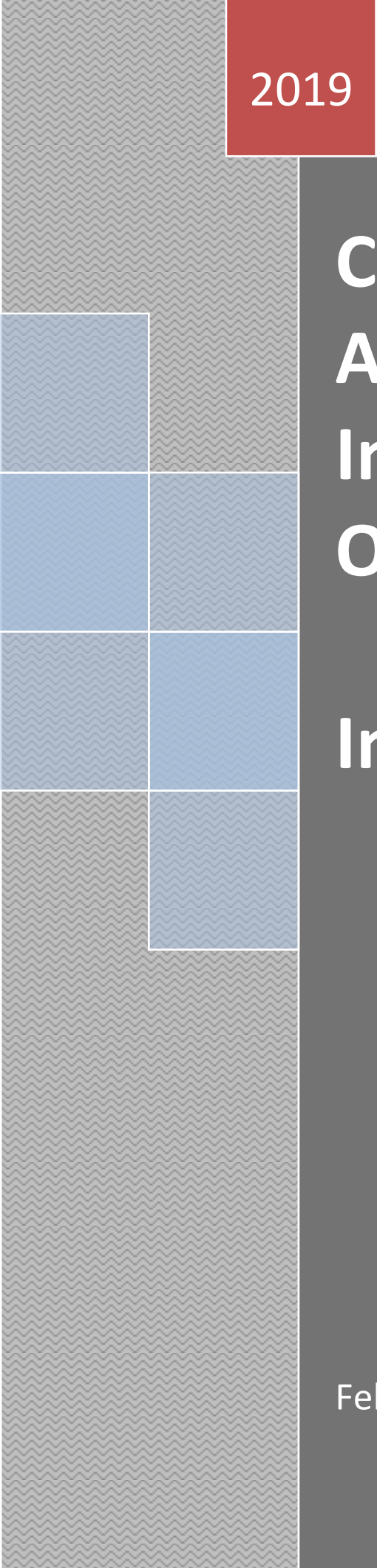




2019

Cork Boundary Alteration Implementation Oversight Committee Implementation Plan

February 2019

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1. Introduction

In December 2017, the Government agreed to the revised boundary proposed by the Cork Implementation Oversight Group (oversight group), following on from the report of the Expert Advisory Group, issued in April 2017. The Expert Advisory Group recommended the extension of Cork City area into the current administrative area of Cork County Council. The area, referred to in the Local Government Act 2019, and subsequently here, as the relevant area, is shown in Appendix 1.

The Local Government Act 2019 established the Cork Boundary Alteration Implementation Oversight Committee (oversight committee). Section 19 requires the oversight committee to make an Implementation Plan setting out the matters to be addressed by the two local authorities in order to achieve the timely, effective and equitable implementation of the boundary alteration to the administrative areas of Cork City and County Councils.

This Implementation Plan, produced in conformance with the legislation, sets out the principles and methodologies to be used during the implementation process, and defines a timetable for the implementation of the actions required to deliver the new arrangements.

The plan, which is largely based on the input jointly provided by both councils, contains sufficient details and time bound information to permit the oversight committee and the Department of Housing, Planning and Local Government to oversee progress towards the implementation of the new local governance structures in both local authorities.

The members of the oversight committee (who were previously the members of the oversight group) which made this Implementation Plan are:

- Mr. John O'Connor (Chairperson)
- Mr. Ned Gleeson
- Ms. Brigid McManus

The committee would like to express their appreciation for the work undertaken by the chief executives of the two local authorities, Ann Doherty (Cork City Council) and Tim Lucey (Cork County Council). Support was provided to the committee in its work by the Transition Oversight Manager, Mr. Tom Barry and by the two transition leads in the two local authorities, Mr. David Joyce (Cork City Council) and Mr. Niall Healy (Cork County Council) and their respective teams.

2. Background/Legislative Context

2.1 Background

In January 2015, the then Minister for the Environment, Community and Local Government, Mr. Alan Kelly TD, established the Cork Local Government Review Committee. The Committee was tasked with making recommendations on the future structures for local government in Cork. The Committee failed to reach a consensus, but did publish its report in September 2015. The majority of the members (three members) recommended a merger of both City and County Councils, while a minority (two members) supported a significant boundary extension for Cork City.

In 2016, the then Minister for Housing, Planning, Community and Local Government, Simon Coveney TD, established an Expert Advisory Group on Local Government Arrangements in Cork to advise the Minister on options in relation to future local government arrangements for Cork, having regard particularly to the review carried out by the Cork Local Government Review Committee. The Minister indicated that Cork, as a region, had a population of around 540,000. The population of Cork was larger than the combined populations of Galway, Limerick and Waterford. In this context, and in the context of the then proposed National Planning Framework (NPF), it was critical that Cork would have a local government model/structure that was capable of representing the needs, priorities and capabilities of the Cork region as a whole.

The Expert Advisory Group, having examined a range of options, recommended that on balance an expanded City Council offered the best solution for local government in Cork. The retention of two authorities was seen as providing a clearer identity for the structure of local government and a stronger focus on the needs and demands of the metropolitan area, including regeneration, while also recognising the specific service needs of rural areas. This recommendation was conditional on the development of strategic metropolitan planning involving both local authorities.

In June 2017, the Government accepted the main recommendations of the report of the Expert Advisory Group. In July 2017 the Minister for Housing, Planning and Local Government, Mr. Eoghan Murphy TD, announced the establishment of the Cork Local Government Implementation Oversight Group (the oversight group). The role of the oversight group was to oversee arrangements for the alteration of the boundary between the respective areas of jurisdiction of Cork City Council and Cork County Council, in light of the recommendation in the report of the Cork Expert Advisory Group (April 2017).

The oversight group engaged intensively with both the County Council and the City Council with the objective of arriving at an agreement between the councils on a detailed delineation of an appropriate new boundary between Cork City and County administrative areas having regard to the principles set out in the report of the Expert Advisory Group (EAG). Subsequently, the oversight group issued a report on 6 December 2017 containing a recommendation for the delineation of a boundary based on an agreement reached between the chief executives of the two authorities. Government accepted the report and its findings in early 2018.

2.2 Legislative context

The Local Government Act 2019 provides for the transfer of part of the administrative area of the council of the county of Cork to the administrative area of the council of the city of Cork. In place of

the oversight group, the Act establishes the Cork Boundary Implementation Oversight Committee (in the Act referred to as the ‘oversight committee’) to perform certain functions. These include the making of an implementation plan specifying the measures that the Cork local authorities should adopt in order to facilitate the effective and efficient implementation of the boundary alteration, dispute resolution, and the oversight of the implementation process.

The Act states that the oversight committee shall consist of a chairperson and two ordinary members and that the oversight committee shall stand dissolved on such day as the Minister may, by order, determine. Upon and from the dissolution of the oversight committee the functions of the oversight committee under the Act (other than subsection (8) of section 21) shall be performable by the Minister.

To align as closely as possible with the date of the local elections in 2019 the Minister has appointed the 31 May 2019 as the day on which functions and property in the relevant area will transfer from the County Council to the City Council (hereinafter referred to as the transfer date or transfer day).

2.3 Political / Democratic Context

Elected Councils:

The Department of Housing, Planning & Local Government oversees the operation and development of the local government system in Ireland, and provides the policy framework within which local authorities work and deliver services to the communities that they represent and serve.

Article 28A of the Irish Constitution recognises the role of local government in providing a forum for the democratic representation of communities and in exercising and performing powers conferred by law. It also provides a guarantee that local elections will be held every five years. In that regard, the 2019 local elections are significant for both Cork local authorities as both will be operating under revised electoral boundaries which will see the transfer of around 85,000 people from the County Council administrative area to the expanded City Council administrative area.

It is widely acknowledged that the boundary alteration process in Cork - and the associated realignment of political and service delivery structures - represents an unprecedented challenge for local government in Cork and for the newly elected members of both Councils. It is important to recognise the scale of what is involved. This is the largest boundary alteration both Councils have ever undertaken. It is also the largest local government reorganisation since the abolition of the former Dublin County Council.

Elected Members

The political structures of both local authorities will be as follows post the local elections 2019:

- Cork City Council - 31 elected members
- Cork County Council - 55 elected members.

The elected members of both authorities perform a policy role in that they, by resolution, determine the policy of the Council subject to and in accordance with the Local Government Act 2001 and any other enactments.

The elected members perform functions known as reserved functions such as decisions on policy, determining and approving annual budgets, approving programmes of capital funded works, adopting the Annual Financial Statement, adopting the County Development Plan, Local Area Plans & strategies, planning consents for certain works, allocation of funding for grant schemes and other schemes of assistance. A comprehensive listing of the functions reserved to elected members at Council and Municipal District levels is set out in Sections 131, 131 A & 131B of the Local Government Act 2001.

Elected Members also play an important representational role in that they represent the needs of the electorate of both the County and City Councils. Members of both local authorities will continue to play a pivotal role in the governance of their respective authorities, as well as in continuing to engage with and support the communities that they represent.

3. Implementation Plan Principles and Approach

3.1 Overarching Principles

In determining the approach taken to developing the Implementation Plan, the oversight committee identified the following principles to guide their work, and that of the two councils, with regard to facilitating the boundary alteration.

1. The National Planning Framework, Ireland 2040, sets out an ambitious vision for Cork as a high-targeted growth centre and an internationally competitive sustainable environment. The operational arrangements for local government in Cork that emerge from the boundary alteration should be designed to promote this vision. It follows that this Implementation Plan should facilitate and encourage a high level of collaboration and cooperation between the City and County Councils for the benefit of Cork as a whole.
2. The arrangements to be made for the boundary alteration should be such as to ensure that the capacity of both authorities to provide services to the standards that obtained in 2018 is maintained.
3. The arrangement should ensure that the impact of the alteration on the population of the area transferred is minimised. The impact relates to the full range of services provided by Cork County Council and to the costs and charges associated with such services.
4. The boundary alteration should be planned and executed having regard to the following:
 - a. Primary responsibility for the making of arrangements and the smooth transition of services rests with both local authorities.
 - b. Full co-operation between the two authorities.
 - c. Full sharing of all relevant information with appropriate verification when requested by the other authority and/or by the oversight committee.
 - d. The most efficient and effective delivery of services possible, so that transitional costs are kept to a minimum.
 - e. An agreed platform for joint action, with the oversight committee assisting where necessary in reaching agreement.
5. The administrative, organisational and operational changes consequent on the boundary alteration should aim to operate on the basis of minimal additional costs. There is an objective to avoid additional embedded costs across the two councils as a result of the alteration coming into effect.
6. To ensure that all stakeholders, in particular the general public in the relevant area, are provided with accurate, consistent and timely information the two councils should adopt a common communications strategy.
7. High-level actions and key performance indicators with associated timelines should be set out for each work division in the Implementation Plan and performance reporting requirements should be specified.

3.2 Approach and methodology

Transition teams were set up in both local authorities. These teams, with the assistance of a special funding allocation from the Department of Housing, Planning & Local Government, worked both jointly and within their own councils, to progress the development of the Implementation Plan, under the guidance and support of the oversight committee and with the assistance of a Transition

Oversight Manager. The approach taken by the teams was to develop a logical sequence of steps as follows:

1. Share information
2. Review and evaluate information
3. Identify strategic issues
4. Undertake an impact analysis
5. Complete service redesign/model future service delivery
6. Develop a timetable of actions to ensure implementation
7. Post implementation monitoring

The work has been progressed through three main parallel work streams:

- Operations/services analysis – a service-by-service review and setting out of the actions needed to be taken to ensure the smooth transfer of services and operations.
- Human resources analysis – identification of the numbers and grades of staff to be transferred.
- Financial resources analysis & reciprocation – assessment of the financial consequences of the boundary alteration, including the financial adjustments required between the city and county councils.

In parallel with this Implementation Plan, the two councils have also developed their own detailed implementation plans specifying the actions required within the councils.

While the majority of service provision in the transferring area will be the responsibility of Cork City Council as and from 31 May 2019, it is recognised that a smooth transition will require ongoing strong cooperation, communication and information flows between both councils after the transition date.

4. Maintaining services/operations during and post transition

A central concern of the oversight committee, in line with the legislation, is that standards relating to the delivery of services to members of the public residing in the relevant area are maintained and that the impact of the Cork boundary alteration on members of the public residing in the relevant area is minimised during the transition period.

The implementation timelines set out in the legislation, and in this plan, clearly focus the approach of both councils on the planning, development, and delivery of a successful implementation programme. It is important that the councils are satisfied that the necessary systems, processes and structures are in place – and operating – as of the transfer date of 31 May 2019, and that the elected members of both councils are in a position to exercise their mandate on behalf of their constituents with respect to the range of services being delivered by their respective organisations.

With this in mind, the key services can be categorised with the following headings:

1. Housing
2. Planning
3. Roads & Transportation
4. Fire & Emergency Services
5. Economic Development & Enterprise
6. Recreation, Amenity & Burial Grounds
7. Arts, Community, Tourism & Library Services
8. Environment
9. Water Services, Flood Relief & Coastal Services
10. Support Services

Both councils have had directorate-to-directorate meetings in each of these service groups to establish what needs to transfer, when and how. Cork City Council and Cork County Council have agreed a comprehensive list of operations and services provided in the relevant area. Each directorate sub-group has agreed a jointly prepared transition implementation plan for the transfer of all services and operations to Cork City Council. For the main services, Appendix 2 sets out details regarding the service transfer with timescales. The timelines are monitored by the oversight committee to ensure progress is maintained and agreed schedules adhered to.

Approximately 85,000 people live in areas such as Ballincollig, Blarney, Tower, Glanmire, Rochestown, Douglas, Grange, Frankfield and Togher, and are affected by the boundary change. While people will experience changes in how services are delivered, e.g. having to ring a different number to request a service, the intention is that the quality and levels of service will at least be maintained. Information leaflets will be produced which will give details of new contact numbers for each service area, office locations and details of how to access services, report issues or obtain information through self-service digital platforms. All of this information will be made available before the transfer date and will be disseminated widely in the relevant area.

This chapter describes the changes to each service as they affect the relevant area and what the public will experience as a consequence of the boundary change.

4.1 Housing

4.1.1 Service Description

Housing is a key national priority for Government, and is very much in public focus. Government has introduced a range of measures to assist in meeting the needs that exist, most of which are local authority led. A particular priority is the delivery of housing and related services and supports in compliance with and in addition to services and housing solutions required under the Government's Rebuilding Ireland Action Plan for Housing and Homelessness.

Core Functions & Services

Some core housing services that are impacted by the boundary alteration include:

- Transfer of housing stock & tenancies
- Homeless services
- Traveller Accommodation
- Housing Grants
- Delivery of housing capital programme and Voluntary Housing Programme
- Private rental supports

In addition, arrangements relating to the transfer of capital projects need to be agreed and actioned with respect to the relevant area, as follows:

- Properties relating to Voluntary Housing Bodies
- Capital Construction Projects
- Part V Projects (Private Developers)
- Part 8 Projects (Council's own projects)
- Housing acquisitions underway or planned
- Status of Departmental claims
- Transfer of Housing lands
- Unsold affordable housing units
- The number and extent of management contracts to be transferred

Properties operating under the following various schemes require quantification and transfer:

- Buy & Renew Scheme
- Capital Assistance Scheme
- Capital Loan & Subsidy Scheme
- Shared Ownership Scheme
- Tenant Incremental Purchase Scheme

4.1.2 Service Provision in the Relevant Area

The following indicative data highlights the scale, nature and extent of the transfer arrangements required: (figures are approximate and are subject to change):

- 990 Social Housing Units
- €2.9m rental income per annum
- 236 Housing Assistance Payment tenancies
- 69 Rental Accommodation Scheme tenancies
- 56 Approved Housing Bodies (AHB) tenancies

- 237 housing inspections

4.1.3 Legislative Requirements and Transitional Arrangements

Under the Local Government Act 2019, all of the County Council's functions and property in the relevant area will transfer to the City Council on the 31 May 2019.

A critically important action in Housing relates to making information available to tenants, applicants and the public. Timely and comprehensive information will be made available at the end of Q1/ start of Q2 2019.

The principal actions to effect the transfer of this service and associated timelines are set out in Appendix 2 under the corresponding heading.

4.1.4 Impact on Service Users

The services which are likely to impact most on residents, relevant tenants, housing agencies and related stakeholders are as follows:

- 1) Social Housing:
 - a. Housing Allocations
 - b. Housing Stock Maintenance
 - c. Estate Management
 - d. Rent Collection and Arrears
 - e. Repair & Lease Scheme
- 2) Housing Applications related to the transfer area
- 3) Housing Assistance Payment (HAP)
- 4) Rental Accommodation Scheme (RAS)
- 5) Housing Loans
- 6) Private Housing Grants Processing:
 - a. Housing Adaptation Grants
 - b. Housing Aid for older persons
 - c. Mobility Aids Housing Grants
- 7) Private Rented Inspections
- 8) Vacant Dwellings

The following is an outline of how the City Council will provide housing related services to members of the public and existing County Council social housing tenants whose properties transfer to the City Council:

Existing County Council Housing Tenants

Some 990 social housing units and tenants will be transferring from the County to the City as a result of the boundary alteration. An additional 435 other properties (social leasing houses, mortgage to rent etc.) will also transfer.

The two councils will write to all relevant tenants affected by the boundary extension, early in 2019, giving them detailed information about Cork City Council as well as the relevant new contact details that they will need to use as and from the transfer date.

Housing Maintenance

Tenants will be provided with the contact details for Cork City Council's customer service centre, where tenants can log service requests, in advance of the transition date. It is planned that all aspects of housing maintenance that are currently carried out by contractors will continue to be carried out by the same contractors in the short to medium term following the transition to Cork City Council.

Housing Rents

The existing County Council Differential Rents Scheme will continue to apply to those tenants in the relevant area pending the next periodic review by the City Council of its Rents Scheme.

With regard to rent collection in 2019 post the transfer, the legislation states that any charges 'that, immediately before the transfer day, was due and payable to the county council shall, from the transfer day, continue to be due and payable to the county council unless the city council and the county council agree otherwise'. It has been agreed between both local authorities that as and from the transfer day (31 May 2019) the function of collecting rent from the 990 tenants transferring from the County Council to the City Council will transfer to Cork City Council, who will carry out this function from this date.

The City Council does not at present use BillPay for the payment of rent but offers a number of other payment methods that will be detailed in the correspondence that will issue to all relevant housing tenants in early 2019.

RAS/HAP

Cork City Council currently operates these schemes and they will be available from Cork City Council to members of the public within the relevant area once the transition takes place. Discussions are taking place between the two local authorities to agree the rules in relation to tenants within the relevant area being on one or both council's HAP listings. Existing HAP accounts for those housed in the relevant area will automatically be transferred from the County Council to the City Council on the transfer date. All relevant HAP tenants will be written to in early 2019 giving them details of the implications of the changed boundary for them.

Grant Applications

In 2019 grant applications, e.g. disabled persons grants, will be made to Cork City Council. It has been agreed that the County Council will accept, process and finish out grant applications received until 30 May 2019. New applications will then be the responsibility of City from 31 May 2019.

Housing Applications

Existing housing applicants in the County Council (either those who currently reside in the relevant area or those who have expressed an interest in living in the relevant area) will be written to in early 2019 and given the option of transferring to the City or staying on the County Council's housing list. This correspondence will detail the conditions under which the applicants will be added to the City Council's housing list which will allow applicants make an informed decision and understand the implications of moving. As from the transition date, all new applications for housing in the relevant area must be sent to Cork City Council only.

In order to ensure that applicants are not disadvantaged by the boundary alteration implementation, the following processes have been agreed between the two local authorities:

- Applicants who are only on the County Council's list living in the relevant area will be transferred to the City Council with the full credit time applicable to their application at the time of transition to the City.
- Applicants who are on both the City Council and County Council list (via the area of choice mechanism) will be given the benefit of the longer credit time (i.e. if open with the County for 5 years and open with the City for 3 years, their application with the City will be amended to reflect 5 years credit time).

Cork City Council uses the Choice Based Letting (CBL) online system as the primary method of allocating housing to those on the social housing applications list. For the purposes of CBL, Cork City is divided into 3 sections (northside, southside and city centre) and applicants can view available properties based on the areas of choice they have selected as part of their housing application.

When the CBL system is expanded to include the relevant area, every approved applicant will be able to see all relevant available properties on the system. Thus, all applicants (those already on the city list and those added from the county list) will have immediate access to all relevant properties on the CBL website as they become available for letting.

Specific areas of choice will be retained as part of the application process and recorded in the iHouse ICT system, as this is a key source of information in gauging demand for different property types in different areas, notably for the purposes of acquisitions and CALF/CAS funding applications. The areas within the relevant area (Ballincollig/ Tower/ Glanmire/ Rochestown/ Douglas/ Grange/ Togher) will be added to the iHouse ICT system as of and from the transfer date, so that the applicant data being transferred electronically from the County Council will integrate with the City Councils ICT and process management systems.

If applicants residing in the relevant area wish to keep an area in a part of the county which is not transferring, they can do this through the normal mechanism of dividing their areas of choice across the two local authority areas, as is currently the case. The table below outlines the various scenarios for applicants:

Areas of Choice (AOC)	Applicant Residential address	Comments
1 or 2 AOC in city	city	City Council is the host authority but the application is open on both Authorities lists
1 or 2 AOC in county	county	County Council is the host authority but the application is open on both Authorities lists
All 3 AOC in city		Open on City list only
All 3 AOC in county		Open on County list only

Any existing applicants on the City list who wish to choose one of the 'new' areas in the relevant area following the transfer date can request that their application be amended, at any time after the

alteration has been completed, and likewise any applicants transferring from the County can choose City areas of choice on their files.

Choice Based Letting (CBL)

Cork City Council uses the Choice Based Letting System, to assign vacant house to applicants. All those transferring from the County housing list and all new applicants to the City list will be assigned a username and password and will be required to use this system to express an interest in prospective houses.

Housing Loans

It has been agreed between both local authorities that loan applications will continue to be accepted and processed by the County Council up to 30 May 2019. The City Council will then take all new applications from 31 May 2019. If a loan applicant with provisional approval comes in on or after 31 May 2019 with property within the transition area, then the County Council will advise that their full approval will be adjudicated on by the City Council and will send in their full file (the applicant will have to sign a consent form to send in the file. The City Council will complete the process and send to their Credit Committee).

Tenant Incremental Purchase Scheme

All Tenant Purchase applications will be received and dealt with by the County Council up to 31 May 2019, as they will remain as property owners until that date. All applications will be dealt with by the City Council from 31 May 2019.

4.2 Planning

4.2.1 Service Description

Local authorities are charged with a range of statutory functions and powers in their role as planning authorities which is critical to the economic and social development of their areas. The planning system is a key component in increasing housing supply, which is a Government priority. The National Planning Framework (NPF) Implementation Roadmap indicates a minimum population growth of 115,000 for Cork City and 100,000 for Cork County Council up to 2040.

Cork City and County Councils will continue to promote a joint vision for the future of the region. The two Councils understand sustainable planning to encompass the economic, social (including cultural) and environmental aspects of development. The development of the revised City and County will be guided by a cascade of statutory strategies ranging from Project Ireland 2040 (the National Planning Framework and the National Development Plan), through the Regional Spatial and Economic Strategies, the Cork Metropolitan Area Strategic Plan, the Cork City and County Development Plans and the Cork Local Economic and Community Plan (LECP) produced by both authorities, as well as various other local area plans. The City's population is set to grow from 210,000 to 325,000 in the next 21 years. The population of the County is also predicted to grow by in excess of 100,000 people to in excess of 435,000. The importance of cities and city regions is emphasised throughout Project Ireland 2040 and Cork is designated as the State's only second-tier city. In March 2017, Cork City and County Councils jointly produced the Cork 2050 strategy

document, to position Cork as a driver of growth internationally on behalf of the State and deliver balanced regional growth.

Core Functions and Services

- Development Management
- Planning Policy and Development Plan preparation including:
 - LAPs
 - CDP
 - Vacant Sites Register
 - Housing Land Availability
 - Regional Housing and Retail Plans
 - Framework and Master Plans
- Development Contributions Scheme:
 - Scheme administration
 - Pursuing outstanding amounts
- Housing Infrastructure Implementation under LIHAF (HIIT)
- Heritage, Archaeology, Conservation
- Input into Traffic & Transport projects, Part 8's/10's etc.
- Enforcement

4.2.2 Service Provision in the Relevant Area

Many of the functions of the Planning Authority are transactional based and thus activity levels in the relevant area can be reported:

- Approx. 488 applications in 2017
- Approx. 40-45 enforcement complaints per annum
- 4 Urban Expansion Areas
 - Glanmire
 - Ballincollig
 - Ballyvolane
 - Blarney
- 11 key Traffic and Transportation projects at varying scales (€100,000 euro to €20m euro)
- 3 Local Area Plans

Other functions of the Planning Authority cannot be so easily measured due to the fact that they are not location specific and generally carried out on a Local Authority wide basis:

- Production of the Development Plan
- Professional advices
- Survey work e.g. Retail Study, Census data analysis etc.

4.2.3 Legislative Requirements and Transitional Arrangements

The Local Government Act 2019 directly addresses the Cork County Development Plans, Local Area Plans and the Local Economic and Community Plan relating to the relevant area and makes provision for same in Section 30 of the Act.

From the date of transfer onwards, the Cork County Council Development Plan, Local Area Plans, and Local Economic and Community Plan in force in the relevant area immediately before the transfer day will continue to apply until these plans are next made by Cork City Council. It also clearly confirms that, in so far as these plans apply in the relevant area, Cork City Council may make a variation of the development plan, amend or revoke a local area plan and perform functions in relation to the Cork County Council LECP in accordance with the relevant legislation.

The Local Government Act 2019 sets out that Cork County Council will be the planning authority in relation to any planning application made before the transfer day in regard to the relevant area. The Act also states that any functions in relation to any enforcement cases that have been commenced before the transfer day in the relevant area will continue to be performable by Cork County Council after consultation with Cork City Council.

From the transfer date onwards, Cork City Council's General Development Contribution Scheme (made under Section 48 of the Planning and Development Act 2000 (as amended)) and its Supplementary Development Contribution Scheme (made under Section 49 of the Planning and Development Act 2000 (as amended)) will apply to the relevant area, as it currently applies to the rest of the functional area of the City Council.

Further, in regard to development contributions, the Act states that any contributions paid before the transfer day, in accordance with section 49 of the Act of 2000 for the purpose of any public infrastructure service or project in the relevant area, shall be transferred to the City Council in full. It also states that following the transfer day all section 48 and section 49 development contributions which fall payable for new planning applications will be made to the City Council. Clarification has been sought from the DHPLG with regard to some aspects of how Development Contributions are applied to very specific situations. A mechanism is provided for in the legislation to protect funding for planned infrastructure affected by the provisions of the Act.

A protocol in relation to pre-planning consultations has been put in place. This allows Cork City Council observers to attend pre planning meetings that take place before the transfer date and that relate to the relevant area.

The current legislation provides for a joint Housing Strategy to cover the Cork Metropolitan Area. Project Ireland 2040 and the Southern Regional Spatial and Economic Plan both reference a Housing Need Demand Assessment (HNDA). Both local authorities will, in accordance with government requirements, deliver on these plans and strategies.

Cork City Council is currently working with Cork County Council in order to understand the development process and commitments that will bring the Strategic Land Reserves to development as quickly as possible. Part of this process is establishing inter-disciplinary teams to execute the necessary tasks. The City Council has commenced the task of recruiting these teams in order to ensure the required skills are in place.

Under the provisions of the planning legislation, Development Contribution Schemes are a matter for each local authority to enact within its functional area and setting them is a reserved function. The legislation provides for the City Council's Development Contribution Scheme to apply to the

relevant area as of and from the transfer date. While there are some differences between the City and County schemes, given the various rebates which exist the differences are minimal.

The principal actions to effect the transfer of this service and associated timelines are set out in Appendix 2 under the corresponding heading.

4.2.4 Impact on Service Users

The key services which are likely to be impacted most on residents, businesses, developers and other key stakeholders are as follows:

- 1) Development Management
 - Preplanning
 - Validation
 - Inspection and Decision making
 - Decision relevant correspondence
 - An Bord Pleanála appeals
 - Post decision compliance
- 2) Enforcement
 - Complaint acknowledgment
 - Inspections
 - Legal action/Injunctions
- 3) Unfinished Housing Estates
 - Post and during Construction inspection
 - Complaint acknowledgement
 - Legal Action/Bond claims
- 4) Local Area Plans
 - Public Consultation
 - Quantitative and Qualitative analysis
 - Plan preparation and publication including SEA, Flood Impact analysis and Habitat Directive Assessment.
 - Plan outcome analysis
- 5) Urban Expansion Areas

From the transition date onwards Cork City Council will be responsible for delivering the planning related services to the population of the relevant area. In terms of day-to-day business, the City Council will be providing all planning services including:

- Planning Applications, pre-planning meeting, validation of planning applications, planning searches & queries etc.
- Planning enforcement
- Heritage, Archaeology and Culture activities and grants
- Taking in charge of estates

- Vacant & Derelict sites

The City Council will be responsible for developing the extended city area, which will include the relevant area. This will be achieved through planning policy and forward planning which will be set out in the City Development Plan, Local Area Plans, Housing Land Availability Studies, Strategic Infrastructure Development, Housing Strategies, Traffic & Transport projects etc. The input of the public, business and community organisations within the relevant area will be important to the development of the future vision and forward planning for the area and will be gathered through the normal stakeholder engagement processes. Both councils will also continue to engage with the strategic planning of the Cork Metropolitan Area, the Joint Housing Strategy and other plans affecting the greater Cork area.

Responsibility for Development Management (planning applications, compliance, enforcement, licensing etc.) will transfer from Cork County Council to Cork City Council on the transfer date.

4.3 Roads & Transportation

4.3.1 Service Description

Roads and Transportation services seek to ensure the safe and effective movement of people and goods and to do so with a reduced carbon footprint. The main strategies pursued in support of same include:

- the design, building and maintenance of necessary road infrastructure
- the optimisation of mobility across the whole transport system and
- influencing travel demand patterns and choice to support the development of an integrated and sustainable transport system.

The importance of developing a more effective transport system in Cork is recognised by the National Planning Framework and National Development Plan and they set out many of the enablers necessary to support same. The Draft Regional Spatial and Economic Strategy and Draft Metropolitan Area Strategic Plan also set a range of transportation objectives to be achieved in Cork in the coming years. It is expected that such transportation objectives will also be defined in much greater detail in the forthcoming Cork Metropolitan Area Transport Strategy. A critical aspect of the Metropolitan Area Transport Strategy will be the expansion of sustainable travel opportunities. This includes significant investment in services relating bus, rail, walking and cycling and as well as improved opportunities to move between modes across the metropolitan region.

Core Functions & Services

Functions and services impacted include:

- Maintenance of National, Regional and Local Roads & Footpaths
- Major roads capital projects
- Response to severe weather and flooding
- Winter maintenance of National, Regional and Local roads & footpaths
- Emergency call out system
- Parking Management & Enforcement

- The provision of both on and off street parking facilities
- Bridge rehabilitation - Regional & Local Roads
- Maintenance of storm water networks
- Temporary road closures
- Road opening & other roads licenses e.g. Hoarding & Scaffolding, Mobile Cranes & Hoists, Street Furniture
- Operation & Maintenance of school warning lights / provision of school wardens
- Operation & Maintenance of public lighting and signalised junctions (traffic lights & pedestrian crossings)
- Estate maintenance
- Hedge / tree cutting, control of invasive species
- Bye-Laws including Speed Limits and parking

4.3.2 Service Provision in the Relevant Area

The following data highlights the scale, nature and extent of the transfer arrangements required:

- Maintenance of National Primary & Secondary, Regional & Local Roads / Footpaths

National Primary	National Secondary	Regional	Local Primary	Local Secondary	Local Tertiary
47.84 km	1.8 km	58.61 km	165.06 km	228.31 km	19.06 km

- Major Road Improvement Schemes at Clarkes Hill, Lehenaghmore and Leemount Cross
- Surface dress approximately 5km of local roads annually
- Annual footpath maintenance – approximately 555m in 2017
- Process approximately 298 Road Opening Licences annually
- Process approximately 4 Temporary Road Closures annually
- Process approximately 4 Road Works Speed Limit Orders annually
- Operate and maintain 10,313 public lights
- Operate and maintain 44 Pedestrian Crossing Lights
- Operate and maintain 30 Junction Controlled Lights
- NTA supported sustainable travel schemes e.g. Douglas LUTS (various schemes), Donnybrook Hill, Grange to Tramore Link, cycle tracks, Inniscarra Bridge etc..
- Works relating to UEA's (Glanmire, Ballincollig, Blarney and Ballyvolane)
- Others schemes such as Science Park Infrastructure, South City orbital, Coach Road, Maryborough Hill etc
- Winter maintenance of approx 80km of additional routes for salting
- Road and transportation service requests (estimated 2,000+ pa)
- Contracted carriageway maintenance work (estimated 8km of resurfacing works annually going forward)
- 13 School &/or Traffic Wardens
- Maintenance of 89 bridges in transition area.

4.3.3 Legislative Requirements and Transitional Arrangements

The County Council's roads related property (e.g. depots) and functions in the relevant area will transfer to the City Council with effect from the 31 May 2019, unless otherwise agreed between the two councils.

Agreements are being put in place to ensure that service provision is not negatively affected by the boundary change. For example in the case of roads maintenance, schedules have been drawn up detailing logical road segments and infrastructure e.g. bridges that cross the new boundary. In order to ensure a coherent and efficient service delivery after the boundary alteration a Service Level Agreement (SLA) will be entered into by both local authorities to ensure that services to the required standard continue to be provided. A similar agreement is being put in place for public lighting and signalised junctions that are located at or near the new boundary. Discussions have also taken place with the Department of Transport, Tourism and Sport with regard to the grant allocations for the 2019 financial year. Cork City Council has undertaken a road condition and surface type survey of the 550km of roads that will be coming into the City administrative area. This data will be used to inform future City Council roadworks programmes for the relevant area.

The councils have also held meetings and a site visit to discuss the four Urban Expansion Areas in the county that will be transferred to the city, as well as the Cork Science Park and Innovation at Curraheen in order to ensure that there is extensive information sharing and ongoing support for the individual schemes.

The principal actions to effect the transfer of this service and associated timelines are set out in Appendix 2 under the corresponding heading.

4.3.4 Impact on Service Users

The key services which are likely to have most impact on residents and related stakeholders are as follows:

- 1) Maintenance of regional and local roads
- 2) Severe weather assistance – Salt bins, grit locations, footpath treatment
- 3) Emergency call out service
- 4) Road opening applications
- 5) Temporary road closure applications
- 6) Road works speed limit orders
- 7) Estate maintenance
- 8) Taking in charge of public road / estate road
- 9) Scaffolding & other roads licence applications
- 10) Abnormal load permits
- 11) Certificates for Roads and Service
- 12) Adopt a road / roundabout
- 13) Map alerter/Cork City Now notification services
- 14) Road surface defect and public light fault notification i.e. service requests

As part of the joint communications plan, information will issue to the public, businesses and communities in early 2019 that will contain information on how they will be affected by the boundary change in the area of road service provision.

The following is an outline of how the City Council's Roads Directorate will provide services to members of the public within the relevant area:

Service Requests

Cork City Council uses a customer relationship management (CRM) ICT solution to record, manage and action service requests from the public e.g. report a pothole, broken public light, request traffic calming etc. Before 31 May 2019, this will be changed to include the new areas coming into the City. A new customer portal will also be developed and launched before the transfer date. Through a public information campaign members of the public will be provided with the contact details for Cork City Council's various service provision areas, including Roads, in advance of the transition date.

Public Lighting

Cork City Council will be awarding a new tender for the maintenance of their public lighting in 2019. This new contract will include the 10,000 approx. public lights within the relevant area. Until this contract is awarded the public lights in the relevant area will continue to be maintained through the existing County Council contract.

Parking Bye-Laws

The County Council has existing parking bye-laws in place for the control of parking within the relevant area. These bye-laws will continue to operate after the transition date but will be reviewed by the City Council over time.

Flood Response

Post transfer date the City Council will take responsibility for responding to flood events in the relevant area. The City Council operates an out of hours emergency response capability and, in the case of major emergencies, initiates the predefined actions as per the Major Emergency Plan including assigning staff to operate the local coordination centre in the central fire station through which all actions and communications are coordinated.

Winter Maintenance Plan

Cork City Council will expand the operation of its Winter Maintenance Plan for the 2019/2010 winter season to the relevant area.

Road Opening Licences

The vast majority of the Road Opening Licences issues in the relevant area are to utility companies. All new and existing road opening licence applications within the relevant area will be processed and managed by the City Council after the transfer date.

Roads Licences

All existing and future roads licence applications within the relevant area will be managed by the City Council after the transfer date. These license types include scaffolding, street furniture, mobile cranes and hoists, public space etc.

Roads Capital Projects

There are a number of capital projects within the relevant area. Each project will be evaluated individually on a case by case basis and one of the following delivery mechanisms used to complete the delivery of the project:

- 1) Cork County Council will finish out the project and hand over the completed infrastructure to Cork City Council for maintenance and operation once construction is completed.
- 2) Cork City Council as part of the transition will take over the delivery of the project which will be delivered as per the existing project plans.

For the most part, projects are expected to be at or near natural break points (e.g. completion of Part 8 planning process or completion of detailed design or tender). It has been agreed that if construction of a scheme has commenced that it would be best for the County to continue to close it out and hand over the completed infrastructure to the City Council. Critical to all of the decisions made with regard to capital projects and deciding how they can best be transferred to the City Council is to ensure that this is achieved without loss of momentum on the project.

4.4 Recreation, Amenity & Burial Grounds

4.4.1 Service Description

The Recreation and Amenity Services provided by Cork County Council in the relevant area include:

- Maintenance and provision of Playgrounds
- Maintenance and provision of Parks and Open Spaces
- Maintenance and provision of Greenways
- Maintenance and provision of litter bins, street cleaning and associated services

In addition, Cork County Council administers Amenity/Community Grant schemes, as well as Community Contract initiatives, to various stakeholders/representative groups in the relevant area.

There are 9 Burial Grounds located within the relevant area, all of which will transfer to Cork City Council on the transfer day.

Cork City Council's Environment & Recreation Directorate is responsible for the development, enhancement and maintenance of the City's:

- Parks and open spaces
- Sports facilities
- Public realm
- Water services
- Flood management
- Street cleaning
- Litter management
- Waste management and enforcement
- Provision and maintenance of burial grounds
- Climate Change Adaptation Strategy
- The Environmental Laboratory
- The Old Cork Waterworks Experience

4.4.2 Service Provision in the Relevant Area

Playgrounds:

There are 6 Playgrounds located in the relevant area. Any major repairs, or replacement to equipment within these areas, are contracted out by the Municipal District Operations and Rural Development Directorate (MDORD) whilst the general maintenance and upkeep is undertaken by the Roads Directorate. The 6 Playgrounds are located as follows:

- Regional Park, Ballincollig
- Innishmore Lawn, Ballincollig
- Douglas
- Tower
- Blarney
- Glanmire - John O'Callaghan Park

Parks & Open Spaces/Greenways:

There are 7 Public Parks & Open Spaces/Greenways located in the relevant area. With the exception of the Regional Park, these come under the Roads Directorate for general maintenance and upkeep with the Regional Park being maintained by the Horticulture section of Cork County Council. MDORD Directorate contracts out any major repairs, or replacement to equipment. The 7 Parks & Open Spaces/Greenways are as follows:

- Regional Park, Ballincollig
- Clogheenmilcon Greenway, Blarney
- Ballybrack Valley (Mangala) Greenway, Douglas
- Harbour Greenway, Rochestown
- Harty's Quay Work out zone
- John O'Callaghan Park, Glanmire
- Waterloo Greenway

Amenity/Community Fund Grants:

Amenity/Community Fund Grants are also issued by Cork County Council through the MDORD Directorate. Details of the grants issued in 2017 are as follows:

Amenity Grants:

Blarney/Macroom MD

- 6 Amenity Grants

Ballincollig/Carrigaline MD

- 18 Amenity Grants
- 6 Capital Grants

Cobh MD

- 10 Amenity Grants
- 1 Capital Grants

Community Grants:

- **Blarney** - 1 Community Grant
- **Glanmire** - 1 Community Grant
- **Sallybrook** - 1 Community Grant

Other locations in the relevant area have also received Community Grants in previous years e.g. Riverstown.

Community Contracts:

Cork County Council administers a Community Contracts Scheme. This scheme involves the County Council seeking expressions of interest from community groups on an annual basis to carry out works with the involvement/support of the County Council. The Council's support may take the form of staffing support and/or financial support. A "contract" is entered into with successful groups for the carrying out of the agreed scope of works over a specified period of time. The County Council has issued 2 Community Contracts across the relevant area and will continue to support any live contracts through to completion. The funding used by Cork County Council to support this scheme will be transferred to Cork City Council so that a similar scheme can be made available by the City Council post the transfer date.

Cemeteries

Cork County Council maintains 9 Burial Grounds in the relevant area and is responsible for selling burial plots via local registrars. The key administrative duties are the recording of sales, the issuing of invoices and debt collection, the registering of plots and dealing with queries in relation to same. The following 9 Cemeteries will transfer:

- St. Oliver's Cemetery, Ballincollig
- St. Columba's Cemetery, Douglas
- St. James' Cemetery Chetwynd
- Curraghkippane Old & New Cemetery
- Carrigrohane Beg Cemetery
- Rathcooney Cemetery
- Kilcully Old Cemetery
- St. Senan's Cemetery, Tower
- St. Senan's Abbey Cemetery, Inniscarra

4.4.3 Legislative Requirements and Transitional Arrangements

There is appropriate legislative provision for transfer of assets and infrastructure allowing for the transfer of this service in an orderly fashion with minimal or no impact on service users.

The principal actions to effect the transfer of this service and associated timelines are set out in Appendix 2 under the corresponding heading.

4.4.4 Impact on Service Users

Parks, Open Spaces & Cemeteries, Sport & Recreation

As of the transfer date, Cork City Council will take responsibility for these services and associated infrastructure in the relevant area. The maintenance and management of this additional infrastructure and services within the relevant area will be integrated into the service processes of the City Council.

The main points to note for Recreational/Amenity stakeholders include:

- 1) The General Public and users of the Playgrounds, Parks & Open Spaces/Greenways will be informed of any changes to opening hours, facilities, where to make a suggestion for improvement, compliment an area, make a complaint etc. However, it is important to note that the City Council will continue to maintain and run all such services and facilities to the same standards that the communities have experienced to date.
- 2) Contractors working in these areas will be made aware of the change.
- 3) Existing traders in Regional Park Ballincollig will be notified about the transition.
- 4) Event organisers- Currently, Cork County Council operates a system for allowing events, in particular in the Regional Park, Ballincollig and Cork City Council will take over this function as and from the 31 May.2019.

The main impacts on Cemetery service users in the relevant area include:

- 1) For future purchasers of plots, Cork City Council will have responsibility for these Cemeteries. However, as both local authorities operate similar procedures from the customer's perspective the only change that they should notice is the change in local authority.
- 2) Undertakers that operate within the 9 Cemeteries will be required to contact the City Council when accessing one of the 9 transferring cemeteries.
- 3) Gravediggers – Cork County Council staff do not open graves themselves while within Cork City Council they do. Existing arrangements will continue post the transfer date. Within 12 months, the City Council will undertake a review of these arrangements.
- 4) Businesses that specialise in Headstone erection will also now have to interact with the City Council for the transferring cemeteries.

4.5 Economic Development & Enterprise

4.5.1 Service Description

The 2014 Local Government Act strengthened the role that local authorities play in the promotion of economic development and enterprise within their functional areas. Job creation is a key national priority for Government. The 2014 Act introduced a range of local government reforms which saw elements of responsibility for some economic development and enterprise functions devolved to local authorities. These changes in the council's role provided for the establishment of Local Enterprise Offices (LEOs).

Cork City Council and Cork County Council have jointly led and been the primary funders for the development of an overarching place brand for Cork. Launched in September 2018, the "We are Cork" place brand was developed and is overseen by a multi-agency steering group. Following its launch in September 2018 the brand is now being rolled out across the activities of key stakeholders.

In parallel with this project, Cork City and County Councils are also collaborating on joint marketing of Cork for the purposes of attracting investment. Currently funded by the two local authorities the work also involves other stakeholders (UCC, CIT, IDA, EI, Cork Chamber, CBA and IBEC). Activities include an economic website and the development of specific "Why Cork" promotional content and monthly campaigns targeted by sector (cybersecurity, fintech, business services etc.)

Core Functions & Services

- Economic Development
 - Strategic branding and marketing of Cork products, services and enterprises
 - Partnerships with local & regional stakeholders
 - City/Town & Retail Development
 - Development of Food Production and Export Supports
 - Co-funding initiatives
- Local Enterprises Offices
 - Business Information & Advisory Services
 - Enterprise Support Services
 - Entrepreneurship Support Services
 - Local Enterprise Development Services

4.5.2 Service Provision in the Relevant Area

Some core economic development and enterprise services within those functions that are impacted include:

- Land to support economic development initiatives (industrial estates, business parks etc.) for existing and emerging enterprises and appropriately zoned lands that are available to respond to new opportunities.
- Occupancy of Cork County Council Commercial Units.
- South Cork Local Enterprise Office and the businesses it supports.

The following indicative data outlines the transfer arrangements required in the area of Economic Development & Enterprise:

- 17.9 acres of land at Station Road, Blarney
- 4 incubation units (finished to food grade standards)
- 52 LEO supported businesses

4.5.3 Legislative Requirements and Transitional Arrangements

The Local Government Act 2019 directly provides for the transfer of land and property. Thus, the existing leases that were put in place by Cork County Council in regard to property and land in relation to this function in the relevant area will, under section 13 of the Act, stand transferred to Cork City Council on the 31 May 2019.

The relevant service information in relation to the economic development function has been shared by the local authorities and site visits have taken place in respect of land and property transferring. Enterprise Ireland has been contacted in regard to clarifying the boundary for Local Enterprise Office purposes and has confirmed that as they have a Service Level Agreement with the Local Authorities that any LEO boundaries will follow those of the local authorities as per the boundary change as set out in the legislation. In future Enterprise Ireland will undertake a budget redistribution based around the affected areas for the respective LEOs. Communications to stakeholders will be managed and co-ordinated in accordance with the communications strategy developed by the two local authorities. Contact will be made with Enterprise Ireland about updating the EI website(s).

The principal actions to effect the transfer of this service and associated timelines are set out in Appendix 2 under the corresponding heading.

4.5.4 Impact on Service Users

Economic Development and Enterprise will be supported and incentivised in the relevant area in conjunction with the various ongoing existing City Council supported projects such as Cork Innovates, EU Innova Foster, Atlantic Food Export Programme, Atlantic Start Up Programme, Energy Cork, Taste Cork etc. and through the implementation of the Local Economic and Community Plan. The Local Enterprise Office (LEO) service in Cork City will continue to support the existing and future micro enterprise and small business in the relevant area.

Key service users include the tenants of the 4 units in Ballincollig as well as the LEO client companies. Other than a change in landlord the Ballincollig tenant will not experience any change post transfer date. With regard to the LEO client companies these will transfer to the City Council LEO, and will continue to receive the same service and supports that they experience at present. Both sets of stakeholders will be notified of the changes in late Q1 or early Q2 2019.

4.6 Arts, Community, Tourism & Library Services

4.6.1 Service Description

Arts

Through its Arts Office and its Heritage Unit, both councils have for many years offered a range of services for the promotion and enjoyment of the Arts and protection of the people, places and cultural activities. The Arts Offices from each local authority are responsible respectively for the delivery of the Arts across Cork City and County.

Community

The Local Government Reform Act 2014 provided for the abolition of the City and County development boards (CDBs) and the establishment of local community development committees (LCDCs) in their place. The aim of the LCDCs is to develop, co-ordinate and implement a coherent and integrated approach to local and community development. In County Cork, three LCDCs were established and they manage elements of the Local and Community Development Programme such as LEADER and SICAP. The 2014 Act also provided for the establishment of Public Participation Networks (PPNs) and Cork County's PPN is one of the largest in the country. These measures are intended to bring about greater alignment of local government and local community development.

Tourism

The Government's Tourism Action Plan 2016 – 2018 clearly sets out the role of local authorities in fostering the growth and development of tourism in their functional areas. Cork City Council and Cork County Council are partners in a collective tourism strategy for Cork - "Growing Tourism in Cork". Other partners include Hotels, Fáilte Ireland, Cork Airport, etc. The strategy sets out a targeted five year plan (2015-2020) for increasing domestic and international visitor numbers to 2.8 million with an associated increase in spend in the local economy of €865 million. Both local authorities meet on a bi-monthly basis in the delivery of the local authority objectives set out in the strategy.

Each local authority has also supported the development of a single tourism website for Cork and both have de-commissioned their individual websites. This level of co-operation and joint initiatives will continue post the transition date.

Also, both local authorities each contribute €200,000 to 'Visit Cork' – an organisation for the marketing and promotion of Cork for both leisure and business tourism in the Cork Region.

Library Services

The County Branch Library network comprises 28 Branches in Cork County. Each of the 28 Library Branches and 4 Mobile Libraries offer a wide range of books and other items such as DVD's, audio books and language learning resources for borrowing by library members. National schemes and various programmes are also delivered in some branches.

4.6.2 Service Provision in the Relevant Area

Arts

Some core arts services that are impacted include:

- Development of the Arts at a local level
- Support of emerging and established creative artists in County Cork
- Development of new audiences for the Arts
- Fostering and encouraging excellence in the Arts
- Advocacy for the local Arts sector on a national and international level
- Support of the Arts through provision of resources, services and funding opportunities.

Community

Some core community services that are impacted include:

- Social Inclusion Activation Programme (SICAP)
- Rural Development Programme 2014-2020 (LEADER)
- Public Participation Network
- Local & Economic Community Plan (LECP)
- Social Inclusion & Community SPC

Tourism

Some Tourism support services that are impacted include:

- Cork County Council Festival Fund - festival and event organising groups within the relevant area that the Council has previously supported will going forward apply to Cork City Council for this funding. As part of the financial arrangements being put in place to support the boundary alteration the funding required to continue to support these initiatives will be transferred from Cork County Council to Cork City Council.

Library Services

There are 3 Branch Libraries located in the relevant area transitioning:

- Ballincollig
- Blarney

- Glanmire

4.6.3 Legislative Requirements and Transitional Arrangements

The statutory provisions as laid out in Legislation pertaining to Local Community Development Committees (LCDCs) and Public Participation Networks (PPNs) provide for the changes that are required to both entities following the boundary alteration.

Arts

As part of the joint communications strategy between both Local Authorities all Arts organisations will be communicated with regarding the boundary change so that they are made aware of any changes that might impact on them.

Community

The LCDC's will be reviewed and membership amended as per statutory process, upon completion of Local Election 2019. In the case of PPN's, it is currently the case that PPN groups may hold membership of both the County Council and City Council PPN. This will continue for many organisations following the boundary alteration. It is at the discretion of individual PPN groupings to decide what works best for themselves. They will be provided with information by both local authorities to help them make an informed decision. The PPN coordinators have been communicated with by both councils and have held a joint meeting of City & County PPN's secretariats.

In the County, twinning arrangements are dealt with at Municipal District level. Ballincollig is the only location in the relevant area to be twinned with another international partner. Ballincollig is twinned with both the towns of Saclay in France and Mechtersstadt in Germany. It is understood that it is a local community group that acts as the point of contact for these twinnings. Cork City Council will engage with the relevant community groups and integrate these twinnings with the others that already exist in the City.

Tourism

In order to ensure that all stakeholders are included a comprehensive communications strategy relating to boundary change process is being put in place.

Libraries

Given essential service delivery infrastructure associated with libraries, site inspections have taken place (November 2018) with a view to establishing ICT, book stock, signage requirements etc. This exercise along with details of contractors supporting these library branches e.g. cleaning & maintenance contracts provides assurance that the transfer of this public service can proceed from the transfer date without any interruptions to service provision to the public.

Detailed dates with regard to the transfer of individual services are contained in the monthly update reports to the oversight committee.

4.6.4 Impact on Service Users

Arts

Some Arts support services that will be impacted include:

- Cork County Council Arts Grants Scheme - artists, schools etc. within the relevant area that the County Council has previously supported will post transition apply to Cork City Council for this funding. As part of the financial arrangements being put in place to support the boundary extension the funding required to continue to support these initiatives will be transferred from Cork County Council to Cork City Council.
- Cork Film, Gunpowder Mills Centre, Ballincollig – the former Gunpowder Mills visitor centre is presently leased to the Cork Film Centre. The film centre provides workspace for film artists, particularly an animation studio and access to an equipment bank. The lease agreement for this premises will be transferred to Cork City Council who will manage same going forward.

The Arts Office within the City Council influences programmes within the relevant area as arts programmes do not conform traditionally to administrative boundaries exclusively. The supports currently available in the relevant area will be identified and integrated in City Council Arts programmes from the transfer date. Thus the level of support which has been available to the communities and events which are located in the relevant area will not be affected. Communities and events will be eligible to apply to the City Council for grants/supports in a similar manner to how they have always done.

Community

The introduction of the Local Government Reform Act 2014 has seen local government play a much stronger role in fostering and promoting community led local development. Both Councils have established Local Community Development Committee (LCDC) structures, with Cork City having established the Cork City LCDC while Cork County has established 3 LCDCs (North Cork / South Cork / West Cork LCDCs). The South Cork LCDC is the only County LCDC impacted. The following are the core areas impacted:

- **Social Inclusion & Community Activation Programme (SICAP)** –The South Cork LCDC manages and oversees the programme at a local level and is responsible for SICAP Lot No. 18-4 that covers the entirety of the South Cork local government administrative area. This Lot is contracted to SECAD Partnership CLG. The current contract runs from 2018 – 2022 and has a total value of €4,877,412 over that period, with a specific allocation of €812,902 for 2018. A funding agreement is in place with SECAD and a Contract is in place between the Department of Rural & Community Development, South Cork LCDC & Cork County Council. The Department of Rural and Community Development have confirmed that a decision has been made to continue with the current Lot delivery arrangements in Cork for the duration of the 2018-2022 programme. The programme will therefore continue to be delivered and managed by the current contract holders. This is subject to a written agreement being entered into before the transfer day between Cork City Council/LCDC and Cork County Council/LCDC confirming arrangements for the continued delivery of SICAP 2018-2022 in accordance with the funding agreements in place.
- **Rural Development (LEADER) Programme 2014-2020: South Cork Area** - LEADER is managed and overseen by an independent Local Action Group that is called the “South Cork LEADER Local Action Group” or “LAG”. The programme operates in accordance with rules and regulations set by the European Commission and the programme is managed and

monitored at a local level by the South Cork LAG that reports on its activities to the Department of Rural & Community Development that in turn reports to the Managing Department, which is the Department of Agriculture, Food and the Marine. The South Cork LAG secured the contract for the delivery of the LEADER programme following a competitive bidding process and based on the entirety of the South Cork administrative area. The South Cork LAG – which operates independently of Cork County Council and which has Cork County Council as a financial partner – has entered into contractual arrangements with 4 Implementing Partners to implement the programme in the South Cork area, as follows:

1. SECAD Partnership CLG,
2. Avondhu/Blackwater Partnership CLG,
3. IRD Duhallow CLG
4. Údarás na Gaeltachta.

The total budget for South Cork over the lifetime of the programme is €3.8 million. This programme is targeted at supporting rural development initiatives. The South Cork LAG is in discussion with the Department in relation to the possible arrangements for the continuation of the LEADER Rural Development Programme in the relevant area up to the conclusion of the existing programme. The objective is to ensure that community groups and other relevant applicants based in the relevant area will continue to be eligible for financial support and assistance under the programme, while arrangements with existing Implementing Partners would be retained for the period of the programme. This is subject to a written agreement being entered into before the transfer day between Cork City Council/LCDC and Cork County Council/LCDC confirming arrangements for the continued delivery of SICAP 2018-2022 to ensure the sustained support of communities in the relevant area during the delivery of the present programme and in accordance with the funding arrangements in place.

- **Public Participation Network (PPN)** – it is estimated that approx. 70 - 80 community & voluntary, social inclusion, & environment groups may transfer from Cork County PPN to Cork City PPN. The composition of the PPN Secretariat (steering group) will be re-configured in both local authority areas in order to reflect the changes in the boundary alteration.
- **Local Economic & Community Plans (LECP)** – both Councils have prepared and developed their own individual LECPs which will be reviewed and updated to take account of the revised boundary arrangements by December 2020.

Tourism

The City Council Tourism Section will engage with attractions and areas of interest in the relevant area e.g. Blarney Castle and include them in all opportunities for promotion i.e. the Top Attractions brochure and the Tourism Information Kiosks etc., in addition to actively promoting the attractions at various national and international Tourism Fairs. In co-operation with the Port of Cork, the City Council is continuing to fund a Tourist Ambassador programme which provides a welcoming/advisory services to passengers on the cruise liners visiting Cobh and Ringaskiddy. The Tourism Section will also work with other groups, organisations and stakeholders in the relevant area with a view to exploring other initiatives in the delivery of a tourism product for the extended Cork City.

Library Service

Various contracts are in place with regard to the libraries transferring, most notably cleaning and ICT contracts. The legislation allows for such contracts to transfer, and the contractors affected by the change will be notified. Landlords will be notified in relation to the changes of leases.

The three Cork County local library branches operated in the relevant area will transfer to Cork City Council on the transfer date and will be integrated into the City branch network. In addition, Cork City Council will take sole responsibility for the Douglas Branch Library that is run at present by Cork City Council, but jointly funded by both local authorities. Given the significance of the mobile library service within the relevant area along with the fact that the City Council does not provide a mobile service at present in the City, an appropriate Section 85 agreement between the two Local Authorities will be put in place to maintain the current service within the relevant area.

4.7 Environment

4.7.1 Service Description

Environment

The Environment Directorate monitors, analyses and reports on the quality of air, water and waste water in County Cork, in accordance with EU and national legislation. It also provides information on environmental matters to the public and to other Cork County Council departments. It is also responsible for the County's Waste Management, Energy & Climate Change, Rural Broadband and Digital Strategy. Some of the key national challenges such as climate change, mitigation and adaptation, and litter/illegal dumping fall under the remit of this Directorate.

Core Functions & Services

Some core environment services that are impacted include:

- Energy & Climate Change
- Monitoring & Enforcement - Air Quality
- Promoting Environmental Awareness
- Food Safety
- Control of litter & illegal dumping
- Veterinary Services
- Waste & recycling (enforcement & operational)
- Water Quality
- Agriculture

4.7.2 Service Provision in the Relevant Area

The following indicative areas highlight the scale, nature and extent of the transfer arrangements:

- Climate Change Strategy
- Solvent/VOC/Petrol Vapour licensing and inspections
- Agricultural Waste burning notice licensing and inspections
- Waste Water Discharge Licence to Sewers (S16) and Waters (S4) licensing and inspections

- Sewage Sludge Facility Certificate of Registration licensing and inspections
- Waste Facility Permit and Certificate of Registration licensing and inspections
- Waste Control & Enforcement – operations, monitoring and enforcement
- Private Group Water Scheme and small Private Supplies testing and monitoring
- General Air Pollution & Solid Fuel Regulation Monitoring, Inspection and awareness programs
- Air, Noise, Water, Waste Water, Waste, Litter, Agricultural and Environmental Pollution Complaint Management
- Vets enforcement of Animal By-products, Animal Health, Animal Welfare and Control of Dogs & Horses legislation
- Septic Tank Inspections and Enforcement
- Farm Inspection Program
- River and Lake Water quality testing and monitoring
- Public Drinking Water and Public Group Schemes testing and Monitoring
- Legacy Landfills inspection, monitoring and operations
- Environmental Awareness Programs

4.7.3 Legislative Requirements and Transitional Arrangements

As statutory duties in this service area are generally common, being governed by either national or European legislation in many cases, transitioning these services should not pose any particular legislative difficulties. It will however be the case that various Plans & Bye-Laws will need to be reviewed (Climate Change Strategy, Waste Presentation Bye-Laws) under the new boundary arrangements.

Energy & Climate Change

Both authorities are currently in the process of presenting their Climate Change Strategies to their respective Councils. Both local authorities have thus structured the content of same in such a way that they are not overly area specific and are written to facilitate a smooth transition process.

Waste

A large amount of collaboration already exists between both local authorities in this area, particularly with respect to waste, where regional structures are already in place for both waste enforcement and waste management. This provides a foundation for service transfer with an understanding and consistency in place regarding how each local authority delivers these services and knowledge of where similarities and differences exist.

Veterinary Services & Food Safety

Both Local Authorities currently have a Section 85 arrangement in place for this service area that will be maintained and extended for the new City Council upon its establishment.

The principal actions to effect the transfer of this service and associated timelines are set out in Appendix 2 under the corresponding heading.

4.7.4 Impact on Service Users

Some of the key stakeholders include:

- 1) Residents - house-holders, dog owners

- 2) Farmers
- 3) The EPA
- 4) Businesses – Dry Cleaners, Spray Painters, Petrol Stations, Fuel Merchants, Quarries, Waste Operators, Businesses with private effluent systems etc.
- 5) Developers
- 6) Irish Water
- 7) Community & Voluntary Groups (e.g. Tidy Towns)
- 8) LAWCO
- 9) Schools

Energy and Climate Change

Cork City Energy Agency has the responsibility for ensuring the economic and efficient procurement of energy. The Agency also assists Cork City Council to meet its legal obligations with regard to energy efficiency and reporting, reduce energy consumption and CO2 emissions, achieve cost savings, introduce energy efficient principles in the design of new plant, buildings and operations, consider sustainability and climate action mitigation/adaptation in all relevant decision making processes. Cork County Council provides similar functions within their organisation. With regard to the services in the relevant area, these will transfer to Cork City Council on the transfer date.

Veterinary

At present, the Veterinary Service operates under a Section 85 Agreement between the City and County Councils. This agreement will be maintained, although it will be amended to reflect the new boundary. Horse control is provided by a third party common to both local authorities which will continue, albeit with Cork City Council now covering the relevant area.

Waste Management Operations

The City Council provides a range of recycling services at the various bottle bank and civic amenity sites within the present city boundary. The County Council operates similar sites at various locations throughout the relevant area, and indeed across the entire County. Those facilities and services located within the relevant area will transfer to the City Council on the transfer date.

The cleansing department provides daily cleaning in the city centre on a seven day week basis and periodic street washing of key city centre areas. The remainder of the City has a five day week cleaning regime. The street cleaning operations of Cork County Council located in the relevant area will be integrated into the City management and service provision structures from the transfer date.

A persistent problem over recent times has been illegal dumping and it is envisaged that the introduction of new waste presentation bye-laws in early 2019 will assist the Litter Warden Service in the detection and prevention of such activities. The relevant area requirements will be considered in the context of these new bye-laws.

Water Quality and Agriculture

The role of Water Quality and Agriculture is a regulatory service that at present is not as prevalent in the current City Council as is the case in the relevant area. Based on infrastructure and roles identified in the transition process this service will be supported post the transition date by Cork City Council in a manner comparable to that currently provided by the County Council.

Environmental Awareness

The Environmental Awareness Officers deliver a similar service in both local authorities. As such any such initiatives or schemes presently available to organisations, communities and the public will continue to be delivered within the relevant area post the transfer date.

Drinking Water/Waste Water Operations/Water Services Capital/Infrastructure and Mapping

The vast majority of this service is delivered through the Irish Water Service Level Agreement (SLA) and after the transfer date, Irish Water will continue to manage all water service authority activities within the expanded City Council area. The specifics of how this is to be delivered will be confirmed in early 2019. The one significant exception is that responsibility for Rural Water Services in the relevant area will transfer to Cork City Council on the transfer date.

Coastal Management and Flood Projects

This County Council unit carries out specific flood projects across the county. There are two specific capital projects within the relevant area (namely the Douglas/Togher and Glanmire flood relief projects). Both of these are OPW funded schemes scheduled to commence in 2019 with completion by early 2021. The mechanism by which both of these projects will progress will be agreed before the end of Q1 2019.

4.8 Water, Flood Relief & Coastal Services

4.8.1 Service Description

Public water and wastewater services, including management of capital projects continue to be provided by Cork County and City Councils on behalf of Irish Water under Service Level Agreements (SLAs). At present, these SLAs run to the end of 2025. ERVIA/Irish Water has notified the Department of Housing, Planning and Local Government that they do not intend to renew the SLAs beyond this point. They have also stated their objective to achieve the full transfer of water services delivery by the end of 2021.

Given the likely withdrawal of the local authority sector from the provision of water services in the medium term it is proposed that the County Council will continue to deliver public water services under a SLA which will include the relevant area.

Non SLA Water Services activities (which include Rural Water Services, Non-SLA Planning Functions, Coastal Management and Flood Projects services) will transfer on the transfer date to the City Council.

Core Functions & Services

Functions and services impacted include:

- Delivery of Public Water & Wastewater services
- Assessment and Allocation of Well Grants
- Group Schemes Funding Grants
- Monitoring and Supervision of Small Private Schemes

- Waste Water Management Strategy for Cork Harbour
- Coastal Management and Flood Projects Design and Implementation
- Rural Water Services

4.8.2 Service Provision in the Relevant Area

The following indicative data highlights the scale, nature and extent of the transfer arrangements required:

- 11 active well grant files and 58 legacy files in the relevant area
- 1 active Group Water Scheme and 9 legacy files in the relevant area
- 17 Small Private Supplies requiring monitoring in the relevant area
- Cork County Council proposes to set up a working group for the development of a strategy for responsible management of wastewater in the Cork Harbour area
- Progress OPW funded major flood schemes within the relevant area – Douglas (incl Togher) FRS and Glashaboy FRS

4.8.3 Legislative Requirements and Transitional Arrangements

The Legislative provisions allow for the transfer of projects, contracts and infrastructure where necessary to facilitate the continued provision of services in the relevant area post transition date. .

Water Services

The retention of current Irish Water Service Level Agreement (SLA) structures in the relevant area is supported by all parties (Cork City & County Council's and Irish Water). The public will thus remain unaffected in term of their public water service provision. It will be necessary to integrate appropriate protocols to manage inter-council communications relating to Water Services.

Work is needed to finalise the Rural Water Element of the transition process. Exact resources assigned to this service by the County are being identified and defined in advance of the transfer day. Either these County staff and resources will transfer to Cork City Council or an SLA will be entered into with Cork County Council for them to provide this service on behalf of the City Council.

Flood Relief

Agreed delivery arrangements are being finalised with OPW for the two active flood relief projects in the relevant area but each local authority is committed to progressing both projects, which are due to commence in 2019, through an appropriate Service Level Agreement (which is provided for in the Local Government Act 2019).

The principal actions to effect the transfer of this service and associated timelines are set out in Appendix 2 under the corresponding heading.

4.8.4 Impact on Service Users

The key services which are likely to affect residents and related stakeholders are as follows:

- Well Grant Provision
- Group Scheme Funding
- Small Private Schemes Monitoring
- OPW, consultants and contractors with respect to flood schemes in the relevant area
- Irish Water, Cork City Council, Port of Cork with respect to the Waste Water Management Strategy for Cork Harbour

- Customers of Rural Water and waste water supplies
- The European Union (Water Framework Directive)

As per other services transferring from the users perspective the only change that they should notice will be that their application is made to a different local authority. The processes which will be involved will be very similar.

4.9 Fire & Emergency Services

4.9.1 Service Description

One Fire station (Ballincollig) is inside the relevant area.

Core Functions & Services

Alongside Fire Service Operations Cork County Council also undertakes the following

- Fire Safety
 - Inspections
 - Enforcement
 - Community Fire Safety Programme
- Building Control
 - Commencement Notices
 - Fire Safety Cert Applications
 - District Court Licencing
 - Dangerous substances licences
- Major Emergency Management
 - Seveso Sites
 - Major Emergency Plan
- Civil Defence

4.9.2 Service Provision in the Relevant Area

Cork County Council responded to 1,194 fire callouts and 1,537 non fire callouts in 2017. In addition, the County processed the following during 2017:

- 727 Fire Safety Inspections
- 263 Building Control Inspections
- 1,266 Commencement Notices
- 367 Fire Safety Certificates
- 262 Disability Access Certificates

The top tier Seveso Sites in Cork County are all outside the relevant area. There are some lower tier sites in the relevant area.

The South Cork Civil Defence carried out 140 Storm related tasks last year, as well as community support operations (65) and missing person searches (4). Both councils are liaising on these matters in order to ensure that a seamless transition takes place.

4.9.3 Legislative Requirements and Transitional Arrangements

The Legislation directly provides for the transfer of the Ballincollig Fire Station and attached property and assets to Cork City Council unless otherwise agreed between the two local authorities. Given the nature of Fire & Emergency Services and the requirements for inter authority arrangements in relation to responding to fire & emergency incidents the legislation, under section 20, provides for arrangements to be put in place for performance of certain functions.

Cork City and County Councils have identified all Major Emergency Plans within the relevant area such as flood plans, the Airport plan and those relating to SEVESO sites. These plans are being reviewed in the context of the boundary alteration, and other agencies such as the HSE and An Garda Síochána will be updated through the existing forums for stakeholders involved in major emergency response. The two councils have engaged with the national Civil Defence organisation to make them aware of the boundary change and to identify any potential issues arising. Building Control & licensing processes have been discussed and arrangements for inspections after the transfer date are being agreed. Site visits have been undertaken to transfer working knowledge. The responsibility for the Fire Service in the transfer area will transfer to the City Council from the transfer date. A working group has been established to ensure a smooth transition considering issues such as Risk Based Assessments, Pre-Determined Attendances, etc. Beyond the transfer date discussions are ongoing regarding the Ballincollig Fire Service which it is proposed will initially continue to operate as a retained fire service, but will be provided by Cork City Council.

The principal actions to effect the transfer of this service and associated timelines are set out in Appendix 2 under the corresponding heading.

4.9.4 Impact on Service Users

The key impacted stakeholders include:

- 1) Communities
- 2) Property owners
- 3) Businesses
- 4) Developers

The City Council's Major Emergency Plan will be updated in accordance with the National Framework for Emergency Management in conjunction with other principal response agencies in the relevant area.

In the area of fire prevention, the examination of fire safety certificate applications and planning applications will be undertaken by Cork City Council as of the transfer date. Cork City Fire Department continues to develop its community fire safety programme and will expand this into the relevant area.

Cork City Civil Defence will continue to support community activities and provide assistance to the community and principal response agencies in emergency situations.

In relation to a range of functions undertaken by the Fire Departments, Cork City Council will continue to work in conjunction with Cork County Council having regard to national and regional plans in operation for fire/emergency situations especially regional level incidents.

As is the case at present all “999” calls made in the Cork (and indeed Munster) area will continue to be routed to the Emergency Services Munster Regional Communication Centre (MRCC) in Limerick. The MRCC will then task the most appropriate response fire station to address the specific issue reported. None of this will change due to the boundary alteration.

4.10 Support Services

4.10.1 Service Description

Internal support services for Cork City Council, which will support the relevant area from the transition date, in the main, do not provide services directly to the public, but they do provide services to the large operational directorates who provide services directly to the public.

Finance

The key role of the Finance Department is to provide external and internal financial reporting functions and to support the organisation in financial management. The Finance Department also provides a range of services including the debt management of certain income streams, the operation of the public Cash Office and the operation of payroll. The Procurement Unit operates within the Finance Department and is also responsible for the management of the purchase to pay process and administration of the insurance / claims section.

ICT & Business Services

The ICT and Business Services Department provides support and services to the staff of the Council, elected representatives and to the residents of the city through the deployment of infrastructure and applications and through driving and supporting change and efficiencies across the organisation. The department also collaborates with internal and external stakeholders to support the promotion of economic activity in the city and wider region.

The ICT Department deploys a wide variety of technologies, infrastructure, services and applications to provide the Directorates with a stable ICT environment to support the provision of services across the organisation and city.

Law

The Law Office provides full legal services to the Council. It is responsible for the provision of legal advice to the chief executive and legal services which are needed by the Directorates in carrying out their functions.

People Resources and Organisation Development

The Human Resources Directorate provides support across the Council to enhance the quality of the Council’s services to the public. This is achieved by recruiting the staff as required and in a timely manner, training staff, ensuring the well being of staff, implementing health and safety practices and procedures and promoting positive industrial relations throughout the organisation.

Corporate Affairs

Corporate Services

The Corporate Services Division includes the following sections:

- Council Services
- Property
- Communications
- Community & Enterprise (see Service Division D)
- Facilities Management

Council Services

The Council Services Section includes the Mayor's Office, Office of the Chief Executive, Director of Services, Council Meetings Administration and Members' Support, the organisation of Civic Events and Franchise. It also supports the elected members and is the key contact point between Members and the Local Authority. The Franchise Section is responsible for the publishing of the Draft and Final Register of Electors, the organisation of Local Elections and the co-ordination of General Election/Referenda in conjunction with the Office of the City Sherriff, the issue of polling cards and engaging with national initiatives.

Property

The Property Section is charged with the management of property assets within the control of the City Council. This Section is also responsible for acquisitions, disposals, derelict sites, casual trading, management of leased properties and the digitisation of the Property Interest Register.

Communications

The Communications Section provides the media strategy for the organisation and internal communication procedures. The Section is also responsible for strengthening and improving relations with Twinned Cities, Freedom of Information, A.I.E and Data Protection requests, Office of the Ombudsman queries and the management of the Public Reception desk.

Facilities Management

The Facilities Management Section is responsible for ongoing Facilities Management in the Corporate Campus to ensure a safe, comfortable workplace with accessibility for visitors, public and events.

Coroner Service

The Coroner's Office investigates sudden and unexplained deaths so that a death certificate can be issued

Architectural Services

The Architect's Department provides architectural services and advice to the local authority, chief executive, director of services and heads of function.

4.10.2 Service Provision in the Relevant Area

As support services are provided on a County wide basis, it is not possible to specifically assign individual resource or delivery metrics to the relevant area. Support Services deliver services to internal customers rather than external customers, in the most part with a few exceptions e.g. Franchise.

4.10.3 Legislative Requirements and Transitional Arrangements

Finance

The Local Government Act 2019 provides for the financial arrangements consequent upon the boundary extension. It provides for the contribution from the County Council to the City Council to compensate for the expenditure incurred by the City Council in the provision of services in, or in respect of, the transfer area during 2019. It also provides for the annual contribution from the City Council to the County Council for the 10 year period ending on 31 December 2029. Before the expiration of this 10 year timeframe, the County Council may at any time request the Minister to make an order for payment for such longer period as may be prescribed by the Minister. The legislation also sets out the general basis for calculating the annual contribution from the City Council to the County Council. See Chapter 6 for more details.

People Resources and Organisation Development

The Local Government Act 2019 provides for the transfer of staff from Cork County Council to Cork City Council. Unless otherwise agreed by a collective agreement negotiated with any recognised trade union or staff association concerned, staff transferring will retain their existing terms and conditions of service when transferring to the City Council. See Chapter 5 for further details.

The principal actions to effect the transfer of this service and associated timelines are set out in Appendix 2 under the corresponding heading.

4.10.4 Impact on Service Users

Finance

For 2019, post transfer with regard to rate collection and arrears, the legislation states that any charges ‘that, immediately before the transfer day, was due and payable to the county council shall, from the transfer day, continue to be due and payable to the county council unless the city council and the county council agree otherwise’. This matter is under discussion between the two authorities.

In 2020, Cork City Council will become the rateable authority for rate payers in the relevant area. Rates levied for 2020 and thereafter will be due to Cork City Council.

The current Annual Rate on Valuation (ARV) for businesses in the relevant area is 74.75. The current ARV for Businesses in the City is 74.98. A local authority cannot have two different ARV's in an administrative area. In 2020, Cork City Council will become the rateable authority for both the relevant area and the existing city area. As both areas will now be under the control of Cork City Council they must have the same ARV. The recommendation from the executive of Cork City Council, which will be included in the 2020 budget proposal to Council, will be that new ARV to be used City wide would be the current ARV in the relevant area, with the present City ARV being adjusted accordingly. Should this proposal be passed by Council, rate payers in the relevant area will pay the same amount of rates in 2020 as they did in 2019. There would thus be no increase in rates for ratepayers in the relevant area for the year 2020 when it becomes part of the administrative area of Cork City Council.

ICT & Business Services

The ICT Department supports the infrastructure and software which will provide the Council's new and existing customers access to on-line services such as:

- www.corkcitynow.ie community alerting and messaging
- Free public wifi service to locations across the city including civic offices, libraries, university campus and public parks.
- A suite of websites, Facebook and twitter accounts showcasing the vibrancy of the city, and the services and civic events promoted by the City Council
- Web based interactive Customer portal
- Online payments for services
- Planning Enquiries
- Register of Electors

The ICT & Business Services department will also provide the following services in the relevant area and across the City Council:

- Hardware & software technical support for Cork City Council's staff
- ICT support to Elected Members
- The support of off-site public accessible infrastructure e.g. public computers in libraries

Law

The Law Agent's Office will continue to provide full legal services to the Chief Executive of Cork City Council and to its directorates. The Law Agent's Office provides services in relation to the proper fulfilment of the Council's statutory powers and duties within its administration area, which from the transfer date will include the relevant area.

People Resources and Organisation Development

Services such as workforce planning, recruitment and employee support will be expanded to cover the staff transferring from the County Council to the City Council. A process of organisation reform and development will also be put in place to cater for the significant expansion in staff numbers required to support the additional 85,000 people transferring to the City. Under the agreed staff transfer plan, the City Council's workforce will increase from 1270 to 1477.

Corporate Affairs

The number of City Councillors will not change following the 2019 Local Government elections, remaining at 31. However, the population and areas served by these Councillors will significantly increase. The Corporate Affairs Directorate will continue to support the Councillors in carrying out the duties they were democratically elected to perform.

The critical Civic Leadership role delivered by the Lord Mayor will also continue to be supported and expanded into the relevant area.

Register of Electors

Cork City and County Councils have undertaken an exercise to identify the electors living in areas that are to transfer to the City before the next Local Elections in May 2019. In order to protect the franchise rights of these electors Eircodes are being used to ensure that residents are assigned to

the correct polling areas. Communications have already issued to all electors for whom an Eircode is not present in the County Register of Electors. This correspondence has been followed up to ensure that all appropriate electors are accurately identified and transferred to Cork City Council. It was very important that electors contacted and asked to provide their Eircode did so in a timely manner. This ensured that their vote was transferred to Cork City Council and that they will be correctly registered to vote in the City in the 2019 Local Elections. The new draft register was published by both local authorities on 1 February 2019. It is important that electors check it to ensure that their vote is registered in the correct local authority. An extensive publicity campaign, targeted at both election candidates and members of the public, will be launched in Quarter 1 2019. A key element of this campaign will be to encourage voters to check the online register of electors to ensure that they are both registered to vote in the first place and secondly that they are registered in the correct Local Electoral Area.

Architectural Services

The City Architect's Department will continue to provide architectural services and advice to the City Council, chief executive, director of services and heads of function, with a particular focus on the relevant area. In addition to providing these services, the City Architect's Department will have a wider role in the promotion and encouragement of design and architectural awareness, particularly with all stakeholders concerned with the development of the expanded city.

5. Revised staffing arrangements

5.1 Guidance and recommended approach

The Local Government Act 2019 Section 15 states that the chief executives of the Cork local authorities shall jointly prepare a staff transfer plan setting out:

- a) the number and grades of members of staff of the county council who, before the transfer day, stood assigned to perform functions (whether or not exclusively) in relation to the relevant area, and
- b) the proposals with regard to the transfer of members of staff from the county council to the city council for the purpose of meeting the staffing requirements in relation to the relevant area.

The Act also states that the chief executive of the county council shall, after consulting with the chief executive of the city council, designate for employment by the city council such members of the staff of the county council as are required to ensure the full implementation of the proposals in the staff transfer plan.

The Act further states that the chief executives of the Cork local authorities shall, in the preparation of a staff transfer plan, have regard to the implementation plan and any recommendations made by the oversight committee under this Act.

Following extensive discussions during October/November 2018 between the Cork local authorities (facilitated by the oversight group), on the making of a staff transfer plan, the following guidance and recommendations were issued to Cork local authorities on 6 Dec. 2018 by the oversight group:

Context

This guidance was prepared by the oversight group after consulting with the Cork local authorities and for the purpose of guiding the approach to be taken in making a Staff Transfer Plan. The guidance was prepared having regard to the published Bill and amendments.

Guidance

1. *Both Councils have their own distinctive organisational structures which are reflective of their political, strategic and operational requirements. The transfer of services will require the associated transfer of staff and this should be carried out in a manner that is consistent with the organisational requirements of both authorities, while ensuring that standards of service delivery in the transfer area are maintained, having regard to the scale and proportion of the population transferring.*
2. *The Staff Transfer Plan shall be jointly prepared by the chief executives of the Cork local authorities setting out the number and grades of staff to transfer. This should be based on the proportion of posts in Cork County Council that relate to the service being delivered in the transfer area. The staff transferred will include management, administrative, professional, technical and outdoor grades. They should include those both directly involved in front line*

and customer facing service delivery and an appropriate proportion of supervisory, management and support services staff.

3. *The Staff Transfer Plan should reflect the level of work and responsibility transferring from the county to the city, and to ensure that, both the standards relating to the delivery of services are maintained, and that during the transitional change period the impact of the boundary alteration is minimised, for members of the public residing in the relevant area.*
4. *The designation of staff to transfer should result from a fair and transparent process in compliance with national public service agreements and established human resource practice.*

Recommended Approach

1. *The overarching approach will categorise staff as follows:*

- a) *Posts specifically applicable to the transfer area. (e.g. Burial ground caretakers, and staff whose remit is confined to the transfer area)*
- b) *Posts in municipal districts which include part of the transfer area. (e.g. engineering /technical posts assigned to the relevant municipal district)*
- c) *Posts whose responsibilities and associated services are delivered at a county operational or strategic level, or both.*

2. *For **front line and customer facing services** including Housing, Roads and Transportation, Planning and Development, Economic Development/ Enterprise/ Tourism, Environment, Water Services and Municipal Districts the following will be relevant factors:*

- *measurable levels of activity, applying recognised sector/service indicators to the transfer area, as a percentage of municipal districts or county activity as appropriate ;*
- *the reduction in service level demands in the county and the increase in service levels demands in the city resulting from the population transfer;*
- *estimated expenditure in the transfer area as a percentage of municipal districts or county expenditure as appropriate;*
- *the division between 'direct labour' and 'contract' work in the transfer area as a proportion of municipal district or county works programmes as appropriate;*
- *an assessment (including by reference to relevant comparators as may be necessary) of the appropriate level of supervisory and management capability, required to transfer, in order to provide for the continuation of the same level of service after the transfer day;*
- *the number of supervisory and management posts to transfer to take into account the percentage of other posts transferring;*
- *the need to retain the necessary level of specialist posts in circumstances where there is a single post holder.*

3. For **other services** including Corporate, Personnel, Finance and ICT the following will be the relevant factors:

- *measurable levels of activity, applying recognised sector /service indicators to the transfer area, as a percentage of municipal districts or county activity as appropriate.*
- *the use of comparators with other relevant local authorities for these functions across all staffing levels;*
- *the number of posts transferring under paragraph 2 above;*
- *the use of comparators with other relevant local authorities comparing income (collectable) and expenditure levels;*
- *the need for a certain level of specialist posts in both authorities.*

This guidance has been followed in the development of the staff transfer plan.

5.2 Timelines for finalising staff transfer plan

A process of extensive information exchange took place between both local authorities during the period October to December 2018 facilitated by the oversight group. Following this, intensive discussions and engagement took place during December 2018 and January 2019 with the assistance and guidance of external support put in place by the oversight group.

With the support of this facilitated engagement, the chief executives and their teams have jointly prepared a Staff Transfer Plan under Section 15 of the Local Government Act 2019 setting out the number and grades of staff that will transfer from Cork County Council to Cork City Council. A copy of the plan signed by the chief executives of both Cork local authorities, which provides for the transfer of 200 staff of varying grades, was submitted to the Chairperson of the oversight group on 22 February 2019.

In order to comply with the Act, staff members who it is proposed to designate for transfer are required to be given a notice period of not less than 3 months before the making of a designation by the county council. Because of the tight timelines, this process of identification and notification will be completed by the 28 February 2019.

6. Financial settlement

The Local Government Act 2019 (Part 3) sets out the financial arrangements to be made between the City and County Councils. The financial arrangements consist of the following:

- A contribution by the county council to the city council in respect of 2019 for the performance by the city council of functions in relation to the relevant area during the period commencing on the transfer day and ending on 31 December 2019, payable not later than 30 April 2020; and
- The payment of an annual contribution to the county council by the city council for the period commencing 1 January 2020 and ending on 31 December 2029 or such longer periods as may be prescribed by the Minister. The manner and dates of payment to be agreed between both councils.
- Other financial arrangements (financial settlement) calculated before the 31 August in the year immediately preceding the year the contribution is payable.

6.1 Legislative Context

The Act provides that the implementation plan shall specify -

- a) the manner in which the annual contribution will be calculated within the meaning of *section 24*. [Sec 19(3)(a)]
- b) the manner in which the annual contribution shall be adjusted each year for the purpose of taking account of the changes in the value of money since the end of the local financial year 2017. [Sec 19(3)(b)]
- c) the principles and methods that shall apply for the purpose of the making of any calculations referred to in *section 25* (Other financial arrangements referred to as a ‘financial settlement’). [Sec 19(4)]

The Act also provides that the Cork local authorities shall have regard to the Implementation Plan and any recommendations of the oversight committee when making a financial settlement {Sec 25 (10) (a)}.

6.2 The manner of calculating the Annual Contribution 2020-2029

Sec 24 (12) defines the annual contribution as *a sum equal to the aggregate of all relevant sums received minus the aggregate of all expenditure incurred, adjusted (in such manner as is specified in the implementation plan) for the purpose of taking account of the changes in the value of money for during the period ending on 1 January of that year.*

‘relevant sums received’ means received by the county council during the local financial year 2017 as defined in Section 23.

‘expenditure’ means expenditure (other than expenditure funded by moneys paid to the county council from the Local Government Fund, the Central Fund of the Oireachtas) by the county council in the provision of services in the relevant area during the local financial year 2017.

Note: The arrangement between the Cork local authorities shall provide for the manner of payment, payment by instalment or otherwise and the date or dates by which the annual contribution shall be paid each year.

6.3 The manner in which the annual contribution shall be adjusted each year

Sec 19 (3)(b) states that the implementation plan shall specify the manner in which - *the sum of which the annual contribution consists shall be adjusted each year for the purpose of taking account of the changes in value of money since the end of the local financial year 2017.*

6.4 The principles and methods that shall apply for the purpose of other financial arrangements referred to in Sec 25 (referred to as a financial settlement)

The following are the areas covered by this section:

- a) The cost to city council for the payment of superannuation benefits in respect of persons who transfer arising from the boundary alteration. Sec 25 (4) (a) (i)
- b) The cost to the county council of its being liable for expenditure in relation to -
 - I. Any public infrastructure and facilities, benefitting in whole or in part development in the relevant area and that it had intended to pay from contributions under Sec 48 of the Planning Act 2000 or
 - II. Any public infrastructure service or project referred to in Sec 49 of the Planning Act 2000 in the relevant area that it had intended to pay for from contributions under that section. Sec 25 (4) (a) (ii).
- c) The cost to either Cork local authority of its becoming liable for any other payment or expenditure by virtue of the Cork boundary alteration. Sec 25(4)(a)(iii)
- d) A financial settlement shall take account of the annual contribution payable by the city council to the county council under Sec 24. Sec 25 (5).
- e) A financial settlement may make provision in relation to such consequential, incidental or supplementary matters as are necessary or expedient for its effective implementation. Sec 25 (11).

6.5 Approach to completion of the financial arrangements

With the publication of the Local Government Bill 2018, in July 2018, the oversight group facilitated engagement between both authorities on the financial issues arising from the boundary alteration. This facilitation has been supported by heads of finance from a number of other local authorities. In addition, an independent audit verification process was commissioned by the oversight group with

regard to the base year of 2017, which is to be used in the calculation of the annual contribution and this work was concluded in December 2019.

Since the published amendments to the Bill in December 2018 and the final enactment of the legislation on the 31st January 2019, there has been ongoing discussion with both authorities on agreeing the approach and timelines for completing the different elements of the financial arrangements, in compliance with the Act. The oversight committee will publish a revised Implementation Plan by the 31st March 2019 setting out its guidance and timelines for the completion of the financial arrangements.

7 Administration, Organisational, Legal & Functional Matters

7.1 Contracts & Procurement

As per the Local Government Act 2019, all contracts for services or the supply of goods in place on the transition date novate from Cork County Council to Cork City Council. On a case-by-case basis, procurement processes that are not yet completed will be either completed by Cork County Council and novated to Cork City Council, or not completed and recommenced by Cork City Council.

7.2 Services of the City & County Coroners

As per the legislation, and having regard to the legislation governing the services of the City and County Coroners in place on the transition date, the Cork local authorities will by the transfer day jointly make an arrangement in regard to the provision of this service within the amended administrative areas.

7.3 Functions of the City & County Sheriffs

As per the legislation, and having regard to the legislation governing the services of the City and County Sheriffs, the Cork local authorities will by the transfer day jointly make an arrangement in regard to the provision of this service within the amended administrative areas.

7.4 The Register of Electors

See section 4.10.4.

7.5 Political Structures

7.5.1 Committee Structures

The committee structures will be determined by the reorganisation of Cork City/County Councils and their corporate plans.

7.5.2 Support Services

The support services will be amended, as required, in line with the structures outlined in 7.5.1.

7.5.3 Representations

The representation process will be amended, as required, in line with the structures outlined in 7.5.1.

7.6 Governance & Audit

Both local authorities will comply fully with these areas, in line with the governing legislation. Cork City Council will ensure that all staff transferring are made aware of Cork City Council's policies in relation to these areas and staff will be provided with all necessary training. Cork County Council will transfer any actions-in-chase, and all relevant information pertaining to same, in relation to these issues.

7.7 FOI/Data Protection/Access to Environment Information/ GDPR

Both local authorities will comply with these areas, in line with the governing legislation. Cork City Council will ensure that all staff transferring are made aware of Cork City Council's policies in relation to these areas and staff will be provided with all necessary training. Cork County Council will

transfer any actions-in-chose, and all relevant information pertaining to same, in relation to these issues.

7.8 Health & Safety

Both local authorities will comply fully with this area, in line with the governing legislation. Cork City Council will ensure that all staff transferring are made aware of Cork City Council's policies in relation to this area and staff will be provided with all necessary training. Cork County Council will transfer any actions-in-chose, and all relevant information pertaining to same, in relation to this issue.

8. New Service Delivery Models

Introduction

In order to deliver this significant change project both Cork City and Cork County Councils will have to undergo a process of significant change. This chapter sets out the proposals of both councils with regard to the effects that this change process will have on their organisation structural configuration and service delivery mechanisms, as well as on the political structures which will underpin policy making and accountability.

8.1 Cork County Council

Context

The Council has reviewed its management and operational service delivery structures in view of the changes and reforms arising from the Local Government Act 2019. It has had regard for current and emerging priorities, and has developed a new service delivery model to meet those priorities.

New Service Delivery Models

The structures have been revised with the aim of balancing the following:

- Strategic Planning and Policy Development
- Operational / Functional Management
- Major Infrastructure Delivery
- Regulatory / Enforcement role
- Organisational Management

The Management structure at director of services/head of function level is now based on:

- Operational/Functional Management – e.g. Housing, Roads, Planning, Economic Development/Tourism/Community, Environment & Emergency Services, Water Services, Municipal Districts & Rural Development
- Corporate/Organisational Development – e.g. Finance, Personnel, Corporate, ICT

A divisional manager role provides strategic management and operational leadership across the Council. Each divisional manager has been delegated management oversight responsibility of specific service areas on a county at large basis. In addition to this, the role involves the provision of management direction and decision making at a local divisional level, managing the Divisional Committee, associated Municipal District meetings, and related political structures. The divisional manager role also serves to deputise for the chief executive as required.

Political Structure

The Local Electoral Boundary Committee has divided the County into 10 local electoral areas across 8 Municipal Districts. The table and map below show the makeup of the new Municipal District Structure. Each Municipal District will have its own chairperson and will hold monthly meetings within each of the Municipal Districts.

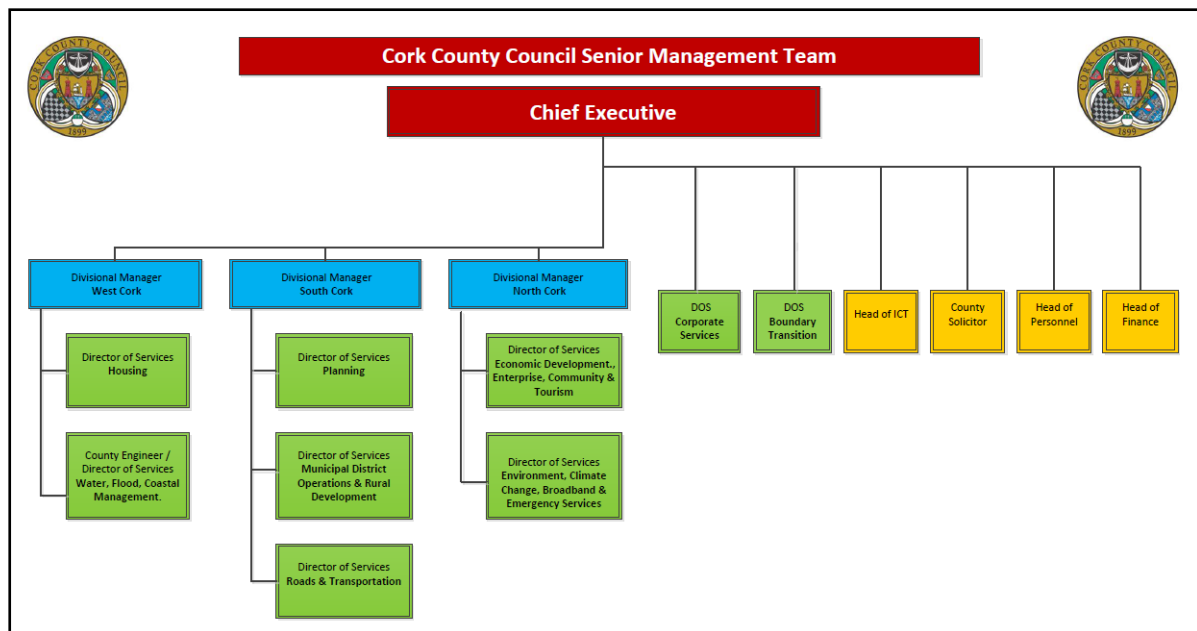
Municipal District	Number of Members	Population 2016
Bandon-Kinsale	6	37,269
Carrigaline	6	35,141
Cobh	6	34,117
Fermoy	6	36,406
Kanturk-Mallow	9	54,092
Macroom	6	36,844
East Cork	7	45,441
West Cork	9	52,507
Total	55	332,015

County Cork Local Electoral Areas 2019



Senior Management Structure:

The following organisational chart sets out the broad senior management structure of the County for the purpose of managing the future business of the organisation.



Key Management/Operational Team Sub-Groups:

Senior management team will operate through a number of management team sub-groups as detailed in the diagram above.

The Council will operate the following Management/Operational Team Sub-Groups:

- Housing
- Municipal Services Operations
- Roads and Transportation
- Economic Development and Enterprise
- Tourism
- Flood Relief/Coastal Mgt/Water Services and Capital Projects Delivery Unit
- Environment/Climate Change/Emergency Services/Rural Broadband
- Corporate Development, ICT, HR
- Planning & Planning Policy
- Corporate Services

Other committees such as the following are also part of the management structures of the organisation and will report directly to the senior management team:

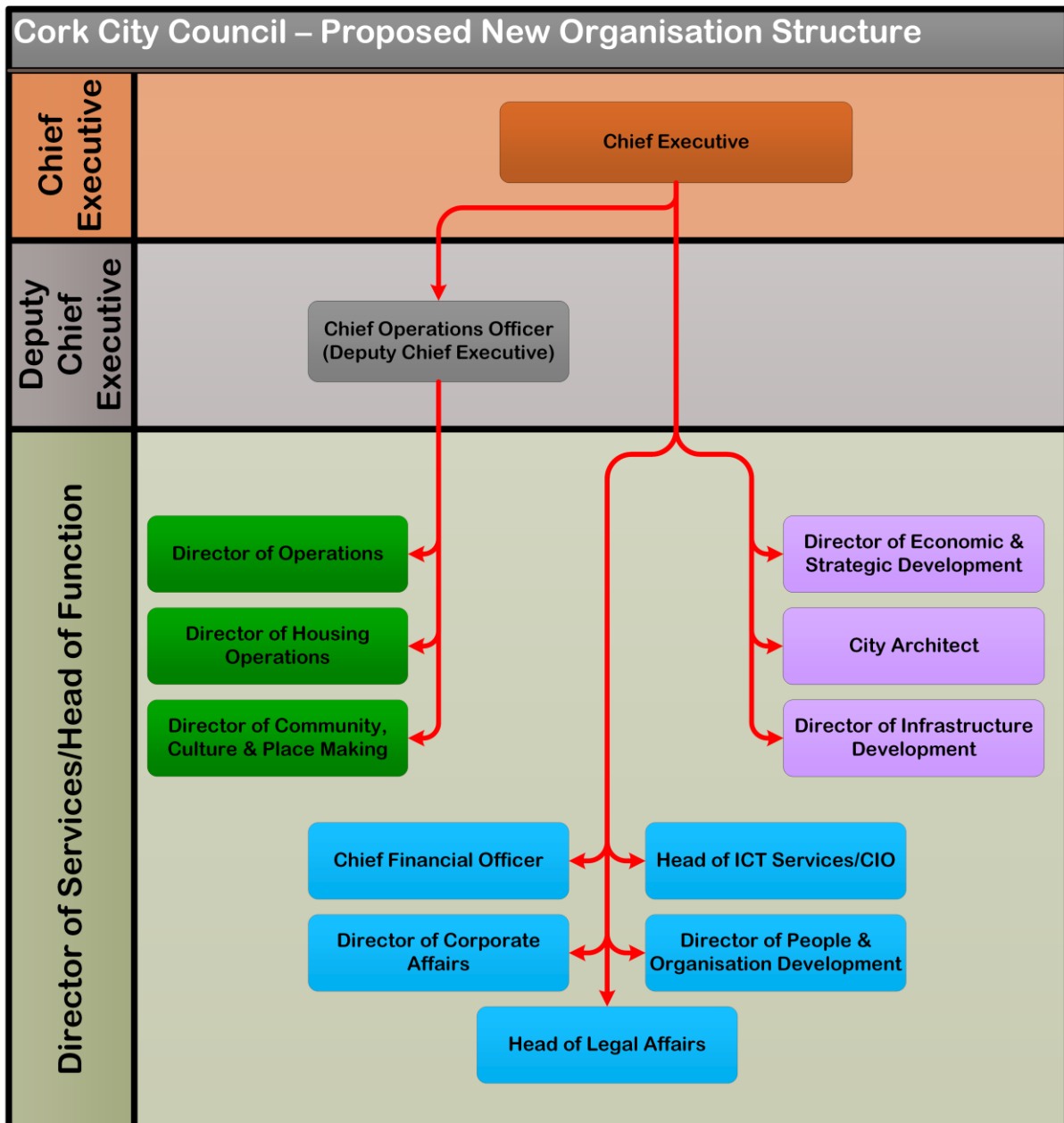
- Health and Safety Committee
- Major Emergency Management Committee

8.2 Cork City Council

Organisational Reconfiguration

Following a process of consultation with staff, Councillors and external subject matter experts, evaluation of national and international best practice as well as analysis of customer needs the City Council has agreed a new Organisation Design Model for the City Council in the period post the transition date. An analysis of the structures of existing national and international local government organisations was also examined as well as a review of emerging future trends and best practice.

New Post Boundary Extension Cork City Council Organisation Structure



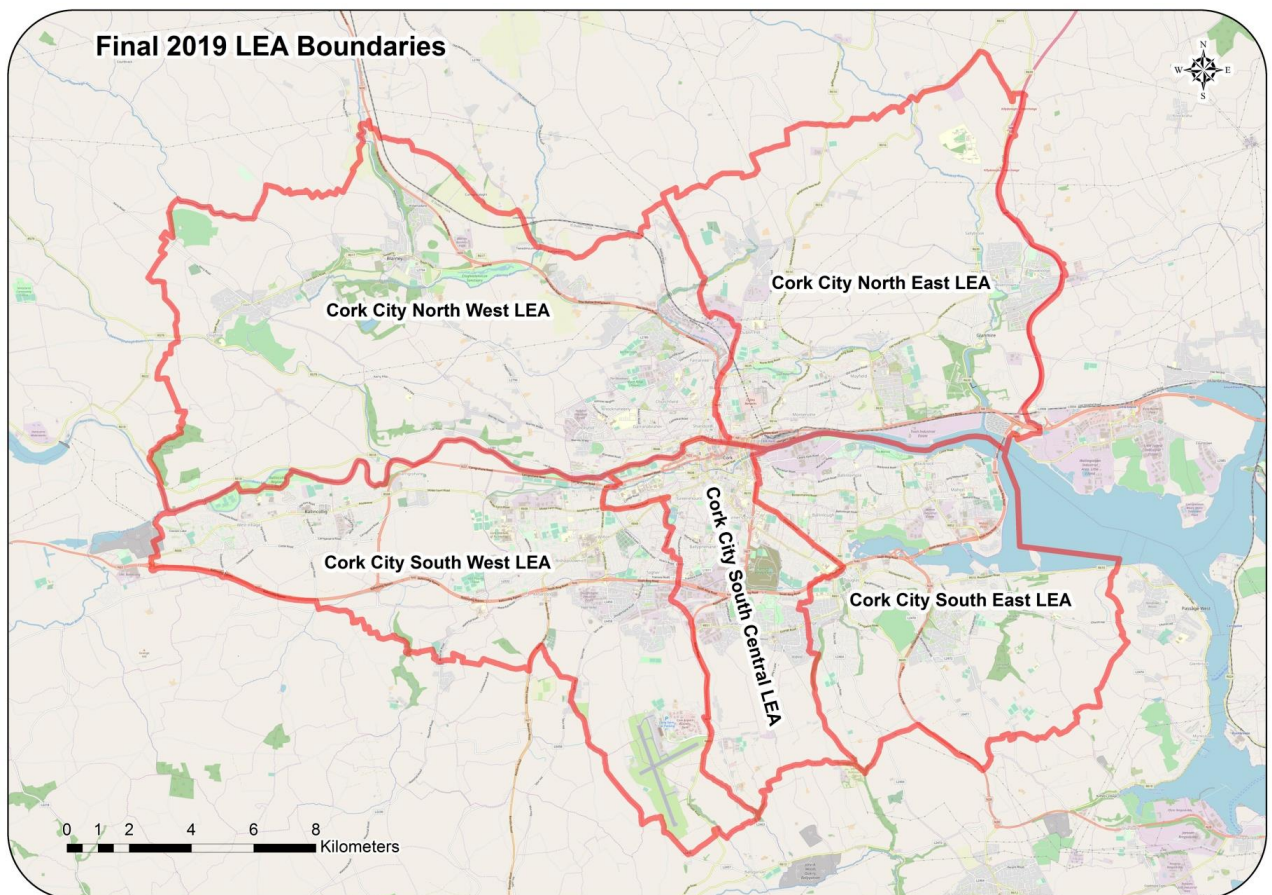
Service Redesign

A key element of the organisational redesign above was the ability to provide services under the chief operating officer on an areas basis. To date, all City Council directorates and services were structured on a functional basis e.g. roads directorate, environment directorate etc. Given the significant expansion to the city boundary, a fivefold increase on the present administrative area of Cork City Council, the decision was made to evaluate moving from a functional to an area based approach for operational services. The City Council consider that an area based approach would provide services that were closer to the local communities served and would facilitate better engagement with elected councillors regarding local issues. It is proposed that Local Electoral Area Committees would meet, 5 in total – one for each of the new City Local Electoral Areas, to discuss and resolve local issues specific to that geographical area. These Committees will comprise the 6 or 7 (depending on the LEA in question) councillors and will be supported by the executive to carry out local functions. A new relationship between these LEA Committees and the full Council will be defined in conjunction with the Members. City wide strategic policy issues would continue to be addressed through the Strategic Policy Committee structures.

New Political Structures

The report of the Local Government Boundary Committee (2018) reduced the number of Local Electoral Areas (LEA's)/Wards in the City from 6 to 5 while also increasing substantially the size and populations of these new LEA's which are depicted in the map below. For the 2019 local government elections there will be an additional approx. 62,000 electors voting in the City elections but the number of Councillors that they are electing will remain at 31.

New City Local Electoral Areas:



9. ICT Plan

9.1 Introduction

Both local authorities manage complex ICT environments consisting of numerous applications and systems to support the variety and diversity of the services provided. The boundary changes will have impacts on the technical and communications infrastructure, site connectivity, hardware transfer or disposal, Active Directory updates to reflect staff movement, application changes to correspond with the new organisational structure and most significantly transfer of information for all services moving to the City Council.

9.2 Key Deliverables

9.2.1 Information Transfer

Responsibility for the transfer of information will involve ICT and business staff from the transferring and receiving council as well as relevant third party contractors. Information in all formats and media is being considered including files on shared drives, databases, Sharepoint etc. Archival and retention periods are being determined for transferred data and will be considered as part of this process.

Both local authorities have established the following:

1. A secure, auditable data transfer protocol
2. The priority systems and schedule of work
3. Engagement with the LGMA and other third parties
4. Engagement fully with Business Units in each Local Authority to understand the requirements around the service transfer.

ICT Secure Data Transfer Process

A secure, verifiable process is required to transfer information from Cork County Council to Cork City Council. Security and legislative considerations include:

- Identifying any FOI/GDPR/DP legislation affecting the information transfer
- Ensuring best practice information security procedures are maintained throughout the transferring and receiving of all information and records.

A secure process for all data transfer has been developed to incorporate data integrity verification, encryption and a full audit trail of activity associated with the transfer and receipt of the data. All data being transferred to the City Council will be sent via this secure transfer channel.

Data Consolidation

Issues to consider when reviewing the datasets will include checking if the data is complete, if there is any data missing, is it compatible, what metadata is available, and if data needs to be cleansed. Each system will need to be assessed to identify the search criteria to be used to extract the relevant data. Where the same applications are in use by both local authorities the extraction and amalgamation of data may be straight forward. However, each application will need to be reviewed for consistency and data integrity. In situations where different systems are in use, the City Council will need to use a 'mapping' or 'translation' process to import the data into their systems. In addition to these tasks there are discrete pieces of work that each local authority will be responsible for.

City and County Information Transfer Responsibilities

Cork County Council	Cork City Council
Create prioritised list of all applications and systems	Compare City list of priority systems with the County's and agree on one definitive list.
Engage with each directorate to identify all data sources that will be transferring	Work with City Business Directorates to ensure that all data required is identified and subsequently transferred.
Document the business rules for identifying the data records to be transferred	
Engage third party support where applicable	Engage third party support where applicable
Set up T&D environment	Set up UAT environment for all priority systems
For each system – plan a test extraction of data, verify result with the appropriate business owner and arrange secure transfer of the data to the city	For each system, after a data import ensure that the Business tests against the data inventoried provided by the county to ensure that the data has imported successfully.
Maintain data inventories of data sent to the city	Maintain data inventories of data received from the county
Conduct an analysis of impact of the boundary changes on existing systems	Conduct an analysis of impact of the boundary changes on existing systems
Plan/schedule system amendments	Capacity planning for additional data and infrastructure
Management of extracted data post boundary	

Post Data Transfer

Having extracted the transferred data from County systems, the City Council will need to focus on receiving the data, interpreting it and then integrating it into its own systems. The City will verify and sign off on the final systems tests which verify that the data has been correctly transferred by the County and has been correctly received by the City. Once data is received and interpreted, the next step will focus on the actual integration of the received data into the City Council systems.

Cork County Council will need to determine how to manage the data transferred to the City within its own systems. This may involve tagging records as transferred to the City, closing off certain applications for services, archiving data after an elapsed time period etc. In some cases, such as Planning, periodical updates will be required to the City as planning application managed by the County in the relevant area reach decision stage etc. Amendments to existing systems will be required to facilitate new area structures.

9.2.2. ICT Physical Assets – removal of equipment and access for transitioning areas

The components under this heading identify the tasks to manage the transition of sites and staff from Cork County Council to the City Council. Categories of work involved include the following:

- Remove all transitioning offices from Wide Area Network (WAN)
- Removal of Servers, IP Phones and other equipment from transitioning offices
- Wipe PCs and laptops as part of staff change process for reuse by Cork County Council staff
- Removal of File share/Access Controls used in Boundary Location
- Removal of AD access for transitioning staff
- Manage Printer Service (MPS) from transitioning offices.

The removal of sites, accounts and communications equipment from the Cork County Council network will need to be managed to ensure there are no new vulnerability exposures and that their WAN remains secure.

Cork City will end up with a very different network for both voice and data traffic i.e. two new networks. The end result will be a new ICT voice and data network to provide a safe secure and robust service and enable the new organisational structures. In particular this will mean adding new office/ depot/ library/ other locations where the council will now provide services and which must be brought onto the networks.

City and County Physical Asset Transfer Responsibilities

Cork County Council	Cork City Council
Remove all transferring sites from the WAN	Create a plan for all Sites transferring that require WAN connectivity.
Removal & disposal if application of servers, IP phones and other equipment from transferring offices/site	Develop a hardware inventory for each site and ensure that there will be City Council equipment available and working on transfer day.
Wipe all hardware	
Remove MPS from transferring sites	Incorporate, where appropriate, additional sites to City MPS

9.2.3. Staff Transfers/New Organisational Structures

The transfer of staff between the councils will result in new organisations structures in both Authorities with services being provided from new and different locations. The network and business systems will need to cater for these changes.

City and County Staff Transfer Responsibilities

Cork County Council	Cork City Council
Facilitate transfer of data required to manage staff transfers	Training and support requirements for staff transferring from the County
Deletion of user accounts and maintenance of AD	Procurement of new desktops, laptops, mobile devices etc.
Manage disposal/reuse of hardware	Provide access to business systems

9.2.4. A New Customer Service offering

A revised front line service offering must be put in place by Cork City Council. This includes the redesign of all existing customer service channels including area office service desks, phone services and online services. All channels which offer existing services will need to be reviewed and redesigned to reflect the new organisations.

10. Risk Management

Risks inevitably arise as part of any change process. In this case, given the nature, scale and complexity of the change involved, and the wide range and diversity of stakeholders that may be impacted, significant risks will inevitably arise. The oversight committee has engaged with both councils to ensure that these risks are identified, assessed and properly managed as part of the process. A high level Risk Identification exercise has been developed in accordance with best practice, and an appropriate Risk Assessment has been undertaken based on the key high level strategic risks identified at the initial stage of implementation programme. This facilitates a clear understanding of the profile and types of risks involved and the potential consequences. Some of the key high level risk areas identified are as follows:

- Financial reciprocation/Financial harmonisation
- Implementing new Service Delivery Models
- Scale of Boundary Implementation Programme
- Communication with relevant stakeholders
- Harmonisation of systems and processes
- Sustaining Operations/Business continuity
- Legislative changes & Governance arrangements
- Reputational risks

The assessment of these risk areas focussed on:

- Risk Identification
- Risk Analysis
- Risk Mitigation
- Risk Reporting
- Risk Monitoring

The assessment of impacts/implications across the above headings highlight a range of issues which will need to be mitigated and/or addressed as part of the implementation programme. The majority of such measures will be incorporated in the implementation plans of both councils. The implementation plans, in some instances, will depend on the collaboration of Government departments and agencies to provide inputs to the implementation plans insofar as they may impact on business relations with both councils.

Key Strategic Risks:

Note: The table hereunder constitutes a Risk Identification/Assessment exercise, and is not a “Risk Register”.

		Objective	Risk	Risk Category	Current Mitigations
A	Financial	Ensure that both LA's are adequately funded into the future.	One or the other Local Authority does not have adequate financial resources	Budgetary & Financial	Detailed process was put in place overseen by external analysts and auditors to ensure a fair and meaningful agreement on the annual contribution and financial settlement.
B	Financial Harmonisation	Secure a successful boundary change implementation	Audit and accountability requirements and internal control systems are not sustained during the implementation	Legal & Regulatory Reputational	Internal control system compliance monitored. Update audit committees and external audit on implementation plans.
C	Financial Harmonisation	Secure a successful boundary change implementation	Failure of/limited integration of financial systems to deliver financial management, budgetary and financial reporting information	Operational Technology	Finance/IT Steering committees in place. Project teams and plans for each section in place
D	Scale of the Boundary Implementation Programme	Ensure that both LA's have adequate service capability going forward	Scale of service transfer poses a threat to business continuity and seamless service delivery	Policy Operational Reputational	Strategies and plans in place. Implementation Teams (HLIT) in place in both Councils. Stakeholder Engagement/ Communications Strategies in place. Reporting systems in operation
E	Scale of the Boundary Implementation Programme	Ensure that both LA's have adequate service capability going forward	Failure to harmonise systems and policies on time	Operational Reputational	Strategies and plans in place Implementation Teams in place. Stakeholder engagement.
F	Implementing New Service Delivery Models across both Local Authorities	Ensure that both Local Authorities have adequate service capability going forward.	Inadequate Staffing resources in terms of knowledge/ skills/ expertise, quantum and level of training and support available; Transfer of staff does not reflect workload transferring	HR/Personnel	Detailed process was put in place overseen by external expert panel to ensure fair and meaningful agreement on number of staff to transfer.

G	Sustaining the Operation/ Ensuring Business Continuity through the Implementation period	Ensure that both LA's have adequate service capability going forward	Through the transition process, knowledge, skills and competencies may be eroded, lost or unavailable	Operational	Staff Transfer Plans & workforce planning projects.
H	Implementing the New Service Delivery Model	Ensure that both Local Authorities have adequate service capability going forward.	Challenges to financial management and budgetary effectively when implementing the new model	Budgetary & Financial	Ongoing work on financial implications Consideration of costs, incomes, investment assumptions and scenarios within action plan. New service delivery models produced by both Councils
I	Communications	Secure a successful boundary change implementation	Inadequate Communications leading to poor stakeholder engagement/public relations.	Operational & Reputational	Joint Communications Strategy including Stakeholder Engagement Plan in Place.
J	Communications	Ensure that both LA's have adequate service capability going forward	Perception of a lack of joined up approach or thinking on significant issues e.g. Development Plans	Operational Communications Reputational	Joint Communications Strategy including Stakeholder Engagement Plan in Place.
K	Harmonisation of other systems and processes	Secure a successful boundary change implementation	Discontinuity/ disruption of service during the implementation phase	Operational Technology	IT Steering committees and Plans in place. Priority requirements
L	Implementing the new structures	Secure a successful boundary change implementation	New structures not fit for purpose to address challenges	Operational Policy	Both organisations restructured. Future proofing incorporated where possible. Flexibility built in where practical.
M	Delivery on Legislative Changes and Governance Arrangements	Secure a successful boundary change implementation	Failure to identify any secondary legislative changes required.	Legal & Regulatory	Identify legislative changes. Engage with both LA's. Review by legal departments. Review by IOC
N	Systems adjustment	Secure a successful boundary change implementation	Failure of critical systems to deliver by target dates	Operational Technology	IT/Finance Steering committees in place. Project teams and plans for each section put in place.
O	Harmonisation of other systems and processes	Secure a successful boundary change implementation	Failure to prioritise staff resources to ensure change/integration of systems occur	Personnel	IT Steering committee. Project teams and plans for each section in place. Overall plan and

					schedule.
P	Harmonisation of other systems and processes	Secure a successful boundary change implementation	Third parties (e.g. LGMA/ICT Vendors/3 rd Party Suppliers etc.) fail to deliver their service elements	Inter-agency	IT Steering committees in place in both LA's. Project teams and plans for each section in place. Overall plan in place.
Q	Sustaining the Operation/ Ensuring Business Continuity Through the Implementation Period	Secure a successful boundary change implementation	Failure to sustain the operation/ensuring business continuity through the implementation period	Operational /Reputational	Both LA's to put Operational Risk Registers in place and assign risk ownership. Regular reporting tot eh IOC

Operational Risks:

Both Councils have identified and agreed a services listing which identifies service areas which need to be examined to ensure a seamless transfer of service from a customer perspective. They have collected and collated data relating to risks and risk remediation measures in each of the key business areas.

Detailed risks are being identified by both local authorities across these operational areas (i.e. development of operational risk registers) with mitigation measures put in place by both local authorities to mitigate such risks thus ensuring successful delivery of the Implementation Plan within the envisaged programme timeline.

11. Communications Strategy

The boundary between Cork City Council and Cork County Council is changing on 31 May 2019. It is important therefore that both local authorities work together to ensure that residents, communities and businesses in the relevant area understand the impact that this change will have on them. Both Cork City and County Councils recognise that effective communication with key stakeholders including elected members, services users, householders, communities and business is essential and that such communication must be comprehensive and planned in order for it to be successful.

Both local authorities are committed to cooperating and collaborating with each other during the transition period both before and after the transfer date, to facilitate the transition of services.

In order to facilitate the boundary revision both local authorities will also undergo very significant organisational restructuring. Both local authorities recognise that effective communications with key stakeholders, customers and the general public throughout this process is essential so that customers can continue to access services in both local authorities in an efficient and customer friendly manner.

A joint communications strategy is being drawn up at present by the two local authorities. This joint communications strategy aims to raise awareness and understanding of the changeover, provide geographical details of the boundary change, inform relevant people that they will be based in the expanded city administrative area, give confidence around seamless service delivery, inform service users of specific administrative changes (e.g. housing applicants, tenants, rate payers etc.), and provide contact details of Cork City Council for further information.

There will be a joint campaign for communicating with the relevant stakeholders / groups within the transition area. This campaign will involve both local authorities jointly and separately (as appropriate) issuing communication materials. Cork City and County Councils have agreed to identify the stakeholders and groups, and the key information that needs to be communicated to each. It has also been agreed that an information pamphlet would then be compiled for general distribution within the transition area during Q1 2019. Subsequently from April 2019, detailed and specific communications containing targeted, definitive and relevant information on services in line with this implementation Plan will issue to individual customers.

Cork City Council and Cork County Council will ensure communications are timely, informative and accessible. Information will be shared using a range of methods including via websites, a joint newsletter or pamphlet, social media, radio advertising, with information also available at public facing counters e.g. public libraries.

A key element of the communication process is putting in place mechanisms to capture queries from all stakeholders regarding the transition process. This will instil confidence in the process and underpins the Councils commitment to effective communications. Stakeholders considered within this plan are as follows:

Key Internal Stakeholders:

- Elected Members (Councillors)
- Chief Executives
- Senior Management Team
- Directorate Senior Groups
- Service Areas/Business Units
- Staff

Key External Stakeholders:

- Government
- Oversight Committee
- Users of City/County Council Services
- Residents
- Communities
- Business Sector
- Other statutory service providers

Purpose:

The purpose of this communications strategy is to provide a co-ordinated approach to:

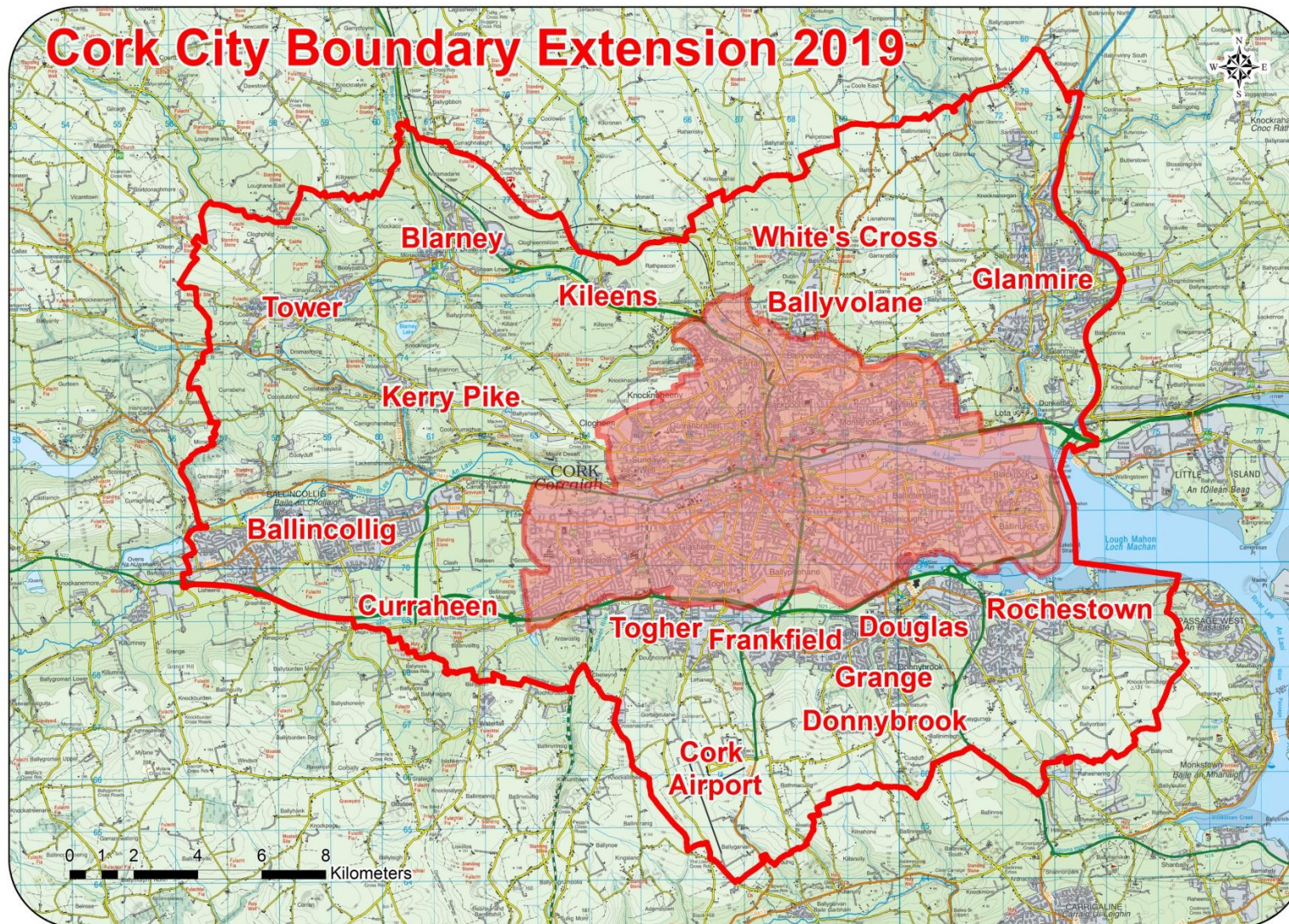
- Conveying messages and information to communities, businesses, staff and other stakeholders
- Raise awareness of the implications of the transition process

Objectives:

In order to ensure that these aims are realised the following are key objectives:

- To inform stakeholders and others of the services being provided, the level of service they can expect and develop an enhanced understanding of the role of Local Government
- To inform stakeholders of the purpose of the boundary extension and of the changes that a restructured Cork City Council and Cork County Council will bring to their community
- To update all staff and the Elected Members of both Councils regarding the transition process on a regular basis to keep them well informed
- To encourage and develop awareness and understanding of the process
- To capture queries and respond to same
- To engage with all staff in both Local Authorities, especially those staff transferring from Cork County Council, as soon as it is in order to do so

Appendix 1: Map of the revised boundary for Cork City and Cork County Councils



Appendix 2 Service/Operation Level Implementation Details

Cork City Council and Cork County Council have agreed a comprehensive list of operations and services provided in the Relevant Area. Each Directorate sub-group has agreed a jointly prepared transition implementation plan for the transfer of all services and operations to Cork City Council. The Implementation Plan includes details of service transfer, staff resources required, land, assets, liabilities, leases, licenses and permissions pertaining to each operation and service. The plan also identifies action dates and transfer timelines.

Housing Services:						
Service No.:	Type:	Service Description:	Action/Milestone:	CCoC:	CCiC:	Service Target Completion Date:
1	Project	Housing Capital Programme	Identify all capital projects (existing/future), notify City Council of projects.	01/09/2018		31/05/2019.
			Evaluate and seek further info (where necessary) from the County.		01/11/2018	
			Further information provided by County.	20/11/2018		
			Agree stages of project advancement of all projects and notify Department	21/01/2019	21/01/2019	

			of agreed transfer stages.			
			Transfer Projects to City Council.	31/05/2019		
2	Public Service	Affordable housing	Identify Affordable properties in the TA and their property type, Notify City Council of properties	31/10/2018		31/05/2019.
			Evaluate and seek further info (where necessary) from the County		16/10/2018	
			Transfer all properties to City.	31/05/2019		
3	Policy	Approved Housing Bodies Payment & Availability Agreements with regards to CALF, Mortgage to Rent & NARPs properties	Identify P&A agreements for properties in the TA, notify City Council of same	26/06/2018		31/05/2019
			Evaluate and Seek further info from the County		01/11/2018	
			Further information provided by County	30/11/2018		
			Agree Projects to stay/go	15/01/2019	15/01/2019	
			Transfer all P& A agreement/Tenancy Agreements to City Council	31/05/2019		
4	Policy	Approved Housing Body Availability Agreements & Long Term Leases with Private	Identify if any Private Landlord agreements exist in TA , notify City	26/06/2018		31/05/2019

		Landlords	Council of same			
			Evaluate and seek further info (where necessary) from the County		30/09/2018	
			Further information provided by County	30/11/2018		
			Agree Projects to stay/go	15/01/2019	15/01/2019	
			Transfer all Availability Agreements/Tenancy Agreements to City.	31/05/2019		
5	Public Service	Buy & Renew Scheme	Send high level list of existing/future projects to Cork City	26/06/2018		31/05/2019
			Cork County Council is not proposing to acquire any dwelling in the TA under this scheme as Department cost ceilings have made it uneconomical to do so.			
			Evaluate and seek further info (where necessary) from the County		01/11/2018	
6	Public Service	Capital Assistance Scheme	Identify number of CAS properties within the TA/notify City Council of same	26/06/2018		31/05/2019

			Evaluate and seek further info (where necessary) from the County		30/09/2018	
			Further information provided by County	30/11/2018		
			Notify AHB's of impending change.	15/01/2019		
			Transfer properties to City Council	31/05/2019		
7	Public Service	Capital Loan & Subsidy Scheme	1) Identify number of CLSS properties within the TA/Notify City Council of same	26/06/2018		31/05/2019
			Evaluate and seek further info (where necessary) from the County		30/09/2018	
			Further information provided by County	30/11/2018		
			Notify AHB's of impending change.	15/01/2019		
			Transfer properties to City Council	31/05/2019		
8	Project	CCC Capital Construction Programme	Identify all capital construction projects and inform City Council, agree stages and transfer milestones.	26/06/2018		31/05/2019
			Evaluate and seek further info (where necessary) from the County		30/09/2018	

			Further information provided by County	30/11/2018		
			Agree stage each scheme is to advance to with City Council and Department.	01/12/2018	01/12/2018	
			Handover all capital construction projects in the TA to City Council	01/05/2019		
9	Project	CCC Housing Acquisitions Programme	Identify all capital acquisition projects and inform City Council .	01/09/2018		31/05/2019
			Evaluate and seek further info (where necessary) from the County		30/09/2018	
			Further information provided by County	30/11/2018		
			Agree stage each scheme is to advance to with City Council and Department.	07/12/2018	07/12/2018	
			Handover all capital acquisition projects in the TA to City Council	01/05/2019		
10	Public Service	Homelessness	Identify all homeless in TA, agree stages and transfer milestones.	01/03/2019		31/05/2019
			Evaluate and seek further info (where necessary) from the County		14/03/2019	

			Transfer services, budget & staff to CCiC	31/05/2019		
11	Public Service	Housing Applications/Allocations/Transfers/CBL	Identify all applications which may be impacted, notify City Council of Same	30/11/2018		31/05/2019
			Decide how incoming applicants from the County are to be added to the City Council housing List		31/10/2018	
			Evaluate and seek further info (where necessary) from the County		16/12/2018	
			Notify the public of how incoming applicants from the County are to be added to the City Council housing List		31/12 2018	
			Notify impacted applicants of TA changes	01/04/2019		
			CCiC issues letters to applicants		12/05/2019	
			Transfer all relevant files to City Council.	31/05/2019		
12	Public Service	RAS/HAP	Identify all HAP & RAS units within the relevant area, notify City Council of same	01/09/2018		31/05/2019

			Evaluate and seek further info (where necessary) from the County		30/09/2018	
			Agree method of transfer of HAP and RAS units to City Council.	30/11/2018		
			Notify all impacted parties of the transfer to City Council.	01/03/2019		
			Notify all parties in Jan 2019 of pending transfer (Landlords, tenants)	31/01/2019		
			Transfer all files and Data to City Council.	31/05/2019		
13	Policy	Housing Lands	Identify all housing lands within TA, Send list /maps of land/sites to Cork City	01/09/2019		31/05/2019
			Evaluate and seek further info (where necessary) from the County		01/11/2018	
			Agree manner of transfer of land with City Council.	01/12/2019	01/12/2019	
			Transfer land	31/05/2019		
14	Public Service	Housing Loans	Identify the number of Housing loans within the TA, notify City Council of Same	01/09/2018		31/05/2019

			Evaluate and seek further info (where necessary) from the County		16/10/2018	
			Identify and agree a procedure with City Council relating to the processing of new applications up to 31/05/19.	01/11/2018		
			Notify all impacted parties of change.	01/03/2019		
			Handover of relevant data and files.	31/05/2019		
15	Internal Service	Housing Stock - Assets	Identify all social housing stock to transfer, List and Mapping to be supplied by County	31/10/2018		31/05/2019
			Evaluate and seek further info (where necessary) from the County		16/10/2018	
			Agree detailed handover process for all stock with City Council (House types, tenants, individual house details, maintenance agreements etc.).	01/11/2018		
			Notify impacted parties (tenants, contractors etc.) of impending handover.	01/03/2019		
			Transfer Housing stock.	31/05/2019		

16	Public Service	Housing Stock - Maintenance	Identify contractor frameworks and provide detail to City Council.	31/10/2018		31/05/2019
			Evaluate and seek further info (where necessary) from the County		16/10/2018	
			Notify Contractors of impending change.	01/01/2019		
			Agree handover process with City Council for all incomplete or outstanding repairs.	01/03/2019	01/03/2019	
			Notify tenants of impending change.	01/04/2019	01/04/2019	
			Handover Stock to City Council	31/05/2019		
17	Public Service	DPG's (Local Authority & Private)	Identify applications relevant to TA, notify City Council of same	30/09/2018		31/05/2019
			Evaluate and seek further info (where necessary) from the County		31/10/2018	
			Advise all relevant applicants of change in awarding authority.	01/04/2019		
			Transfer service to City Council	31/05/2019		
18	Internal Service	Part 8 Planning applications	Identify all Part 8 schemes commenced or about to commence in the TA, notify City Council of same	01/10/2018		31/05/2019

			Evaluate and seek further info (where necessary) from the County		31/10/2018	
			Agree with the City Council the stage to which each Part 8 is to be advanced to.	01/12/2018	01/12/2018	
			Transfer all Part 8 documentation to City Council	31/05/2019		
19	Public Service	Private Rented Inspections	Identify all properties inspected in the TA.	01/10/2018		31/05/2019
			Evaluate and seek further info (where necessary) from the County		31/10/2018	
			Transfer relevant records to City where applicable.	01/05/2019		
20	Public Service	Tenancies/ Rent & Assessment/ Collection/ Arrears	Identify accounts, and notify City Council of types and status	30/11/2018		31/05/2019
			Evaluate and seek further info (where necessary) from the County		31/10/2018	
			Decide how the County Differential Scheme is to be integrated into Cork City Council		31/10/2019	
			Notify tenants of impending change.	01/04/2019	01/04/2019	

			Publicise how the County Differential Scheme is to be integrated into Cork City Council		31/12/2018	
			Transfer service to City Council	31/05/2019		
21	Public Service	Repair & Lease Scheme	Identify Schemes In the TA, notify City Council of same	31/10/2018		31/05/2019
			Evaluate and seek further info (where necessary) from the County		31/10/2018	
			Transfer of Tenancy Agreements	01/05/2019		
22	Public Service	Shared Ownership	Identify number of unsold affordable housing Units in the relevant area.	01/09/2019		31/05/2019
			Evaluate and seek further info (where necessary) from the County		16/10/2018	
			Agree with City Council the detail in relation to the transfer of the 71 Shared Ownership Loans.	01/12/2019	01/12/2019	
			Transfer all Shared Ownership Loans to City Council	31/05/2019		
23	Public Service	Tenant Purchase	Identify properties in the TA, notify City Council of same	01/10/2018		31/05/2019

			Evaluate and seek further info (where necessary) from the County		16/10/2018	
			Receive any transfer applications from County in the lead-in period		31/03/2019	
			Identify cases on hand and not completed at Transfer date	01/05/2019	01/05/2019	
			Transfer service to City Council	31/05/2019		
24	Public Service	Travellers	Identify applicants and sites in TA, notify City Council of same	01/10/2018	16/10/2018	
			Evaluate and seek further info (where necessary) from the County			
			Survey to be completed by County for Traveller Accommodation Plan of City for the TA.	01/02/2019	31/12/2018	
			Transfer service to City Council	31/05/2019		
25	Public Service	Unsold Affordable Units	Identify number of unsold affordable housing Units in the relevant area, notify City Council of same	01/09/2018		31/05/2019
			Evaluate and seek further info (where necessary) from the County		30/09/2018	

			Agree values associated with each unit with the City Council.	01/12/2018	01/12/2018	
			Finalise transfer arrangements with City Council.	01/03/2019	01/03/2019	
			Transfer service to City Council	31/05/2019		
26	Public Service	Housing of Refugees	County to identify Refugees/Properties (if any) in relevant area	30/11/2018		31/05/2019
			Evaluate and seek further info (where necessary) from the County		20/12/2018	
			Agree communication strategy with service users		21/12/2018	

Roads Services:

Service No.:	Type:	Service Description:	Action/Milestone:	CCoC:	CCiC:	Target Completion Date
1	Public Service	Outdoor Events Licences	There is 1 no. annual outdoor event in the relevant area. Provide licence details to the City Council for this event.	01/03/2019		31/05/2019

			Evaluate and seek further info (where necessary) from the County		16/03/2018	
2	Public Service	Parking Control/Parking Enforcement (Traffic Wardens) & Residents Parking Permits	Advise City Council of paid parking arrangements within the relevant area, bye laws and contract details of APCOA	31/10/2018		31/05/2019
			Evaluate and seek further info (where necessary) from the County		26/10/2018	
			Amend parking bye laws as required	31/05/2019	31/05/2019	
			Transfer all relevant files	01/05/2019		
3	Project	Roads Improvement Capital Projects	Identify all roads improvement capital projects within relevant area and provide project details to City Council	01/08/2018		31/05/2019
			Evaluate and seek further info (where necessary) from the County		26/10/2018	
			Arrange project specific workshops if necessary	01/12/2018	01/12/2018	
			Cork County and City Council to agree handover strategy for all Capital projects, to include agreed stages of project advancement at handover date, and notify Department of	01/03/2019	01/03/2019	

			agreed transfer stages			
			Transfer all roads improvement Capital Projects to City Council	31/05/2019		
4	Public Service	Regional & Local Roads, Sustainable Transport and Traffic Schemes	Identify Schemes for handover to City Council	31/10/2018		31/05/2019
			Evaluate and seek further info (where necessary) from the County		26/10/2018	
			Transfer all relevant files	01/05/2019		
5	Public Service	Winter Service Plan & Road Salting	Provide details of current Winter Service Plan to City Council, service information and metrics	01/07/2018		31/05/2019
			Evaluate and seek further info (where necessary) from the County		26/10/2018	
			Prepare Winter Service Plan for 2019/2020		30/06/2019	
6	Public Service	Road Service Requests/complaints	County to identify complaints within the transfer are and provide details to City Council	31/10/2018		31/05/2019
			Evaluate and seek further info (where		23/11/2018	

			necessary) from the County			
			All road service complaints within the relevant area to be transferred to the City Council.	01/05/2019		
7	Public Service	Maintenance of traffic lights also to include VMS, Driver Feedback/Electronic speed Signs	Provide inventory of all traffic lights & other electronic signs within the relevant area to City Council, service information and metrics	09/10/2018		31/05/2019
			Provide details of maintenance arrangements for traffic lights, VMS,DF,ESS within the relevant area to the City Council, service information and metrics	09/10/2018		
			Evaluate and seek further info (where necessary) from the County		23/11/2018	
			Transfer traffic light MPRN's to City Council GMPRN energy account	31/05/2019		
8	Public Service	Maintenance of local roads/footpaths & Gullies	Provide to City Council details of current footpath refurbishment works & gullies maintenance within the relevant area	31/10/2018		31/05/2019
			Evaluate and seek further info (where		23/11/2018	

			necessary) from the County			
			Ensure PMS is up to date at transfer date	31/05/2019		
			Agree boundaries for the maintenance at the edge of the extended boundary and draw up and process a new Section 85 Agreement	31/03/2019	31/03/2019	
9	Public Service	National Route Maintenance	Identify relevant Road sections and confirm to City Council	31/07/2018		31/05/2019
			Evaluate and seek further info (where necessary) from the County		23/11/2018	
			Advise City Council of subcontractor arrangements within the relevant area	31/10/2019		
			Transfer all available drainage records relating to the relevant area	31/03/2019		
10	Public Service	Pavement Management System	Provide Service Information and metrics to City Council	31/10/2018		31/05/2019
			Evaluate and seek further info (where necessary) from the County		23/11/2018	
			Give approval to City Council to seek viewing rights to CCC records within	31/12/2018		

			the transfer zone, through LGMA.			
			Liaise with IT to ensure all measures in place to facilitate transfer of data relating to the relevant area, in advance of the transfer date	31/05/2019		
11	Public Service	Public Lighting maintenance/upgrades/new	Provide service information and metrics as follows: Provide maps showing light strings crossing new boundary and arrange for Airtricity to carry out survey of these locations to confirm circuitry. list of estates with PL details, for transfer zone to CCiC, breakdown of lighting stock due for transfer	09/10/2018		31/05/2019
			Evaluate and seek further info (where necessary) from the County		23/11/2018	
			Provide up to date, UMR matched, database of County's Public Lighting (within transfer zone) to City for inclusion in City's maintenance tender.	31/12/2018		
			Agree Section 85 termination points for Public Lighting Maintenance at	31/12/2018	31/12/2018	

			the fringes of new boundary.			
			Agree a transfer date for responsibility for lights within transfer zone with City.	31/03/2019		
			Notify all stakeholders of date of transfer of responsibility for Public Lighting within relevant area, i.e. ESB Networks, maintenance contractor, UMR etc.	31/03/2019	31/03/2019	
			Provide updated Health & Safety Plan for new lights installed since 2013, which gives details of ducting etc. etc.	31/03/2019		
			Complete any programmed new light projects within relevant area before transfer date	31/05/2019		
			Transfer all relevant files	01/05/2019		
12	Public Service	Road closure notices	Provide details of licence arrangements and licences in place	31/10/2019		31/05/2019
			Evaluate and seek further info (where necessary) from the County		23/11/2018	
			Transfer relevant Road closure Application processing data and	31/03/2019		

			public advice			
			Agree with City Council a process to deal with notices advertised before and coming into effect after transfer date, and in particular regarding insurance indemnity given to County.	31/03/2019	31/03/2019	
13	Public Service	Road Department Grant Allocations	Agree Protocol with Department and City Council re 2019 Grant allocations & claims procedure.	01/12/2018	01/12/2018	31/05/2019
14	Public Service	Road openings	Consult with RMO to identify current status of all ROL's on MRL system within relevant area, and confirm to City Council	31/10/2018		31/05/2019
			Identify outstanding T5's (on old RO system), within relevant area and confirm to City Council.	31/10/2018		
			Evaluate and seek further info (where necessary) from the County		23/11/2018	
			Agree process for dealing with ROL applications in train which span the transfer date.	31/12/2018	31/12/2018	
			Establish status of LTD finances collected for openings in areas	31/03/2019		

			transferring to City.			
			Transfer all relevant ROL's to City Council	31/05/2019		
15	Public Service	Road Safety	Provide copy of Ancillary Safety Statement and relevant documentation to City Council	31/10/2018		31/05/2019
			Agree with City as to who will fund cycle training in schools in the transition zone in 2019.	31/12/2018	31/12/2018	
16	Policy	Road Schedule	Notify RMO of agreed interface points / Section 85 agreements so that PMS can be updated to reflect changes	31/03/2018	31/12/2018	
17	Public Service	Road Works Speed limit order notices	Identify any Road Works Speed Limit Order Notices in place within the relevant area, spanning the transfer date, and notify details to the City Council.	31/03/2019		31/05/2019
			Transfer any Road Works Speed Limit Order Notices to the City Council. Legislation will preserve validity.	31/05/2019		
18	Public	Safety Improvement Schemes	Identify current safety improvement schemes within the relevant area,	31/10/2018		31/05/2019

	Service		and confirm details to City Council			
			Evaluate and seek further info (where necessary) from the County		23/11/2018	
			Aim to complete any current schemes within the transfer zone before transfer date	31/05/2019		
			Provide details and status of any unfinished projects within the relevant area to City Council, for inclusion in their application for 2020 funding	31/05/2019		
19	Public Service	School Warning Lights	Provide inventory and maintenance detail of all school warning lights within the relevant area to City Council	09/10/2018		31/05/2019
			Evaluate and seek further info (where necessary) from the County		31/10/2018	
			Transfer school warning light MPRN's to City Council GMPN energy account	31/05/2019		

20	Public Service	Speed Limits	Compile list of speed limit bye-laws within the transfer zone, national and non-national, identify any bye-laws which straddle the new boundary, and confirm details to City Council	30/11/2018		31/05/2019
			Evaluate and seek further info (where necessary) from the County		19/12/2018	
21	Public Service	Taking in charge of a Road	Provide City Council with the information in relation to the process in Cork County	30/11/2019		
			Evaluate and seek further info (where necessary) from the County		19/12/2018	
			Establish status of Road TIC currently in progress within the relevant area and agree process for dealing with applications which will span the transfer date.	31/03/2019	31/03/2019	
22	Public Service	Bridges (including the eirspan reports etc.),	Provide inventory and condition of Bridges within the relevant area to the City Council	31/10/2018		31/05/2019
			Evaluate and seek further info (where necessary) from the County		23/11/2018	
			Agree an necessary site visits	31/01/2019	31/01/2019	

			Transfer files to City Council	01/05/2019		
23	Public Service	Road signage and road lining	Provide Inventory of Road Signage in the Transfer zone	30/11/2018		
			Evaluate and seek further info (where necessary) from the County		19/12/2018	31/05/2019

Planning Services:

Service No.:	Type:	Service Description:	Action/Milestone:	CCoC:	CCiC:	Target Completion Date
1	Public Service	Traffic and Transportation projects	Identify all relevant projects	01/09/2018		31/05/2019
			Carry out project specific workshops with CoCiCo	15/10/2018		
			Agree project completion priority post workshops	31/10/2018		
			Transfer documentation and other project details	01/05/2019		
2	Internal Service	Derelict Sites Register/Vacant Sites Register	Identify all relevant sites from Vacant Sites Register, provide service information and metrics to City	31/10/2018		31/05/2019

			Council			
			Evaluate and seek further info (where necessary) from the County		16/10/2018	
			Transfer information files on all relevant sites	01/04/2019		
			Transfer process	15/05/2019		
3	Policy	Statutory & other P&D Plans - Biodiversity/Development/Heritage/Landscape Strategy/Local Area/LECP/Airport SLAP 2010/Thematic Plans and Studies/Housing Strategy	Identify specific plans and provide information to City Council	31/10/2018		31/05/2019
			Evaluate and seek further info (where necessary) from the County		16/10/2018	
			Agree form of document transfer and transfer document	31/01/2019	31/01/2019	

4	Policy	Determination of Contribution Scheme/S47 Agreements specific to UEAs/Development Contributions/Planning Contributions	Transfer background information and calculations, service information and metrics to City Council to City Council	31/10/2018		31/05/2019
			Evaluate and seek further info (where necessary) from the County		16/10/2018	
			Transfer paper and electronic copies of Scheme	01/12/2019		
5	Public Service	Enforcement	Identify all ongoing files, transfer service information and metrics to City Council to City Council	01/11/2019		31/05/2019
			Evaluate and seek further info (where necessary) from the County		16/10/2018	
			Decide on responsibility for enforcement post Transition Date.	01/01/2019	01/01/2019	
			Notify public of Transition arrangements for Enforcement	01/04/2019	01/04/2019	
			Transfer all relevant files	01/05/2019		
6	Policy	Housing Land Availability Study	Identify all relevant sites, provide service information and metrics to	01/10/2018		31/05/2019

			City Council			
			Evaluate and seek further info (where necessary) from the County		16/10/2018	
			Transfer all relevant site information	01/03/2019		
			Transfer service	01/05/2019		
7	Policy	Joint Housing Strategy	Provide the up to date land availability study and relevant background information to the City Council	31/10/2018		31/05/2019
			Evaluate and seek further info (where necessary) from the County		16/10/2018	
			Transfer relevant information	01/12/2018		
8	Public Service	Planning Applications – Pre-Planning, Validations, Process, Searches, Exempted Certs, Section 5 Declaration	provide service information and metrics to City Council	31/10/2018		31/05/2019
			Evaluate and seek further info (where necessary) from the County		16/10/2018	
			Agree protocol for access to historic TA files	31/10/2018	31/10/2018	

			Agree mechanism for transfer of electronic format files and physical files	01/01/2019	01/01/2019	
			CCiC staff to visit CCoC Validation Team to see how CCoC carries out validation process (especially for application types that CCiC have not traditionally dealt with		31/01/2019	
			Agree protocol for appeal tracking	01/01/2019	01/01/2019	
			Transfer service	31/05/2019		
9	Internal Service	Preplanning and Report Input to S247 SHD Planning Applications within UEAs	Identify all SHD sites, provide information and metrics to City Council	01/09/2018		31/05/2019
			Evaluate and seek further info (where necessary) from the County		16/10/2018	
			Agree cut off date for pre plannings (CCoC ceases and CCiC commences service)	30/11/2018	30/11/2018	
			Decide on responsibility for Report input vis a vis ABP	01/11/2018		

10	Policy	Strategic Infrastructure Development/Strategic Land Reserves/HiT/CSIP/MUHDS/LIHAF	Identify all sites and ensure Financial/Applicant/Part 8 database is up to date, provide service information and metrics to City Council	31/10/2018		31/05/2019
			Evaluate and seek further info (where necessary) from the County		16/10/2018	
			Arrange project specific workshops if necessary	01/12/2018	01/12/2018	
			Agree project completion priority post workshops	01/01/2019	01/01/2019	
			Transfer documentation and other project details	01/05/2019		
11	Public	Housing Estate Taking in Charge	Identify all relevant Estates, provide service information and metrics to City Council	01/11/2018		31/05/2019
			Evaluate and seek further info (where necessary) from the County		30/11/2018	
			Transfer relevant TIC entries	01/03/2019		
			Transfer Estates Enforcement Files	01/05/2019		
12	Public	Conservation, Archaeology and Heritage	provide service information and	01/11/2018		31/05/2019

			metrics to City Council,			
			Evaluate and seek further info (where necessary) from the County		30/11/2018	
			Agree mechanism for transfer of electronic format files and physical files	01/01/2019	01/01/2019	
			Transfer files to City Council	01/05/2019		

Recreation & Amenity Services:

Service No.:	Type:	Service Description:	Action/Milestone:	CCoC:	CCiC:	Target Completion Date
1	Public Service	Parks & Open Spaces Management & Operations	Visits to Parks & Open Spaces to be facilitated by County for City Parks Personnel. County to organise visits.	31/10/2018	31/10/2018	31/05/2019
			All operations and maintenance information for the relevant Parks and Open Spaces to be shared with City. Information & metrics to be provided to City Council.	31/10/2018		

			Evaluate and seek further info (where necessary) from the County		08/11/2018	
			Share relevant Contract details with City: Information re Contracts in existence to be shared with City.	15/12/2018		
			Details re Inspections/Risk Assessments to be shared with City.	15/12/2018		
			Agree Contracts as required with relevant contractors		31/03/2019	
			Signage/Notices to be erected to inform public		01/05/2019	
2	Public Service	Recreation, Amenity & Sport Management & Operations	Details of facilities within each area to be shared with City. Operations & Maintenance & Equipment details to be given to City.	30/09/2018		31/05/2019
			Evaluate and seek further info (where necessary) from the County		16/10/2018	
			Visits to Playgrounds to be facilitated by County for City Personnel. County to organise visits.	31/10/2018	31/10/2018	
			Share relevant Contract details with City. Information re Contracts in	31/12/2018		

			existence to be shared with City.			
			Details re Inspections/Risk Assessments to be shared with City.	15/12/2018		
			Agree Contracts as required with relevant contractors		31/03/2019	
			Signage/Notices to be erected to inform public		01/05/2019	
3	Public Service	Cemeteries and Burials Management and Operations	Visits to Burial Grounds to be facilitated by County for City Personnel. County to organise visits.	31/10/2018	31/10/2018	31/05/2019
			Burial Ground Register to be shared with City for the relevant cemeteries. County to share operations & maintenance information with City.	31/10/2018		
			Evaluate and seek further info (where necessary) from the County		08/11/2018	
			Share relevant Contract details with City. Information re Contracts in existence to be shared with City.	15/12/2018		
			Details re Inspections/Risk Assessments to be shared with City.	15/12/2018		

			Agree Contracts as required with relevant contractors		31/03/2019	
			Relevant details from South Cork Sales Register to be transferred to City. County to establish a process to extract relevant information for TA graveyards from current Central register for all graveyards in South Cork.	30/04/2019		
			Signage/Notices to be erected to inform public		01/05/2019	

Emergency & Emergency Services:

Service No.:	Type:	Service Description:	Action/Milestone:	CCoC:	CCiC:	Target Completion Date
1	Public Service	Civil Defence	provide service information and metrics to City Council	31/10/2018		31/05/2019
			Evaluate and seek further info (where necessary) from the County		10/11/2018	
			Re-define area of operations and revise strategy to reflect boundary	01/11/2018		

			change			
			agree service provision in TA	31/01/2019	31/01/2019	
2	Public Service	Fire Prevention/Inspection/Enforcement	provide service information and metrics to City Council	31/10/2018		31/05/2019
			Evaluate and seek further info (where necessary) from the County		16/10/2018	
			agree necessary site visits	30/11/2018	30/11/2018	
			1) Transfer files in line with agreed protocols (available through BCMS) - (Fire Safety Certificate, (FSC)), (Disability Access Certificate, (DAC), (Dangerous Substances Licence), (Fire Services Act cases), (Explosives Licence)	01/05/2019		
3	Public Service	Fire Service Operations	provide service information and metrics to City Council	31/10/2018		31/05/2019
			Evaluate and seek further info (where necessary) from the County		16/10/2018	
			agree necessary site visits	30/11/2018	30/11/2018	
			1) Agree on fire cover arrangements for the Ballincollig Station Ground	01/01/2019	01/01/2019	

			Area			
			2) To put in place revised fire cover arrangements to meet Section 10 obligations post transition	01/03/2019	01/03/2019	
			3) Review and revise existing PDAs as appropriate	01/04/2019	01/04/2019	
			4) Review and revise MRCC data as appropriate	01/04/2019	01/04/2019	
			5) Agree arrangements for the management of fire service charges post transition	01/03/2019	01/03/2019	
			6) Transfer files in line with agreed protocols, (Pre incident Plans)	01/05/2019		
4	Public Service	Major Emergency Plan & Management	provide service information and metrics to City Council	31/10/2018		31/05/2019
			Evaluate and seek further info (where necessary) from the County		16/10/2018	
			1) Transfer files in line with agreed protocols, (SEVESO Sites)	01/05/2019		
			2) Review and revise MEP	01/04/2019		

Support Services:

Service No.:	Type:	Service Description:	Action/Milestone:	CCoC:	CCiC:	Target Completion Date
1	Public Service	Communications	Identify Stakeholders affected by boundary extension	30/11/2018		31/05/2019
			Agree Stakeholder Communication Plan with City.	31/01/2019	31/01/2019	
			Agree Service communications per Directorate with City.	31/01/2019	31/01/2019	
			Implement communication plan.	01/02/2019	01/02/2019	
2	Public Service	Customer Care, Customer Contact Centre & CRM	Establish Customer information protocols.	01/12/2018		31/05/2019
			Provide City with CRM data for relevant area.	01/12/2018		
			Evaluate and seek further info (where necessary) from the County		06/01/2019	
			Establish mechanism for handover of live CRM data.	28/02/2019		

3	Policy	Transfer all litigation to Cork City Council	Agree procedure with City Council re live litigation cases.	01/11/2018	01/11/2018	31/05/2019
			Agree procedure with City Council for case file transfer.	01/01/2019	01/01/2019	
			Transfer all relevant case files.	10/05/2019		
4	Internal Service	Transfer to Cork City Council security documents held in respect of loans.	Identify all security documents held.	01/12/2018		31/05/2019
			Agree procedure for transfer of all relevant documentation.	01/01/2019		
			Transfer documentation.	15/05/2019		
5	Internal Service	Transfer of all information in relation to relevant Compulsory Purchase Orders.	Identify any information relating to CPO processes within relevant area, provide metrics to City Council	01/11/2018		31/05/2019
			Evaluate and seek further info (where necessary) from the County		23/11/2018	
			Agree & transfer information & documentation where relevant.	01/05/2019		
6	Internal Service	Review existing Section 85 Agreements.	Cork County and Cork City to Identify existing and new if required Section 85 agreements in operation in respect of the relevant area.	31/12/2018	31/12/2018	31/05/2019

			Review existing arrangements and amend accordingly.	31/01/2019	31/01/2019	
			Ensure new Section 85 agreements are adopted by each Council.	01/04/2019	01/04/2019	
7	Internal Service	Transfer of Housing Repossession Application cases (anti-social/rent/mortgage arrears)	Agree procedure for transfer of all relevant documentation.	31/01/2019	31/01/2019	31/05/2019
			Transfer documentation.	01/05/2019		
8	Internal Service	Transfer of Oral Hearing Cases & ADR Cases	Agree procedure for transfer of all relevant documentation.	31/01/2019	31/01/2019	31/05/2019
			Transfer documentation.	01/05/2019		
9	Policy	FOI/AIE/Data Protection requests	Agree procedure for transfer of all relevant documentation.	31/01/2019	31/01/2019	31/05/2019
			Transfer documentation.	01/05/2019		
10	Internal Service	Fixed Assets	List of Fixed Assets to be established in TA, information to be provided to City Council	16/11/2018		31/05/2019
			Evaluate and seek further info (where necessary) from the County		16/12/2018	
			Discuss and agree lists of property to be vested in City Council.	01/03/2019	01/03/2019	

			Discuss and agree lists of property to remain vested in County Council.	01/03/2019	01/03/2019	
			Discuss & agree other asset transfer where relevant	01/03/2019	01/03/2019	
			Transfer documentation.	01/05/2019		
11	Policy	Claims & Insurances	List of Claims and Insurance for relevant service to be put together, Detail to be provided to City Council	31/03/2019		31/05/2019
			Date for cut off of Claims/Insurance to be agreed after which nothing further would be processed by County	31/12/2018	31/12/2018	
			Details relating to Claims/Insurance in the TA to be shared with City where relevant	30/04/2019		
12	Public Service	NPPR	Provide City with NPPR information (metrics)	31/12/2018		31/05/2019
			Evaluate and seek further info (where necessary) from the County		31/01/2019	
			Agree procedure for transfer of all relevant documentation.	01/03/2019	01/03/2019	

13	Public Service	Rates	Identify Rate Accounts within relevant area, provide information and metrics to City Council	01/11/2018		01/01/2020
			Evaluate and seek further info (where necessary) from the County		23/11/2018	
			Engage with Valuation Office and City Council to agree procedure to be followed.	20/12/2018	20/12/2018	
			Notify all stakeholders of changes (dependant on final legislation).	31/12/2019		
			Agree relevant data transfer.	31/12/2019		
14	Policy	Deeds of Discharge, Redemption of annuities, consent to sale	Agree procedure for transfer of all relevant documentation.	01/03/2019	01/03/2019	31/05/2019
			Transfer documentation.	01/05/2019		
15	Project	ICT infrastructure (hardware & Networks) - Integration & Configuration	Identify ICT Infrastructure within the TA for this service , information to be given to City Council	31/12/2018		31/05/2019
			Evaluate and seek further info (where necessary) from the County		24/01/2019	
			Site visits to be agreed	24/02/2019	24/02/2019	

			Transfer of identified infrastructure to take place subject to resolved Data protection issues.	31/05/2019		
16	Internal Service	Council Meetings/SPC/Municipal District Meetings/Planning SPC/Development Committee.	Meetings and information relevant to transition to be shared with City if necessary	28/02/2019		31/05/2019
17	Policy	Digital Strategy/Broadband	Provide information on Rural Broadband project in the relevant area to City Council	31/12/2018		
			Evaluate and seek further info (where necessary) from the County		24/01/2019	
18	Internal Service	Service Requests - Out of hours / Emergency response	Procedure in reg park relating to cars locked in after dark - city to establish this. All city	01/04/2019		31/05/2019
19	Public Service	Text Alert System	Information on service to be sent to City Council	30/11/2018		31/05/2019
			Evaluate and seek further info (where necessary) from the County		31/12/2018	
			Inform service users of change of administrative area	15/05/2019	15/05/2019	

20	Internal Service	Health and safety arrangements	Risk Assessments to be shared with City for all relevant service areas.	31/12/2018		31/05/2019
			Evaluate and seek further info (where necessary) from the County		31/01/2019	
			Site visits to be agreed	24/02/2019		
21	Public Service	Architectural Services	Identify Schemes and provide information to the City Council	30/11/2018		31/05/2019
			Evaluate and seek further info (where necessary) from the County		31/12/2018	
			Agree the stages at which they transfer to City.	31/01/2019	31/01/2019	
			Transfer relevant scheme data and files.	01/05/2019		
22	Internal Service	Staff & Payroll service	Identify all staff to transfer.	01/11/2018		31/05/2019
			Agree with City Council protocols for transfer of all relevant staff data transfer.	01/01/2019	01/01/2019	
			Agree transfer day per service if so required.	01/03/2019	01/03/2019	
			County to transfer necessary service details re terms and conditions to	01/03/2019	01/03/2019	

			allow for drafting of contracts			
			City and County to agree that City Council to hold induction days for incoming staff, to occur in advance of the transfer day	01/03/2019	01/03/2019	
			City Council to issue contracts to incoming staff		30/04/2019	
			Transfer personnel files where relevant.	01/05/2019		

Water Services:

Service No.:	Type:	Service Description:	Action/Milestone:	CCoC:	CCiC:	Target Completion Date
1	Public Service	Water Infrastructure Management	All services covered under the SLA with Irish Water, will continue to be delivered by Cork County Council within the relevant area	N/A		N/A
2	Public Service	Flood Defence Management & Projects	Consult on client responsibility for Douglas and Glashaboy Flood Relief Scheme construction contracts due	31/11/2018		31/05/2019

			for signing Q1 2019			
			Consult on client responsibility for Douglas and Glashaboy Flood Relief Scheme consultancy contracts currently in place which need to continue through construction and handover as well as subsequent O&M issues.	31/11/2018		
			Provide project information and metrics to City Council	01/11/2018		
			Evaluate and seek further info (where necessary) from the County		01/12/2018	
			Arrange project specific workshops if necessary	31/01/2019	31/01/2019	
			Transfer documentation and other project details	01/05/2019		
3	Policy	Flood Risk Management & Emergency Response	Provide to City Council copies of Flood Response Plans	31/12/2018		31/05/2019
4	Public Service	Rural Water Services	Provide to City Council Details of Services provided in TA	31/10/2018		31/05/2019
			Seek clarifications/Further Info		30/11/2018	

Environment Services:

Service No.:	Type:	Service Description:	Action/Milestone:	CCoC:	CCiC:	Target Completion Date
1	Public Service	Environmental Awareness & Promotion	Provide service information and metrics to City Council - AIE, Veterinary Service, Sustainable Farming, Villages/Areas annual Anti Litter Challenge Competition, Green Schools Program, Muintir Na Tire-School Garden Competition/Pride in Our Community Competition, LA 21 Grants, National Rural Broadband Plan Area	31/10/2018		31/05/2019
			Evaluate and seek further info (where necessary) from the County		16/10/2018	
			Agree 2019/2020 transitional strategy	31/01/2019	31/01/2019	
			Notify stakeholders involved of Transition arrangements	01/04/2019	01/04/2019	
			Transfer all relevant files	01/05/2019		

2	Public Service	Environmental Regulation and monitoring Air/Noise/Water	Provide service information and metrics to City Council- Licenced/Unlicensed operators, pollution complaints	15/11/2018		31/05/2019
			Evaluate and seek further info (where necessary) from the County		16/12/2018	
			Notify stakeholders involved of Transition arrangements	01/04/2019	01/04/2019	
			Transfer all relevant files	01/05/2019		
3	Public Service	Climate Change Management & Policy	Revise Climate Change Strategy to reflect boundary change	31/03/2019	31/03/2019	31/05/2019
4	Public Service	Animal Health & Welfare Regulation and Enforcement	Establish City Council requirements re Enforcement of Animal Health legislation within the relevant area, both long term and/or during transition phase (including enforcement of Control of Horses Legislation and Control of Dogs Legislation)	31/12/2018		31/05/2019
			Agree service provision	28/02/2019	28/02/2019	
5	Public Service	Waste Infrastructure (e.g. Civic Amenity Sites, Bottle Banks etc.)	Provide service information and metrics to City Council	15/11/2018		31/05/2019

			Evaluate and seek further info (where necessary) from the County		16/12/2018	
			10 bring sites in area being transferred, confirm details to City Council and remove from County Council service contracts	31/03/2019		
			Identify landfill sites within area to be transferred and transfer files to City Council	31/03/2019		
			Signage/Notices to be erected to inform public		01/05/2019	
6	Public Service	IW SLA & Rural Water	All services covered under the SLA with Irish Water, will continue to be delivered by Cork County Council within the relevant area	N/A		N/A
			Establish City Council's intentions / requirements regarding inspections, sampling, testing & reporting of Private GWS & small private supplies both in long term and/or during transition phase.	31/12/2018		31/05/2019
7	Public Service	Waterways & Surface Water Management	Provide service information and metrics to City Council	15/11/2018		31/05/2019

			Evaluate and seek further info (where necessary) from the County		16/12/2018	
			Establish City Council requirements regarding WFD river site sampling for the EPA & sampling & testing of rivers to support the future WFD 3B Investigative work in relevant area (long term/Transition).	31/12/2018		
			Agree service provision	28/02/2019	28/02/2019	
8	Public Service	Cleansing Management & Operations (Public Realm)	Provide Community Cleansing service information and metrics to City Council -	15/11/2018		
			Evaluate and seek further info (where necessary) from the County		16/12/2018	
			Agree Contracts as required with relevant contractors		31/03/2019	
			Transfer all relevant files	01/05/2019		31/05/2019
9	Public Service	Waste/Litter Regulation & Enforcement	Identify all ongoing files, transfer service information and metrics to City Council to City Council	01/11/2019		
			Evaluate and seek further info (where necessary) from the County		16/11/2018	

			Decide on responsibility for enforcement post Transition Date.	01/01/2019	01/01/2019	
			Notify public of Transition arrangements for Enforcement	01/04/2019	01/04/2019	
			Transfer all relevant files	01/05/2019		
10	Public Service	Veterinary Service	See Service No. 4 Animal Health & Welfare Regulation and Enforcement	N/A		
11	Public Service	Environmental Community Engagement & Support	See Service No. 1 Environmental Awareness and Promotion	N/A		
12	Public Service	Felling Licence / Foreshore Licence / EPA Licence	Identify any licences in the relevant area and notify to the City.	01/12/2018		31/05/2019

Arts, Community Services etc.

Service No.:	Type:	Service Description:	Action/Milestone:	CCoC:	CCiC:	Target Completion Date
1	Public Service	Review Joint Policing Committee (JPC, JPC boundaries and Safety Forums/Safety for a	1. Convene joint meeting of the County & City Joint Policing Committees	30/09/2018	30/09/2018	01/01/2019
			2. Agree joint approach to any actions	31/12/2018	31/12/2018	

			arising			
2	Public Service	Public Participation Network (PPN)	Identify County PPN groups within the relevant area, provide details to City Council	31/10/2018		31/05/2019
			Evaluate and seek further info (where necessary) from the County		23/11/2018	
			Convene Joint meeting of the City & County PPN Secretariats	31/01/2019	31/01/2019	
3	Public Service	Arts, Culture (including Statues)	Identify affected stakeholders within the relevant area, and provide details to City Council	31/10/2018		31/05/2019
			Agree approach for transfer of title & lease agreement for Gunpowder Mills Centre, Ballincollig	31/10/2018	31/10/2018	
			Transfer title and lease arrangements to CCiC	31/03/2019		
4	Public Service	Casual trading control/Licensing	Identify casual traders within the relevant areas, provide details to City Council	31/10/2018		31/05/2019
			Evaluate and seek further info (where necessary) from the County		23/11/2018	

			Agree approach for transfer of licence agreements, payments etc.	31/01/2019	31/01/2019	
			Effect transfer of licences	31/05/2019		
5	Public Service	CCTV operation	Identify all public CCTV in the relevant area, provide details to City Council	31/10/2018		31/05/2019
			Evaluate and seek further info (where necessary) from the County		23/11/2018	
			Transfer data and operational responsibility	31/05/2019		
6	Public Service	Community Contracts Grants/Town Grants/Funds	Identify all recipient groups in the relevant area, provide details to City Council	31/10/2018		31/05/2019
			Evaluate and seek further info (where necessary) from the County		23/11/2018	
			Agree approach for communication with stakeholders	31/01/2019	31/01/2019	
			Transfer files to City Council	01/05/2019		
7	Public Service	Festivals	Identify all affected festivals in the relevant area, Transfer detail to City Council	31/10/2018		31/05/2019

			Evaluate and seek further info (where necessary) from the County		23/11/2018	
			Transfer files to City Council	01/05/2019		
8	Public Service	Libraries	1. Identify all library facilities in the relevant area including mobile library routes, Provide service information and metrics to City Council	31/10/2018		31/05/2019
			Evaluate and seek further info (where necessary) from the County		23/11/2018	
			arrange for site visits as necessary	31/01/2019	31/01/2019	
			Transfer service to City Council	31/05/2019		
9	Public Service	Local Community Development Committees (LCDC) and Local Action Groups (LAGs)*	Share information on South Cork LCDC & LAG (composition, TOR, stakeholder relationships etc.)	31/10/2018		31/05/2019
			Evaluate and seek further info (where necessary) from the County		23/11/2018	
			Agree general approach and communications approach to stakeholders subject to Departmental Guidance	28/02/2019	28/02/2019	
10	Public	LEADER Programme *	1. Prepare high level overview of	31/10/2018		31/05/2019

	Service		LEADER in the relevant area.			
			2. Agree approach to LEADER funding in line with Departmental Guidance	31/05/2019		
11	Public Service	SICAP Programme *	1. Prepare high level overview of SICAP in the relevant area.	31/10/2018		31/05/2019
			2. Agree approach to SICAP programme in line with Departmental Guidance.	31/05/2019		
12	Public Service	Twinning	Identify all areas with twinning arrangements in place in the relevant area, provide details to City Council	31/10/2018		31/05/2019
			Evaluate and seek further info (where necessary) from the County		23/11/2018	
			Agree approach for communication with stakeholders	31/01/2019	31/01/2019	
			Transfer files to City Council	01/05/2019		
13	Public Service	Coroners Service	City and County to contact Dept of Justice to establish implications of boundary change	31/10/2019	31/10/2019	31/05/2019
14	Public Service	LEO Grant Aided businesses/Companies/business units	Information an metrics on services to be provided to City Council	31/10/2018		31/05/2019

			Evaluate and seek further info (where necessary) from the County		23/11/2018	
			Agree approach for communication with stakeholders	31/01/2019	31/01/2019	
			Transfer files to City Council	01/05/2019		

