€0.m	€0.m	€0.5m	€0.m	€0.m	€0.m	€0.5m
Total	€04.55m	€0.m	€289.07m	€162.04m	€0.m	€300.55m	€0.m	€0.m	€37.52m	€793.73m

No of Projects / Programmes	4	0	25	41	0	55	0	0	17	142
-----------------------------	---	---	----	----	---	----	---	---	----	-----

The full inventory can be found in **Appendix 1** of this report.

2.2 Published Summary of Procurements

As part of the Quality Assurance process Cork City Council has published summary information on our website of all procurements in excess of €10m. Listed below is the link to this publication page and an illustration of its location. Procurements over this value has been undertaken in prior years which still remains valid although no contract has been awarded to date for Events Centre. While other projects have a capital value of greater than €10 million no individual procurement has exceeded this amount.

Link to Procurement Publications:

<https://www.corkcity.ie/en/council-services/public-info/spending-and-revenue/>

(Under Procurement drop down)

3. Assessment of Compliance

3.1 Checklist Completion: Approach Taken and Results

The third step in the Quality Assurance process involves completing a set of checklists covering all expenditure. The high level checks in Step 3 of the QA process are based on self-assessment by each of the Directorates and Departments within Cork City Council, in respect of guidelines set out in the Public Spending Code. There are seven checklists in total:

Checklist 1: General Obligations Not Specific to Individual Projects/Programmes

Checklist 2: Capital Projects or Capital Grant Schemes Being Considered

Checklist 3: Current Expenditure Being Considered

Checklist 4: Capital Expenditure Being Incurred

Checklist 5: Current Expenditure Being Incurred

Checklist 6: Capital Expenditure Completed

Checklist 7: Current Expenditure Completed

(a) In addition to the self-assessed scoring, the majority of answers are accompanied by explanatory comments. Each question in the checklist is judged using the following scoring mechanism:

- Scope for significant improvements = a score of 1
- Compliant but with some improvement necessary = a score of 2
- Broadly compliant = a score of 3

The set of completed checklists are set out in **Appendix 2** of this report.

3.2 Main Issues Arising from Checklist Assessment

The completed checklists show the extent to which Cork City Council believes that it complies with the Public Spending Code. They show the result of a self assessment exercise completed by the project owners within the various Directorates and Departments of the Council. Overall, the checklists show a good level of compliance with the Code.

Checklists 1, 2, 4, 6 shows that Cork City Council broadly meets the requirements of the Public Spending Code and Quality Assurance reporting. There have been some improvements during the year with regards to completion of post project reviews however further progress is required to encompass all relevant areas of the Council. Cork City Council will face many changes in 2019 due to the expansion of the city; this affords the opportunity to roll out further training and awareness to existing and new staff.

Current Expenditure programmes covered under checklist 3, 5 and 7 are generally covered by the Statutory Budget process which requires the approval of the elected members of the Council.

3.3 In-Depth Checks

The Council's Internal Audit function carried out the in-depth checks required under Step 4 of the Quality Assurance process. For 2018 four projects / programmes were selected, one from a Current Expenditure programme with Expenditure being Incurred and three Capital Projects also under Expenditure Being Incurred on the Project Inventory. The In-Depth Checks included covering a total of 6% of overall project/ programme costs. Details of the checks are as follows:

In-Depth Checks 2018	€ millions
Revenue Programme – Expenditure being Incurred	
Street Cleaning	€7.48m
Total Value of Revenue Programme In-depth Reviews	€7.48m
Total Revenue Programme Inventory 2018	€166.59m
% Reviewed	4%
Capital Project – Expenditure Being Incurred	
Housing Capital - Deanrock	€17.23m
Housing Capital – Church Road	€11.99m
Housing Capital – White Street	€12.70m
Total Value of Capital Projects In-depth Reviews	€41.92m
Total Capital Project Inventory 2018	€627.14m
% Reviewed	7%
2018 Overall % Reviewed	6%

The set of completed In-Depth Check Reports are contained in **Appendix 3** of this report.

Current Expenditure Programme - Expenditure being Incurred Programme Selected:

Street Cleaning

For the purpose of the in-depth checks requirement, Internal Audit chose a sample of one current expenditure programme representing 4% of overall current expenditure being incurred.

Overall, the in-depth check has demonstrated that the broad principles of the Public Spending Code guidelines for on-going management of current expenditure were adhered to. Objectives are clearly defined within the street cleaning unit's Service Delivery Plan. There was evidence of financial and operational monitoring against targets, expectations and budgets by the Street Cleaning unit. There is proactive engagement between the Street Cleaning unit and the National Litter Pollution Monitoring Scheme through annual litter fine records and survey reviews. While Internal Audit are satisfied that the current expenditure programme under review is suitably managed, a number of observations were made with regards to Cork City Council's practices and methodologies for evaluating, monitoring and assessing current expenditure. The Street Cleaning function should continue to focus on operational efficiency and effectiveness; namely utilising the CRM system to its full capacity. The internal audit function also recommends that the service delivery plan be reviewed

to ensure that it reflects the current strategy. Finally in light of the transfer of staff from the boundary extension, it is recommended that staff are made aware or refreshed of the Public Spending Code principles.

Capital Expenditure Projects Selected:

1. **Housing Capital - Deanrock** (Expenditure being incurred)
2. **Housing Capital – Church Road** (Expenditure being incurred)
3. **Housing Capital – White Street** (Expenditure being incurred)

For the purpose of the in-depth checks requirement, Internal Audit chose a sample of three capital expenditure programme representing 7% of overall capital expenditure being incurred.

The **Deanrock** project involves the development of sixty-five dwellings, with a mix of two and three storey house and duplex typologies, including a Community Facility and associated site works on the site of demolished flats. Based on the in-depth review undertaken, it appears that the development of Deanrock is substantially in compliance with the Public Spending Code. The development has been conducted in line with the requirements of the Sanctioning Authority which in this case is the Department of Housing, Planning and Local Government. Cork City Council has had clear communication with the Department of Housing, Planning and Local Government to ensure that approvals were sought at the necessary stages before expenditure commenced. All recommendations set by the Department were addressed and met where required. It is considered that the project has been well managed during the planning and design phase and that there is appropriate oversight and management in the current construction phase. While Internal Audit are satisfied that the project is managed appropriately and provides value for money, there is one recommendation that may enhance future practices – to ensure that on completion a post project review is undertaken.

The **Church Road** project involves the purchase of land and development of 43 dwelling units in Church Road, Blackrock. The project is as a result of Cork City Council launching a competitive dialogue procedure in September 2015 in order to identify suitable sites or housing projects/schemes that could help deliver the Council's Social Housing Programme for Cork City in line with the National Social Housing Strategy 2020. Based on the in-depth review undertaken, it appears that the development of Church Road is substantially in compliance with the Public Spending Code. The development has been conducted in line with the requirements of the Sanctioning Authority which in this case is the Department of Housing, Planning, Community and Local Government. Cork City Council has a clear and transparent procurement process and has had clear communication with the Department of Housing, Planning and Local Government to ensure that approvals were sought at the necessary stages before expenditure commenced. All recommendations set by the Department were addressed and met where required. It is considered that the project has been well managed during the planning and design phase and that there has been appropriate oversight and management during the current construction phase. As with the previous project, it is recommended that a post project review is undertaken when the project is complete.

The **White Street** project is for the development of forty-three dwellings, with a mix of studio, 1 bedroom, 2 bedroom and 3 bedroom units at White Street, Cork. It is intended that all the units

would be utilised for the provision of social housing for applicants from the Social Housing list supporting Cork City Council's Social Housing delivery plan for the 'Social Housing Strategy' as approved by Government in November 2014. Based on the in-depth review undertaken, it appears that the development of White Street is substantially in compliance with the Public Spending Code. The development has been conducted in line with the requirements of the Sanctioning Authority which in this case is the Department of Housing, Planning, Community and Local Government. Cork has a clear and transparent procurement process. Cork City Council has had clear communication with the Department of Housing, Planning and Local Government to ensure that approvals were sought at the necessary stages before expenditure commenced. All recommendations set by the Department were addressed and met where required. It is considered that the project has been well managed during the dialogue, tender and planning phases and that there is appropriate oversight and management in the current construction phase. While Internal Audit are satisfied that the project is managed appropriately and provides value for money, it is recommended that on completion of the project a post project review is undertaken.

All in-depth reviews recommend that taking into account the movement and transfer of staff arising from the boundary extension of Cork City Council in May 2019, it is recommended that staff is made aware or refreshed of the principles and procedures of the Public Spending Code and the importance of compliance with the Code.

4. Next Steps: Quality Assurance Process

Cork City Council has operated in broad compliance with the requirements of the Public Spending Code in 2018, borne out by the checklists completed by the project owners and the in-depth reviews carried out by Internal Audit. Lessons learned over the last number of years show that continuous communication of the requirements of the public spending code is key to both maintaining this level and making the improvements necessary. The experience gained by staff in completing this quality assurance process and ongoing capital budget controls all support the keeping of PSC requirements in the day to day priorities of Council staff.

A new directorate 'Infrastructure Development' (Capital Delivery Office) has recently been established. Their main remit is to manage, design, tender and delivery of capital projects for Roads, Parks, Recreation, LIAF and Flood Defence in the City. All Housing Capital delivery remains with Housing Directorate due to its strategic importance. The establishment of this centralised unit will further assist with embedding best practice in project management, implementing the requirements of the PSC and support corporate learning from past experiences. Cork City Council is committed to providing ongoing internal training in relation to areas such as procurement, capital management and delivery.

5. Conclusion

The inventory outlined in this report lists the capital expenditure that is being considered, being incurred, and that has recently ended. Cork City Council has published details of all procurements in excess of €10 million on its website. The checklists completed by the organisation show a satisfactory level of compliance with the Public Spending Code. The in-depth checks carried out on a selection of programmes revealed no major issues which would cast doubt on the Council's compliance with the Code. However the Quality Assurance Process has identified areas where the Council can improve both at a broad level in implementing the Code and in specific areas across all three expenditure categories. Cork City Council will face many changes in 2019 due to the expansion of the city; this affords the opportunity to roll out further training and awareness to existing and new staff. Any areas of improvement identified in this report will be incorporated to enhance its reporting and ensure high levels of compliance with the PSC in the future.

Appendix 1

Inventory of Projects and Programmes above €0.5m

Local Authority	Expenditure being considered					Expenditure being incurred			Expenditure recently ended			
	Current > €0.5m	Capital Grant Schemes > €0.5m	Capital Projects			> €0.5m			> €0.5m			
			€0.5 - €5m	€5 - €20m	€20m plus	Current Expenditure	Capital Grant Schemes	Capital Projects	Current Expenditure	Capital Grant Schemes	Capital Projects	
CORK CITY COUNCIL												
CORK CITY COUNCIL												
Housing & Building												
CNWR SOCIAL & COMMUNITY								€0.9m				
CNWR CORK NORTH WEST REGENERATION PROJECT								€12.49m				
CNWR PHASE 1A DESIGN												€3.95m
CNWR PHASE 1B DEVT. (PROJECT 4-7)												€9.49m
CNWR PH. 2A (DECANT/ENABLING)												€1.02m
CNWQR PH 2A DESIGN & CONSTRUCT								€10.83m				
CNWQR PH 2B DECANT & ENABLING								€10.13m				
CNWQR PHASE 1C								€10.55m				
CNWQR PHASE 2C (previously PHASE 1E)								€5.58m				
CNWQR PHASE 3B			€16.13m									
CNWQR PH 3 DECANT & ENABLING			€1.74m									
SHP 2015 - 17 - CORCORAN'S QUAY			€0.71m									
SHP 2015 - 17 - 5 UNITS FARRANFERRIS CRESCENT			€1.22m									
SHP 2015 -17 - 5 UNITS ARD AOIBHINN BANDUFF -								€1.27m				
SHP 2015 -17 - 30 UNITS ARUS MHUIRE BLACKROCK								€7.73m				
SHP 2015 -17 - 32 UNITS BARRACK STREET								€9.39m				
SHP 2015 -17 - 43 UNITS CHURCH ROAD BLACKROCK								€11.99m				
SHP 2015 -17 - 10 UNITS HIGH STREET								€2.56m				
SHP 2015 -17 - 4 UNITS TRAMORE ROAD								€1.11m				
SHP 2015 -17 - 46 UNITS WHITE STREET								€12.7m				
SHP 2015 -17 - 16 UNITS WOOD STREET								€4.63m				
SHP 2015 -17 25 UNITS BLARNEY STREET								€7.11m				
PROJECTS TO BE DEVELOPED UNDER THE Social Housing Strategy - SHP 2017 - 19						€120.m						

Local Authority	Expenditure being considered					Expenditure being incurred			Expenditure recently ended		
	Current > €0.5m	Capital Grant Schemes > €0.5m	Capital Projects			Current Expenditure	Capital Grant Schemes	Capital Projects	Current Expenditure	Capital Grant Schemes	Capital Projects
			€0.5 - €5m	€5 - €20m	€20m plus						
CORK CITY COUNCIL											
SHP 2017 - 2019 - 17 UNITS - 29/30 LOWER JOHN ST			€4.79m								
SHP 2017 - 2019 - 5 UNITS - BALLINURE RD			€1.39m								
SHP 2017 - 2019 - 5 UNITS - MOSS LANE, RIVERWAY			€1.58m								
SHP 2017 - 2019 - 7-11 GERALD GRIFFIN STREET			€3.91m								
OLD WHITECHURCH RD INFRASTRUCTURE								€9.87m			
REFURB DEANROCK-TOGHER								€1.19m			
DEANROCK CONSTRUCTION								€17.23m			
5/6 SHANDON STREET								€03.94m			
3 INFILL UNITS CHURCHFIELD PL								€0.75m			
50 UNITS BOYCES STREET								€16.59m			
67/68 ST. JOHN'S WELL								€1.67m			
40 UNITS GERALD GRIFFIN ST								€10.76m			
ERRIGAL HEIGHTS, THE GLEN			€4.83m								
SOCIAL HOUSING ACQUISITIONS								€33.36m			
BISHOPSGROVE											€02.22m
VOID RECOVERY PROGRAMME 2017								€2.73m			
VOID RECOVERY PROGRAMME 2018											€02.68m
VOID RECOVERY PROGRAMME 2019				€5.04m							
HOUSING VOIDS PROGRAMME 2016								€06.m			
DEEP ENERGY RETROFIT - APTS											€6.16m
HOUSE PURCH 1-3 SHERIDAN COURT											€0.72m
28/29 DUBLIN STREET											€0.78m
SPRING LANE UPGRADE WORKS								€0.64m			
REVOLVING FUND VACANT HSE. REP								€0.62m			
GLEN PH.2-BLDG & COMMUN CNTRE											€06.4m
HOUSE PURCH 27 UNITS ELDERWOOD								€4.96m			
ARD BHAILE GLENAMOY LAWN ENERG											€0.92m
REDCLYFFE								€3.26m			

Local Authority	Expenditure being considered					Expenditure being incurred			Expenditure recently ended		
	Current	Capital				> €0.5m			> €0.5m		
	> €0.5m	Capital Grant Schemes > €0.5m	Capital Projects			Current Expenditure	Capital Grant Schemes	Capital Projects	Current Expenditure	Capital Grant Schemes	Capital Projects
		€0.5 - €5m	€5 - €20m	€20m plus							
CORK CITY COUNCIL											
HOUSE PURCH 5 UNITS BANDUFF ROAD											€01.45m
HOUSE PURCH 4 UNITS 2 DEANROCK COTTAGES											€01.2m
FABRIC UPGRADE PROG PHASE 2 18											€0.58m
4 UNITS WYCHERLEY PLACE			€1.17m								
SOC HSG - BESSBOROUGH RD SITE			€2.09m								
SOC HSG - MODEL FARM RD SITE			€1.87m								
BRAMBLE COTTAGES, POPHAMS RD			€1.22m								
RESPOND ST. VINCENTS CONVENT								€4.4m			
RESPOND THOMAS DAVIS ST								€2.5m			
A01 MAINT/IMP LA HOUSING UNITS						€17.88m					
A02 HOUSING ASSESS, ALLOC & TRANSFER						€0.8m					
A04 HOUSING COMM DEVELOP SUPPORT						€06.05m					
A05 ADMIN OF HOMELESS SERVICE	€01.51m					€12.69m					
A06 SUPPORT TO HOUSING CAPITAL PRO						€02.14m					
A07 RAS PROGRAMME						€09.23m					
A08 HOUSING LOANS						€0.89m					
A09 Housing GRANTS						€02.85m					
A11 AGENCY & RECOUPABLE SERVICES						€0.5m					
TOTAL HOUSING & BUILDING	€01.51m	€0.m	€42.65m	€05.04m	€120.m	€53.02m	€0.m	€229.44m	€0.m	€0.m	€31.42m
Road Transportation and Safety											
McCurtain St Public Transport Improvements			€04.5m								
City Centre Public Transport Improvements								€04.8m			
THOMAS DAVIS BRIDGE JUNCTION								€0.52m			
PEDESTRIAN SAFETY INTERVENTION								€0.84m			
VMS PROJECT								€0.55m			
SKEHARD ROAD REALIGNMENT PH. 2								€02.7m			
Harley Street Bridge								€05.2m			

Local Authority	Expenditure being considered					Expenditure being incurred			Expenditure recently ended		
	Current	Capital				> €0.5m			> €0.5m		
	> €0.5m	Capital Grant Schemes > €0.5m	Capital Projects			Current Expenditure	Capital Grant Schemes	Capital Projects	Current Expenditure	Capital Grant Schemes	Capital Projects
		€0.5 - €5m	€5 - €20m	€20m plus							
CORK CITY COUNCIL											
Lower Glanmire Rd Repavment Contract								€02.5m			
St. Patrick's Bridge Rehabilitation								€01.55m			
Daly's Bridge Rehabilitation			€01.83m								
Blackrock Harbour Remediation								€0.22m			
Barrack St Renewal Phase II											€1.3m
Kent Station to City Centre Phase 2								€03.2m			
Ballyvolane to City Centre Cycle								€01.65m			
Skehard Rd-Church Rd Junction								€03.4m			
Mahon Point Bus Gate & Walkway								€0.7m			
Docklands to City Centre Road Network				€06.5m							
Monahans Road Extension				€05.m							
Wilton Corridor Phase 1 (Dennehy's Cross)			€04.m								
Wilton Corridor Phase 2				€15.m							
Passage to City Centre Greenway Project Ph 1			€03.m								
Eastern Gateway Bridge Docklands					€70.m						
City Centre Infrastructure Beamish and Crawford				€11.m							
B01 NP ROAD - MAINTENANCE & IMPROVEMENT	€01.93m					€0.8m					
B03 REGIONAL ROAD - MAIN&IMPROVE						€0.78m					
B04 LOCAL ROAD - MAIN&IMPROVE	€0.52m					€13.46m					
B05 PUBLIC LIGHTING						€02.64m					
B06 TRAFFIC MANAGEMENT IMPROVE						€05.09m					
B08 ROAD SAFETY PROMO/EDUCATION						€0.81m					
B09 CAR PARKING						€04.92m					
B10 SUPPORT TO ROADS CAPITAL PROG						€01.08m					
TOTAL Road Transportation and Safety	€02.45m	€0.m	€13.33m	€37.5m	€70.m	€29.57m	€0.m	€27.83m	€0.m	€0.m	€01.3m

Local Authority	Expenditure being considered					Expenditure being incurred			Expenditure recently ended		
	Current > €0.5m	Capital Grant Schemes > €0.5m	Capital Projects			Current Expenditure	Capital Grant Schemes	Capital Projects	Current Expenditure	Capital Grant Schemes	Capital Projects
			€0.5 - €5m	€5 - €20m	€20m plus						
CORK CITY COUNCIL											
Water Services											
C01 WATER SUPPLY						€06.22m					
C02 WASTE WATER TREATMENT						€03.22m					
TOTAL WATER SERVICES	€0.m	€0.m	€0.m	€0.m	€0.m	€09.44m	€0.m	€0.m	€0.m	€0.m	€0.m
Development Management											
UNESCO CONFERENCE											€0.63m
PURCH OF PROPERTY @ KIFT'S LANE											€02.5m
SITE @ KINSALE RD/MICK BARRY RD											€01.m
EVENTS CENTRE								€21.5m			
INCHIGAGGIN HOUSE & LANDS								€02.81m			
KYRLS QUAY/CORNMARKET								€02.3m			
CITY HALL ROOF REMEDIAL WORKS			€0.55m								
D01 FORWARD PLANNING						€01.44m					
D02 DEVELOPMENT MANAGEMENT						€02.3m					
D03 ENFORCEMENT						€0.63m					
D05 TOURISM DEVELOPMENT&PROMOTION						€0.97m					
D06 COMMUNITY&ENTERPRISE FUNCTION						€03.02m					
D09 ECONOMIC DEVELOPMENT&PROMOTION						€03.17m					
D11 HERITAGE&CONSERVATION SERVICES						€0.51m					
TOTAL DEVELOPMENT MANAGEMENT	€0.m	€0.m	€0.55m	€0.m	€0.m	€12.03m	€0.m	€26.61m	€0.m	€0.m	€04.13m
Environmental Services											
MORRISONS ISL PUB REALM & FLOOD DEFENCE								€07.5m			
ELECTRICITY GEN. AT KINSALE RD								€0.85m			
E01 LANDFILL OPERATION & AFTERCARE						€01.96m					
E02 RECOVERY&RECYC FACILITIES OPS						€01.3m					

Local Authority	Expenditure being considered					Expenditure being incurred			Expenditure recently ended		
	Current	Capital				> €0.5m			> €0.5m		
	> €0.5m	Capital Grant Schemes > €0.5m	Capital Projects			Current Expenditure	Capital Grant Schemes	Capital Projects	Current Expenditure	Capital Grant Schemes	Capital Projects
			€0.5 - €5m	€5 - €20m	€20m plus						
CORK CITY COUNCIL											
E06 STREET CLEANING						€07.48m					
E08 WASTE MANAGEMENT PLANNING						€0.59m					
E09 MAINTENANCE OF BURIAL GROUNDS						€01.42m					
E10 SAFETY OF STRUCTURES & PLACES						€01.13m					
E11 OPERATION OF FIRE SERVICE						€16.32m					
E12 FIRE PREVENTION						€01.55m					
TOTAL ENVIRONMENTAL SERVICES	€0.m	€0.m	€0.m	€0.m	€0.m	€31.75m	€0.m	€08.35m	€0.m	€0.m	€0.m
Recreation and Amenity											
DEVELOPMENT OF MARINA PARK								€05.3m			
TRAMORE VALLEY PARK								€0.92m			
BISHOPSTOWN PARK PLAYGROUND											€0.68m
MONAHAN RD ENVIRON ENHANCEMENT								€01.1m			
RELOCATE PITCH AT TANKFIELD								€0.5m			
F01 LEISURE FACILITIES OPERATIONS						€01.24m					
F02 OP OF LIBRARY&ARCHIVE SERVICE						€07.8m					
F03 OUTDOOR LEISURE AREA OPERATION						€10.28m					
F04 COMM,SPORT&REC DEVELOPMENT						€01.26m					
F05 OPERATION OF ARTS PROGRAMME						€03.24m					
Agriculture, Education, Health and Welfare											
H05 OP OF MORGUE&CORONER EXP						€01.08m					
H09 LOCAL REPRES/CIVIC LEADERSHIP						€01.32m					
H11 AGENCY & RECOUPABLE SERVICES	€0.59m										
TOTAL RECREATION & AMENITY	€0.59m	€0.m	€0.m	€0.m	€0.m	€26.22m	€0.m	€07.82m	€0.m	€0.m	€0.68m
Miscellaneous Services											
BPI CRM INITIATIVE								€0.5m			
TOTAL MISCELLANEOUS SERVICES	€0.m	€0.m	€0.m	€0.m	€0.m	€0.m	€0.m	€0.5m	€0.m	€0.m	€0.m

Appendix 2

Checklists – Assessment of Compliance

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

General Obligations not specific to individual projects/ programmes	Self-Assessed Compliance Rating: 1 - 3	Discussion/Action Required
1.1 Does the local authority ensure, on an on-going basis, that appropriate people within the authority and its agencies are aware of the requirements of the Public Spending Code (incl. through training)?	3	Cork City Council has procedures in place which are in line with the PSC.
1.2 Has training on the Public Spending Code been provided to relevant staff within the authority?	3	Yes. Cork City Council will endeavour to ensure that all new staff as a result of the boundary extension receives training.
1.3 Has the Public Spending Code been adapted for the type of project/programme that your local authority is responsible for? i.e., have adapted sectoral guidelines been developed?	3	Yes
1.4 Has the local authority in its role as Sanctioning Authority satisfied itself that agencies that it funds comply with the Public Spending Code?	N/A	Not applicable
1.5 Have recommendations from previous QA reports (incl. spot checks) been disseminated, where appropriate, within the local authority and to agencies?	3	Yes, all in-depth check recommendations form part of the overall internal audit recommendation tracker.
1.6 Have recommendations from previous QA reports been acted upon?	2	Recommendations applied to new projects but not retrospectively. Recommendations form part of the internal audit recommendation tracker.
1.7 Has an annual Public Spending Code QA report been certified by the local authority's Chief Executive, submitted to NOAC and published on the authority's website?	3	Yes
1.8 Was the required sample of projects/programmes subjected to in-depth checking as per step 4 of the QAP?	3	Yes, there were 3 projects and one programme subject to in-depth checking.
1.9 Is there a process in place to plan for ex post evaluations/Post Project Reviews? 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.	2	There is a process in place for post project reviews. Often post project reviews are a requirement of the sanctioning authority and are submitted accordingly.
1.10 How many formal Post Project Review evaluations have been completed in the year under review? Have they been issued promptly to	2	Two post project reviews were completed by year end

General Obligations not specific to individual projects/ programmes	Self-Assessed Compliance Rating: 1 - 3	Discussion/Action Required
the relevant stakeholders / published in a timely manner?		(Environment). Further post project reviews delayed mainly due to timing of large scale projects not yet complete.
1.11 Is there a process to follow up on the recommendations of previous evaluations/Post project reviews?	3	Recommendations from previous in-depth checks are recorded and tracked by Internal Audit.
1.12 How have the recommendations of previous evaluations / post project reviews informed resource allocation decisions?	2	Resource allocation decisions have been informed formally based on recommendations.

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

Capital Expenditure being Considered – Appraisal and Approval	Self-Assessed Compliance Rating: 1 - 3	Comment/Action Required
2.1 Was a preliminary appraisal undertaken for all projects > €5m?	3	Yes, preliminary appraisals are required for all capital projects.
2.2 Was an appropriate appraisal method used in respect of capital projects or capital programmes/grant schemes?	3	Some projects (being considered) in the inventory were still in the early stages of appraisal.
2.3 Was a CBA/CEA completed for all projects exceeding €20m?	3	Yes for projects over €20m
2.4 Was the appraisal process commenced at an early stage to facilitate decision making? (i.e. prior to the decision)	3	Yes. An appraisal process must be completed before budgets are allocated.
2.5 Was an Approval in Principle granted by the Sanctioning Authority for all projects before they entered the planning and design phase (e.g. procurement)?	3	Yes, approval required to enable future grant draw downs.
2.6 If a CBA/CEA was required was it submitted to the relevant Department for their views?	3	Yes, as required.
2.7 Were the NDFA consulted for projects costing more than €20m?	N/A	Not applicable
2.8 Were all projects that went forward for tender in line with the Approval in Principle and, if not, was the detailed appraisal revisited and a fresh Approval in Principle granted?	3	Broadly compliant however there are often delays in seeking documented fresh approvals.
2.9 Was approval granted to proceed to tender?	3	Yes
2.10 Were procurement rules complied with?	3	Yes
2.11 Were State Aid rules checked for all supports?	3	Yes where relevant
2.12 Were the tenders received in line with the Approval in Principle in terms of cost and what is expected to be delivered?	3	Yes
2.13 Were performance indicators specified for each project/programme that will allow for a robust evaluation at a later date?	3	Overall broadly compliant however further emphasis is required.
2.14 Have steps been put in place to gather performance indicator data?	2	Further training required to ensure appropriate data is gathered.

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

Current Expenditure being Considered – Appraisal and Approval	Self- Assessed Compliance	Comment/Action Required
3.1 Were objectives clearly set out?	3	Set out in the Annual Service Delivery Plan & Budget Process.
3.2 Are objectives measurable in quantitative terms?	3	National and local Service Level Indicators in place.
3.3 Was a business case, incorporating financial and economic appraisal, prepared for new current expenditure?	3	This is considered as part of Annual Statutory Budgetary Process.
3.4 Was an appropriate appraisal method used?	3	Appraised based on competing priorities in Budgetary Process.
3.5 Was an economic appraisal completed for all projects exceeding €20m or an annual spend of €5m over 4 years?	N/A	Not applicable
3.6 Did the business case include a section on piloting?	N/A	Not applicable
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	Not applicable
3.8 Have the methodology and data collection requirements for the pilot been agreed at the outset of the scheme?	N/A	Not applicable
3.9 Was the pilot formally evaluated and submitted for approval to the relevant Department?	N/A	Not applicable
3.10 Has an assessment of likely demand for the new scheme/scheme extension been estimated based on empirical evidence?	N/A	Not applicable
3.11 Was the required approval granted?	3	Yes, approved by Council under statutory Annual Budget Process.
3.12 Has a sunset clause (as defined in section B06, 4.2 of the Public Spending Code) been set?	N/A	Not applicable
3.13 If outsourcing was involved were procurement rules complied with?	N/A	Not applicable
3.14 Were performance indicators specified for each new current expenditure proposal or expansion of existing current expenditure programme which will allow for a robust evaluation at a later date?	3	New current expenditure is relatively rare, indicators are considered for all expenditure.
3.15 Have steps been put in place to gather performance indicator data?	3	National and local Service Level Indicators in place and are reviewed regularly.

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

Incurring Capital Expenditure	Self-Assessed Compliance Rating: 1 - 3	Comment/Action Required
4.1 Was a contract signed and was it in line with the Approval in Principle?	3	Yes
4.2 Did management boards/steering committees meet regularly as agreed?	3	Yes
4.3 Were programme co-ordinators appointed to co-ordinate implementation?	3	Yes, staff at the appropriate level were given responsibility for specific projects.
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	Yes, project managers were appointed appropriate to scale of project.
4.5 Were monitoring reports prepared regularly, showing implementation against plan, budget, timescales and quality?	3	Yes, financial management information was readily available. Budget vs. Actual and timelines monitored regularly.
4.6 Did projects/programmes/grant schemes keep within their financial budget and time schedule?	3	For the most part however scope changes & contractual issues resulted in time/financial implications for specific projects.
4.7 Did budgets have to be adjusted?	2	In exceptional cases.
4.8 Were decisions on changes to budgets / time schedules made promptly?	3	Yes, where necessary.
4.9 Did circumstances ever warrant questioning the viability of the project/programme/grant scheme and the business case incl. CBA/CEA? (exceeding budget, lack of progress, changes in the environment, new evidence, etc.)	3	Yes, however this is not the norm.
4.10 If circumstances did warrant questioning the viability of a project/programme/grant scheme, was the project subjected to adequate examination?	3	Yes, where necessary.
4.11 If costs increased was approval received from the Sanctioning Authority?	3	Yes, approval sought where necessary.
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	No, this did not occur.

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	Comment/Action Required
5.1 Are there clear objectives for all areas of current expenditure?	3	Yes. Spending Programme Defined as part of the Annual Budget process which is in line with the Corporate Plan and Service Delivery Plans.
5.2 Are outputs well defined?	2	National KPIs are in place for Local Government. Cork City Council also has local indicators in place.
5.3 Are outputs quantified on a regular basis?	2	National Service Level Indicators (KPIs) are established annually for specific services. Monthly KPI reports are submitted to Council.
5.4 Is there a method for monitoring efficiency on an on-going basis?	2	Annual reporting on National Service Level indicators. Monthly KPIs reported to Council.
5.5 Are outcomes well defined?	2	Well defined for certain Programmes, more subjective for others. Targets are defined in the Annual Budget, Corporate Plan and Service Delivery Plans.
5.6 Are outcomes quantified on a regular basis?	2	Yes for major Current Expenditure Programmes. Annual budgets and SPC reporting.
5.7 Are unit costings compiled for performance monitoring?	2	Unit costing where appropriate.
5.8 Are other data compiled to monitor performance?	2	Yes for internal reporting purposes.
5.9 Is there a method for monitoring effectiveness on an on-going basis?	2	There is a method for certain programmes.
5.10 Has the organisation engaged in any other 'evaluation proofing' ¹ of programmes/projects?	1	There has been no formal 'evaluation proofing' however data is available to allow for evaluation.

¹ 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 and/or evaluated during the year under review

Capital Expenditure Recently Completed	Self-Assessed Compliance Rating: 1 - 3	Comment/Action Required
6.1 How many post project reviews were completed in the year under review?	2	There were two post project reviews completed.
6.2 Was a post project review completed for all projects/programmes exceeding €20m?	N/A	There were no projects completed that exceeded €20m
6.3 Was a post project review completed for all capital grant schemes where the scheme both (1) had an annual value in excess of €30m and (2) where scheme duration was five years or more?	N/A	There were no capital grant schemes completed that exceeded €30m or over 5 years.
6.4 Aside from projects over €20m and grant schemes over €30m, was the requirement to review 5% (Value) of all other projects adhered to?	3	Yes
6.5 If sufficient time has not elapsed to allow for a proper assessment, has a post project review been scheduled for a future date?	2	Yes, post project reviews are scheduled.
6.6 Were lessons learned from post-project reviews disseminated within the Sponsoring Agency and to the Sanctioning Authority? (Or other relevant bodies)	2	Yes, it is a requirement of some sanctioning authorities to complete a 'lessons learned'.
6.7 Were changes made to practices in light of lessons learned from post-project reviews?	2	Lessons learned were taken into consideration.
6.8 Were project reviews carried out by staffing resources independent of project implementation?	1	Generally no due to resources.

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

Current Expenditure that (i) reached the end of its planned timeframe or (ii) was discontinued	Self-Assessed Compliance Rating: 1 - 3	Comment/Action Required
7.1 Were reviews carried out of current expenditure programmes that matured during the year or were discontinued?	N/A	No such programmes in 2018
7.2 Did those reviews reach conclusions on whether the programmes were efficient?	N/A	No such programmes in 2018
7.3 Did those reviews reach conclusions on whether the programmes were effective?	N/A	No such programmes in 2018
7.4 Have the conclusions reached been taken into account in related areas of expenditure?	N/A	No such programmes in 2018
7.5 Were any programmes discontinued following a review of a current expenditure programme?	N/A	No such programmes in 2018
7.6 Were reviews carried out by staffing resources independent of project implementation?	N/A	No such programmes in 2018
7.7 Were changes made to the organisation's practices in light of lessons learned from reviews?	N/A	No such programmes in 2018

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.

Appendix 3
In-Depth Checks Detailed Reports 2018

Quality Assurance – In Depth Check

Section A: Introduction

This introductory section details the headline information on the programme or project in question.

Programme or Project Information	
Name	Deanrock Housing Project
Detail	Capital investment programme to develop social housing units in Togher.
Responsible Body	Cork City Council
Current Status	Expenditure being incurred
Start Date	January 2016
End Date	In Progress - Expected completion by December 2019
Overall Cost	€17,228,945

Project Description

The project involves the development of sixty-five dwellings, with a mix of two and three storey house and duplex typologies, including a Community Facility and associated site works on the site of demolished flats in Illen Court, Deanrock, Togher, Cork. It is intended that all the units would be utilised for the provision of social housing for applicants from the Social Housing list supporting the Housing Strategy 2020 where local authorities are encouraged to create more mixed tenure developments in urban areas of high demand.

At the time of the proposal, there were 850 approved housing applicants for social housing on Cork City Council's housing list with a preference for the Togher area.

Cork City Council looks to provide secure, good quality housing responding to the current and future needs for social housing , while also ensuring value for money for taxpayers, by following the Department of Housing, Planning and Local Government's guidance document, Quality Housing for Sustainable Communities and subscribing to the following principles when designing developments;

- Socially and environmentally appropriate;
- Architecturally appropriate;
- Accessible and adaptable;
- Safe, secure and healthy;
- Affordable;
- Durable; and
- Resource efficient

The Deanrock Project like all publicly-funded construction projects must comply with the Capital Works Management Framework (CWMF) as required by the Department of Finance Circular 06/2010. There are four stages of approval, where submissions must be made to the Department of Housing, Planning and Local Government for review.

The four stages can be summarised as;

Stage 1: Confirm approval for design expenditure

Stage 2: Assess project prior to statutory approval

Stage 3: Approve detailed design; review pre-tender cost check

Stage 4: Review tender returns in advance of awarding the contract

Cork City Council submitted the Capital Appraisal for Deanrock to establish the business case for the development to the DHPLG in January 2016. The project was approved in principle by the Department in February 2016(Stage 1 approval). A Part 8 Application was made and received Council approval in September 2016.

In June 2016, Stage 2 approval was received from the Department. At this stage of the process the contract was split into 2 phases between enabling work and the main construction works.

In September 2016, Stage 3 for the Enabling Contract Work was approved by the DHPLG and the Contract Notice was published for submission of Tenders. Five submissions were received and all tenderers passed the Suitability Assessment Criteria. Each tender was assessed based on quality score and tender price and an independent assessment was presented to the evaluation panel for consideration. It was recommended that Martin O'Callaghan be appointed as Contractor having been determined to have submitted the most Economically Advantageous Tender and was appointed following Stage 4 approval from the DHPLG in November 2016.

Stage 3 approval for the main contract work was received from the Department on the 1st December 2017. On the 26th March 2018, Stage 4 approval was granted by the DHPLG with an approved overall budget of €17,228,945 and the recommendation of Conack Construction Ltd was accepted as the main work Contractor for the project. Conack Construction Ltd. was recommended following a competitive tendering process where eight submissions were received. Each tender was assessed based on quality score and tender price and an independent assessment was presented to the evaluation panel for consideration. The contract was signed in April 2019 and work commenced on site the same month. The current project work programme has an expected completion date of December 2019.

Section B - Step 1: Logic Model Mapping

As part of this In-Depth Check, Cork City Council has completed a Programme Logic Model (PLM) for the Deanrock Housing Project. A PLM is a standard evaluation tool and further information on their nature is available in the [Public Spending Code](#).

Objectives	Inputs	Activities	Outputs	Outcomes
<p>Deliver new social housing units to support the Housing Strategy 2020 from the DHPLG.</p> <p>Provide housing to meet guidelines for the development of Quality Sustainable Communities.</p>	<p>Capital funding approved by the DHPLG.</p> <p>Brown Field Site</p> <p>Cork City Council Staff.</p> <p>External Consultants & Contractors</p>	<p>Capital Appraisal/ Proposal.</p> <p>Planning process & Design.</p> <p>Part 8 and public consultation.</p> <p>Construction contract – tender and award.</p> <p>Construction Phase.</p> <p>Monitoring of spend and tracking to budget.</p>	<p>The development of 65 dwelling units as well as a community facility in Deanrock, Togher.</p>	<p>The housing project is expected to deliver the following;</p> <ul style="list-style-type: none"> - new social housing units in response to the demand that exists for the Togher area based on Cork City Council’s housing waiting list. - Community Facility that can be adapted for alternative future use.

Description of Programme Logic Model

Objectives: The objective of the housing development is to deliver sixty-five new social housing units to support the Housing Strategy 2020 programme. The construction of these units will contribute towards addressing the housing waiting list and the high demand for suitable housing in the Togher area.

Inputs: The primary input to the programme is the capital funding of €17,228,945 approved by the Department of Housing, Planning & Local Government.

Activities: There were a number of key activities carried out throughout the project including;

- Identification of social need through housing applicants waiting lists in the Togher area
- Preparation of a Proposal (Capital Appraisal)
- Design and Planning process
- Continuous correspondence with DHPLG with submission and approvals for each stage of the process
- Tendering for the external contractors, review and award of contracts
- Internal approvals through Chief Executive Order
- Monitoring of spend and tracking to budget
- Project management and administration of contracts

Outputs: The projected outputs from the project will be 65 high quality dwellings with a mix of 2 and 3 storey houses and duplex typologies.

31 - 2-bedroom dwellings

32 - 3-bedroom dwellings

2 - 4-bedroom dwellings

In addition a community facility will be a focal point within the development. The community facility has been designed to be integrated into the scheme and not a standalone building and can be adapted for dwelling use if there is a future need.

Outcomes: The main outcome of the project is to deliver new social housing units to support the Housing Strategy 2020 programme. In the Togher area of the City, there is an elevated list of approved housing applicants. These 65 units will provide social housing addressing the demand in the area.

The project also set to deliver an improved quality of social housing units, the housing units will meet the guidelines for the development of Quality Sustainable Communities as set out in the DHPLG guidance.

Section B - Step 2: Summary Timeline of Project/Programme

The following section tracks the Housing Development Programme – Deanrock from inception to date in terms of major project/programme milestone



2014	Social Housing Strategy 2020 & Rebuilding Ireland
January 2016	Stage 1 submission/approval
February 2016	Civil Engineer tender/appointment up to Stage 2
May-June 2016	Stage 2 submission/approval
June 2016	Decision to split the contract into an 'Enabling Works Contract' (EWC) and 'Construction Works Contract' (CWC)
July - September 2016	Planning application/approval
June 2016	EWC Civil & Structural Engineer/ER tender/appointment
June 2016	EWC Quantity Surveyor tender/appointment
June-October 2016	CWC Civil & Structural Engineer appointment
June-October 2016	CWC Quantity Surveyor appointment
June-October 2016	CWC Fire Consultant appointment
June-October 2016	CWC Mechanical and Electrical Engineer appointment
September 2016	EWC Stage 3 submission/approval
September - November 2016	EWC Contractor tender/appointment, contract sum €1.1m
November 2016	EWC Stage 4 submission/approval



January 2017	EWC Start on site
October – December 2017	CWC Stage 3 submission/approval
January - April 2018	Contractor tender/appointment, contract sum €11.3m
February 2018	Substantial Completion of EWC
March 2018	CWC Stage 4 submission/approval
April 2018	CWC Start on site

Section B - Step 3: Analysis of Key Documents

The following section reviews the key documentation relating to appraisal, analysis and evaluation for the Deanrock Housing Project.

Project/Programme Key Documents	
Title	Details
Cork Joint Housing Strategy	Joint strategy document addressing the existing and future housing needs of the Cork area.
Capital Appraisal for Deanrock	Appraisal document for the development at Deanrock, Cork.
Correspondence with the Department of Housing, Planning and Local Government	Submissions and Approvals to the Department at the four critical stages in line with the Capital Works Management Framework.
Tender Documents	Procurement and tender process documents.
Chief Executive Orders	Evidence to support the executive approval.

Key Document 1: Cork Joint Housing Strategy

Cork County Council and Cork City Council developed a strategy document in order to address the existing and future housing needs of the Cork area. The overarching purpose of a housing strategy is to ensure that the proper planning and sustainable development of the area of the relevant development plan provides for the housing of the existing and future population of the area in an appropriate manner.

Key Document 2: Capital Appraisal for Deanrock

The appraisal detailed the following;

- Analysis of Housing Need – the need for social housing within the Togher area of Cork City.
- Design Brief – an outline of the proposed use of the site and for the development of the houses, taking into account the design criteria as outlined in the Best Practice Design Manual, from 2009 DECLG ‘Sustainable Residential Development in Urban Areas’ document
- Site Selection – assessment of the suitability of a site for housing purposes.
- Project Management Arrangements – details of the mix of in-house and external contractors proposed to complete the project

- Initial Cost Estimates – preliminary budget estimate for the development.

The Capital Appraisal document was included in Cork City Council's stage 1 submission to the DHPLG.

Key Document 3: Correspondence with the Department of Housing, Planning and Local Government

There are four stages of approval, where submissions must be made to the Department of Housing, Planning, and Local Government for review.

The four stages can be summarised as;

Stage 1: Confirm approval for design expenditure

Stage 2: Assess project prior to statutory approval

Stage 3: Approve detailed design; review pre-tender cost check

Stage 4: Review tender returns in advance of awarding the contract

Following stage 2, the contract was split in two – one for the enabling work and one for the construction works, therefore Stage 3 and Stage 4 submissions and approvals to the DHPLG were done separately.

Key Document 4: Tender Documents

In addition to the main works contractor, the enabling works required a full design team including Civil and Structural Engineer, Mechanical & Electrical Engineer, Quantity Surveyor and Project Supervisor, led by the City Architect's Department. An open procedure was selected as the appropriate procurement procedure.

Based on the scale of the project and the estimated cost, the Contract Notices for the Civil and Structural Engineer, Mechanical & Electrical Engineer, Quantity Surveyor and Construction Contractor were published online on the Tenders Electronic Daily (TED) portal, the online supplement to the Official Journal of the European Union as well as uploaded on eTenders.

Submissions for contracts were received and assessed by the assessment panels and recommendations were made for the appointment.

Comprehensive documentation relating to the tender evaluation processes and subsequent reports and recommendation to appoint contractors are available on file.

Key Document 5: Chief Executive Orders

The following Chief Executive Order's were reviewed as part of the in-depth review:

- The appointment of RKA Consulting Engineers for the provision of Civil Engineering Services for Stage (ii) a Part 8 Planning Design on the 11th February 2016.
- The appointment of RKA Consulting Engineers for the provision of Civil and Structural Engineering Services for the Enabling Works Contract on the 20th June 2016
- The appointment of Chris Mee & Associates as the Project Supervisor for the Design Process on the 13th July 2016.
- The appointment of Matt O'Mahony & Associates for Mechanical & Electrical Engineering Consultancy Services on the 27th September 2016.
- The appointment of Harris Coyle Breen for Quantity Surveyor Consultancy Services on the 27th September 2016.
- The appointment of Downes Associates for Civil & Structural Engineering Consultancy Services on the 27th September 2016.
- The appointment of DMA Consulting Engineers Ltd. for Fire Safety Consultancy Services on the 30th September 2016.
- The appointment of Tom Allen & Co for Project Risk Analysis and Quantity Survey Services for the Enabling Work on the 9th December 2016.
- The acceptance of the tender from Martin O'Callaghan Ltd for the Enabling Work Contract on the 20th January 2017.
- The acceptance of the tender from Conack Construction for the Construction Work Contract and the appointment of Conack Construction as the Project Supervisor for the Construction Phase on the 16th April 2018.
- The appointment of MKM Dispute Resolution as the Standing Conciliator on the 29th May 2018

Section B - Step 4: Data Audit

The following section details the data audit that was carried out for the Deanrock Housing Project. It evaluates whether appropriate data is available for the future evaluation of the project.

Data Required	Use	Availability
Cork City Council Housing Waiting List	To determine the demand for the area	This is available from the Housing Section of Cork City Council
Project File	Documents to support the process followed throughout the project - preliminary appraisals, meeting minutes, communication with DHPLG, tender reports, Chief Executive Orders, etc	Information readily available – Available on file
Costs associated with the project	To determine the value of the project.	Information readily available – Available on file.

Data Availability and Proposed Next Steps

The files that were reviewed were of a high quality and contained all relevant information. All associated costs of the project are clearly identified and can be traced back to the financial management system. The project may also be subject to audits/checks by the Department of Housing, Planning and Local Government since they are the sanctioning body.

As per the table above, it should be feasible to determine the data required to evaluate the project's future success. However this project is not yet complete and will require several years to fully embed and to evaluate its core strategic objectives.

Section B - Step 5: Key Evaluation Questions

The following section looks at the key evaluation questions for the Deanrock Housing Project based on the findings from the previous sections of this report.

Does the delivery of the project/programme comply with the standards set out in the Public Spending Code? (Appraisal Stage, Implementation Stage and Post-Implementation Stage)

Based on the in-depth review undertaken, it appears that the development of Deanrock is substantially in compliance with the Public Spending Code. The development has been conducted in line with the requirements of the Sanctioning Authority which in this case is the Department of Housing, Planning and Local Government. Cork City Council has had clear communication with the Department of Housing, Planning and Local Government to ensure that approvals were sought at the necessary stages before expenditure commenced. All recommendations set by the Department were addressed and met where required. It is considered that the project has been well managed during the planning and design phase and that there is appropriate oversight and management in the current construction phase.

Is the necessary data and information available such that the project/programme can be subjected to a full evaluation at a later date?

There is sufficient data and information available on file, through FMS and allocations reporting to ensure that the project can be subjected to a full evaluation at a later date. Financial information is easily obtained through Cork City Council financial management system – JD Edwards. There is a clear audit trail on the file from appraisal, tendering, project management and approvals.

What improvements are recommended such that future processes and management are enhanced?

With regard to the Deanrock project it is important that the project continues to operate within the Public Spending Code framework. Once the project is complete a post project review should be undertaken within a reasonable timeframe, as per Public Spending Code requirement, to assess whether project objectives have been met and that lessons learned can be applied.

Taking into account the movement and transfer of staff arising from the boundary extension of Cork City Council, it is recommended that staff is made aware or refreshed of the principles and procedures of the Public Spending Code and the importance of compliance with the Code.

Section: In-Depth Check Summary

The following section presents a summary of the findings of this In-Depth Check on the Deanrock Housing Project.

Summary of In-Depth Check

The project involves the development of 65 dwelling units as well as a community facility in Deanrock, Togher with an approved overall budget of €17,228,945. An application for capital funding for the project was made to the Department of Housing, Planning and Local Government and progressed through all four stages. The application process is aligned and consistent with the requirements of the Public Spending Code, the Capital Works Management Framework, Public Financial Procedures and EU and National Procurement Requirements. All relevant documentation was made available during this review and is accessible for future evaluation of the project. The main contract work commenced on site in April 2019 and there is an expected completion date of December 2019.

Overall, the capital expenditure project being incurred – Deanrock Housing Project is well managed and it is reasonable to conclude that Cork City Council is in compliance with the Public Spending Code.

Finally to ensure that the project fully fulfils its obligations under the Public Spending Code, Internal Audit recommends that a post-project review should be completed within a reasonable timeframe once the project is complete.

Quality Assurance – In Depth Check

Section A: Introduction

This introductory section details the headline information on the programme or project in question.

Programme or Project Information	
Name	Church Road Housing Development
Detail	Capital investment programme to develop social housing units in Church Road, Blackrock, Cork.
Responsible Body	Cork City Council
Current Status	Expenditure being incurred
Start Date	May 2017
End Date	May 2019
Overall Cost	€11,989,690

Project Description

The project is for the development of forty-three dwellings, with a mix of 1 bedroom, 2 bedroom and 3 bedroom units, as well as an underground car park at Church Road, Blackrock, Cork. It is intended that all the units would be utilised for the provision of social housing for applicants from the Social Housing list supporting Cork City Council Social Housing delivery plan for the 'Social Housing Strategy' as approved by Government in November 2014.

At the time of the proposal, there were 1,300 approved housing applicants for social housing on Cork City Council's waiting list with their preference for the Blackrock area.

The 'Cork City Council Social Housing Programme 2015-2017' has been a major part of Cork City Council's delivery plan for the 'Social Housing Strategy' as approved by Government in November 2014. The Strategy supports the realisation of the vision: 'that to the greatest extent possible, every household in Ireland will have access to secure, good quality housing suited to their needs at an affordable price and in a sustainable community'. The national strategy plans to provide 35,000 additional social housing units nationally, over a six year period to meet social housing supply requirements. There are significant targets to be delivered in Cork City and this programme, and resulting developments such as Church Road, was designed to support and achieve this.

In September 2015, Cork City Council launched a competitive dialogue procurement procedure to engage with suitable candidates to identify solutions and opportunities to deliver Cork City Council's Social Housing Programme. The procurement was divided into different categories based on the different solutions and referred to as lots.

Lot 1a: Provide site, design, obtain planning permission and construct 6 or more units

Lot 1b: Provide site, design, obtain planning permission and construct less than 6 units

Lot 2a: Provide site with planning permission and construct 6 or more units

Lot 2b: Provide site with planning permission and construct less than 6 units

Lot 3: Provide site with partially constructed units and complete construction and finish out the scheme

Interested parties were invited to indicate their interest based on these categories of lots. Candidates were required to complete a Suitability Assessment Questionnaire and submit through the eTenders site. If the candidates were deemed to have met the criteria and pre-qualified under the procedure they were issued with an Invitation to Participate in Dialogue.

The dialogue phase consisted of Cork City Council representatives meeting with the successful candidates to discuss their proposal further in order to clarify, specify or optimise the final bids to meet the needs and requirements of Cork City Council in terms of providing social housing. The candidates were further shortlisted based on these discussions. At this

stage, Cork City Council engaged independent valuation of the proposed developments. At this stage of the process, where planning was not already in place, Cork City Council assisted in the Part 8 Planning application. In the case of the development at Church Road, planning permission has previously been secured.

The Dialogue phase for Lots 2A and 2B was formally closed on the 7th February 2017. The Invitation to Submit a Tender for Lots 2A and 2B of the 'Cork City Council Social Housing Programme 2015-17' were then issued on the 7th February 2017. The deadline for receipt of tenders was the 13th February 2017.

A Tender Assessment Panel was formed to assess the submissions to make recommendations in relation to the ranking of the Tenders. Church Road was the only candidate to reach the final tender stage for lot 2A, a site with planning permission and a design to construct 6 or more units.

The Church Road Project like all publicly-funded construction projects must comply with the Capital Works Management Framework (CWMF) as required by the Department of Finance Circular 06/2010.

Cork City Council submitted the Capital Appraisal for Church Road to establish the business case for the development to the Department of Housing, Planning and Local Government (DHPLG) in July 2016. The development received final approval from the department in February 2017 for a budget of €11,989,690 with draw down amounts for each stage on a milestone basis. Cork City Council submitted milestone progress reports to support their capital grant claims.

A Chief Executive Order was made for the purchase of the site and to enter into a Project Agreement with the developer on the 27th May 2017.

Section B - Step 1: Logic Model Mapping

As part of this In-Depth Check, Cork City Council has completed a Programme Logic Model (PLM) for the Church Road Housing Project. A PLM is a standard evaluation tool and further information on their nature is available in the [Public Spending Code](#).

Objectives	Inputs	Activities	Outputs	Outcomes
<p>Deliver new social housing units to support the Housing Strategy 2020 from the DHPLG.</p> <p>Provide housing to meet guidelines for the development of Quality Sustainable Communities.</p>	<p>Capital funding provided by the DHPLG.</p> <p>Green Field Site at Church Road.</p> <p>Cork City Council Staff.</p> <p>External Consultants & Contractors</p>	<p>Competitive Dialogue Process.</p> <p>Independent Valuation of the development.</p> <p>Tender process, review, selection and award</p> <p>Purchase of site</p> <p>Contract for the development of the site</p> <p>Construction phase</p> <p>Project Management.</p> <p>Recoupment of Capital Grant.</p>	<p>The development of 43 dwelling units as well as an underground carpark in Church Road, Blackrock.</p>	<p>The housing project is expected to deliver the following;</p> <ul style="list-style-type: none"> - new social housing units in response to the demand that exists for the Blackrock area - reducing the numbers on Cork City Council's housing waiting list and supporting the Housing Strategy 2020.

Description of Programme Logic Model

Objectives: The objective of the housing development is to deliver forty - three new social housing units to support the Housing Strategy 2020 programme. The construction of these units will contribute towards addressing the housing waiting list and the high demand for suitable housing in the Blackrock area.

Inputs: The primary input to the programme is the capital funding of €11,989,690 approved by the Department of Housing, Planning & Local Government.

Activities: There were a number of key activities carried out throughout the project including;

- Competitive Dialogue Process
- Independent valuation of the development
- Preparation of a Proposal (Capital Appraisal)
- Purchase of the site
- Continuous correspondence with DHPLG with submission and approvals for each stage of the process
- Tendering for the suitable developers, review and award of contracts
- Internal approvals through Chief Executive Order
- Project management and administration of contracts
- Recoupment of Capital Grant Claim

Outputs: The projected outputs from the project will be 43 high quality dwellings with a mix of 15 houses and 28 apartments.

8 - 1-bedroom dwellings

23 - 2-bedroom dwellings

12 - 3-bedroom dwellings

Outcomes: The main expected outcome of the project is to deliver new social housing units to support the Housing Strategy 2020 programme. In the Blackrock area of the City, there is an elevated list of approved housing applicants. These 43 units will provide social housing addressing the demand in the area.

Improved quality of social housing units, the housing units will meet the guidelines for the development of Quality Sustainable Communities set out in the DHPLG guidance.

Section B - Step 2: Summary Timeline of Project/Programme

The following section tracks the Housing Development Programme – Church Road from inception to date in terms of major project/programme milestones



2014	Social Housing Strategy 2020 & Rebuilding Ireland
September 2015	Request to Participate in Competitive Dialogue
July 2016	Capital Appraisal and DHPLG submission for approval
September 2016	Independent Valuation of Church Road Site by Power & Associates
February 2017	Dialogue phase for Lots 2A and 2B closed
February 2017	Call for Final Tenders
February 2017	Deadline for receipt of Tender
February 2017	DHPLG Stage 4 Approval
May 2017	Chief Executive Order
June 2017	Purchase of land and Contract signed with Developer
June 2017	On site commencement
December 2017	Milestone 1 & 2 Grant Claim
April 2018	Milestone 3 Grant Claim
June 2018	Milestone 4 Grant Claim
September 2018	Milestone 5 Grant Claim

Section B - Step 3: Analysis of Key Documents

The following section reviews the key documentation relating to appraisal, analysis and evaluation for the Church Road Development.

Project/Programme Key Documents	
Title	Details
Cork City Council Social Housing Programme 2015 – 2017 Request to Participate in Competitive Dialogue	Document outlining the scope and objectives of the tender completion, the process for submission of interest, the Council’s requirement and the terms of participation in the competition.
Capital Appraisal for Church Road	Appraisal document for the development at Church Road, Cork.
Valuation Report	Independent valuation report of the development at Church Road, Cork.
Correspondence with the Department of Housing, Planning and Local Government	Submissions and Approvals to the Department in line with the Capital Works Management Framework.
Tender Documents	Procurement and tender process documents

Key Document 1: Cork City Council Social Housing Programme 2015 – 2017 - Request to Participate in Competitive Dialogue

The document was published in September 2015 to initiate a competitive dialogue procurement procedure to engage with suitable candidates to identify solutions and opportunities to deliver Cork City Council’s Social Housing Programme.

The document details the scope and objectives of the process and the different categories for which proposals were being sought. It gave instruction to potential candidates for participation and the selection criteria. Included in the document is the Suitability Assessment Questionnaire required to be completed by candidate in order to submit their interest to be assessed in order to proceed to Dialogue Phase

Key Document 2: Capital Appraisal for Development of Church Road, Cork.

The appraisal detailed the following;

- Analysis of Housing Need – the need for social housing within the Blackrock area of Cork City.
- Design Brief – an outline of the proposed development of forty- three dwellings.
- Site Selection – assessment of the suitability of a site for housing purposes.

- Project Management Arrangements – details of the mix of in-house and external contractors proposed to complete the project
- Initial Cost Estimates – preliminary budget estimate for the development.

The Capital Appraisal document was included in Cork City Council's stage 1 submission to the DHPLG.

Key Document 3: Valuation Report

The Independent Valuation was conducted by external independent valuers in September 2016. The valuers formed their opinion based on taking into account evidence from actual transactions and quoting prices of properties on the market at the time. The actual amount paid was below the quoted market value outlined in the report which supports value for money.

The independent valuer is on Cork City Council's panel of valuers.

Key Document 4: Correspondence with the Department of Housing, Planning and Local Government

The submission and approvals along with the supporting documentation are maintained on the file for the Department of Housing, Planning and Local Government approval for the development with a budget of €11,989,690

Cork City Council submitted Milestone Progress reports to the department to support their capital grant claims.

Key Document 5: Tender Documents

The Invitation to Submit a Tender for Lots 2A and 2B of the 'Cork City Council Social Housing Programme 2015-17' was issued on the 7th February 2017.

Submissions for were received and assessed by the assessment panels against the 'Award Criteria'. Comprehensive documentation relating to the tender evaluation processes are available on file.

Section B - Step 4: Data Audit

The following section details the data audit that was carried out for the Church Road Development Project. It evaluates whether appropriate data is available for the future evaluation of the project.

Data Required	Use	Availability
Cork City Council Housing Waiting List	To determine the demand for the area	This is available from the Housing Section of Cork City Council
Valuation Report	To determine the valuation of the site and subsequent development	Information readily available – Available on file
Project File	Documents to support the process followed throughout the project - preliminary appraisals, meeting minutes, ,communication with DHPLG, tender reports, Chief Executive Orders, etc	Information readily available – Available on file

Data Availability and Proposed Next Steps

The files that were reviewed were of a high quality and contained all relevant information. All associated costs of the project are clearly identified and can be traced back to the financial management system. The project may also be subject to audits/checks by the Department of Housing, Planning and Local Government since they are the sanctioning body.

As per the table above, it should be feasible to determine the data required to evaluate the project’s future success. However this project is not yet complete and will require several years to fully embed and to determine whether its core strategic objectives have been met.

Section B - Step 5: Key Evaluation Questions

The following section looks at the key evaluation questions for the development of Church Road based on the findings from the previous sections of this report.

Does the delivery of the project/programme comply with the standards set out in the Public Spending Code? (Appraisal Stage, Implementation Stage and Post-Implementation Stage)

Based on the in-depth review undertaken, it appears that the development of Church Road is substantially in compliance with the Public Spending Code. The development has been conducted in line with the requirements of the Sanctioning Authority which in this case is the Department of Housing, Planning, Community and Local Government. Cork has a clear and transparent procurement process. Cork City Council has had clear communication with the Department of Housing, Planning and Local Government to ensure that approvals were sought at the necessary stages before expenditure commenced. All recommendations set by the Department were addressed and met where required. It is considered that the project has been well managed during the planning and design phase and that there has been appropriate oversight and management during the current construction phase.

Is the necessary data and information available such that the project/programme can be subjected to a full evaluation at a later date?

There is sufficient data and information available on file and through FMS to ensure that the project can be subjected to a full evaluation at a later date. Financial information is easily obtained through Cork City Council financial management system – JD Edwards. There is a clear audit trail on the file from appraisal, tendering, project management and approvals.

What improvements are recommended such that future processes and management are enhanced?

With regard to the Church Road development project it is important that the project continues to operate within the Public Spending Code framework. Once the project is complete a post project review should be undertaken within a reasonable timeframe, to assess whether project objectives have been met and that lessons learned can be applied.

Taking into account the movement and transfer of staff arising from the boundary extension of Cork City Council, it is recommended that staff is made aware or refreshed of the principles and procedures of the Public Spending Code and the importance of compliance with the Code.

Section: In-Depth Check Summary

The following section presents a summary of the findings of this In-Depth Check on the Church Road Development Project.

Summary of In-Depth Check

The project involves the purchase of land and development of 43 dwelling units in Church Road, Blackrock with an approved overall budget of €11,989,690. The project is as a result of Cork City Council launching a competitive dialogue procedure in September 2015 in order to identify suitable sites or housing projects/schemes that could help deliver the Council's Social Housing Programme for Cork City in line with the National Social Housing Strategy 2020. An application for capital funding for the project was made to the Department of Housing, Planning, Community and Local Government as progressed through all stages. The application process is aligned and consistent with the requirements of the Public Spending Code, the Capital Works Management Framework, Public Financial Procedures and EU and National Procurement Requirements. All relevant documentation was made available during this review and is accessible for future evaluation of the project. The main contract work commenced on site in May 2017 and is substantially completed.

Overall, the capital expenditure project being incurred – Church Road Development Project is well managed and it is reasonable to conclude that Cork City Council is in compliance with the Public Spending Code.

Finally to ensure that the project fully fulfils its obligations under the Public Spending Code, Internal Audit recommends that a post-project review should be completed within a reasonable timeframe once the project is complete.

Quality Assurance – In Depth Check

Section A: Introduction

This introductory section details the headline information on the programme or project in question.

Programme or Project Information	
Name	White Street Housing Development
Detail	Capital investment programme to develop social housing units in White Street, Cork.
Responsible Body	Cork City Council
Current Status	Expenditure being incurred
Start Date	July 2017
End Date	Expected - December 2019
Overall Cost	€12,700,507

Project Description

The project is for the development of forty-three dwellings, with a mix of 1 bedroom, 2 bedroom and 3 bedroom units at White Street, Cork. It is intended that all the units would be utilised for the provision of social housing for applicants from the Social Housing list supporting Cork City Council's Social Housing delivery plan for the 'Social Housing Strategy' as approved by Government in November 2014.

At the time of the proposal, there were 2,300 approved housing applicants for social housing on Cork City Council's waiting list with their preference for the City Centre area.

The 'Cork City Council Social Housing Programme 2015-2017' has been a major part of Cork City Council's delivery plan for the 'Social Housing Strategy' as approved by Government in November 2014. The Strategy supports the realisation of the vision: 'that to the greatest extent possible, every household in Ireland will have access to secure, good quality housing suited to their needs at an affordable price and in a sustainable community'. The national strategy plans to provide 35,000 additional social housing units nationally, over a six year period to meet social housing supply requirements with significant targets to be delivered in Cork City and this housing programme was designed to support this.

In September 2015, Cork City Council launched a competitive dialogue procurement procedure to engage with suitable candidates to identify solutions and opportunities to deliver Cork City Council's Social Housing Programme. The procurement was divided into different categories based on the different solutions and referred to as lots.

Lot 1a: Provide site, design, obtain planning permission and construct 6 or more units

Lot 1b: Provide site, design, obtain planning permission and construct less than 6 units

Lot 2a: Provide site with planning permission and construct 6 or more units

Lot 2b: Provide site with planning permission and construct less than 6 units

Lot 3: Provide site with partially constructed units and complete construction and finish out the scheme

Interested parties were invited to indicate their interest based on these categories of lots. Candidates were required to complete a Suitability Assessment Questionnaire and submit through the eTenders site. If the candidates were deemed to have met the criteria and pre-qualified under the procedure they were issued with an Invitation to Participate in Dialogue.

The dialogue phase consisted of Cork City Council representatives meeting with the successful candidates to discuss their proposal further in order to clarify, specify or optimise the final bids to meet the needs and requirements of Cork City Council in terms of providing social housing. The candidates were further shortlisted based on these discussions. During

this process, Cork City Council engaged independent valuation of the proposed developments.

During the Dialogue phase, all schemes being invited for tender were required to successfully obtain Part 8 Planning Approval for those that had not done so prior to submitting interest (i.e. Lot 1 A and Lot 1B schemes).

The Dialogue phase for Lots 1A and 1B was formally closed on the 19th September 2017. The Invitation to Submit a Tender for Lots 1A and 1B of the 'Cork City Council Social Housing Programme 2015-17' was then issued on the 19th September 2017. The deadline for receipt of tenders was the 25th September 2017.

A Tender Assessment Panel was formed to assess the submissions and to rank the tenders. The White Street development was deemed suitable to proceed to award contract stage.

The White Street Project like all publicly-funded construction projects must comply with the Capital Works Management Framework (CWMF) as required by the Department of Finance Circular 06/2010.

Cork City Council submitted the Capital Appraisal for White Street to establish the business case for the development to the Department of Housing, Planning and Local Government (DHPLG) in June 2016. The development received final approval from the department in January 2018 for a budget of €12,700,507 with draw down amounts for each stage on a milestone basis. Cork City Council submitted Milestone Progress reports to support their capital grant claims.

A Chief Executive Order was made for the purchase of the site and to enter into a Project Agreement with the developer on the 26th June 2018.

Section B - Step 1: Logic Model Mapping

As part of this In-Depth Check, Cork City Council has completed a Programme Logic Model (PLM) for the White Street Housing Project. A PLM is a standard evaluation tool and further information on their nature is available in the [Public Spending Code](#).

Objectives	Inputs	Activities	Outputs	Outcomes
<p>Deliver new social housing units to support the Housing Strategy 2020 from the DHPLG.</p> <p>Provide housing to meet guidelines for the development of Quality Sustainable Communities.</p>	<p>Capital funding provided by the DHPLG.</p> <p>Site at White Street.</p> <p>Cork City Council Staff.</p> <p>External Consultants & Contractors</p>	<p>Competitive Dialogue Process</p> <p>Part 8 Planning process</p> <p>Independent Valuation</p> <p>Tender process, review, selection and award</p> <p>Purchase of site</p> <p>Contract for the development of the site</p> <p>Construction phase</p> <p>Project Management</p> <p>Recoupment of Capital Grant</p>	<p>The development of 43 dwelling units in White Street, Cork City.</p>	<p>The housing project is expected to deliver the following;</p> <ul style="list-style-type: none"> - new social housing units in response to the demand that exists for the City Centre area, reducing the numbers on Cork City Council’s housing waiting list and supporting the Housing Strategy 2020.

Description of Programme Logic Model

Objectives: The objective of the housing development is to deliver forty - three new social housing units to support the Housing Strategy 2020 programme. The construction of these units will contribute towards addressing the housing waiting list and the high demand for suitable housing in the city centre area.

Inputs: The primary input to the programme is the capital funding of €12,700,507 approved by the Department of Housing, Planning & Local Government.

Activities: There were a number of key activities carried out throughout the project including;

- Competitive Dialogue Process
- Part 8 Planning Process
- Independent Valuation
- Preparation of a Proposal (Capital Appraisal)
- Continuous correspondence with DHPLG with submission and approvals for each stage of the process
- Tendering for the suitable developers, review and award of contracts
- Purchase of the site
- Internal approvals through Chief Executive Order
- Project management and administration of contracts
- Recoupment of Capital Grant Claim

Outputs: The projected outputs from the project will be 43 high quality dwellings with a mix of 6 houses and 37 apartments.

21 - 1-bedroom dwellings

16 - 2-bedroom dwellings

6 - 3-bedroom dwellings

Outcomes: The main outcome of the project is to deliver new social housing units to support the Housing Strategy 2020 programme. In the City Centre, there is an elevated list of approved housing applicants. These 43 units will provide social housing addressing the demand in the area.

Improved quality of social housing units, the housing units will meet the guidelines for the development of Quality Sustainable Communities set out in the DHPLG guidance.

Section B - Step 2: Summary Timeline of Project/Programme

The following section tracks the Housing Development Programme – White Street from inception to date in terms of major project/programme milestones



2014	Social Housing Strategy 2020 & Rebuilding Ireland
September 2015	Request to Participate in Competitive Dialogue
June 2016	Capital Appraisal and DHPLG submission for approval
September 2017	Independent Valuation of White Street Site by Power & Associates
September 2017	Dialogue phase for Lots 1A and 1B closed
September 2017	Call for Final Tenders
September 2017	Deadline for receipt of Tender
January 2018	DHPLG Stage 4 Approval
June 2018	Chief Executive Order
July 2018	Purchase of site and contract signed with developer
July 2018	On site commencement
September 2018	Milestone 1 Grant Claim
December 2018	Milestone 2 Grant Claim

Section B - Step 3: Analysis of Key Documents

The following section reviews the key documentation relating to appraisal, analysis and evaluation for the White Street Development.

Project/Programme Key Documents	
Title	Details
Cork City Council Social Housing Programme 2015 – 2017 Request to Participate in Competitive Dialogue	Document outlining the scope and objectives of the tender process, the process for submission of interest, the Council’s requirements and the terms and conditions of participation in the competition.
Capital Appraisal for White Street	Appraisal document for the development at White Street, Cork.
Valuation Report	Independent valuation report of the development at White Street, Cork.
Correspondence with the Department of Housing, Planning and Local Government	Submissions and Approvals to the Department in line with the Capital Works Management Framework.
Tender Documents	Procurement and tender process documents.

Key Document 1: Cork City Council Social Housing Programme 2015 – 2017 - Request to Participate in Competitive Dialogue

The document was published in September 2015 to initiate a competitive dialogue procurement procedure to engage with suitable candidates to identify solutions and opportunities to deliver Cork City Council’s Social Housing Programme.

The document details the scope and objectives of the process and the different categories for which proposals were being sought. It gave instruction to potential candidates for participation and the selection criteria. Included in the document is the Suitability Assessment Questionnaire required to be completed by candidates in order to submit their interest to be assessed in order to proceed to Dialogue Phase

Key Document 2: Capital Appraisal for Development of White Street, Cork.

The appraisal detailed the following;

- Analysis of Housing Need – the need for social housing within the city centre area of Cork City.
- Design Brief – an outline of the proposed development of forty- three dwellings.
- Site Selection – assessment of the suitability of a site for housing purposes.

- Project Management Arrangements – details of the mix of in-house and external contractors proposed to complete the project
- Initial Cost Estimates – preliminary budget estimate for the development.

The Capital Appraisal document was included in Cork City Council's stage 1 submission to the DHPLG.

Key Document 3: Valuation Report

The Independent Valuation was conducted by external independent valuers in September 2017. The valuers formed their opinion based on taking into account evidence from actual transactions and quoting prices of properties on the market at the time. The actual amount paid was below the quoted market value outlined in the report which supports value for money.

The independent valuer is on Cork City Council's panel of valuers.

Key Document 4: Correspondence with the Department of Housing, Planning and Local Government

The submission and approvals along with the supporting documentation are maintained on the file for the Department of Housing, Planning and Local Government approval for the development with a budget of €12,700,507

Cork City Council submitted Milestone Progress reports to the department to support their capital grant claims.

Key Document 5: Tender Documents

The Invitation to Submit a Tender for Lots 1A and 1B of the 'Cork City Council Social Housing Programme 2015-17' was issued on the 19th September 2017.

Submissions for Lots 1A and 1B were received and assessed by the assessment panels against the 'Award Criteria'. Comprehensive documentation relating to the tender evaluation processes is available on file.

Section B - Step 4: Data Audit

The following section details the data audit that was carried out for the White Street Development Project. It evaluates whether appropriate data is available for the future evaluation of the project.

Data Required	Use	Availability
Cork City Council Housing Waiting List	To determine the demand for the area	This is available from the Housing Section of Cork City Council
Valuation Report	To determine the valuation of the site and subsequent development	Information readily available – Available on file
Project File	Documents to support the process followed throughout the project - preliminary appraisals, meeting minutes, , communication with DHPLG, tender reports, Chief Executive Orders, etc	Information readily available – Available on file

Data Availability and Proposed Next Steps

The files that were reviewed were of a high quality and contained all relevant information. All associated costs of the project are clearly identified and can be traced back to the financial management system. The project may also be subject to audits/checks by the Department of Housing, Planning and Local Government since they are the sanctioning body.

As per the table above, it should be feasible to determine the data required to evaluate the project's future success. However this project is not yet complete and will require several years to fully embed and to evaluate if its core strategic objectives have been met.

Section B - Step 5: Key Evaluation Questions

The following section looks at the key evaluation questions for the development of White Street based on the findings from the previous sections of this report.

Does the delivery of the project/programme comply with the standards set out in the Public Spending Code? (Appraisal Stage, Implementation Stage and Post-Implementation Stage)

Based on the in-depth review undertaken, it appears that the development of White Street is substantially in compliance with the Public Spending Code. The development has been conducted in line with the requirements of the Sanctioning Authority which in this case is the Department of Housing, Planning, Community and Local Government. Cork has a clear and transparent procurement process. Cork City Council has had clear communication with the Department of Housing, Planning and Local Government to ensure that approvals were sought at the necessary stages before expenditure commenced. All recommendations set by the Department were addressed and met where required. It is considered that the project has been well managed during the dialogue, tender and planning phases and that there is appropriate oversight and management in the current construction phase.

Is the necessary data and information available such that the project/programme can be subjected to a full evaluation at a later date?

There is sufficient data and information available on file and through the financial management system to ensure that the project can be subjected to a full evaluation at a later date. Financial information is easily obtained through Cork City Council financial management system – JD Edwards. There is a clear audit trail on the file from appraisal, tendering, project management and approvals.

What improvements are recommended such that future processes and management are enhanced?

With regard to the White Street development project it is important that the project continues to operate within the Public Spending Code framework. Once the project is complete a post project review should be undertaken within a reasonable timeframe, to assess whether project objectives have been met and that lessons learned can be applied.

Taking into account the movement and transfer of staff arising from the boundary extension of Cork City Council, it is recommended that staff are made aware of or refreshed on the principles and procedures of the Public Spending Code and the importance of compliance with the Code.

Section: In-Depth Check Summary

The following section presents a summary of the findings of this In-Depth Check on the White Street Development Project.

Summary of In-Depth Check

The project involves the purchase of land and development of 43 dwelling units in White Street, Cork with an approved overall budget of €12,700,507. The project is as a result of Cork City Council launching a competitive dialogue procedure in September 2015 in order to identify suitable sites or housing projects/schemes that could help deliver the Council's Social Housing Programme for Cork City in line with the National Social Housing Strategy 2020. An application for capital funding for the project was made to the Department of Housing, Planning, Community and Local Government and progressed through all stages. The application process is aligned and consistent with the requirements of the Public Spending Code, the Capital Works Management Framework, Public Financial Procedures and EU and National Procurement Requirements. All relevant documentation was made available during this review and is accessible for future evaluation of the project. The main contract work commenced on site in July 2017 and is due for completion in December 2019.

Overall, the capital expenditure project being incurred – White Street Development Project is well managed and it is reasonable to conclude that Cork City Council is in compliance with the Public Spending Code.

Finally to ensure that the project fully fulfils its obligations under the Public Spending Code, Internal Audit recommends that a post-project review should be completed within a reasonable timeframe once the project is complete.

Quality Assurance – In Depth Check

Section A: Introduction

This introductory section details the headline information on the programme or project in question.

Programme or Project Information	
Name	Street Cleaning
Detail	Revenue expenditure on Street Cleaning functions throughout Cork City Council.
Responsible Body	Cork City Council
Current Status	Expenditure Being Incurred
Start Date	Ongoing
End Date	Ongoing
Overall Cost	€7,475,964

Project Description

Cork City Council's Mission Statement is to promote, develop and protect the city of Cork and its natural environment for present and future generations, reflecting the needs of its population and ensuring that Cork is a sustainable, vibrant and attractive city. The City Council is responsible for the operation, maintenance and provision of street cleaning throughout the city. Cork City Council's overall objective is to keep the city clean and to manage litter using efficient and effective street cleaning operations utilising the street cleaning fleet, flying squads and litter wardens. The fleet consists of small tippers, vans, sweepers and refuse collection vehicles. Support staff are also involved in the administration of litter fines and overheads. In 2018 the cost of providing Street Cleaning was €7.5 million.

Services provided by this section include:

- A sixteen hour a day, seven days a week street cleaning service in the City Centre.
- A five day a week street cleaning service in areas surrounding the City Centre.
- Public litter bins, supported by a necessary level of servicing.
- Development of the Service Delivery plan for the city.
- Operations of prompt collection and investigation of illegal dumping in the public realm.
- Raising awareness of littering issues; by means of education and publicity activities.

The City Council operates a street cleaning schedule in accordance with the objectives of the Service Delivery Plan. Under the targets established in this plan, the main commercial streets within the City Council area, along with the main thoroughfares will generally be cleaned on a daily basis. The streets are also inspected on a weekly basis by the local area supervisor who will arrange additional or immediate cleanings if they are required.

Bulky goods collections are carried out across the city four times yearly. Each time six locations are chosen – three Northside and three Southside. There are a total of twenty-four yearly which takes in approximately 10,000 households.

The Street Cleaning operations are centred on three areas based in two separate depots. The City Centre and South-side depots are located at Albert Street with the North-side depot located at Watercourse Road. The Litter Warden Service is spread across the three operational areas, with administration support provided from City Hall. There are three litter wardens and a litter warden supervisor in place. In terms of staffing and resources, priority is provided for City Centre operations given that this is an area identified as having the most footfall and the greatest area of offence.

Offences under the Litter Pollution Act 1997 are subject to an on-the-spot fine of €150, or a maximum fine of €3,000 in court. Litter Fines are €150 and are payable within 21 days. Fines are generally issued by the Council's litter wardens and occasionally by the Gardai. The Council may prosecute the alleged offender if the fine remains unpaid after 21 days. A person convicted of a litter offence may also be required by the court to pay the Local Authority's legal costs and cleanup expenses. The Street Cleaning Unit provides a detailed breakdown of all fines for the year including unactionable fines, fines in legal process, what status each fine is at and fines paid. This information is also provided in the monthly Chief Executive report.

The introduction of Microsoft CRM, the Customer Relations Management system, provides accurate recording of information regarding the various types of interaction between the public and the street cleaning unit. This has improved responsiveness and has provided a valuable reporting tool for the management of street cleaning. The CRM system records complaints made by the public and the details of all actions undertaken in the resolution of that complaint. Once a litter complaint has been logged it, is assigned to an appropriate litter warden based on the location of the complaint. They investigate the activity/incident with the view to obtaining evidence which might secure a fine or prosecution, should there be any illegality involved. The litter warden then reports on the investigation and if unable to fully implement a resolution, requests assistance from others within the Council to carry out the necessary clean-up or removal, as appropriate. Service delivery and complaint requests are monitored and detailed in the Chief Executive monthly report.

Street cleaning operations has outlined their commitment to target existing available resources at specific problem areas and streets with the clear objective of improving the level, frequency and efficiency of the street cleaning services that is provided to the public.

The budget allocation covers areas such as the Litter Warden Service, Labour Costs, Plant Charges, Waste Disposal Charges, Materials, Anti-litter Campaigns, Community Maintenance Grants and Chewing Gum Removal. A special provision has been made to address the issue of dog fouling. A sum of €15,200 has also been provided in the budget for the bulky goods collections in 2019.

Section B - Step 1: Logic Model Mapping

As part of this In-Depth Check, Cork City Council have completed a Programme Logic Model (PLM) for the Street Cleaning Operations. A PLM is a standard evaluation tool and further information on their nature is available in the [Public Spending Code](#).

Objectives	Inputs	Activities	Outputs	Outcomes
<p>To ensure that the City Centre will be vibrant, attractive and well maintained.</p> <p>To promote litter prevention and awareness, through involvement of businesses and the public.</p> <p>To attract investment to the city.</p> <p>To achieve value for money in the provision of street cleaning.</p> <p>To deliver high standards of cleanliness throughout the city council district.</p> <p>To meet the needs of the city through constant re-evaluation of the environment and resources available.</p>	<p>Total programme cost for 2018 - €7.5m.</p> <p>Cork City Council staff – 72 operational staff</p> <ul style="list-style-type: none"> • 6 supervisors • 20 staff Southside. • 24 staff North side. • 19 staff City Centre. • 1 Northside Assistant General Foreperson • 1 City Centre Assistant General Foreperson • 1 Southside Acting Assistant General Foreperson. • 1 City Centre evening shift junior foreperson. • 3 Litter Wardens • 1 Litter Supervisor • 1 Foreperson <p>Materials, Bins, Vehicles</p>	<p>Operating street cleaning activities as per the Service Delivery Plan.</p> <p>Carry out litter surveys and provide the necessary responsive actions to the results.</p> <p>Monitoring of operations through weekly reports and monthly meetings.</p> <p>Enforcement of litter legislation and bye-laws.</p> <p>Tendering process for materials and activities outside of capability of in-house staff.</p> <p>Raising public awareness of litter in particular with regards to cigarette, litter dog fouling, fly-posting, graffiti and chewing gum disposal by means of education and campaigns.</p>	<p>A sixteen hour a day, six days a week street cleaning service in the City Centre. Reduced hours on a Sunday</p> <p>A five day a week street cleaning service outside the City Centre.</p> <p>Public litter bins, supported by a necessary level of servicing.</p> <p>A prompt collection service and investigation of illegal dumping in the public realm.</p>	<p>A clean, attractive and well maintained city.</p> <p>Reduction in illegal dumping and littering.</p>

Description of Programme Logic Model

Objectives: The objectives of the Street Cleaning Unit is to keep the city clean and to manage litter using efficient and effective street cleaning techniques. The City Council operates a street cleaning schedule in accordance with the objectives of their Service Delivery Plan. Under the targets established in this plan, streets within the city centre district, along with the main thoroughfares, will generally be cleaned on a daily basis. These objectives are reviewed regularly in order to achieve the corporate goal of “Providing to all its consumers a high quality service that meets its consumers needs and will offer value for money in an even-handed and responsive manner.”

Inputs: The primary input to the function is the revenue expenditure of €7.5 million. A further significant input is the staff time and expertise, both administrative and technical, in administering the function. Staff costing was the biggest expense for 2018. There is 72 operational staff involved in the street cleaning unit, 19 in the city centre, 20 in the Southside and 24 based in the North side. Assistant General Forepersons are also based in the three depots with one evening shift Junior Foreperson. In addition to this there are three litter wardens in place, one litter warden supervisor and one foreperson.

Activities: There are a number of key activities in administering the Street Cleaning Unit. The first key activity is operating the street cleaning activities as per the Service Delivery Plan. The Street Cleaning Unit will deliver standards of cleanliness at appropriate geographic zone areas.

Street cleaning surveys are also carried out by the litter wardens. The litter wardens carry out two different surveys, a litter pollution survey and a litter quantification survey. Both surveys cover locations in the city centre and suburban area with a breakdown of what litter item is found in that area and a rating is also given to the area. The information from the surveys are sent to the National Litter Pollution Monitoring Scheme.

Weekly reports are signed off making sure all core beats and non core beats were covered. Monthly budget meetings take place to make sure the directorate is not going over budget. A report is generated with a breakdown of total fines, unactionable fines, fines in legal process, status by sub status. The CE monthly report has a breakdown of these litter fines per month. It shows how many fines per month, fines paid, court prosecutions, prosecutions won/lost.

The tendering process is used for providing materials to carry out the function. Cork City Council invited five companies for quotation to contract for the provision of litter bins. An assessment took place with the winning tender scoring higher in specification suitability and price.

Service delivery requests are complaints made by the public regarding littering, dog fouling & dumping. These are recorded on the CRM system and are dealt with in an efficient

manner usually being closed within 3 working days. In 2018 there were a total of 1796 service requests received. In 2018 there was an anti litter campaign for dog fouling. This raised awareness to the public regarding this issue.

Outputs: The output from the Street Cleaning Unit is to deliver an effective and efficient service to the residents, businesses and visitors of Cork City. This is done by delivering a street cleaning service over sixteen hours a day six days a week with reduced hours on a Sundays. Public bins are also located around the city and investigations take place in the case of illegal dumping.

Outcomes: A key outcome of the Street Cleaning Unit is the successful implementation of Cork City Councils vision of having an effective and efficient Street Cleaning Unit and making Cork City a desirable place to live, work and spend leisure time.

Section B - Step 2: Summary Timeline of Project/Programme

As street cleaning is a constant annual revenue expenditure, there is no definitive inception or conclusion.

Section B - Step 3: Analysis of Key Documents

The following section reviews the key documentation relating to appraisal, analysis and evaluation of the Street Cleaning Unit.

Project/Programme Key Documents	
Title	Details
Street Cleaning – Service Delivery Plan	Background, Objectives, Financials, Service Plan of Street Cleaning
Monthly Progress Monitoring meetings - Minutes	Detailed progress and actions taken
Chief Executive Monthly Management Report to the Council	On-Going Management Report to the Council
Tender Documents	Record of tender process

Key Document 1: Street Cleaning Unit – Service Delivery Plan

Cork City Council's overall objective is to keep the city clean and to manage litter using modern and effective street cleaning techniques. The City Council operates a street cleaning schedule in accordance with the objectives of the Service Delivery Plan.

The Service Delivery Plan outlines the schedule and objectives of the function. All streets are inspected on a weekly basis by the local area Supervisor who will arrange additional or immediate cleanings if they are required. Street Cleaning Management is constantly reviewed to target available resources at specific problem areas and streets with the objective of improving the level, frequency and efficiency of the street cleaning services that is provided to the public. Cork City Council provide a sixteen hour a day, six days a week street cleaning service in the city centre with reduced hours on a Sunday. It also provides a five day street cleaning service outside the city centre.

Street Cleaning Service includes:

- Emptying of public bins
- Graffiti removal
- Chewing gum removal which is carried out by contractors
- Monitoring of illegal dumping
- Street sweepers/washers
- Manual street cleaning/ litter picking
- Power washing of service areas on city centre streets. This is done seasonally.

Key Document 2: Monthly Meeting Minutes

The monthly meetings are attended by the Financial Manager of the Directorate and the Senior and Executive Engineer of the Street Cleaning Unit. The agenda for the monthly meeting reviews the budget and looks at what spending was done in that month. The monthly minutes of the meeting have details of issue summaries and assigned roles as appropriate.

Key Document 3: Chief Executive Monthly Management Report to the Council

For the purpose of this review we examined a number of reports and documents relating to the functions on-going delivery and management. The Chief Executive monthly management reports are presented at monthly Council meetings whereby information is provided to the Chief Executive and Head of Finance in advance. A total of all litter fines for each month are broken down into different categories, including how many litter fines have been issued, paid, prosecution taken, prosecution won/lost. Overall there was evidence of financial and operational monitoring against targets, expectations and budgets by the Street Cleaning Unit.

Key Document 4: Tender Process

All circulars and guidance notes are found on the E-tenders website. Each circular reflects relevant changes. Internal Audit reviewed Cork City Council process and all procedures were followed and correct steps taken. These steps included invitation to tender, assessment undertaken on specification suitability and price, letters of intent or regret.

Section B - Step 4: Data Audit

The following section details the data audit that was carried out for the Street Cleaning Unit. It evaluates whether appropriate data is available for the future evaluation of the project/programme.

Data Required	Use	Availability
Financial costs associated with Street Cleaning	To assess the financial impact of the scheme	Yes, information available through FMS
Tendering Process	To determine whether the correct tendering process was compliant	Yes, information available through E-tenders and the litter management section.
Litter Inspections/Fines	To analyse litter inspection and fines	Yes, outlined in the CE Monthly Management Report to the Council. CRM system shows a breakdown of total fines, unactionable fines, fines in legal process, status by sub status
Litter Surveys	To monitor litter and provide information for the National Litter Monitoring Body	Yes, information available from litter management section

Data Availability and Proposed Next Steps

An important consideration in terms of the development, management and evaluation of the programmes under review is the overall data infrastructure that is in place and the resultant level of data availability. The majority of available data arrives via the financial management system, CRM system and Chief Executive monthly management report to the Council.

Section B - Step 5: Key Evaluation Questions

The following section looks at the key evaluation questions for Street Cleaning Operations based on the findings from the previous sections of this report.

Does the delivery of the project/programme comply with the standards set out in the Public Spending Code? (Appraisal Stage, Implementation Stage and Post-Implementation Stage)

Objectives are clearly defined within the Street Cleaning Unit's Service Delivery Plan.

This in-depth check has demonstrated that the broad principles of the Public Spending Code guidelines for on-going management of current expenditure were adhered to. There was evidence of financial and operational monitoring against targets, expectations and budgets by the Street Cleaning Unit. There is proactive engagement between the Street Cleaning Unit and the National Litter Pollution Monitoring Scheme through annual litter fine records and survey reviews.

There were no instances of mismanagement of costs or significant programme overruns identified during the review. Through our discussions management have a good understanding of achieving value for money.

Is the necessary data and information available such that the project/programme can be subjected to a full evaluation at a later date?

Given the level of data and information available both from a financial and operational perspective, the programme could be subjected to a full evaluation at a later date.

What improvements are recommended such that future processes and management are enhanced?

The management and operation of the Street Cleaning Unit should continue to focus on the operational efficiency and effectiveness. The CRM system should be used to its full capacity. At the moment complaints are logged on the CRM system, however there remains a manual element in that the complaints are printed out to be addressed by the litter warden and are not closed off until the manual receipts are returned. The Service Delivery Plan is currently being reviewed. It is recommended that an annual review is established to ensure the document accurately reflects the current strategy.

Taking into account the movement and transfer of staff arising from the boundary extension of Cork City Council, it is recommended that staff are made aware or refreshed of the principles and procedures of the Public Spending Code and the importance of compliance with the Code.

Section: In-Depth Check Summary

The following section presents a summary of the findings of this In-Depth Check on the Street Cleaning Unit.

Summary of In-Depth Check

In 2018 the cost of providing Street Cleaning was €7.5 million. The majority of this expenditure was staffing. The main activities as a result of this expenditure is

- Emptying of public bins
- Graffiti removal
- Chewing gum removal which is carried out by contractors
- Monitoring of illegal dumping
- Street sweepers/washers
- Manual street cleaning/ litter picking
- Power washing of service areas on city centre streets. This is done seasonally

Overall, the current expenditure programme under review the Street Cleaning Unit is managed appropriately and it is reasonable to conclude that Cork City Council is generally compliant with the Public Spending Code. The in-depth check has demonstrated that the broad principles of the public spending code guidelines for on-going management of current expenditure were adhered to. There is evidence of financial and operational monitoring against targets, expectations and budgets by the Street Cleaning unit. The Service Delivery Plan is currently being reviewed. It is recommended that an annual review is established to ensure the document accurately reflect the strategy.