



# CORK CITY COUNCIL ANNUAL SERVICE DELIVERY PLAN 2021



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# Message from Chief Executive

This is the second of the Annual Service Delivery Plans of Cork City Council in accordance with the Corporate Plan to 2019- 2024.

2020 was an extraordinary year globally in the context of the Covid-19 pandemic. The economic climate and state of our national and local finances have been severely impacted on. As a result of the lockdowns we have faced significant challenges and this in turn could ultimately place our income sources under pressure.

Economic and social recovery set against the backdrop of Covid-19 and Brexit will present unprecedented challenges for communities and businesses in Cork. We have a strong history of resilience and innovation that will ensure we adapt the way we deliver our services to the people of Cork.

We are undergoing a shift in perspective, a “re-imagining” of Cork with high levels of partnership and collaboration to mitigate the impact of the pandemic with our city businesses, customers, visitor and investors and will continue to do so in 2021.

Cork City Council will continue to demonstrate that we are a resilient city with a vision and strategy in place to be agile, innovative, and people centric.

We have ambitious plans to lead Cork, with a population of over 211,000 people, as Europe’s second largest English speaking city, to become a world class city that is more sustainable and safer during Brexit, the ongoing pandemic and the anticipated recovery in 2021. This Annual Service Delivery Plan outlines our high level goals and strategic objectives for service delivery and performance standards for 2021 as provided for in the Budget.

In addition to continuing the incredible work undertaken as call to action during Covid-19 and the implementation of the ‘ Re-Imagining Cork’ initiatives that made our city more sustainable and safer, we will remain focused on our ambitious housing and infrastructure programmes including the docklands, transport, regeneration and the numerous housing developments including construction and rightsizing to meet demand.

Being the first local authority to establish a climate committee we are committed to overseeing the Climate Adaptation Strategy and prioritising sustainable approaches to transport, energy and flood protection measures for the city.

The roll out of our Digital Strategy will see Cork transform through technology with the progression of an online citizen services portal, smart energy, extension of the city’s free Wi-Fi, improving digital skills and providing open data to ensure Cork stays ‘connected’ in every sense of the word.

Investment in infrastructure must be a critical pillar of the City’s economic revitalisation. Our systems and infrastructure need to be robust and adaptable in order to withstand future shocks; we must now focus on and plan these critical investments and invest for a green and more sustainable future. We are fortunate that Cork City is an emerging unique waterside metropolitan area comprising of the city centre, satellite towns, villages, neighbourhood and communities. Through our mix of culture, heritage, learning and well-being initiatives we can maintain a status of a city of welcomes while providing much needed support to social environments.



Chief Executive, Ann Doherty

# Our Mission

- We deliver excellent public services to the people of Cork by working collaboratively with our strategic partners.
- We are a city of ambition, working with our neighbourhoods, communities and businesses to support economic development and facilitate investment.
- We value our culture and heritage and ensure that Cork continues to be successful as an attractive place to live, study, visit and work.

# Our Vision

Leading Cork to take its place as a World Class City.

# Our High Level Goals and Strategic Objectives

| High Level Goals            | An environmentally sustainable city  | A city valuing its people   | A city promoting culture, heritage, learning, health & wellbeing  | A city of engaged neighbourhoods and communities   | A city supporting the delivery of homes and infrastructure  | A city driving economic and sustainable development  |
|-----------------------------|--|---|---|--|---|--|
| <b>Strategic Objectives</b> | Climate Action<br>Litter & Waste Management<br>Noise & Air Quality<br>Water Services & Sanitation<br>Biodiversity<br>Regulation & Enforcement<br>Sustainable Development<br>Flood Management | Enhance Democracy<br>People Centric Experience<br>Governance & Management<br>Continuous Service Improvement & Delivery<br>Public Sector Duty<br>People Management<br>Business Continuity<br>Learning & Development<br>Welfare | Libraries<br>Emergency Services<br>Heritage, Arts & Culture<br>Healthy City<br>Sports Development<br>Parks, Recreation & Greenways<br>Learning City<br>Young People<br>Age Friendly City<br>Trauma Sensitive City | Integration & Social Inclusion<br>Public Realm / Social Infrastructure<br>Safe City<br>Major Emergency Management<br>Festival & Events<br>Critical Infrastructure<br>Engaging & Developing Communities<br>Inclusive City | Integrated Public Transport System<br>Rebuilding Ireland Action Plan<br>Social Housing Supports<br>Asset Management<br>City Centre Movement Strategy<br>Property Management<br>Active Land Management<br>Capital Delivery<br>Planning & Zoning<br>Docklands | Research Develop & Innovate<br>Cluster Development<br>EU Projects<br>Development Plan<br>Strategic Collaborations & Partnerships<br>International Relations & Twinning<br>Tourism<br>Smart City<br>Architecture/ Urban Design<br>Circular Economy & Green Procurement<br>Business & Employment Opportunities<br>Urban Regeneration |
| <b>Actions</b>              | All Actions are captured, reviewed & monitored through the Annual Service Delivery Plans   |   |   |  |   |  |

# Our Values



## Public Good

We provide high quality services and address peoples' needs in a manner that is both inclusive and



## Trust & Integrity

We act honestly, openly and fairly in all our dealings.



## Respect

We treat all people equally with due regard for their needs and rights.



## People Centric Approach

We engage with people in a fair, courteous and timely manner. We strive for continuous



## Responsibility

We are accountable and transparent and act responsibly in our dealings and decision making.



## Innovation

We continually seek progressive and creative approaches in the services we deliver.





Introduction of

**50**

new bike racks citywide to accommodate up to **500** bikes

**€2M**

of investment in existing cycling infrastructure

**4.1KM**

of new cycle lanes at Centre Park and Monahan Rd, Terence MacSwiney Quay, Horgans Quay and Victoria Rd and South Mall



Fitting of **BOLLARDS** on some of the most popular cycle lanes in the city

# REIMAGINING CORK AT A GLANCE

Al fresco dining provision for

**1000**

people on city streets

**1.3KM**

of pedestrianised city centre streets



Pedestrianisation of another

**1.3KM**

of amenity space at the Marina



**TWO HOURS FREE PARKING PROMOTION**

at two of the city centre multi-storey car parks

**PLANTING AND ENHANCEMENT**

of pedestrianised streets



# Introduction

In delivering the Corporate Plan as required by section 50 of the Local Government Reform Act 2014, Cork City Council produces an Annual Service Delivery Plan in line with the annual budget which identifies the key services that Cork City Council intends to deliver to the people and businesses of Cork City during 2021. This plan puts forward our commitment to the service standards that can be expected from us. The service delivery plan has account of, and is integrated with the following local and national policy documents which set out the framework on how the City Council delivers services:

- Corporate Plan 2019-2024
- Annual Budget
- Local Economic & Community Plan
- National Government Policy
- Legislation and Legal Constraints/Requirements - Local Government Act;
- Environmental Legislation
- Service Level Agreements E.g. Shared Services between Local Authorities, Irish Water
- The Development Plan, Local Economic & Community Plan (LECP) etc.
- Social Inclusion
- Cooperation between neighbouring Local Authorities and coordinated service delivery with other public bodies as appropriate e.g. HSE, Gardaí etc.

The 2021 plan focuses on actions designed to deliver the strategic objectives identified under the six high level corporate goals established in the Corporate Plan (as per the table on page 3). The 2021 Annual Service Delivery Plan was prepared in the context of Cork City Council's 2024 Corporate Plan and the 2021 Budget approved by the Members.

Several actions appear against each strategic objective in the Annual Service Delivery Plan. Although the Annual Service Delivery Plan is based around the same Goals, Objectives and Strategies detailed in the Corporate Plan document it is necessarily structured to include the leading directorate, LECP reference and the service division as identified in the Budget.

As the Annual Budget is prepared by Service Division, the Annual Service Delivery Plan is also linked to the Service Divisions. Most services would overlap several directorates, but for reporting purposes, lead directorates have been identified and relevant service division references against each action in the tables.

| Service Division  | Directorate/Department   |
|---|--|
| <b>A. Housing &amp; Building</b>                          | Housing, Community Culture & Placemaking<br>Strategic Economic Development   |
| <b>B. Road Transport &amp; Safety</b>                     | Ops (Rds & Env), Community Culture & Placemaking, Strategic Economic Development<br>Infrastructure Development                       |
| <b>C. Water Services</b>                                  | Ops (Rds & Env), Strategic Economic Development  |
| <b>D. Development Management</b>                          | Housing, ICT, Community Culture & Placemaking, Strategic Economic Development<br>Corporate Affairs Intl' Relations                   |
| <b>E. Environmental Services</b>                          | Ops (Rds & Env), Community Culture & Placemaking, Infrastructure Development   |
| <b>F. Recreation &amp; Amenity</b>                        | ICT, Ops (Rds & Env), Community Culture & Placemaking, Strategic Economic Development<br>Infrastructure Development                  |
| <b>G. Agriculture, Education &amp; Welfare</b>            |  |
| <b>H. Miscellaneous Services</b>                          | ICT, Ops (Rds & Env), People & Organisation Development, Community Culture & Placemaking, Finance, Corporate Affairs Intl' Relations |
| <b>J. Operational Support (Central Management Charge)</b> | ICT, LAW, People & Organisation Development<br>Finance, Corporate Affairs Intl' Relations  |

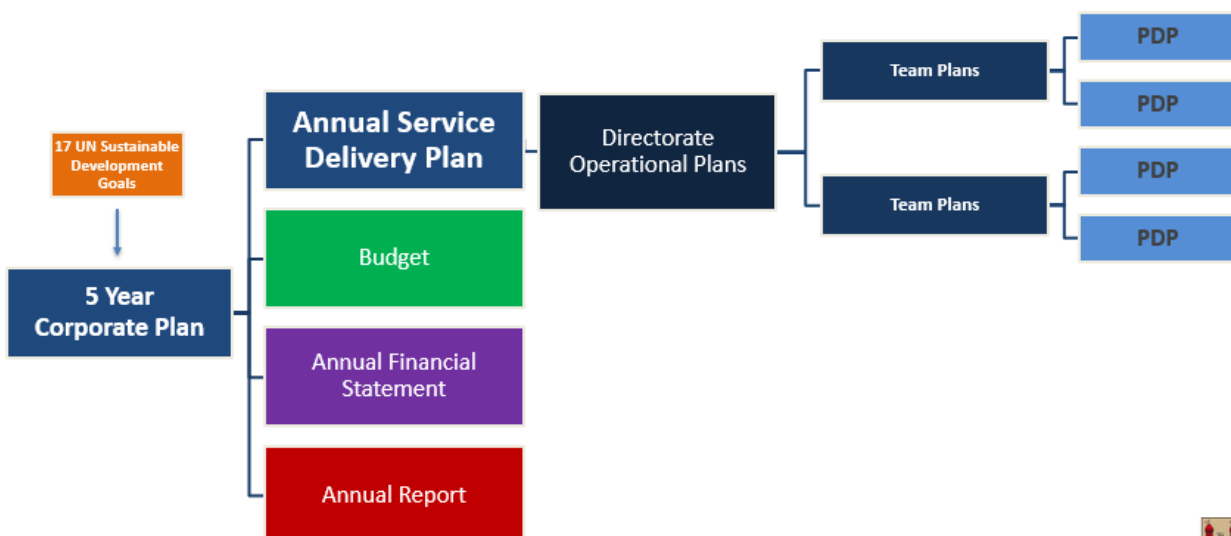
Performance and standards of service delivery are measured through several channels:

- The council’s Staff Development and Management Programme
- NOAC Performance Indicators
- Chief Executive Monthly Management Report
- Work plans and periodic reviews
- Available resources (financial and staff)
- Service Objectives and priorities
- Performance Delivery and standards
- Performance assessment
- Improvement actions

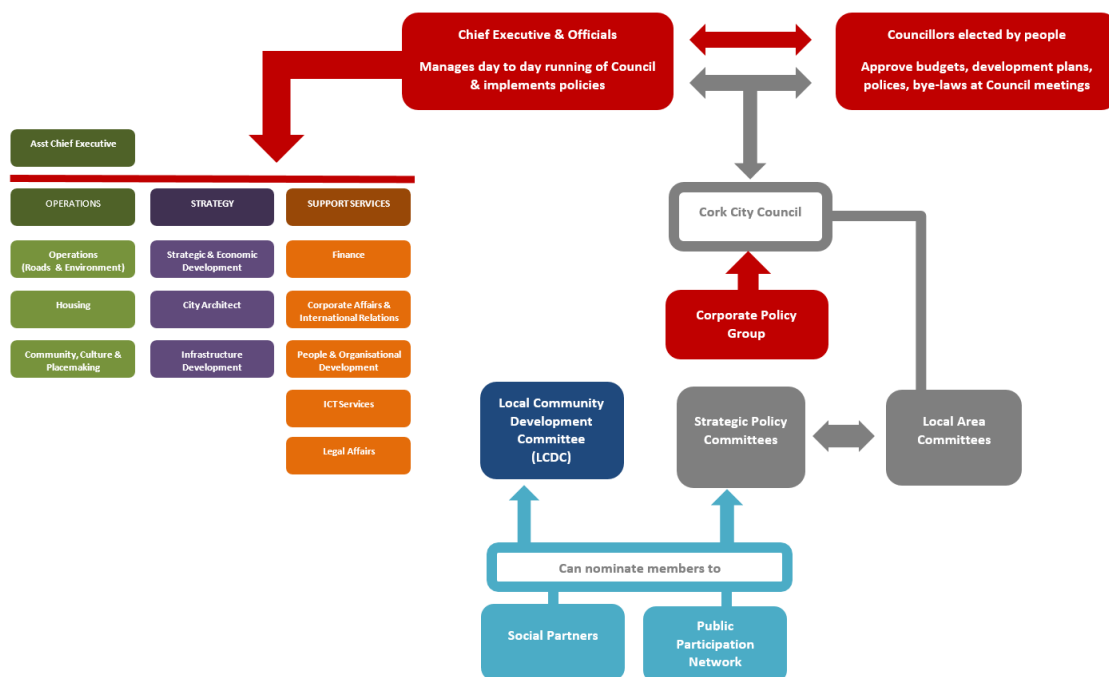


A numbering system was developed throughout the framework which allows the five-year targets in the corporate plan to be compared to the annual targets in the service delivery plan.

The same system is used in directorate/departmental operational plans as well as the staff Development and Management Programme. There is, therefore, a clear line of sight from an individual's Personal Development Plan to the Corporate Plan at a strategic level. This ensures that each employee can understand how the specific tasks they perform contribute to the delivery of the City Council's strategic targets.



The Council is structured as an area service delivery model to meet the demands of the large city. The structure is centred around three pillars (all interacting and reliant on each other): Operations, Strategy and Support Services.



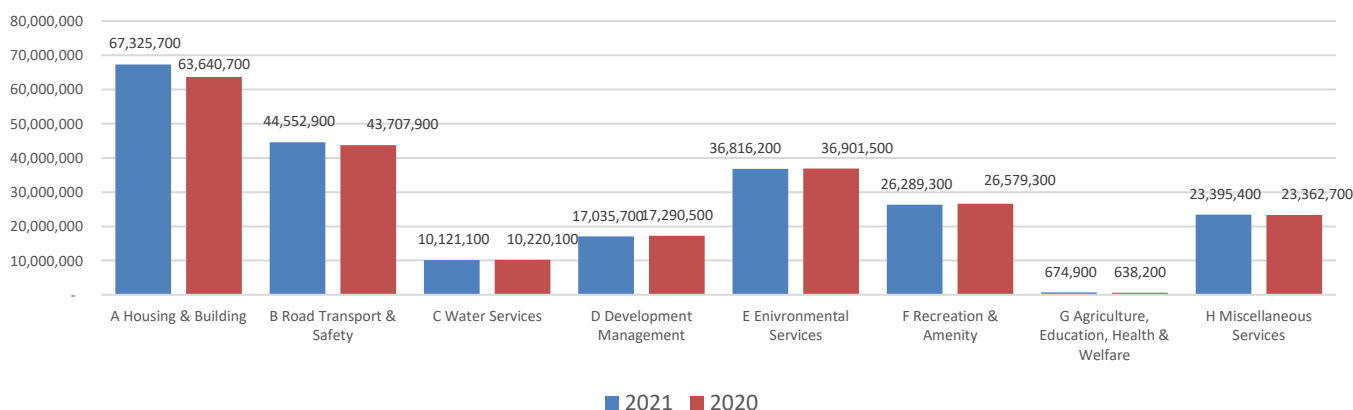
## Budget 2021

The budget represents an investment in the delivery of services to the city of €226m. This is an increase of approximately €4m compared to the 2020 budget. The main contributors to the increase in expenditure are:

1. An increase in payroll of €0.8m
2. Increase in pensions of €0.5m
3. Increase in funding for public lighting of €1.6m.
4. Increase in funding for Traffic Signals of €0.4m.

The Covid 19 pandemic has had a significant impact on the delivery of our services with income sources under pressure.

## Expenditure by Service Division



Further details of the budget detail can be found at <https://www.corkcity.ie/en/media-folder/finance/cck-adopted-budget-2021.pdf>



## Staffing

We will continue to ensure our 1,500+ staff are working across directorates and service divisions to ensure quality service delivery. Cork City Council are actively promoting and developing several strategies under 'Our Public Service 2020' framework to create value, generate efficiencies, exploit new and emerging technologies and drive learning and change across the organisation, for all people using our services.

## Local Economic & Community Plan

In November 2016 Cork City Council published the Local Economic and Community Plan (LECP): Pure Cork - An Action Plan for the City. A column is included in the Action Plan table, labelled LECP Action Ref. Number.

Where an Action referenced in the LECP reflects one of the strategies outlined in the Principal services table, the corresponding LECP action reference number is included. A copy of the Local Economic and Community Plan is available to download at: <https://www.corkcity.ie/en/council-services/services/community/local-economic-and-community-plan-lecp-/local-economic-and-community-plan-lecp-.html>

## Sustainable Development Goals

Cork City Council recognises the strategic importance of the 2030 Agenda for sustainable development and the integrated multi-agency approach required. To this end, as part of the Corporate Plan for 2024, sustainable development goals have been assigned to each of our corporate goals. These goals set out an agenda to end poverty, fight inequality and injustice and tackle climate change.



The Annual Service Delivery Plan will support the Corporate Plan which is used by our elected members and senior teams to ensure that our priorities and regulatory obligations are delivered, service targets are being met and service delivery continuously improved.

Awareness sessions were facilitated in November and December 2020 for all directorates. These sessions were held during the compilation of the Annual Service Delivery Plan to map the work being done and to identify key priorities. This assists in the understanding of how daily work fits into the larger picture of the council goals.



# High Level Goals, Strategic Objectives & Actions

## An environmentally sustainable city

Cork City Council is committed to responding and acting strategically to the impact that climate change is causing and will continue to work on behalf of its citizens for the betterment of the environment and infrastructure of Cork City.

Cork City Council is committed to leading the way in dealing with the global issues of climate change and environmental degradation at a local level by making climate action, sustainability and environmental protection the foundation stones for decisions and work practices. Our goal is to pro-actively engage and empower citizens in order to make Cork city as climate resilient as possible while protecting and enriching our environment in order to deliver enhanced well-being and quality of life for everyone.

## Incorporating the Sustainable Development Goals (SDGs)





## An environmentally sustainable city

| Strategic Objective | Action/Strategy  | Action ## | Actions 2021   | KPI /Measurements required   | Baseline   | Service Division | LECP Ref # | Lead Directorate                 |
|---------------------|--|-----------|--|--|--|------------------|------------|----------------------------------|
| Climate Action      | Climate Action Awareness Programme   | 1.01.01   | Operate Community Environment Action Fund.<br><br>Facilitate participation of City schools in An Taisce Green School Programme.<br><br>Engage with external stakeholders on delivery of environmental awareness programmes (e.g. School garden competition, Pride in our Community, etc.).<br><br>Sustainable Travel Promotion through behavioural change/events e.g. Bike Week and European Mobility Week. Engagement with stakeholders through Transport & Mobility Forum. | Number of grant aided projects.<br><br>Number of participating schools.<br>Number of initiatives and entrants.<br><br>No. of events<br>No. of participants | Increase in numbers using sustainable /active travel | E                |            | Community, Culture & Placemaking |
| Climate Action      | Sustainability & Greening of Festivals   | 1.01.02   | Continue to facilitate the greening of festivals and events  | Quantity of waste collected/avoided.   | -  | E                | -          | Community, Culture & Placemaking |
| Climate Action      | Promote an environmentally sustainable economy and pilot green technologies in the city council operations | 1.01.03   | Improve energy efficiency (ISO 50001)<br>Generate sustainable energy<br>Reduce Cork City Councils carbon footprint   | % energy efficiency<br><br>amount of energy generated SEAI<br>M&R reports  | 45% energy efficiency improvement since 2009.        | E                |            | Operations (Rds & Env)           |
| Climate Action      | Improve energy efficiency within Cork City Council energy users  | 1.01.04   | Continued improvement in energy efficiency   | ISO 50001 standards<br>% energy efficiency improvement   | 45% energy efficiency improvement since 2009.        | E                |            | Operations (Rds & Env)           |
| Climate Action      | Develop and implement a Sustainable Urban Policy for the city to meet Climate Change effects               | 1.01.05   | Co-operate with the Climate Action Regional Office (CARO)<br><br>Implement Climate Change Adaptation Strategy  | # of actions coordinated # actions implemented   | 66 Actions in Climate Adaptation Strategy.           | C                | -          | Strategic Economic Development   |
| Climate Action      | Reduce energy use in the Council's social Housing Stock.   | 1.01.06   | To develop, progress and further implement the ongoing Energy Efficiency Retrofitting Programmes across the existing social Housing stock.   | No. of Properties upgraded to a B2 standard BER.   | 200 approx.  | A                | -          | Housing                          |
| Climate Action      | Implement Climate Change Adaptation Strategy   | 1.01.07   | Implement Climate Change Adaptation Strategy   | # of actions implemented   | Actions underway                                     | A                | -          | SMT                              |

## An environmentally sustainable city

| Strategic Objective       | Action/Strategy  | Action ## | Actions 2021   | KPI /Measurements required                                   | Baseline  | Service Division | LECP Ref # | Lead Directorate                  |
|---------------------------|--|-----------|--|--|---|------------------|------------|-----------------------------------|
| Climate Action            | Climate Adaptation Strategy  | 1.01.08   | Support the delivery of awareness training for Climate Action for all employees  | # of employees attending training                            |   |                  |            | People & Organisation Development |
| Litter & Waste Management | Waste Prevention Grant Scheme  | 1.02.01   | Operate Waste Prevention Grant Scheme.<br><br>Engage with Stakeholders in the identification and development of projects to address waste recovery and prevention (e.g. DUMP -dispose of unused medicines properly, mattress amnesty days, etc.) | Number of grant aided projects. Quantity of waste prevented. | Financial report from grant-aided project.<br><br>Financial collection statistics     | E                |            | Community, Culture & Placemaking  |
| Litter & Waste Management | Control weeds growth on the road and footpaths across the city                                     | 1.02.02   | Control weeds growth on the road and footpaths across the city   | km and frequency of treatment                                | CE Monthly Report 31/12/2020  | B                | -          | Operations (Rds & Env)            |
| Litter & Waste Management | Street Cleaning  | 1.02.03   | Provide 7 day 16 hr street cleaning service in the city centre<br><br>Provide 5 day street cleaning service outside the city centre  | ongoing monitoring of services                               | CE Monthly Report 31/12/2020<br><br>Current service delivery plan                     | E                | -          | Operations (Rds & Env)            |
| Litter & Waste Management | Ensure the city centre is vibrant, attractive and well maintained through litter management        | 1.02.04   | Provide public litter bins supported by necessary level of servicing<br><br>Implement litter management strategy for the city<br><br>operate a system of prompt collection and investigation of illegal dumping in the public realm              |  | CE Monthly Report 31/12/2020  | E                | -          | Operations (Rds & Env)            |
| Litter & Waste Management | Public Awareness campaign in relation to cigarette, dog fouling, flyposting, graffiti, chewing gum | 1.02.05   | Public Information campaigns   | Quantity of waste collected.                                 | In 2020 1 campaign each for littering, dog fouling, illegal postering and chewing gum | E                | -          | Operations (Rds & Env)            |
| Litter & Waste Management | Support community activities to achieve a tidy local environment                                   | 1.02.06   | School visits & Road Show events   | # campaigns run<br><br># schools visits                      | in 2020 12 School visits and 2 roadshow events  | E                | -          | Operations (Rds & Env)            |
| Litter & Waste Management | Maintain waste management initiatives in City Hall   | 1.02.07   | Reduction of quantity of waste to landfill   | quantity of waste to landfill                                | segregated bins in situ   | E                | -          | Operations (Rds & Env)            |

## An environmentally sustainable city

| Strategic Objective         | Action/Strategy  | Action ## | Actions 2021   | KPI /Measurements required  | Baseline  | Service Division | LECP Ref # | Lead Directorate       |
|-----------------------------|--|-----------|--|---|---|------------------|------------|------------------------|
| Noise & Air Quality         | Produce an Air Quality Strategy for Cork City.   | 1.03.01   | Roll out air sensor network for Particulate Matter across Cork City and district. Forge links with air quality specialists with UCC CRAC Lab. Work towards engagement with air quality EU projects (H2020 and Horizon Europe)<br><br>Launch air quality survey in 2020, seeking feedback on air quality issues from city stakeholders. | Draft Strategy due for Q4 2020. Roll out of low cost air sensor network across Cork City Council's functional area. Synergies formed with UCC air quality specialists (CRAC Lab). | Air Quality strategy is new (no pre-existing strategy, nationally or locally). Working from 4 no. air quality reference monitoring stations pre 2019. |                  |            | Operations (Rds & Env) |
| Water Services & Sanitation | Fulfil our contractual role with Irish Water   | 1.04.01   | Meet the demands of Service Level Agreement (for the pre 31st May 2019, City Boundary area)  | Irish Water ASP   | -   | C                | -          | Operations (Rds & Env) |
| Water Services & Sanitation | Rainwater Harvesting in City Hall  | 1.04.02   | Review of Feasibility study  | -   | -   | E                | -          | Operations (Rds & Env) |
| Water Services & Sanitation | Treatment of Leachate at Kinsale Road Landfill Site  | 1.04.03   | Operate and monitor performance<br>Improve frequency of testing as resources allow<br>Adjust system irrigation rates as appropriate  | Assess treatment system performance. Remaining within licence discharge consent.  | -   | E                | -          | Operations (Rds & Env) |
| Biodiversity                | Set aside areas in all Parks and Open Space Areas for wild flower meadows                                | 1.05.01   | Set aside areas in all Parks and Open Space Areas for wild flower meadows  | Foreman Monitoring & engage with local communities  |   | F                | -          | Operations (Rds & Env) |
| Regulation & Enforcement    | Support businesses, visitors and residents through the implement parking regulations and parking byelaws | 1.06.01   | Provide Parking Enforcement Team and implement action of parking controls.   | # FCPN, reminders, summons  | CE Monthly Report 2019. At 30 Sept 2020 no of FCNPS 18,854; reminders 4,813; summons 2,450  | B                | -          | Operations (Rds & Env) |
| Regulation & Enforcement    | Consistent enforcement of litter legislation and bye laws  | 1.06.02   | Implementation of Litter Pollution Acts<br>Enforce byelaws re: storage, segregation and presentation of household and commercial waste   | # Fines issued (and Fixed Penalty Notices)<br><br># litter wardens  | CE Monthly Report 31/12/2020  | E                | -          | Operations (Rds & Env) |
| Regulation & Enforcement    | Continue Waste/Environmental Enforcement   | 1.06.03   | Continue RMCEI work plan and meet targets assigned<br>Maintain/improve set targets according to environmental risk and outcomes as local, regional and national enforcement priorities<br>Validation of permitted sites and permitted collectors.  | Annual RMCEI targets<br><br>EPA Rating<br><br>National figures from NWCPO   | 2020 figures for NCWPO/RMCEI Plan   | E                | -          | Operations (Rds & Env) |



## An environmentally sustainable city

| Strategic Objective      | Action/Strategy   | Action ## | Actions 2021  | KPI /Measurements required   | Baseline  | Service Division | LECP Ref # | Lead Directorate                            |
|--------------------------|---|-----------|---|--|---|------------------|------------|---|
| Regulation & Enforcement | Operate Kinsale Landfill site in accordance with EPA waste licence                        | 1.06.04   | Management of facility including the collection and treatment of landfill gas in a profitable manner<br>Minimise the number of non-compliance notices from EPA  | # of complaints incidents relating to general site management<br><br>Downtime of landfill gas<br># non-compliance with respect to licence conditions   | 3 complaints from public regarding operation of recycling facility in 2019.<br>6 non-compliances from annual EPA audit in 2019  | E                | -          | Operations (Rds & Env)                      |
| Regulation & Enforcement | Ensure a culture of compliance with regards to its regulatory and enforcement obligations | 1.06.05   | Engage with stakeholders to improve services provided<br>Examine ICT Solutions to improve process   | NOAC Indicators P5, P1, CE Monthly Report  | CE Monthly Report 31/12/2020  | E                | -          | Community, Culture & Placemaking            |
| Regulation & Enforcement | Monitor, advise, administer & enforce rural water services and regulations                | 1.06.06   | Inspect & process Well Grants & Septic Tank Grant applications in compliance with DHPLG.<br>Processing of Septic Tank Planning applications<br>Carry out & administer EPA National Septic Tank Inspection Plan.<br>Farmyard Inspections & associated planning applications.<br>Monitoring and testing of water quality of Small Private Water Supplies in accordance with EPA regulations.<br>Monitor & assess Group Schemes for grant applications & water quality in accordance with DHPLG regulations. | # Grant Applications processed.<br># Septic Tank Planning applications processed<br># Septic Tank Inspections per annum as per NIP.<br># Farmyard applications & complaints processed.<br>All Small Private Water Schemes sampled<br># Group Schemes applications processed. | -   | C                | -          | Operations (Rds & Env)                      |
| Regulation & Enforcement | Licensing of markets, events for casual trading   | 1.06.07   | Manage the licensing of markets and special events for casual trading, e.g. Cornmarket Street, Coal Quay, St Patricks Day, Munster Final Days.<br><br>Engage proactively with festival and event organisers to manage casual trading implications of each event.  | Casual Trading Licences issued on a quarterly basis, invoicing on a quarterly basis, Special Event Licences issued prior to an event on receipt of payment, revenue returns completed annually.  | 450 No. Licenses approx. Issued annually. 90% revenue collection of casual trading license bills. Revenue submission completed on time annually. ASO to attend pre-event consultation meetings. | E                | -          | Corporate Affairs & International Relations |
| Sustainable Development  | Solar power photovoltaic electricity generation in Tramore Valley Park                    | 1.07.01   | Review of scoping document, implementation of feasibility study   | feasibility study near completion  | -   | E                | -          | Operations (Rds & Env)                      |

## An environmentally sustainable city

| Strategic Objective | Action/Strategy  | Action ## | Actions 2021  | KPI /Measurements required   | Baseline  | Service Division | LECP Ref # | Lead Directorate           |
|---------------------|--|-----------|---|--|---|------------------|------------|----------------------------|
| Flood Management    | Maintain road drainage systems   | 1.08.01   | Input into design of public realm and other projects led by operations directorate and city architects  | On-going advice regarding Douglas village works. Detailed design advice for Blackpool currently at Design Stage. | Douglas village wks. on site Blackpool wks. pre-tender  | D                | -          | Architects                 |
| Flood Management    | Work with the Office of Public Works in the progression and completion of flood defence works for - <ul style="list-style-type: none"> <li>• Douglas</li> <li>• Togher</li> <li>• Glashaboy</li> <li>• Blackpool</li> <li>• Lower Lee</li> </ul> | 1.08.02   | Progress various proposed schemes through design, planning, procurement and construction as appropriate | Progress achieved  | Construction commenced in Douglas and Togher. Detailed designs being progressed on all other schemes. Glashaboy and Blackpool schemes going through confirmation process with DPER. Some programme slippage on certain projects due to COVID-19 restrictions. | E                | -          | Infrastructure Development |
| Flood Management    | Maintain road drainage systems   | 1.08.03   | Review service delivery to attain efficiencies in current environment                                   | # Gullies cleaned  | CE Monthly Report 31/12/2020  | B                | -          | Operations (Rds & Env)     |



## A city valuing its people

Talent, innovation and communities converge to support a vibrant city. We will encourage a spirit that sparks new thinking and ideas. Our public servants, communities, visitor and residents help us realise the vision and ambition and the diversity that exists within Cork City Council. We will lead in using participatory, consultative and innovative approaches to decision-making.

### Incorporating the Sustainable Development Goals (SDGs)



| A city valuing its people |  |           |   |  |                              |                  |            |   |
|---------------------------|--|-----------|---|--|------------------------------|------------------|------------|---|
| Strategic Objective       | Action/Strategy  | Action ## | Actions 2021  | KPI /Measurements required   | Baseline                     | Service Division | LECP Ref # | Lead Directorate                            |
| Enhance Democracy         | Promote a better understanding of the City Councils democratic mandate   | 2.01.01   | Support the effective operation of the council committees<br>Use the Strategic Policy Committees to enhance policy formation<br>Issue press releases, journalistic pitches and social media posts   | #Report of SPC, LAC<br><br>SPC Scheme adopted<br><br># press releases<br># social media engagements, likes/follows etc   | CE Monthly Report 31/12/2019 | H                | -          | Corporate Affairs & International Relations |
| Enhance Democracy         | Support the representational role of the office of Lord Mayor  | 2.01.02   | Hosting of visiting dignitaries<br>Co-ordination of Lord Mayors Diary<br>Quality Service Office of the Lord Mayor   | # of visitors<br><br>Lord Mayor's diary issued weekly  | CE Monthly Report 31/12/2019 | H                | -          | Corporate Affairs & International Relations |
| Enhance Democracy         | Support Elected Members of the City Council  | 2.01.03   | Prepare Agenda/Minutes available to public<br>Continue to review practices for Council Meetings, Functions and SPCs<br>Support Members through dealing with enquiries<br>Give best advice available to members to assist decision making                                      | # Minutes/Agendas issued<br><br>Review report on practices<br><br># of enquiries answered with best available advice.  | CE Monthly Report 31/12/2019 | H                | -          | Corporate Affairs & International Relations |
| Enhance Democracy         | Delivery of Franchise Functions  | 2.01.04   | Prepare draft and Final register by set publication dates<br>Co-ordination of any elections/referenda called<br>Issuing of Polling Cards<br>Liaise with City Sheriff's Office in relation to polling district stations and notice of poll<br>Engage with national initiatives | Publish draft and final registers by set dates<br># Polling cards issued<br>Delivery of franchise functions by legislation dates<br>Polling District Stations agreed with City Sheriff and Note of Poll issued<br>National Initiatives Delivered | CE Monthly Report 31/12/2019 | H                | -          | Corporate Affairs & International Relations |
| People Centric Experience | Customer Service Unit  | 2.02.01   | Continue to expand the services provided by the Customer Service Unit, while continuing to provide an efficient and effective service to the citizens and customers of Cork City Council.   | Percentage of calls dropped; abandonment rate of calls; speed of answer.   |                              | H                |            | Community, Culture & Placemaking            |
| People Centric Experience | Deliver an efficient, effective and easy to use customer service system focused on enhancing the citizens ability to submit and track requests | 2.02.02   | Engage with users to implement customer service plan<br>Implement Actions identified in the Customer Interaction Audit<br>Delivery of Annual Service Delivery Plan  |  |                              | H                | -          | Corporate Affairs & International Relations |

## A city valuing its people

| Strategic Objective       | Action/Strategy  | Action ## | Actions 2021   | KPI /Measurements required   | Baseline   | Service Division | LECP Ref #  | Lead Directorate                            |
|---------------------------|--|-----------|--|--|--|------------------|-------------|---|
| People Centric Experience | Phase 2 of Customer Service Unit   | 2.02.03   | Online & Portal Engagement   | New online portal for public and new online capture on Cork city council website with integration with Cork city council CRM | Agreed strategy from Customer Digital Transformation Roadmap as agreed at CRM steering group                       | J                | 1.4 3.8 3.9 | ICT   |
| People Centric Experience | Programme of Digital Workplace Transformation  | 2.02.04   | DWT Framework RFT<br>DWT Strategy<br>Enhanced cloud services<br>Enhanced employee engagement   | Framework in place<br>2 * SRFT issued<br>MS Roadmap published<br>Intranet design agreed                                      | Agreed strategy to put technical and development framework in place for Digital Workplace Transformation programme | J                | 3.8 3.9     | ICT   |
| Governance & Management   | Communication Plan for internal & external stakeholders                                    | 2.03.01   | Communication Plan for internal & external stakeholders  |  |  | H                | -           | Corporate Affairs & International Relations |
| Governance & Management   | Implement City Council's access to FOI Requests<br>Data Retention Policy<br>Cookies Policy | 2.03.02   | Compliance with legislation<br>Network of decision makers in place<br>Adequate training provided for decision makers   | # Data breaches #FOI requests<br>Decision makers identified<br>Training Provided   | CE Monthly Report 31/12/2020   | H                | -           | Corporate Affairs & International Relations |
| Governance & Management   | Prepare and Deliver Corporate Reports  | 2.03.03   | CE Monthly Report<br>Annual Service Delivery Plan<br>Annual Report<br>Corporate Plan - 2024<br>NOAC Returns  | # Plan delivered<br># workshops and engagement with relevant stakeholders  |  | J                | -           | Corporate Affairs & International Relations |
| Governance & Management   | Risk Management  | 2.03.04   | Manage key risks to Financial position:<br>Ongoing monitoring of cash flow position<br>Optimise Insurance Cover<br>Actively manage Claims taken against Council<br>Review and update Risk Register | Monthly reporting and daily cash monitoring  | Ongoing reviews of key risks being undertaken, and financial impacts monitored.                                    | H                | -           | Finance                                     |
| Governance & Management   | Financial Resources Analysis & Reciprocation Model   | 2.03.05   | Legislative Provisions<br>Income and Expenditure Analysis Evaluation<br>Due Diligence<br>Impact on Local Authority   |  |  | H                | -           | Finance                                     |



## A city valuing its people

| Strategic Objective     | Action/Strategy  | Action ## | Actions 2021   | KPI /Measurements required   | Baseline   | Service Division | LECP Ref # | Lead Directorate       |
|-------------------------|--|-----------|--|--|--|------------------|------------|------------------------|
| Governance & Management | Budgets will balance each year with focus on cost reduction, value for money and revenue collection and efficient service delivery | 2.03.06   | Utilise annual budget process to deliver clear messages regarding service levels, resources and priorities<br>Review how resources are expended through strengthened systems of internal controls and security, monitoring, control and regulatory compliance<br>Ensure appropriate levels of Financial competency are in place throughout the organisation<br>Maximise Revenue collection including Commercial Rates, House Loans and Other Income  | AFS prepared and audited to deadlines<br><br>Ongoing measuring of cashflow<br><br>Report on revenue, capital and debtors<br><br>Payroll reports      | the key element of budget process is engagement with budget holders across the organisation<br>Policies and procedures are not universally updated<br>Due to staff changes level of financial competency lower than it had been previously | J                | -          | Finance                |
| Governance & Management | ICT Plan   | 2.03.07   | Identification of ICT systems  | No. of ICT systems   | ICT Systems register in place  | H                | -          | ICT                    |
| Governance & Management | Deliver enhanced ICT Governance  | 2.03.08   | Cyber security audit<br><br>Technical and Governance recommendations   | No of security audit recommendations implemented<br>No of pen tests undertaken<br>No of General audits undertaken, and no. of action items fulfilled | ICT security review ongoing; ICT Security Officer in place; Audit review conducted 2020.   | J                |            | ICT                    |
| Governance & Management | Financial Resources Analysis & Reciprocation Model   | 2.03.09   | Drive Fiscal management via effective financial and management reporting:<br>Preparation/Production of AFS by 31st March.<br>Ensure recommendations from LGA are in place on production of the AFS.<br>Ensure that AFS is submitted to/approved by Elected Members on time.<br><br>GGB / Report on Revenue, Capital and Debtors to be submitted within 2 months of Quarter.<br>Borrowing Return to be submitted mid-month following Quarter<br>Monthly Financial performance reviews carried out | Monitoring accuracy and date of submission / delivery  | Timelines currently being met.<br><br>Continuous monitoring of financial information to drive initiatives  | H                | -          | Finance                |
| Governance & Management | Provide an effective and efficient Legal Service   | 2.03.10   | Legal Advice<br>Legal Representation   | As set out in operational plans  |  | J                | -          | LAW                    |
| Governance & Management | Engage with IOG and Cork County Council re any outstanding issues in relation to boundary extension                                | 2.03.11   | Engage with IOG and Cork County Council re any outstanding issues in relation to boundary extension  | Finish Out   |  | H                | -          | Operations (Rds & Env) |

## A city valuing its people

| Strategic Objective                       | Action/Strategy  | Action ## | Actions 2021   | KPI /Measurements required  | Baseline                                   | Service Division | LECP Ref # | Lead Directorate                            |
|---|--|-----------|--|---|--|------------------|------------|---|
| Governance & Management                   | Ensure that Statutory processes for the transaction of property related matters are adhered to in particular that s183 Notices to Council are issued in accordance with legislation. | 2.03.12   | Copies of Notices to be issued electronically for each Council meeting.<br><br>Relevant governance/statutory requirements adhered to.  | S183 Notices issued to elected members min, 10 days before Council and presented before Finance and Estimates Committee.  |  | J                |            | Corporate Affairs & International Relations |
| Governance & Management                   | Deliver enhanced ICT Governance  | 2.03.13   | Disaster Recovery Audit  | No of General audits undertaken and no. of action items fulfilled   | Disaster Recovery underway                 |                  |            | ICT   |
| Governance & Management                   | Support businesses, visitors and residents through the provision of on street parking opportunities with associated payment mechanisms   | 2.03.16   | Provide Disc Parking system. Encourage use of Park by Phone. Maintain P&D machines in Douglas  | No of discs sold. No of Park by Phone events  | CE Monthly Report 2020                     | B                |            | Operations (Rds & Env)                      |
| Governance & Management                   | Maintain a culture of safety   | 2.03.18   | Continued education and training of all staff regarding their roles and responsibilities in relation to health and safety in compliance with H&S Legislation/Regulations and Council Policy. | Training matrix register (Maintained by training section of HR) and its respective gap analysis/pending training requirements   | Existing training matrix register          | J                |            | Corporate Affairs & International Relations |
| Governance & Management                   | Support data protection, records management, archiving in the Council  | 2.03.19   | Archival advice and services   | Use national retention policy, ensure authorisation and documentation of destruction, appraise records, document transfer of records to archives. Advice to sections.                         | #procedures and forms have been set up     |                  |            | Corporate Affairs & International Relations |
| Governance & Management                   | ICT Plan   | 2.03.20   | Identification of ICT systems and data stores<br>Data Transfer Processes<br>File Transfer Process<br>System/Software modifications   | No. of ICT systems<br>No. of ICT datasets in datastores<br>Implementation of data transfer processes and file transfer processes<br>Customisation and further development of system/ software | Existing Business Applications and Servers | H                |            | ICT   |
| Continuous Service Improvement & Delivery | Maintain a Customer Service Request system whereby people can contact Cork City Council through multiple channels  | 2.04.01   | Add additional services to CRM and Customer Service Unit<br>Create online services   | CRM stats, open, closed, ongoing by service type  |  | B                | -          | Community, Culture & Placemaking            |
| Continuous Service Improvement & Delivery | Transformation to a National Utility Service   | 2.04.02   | Implement Irish Water Transformation initiative Strategy to deal with fats, oils, greases<br>Progress TIC drainage in private development<br>Agree TIC MOU for Part 8 sites                  | Monitor the RAG status for its implementation<br>Agree strategy with IW<br># Taken in Charge<br>Meeting with Stakeholders   | Green                                      | C                | -          | Operations (Rds & Env)                      |

| A city valuing its people                 |  |           |  |  |   |                  |             |   |
|---|--|-----------|--|--|---|------------------|-------------|---|
| Strategic Objective                       | Action/Strategy  | Action ## | Actions 2021   | KPI /Measurements required   | Baseline  | Service Division | LECP Ref #  | Lead Directorate                            |
| Continuous Service Improvement & Delivery | Business Process and Service Improvement initiatives with other directorates     | 2.04.03   | Collaborate and work with other directorates in identifying areas of service improvement using the double diamond methodology<br>Service Delivery Assessment<br>Review cross platform service improvement  | # services reviewed & implemented  | New team - no baseline available  | J                | -           | Corporate Affairs & International Relations |
| Continuous Service Improvement & Delivery | Review of Service Functions - Cleaning, Porters & Canteen                        | 2.04.04   | Engage with contractors and staff members to identify areas of improvement and budget reviews  | # improvements identified<br># meetings with contractors and outputs   |   | J                | -           | Corporate Affairs & International Relations |
| Continuous Service Improvement & Delivery | Citizen engagement through eServices and Social Media                            | 2.04.05   | Provision of online fire safety campaigns<br>Enhanced public alert system linked to SMS, email, web and social media<br>Review of Cork City Council website to reflect aims, mission and vision of the city council<br>Review of Cork City Council website | No. of social media activities & followers<br>No. of members of public registered with alert system<br>Review of Cork City Council website | 3,000 registered users<br>1 registered group  | H                | -           | ICT   |
| Continuous Service Improvement & Delivery | Increase the number of services delivered online                                 | 2.04.06   | Online Submissions<br>Payments<br>Web Access to 3rd Party sites  | No. of Submissions received<br>No. of Services online<br>No of online payments facilitated   | 4 forms available for on-line submissions<br>< 1000 on-line submissions   | J                | 1.3,<br>3.8 | ICT   |
| Continuous Service Improvement & Delivery | Improve accessibility, structure and content of the city council's website       | 2.04.07   | Implement website management policy  | Adoption of Corporate Website Management policy  | Website constantly being updated and reviewed both internally and externally using feedback forms and analytics | J                |             | ICT   |
| Continuous Service Improvement & Delivery | Communications Upgrade   | 2.04.08   | Explore options to modernise communications infrastructure   | No. sites upgraded to fibre connection from dsl or p2p   | -   | J                | -           | ICT   |
| Continuous Service Improvement & Delivery | Roll out Remote Working Virtual Desktop Solution to ensure continuity of service | 2.04.09   | Implement a pilot of 25+ users for remote working virtual desktop solution as part of our business continuity plan   | 25 users working under the pilot   | Cork city council did not operate a remote working policy for staff at the start of 2020                        | J                | -           | ICT   |
| Continuous Service Improvement & Delivery | Facility Management  | 2.04.10   | Custodian Meetings re City Hall Campus Upkeep  | # of meetings<br># outcomes identified & actioned  |   | J                | -           | Corporate Affairs & International Relations |
| Continuous Service Improvement & Delivery | Provide high quality pre-planning service to potential developers                | 2.04.11   | Provide detailed and timely pre-planning service via e-mail and meetings.  | Monthly CE Report - No. of pre-planning queries responded to.  | -   |                  |             | Community, Culture & Placemaking            |

## A city valuing its people

| Strategic Objective                       | Action/Strategy  | Action ## | Actions 2021  | KPI /Measurements required   | Baseline   | Service Division | LECP Ref # | Lead Directorate                  |
|---|--|-----------|---|--|--|------------------|------------|-----------------------------------|
| Continuous Service Improvement & Delivery | Provide improved customer interface with development management  | 2.04.12   | Review of website and provision of enhanced planning enquiry system.  | Number of calls to office. Monthly CE Report.  | -  |                  |            | Community, Culture & Placemaking  |
| Continuous Service Improvement & Delivery | Develop and implement an organisational learning & development strategy  | 2.04.13   | Implement learning and development programmes aligned with Public Sector Competency Framework for all employees<br>Align all learning and development programmes with strategic needs of the organisation<br>Ensure compliance with all legislative and regulatory requirements   |  | # Training days,<br># training courses   |                  |            | People & Organisation Development |
| Continuous Service Improvement & Delivery | Development of Employee Wellbeing Strategy   | 2.04.14   | Awareness of Welfare Support Programmes   | # of Employees availing of schemes<br>NOAC Indicators<br># days lost<br># programmes run   | 72 employees availed of Employee Assistance Programme.<br>NOAC 2019 - 4.47%<br>5 wellbeing initiatives/programmes promoted | J                | -          | People & Organisation Development |
| Continuous Service Improvement & Delivery | Implement MyPay Superannuation Shared Service Project  | 2.04.15   | Provisions to Superannuation Code<br>Awareness of Superannuation Shared Services Project  | # of appeals to pensions ombudsman   |  | J                | -          | People & Organisation Development |
| Continuous Service Improvement & Delivery | Develop and implement a talent Management Strategy   | 2.04.16   | Continue to identify improvements to the recruitment process and further incorporate on-line platforms to achieve efficiencies and maximise a positive candidate experience<br>Develop a diversity and inclusion strategy and formulate an implementation plan<br>Develop and implement an effective succession, redeployment and employee transfer process | # days to fill actual v's target; rating of candidate experience (dependent on CORE system report)<br># internal transfers<br># of competitions - 51 advertised, 43 completed<br># of appointments - 437 - (Appointments/Transfer/Promotions & Cllrs.) | 51 Competitions advertised & 43 completed<br>437 - Appointments includes Transfers, promotions & Cllrs.)                   |                  |            | People & Organisation Development |
| Public Sector Duty                        | Implementation of Public Sector Duty principles in all areas of Cork City Council. Ensure compliance with human resource legislative and regulatory frameworks | 2.05.01   | Maintain high standards of People management<br>Implement equality and dignity at work policies to ensure a fair and equitable working environment<br>Promote consultative working environment encouraging employee participation and development   | Ongoing  | -  | J                | -          | People & Organisation Development |

## A city valuing its people

| Strategic Objective | Action/Strategy  | Action ## | Actions 2021  | KPI /Measurements required  | Baseline   | Service Division | LECP Ref # | Lead Directorate                  |
|---------------------|--|-----------|---|---|--|------------------|------------|-----------------------------------|
| People Management   | Continuous development of a positive employee relations and working environment                    | 2.06.02   | Develop a programme to align all employees to the values of Cork City Council<br>Integrate Public Sector Duty values into all functional activities<br>Promote a culture of innovation and continuous improvement<br>Develop an integrated Employee Wellness Strategy to support employee attendance, health and wellbeing<br>Review flexible working arrangements to ensure alignment with organisation needs<br>Develop organisational and management capability to support remote working. | # employees with PDP<br><br>absenteeism, participation in H&W programmes, # programmes run<br><br># employees working remotely                        | 2020 # employees availed of EAP;<br>absenteeism % v's NOAC<br><br># employees participating in schemes     |                  |            | People & Organisation Development |
| People Management   | Develop the capability, competency and skills of managers and supervisors                          | 2.06.03   | Implement a management development programme to include team management and communication skills, HR procedures including Grievance & Disciplinary Procedure, Equality & Dignity at Work  |   | # Equality, Dignity at Work claims, # ER cases (investigations);<br>% people managers attending programmes |                  |            | People & Organisation Development |
| People Management   | Develop and publish People & OD Strategy to support the achievement of the Corporate Plan          | 2.06.05   | Conduct strategic workforce plan to align current capabilities with future organisation needs   |   |  |                  |            | People & Organisation Development |
| People Management   | Maximise the capability and deployment of HR Systems & Technology                                  | 2.06.06   | Implement programme to extend the use of CORE HR, CORE Time and Business Intelligence tools<br>Manage the transition of Superannuation function to the MySuperannuation shared service<br>Develop a suite of HR metrics to drive continuous improvement and support decision making<br>Develop HR Data Analytics capability of the POD team<br>Implement an on-line platform to support employee communications and engagement  | # process improvement projects<br><br>project completed per schedule; # appeals to Pensions Ombudsman<br><br># HR personnel trained on Data Analytics |  |                  |            | People & Organisation Development |
| People Management   | Deliver Organisational Alignment following organisation re-structuring and increased customer base | 2.06.07   | Implement new operating models for the future   |   |  |                  |            | People & Organisation Development |



## A city valuing its people

| Strategic Objective    | Action/Strategy  | Action ## | Actions 2021  | KPI /Measurements required  | Baseline   | Service Division | LECP Ref # | Lead Directorate                                  |
|------------------------|--|-----------|---|---|--|------------------|------------|---|
| People Management      | Develop the POD Function   | 2.06.08   | Support continuous development of the skills and capabilities of the POD team<br>Increase the cross training and versatility of the POD team<br>Ensure all team members complete PMDS<br>Ensure functional governance structure is in place to cover Risk Register, Health & Safety Management, Financial Control and Policies and Procedures, GDPR, Records Retention, Audit Compliance<br>Implement Project Management and Communications structures for the team | # internal moves within function; PDP completion;<br><br># internal moves within function; PDP completion;<br><br>% PDPs completed<br><br># Team Meetings per annum |  |                  |            | People & Organisation Development                 |
| Business Continuity    | Deliver a Business Continuity Solution   | 2.07.01   | Review Business Continuity Solution<br>Explore directorates having business interruption plans  |   |  | J                | -          | SMT - Corporate Affairs & International Relations |
| Learning & Development | Deliver Carnival of Science  | 2.08.01   | Deliver Carnival of Science   | # attendees & participants  |  |                  |            | Community, Culture & Placemaking                  |
| Learning & Development | Facilitate Public Participation Network<br>Create links between PPN & LCDC<br>Participate in interagency agendas including Age Friendly, LGBT, New Communities etc | 2.08.02   | Maintain office accommodation & initiative<br><br>PPN represented at LCDC<br><br>LGBT Awareness Week<br><br>Africa Day  | # of weeks events organised every year<br><br># Series of events organised annually   | -  | D                | -          | Community, Culture & Placemaking                  |
| Learning & Development | Facilitate and promote Learning Neighbourhoods as part of the Learning Cities structure  | 2.08.03   | Select new Learning Neighbourhoods and reinforce the existing neighbourhoods  | # of neighbourhoods in scheme   | Establish 2 new Learning Neighbourhoods and work with a Citywide Steering Group to develop existing structures | D                | -          | Community, Culture & Placemaking                  |
| Learning & Development | Encourage Cork to consider itself a bi-lingual city  | 2.08.04   | An Grupa Forbartha will facilitate funding supports for projects to include and promote the Irish language in their activities  | Increased promotion and awareness of the Irish language   |  | D                | -          | Community, Culture & Placemaking                  |
| Learning & Development | Maintain and develop the Old Cork Waterworks as an educational and heritage tourist attraction   | 2.08.05   | Continuous provision of schools programmes<br><br>Planning marketing campaign   | # of outreach contacts<br># school and students<br># visitors and site interactions   | CE Report 31/12/19<br>>10,000 visitors   | E                | -          | Community, Culture & Placemaking                  |

## A city valuing its people

| Strategic Objective    | Action/Strategy   | Action ## | Actions 2021  | KPI /Measurements required   | Baseline  | Service Division | LECP Ref # | Lead Directorate                 |
|------------------------|---|-----------|---|--|---|------------------|------------|----------------------------------|
| Learning & Development | Provide appropriate resources for literacy including digital literacy in our libraries  | 2.08.06   | Identify literacy needs for children and adults   | range, numbers and quality of materials provided   |   | F                | 6.27       | Community, Culture & Placemaking |
| Welfare                | Road Safety Education & Awareness   | 2.09.01   | Work with stakeholders in the promotion of Road Safety education in schools. Review Cork Road Safety Plan.  | No. of participants in programmes. Reduction in numbers of road collision fatalities     | 200 primary school workshops; 2 onsite events and 1 offsite public engagement event                         | D                | -          | Community, Culture & Placemaking |
| Welfare                | Provide an economic and efficient Building Control service which meets the needs and requirements of the public while ensuring their H&S, convenience of public buildings | 2.09.02   | Inspections and enforcement under Building Control Legislation<br>Improve web based software system including hand held devices for site inspections<br>Investigate dangerous structures<br>Provide surveying service to housing loans and grants section in support of adaptation, mobility and housing aid grants | # buildings/sites inspected<br><br># surveys completed for housing loans/grants          |   | D                |            | Community, Culture & Placemaking |
| Welfare                | A safe working environment  | 2.09.04   | Maintain electrical services for civic buildings<br>Maintain safe and efficient fleet service<br>Monitor and Report accidents   | Electrical Contracts awarded<br># fleet vehicles hired<br># accident reports to CCC, HAS | -   | B                | -          | Operations (Rds & Env)           |
| Welfare                | A safe working environment  | 2.09.05   | Safe Work Procedures, Safe Working Environment with Monitoring and Evaluation of same to ensure development and learnings achieved.   | Directorate Safety Statement up to date  | Annually reviewed in line with the Parent Safety Statement, no greater than 12months since the last review. | A                | -          | Housing                          |



## A city promoting culture, heritage, learning, health & wellbeing

Cork is a city of communities, partnerships and networks: a World Health Organisation (WHO) designated Healthy City since 2012; a UNESCO Learning City awarded in 2015; a European Capital of Culture in 2005; and a city of welcomes, with a rich heritage shaped by our people and history. Cork City Council will continue to create and improve our physical and social environments, expand our community resources to enable people to mutually support each other in performing all the functions of life and developing to their maximum potential.

### Incorporating the Sustainable Development Goals (SDGs)



| A city promoting culture, heritage, learning, health & wellbeing |  |           |   |   |  |                  |            |                                  |
|--|--|-----------|---|---|--|------------------|------------|----------------------------------|
| Strategic Objective  | Action/Strategy  | Action ## | Actions 2021  | KPI /Measurements required  | Baseline   | Service Division | LECP Ref # | Lead Directorate                 |
| Libraries  | New City Library   | 3.01.01   | Brief and Massing Study prepared for the LIHAV funding submission   | Development Brief for Competition on whole block  | Massing Study  | D                |            | Architects                       |
| Libraries  | New Branch Library Blackrock/Mahon Library                             | 3.01.02   | Brief design in preparation in tandem with site selection   | Stage 1 submission  | Project Inception  | D                |            | Architects                       |
| Libraries  | New City Library   | 3.01.03   | Finalise parameters for cooperation with other stakeholders<br>Achieve funding package  | Detailed plan and funding package   | URDF Project   | F                |            | Community, Culture & Placemaking |
| Libraries  | Build and Open Blackrock/Mahon Library                                 | 3.01.04   | Prepare Action Plan<br>Secure Funding package   | # Incident reports to CCC, HAS  | Location identified , discussions with ETB                     | F                |            | Community, Culture & Placemaking |
| Libraries  | Develop design for purpose built Blackpool Library                     | 3.01.05   | Raise Awareness for requirement of purpose built library  |   | Student design projects published                              | F                |            | Community, Culture & Placemaking |
| Libraries  | Refurbish and extend Mayfield Library                                  | 3.01.06   | Brief design in preparation   | # Actions being implemented   | site investigations have commenced                             | F                |            | Community, Culture & Placemaking |
| Libraries  | Review and ensure all libraries are compliant with the disability act  | 3.01.07   | Complete checklist of non-compliance in relevant library locations  | compliance  | in process   | F                |            | Community, Culture & Placemaking |
| Libraries  | Foster the reading city  | 3.01.08   | Provide books, DVDs and other materials<br>Writer in residence programme oct 2020 to May 2021<br>Provide trained and committed staff<br>Provide welcoming spaces for reading, author visits and book related events<br>Organise World Book Festival and participate in related events | Range, numbers and quality of materials provided<br><br># days/hours open to public<br><br># events & attendees | book fund spent, limited hours, no events, book fest cancelled | F                |            | Community, Culture & Placemaking |
| Libraries  | Continue to define the Cork identity                                   | 3.01.09   | % for art . Literature in the city; CorkWords; support local writers and musicians; through local studies and CorkPastandPresent  | Continue CorkWords anthology events ; commission for % arts new buildings                                       |  |                  |            | Community, Culture & Placemaking |
| Libraries  | Continue to Implement Our Public Libraries Strategy plan               | 3.01.10   | increase book fund in line with strategy €4 per capita  |   |  |                  |            | Community, Culture & Placemaking |
| Libraries  | Continue to support initiatives which support services to older people | 3.01.11   | continue national engagement with Age Friendly Libraries  | funding; events and attendees   |  |                  |            | Community, Culture & Placemaking |

| A city promoting culture, heritage, learning, health & wellbeing |   |           |   |   |                  |                  |            |                                  |
|--|---|-----------|---|---|------------------|------------------|------------|----------------------------------|
| Strategic Objective  | Action/Strategy   | Action ## | Actions 2021  | KPI /Measurements required  | Baseline         | Service Division | LECP Ref # | Lead Directorate                 |
| Libraries  | develop measures that will enhance inclusion and diversity                              | 3.01.12   | provide a coherent range of services across the service, inclusive programming in festivals   | programmes, attendance and engagement   |                  |                  |            | Community, Culture & Placemaking |
| Libraries  | Further develop the service to the housebound   | 3.01.13   | further extend across the city including areas in Glanmire, Blarney and Ballincollig  | extra vehicle and manpower  |                  |                  |            | Community, Culture & Placemaking |
| Libraries  | increase access   | 3.01.14   | My Open Library in Douglas library  | membership and visits   |                  |                  |            | Community, Culture & Placemaking |
| Libraries  | Increase knowledge, awareness and appreciation of Cork's heritage and cultural identity | 3.01.15   | Heritage Week events<br>Provide information in all formats on the history and culture of the city<br>Provide space for research and study<br>Enhance online local history resources | Fund and develop CPP website as part of the libraries' online service ; up to date stock in all formats; programmes of events for festivals |                  |                  |            | Community, Culture & Placemaking |
| Libraries  | Mobile library  | 3.01.16   | Prepare for 2022 take-over of transition mobile library stops. Plan in place, including potential climate action funding for biogas vehicle.  | Plan and funding are in place.  |                  |                  |            | Community, Culture & Placemaking |
| Libraries  | Partner in Healthy City initiative  | 3.01.17   | Continue to schedule HI events; continue to submit for HI funding for libraries   | funding; events and attendees   |                  |                  |            | Community, Culture & Placemaking |
| Libraries  | promote music and cultural expression   | 3.01.18   | supporting national and local festivals, host exhibitions, live music support local musicians, expand programming   | events live and online, attendance and engagement   |                  |                  |            | Community, Culture & Placemaking |
| Libraries  | provide means of creative expression for all.   | 3.01.19   | Provide books, DVDs and other materials,<br><br>Provide trained and committed staff   | Range, numbers and quality of materials provided<br># days/hours open to public<br># events & attendees                                     |                  |                  |            | Community, Culture & Placemaking |
| Libraries  | Roll out new Library Management System for Libraries service                            | 3.01.20   | Plan for migration, transition and training for new LMS across 10 library locations   | LMS project is completed, new LMS is operational  |                  |                  |            | Community, Culture & Placemaking |
| Libraries  | Support The learning city   | 3.01.21   | enhance programming in support of the Learning City/Learning neighbourhoods   | events live and online, attendance and engagement   |                  |                  |            | Community, Culture & Placemaking |
| Libraries  | Re-develop and rejuvenate Branch Library in Mayfield                                    | 3.01.22   | Design development to inform Stage 2 Cost Plan. Following approval submit for Planning Part 8 & procure new design team for remaining stages. Progress detailed design              | Submit stage 2 cost plan & Part 8   | Stage 1 Approval |                  |            | Architects                       |



## A city promoting culture, heritage, learning, health & wellbeing

| Strategic Objective      | Action/Strategy   | Action ## | Actions 2021  | KPI /Measurements required  | Baseline                   | Service Division | LECP Ref # | Lead Directorate                 |
|--------------------------|---|-----------|---|---|----------------------------|------------------|------------|----------------------------------|
| Emergency Services       | Ensure that Cork City Fire and Building Control Dept is in a state of operational preparedness in the event of a disaster or unplanned incident | 3.02.01   | Ensure health and safety standards, operational procedures and training programmes are maintained<br>Ensure a robust fleet maintenance and replacement plan is operated   | CE Monthly Report # & type of calls attended<br>Cork City Fire Brigade manages its fleet through a comprehensive programme involving national, local procurement and preventative maintenance programmes' | CE Monthly Report 31/12/20 | E                | -          | Community, Culture & Placemaking |
| Emergency Services       | Cork City Fire Brigade will mobilise and respond to all calls promptly and efficiently at all times   | 3.02.02   | Work with Munster Regional Control Centre to ensure all vehicles and resources are mobilised in a timely manner<br>Develop Community Fire Safety role and interact with more demographics   | NOAC Indicators F2, F3 Response Times   | NOAC F2, F3                | E                | -          | Community, Culture & Placemaking |
| Heritage, Arts & Culture | Implement Annual programme of actions from Creative Cork 2020-2022 -Commemoration 1920-22   | 3.03.01   | Organise programme of events for Creative Cork 2020-2022 Period- Social Housing Exhibition & Booklet  | TBA   | funding approval           | D                |            | Architects                       |
| Heritage, Arts & Culture | Provide means of creative expression for all  | 3.03.02   | Provide books, DVDs and other materials<br>Provide trained and committed staff  | Range, numbers and quality of materials provided<br># days/hours open to public<br># events & attendees   |                            | F                |            | Community, Culture & Placemaking |
| Heritage, Arts & Culture | To protect the historic fabric of the city and establish new uses for old buildings and their associated open spaces.                           | 3.03.03   | Make St. Lukes available as cultural venue: "Live at St. Lukes" – running a number of nights each year; other events taking place as and when requested and available.<br><br>Ensure that St Peters is managed effectively as a cultural venue with services for visitors and citizens, under the management of Leisureworld<br><br>Work with Triskel Christchurch to ensure that the management company protects the historic asset of Christchurch<br><br>Work with Property to ensure Festivals House and Munster Literature Centre has appropriate Lease arrangements in place. | A number of groups are using St Lukes<br><br>St Peters is under the management of Leisureworld, programme is suitable<br><br>Ongoing.<br><br>Ongoing.   | -                          | F                | -          | Community, Culture & Placemaking |

| A city promoting culture, heritage, learning, health & wellbeing |  |           |  |   |          |                  |            |                                  |
|--|--|-----------|--|---|----------|------------------|------------|----------------------------------|
| Strategic Objective  | Action/Strategy  | Action ## | Actions 2021   | KPI /Measurements required  | Baseline | Service Division | LECP Ref # | Lead Directorate                 |
| Heritage, Arts & Culture   | Culture, Arts and Heritage will continue to define the Cork identity                         | 3.03.04   | <p>Implement the strategy and plan for 2019:</p> <ol style="list-style-type: none"> <li>1. Film in Cork.</li> <li>2. Music Generation through partnership.</li> <li>3. Creative Enquiry Arts and older people.</li> <li>4. City of Sanctuary Culture group.</li> <li>5. Arts for All Charter.</li> <li>6. Early Years Arts Beag Programme.</li> <li>7. Arts in Schools: a. Composer in the Classroom b. Unfinished Book.</li> <li>8. Residency Programme: a. Dancer in Residence b. Theatre in Residence.</li> <li>9. Public Art; deliver two public art commissions a. Phase two of North West quarter % for Art commission, Knocknaheeny with artists Mark Storer and Stephen King. b. St Anthony's park, Hollyhill % for Art Commission with Artist Leanne McDonagh c. Advise and guide on public art plans</li> <li>10. Administer the Arts Grants in line with agreed processes</li> <li>11. Administer the Project, in Context and Bursary Grants in line with agreed processes</li> <li>12. Administer Annual Funding agreements in line with agreed processes.</li> <li>13. Give advice and guidance to cultural organisations and individuals as requested.</li> <li>14. Atrium: Manage and support the use of the Atrium for Art exhibitions.</li> </ol> | All arts programmes for 2020 including Film in Cork; Music Generation; Creative Enquiry are ongoing and will conclude in 2020; City of Sanctuary Cultural Programme; Arts for All development; Beag Programme; 2 Arts in Schools Programmes; Arts Grants Schemes are all allocated and to be delivered in 2020. |          | F                | -          | Community, Culture & Placemaking |
| Heritage, Arts & Culture   | Provide leadership and facilitate communities to operate at national and international level | 3.03.05   | <p>Implement strategic actions implemented by Arts Council and Cork City Council</p> <p>Work with Department of Culture, Heritage and the Gaeltacht to implement Culture Night</p> <p>Lead an application around working with older people to the Arts Council LA Collaboration Fund.</p> <p>Implement Creative Ireland Plans for 2020</p>   | <p># Culture Night events and attendees</p> <p># Team meetings</p>  |          | F                |            | Community, Culture & Placemaking |

## A city promoting culture, heritage, learning, health & wellbeing

| Strategic Objective      | Action/Strategy  | Action ## | Actions 2021   | KPI /Measurements required  | Baseline   | Service Division | LECP Ref # | Lead Directorate                            |
|--------------------------|--|-----------|--|---|--|------------------|------------|---|
| Heritage, Arts & Culture | Foster bilingualism in the city through the support of Irish language organisations and initiatives through our Oifigeach Forbartha Gaeilge. | 3.03.06   | # meetings of AGF ,  | # Meetings held, events held or supported, queries from O.C.T dealt with , translation                    | -  | D                |            | Community, Culture & Placemaking            |
| Heritage, Arts & Culture | 1920 Commemoration   | 3.03.08   | Co-ordinate a programme of events for Cork Commemorations.   | # Events Held<br># Attendees<br>Media publications  | Special Meeting of An Chomhairle held on 30th January, 2020. Two calls of Cork Commemoration Fund approved by An Chomhairle. New website, Corkcitycommemorations.ie launched. 4 wreath laying ceremonies held. | D                |            | Corporate Affairs & International Relations |
| Heritage, Arts & Culture | Develop culture strategy with external heritage, cultural, arts organisations  | 3.03.11   | Utilise existing corporate properties for tourism/visitor hubs   | # Plans<br># Implemented Programmes   | Advanced plans for wayfinding and iconic tourist attraction. Upgraded Elizabeth Fort   | F                |            | Strategic Economic Development              |
| Heritage, Arts & Culture | Exhibition & Events 1920s commemoration City Archives  | 3.03.12   | Launch of Cllr. Liam de Roiste TD collection   | Collection is fully processed to international standards and available for access                         | #Processing is 50% complete  |                  | 14.9       | Community, Culture & Placemaking            |
| Heritage, Arts & Culture | Exhibition & Events 1920s commemoration City Archives  | 3.03.13   | Diarmaid Fawsitt exhibition and launch of collection   | Collection is fully processed to international standards and available for access. Exhibition is mounted. | #Processing is 25% complete #scanning for exhibition started   |                  | 14.9       | Community, Culture & Placemaking            |
| Heritage, Arts & Culture | Exhibition & Events 1920s commemorations - digitisation City Archives  | 3.03.14   | Place Liam de Roiste Diaries for 1920 online on www.corkarchives.ie and on the archives online catalogue                                   | Diaries online  | #scanning is complete  |                  | 14.9       | Community, Culture & Placemaking            |
| Heritage, Arts & Culture | Exhibition & Events 1920s commemorations/heritage week City Archives   | 3.03.15   | Tadhg Barry exhibition   | Mounting of exhibition in time for Heritage Week  | Curator selected   |                  | 14.9       | Community, Culture & Placemaking            |
| Heritage, Arts & Culture | Acquire and preserve local archives collections, City Archives   | 3.03.16   | Preliminary processing: Appraise value; privacy, access and preservation assessment; document, clean, box and shelve incoming collections. | Complete preliminary processing of all incoming collections   | #processing within 3 months  |                  | 6.28       | Community, Culture & Placemaking            |
| Heritage, Arts & Culture | Celebrate the 50th anniversary of the founding of City Archives  | 3.03.17   | Logo, online/media content, social media   | Create anniversary logo; create online/media content, promote awareness                                   | #executive committee consulted   |                  | 14.9       | Community, Culture & Placemaking            |

| A city promoting culture, heritage, learning, health & wellbeing |   |           |  |  |   |                  |            |                                  |  |
|--|---|-----------|--|--|---|------------------|------------|----------------------------------|--|
| Strategic Objective  | Action/Strategy   | Action ## | Actions 2021   | KPI /Measurements required   | Baseline  | Service Division | LECP Ref # | Lead Directorate                 |  |
| Heritage, Arts & Culture   | Enhance research access to local archives in person and online at City Archives                                       | 3.03.20   | Enhance and update Archives database system and online catalogue. Continue to fully process and make available collections in Cork City and County Archives. Continue listing and digitising photographic collections for access through the online catalogue and web site   | #Database and Online Catalogue moved to updated systems #processing to international standard #number of photographs digitised and uploaded  | #Windows based system #non-mobile friendly #1200 photos online  |                  | 6.28       | Community, Culture & Placemaking |  |
| Heritage, Arts & Culture   | Extension to City Archives building   | 3.03.21   | Develop plans  | Develop plans and support for same   | #Independent study commissioned   |                  | 6.28       | Community, Culture & Placemaking |  |
| Heritage, Arts & Culture   | Musical Neighbourhoods  | 3.03.22   | Support the development of Musical Neighbourhoods through the SEEP in the CNWQR area   |  | new project   |                  |            | Community, Culture & Placemaking |  |
| Heritage, Arts & Culture   | Provide access to local archives in person and online at City Archives  | 3.03.23   | Maintain research room opening hours by appointment. Provide an email query service. Assist researchers to locate relevant material.   | #hours open #queries answered #  | #24 hours per week # 1500 queries answered 2019 #   |                  | 6.28       | Community, Culture & Placemaking |  |
| Heritage, Arts & Culture   | Provide leadership and facilitate communities to operate at national and international level                          | 3.03.24   | Implement strategic actions agreed by Arts Council and Cork City Council<br><br>Work with Department of Culture, Heritage and the Gaeltacht to implement Culture Night<br><br>Implement Creative Ireland Plans for 2021 Provide capacity building opportunities for Artists and Arts organisations to respond and adapt to Covid-19 challenges.  | # Culture Night events and attendees<br><br># Culture and Creativity Team meetings<br># Cultural projects implemented<br># Artists and Orgs. engaged in capacity building  | Framework Agreement in Place with Arts Council of Ireland Ongoing commitment from Creative Ireland Programme under the Creative and Cultural Strategy 2018 -22  |                  |            | Community, Culture & Placemaking |  |
| Heritage, Arts & Culture   | To protect the historic fabric of the city and establish new uses for old buildings and their associated open spaces. | 3.03.25   | Make St. Lukes available as cultural venue: "Live at St. Lukes" – running a number of nights each year; other events taking place as and when requested and available. Ensure that St Peters is managed effectively as a cultural venue with services for visitors and citizens, under the management of Leisureworld<br>Work with Triskel Christchurch to ensure that the management company protects the historic asset of Christchurch<br>Work with Property to ensure Civic Trust House, Munster Literature Centre, The Guesthouse have appropriate Lease arrangements in place. | # of groups using St Lukes<br><br>St Peters is under the management of Leisureworld; programme is suitable; Visitor numbers<br><br>Triskel Christchurch provides a public facing programme throughout the year, IRL and online as relevant<br><br>Leases Agreements are complete | St. Lukes operates as a music venue programmed by the Good Room ; the crypt is open for booking by a range of cultural groups; Level of use is influenced Covid19 - Agreement with Leisureworld currently in place Agreement with Triskel Christchurch in place |                  |            | Community, Culture & Placemaking |  |

| A city promoting culture, heritage, learning, health & wellbeing |  |           |   |  |  |                  |              |                                  |
|--|--|-----------|---|--|--|------------------|--------------|----------------------------------|
| Strategic Objective  | Action/Strategy  | Action ## | Actions 2021  | KPI /Measurements required   | Baseline                                     | Service Division | LECP Ref #   | Lead Directorate                 |
| Heritage, Arts & Culture   | Work with external heritage, cultural, arts organisations to develop a comprehensive city Culture Strategy | 3.03.26   | Arts & Cultural Strategy to be developed through consultation   | Arts & Cultural Strategy 2021-25 adopted by Council  | Current Arts & Cultural Strategy is complete |                  |              | Community, Culture & Placemaking |
| Healthy City   | Partner in Healthy City initiative   | 3.04.01   | Implementation of Healthy City strategy Dissemination and awareness raising Cork City profile   | Healthy Cities Action Plan Delivery Review   |  | D                |              | Community, Culture & Placemaking |
| Healthy City   | Facilitating active travel modes   | 3.04.02   | Engagement with representative community bodies through Cork Transport & Mobility Forum   | Engagement with HSE Health Promotion and Cork Sports Partnership   | Modal shift to active travel                 | D                |              | Community, Culture & Placemaking |
| Healthy City   | Facilitating active travel modes   | 3.04.03   | Engagement with representative community bodies through Cork Transport & Mobility Forum   | Engagement with HSE Health Promotion and Cork Sports Partnership   | Modal shift to active travel                 | D                |              | Community, Culture & Placemaking |
| Healthy City   | Lead on the WHO TIPACE Working Group   | 3.04.04   | Attend WHO TIPACE meetings Develop and feed into Strategy and European Plan   |  | new project                                  |                  |              | Community, Culture & Placemaking |
| Sports Development   | Provide high quality leisure facilities city wide  | 3.05.01   | Support clubs and organisations in enhancing facilities Regular review meetings with Operators Review of Golf Course  | # Meetings with clubs/sporting bodies Satisfactory management of facilities  |  | F                | 2.26<br>2.28 | Community, Culture & Placemaking |
| Sports Development   | Increase participation in sports development in the City   | 3.05.02   | Sports Development Officer: Increase participation in sport amongst youth at risk (10 – 21 year olds). Implementing and/or assisting with sports programmes and activities.<br><br>FAI Community Development Officer: increase participation in football. | # of successful events and programmes delivered<br><br># programmes with increased participation in football; increased social inclusion through football; develop emerging talent; educate coaches and volunteers on best practice.<br><br># & range of participants. |  | F                | -            | Community, Culture & Placemaking |
| Sports Development   | Support high level sports events   | 3.05.03   | Organise, Grow and improve the Cork City Marathon   | Improve impact of the event Examine sustainability measures that could be implemented  |  | F                |              | Community, Culture & Placemaking |
| Sports Development   | Support Cork Local Sports Partnership  | 3.05.04   | Monthly Board Meetings Liaison and Support  | # Meetings attend  |  | F                | 2.17         | Community, Culture & Placemaking |
| Sports Development   | Provide high quality leisure facilities city wide  | 3.05.05   | Manage and maintain facilities in line with best practice and industry standards  | # Meetings with clubs/sporting bodies Satisfactory management of facilities  |  | F                | 2.26<br>2.28 | Operations (Rds & Env)           |

| A city promoting culture, heritage, learning, health & wellbeing |  |           |  |  |   |                  |   |                            |
|--|--|-----------|--|--|---|------------------|---|----------------------------|
| Strategic Objective  | Action/Strategy  | Action ## | Actions 2021   | KPI /Measurements required   | Baseline  | Service Division | LECP Ref #  | Lead Directorate           |
| Sports Development   | Provide high quality leisure facilities city wide  | 3.05.06   | Manage and maintain facilities in line with best practice and industry standards   | # Meetings with clubs/sporting bodies<br>Satisfactory management of facilities   | CE Monthly Report 31/12/21                        |                  |   | Operations (Rds & Env)     |
| Parks, Recreation & Greenways                                    | Progress in delivery of Marina Park Ph 2 and Ph 3  | 3.06.01   | Identify scope of work. Prepare outline plans and programme.   | Progress achieved  | Funding applications prepared for future schemes. | F                |   | Infrastructure Development |
| Parks, Recreation & Greenways                                    | Review Cork Recreational Needs Study   | 3.06.02   | Detailed survey of all existing Recreation facilities to identify need requirement for additional facilities, if any.<br><br>Commence review of Recreation Strategy in tandem with review of City Development Plan | Complete Strategy and implement  | CE Monthly Report 31/12/19                        | F                |   | Operations (Rds & Env)     |
| Parks, Recreation & Greenways                                    | Additional provision and/or enhancement of existing facilities   | 3.06.03   | Marina Park - Phase 1 contract commenced in March, scheduled completion May 2021<br><br>Tramore Valley Park - Advance design proposals to access the park from Half Moon Lane to Part 8 Stage - June 2020.         | Achieve milestones in line with contractors timelines. Achieve target of May 2021. Currently on Programme<br><br>Achieve target of June 2020 | CE Monthly Report 31/12/19                        | F                |   | Operations (Rds & Env)     |
| Parks, Recreation & Greenways                                    | Provide Parks and open space areas for passive and active recreation taking account of the specific needs of senior citizens and people with specific medical conditions | 3.06.04   | Detailed survey of all areas with known open space shortfall in the Context of City Boundary Extension.<br><br>Commence review of Parks Strategy in tandem with review of City Development Plan                    | Complete Strategy and implement  | CE Monthly Report 31/12/19                        | F                |   | Operations (Rds & Env)     |
| Parks, Recreation & Greenways                                    | Review and implement a parks strategy for the city to provide adequate public space for passive and active recreation<br><br>Family Fun Day planning & Assistance        | 3.06.05   | Prepare draft objectives in the context of the City Extension<br><br>Identify areas with shortfall<br><br>Review Cork Recreational Needs Study<br><br>Review implementation of Tramore Valley Park                 | Opportunities for improvement identified.<br><br>Management, Access & Parking Review<br><br># of events<br># of participation                |   | F                | 2.21;<br>2.22;<br>2.26;<br>4.16;<br>8.20;<br>9.13 | Operations (Rds & Env)     |



## A city promoting culture, heritage, learning, health & wellbeing

| Strategic Objective           | Action/Strategy   | Action ## | Actions 2021   | KPI /Measurements required                             | Baseline                    | Service Division | LECP Ref # | Lead Directorate       |
|-------------------------------|---|-----------|--|--|-----------------------------|------------------|------------|------------------------|
| Parks, Recreation & Greenways | Cemeteries  | 3.06.06   | "Curraghkippane - Upgrade car park and paths -   | Implement  | CE Monthly Report 31/12/20  |                  |            | Operations (Rds & Env) |
|                               |   |           | Famine Cemetery, Carrs Hill Secure transfer of title from HSE to CCC   | Implement  |                             |                  |            |                        |
|                               |   |           | Rathcooney - Survey old cemetery in the context of conservation works"   | Implement  |                             |                  |            |                        |
|                               |   |           | St Catherines - Prepare detail design for extension (part 8)   | Submit for part 8                                      |                             |                  |            |                        |
|                               |   |           | St Columbas - Undertake depot and path repairs (source ...   | Source funding and implement                           |                             |                  |            |                        |
|                               |   |           | St Finbarrs - Prepare detail design for Columbarium Wall and Remembrance Garden  | Implement  |                             |                  |            |                        |
|                               |   |           | St Finbarrs - Source funding to implement recommendations of survey  | Implement  |                             |                  |            |                        |
|                               | St James - Continue Improvement Works   | Implement |  |  |                             |                  |            |                        |
| Parks, Recreation & Greenways | Additional provision and/or enhancement of existing facilities                        | 3.06.07   | Marina Park - Phase 1 contract commenced in March 2020. scheduled completion May 2021.<br>1) Complete the Build on schedule and open Park to Public<br><br>2) Agree Final cost for project including COVID related interruptions.<br><br>3) Compile defects list and complete in Warranty period | Achieve milestones in line with contractors timelines. | Bi- Monthly Progress Report | F                |            | Operations (Rds & Env) |
| Parks, Recreation & Greenways | Advance detail design for North West Regional Park in association with Infrastructure | 3.06.08   | Review draft proposals & engage with consultants   | Achieve milestones in proposals                        | CE Monthly Report 31/12/21  |                  |            | Operations (Rds & Env) |
| Parks, Recreation & Greenways | Ballincollig Regional Park  | 3.06.09   | River bank works   | Prepare detail design, source funding & implement      | CE Monthly Report 31/12/21  |                  |            | Operations (Rds & Env) |

## A city promoting culture, heritage, learning, health & wellbeing

| Strategic Objective           | Action/Strategy  | Action ## | Actions 2021   | KPI /Measurements required          | Baseline                   | Service Division | LECP Ref # | Lead Directorate       |
|-------------------------------|--|-----------|--|-------------------------------------|----------------------------|------------------|------------|------------------------|
| Parks, Recreation & Greenways | Ballincollig Regional Park   | 3.06.10   | Undertake heritage works                                 | Prioritise works and source funding | CE Monthly Report 31/12/21 |                  |            | Operations (Rds & Env) |
| Parks, Recreation & Greenways | Ballinlough Park   | 3.06.11   | Upgrade access road from Douglas Road                    | Source funding and implement        | CE Monthly Report 31/12/21 |                  |            | Operations (Rds & Env) |
| Parks, Recreation & Greenways | Bell's Field   | 3.06.12   | Prepare draft designs                                    | Consult with Stake holders          | CE Monthly Report 31/12/21 |                  |            | Operations (Rds & Env) |
| Parks, Recreation & Greenways | Blackrock Castle Park  | 3.06.13   | Upgrade and provide Ramp                                 | Source funding and implement        | CE Monthly Report 31/12/21 |                  |            | Operations (Rds & Env) |
| Parks, Recreation & Greenways | Blackrock Park   | 3.06.14   | Engage with Eden Developers to deliver park              | Source match funding and implement  | CE Monthly Report 31/12/21 |                  |            | Operations (Rds & Env) |
| Parks, Recreation & Greenways | Clashduv Park Tennis Courts - Advance proposals in association with Munster Tennis to upgrade courts for winter play | 3.06.15   | Source match funding                                     | Implement                           | CE Monthly Report 31/12/21 |                  |            | Operations (Rds & Env) |
| Parks, Recreation & Greenways | Dog Parks  | 3.06.16   | Identify areas within larger parks to create dog parks   | Source funding and implement        | CE Monthly Report 31/12/21 |                  |            | Operations (Rds & Env) |
| Parks, Recreation & Greenways | Eden Car Park  | 3.06.17   | Advance detail design in association with Infrastructure | Submit for Part 8                   | CE Monthly Report 31/12/21 |                  |            | Operations (Rds & Env) |
| Parks, Recreation & Greenways | Identify suitable lands for City Park in the North East  | 3.06.18   | Source suitable lands                                    | Acquisition of land                 | CE Monthly Report 31/12/21 |                  |            | Operations (Rds & Env) |
| Parks, Recreation & Greenways | John O' Callaghan Park   | 3.06.19   | Undertake improvement works                              | Source funding and implement        | CE Monthly Report 31/12/21 |                  |            | Operations (Rds & Env) |
| Parks, Recreation & Greenways | Mahony's Avenue  | 3.06.20   | Acquire land for local park                              | Source funding and implement        | CE Monthly Report 31/12/21 |                  |            | Operations (Rds & Env) |
| Parks, Recreation & Greenways | Marina Park  | 3.06.21   | Complete Phase 1 Works                                   | Open park May 2021                  | CE Monthly Report 31/12/21 |                  |            | Operations (Rds & Env) |

## A city promoting culture, heritage, learning, health & wellbeing

| Strategic Objective           | Action/Strategy  | Action ## | Actions 2021   | KPI /Measurements required  | Baseline                   | Service Division | LECP Ref # | Lead Directorate       |
|-------------------------------|--|-----------|--|---|----------------------------|------------------|------------|------------------------|
| Parks, Recreation & Greenways | Meelick Park - Upgrade Tennis courts & Car Park  | 3.06.22   | Source Funding   | Implement   | CE Monthly Report 31/12/21 |                  |            | Operations (Rds & Env) |
| Parks, Recreation & Greenways | Playgrounds  | 3.06.23   | Continue to upgrade  | Implement   | CE Monthly Report 31/12/21 |                  |            | Operations (Rds & Env) |
| Parks, Recreation & Greenways | Provide Parks and open space areas for passive and active recreation taking account of the specific needs of senior citizens and people with specific medical conditions | 3.06.24   | Detailed survey of all areas with known open space shortfall in the Context of City Boundary Extension.<br><br>Commence review of Parks Strategy in tandem with review of City Development Plan                    | Complete Strategy and implement   | CE Monthly Report 31/12/21 |                  |            | Operations (Rds & Env) |
| Parks, Recreation & Greenways | Review and implement a parks strategy for the city to provide adequate public space for passive and active recreation<br><br>Family Fun Day planning & Assistance        | 3.06.25   | Prepare draft objectives in the context of the City Extension<br><br>Identify areas with shortfall<br><br>Review Cork Recreational Needs Study<br><br>Review implementation of Tramore Valley Park                 | Opportunities for improvement identified.<br><br>Management, Access & Parking Review<br><br># of events<br># of participation | CE Monthly Report 31/12/21 |                  |            | Operations (Rds & Env) |
| Parks, Recreation & Greenways | Review Cork Recreational Needs Study   | 3.06.26   | Detailed survey of all existing Recreation facilities to identify need requirement for additional facilities, if any.<br><br>Commence review of Recreation Strategy in tandem with review of City Development Plan | Complete Strategy and implement   | CE Monthly Report 31/12/21 |                  |            | Operations (Rds & Env) |
| Parks, Recreation & Greenways | Review detail design for Inch Park, Blarney in association with Infrastructure   | 3.06.27   | Review draft proposals & engage with consultants   | Achieve milestones in proposals   | CE Monthly Report 31/12/21 |                  |            | Operations (Rds & Env) |
| Parks, Recreation & Greenways | Review detail design for Marina Park phase 2&3 in association with Infrastructure  | 3.06.28   | Review draft proposals & engage with consultants   | Achieve milestones in proposals   | CE Monthly Report 31/12/21 |                  |            | Operations (Rds & Env) |
| Parks, Recreation & Greenways | Review Golf Course Management & Maintenance  | 3.06.29   | Research Alternatives  | Findings of Research  | CE Monthly Report 31/12/21 |                  |            | Operations (Rds & Env) |

| A city promoting culture, heritage, learning, health & wellbeing |   |           |  |   |   |                  |            |                                  |
|--|---|-----------|--|---|---|------------------|------------|----------------------------------|
| Strategic Objective  | Action/Strategy   | Action ## | Actions 2021   | KPI /Measurements required  | Baseline  | Service Division | LECP Ref # | Lead Directorate                 |
| Parks, Recreation & Greenways                                    | The Lough - Continue to implement the recommendations of the Cork Lough Integrated Management Study | 3.06.30   | Prioritise Actions   | Implement Actions   | CE Monthly Report 31/12/21  |                  |            | Operations (Rds & Env)           |
| Parks, Recreation & Greenways                                    | Tramore Valley Park   | 3.06.31   | Reconfigure Half Moon Lane to prioritise pedestrian and cycle access to the park.  | Implement   | CE Monthly Report 31/12/21  |                  |            | Operations (Rds & Env)           |
| Parks, Recreation & Greenways                                    | Water Fountains   | 3.06.32   | Install fountains in six parks   | Install   | CE Monthly Report 31/12/21  |                  |            | Operations (Rds & Env)           |
| Learning City  | Lifetime Lab  | 3.07.01   | Continue the delivery of the Lifetime Lab School Science Programme(s) and other educational initiatives.   | # workshops delivered;<br># event organised;<br># attendees.  |   | F                |            | Community, Culture & Placemaking |
| Learning City  | Make Cork a learning city for adults and children   | 3.07.02   | Provide Learning materials<br>Provide trained and committed staff<br>Provide adequate space for classes, study etc<br>Continue to participate in lifelong learning festival and similar events<br>Partner in GLLiC - Growing Lifelong Learning in Cork | range, numbers and quality of materials provided<br># days/hours open to public<br>details of planning, range and suitability of classes/events<br>Participation in GLLiC initiatives | Partner in UNESCO Learning CIT Conference   | F                | 6.27       | Community, Culture & Placemaking |
| Learning City  | Event @ City Archives for Cork Lifelong Learning Festival   | 3.07.03   | Produce a day of talks on Local Archives & Genealogy   | Talks held  | #identifying possible speakers and subjects   |                  | 6.2        | Community, Culture & Placemaking |
| Learning City  | Irish and International Learning City Networks  | 3.07.04   | Lead the development of Learning City Networks at Irish, European and North American, and international levels   | Co-ordinate the engagement of cities as members of Learning City Networks   | Irish Network, European and North American Network, Global Network of Learning Cities |                  |            | Community, Culture & Placemaking |
| Learning City  | Learning for Health and Wellbeing Strategy with UNESCO  | 3.07.05   | Lead the UNESCO cluster of Learning Cities for Health and Wellbeing with Osan, Korea   | Co-ordinate the engagement of the western half of a global cluster of cities to contribute to a UNESCO Report on Learning for Health and Wellbeing                                    | UNESCO Report on the work of the Learning for Health and Wellbeing cluster            |                  |            | Community, Culture & Placemaking |
| Young People   | Continue to support initiatives which support services to younger people                            | 3.08.01   | Deliver social, economic and environmental interventions under the CNWQR   | interventions funded and delivered compared with the interventions plan for 2019  | projects vary each year   | A                | 1.13       | Community, Culture & Placemaking |

| A city promoting culture, heritage, learning, health & wellbeing |  |           |   |  |   |                  |            |                                  |
|--|--|-----------|---|--|---|------------------|------------|----------------------------------|
| Strategic Objective  | Action/Strategy  | Action ## | Actions 2021  | KPI /Measurements required   | Baseline  | Service Division | LECP Ref # | Lead Directorate                 |
| Young People   | Encourage participation of youth in high level sporting events                         | 3.08.02   | Relaunch the Marathon Youth Challenge to encourage teenagers to participate   | # of entrants  |   | D                |            | Community, Culture & Placemaking |
| Young People   | Increase participation in sports development in the City                               | 3.08.03   | Develop the "Sports on the Green" pilot scheme launched in 2020 to bring soccer and rugby to more communities across the city | # of events  |   | D                |            | Community, Culture & Placemaking |
| Young People   | Promoting cycling as a mode of transport and road safety to primary school children    | 3.08.04   | Build on the pilot schemes of last year to bring cycling training to housing estates within the city (Cycling on the Green).  | # of events  |   | D                |            | Community, Culture & Placemaking |
| Young People   | Young People's Forum   | 3.08.05   | Develop young people's forum in CNWQR through Le Cheile School Completion Programme to feed into the SEEP                     | 4 meetings   | new project   |                  |            | Community, Culture & Placemaking |
| Age Friendly City  | Facilitate AF Steering Group   | 3.09.01   | AF Steering Group re-established, developmental roles shared between partners and stakeholders                                | Implementation of AF Strategy and SAFE Report recommendations actioned. Review of strategy commenced | 4 Meetings Per Year -   | D                |            | Community, Culture & Placemaking |
| Age Friendly City  | Create closer ties with PPN, JPC and LCDC  | 3.09.02   | Age Friendly Members on all three bodies  | New elections of members following Local Elections of 2019   | Representatives in place  | D                |            | Community, Culture & Placemaking |
| Age Friendly City  | Age Friendly Housing Specialist  | 3.09.03   | Age Friendly Housing Specialist to be assigned January 2020   | Role assigned to existing Staff member in Housing  | Contact point aimed at giving a reference point for AF issues in housing developments                     | D                |            | Community, Culture & Placemaking |
| Age Friendly City  | Lead Partner in Cork Age Friendly Alliance and regular AF Forum dates set for the year | 3.09.04   | Implementation of strategy ratified by Alliance   | Information Sessions<br># Membership<br>Increased Membership of all three elements targeted          | Four Meetings per year for Alliance, AF Steering Group and AF Forum                                       | D                |            | Community, Culture & Placemaking |
| Age Friendly City  | Continue to support initiatives which support services to older people                 | 3.09.05   | Housing Maintenance working with Age Action Ireland Care and Repair   | Annual Memorandum of Understanding   | Annual review of programme delivered and interventions on social housing stock between CCC and Age Action | D                |            | Housing                          |
| Age Friendly City  | Cork Age Friendly  | 3.09.06   | Develop opportunities for older people to undertake digital training by working in partnership with agency partners           | # of training events organised every year<br><br># number of people trained                          | Establish and develop training programme for older people to providing basic digital communication skills |                  |            | Community, Culture & Placemaking |

| A city promoting culture, heritage, learning, health & wellbeing |  |           |  |   |  |                  |            |                                  |
|--|--|-----------|--|---|--|------------------|------------|----------------------------------|
| Strategic Objective  | Action/Strategy  | Action ## | Actions 2021   | KPI /Measurements required  | Baseline   | Service Division | LECP Ref # | Lead Directorate                 |
| Age Friendly City  | Cork Age Friendly  | 3.09.07   | Increase the penetration of Cork City Age Friendly by the development of an Age Friendly Advisory Group  | # number of meetings<br># number virtual meetings   | Establish AF Advisory Group delegates drawn from the 16 Community Response Teams - to meet quarterly in 2021 |                  |            | Community, Culture & Placemaking |
| Age Friendly City  | Cork Age Friendly  | 3.09.08   | Appoint an Age Friendly Development Worker/Coordinator - a joint initiative co funded with the HSE   |   | Liaise with AF and communities at all levels and develop next AF Strategy as an update of existing plan      |                  |            | Community, Culture & Placemaking |
| Trauma Sensitive City  | Lead on the development of a city wide action plan on becoming a trauma Sensitive City | 3.10.01   | Establish a city wide steering group<br>Provide Training to front line Practitioners<br>Provide Training to senior Management  | Training to 360 delivered in January 2020<br>Quarterly Steering Group Meetings<br>Training for 70 senior managers<br>Development of 3 year plan | new initiative   |                  |            | Community, Culture & Placemaking |
| Trauma Sensitive City  | Trauma Sensitive City Training   | 3.10.02   | Develop 3 year work plan<br>Provide small group training with Cork City Council Staff<br>Provide training with Senior Management across City Organisations<br>Set up peer support group with School Completion Programmes across Cork City to develop Trauma informed work |   | new project  |                  |            | Community, Culture & Placemaking |





## A city of engaged neighbourhoods & communities

Cork City is unique in that we are an emerging metropolitan area comprising of a city centre, satellite towns, villages, neighbourhoods and communities. Each area offers their own unique experiences and culture but are united in the passion and drive of the people who live, work and visit. Our new city complements older areas and traditions to give Cork a diverse cultural offering that is local in nature yet internationally recognised.

Community spirit is central to the Cork way of life, with over 500 community groups within the city. Relationships between individual and society is what helps us work together to create a city that is accessible, affordable, inclusive, safe and engaging. We respect, celebrate and embrace our differences to create and nurture a rich and dynamic culture – a collective effervescence.

### Incorporating the Sustainable Development Goals (SDGs)



| A city of engaged neighbourhoods & communities |   |           |   |   |  |                  |                              |                                  |
|--|---|-----------|---|---|--|------------------|------------------------------|----------------------------------|
| Strategic Objective                            | Action/Strategy   | Action ## | Actions 2021  | KPI /Measurements required  | Baseline   | Service Division | LECP Ref #                   | Lead Directorate                 |
| Integration & Social Inclusion                 | Promote inclusion of socially disadvantaged/isolated people in Cork Marathon                            | 4.01.01   | Maintain concession entry fees for people in receipt of benefit.<br>Liaison with Social Inclusion Officer and groups such as the Sanctuary Runners, the HAZs and Fit4Life.  | # of concession-fee entries<br># participation  | -  |                  |                              | Community, Culture & Placemaking |
| Integration & Social Inclusion                 | Play a leading role in the LCDC in relation to community development and service integration activities | 4.01.02   | Delivery of the community elements of the LECP<br>LCDC will oversee implementation of the SICAP 2018-2022 programme<br>Manage Funding Streams<br>1) Healthy Ireland Fund<br>2) Community Enhancement Programme<br>Develop Integration Strategy for City with City of Sanctuary  | Monthly LCDC meetings<br>Audit Function<br>Monitor Progress and report<br>Administer Grant Scheme<br>Monitor CoS Action Plan and develop integration strategy   | 10 per year<br>Annual Audit carried out<br>Quarterly meetings monitoring delivery<br>Award grants<br>Regular review of action plan | D                | 3.1, 3.,3.3,5.1-5.11,7.1,7.2 | Community, Culture & Placemaking |
| Integration & Social Inclusion                 | Use the Arts to reduce social exclusion and promote cultural understanding                              | 4.01.03   | 1. Increase access to and participation in civic festivals and events.<br>2. Encourage applications to arts grants from a wide sector of the community<br>3. Consider ways of commissioning projects to be as inclusive as possible.<br>4. Lead the culture group of City of Sanctuary and feed into action a plan<br>5. Creative enquiry arts and older people residency programme<br>6. City of Sanctuary culture group<br>7. Arts for all Charter and mapping. | 1. ISL being included in most festivals; City of Sanctuary groups are encouraged to take part too; 2. Working with partners to inform same. 3. Creative Enquiry, City of Sanctuary, and Arts For All are all ongoing, considering commissioning and access. | -  | D                | -                            | Community, Culture & Placemaking |
| Integration & Social Inclusion                 | Continue to Develop strong Communities with a particular emphasis on disadvantaged areas/communities    | 4.01.04   | Play a leading role in the Prioritisation of RAPID AREAS<br>Delivery of RAPID ABC Plan<br>Deliver of CEP Funding to Rapid Areas<br>Feed into Development of SEEP Plan   | Monthly ABC meetings<br>Funding Allocation  | -  | F                | -                            | Community, Culture & Placemaking |
| Integration & Social Inclusion                 | Deliver social, economic and environmental interventions under the CNWQR                                | 4.01.05   | Develop SEEP Plan in consultation with local community & RAPID<br>Deliver 2019 SEEP<br>apply for SEEP 2020<br>UCC to Evaluate SEEP 2018   | Delivery of SEEP plan<br>Delivery of Community Chest<br>UCC Evaluation of SEEP 2018 completed   |  | F                | -                            | Community, Culture & Placemaking |

| A city of engaged neighbourhoods & communities |  |           |   |   |  |                  |            |                                  |
|--|--|-----------|---|---|--|------------------|------------|----------------------------------|
| Strategic Objective                            | Action/Strategy  | Action ## | Actions 2021  | KPI /Measurements required  | Baseline   | Service Division | LECP Ref # | Lead Directorate                 |
| Integration & Social Inclusion                 | Consider the goals of integration and social inclusion under CNWQR.  | 4.01.06   | Deliver the Social, Economic & Environmental Interventions, under the CNWQR. Deliver the tenure diversity review recommendations under the CNWQR. Include in the design and construction programme for the CNWQR a mix of social, voluntary and private housing.  | Interventions funded and delivered compared with the interventions plan for 2019.<br><br>The Tenure Diversity Review.   | -  | A                | 1.12       | Housing                          |
| Integration & Social Inclusion                 | 'South Side Youth Forum' as a model of development for community based youth engagement to promote active citizenship. | 4.01.07   | Specific actions for 2021- to develop this initiative across other communities with the assistance of Cork City Partnership, Local schools and youth organisations.   | Arrange Meetings with each of the youth interagency in Farranree, TVG and other potential areas.  | New Project  |                  |            | Community, Culture & Placemaking |
| Integration & Social Inclusion                 | Employment and Education Strategy for the NW through SEEP/Rapid/Learning Neighbourhoods                                | 4.01.08   | Develop an Employment & Education Strategy for the NW of the city   |   | new project  |                  |            | Community, Culture & Placemaking |
| Integration & Social Inclusion                 | Play a leading role in the LCDC in relation to community development and service integration activities                | 4.01.09   | Develop Integration Strategy for City. Establish an inter-agency steering group to include, City of Sanctuary, Nasc, Cork Migrant Centre, State Agencies, LGBTI interagency and Travellers/Roma Groups  | Deliver integration strategy Q4   |  |                  |            | Community, Culture & Placemaking |
| Integration & Social Inclusion                 | Rainbow City Status  | 4.01.10   | Continue to support of the LGBTI+ Inter-agency Group and Cork Pride to develop Cork as Rainbow City. Develop A Rainbow City page/section on the Cork City Council Website linked to the Rainbow City Website.   | Obtain permission to access CCC website and develop the page/section to be informative, interactive and engaging in promotion of LGBTI+ Community integration and Social Inclusion. | Developing from Rainbow City Status attainment to outworking of same at a practical level. |                  |            | Community, Culture & Placemaking |
| Integration & Social Inclusion                 | Use the Arts to reduce social exclusion and promote cultural understanding   | 4.01.11   | 1. Maintain access to and participation in civic festivals and events in a manner relevant to Covid-19 context<br>2. Encourage applications to arts grants from a wide sector of the community<br>3. Consider ways of commissioning projects to be as inclusive as possible.<br>4. Lead the culture group of City of Sanctuary and feed into action a plan<br>5. Creative enquiry arts and older people residency programme<br>6. City of Sanctuary culture group<br>7. Arts for all Charter and mapping.<br>8. Develop a methodology for measuring diversity of engagement | diversity of people engaging across arts & events led programmes, opportunities and events  | -  |                  |            | Community, Culture & Placemaking |

| A city of engaged neighbourhoods & communities |  |           |   |   |   |                  |                      |                                |
|--|--|-----------|---|---|---|------------------|----------------------|--------------------------------|
| Strategic Objective                            | Action/Strategy  | Action ## | Actions 2021  | KPI /Measurements required  | Baseline  | Service Division | LECP Ref #           | Lead Directorate               |
| Integration & Social Inclusion                 | Annual Operational Plans will include assessment of their impact on social exclusion (where appropriate)   | 4.01.12   | Delivery of programme of projects in section of Housing & Community in collaboration with the social inclusion unit & RAPID | CE Monthly Report ongoing review & cooperation  | -   | A                | 1.12                 | Housing                        |
| Public Realm/Social Infrastructure             | Progress the delivery of the Morrisons Island Public Realm and Flood Defence Scheme  | 4.02.01   | Complete planning process and progress through detail design and procurement etc  | Progress achieved   | Planning received for Morrison's Island Public Realm and Flood Relief Scheme (JR challenge from SCC).   | E                |                      | Infrastructure Development     |
| Public Realm/Social Infrastructure             | Provide high quality public realm in the delivery of infrastructure improvement schemes incl City Centre to Docklands Project and Beamish & Crawford Infra Project | 4.02.02   | Ensure multidisciplinary design inputs for all infrastructure improvement schemes   | Schemes delivered   | Multidisciplinary design inputs achieved. Schemes are progressing through detailed design.  | F                |                      | Infrastructure Development     |
| Public Realm/Social Infrastructure             | Maintain system to manage residential parking & parking for Carers   | 4.02.03   | Manage Parking Permits system   | Income received   | CE Monthly Report 31/12/219. 30/9/20 - €81,000  | B                | -                    | Operations (Rds & Env)         |
| Public Realm/Social Infrastructure             | Ensure the city centre is vibrant, attractive and well maintained  | 4.02.04   | Provision of Public Toilets to facilitate local and tourist visitors to the city<br>Maintain public toilet policy           | Updated Public Toilet Policy due Q1 2021  | -   | C                | -                    | Operations (Rds & Env)         |
| Public Realm/Social Infrastructure             | Deliver high quality public realm through creative urban design  | 4.02.05   | Input into design of public realm and other projects led by transportation directorate and architects                       | Applications of funding under Town and Village, Destination Towns, Heritage Grants and Other Sources/ | Blarney and Togher town and village studies prepared. to obtain funding. €264,000 obtained from the Department. Further applications for Glanmire, Blarney and Glanmire Upper. Funding advancing for other public realm works | D                | 14.1<br>14.4<br>14.5 | Strategic Economic Development |



| A city of engaged neighbourhoods & communities |   |           |   |   |  |                  |            |                                  |
|--|---|-----------|---|---|--|------------------|------------|----------------------------------|
| Strategic Objective                            | Action/Strategy   | Action ## | Actions 2021  | KPI /Measurements required  | Baseline   | Service Division | LECP Ref # | Lead Directorate                 |
| Safe City                                      | Continue and develop Community policing structures and links  | 4.03.01   | Support the City Joint Policing Committee (JPC)<br><br>Administer the JPC Management group of the JPC and facilitate Community Policing structures  | Call hold and operate meetings as per JPC standing orders. Review of JPC planned 2020 | Four JPC meetings, (one a public meeting) annually                   | F                | -          | Community, Culture & Placemaking |
| Safe City                                      | Facilitate Safe Cycle Training & Bike Week Activities   | 4.03.02   | New Programme Cycle Right Bike Week Activities within Schools   | # Participants<br># Schools participants  | -  | B                | -          | Community, Culture & Placemaking |
| Safe City                                      | Support Road Safety strategies by implementation of the Cork Road Safety Plan and participation on the Road Safety Working Together Group                         | 4.03.03   | Attend quarterly meetings of Road Safety Working Together Group.<br><br>Design & Implement low cost safety improvement schemes: 2020 - Blackrock Rd/ Park Ave; Linden Ave/ Rosegreen Ave; Assumption Rd | Report on progress<br><br># of Schemes identified, started, completed                 | dependent on departmental funding - approx. 3 schemes every two year | B                | -          | Operations (Rds & Env)           |
| Safe City                                      | Local Fora  | 4.03.04   | Review local safety fora, mainstream  |   |  |                  |            | Community, Culture & Placemaking |
| Major Emergency Management                     | Maintain capacity to respond with other public agencies and stakeholders to civic and major emergencies in accordance with the National Major Emergency Programme | 4.04.01   | Continue interagency cooperation through supporting the inter-agency office and maintaining/improving existing arrangements<br><br>Maintain training sessions/exercises                                 | # interagency meetings<br># emergency events  | -  | D                |            | Community, Culture & Placemaking |
| Major Emergency Management                     | Maintain the capacity to respond with other public agencies and stakeholders to civic and Major Emergencies with the National Major Emergency Programme           | 4.04.02   | Continue inter agency co-operation through supporting the interagency office and supporting and maintaining existing arrangements   | # meetings<br>#exercises attended   | # meetings<br>#exercises attended                                    | E                |            | Community, Culture & Placemaking |
| Major Emergency Management                     | Winter Maintenance Plan   | 4.04.03   | Treatment of roads<br>Provision of Salt<br>Review and upgrade of equipment  | km of roads treated<br>% road treated<br>tonnage of salt available                    | -  | B                | -          | Operations (Rds & Env)           |

| A city of engaged neighbourhoods & communities |   |           |  |  |  |                  |            |                                  |
|--|---|-----------|--|--|--|------------------|------------|----------------------------------|
| Strategic Objective                            | Action/Strategy   | Action ## | Actions 2021   | KPI /Measurements required   | Baseline   | Service Division | LECP Ref # | Lead Directorate                 |
| Major Emergency Management                     | Appropriate and timely response to civic and major emergencies                                | 4.04.04   | Support implementation of the Tidal and Fluvial Flood Protection Strategy of the OPW for the city.   | % Construction completed   | -  | C                | -          | Operations (Rds & Env)           |
| Festival & Events                              | Management and delivery of festivals and events   | 4.05.01   | St Patrick's Festival<br>Bonfire Night/Summer Fun Evening<br>SeaFest<br>Maritime Conference<br>Culture Night<br>Christmas Lights/Glow<br>Northside Christmas (Foyer)<br>Family Fun Days Rapid Areas      | audit of events<br><br># events, participants, attendees<br><br>reduced number of illegal bonfires | -  | F                | -          | Community, Culture & Placemaking |
| Festival & Events                              | Progress Event Centre   | 4.05.02   | Advance designs of public realm  | -  | -  | D                | -          | Strategic Economic Development   |
| Festival & Events                              | Increase access to participation in civic festivals and events                                | 4.05.03   | Encourage applications to arts grant from a wide sector of community<br>Consider ways of commission projects to be as inclusive as possible  | No of Events   | -  | F                | -          | Strategic Economic Development   |
| Festival & Events                              | Community Paint reuse Network   | 4.05.04   | Bike Week<br>European Mobility Week  | No. of Events, participants, modal shift to sustainable modes                                      |  | D                |            | Community, Culture & Placemaking |
| Festival & Events                              | Management and delivery of festivals and events   | 4.05.05   | Deliver Events as allowed based on changing Covid-19 situation: St Patrick's Festival; SeaFest; Maritime Conference; Culture Night; Christmas Lights/Glow<br>Develop Events Planning Policy and Guidance | # events, participants, attendees  | Ability to deliver events of scale limited due to Covid-19 Pandemic                |                  |            | Community, Culture & Placemaking |
| Festival & Events                              | Process Event Licences under Planning Legislation   | 4.05.06   | Increasing visitor numbers to the City and boosting local economy through the issue of Outdoor Event License for events with +5,000 attendees.   | No. of Event Licences processed.   | -  |                  |            | Community, Culture & Placemaking |
| Critical Infrastructure                        | Develop relationships with those who provide the critical facilities and services in the city | 4.06.01   | Develop and maintain existing relationships with these providers   | # of interactions and collaborations completed.  | -  | E                | -          | Community, Culture & Placemaking |
| Critical Infrastructure                        | Maintain an effective public lighting regime  | 4.06.02   | Manage maintenance contract and SLA<br><br>As part of maintenance contract continue LED replacement programme  | # Lights maintained<br>% faults<br>%LED  | 14,500 City Centre<br>10,500 Transition Area<br>SLA<br>>1.5% lights out<br>17% LED | B                | -          | Operations (Rds & Env)           |



| A city of engaged neighbourhoods & communities |   |           |  |   |                            |                  |            |                                  |
|--|---|-----------|--|---|----------------------------|------------------|------------|----------------------------------|
| Strategic Objective                            | Action/Strategy   | Action ## | Actions 2021   | KPI /Measurements required  | Baseline                   | Service Division | LECP Ref # | Lead Directorate                 |
| Critical Infrastructure                        | Maintain the optimal traffic signal regime throughout the city  | 4.06.03   | Manage maintenance of ITS assets   | #traffic signal/sign installations<br>average resolution time   | =380<br>< 4 hours          | B                | -          | Operations (Rds & Env)           |
| Critical Infrastructure                        | Maintain and develop the Water and wastewater infrastructure in partnership with Irish Water  | 4.06.04   | Implementation of the Irish water Capital Investment Programme (CIP) based on the funding available  | Progress achieved   | -                          | C                | -          | Operations (Rds & Env)           |
| Critical Infrastructure                        | Maintain and develop existing storm water collection network  | 4.06.05   | Implement storm water capital programme  | # cleaning events<br># weather events   | -                          | C                | -          | Operations (Rds & Env)           |
| Critical Infrastructure                        | Maintain Wastewater Critical Infrastructure   | 4.06.06   | Implement scheduled maintenance programme to sewage pumping stations with Capital Maintenance Investment where appropriate   | # stage1 - catch up maintenance & snagging<br># stage 2 - capital repairs<br># stage 3 - schedule maintenance programme | -                          | E                | -          | Operations (Rds & Env)           |
| Critical infrastructure                        | Funding of public infrastructure and facilities in the city.  | 4.06.07   | Supporting local economies and communities by effectively applying the General Development Contribution Scheme and Supplementary Development Contribution Scheme to planning permissions to fund public infrastructure projects.   | No. of developments commenced, and invoices issued.   | -                          |                  |            | Community, Culture & Placemaking |
| Critical Infrastructure                        | Monitor waterways within the city in respect of capacity and water quality.   | 4.06.08   | Maintain level of monitoring & river maintenance   | # River Maintenance Events<br># Samples taken & tested  | 2019 analysis results      | E                | -          | Operations (Rds & Env)           |
| Engaging & Developing Communities              | In order to create a vibrant, sustainable and inclusive society, the City Council will support communities to be empowered to develop and sustain their own well-being. | 4.07.01   | Using public spaces to bring social, cultural and economic benefits to a community group with city and national visitors. To continue to promote Douglas Street in terms of place-making through partial pedestrianisation and thus the temporary creation of public space and vibrancy by means of events and ceremonies. | Public Realm Improvements   | Annual pop-up Street Event | D                | -          | Architects                       |
| Engaging & Developing Communities              | Provision of Community Development Grants & Support of Community Buildings  | 4.07.02   | Provision of Community Development Grants Support and management of community buildings  | Provision of Community Development Grants Support and management of community buildings                                 | -                          | F                | -          | Community, Culture & Placemaking |

| A city of engaged neighbourhoods & communities |  |           |   |  |   |                  |            |   |
|--|--|-----------|---|--|---|------------------|------------|---|
| Strategic Objective                            | Action/Strategy  | Action ## | Actions 2021  | KPI /Measurements required   | Baseline  | Service Division | LECP Ref # | Lead Directorate                            |
| Engaging & Developing Communities              | Cork City Civil Defence will continue to support community activities and assist communities in distress   | 4.07.03   | Ensure all Civil Defence Volunteers are appropriately trained and prepared to respond to calls for assistance the Community or the principal Response Agencies.           | To Support the Principal Response Agencies.<br>Ongoing training for the Civil Defence Volunteers.<br>Delivery of training to An Garda Siochana.<br>Response to flooding events in Cork City.<br>Response to Call out from An Garda Siochana        | The number of annual planned activities were severely reduced due to the COVID 19 pandemic. Our response instead was focused on response to requests from the Community Forum and the Inter Agency Emergency Management Office. | E                | -          | Community, Culture & Placemaking            |
| Engaging & Developing Communities              | Develop a coherent media strategy and excellent communication procedures   | 4.07.04   | Media strategy review<br>CLO network meetings   | Effective communication channels developed<br>Cross platform communications strategy   | -   | H                | -          | Corporate Affairs & International Relations |
| Engaging & Developing Communities              | Implement cross platform Communications Strategies   | 4.07.05   | Implement Communication Strategy<br>Implement Emergency Communication Strategy<br>Implement PR Annual Plan  | # of CLO meetings held<br>PR Emails<br># Press Releases, Queries & Social Media Stats  | CE Report 31/12/19  | D                |            | Corporate Affairs & International Relations |
| Engaging & Developing Communities              | Continue to develop, engage and encourage strong communities   | 4.07.06   | Delivery of programme projects under the City North West Quarter Regeneration with DHOLG approved funding   |  | -   | A                | 1.13       | Housing                                     |
| Engaging & Developing Communities              | Contribute to the development and delivery of the new communities strategy   | 4.07.07   | Deliver the tenure diversity review recommendations under the CNWQR   | cost of design, construction, for mix of social, voluntary and private housing   | Tenure Diversity Review   | A                | 1.13       | Housing                                     |
| Engaging & Developing Communities              | Foster a culture of integrated communities through effective allocation of dwellings and estate management that celebrates the diversity of culture, and promotes social inclusion | 4.07.08   | Review extension of areas of choice due to boundary transition<br><br>Estate Management, increased # of housing officers will lead to more responsive service to tenants. | Analysis of allocations per year to social housing support applicants and transfer applicants by household composition, area of choice and classification of need<br><br>Track EOI, levels of applications and approvals in Tenant Purchase scheme | 513 allocations processed to September 2020 ((443 accepted and 70 refused/withdrawn)  |                  |            | Housing                                     |

| A city of engaged neighbourhoods & communities |   |           |   |   |  |                  |                            |                                  |
|--|---|-----------|---|---|--|------------------|----------------------------|----------------------------------|
| Strategic Objective                            | Action/Strategy   | Action ## | Actions 2021  | KPI /Measurements required  | Baseline                               | Service Division | LECP Ref #                 | Lead Directorate                 |
| Engaging & Developing Communities              | Facilitate access to good quality private rented accommodation to enhance quality of life for individuals and families in the rented sector in Cork | 4.07.09   | <p>Develop an integrated system to manage, monitor and enforce minimum standards in the private rented sector through systematic inspection regimes.</p> <p>RAS: Ensure compliance with RAS scheme guidelines</p> <p>HAP: Ensure inspections are carried out in a timely manner</p> <p>Update outcomes on central hub systems per private rented inspector reports</p> <p>Ensure all persons homeless or at risk of homelessness have access to accommodation through the Interim Tenancy Protection Protocol</p> | <p>% compliance on inspection</p> <p>HAP inspections within 1 month</p> <p>Inspection reports uploaded to CRM</p> <p>Quarterly reports prepared and analysed for the Statutory Management Group for the South West Region</p> | -                                      | A                | 1.1                        | Housing                          |
| Engaging & Developing Communities              | Attract talented and creative people to Cork  | 4.07.10   | <p>Contribute to the regional skills forum and identify key target markets for talented people with relevant skills</p> <p>Develop strategic branding messages and communication strategy with consultants to attract potential workers (local and international)</p> <p>Address issues re shortage of suitable accommodation in the residential market through Rebuilding Ireland initiative.</p> <p>Continue with placemaking initiatives to improve the attractiveness of the city to potential workers</p>    | <p>Input to Regional Skills Forum.</p> <p>Adoption of WeAreCork Brand.</p> <p>Support to Development Management and Engagement with Investors.</p> <p>Impact of Placemaking Fund and City Centre interventions.</p>           | -                                      | D                | 6.2, 6.3, 6.4, 6.21, 10.11 | Strategic Economic Development   |
| Engaging & Developing Communities              | Area Based Community Response Plans   | 4.07.11   | Support the development of Area Community Priorities by Teams in 16 defined community areas across the city   | #Area Based Community Response Plans  | 16 Area Based Community Response Plans |                  |                            | Community, Culture & Placemaking |
| Engaging & Developing Communities              | Community Response Area Based Teams   | 4.07.12   | Support and Develop Area Based Teams in 16 defined community areas across the city  | #Area Based Teams   | 16 defined city community areas        |                  |                            | Community, Culture & Placemaking |

| A city of engaged neighbourhoods & communities |  |           |  |   |                  |                  |            |                                  |
|--|--|-----------|--|---|------------------|------------------|------------|----------------------------------|
| Strategic Objective                            | Action/Strategy  | Action ## | Actions 2021   | KPI /Measurements required  | Baseline         | Service Division | LECP Ref # | Lead Directorate                 |
| Engaging & Developing Communities              | Placemaking: Explore the Development an internal Inter-Directorate to plan a Cork City Council way forward on a Placemaking strategy. This may lead to a Placemaking Inter-Community group that can lead a process on Placemaking that is manageable, effective, cooperative and realistic about what it can and cannot achieve? | 4.07.13   | Investigate the potential of a cooperative approach to Placemaking between relevant sections of Directorates tasked with developing community spaces within the wider City areas. Select appointed staff members to participate in a Placemaking Internal Inter-Directorate for the purpose of developing a role out to a Placemaking Inter-Community Group. | Agree on relevant Directorates and the relevant sections within. Arrange meeting of said group. Explore the potential for an Inter-Community Group. Agree an adaption and roll out of the Community Placemaking Tool Kit. | New Project      |                  |            | Community, Culture & Placemaking |
| Engaging & Developing Communities              | In order to create a vibrant, sustainable and inclusive society, the City Council will support communities to be empowered to develop and sustain their own well-being.  | 4.07.14   | Fairhill Youth & Community Facility in Farranree & Farranferris  | Feasibility Layout  |                  |                  |            | Architects                       |
| Engaging & Developing Communities              | Shandon Area Regeneration  | 4.07.15   | Carry out Feasibility Study on Shandon Butter Exchange for re-use as co-working space for start-up businesses, sharing space/facilities with community groups  | Feasibility study, outline costs to inform business plan, Part 8 Planning submission  | Inception        |                  |            | Architects                       |
| Engaging & Developing Communities              | Town & Village Regeneration  | 4.07.16   | Use improvements to public spaces to bring social, cultural and economic benefits to community groups in Blarney, Upper Glanmire & Glanmire.   | Feasibility studies & sketch plans  | Funding Approval |                  |            | Architects                       |
| Engaging & Developing Communities              | Musical Neighbourhoods   | 4.07.17   | Support the development of Musical Neighbourhoods through the SEEP in the CNWQR area   |   | New Project      |                  |            | Community, Culture & Placemaking |
| Engaging & Developing Communities              | Foster and build community capacity across the Rapid areas   | 4.07.18   | Engage the local area teams in the rapid areas- recruit 8 new community representative to the Rapid ABC  |   | New Project      |                  |            | Community, Culture & Placemaking |
| Engaging & Developing Communities              | Taking in charge of estates  | 4.07.19   | Supporting residents in the application for and taking in charge of residential housing estates and reducing timelines for this process.   | Monthly CE Report   | -                |                  |            | Community, Culture & Placemaking |



| A city of engaged neighbourhoods & communities |  |           |  |  |  |                  |                       |                                  |
|--|--|-----------|--|--|--|------------------|-----------------------|----------------------------------|
| Strategic Objective                            | Action/Strategy  | Action ## | Actions 2021   | KPI /Measurements required   | Baseline   | Service Division | LECP Ref #            | Lead Directorate                 |
| Engaging & Developing Communities              | Covid 19 Cork City Community Response  | 4.07.20   | Support and Develop a city wide Response to Covid 19 supporting vulnerable individuals and families. Area Based Teams in 16 defined community areas across the city  |  | Request by Min. for HPLG to establish a Cork City Community Response Forum and Actions |                  |                       | Community, Culture & Placemaking |
| Inclusive City                                 | Promote equality and inclusion for disadvantaged communities by developing effective cross directorate/departmental actions to achieve measurable progress in addressing social exclusion and by implementing integrated action plans for those communities on a partnership basis | 4.08.01   | Implement Traveller Action Accommodation Plan 2019 - 2024.<br><br>Interventions funded and delivered compared with the interventions plan.<br><br>Lead and progress the work of the state agency advisory group to ensure interagency delivery in the North West Quarter |  | -  | A                | 1.12<br>1.13          | Housing                          |
| Inclusive City                                 | Engage with Traveller Interagency process  | 4.08.02   | Active engagement of city council staff in traveller projects/initiatives and inter agency groups  | Amount of funding provided to projects<br>- Meelagh community centre, horse initiative group, traveller pride week | -  | A                | 1.5, 7.3,<br>7.4, 7.5 | Housing                          |

## A city supporting the delivery of homes & infrastructure

Housing is a critical piece of social and economic infrastructure in a living city. The Council has clear challenges with respect to this provision of homes and communities across all tenures and sectors for a major increase in population up to the Project Ireland 2040 Plan. We will continue to face these challenges by continued focussed measures and interventions under the Rebuilding Ireland Action Plan for Housing and Homelessness to both provide and facilitate the provision of adequate sustainable accommodation for all its citizens and visitors through affordable, social and private housing solutions with social inclusion, equality and diversity as its guiding light.

To enable continued growth, Cork City Council is committed to delivering sustainable traffic management systems which caters for private vehicles, public transport and the facilitation of walking and cycling options.

### Incorporating the Sustainable Development Goals (SDGs)



| A city supporting the delivery of homes & infrastructure |  |           |   |   |   |                  |            |                            |
|--|--|-----------|---|---|---|------------------|------------|----------------------------|
| Strategic Objective                                      | Action/Strategy  | Action ## | Actions 2021  | KPI /Measurements required  | Baseline  | Service Division | LECP Ref # | Lead Directorate           |
| Integrated Public Transport System                       | Monitor performance of transport system  | 5.01.01   | Monitor bus service uptake across the City  | Surveys to review occupancy on routes and related trends  | Updating of bus surveys   | B                |            | Infrastructure Development |
| Integrated Public Transport System                       | Work with Transport Infrastructure Ireland (TII) and the National Transport Authority (NTA) in the delivery of a rapid transit system for Cork City  | 5.01.02   | Route selection process to be commenced and significantly advanced                    | Progress achieved   | Design Team appointed & route assessment underway.  | B                |            | Infrastructure Development |
| Integrated Public Transport System                       | Work with the National Transport Authority (NTA) in the delivery of a Bus Connects Programme for Cork  | 5.01.03   | Consultant selection and commencement of programme design phase                       | Progress achieved   | Design Team procurements underway   | B                |            | Infrastructure Development |
| Integrated Public Transport System                       | Progress the delivery of other improvement projects including <ul style="list-style-type: none"> <li>• Skehard Rd</li> <li>• Ballyvolane to City</li> <li>• Harbour View Rd</li> <li>• St Mary's health campus</li> <li>• South Douglas Rd</li> <li>• Leheneghamore</li> </ul> | 5.01.04   | Progress necessary infrastructure through various stages from concept to construction | Progress achieved   | All projects advanced during 2020 although Covid impacted certain delivery programmes. Ongoing engagement with NTA in relation to schemes for 2021+ | B                |            | Infrastructure Development |
| Integrated Public Transport System                       | City Centre Public Transport Improvement scheme  | 5.01.05   | MacCurtain Street Public Transport Improvement Scheme                                 | -   | -   | B                | 13.1       | Infrastructure Development |
| Integrated Public Transport System                       | Monitor modal share on the roads network   | 5.01.06   | Undertake annual traffic count. Manage and monitor pedestrian counters                | Nov 2019 - Inbound 207676 Outbound 216001 # of vehicles<br><br># of pedestrian counters - 6 Patrick St Counters | -   | B                | -          | Operations (Rds & Env)     |
| Rebuilding Ireland Action Plan                           | Deliver Rebuilding Ireland Targets   | 5.02.01   | Large housing schemes- Deanrock Togher - 66 units                                     | Claim settlement  | In Conciliation   | A                | -          | Architects                 |
| Rebuilding Ireland Action Plan                           | Deliver Rebuilding Ireland Targets   | 5.02.02   | Large housing schemes- Gerald Griffin St - 50 units                                   | Commence Work on site   | Tenders Assessed  | A                |            | Architects                 |

| A city supporting the delivery of homes & infrastructure |   |           |   |   |                     |                  |            |                  |
|--|---|-----------|---|---|---------------------|------------------|------------|------------------|
| Strategic Objective                                      | Action/Strategy   | Action ## | Actions 2021  | KPI /Measurements required  | Baseline            | Service Division | LECP Ref # | Lead Directorate |
| Rebuilding Ireland Action Plan                           | Deliver Rebuilding Ireland Targets                                  | 5.02.03   | Large housing schemes- Boyces - 37 units  | Prepare Tender Documents  | Stage 2 Approval    | A                |            | Architects       |
| Rebuilding Ireland Action Plan                           | Deliver Rebuilding Ireland Targets                                  | 5.02.04   | Medium Housing Schemes-Shandon Street- 9 units  | Substantial Completion  | On Site Nov 2019    | A                |            | Architects       |
| Rebuilding Ireland Action Plan                           | Deliver Rebuilding Ireland Targets                                  | 5.02.05   | Medium Housing Schemes UCM Boyce's Phase II 14 units  | Advertise for Tender  | Stage 3 Approval    | A                |            | Architects       |
| Rebuilding Ireland Action Plan                           | Deliver Rebuilding Ireland Targets                                  | 5.02.06   | Medium Housing Scheme Errigal Hts - 32 units  | Part 8 Planning   | Stage 2 Approval    | A                |            | Architects       |
| Rebuilding Ireland Action Plan                           | Deliver Rebuilding Ireland Targets                                  | 5.02.08   | 4No Small/Infill Schemes  | Part 8 Planning stage   | Part 8 Consultation | A                |            | Architects       |
| Rebuilding Ireland Action Plan                           | Deliver Rebuilding Ireland Targets                                  | 5.02.09   | 3No Medium Housing Schemes  | Stage 2 submission  | Stage 1 approval    | A                |            | Architects       |
| Rebuilding Ireland Action Plan                           | Deliver Rebuilding Ireland Targets                                  | 5.02.10   | 1No Large Housing Scheme 2A -47 units   | Claim settlement  | In Conciliation     | A                |            | Architects       |
| Rebuilding Ireland Action Plan                           | Deliver Rebuilding Ireland Targets                                  | 5.02.11   | 1No Large Housing Scheme 3B   | Submit for Planning Part 8  | Stage 1 Complete    | A                |            | Architects       |
| Rebuilding Ireland Action Plan                           | Deliver Rebuilding Ireland Targets                                  | 5.02.12   | 10 Housing schemes of various sizes   | Part 8 Planning stage   | -                   | A                |            | Architects       |
| Rebuilding Ireland Action Plan                           | Deliver Rebuilding Ireland Targets                                  | 5.02.13   | Brief preparation, scope of works, seek quotes, oversee repairs   | Respond to ongoing requests   | -                   | A                | 1.1        | Housing          |
| Rebuilding Ireland Action Plan                           | Provide range of housing options and supports with key stakeholders | 5.02.14   | Delivery of Housing Strategy for people with disabilities through joint housing & disability steering group<br><br>Administer disabled person grant schemes<br><br>Administer local authority home loan scheme and local authority consent applications | # Disabled Person Grant Schemes awarded<br><br># Home Loan applications received, reviewed, awarded, refused. | -                   | A                | 1.2        | Housing          |

| A city supporting the delivery of homes & infrastructure |  |           |  |   |                          |                  |            |   |
|--|--|-----------|--|---|--------------------------|------------------|------------|---|
| Strategic Objective                                      | Action/Strategy  | Action ## | Actions 2021   | KPI /Measurements required  | Baseline                 | Service Division | LECP Ref # | Lead Directorate                            |
| Rebuilding Ireland Action Plan                           | Support tenants in difficulties through working on maximising inter-agency approaches to community and tenant support  | 5.02.15   | RAS: Revise strategy to assist tenants. Engage with tenants to develop sustainable repayment plan<br>Social Housing: Maintain operational method of streamlining rent arrears<br>Monthly review and intervention to prevent escalation of rent arrears<br>Monitor Agreements<br>Routine legal interventions on broken agreements | % reduction of arrears<br><br>arrears as % of opening arrears and ytd debit<br><br>% staff resources  | -                        | A                | 1.6        | Housing                                     |
| Rebuilding Ireland Action Plan                           | Property section will provide advice, expertise and where appropriate directly manage the acquisition of property to support the delivery of homes and infrastructure. | 5.02.16   | Acquisitions completed to support the delivery of housing and infrastructure in the City.  | Housing Acquisition completed on time and in accordance with established policy and procedure.  | # acquisitions completed |                  |            | Corporate Affairs & International Relations |
| Rebuilding Ireland Action Plan                           | Assisting in alleviating the pressures in the private housing rental market through Short Term Letting provisions.   | 5.02.17   | Raising awareness of new legislation and enforcing the provision of the short term letting legislation.  | No. of letters issued. No. of STL units registered. Monthly CE Report.  | -                        |                  |            | Community, Culture & Placemaking            |
| Rebuilding Ireland Action Plan                           | Provide a high quality service to Strategic Housing Development process  | 5.02.18   | Support the SHD process through pre-application consultations, attendance at tri-partake meetings, submission of opinion and CE reports to An Bord Pleanala.   | Monthly CE Report - No. of preplanning meetings, No. of tri-partake meetings, no. of opinions and CE reports issued to ABP.   | -                        |                  |            | Community, Culture & Placemaking            |
| Rebuilding Ireland Action Plan                           | Provide supports to developers to enable development of housing in the city.   | 5.02.19   | Implementation of the Development Contribution Scheme with new reductions for residential development and application of Section 48 3(A), (B) and (C)  | No. of residential units commenced due to new reductions available.   | -                        |                  |            | Community, Culture & Placemaking            |
| Rebuilding Ireland Action Plan                           | Deliver Rebuilding Ireland Targets   | 5.02.20   | Increase delivery of social housing, to meet delivery targets under Rebuilding Ireland, across all delivery streams.<br>Delivery of the Housing Strategy for people with Disabilities through the Joint Housing & Disability Steering Group  | Delivery under Targets housing units under various delivery streams as set by Rebuilding Ireland<br>To develop and produce a Strategic Plan for Housing persons with Disabilities | -                        | A                |            | Housing                                     |



| A city supporting the delivery of homes & infrastructure |   |           |   |   |   |                  |            |                  |
|--|---|-----------|---|---|---|------------------|------------|------------------|
| Strategic Objective                                      | Action/Strategy   | Action ## | Actions 2021  | KPI /Measurements required  | Baseline  | Service Division | LECP Ref # | Lead Directorate |
| Rebuilding Ireland Action Plan                           | Deliver Rebuilding Ireland Targets  | 5.02.21   | Return of voids to Housing Stock  | # Voids returned to Occupancy   | 200   | A                |            | Housing          |
| Social Housing Supports                                  | Promote awareness of the Social Housing demands and supports available including Choice Based Letting                                 | 5.03.01   | Review of applicants to identify suitable referrals<br><br>Review alternative communication methods in contacting applicants  | # properties advertised and allocated through CBL<br># applications for housing supports by individuals accessing homeless services in accordance with CCC's allocation scheme and in line with housing legislation<br>Provide data to the annual social housing assessment to assist in the development of national housing policies | Since November 2015, 1,389 properties have been advertised on the site, with 342,008 bids submitted by applicants.<br>SSHA 2020 in process for count date 2/11/2020 |                  |            | Housing          |
| Social Housing Supports                                  | Assess demand for Social Housing Supports   | 5.03.02   | Assess applications in accordance with CCC allocation scheme and housing legislation to provide analysis of demand for support                                      | # of first time applications<br># of assessments<br># of applications on waiting list reviewed on annual basis<br># of applicants not qualified under income limits   | -   | A                | 1.3        | Housing          |
| Social Housing Supports                                  | Allocate social housing supports  | 5.03.03   | Implement the allocation of available social housing supports in accordance with CCC allocation scheme and housing legislation                                      | # of allocations to each category of housing<br>length of time from the property being available to let to being allocated  | -   | A                | 1.3        | Housing          |
| Social Housing Supports                                  | Enhance and develop systems and processes that inform policy by gathering relevant data that shows effort v outcomes                  | 5.03.04   | RAS: Monitor & Track; promote awareness of RAS as a housing support<br><br>HAP: Issue HAP packs to all new applicants; review remaining DEASP list of RS recipients | RAS: Meet & measure obligations to rehouse those who compliant tenancy ends for legitimate reasons<br>HAP: Meet & measure targets under Housing 2020/Rebuilding Ireland<br>Social Housing: Monitor Refusal of housing supports  | -   | A                | 1.1        | Housing          |
| Social Housing Supports                                  | Continue rollout and upgrade of CRM into the Housing Directorate to enhance interactions with tenants, applicants and general queries | 5.03.05   | Review based on feedback<br><br>Scope further development of API services<br><br>Accessible online services for staff and tenants                                   | CE Monthly Reports<br><br>Vision Report of possible future development  | -   | A                |            | Housing          |

## A city supporting the delivery of homes & infrastructure

| Strategic Objective     | Action/Strategy  | Action ## | Actions 2021   | KPI /Measurements required   | Baseline  | Service Division | LECP Ref # | Lead Directorate |
|-------------------------|--|-----------|--|--|---|------------------|------------|------------------|
| Social Housing Supports | Develop and promote awareness of housing demand to social housing support applicants by promoting home swapper initiatives online  | 5.03.06   | Continued promotion of pilot project & promotion via social media, flyers, letters etc   | Number of expressions of interest<br><br>No of swaps completed   | # registered on site at 31/12/19 & # swaps  | A                | 1.3        | Housing          |
| Social Housing Supports | System Development - Choice Based Letting; iHouse & Home Swapper; DEASP  | 5.03.07   | Feedback reviewed and implemented. Engage with staff and applicants to identify potential further improvements<br>Sharing of feedback with other authorities and AHBS in sector<br>Facilitation and participation of development work with project teams | Ongoing monitoring of various schemes; implement data sharing scheme with DEASP                          | -   | A                | 1.1        | Housing          |
| Social Housing Supports | Implement the Joint Housing Strategy for Cork City and Cork County.  | 5.03.09   | Prepare new housing strategies, support implementation of Rebuilding Ireland Action Plan for Housing & Homelessness  | 1/4ly residential land survey<br><br># planning applications for new houses, apartments                  | -   | D                | 14.2       | Housing          |
| Social Housing Supports | Enhance the ability to improve delivery of services to tenants - enhance interactions with tenants, applicants and general queries | 5.03.10   | Continue rollout and upgrade of CRM<br>Advance data interface project with DEASP<br>Scope further development of API services<br>Accessible online services for staff and tenants  | CE Monthly Reports<br><br>Migrate capture of applicant social welfare incomes to automatic data transfer | -   | A                | 14.2       | Housing          |
| Social Housing Supports | Manage Homeless services in line with demand   | 5.03.11   | Cork Foyer to meet Service Level Agreement obligations with both Cork City Council and the Health Service Executive, including the timely submission of KPI's  | Agreed Annual SLA's and conformance  | Annual SLA Agreed<br>Quarterly returns submitted  | A                |            | Housing          |
| Social Housing Supports | Manage Homeless services in line with demand   | 5.03.12   | Cork Foyer to implement the National Quality Standards Framework for Homeless Services in Ireland and compile a Development Plan to address any gaps in service  | 26 Standards outlined in the National Quality Standards Framework for Homeless Services in Ireland.      | Foyer Assessed against the 26 standards within the framework.<br>Development Plan with agreed timescales in place | A                |            | Housing          |
| Social Housing Supports | Manage Homeless services in line with demand   | 5.03.13   | Accommodation Placement Service to engage with all clients who present as homeless and assist them in sourcing emergency accommodation if required.  | No. Monthly presentations dealt with APS Office  |   | A                |            | Housing          |
| Social Housing Supports | Manage Homeless services in line with demand   | 5.03.14   | Homeless Services to liaise with Social Inclusion staff to manage services in line with public health requirements during Covid-19 Pandemic.   |  |   | A                |            | Housing          |

| A city supporting the delivery of homes & infrastructure |  |           |  |  |  |                  |            |                  |
|--|--|-----------|--|--|--|------------------|------------|------------------|
| Strategic Objective                                      | Action/Strategy                              | Action ## | Actions 2021   | KPI /Measurements required   | Baseline   | Service Division | LECP Ref # | Lead Directorate |
| Social Housing Supports                                  | Manage Homeless services in line with demand | 5.03.15   | Management of the Housing First project in partnership with the HSE & NGOs.  | No. Monthly HF management team meetings. No. HF tenancies.                                     |  | A                |            | Housing          |
| Social Housing Supports                                  | Manage Homeless services in line with demand | 5.03.16   | Provide and oversee the delivery of emergency accommodation and related services in the context of the SW Regional Homeless Action Plan with relevant stakeholders | Administrative service and reports to the Statutory Management Group for the South West Region | Quarterly & monthly reports submitted to DOHPLG on time for the South West Region.           | A                |            | Housing          |
| Social Housing Supports                                  | Manage Homeless services in line with demand | 5.03.18   | Prepare, monitor compliance of Service Level Agreements  | Monitoring of SLAs   | New SLAs implemented in line with National Quality Standards Framework for Homeless Services | A                | Yes        | Housing          |
| Social Housing Supports                                  | Manage Homeless services in line with demand | 5.03.19   | Implement developed funding protocol as set out by the DOHLGH  | Record quarterly payments to service providers   | Quarterly returns submitted to DOHLGH in line with protocol for the South West Region.       | A                |            | Housing          |
| Social Housing Supports                                  | Manage Homeless services in line with demand | 5.03.20   | Review SW Regional Action Plan through various sub groups for each strategic aim   | # of National Meetings attended  | Attendance at all National Meetings for Lead Authorities. Cork Homeless Forum Meeting        | A                |            | Housing          |
| Social Housing Supports                                  | Manage Homeless services in line with demand | 5.03.21   | Ongoing monitoring of PASS within the South West Region to ensure 100% compliance  |  | New version of PASS to be rolled out before end of 2020.                                     | A                |            | Housing          |
| Social Housing Supports                                  | Manage Homeless services in line with demand | 5.03.22   | Arrange and operate Homeless Action Team (HAT) meetings with all service providers to identify appropriate options.  |  | Meetings held fortnightly on-line.   | A                |            | Housing          |
| Social Housing Supports                                  | Manage Homeless services in line with demand | 5.03.23   | Maintain register of referrals and outcomes from HAT meetings  |  | Register maintained  | A                |            | Housing          |
| Social Housing Supports                                  | Manage Homeless services in line with demand | 5.03.25   | Engaging with nightly outreach workers in place to facilitate no body sleeping rough   | # of outreach workers  | Working with NGOs & staff to provide extensive outreach service                              | A                |            | Housing          |
| Social Housing Supports                                  | Manage Homeless services in line with demand | 5.03.26   | Secretary and membership of the Cork Foyer Management Committee  | # and frequency of attendance at Foyer Management committee meetings                           | Attendance at all Foyer Ordinary Meetings & AGM  | A                |            | Housing          |
| Social Housing Supports                                  | Manage Homeless services in line with demand | 5.03.27   | Cold weather strategy with stakeholders to provide additional beds   | # of additional beds as part of cold weather strategy  | On target to ensure that all eligible clients seeking emergency accommodation can access it. | A                |            | Housing          |

| A city supporting the delivery of homes & infrastructure |  |           |   |  |   |                  |            |   |
|--|--|-----------|---|--|---|------------------|------------|---|
| Strategic Objective                                      | Action/Strategy  | Action ## | Actions 2021  | KPI /Measurements required   | Baseline  | Service Division | LECP Ref # | Lead Directorate                            |
| Social Housing Supports                                  | Manage Homeless services in line with demand   | 5.03.28   | Operate Placefinder service through HAP   | # of clients availing of Placefinder scheme  | To date 95 individuals secured HAP tenancies through Place Finder Service   | A                |            | Housing                                     |
| Social Housing Supports                                  |  | 5.03.29   | Work in partnership with the Residential Tenancies Board in relation to the Notice of Termination Project   | All information requested provided in line with Data Sharing Agreement.  |   | A                |            | Housing                                     |
| Asset Management   | Develop a more centralised "Corporate Landlord" model. Historical practices which saw individual directorates separately responsible for significant property assets is being reviewed but bringing in a new model will take time and is resource dependent. | 5.04.01   | Procure a replacement for the PIR system which incorporates asset management/property management functions<br><br>Produce a report examining a Strategic Property Management Plan for adoption<br><br>"Core Portfolio" list based on a reconciliation of the Lease Register against the Fixed Asset Register and Property Interest Register to be completed<br><br>Commence survey of those properties to map management needs<br><br>Introduction of a strategy to deal with statutory compliance within Council properties          | PIR System replaced<br><br>Report produced<br><br>Reconciliation completed and analysed<br><br>Survey commenced<br><br>Strategy drafted  | Historical practices which saw individual directorates separately responsible for significant property assets.<br>City Council was engaged in developing a Property Interest Register, along with 8 other Local Authorities; there are significant complications with the development of this software. | B                |            | Corporate Affairs & International Relations |
| Asset Management   | Oversee the management of the English Market as a retail and commercial space as well as a historic asset and tourist attraction.  | 5.04.02   | Work in partnership with the Traders Committee of the English Market to develop policies, procedures and plans for the market in collaboration.<br><br>Review the long-term development proposal for the English Market, building on the Options Report completed in 2018.<br><br>Provide and manage start-up space within the English Market to enable new food businesses to 'test out' the market and also supporting the creation of a new generation of food businesses.<br><br>Development of Website including interactive map | Management of Bad debt. Implementation of Planned Preventative Maintenance regimes. Leases arrangements in place for stall holders.<br><br><br><br><br><br><br><br>Go Live by Qtr. 1, 2020; Interactive map by Qtr. 3, 2020, Launch Qtr. 4, 2020 | Attend AGM of Traders Committee, attend Executive Meetings of Traders Committee min. 4 per annum.   | H                |            | Corporate Affairs & International Relations |

| A city supporting the delivery of homes & infrastructure |   |           |  |   |   |                  |                      |                            |
|--|---|-----------|--|---|---|------------------|----------------------|----------------------------|
| Strategic Objective                                      | Action/Strategy   | Action ## | Actions 2021   | KPI /Measurements required  | Baseline  | Service Division | LECP Ref #           | Lead Directorate           |
| Asset Management   | Maintain the optimal Urban Traffic and ITS systems throughout the city                            | 5.04.03   | Tender new ITS maintenance contract in the TA  | #ITS installations<br>average resolution time   | .   | B                |                      | Operations (Rds & Env)     |
| City Centre Movement Strategy                            | Progress the proposed MacCurtain Street Sustainable Transport Improvement Scheme                  | 5.05.01   | Progress scheme through design, planning and procurement   | Progress achieved   | Part 8 planning approved and detailed design progressing  | B                |                      | Infrastructure Development |
| City Centre Movement Strategy                            | Progress South Quays Sustainable Transport Improvement Scheme                                     | 5.05.02   | Progress scheme through prelim design  | Progress achieved   | Preliminary Design Stage  | B                |                      | Infrastructure Development |
| City Centre Movement Strategy                            | Sustainable and effective movement of people and goods in the city                                | 5.05.03   | Optimise in a sustainable manner, mobility for all across the transport network<br><br>Operate an effective road licensing system and ensure the works affecting road and footpaths are managed in a coordinated way | # Road Licences<br># Crane Licences<br># Skip Licences<br># Open Space Licences<br># Street Furniture Licences<br># Scaffolding & Hoarding Licences<br># Inspection Levels and related meetings | CE Monthly Report 31/12/2020  | B                | -                    | Operations (Rds & Env)     |
| City Centre Movement Strategy                            | Provide and maintain necessary road infrastructure to delivery integrated public transport system | 5.05.04   | Define appropriate hierarchy for streets and roads in Cork using DoTTs Impact Classifications and other methodologies  | # of projects identified, completed   | -   | B                | 13.2<br>13.3<br>13.4 | Operations (Rds & Env)     |
| City Centre Movement Strategy                            | City Centre Movement Strategy   | 5.05.05   | Support businesses, visitors and residents through the provision of Off Street parking facilities  | Manage and maintain 2 multi storey car parks<br><br>Manage Park & Ride facilities   | Car Park nos & income. Park & Ride nos & income. NMST 95k visitors + €158k income (to 30/09/20) and Pst 361k visitors + €685k income (to 30/9/2020) 265,837 park by phone events (to 30/9/20 ) 29k vehicles using P&R | B                | 13.11                | CE Monthly Reports 2019    |
| City Centre Movement Strategy                            | Progress the delivery an ITS strategy   | 5.05.06   | Prepare 10 year ITS strategy document  | document produced   | -   | B                |                      | Operations (Rds & Env)     |
| Property Management                                      | Ongoing Maintenance Civic Buildings   | 5.06.01   | Brief preparation, scope of works, seek quotes, oversee repairs  | Respond to ongoing requests   | -   | D                |                      | Architects                 |



## A city supporting the delivery of homes & infrastructure

| Strategic Objective    | Action/Strategy  | Action ## | Actions 2021  | KPI /Measurements required   | Baseline | Service Division | LECP Ref # | Lead Directorate                            |
|------------------------|--|-----------|---|--|----------|------------------|------------|---|
| Property Management    | Support directorates in the negotiating and ongoing monitoring of lease arrangements for buildings occupied by Cork City Council including libraries                                     | 5.06.02   | Negotiating and ongoing monitoring/management of lease arrangements<br><br>Maintain Lease Register  | -  | -        | D                | 14.1       | Corporate Affairs & International Relations |
| Property Management    | Prioritise sustainable use, improvement and maintenance of city council properties   | 5.06.03   | Maintain and update City Council's Property Register  | -  | -        | D                | 14.1       | Corporate Affairs & International Relations |
| Active Land Management | Strategic review of the Council's land/property assets in order to maximise value to the city  | 5.07.01   | Document review findings  | -  | -        | D                | 14.1       | Corporate Affairs & International Relations |
| Active Land Management | Provide advice, expertise and where appropriate directly manage the use of statutory powers for the Compulsory Purchase of property to support the delivery of homes and infrastructure. | 5.07.02   | CPO's completed using relevant statutory powers to support the delivery of homes and infrastructure in the City.  | CPO's completed using relevant statutory powers to support the delivery of homes and infrastructure in the City. | -        | D                |            | Corporate Affairs & International Relations |
| Active Land Management | Implementation of Derelict Sites Policy  | 5.07.03   | Support the Planning Policy Team in the implementation of the derelict sites policy, ensuring that the process is transparent, fair, consistent with national legislation, and effective at ensuring dereliction is removed.<br><br>Acquire derelict sites where Cork City Council has a current and specific requirement; sites that can be sold on the private market; and sites that are required for strategic site assembly for the purposes of revitalisation, and subject to appropriate financial assessment. | Property Section to participate in monthly derelict Sites Review Group.  | -        | H                |            | Corporate Affairs & International Relations |

| A city supporting the delivery of homes & infrastructure |  |           |   |   |   |                  |            |                            |
|--|--|-----------|---|---|---|------------------|------------|----------------------------|
| Strategic Objective                                      | Action/Strategy  | Action ## | Actions 2021  | KPI /Measurements required                | Baseline  | Service Division | LECP Ref # | Lead Directorate           |
| Capital Delivery   | Delivery of Infrastructure funding and provision under the Local Infrastructure Housing Activation Fund (LIHAF)  | 5.08.01   | Manage delivery of infrastructure funding and provision of the LIHAF linked to housing delivery   | Grant Aid drawn down                      | Construction works are due to be completed by the end of 2020. Grant Aid is being drawn down on a quarterly basis, as allowed by the DHPLG  | D                | 14.1       | Housing                    |
| Capital Delivery   | Work with Transport Infrastructure Ireland (TII) to progress the delivery of national network improvements including Dunkettle Interchange; M28; M20; Northern Ring Road | 5.08.02   | Progress various proposed schemes through design, planning, procurement and construction as appropriate   | Progress achieved                         | All projects progressed during 2020. Dunkettle Contract approved. M28 is subject to legal challenge.. M20 is at route identification stage and the Northern Ring Road is at design team procurement stage.  | B                |            | Infrastructure Development |
| Capital Delivery   | Progress the delivery of supporting infrastructural via Monaghan Rd Extension; Docklands Junction  | 5.08.03   | Progress proposed schemes through design, planning and procurement  | Progress achieved                         | Monaghan Rd Extension progressing. Docklands Junctions delayed due to judicial proceedings  | B                |            | Infrastructure Development |
| Capital Delivery   | Progress the delivery of supporting infrastructural improvements in Glanmire   | 5.08.04   | Progress proposed schemes through detailed design and procurement to commencement   | Progress achieved                         | Scheme at Land Acquisition Stage.   | B                |            | Infrastructure Development |
| Capital Delivery   | Progress delivery of bridge refurbishment programme  | 5.08.05   | <ul style="list-style-type: none"> <li>• Complete refurbishment of Dalys Bridge</li> <li>• Design, procure and undertake refurbishment work on Bannow Bridge, Grange Bridge, Blackstone Bridge and Healys Bridge</li> <li>• Update Bridge survey information</li> </ul> | Completion of works and progress achieved | Daly's Bridge refurbishment works progressing to completion. Design Team appointed for Bannow, Grange Road, Blackstone and Healy's Bridges, preparation of tender documentation ongoing. Engineering consultant appointed for principal bridge inspections and inspections are ongoing. | B                |            | Infrastructure Development |

| A city supporting the delivery of homes & infrastructure |   |           |  |                            |  |                  |            |                            |
|--|---|-----------|--|----------------------------|--|------------------|------------|----------------------------|
| Strategic Objective                                      | Action/Strategy   | Action ## | Actions 2021   | KPI /Measurements required | Baseline   | Service Division | LECP Ref # | Lead Directorate           |
| Capital Delivery   | Deliver improvements to walking infrastructure through multi modal street/route improvement schemes and stand-alone walking upgrade projects incl Upper John St, Ringmahon Rd, Vicars Rd, Dublin Hill, Rathmore Rd etc  | 5.08.06   | Progress proposed schemes through design, planning and procurement and delivery                                      | Progress achieved          | Projects being advanced with NTA support   | B                |            | Infrastructure Development |
| Capital Delivery   | Deliver improvements to cycling infrastructure through both multi modal street/route improvement schemes and stand-alone cycling improvement schemes such as - <ul style="list-style-type: none"> <li>• Greenway ph 1</li> <li>• Greenway ph 2</li> <li>• Horgans Quay</li> <li>• Grange to Tramore cycle link</li> <li>• Ballybrack cycle track etc</li> </ul> | 5.08.07   | Progress proposed schemes through design, planning and procurement   | Progress achieved          | Projects advanced through 2020. The Greenway Ph 1 is at construction tender stage, Phase 2 is at design stage, Horgans Quay is at construction. Grange & Ballybrack Schemes are at Design Stage. Additional new infrastructure provided or being provided at Monaghan Road, Horgans Quay, Centre Park Road, South Mall, Donovans Road, Melbourne Road, Carrigrohane-Curraheen paths, etc. Ongoing engagement underway in relation to future funding and schemes. | B                |            | Infrastructure Development |
| Capital Delivery   | Support the delivery of infrastructure necessary for development of expanding areas incl - <ul style="list-style-type: none"> <li>• CSIP</li> <li>• Ballyvolane</li> <li>• Ballincollig</li> </ul>  | 5.08.08   | Determination of infrastructural requirements and costs and preparation of related designs with progress to delivery | Progress achieved          | Detailed design for CSIP commenced funding applications prepared for Ballyvolane and Ballincollig  | B                |            | Infrastructure Development |

## A city supporting the delivery of homes & infrastructure

| Strategic Objective | Action/Strategy   | Action ## | Actions 2021   | KPI /Measurements required                        | Baseline  | Service Division | LECP Ref # | Lead Directorate           |
|---------------------|---|-----------|--|---|---|------------------|------------|----------------------------|
| Capital Delivery    | Northern and Southern Orbital routes (CMATS)  | 5.08.09   | Procure consultancy services for route selection     | Progress achieved                                 | The route selection for Northern Distributer Road & Southern Distributer Road is underway | B                |            | Infrastructure Development |
| Capital Delivery    | Maintain road network including carriageways, bridges, footpaths, bollards, winter maintenance  | 5.08.11   | Pavement Condition Ratings collated - manual process | Footpath Ratings<br><br># length of road assessed | CE Report 31/12/19  | B                | -          | Operations (Rds & Env)     |
| Capital Delivery    | Deliver improvements to ped/ cycling infrastructure through both improvement schemes and stand-alone improvement schemes such as - <ul style="list-style-type: none"> <li>• Pedestrian Crossing improvements</li> <li>• Automatic Bollards</li> <li>• Public lighting upgrades</li> <li>• Cycle detection improvements</li> </ul> | 5.08.12   | Design, planning and procurement                     | Number of installations                           | -   | B                |            | Operations (Rds & Env)     |
| Capital Delivery    | Deliver improvements to ped/ cycling infrastructure through both improvement schemes and stand-alone improvement schemes such as - <ul style="list-style-type: none"> <li>• Pedestrian Crossing improvements</li> <li>• Automatic Bollards</li> <li>• Public lighting upgrades</li> <li>• Cycle detection improvements</li> </ul> | 5.08.13   | Design, planning and procurement                     | Number of installations                           | -   |                  |            | Operations (Rds & Env)     |
| Capital Delivery    | Progress the delivery of Public Lighting Strategy   | 5.08.14   | Prepare 10 year public lighting strategy document    | document produced                                 | -   | B                |            | Operations (Rds & Env)     |

## A city supporting the delivery of homes & infrastructure

| Strategic Objective | Action/Strategy   | Action ## | Actions 2021  | KPI /Measurements required | Baseline                               | Service Division | LECP Ref #   | Lead Directorate                            |
|---------------------|---|-----------|---|----------------------------|--|------------------|--------------|---|
| Capital Delivery    | Progress the delivery of Public Lighting Strategy   | 5.08.15   | Prepare 10 year public lighting strategy document   | document produced          | -                                      |                  |              | Operations (Rds & Env)                      |
| Capital Delivery    | Property section will support major capital/regeneration and infrastructure projects in the City through the provision of advice, expertise and direct management of projects. Including site assembly, capacity / feasibility studies, options appraisal, regeneration strategies. | 5.08.16   | In 2021, property will support the development of major capital projects including GPUB, Shandon Butter Exchange and regeneration, North Main Street/Kyri's Quay, NW Regeneration Scheme, Grattan House, North Mon, English Market. |                            |  |                  |              | Corporate Affairs & International Relations |
| Planning & Zoning   | Implement Local Area Plans for key development areas in the city  | 5.09.01   | Review selection non-statutory Area Action Plans  | -                          | -                                      | D                | 10.5<br>10.7 | Strategic Economic Development              |
| Docklands           | Support the timely delivery of infrastructure necessary for the redevelopment of North and South Docklands  | 5.10.01   | Input to strategic plans, assessment of infrastructure requirements, costings, phasing and planning to delivery   | Progress achieved          | URDF application for funding submitted | B                |              | Infrastructure Development                  |



## A city driving economic & sustainable development

Project Ireland 2040 envisages that Cork will become the fastest-growing city in Ireland with a projected 50% to 60% increase in population in 20 years' time. This will mean that there will be an additional 125,000 people living in Cork by 2040. To achieve this will require a concerted effort by all stakeholders on job creation. Cork City Council will work with the public and private sectors to achieve this goal. The challenge will be to plan today, for jobs the type of which, do not currently exist. Therefore, we must innovate to be relevant. We will work with partners in academia, specifically UCC and CIT, IDA Ireland, Enterprise Ireland and other partners to develop an innovative enterprise ecosystem that is fit for the future economic needs.

Cork is known to be a vibrant city with a strong mix of cultural and commercial offerings for both residents and tourists. Cork City Council, in association with business groups and private enterprises, work to enhance the vibrancy of the city. In addition to improving the quality of offering to residents, this will build the attractiveness of the city to tourists. Focusing on tourism, we will work with Cork Airport and the Port of Cork to improve access to the city by international tourists. We will work with Fáilte Ireland to improve the tourist product, and we will work with the industry and 'Visit Cork' to improve the offer.

In short, Cork City Council will contribute to the development of a vibrant economy for those who live, work, study, invest and visit the city.

### Incorporating the Sustainable Development Goals (SDGs)





| A city driving economic & sustainable development |  |           |  |   |          |                  |                          |   |
|---|--|-----------|--|---|----------|------------------|--------------------------|---|
| Strategic Objective                               | Action/Strategy  | Action ## | Actions 2021   | KPI /Measurements required  | Baseline | Service Division | LECP Ref #               | Lead Directorate                            |
| Research, Develop & Innovate                      | Ensure best practice in service design/execution of service delivery   | 6.01.01   | Use of Double Diamond Methodology in improving services<br>Collaboration with DPER in the embedding of innovation in Cork City Council   | # Projects delivered<br><br>Review of existing services   | -        | J                |                          | Corporate Affairs & International Relations |
| Research, Develop & Innovate                      | Progress Tech Corridor concept   | 6.01.03   | Review plan for promotion of Tech Corridor. Liaise and assist with other directorates on infrastructure projects to support development  | -   | -        | D                | 10.7                     | Strategic Economic Development              |
| Research, Develop & Innovate                      | Increase Innovation & Entrepreneurialism   | 6.01.04   | Continue with the Start at Best EU workplace innovation project<br>Engage with Cork Innovates to continue supporting entrepreneurial ecosystem<br>Continue to support UCC and Cork BIC entrepreneurship and incubation programmes Support Benchspace<br>Support Northside Business Programme and explore other opportunities (Shandon)   | # of Events<br># start-ups assisted<br><br>CI Report<br>Cork BIC Reports<br><br># Northside for Business events   | -        | D                | 10.6, 11.9, 11.10, 11.11 | Strategic Economic Development              |
| Research, Develop & Innovate                      | Support the provision of suitable facilities to increase R&D and incubation units in cluster like developments   | 6.01.05   | Investigate the provision and support of makerspace/fablab in the city in conjunction with LEO   | Increased R&D and incubation<br># of Successes<br>€ of Successes  | -        | D                | 10.6, 11.2               | Strategic Economic Development              |
| Cluster Development                               | Develop & implement cluster strategies for the following sectors:<br>Food<br>Tourism<br>ICT<br>Life Sciences<br>Global Business<br>Services<br>International Finance<br>Services<br>Convergence<br>Technologies<br>Education<br>Energy | 6.02.01   | Develop linkages with SWREP coordinator and key stakeholders with Cork and Kerry local authorities<br><br>Engage in EU projects to support cluster development and internationalism in the various sectors<br><br>Develop cluster initiatives to strategically support cluster managers<br><br>Consider cluster steering committee/forum in collaboration with APJ cluster coordinators and Cork County Council and academia<br><br>Support programmes funded under REDF | # Cluster networking events<br><br>% increased employment opportunities in cluster sectors<br><br>level of engagement with local authorities in region<br><br># applications/successful | -        | D                | 11.1, 11.5, 11.7, 11.8   | Strategic Economic Development              |

| A city driving economic & sustainable development |  |           |   |   |  |                  |            |                                  |
|---|--|-----------|---|---|--|------------------|------------|----------------------------------|
| Strategic Objective                               | Action/Strategy  | Action ## | Actions 2021  | KPI /Measurements required                                    | Baseline   | Service Division | LECP Ref # | Lead Directorate                 |
| EU Projects                                       | Participate in EU projects that deliver measurable value   | 6.03.01   | Increase of development of EU project expertise within each EU directorate including financial management practices.<br>Enhance public communication of CCC's EU project portfolio<br>Increased coordination through staff engagement with EU Affairs Coordinator<br>Prepare ground for post-2021 EU opportunities<br>Prioritisation and resourcing of EU funding applications and projects<br>Identify suitable projects in areas not already with projects underway<br>Engage with EIB & other Financial opportunities in Europe to fund Infrastructure<br>Attend strategic EU agency, funding and partnership meetings | -   | -  | D                | -          | Strategic Economic Development   |
| EU Projects                                       | Participate in EU projects that deliver measurable value   | 6.03.02   | Housing Maintenance engage in EU Projects to progress, develop and improve policy and funding delivery in the area of housing. Currently involved in the following Programmes:- Empower; Indu-Zero; Upstairs; Intensify; Mini-stor; RED WoLF; FIRESPOL  | Meet Project Mile Stones<br><br>Achieve Regional Action Plans | -  | D                | -          | Housing                          |
| Development Plan                                  | Provide robust, quality development management decisions to facilitate economic renewal, implement the Cork City Development Plan and other strategies and delivering sustainable development and the enhancement of the environmental quality of the city | 6.04.01   | To provide a high quality pre-planning service to potential developers<br>Updating & Review Odyssey Project<br>To issue decisions in accordance with the provision of the legislation and government guidance<br>Planning conditions reviewed   | % decisions overturned by An Bord Planala                     | -  | -                | 14.1       | Community, Culture & Placemaking |
| Development Plan                                  | Initiate review of Development Plan to reflect the ambitions for Cork City as a city of international scale.   | 6.04.02   | Develop a programme for engagement, research and communications for the City Development Plan.  | Measure plan progress   | Development Plan process commenced and to schedule.<br>Ongoing engagement with elected members and public. | -                | 14.1       | Strategic Economic Development   |

| A city driving economic & sustainable development |  |           |  |   |  |                  |                         |   |
|---|--|-----------|--|---|--|------------------|-------------------------|---|
| Strategic Objective                               | Action/Strategy  | Action ## | Actions 2021   | KPI /Measurements required  | Baseline   | Service Division | LECP Ref #              | Lead Directorate                            |
| Development Plan                                  | Provide robust, quality development management decisions to facilitate economic renewal, implement the Cork City Development Plan and other strategies and delivering sustainable development and the enhancement of the environmental quality of the city | 6.04.03   | Ensure team aware of relevant planning requirements including legislative changes<br><br>Planning conditions reviewed  | No. of planning decisions appealed to ABP and % of cases where decision was upheld by ABP. NOAC Performance Indicator P2. Monthly CE Report | -  |                  |                         | Community, Culture & Placemaking            |
| Strategic Collaborations & Partnerships           | Engage with national project groups to deliver common processes, procedures and service delivery   | 6.05.01   | Learning & Sharing networks: National Service Catalogue Service Improvement Network  | # workshops held & attended   | -  | J                | -                       | Corporate Affairs & International Relations |
| Strategic Collaborations & Partnerships           | Coordinate and lead the strategic message and branding of Cork with local and national partners  | 6.05.02   | Implement targeted economic message and communication strategy<br><br>Identify key target markets based on demand and supply side analysis<br><br>Inform twinned cities of place branding, website and economic marketing strategy | Progress reports<br><br>Measure key metrics in themes of economics, QoL, Education and visitors   | -  | D                | 10.11                   | Corporate Affairs & International Relations |
| Strategic Collaborations & Partnerships           | Establish shared service team to identify services and partners  | 6.05.03   | Cork Smart Gateway<br><br>Participation in the 100 Intelligent Cities Challenge Programme<br><br>All Ireland Smart Cities Forum  | Successful application to the 100 Intelligent Cities Programme  | Successful completion of Digital Cities Challenge and preparation of draft Strategy document | J                | 4.11, 4.12, 4.15, 11.12 | ICT   |
| Strategic Collaborations & Partnerships           | Input into national, regional and local policy development and implementation incl NDP/NPF, RSES/MASO, CMATS, City Development Plan and Local Area Plans   | 6.05.04   | Ongoing internal and external engagements and collaborations   | Progress achieved   | Ongoing inputs relating to required infrastructure   | B                |                         | Infrastructure Development                  |

| A city driving economic & sustainable development |   |           |   |  |          |                  |                        |   |
|---|---|-----------|---|--|----------|------------------|------------------------|---|
| Strategic Objective                               | Action/Strategy   | Action ## | Actions 2021  | KPI /Measurements required   | Baseline | Service Division | LECP Ref #             | Lead Directorate                            |
| Strategic Collaborations & Partnerships           | Implement CASP Strategy and contribute to preparation of NPF and RSES   | 6.05.06   | Provide leadership and governance to structures<br>Deliver sustainable and integrated planning<br>Coordinated government engagement on Gateway development<br>Continue coordination and collaboration agendas with key stakeholders including SRA and DHCPLG<br>Continue to participate in CASP steering group and sub committees<br>New governance structures for Cork MASP to be determined by the Regional Assembly. | # Meetings attended<br><br># Documents Reviewed<br><br># Submissions   | -        | D                | 15.4,<br>15.1,<br>12.2 | Strategic Economic Development              |
| Strategic Collaborations & Partnerships           | Cork City Council will develop an effective strategic network of key partners at local, national and international levels | 6.05.07   | Continue CASP Management and coordination.<br>Participate in development forum, city centre implementation plan and preparation of local plans.<br>Engage with Govt departments and agencies through CASP forum.<br>Implement a strategy to enhance international profile with branding and messaging consultant  | # stakeholders/partners identified and worked with<br><br># meetings, consultations, workshops etc<br><br>Identification of key partners Through the Academy of Urbanism (AoU) projected twinning with San Sabastion/ Donostia in the Basque Country Spain | -        | D                | 15.3                   | Strategic Economic Development              |
| International Relations & Twinning                | Advertise and administer International Twinning Grants Scheme   | 6.06.01   | Create awareness of Grant Scheme<br>Administer Grant Scheme Work with Grants Committee  | # of Grant awarded<br><br># of communications  | -        | D                | 15.6                   | Corporate Affairs & International Relations |
| International Relations & Twinning                | Identify and work with key strategic partners at international level  | 6.06.02   | Continue to enhance relationships with China, San Francisco and other twinned cities  | # of international events and meetings   | -        | D                | 15.3                   | Corporate Affairs & International Relations |
| International Relations & Twinning                | Strengthen and improve relationships with 'twinned' cities  | 6.06.03   | Progress exchange programmes with Shanghai/Shenzhen and with UCC, Republic of Work and other key local stakeholders<br>Leverage visit to San Francisco and extend relationships to other stakeholders in US<br>Facilitate International Relations SPC   | # exchange programmes & students<br><br>report on visit to San Francisco   | -        | D                | -                      | Corporate Affairs & International Relations |
| Tourism   | Support tourism initiatives that promote Cork City  | 6.07.01   | Wild Atlantic Way & Ireland's Ancient East<br>Promote Cork as a destination; capture tourist traffic that uses Cork as a 'jump off point'.<br>Establishment of a Cork Tourism Coordination Group.   | # of Initiatives   | -        | D                | -                      | Strategic Economic Development              |

| A city driving economic & sustainable development |   |           |   |   |   |                  |                  |                                |
|---|---|-----------|---|---|---|------------------|------------------|--------------------------------|
| Strategic Objective                               | Action/Strategy   | Action ## | Actions 2021  | KPI /Measurements required  | Baseline  | Service Division | LECP Ref #       | Lead Directorate               |
| Tourism   | Promote amenities available in the city   | 6.07.02   | Facilitate the development of tourism projects<br>Devise an advertising and media strategy  | # of projects identified, completed<br>Record use of social media stats across all channels       | -   | D                | -                | Strategic Economic Development |
| Tourism   | Develop and implement City Tourism Strategy   | 6.07.03   | Review existing strategy<br>Identify and promote key heritage sites (Elizabeth Fort, St. Peters)  | Identify elements of strategy delivered<br># visitors management process                          | -   | F                | -                | Strategic Economic Development |
| Smart City  | Provide a city wide Wi-Fi service   | 6.08.02   | Effective public Wi-Fi offering in public buildings and public realm  | # locations Wi-Fi available   | Wi fi implemented in no. of key locations including City Hall, Libraries  | J                | 10.4, 11.12      | ICT                            |
| Smart City  | Stream important civic events live on web   | 6.08.03   | Identify events to be streamed eg. Commemoration, St. Patrick's Festival  | No of events streamed No of viewers of streamed events  | 5 event p.a.<br><br>20,000 p.a.   | F                | 3.1, 14.9        | ICT                            |
| Smart City  | Implement Digital Strategy Activities to enhance the digital maturity of Cork and Cork City Council | 6.08.04   | Digital city strategy being developed with local stakeholders and Govt initiatives including NBP  | Progress report on Digital City Strategy  | Draft Digital Strategy drawn up   | J                | 3.8, 10.4, 11.12 | ICT                            |
| Smart City  | Deliver open data sets for public use, free of charge   | 6.08.05   | Support phase two of the Cork Dashboard and identify high value data sets through public and other engagement   | No. data sets published<br>No data sets downloaded<br>No. of data sets viewed                     | Commenced project to engage with citizens on open data needs  | J                | 11.12            | ICT                            |
| Architecture/Urban Design                         | Architectural Competitions as a means of promoting architecture and design                          | 6.09.02   | The renewal of a city centre park and environs - Bishop Lucey Park to demonstrate that quality design and promotion can be gained from the architectural competition process            | Part 8 Planning Submission  | Appointment of Design Team  | D                |                  | Architects                     |
| Circular Economy & Green Procurement              | Develop Procurement Strategy to meet procurement policies, national and EU requirements             | 6.1.01    | Review Procurement Portal<br>Training and Mentoring of Staff<br>Strengthen procurement unit to develop expertise of advisory unit<br>Assist directorates in preparing procurement plans | % of utilisation of national frameworks   | Existing procurement practices across the organisation do not reflect updated policy<br>Currently quotations are completed locally<br>SLA and contract documentation not centrally influenced | J                | -                | Finance                        |
| Circular Economy & Green Procurement              | Co-operate with the aims and obligations of the Southern Waste management plan 2015-2021            | 6.1.02    | Encourage transition from a waste management economy to a green circular economy to enhance employment and increase the value, recovery and recirculation of resources.                 | Reduction in waste and promotion of circular economy in activities in City Hall Campus and Depots | -   | E                | -                | Operations (Rds & Env)         |

| A city driving economic & sustainable development |   |           |   |  |   |                  |                                |                                  |
|---|---|-----------|---|--|---|------------------|--------------------------------|----------------------------------|
| Strategic Objective                               | Action/Strategy   | Action ## | Actions 2021  | KPI /Measurements required   | Baseline  | Service Division | LECP Ref #                     | Lead Directorate                 |
| Business & Employment Opportunities               | Enhance library supports for employment and economic development            | 6.11.01   | Connect job seekers to the information resources they need<br>Provide accurate and up to date information in all formats on jobs, CVs, interviews, etc<br>Develop resources on innovation, enterprise and job creation  | # Days/Hours open to public<br><br>Availability of reference library   | -   | F                | 6.28                           | Community, Culture & Placemaking |
| Business & Employment Opportunities               | Achieve a thriving city economy   | 6.11.02   | Develop an effective communication strategy referencing the importance of Cork's economy as one of the pillars of sustainable development   | Collect key economic data and communicate strategy on economy and sustainable development with key messages both internally and externally   | -   | D                | 1.11                           | Strategic Economic Development   |
| Business & Employment Opportunities               | Develop a strong local economy  | 6.11.05   | Implementation of City Centre Action Plan<br>Implementation of LECP<br>Provide training courses, networking events; advice clinics, trading online vouchers<br>Engage with client base for LEO feedback on needs and requirements   | Progress report from City Centre Action Plan<br>Measurement tools to monitor LECP<br># training courses, events, clinics, vouchers run and attendees                                 | -   | D                | 15.6,<br>10.1<br>10.9<br>10.10 | Strategic Economic Development   |
| Business & Employment Opportunities               | Facilitate access by SME sector to public procurement contracts             | 6.11.06   | Include public procurement training in LEO programme<br>Ensure tender process and documentation facilitate participation by SME Sector<br>Continue SBIR project with sponsor<br>Directorate in conjunction with Smart City  | LEO Report<br><br># SMEs trained<br># Tender submissions   | -   | D                | -                              | Strategic Economic Development   |
| Business & Employment Opportunities               | Brexit Awareness Activities   | 6.11.07   | Drive awareness and ensure business preparedness for Brexit   | Completion of Brexit Scorecard<br># mentoring & training   | 3 Customs Workshops held<br>5 Brexit awareness workshops held   | D                | -                              | Strategic Economic Development   |
| Business & Employment Opportunities               | Implement Night Time Economy Strategy                                       | 6.11.08   | Improve night time economy<br>Retain Purple Flag Status   | Reports from City Centre Forum/Partnership on night time turnover and revenue, safety, quality of services   | -   | D                | 10.1                           | Strategic Economic Development   |
| Business & Employment Opportunities               | Identify key employment opportunities in both emerging and existing markets | 6.11.09   | Provide Financial supports to businesses engaging in manufacturing and internationally traded services<br>Progress report on LEO Enterprise Plan<br>Increase the number of businesses that access the Market Research Centre and progression to Enterprise Ireland and Small Businesses to increase their engagement with potential exporters division to support seeking to expand internationally | # clients referred to Enterprise Ireland<br># Clients referred to market research centre<br># of additional employment companies in sector<br># additional jobs<br># projects funded | 4 clients referred to EI<br>3 clients referred to research centre<br>Employment survey currently being conducted<br>TBC from survey<br>25 projects funded | D                | 10.1                           | Strategic Economic Development   |



| A city driving economic & sustainable development |  |           |   |  |   |                  |                              |                            |
|---|--|-----------|---|--|---|------------------|------------------------------|----------------------------|
| Strategic Objective                               | Action/Strategy  | Action ## | Actions 2021  | KPI /Measurements required   | Baseline  | Service Division | LECP Ref #                   | Lead Directorate           |
| Urban Regeneration                                | Regeneration of our City streets, roads and adjoining areas  | 6.12.01   | Progress the design and delivery of LIHAF funded, City Centre Sites, Docklands Infrastructure Schemes   | Capacity and Massing Studies to improve an Urban Design and to provide integrated and co-ordinated development Architectural Strategy for key sites  | -   |                  |                              | Architects                 |
| Urban Regeneration                                | Develop strategic sites, buildings and lands in the city to realise key projects                                   | 6.12.02   | Reduce dereliction, by means of proactive interaction with stakeholders by proposing innovate urban design and architectural solutions as catalysts to promote development of these sites. Eg. Wayfinding Competition | Appoint Design Team & monitor design development   | Competition Tendered  | D                | 14.1, 14.3, 10.1, 11.3, 14.2 | Architects                 |
| Urban Regeneration                                | Protect the historic fabric of the city and establish new uses for old buildings                                   | 6.12.03   | Collaborate with key stakeholders to realise and achieve realist projects<br>Implementation of Living City Initiative   | English Market Development Strategy €6.4m and associated projects. Preparation work required for 2nd Phase of LIHAV funding.   | -   | D                | 14.6                         | Architects                 |
| Urban Regeneration                                | Support regeneration of City Centre and Docklands.   | 6.12.04   | Assist in preparation of funding applications to progress delivery of studies and infrastructure projects (URDF)  | Progress achieved  | Await outcome for next stage in infrastructure provided   | B                |                              | Infrastructure Development |
| Urban Regeneration                                | Review requirements for multi modal bridge access to South Docklands via Eastern Gateway Bridge and Mill Rd Bridge | 6.12.05   | Prepare brief and commence review   | Progress achieved  | Progress achieved   | B                |                              | Infrastructure Development |
| Urban Regeneration                                | Provide quality environments that enhance the lives of our residents and visitors                                  | 6.12.06   | Increase in provision of social units through Part V of the Planning & Development Act 2000 and as amended by the Urban Regeneration Act 2015<br><br>Fabric of Social Housing maintained to a high standard           | Annual target for social housing provision set under the social housing strategy 2020<br># of vacant units<br># of requests completed<br># of properties upgraded under Fabric Upgrade Programme<br># Apartment Deep Energy Retrofit<br># Properties upgraded under Minor DPG scheme | # of vacant units 200<br># of requests completed 8500<br># of properties upgraded under Fabric Upgrade Programme 200<br># Apartment Deep Energy Retrofit 60<br># Properties upgraded under Minor DPG scheme 100 | A                | 1.1                          | Housing                    |

| A city driving economic & sustainable development |   |           |   |  |   |                  |  |   |
|---|---|-----------|---|--|---|------------------|--|---|
| Strategic Objective                               | Action/Strategy   | Action ## | Actions 2021  | KPI /Measurements required   | Baseline                                      | Service Division | LECP Ref #                               | Lead Directorate                            |
| Urban Regeneration                                | To secure the continued redevelopment of the city centre and Docklands, Blackpool and Mahon | 6.12.07   | Provide robust, quality development management advice and recommendations to progress the achievement of this objective. Ensure other parties are aware of relevant constraints.            | No. of preplanning queries. No. of planning decisions.             | -   | D                |  | Community, Culture & Placemaking            |
| Urban Regeneration                                | Develop strategic sites, buildings and lands in the city to realise key projects            | 6.12.08   | Reduce dereliction<br>Review vacant site legislation & identify & inspect suitable vacant sites<br>Progress vacant homes action plan  | CE Monthly Report<br>#Derelict Sites on register                   | -   | D                | 14.1,<br>14.3,<br>10.1,<br>11.3,<br>14.2 | Strategic Economic Development              |
| Urban Regeneration                                | Develop strategic sites   | 6.12.09   | Prepare a plan for the regeneration of the Grand Parade / South Main Street / Beamish and Crawford quarter, including the regeneration of Bishop Lucey Park, public realm and regeneration. | Programme Reporting on individual infrastructure projects.         | -   | D                | -  | Strategic Economic Development              |
| Urban Regeneration                                | Regeneration of our City streets, roads and adjoining areas                                 | 6.12.10   | Review of Views & Prospects section of Development Plan   | Strategy Report  | -   |                  |  | Architects                                  |
| Urban Regeneration                                |   | 6.12.11   | Engage on the Docklands Project in conjunction with the Land Development Agency and Infrastructure Directorate  | Programme Reporting on individual infrastructure projects.         | Complete MoU with LDA. URDF Call 2 submission |                  |  | Strategic Economic Development              |
| Urban Regeneration                                | Casual Trading  | 6.12.12   | Undertake a review of the City's Casual Trading Bye-Laws  | Undertake a review of the existing Casual Trading Bye-Laws in 2021 | Current Bye-Laws are in place since 1996.     |                  | 1.1                                      | Corporate Affairs & International Relations |

**Appendix**



## Our Elected Members

### CORK CITY NORTH WEST



**Lord Mayor John Sheehan**  
**Cork City North West (FF)**  
83 Thomas Davis Street, Blackpool,  
Tel: 087 228 2963  
Email: john\_sheehan@corkcity.ie



**Cllr Damian Boylan**  
**Cork City North West (FG)**  
Willison Park, Blarney, Cork.  
Tel: 087 224 4364  
Email: damian\_boylan@corkcity.ie



**Cllr Mick Nugent**  
**Cork City North West (SF)**  
98 Ardculen, Hollyhill, Cork  
Tel: 087 675 5793  
Email: michael\_nugent@corkcity.ie



**Cllr Tony Fitzgerald**  
**Cork City North West (FF)**  
The Bungalow, Harbour View Road, Hollyhill,  
Cork Tel: 021 430 2032  
Email: tony\_fitzgerald@corkcity.ie



**Cllr Fiona Ryan**  
**Cork City North West (SP – PBP)**  
5 Thomas Davis House, Thomas Davis Street,  
Blackpool, Cork Tel: 085 145 3008  
Email: Fiona\_ryan@corkcity.ie



**Cllr Kenneth Collins**  
**Cork City North West (SF)**  
149 Farranferris Avenue, Farranree, Cork  
Tel: 087 929 3904  
Email: Kenneth\_collins@corkcity.ie

### CORK CITY SOUTH WEST



**Cllr Fergal Dennehy**  
**Cork City South West (FF)**  
11 Brentwood Court, Sarsfield Rd, Cork  
Tel: 087 299 9337 / 021 431 9551  
Email: fergal\_dennehy@corkcity.ie



**Cllr Colette Finn**  
**Cork City South West (GP)**  
Beechwood, Croaghta Park, Glasheen Rd,  
Cork Tel: 087 675 2697  
Email: Colette\_finn@corkcity.ie



**Cllr Henry Cremin**  
**Cork City South West (SF)**  
36 Greenfields, Parkway Drive, Model Farm  
Road, Cork. Tel: 086 266 2874  
Email: henry\_cremin@corkcity.ie



**Cllr Colm Kelleher**  
**Cork City South West (FF)**  
32 Rosewood, Ballincollig, Cork  
Tel: 087 241 4876  
Email: colm\_kelleher@corkcity.ie



**Cllr Garret Kelleher**  
**Cork City South West (FG)**  
7 Oldcourt Drive, Greenfields, Ballincollig,  
Co. Cork Tel: 087 963 5812  
Email: garret\_kelleher@corkcity.ie



**Cllr Thomas Moloney**  
**Cork City South West (Ind)**  
18 Elm Road, Togher, Cork  
Tel: 087 332 2257  
Email: thomas\_moloney@corkcity.ie



**Cllr Derry Canty**  
**Cork City South West (FG)**  
24 Beech Road, Muskerry Estate, Ballincollig,  
Cork Tel: 086 243 6795  
Email: derrycantyccc@gmail.com

### CORK CITY SOUTH EAST



**Cllr Lorna Bogue**  
**Cork City South East (Ind)**  
2 Calderwood Circle, Donnybrook, Douglas,  
Cork Tel: 087 270 1500  
Email: lorna\_bogue@corkcity.ie



**Cllr Kieran McCarthy**  
**Cork City South East (Ind)**  
Richmond Villa, Douglas Road, Cork.  
Tel: 087 655 3389  
Email: kieran\_mccarthy@corkcity.ie



**Cllr Des Cahill**  
**Cork City South East (FG)**  
 5 Maryville, Ballintemple, Cork  
 Tel: 087 280 1490/021 429 2084/  
 021 429 1343 Email: des\_cahill@corkcity.ie



**Cllr Mary Rose Desmond**  
**Cork City South East (FF)**  
 Douglas, Cork  
 Tel: 087 232 4515  
 Email: maryrose\_desmond@corkcity.ie



**Cllr Terry Shannon**  
**Cork City South East (FF)**  
 33 Lake Lawn, Well Road, Douglas, Cork  
 Tel: 021 436 4385  
 Email: terry\_shannon@corkcity.ie



**Cllr Deirdre Forde**  
**Cork City South East (FG)**  
 12 Lislee Road, Maryborough, Douglas, Cork  
 Tel: 087 916 1952  
 Email: [info@deirdreforde.ie](mailto:info@deirdreforde.ie)

## CORK CITY NORTH EAST



**Cllr Ger Keohane**  
**Cork City North East (Ind)**  
 c/o City Hall, Cork  
 Tel: 086 026 3046  
 Email: ger\_keohane@corkcity.ie



**Cllr Oliver Moran**  
**Cork City North East (GP)**  
 St Anne's Drive, Montenotte, Cork  
 Tel: 087 965 8549  
 Email: oliver\_moran@corkcity.ie



**Cllr Ken O'Flynn**  
**Cork City North East (Ind)**  
 Kilnap, Old Mallow Road, Blackpool, Cork  
 Tel: 086 737 3356 / 021 421 1200  
 Email: ken\_oflynn@corkcity.ie



**Cllr John Daniel Maher**  
**Cork City North East (LP)**  
 11 Meelick Park, Ballyvolane, Cork  
 Tel: 086 194 2285  
 Email: john\_maher@corkcity.ie



**Cllr Ted Tynan**  
**Cork City North East (WP)**  
 155 Silversprings Lawn, Tivoli, Cork  
 Tel: 021 450 3481 / 086 190 8281  
 Email: ted\_tynan@corkcity.ie



**Cllr Joe Kavanagh**  
**Cork City North East (FG)**  
 Carrimore, Middle Glanmire Road, Cork  
 Tel: 086 230 7507 Email:  
 joe\_kavanagh@corkcity.ie

## CORK CITY SOUTH CENTRAL



**Cllr Shane O'Callaghan**  
**Cork City South Central (FG)**  
 70 Sandown Grange Heights, Douglas, Cork  
 Tel: 086 306 7431  
 Email: shane\_ocallaghan@corkcity.ie



**Cllr Sean Martin**  
**Cork City South Central (FF)**  
 9 Heatherton Park, South Douglas Rd,  
 Cork Tel: 021 436 6665 / 087 290 8298  
 Email: sean\_martin@corkcity.ie



**Cllr Fiona Kerins**  
**Cork City South Central (SF)**  
 25 Hillview Estate, Ballyphehane, Cork  
 Tel: 021 431 1389  
 Email: Fiona\_kerins@corkcity.ie



**Cllr Mick Finn**  
**Cork City South Central (Ind)**  
 6 Annmount, Friars Walk, Cork  
 Tel: 086 194 0126  
 Email: mick\_finn@corkcity.ie



**Cllr Paudie Dineen**  
**Cork City South Central (Ind)**  
 31 Quaker Road, Cork  
 Tel: 086 026 9266  
 Email: Paudie\_dineen@corkcity.ie



**Cllr Dan Boyle**  
**Cork City South Centre (GP)**  
 34 Derrynane Road, Turners Cross, Cork. Tel: 087  
 277 2701  
 Email: dan@danboyle.ie



## Senior Management Team



**Ann Doherty**  
Chief Executive

ann\_doherty@corkcity.ie  
021 492 4212



**Adrienne Rodgers**  
Director of Community,  
Culture & Placemaking

adrienne\_rodgers@corkcity.ie  
021 429 8751



**Brian Geaney**  
Assistant Chief Executive

brian\_geaney@corkcity.ie  
021 492 4273



**David Joyce**  
Director of Operations

david\_joyce@corkcity.ie  
021 492 4611



**Paul Moynihan**  
Director of Corporate Affairs &  
International Relations

paul\_moynihan@corkcity.ie  
021 492 4270



**Gerry O'Beirne**  
Director of Capital &  
Infrastructure

gerry\_obeirne@corkcity.ie  
021 492 4130



**Ruth Buckley**  
Head of ICT Services

Ruth\_buckley@corkcity.ie  
021 492 4140



**Marguerite Gallagher**  
Head of Legal Affairs

marguerite\_gallagher@corkcity.ie  
021 492 4222



**Tony Duggan**  
City Architect

tony\_duggan@corkcity.ie  
021 492 4140



**Mike Larkin**  
Director of People and  
Organisation Development

mike\_larkin@corkcity.ie  
021 492 9855



**Fearghal Reidy**  
Director of Strategic &  
Economic Development

fearghal\_reidy@corkcity.ie  
021 492 4034



**John Hallahan**  
Chief Financial Officer

john\_hallahan@corkcity.ie  
021 492 4300



**Tadhg Keating**  
A/Director of Housing

Tadhg\_keating@corkcity.ie  
021 492 4737



# Why Cork City?




Cork is Ireland's **second city** and earmarked to be the **FASTEST GROWING CITY IN THE COUNTRY OVER THE NEXT 20 YEARS** under Ireland 2040, the National Development Plan




UNPRECEDENTED DEVELOPMENT TAKING PLACE WITH UP TO **€1 BILLION** OF OFFICE, HOTEL & APARTMENT DEVELOPMENTS UNDERWAY

THE FINANCIAL TIMES RANKS CORK

**NO. 2** SMALL CITY IN EUROPE FOR ECONOMIC POTENTIAL

in its European Cities of the Future league table

## CORK WAS VOTED THE FRIENDLIEST CITY EUROPE



in a poll by Condé Nast Traveller's 2018 Friendliest Cities in the World



CORK CITY IS THE **EUROPEAN BASE OF GLOBAL LEADERS**

It's home to clusters in life sciences, ICT, financial and international services

Cork was ranked as one of Europe's **TOP 8 IDEAL CULTURAL & CREATIVE CITIES**



by the European Commission in 2017, in its EU-wide 'Cultural & Creative Cities Monitor'

CORK CONTRIBUTES **19%** OF NATIONAL GDP



also generating the highest revenue per person in Ireland (**€105,000 per person**) ahead of both Dublin (€96,000) & London (€104,000)

CORK AIRPORT IS IRELAND'S **2ND BUSIEST AIRPORT** and the fastest growing airport on the island last year

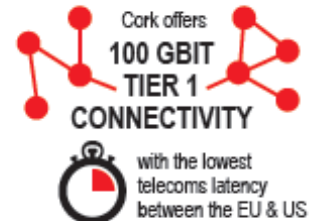


CORK METROPOLITAN AREA IS HOME TO MORE THAN **169 FDI EMPLOYERS** employing almost **39,000**

Cork City is part of **IRELAND'S ANCIENT EAST** and on the doorstep of **IRELAND'S WILD ATLANTIC WAY**




Cork offers **100 GBIT TIER 1 CONNECTIVITY** with the lowest telecoms latency between the EU & US



**85%** of professionals who relocated to Cork are **SATISFIED OR VERY SATISFIED WITH THEIR MOVE** according a survey of 27 different nationalities working in Cork



CORK CITY IS RICH IN **DIVERSITY** with nearly **43%** of those living in the city centre born outside Ireland



**MORE THAN 36,000** ENROLLED IN THIRD LEVEL COLLEGES including international students from **+100 COUNTRIES**



Office occupancy costs in Cork are approximately **50% LOWER** than Dublin



**UNESCO LEARNING CITY** **WHO HEALTHY CITY**



**€3.5 BILLION** TO BE INVESTED IN **CORK'S TRANSPORT SYSTEM** under the Metropolitan Area Transport Strategy (CMATS)





## How to contact us

**Online:** [www.corkcity.ie](http://www.corkcity.ie)

**Email:** [corporateaffairs@corkcity.ie](mailto:corporateaffairs@corkcity.ie)

### **In person:**

Cork City Council, City Hall, Anglesea Street, Cork, T12 T997

Business Hours, Monday to Friday (Public Holidays excluded)

**Telephone:** +353 21 492 4000

**Out of Hours/Emergency Contact Number:** +353 21 496 6512

**twitter:** @CorkCityCouncil

**Facebook:** \CorkCityCouncil Official

**Instagram:** @CorkCityCouncil

