



# Comhairle Cathrach Chorcaí Cork City Council

## Quality Assurance Report 2025

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.

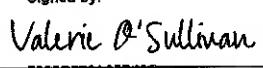
29 May 2026

Dear Sir / Madam,

**Re: Certification of Public Spending Code, Quality Assurance Report for Cork City Council 2025**

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,

Signed by:  
  
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Valerie O'Sullivan, Chief Executive  
Cork City Council

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## 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 2025.

## **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 2025 are set out in Appendix 1. Expenditure included under the Council's revenue programmes has been included in the same heading format as the 2025 adopted Budget approved by the Elected Members of the Council.

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.

#### **Link to Procurement Publications:**

[projects-over-10-million-2025-final-003.pdf](#)

### 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/Programmes or Capital Grant Schemes Being Considered

**Checklist 3:** New Current Expenditure Being Considered

**Checklist 4:** Capital Projects/Programmes or Capital Grant Schemes Being Incurred

**Checklist 5:** Current Expenditure Being Incurred

**Checklist 6:** Capital Projects/Programmes or Capital Grant Schemes Expenditure Discontinued

**Checklist 7:** Current Expenditure Reaching the End of Planned Timeframe or Discontinued

- 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

Cork City Council has carried out an assessment of their adherence to the requirements of the Public Spending Code for 2025. The output from that assessment is set out in the Checklists included in this report in Appendix 2.

The assessment process was conducted by the project owners within the various Directorates of the Council which include

The Infrastructure Directorate and Housing Delivery and Regeneration Directorate are the two key Directorates where the capital projects included in the scope of this report are managed. The assessment process was conducted predominately by project owners from there and their input has been key in completing the corporate checklists included in this report.

Current expenditure programmes which are included in this report are annual expenditure streams determined as part of the statutory budget process which are formally adopted by Council Members each year. Strict budgetary control reporting and monitoring is carried out during each financial year. The relevant checklists have been completed by the Finance Department who oversee this budgetary control.

Capital Programmes / Projects are appraised and implemented using formal project-based structures and the majority of their funding is granted directly from exchequer funding after formal application procedures are complied with.

This assessment concludes that the requirements of the Public Spending Code and the Quality Assurance reporting is met by Cork City 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 2025 review, five projects / programmes were selected, one from a Current Expenditure programme with Expenditure being Incurred and four Capital Projects also under Expenditure Being Incurred on the Project Inventory. Details of the checks are as follows:

In- Depth Checks 2025	€ millions
<b>Revenue Programme</b>	
Local Roads Maintenance & Improvement	€ 25.77
<b>Total Value of Revenue Programme In-depth Reviews</b>	
Total Revenue Programme Inventory 2025	€332.57m
<b>% Reviewed</b>	<b>7.8%</b>
<b>Capital Project – Expenditure Being Incurred</b>	
Morrison’s Island Public Realm and Flood Defence	€15.2.m
Ballincroig, Dublin Pike	€27.61m
Shandon Exchange – Butter Market & Weighmasters House Complex	€ 11.53
<b>Total Value of Capital Projects In-depth Reviews</b>	
Total Capital Expenditure Project Inventory 2025	€278.85m
<b>% Reviewed</b>	<b>19.49%</b>
<b>2025 Overall Percentage Reviewed</b>	
	<b>13.10%</b>

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

## **Current Expenditure Programme - Expenditure being Incurred Programme Selected:**

### **Local Roads Maintenance & Improvement**

It is the view of Internal Audit that Cork City Council's local roads maintenance and improvement program complies with the broad principles of the Public Spending Code. In 2025 the cost of providing local roads maintenance and improvement was **€25,767,400**. This programme was categorised as current expenditure being incurred in the 2025 public spending code quality assurance inventory listing. The objective of the Local road maintenance and improvement programme is to enhance road safety for all road users including cyclists and pedestrians. There are several documents that define the objectives of the programme; Cork City Council's Annual Service Delivery Plan 2025, Annual Budget 2025, The Memorandum on Grants for Regional and Local Roads. There is also evidence of planning and monitoring of the local roads maintenance and improvement programme expenditure through Annual Budget 2025, financial reports and monitoring reports.

Internal Audit is satisfied that there is evidence that value for money is being achieved on the programme as a majority of the expenditure is procured through national and local procurement frameworks. Internal Audit is satisfied there are robust controls and monitoring in place in relation to the operation of local roads maintenance and improvement and that there is sufficient oversight of contractors engaged to carry out maintenance and improvement of local roads.

On completion of the in-depth review of the Cork City Council's local roads maintenance and improvement programme B04, Internal Audit has formed the opinion that this Revenue expenditure programme appears to be compliant with the relevant requirements of the public spending code.

## **Capital Expenditure Projects Selected:**

### **Morrison's Island Public Realm and Flood Defense Project.**

The Morrison's Island Project has the objective of being a technically, socially, environmentally and economically acceptable alleviation of the risk of flooding to the Morrison's Island area within Cork City and environs. The project stems from the Lower Lee Flood Relief Scheme which identified Cork City as vulnerable to significant flooding. This scheme is led by Cork City Council with participation by the OPW and the steering group established for the project.

Appropriate appraisal of the scheme was conducted as evidenced by the Environmental Impact Statement. In addition, the Cost Benefit Analysis provides an economic assessment of the costs and benefits of the scheme and in so doing highlights the economic justification for the scheme. On-going monitoring and evaluation of the scheme's implementation is met through the comprehensive monthly management reports that are prepared. The appropriate documentation and data is available for any future evaluation of the Scheme.

Overall, the capital expenditure project being incurred, Morrison's Island project is well managed, and it is reasonable to conclude that Cork City Council is in compliance with the Public Spending Code. Internal Audit recommends that the total project cost be formally re-evaluated and documented to

ensure that all additional costs incurred and potential delays causing overrun costs are identified and approved in accordance 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.

Overall, the capital expenditure scheme on the Mahon Street Renewal Scheme 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 scheme review should be completed within a reasonable timeframe once the scheme/projects are complete.

### **Ballincroig, Dublin Pike Housing Project**

The project involves the purchase of land situated at Ballincroig, Ballyvolane and the development of seventy-two units in Ballincroig, Ballyvolane with an approved overall budget of €27,608,876.16. The project is a result of Cork City Council launching a competitive dialogue procedure in August 2021 as part of a wider call to the market for bidders with housing solutions that could help deliver the Council's Social Housing Programme for Cork City. An application for capital funding for the project was made to the Department of Housing, Local Government and Heritage and progressed through stages 1, 2, 3 & 4 of the Capital Works Management Framework.

All relevant documentation was made available during this review and is accessible for future evaluation of the project. The main contract works commenced on site in October 2023 and the project completion date was the 4<sup>th</sup> April 2025.

Overall, the capital expenditure project being incurred, Ballincroig, Ballyvolane Housing Development was well managed, and it is reasonable to conclude that Cork City Council is, subject to the agreed format of the Competitive Dialogue process, 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.

### **Shandon Exchange – Butter Market & Weighmasters House Complex Project**

This In-Depth Check examined the Shandon Exchange project, a significant capital investment programme being delivered by Cork City Council to restore and adaptively reuse the historic Butter Market and Weighmaster's House complex in the Shandon quarter of Cork City. The project is funded under THRIVE Strand 2 (€7,000,000 ERDF, 100% grant) with a CCC revenue contribution of €4,527,506, giving a total project cost of €11,527,506. The project demonstrates strong alignment with the National Planning Framework, RSES, Cork City Development Plan 2022-2028, the Town Centre First policy, and New European Bauhaus values, and is identified as the highest-priority regeneration proposal in the Shandon Integrated Urban Strategy.

Appropriate appraisal was conducted, with pre-THRIVE feasibility studies, the THRIVE Strand 1 IUS providing the formal evidence base, and both Part 8 planning processes completed with public consultation and environmental assessments. The PAF comprehensively documents justification, cost plans, risk analysis, and procurement approach. The integrated multi-disciplinary consultancy team, Conservation Architect, and Quantity Surveyor were appointed in March 2026 following competitive open tenders in accordance with the CWMF.

The project is currently in the detailed design phase, with the consultancy team appointed in March 2026, construction tender targeted for August 2026, and projected completion in December 2028. Overall, the Shandon Exchange project is well managed, and it is reasonable to conclude that Cork City Council is in compliance with the Public Spending Code. To ensure full compliance with the Public Spending Code, Internal Audit recommends that a Post-Project Review should be completed within a reasonable timeframe once the project is complete

### **Westside Housing Development**

The Westside Housing Development project involves the development of forty-three dwelling units in Westside Court, Model Farm Road, Cork with an approved overall budget of €21,4 million. An application for capital funding for the project was made to the Department of Housing, Local Government and Heritage 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 December 2025 and there is an expected completion date of February 2026.

Overall, the capital expenditure project being incurred, Westside Court, Model Farm Road Housing Project, can be described as well managed, and it is reasonable to conclude that the project 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.

## **4. Next Steps: Quality Assurance Process**

The annual process of gathering assurance on the quality of the processes being undertaken by project managers was a significant co-ordination task in terms of liaising with various sections, departments, and directors. This process of engagement across the organisation ensures that staff are aware of the requirements of the public spending code and the steps that they need to take to meet those requirements.

On the basis of the checklists completed by the project owners of capital projects, together with those completed by the Finance Department on current expenditure and the In-depth checks undertaken

by Internal Audit, Cork City Council have assurance that there are satisfactory levels of compliance with the requirements of the Public Spending Code. The key area of weakness continues to be that only 6 Project Completion Reports have been carried out and this number is short of the number of projects completing during the year. Project managers will be reminded again of their obligations in this area.

Over the last number of years all capital projects of scale have been centralised in two Directorates, the Housing Directorate and the Infrastructure Directorate. This has fostered the development of project management expertise in both these areas where knowledge is shared across delivery teams and passed onto new members joining. This has been crucial in improving the Council's compliance with the public spending code as in the past there had been a high level of turnover in staff managing and delivering projects. This has been particularly important as the size and complexity of projects being undertaken has been significantly increasing in recent years.

## **5. Conclusion**

Cork City Council has completed the necessary steps in the Quality Assurance Process and has prepared the required inventory showing all the relevant expenditure. The inventory outlined in this report lists the revenue and capital expenditure that is being considered, being incurred, and that has recently ended. Over the last number of years, the number of procurements over €10 million has increased due to the increase in the number of units being delivered under Housing projects and these are published in the public Cork City Council website. The checklists completed by the organisation and in-depth checks show a substantial level of compliance with the Public Spending Code.

## **Appendix 1**

### **Inventory of Projects and Programmes above €0.5m**

Expenditure being Considered - Greater than €0.5m (Capital and Current)

Project/Scheme/Programme Name	Short Description	Current Expenditure Amount in Reference Year	Capital Expenditure Amount in Reference Year (Non Grant)	Capital Expenditure Amount in Reference Year (Grant)	Project/Programme Anticipated Timeline	Projected Lifetime Expenditure	Explanatory Notes
<b>Housing &amp; Building</b>							
A01 MAINTENANCE/IMPROVEMENTS OF LA HOUSING UNITS	Repairs and Maintenance of LA Housing Stock	€ 537,300	€ -	€ -	Rolling - Current Exp	€ -	
A04 HOUSING COMM DEVELOP SUPPORT	Housing Estate Management & Support	€ 521,700	€ -	€ -	Rolling - Current Exp	€ -	
A05 ADMINISTRATION OF HOMELESS SERVICES	Homeless Services Administration	€ 15,261,300	€ -	€ -	Rolling - Current Exp	€ -	
A07 RAS PROGRAMME	Rental Assistance Scheme Operations	€ 8,781,900	€ -	€ -	Rolling - Current Exp	€ -	
A09 HOUSING GRANTS	Disabled Persons Grants	€ 1,002,200	€ -	€ -	Rolling - Current Exp	€ -	
CALF SCHEMES	Social Housing Prog - LA	€ -	€ -	€ -	Under Consideration	€ 23,220,000	
Capital Assistance Schemes	Social Housing Prog - CAS	€ -	€ -	€ -	Under Consideration	€ 20,500,000	
OTHER SOCIAL HOUSING PROJECTS	Social Housing Prog - LA	€ -	€ -	€ -	Under Consideration	€ 23,700,000	
Social Housing Voids Programme	Social Housing Prog - LA	€ -	€ -	€ -	Under Consideration	€ 4,700,000	
New House Purchases	Social Housing Prog - LA	€ -	€ -	€ -	Under Consideration	€ 6,000,000	
ELLIS YARD GRP HSG SCHEME	TRAVELLERS ACCOMMODATION	€ -	€ 1,186	€ -	2029	€ 17,000,000	
CD4 - COONEYS LANE	NEW CAP PROJECTS 2026-2028	€ -	€ -	€ -	2028	€ 9,877,539	
CD4 - LEHENAGHMORE SOCIAL	NEW CAP PROJECTS 2026-2028	€ -	€ -	€ -	2029	€ 27,714,319	
CD4 - LOWER GLANMIRE ROAD	NEW CAP PROJECTS 2026-2028	€ -	€ -	€ -	2029	€ 8,391,391	
CD4 - LAUREL HEIGHTS PHASE 2	NEW CAP PROJECTS 2026-2028	€ -	€ -	€ -	2029	€ 9,109,000	
TURNKEY ACQUISITION 9 UNITS, DUNLOCHA COTTAGES, BLACKROCK, CORK	Completed Asset Funded	€ -	€ 3,075	€ -	2027	€ 3,824,500	
HCP10999 PART V 2 UNITS OLD MARKET PLACE & BLARNEY ST, GURRANABRAHE	Voluntary Housing	€ -	€ 1,845	€ -	2026	€ 641,122	
<b>Road Transportation &amp; Safety</b>							
B04 Local Road - Maintenance & Improvement	Maintenance & Improvement of Local Roads	€ 2,263,600	€ -	€ -	Rolling - Current Exp	€ -	
B06 Traffic Management Improvement	Improvement to traffic mgmt	€ 730,800	€ -	€ -	Rolling - Current Exp	€ -	
<b>Development Management</b>							
D01 Forward Planning	Forward Planning	€ 759,900	€ -	€ -	Rolling - Current Exp	€ -	
D09 Economic Development and Promotion	Economic Development & Promotion	€ 1,213,800	€ -	€ -	Rolling - Current Exp	€ -	
<b>Environmental Services</b>							
E10 SAFETY OF STRUCTURES & PLACES	Safe Structures Exp.	€ 1,046,500	€ -	€ -	Rolling - Current Exp	€ -	
E12 FIRE PREVENTION	Fire Prevention	€ 1,198,900	€ -	€ -	Rolling - Current Exp	€ -	
<b>Infrastructure Development</b>							
NORTH WEST REGIONAL PARK	Upgrade of Public Spaces, ie, Parks, Paths, etc.	€ -	€ -	€ -	Under Consideration	€ 2,375,000	
BUS CORRIDOR - NETWORK IMPROVEMENTS	NTA 100% Fully Funded Schemes	€ -	€ -	€ -	Under Consideration	€ 3,000,000	
GLENRYAN/CATTLEMARKET AVE UPGRADE	NTA 100% Fully Funded Schemes	€ -	€ -	€ -	Under Consideration	€ 1,000,000	
NEW SUSTAINABLE TRANSPORT IMPROVEMENTS	NTA 100% Fully Funded Schemes	€ -	€ -	€ -	Under Consideration	€ 1,000,000	
EMMETT PLACE	Upgrade of Public Spaces, ie, Parks, Paths, etc.	€ -	€ -	€ -	Under Consideration	€ 2,000,000	
CORK DOCKLANDS ROADS, STREETS & OPEN SPACES	Upgrade of Public Spaces, ie, Parks, Paths, etc.	€ -	€ -	€ -	Under Consideration	€ 1,000,000	
<b>Operations</b>							
F02 Operation of Library & Archival Service	Derelict Sites	€ 559,900	€ -	€ -	Rolling - Current Exp	€ -	
F03 Outdoor Leisure Areas Operations	Derelict Sites	€ 552,800	€ -	€ -	Rolling - Current Exp	€ -	
Bells Field	Upgrade of Public Spaces, ie, Parks, Paths, etc.	€ -	€ -	€ -	Under Consideration	€ 500,000	
Glanmire Playground	Upgrade of Public Spaces, ie, Parks, Paths, etc.	€ -	€ -	€ -	Under Consideration	€ 950,000	
Ennismore Lands	Upgrade of Public Spaces, ie, Parks, Paths, etc.	€ -	€ -	€ -	Under Consideration	€ 2,000,000	
ACTIVE TRAVEL SCHEMES	NTA 100% Fully Funded Schemes	€ -	€ -	€ -	Under Consideration	€ 1,100,000	
Blarney Playground	Upgrade of Public Spaces, ie, Parks, Paths, etc.	€ -	€ -	€ -	Under Consideration	€ 500,000	
<b>Strategic &amp; Economic Development</b>							
DOCKLANDS INFRASTRUCTURE	NTA 100% Fully Funded Schemes	€ -	€ -	€ -	Under Consideration	€ 4,992,000	
DOCKLANDS - ACQ ESB FREEFOAM & COMER BROS LAND	Land Acq to enable South Docklands Development	€ -	€ -	€ -	Under Consideration	€ 9,144,878	
EVENTS CENTRE	Development of event Centre	€ -	€ 641,041	€ -	Under Consideration	€ 168,000,000	
<b>Totals</b>		€ 34,430,600	€ 647,147	€ -		€ 352,239,749	

Expenditure being Incurred - Greater than €0.5m (Capital and Current)

Project/Scheme/Programme Name	Short Description	Current Expenditure Amount in Reference Year	Capital Expenditure Amount in Reference Year (Non Grant)	Capital Expenditure Amount in Reference Year (Grant)	Project/Programme Anticipated Timeline	Cumulative Expenditure to-date	Projected Lifetime Expenditure (Capital Only)	Explanatory Notes
<b>Housing &amp; Building</b>								
A01 MAINT/MP LA HOUSING UNITS	Repairs and Maintenance of LA Housing Stock	€ 25,191,483	€ -	€ -	Rolling - Current Exp	€ -	€ -	
A02 HOUSING ASSESS, ALLOC & TRANSFER	Assessment of Housing Needs	€ 1,384,112	€ -	€ -	Rolling - Current Exp	€ -	€ -	
A03 HOUSING RENT & TENANT PURCHASE ADMIN	Debt Management & Rent Assessment	€ 1,020,198	€ -	€ -	Rolling - Current Exp	€ -	€ -	
A04 HOUSING COMM DEVELOP SUPPORT	Housing Estate Management & Support	€ 8,060,374	€ -	€ -	Rolling - Current Exp	€ -	€ -	
A05 ADMIN OF HOMELESS SERVICE	Homeless Services Administration	€ 47,462,664	€ -	€ -	Rolling - Current Exp	€ -	€ -	
A06 SUPPORT TO HOUSING CAPITAL PRO	Mainly relates to loan charges and technical & admin	€ 3,527,314	€ -	€ -	Rolling - Current Exp	€ -	€ -	
A07 RAS PROGRAMME	Rental Assistance Scheme Operations	€ 45,320,615	€ -	€ -	Rolling - Current Exp	€ -	€ -	
A08 HOUSING LOANS	Loan Interest & Charges and Debt Management	€ 1,279,808	€ -	€ -	Rolling - Current Exp	€ -	€ -	
A09 HOUSING GRANTS	Disabled Persons Grants	€ 8,599,747	€ -	€ -	Rolling - Current Exp	€ -	€ -	
A11 AGENCY & RECOUPABLE SERVICES	Agency & Recoupable and Support Services	€ 2,721,179	€ -	€ -	Rolling - Current Exp	€ -	€ -	
A12 HAP PROGRAMME	HAP support services	€ 529,027	€ -	€ -	Rolling - Current Exp	€ -	€ -	
BRAMBLE COTTAGES, POPHAM RD	Dev 4 units	€ -	€ 221,315	€ -	Ongoing	€ 986,177	€ 1,337,564.00	
SOCIAL & COMMUNITY (CNWR)	Annual budget for Social, Economic & Environmental Pl	€ -	€ 3,803	€ -	Ongoing	€ 908,856	€ -	
CNWQR PH 3B	62 no. social housing units	€ -	€ 1,356,096	€ -	Q2 2027	€ 6,435,675	€ 28,010,579.02	
CNWQR PH 4A	43 no. social housing units	€ -	€ 31,855	€ -	Q4 2027	€ 1,025,825	€ 21,819,397.00	
PHASE 1C DESIGN & CONSTRUCTION	Construction of 41 units	€ -	€ 3,859,217	€ -	Q4 2025	€ 16,878,621	€ 17,000,000.00	
CNWQR PHASE 3A HSG PROJECT	Construction of 15 units	€ -	€ 77,934	€ -	Ongoing	€ 104,452	€ 6,492,352	
CNWQR PHASE 3C HSG PROJECT	Construction of 12 units	€ -	€ 66,259	€ -	Ongoing	€ 157,994	€ 5,274,251	
CNWQR PHASE 4F & AHPH HSG PROJECT	Construction of 22 no. units	€ -	€ 55,128	€ -	Ongoing	€ 166,630	€ 9,843,858	
CNWQR PH 2B DEFCANT & ENABLING	Construction of 38 Units	€ -	€ 2,853,505	€ -	Ongoing	€ 12,297,278	€ 15,118,061	
CNWQR CROPPY BOY PHASE 1 HOUSING PROJ	Construction of 24 Units	€ -	€ 2,847,065	€ -	Q4 2026	€ 5,057,478	€ 10,718,217	
CNWQR PHASE 4C WEST HOUSING PROJECT	Construction of 20 Units	€ -	€ 62,807	€ -	Ongoing	€ 69,609	€ 8,276,530	
SOCIAL HOUSING ACQUISITIONS	Purchased houses	€ -	€ 10,961,003	€ -	Ongoing	€ -	€ -	
GLYNTOWN, GLANMIRE SOCIAL HOUSING	Construction of 54 units	€ -	€ 47,193	€ -	Ongoing	€ 47,193	€ 23,953,102	
45 UNITS LEHNAVAGHMORE AFFD HSG	Affordable Purchase	€ -	€ 11,274,004	€ -	Ongoing	€ 17,397,811	€ 17,397,811	
27 UNITS AFF HSG MEADOWBROME	Affordable Purchase	€ -	€ 262,634	€ -	First 16 units, Sept 2025	€ 1,358,769	€ 3,000,000	
64 UNITS AFF HSG BALLINCHROKIG	Affordable Purchase	€ -	€ 586,089	€ -	31st May 2026	€ 4,989,437	€ 7,000,000	
CARRIG DUN, KILLEENS, AH SCHEME	Affordable Purchase	€ -	€ 607,555	€ -	30th June 2026	€ 619,855	€ 675,000	
BOHERBOY ROAD HSG SCHEME	Affordable Purchase	€ -	€ 1,936,069	€ -	30th June 2026	€ 15,483,801	€ 15,483,801	
CALF	Capital Acquisitions Leasing Facility	€ -	€ 34,238,686	€ -	Ongoing	€ -	€ -	
CAS	Capital Assistance Scheme	€ -	€ 8,542,502	€ -	Ongoing	€ -	€ -	
HOLLYWOOD ESTATE INFILL HSG	Capital Assistance Scheme	€ -	€ 272,018	€ -	Ongoing	€ -	€ -	
32 UNITS WESTSIDE, MODEL FM RD	Social Housing Construction of 43 no. apts	€ -	€ 2,313,541	€ -	2027	€ 2,823,699	€ 3,132,790	
SITE-CLANRICKARDE EST/BOREENMA	Design&Construction of 4 no. social housing units	€ -	€ 38,749	€ -	2028	€ 8,012,389	€ 21,385,386	
INFILL HSG -12 GERALD GRIFFIN ST	Site Purchase, Design&Construction of social housing	€ -	€ -	€ 344,704	2027	€ 85,021	€ 1,742,856	
MADONNA HSE PH 2 BALLINCOLLIG	Social Housing Construction of 6 no. units	€ -	€ 700,616	€ -	2026	€ 483,354	€ 1,028,822	
ROPE WALK 3 UNITS	Design&Construction of social housing units	€ -	€ 42,243	€ -	2028	€ 1,843,991	€ 1,889,697	
101/102 HOLLYVILLE 2 UNITS	Social Housing Construction of 2 no. units	€ -	€ 503,224	€ -	2026	€ 105,664	€ 1,472,681	
GREENVALLEY DOUGLAS 25 HOUSES	Social Housing Construction of 25 no. units	€ -	€ 4,734,957	€ -	2026	€ 743,425	€ 893,391	
FARRANFERRIS 26 HOUSES	Social Housing Construction of 26 no. units	€ -	€ 2,961,212	€ -	2026	€ 10,582,835	€ 10,504,091	
67 APTS GERALD GRIFFIN ST	Design&Construction of social housing units	€ -	€ 1,218	€ -	2028	€ 26,447	€ 28,554,900	
54 UNITS MEADOW BROME, GRANGE	54 units via Turnkey Acq and Part V	€ -	€ 3,993,594	€ -	Q1 2026	€ 23,970,835	€ 24,000,000	
ESTUARY WAY 36 MODULAR UNITS	36 no. Modular Homes & 2 community support units	€ -	€ 7,043,592	€ -	2026	€ 10,525,581	€ 11,977,537	
The Arches, Gerald Griffin Street	Social Housing Construction of 17 no. apts	€ -	€ 1,926,964	€ -	Q1 2027	€ 2,594,969	€ 7,651,115	
16 HSES OLD FORT GATE BALLINCOLLIG	Social Housing Construction of 16 no. units	€ -	€ 1,869,869	€ -	Q4 2026	€ 4,003,869	€ 6,673,200	
FARRANLEA RD 12 UNITS SOCIAL HOUSING	Social Housing Construction of 12 no. units	€ -	€ 1,552,479	€ -	Q4 2026	€ 2,124,836	€ 5,306,400	
11 - 13 STRAW HALL	Design&Construction of social housing units	€ -	€ -	€ 19,585	2027	€ 23,092	€ 871,865	
90C HSG - BESSBOROUGH RD SITE	Social Housing Construction of 90 no. units	€ -	€ 5,053,693	€ -	2027	€ 15,019,321	€ 39,857,811	
50 UNITS BOYCES STREET	Social Housing Construction of 50 no. units	€ -	€ 6,530,138	€ -	Q3 2027	€ 8,315,744	€ 17,127,700	
GRAITAN ST RESIDENTIAL DWELLINGS	Design&Construction of social housing units	€ -	€ 9,619	€ -	2029	€ 9,619	€ 1,000,000	
SKEARH RD RESIDENTIAL DWELLINGS	Design&Construction of social housing units	€ -	€ 10,482	€ -	2029	€ 10,691	€ 15,000	
WOODS ST RESIDENTIAL DWELLINGS	Design&Construction of social housing units	€ -	€ 5,823	€ -	2029	€ 6,274	€ 1,000,000	

Expenditure being Incurred - Greater than €0.5m (Capital and Current)									
Project/Scheme/Programme Name	Short Description	Current Expenditure Amount in Reference Year	Capital Expenditure Amount in Reference Year (Non Grant)	Capital Expenditure Amount in Reference Year (Grant)	Project/Programme Anticipated Timeline	Cumulative Expenditure to-date	Projected Lifetime Expenditure (Capital Only)	Explanatory Notes	
Housing & Building									
INNISHMORE, BALLINCOLLIG	Design&Construction of social housing units	€ -	€ 6,069	€ -	- 2028	€ 4,368,107	€ 22,297,793		
OLD MARKET PLACE	Design&Construction of social housing units	€ -	€ 3,128	€ -	- 2028	€ 6,924	€ 6,049,660		
MILESTREAM, BLARNEY ROAD, CORK	Design&Construction of social housing units	€ -	€ 5,240	€ -	- 2029	€ 5,240	€ 1,000,000		
Energy Retrofit Program 2026	Energy Efficiency Retrofitting of properties	€ -	€ -	€ -	- 31/12/2026	€ 101,475	€ 6,700,000		
PROJ MGMT ENERGY EFFICIENCY 21	Energy Efficiency Retrofitting of properties	€ -	€ 444,450	€ -	- 31/12/2030	€ 1,484,101	€ 1,500,000		
VOIDS PROG 2024 DEPOTS	Refurbishment of Vacant Properties	€ -	€ 12,944	€ -	- 31/12/2026	€ 721,094	€ 732,931		
VOIDS PROG 2024 CONTRACTS	Refurbishment of Vacant Properties	€ -	€ 107,621	€ -	- 31/12/2026	€ 3,540,753	€ 3,540,753		
CONTRACT VACANTS 2023	Refurbishment of Vacant Properties	€ -	€ 10,980	€ -	- 31/12/2026	€ 1,169,489	€ 1,169,489		
DEPOT VACANTS 2023	Refurbishment of Vacant Properties	€ -	€ -	€ -	- 31/12/2026	€ 1,212,363	€ 1,212,364		
DEPOT VOIDS 2025	Refurbishment of Vacant Properties	€ -	€ 1,638,324	€ -	- 31/12/2026	€ 1,750,578	€ 1,750,579		
CONTRACT VOIDS 2025	Refurbishment of Vacant Properties	€ -	€ 3,689,188	€ -	- 31/12/2026	€ 4,567,163	€ 4,564,796		
MAIN STREET, BALLINCOLLIG	Design&Construction of social housing units	€ -	€ -	€ -	- 2028	€ -	€ 3,612,200		
VACANT HOUSES - DEPOT	Refurbishment of Vacant Properties	€ -	€ -	€ -	- 31/12/2026	€ 19,457	€ 1,210,400		
VACANT HOUSES - CONTRACT	Refurbishment of Vacant Properties	€ -	€ -	€ -	- 31/12/2026	€ 547,594	€ 4,094,617		
SPRING LANE WORKS	Various projects on Spring Lane to improve site condition	€ -	€ 206,275	€ -	- Ongoing	€ 3,114,421	€ 3,008,678		
TAKING IN CHARGE	Limited works for Taking in charge certain estates.	€ -	€ -	€ -	- Ongoing	€ 16,202	€ 675,000		
REGEN PROJECT NOONANS ROAD	Regeneration	€ -	€ 12,300	€ -	- Ongoing	€ 255,774	€ 2,000,000		
LOAN SCHEME- TRAVELLERS-CARAVAN	Loan Scheme Caravans	€ -	€ 196,765	€ -	- Ongoing	€ 1,515,284	€ 1,392,231		
ENERGY RETROFITTING PROG 2021	Energy Efficiency Retrofitting of properties	€ -	€ 784,259	€ -	- Ongoing	€ 16,838,563	€ 30,000,000		
COVID 19 - TRAVELLER ACCOMMODA	TRAVELLERS	€ -	€ 104,503	€ -	- Ongoing	€ 1,433,393	€ 1,399,886		
Road Transportation & Safety									
B01 NP ROAD - MAINTENANCE & IMPROVEMENT	Maintenance & Improvement of National Primary Road	€ 629,396	€ -	€ -	- Rolling - Current Exp	€ -	€ -		
B03 REGIONAL ROAD - MAIN&IMPROVE	Maintenance & Improvement of Regional Roads	€ 1,908,053	€ -	€ -	- Rolling - Current Exp	€ -	€ -		
B04 LOCAL ROAD - MAIN&IMPROVE	Maintenance & Improvement of Local Roads	€ 27,321,873	€ -	€ -	- Rolling - Current Exp	€ -	€ -		
B05 PUBLIC LIGHTING	Public Lighting Operations	€ 6,543,553	€ -	€ -	- Rolling - Current Exp	€ -	€ -		
B06 TRAFFIC MANAGEMENT IMPROVE	Traffic Management and Maintenance	€ 7,703,140	€ -	€ -	- Rolling - Current Exp	€ -	€ -		
B08 ROAD SAFETY PROMO/EDUCATION	School Wardens & Support Costs	€ 1,122,796	€ -	€ -	- Rolling - Current Exp	€ -	€ -		
B09 CAR PARKING	Maintenance and Management of Car Parks	€ 6,817,242	€ -	€ -	- Rolling - Current Exp	€ -	€ -		
B10 SUPPORT TO ROADS CAPITAL PROG	Administration of Roads Capital Programme	€ 3,976,028	€ -	€ -	- Rolling - Current Exp	€ -	€ -		
REBURISHMENT OF CAR PARKS	Returb car parks	€ -	€ 58,323	€ -	- Ongoing	€ 1,129,062	€ 1,700,000		
AUTOMATIC BOLLARDS	restrict pedestrian streets	€ -	€ 56,982	€ -	- Ongoing	€ 990,155	€ 2,065,000		
MONAHAN ROAD EXTENSION	Monahan road	€ -	€ 40,898	€ -	- 2026	€ 1,076,760	€ 8,000,000		
CITY LIBRARY GPQ INCL SITE	New City Library within the Grand Parade Quarter.	€ -	€ 3,750,168	€ -	- Q2 2028	€ 30,331,075	€ 75,979,363		
URBAN ANIMATION PROJECT	Outdoor public art trail	€ -	€ 10,665	€ -	- Q1 2026	€ 971,107	€ 1,000,000		
DOCKLANDS - PLANNING, STRATEGY	Master Planning, Strategies and Work Plan	€ -	€ 392,182	€ -	- Q1 2027	€ 1,819,990	€ 2,665,000		
DOCKLANDS-INFRASTRUCTURE PLANNING & LA	Infrastructure Planning	€ -	€ 1,476,603	€ -	- Q4 2030	€ 1,483,983	€ 4,992,000		
DOCKLANDS - ACQUIRE CITY QUAYS	Docklands Project	€ -	€ -	€ -	- Q2 2028	€ 29,563	€ 9,027,000		
CORK DOCKLANDS DELIVERY OFFICE	Establishment of Capital Delivery Office	€ -	€ 773,212	€ -	- Q4 2030	€ 1,425,391	€ 1,827,000		
SHANDON BUTTER EXCHANGE REGEN	Regeneration	€ -	€ 13,943	€ -	- Q4 2028	€ 104,377	€ 11,500,000		
CORK WAYFINDING SYSTEM	Regeneration wayfinding	€ -	€ 75,850	€ -	- Q1 2026	€ 1,798,309	€ 1,800,000		
PEDESTRIAN SAFETY IMPROVEMENT PH 2	Improve pedestrian and vulnerable road user facilities	€ -	€ 57,587	€ -	- Q4 2026	€ 902,172	€ 950,000		

Expenditure being Incurred - Greater than €0.5m (Capital and Current)

Project/Scheme/Programme Name	Short Description	Current Expenditure Amount in Reference Year	Capital Expenditure Amount in Reference Year (Non Grant)	Capital Expenditure Amount in Reference Year (Grant)	Project/Programme Anticipated Timeline	Cumulative Expenditure to-date	Projected Lifetime Expenditure (Capital Only)	Explanatory Notes
<b>Environmental Services</b>								
E01 LANDFILL OPERATION & AFTERCARE	Landfill Trimore Valley Park	€ 2,015,626	€ -	€ -	Rolling - Current Exp	€ -	€ -	
E02 RECOVERY&RECYC FACILITIES OPS	Recycling expenditure	€ 1,587,004	€ -	€ -	Rolling - Current Exp	€ -	€ -	
E06 STREET CLEANING	Street Cleaning	€ 9,010,924	€ -	€ -	Rolling - Current Exp	€ -	€ -	
E07 WASTE REGULATION, MONITORING & ENFO	Waste Enforcement/ Litter	€ 1,026,670	€ -	€ -	Rolling - Current Exp	€ -	€ -	
E08 WASTE MANAGEMENT PLANNING	Waste Management Planning	€ 737,097	€ -	€ -	Rolling - Current Exp	€ -	€ -	
E09 MAINTENANCE OF BURIAL GROUNDS	Burial Grounds	€ 2,536,684	€ -	€ -	Rolling - Current Exp	€ -	€ -	
E10 SAFETY OF STRUCTURES & PLACES	Safe Structures Exp.	€ 7,574,162	€ -	€ -	Rolling - Current Exp	€ -	€ -	
E11 OPERATION OF FIRE SERVICE	Operation of Fire Services	€ 22,790,912	€ -	€ -	Rolling - Current Exp	€ -	€ -	
E12 FIRE PREVENTION	Fire Prevention	€ 2,503,965	€ -	€ -	Rolling - Current Exp	€ -	€ -	
E13 WATER QUALITY, AIR & NOISE POLLUTION	Water quality, Air & Noise Pollution	€ 747,094	€ -	€ -	Rolling - Current Exp	€ -	€ -	
E15 Climate Change and Flooding	Climate change and Flooding	€ 899,183	€ -	€ -	Rolling - Current Exp	€ -	€ -	
ELECTRICITY GEN. AT KINSALE RD	Generation of electricity at Kinsale Road Landfill Site	€ -	€ 57,654	€ -	Ongoing, until gas runs out	€ 1,500,975	€ 1,600,000	
TOGHER FLOOD RELIEF	Flood Relief Scheme	€ -	€ 166,573	€ -	Q1 2026	€ 23,161,520	€ 23,161,520	
GLASHABOY FLOOD RELIEF SCHEME	Flood Relief Scheme	€ -	€ 10,240,357	€ -	2026	€ 33,522,855	€ 33,522,855	
MORRISON'S ISL. PUB RE&FLOOD DEF	Flood Relief Scheme	€ -	€ 6,718,444	€ -	Q4 2026	€ 13,367,441	€ 15,270,000	
<b>Recreation and Amenity</b>								
F01 LEISURE FACILITIES OPERATIONS	Leisure Pool facilities	€ 1,427,040	€ -	€ -	Rolling - Current Exp	€ -	€ -	
F02 OP OF LIBRARY&ARCHIVE SERVICE	Library & Archive	€ 11,906,255	€ -	€ -	Rolling - Current Exp	€ -	€ -	
F03 OUTDOOR LEISURE AREA OPERATION	Outdoor Leisure e.g. Golf Course	€ 14,444,423	€ -	€ -	Rolling - Current Exp	€ -	€ -	
F04 COMM,SPORT&REC DEVELOPMENT	Community & Sports	€ 2,482,148	€ -	€ -	Rolling - Current Exp	€ -	€ -	
F05 OPERATION OF ARTS PROGRAMME	Arts Programme	€ 4,239,361	€ -	€ -	Rolling - Current Exp	€ -	€ -	
BISHOP LUCEY PARK	Upgrades work to public park	€ -	€ 12,957,030	€ -	01/11/2026	€ 19,525,452	€ 19,600,000	
<b>Miscellaneous Services</b>								
H05 OP OF MORGUE&CORONER EXP	Coroner expenditure	€ 1,449,003	€ -	€ -	Rolling - Current Exp	€ -	€ -	
H09 LOCAL REPRESENTATIVE LEADERSHIP	Local Rep. Expenditure	€ 2,098,599	€ -	€ -	Rolling - Current Exp	€ -	€ -	
H11 AGENCY & RECOUPABLE SERVICES	Annual Contribution Cork County Council	€ 16,969,468	€ -	€ -	Rolling - Current Exp	€ -	€ -	
<b>Infrastructure</b>								
BRIDGE REFURBISHMENT WORKS		€ -	€ 322,285	€ -		€ 3,002,492	€ 3,200,000	
CARRIGROHANE BRIDGE REPLACEMENT		€ -	€ 31,433	€ -	Deferred	€ 894,290	€ 900,000	
Bridges Rehabilitation 2026 - 2027 (Ballincrossig Bridge, Twopot Bridge and Parnell Bridge)		€ -	€ 122,638	€ -	Oct. 2027	€ 191,936	€ 450,000	
CLONTARF BRIDGE REHABILITATION PROJECT	Bridge Repair	€ -	€ 223,520	€ -	2028/2029	€ 296,850	€ 12,500,000	
BALLYBRACK PED & CYCLE TRACK	Provision of 2.4km active travel route.	€ -	€ 224,667	€ -	Phase 4A - Completed. Phase 4B and 4C to be completed as part of M28 Scheme	€ 2,230,325	€ 7,036,196	
VIA DUCT TO CITY CYCLE PHASE 1	Greenway Scheme	€ -	€ 153,950	€ -	Subject to funding support, planning and completion of required land acquisition 2028	€ 1,028,158	€ 5,024,207	
CURRAHEEN RD CYCLE LANE	Active Travel Scheme at concept stage	€ -	€ 2,391	€ -	2028	€ 32,034	€ 1,250,000	
ROCHESTOWN 2 DOUGLAS CYCLE SCH	5 kilometre active travel route, including 2 bridges, bus	€ -	€ 118,297	€ -	2027	€ 401,394	€ 6,400,000	
GLANMIRE TO CITY CYCLE PHASE 2	Active Travel Scheme	€ -	€ 402,171	€ -	Q4 2026	€ 1,294,448	€ 22,000,000	
SARSFIELD RD TO GLASHABOY	Feasibility study etc - in public consult -	€ -	€ 128,184	€ -	01/12/2028	€ 332,597	€ 6,000,000	
CORK NORTHERN DISTRIBUTOR	Transport Scheme	€ -	€ 83,901	€ -	2030	€ 756,998	€ 1,100,000	
MCCURTAIN STREET PTI	Road and junction improvement scheme for the junction	€ -	€ 266,679	€ -	01/11/2026	€ 17,440,694	€ 17,400,000	
DOCKLANDS TO CITY CENTRE JUNCT	Improvement works to Shehard Road between Church	€ -	€ 334,539	€ -	01/12/2027	€ 1,127,119	€ 14,000,000	
SKEHARD RD PHASE 3	Contrailow Bus Lane on Anglessea St to facilitate new b	€ -	€ 169,361	€ -	2028	€ 4,550,153	€ 4,565,366	
SOUTH QUAYS PTI	PT and active travel scheme	€ -	€ 66,210	€ -	Q1 2026	€ 100,782	€ 500,000	
BALLYVOLUME PH 2 FOX & HOUNDS	Road Improvement Scheme and Greenway	€ -	€ 4,177,869	€ -	01/12/2026	€ 6,879,409	€ 12,500,000	
GLANMIRE ROADS IMPRVMT SCHEME	Mary Street, Douglas Street & White Street Public Realm	€ -	€ 3,644,620	€ -	2026	€ 16,865,473	€ 17,000,000	
MARY ST DOUGLAS ST & WHITE ST		€ -	€ 186,470	€ -	01/12/2028	€ 820,971	€ 10,000,000	

Expenditure being incurred - Greater than €0.5m (Capital and Current)

Project/Scheme/Programme Name	Short Description	Current Expenditure Amount in Reference Year	Capital Expenditure Amount in Reference Year (Non Grant)	Capital Expenditure Amount in Reference Year (Grant)	Project/Programme Anticipated Timeline	Cumulative Expenditure to-date	Projected Lifetime Expenditure (Capital Only)	Explanatory Notes
HORGANS ROAD	Cork North Docks Public Realm & Transport Infrastructure	€ -	€ 255,138	€ -	01/12/2029	€ 472,172	€ 19,000,000	
HAZELWOOD JUNCTION UPGRADE	Junction upgrade scheme at Hazelwood	€ -	€ 2,322,331	€ -	Q3 2026	€ 3,689,723	€ 2,913,079	
QTY CENTRE PAVEMENT SCHEME 24	Refurbishment of City Centre Pedestrian Crossings, str	€ -	€ 124,971	€ -	2026	€ 989,273	€ 920,000	
BISHOP LUCEY PARK REDEVELOPMENT	Redevelopment of Bishop Lucey Park and South Main S	€ -	€ 12,957,030	€ -	Q1 2026	€ 19,525,452	€ 19,525,452	
LEHENAGHMORE RD IMPROVEMT SCH	Road Improvement Scheme	€ -	€ 4,640,688	€ -	2027	€ 7,708,523	€ 16,349,737	
L2998 DUNKETTLE RD STH (P98)	Pedestrian Safety Scheme	€ -	€ 468,388	€ -	2026	€ 1,475,968	€ 3,850,000	
KILCULLYUPR GLANMIRE SAFTEY	Upgrade of 5th Marina promenade to provide a pedest	€ -	€ 240,455	€ -	2028	€ 2,430,431	€ 4,000,000	
MARINA PROMENADE PED/CYCLE	Upgrading of 32Ha site into recreational park	€ -	€ 1,202,150	€ -	2026	€ 7,629,550	€ 7,700,000	
MARINA PARK PHASE 2	Urban street renewal scheme with new segregated cyc	€ -	€ 9,109,919	€ -	Dec-26	€ 15,000,887	€ 15,914,042	
MAHON CYCLE INFRASTRUCTURE	Pedestrian safety scheme	€ -	€ 5,930,289	€ -	Aug-27	€ 15,414,259	€ 17,000,000	
BANDUFF ROAD SCHEME	Pedestrian improvement scheme	€ -	€ 425,530	€ -	01/07/2027	€ 833,984	€ 1,500,000	
KERRY PIKE PEDESTRIAN SCHEME	Active travel Scheme	€ -	€ 30,529	€ -	01/07/2027	€ 202,422	€ 3,000,000	
NASHS BOREEN PED/CYCLE UPGRADE	Active Travel Scheme	€ -	€ 9,840	€ -	2027	€ 169,555	€ 3,700,000	
FRANKFIELD RD ACTIVE TRAVEL	Active Travel Scheme	€ -	€ 437	€ -	01/12/2027	€ 6,796	€ 1,350,000	
SARFIELD RD/MTU ACTIVE TRAVEL	Active Travel Scheme	€ -	€ 84,585	€ -	Q1 2026	€ 387,037	€ 2,200,000	
KINSALE RD - TWP ACTIVE TRAVEL	Active Travel Scheme	€ -	€ -	€ -	2027	€ 10,922	€ 4,500,000	
COONEYS LANE PEDESTRIAN SCHEME	Active Travel Scheme	€ -	€ 15,853	€ -	01/12/2027	€ 105,711	€ 2,575,000	
INNISHMORE ACTIVE TRAVEL	Active Travel Scheme	€ -	€ 8,788	€ -	Q1 2026	€ 2,449,580	€ 2,503,000	
KNOCKPOGUE/KNOCKFREE AVE ACTIV	Active Travel Scheme	€ -	€ 1,495,761	€ -	01/07/2027	€ 2,750,818	€ 5,000,000	
RAPID DEPLOYMNT PED SCHE 23/24	Active Travel Scheme	€ -	€ 2,031,746	€ -	01/12/2026	€ 2,234,238	€ 2,400,000	
COOK MARLBORO PRINCES GRAFTON	Renewal of urban realm of Cook Street, Marlboro Street	€ -	€ 142,142	€ -	Q1 2026	€ 379,470	€ 8,500,000	
NORTH WEST CITY PARK	Preparation of Masterplan, Implementation Plan and	€ -	€ 308,302	€ -	Q4 2026	€ 453,162	€ 750,000	
COOK DOCKLANDS SOUTH QUAYS	Up Grade of the South Quays from Albert Quay to Mari	€ -	€ 439,821	€ -	2032	€ 1,512,167	€ 15,900,000	
GLANMIRE LOCAL PARK	Local Amenity Park	€ -	€ -	€ -	2028	€ 27,258	€ 3,300,000	
LEE TO SEA CYCLE ROUTE STUDY	Greenway scheme	€ -	€ 19,988	€ -	2028	€ 368,872	€ 1,150,000	
BESSBORO TO MAHON CYCLE & WALK	Amenity walk and cycleway at design stage	€ -	€ 3,075	€ -	2030	€ 13,167	€ 1,500,000	
MAYFIELD TO GLEN CYCLE ROUTE	This project is to deliver a significantly improved walk	€ -	€ 40,120	€ -	2028	€ 189,285	€ 1,000,000	
PASSAGE GNAY P2, MAHON-PASSAGE	Greenway scheme	€ -	€ 57,812	€ -	2027	€ 963,780	€ 10,000,000	
COUMCILLE AVE PED/CYCLE UPGRAD	Active Travel Amenity project	€ -	€ 4,305	€ -	2027	€ 92,669	€ 1,750,000	
N40 TEN T ROUTE STUDY	Active Travel Scheme	€ -	€ 415,985	€ -	2030	€ 1,618,461	€ 1,650,000	
BLARNEY VILLAGE CYCLE ROUTE	This project is to deliver a significantly improved walk	€ -	€ 1,416,066	€ -	2028	€ 1,982,443	€ 5,815,000	
<b>Development Management</b>								
D01 Forward Planning		€ 3,239,857	€ -	€ -	Rolling - Current Exp	€ -	€ -	
D02 Development Management		€ 4,371,972	€ -	€ -	Rolling - Current Exp	€ -	€ -	
D03 Enforcement		€ 1,070,394	€ -	€ -	Rolling - Current Exp	€ -	€ -	
D05 Tourism Development and Promotion		€ 1,853,511	€ -	€ -	Rolling - Current Exp	€ -	€ -	
D06 Community and Enterprise Function		€ 6,183,144	€ -	€ -	Rolling - Current Exp	€ -	€ -	
D08 Building Control		€ 779,157	€ -	€ -	Rolling - Current Exp	€ -	€ -	
D09 Economic Development and Promotion		€ 6,109,398	€ -	€ -	Rolling - Current Exp	€ -	€ -	
D11 Heritage and Conservation Services		€ 824,265	€ -	€ -	Rolling - Current Exp	€ -	€ -	
SHANDON CLOCK REFURBISHMENT	Clock Refurbishment	€ -	€ 411,029	€ -	Q1 2026	€ 541,066	€ 556,072	
ROOF REPAIRS ENGLISH MARKET	Roof Repair	€ -	€ 94,320	€ -	Ongoing	€ 760,922	€ 1,000,000	
INCHIGAGGIN HOUSE & LANDS	Land Development	€ -	€ 34,023	€ -	Until development commences	€ 2,839,770	€ 3,000,000	
62-65 NORTH MAIN ST	Property Remediation	€ 576,279	€ -	€ -	Ongoing	€ 1,079,886	€ 2,000,000	
PURCHASE OF PROPERTY @ KIFTS LANE	Purchase of property	€ -	€ -	€ -	Until development commences	€ 2,752,393	€ 2,752,393	
SITE @ KINSALE RD/M BARRY ROAD	Purchase of site	€ -	€ -	€ -	Until development commences	€ 1,014,749	€ 1,014,749	
KYRLS QUAY/COORNMARKET ST	Brownfield site	€ -	€ -	€ -	Until development commences	€ 2,750,373	€ 2,750,000	
ALBERT RD DEPOT-REGENERATION	Purchase of Tramway house 2023 for internal use.	€ -	€ -	€ -	Q1 2026	€ 1,874,737	€ 2,500,000	
<b>Totals</b>		€ 332,572,198	€ 219,035,063	€ -		€ 523,740,619	€ 1,045,133,708	

Projects/Programmes Completed or discontinued in the reference year - Greater than €0.5m (Capital and Current)									
Project/Scheme/Programme Name	Short Description	Current Expenditure Amount in Reference Year	Capital Expenditure Amount in Reference Year (Non Grant)	Capital Expenditure Amount in Reference Year (Grant)	Project/Programme Completion Date	Final Outturn Expenditure	Explanatory Notes		
<b>Housing &amp; Building</b>									
ERRIGAL HEIGHTS, THE GLEN	Social Housing Construction of 28 no. units	€ -	€ 3,328,235	€ -	Complete	€ 11,601,910			
BAKER'S ROAD	Design&Construction of social housing units	€ -	€ 32,191	€ -	Discontinued	€ 32,191			
RICHMOND HILL	Design&Construction of social housing units	€ -	€ 26,634	€ -	Discontinued for now	€ 26,634			
MARDYKE LODGE	Design&Construction of social housing units	€ -	€ 41,979	€ -	Discontinued for now	€ 41,979			
GLENAMOY LAWN, MAYFIELD	Dev 3 units	€ -	€ 629,902	€ -	Complete	€ 1,287,969			
REVOLVING FUND VACANT HSE. REP	Revolving Fund	€ -	€ 4,741	€ -	Complete	€ 2,515,958			
FAIRFIELD MEADOW REMEDIATION19	Remedial Works to Fairfield Meadows Estate (larg	€ -	€ -	€ -	Complete	€ 891,408			
COMP DIALOGUE 21-22 DOMINICK S	Development of 9 housing units	€ -	€ 982,667	€ -	Complete	€ 3,439,556			
COMP DIALOGUE LWR JOHN ST.SHAN	Development Site	€ -	€ 341,868	€ -	Complete	€ 1,075,015			
PART 5-11 UNITS MAGLIN HCP1048	Part V Acquisition	€ -	€ 1,764,009	€ -	Complete	€ 3,827,537			
CREL PROJECT BLACKROCK HALL GRATTAN HOUSE	Cost Rental	€ -	€ -	€ -	Discontinued	€ -			
CARIGANARRA RD BALLINCOLLIG	Turnkey Acquisition	€ -	€ -	€ -	Complete	€ 1,381,321			
COVID 19 - TRAVELLER ACCOMMODA	TRAVELLERS	€ -	€ 104,503	€ -	Complete	€ 1,433,393			
TURKEY ACQUISITION 4 UNITS, AT 19 & 20, HIGH	Turnkey Acquisition	€ -	€ 2,726	€ -	Complete	€ 1,582,954			
TURKEY ACQUISITION, 16 UNITS BALLINGLANNA	Turnkey Acquisition	€ -	€ 6,670,265	€ -	Complete	€ 6,670,449			
TURKEY ACQUISITION, 90 UNITS, OAKDENE HOU	Turnkey Acquisition	€ -	€ 28,208,600	€ -	Complete	€ 27,019,154			
14 UNITS-88&A BALLINURE COTTAG	Turnkey Acquisition	€ -	€ 5,850,414	€ -	Complete	€ 5,853,756			
Hse Purch - HCA/1742 Springhill, Ballinglanna, GU	Part V Acquisition	€ -	€ 3,537	€ -	Complete	€ 1,399,396			
TURKEY HOUSING ACQ - HCA 1746 LOTABEG VIE	Turnkey Acquisition	€ -	€ 5,991,391	€ -	Complete	€ 5,992,080			
TORY TOP ROAD TURKEY	Turnkey Acquisition	€ -	€ -	€ -	Complete	€ 16,074,577			
PHASE 2C DEVELOPMENT CNWRQ	Design and Construction of 24 social housing uni	€ -	€ 246,813	€ -	Complete	€ 5,957,413			
CNWQR PH. 2A (DECANT/ENABLING)	Decant & Demolition	€ -	€ -	€ -	Complete	€ 1,434,090			
CNWQR PH. 2A ENABLING WORKS	Decant & Demolition	€ -	€ 276,402	€ -	Complete	€ 817,335			
CNWQR PH 2A DESIGN & CONSTRUCT	Design and Construction of 47 social housing uni	€ -	€ 276,402	€ -	Complete	€ 12,770,202			
<b>Infrastructure</b>									
REPAIR GLYNTOVIN&FITZ BOREEN BR	Bridge repair	€ -	€ 17,213	€ -	Complete	€ 608,165			
CLARKES HILL	Active Travel scheme Clarkes Hill	€ -	€ -	€ -	Discontinued for now	€ 17,679			
B&C PUBLIC REALM-INFRASTRUCTUR	Public Realm Project	€ -	€ 4,207,639	€ -	Complete	€ 9,762,638			
AIRPORT ROAD	Resurfacing N27 road	€ -	€ -	€ -	Complete	€ 1,386,342			
GLANMIRE TO CITY CYCLE PHASE 1	1.2 km active travel route	€ -	€ 717,166	€ -	Complete	€ 4,667,509			
CORK CITY NORTH HERN TRANSPORT	14km multi modal route. Project Held pending fur	€ -	€ -	€ -	Discontinued for now	€ 526,020			
SHANAKIEL-STAWBERRY HILL CYCLE	Cycle infrastructure scheme	€ -	€ -	€ -	Discontinued for now	€ 9,053			
WELLINGTON ROAD CYCLE SCHEME	This project intends to provide significantly impro	€ -	€ -	€ -	Discontinued for now	€ 3,105			
MARYBOROUGH WOODS ACTIVE TRAVE	Segregated cycle tracks on both sides of main roa	€ -	€ -	€ -	Discontinued for now	€ 5,166			
LEO MURPHY RD ACTIVE TRAVEL	Street improvement scheme	€ -	€ -	€ -	Discontinued for now	€ 3,475			
<b>Totals</b>		€ -	€ 59,172,492	€ -		€ 130,115,428			

## **Appendix 2**

### **Checklists – Assessment of Compliance**

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

	<b>General Obligations not specific to individual projects/programmes.</b>	<b>Self-Assessed Compliance Rating: 1 - 3</b>	<b>Comment/Action Required</b>
Q 1.1	Does the organisation ensure, on an ongoing basis, that appropriate people within the organisation and its agencies are aware of their requirements under the Public Spending Code (incl. through training)?	3	Cork City Council have procedures in place which are in line with the Infrastructure Guidelines
Q 1.2	Has internal training on the Public Spending Code been provided to relevant staff?	3	Yes
Q 1.3	Has the Public Spending Code been adapted for the type of project/programme that your organisation is responsible for, i.e., have adapted sectoral guidelines been developed?	3	Yes
Q 1.4	Has the organisation in its role as Approving Authority satisfied itself that agencies that it funds comply with the Public Spending Code?	N/A	
Q 1.5	Have recommendations from previous QA reports (incl. spot checks) been disseminated, where appropriate, within the organisation and to agencies?	3	Yes, all in-depth check recommendations are disseminated to the relevant Project Manager via a tracker.
Q 1.6	Have recommendations from previous QA reports been acted upon?	2	Recommendations are applied to new projects
Q 1.7	Has an annual Public Spending Code QA report been submitted to and certified by the Chief Executive Officer, submitted to NOAC and published on the Local Authority's website?	3	Yes
Q 1.8	Was the required sample of projects/programmes subjected to in-depth checking as per step 4 of the QAP?	3	Yes,
Q 1.9	Is there a process in place to plan for ex post evaluations?  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.	1	Ex Post Evaluations are not carried out principally because individual projects or programmes ceasing are rarely over €20 million

Q 1.10	How many formal evaluations were completed in the year under review? Have they been published in a timely manner?	2	6 completed and 5 published
Q 1.11	Is there a process in place to follow up on the recommendations of previous evaluations?	2	Informal process where Project Managers share recommendations
Q 1.12	How have the recommendations of reviews and ex post evaluations informed resource allocation decisions?	2	Resource allocation decisions do take previous recommendations into account

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

	<b>Capital Expenditure being Considered – Appraisal and Approval</b>	<b>Self- Assessed Compliance Rating: 1 - 3</b>	<b>Comment/Action Required</b>
Q 2.1	Was a Strategic Assessment Report (SAR) completed for all capital projects and programmes over €10m?	N/A	No longer relevant
Q 2.2	Were performance indicators specified for each project/programme which will allow for a robust evaluation at a later date?  Have steps been put in place to gather performance indicator data?	3	Yes  All projects include for a indicative programme as part of the Capital Appraisal submitted to the DHLGH. Programmes are formalised at time of contract award.  A tracker sheet, managed by the Housing Delivery Coordination Office (of the LGMA), is used to gather the data.
Q 2.3	Was a Preliminary and Final Business Case, including appropriate financial and economic appraisal, completed for all capital projects and programmes?	3	Capital Appraisals prepared in accordance with DHPLG Circular 2/2018
Q 2.4	Were the proposal objectives SMART and aligned with Government policy including National Planning Framework, Climate Mitigation Plan etc?	3	Proposals are made in compliance with any current policy requirements in order to secure funding.
Q 2.5	Was an appropriate appraisal method and parameters used in respect of capital projects or capital programmes/grant schemes?	3	Appraisals are prepared in accordance with the DHLGH requirements to meet those of the Infrastructure Guidelines and CWMF.
Q 2.6	Was a financial appraisal carried out on all proposals and was there appropriate consideration of affordability?	3	Yes, an appraisal process must be completed before budgets are allocated. Controlled centrally by Finance. Approval Authority makes ultimate decision on Affordability
Q 2.7	Was the appraisal process commenced at an early enough stage to inform decision making?	3	Appraisals are prepared in accordance with the DHLGH requirements to meet those of the PSC and CWMF.
Q 2.8	Were sufficient options analysed in the business case for each capital proposal?	3	Yes.

Q 2.9	Was the evidence base for the estimated cost set out in each business case? Was an appropriate methodology used to estimate the cost? Were appropriate budget contingencies put in place?	3	Cost estimates are prepared in accordance with the DHLGH requirements.
Q 2.10	Was risk considered and a risk mitigation strategy commenced? Was appropriate consideration given to governance and deliverability?	2	Risk Assessments form part of the new Single Approval Process for funding
Q 2.11	Has the Preliminary Business Case been sent for review by the External Assurance Process and Major Project Advisory Group for projects estimated to cost over €200m?	N/A	N/A
Q 2.12	Was a detailed project brief including design brief and procurement strategy prepared for all investment projects?	2	These formed the basis of the Capital Appraisals referred to above. Both elements need to be documented further outside of the Capital Appraisal format.
Q 2.13	Were procurement rules (both National and EU) complied with?	3	Yes.
Q 2.14	Was the Capital Works Management Framework (CWMF) properly implemented?	3	Yes, implementation of CWMF forms part of Approving Authority's process
Q 2.15	Were State Aid rules checked for all support?	N/A	N/A
Q 2.16	Was approval sought from the Approving Authority at all decision gates?	3	Yes.
Q 2.17	Was Value for Money assessed and confirmed at each decision gate by Sponsoring Agency and Approving Authority?	2	Yes, improvement of documentation ongoing
Q 2.18	Was consent sought from Government through a Memorandum for Government to approve projects estimated to cost over €200m at the appropriate approval gates?	N/A	N/A

***See Note 2 in the opening guidelines in relation to the interpretation of Capital Grant Schemes in the context of Local Government***

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

	<b>Current Expenditure being Considered – Appraisal and Approval</b>	<b>Self-Assessed Compliance Rating: 1 - 3</b>	<b>Comment/Action Required</b>
Q 3.1	Were objectives clearly set out?	3	Set out in the Annual Service Delivery Plan & Budget Process.
Q 3.2	Are objectives measurable in quantitative terms?	3	National and local Service Level Indicators in place and are reviewed regularly
Q 3.3	Was a business case, incorporating financial and economic appraisal, prepared for new current expenditure proposals?	3	This is considered as part of Annual Statutory Budgetary Process.
Q 3.4	Was an appropriate appraisal method used?	3	Appraised based on competing priorities in Budgetary Process
Q 3.5	Was an economic appraisal completed for all projects/programmes exceeding €20m or an annual spend of €5m over 4 years?	N/A	N/A
Q 3.6	Did the business case include a section on piloting?	N/A	N/A
Q 3.7	Were pilots undertaken for new current spending proposals involving total expenditure of at least €20m over the proposed duration of the programme and a minimum annual expenditure of €5m?	N/A	N/A
Q 3.8	Have the methodology and data collection requirements for the pilot been agreed at the outset of the scheme?	N/A	N/A
Q 3.9	Was the pilot formally evaluated and submitted for approval to the relevant Vote Section in DPER?	N/A	N/A
Q 3.10	Has an assessment of likely demand for the new scheme/scheme extension been estimated based on empirical evidence?	N/A	N/A
Q 3.11	Was the required approval granted?	3	Yes, approved by Council under statutory Annual Budget Process
Q 3.12	Has a sunset clause been set?	N/A	N/A
Q 3.13	If outsourcing was involved were both EU and National procurement rules complied with?	N/A	N/A
Q 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	Yes, performance indicators are assigned to relevant current expenditure
Q 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.**

	<b>Incurring Capital Expenditure</b>	<b>Self-Assessed Compliance Rating: 1 - 3</b>	<b>Comment/Action Required</b>
Q 4.1	Was a contract signed and was it in line with the Approval given at each Decision Gate?	3	Yes.
Q 4.2	Did management boards/steering committees meet regularly as agreed?	3	Regular / fortnightly meetings held
Q 4.3	Were programme co-ordinators appointed to co-ordinate implementation?	3	Yes.
Q 4.4	Were project managers, responsible for delivery, appointed and were the project managers at a suitably senior level for the scale of the project?	3	Yes.
Q 4.5	Were monitoring reports prepared regularly, showing implementation against plan, budget, timescales and quality?	2	Reports are more formalised during the construction stage and could be improved for the stages prior to construction
Q 4.6	Did projects/programmes/grant schemes keep within their financial budget and time schedule?	2	Yes generally, for projects not using the Public Works Contracts.
Q 4.7	Did budgets have to be adjusted?	3	Yes additional funding submissions have been made to the sanctioning authority
Q 4.8	Were decisions on changes to budgets / time schedules made promptly?	2	They were made within the time limits allowed for in the relevant contract, although the DHLGH timeline may not necessarily meet these requirements
Q 4.9	Did circumstances ever warrant questioning the viability of the project/programme/grant scheme and the business case (exceeding budget, lack of progress, changes in the environment, new evidence, etc.)?	3	No, viability more likely to be caused by site investigation and housing unit costs
Q 4.10	If circumstances did warrant questioning the viability of a project/programme/grant scheme was the project subjected to adequate examination?	3	Yes.

Q 4.11	If costs increased or there were other significant changes to the project was approval received from the Approving Authority?	2	Compliant
Q 4.12	Were any projects/programmes/grant schemes terminated because of deviations from the plan, the budget or because circumstances in the environment changed the need for the investment?	N/A	N/A

***See Note 2 in the opening guidelines in relation to the interpretation of Capital Grant Schemes in the context of Local Government***

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

	<b>Incurring Current Expenditure</b>	<b>Self-Assessed Compliance Rating: 1 -3</b>	<b>Comment/Action Required</b>
Q 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.
Q 5.2	Are outputs well defined?	2	National KPIs are in place for Local Government. Cork City Council also has local indicators in place
Q 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.
Q 5.4	Is there a method for monitoring efficiency on an ongoing basis?	2	Annual reporting on National Service Level indicators. Monthly national and local KPIs reported to Council
Q 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.
Q 5.6	Are outcomes quantified on a regular basis?	2	Yes, for major Current Expenditure Programmes. Annual budgets and SPC reporting
Q 5.7	Are unit costings compiled for performance monitoring?	2	Unit costing where appropriate.
Q 5.8	Are other data compiled to monitor performance?	2	Yes, for internal reporting purposes.
Q 5.9	Is there a method for monitoring effectiveness on an ongoing basis?	2	There is a method for certain programmes.

Q 5.10	Has the organisation engaged in any other 'evaluation proofing' of programmes/projects?	1	There has been no formal 'evaluation proofing' however data is available to allow for future evaluation.
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**Checklist 6 – To be completed in respect of capital projects/programmes & capital grant schemes discontinued in the year under review.**

	<b>Capital Expenditure Recently Completed</b>	<b>Self-Assessed Compliance Rating: 1 - 3</b>	<b>Comment/Action Required</b>
Q 6.1	How many Project Completion Reports were completed in the year under review?	2	6 completed in total
Q 6.2	Were lessons learned from Project Completion Reports incorporated into sectoral guidance and disseminated within the Sponsoring Agency and the Approving Authority?	2	No
Q 6.3	How many Project Completion Reports were published in the year under review?	2	5 in total
Q 6.4	How many Ex-Post Evaluations were completed in the year under review?	1	None
Q 6.5	How many Ex-Post Evaluations were published in the year under review?	1	None
Q 6.6	Were lessons learned from Ex-Post Evaluation reports incorporated into sectoral guidance and disseminated within the Sponsoring Agency and the Approving Authority?	N/A	N/A
Q 6.7	Were Project Completion Reports and Ex-Post Evaluations carried out by staffing resources independent of project implementation?	1	No
Q 6.8	Were Project Completion Reports and Ex-Post Evaluation Reports for projects over €50m sent to DPER for dissemination?	N/A	N/A

***See Note 2 in the opening guidelines in relation to the interpretation of Capital Grant Schemes in the context of Local Government***

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

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

**Appendix 3**  
**In-Depth Checks Detailed Reports 2025**