



CORK CITY COUNCIL ANNUAL SERVICE DELIVERY PLAN 2020



Comhairle Cathrach Chorcaí
Cork City Council

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Message from Chief Executive

Based on the south coast of Ireland with a large maritime and merchant history, Cork city has come through a time of significant change in the last 12 months with an increase in its population by 85,000 residents resulting in a population of over 211,000 people.

Cork City Council underwent an organisation restructuring in its administrative and political structures to cater for this expanded city. This is the first of the Annual Service Delivery Plans of Cork City Council in the context of its Corporate Plan to 2024. It is an exciting time for us as a city council as we implement our vision of leading Cork to take its place as a World Class city.

Key feedback during consultation on the Corporate Plan is that Cork is an ambitious city. This is reflected in both Project Ireland 2040, and our Corporate Plan to 2024. Our city centre, communities, neighbourhoods, and economy will be developed sustainably. Cultural and social services will be enhanced, jobs created, and the physical, social and economic resilience of the city will continue to be copper fastened.in partnership with our stakeholders

Importantly, we are building on our strength as a World Health Organisation (WHO) Healthy City, by developing a city that supports healthy lifestyles. Cork is a city built for people that prides itself on a strong sense of place and a strong sense of belonging.

During 2020, our focus will be on delivering high quality services to the public. We will achieve this through the annual implementation of actions outlined in our 57 strategic objectives under 6 high level goals:

An environmentally sustainable city; A city valuing its people; A city promoting culture, heritage, health and wellbeing; A city of engaged neighbourhoods and communities; A city supporting the delivery of homes and infrastructure; and A city driving economic and sustainable development.

There are a number of procedures in place for constant measuring and verification of our service delivery which include the monthly Chief Executive report, performance reviews, NOAC indicators and the annual report.

There are undoubtedly geopolitical, cyclical and Brexit-related challenges ahead, but we believe Cork, which is set to become the second biggest English-speaking city in the EU, is ready to meet those challenges.

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



Chief Executive, Ann Doherty

Mission, Vision & Values

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 Values

Public Good

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



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 improvement.



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.



Our Vision

Leading Cork to take its place as a World Class City



Introduction

The Annual Service Delivery Plan identifies the key services that Cork City Council intends to delivery to the people and businesses of Cork City during 2020. 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 City Council policy documents which set out the framework on how the City Council delivers services:

- Corporate Plan-2024
- Annual Budget 2020
- Local Economic & Community Plan

The principal services are published in our Annual Service Delivery Plan, allocation of funding is available through the Annual Budget and the goals, objectives and strategies for the delivery of these services are set out in our Corporate Plan.

Six high level goals were identified following research, consultation, workshops and staff engagements of the Corporate Plan. Under each of these goals, supporting strategic objectives were identified. Several actions appear against each strategic objective in the Annual Service Delivery Plan.

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
Strategic Objectives	Climate Action Litter & Waste Management Noise & Air Quality Water Services & Sanitation Biodiversity Regulation & Enforcement Sustainable Development Flood Management	Enhance Democracy People Centric Experience Governance & Management Continuous Service Improvement & Delivery Public Sector Duty People Management Business Continuity Learning & Development Welfare	Libraries Emergency Services Heritage, Arts & Culture Healthy City Sports Development Parks, Recreation & Greenways Learning City Young People Age Friendly City Trauma Sensitive City	Integration & Social Inclusion Public Realm / Social Infrastructure Safe City Major Emergency Management Festival & Events Critical Infrastructure Engaging & Developing Communities Inclusive City	Integrated Public Transport System Rebuilding Ireland Action Plan Social Housing Supports Asset Management City Centre Movement Strategy Property Management Active Land Management Capital Delivery Planning & Zoning Docklands	Research, Develop & Innovate Cluster Development EU Projects Development Plan Strategic Collaborations & Partnerships International Relations & Twinning Tourism Smart City Architecture/ Urban Design Circular Economy & Green Procurement Business & Employment Opportunities Urban Regeneration
Actions	All Actions are captured, reviewed & monitored through the Annual Service Delivery Plans					

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, service division and LECP reference.

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

These divisions have services that are delivered across numerous directorates as illustrated below.

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

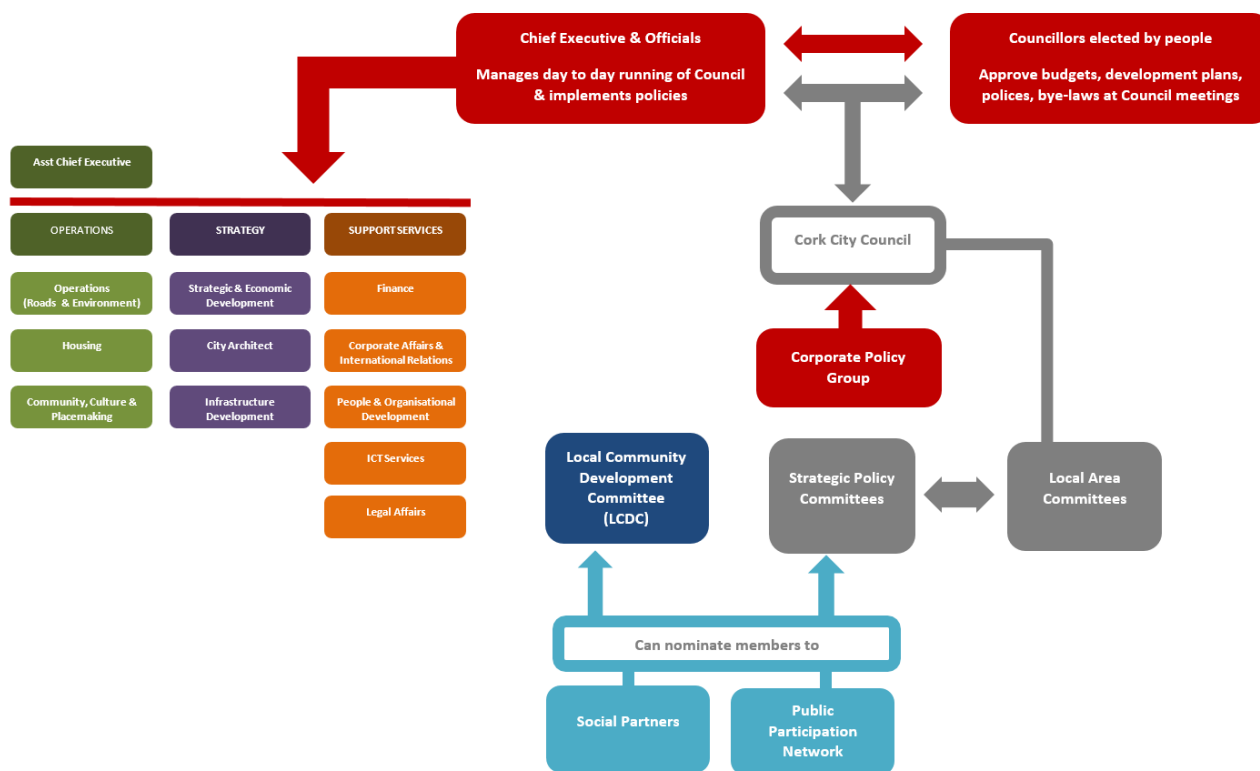
Performance and standards of service delivery are measured through the council's Staff Development and Management Programme, through NOAC indicators, CE Monthly Report, work plans and periodic reviews.

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 right 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.

It should be noted that Cork City Council underwent a significant organisational redesign in 2019. This was in tandem with the historic boundary expansion so as the new organisation structure could best meet the demands of a larger city moving forward.

The Council structures were reorganised from a functional based organisation to an area service delivery model during 2019 to meet the demands of the larger city. The structure is centred around three pillars (all interacting and reliant on each other): Operations, Strategy and Support Services.



Service Plan Structure

The 2020 Annual Service Delivery Plan will focus on the six high level corporate goals as established in the Corporate Plan and the strategic objectives identified under each goal. There will be several actions under each objective which highlight the council's priorities, lead directorates, KPIs and measurements.

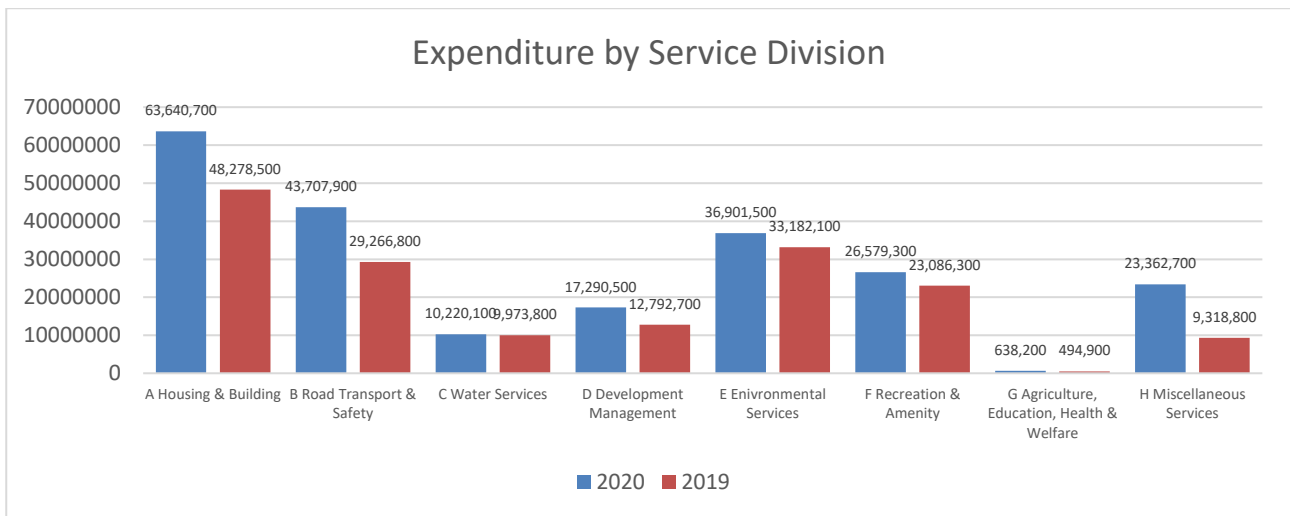
The 2020 Annual Service Delivery Plan was prepared in the context of Cork City Council's 2024 Corporate Plan and the 2020 Budget approved by the Members.

The service delivery plan details the services to be provided by Cork City Council to the citizens and businesses of Cork in 2020 in line with the adopted budget. Service Divisions are highlighted in this plan as they are listed in the Budget Book 2020. We will provide an introductory overview of the service division, a short financial commentary on how the division is funded and where expenditure is allocated.

Budget 2020

The overall revenue expenditure for 2020 is €222,340,900 by comparison with €166,843,900 for 2019. This represents an increase of €55,497,000 on 2019 of which €37,300,000 is attributable to the boundary extension with €18,197,000 being the uplift on the 2019 budget. The main contributors to the increase in expenditure are (1) TII Maintenance Grant €500k. (2) An increase in payroll of €2.3m (3) Increase in pensions of €1.1m (4) Increase in homeless funding of € 5,869,600. (5) Staging of European Maritime Day of €500,000. (6) Housing Leasing Initiative of €1.8m and (7) Road Restoration Improvement Grant of €5.6m.

The general economic climate and state of the national finances continues to improve. However, many of our income sources continue to be under pressure, while increased demand for services in many areas increases the pressure on the city's finances. The challenge is to ensure that the Council continues to achieve a balanced allocation of resources to ensure that it meets the many competing demands across the social, economic, cultural, environmental and infrastructural development of the city.



Staffing

The City Council received an additional 207 people as a result of the boundary extension. Subject to the financial capacity of the organization, there will be opportunities to continue recruitment of staff on foot of future vacancies that will arise.

We will continue to ensure 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.

Delivering for Our Public	
1	Accelerate digital delivery of services
2	Improve services for our customers
3	Make services more accessible to all
4	Significantly improve communications and engagement with the public
5	Drive efficiency and effectiveness

Developing Our People and Organisations	
12	Embed strategic human resource management in the public service
13	Mainstream strategic workforce planning in the public service
14	Continuous and responsive professional development
15	Strengthen performance management
16	Promote equality, diversity and inclusion
17	Increase employee engagement
18	Review public service culture and values

Innovating for our Future	
6	Promote a culture of innovation in the public service
7	Optimise the use of data
8	Build strategic planning capability
9	Strengthen whole-of-government collaboration
10	Embed programme and project management
11	Embed a culture of evidence and evaluation

	Arch	CCP	CAIR	FIN	HSG	ICT	Inf Dev	LAW	Ops	POD	SED	Grand Total
ADMINISTRATIVE OFFICER SCALE		13	4	5	9	4			6	4	8	53
ADMINISTRATOR FOYER					1							1
ASSISTANT CHIEF EXECUTIVE					1							1
ASSISTANT ENGINEER POST 1 NOV 2013	2	3			2		1	2	6		3	19
ASSISTANT ENGINEER POST 1 NOV 2014	1				1			1	1			4
ASSISTANT GARDENER									5			5
ASSISTANT GENERAL FOREPERSON					9				6			15
ASSISTANT RESIDENT ENGIN							1					1
ASSISTANT STAFF OFFICER POST 1 NOV 2013		13	9	16	7	2	3		17	4	5	76
ASSISTANT STAFF OFFICER POST 1 NOV 2014		18			4							22
BUILDING AND STREET INSPECTOR SCALE		1			3							4
BUILDING LABOURER									4			4
CARETAKER CITY HALL			1									1
CHIEF EXECUTIVE			1									1
CHIEF TECHNICIAN SCALE		1	2				1		1			5
CLEANER		5	8									13
CLEANSING ASSISTANT GENERAL FOREPERSON									2			2
CLEANSING GENERAL FOREPERSON									1			1
CLERICAL OFFICER POST 1 NOV 2013	2	31	10	17	32	4	1	3	28	11	5	144
CLERICAL OFFICER POST 1 NOV 2014		21	3	1	6	1		3	3			38
CLERICAL OFFICER POST 1 NOV 2015		1		2	4	2			3			12
CLERICAL OFFICER POST 1 NOV 2016				1								1
COMMUNICATIONS &PUBLIC RELATIONS OFFICER			1									1
COMMUNITY WARDEN		4										4
COOK GRADE 2 WITH QUALS		1										1
COOK GRADE 2 WITHOUT QUAL		5										5
CORK LEARNING CITY CO-ORDINATOR		1										1
CORONER 2019-SA535		1										1
CRAFTSPERSON (NEW MERGED)POST 1 NOV 2013					21				14			35
CRAFTSPERSON (NEW MERGED)POST 1 NOV 2014					2				6			8
CRAFTSPERSON (NEW MERGED)POST 1 NOV 2015					3				7			10
CRAFTSPERSON (NEW MERGED)POST 1 NOV 2016					10				3			13
CRAFTSPERSON (NEW MERGED)POST 1 NOV 2017					10				1			11
CRAFTSPERSON (NEW MERGED)POST 1 NOV 2018					13							13
CRAFTSPERSON (NEW MERGED)POST 1 NOV 2019					1							1
CRAFTSPERSON (NEW MERGED)POST 1 NOV 2020					3							3
DIRECTOR OF SERVICE/HEAD OF FUNCTION		1	1	1		1	1		1	1	1	8
DISTRICT SUPERVISOR									2			2
DRIVER HELPER A			4		17				55			76
DRIVER HELPER B									34			34
EXECUTIVE ENGINEER SCALE	5	12	3		11		9	5	32		7	84
EXECUTIVE TECHNICIAN SCALE	2	3	1		1		1		6			14
FIREFIGHTER HRA		91										91
FOREPERSON ROADWORKS									5			5
FOYER MANAGER SCALE					1							1
GANGER									9			9
GENERAL FOREPERSON					4				9			13
GENERAL OPERATIVE POST 1 NOV 2013					21				148			169
GENERAL OPERATIVE POST 1 NOV 2014					1				16			17
GENERAL SERVICES SUPERVISOR									5			5
GRADUATE ENGINEER POST 1 NOV 2013	1							1	1		1	4
JUNIOR FOREPERSON		2							16			18

Row Labels	Arch	CCP	CAIR	FIN	HSG	ICT	Inf Dev	LAW	Ops	POD	SED	Grand Total
LA GRADUATE ADMIN			1	1	2	1			1	2	1	9
LABOURER ROADWORKS									10			10
LAW AGENT/CITY ARCHITECT SCALE	1							1				2
LEADING FIREFIGHTER		12										12
LIBRARY ATTENDANT		7										7
MESSENGER		1								1		2
METER READER									1			1
NIGHT SUPERVISOR FOYER					1							1
PARK ATTENDANT									1			1
PART-TIME FIRE FIGHTER		5										5
PART-TIME PERMANENT LIBRARY ASSISTANT		9										9
PART-TIME STATION OFFICER		1										1
PART-TIME SUB OFFICER		1										1
PERSONAL RATE		1			14	1			1			17
PIPELAYER		1							5			6
PORTER / ATTENDANT			1		1							2
PRODUCTION ATTENDANT LEE ROAD									10			10
PROF. QUALIFIED HOUSING WELFARE OFFICER					1							1
RESIDENT ENGINEER							1		1			2
SCHOOL WARDEN									41			41
SCHOOL WARDEN 2019									10			10
SCHOOL WARDEN 2020									6			6
SEN RESIDENT ENGIN							2					2
SENIOR ENGINEER SCALE		2			1		2		3		2	10
SENIOR EXEC OFFICERS SCALE		2	2	3	3	1			1	2		14
SENIOR EXECUTIVE ENGINEER SCALE	2	9	2		2		8		9		4	36
SENIOR EXECUTIVE TECHNICIAN SCALE	1	1	1		1		1		3		1	9
SENIOR STAFF OFFICER SCALE	2	21	1	10	14	9	1	1	9	1	2	71
SITE CLERK									4			4
SITE CLERK (SALARY SCALE)									1			1
SITE TECHNICIAN LEVEL 2 SCALE							1					1
STAFF OFFICER SCALE		23	6	15	25	2		4	6	7	5	93
STATION OFFICER		8										8
STOREPERSON					3							3
SUB STATION OFFICER		8										8
TECHNICIAN GRADE 1 SCALE		3			4		1		4			12
TECHNICIAN GRADE 11 POST 1 NOV 2013	1		1		2				2			6
TECHNICIAN GRADE 11 POST 1 NOV 2014									3			3
THIRD FIRE OFFICER SCALE		4										4
TRAFFIC WARDEN (BOUNDARY)									1			1
TRAFFIC WARDEN AND LITTER WARDEN									24			24
Grand Total	20	347	63	72	272	28	35	21	610	33	45	1546
Row Labels	Arch	CCP	CAIR	FIN	HSG	ICT	Inf Dev	LAW	Ops	POD	SED	Grand Total

Data as of June 2020

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 multiagency 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. The action plan will help our staff focus on their key priorities and help them understand how their daily work fits into the larger picture of the council goals.

Boundary Extension

The City Boundary extension came into effect on May 31st 2019. It was the first boundary extension to the city since 1965.

Cork City has been earmarked as the fastest growing city in the country under the national planning framework. As a result of the boundary extension, the city increased fivefold in size and welcomed 85,000 new residents into the administrative area of Cork City Council. Towns like Blarney, Ballincollig, Glanmire, Douglas, Frankfield, Grange, Tower and Whites cross have become part of the expanded city.

Over 400 public services transferred from Cork County to Cork City as part of the expansion of the city. Up to 550kms of roads, 990 social homes, twelve cemeteries and three libraries have now come under the control of the City Council.

This has been recognised as one of the key achievements of our Annual Service Delivery Plan 2019 (see Appendix).

Monitoring and reporting on progress

To assist CCC in ensuring the CP is delivered and to assess our performance in the priorities identified, several initiatives are in place and will be delivered.



Service Divisions

Service Division A : Housing & Building

The aim of Housing & Building Service Division is to ensure that every household has a dwelling suitable to its needs, located in an acceptable environment and at a price or rent it can afford. It is supported by the following strategic relationships: Housing, Community, Culture & Placemaking, Strategic Economic Development and Infrastructure Development directorates to meet the goals outlined in the Corporate Plan.

This division is responsible for the implementation of housing programmes in accordance with national and local policy. It is divided into the following four divisions:

- Housing Capital and Regeneration
- Housing Maintenance/ Private Rented Accommodation
- Housing Operations
- Housing System Development and Change Management/Area Management

To mitigate against climate change, Cork City Council is participating in several EU projects that will demonstrate the benefits of deep retrofit approaches and improve engagement with tenants on climate change issues. An energy and environmental monitoring, measuring and reporting system will be installed to provide information and feedback on the retrofit measures on the housing stock.

Rebuilding Ireland – An Action Plan for Housing and Homelessness was published by Government in July 2016 and is now going into its fourth year of operation. The City Council is advancing several actions under the pillars of the Action Plan including acquisition of existing vacant properties and construction projects to avail of the significant resources to be made available. These include:

- The City Council is advancing a strong delivery programme for the period 2019-2021 with the yearly target of 559 units to be exceeded with over 400 of this figure through new construction.
- Construction is advancing on projects in Lower John Street (17 homes), Gerald Griffin Street (17 homes), Gerald Griffin Street (42 units – enabling works contract complete, proceeding to tender for main contract), Shandon Street (9 homes), together with a number of other projects comprising over 400 units advancing through design and tender stages.
- Proposals for other projects in Fairhill, Farranree, Shandon Street, Boyce's Street and a number of other locations throughout the City will continue for 2020.

The City Council's innovative Competitive Dialogue public procurement process for the delivery of housing units by the private sector aims to deliver more homes in 2020. Cork City Council was recently honoured with a European Eco-Procurement Innovation Procurement of the Year Award for the use of this procedure.

In addition the City Council has at present 269 properties leased under availability agreements and approval has issued to Approved Housing Bodies under the Capital Advance Leasing Facility (CALF) for the construction of schemes at Redforge Road in Blackpool and Millerd Street together with progression under design and tender of two schemes at Thomas Davis Street and St Vincents Convent to provide potential further 60 homes. Additional units are expected to be delivered under the Repair and Leasing Scheme for 2020.

Other Housing services provided by the Council include:

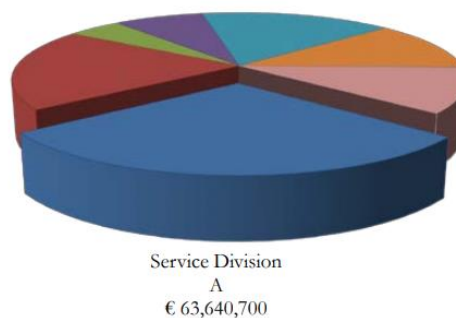
- The Rental Accommodation Scheme (RAS) which continues to focus on securing homes to meet the targets set out in national policy.
- The Housing Fabric upgrade scheme.
- The Housing Assistance Payment Scheme (HAP) which has seen significant uptake and is currently supporting over 2,660 tenancies.
- In 2019, the council took over operational responsibility for the Homeless Persons Unit from the Dept. of Employment Affairs and Social Protection. A team is in place to provide a holistic focus on individual solutions and supports to those who need it. This team will move to a new purpose designed premises in early 2020.
- House Allocations: the Choice Based Letting Scheme now includes suitable properties of Approved Housing Bodies.
- The Traveller Accommodation section which provides support to the local Traveller community and provides Traveller specific accommodation in the city.
- The management of over 9,000 units of social housing units across Cork City (e.g. monitoring of rents, new lettings and dealing with anti-social behaviour) from City Hall and the North Area Housing Office.
- The Loans and Grants Schemes to assist people in private and public accommodation.
- HomeSwapper Pilot Scheme run in conjunction with Dublin City Council allows social housing tenants to look with other tenants to swap homes.
- Cork City Council is committed to continuously examining its methods of service delivery and has piloted a Customer Relationship Management system in its Housing Maintenance section.
- The Council is also committed to developing a shared data tool with the Department of Employment Affairs and Social Protection and the Local Government Management Agency.

Finance Resources

The Housing Division Revenue Budget for 2020 is €63,640,700 which represents 29% of total expenditure.

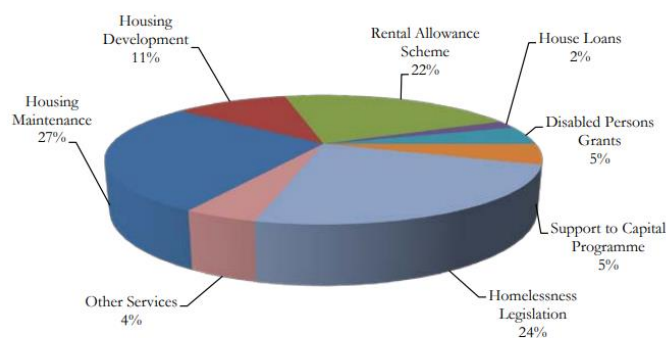
Overview

Service Division A	€ 63,640,700	29%
Service Division B	€ 43,707,900	19%
Service Division C	€ 10,220,100	5%
Service Division D	€ 17,290,500	8%
Service Division E	€ 36,901,500	17%
Service Division F	€ 26,579,300	12%
Service Division G	€ 638,200	0%
Service Division H	€ 23,362,700	10%
	€ 222,340,900	100%



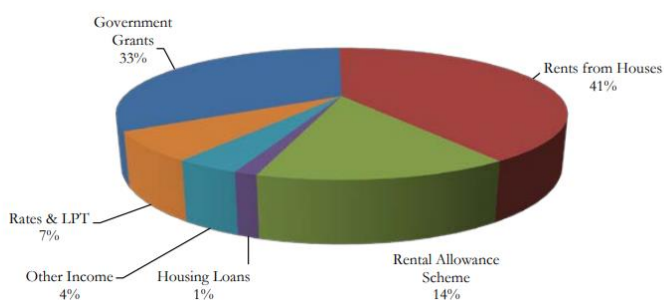
How the Service Division is Spent

Housing Maintenance	€ 17,459,800	27%
Housing Development	€ 6,739,400	11%
Rental Allowance Scheme	€ 14,043,800	22%
House Loans	€ 1,240,700	2%
Disabled Persons Grants	€ 2,982,700	5%
Support to Capital Programme	€ 3,249,000	5%
Homelessness Legislation	€ 15,146,900	24%
Other Services	€ 2,778,400	4%
	€ 63,640,700	100%



How the Service Division is Funded

Government Grants	€ 21,074,800	33%
Rents from Houses	€ 25,889,600	41%
Rental Allowance Scheme	€ 9,058,900	14%
Housing Loans	€ 825,400	1%
Other Income	€ 2,352,100	4%
Rates & LPT	€ 4,439,900	7%
	€ 63,640,700	100%



Service Division B: Road Transport & Safety

The aim of The Road Transport & Safety Division is to secure efficient, safe and modern transport infrastructure in order to facilitate increased economic development with due regard to environmental values. It is supported by the following strategic relationships, Operations (Roads & Environment), Community, Culture & Placemaking, Strategic Economic Development and Infrastructure Development directorates to meet the goals outlined in the Corporate Plan Annual Service Delivery Plan.

As a result of the boundary extension, an additional 550km of road are now under the administrative area of Cork City Council. Cork City Council seeks to ensure the effective movement of people and goods in the City to the best international standards and with a reduced carbon footprint.

The main strategies pursued in this regard include the:

- design, build and maintenance of necessary road infrastructure
- optimising of mobility for all, across the network
- influencing of travel demand patterns and choice to support the development of an integrated and sustainable transport system

Cork City road network currently comprises of 491km of roadway; 32km of national road, 40km of regional road and 419km of local road. current city network has evolved significantly over recent years and now includes 13km of dedicated bus lanes, 19 bus priority junctions and 27km of cycle lane. The network also incorporates a broad range of assets apart from the carriageway/footpath and traditional related markings and signs.

The Intelligent Transport Network is comprised of over 362 traffic signal installations, 54km of communication cabling, 25,000 public lights and 600km power supply network. The ITS network is managed via various systems including SCOOT UTC system/Detections/Monitoring and Asset/ Fault Management systems. In addition, the traffic network is monitored in real time utilising 51 CCTV feeds in the Traffic control room. Network Information is displayed on 180 modern messaging systems such as VMS, School and Speed warning signs and RTP1 signs throughout the City.

The activities are managed across four divisions consisting Design/Construction, Asset Management & Maintenance and Transportation.

Key priorities for the year ahead include:

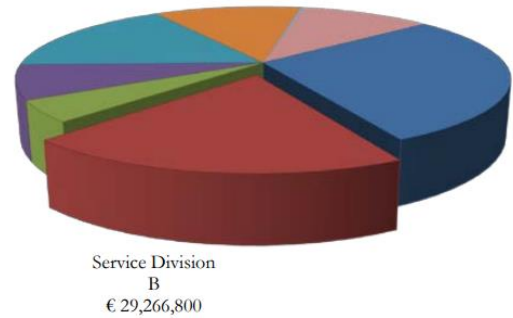
- Infrastructural improvements
- The City Centre Movement Strategy
- New Transport Strategy for Cork City
- Additional maintenance works on the carriageway/footpaths
- Winter maintenance
- Bridge repair
- Enforcement activity
- The safety of road users in the operation and improvement of the City transport networks
- Targeted investment & promotion of sustainable transportation

Financial Resources

The total expenditure of €43,707,900 is provided for in this division for 2020 which represents 19% of total expenditure.

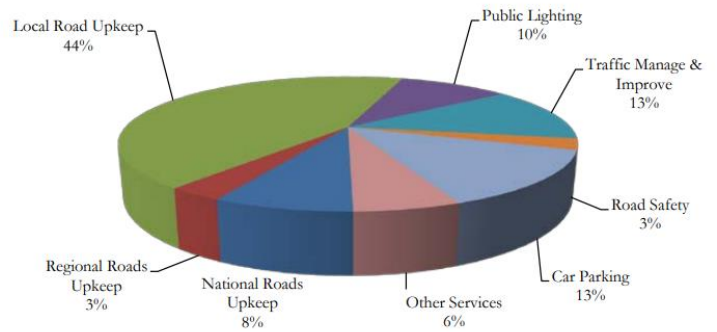
Overview

Service Division A	€ 63,640,700	29%
Service Division B	€ 43,707,900	19%
Service Division C	€ 10,220,100	5%
Service Division D	€ 17,290,500	8%
Service Division E	€ 36,901,500	17%
Service Division F	€ 26,579,300	12%
Service Division G	€ 638,200	0%
Service Division H	€ 23,362,700	10%
	€ 222,340,900	100%



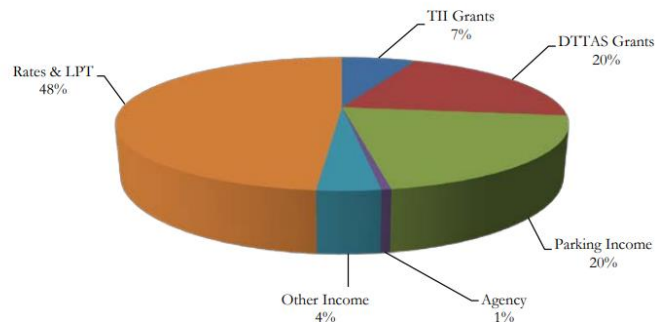
How the Service Division is Spent

National Roads Upkeep	€ 3,435,500	8%
Regional Roads Upkeep	€ 1,415,300	3%
Local Road Upkeep	€ 19,373,400	44%
Public Lighting	€ 4,118,800	10%
Traffic Manage & Improve	€ 5,715,400	13%
Road Safety	€ 1,176,500	3%
Car Parking	€ 5,841,200	13%
Other Services	€ 2,631,800	6%
	€ 43,707,900	100%



How the Service Division is Funded

TII Grants	€ 2,932,800	7%
DTTAS Grants	€ 8,831,000	20%
Parking Income	€ 8,825,800	20%
Agency	€ 240,400	1%
Other Income	€ 1,553,300	4%
Rates & LPT	€ 21,324,600	48%
	€ 43,707,900	100%



Service Division C: Water Services

The aim of the Water Service Division is to provide an adequate supply of piped high-quality water for domestic, industrial and other uses and to provide a safe and adequate system for the disposal of sewerage and other water born waste. It is supported by the following strategic relationships: Operations (Roads and Environment) and Strategic Economic Development directorates to meet the goals outlined in the Corporate Plan Annual Service Delivery Plan.

Since the 1st January 2014 Cork City Council Water Services section has delivered & overseen the treatment, supply and collection of drinking water and wastewater, on behalf of Irish Water. All assets associated with the provision of these services are in the process of transferring from the City Council.

Cork City Council continues to provide day to day delivery of service and management of the Capital Programme with Irish Water under a Service Level Agreement. Customers with issues relating to the provision of water services and wastewater issues must initially contact Irish Water who assign tasks to the Local authority staff through its workflow systems.

The Operations (Roads and Environment) continues to have responsibility for storm water connections and the oversight of private water supplies in the city.

Water Department Drainage

The Drainage Section has responsibility for the operation and maintenance of over 550km of main sewers and culverts. This is made up of approximately 40% combined sewers, 30% foul and 30% storm sewers. Storm-water impact on the foul network is controlled by means of 60 storm overflow chambers. The main spine interceptor sewers convey sewage to the Atlantic Pond pumping station whence it is pumped to the Ballinure Header Chamber. Here it is joined by sewage from the Tramore Valley which serves part of the south side of the City and the developed County areas to the south. Sewage flows by gravity across the estuary to the Carrigrennan treatment plant located at Little Island. Irish Water is responsible for the direct supervision of the DBO contract for the Carrigrennan Wastewater Treatment Plant. The Carrigrennan Wastewater Treatment Plant treats in the order of 110,000 cubic metres of effluent per day, including effluent from Little Island and Glanmire. It is treated in accordance with the requirements of the Urban Wastewater Directive and is licensed with the EPA. It produces almost 3,000 tonnes of sterilised, dried by-product which is used in pellet form as a fertiliser on agricultural land. The plant is currently removing in the order of 92% of the pollution load delivered. The Drainage Section also deals with public conveniences i.e., Grand Parade APC units.

Flood Management

Flood management is a role fulfilled by the Climate Change and Environmental Management Division. This involves monitoring waterways in the city for potential of flooding and includes maintenance of culverts. In relation to tidal and fluvial flooding risks from the River Lee, weather and gauge levels are monitored and when appropriate alerts are issued through the media. Cork City Council is also engaging with the OPW through the setting up of a Flood Early Warning System (FEWS), which will allow more accurate forecasting of potential local flood events.

Water Production

The Council operates a major water treatment plant located on the Lee Road. In 2019 approximately 43.3 million litres (9.5 million gallons) of raw water was extracted daily from the River Lee to supply the plant and an average of 41.5 million litres (9.1 million gallons) of drinking water was produced daily. Treated water is pumped to strategically located reservoirs at Churchfield, Holly hill and Shanakiel from where it gravitates through the distribution network to various users across the city and county areas contiguous to the northern city boundary.

The council operates its plant and equipment to a very high standard and an ongoing monitoring programme is in place in order to ensure that water supplied is compliant with the requirements of the European Communities Drinking Water Regulations. The water quality reports for recent years indicate that, despite an ageing infrastructure, the quality of water produced is generally of a very high quality. The Lee Road supply is augmented by 19.4 million litres (4.3 million gallons) daily supply from the Inniscarra Water Treatment Plant which is operated and managed by Cork County Council on behalf of Irish Water.

Water Distribution

The Water Division has responsibility for the maintenance of over 650km of water mains across the city which is distributed by gravity from the 4 reservoirs at different levels to ensure adequate pressure to the different parts of the City. The City is currently divided into 55 district metering area which assists in monitoring the demand across the network. The council continues to seek maximum efficiencies and value for money in the operation of the water services programme. Leak detection and pressure reduction programmes have resulted in a reduction in the overall water demand along with the assistance of the public acting on water conservation advice helped to reduce the demand.

Capital Projects

Under the Irish Water Capital Investment Plan 2017-2021 Cork City Council has several Projects that are at various stages of design and construction.

Water Production & Reservoir Projects

Lee Road Water Treatment Plant Upgrade: The upgrading of the Water Treatment Plant is almost a complete new plant on the adjoining site. It commenced construction in October 2019 and due to be operational early 2022.

Replacement of the Roof at Churchfield Reservoir: The preliminary design stage has been completed and seeking approval to proceed to full design. Temporary repairs to the Roof at Churchfield were undertaken in 2019. At this stage there is no commitment on the timeline for funding for full design, tender and construction.

Water Network Projects

Cork City Water Network Pipelines Project combines 3 separate trunk main projects in to one (Western Trunk Main - Shanakiel Rising & Distribution Mains - Eastern Strategic Link Phase 2) further strengthening the security of supply of water for the expanding City. Western Trunk Main - is a new interconnection between the Inniscarra supply, west of the City, to the Lee Road and City Network; Shanakiel Rising Main – is the replacement of multiple aging Rising & Distribution mains supplying the Reservoirs and on to the Distribution Network plus 2 pump stations; Eastern Strategic Link Phase 2 is a upgraded Trunk Main from Christy Ring Bridge to Shanakiel Reservoir. This project has completed its tender stage and is awaiting funding approval to awarding the contract for construction.

Leakage Reduction Programme

The Leakage Reduction Programme aim is to reduce the overall water demand through a combination of measures from the more expensive option of rehabilitation of aging mains in poor condition to the less costly options of pressure reduction and planned leak detection / repair.

Eastern Strategic Link Phase 1 involved the upgrading of the existing trunk from Tivoli to Christy Ring Bridge. This was completed in 2019 providing increased security of supply to the Central Island and Docklands areas.

This upgrade trunk has allowed network improvements to be implemented which include a new pressure reduced local distribution main feeding the Port of Cork in Tivoli, Lotabeg & Lotamore north of the N8 Dual Carriageway, Rehab and pressure reduction from Water Street to Pine Street, Pressure reduction across the Central Island.

The rehab in the areas around Pine Street and McCurtain Street are not due to be completed until 2021 due to funding. Rehab in was completed in 2019 on the Skehard Road in advance of Roads improvement works and the Rehab works in the Turners Cross area are due to be completed this year. Pressure reduction and Find and Fix activities are due to continue for the coming years across the network reducing the daily demand and providing for future growth in demand in the expanding City.

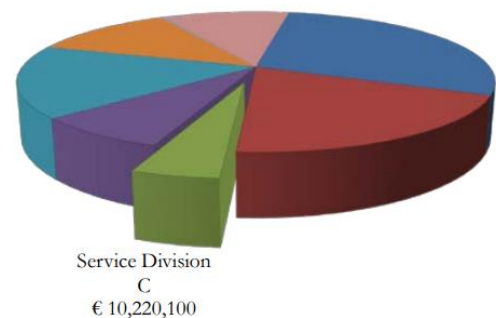
Financial Resources

The water services budget is presented on the basis that the full cost of the management and operation of the water and wastewater services for the city in 2020 are recouped in full of Irish Water. Expenditure for 2020 is limited to Payroll, and Central Management Costs. Non-Pay Costs are processed through Irish Water systems therefore do not appear as Cork City Council expenditure.

Expenditure of €10,220,100 is provided for this Division for 2020, which represents 5% of Total Expenditure.

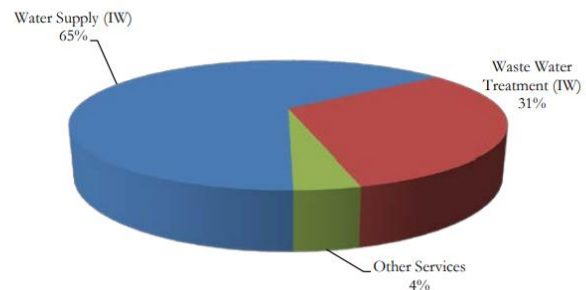
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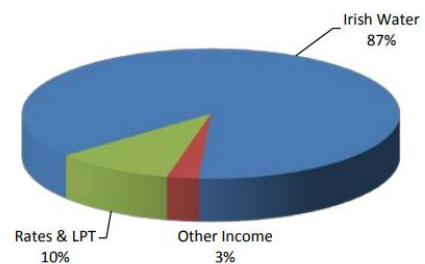
How the Service Division is Spent

Water Supply (IW)	€ 6,654,600	65%
Waste Water Treatment (IW)	€ 3,166,800	31%
Other Services	€ 398,700	4%
	€ 10,220,100	100%



How the Service Division is Funded

Irish Water	€ 8,870,700	87%
Other Income	€ 275,200	3%
Rates & LPT	€ 1,074,200	10%
	€ 10,220,100	100%



Service Division D: Development Management

Within the framework of national policies, the aim of Development Management Division is to take, contribute to and support measures at local and regional level to secure an improvement in the quality of life, including attainment of economic growth, an acceptable standard of living and a satisfactory physical environment for living and working.

It is supported by the following strategic relationships: Housing, ICT, Community, Culture & Placemaking, Strategic Economic Development, Infrastructure Development and Corporate Affairs & International Relations directorates to meet the goals outlined in the Corporate Plan Annual Service Delivery Plan.

This division is dependent on the co-operation of other sections within the city council and on external stakeholders in order to achieve its objectives.

Community & Enterprise

Community and Enterprise brings together a range of functions and initiatives across the city, working in partnership with our communities and key stakeholders.

The key functions include:

- Coordination & Facilitation of the Local Community Development Committee (LCDC)
- Healthy Ireland Projects
- Community Enhancement Programmes with local community programmes.
- Implementation of SICAP 2018-2022 programme
- Working with the Cork City Public Participation Network.
- Provision of community grants
- Traveller support programme
- Trauma and Adversity awareness
- Management and Delivery of the RAPID Programme - coordination of the RAPID Area Based Committee
- Lead partner in the Age Friendly City initiative
- City of Sanctuary Movement to support or provide services to migrants or people of migrant origin.
- City Council is one of nine partners from across Europe to successfully participate in the Atlantic Social Lan project which extends until May 2020 to promote innovative approaches to supporting Social Enterprise development.
- Promoting the Small Business Innovative Research (SBIR) 'Unheard Voices' project in association with Atlantic Social Lab Project (Funded by Interreg Atlantic Area Programme), Cork City PPN and Partners Fingal County Council & Enterprise Ireland.
- Provision of support to the Lifelong Learning Festival & the Learning Neighbourhood Initiative.
- Management and delivery of the Community Wardens Service

- Management of the community element of Pure Cork - the Local Economic & Community Plan.
- Management of the joint Cork City Council & HSE Social Inclusion Initiative.
- Participation and support for a variety of interagency mechanisms including Healthy City Steering Committee, CYPSC Committee, Cork LGBT Steering Group, Local Drugs Task Force, Cork Food Policy Council, City of Sanctuary steering group, Arts for All initiative.
- Management of the Joint Policing Committee and six-year Joint Policing Strategy.
- Coordination & Management of a variety of Community Funding Initiatives including: Community Enhancement Programme, Community Development Project and Capital Grants, Healthy Ireland Fund, Africa Day Funding and Asylum Migrant Integration Funding.
- Supporting EeCo-Well & the City Centre Co-ordinator (Strategic Planning & Economic Development) with the initiative 'Urban October'
- Other services delivered by Community & Enterprise include Coroners Payments and Forbairt na Gaeilge.
- Through funding from Pobal, Cork City Council Community and Enterprise section manage the Cork City Comhairle na nÓg through a Service Level Agreement

Development Management

This development management section processes planning applications, the number of which has risen considerably since the boundary extension.

Economic Development

The City Council is playing a key role in the economic development of the city. We are working with enterprises and clusters to build the economic resilience of the city.

This section is co-ordinating and supporting 19 EU projects that support innovation and networking.

The council has a lead role in the 'We are Cork' branding which has been adopted by key partners in partnership with Cork County Council to implement a longer-term strategy for the promotion of the city.

We will continue to seek improvement in public art and introduction of parklets in the implementation of the City Centre Strategy and to improve the attractiveness of the areas.

The development of Cork Docklands is a key strategic objective. Our role includes coordinating activities with developers and the public sector. We will continue to strengthen:

- Cork Innovates and EU Project Innova Foster
- Energy Cork
- Northside for Business and Boomerang project
- IGNITE and SPRINT Programme in UCC
- Implementation of the Local Economic and Community Plan LECP

Planning Policy

Cork City Council will commence the preparation of the City Development Plan which will articulate the objectives for the city to grow as a compact, sustainable resilient growth and achieve the ambitions to be a city of international scale.

Measures to tackle dereliction are continuing with a vacant site register in operation.

Promoting housing development, housing activation funds, regeneration activities, conversation grant schemes and reusing vacant upper floors will continue this year.

Our commitment to the heritage will be evident in the implementation of the Heritage Plan and Heritage open day.

Cork City Council has signed a pollinator framework to improve the environment for pollination across the city.

We will support the implementation of Cork City's Climate Adaptation Strategy.

Local Enterprise Office

This year will see a continuation of building on the existing initiatives and looking for new opportunities to support the growth of small businesses in an expanded city.

We will continue to support the micro enterprise sector in our city providing access to funding and training through initiatives such as:

- Local Enterprise Week
- Cork Schools Enterprise Programme
- Irelands Best Young Entrepreneur
- Trading Online Voucher Scheme

Brexit will continue to be highlighted at various advice clinics, workshops and mentoring.

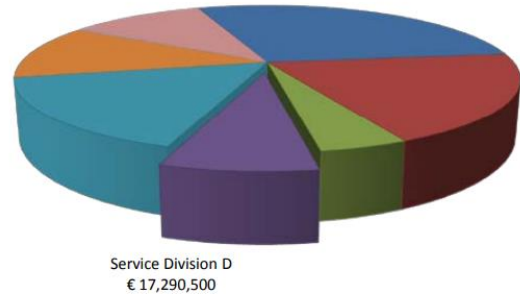
Customer Service Charter Training programme in association with the Cork City Centre Forum will continue throughout 2020.

Financial Resources

Total expenditure of €17,290,500 is provided for in this division for 2020, which represents 8% of total expenditure.

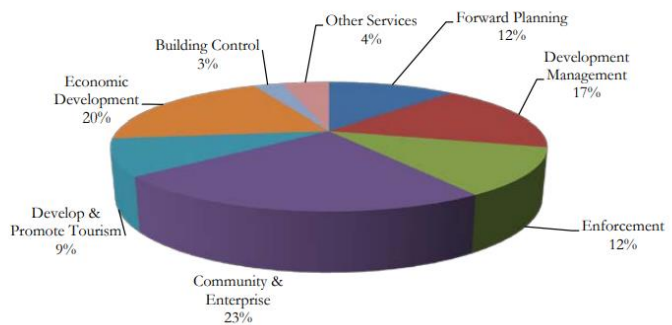
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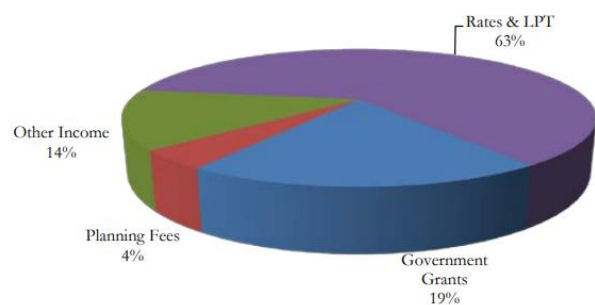
How the Service Division is Spent

Forward Planning	€ 2,064,700	12%
Development Management	€ 2,904,100	17%
Enforcement	€ 2,009,900	12%
Community & Enterprise	€ 3,973,500	23%
Develop & Promote Tourism	€ 1,563,000	9%
Economic Development	€ 3,544,600	20%
Building Control	€ 471,300	3%
Other Services	€ 759,400	4%
	€ 17,290,500	100%



How the Service Division is Funded

Government Grants	€ 3,326,500	19%
Planning Fees	€ 740,000	4%
Other Income	€ 2,397,700	14%
Rates & LPT	€ 10,826,300	63%
	€ 17,290,500	100%



Service Division E: Environmental Services

The aim of Environmental Services Division is to promote environmental conditions conducive to health and amenity and to protect persons and property from fire and other hazards including dangerous buildings and places. It is supported by the following strategic relationships: Operations (Roads & Environment), Community, Culture & Placemaking and Infrastructure Development directorates to meet the goals outlined in the Corporate Plan Annual Service Delivery Plan.

Fire Department

The Fire Department sits within the Community, Culture and Placemaking directorate. It provides an efficient and effective Fire Service and responds in a timely manner to calls for assistance from the general public and other principal response agencies. Through active fire prevention and community fire safety initiatives it aims to minimise loss of life and injury resulting from fire and other incidents. The protection of the infrastructure of Cork City is part of this role.

The Fire Prevention Section's role is to ensure that the built environment is protected and that all new buildings comply with requirements under the Building Control Act.

The Fire Service plays a leading role in ensuring a sufficient level of preparedness in the event of a Major Emergency. This is done through inter-agency cooperation and the implementation of the Major Emergency Management Framework.

Its functions include:

- Operational Fire Service
- Fire Prevention
- Major Emergency Management
- Civil Defence
- Building Control
- Dangerous Structures

Cemeteries

The City Council provides and maintains 12 burial grounds at St Joseph's, Tory Top Road, Ballyphehane; St. Finbarr's, Glasheen Road; St. Michael's, Blackrock; St. Catherine's, Kilcully; Kilcully Old Cemetery; St. Oliver's, Ballincollig; St. James', Chetwynd, Togher; St Mary's, Curraghkippane; St. Senan's, Tower, Blarney; St Columba's, Douglas; St Senan's Abbey, Inniscarra; Rathcooney Cemetery, Rathcooney, Glanmire; Carrigrohane Beg, Carrigrohane;

Environmental Activities

Tramore Valley Park has come from the remediation of the Kinsale Road landfill site which is ongoing with over €42 million spent to date. The site has hosted several open days for charities and is used regularly by local underage rugby clubs, a BMX club and irregularly for other events. The park opening times are in line with the other major gated parks within the city.

Kinsale Road Landfill Site ceased accepting waste for disposal on-site in 2009. Approx. 3.5 million tonnes of waste were landfilled at the site since the 1960's and the site remains regulated by the EPA, with ongoing monitoring required to ensure that environmental pollution does not occur.

A Civic Amenity site remains open for members of the public to bring waste which is moved on for recovery/disposal elsewhere. In 2015 Cork City Council began generating electricity on site from the methane gas, a product of the decomposing waste on site. This operation will be reviewed in late 2020.

Waste Management Policy

The Southern Regional Waste Management Plan sets waste management policy for ten Local Authorities, including Cork City Council which is represented on various committees and task groups that have been established by the Southern Regional Waste Management Office. The lead authorities for Waste Management Planning in the Southern Region are the Tipperary and Limerick Authorities.

The Plan which is effective for the 2015-2021 period sets three main targets:

1. 1% reduction per annum in quantity of household waste generated per capita over the Plan period.
2. Achieve a recycling rate of 50% of managed municipal waste by 2020.
3. Reduce to 0% the direct disposal of unprocessed residual waste to landfill from 2020 onwards in favour of higher value pre-treatment process and indigenous recovery practices (anaerobic digestion, composting etc.).

The Plan outlines 60 policy actions which Cork City Council will be required to implement both as a producer of waste and as a regulator. Delivery of these actions will have resource consequences for Cork City Council.

Waste Enforcement

The Waste Enforcement Section of Cork City Council is responsible for ensuring compliance with environmental legislation. It carries out regular inspections of medium and small-scale waste facilities in the city. It investigates complaints from the public and pollution incidents that may impact on land, air or water. It manages its resources by prioritising the higher risk sites and sets out a schedule of inspections at the beginning of the year which can be adjusted to meet changing requirements and unforeseen events. It works closely with other enforcement agencies such as Customs and An Garda Síochána and meets regularly with the Southern Region's Waste Enforcement Regional Lead Authority (WERLA) as well as waste enforcement sections of other Local Authorities to agree enforcement strategies across the Southern Waste Region.

In 2016, the Environmental Protection Agency (EPA) commenced annual assessment of Local Authority performance in relation to Environmental Enforcement based on the following categories of Key Performance Indicators (KPI's):

- Enforcement Systems
- Waste Enforcement
- Water enforcement
- Producer Responsibility Initiatives (PRI's)
- Air Enforcement

The EPA'S first report, published in 2016, sets out the baseline of environmental performance at local authority level by assessing local authority performance for the reporting year 2014, which information will act as a basis to build a systemwide culture of continuous improvement in environmental protection, avoid a return to the poor practices of the past and help Ireland to better implement EU legislation. The relevant EPA published performance reports are intended to facilitate sharing of best practice and encourage solutions to common administrative challenges.

Energy Agency

The Energy Agency is responsible for collecting energy usage data and reporting same to Department of Energy Communication and Natural Resources, and to SEAI on behalf of Cork City Council. Cork City Council must achieve 33% energy reduction targets by the end of 2020 and is currently on target. However, reduction in the gas yield at The Kinsale Road landfill site, coupled with changes due to the Boundary Extension in 2019 may cause changes to this projection.

Over the past decade, the Agency has been responsible for the implementation of a variety of energy efficiency schemes (e.g. lighting upgrades, heating upgrades, water pumping schemes, etc.). The Agency continues to work with council departments and the SEAI to identify new projects and funding mechanisms. Recent projects include Energy Efficient Initiatives in the Ballincollig Fire Station and ISO50001 accreditation.

The role of the Energy Agency is to assist Cork City Council to:

- Meet legal obligations regarding energy efficiency & reporting.
- Reduce Energy consumption and CO2 emissions.
- Achieve cost savings.
- Develop and communicate an annual Energy Report.
- Introduce energy efficient principles in design of new projects.
- Consider sustainability in all relevant decision making.

Having received ISO 50001 energy management accreditation from SEAI in Q2 of 2020, the role of the energy agency will be to maintain this accreditation going forward and help to establish and provide a permanent secretariat for an Internal Cork City Council Energy Management Team, whose aim will be to identify and achieve energy savings within each Directorate.

Climate Change Adaptation Strategy

The City Council Climate Change Adaptation Strategy on Monday 30th September 2019. The Climate Action Unit will now develop an implementation plan to help deliver on the 66 individual climate change adaption actions contained in this Strategy. The Climate Action Unit will also set up and service the Climate Action Team. This internal, multi-disciplinary, cross directorate team will be responsible for the establishment, resourcing and management of specific Project Teams to implement the adaptation actions. The secretariat will be provided by the Strategic and Economic Development Directorate.

Oil / Hazardous Noxious Spills Contingency Plan

Each Local Authority is obligated to develop the above Oil / Hazardous Noxious Spills Contingency Plan. This contingency plan will feed into existing Major Emergency Plans. Staff members have recently received training on dealing with such spills and it is hoped to set up a local co-ordination group whose initial members will include Cork City and County Councils, the Port of Cork Authority, the Defence Forces, the local oil refinery, Inland Fisheries Ireland, Irish Water and the EPA.

Old Cork Waterworks Experience

In 2018, the Lifetime Lab was rebranded as the “Old Cork Waterworks Experience”. The Education programme is now identified as the Lifetime Lab Education Programme at the Old Cork Waterworks Experience. The Lifetime Lab is a unique educational and recreational amenity that has been developed at the restored Cork City Waterworks (c. 1768) on the banks of the River Lee, which opened to the public in 2005, following a significant restoration project at the site.

Unique in terms of its architectural and industrial heritage the site contains buildings and equipment of significant international architectural and industrial value and represents the best-preserved Victorian water pumping station in Ireland. The site houses a Visitor Centre with interactive environmental exhibits and a coffee dock, Schools’ Resource Centre, a Steam Centre with 100-year-old steam engines, a science themed playground and a conference room.

The overall mission of Lifetime Lab is to promote a sustainable approach to living and environmental responsibility. Lifetime Lab recognises the importance of educating people of all ages about how to protect our environment.

Environmental Laboratory

The Laboratory provides sampling, testing and investigation support to the Environmental Section. It carries out sampling and testing of rivers, streams and lakes within the City Boundaries. This sampling provides current base line data for their quality which can be used to identify trends and patterns in the water quality. In the case of incident investigation, they assist in identifying the cause, location and extent of a pollution incident. The laboratory also provides an air monitoring service to the Council. Air monitoring serves two purposes:

- It maintains a current record of the air quality in the city and
- It provides air quality monitoring around the closed / capped Kinsale Road Landfill site.

There are two sites that measure different situations, one measures roadside air quality and the second residential air quality. This is carried out in compliance with the CAFÉ Directive.

Street Cleaning and Litter Management

Services provided by this section include:

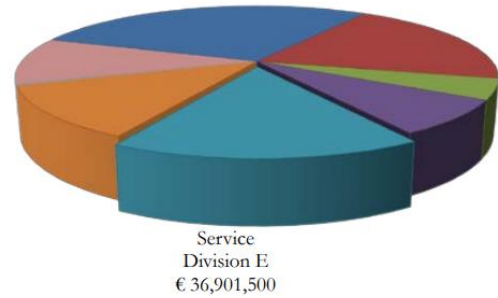
- City Centre is swept from 6.00a.m. To 10.00p.m. On weekdays and on Saturdays and from 7.00 a.m. to 6.00p.m. on Sundays. The suburbs are swept from 7.15.a.m. to 4.30p.m on weekdays.
- Provide a five-day street cleaning service outside the City Centre.
- Provide public litter bins, supported by a necessary level of servicing.
- Develop the Litter Management Strategy for the city.
- Operate a system of prompt collection and investigation of illegal dumping in the public realm.
- Raise awareness of littering issues; by means of education and publicity activities, regarding cigarette litter, dog fouling, fly posting, graffiti and Chewing gum.
- Consistent enforcement of litter legislation and byelaws.
- Support community activities to achieve a tidy local environment

Financial Resources

Total expenditure of €36,901,500 is provided for in this division for 2020, which represents 17% of total expenditure.

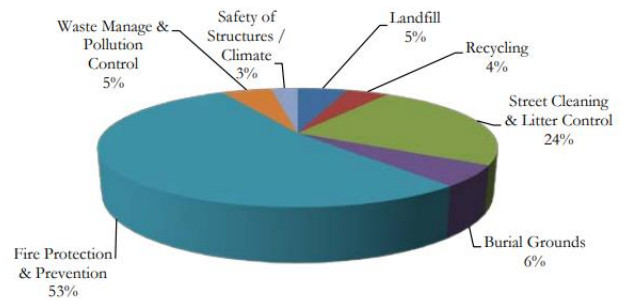
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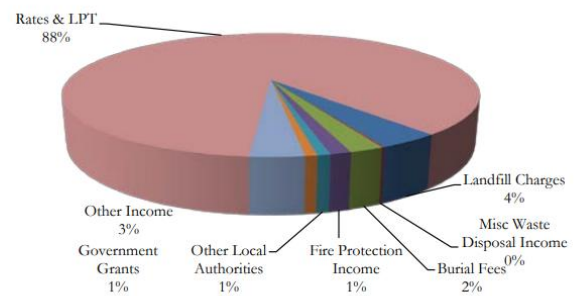
How the Service Division is Spent

Landfill	€ 1,879,500	5%
Recycling	€ 1,571,500	4%
Street Cleaning & Litter Control	€ 8,856,000	24%
Burial Grounds	€ 2,052,900	6%
Fire Protection & Prevention	€ 19,664,300	53%
Waste Manage & Pollution Control	€ 1,875,500	5%
Safety of Structures / Climate	€ 1,001,800	3%
	€ 36,901,500	100%



How the Service Division is Funded

Landfill Charges	€ 1,450,700	4%
Misc Waste Disposal Income	€ 63,300	0%
Burial Fees	€ 782,000	2%
Fire Protection Income	€ 477,000	1%
Other Local Authorities	€ 300,000	1%
Government Grants	€ 270,700	1%
Other Income	€ 1,239,600	3%
Rates & LPT	€ 32,318,200	88%
	€ 36,901,500	100%



Service Division F: Recreation & Amenity

The aim of the Recreation & Amenity Service Division is to provide opportunities for participation in arts, cultural and other recreational activities in order to promote a rewarding lifestyle. This division is supported by the following strategic relationships, ICT, Operations (Roads & Environment), Community, Culture & Placemaking, Strategic Economic Development and Infrastructure Development directorates to meet the goals outlined in the Corporate Plan Annual Service Delivery Plan.

Parks, Recreation & Sport

By providing high quality recreational opportunities for all age groups in its parks, playgrounds, amenity walks, public open space, sports pitches, leisure centres, sports halls, a golf course, tennis courts etc. the City Council improves the quality of life of the citizens of the City and visitors. Several capital projects are undertaken each year as part of enhancement works to existing amenities/facilities and creation of new recreational opportunities. It also seeks to support and encourage sports development across the City; particularly in disadvantaged areas. It organises the Cork City Marathon and various family fun events including the Bonfire Night Project and supports many other sports events such as the Cork City Sports, the Lee Swim, the Cork Harbour Festival, and Late-Night Soccer etc.

Libraries

Through the Library Service the City Council invests; in a very real and practical way, in fostering and in enabling literacy, lifelong learning, reading & comprehension skills, cultural expression and an awareness of the city's heritage. The City Library; located on the Grand Parade in the heart of the city, is the main library for the city and the south of Ireland. There are six local libraries: Hollyhill, Blackpool and Mayfield on the north side of the city; Douglas, Tory Top (Ballyphehane) and Bishopstown on the south side. The Library Service also connects; through outreach, with people confined to their homes; through social media (Twitter, Blogs, Instagram) – and through our websites and our own unique Library app.

Archives and Museum

The Cork Public Museum is the largest and longest established Local Authority museum in the Republic of Ireland. The premises of the museum are prominently located in Fitzgerald's Park and consist of a mid-nineteenth century Regency house formerly owned by the Beamish family and a state-of-the-art extension that was opened in 2005. The museum holds about 60,000 original objects relating to the archaeological, historical, cultural, political and social development of Cork City and County from prehistoric to modern times. The museum welcomes everyone interested in the history and culture of Cork and aims to promote a wider understanding of its material and historical heritage by collecting and preserving and displaying our collections and making them accessible in engaging, educational and enjoyable ways for all our patrons. Cork Public Museum are planning extensive programmes of exhibitions and other activities to mark the 1918-1923 period.

The City and County Archives' collections are unique; containing historical data about Cork that is not available elsewhere. These include workhouse registers; solicitors' records; landed estate records; hospital registers and business records. The Archives has an active programme of listing and digitising archives and recently created a searchable online catalogue. Investment in this area has benefits for heritage tourism and developing links to the Irish Diaspora as well as supporting researchers. The Archives also provides advice to the Council on records management; including the selection of records for preservation and has an active website, a social media presence and a public outreach programme of talks, events and publications.

Arts, Tourism, Culture, Arts & Heritage

Cork City Council's Arts, Tourism, Culture, Arts and Heritage sections continue to define the Cork identity. The main work of the Tourism Office is delivering an integrated framework to enhance the City's tourism product and coordinating the marketing and promotion of the city as a premier tourist destination on a regional, national and international basis. Below is a list of key deliverables for the unit:

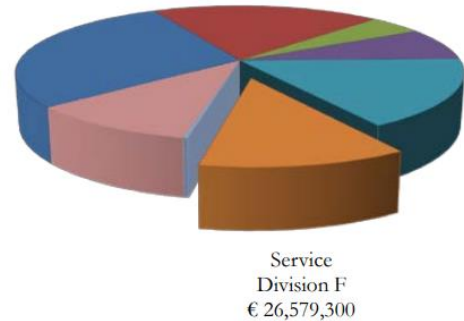
- To promote and celebrate the identity and culture of Cork City
- To promote Cork City as a tourist destination; in both the domestic and overseas market.
- Liaise and co-operate with Visit Cork in the delivery of the objectives and actions as set out in “Growing Tourism in Cork – A Collective Strategy”
- To work in association with all other state agencies who are charged with improving Cork as a tourism destination; in particular Cork County Council, Tourism Ireland and Fáilte Ireland.
- To lead, encourage and assist the improvement of the tourism product and service in Cork city in line with best international standards by offering Value for Money (VFM) and a hospitable welcome; to create a unique ‘Cork Experience’.
- To seek new and high-quality investment in the tourism industry in Cork with specific reference to important strategic infrastructure, including key national facilities.
- Develop and implement a new Arts Plan 2018-2021
- Develop a partnership with the Arts Council in line with agreed priorities.
- Disbursement of Arts Grants and other funding programmes.
- Provision of support and advice in the initiation and development of cultural infrastructure within the city, by the local authority and other agencies.
- Ensure effective Administration of the Per Cent for Arts Scheme.
- Provide support to community engagement with the Arts through the work of our office generally and specifically the Community Arts Coordinator.
- Development of local, national and international partnerships to increase the cultural capital of the City.
- Deliver Creative Ireland initiative for Cork City Council.
- Develop and implement, with the Culture Team, Cork City Culture & Creativity Plan 2018-2022.
- To liaise and co-operate with Government Departments, State Agencies and any other Bodies as may be appropriate in the interest of tourism and culture in the City.
- Work with the tourism industry stakeholders such as IVF, IHF, Cork Convention Bureau, CSA, Cork Chamber of Commerce, Irish Guesthouse Association, etc.
- Work with all of the City’s stakeholders, to increase the level of awareness and appreciation of the value of the tourism industry throughout Cork City through familiarisation trip and Tourism Information Forums.

Financial Resources

Total expenditure of €36,901,500 is provided for in this division for 2020, which represents 17% of total expenditure.

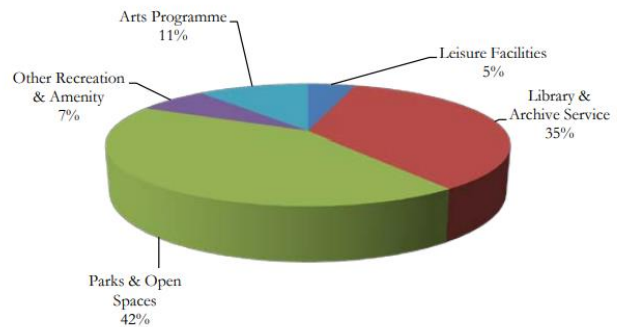
Overview

Service Division A	€ 63,640,700	29%
Service Division B	€ 43,707,900	19%
Service Division C	€ 10,220,100	5%
Service Division D	€ 17,290,500	8%
Service Division E	€ 36,901,500	17%
Service Division F	€ 26,579,300	12%
Service Division G	€ 638,200	0%
Service Division H	€ 23,362,700	10%
	€ 222,340,900	100%



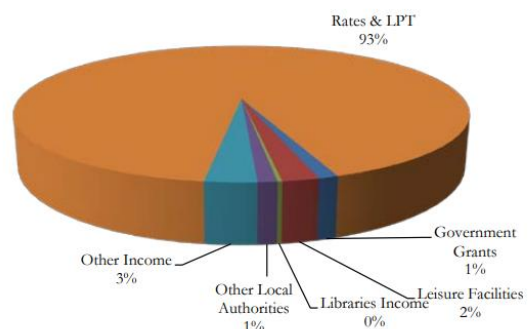
How the Service Division is Spent

Leisure Facilities	€ 1,256,100	5%
Library & Archive Service	€ 9,387,200	35%
Parks & Open Spaces	€ 11,159,200	42%
Other Recreation & Amenity	€ 1,841,600	7%
Arts Programme	€ 2,935,200	11%
	€ 26,579,300	100%



How the Service Division is Funded

Government Grants	€ 304,300	1%
Leisure Facilities	€ 568,500	2%
Libraries Income	€ 70,700	0%
Other Local Authorities	€ 298,100	1%
Other Income	€ 803,100	3%
Rates & LPT	€ 24,534,600	93%
	€ 26,579,300	100%



Service Division G: Agriculture, Education, Health & Welfare

Currently there are 35 schools on the Scheme (approval of Schools to the Scheme is a reserved function). The allocation to the schools enables them to provide students with healthy meals: breakfast, lunch and After School Club snacks. Three members of Cork City Council are members of the School Meals Committee.

The cross-cutting themes are reflected in the City Council organisation structure in particular Community Culture and placemaking and Strategic Economic Development. This is also reflected in our key corporate goal – ‘A city promoting culture, heritage, learning, health and wellbeing’.

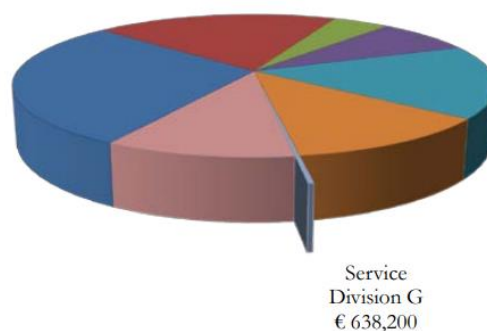
Due to the growth of Cork City the hinterland now includes the pillar of agriculture/farming as well as environment/conservation, development/construction, community/voluntary, business/employer and social inclusion as represented in our Strategic Policy Committees.

Financial Resources

Total expenditure of €638,200 is provided for in this division for 2020, which represents 0% of total expenditure.

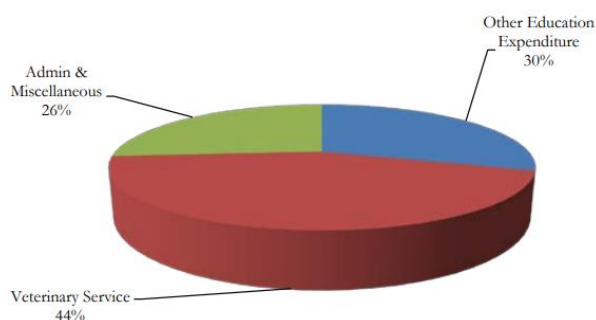
Overview

Service Division A	€ 63,640,700	29%
Service Division B	€ 43,707,900	19%
Service Division C	€ 10,220,100	5%
Service Division D	€ 17,290,500	8%
Service Division E	€ 36,901,500	17%
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Service Division G	€ 638,200	0%
Service Division H	€ 23,362,700	10%
	€ 222,340,900	100%



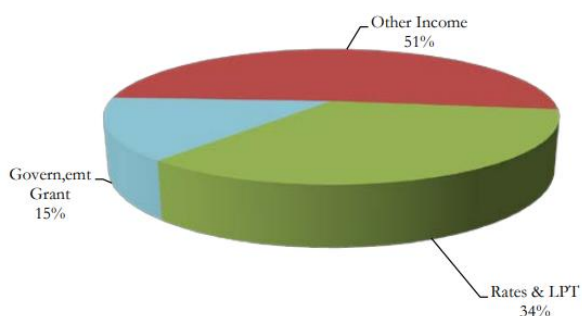
How the Service Division is Spent

Other Education Expendi	€ 188,400	30%
Veterinary Service	€ 284,400	44%
Admin & Miscellaneous	€ 165,400	26%
	€ 638,200	100%



How the Service Division is Funded

Govern,emt Grant	€ 94,200	15%
Other Income	€ 326,200	51%
Rates & LPT	€ 217,800	34%
	€ 638,200	100%



Service Division H: Miscellaneous Services

The Miscellaneous Services Division aims to provide for quality service delivery whilst ensuring value for money and to promote consumer protection, other trading and agency services. It is supported by the following strategic relationships, ICT, Operations (Roads & Environment), Community, Culture & Placemaking, People & Organisation Development, Strategic Economic Development and Infrastructure Development directorates to meet the goals outlined in the Corporate Plan Annual Service Delivery Plan.

It covers a number of areas:

- Financial Management
- Elections and Franchise
- Consumer Protection
- Lord Mayor's Office
- Property Management, Markets and Casual Trading
- Council Meetings Administration and Members' Support
- Organisation of Civic Events

Customer Services Unit

In May 2019 the City Council established a Customer Service Unit in tandem with the extended city. The aim of the unit is to improve the engagement of citizens and customers by providing a single point of contact enquiries and information. Work will continue on the rollout this year to log and capture data to help us inform what the customer needs and how we can deliver the best service. On average the CSU are receiving 10-12,000 calls per month. When fully rolled out the CSU will facilitate the following:

- Service all incoming calls
- Provide information on services of Cork City Council
- Direct calls to relevant Directorates & Department
- Manage the Public counter for a range of items, parking permits, housing applications etc.

Coroner Service

The Cork City Coroner's Office investigates sudden and unexplained deaths so that a death certificate can be issued. This not only provides closure for those suddenly bereaved but also performs a wider public service by identifying matters of public interest that can have life/death consequences. Cork City Council retains the Coroner and is responsible for financing the Coroner's function. This includes fees for post-mortem examinations and costs around the delivery of inquests in the Coroner's Court.

Corporate Affairs & International Relations

The Corporate & International Relations Directorate provides for a wide range of service headings including Corporate Services, Communications, Council Services, Health & Safety, Property Services, Business Process & Service Improvement, International Relations, GDPR and Facilities.

Council Services

The Council Services Section includes the Lord Mayor's Office, Office of the Chief Executive, Director of Services, Council Meetings Administration and Members' Support, the organisation of Civic Events and

Franchise. Council Services plays a key role in the support of the representational role of the Office of the Lord Mayor and the Elected Members of Cork City Council, including hosting the visits of dignitaries, co-ordination of the Lord Mayor's Diary, producing agendas and minutes of Cork City Council and reviewing the practices of Council meetings, Functional Committee meetings and Strategic Policy Committee meetings. It also supports the elected members through dealing with their enquiries and making the best advice available to them in their decision making. The Franchise Section is responsible for the publishing of the Draft and Final Register of Electors, the organisation of Local Elections and the coordination of General Election/Referenda in conjunction with the Office of the City Sherrif, the issue of polling cards and engaging with national initiatives.

Property

The Property Section is charged with the management of property assets within the control of the City Council. It prioritises the sustainable use, improvement and maintenance of City Council properties. It is currently undertaking a strategic review of the Council's vacant/derelict or underutilised land in order to maximise value to the City. The Section is also responsible for acquisitions, disposals, derelict sites, the management of the English Market, casual trading, management of leased properties, the digitisation of the Property Interest Register and the management of Special Projects.

Communications

The Communications Section provides a coherent media strategy for the organisation and robust internal communication procedures involving the input of Communication Liaison Officers from each of the relevant Directorates and Departments. The Communications section is also responsible for the publication of the Annual Report and Staff newsletter FOCUS.

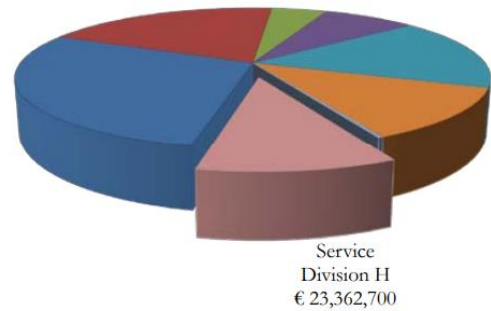
Facilities Management

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

Financial Resources

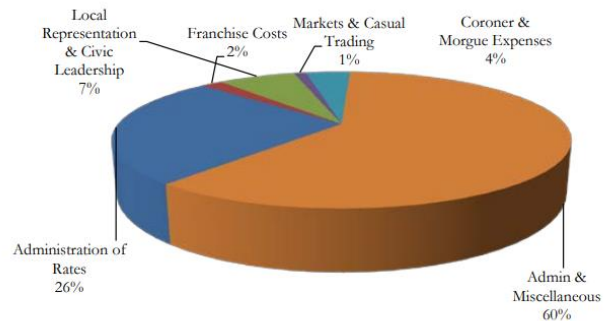
Overview

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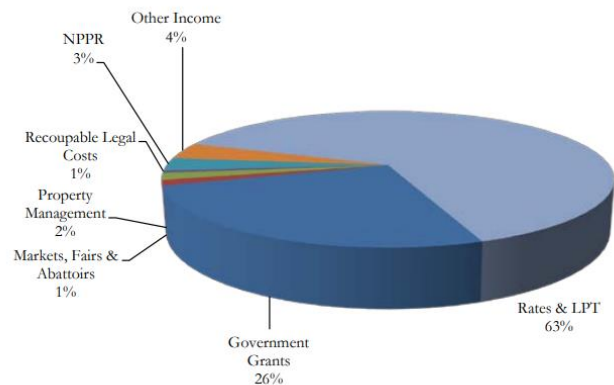
How the Service Division is Spent

Administration of Rates	€ 6,069,700	26%
Franchise Costs	€ 431,700	2%
Local Representation & Civic Leadership	€ 1,597,400	7%
Markets & Casual Trading	€ 248,400	1%
Coroner & Morgue Expenses	€ 917,100	4%
Admin & Miscellaneous	€ 14,098,400	60%
	€ 23,362,700	100%



How the Service Division is Funded

Government Grants	€ 5,959,200	26%
Markets, Fairs & Abattoirs	€ 299,000	1%
Property Management	€ 374,400	2%
Recoupable Legal Costs	€ 135,000	1%
NPPR	€ 700,000	3%
Other Income	€ 895,400	4%
Rates & LPT	€ 14,999,700	63%
	€ 23,362,700	100%



Service Division J: Operational Support

The Operational Support Services Division is supported by the following strategic relationships, ICT, Law, People & Organisation Development, Finance, Architects, Corporate Affairs & International Relations directorates to meet the goals outlined in the Corporate Plan Annual Service Delivery Plan.

These are operational support units who provide internal services to other Directorates and act as enablers, facilitating the delivery of frontline services to the public.

Information, Communication, Technology (ICT)

The ICT and Business Services Department provides support and services to the staff of Cork City Council, elected representatives and to the citizens of the city through the effective deployment of infrastructure and applications and through driving and supporting change and efficiencies across the organisation.

The department also collaborates with internal and external stakeholders to support the promotion of economic activity in the city and wider region. The ICT Department deploys a wide variety of technologies, infrastructure, services and applications to provide the directorates with a stable ICT environment to support the provision of services across the organisation and city. These include the secure and effective management of the WAN (Wide Area Network) encompassing over 60 sites and over 2000 devices such as desktops computers, printers, fixed line phones, mobile devices, switches and other active equipment as well as the support and maintenance of over 100 distributed systems and websites including on-line services; CRM; GIS; ERP; HRM and www.corkcity.ie.

As part of the organisation reorganisation, the department was restructured into the following core teams:

- Network Infrastructure & Communications Team
- Applications & On-line Services Project Teams
- Customer Service Project Team
- Knowledge & Compliance Team Staff

The department has also progressed a cross-sector collaboration to promote Cork as a “SMART” city and region. This collaboration seeks to identify and exploit technologies to support an improved quality of life; increase resilience to severe weather events; enhance citizen participation and increase economic and sustainable development.

Staff will continue to lead and enable a number of external EU projects including the formation of a new Digital strategy for Cork City, the Cork Smart Gateway, Smart Resilience and the finalisation of the H2020 Growsmarter project.

People & Organisation Development

The People & Organisation Development Directorate provides support across the Council to enhance the quality of the Council’s services to the public. This is achieved by recruiting the best staff available, training our staff to the highest standards, ensuring the wellbeing of our staff.

Health & Safety

We are committed implementing health and safety practice and procedures to the highest level and promoting positive industrial relations throughout the organisation.

Finance Department

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

Law Agent's Office

The Law Agent's Office provides full legal services to Cork City Council. The Law Agent is responsible for the provision of legal advice to the Chief Executive and legal services which are needed to the Directorates in support of their implementation of strategies to secure the realisation of the Council's corporate goals.

City Architect

The City Architect's Department provides architectural services and advice to the City Council, Chief Executive, Director of Services and Heads of Function.

Services include:

- Consultation/Brief Preparation
- Building, Interior Design &, Urban Design, from initial concept , through the various stages of planning, tendering and administrating the building contract until the project's completion
- Housing & Regeneration,
- Libraries & Other Civic Buildings,
- Public Realm Projects
- Architectural & Urban Design advice

Other Services include:

- Procurement of Works & Services,
- Project & Contract Management,
- Building Maintenance
- Conservation Refurbishment and Restoration.

The overall service provides an independence professional advice resource and collective knowledge reserve for the benefit of the City Council and Cork City.

The City Architects Department is now over 70 years (since 1947) in existence and provides comprehensive architectural services both designing and providing contract management services for the construction of the city's most notable housing neighbourhoods. Similarly, public buildings have been designed, conserved and maintained i.e. the re-development and conservation of the English Market and Cork Circuit Courthouse – all iconic buildings of Cork City.

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 (SDG)



Goal	Strategic Objective	Action/Strategy	Action ##	Actions 2020	KPI /Measurements required	Baseline	Service Division	LECP Ref #	Lead Directorate
An Environmentally Sustainable City	Climate Action	Climate Action Awareness Programme	1.01.01	Operate Community Environment Action Fund. Facilitate participation of City schools in An Taisce Green School Programme. Engage with external stakeholders on delivery of environmental awareness programmes (e.g. School garden competition, Pride in our Community, etc.). 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. Number of participating schools. Number of initiatives and entrants. No. of events No. of participants	Increase in numbers using sustainable /active travel	E		Community Culture & Placemaking

Goal	Strategic Objective	Action/Strategy	Action ##	Actions 2020	KPI /Measurements required	Baseline	Service Division	LECP Ref #	Lead Directorate
An Environmentally Sustainable City	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
An Environmentally Sustainable City	Climate Action	Promote an environmentally sustainable economy and pilot green technologies in the city council operations	1.01.03	Improve energy efficiency (ISO 50001)	% energy efficiency amount of energy generated	31.5% energy efficiency improvement since 2009	E		Ops (Rds & Env)
An Environmentally Sustainable City	Climate Action	Improve energy efficiency within Cork City Council energy users	1.01.04	Continued improvement in energy efficiency	ISO 50001 standards % energy efficiency improvement	28% energy efficiency since 2009	E		Ops (Rds & Env)
An Environmentally Sustainable City	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) Implement Climate Change Adaptation Strategy	# of policies implemented	-	E	-	Strategic Economic Development
An Environmentally Sustainable City	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.	-	A	-	Housing
An Environmentally Sustainable City	Climate Action	Implement Climate Change Adaptation Strategy	1.01.07	Implement Climate Change Adaptation Strategy	# of actions implemented	Actions underway	E	-	Strategic Economic Development
An Environmentally Sustainable City	Litter & Waste Management	Waste Prevention Grant Scheme	1.02.01	Operate Waste Prevention Grant Scheme. 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. Financial collection statistics	E		Community Culture & Placemaking

Goal	Strategic Objective	Action/Strategy	Action ##	Actions 2020	KPI /Measurements required	Baseline	Service Division	LECP Ref #	Lead Directorate
An Environmentally Sustainable City	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 31/12/2019	B	-	Ops (Rds & Env)
An Environmentally Sustainable City	Litter & Waste Management	Street Cleaning	1.02.03	Provide 7 day 16 hr street cleaning service in the city centreProvide 5 day street cleaning service outside the city centre	ongoing monitoring of services	CE Monthly Report 31/12/2019Current service delivery plan	E	-	Ops (Rds & Env)
An Environmentally Sustainable City	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 Implement litter management strategy for the city Operate a system of prompt collection and investigation of illegal dumping in the public realm		CE Monthly Report 31/12/2019	E	-	Ops (Rds & Env)
An Environmentally Sustainable City	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 2019 1 campaign each for littering, dog fouling, illegal poster and chewing gum	E	-	Ops (Rds & Env)
An Environmentally Sustainable City	Litter & Waste Management	Support community activities to achieve a tidy local environment	1.02.06	School visits & Road Show events	# campaigns run # schools visits	in 2019 12 School visits and 2 roadshow events	E	-	Ops (Rds & Env)
An Environmentally Sustainable City	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	-	Ops (Rds & Env)
An Environmentally Sustainable City	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) 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.	E		Ops (Rds & Env)

Goal	Strategic Objective	Action/Strategy	Action ##	Actions 2020	KPI /Measurements required	Baseline	Service Division	LECP Ref #	Lead Directorate
An Environmentally Sustainable City	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	-	Ops (Rds & Env)
An Environmentally Sustainable City	Water Services & Sanitation	Rainwater Harvesting in City Hall	1.04.02	Review of Feasibility study	-	-	E	-	Ops (Rds & Env)
An Environmentally Sustainable City	Water Services & Sanitation	Treatment of Leachate at Kinsale Road Landfill Site	1.04.03	Operate and monitor performance Improve frequency of testing as resources allow Adjust system irrigation rates as appropriate	Assess treatment system performance. Remaining within licence discharge consent.	-	E	-	Ops (Rds & Env)
An Environmentally Sustainable City	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	-	Ops (Rds & Env)
An Environmentally Sustainable City	Regulation & Enforcement	Parking Enforcement	1.06.01	Implementation of Byelaws - recording compliance and non compliance	# FCPN, reminders, summons	CE Monthly Report 31/12/2019	B	-	Ops (Rds & Env)
An Environmentally Sustainable City	Regulation & Enforcement	Consistent enforcement of litter legislation and bye laws	1.06.02	Implementation of Litter Pollution Acts Make and enforce byelaws re: storage, segregation and presentation of household and commercial waste	# Fines issued # litter wardens	CE Monthly Report 31/12/2019	E	-	Ops (Rds & Env)
An Environmentally Sustainable City	Regulation & Enforcement	Continue Waste/Environmental Enforcement	1.06.03	Continue RMCEI work plan and meet targets assignedMaintain/improve set targets according to environmental risk and outcomes as local, regional and national enforcement priorities	Annual RMCEI targetsEPA Rating	2019 figures for RMCEI Plan	E	-	Ops (Rds & Env)
An Environmentally Sustainable City	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 Minimise the number of non compliance notices from EPA	# of complaints incidents relating to general site management Downtime of landfill gas # non compliance with respect to licence conditions	3 complaints from public regarding operation of recycling facility in 2019. 6 non compliances from annual EPA audit in 2019	E	-	Ops (Rds & Env)

Goal	Strategic Objective	Action/Strategy	Action ##	Actions 2020	KPI /Measurements required	Baseline	Service Division	LECP Ref #	Lead Directorate
An Environmentally Sustainable City	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 Examiner ICT Solutions to improve process	NOAC Indicators P5, P1, CE Monthly Report	CE Monthly Report 31/12/2019	E	-	Community Culture & Placemaking
An Environmentally Sustainable City	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. Processing of Septic Tank Planning applications Carry out & administer EPA National Septic Tank Inspection Plan. Farmyard Inspections & associated planning applications. Monitoring and testing of water quality of Small Private Water Supplies in accordance with EPA regulations. Monitor & assess Group Schemes for grant applications & water quality in accordance with DHPLG regulations.	# Grant Applications processed. # Septic Tank Planning applications processed # Septic Tank Inspections per annum as per NIP. # Farmyard applications & complaints processed. All Small Private Water Schemes sampled # Group Schemes applications processed.	-	C	-	Ops (Rds & Env)
An Environmentally Sustainable City	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. 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 Intl' Relations
An Environmentally Sustainable City	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 - due Q4 2020	-	E	-	Ops (Rds & Env)

Goal	Strategic Objective	Action/Strategy	Action ##	Actions 2020	KPI /Measurements required	Baseline	Service Division	LECP Ref #	Lead Directorate
An Environmentally Sustainable City	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 Morrison island plus Douglas village works. Detailed design advice for Blackpool currently at Design Stage.		B	-	Architects
An Environmentally Sustainable City	Flood Management	Work with the Office of Public Works in the progression and completion of flood defence works for - • Douglas • Togher • Glashaboy • Blackpool • Lower Lee	1.08.02	Progress various proposed schemes through design, planning, procurement and construction as appropriate	Progress achieved		E	-	Infrastructure Development
An Environmentally Sustainable City	Flood Management	Maintain road drainage systems	1.08.03	Review service delivery to attain efficiencies in current environment	# Gullies cleaned	CE Monthly Report 31/12/2019	B	-	Ops (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 (SDG)



Goal	Strategic Objective	Action/Strategy	Action ##	Actions 2020	KPI /Measurements required	Baseline	Service Division	LECP Ref #	Lead Directorate
A city valuing its people	Enhance Democracy	Promote a better understanding of the City Councils democratic mandate	2.01.01	Support the effective operation of the council committees Prepare Strategic Policy Scheme for adoption Use the Strategic Policy Committees to enhance policy formation Issue press releases, journalistic pitches and social media posts	#Report of SPC, LAC SPC Scheme adopted # press releases # social media engagements, likes/follows etc	CE Monthly Report 31/12/2019	H	-	Corporate Affairs Int'l Relations
A city valuing its people	Enhance Democracy	Support the representational role of the office of Lord Mayor	2.01.02	Hosting of visiting dignitaries Co-ordination of Lord Mayors Diary Quality Service Office of the Lord Mayor	# of visitors Lord Mayor's diary issued weekly	CE Monthly Report 31/12/2019	H	-	Corporate Affairs Int'l Relations

Goal	Strategic Objective	Action/Strategy	Action ##	Actions 2020	KPI /Measurements required	Baseline	Service Division	LECP Ref #	Lead Directorate
A city valuing its people	Enhance Democracy	Support Elected Members of the City Council	2.01.03	Prepare Agenda/Minutes available to public Continue to review practices for Council Meetings, Functions and SPCs Support Members through dealing with enquiries Give best advice available to members to assist decision making	# Minutes/Agendas issued Review report on practices # of enquiries answered with best available advice.	CE Monthly Report 31/12/2019	H	-	Corporate Affairs Intl' Relations
A city valuing its people	Enhance Democracy	Delivery of Franchise Functions	2.01.04	Prepare draft and Final register by set publication dates Co-ordination of any elections/referenda called Issuing of Polling Cards Liaise with City Sheriff's Office in relation to polling district stations and notice of poll Engage with national initiatives	Publish draft and final registers by set dates # Polling cards issued Delivery of franchise functions by legislation dates Polling District Stations agreed with City Sheriff and Note of Poll issued National Initiatives Delivered	CE Monthly Report 31/12/2019	H	-	Corporate Affairs Intl' Relations
A city valuing its people	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
A city valuing its people	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 Implement Actions identified in the Customer Interaction Audit Delivery of Annual Service Delivery Plan			H	-	Community Culture & Placemaking

Goal	Strategic Objective	Action/Strategy	Action ##	Actions 2020	KPI /Measurements required	Baseline	Service Division	LECP Ref #	Lead Directorate
A city valuing its people	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	-	J	1.4 3.8 3.9	ICT
A city valuing its people	People Centric Experience	Programme of Digital Workplace Transformation	2.02.04	DWT Framework RFT DWT Strategy Enhanced cloud services Enhanced employee engagement	Framework in place 2 * SRFT issued MS Roadmap published Intranet design agreed	-	J	3.8 3.9	ICT
A city valuing its people	Governance & Management	Communication Plan for internal & external stakeholders	2.03.01	Communication Plan for internal & external stakeholders			H	-	Corporate Affairs Intl' Relations
A city valuing its people	Governance & Management	Implement City Council's access to: FOI Requests Data Retention Policy Cookies Policy	2.03.01	Compliance with legislation Network of decision makers in place Adequate training provided for decision makers	#FOI requests identified Decision makers Training Provided	CE Monthly Report 31/12/2019	H	-	Corporate Affairs Intl' Relations
A city valuing its people	Governance & Management	Prepare and Deliver Corporate Reports	2.03.03	CE Monthly Report Annual Service Delivery Plan Annual Report Corporate Plan – 2024	# Plan delivered # workshops and engagement with relevant stakeholders Performance Reviews		J	-	Corporate Affairs Intl' Relations
A city valuing its people	Governance & Management	Risk Management	2.03.04	Manage key risks to Financial position: Ongoing monitoring of cash flow position Optimise Insurance Cover Actively manage Claims taken against Council Review and update Risk Register	Monthly reporting and daily cash monitoring	Ongoing reviews of key risks being undertaken and financial impacts monitored.	H	-	Finance
A city valuing its people	Governance & Management	Financial Resources Analysis & Reciprocation Model	2.03.05	Legislative Provisions Income and Expenditure Analysis Evaluation Due Diligence Impact on Local Authority			H	-	Finance

Goal	Strategic Objective	Action/Strategy	Action ##	Actions 2020	KPI /Measurements required	Baseline	Service Division	LECP Ref #	Lead Directorate
A city valuing its people	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 Review how resources are expended through strengthened systems of internal controls and security, monitoring, Inocencia control and regulatory compliance Ensure appropriate levels of Financial competency are in place throughout the organisation	AFS prepared and audited to deadlines Ongoing measuring of cashflow Report on revenue, capital and debtors Payroll reports	the key element of budget process is engagement with budget holders across the organisation Policies and procedures are not universally updated Due to staff changes level of financial competency lower than it had been previously	J	-	Finance
A city valuing its people	Governance & Management	ICT Plan	2.03.07	Identification of ICT systems and data stores Data Transfer Processes File Transfer Process System/Software modifications	No. of ICT systems No. of ICT datasets in datastores Implementation of data transfer processes and file transfer processes Customisation and further development of system/ software	ICT Systems register in place	H	-	ICT
A city valuing its people	Governance & Management	Deliver enhanced ICT Governance	2.03.08	Cyber security audit Technical and Governance recommendations	No of security audit recommendations implemented No of pen tests undertaken 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
A city valuing its people	Governance & Management	Financial Resources Analysis & Reciprocation Model	2.03.09	Drive Fiscal management via effective financial and management reporting: Preparation/Production of AFS by 31st March.Ensure recommendations from LGA are in place on production of the AFS.Ensure that AFS is submitted to/approved by Elected Members on time. GGB / Report on Revenue, Capital and Debtors to be submitted within 2 months of Quarter.Borrowing Return to be submitted mid month following QuarterMonthly Financial performance reviews carried out	Monitoring accuracy and date of submission / delivery	Timelines currently being met.Continuous monitoring of financial information to drive initiatives	H	-	ICT

Goal	Strategic Objective	Action/Strategy	Action ##	Actions 2020	KPI /Measurements required	Baseline	Service Division	LECP Ref #	Lead Directorate
A city valuing its people	Governance & Management	Provide an effective and efficient Legal Service	2.03.10	Legal Advice Legal Representation	As set out in operational plans		J	-	LAW
A city valuing its people	Governance & Management	Engage with IOG and Cork County Council re any outstanding issues in relation to boundary extension	2.03.11	<i>Engage with IOG and Cork County Council re any outstanding issues in relation to boundary extension</i>	Finish Out		H	-	Ops (Rds & Env)
A city valuing its people	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. Relevant governance/statutory requirements adhered to.	S183 Notices issued to elected members min, 10 days before Council		J	-	Corporate Affairs Intl' Relations
A city valuing its people	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 Create online services	CRM stats, open, closed, ongoing by service type		H	-	Community Culture & Placemaking
A city valuing its people	Continuous Service Improvement & Delivery	Facility Management	2.04.01	Custodian Meetings re City Hall Campus Upkeep	# of meetings # outcomes identified & actioned		J	-	Corporate Affairs Intl' Relations
A city valuing its people	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 Review cross platform service improvement	# services reviewed & implemented	New team - no baseline available	J	-	Corporate Affairs Intl' Relations
A city valuing its people	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 # meetings with contractors and outputs		J	-	Corporate Affairs Intl' Relations

Goal	Strategic Objective	Action/Strategy	Action ##	Actions 2020	KPI /Measurements required	Baseline	Service Division	LECP Ref #	Lead Directorate
A city valuing its people	Continuous Service Improvement & Delivery	Citizen engagement through eServices and Social Media	2.04.05	Provision of online fire safety campaigns Enhanced public alert system linked to SMS, email, web and social media Review of Cork City Council website to reflect aims, mission and vision of the city council	No. of Projects delivered No. of social media activities & followers No. of alerts No. of members of public registered with alert system Review of Cork City Council website	Use of Cork City Now alert system., as well as social media platforms.	H	-	ICT
A city valuing its people	Continuous Service Improvement & Delivery	Increase the number of services delivered online	2.04.06	Online Submissions Payments Web Access to 3rd Party sites	No. of Submissions received No. of Services online No. of online payments facilitated No. of 3rd party sites		J	1.3, 3.8	ICT
A city valuing its people	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		J		ICT
A city valuing its people	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
A city valuing its people	Continuous Service Improvement & Delivery	Remote Working Virtual Desktop Solution	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	-	J	-	ICT
A city valuing its people	Continuous Service Improvement & Delivery	Transformation to a National Utility Service	2.040	Implement Irish Water Transformation initiative Strategy to deal with fats, oils, greases Progress TIC drainage in private development Agree TIC MOU for Part 8 sites	Monitor the RAG status for its implementation Agree strategy with IW # Taken in Charge Meeting with Stakeholders	Green	C	-	Ops (Rds & Env)
A city valuing its people	Public Sector Duty	Support employees from recruitment to retirement	2.05.01	Awareness of Welfare Support Programmes Provisions to Superannuation Code Awareness of Superannuation Shared Services Project	# of Employees availing of schemes # of appeals to pensions ombudsman	72 employees availed of Employee Assistance Programme.	J	-	People & Organisation Development

Goal	Strategic Objective	Action/Strategy	Action ##	Actions 2020	KPI /Measurements required	Baseline	Service Division	LECP Ref #	Lead Directorate
A city valuing its people	Public Sector Duty	Lead out on implementation of Public Sector Duty nationally in Local Authority Sector and locally in City Council. Ensure compliance with human resource legislative and regulatory frameworks	2.05.02	Maintain high standards of People management Implement equality and dignity at work policies to ensure a fair and equitable working environment Promote consultative working environment encouraging employee participation and development	Ongoing	-	J	-	People & Organisation Development
A city valuing its people	People Management	Human Resource Analysis	2.06.03	Legislative Provisions Organisational Restructuring Review Workforce Plans Workforce capacity analysis Staff transfer plan			H	-	People & Organisation Development
A city valuing its people	People Management	Implement Competency Framework for all levels incorporating Performance Management and Development Process	2.06.04	Review Competency Framework Improved level of staff engagement with Staff Development & Management Programme Learning & Development Programme	ongoing	-	J	-	People & Organisation Development
A city valuing its people	People Management	Application of the provisions of the superannuation code to employees retiring	2.06.05	Provide high level of service to retiring staff Achieve Cutover to Superannuation Shared Service Review Retirement Process & develop toolkit	# Appeals to Pensions Ombudsman	No appeal in 2019	J	-	People & Organisation Development
A city valuing its people	People Management	Provide guidance and training in relation to the Implementation of the Grievance & Disciplinary Procedure	2.06.06	Grievance and Disciplinary Procedure	# Appeals		J	-	People & Organisation Development
A city valuing its people	People Management	Promote well being initiatives/programmes (new & existing) that will positively impact on Employee Health & Wellbeing	2.06.07	Comply with National Initiatives & Best Practice Promote wellbeing triad of physical, mental and nutritional health	NOAC Indicators # days lost # programmes run	NOAC 2019 - 4.47% 5 wellbeing initiatives/programmes promoted	J	-	People & Organisation Development

Goal	Strategic Objective	Action/Strategy	Action ##	Actions 2020	KPI /Measurements required	Baseline	Service Division	LECP Ref #	Lead Directorate
A city valuing its people	People Management	Increase use and functionality of CORE HR System	2.06.08	Develop a suite of reports to maximise output of data from CORE HR	# reports available		J	-	People & Organisation Development
A city valuing its people	People Management	Continuing Recruitment of Staff	2.06.09	Review Recruitment Process Comply with Public Sector Policy and Employment Legislation	# of competitions - 51 advertised, 43 completed # of appointments - 437 - (Appointments/Transfer/Promotions & Cllrs.)	51 Competitions advertised & 43 completed 437 - Appointments includes Transfers, promotions & Cllrs.)	J	-	People & Organisation Development
A city valuing its people	People Management	Deliver Organisational Alignment following organisation re-structuring and increased customer base	2.06.10	Dignity at Work Policy, Equality & Diversity Policy, Public Sector Duty.	# complaints # proactive engagement of staff with policies	No complaint in 2019			People & Organisation Development
A city valuing its people	People Management	Provide guidance in relation to the Implementation equality and dignity at work policies that ensure a fair and equitable working environment	2.06.11	Dignity at Work Policy	# complaints		J		People & Organisation Development
A city valuing its people	People Management	National Public Sector Policy	2.06.12	Promotion of Scheme	Level of employee participation in flexible/atypical # of staff availing of schemes		J	-	People & Organisation Development
A city valuing its people	People Management	Review Flexible Working arrangements for staff	2.06.13	Flexible Working Arrangements Extended Working Hours Remote Working	# of staff availing of schemes		J	-	People & Organisation Development
A city valuing its people	People Management	Maximise employee attendance	2.06.14	Effective and efficient attendance management policies and procedures	# of lost days	NOAC 2019 - 4.47%	J	-	People & Organisation Development
A city valuing its people	People Management	People Strategy and Organisation Development	2.06.15	Organisational Alignment & Development Strategic Workforce Planning Workforce capacity & capability analysis Staff Mobility Planning	ongoing	-	H	-	People & Organisation Development

Goal	Strategic Objective	Action/Strategy	Action ##	Actions 2020	KPI /Measurements required	Baseline	Service Division	LECP Ref #	Lead Directorate
A city valuing its people	People Management	National Public Sector Policy in relation to promotion of Work-Life Balance Schemes.	2.06.16	Promotion of Scheme	Level of employee participation in atypical working arrangements # of staff availing of schemes	Work Sharing, Parental Leave, Shorter Working Year Scheme, Carers Leave, Special Leave Without Pay. 204 staff currently availing			People & Organisation Development
A city valuing its people	Business Continuity	Deliver a Business Continuity Solution	2.07.01	Review Business Continuity Solution Explore directorates having business interruption plans			J	-	SMT
A city valuing its people	Learning & Development	Deliver Carnival of Science	2.08.01	Deliver Carnival of Science	# attendees & participants		F		Community Culture & Placemaking
A city valuing its people	Learning & Development	Facilitate Public Participation Network Create links between PPN & LCDC Participate in interagency agendas including Age Friendly, LGBT, New Communities etc	2.08.02	Maintain office accommodation & initiative PPN represented at LCDC LGBT Awareness Week Africa Day	# of weeks events organised every year # Series of events organised annually	-	D	-	Community Culture & Placemaking
A city valuing its people	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
A city valuing its people	Learning & Development	Regeneration of our City streets, roads and adjoining areas	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
A city valuing its people	Learning & Development	Maintain and develop the Old Cork Waterworks as an educational and heritage tourist attraction	2.08.05	Continuous provision of schools programmes Planning marketing campaign	# of outreach contacts # school and students # visitors and site interactions	CE Report 31/12/19 >10,000 visitors	E	-	Community Culture & Placemaking
A city valuing its people	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

Goal	Strategic Objective	Action/Strategy	Action ##	Actions 2020	KPI /Measurements required	Baseline	Service Division	LECP Ref #	Lead Directorate
A city valuing its people	Learning & Development	Learning & Development programmes will be focussed on staff development to meet core competencies and organisational priorities as identified in Cork City Council's Corporate Plan, National Public Sector Policy and Statutory obligations	2.08.07	Deliver Learning and Development programmes that enable the workforce to meet the strategic priorities of the Council. Deliver focused leadership and management training to line management grades throughout the organisation	# training days # training courses	2357 Training Days 242 Training Courses	J	-	People & Organisation Development
A city valuing its people	Learning & Development	Support the Staff Development & Management Programme across the organisation as standard business process as per National Public Sector Policy	2.08.08	Embed Clear link between Operational Plan, Team Development Plans (TDPs) and Personal Development Plans (PDPs) Delivery of training to enhance team management and leadership skills	# PDPs completed # annual appraisal forms completed for staff	327 PDPs completed	J	-	People & Organisation Development
A city valuing its people	Learning & Development	Focused training and development	2.08.09	Promote the development of a team orientated approach to staff learning through team building in tandem with encouraging continuous development of individual staff members			J	-	People & Organisation Development
A city valuing its people	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	B	-	Community Culture & Placemaking
A city valuing its people	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 Improve web based software system including hand held devices for site inspections Investigate dangerous structures Provide surveying service to housing loans and grants section in support of adaptation, mobility and housing aid grants	# buildings/sites inspected # surveys completed for housing loans/grants		D		Community Culture & Placemaking

Goal	Strategic Objective	Action/Strategy	Action ##	Actions 2020	KPI /Measurements required	Baseline	Service Division	LECP Ref #	Lead Directorate
A city valuing its people	Welfare	Maintain a culture of safety	2.09.03	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.			J		Corporate Affairs Intl' Relations
A city valuing its people	Welfare	A safe working environment	2.09.04	Maintain electrical services for civic buildingsMaintain safe and efficient fleet serviceMonitor and Report accidents	Electrical Contracts awarded# fleet vehicles hired# accident reports to CCC, HAS	-	B	-	Ops (Rds & Env)
A city valuing its people	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 regularly revised	-	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 (SDG)



Goal	Strategic Objective	Action/Strategy	Action ##	Actions 2020	KPI /Measurements required	Baseline	Service Division	LECP Ref #	Lead Directorate
A city promoting culture, heritage, learning, health & well being	Libraries	New City Library	3.01.01	Brief and Massing Study prepared for the LIHAV funding submission			D		Architects
A city promoting culture, heritage, learning, health & well being	Libraries	New Branch Library Blackrock/Mahon Library	3.01.02	Brief design in preparation in tandem with site selection	# Inspections undertaken		D		Architects
A city promoting culture, heritage, learning, health & well being	Libraries	New City Library	3.01.03	Finalise parameters for cooperation with other stakeholders Achieve funding package			F		Community Culture & Placemaking
A city promoting culture, heritage, learning, health & well being	Libraries	Build and Open Blackrock/Mahon Library	3.01.04	Prepare Action Plan Secure Funding package	# Incident reports to CCC, HAS	Location identified Strategy Finalised	F		Community Culture & Placemaking

Goal	Strategic Objective	Action/Strategy	Action ##	Actions 2020	KPI /Measurements required	Baseline	Service Division	LECP Ref #	Lead Directorate
A city promoting culture, heritage, learning, health & well being	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
A city promoting culture, heritage, learning, health & well being	Libraries	Refurbish and extend Mayfield Library	3.01.06	Brief design in preparation	# Actions being implemented		F		Community Culture & Placemaking
A city promoting culture, heritage, learning, health & well being	Libraries	Review and ensure all libraries are compliant with the disability act	3.01.07	Complete checklist of non compliance in relevant library locations			F		Community Culture & Placemaking
A city promoting culture, heritage, learning, health & well being	Libraries	Foster the reading city	3.01.08	Provide books, DVDs and other materials Provide trained and committed staff Provide welcoming spaces for reading, author visits and book related events Organise World Book Festival and participate in related events	Range, numbers and quality of materials provided # days/hours open to public # events & attendees		F		Community Culture & Placemaking
A city promoting culture, heritage, learning, health & well being	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 Ensure a robust fleet maintenance and replacement plan is operated	CE Monthly Report # & type of calls attended Work with Fleet Dept to manage fleet based on age	CE Monthly Report 31/12/19	E	-	Community Culture & Placemaking
A city promoting culture, heritage, learning, health & well being	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 Develop Community Fire Safety role and interact with more demographics	NOAC Indicators F2, F3 Response Times	NOAC F2, F3	E	-	Community Culture & Placemaking

Goal	Strategic Objective	Action/Strategy	Action ##	Actions 2020	KPI /Measurements required	Baseline	Service Division	LECP Ref #	Lead Directorate
A city promoting culture, heritage, learning, health & well being	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	# Actions being implemented		D		Architects
A city promoting culture, heritage, learning, health & well being	Heritage Arts & Culture	Provide means of creative expression for all	3.03.02	Provide books, DVDs and other materials Provide trained and committed staff	Range, numbers and quality of materials provided # days/hours open to public # events & attendees		F		Community Culture & Placemaking
A city promoting culture, heritage, learning, health & well being	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. Ensure that St Peters is managed effectively as a cultural venue with services for visitors and citizens, under the management of Leisureworld Work with Triskel Christchurch to ensure that the management company protects the historic asset of Christchurch 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 St Peters is under the management of Leisureworld, programme is suitable Ongoing. Ongoing.	-	F	-	Community Culture & Placemaking

Goal	Strategic Objective	Action/Strategy	Action ##	Actions 2020	KPI /Measurements required	Baseline	Service Division	LECP Ref #	Lead Directorate
A city promoting culture, heritage, learning, health & well being	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"> 1. Film in Cork. 2. Music Generation through partnership. 3. Creative Enquiry Arts and older people. 4. City of Sanctuary Culture group. 5. Arts for All Charter. 6. Early Years Arts Beag Programme. 7. Arts in Schools: a. Composer in the Classroom b. UnFinanceished Book. 8. Residency Programme: a. Dancer in Residence b. Theatre in Residence. 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 10. Administer the Arts Grants in line with agreed processes 11. Administer the Project, in Context and Bursary Grants in line with agreed processes 12. Administer Annual Funding agreements in line with agreed processes. 13. Give advice and guidance to cultural organisations and individuals as requested. 14. Atrium: Manage and support the use of the Atrium for Art exhibitions. 	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

Goal	Strategic Objective	Action/Strategy	Action ##	Actions 2020	KPI /Measurements required	Baseline	Service Division	LECP Ref #	Lead Directorate
A city promoting culture, heritage, learning, health & well being	Heritage Arts & Culture	Provide leadership and facilitate communities to operate at national and international level	3.03.05	Implement strategic actions implemented by Arts Council and Cork City Council Work with Department of Culture, Heritage and the Gaeltacht to implement Culture Night Lead an application around working with older people to the Arts Council LA Collaboration Fund. Implement Creative Ireland Plans for 2020	# Culture Night events and attendees # Team meetings		F		Community Culture & Placemaking
A city promoting culture, heritage, learning, health & well being	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
A city promoting culture, heritage, learning, health & well being	Heritage Arts & Culture	Heritage, Arts & Culture will continue to define the Cork identity	3.03.07	Implement Arts Plan Project Scheme 2020 Individual Artist Bursaries Arts Grants advertised & issued Music Partnership Action Plan Early Years Arts 2019 Composer in the Classroom Initiative	-	-	D	-	Community Culture & Placemaking
A city promoting culture, heritage, learning, health & well being	Heritage Arts & Culture	1920 Commemoration	3.03.08	TBD	# Events Held # Attendees Media publications		D		Corporate Affairs Intl' Relations
A city promoting culture, heritage, learning, health & well being	Heritage Arts & Culture	Implement Annual programme of actions from the Heritage Plan 2015-2020	3.03.09	Organise programme of events for Heritage Week and Heritage Open Day	# Actions implemented		D	14.6, 14.7	Strategic Economic Development

Goal	Strategic Objective	Action/Strategy	Action ##	Actions 2020	KPI /Measurements required	Baseline	Service Division	LECP Ref #	Lead Directorate
A city promoting culture, heritage, learning, health & well being	Heritage Arts & Culture	Increase knowledge, awareness and appreciation of Cork's heritage and cultural identity	3.03.10	Heritage Week events Provide information in all formats on the history and culture of the city Provide space for research and study Enhance online local history resources	# Events Days/Hours Local Studies in Library open to public		F		Strategic Economic Development
A city promoting culture, heritage, learning, health & well being	Heritage Arts & Culture	Develop culture strategy with external heritage, cultural, arts organisations	3.03.11	Utilise existing corporate properties for tourism/visitor hubs	# Plans # Implemented Programmes		F		Strategic Economic Development
A city promoting culture, heritage, learning, health & well being	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
A city promoting culture, heritage, learning, health & well being	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	2.262.28	Community Culture & Placemaking
A city promoting culture, heritage, learning, health & well being	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. FAI Community Development Officer: increase participation in football.	# of successful events and programmes delivered # programmes with increased participation in football; increased social inclusion through football; develop emerging talent; educate coaches and volunteers on best practice. # & range of participants.		F	-	Community Culture & Placemaking
A city promoting culture, heritage, learning, health & well being	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

Goal	Strategic Objective	Action/Strategy	Action ##	Actions 2020	KPI /Measurements required	Baseline	Service Division	LECP Ref #	Lead Directorate
A city promoting culture, heritage, learning, health & well being	Sports Development	Support Cork Local Sports Partnership	3.05.04	Monthly Board Meetings Liaison and Support	# Meetings attend		F	2.17	Community Culture & Placemaking
A city promoting culture, heritage, learning, health & well being	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 2.28	Ops (Rds & Env)
A city promoting culture, heritage, learning, health & well being	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		F		Infrastructure Development
A city promoting culture, heritage, learning, health & well being	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. Commence review of Recreation Strategy in tandem with review of City Development Plan	Complete Strategy and implement	CE Monthly Report 31/12/19	F		Ops (Rds & Env)
A city promoting culture, heritage, learning, health & well being	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 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 June 2020	CE Monthly Report 31/12/19	F		Ops (Rds & Env)
A city promoting culture, heritage, learning, health & well being	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. Commence review of Parks Strategy in tandem with review of City Development Plan	Complete Strategy and implement	CE Monthly Report 31/12/19	F		Ops (Rds & Env)

Goal	Strategic Objective	Action/Strategy	Action ##	Actions 2020	KPI /Measurements required	Baseline	Service Division	LECP Ref #	Lead Directorate
A city promoting culture, heritage, learning, health & well being	Parks, Recreation & Greenways	Review and implement a parks strategy for the city to provide adequate public space for passive and active recreation Family Fun Day planning & Assistance	3.06.05	Prepare draft objectives in the context of the City Extension Identify areas with shortfall Review Cork Recreational Needs Study Review implementation of Tramore Valley Park	Opportunities for improvement identified. Management, Access & Parking Review # of events # of participation		F	2.21; 2.22; 2.26; 4.16; 8.20; 9.13	Ops (Rds & Env)
A city promoting culture, heritage, learning, health & well being	Learning City	Lifetime Lab	3.07.01	Continue the delivery of the Lifetime Lab School Science Programme(s) and other educational initiatives.	# workshops delivered; # event organised; # attendees.		F		Community Culture & Placemaking
A city promoting culture, heritage, learning, health & well being	Learning City	Make Cork a learning city for adults and children	3.07.02	Provide Learning materials Provide trained and committed staff Provide adequate space for classes, study etc Continue to participate in lifelong learning festival and similar events Partner in GLLiC - Growing Lifelong Learning in Cork	range, numbers and quality of materials provided # days/hours open to public details of planning, range and suitability of classes/events Participation in GLLiC initiatives	Partner in UNESCO Learning CIT Conference	F	6.27	Community Culture & Placemaking
A city promoting culture, heritage, learning, health & well being	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 & well being	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
A city promoting culture, heritage, learning, health & well being	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

Goal	Strategic Objective	Action/Strategy	Action ##	Actions 2020	KPI /Measurements required	Baseline	Service Division	LECP Ref #	Lead Directorate
A city promoting culture, heritage, learning, health & well being	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
A city promoting culture, heritage, learning, health & well being	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 # Membership Increased Membership of all three elements targeted	Four Meetings per year for Alliance, AF Steering Group and AF Forum	D		Community Culture & Placemaking
A city promoting culture, heritage, learning, health & well being	Age Friendly City	Continue to support initiatives which support services to older people	3.09.05	Housing Maintenance working with <i>Age Action Ireland Care and Repair</i>	# Referrals Received # Referrals Resolved		D		Housing
A city promoting culture, heritage, learning, health & well being	Trauma Sensitive City	Lead on the development of a city wide action plan on becoming a trauma Sensitive City	3.1.01	Establish a city wide steering group Provide Training to front line Practitioners Provide Training to senior Management	Training to 360 delivered in January 2020 Quarterly Steering Group Meetings Training for 70 senior managers Development of 3 year plan	new initiative			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 (SDG)



Goal	Strategic Objective	Action/Strategy	Action ##	Actions 2020	KPI /Measurements required	Baseline	Service Division	LECP Ref #	Lead Directorate
A city of engaged neighbourhoods and communities	Critical Infrastructure	Monitor waterways within the city in respect of capacity and water quality.	1.04.05	Maintain level of monitoring & river maintenance	# River Maintenance Events # Samples taken & tested	2019 analysis results	E	-	Ops (Rds & Env)
A city of engaged neighbourhoods and communities	Critical Infrastructure	Maintain and develop the Water and wastewater infrastructure in partnership with Irish Water	00	Implementation of the Irish Water Capital Investment Programme (CIP) based on the funding available	Progress achieved	-	C	-	Ops (Rds & Env)
A city of engaged neighbourhoods and communities	Critical Infrastructure	Maintain and develop existing storm water collection network	00	Implement storm water capital programme	# cleaning events # weather events	-	C	-	Ops (Rds & Env)

Goal	Strategic Objective	Action/Strategy	Action ##	Actions 2020	KPI /Measurements required	Baseline	Service Division	LECP Ref #	Lead Directorate
A city of engaged neighbourhoods and communities	Critical Infrastructure	Maintain Wastewater Critical Infrastructure	00	Implement scheduled maintenance programme to sewage pumping stations with Capital Maintenance Investment where appropriate	# stage1 - catch up maintenance & snagging # stage 2 - capital repairs # stage 3 - schedule maintenance programme	-	E	-	Ops (Rds & Env)
A city of engaged neighbourhoods and communities	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. Liaison with Social Inclusion Officer and groups such as the Sanctuary Runners, the HAZs and Fit4Life.	# of concession-fee entries # participation	-			Community Culture & Placemaking
A city of engaged neighbourhoods and communities	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 LCDC will oversee implementation of the SICAP 2018-2022 programme Manage Funding Streams 1) Healthy Ireland Fund 2) Community Enhancement Programme Develop Integration Strategy for City with City of Sanctuary	Monthly LCDC meetings Audit Function Monitor Progress and report Administer Grant Scheme Monitor CoS Action Plan and develop integration strategy	10 per year Annual Audit carried out Quarterly meetings monitoring delivery Award grants Regular review of action plan	D	3.1, 3.,3.3,5.1-5.11,7.1,7.2	Community Culture & Placemaking
A city of engaged neighbourhoods and communities	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. 2. Encourage applications to arts grants from a wide sector of the community 3. Consider ways of commissioning projects to be as inclusive as possible. 4. Lead the culture group of City of Sanctuary and feed into action a plan 5. Creative enquiry arts and older people residency programme 6. City of Sanctuary culture group 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

Goal	Strategic Objective	Action/Strategy	Action ##	Actions 2020	KPI /Measurements required	Baseline	Service Division	LECP Ref #	Lead Directorate
A city of engaged neighbourhoods and communities	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 Delivery of RAPID ABC Plan Deliver of CEP Funding to Rapid Areas Feed into Development of SEEP Plan	Monthly ABC meetings Funding Allocation	-	F	-	Community Culture & Placemaking
A city of engaged neighbourhoods and communities	Integration & Social Inclusion	Deliver social, economic and environmental interventions under the CNWQR	4.01.05	Develop SEEP Plan in consultation with local community & RAPID Deliver 2019 SEEP apply for SEEP 2020 UCC to Evaluate SEEP 2018	Delivery of SEEP plan Delivery of Community Chest UCC Evaluation of SEEP 2018 completed		F	-	Community Culture & Placemaking
A city of engaged neighbourhoods and communities	Integration & Social Inclusion	Annual Operational Plans will include assessment of their impact on social exclusion (where appropriate)	4.01.06	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
A city of engaged neighbourhoods and communities	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. The Tenure Diversity Review.	-	A	1.12	Housing
A City of engaged neighbourhoods and communities	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	-	E		Infrastructure Development

Goal	Strategic Objective	Action/Strategy	Action ##	Actions 2020	KPI /Measurements required	Baseline	Service Division	LECP Ref #	Lead Directorate
A City of engaged neighbourhoods and communities	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	-	F		Infrastructure Development
A city of engaged neighbourhoods and communities	Public Realm/Social Infrastructure	Manage Parking Permits within city	4.02.03	Manage Parking Permits within city	Income generated	-	B	-	Ops (Rds & Env)
A city of engaged neighbourhoods and communities	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 Maintain public toilet policy	Review KPI in Maintenance contracts	-	C	-	Ops (Rds & Env)
A city of engaged neighbourhoods and communities	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		Blarney and Togher town and village studies prepared. to obtain funding. €264,000 obtained from the Department	D	14.1 14.4 14.5	Strategic Economic Development
A city of engaged neighbourhoods and communities	Safe City	Continue and develop Community policing structures and links	4.03.01	Support the City Joint Policing Committee (JPC) 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
A city of engaged neighbourhoods and communities	Safe City	Facilitate Safe Cycle Training & Bike Week Activities	4.03.02	New Programme Cycle Right Bike Week Activities within Schools	# Participants # Schools participants	-	B	-	Community Culture & Placemaking
A city of engaged neighbourhoods and communities	Safe City	Cork Road Safety Plan - Road Safety Working Together Group	4.03.03	Quarterly meetings, implementation and review of the plan Design & Implement low cost safety improvement schemes: Blackrock Rd/ Park Ave; Linden Ave/ Rosegreen Ave; Assumption Rd	Report on progress # of Schemes identified, started, completed	dependent on departmental funding - approx. 3 schemes every year	B	-	Ops (Rds & Env)

Goal	Strategic Objective	Action/Strategy	Action ##	Actions 2020	KPI /Measurements required	Baseline	Service Division	LECP Ref #	Lead Directorate
A city of engaged neighbourhoods and communities	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 Maintain training sessions/exercises	# interagency meetings# emergency events	-	D		Community Culture & Placemaking
A city of engaged neighbourhoods and communities	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 #exercises attended	# meetings #exercises attended	E		Community Culture & Placemaking
A city of engaged neighbourhoods and communities	Major Emergency Management	Winter Maintenance Plan	4.04.03	Treatment of roads Provision of Salt Review and upgrade of equipment	km of roads treated % road treated tonnage of salt available	-	B	-	Ops (Rds & Env)
A city of engaged neighbourhoods and communities	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	-	Ops (Rds & Env)
A city of engaged neighbourhoods and communities	Festival & Events	Management and delivery of festivals and events	4.06.01	St Patrick's Festival Bonfire Night/Summer Fun Evening SeaFest Maritime Conference Culture Night Christmas Lights/Glow Northside Christmas (Foyer) Family Fun Days Rapid Areas	audit of events # events, participants, attendees reduced number of illegal bonfires	-	F	-	Community Culture & Placemaking
A city of engaged neighbourhoods and communities	Festival & Events	Progress Event Centre	4.06.02	Commencement of Works	-	-	D	-	Strategic Economic Development

Goal	Strategic Objective	Action/Strategy	Action ##	Actions 2020	KPI /Measurements required	Baseline	Service Division	LECP Ref #	Lead Directorate
A city of engaged neighbourhoods and communities	Festival & Events	Increase access to participation in civic festivals and events	4.06.03	Encourage applications to arts grant from a wide sector of community Consider ways of commission projects to be as inclusive as possible		-	F	-	Strategic Economic Development
A city of engaged neighbourhoods and communities	Critical Infrastructure	Develop relationships with those who provide the critical facilities and services in the city	4.07.01	Develop and maintain existing relationships with these providers	# of interactions and collaborations completed.	-	E	-	Community Culture & Placemaking
A city of engaged neighbourhoods and communities	Critical Infrastructure	Maintain an effective public lighting regime	4.07.02	Deploy new maintenance contract As part of maintenance contract continue LED replacement programme	# Lights maintained % faults %LED	-	B	-	Ops (Rds & Env)
A city of engaged neighbourhoods and communities	Critical Infrastructure	Maintain the optimal traffic signal regime throughout the city	4.07.03	Tender new maintenance contract	#traffic signal installations average resolution time	-	B	-	Ops (Rds & Env)
A city of engaged neighbourhoods and communities	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.	4.08.01	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.	-	D	-	Architects
A city of engaged neighbourhoods and communities	Engaging & Developing Communities	Provision of Community Development Grants & Support of Community Buildings	4.08.02	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 and communities	Engaging & Developing Communities	Cork City Civil Defence will continue to support community activities and assist communities in distress	4.08.03	Ensure all Civil Defence Volunteers are well trained and prepared for calls for assistance by the Community or our Inter agency partners	# Planned activities # cases where assistance was provided	# Planned activities # cases where assistance was provided	E	-	Community Culture & Placemaking
A city of engaged neighbourhoods and communities	Engaging & Developing Communities	Develop a coherent media strategy and excellent communication procedures	4.08.04	Media strategy review CLO network meetings	Effective communication channels developed Cross platform communications strategy	-	H	-	Corporate Affairs Intl' Relations

Goal	Strategic Objective	Action/Strategy	Action ##	Actions 2020	KPI /Measurements required	Baseline	Service Division	LECP Ref #	Lead Directorate
A city of engaged neighbourhoods and communities	Engaging & Developing Communities	Implement cross platform Communications Strategies	4.08.05	Implement Communication Strategy Implement Emergency Communication Strategy Implement PR Annual Plan	# of CLO meetings held PR Emails # Press Releases, Queries & Social Media Stats	CE Report 31/12/19	D		Corporate Affairs Intl' Relations
A city of engaged neighbourhoods and communities	Engaging & Developing Communities	Continue to develop, engage and encourage strong communities	4.08.06	Delivery of programme projects under the City North West Quarter Regeneration with DHOLG approved funding		-	A	1.13	Housing
A city of engaged neighbourhoods and communities	Engaging & Developing Communities	Contribute to the development and delivery of the new communities strategy	4.08.07	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
A city of engaged neighbourhoods and communities	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	4.08.08	Review extension of areas of choice due to boundary transition 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 Track EOI, levels of applications and approvals in Tenant Purchase scheme	-	A	1.6	Housing
A city of engaged neighbourhoods and communities	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	4.08.09	Develop an integrated system to manage, monitor and enforce minimum standards in the private rented sector through systematic inspection regimes.RAS: Ensure compliance with RAS scheme guidelinesHAP: Ensure inspections are carried out in a timely mannerUpdate outcomes on central hub systems per private rented inspector reportsEnsure all persons homeless or at risk of homelessness have access to accommodation through the Interim Tenancy Protection Protocol	% compliance on inspectionHAP inspections within 1 monthInspection reports uploaded to CRMQuarterly reports prepared and analysed for the Statutory Management Group for the South West Region	-	A	1.1	Housing

Goal	Strategic Objective	Action/Strategy	Action ##	Actions 2020	KPI /Measurements required	Baseline	Service Division	LECP Ref #	Lead Directorate
A city of engaged neighbourhoods and communities	Engaging & Developing Communities	Attract talented and creative people to Cork	4.08.10	<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># additional employees</p> <p>level of skills shortage</p> <p>level of residential units and office space</p> <p># of planning permissions for new developments.</p>	-	D	6.2, 6.3, 6.4, 6.21, 10.11	Strategic Economic Development
A city of engaged neighbourhoods and communities	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	4.09.01	<p>Implement Traveller Action Accommodation Plan 2019 - 2024.</p> <p>Interventions funded and delivered compared with the interventions plan.</p> <p>Lead and progress the work of the state agency advisory group to ensure interagency delivery in the North West Quarter</p>		-	A	1.12 1.13	Housing
A city of engaged neighbourhoods and communities	Inclusive City	Engage with Traveller Interagency process	4.09.02	Active engagement of city council staff in traveller projects/initiatives and inter agency groups	Amount of funding provided to projects - Meelagh community centre, horse initiative group, traveller pride week	-	A	1.5, 7.3, 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 (SDG)



Goal	Strategic Objective	Action/Strategy	Action ##	Actions 2020	KPI /Measurements required	Baseline	Service Division	LECP Ref #	Lead Directorate
A City supporting the delivery of homes and infrastructure	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	-	B		Infrastructure Development
A City supporting the delivery of homes and infrastructure	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	-	B		Infrastructure Development

Goal	Strategic Objective	Action/Strategy	Action ##	Actions 2020	KPI /Measurements required	Baseline	Service Division	LECP Ref #	Lead Directorate
A City supporting the delivery of homes and infrastructure	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	-	B		Infrastructure Development
A City supporting the delivery of homes and infrastructure	Integrated Public Transport System	Progress the delivery of other improvement projects including <ul style="list-style-type: none"> • Skehard Rd • Ballyvolane to City • Harbour View Rd • St Mary's health campus • South Douglas Rd • Leheneghamore 	5.01.04	Progress necessary infrastructure through various stages from concept to construction	Progress achieved	-	B		Infrastructure Development
A city supporting the delivery of homes and infrastructure	Integrated Public Transport System	City Centre Public Transport Improvement scheme	5.01.05	MacCurtain Street Public Transport Improvement Scheme	-	-	B	13.1	Infrastructure Development
A city supporting the delivery of homes and infrastructure	Integrated Public Transport System	Monitor performance of transport system	5.01.06	Undertake annual traffic count	# of vehicles # of pedestrian counters	-	B	-	Ops (Rds & Env)
A city supporting the delivery of homes and infrastructure	Rebuilding Ireland Action Plan	Deliver Rebuilding Ireland Targets	5.02.01	Large housing schemes- Deanrock Togher - 66 units	Project completed - Within Defects Liability Period and Conciliation Claims	-	A	-	Architects
A city supporting the delivery of homes and infrastructure	Rebuilding Ireland Action Plan	Deliver Rebuilding Ireland Targets	5.02.02	Large housing schemes- Gerald Griffen St - 50 units	Tenders being assessed	-	A		Architects
A city supporting the delivery of homes and infrastructure	Rebuilding Ireland Action Plan	Deliver Rebuilding Ireland Targets	5.02.03	Large housing schemes- Boyces - 37 units	Tender Preparation to initiate	-	A		Architects
A city supporting the delivery of homes and infrastructure	Rebuilding Ireland Action Plan	Deliver Rebuilding Ireland Targets	5.02.04	Medium Housing Schemes 9 units	Construction Stage	-	A		Architects
A city supporting the delivery of homes and infrastructure	Rebuilding Ireland Action Plan	Deliver Rebuilding Ireland Targets	5.02.05	Medium Housing Schemes 14 units	Tender Preparation nearing completion	-	A		Architects

Goal	Strategic Objective	Action/Strategy	Action ##	Actions 2020	KPI /Measurements required	Baseline	Service Division	LECP Ref #	Lead Directorate
A city supporting the delivery of homes and infrastructure	Rebuilding Ireland Action Plan	Deliver Rebuilding Ireland Targets	5.02.06	Medium Housing Schemes 32 units	Part 8 Planning stage	-	A		Architects
A city supporting the delivery of homes and infrastructure	Rebuilding Ireland Action Plan	Deliver Rebuilding Ireland Targets	5.02.07	1No. Small Housing/Infill scheme	Construction Stage -Nearing completion	-	A		Architects
A city supporting the delivery of homes and infrastructure	Rebuilding Ireland Action Plan	Deliver Rebuilding Ireland Targets	5.02.08	4No Small/Infill Schemes	Part 8 Planning stage	-	A		Architects
A city supporting the delivery of homes and infrastructure	Rebuilding Ireland Action Plan	Deliver Rebuilding Ireland Targets	5.02.09	3No Medium Housing Schemes	Feasibility Stage	-	A		Architects
A city supporting the delivery of homes and infrastructure	Rebuilding Ireland Action Plan	Deliver Rebuilding Ireland Targets	5.02.10	1No Large Housing Scheme 2A -47 units	Construction Stage -Nearing completion	-	A		Architects
A city supporting the delivery of homes and infrastructure	Rebuilding Ireland Action Plan	Deliver Rebuilding Ireland Targets	5.02.11	1No Large Housing Scheme 3B & 4A	Feasibility Stage	-	A		Architects
A city supporting the delivery of homes and infrastructure	Rebuilding Ireland Action Plan	Deliver Rebuilding Ireland Targets	5.02.12	10 Housing schemes of various sizes	Part 8 Planning stage or Stage 2	-	A		Architects
A city supporting the delivery of homes and infrastructure	Rebuilding Ireland Action Plan	Deliver Rebuilding Ireland Targets	5.02.13	Provision of Social Housing to meet targets Target Existing Rent Supplement recipients through DSP Process applications within timeline Continue efforts to attract landlords & letting agents to RAS	# under construction # in pipeline Year on Year HAP tenancies #applications completed in week # of landlords & letting agents in RAS scheme	-	A	1.1	Housing
A city supporting the delivery of homes and infrastructure	Rebuilding Ireland Action Plan	Deliver Rebuilding Ireland Targets	5.02.131	Increase delivery of social housing, to meet delivery targets under Rebuilding Ireland, across all delivery streams. 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 To develop and produce a Strategic Plan for Housing persons with Disabilities	-	A		Housing
A city supporting the delivery of homes and infrastructure	Rebuilding Ireland Action Plan	Deliver Rebuilding Ireland Targets	5.02.132	Return of voids to Housing Stock	# Voids returned to Occupancy	-	A		Housing

Goal	Strategic Objective	Action/Strategy	Action ##	Actions 2020	KPI /Measurements required	Baseline	Service Division	LECP Ref #	Lead Directorate
A city supporting the delivery of homes and infrastructure	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 Administer disabled person grant schemes Administer local authority home loan scheme and local authority consent applications	# Disabled Person Grant Schemes awarded # Home Loan applications received, reviewed, awarded, refused.	-	A	1.2	Housing
A city supporting the delivery of homes and infrastructure	Rebuilding Ireland Action Plan	Support tenants in difficulties through working on maximising inter-agency approaches to community and tenant support	5.0215	RAS: Revise strategy to assist tenants. Engage with tenants to develop sustainable repayment plan Social Housing: Maintain operational method of streamlining rent arrears Monthly review and intervention to prevent escalation of rent arrears Monitor Agreements Routine legal interventions on broken agreements	% reduction of arrears arrears as % of opening arrears and ytd debit % staff resources	-	A	1.6	Housing
A city supporting the delivery of homes and infrastructure	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 Review alternative communication methods in contacting applicants	# properties advertised and allocated through CBL # applications for housing supports by individuals accessing homeless services in accordance with CCC's allocation scheme and in line with housing legislation Provide data to the annual social housing assessment to assist in the development of national housing policies	-	A	1.3	Housing
A city supporting the delivery of homes and infrastructure	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 # of assessments # of applications on waiting list reviewed on annual basis # of applicants not qualified under income limits	-	A	1.3	Housing
A city supporting the delivery of homes and infrastructure	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 length of time from the property being available to let to being allocated	-	A	1.3	Housing

Goal	Strategic Objective	Action/Strategy	Action ##	Actions 2020	KPI /Measurements required	Baseline	Service Division	LECP Ref #	Lead Directorate
A city supporting the delivery of homes and infrastructure	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 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 HAP: Meet & measure targets under Housing 2020/Rebuilding Ireland Social Housing: Monitor Refusal of housing supports	-	A	1.1	Housing
A city supporting the delivery of homes and infrastructure	Social Housing Supports	Continue rollout and upgrade of CRM into the Housing Directorate to enhance interactions with tenants, applicants & general queries	5.03.05	Review based on feedback Scope further development of API services Accessible online services for staff and tenants	CE Monthly Reports Vision Report of possible future development	-	A		Housing
A city supporting the delivery of homes and infrastructure	Social Housing Supports	Develop & promote home swapper initiatives	5.03.06	Continued promotion of pilot project & promotion via social media, flyers, letters etc	Number of expressions of interest No of swaps completed	# registered on site at 31/12/19 & # swaps	A	1.3	Housing
A city supporting the delivery of homes and infrastructure	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; Sharing of feedback with other authorities and AHBS in sector; Facilitation and participation of development work with project teams	Ongoing monitoring of various schemes; implement data sharing scheme with DEASP	-	A	1.1	Housing
A city supporting the delivery of homes and infrastructure	Social Housing Supports	Manage Homeless services in line with demand	5.03.08	Provide and oversee the delivery of homes accommodation and related services in the context of the SW Regional Homeless Action Plan with relevant stakeholders; Move to dedicated homeless unit/office Prepare, monitor compliance of Service Level Agreements Implement developed funding protocol as set out the DOHPLG; Review SW Regional Action Plan through various sub groups for each strategic aim	Administrative service and reports to the Statutory Management Group for the South West Region Monitoring of SLAs# of additional beds as part of cold weather strategy Record quarterly payments to service providers# of National Meetings attended# of outreach workers# and frequency of attendance at Foyer Management committee meetings# of clients availing of Placefinder scheme	-	A	1.1	Housing

Goal	Strategic Objective	Action/Strategy	Action ##	Actions 2020	KPI /Measurements required	Baseline	Service Division	LECP Ref #	Lead Directorate
A city supporting the delivery of homes and infrastructure	Social Housing Supports	Manage Homeless services in line with demand ... continued		Ongoing monitoring of PASS within the South West Region to ensure 100% compliance; Arrange and operate Homeless Action Team (HAT) meetings with all service providers to identify appropriate options Maintain register of referrals and outcomes Roll out joint comprehensive form for use by both homeless service providers and drug and alcohol services. Engaging with nightly outreach workers in place to facilitate no body sleeping rough; Secretary and membership of the Cork Foyer Management Committee; Cold weather strategy with stakeholders to provide additional beds; Operate Placefinder service through HAP					
A city supporting the delivery of homes and infrastructure	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 # planning applications for new houses, apartments	-	D	14.2	Housing
A city supporting the delivery of homes and infrastructure	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 Advance data interface project with DEASP Scope further development of API services Accessible online services for staff and tenants	CE Monthly Reports Migrate capture of applicant social welfare incomes to automatic data transfer	-	A	14.2	Housing
A city supporting the delivery of homes and infrastructure	Assets Management	Develop a more centralised "Corporate Landlord" model. Historical practices which saw individual directorates separately responsible for	5.04.01	Procure a replacement for the PIR system which incorporates asset management/property management functions Produce a report examining a Strategic Property Management Plan for adoption "Core Portfolio" list which details all of the current properties which	PIR System replaced Report produced Rreconciliation completed and analysed	Historical practices which saw individual directorates separately responsible for significant property assets. City Council was engaged in developing a Property Interest Register, along with 8 other Local Authorities; there are significant complications	H		Corporate Affairs Intl' Relations

Goal	Strategic Objective	Action/Strategy	Action ##	Actions 2020	KPI /Measurements required	Baseline	Service Division	LECP Ref #	Lead Directorate
A city supporting the delivery of homes and infrastructure	Assets Management ... ctnd	significant property assets is being reviewed but bringing in a new model will take time and is resource dependent.		Property Services believes require active management Commence survey of those properties to map management needs Introduction of a strategy to deal with statutory compliance within Council properties	Survey commenced Strategy drafted	with the development of this software.			
A city supporting the delivery of homes and infrastructure	Assets 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. Review the long-term development proposal for the English Market, building on the Options Report completed in 2018. 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. Development of Website including interactive map	Management of Bad debt. Implementation of Planned Preventative Maintenance regimes. Leases arrangements in place for stall holders. Go Live by Qrt 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 Intl' Relations
A City supporting the delivery of homes and infrastructure	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	-	B		Infrastructure Development
A City supporting the delivery of homes and infrastructure	City Centre Movement Strategy	Progress South Quays Sustainable Transport Improvement Scheme	5.05.02	Progress scheme through prelim design	Progress achieved	-	B		Infrastructure Development
A city supporting the delivery of homes and infrastructure	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 Operate an effective road licensing system and ensure the works affecting road and footpaths are managed in a coordinated way	# Road Licences# Crane Licences# Skip Licences# Open Space Licences# Street Furniture Licences# Scaffolding & Hoarding Licences# Inspection Levels and related meetings	CE Monthly Report 31/12/2019	B	-	Ops (Rds & Env)

Goal	Strategic Objective	Action/Strategy	Action ##	Actions 2020	KPI /Measurements required	Baseline	Service Division	LECP Ref #	Lead Directorate
A city supporting the delivery of homes and infrastructure	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 13.3 13.4	Ops (Rds & Env)
A city supporting the delivery of homes and infrastructure	City Centre Movement Strategy	Manage parking within the city to support businesses	5.05.05	Manage and maintain 2 multi storey car parks Park by Phone Marketing Programme Manage Park & Ride facilities Manage On Street Parking	# of visitors and revenue collected # of events park by phone advertised at events # vehicles using P&R # occupancy level, compliance level	# NMST 191k visitors + €603k income (2019) and PSt 675k visitors + €2.817m income (2019) # 500k park by phone events (2019) # 127k vehicles using P&R # Occupancy 76% (2018) + compl60% (2018)	B	13.11	Ops (Rds & Env)
A city supporting the delivery of homes and infrastructure	Property Management	Ongoing Maintenance	5.06.01	Brief preparation, design and tender documents in preparation on going	# Actions being implemented and on-going	-	D		Architects
A city supporting the delivery of homes and infrastructure	Property Management	Support directorates in the negotiating and ongoing monitoring of lease arrangements for buidlings occupied by Cork City Council including libraries	5.06.02	Negotiating and ongoing monitoring/management of lease arrangements Maintain Lease Register	-	-	D	14.1	Corporate Affairs Intl' Relations
A city supporting the delivery of homes and infrastructure	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 Intl' Relations
A city supporting the delivery of homes and infrastructure	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 Intl' Relations

Goal	Strategic Objective	Action/Strategy	Action ##	Actions 2020	KPI /Measurements required	Baseline	Service Division	LECP Ref #	Lead Directorate
A city supporting the delivery of homes and infrastructure	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	Complete CPO's 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 Intl' Relations
A city supporting the delivery of homes and infrastructure	Active Land Management	Support 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. 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.		D		Corporate Affairs Intl' Relations
A city supporting the delivery of homes and infrastructure	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	-	D	14.1	Housing
A City supporting the delivery of homes and infrastructure	Capital Delivery	Work with Transport Infrastructure Ireland (TII) to progress the delivery of national network improvements including - • Dunkettle Interchange • M28 • M20 • Northern Ring Rd	5.08.02	Progress various proposed schemes through design, planning, procurement and construction as appropriate	Progress achieved	-	B		Infrastructure Development

Goal	Strategic Objective	Action/Strategy	Action ##	Actions 2020	KPI /Measurements required	Baseline	Service Division	LECP Ref #	Lead Directorate
A City supporting the delivery of homes and infrastructure	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	-	B		Infrastructure Development
A City supporting the delivery of homes and infrastructure	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	-	B		Infrastructure Development
A City supporting the delivery of homes and infrastructure	Capital Delivery	Progress delivery of bridge refurbishment programme	5.08.05	Complete refurbishment of Dalys Bridge Design, procure and undertake refurbishment work on : Bannow Bridge, Grange Bridge, Blackstone Bridge and Healys Bridge Update Bridge survey information	Completion of works and progress achieved	-	B		Infrastructure Development
A City supporting the delivery of homes and infrastructure	Capital Delivery	Deliver improvements to walking infrastructure through multi modal street/route improvement schemes and standalone 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	-	B		Infrastructure Development

Goal	Strategic Objective	Action/Strategy	Action ##	Actions 2020	KPI /Measurements required	Baseline	Service Division	LECP Ref #	Lead Directorate
A City supporting the delivery of homes and infrastructure	Capital Delivery	Deliver improvements to cycling infrastructure through both multi modal street/route improvement schemes and standalone cycling improvement schemes such as - <ul style="list-style-type: none"> • Greenway ph 1 • Greenway ph 2 • Horgans Quay • Grange to Tramore cycle link • Ballybrack cycle track etc 	5.08.07	Progress proposed schemes through design, planning and procurement	Progress achieved	-	B		Infrastructure Development
A City supporting the delivery of homes and infrastructure	Capital Delivery	Support the delivery of infrastructure necessary for development of expanding areas incl - <ul style="list-style-type: none"> • CSIP • Ballyvolane • Ballincollig 	5.08.08	Determination of infrastructural requirements and costs and preparation of related designs with progress to delivery	Progress achieved	-	B		Infrastructure Development
A City supporting the delivery of homes and infrastructure	Capital Delivery	Northern and Southern Orbital routes (CMATS)	5.08.09	Procure consultancy services for route selection	Progress achieved	-	B		Infrastructure Development
A city supporting the delivery of homes and infrastructure	Capital Delivery	Support the development of sustainable transport	5.08.10	Complete Harley's Street Bridge	€ funding secured; date of opening	-	B	13.11	Infrastructure Development
A city supporting the delivery of homes and infrastructure	Capital Delivery	Maintain road network including carriageways, bridges, footpaths, bollards, winter maintenance	5.08.11	Pavement Condition Ratings collated - manual process	Footpath Ratings# length of road assessed	CE Report 31/12/19	B	-	Ops (Rds & Env)
A city supporting the delivery of homes and infrastructure	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 10.7	Strategic Economic Development

Goal	Strategic Objective	Action/Strategy	Action ##	Actions 2020	KPI /Measurements required	Baseline	Service Division	LECP Ref #	Lead Directorate
A City supporting the delivery of homes and infrastructure	Docklands	Support the timely delivery of infrastructure necessary for the redevelopment of North and South Docklands	5.1.01	Input to strategic plans, assessment of infrastructure requirements, costings, phasing and planning to delivery	Progress achieved	-	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.



Sustainable Development Goals (SDG)



Goal	Strategic Objective	Action/Strategy	Action ##	Actions 2020	KPI /Measurements required	Baseline	Service Division	LECP Ref #	Lead Directorate
A city driving economic and sustainable development	Research, Develop & Innovate	Ensure best practice in service design/execution of service delivery	6.01.01	Corporate Business Process Service Improvement Team Training & Personal Development Use of Double Diamond Methodology in improving services	# Projects delivered Review of existing services	-	J		Corporate Affairs Intl' Relations
A city driving economic and sustainable development	Research, Develop & Innovate	Sustainable and effective movement of data in the city to best international standards	6.01.02	Implement state of the art communications network for the City and environs	# Tier 1 connections to internet installed	-	J	-	ICT
A city driving economic and sustainable development	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
A city driving economic and sustainable development	Research, Develop & Innovate	Increase Innovation & Entrepreneurialism	6.01.04	Engage with Innova Foster and Action Plan Engage with Cork Innovates to continue supporting entrepreneurial ecosystem Continue to support UCC and Cork BIC entrepreneurship and incubation programmes Support Benchspace Support Northside Business Programme and explore other opportunities (Shandon)	# of Events # start-ups assisted CI Report Cork BIC Reports # Northside for Business events	-	D	10.6, 11.9, 11.10, 11.11	Strategic Economic Development
A city driving economic and sustainable 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 # of Successes € of Successes	-	D	10.6, 11.2	Strategic Economic Development

Goal	Strategic Objective	Action/Strategy	Action ##	Actions 2020	KPI /Measurements required	Baseline	Service Division	LECP Ref #	Lead Directorate
A city driving economic and sustainable development	Cluster Development	Develop & implement cluster strategies for the following sectors: Food Tourism ICT Life Sciences Global Business Services International Finance Services Convergence Technologies Education Energy	6.02.01	Develop linkages with SWAPJ coordinator and key stakeholders with Cork and Kerry local authorities Engage in EU projects to support cluster development and internationalism in the various sectors Develop cluster initiatives to strategically support cluster managers Consider cluster steering committee/forum in collaboration with APJ cluster coordinators and Cork County Council and academia Support programmes funded under REDF	# Cluster networking events % increased employment opportunities in cluster sectors level of engagement with local authorities in region # applications/successful	-	D	11.1, 11.5, 11.7, 11.8	Strategic Economic Development
A city driving economic and sustainable development	EU Projects	Participate in EU projects that deliver measurable value	6.03.01	Increase of development of EU funding expertise within each EU directorate Increased coordination through staff engagement with EU project officer Prioritisation and resourcing of EU funding applications and projects Identify suitable projects in areas not already with projects underway Engage with EIB & other Financial opportunities in Europe to fund Infrastructure Attend strategic EU agency, funding and partnership meetings	-	-	D	-	Strategic Economic Development
A city driving economic and sustainable development	EU Projects	Participate in EU projects that deliver measurable value	6.03.011	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 Achieve Regional Action Plans	-	D	-	Housing

Goal	Strategic Objective	Action/Strategy	Action ##	Actions 2020	KPI /Measurements required	Baseline	Service Division	LECP Ref #	Lead Directorate
A city driving economic and sustainable development	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	Ensure team aware of relevant planning requirements include legislative changes Updating & Review Odyssey Project Introduction of planning Planning conditions reviewed	% default decisions % decisions overturned by An Bord Planala	-	-	14.1	Strategic Economic Development
A city driving economic and sustainable development	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	-	-	14.1	Strategic Economic Development
A city driving economic and sustainable development	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 Intl' Relations
A city driving economic and sustainable development	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 strategyIdentify key target markets based on demand and supply side analysisInform twinned cities of place branding, website and economic marketing strategy	Progress reportsMeasure key metrics in themes of economics, QoL, Education and visitors	-	D	10.11	Corporate Affairs Intl' Relations
A city driving economic and sustainable development	Strategic Collaborations & Partnerships	Establish shared service team to identify services and partners	6.05.03	Cork Smart Gateway Participation in the 100 Intelligent Cities Challenge Programme 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

Goal	Strategic Objective	Action/Strategy	Action ##	Actions 2020	KPI /Measurements required	Baseline	Service Division	LECP Ref #	Lead Directorate
A city driving economic and sustainable development	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	-	B		Infrastructure Development
A city driving economic and sustainable development	Strategic Collaborations & Partnerships	Deliver shared service projects	6.05.05	Core MySuperann	Cutover CORE MyPay Superann Q3	starting point - figures carried out from 2019	J	-	People & Organisation Development
A city driving economic and sustainable development	Strategic Collaborations & Partnerships	Implement CASP Strategy and contribute to preparation of NPF and RSES	6.05.06	Provide leadership and governance to structures Deliver sustainable and integrated planning Coordinated government engagement on Gateway development Continue coordination and collaboration agendas with key stakeholders including SRA and DHCPLG Continue to participate in CASP steering group and sub committees	# Meetings attended # Documents Reviewed # Submissions	-	D	15.4, 15.1, 12.2	Strategic Economic Development
A city driving economic and sustainable 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. Participate in development forum, city centre implementation plan and preparation of local plans. Engage with Govt departments and agencies through CASP forum. Implement a strategy to enhance international profile with branding and messaging consultant	# stakeholders/partners identified and worked with # meetings, consultations, workshops etc Identification of key partners Through the Academy of Urbanism (AoU) projected twinning with San Sabastian/ Donostia in the Basque Country Spain	-	D	15.3	Strategic Economic Development

Goal	Strategic Objective	Action/Strategy	Action ##	Actions 2020	KPI /Measurements required	Baseline	Service Division	LECP Ref #	Lead Directorate
A city driving economic and sustainable development	International Relations & Twinning	Identify comparable cities and benchmark performances	6.06.01	Create awareness of competitiveness issues with comparator European cities Communication of issues associated with competitive city region strategies identified in reports Engage with 3rd level colleges re: delivering papers/lectures on the city's regional economy and competitiveness Innovation report on analysis of Cork innovation ecosystem in conjunction with UCC and CI based on Shanghai criteria	# of presentations # of communications	-	D	15.6	Corporate Affairs Intl' Relations
A city driving economic and sustainable development	International Relations & Twinning	Identify and work with key strategic partners at international level	6.06.02	Continue to enhance relationships with China and San Francisco	# of international events and meetings	-	D	15.3	Corporate Affairs Intl' Relations
A city driving economic and sustainable development	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 Leverage visit to San Francisco and extend relationships to other stakeholders in US Facilitate International Relations SPC	# exchange programmes & students report on visit to San Francisco	-	D	-	Corporate Affairs Intl' Relations
A city driving economic and sustainable development	Tourism	Support tourism initiatives that promote Cork City	6.07.01	Wild Atlantic Way & Ireland's Ancient East Promote Cork as a destination; capture tourist traffic that uses Cork as a 'jump off point'.	# of Initiatives	-	D	-	Strategic Economic Development
A city driving economic and sustainable development	Tourism	Promote amenities available in the city	6.07.02	Facilitate the development of tourism projects Devise an advertising and media strategy	# of projects identified, completed Record use of social media stats across all channels	-	D	-	Strategic Economic Development
A city driving economic and sustainable development	Tourism	Develop and implement City Tourism Strategy	6.07.03	Review existing strategy Identify and promote key heritage sites (Elizabeth Fort, St. Peters)	Identify elements of strategy delivered # visitors management process	-	F	-	Strategic Economic Development

Goal	Strategic Objective	Action/Strategy	Action ##	Actions 2020	KPI /Measurements required	Baseline	Service Division	LECP Ref #	Lead Directorate
A city driving economic and sustainable development	Smart City	Implement a state-of-the-art communications network	6.08.01	Digital city strategy being developed through Smart City agenda with local stakeholders and Govt initiatives including NBP Promote the availability of the international digital connectivity in conjunction with Chamber infrastructure and it@Cork and CIX	Progress report on Digital City Strategy	-	D	13.14, 13.15, 13.16	ICT
A city driving economic and sustainable 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
A city driving economic and sustainable development	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	Live streaming in place for major events	F	3.1, 14.9	ICT
A city driving economic and sustainable development	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
A city driving economic and sustainable development	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 No data sets downloaded No. of data sets viewed	Commenced project to engage with citizens on open data needs	J	11.12	ICT
A city driving economic and sustainable development	Architecture/Urban Design	Provide an economic and efficient Fire Prevention and Building Control Service that meets the needs and requirements of the public whilst ensuring their Health, Safety and convenience in and about Buildings	6.09.01	Ensure all new Buildings comply with current Fire and Building Control standards. Ensure inspections and enforcements are carried out in line with Building Control Regulations	Noack Indicator P5, P1 CE Monthly report on applications received and inspections undertaken	Noack P5 Noack P1 CE Monthly report 31/12/19	-	-	Community Culture & Placemaking

Goal	Strategic Objective	Action/Strategy	Action ##	Actions 2020	KPI /Measurements required	Baseline	Service Division	LECP Ref #	Lead Directorate
A city driving economic and sustainable development	Architecture/Urban Design	National Policy on Architecture - 2020-2025	6.09.01	Submission on this document as part of the Public Consultation	Submission completed	-			Architects
A city driving economic and sustainable development	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 using an architectural and landscape design competition as a catalyst	The renewal of Bishop Lucey Park to demonstrate that quality design and promotion can be gained from the architectural competition process	-	D		Architects
A city driving economic and sustainable development	Architecture/Urban Design	Prepared Urban Heights and Density Strategy	6.09.02	Prepared Urban Heights and Density Strategy	Noack Indicator P5, P1 CE Monthly report on applications received and inspections undertaken	Noack P5 Noack P1 CE Monthly report 31/12/19	D	-	Strategic Economic Development
A city driving economic and sustainable development	Architecture/Urban Design	Implement Annual programme of actions from the National Policy on Architecture Plan 2015-2020	6.09.03	Organise programme of events for Architecture Week -Open House Day	# Actions implemented	-	D		Architects
A city driving economic and sustainable development	Circular Economy & Green Procurement	Develop Procurement Strategy to meet procurement policies, national and EU requirements	6.1.01	Review Procurement Portal Training and Mentoring of Staff Strengthen procurement unit to develop expertise of advisory unit Assist directorates in preparing procurement plans	% of utilisation of national frameworks	Existing procurement practices across the organisation do not reflect updated policy Currently quotations are completed locally SLA and contract documentation not centrally influenced	J	-	Finance
A city driving economic and sustainable development	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.	-	-	E	-	Ops (Rds & Env)
A city driving economic and sustainable development	Business & Employment Opportunities	Enhance library supports for employment and economic development	6.11.01	Connect job seekers to the information resources they need Provide accurate and up to date information in all formats on jobs, CVs, interviews, etc Develop resources on innovation, enterprise and job creation	# Days/Hours open to public Availability of reference library	-	F	6.28	Community Culture & Placemaking

Goal	Strategic Objective	Action/Strategy	Action ##	Actions 2020	KPI /Measurements required	Baseline	Service Division	LECP Ref #	Lead Directorate
A city driving economic and sustainable development	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
A city driving economic and sustainable development	Business & Employment Opportunities	Promote Enterprise and SMEs	6.11.03	Support creation of additional jobs First stop shop for business, provide guidance and solutions for businesses to identify opportunities for support through the LEO and other organisation to support job creation	# of jobs in place # WTE progress reports on LEO Enterprise Plan	-	D	10.9 10.10	Strategic Economic Development
A city driving economic and sustainable development	Business & Employment Opportunities	Continue to delivery existing supports and examine possibility of introducing new supports	6.11.04	Continue LEO programme with training and grant aid. Additional research and supports	# Grants supports # Rates incentive schemes	-	D	10.2, 10.8, 10.9, 10.10	Strategic Economic Development
A city driving economic and sustainable development	Business & Employment Opportunities	Develop a strong local economy	6.11.05	Implementation of City Centre Action Plan Implementation of LECP Provide training courses, networking events; advice clinics, trading online vouchers Engage with client base for LEO feedback on needs and requirements	Progress report from City Centre Action Plan Measurement tools to monitor LECP # training courses, events, clinics, vouchers run and attendees	-	D	15.6, 10.1 10.9 10.10	Strategic Economic Development
A city driving economic and sustainable development	Business & Employment Opportunities	Facilitate access by SME sector to public procurement contracts	6.11.06	Include public procurement training in LEO programme Ensure tender process and documentation facilitate participation by SME Sector Continue SBIR project with sponsor Directorate in conjunction with Smart City	LEO Report # SMEs trained # Tender submissions	-	D	-	Strategic Economic Development
A city driving economic and sustainable development	Business & Employment Opportunities	Brexit Awareness Activities	6.11.07	Drive awareness and ensure business preparedness for Brexit	Completion of Brexit Scorecard # mentoring & training	-	D	-	Strategic Economic Development

Goal	Strategic Objective	Action/Strategy	Action ##	Actions 2020	KPI /Measurements required	Baseline	Service Division	LECP Ref #	Lead Directorate
A city driving economic and sustainable development	Business & Employment Opportunities	Implement Night Time Economy Strategy	6.11.08	Improve night time economy 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
A city driving economic and sustainable 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 Progress report on LEO Enterprise Plan 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 # Clients referred to market research centre # of additional employment companies in sector # additional jobs # projects funded	-	D	10.1	Strategic Economic Development
A city driving economic and sustainable development	Business & Employment Opportunities	Create and support flexible co-working space to attract new and upscaling businesses	6.11.10	Continue operation of co-working space	# companies in coworking space operational and Financial reporting	-	D	10.6	Strategic Economic Development
A city driving economic and sustainable development	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
A city driving economic and sustainable development	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.	Reviewed at City Development and Movement Strategy Meetings	-	D	14.1, 14.3, 10.1, 11.3, 14.2	Architects
A city driving economic and sustainable development	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 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

Goal	Strategic Objective	Action/Strategy	Action ##	Actions 2020	KPI /Measurements required	Baseline	Service Division	LECP Ref #	Lead Directorate
A city driving economic and sustainable development	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	-	B		Infrastructure Development
A city driving economic and sustainable 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	-	B		Infrastructure Development
A city driving economic and sustainable 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 Fabric of Social Housing maintained to a high standard	Annual target for social housing provision set under the social housing strategy 2020 # of vacant units # of requests completed # of properties upgraded under Fabric Upgrade Programme # Apartment Deep Energy Retrofit # Properties upgraded under Minor DPG scheme	-	A	1.1	Strategic Economic Development
A city driving economic and sustainable development	Urban Regeneration	Secure the continued redevelopment of the city centre and Docklands, Blackpool and Mahon	6.12.07	Implement City Centre Action Plan/Draft Local Area Plan documents for new areas (boundary expansion)Provide robust, quality development management advice and recommendations to progress the achievement of this objective. Ensure other parties are aware of relevant constraints.	Tivoli Docklands Height and Strategy Study to inform the Tivoli Masterplan	-	D		Strategic Economic Development

Goal	Strategic Objective	Action/Strategy	Action ##	Actions 2020	KPI /Measurements required	Baseline	Service Division	LECP Ref #	Lead Directorate
A city driving economic and sustainable development	Urban Regeneration	Develop strategic sites, buildings and lands in the city to realise key projects	6.12.08	Reduce dereliction Review vacant site legislation & identify & inspect suitable vacant sites Progress vacant homes action plan	CE Monthly Report #Derelict Sites on register	-	D	14.1, 14.3, 10.1, 11.3, 14.2	Strategic Economic Development
A city driving economic and sustainable development	Urban Regeneration	Develop strategic sites	6.13.09	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	CE Monthly Report	-	D	-	Strategic Economic Development

Appendix



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Director of Housing position currently vacant.

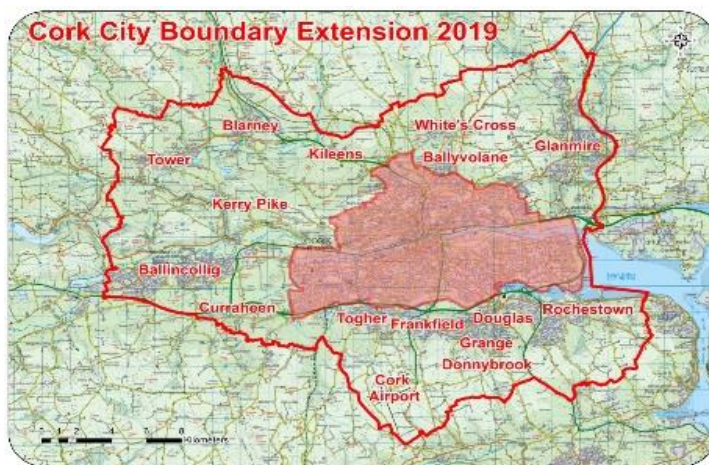
Council Achievements 2014-2019

Cork City Council Boundary Extension

Following the publication of the MacKinnon Report in April 2017, the new boundary of Cork City Council’s administrative area was agreed in December 2017. The boundary extension of 2019 was the biggest change to Cork City since 1965. It saw the population of the City increase by 85,000 people, the geographical area increase by fivefold, 550kms of roads transfer to the city and 200 staff transfer from the County to the City Council.

The Transition Directorate was formed in June 2018 to guide, manage, monitor and deliver the expansion of Cork City Council’s administrative area. The Transition Team was tasked with setting the strategic direction of the project as well as supporting the individual Directorates to deliver specific aspects of the transition project. In order to deliver the change required to govern this new expanded City administrative area two distinct but related bodies of work were identified:

- Reorganise Cork City Council from a functional based organisation
- Integrate the services being provided in the transfer area, including the associated staff and financial resources, into the City Council

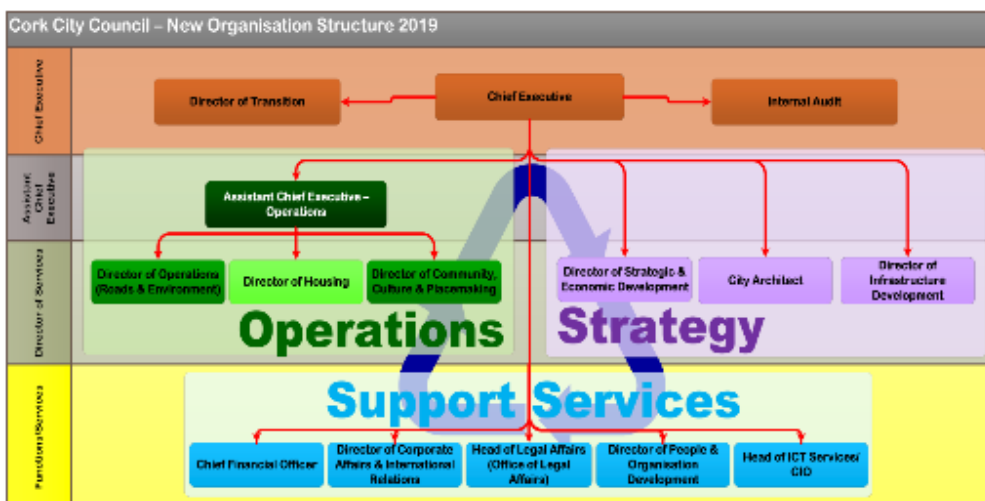


The map shows the extended area of Cork City Council post transfer date.

Between June 2018 and May 2019, the Transition Team organised approximately 300 meetings, both at sub-group and Director (D2D) level. These meetings were critical in identifying the services which were being provided in the transfer area, allowing Cork City Council to put arrangements in place for a seamless transfer of services in May 2019.

The Transition Team also worked very closely with the Chief Executive and Senior Management in 2018 to identify a new organisational structure for Cork City Council, so that it could best meet the demands of a larger city moving forward. The proposed new structure was presented to all staff in December 2018 and implemented in Q1 2019.

As we move forward into 2020 and beyond, we face both a challenging and exciting time for Cork City Council. Cork City Council is continuing to strive to deliver and embed the new internal transferred services to the people and businesses in the transition area.



Public Sector Equality & Human Rights Duty

- 85% of Staff feel they are treated with Dignity and Respect.
- Awareness initiatives : Mental Health, LGBTI+, Disability, Social Inclusion.
- Social Inclusion initiatives i.e. 'Shape Your City'
- Initiatives undertaken for the integration of new, diverse communities due to the Boundary Expansion in 2019.
- Best practice captured and incorporated. We promote & support a culture of dignity, respect & equality.
- Staff professional development to date, 3 staff have undertaken the professional Diploma in Human Rights & Equality.

Housing

Housing Delivery: The singular biggest achievement and change in Housing during the period 2015-2019 has been on housing delivery where 1,684 social homes were delivered through smart procurement systems such as Competitive Dialogue.

Voids (existing vacant Council homes) Returned: Over 1,000 voids returned out of a total housing asset bank of over 10,000 Council homes.

City Northwest Quarter Regeneration: Estimated expenditure - €209m overall budget ; Phases 1A, 1B and 2A – 99 Homes Delivered. Already causing a major transformation.

First Affordable Purchase Scheme: Launched at Boherboy Road launched by the Taoiseach Mr Leo Varadkar, T.D. in 2019 consisting of 153 homes (of which are 37 social homes).

Rightsizing Housing Project: This is the first such scheme consisting of 30 homes delivered at Skehard Road whereby older residents (public and private) downsized as per the scheme to more sustainable accommodation and released their existing family home to the Council. Award winning project.

Enhanced Housing Supports: Housing Assistance Payment (HAP) – operational in Cork City since July 2015. Cork City Council has provided HAP support to 3,638 applicants between July 2015 & December 2019. HAP is one of the quickest forms of social housing support available while also ensuring flexibility to allow tenants access to other forms of social housing. Rental Accommodation Scheme (RAS) – RAS remains a valuable social housing support providing security of tenure & financial support. Over the above period, Cork City Council has delivered 368 RAS units.

Launch of Choice Based Letting Scheme: The Council introduced Choice Based Letting as an allocation procedure in 2015. This new system ensured efficiency and effectiveness for both the Housing Authority and the prospective tenants in the allocation of accommodation. The Choice Based Letting Scheme has been operating on a weekly basis since November 2015 and engagement has been strong. A dedicated website “cbl.corkcity.ie” can be accessed by social housing support applicants via Smart-phones and Tablets, as well as laptops and computers. The Library facility and a dedicated counter in the City Hall Housing Office is also available for those that need assistance if required.

Bishopsgrove Supported Student Accommodation: Managed by Cork Foyer Project, Bishopsgrove Supported Student Accommodation, this initiative comprising of 39 secure purpose-built accommodation bed spaces, located close to Cork Institute of Technology accepted its first students in June 2017, and acts as a sister project to the Cork Foyer, allowing young people who have progressed well in a homeless service to escape the cycle of homelessness through third level education. The project between Cork Foyer, TUSLA and Focus Ireland is the first of its kind in the state. Award winning Project.

Operations

- A Road Safety Plan produced by Road Safety Working Together Group
- Introduced 30kph zones and continue to include more 30kph zones annually across the City
- Completion of many low-cost road safety schemes including Victoria Cross, Blarney Rd, Sawmill St, Glenheights Rd
- Introduced electronic interactive Driver Feedback road signs at key locations across the city
- Taxi Byelaws were adopted to establish taxi ranks and regulate their use
- Facilitated the undertaking of construction work across the city while maintaining traffic flow for businesses and commuters
- Extended the operating hours of both the Black Ash P&R and the North Main St Car Park
- Introduced contract parking in the North Main St Car Park
- Introduced EV parking scheme in the Black Ash P&R
- Extended the route of the Black Ash P&R to include Merchants Quay, St Patricks Street, Grand Parade & South Mall
- Facilitated approx. 1 million off street parking events and 1.4 million on street parking events

Street Cleaning

- Provision of a sixteen hour day, 7 day week street cleaning service in the city centre areas maintaining a “Clean City Status” in annual surveys
- Additional litter bins have been installed in needed areas across the City. All the public litter bins are serviced twice daily in the city centre and once daily outside the city centre area
- Additional resources comprising two illegal dumping flying squad crews, consisting of 2 trucks and 6 men, have been deployed to address illegal dumping throughout the city
- Bulky goods collections around the city have continued and proved to be a successful and well received to the public. In 2018/2019 we have seen an increase in the volumes of waste collected through this initiative which has been a direct result of public awareness through the Cork City Council’s social media alerts

Litter Management Section.

- Adoption of the Cork City Council Segregation, Storage and Presentation of Household and Commercial Waste Byelaws 2019
- Expansion and improvement of the Dog Fouling Awareness Campaign
- Introduction of pilot Dog Walking Routes
- Increase in the variety and level of public awareness campaigns.

There have been several projects carried out over the past few years including:

- Commercial food waste project for the City Centre. This project successfully brought about compliance with the regulations with regards to the correct disposal of Fats, Oils and Greases (FOGS).
- As part of the Anti-Dumping initiative which was introduced in 2017 the waste enforcement team has over the last 3 years been part of nearly 20 projects. Projects include clean-ups, bulky collections, mattress amnesty and installation of CCTV. As part of these projects, we have successfully worked with other

agencies such as the Gardai, probation service, local community groups and internal departments. These projects were aimed towards reducing illegal dumping by way of Education, Prevention, Abatement and Enforcement.

- The establishment of the Waste Presentation Bye Laws (2019) has assisted in ongoing projects in housing estates and areas of the city where dumping of household waste is an ongoing problem.
- Cork City Councils First Oil and Hazardous Noxious Substance (HNS) Contingency Plan was produced in 2019.

Energy Office

Cork City Council has achieved 31.5% improvement in energy efficiency since 2009.

Parks & Recreation

- Mardyke Gardens – Fitzgerald’s Park
- New Playground Fitzgerald’s Park
- Douglas Pool access road and car park
- Clashduv Park Enhancement Works
- Tank Field Enhancement Works
- New Playground Bishopstown Park
- Fitness Gyms installed at Fairfield, Gerry O’ Sullivan Park, Lough Mahon Park and Tramore Valley Park
- Tramore Valley Park Opened

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 to 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)

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