



# Annual Service Delivery Plan 2022

**This is What  
Makes Us Cork.**



Comhairle Cathrach Chorcaí  
Cork City Council



We are Cork.









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Ann Doherty

# Message from the Chief Executive

The third Annual Service Delivery Plan of Cork City Council's 2019- 2024 Corporate Plan cycle sees the city facing another year of the Covid-19 pandemic. Locally and globally the situation will likely remain fluid with the emergence of new strains of the virus. Consequent imposition of restrictions to protect the health service and general population makes service planning a challenge.

Despite this, we will continue to provide the services that the city, its various stakeholders, and communities need as outlined in the published 2022 budget. Though the continuation of the pandemic in 2021 threw up unique challenges, some economic and social recovery was apparent as restrictions were eased. High-street retail eventually returned to some degree of normality albeit against the backdrop of Covid-19 and the continuing effects of Brexit.

Housing remains a priority. The Council has 1,967 new social and affordable homes under construction, at commencement stage or in the course of planning presently which will be delivered through 2022 and beyond. Of that overall figure 316 new affordable units are programmed with 178 under construction and expected for delivery in 2022. The Council also expects to commence construction and/or enable the development of a further 138 new affordable homes in 2022.

Competitive dialogue continues to play a huge role in delivering social and affordable housing and will continue with 475 homes at start or contract award stage and a further 68 homes in planning going into 2022. Other schemes to progress in 2022 will be the housing maintenance repair and response, retrofitting, disability grants, energy efficiency programmes and the turnaround of void properties. In 2022, we will focus on continuing the progress made with 'Re-imagining Cork'. Further public realm and sustainable transport schemes will be progressed in 2022. These include:

- Construction beginning on the Mac Curtain Street Public Transport initiative. The public realm will be improved, and new traffic arrangements put in place to facilitate shoppers, pedestrians and cyclists.
- The redevelopment of Bishop Lucey Park, including public realm upgrades to South Main Street and its environs. The work is a key part of Cork City Council's City Centre Strategy and integral to improving the quality of amenities in the city
- The next phase of Marina Park will be going out to planning next year with construction programmed to start at end of year.

The importance of engagement, partnership and collaboration will continue into 2022 and beyond as we seek

to build on the appetite for innovation exhibited by both the businesses of Cork and the City Council. As an organisation, the City Council will continue to facilitate forward thinking and novel responses to the challenges faced by all our stakeholders in the social and economic climate.

Climate action will be to the forefront in the short, medium, and long term. The recent COP26 conference in Glasgow illustrated that much remains to be done to achieve global emission targets and Cork City Council continues to show leadership in this regard.

Cork City Council has already transitioned to a largely electric vehicle fleet and further energy saving projects on Council buildings will take place throughout 2022. Work will continue on energy efficient retrofitting of the Council's housing stock and new projects will be launched in 2022 to assess how best to transition from a waste management approach to a more circular, sustainable, local economy.

Our commitment to a sustainable future for Cork is illustrated by the inclusion of the 17 UN sustainable development goals as a reference point for much of the work that the Council will undertake in 2022. These goals provide an orientation point for sustainable development across the world and are applicable at local, national, and global level. By aligning ourselves with the goals, we are demonstrating our commitment to a sustainable and socially inclusive future for all the communities of our city.

In 2022, the City Council will present its new Development Plan. The plan sets out the priorities for managing the city and investment in infrastructure over a six-year period and is a key reference-point in determining planning applications. The 2022-2028 plan is built on a series of strategic themes including climate change, social inclusion, sustainable and active travel, providing homes, economy, health, education, biodiversity and placemaking. It provides a vision for how Cork will be developed and improved with a strong focus on putting the right development in the right locations and ensuring that adequate infrastructure exists to serve it.

Though 2022 will continue to present challenges for communities and businesses in Cork, collectively we have shown fortitude, resilience and a desire to embrace innovation that will enable us to adapt to the challenges of the future. These traits and the innate sense of pride of place that the city, its citizens and council have will ensure that Cork City will continue to be a vibrant, welcoming, socially inclusive, sustainable place to live, work and do business in.

# Leading Cork to takes its place as a World Class City

[our vision]



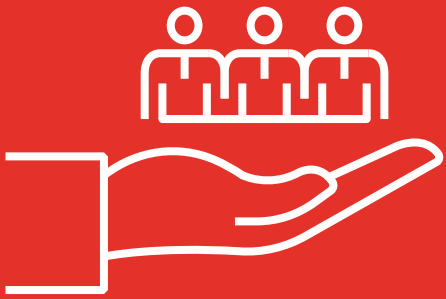
## **Our Mission**

**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.**

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### 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.



# Introduction

## Our Annual Service Delivery Plan 2022

Our Annual Service Delivery Plan is an essential component in delivering the Corporate Plan 2019 – 2024 as required by section 50 of the Local Government Reform Act 2014. Cork City Council produces an Annual Service Delivery Plan each year following the adoption of its annual budget to plan its activities for the year ahead. This is the third Annual Service Delivery Plan in the lifetime of the current Corporate Plan and it identifies the key services that Cork City Council intends to deliver to the people and businesses of Cork City and our commitment to the service standards expected of us in 2022. The Service Delivery Plan provides information about our financial and operational performance to Elected Members, Management, staff, and the public. The service delivery plan has account of, and is integrated with the following local and national policy documents which set out the framework on how the City Council delivers services:

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

The 2022 Annual Service Delivery Plan was prepared in the context of Cork City Council’s 2024 Corporate Plan, the 2022 Budget approved by the Elected Members and our monthly Chief Executive Reports. The Annual Service Delivery Plan is based around the same Goals, Objectives and Strategies detailed in the Corporate Plan document and it is structured to show the leading directorate, LECP reference and the service division as identified in the Budget.

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

As the Annual Budget is prepared by Service Division, the Delivery Plan is also linked to the Service Divisions. As our Corporate Goals are phrased so that they are cross-cutting, several actions relating to many areas of service delivery across Directorates appear against each strategic objective in the Annual Service Delivery Plan. As most services overlap several directorates, for reporting purposes, lead directorates have been identified. The table below shows the Service

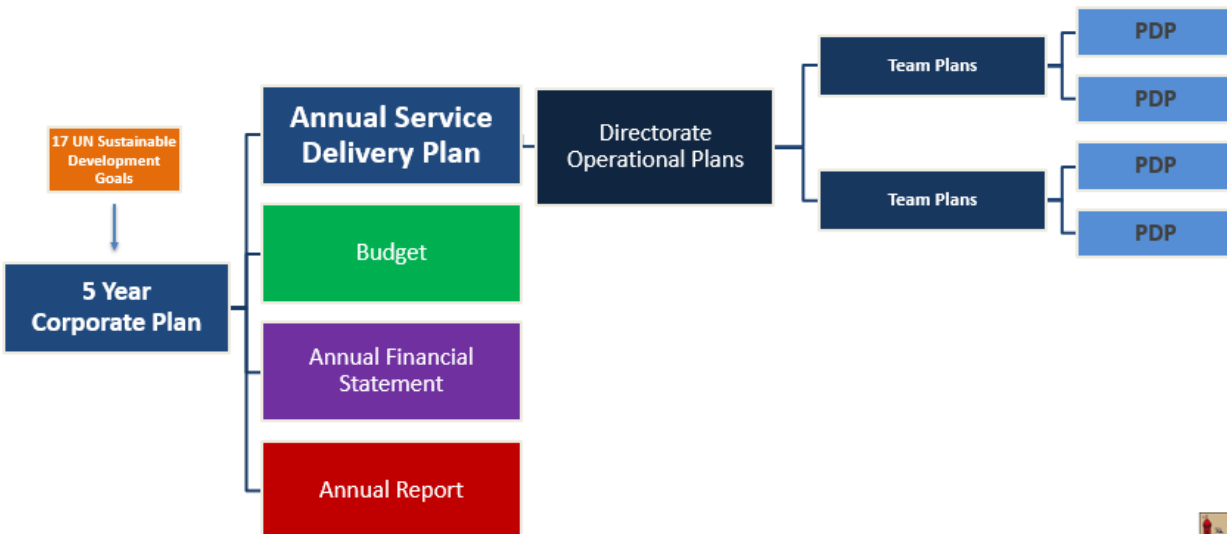
**[ Cork City Council - Annual Service Delivery Plan 2022 ]**

Divisions and the relevant Directorates/Departments. Service divisions are referenced against each action in the ASDP tables. Performance and standards of service delivery are measured through:

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



There is a clear framework for Directorate/Department Operational Plans as well as the Staff Development and Management programme whereby each member of staff can identify how their work fits into the Corporate Plan at a strategic level. This facilitates more detailed target setting team plans as well as personal development plans that identify roles and specific task performance and how they contribute to the delivery of the City Council's strategic objectives and corporate goals.



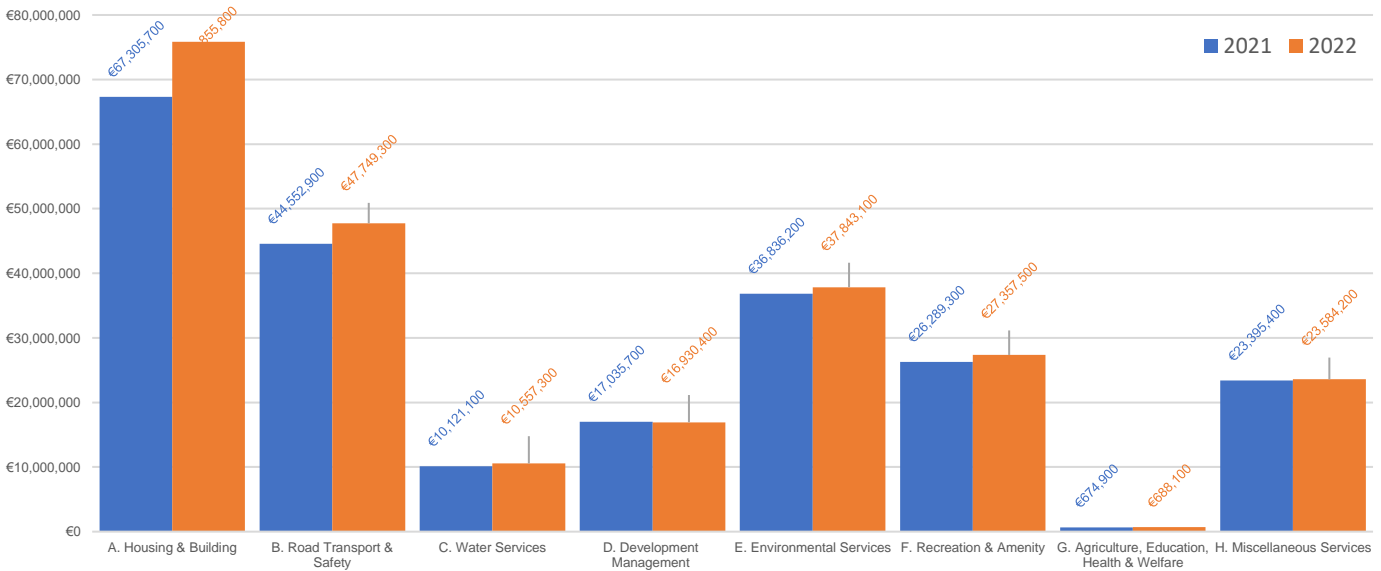


# Budget 2022

The budget represents an investment in the delivery of services to the city of €240m. This is an increase of €14m compared to the 2021 budget. The following shows the areas of increased expenditure:

1. An increase in Homeless of €4.5m
2. Increase in Capital Advance Leasing Facility/Mortgage to Rent of €3.9m
3. Increase in funding for roads resurfacing of €0.4m.
4. Increase in payroll of €4.8m.

As a result of Covid-19, and the general economic climate, local finances have been significantly impacted.



# Staffing

In accordance with our Mission, we will continue to deliver quality public services to the people of Cork with our 1,600+ staff working collaboratively across directorates and service divisions and with our strategic partners. Cork City Council are actively promoting and embedding our corporate values in its day-to-day operations with strategies in key areas including ‘the Our Public Service’ framework. We will continue to harness the power of innovation to add value, and work with our neighbourhoods, communities, and businesses to deliver on our Organisations’ vision to Lead Cork to take its place as a world class city.

As part of this year’s Annual Service Delivery Plan preparation, we developed an online platform to train and run workshops across the Organisation to map the work for 2022. This new innovative approach to corporate planning will be used to track progress throughout 2022.

## Local Economic & Community Plan

Pure Cork - An Action Plan for the City contains a number of actions and following its publication in 2016, it is cross referenced in the Annual Service Delivery Plan tables. The LECP is due for review following 2021 and the midterm review of the Corporate Plan (2019 – 2024) will take this into account.

A copy of the Local Economic and Community Plan 2016-2021 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 has assigned Sustainable Development Goals to each of its goals in the corporate plan. In each ASDP we continue to respond and act on climate change and lead at a local level by making climate action an integral part of the way we carry out our activities. We recognise the important role Local Government plays in influencing the SDGs and continue to raise awareness by advocating and collaborating with our city stakeholders, communities, and groups to share solutions. This is reflected throughout our ASDP.





# Our Operating Environment

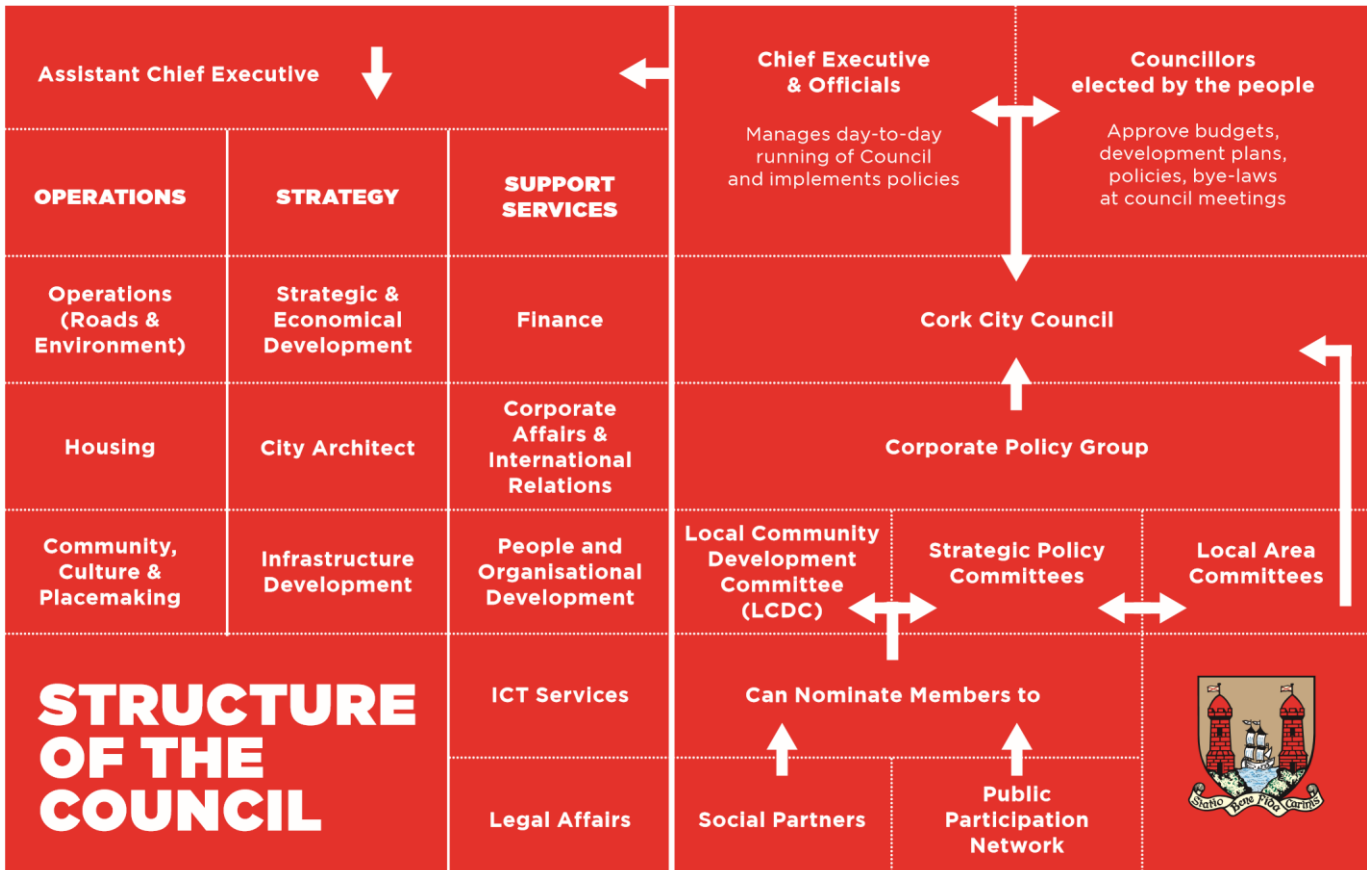
Cork City Council has thirty-one elected members representing five local electoral areas – Cork City North West, Cork City North East, Cork City South East, Cork City South West, and Cork City South Central.

Local Area Committees meet once a month. Full council meet on the second Monday of every month. Our councillors are members of Strategic Policy Committees (SPC) along with sectoral representatives. The chairs of the SPCs form the Corporate Policy Group (CPG).

The Senior Management Team meets weekly and has responsibility for the efficient and effective management of the Council’s resources and the delivery of its services. With over 1,600 staff, employees across the Council come from a wide range of backgrounds with diverse skill sets, qualifications, and experience.

The City Council has developed its high-level goals and strategic objectives in a people focused way in the context of its operating environment which is legal, societal, political, technological, environmental and economical. We consider the policies and objectives set out in the many statutory plans and strategies and provide a diverse range of services and functions. This is done in conjunction with national, regional, and local organisations, agencies, and community groups reflecting our stakeholder engagement. We are responsible for supporting our elected members, and associated committees.

The structure of the council is centred around three pillars that are interactive: Operations, Strategy, and the Support Services. The City Council is structured as an area service delivery model to meet the demands of the large city.







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# High Level Goals & Strategic Objectives

Six high level goals were identified following research, consultation, workshops, and staff engagements as part of the preparation of the Corporate Plan. Under each of these goals, supporting strategic objectives were identified. A number of actions will appear against each strategic objectives 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
<b>Strategic Objectives</b>	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
<b>Actions</b>	All Actions are captured, reviewed & monitored through the Annual Service Delivery Plans					

# 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 proactively engage and empower citizens 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.

- The high-level output/outcomes we will work towards:
- Climate Adaptation Strategy implemented, and key performance indicators reached
- Climate Mitigation Actions in place
- Cork is the destination of choice to work, visit, live and study
- Cork's reputation as a global city leader of sustainability is established
- Cork is adapting well to climate change
- People and goods are able to move sustainably in and out of the city
- People participate in co-creating Cork's future
- There is a clear vision and direction for sustainable growth across the city
- People have access to green spaces and recreation spaces
- Cork is the destination of choice to work, visit, live and study

Incorporating the Sustainable Development Goals (SDG)





Objective	Action/Strategy	Action Details	Lead Directorate	Budget Service Division	LECP Reference	KPI	Baseline for 2022	Action Number
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Climate Action	Climate Action Awareness Programme	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.).	Community, Culture & Placemaking	E. Environmental Services		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	1.01.01
Climate Action	Sustainability & Greening of Festivals	Continue to facilitate the greening of festivals and events	Community, Culture & Placemaking	E. Environmental Services		Quantity of waste collected/avoided.	Quantity of Waste Generated	1.01.02
Climate Action	Promote an environmentally sustainable economy and pilot green technologies in the city council operations	Improve energy efficiency (ISO 50001) Generate sustainable energy Reduce Cork City Councils carbon footprint	Operations (Rds & Env)	E. Environmental Services		% energy efficiency amount of energy generated SEAI M&R reports	45% energy efficiency improvement since 2009.	1.01.03
Climate Action	Improve energy efficiency within Cork City Council energy users	Continued improvement in energy efficiency	Operations (Rds & Env)	E. Environmental Services		ISO 50001 standards % energy efficiency improvement	45% energy efficiency improvement since 2009.	1.01.04
Climate Action	Develop and implement a Sustainable Urban Policy for the city to meet Climate Change effects	Co-operate with the Climate Action Regional Office (CARO) Implement Climate Change Adaptation Strategy	Strategic Economic Development	C. Water Services		# of actions coordinated # actions implemented	66 Actions in Climate Adaptation Strategy.	1.01.05
Climate Action	Reduce energy use in the Council's social Housing Stock.	To develop, progress and further implement the ongoing Energy Efficiency Retrofitting Programmes across the existing social Housing stock.	Housing	A. Housing & Building		No. of Properties upgraded to a B2 standard BER.	Target of 200 properties was sought, between standard housing units and apartment units. Realistically the delivery was dependent on a number of factors. With 123 standard units and 56 apartment units receiving funding approval. The 56 units have been delivered with 110 of the 123 standard units ready to commence/ at contract	1.01.06

Objective	Action/Strategy	Action Details	Lead Directorate	Budget Service Division	LECP Reference	KPI	Baseline for 2022	Action Number
							award stage, subject to funding gaps being met.	
Climate Action	Climate Adaptation Strategy	Support the delivery of awareness training for Climate Action for all employees	People & Organisation Development			# of employees attending training		1.01.08
Litter & Waste Management	Street Cleaning	Provide 7 day 16 hr street cleaning service in the city centre Provide 5 day street cleaning service outside the city centre	Operations (Rds & Env)	E. Environmental Services		ongoing monitoring of services	CE Monthly Report 31/12/21	1.02.03
Litter & Waste Management	Ensure the city centre is vibrant, attractive and well maintained through litter management	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	Operations (Rds & Env)	E. Environmental Services			CE Monthly Report 31/12/21	1.02.04
Litter & Waste Management	Public Awareness campaign in relation to cigarette, dog fouling, flyposting, graffiti, chewing gum	Public Information campaigns	Operations (Rds & Env)	E. Environmental Services		Quantity of waste collected.	In 2020 1 campaign each for littering, dog fouling, illegal postering and chewing gum	1.02.05
Litter & Waste Management	Support community activities to achieve a tidy local environment	School visits & Road Show events	Operations (Rds & Env)	E. Environmental Services		# campaigns run # schools visits	In 2020 1 campaign each for littering, dog fouling, illegal postering and chewing gum	1.02.06
Noise & Air Quality	Produce an Air Quality Strategy for Cork City.	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.	Operations (Rds & Env)	E. Environmental Services		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 delivered in 2021. Ongoing work to achieve objectives and targets set out in the strategy	1.03.01
Water Services & Sanitation	Fulfil our contractual role with Irish Water	Meet the demands of Service Level Agreement (for the pre 31st May 2019, City Boundary area)	Operations (Rds & Env)	C. Water Services		Irish Water ASP		1.04.01
Water Services & Sanitation	Rainwater Harvesting in City Hall	Review of Feasibility study	Operations (Rds & Env)	E. Environmental Services		Ongoing		1.04.02



Objective	Action/Strategy	Action Details	Lead Directorate	Budget Service Division	LECP Reference	KPI	Baseline for 2022	Action Number
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Water Services & Sanitation	Treatment of Leachate at Kinsale Road Landfill Site	Operate and monitor performance Improve frequency of testing as resources allow Adjust system irrigation rates as appropriate	Operations (Rds & Env)	E. Environmental Services		Assess treatment system performance. Remaining within licence discharge consent.	Leachate is managed as it is treated	1.04.03
Biodiversity	Set aside areas in all Parks and Open Space Areas for wildflower meadows	Set aside areas in all Parks and Open Space Areas for wildflower meadows	Operations (Rds & Env)	F. Recreation & Amenity		Foreman Monitoring & engage with local communities		1.05.01
Regulation & Enforcement	Support businesses, visitors and residents through the implement parking regulations and parking byelaws	Provide Parking Enforcement Team and implement action of parking controls.	Operations (Rds & Env)	B. Road Transport & Safety		FCPN 25461 to 31/10/21 20,637 to 31/10/20; 35,056 to 31/10/19	Stats Fines 25,464 to 31/10/21 20,637 (to 31/10/20) 35,056 (to 31/10/19)	1.06.01
Regulation & Enforcement	Consistent enforcement of litter legislation and bye laws	Implementation of Litter Pollution Acts Enforce byelaws re: storage, segregation and presentation of household and commercial waste	Operations (Rds & Env)	E. Environmental Services		# Fines issued (and Fixed Penalty Notices) # litter wardens	CE Monthly Report 31/12/21	1.06.02
Regulation & Enforcement	Continue Waste/Environmental Enforcement	Continue RMCEI work plan and meet targets assigned Maintain/improve set targets according to environmental risk and outcomes as local, regional and national enforcement priorities Validation of permitted sites and permitted collectors.	Operations (Rds & Env)	E. Environmental Services		Annual RMCEI targets EPA Rating National figures from NWCPD		1.06.03
Regulation & Enforcement	Operate Kinsale Landfill site in accordance with EPA waste licence	Management of facility including the collection and treatment of landfill gas in a profitable manner Minimise the number of noncompliance notices from EPA	Operations (Rds & Env)	E. Environmental Services		# of complaints incidents relating to general site management Downtime of landfill gas # noncompliance with respect to licence conditions	Operation of the civic amenity site and maintenance of landfill EPA waste licence (ref. W0012-03) going forward	1.06.04
Climate Action	Ensure a culture of compliance with regards to its regulatory and enforcement obligations. To ensure Fire Safety compliance management	Engage with stakeholders to improve services provided  Examine ICT Solutions to improve process	Community, Culture & Placemaking	E. Environmental Services		NOAC Indicators P5, P1, CE Monthly Report	CE Monthly Report 31/12/21	1.06.05

Objective	Action/Strategy	Action Details	Lead Directorate	Budget Service Division	LECP Reference	KPI	Baseline for 2022	Action Number
Regulation & Enforcement	Monitor, advise, administer & enforce rural water services and regulations	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.	Operations (Rds & Env)	C. Water Services		# 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.		1.06.06
Climate Action	Waste Prevention Grant Scheme  Southern Region Waste Management Plan  Supporting and facilitating the Circular Economy	Operate Waste Prevention Grant Scheme.  Co-operate with the aims and obligations of the Southern Waste Management Plan.  Encourage transition from a waste management economy to a green circular economy to enhance employment and increase the value, recover and recirculation of resources  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.)	Community, Culture & Placemaking	E. Environmental Services		Number of grant aided projects. Quantity of waste prevented.  Reduction of waste and promotion of circular economy initiatives	Baseline is number of grant applications received and number of projects completed	1.06.06
Regulation & Enforcement	Licensing of markets, events for casual trading	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.	Corporate Affairs & International Relations	E. Environmental Services		Casual Trading Licenses issued on a quarterly basis, invoicing on a quarterly basis, Special Event Licenses 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.	1.06.07
Sustainable Development	Solar power photovoltaic electricity generation in Tramore Valley Park	Review of scoping document, implementation of feasibility study	Operations (Rds & Env)	E. Environmental Services		feasibility study near completion		1.07.01

Objective	Action/Strategy	Action Details	Lead Directorate	Budget Service Division	LECP Reference	KPI	Baseline for 2022	Action Number
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Flood Management	Maintain road drainage systems	Input into design of public realm and other projects led by operations directorate and city architects	Architects	D. Development Management		On-going advice regarding Douglas village works. Detailed design advice for Blackpool currently at Design Stage.	Pre-tender detailed design for Public Realm area in Blackpool	1.08.01
Flood Management	Work with the Office of Public Works in the progression and completion of flood defence works for - <ul style="list-style-type: none"> <li>• Douglas</li> <li>• Togher</li> <li>• Glashaboy</li> <li>• Blackpool</li> <li>• Lower Lee</li> </ul>	Progress various proposed schemes through design, planning, procurement, and construction as appropriate	Infrastructure Development	E. Environmental Services	4.13	Progress achieved	Construction commenced in Douglas and Togher. Detailed designs being progressed on all other schemes. Glashaboy and Blackpool schemes going through confirmation process with DPER. Some programme slippages on certain projects due to COVID-19 restrictions.	1.08.02
Flood Management	Maintain road drainage systems	Review service delivery to attain efficiencies in current environment	Operations (Rds & Env)	B. Road Transport & Safety		# Gullies cleaned	CE Monthly Report 31/12/21	1.08.03



## 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.

### The high-level output/outcomes we will work towards:

- Cork is the destination of choice to work, visit, live and study
- People feel safe, welcomed and included
- People participate in the creative life of the city
- People have access to knowledge resources and forums
- People have options to actively participate in lifelong learning
- People participate in co-creating Cork's future
- We are transparent and accountable to our community
- Cork is prepared for future technological change

Incorporating the Sustainable Development Goals (SDG)



Objective	Action/Strategy	Action Details	Lead Directorate	Budget Service Division	LECP Reference	KPI	Baseline for 2022	Action Number
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Enhance Democracy	Promote a better understanding of the City Councils democratic mandate	Support the effective operation of the council committees Use the Strategic Policy Committees to enhance policy formation Issue press releases, journalistic pitches and social media posts	Corporate Affairs & International Relations	H. Miscellaneous Services		#Report of SPC, LAC SPC Scheme adopted # press releases # social media engagements, likes/follows etc.	CE Monthly Report 31/12/21	2.01.01
Enhance Democracy	Support the representational role of the office of Lord Mayor	Hosting of visiting dignitaries Co-ordination of Lord Mayors Diary Quality Service Office of the Lord Mayor	Corporate Affairs & International Relations	H. Miscellaneous Services		# of visitors Lord Mayor's diary issued weekly	CE Monthly Report 31/12/21	2.01.02
Enhance Democracy	Support Elected Members of the City Council	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	Corporate Affairs & International Relations	H. Miscellaneous Services		# Minutes/Agendas issued Review report on practices # of enquiries answered with best available advice.	CE Monthly Report 31/12/21	2.01.03
Enhance Democracy	Delivery of Franchise Functions	Prepare Draft and Final Registers by set publication dates Co-ordination of duties for any upcoming elections/referenda and liaising with City Sheriff's Office. Engage with National Initiatives. Processing Drinking Fines. Provision of School Meals Scheme for DEIS schools within the city.	Corporate Affairs & International Relations	H. Miscellaneous Services		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 31/12/21	2.01.04
Enhance Democracy	Ensuring the voice of young people is included in strategic planning	Ensuring recruitment of membership, AGM and Summer showcase take place	Community, Culture & Placemaking	H. Miscellaneous Services	8.19	number of schools recruited, membership number of students, topic chosen and delivered # fortnightly meetings, # facilitation hrs.		2.01.05

Objective	Action/Strategy	Action Details	Lead Directorate	Budget Service Division	LECP Reference	KPI	Baseline for 2022	Action Number
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People Centric Experience	Customer Service Unit	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.	Community, Culture & Placemaking	H. Miscellaneous Services		Percentage of calls dropped; abandonment rate of calls; speed of answer.	End of 2020: % Calls dropped 48%. Ave. Abandonment Rate 15% . Average Speed of Answer 8 seconds	2.02.01
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	Engage with users to implement customer service plan Implement Actions identified in the Customer Interaction Audit Delivery of Annual Service Delivery Plan	Corporate Affairs & International Relations	H. Miscellaneous Services				2.02.02
People Centric Experience	Phase 2 of Customer Service Unit	Online & Portal Engagement	ICT	J. Operational Support (Central Management Charge)	1.4 3.8 3.9	New online portal for public and new online capture on Cork city council website with integration with Cork city council CRM	Agreed strategy from Customer Digital Transformation Roadmap as agreed at CRM steering group	2.02.03
People Centric Experience	Programme of Digital Workplace Transformation	DWT Framework RFT DWT Strategy Enhanced cloud services Enhanced employee engagement	ICT	J. Operational Support (Central Management Charge)	3.8 3.9	Framework in place 2 * SRFT issued MS Roadmap published Intranet design agreed	New Intranet going live in November with increased online information for staff.	2.02.04
People Centric Experience	Innovation Communication Plan	Collaborate on an Innovation Strategy Communication Plan with the Innovation Forum	Corporate Affairs & International Relations	J. Operational Support (Central Management Charge)		Communication Plan & Diary of Dates		2.02.05
Governance & Management	Communication Plan for internal & external stakeholders	COMPLETED	Corporate Affairs & International Relations	H. Miscellaneous Services		Communications plan completed.	New plan to be completed for 2022	2.03.01
Governance & Management	Implement City Council's access to: FOI Requests	Compliance with legislation Network of decision makers in place Adequate training provided for decision makers	Corporate Affairs & International Relations	H. Miscellaneous Services		# Data breaches #FOI requests Decision makers	CE Monthly Report 31/12/21	2.03.02



Objective	Action/Strategy	Action Details	Lead Directorate	Budget Service Division	LECP Reference	KPI	Baseline for 2022	Action Number
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	Data Retention Policy Cookies Policy					identified Training Provided		
Governance & Management	Prepare and Deliver Corporate Reports	CE Monthly Report Annual Service Delivery Plan Annual Report Corporate Plan - 2024 NOAC Returns	Corporate Affairs & International Relations	J. Operational Support (Central Management Charge)		# Plan delivered # workshops and engagement with relevant stakeholders	CE Monthly Report 31/12/21	2.03.03
Governance & Management	Risk Management	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	Finance	H. Miscellaneous Services		Monthly reporting and daily cash monitoring	Ongoing reviews of key risks being undertaken and financial impacts monitored.	2.03.04
Governance & Management	Financial Resources Analysis & Reciprocation Model	Legislative Provisions Income and Expenditure Analysis Evaluation Due Diligence Impact on Local Authority 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 Quarter Monthly Financial performance reviews carried out	Finance	H. Miscellaneous Services		Monitoring accuracy and date of submission / delivery	Timelines currently being met.  Continuous monitoring of financial information to drive initiatives	2.03.05
Governance & Management	Budgets will balance each year with focus on cost reduction, value for money and revenue collection and efficient service delivery	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, control and regulatory compliance	Finance	J. Operational Support (Central Management Charge)		AFS prepared and audited to deadlines Ongoing measuring of cashflow Report on revenue,	the key element of budget process is engagement with budget holders across the organisation  Policies and procedures	2.03.06

Objective	Action/Strategy	Action Details	Lead Directorate	Budget Service Division	LECP Reference	KPI	Baseline for 2022	Action Number
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		Ensure appropriate levels of Financial competency are in place throughout the organisation Maximise Revenue collection including Commercial Rates, House Loans and Other Income				capital and debtors Payroll reports	are not universally updated  Due to staff changes level of financial competency lower than it had been previously	
Governance & Management	ICT Plan	Identification of ICT systems	ICT	H. Miscellaneous Services		No. of ICT systems	Maintained on an ongoing basis	2.03.07
Governance & Management	Deliver enhanced ICT Governance	Cyber security audit  Technical and Governance recommendations	ICT	J. Operational Support (Central Management Charge)		No of security audit recommendations implemented No of pen tests undertaken No of General audits undertaken and no. of action items fulfilled	High priority focus organisationally.	2.03.08
Governance & Management	Provide an effective and efficient Legal Service	Legal Advice Legal Representation	Office of Legal Affairs	J. Operational Support (Central Management Charge)		As set out in operational plans	Work progressed through 2021	2.03.10
Governance & Management	Engage with IOG and Cork County Council re any outstanding issues in relation to boundary extension	Engage with IOG and Cork County Council re any outstanding issues in relation to boundary extension	Operations (Rds & Env)	H. Miscellaneous Services		Finish Out		2.03.11
Governance & Management	Ensure that statutory processes for the disposal of council property are adhered to, in particular that s183 Notices to Council are issued in accordance with legislation.	Notices under s183 are issued electronically for each Council meeting in accordance with legislation. Relevant government/statutory requirements and best practice are adhered to. The property services panel is maintained on behalf of the council corporately to undertake valuation and other property related professional services on behalf of the council.	Corporate Affairs & International Relations	J. Operational Support (Central Management Charge)		S183 Notices issued to elected members min, 10 days before Council and presented before Finance and Estimates Committee.	s183 Notices issued in accordance with legislation.  In 2020, 47 s183 disposals were administered through Council	2.03.12

Objective	Action/Strategy	Action Details	Lead Directorate	Budget Service Division	LECP Reference	KPI	Baseline for 2022	Action Number
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Governance & Management	Deliver enhanced ICT Governance	Disaster Recovery Audit	ICT	J. Operational Support (Central Management Charge)		No of General audits undertaken and no. of action items fulfilled	Disaster Recovery underway	2.03.13
Governance & Management	Support businesses, visitors and residents through the provision of on street parking opportunities with associated payment mechanisms	Provide Disc Parking system. Encourage use of Park by Phone. Maintain P&D machines and Parking Enforcement in Douglas	Operations (Rds & Env)	B. Road Transport & Safety		399,750 Discs sold to 31/10/21 325,548 Parking Events booked to 31/10/21	CE Monthly Report 31/12/21	2.03.16
Governance & Management	Maintain a culture of safety	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.	Corporate Affairs & International Relations	J. Operational Support (Central Management Charge)		Training matrix register (Maintained by training section of HR) and its respective gap analysis/pending training requirements	Existing training matrix register	2.03.18
Governance & Management	Support data protection, records management, archiving in the Council	Archival advice and services	Corporate Affairs & International Relations			Use national retention policy, ensure authorisation and documentation of destruction, appraise records, document transfer of records to archives. Advice to sections.	#procedures and forms have been set up	2.03.19
Governance & Management	ICT Plan	Identification of ICT systems and data stores Data Transfer Processes File Transfer Process System/Software modifications	ICT	H. Miscellaneous Services		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	Existing Business Applications and Servers	2.03.20



Objective	Action/Strategy	Action Details	Lead Directorate	Budget Service Division	LECP Reference	KPI	Baseline for 2022	Action Number
Governance & Management	Develop PowerBI Dashboards	Develop PowerBI Dashboards to aid Directors make business decisions and to complement CE Report, NOAC Returns and ASDP	Corporate Affairs & International Relations	J. Operational Support (Central Management Charge)		# of Dashboards developed	New Action	2.03.21
Governance & Management	Development of Data Governance Role	Engage with National Data Governance Unit, DPER, and LGMA in identifying data Sharing agreements/arrangements with other public sector bodies.	Corporate Affairs & International Relations	J. Operational Support (Central Management Charge)		# of Data Sharing Agreements	New Action	2.03.22
Continuous Service Improvement & Delivery	Transformation to a National Utility Service	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	Operations (Rds & Env)	C. Water Services		Monitor the RAG status for its implementation  Agree strategy with IW  # Taken in Charge  Meeting with Stakeholders	Green	2.04.02
Continuous Service Improvement & Delivery	Business Process and Service Improvement initiatives with other directorates	Collaborate and work with other directorates in identifying areas of service improvement using the double diamond methodology Service Delivery Assessment Review cross platform service improvement	Corporate Affairs & International Relations	J. Operational Support (Central Management Charge)		# services reviewed & implemented	40+ opportunities identified with CSU/CRM	2.04.03
Continuous Service Improvement & Delivery	Citizen engagement through eServices and Social Media	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	ICT	H. Miscellaneous Services		No. of social media activities & followers No. of members of public registered with alert system Review of Cork City Council website	100 forms available. Over 14,000 public users.	2.04.05
Continuous Service Improvement & Delivery	Increase the number of services delivered online	Online Submissions Payments Web Access to 3rd Party sites	ICT	J. Operational Support (Central Management Charge)	1.3, 3.8	No. of Submissions received No. of Services online No of online payments facilitated	Baseline has expanded in line with the rapid pace of digital transformation.	2.04.06

Objective	Action/Strategy	Action Details	Lead Directorate	Budget Service Division	LECP Reference	KPI	Baseline for 2022	Action Number
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Continuous Service Improvement & Delivery	Improve accessibility, structure and content of the city council's website	Implement website management policy	ICT	J. Operational Support (Central Management Charge)		Adoption of Corporate Website Management policy	Ongoing review and monitoring.	2.04.07
Continuous Service Improvement & Delivery	Communications Upgrade	Explore options to modernise communications infrastructure	ICT	J. Operational Support (Central Management Charge)		No. sites upgraded to fibre connection from dsl or p2p	Site upgrades	2.04.08
Continuous Service Improvement & Delivery	Roll out Remote Working Virtual Desktop Solution to ensure continuity of service	Implement a pilot of 25+ users for remote working virtual desktop solution as part of our business continuity plan	ICT	J. Operational Support (Central Management Charge)		25 users working under the pilot	The baseline is to facilitate remote working. This was originally achieved via blended solutions including VDS and Laptop provision, with more emphasis laid on provision of laptops in 2021.	2.04.09
Continuous Service Improvement & Delivery	Facility Management	Custodian Meetings re City Hall Campus Upkeep	Corporate Affairs & International Relations	J. Operational Support (Central Management Charge)		# of meetings # outcomes identified & actioned		2.04.10
Continuous Service Improvement & Delivery	Provide high quality pre-planning service to potential developers	Provide detailed and timely pre-planning service via e-mail and meetings.	Community, Culture & Placemaking	D. Development Management		Monthly CE Report - No. of pre-planning queries responded to.		2.04.11
Continuous Service Improvement & Delivery	Develop and implement an organisational learning & development strategy	Implement learning and development programmes aligned with Public Sector Competency Framework for all employees Align all learning and development programmes with strategic needs of the organisation Administer training required to meet legislative and regulatory requirements	People & Organisation Development				# Training days, # training courses	2.04.13

Objective	Action/Strategy	Action Details	Lead Directorate	Budget Service Division	LECP Reference	KPI	Baseline for 2022	Action Number
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Continuous Service Improvement & Delivery	Development of Employee Wellbeing Strategy	Awareness of Welfare Support Programmes	People & Organisation Development	J. Operational Support (Central Management Charge)		# of Employees availing of schemes NOAC Indicators # days lost # programmes run	72 employees availed of Employee Assistance Programme.  NOAC 2019 - 4.47% 5 wellbeing initiatives/programmes promoted	2.04.14
Continuous Service Improvement & Delivery	Provide data as required to D/PER for Single Pension Scheme and continue data readiness for move to shared service	Provisions to Superannuation Code  Awareness of Superannuation Shared Services Project	People & Organisation Development	J. Operational Support (Central Management Charge)		# of appeals to pensions ombudsman		2.04.15
Continuous Service Improvement & Delivery	Develop and implement a talent Management Strategy	Participate in early stages of national roll out of eRecruitment module of CORE HR  Work with the staff diversity and inclusion network to progress actions  Develop and implement an effective succession, redeployment and employee transfer process	People & Organisation Development			# days to fill actual v's target; rating of candidate experience (dependent on CORE system report) # internal transfers # of competitions - 51 advertised, 43 completed  # of appointments - 437 - (Appointments/Transfer/Promotions & Cllrs.)	51 Competitions advertised & 43 completed 437 - Appointments includes Transfers, promotions & Cllrs.)	2.04.16
Continuous Service Improvement & Delivery	Provide improved customer interface with development management	Review of website and provision of enhanced planning enquiry system.	Community, Culture & Placemaking	D. Development Management		Number of calls to office. Monthly CE Report.		2.04.17
Continuous Service Improvement & Delivery	Guide the implementation of a blended working model across the Council	Prepare and implement a framework for the introduction of Blended Working across the Council  Support line managers to develop skills for managing a blended workforce.  Review flexible working arrangements to ensure	People & Organisation Development				# Equality, Dignity at Work claims, # ER cases (investigations); % people managers attending programmes	2.04.18



Objective	Action/Strategy	Action Details	Lead Directorate	Budget Service Division	LECP Reference	KPI	Baseline for 2022	Action Number
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		they contribute to the achievement of strategic objectives.						
Public Sector Duty	Implementation of Public Sector Duty principles in all areas of Cork City Council.  Ensure compliance with human resource legislative and regulatory frameworks	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	People & Organisation Development	J. Operational Support (Central Management Charge)		Ongoing		2.05.01
People Management	Continuous development of a positive employee relations and working environment	Develop a programme to align all employees to the values of Cork City Council  Integrate Public Sector Duty values into all functional activities  Promote a culture of innovation and continuous improvement	People & Organisation Development			# employees with PDP  absenteeism, participation in H&W programmes, # programmes run  # employees working remotely	2020 # employees availed of EAP; absenteeism % v's NOAC  # employees participating in schemes	2.06.02
People Management	Develop the capability, competency and skills of managers and supervisors	Implement a management development programme to include team management and communication skills, HR procedures including Grievance & Disciplinary Procedure, Equality & Dignity at Work	People & Organisation Development				# Equality, Dignity at Work claims, # ER cases (investigations); % people managers attending programmes	2.06.03
People Management	Develop and publish People & OD Strategy to support the achievement of the Corporate Plan	Conduct strategic workforce plan to align current capabilities with future organisation needs	People & Organisation Development					2.06.05
People Management	Maximise the capability and deployment of HR Systems & Technology	Implement programme to optimise the use of people management IT systems Enhance use and analysis of HR metrics to support decision making Develop HR Data Analytics capability of the POD team Provide services and information to employees through online platforms	People & Organisation Development			# process improvement projects  project completed per schedule; # appeals to Pensions Ombudsman  # HR personnel trained on Data Analytics		2.06.06

Objective	Action/Strategy	Action Details	Lead Directorate	Budget Service Division	LECP Reference	KPI	Baseline for 2022	Action Number
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People Management	Deliver Organisational Alignment following organisation re-structuring and increased customer base	Implement new operating models for the future	People & Organisation Development					2.06.07
People Management	Develop the POD Function	Support continuous development of the performance, skills and capabilities of the POD team through implementation for PMDS Further strengthen agility of POD team through targeted cross training. Ensure strong corporate governance of function including i.a. Risk, Health & Safety and Financial Management. Ensure audit compliance Ensure compliance with GDPR and Records Retention policies. Implement Project Management and Communications structures for the team	People & Organisation Development			# internal moves within function; PDP completion;  # internal moves within function; PDP completion;  % PDPs completed  # Team Meetings per annum		2.06.08
Learning & Development	Deliver Carnival of Science	Deliver Carnival of Science	Community, Culture & Placemaking	E. Environmental Services		# attendees & participants	Hold Carnival of Science in 2022	2.08.01
Learning & Development	Facilitate Public Participation Network. In 2022 the priority here will be to support a new hosting arrangement for the PPN within the Community Sector and to support and monitor the recruitment of a New Resource Worker and administrative assistant. Create links between PPN & LCDC Participate in interagency agendas including Age Friendly, LGBT, New Communities etc.	Maintain office accommodation & initiative  PPN represented at LCDC  LGBT Awareness Week  Africa Day	Community, Culture & Placemaking	D. Development Management		# of weeks events organised every year  # Series of events organised annually	2021 saw the PPN in a transitional phase without a hosting arrangement or dedicated staff resource. As such 2022 is a rebuilding effort.	2.08.02

Objective	Action/Strategy	Action Details	Lead Directorate	Budget Service Division	LECP Reference	KPI	Baseline for 2022	Action Number
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Learning & Development	Facilitate and promote Learning Neighbourhoods as part of the Learning Cities structure	Select new Learning Neighbourhoods and reinforce the existing neighbourhoods	Community, Culture & Placemaking	D. Development Management		# of neighbourhoods in scheme	Ongoing	2.08.03
Learning & Development	Encourage Cork to consider itself a bi-lingual city	An Grupa Forbartha will facilitate funding supports for projects to include and promote the Irish language in their activities	Community, Culture & Placemaking	D. Development Management		Increased promotion and awareness of the Irish language	Ongoing	2.08.04
Learning & Development	Maintain and develop the Old Cork Waterworks as an educational and heritage tourist attraction	Operate the site as a visitor attraction Room hire for meetings, events and conferences Planning marketing campaign	Community, Culture & Placemaking	E. Environmental Services		# of outreach contacts # school and students # visitors and site interactions	Number of overseas visitors expected to remain low due to Covid	2.08.05
Learning & Development	Provide appropriate resources for literacy including digital literacy in our libraries	Identify literacy needs for children and adults	Community, Culture & Placemaking	F. Recreation & Amenity	6.27	range, numbers and quality of materials provided	Literacy is an ongoing aim for libraries	2.08.06
Welfare	Road Safety Education & Awareness	Work with stakeholders in the promotion of Road Safety education in schools. Review Cork Road Safety Plan.	Community, Culture & Placemaking	D. Development Management		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	2.09.01
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	Inspections and enforcement under Building Control Legislation Improve web based software system including hand held devices for site inspections Investigate dangerous structures	Community, Culture & Placemaking	D. Development Management		number of buildings/sites inspected	Chief Executive report	2.09.02
Welfare	A safe working environment	Maintain electrical services for civic buildings Maintain safe and efficient fleet service Monitor and Report accidents	Operations (Rds & Env)	B. Road Transport & Safety		Electrical Contracts awarded # fleet vehicles hired # accident reports to CCC, HAS		2.09.04



Objective	Action/Strategy	Action Details	Lead Directorate	Budget Service Division	LECP Reference	KPI	Baseline for 2022	Action Number
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Welfare	A safe working environment	Safe Work Procedures, Safe Working Environment with Monitoring and Evaluation of same to ensure development and learnings achieved.	Housing	A. Housing & Building		Directorate Safety Statement up to date	Annually reviewed in line with the Parent Safety Statement, no greater than 12months since the last review.	2.09.05
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## 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.

- Cork is the destination of choice to work, visit, live and study
- People feel healthy, safe, welcomed and included
- Artists are supported to create, develop and realise ideas
- People participate in the creative life of the city
- The economic value of Cork's creative industries sector grows
- People have options to actively participate in lifelong learning
- People participate in co-creating Cork's future
- Cork respects and preserves its heritage
- People have access to green spaces and recreation spaces
- Cork is recognised for successful heritage & cultural events

Incorporating the Sustainable Development Goals (SDG)



Objective	Action/Strategy	Action Details	Lead Directorate	Budget Service Division	LECP Reference	KPI	Baseline for 2022	Action Number
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Libraries	New City Library	Brief and Massing Study prepared for the LIHAV funding submission	Architects	D. Development Management		Development Brief for Competition on whole block	Massing Study	3.01.01
Libraries	New Branch Library Blackrock/Mahon Library	Brief design in preparation in tandem with site selection	Architects	D. Development Management		Stage 1 submission	Project Inception	3.01.02
Libraries	New City Library planning to begin	Finalise parameters for cooperation with other stakeholders Achieve funding package	Community, Culture & Placemaking	F. Recreation & Amenity	6.27 and 6.28	Detailed plan and funding package	Planning has begun on the delivery of a New City Library Building	3.01.03
Libraries	Build and Open Blackrock/Mahon Library	Prepare Action Plan Secure Funding package	Community, Culture & Placemaking	F. Recreation & Amenity		# Incident reports to CCC, HAS	Typographical Survey of the proposed site has been commissioned and advanced discussions continue between the stakeholders with a view to making a Stage 1 application for a joint Library and Community hub.	3.01.04
Libraries	Develop design for purpose built Blackpool Library	Raise Awareness for requirement of purpose built library	Community, Culture & Placemaking	F. Recreation & Amenity		Regular contact and collaboration with stakeholders and community associations in the Blackpool area	Meetings held with representatives of the community seeking to develop potential sites for a bespoke library in Blackpool	3.01.05
Libraries	Refurbish and extend Mayfield Library	Brief design in preparation	Community, Culture & Placemaking	F. Recreation & Amenity		# Actions being implemented	Stage 2 Application to the Department of Rural and Community Development submitted Nov 2021	3.01.06
Libraries	Review and ensure all libraries are compliant with the disability act	Complete checklist of non compliance in relevant library locations	Community, Culture & Placemaking	F. Recreation & Amenity	7.19 & 7.20	Compliance	Review of Compliance with the Disability Act remains as the Baseline	3.01.07
Libraries	Foster the reading city	Provide books, DVDs and other materials Writer in residence programme oct 2020 to May 2021 Provide trained and committed staff Provide welcoming spaces for reading, author visits and book related events	Community, Culture & Placemaking	F. Recreation & Amenity	6.28	Range, numbers and quality of materials provided  # days/hours open to public	Moved online with the World Bookfest, workshop and online elements were substituted so the Reading City initiative continued and increased	3.01.08

Objective	Action/Strategy	Action Details	Lead Directorate	Budget Service Division	LECP Reference	KPI	Baseline for 2022	Action Number
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		Organise World Book Festival and participate in related events				# events & attendees	in its coverage despite covid	
Libraries	Continue to define the Cork identity	% for art . Literature in the city; CorkWords; support local writers and musicians; through local studies and CorkPastandPresent	Community, Culture & Placemaking	F. Recreation & Amenity		Continue CorkWords anthology events ; commission for % arts new buildings	Defining the Cork Identity	3.01.09
Libraries	Continue to Implement Our Public Libraries Strategy plan	Increase book fund in line with strategy €4 per capita	Community, Culture & Placemaking	F. Recreation & Amenity	6.27 and 6.28	Increased online activity during Covid has brought digital services to a new level, while maintaining existing opening patterns outside of Covid lockdown periods	The Covid pandemic forced lockdown closures and adaptations to services that resulted in a more blended offering to the public. Digital services soared for example the borrowing of eBooks and eAudiobooks saw an increase of 61.5% when compared to September 2020 and an incredible 194% increase on September 2019. Membership of Cork City Libraries continues to increase, with an increase of 13% to year for 2020 and 22% increase on 2019	3.01.10
Libraries	Continue to support initiatives which support services to older people	continue national engagement with Age Friendly Libraries	Community, Culture & Placemaking	H. Miscellaneous Services	9.1	funding; events and attendees	Age Friendly meeting to be held every quarter. High Level Alliance and the Age Friendly Older Persons Forum. Cork City Council representative to attend the national age friendly national meeting.	3.01.11
Libraries	develop measures that will enhance inclusion and diversity	provide a coherent range of services across the service, inclusive programming in festivals	Community, Culture & Placemaking	F. Recreation & Amenity		programmes, attendance and engagement	Access and Inclusion role designated within Libraries	3.01.12



Objective	Action/Strategy	Action Details	Lead Directorate	Budget Service Division	LECP Reference	KPI	Baseline for 2022	Action Number
Libraries	Further develop the service to the housebound	further extend across the city including areas in Glanmire, Blarney and Ballincollig	Community, Culture & Placemaking	F. Recreation & Amenity		extra vehicle and manpower	A housebound service for library users	3.01.13
Libraries	increase access	My Open Library in Douglas library	Community, Culture & Placemaking	F. Recreation & Amenity		membership and visits	Although ready to launch the opening of My Open Library in Douglas has been delayed due to Covid and is now expected in February 2022	3.01.14
Libraries	Increase knowledge, awareness and appreciation of Cork's heritage and cultural identity	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	Community, Culture & Placemaking	F. Recreation & Amenity	14.9	Fund and develop CPP website as part of the libraries' online service ; up to date stock in all formats; programmes of events for festivals	Contribute to and promote Heritage week events and activity	3.01.15
Libraries	Mobile library	Prepare for 2022 take-over of transition mobile library stops. Plan in place, including potential climate action funding for biogas vehicle.	Community, Culture & Placemaking	F. Recreation & Amenity	Nos 6.27 and 6.28	Plan and funding is in place.	The Mobile Library is a medium term project that needs to be actioned as mobile library routes are handed over from the older county areas as part of the transition process from County to City. The baseline has moved on to preparation and planning.	3.01.16
Libraries	Partner in Healthy City initiative	Continue to schedule HI events; continue to submit for HI funding for libraries	Community, Culture & Placemaking	H. Miscellaneous Services	2.1	funding; events and attendees	Attendance of quarterly meetings of Cork Healthy Cities Committee. Committed financial support.	3.01.17
Libraries	promote music and cultural expression	supporting national and local festivals, host exhibitions, live music support local musicians, expand programming	Community, Culture & Placemaking	F. Recreation & Amenity		events live and online, attendance and engagement	Covid forced the cancellation of some and the repurposing of other elements	3.01.18

Objective	Action/Strategy	Action Details	Lead Directorate	Budget Service Division	LECP Reference	KPI	Baseline for 2022	Action Number
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Libraries	provide means of creative expression for all.	Provide books, DVDs and other materials, Provide trained and committed staff	Community, Culture & Placemaking	F. Recreation & Amenity		Range, numbers and quality of materials provided # days/hours open to public # events & attendees	Ongoing work based on community and societal baseline	3.01.19
Libraries	Roll out new Library Management System for Libraries service	Plan for migration, transition and training for new LMS across 10 library locations	Community, Culture & Placemaking	F. Recreation & Amenity	6.27 and 6.28	LMS project is completed, new LMS is operational	LMS Implementation delayed because of contractual issues nationally.	3.01.20
Libraries	Re-develop and rejuvenate Branch Library in Mayfield	Design development to inform Stage 2 Cost Plan. Following approval submit for Planning Part 8, & procure new design team for remaining stages. Progress detailed design	Architects			Submit stage 2 cost plan & Part 8	Stage 1 Approval	3.01.22
Libraries	Support The learning city	enhance programming in support of the Learning City/Learning neighbourhoods	Community, Culture & Placemaking	F. Recreation & Amenity	6.2, 6.3, 6.4, 6.8, 6.9	events live and online, attendance and engagement	Restricted support in 2021 because of Covid Restrictions	3.01.23
Emergency Services	Ensure that Cork City Fire Brigade is in a state of operational preparedness in order to deliver an efficient and effective fire service for the citizens of Cork.	Ensure health and safety standards, operational procedures and training programmes are maintained  Ensure a robust fleet maintenance and replacement plan is operated	Community, Culture & Placemaking	E. Environmental Services		CE Monthly Report. Number and type of calls attended. Cork City Fire Brigade manages its fleet through a comprehensive programme involving national, local procurement and preventative maintenance programmes. Training undertaken.	CE Monthly Report  NOAC F1, F2, and F3.	3.02.01
Emergency Services	Cork City Fire Brigade will mobilise and respond to all calls promptly and efficiently at all times	Work with Munster Regional Control Centre to ensure all vehicles and resources are mobilised in a timely manner.	Community, Culture & Placemaking	E. Environmental Services		NOAC Indicators F2, F3 Response Times	NOAC F2, F3	3.02.02
Heritage, Arts & Culture	Implement Annual programme of actions from Creative Cork 2020-2022 - Commemoration 1920-22	Organise programme of events for Creative Cork 2020-2022 Period- Social Housing Exhibition & Booklet	Architects	D. Development Management		TBA	funding approval	3.03.01

Objective	Action/Strategy	Action Details	Lead Directorate	Budget Service Division	LECP Reference	KPI	Baseline for 2022	Action Number
Heritage, Arts & Culture	Provide means of creative expression for all	Provide books, DVDs and other materials  Provide trained and committed staff	Community, Culture & Placemaking	F. Recreation & Amenity		Range, numbers and quality of materials provided  # days/hours open to public  # events & attendees	This is an ongoing work element for all libraries	3.03.02
Heritage, Arts & Culture	To protect the historic fabric of the city and establish new uses for old buildings and their associated open spaces.	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.	Community, Culture & Placemaking	F. Recreation & Amenity		Several groups are using St Lukes St Peters is under the management of Leisureworld, programme is suitable Ongoing.	Maintained status quo in terms of management arrangements in place for buildings under remit of arts section	3.03.03
Heritage, Arts & Culture	Foster bilingualism in the city through the support of Irish language organisations and initiatives through our Oifigeach Forbartha Gaeilge.	# meetings of AGF ,	Community, Culture & Placemaking	D. Development Management		# Meetings held, events held or supported, queries from O.C.T dealt with , translation		3.03.06
Heritage, Arts & Culture	1920 Commemoration	Co-ordinate a programme of events for Cork Commemorations.	Corporate Affairs & International Relations	D. Development Management		# Events Held  # Attendees  Media publications	Special Meeting of An Chomhairle held on 30th January, 2020. Two calls of Cork Commemoration Fund approved by An Chomhairle. New website, Corkcitycommemoration.s.ie launched. 4 wreath laying ceremonies held.	3.03.08
Heritage, Arts & Culture	Develop culture strategy with external heritage, cultural, arts organisations	Utilise existing corporate properties for tourism/visitor hubs	Strategic Economic Development	F. Recreation & Amenity		# Plans  # Implemented Programmes	Advanced plans for wayfinding and iconic tourist attraction. Upgraded Elizabeth Fort	3.03.11



Objective	Action/Strategy	Action Details	Lead Directorate	Budget Service Division	LECP Reference	KPI	Baseline for 2022	Action Number
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Heritage, Arts & Culture	Exhibition & Events 1920s commemoration City Archives	Launch of Cllr. Liam de Roiste TD collection	Community, Culture & Placemaking	F. Recreation & Amenity		Collection is fully processed to international standards and available for access	Processing will be complete in July 2022	3.03.12
Heritage, Arts & Culture	Exhibition & Events 1920s commemoration City Archives	Diarmaid Fawsitt exhibition and launch of collection	Community, Culture & Placemaking	F. Recreation & Amenity		Collection is fully processed to international standards and available for access. Exhibition is mounted.	Exhibition took the form of an Artwork on Display at Archives reading room, funded by Creative Ireland	3.03.13
Heritage, Arts & Culture	Exhibition & Events 1920s commemorations - digitisation City Archives	Place Liam de Roiste Diaries for 1920 online on www.corkarchives.ie and on the archives online catalogue	Community, Culture & Placemaking	F. Recreation & Amenity		Diaries online	This is 90% complete. Launch in July 2022	3.03.14
Heritage, Arts & Culture	Acquire and preserve local archives collections, City Archives	Preliminary processing: Appraise value; privacy, access and preservation assessment; document, clean, box and shelve incoming collections.	Community, Culture & Placemaking	F. Recreation & Amenity		Complete preliminary processing of all incoming collections	85% of 2021 accessions have been appraised and accessioned. This work is ongoing.	3.03.16
Heritage, Arts & Culture	Celebrate the 50th anniversary of the founding of City Archives	Logo, online/media content, social media	Community, Culture & Placemaking	F. Recreation & Amenity		Create anniversary logo; create online/media content, promote awareness	50th anniversary of Archives takes place over 2021 and 2022	3.03.17
Heritage, Arts & Culture	Enhance research access to local archives in person and online at City Archives	Enhance and update Archives database system and online catalogue. Continue to fully process and make available collections in Cork City and County Archives. Continue listing and digitising photographic collections for access through the online catalogue and web site	Community, Culture & Placemaking	F. Recreation & Amenity		#Database and Online Catalogue moved to updated systems #processing to international standard #number of photographs digitised and uploaded	#Windows based system #non-mobile friendly #1200 photos online	3.03.20
Heritage, Arts & Culture	Extension to City Archives building	Develop plans	Community, Culture & Placemaking	F. Recreation & Amenity		Develop plans and support for same	Independent Study	3.03.21
Heritage, Arts & Culture	Provide access to local archives in person and online at City Archives	Maintain research room opening hours by appointment. Provide an email query service. Assist researchers to locate relevant material.	Community, Culture & Placemaking	F. Recreation & Amenity		#hours open #queries answered #	Owing to Covid, research room hours are restricted	3.03.23
Heritage, Arts & Culture	Work with external heritage, cultural, arts organisations to develop a comprehensive city Culture Strategy	Arts & Cultural Strategy to be developed through consultation	Community, Culture & Placemaking	F. Recreation & Amenity		Arts & Cultural Strategy 2021-25 adopted by Council	Consultation has commenced including public consultation	3.03.26

Objective	Action/Strategy	Action Details	Lead Directorate	Budget Service Division	LECP Reference	KPI	Baseline for 2022	Action Number
Healthy City	Partner in Healthy City initiative	Implementation of Healthy City strategy Dissemination and awareness raising Cork City profile	Community, Culture & Placemaking	D. Development Management	2.1	Healthy Cities Action Plan Delivery Review	Implement the actions in the new ten year Healthy Cities Strategy.	3.04.01
Healthy City	Facilitating active travel modes	Engagement with representative community bodies through Cork Transport & Mobility Forum	Community, Culture & Placemaking	D. Development Management		Engagement with HSE Health Promotion and Cork Sports Partnership	Engagement with local partners such as TMF, Cork Community Bikes through monthly meetings as well as hosting the mix your mode seminar, which took place online.	3.04.02
Healthy City	Lead on the WHO TIPACE Working Group	Attend WHO TIPACE meetings Develop and feed into Strategy and European Plan	Community, Culture & Placemaking	H. Miscellaneous Services		Ongoing	Ongoing	3.04.04
Sports Development	Increase participation in sports development in the City	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.	Community, Culture & Placemaking	F. Recreation & Amenity		# 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.	Promote physical activity participation across the city, particularly amongst our target group- youth at risk age 10-24	3.05.02
Sports Development	Support high level sports events	Organise, Grow and improve the Cork City Marathon	Community, Culture & Placemaking	F. Recreation & Amenity	2.6, 3.10	Improve impact of the event Number of local, national & international entries Reduce the use of plastic & other unsustainable materials	Event not held in 2020/2021 due to COVID	3.05.03
Sports Development	Support Cork Local Sports Partnership	Monthly Board Meetings Liaison and Support	Community, Culture & Placemaking	F. Recreation & Amenity		# Meetings attend	Continue to support Cork Sports Partnership	3.05.04

Objective	Action/Strategy	Action Details	Lead Directorate	Budget Service Division	LECP Reference	KPI	Baseline for 2022	Action Number
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Sports Development	Provide high quality leisure facilities city wide	Manage and maintain facilities in line with best practice and industry standards	Operations (Rds & Env)	F. Recreation & Amenity	2.26 2.28	# Meetings with clubs/sporting bodies Satisfactory management of facilities	Amenity & Recreation facilities managed and maintained in line with industry best practice.	3.05.05
Sports Development	Support the development of sports and promote active recreation throughout the city.	Allocate the 2021 Sports Capital Grant to sports clubs and organisations.  Install 6 outdoor calisthenics gyms.	Community, Culture & Placemaking	F. Recreation & Amenity	2.21, 2.22	# of applications for 2021 Sports Capital Grants. Processing of grant applications. Procurement of supplier for 6 outdoor gyms. Installation of 6 outdoor gyms.	First year of Recreation and Amenity Fund.  Ensure all Capital Sports Grants have been considered and grants allocated.	3.05.06
Parks, Recreation & Greenways	Progress in delivery of Marina Park Ph 2 and Ph 3	Identify scope of work. Prepare outline plans and programme.	Infrastructure Development	F. Recreation & Amenity	2.22, 8.20, 9.13	Progress achieved	URDF funding approved.	3.06.01
Parks, Recreation & Greenways	Review Cork Recreational Needs Study	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	Operations (Rds & Env)	F. Recreation & Amenity		Complete Strategy and implement	Recreation Needs Study ongoing in line with Draft City Development Plan	3.06.02
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	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	Operations (Rds & Env)	F. Recreation & Amenity		Complete Strategy and implement	CE Monthly Report 31/12	3.06.04
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	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	Operations (Rds & Env)		2.21; 2.22; 2.26; 4.16; 8.20; 9.13	Opportunities for improvement identified. Management, Access & Parking Review # of events # of participation	Opportunities for improvement identified. Management, Access & Parking Review # of events # of participation	3.06.05
Parks, Recreation & Greenways	Cemeteries	Curraghkippane - Upgrade car park and paths - Famine Cemetery, Carrs Hill Secure transfer of title from HSE to CCC Rathcooney - Survey old cemetery in the context of conservation works St Catherine's - Prepare detail design for extension (part 8)	Operations (Rds & Env)			Implement Submit for part 8 Source funding and implement	CE Monthly Report 31/12	3.06.06

Objective	Action/Strategy	Action Details	Lead Directorate	Budget Service Division	LECP Reference	KPI	Baseline for 2022	Action Number
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		St Columba's - Undertake depot and path repairs (source ... St Finbarr's - Prepare detail design for Columbarium Wall and Remembrance Garden St Finbarr's - Source funding to implement recommendations of survey St James - Continue Improvement Works						
Parks, Recreation & Greenways	Advance detail design for North West Regional Park in association with Infrastructure	Review draft proposals & engage with consultants	Operations (Rds & Env)			Achieve milestones in proposals	CE Monthly Report 31/12	3.06.08
Parks, Recreation & Greenways	Ballinacollig Regional Park	River bank works	Operations (Rds & Env)			Prepare detail design, source funding & implement	CE Monthly Report 31/12	3.06.09
Parks, Recreation & Greenways	Ballinacollig Regional Park	Undertake heritage works	Operations (Rds & Env)			Prioritise works and source funding	CE Monthly Report 31/12	3.06.10
Parks, Recreation & Greenways	Ballinlough Park	Upgrade access road from Douglas Road	Operations (Rds & Env)			Source funding and implement	CE Monthly Report 31/12	3.06.11
Parks, Recreation & Greenways	Bell's Field	Prepare draft designs	Operations (Rds & Env)			Consult with Stake holders	CE Monthly Report 31/12	3.06.12
Parks, Recreation & Greenways	Blackrock Castle Car Park	Upgrade and provide Ramp	Operations (Rds & Env)			Source funding and implement	CE Monthly Report 31/12	3.06.13
Parks, Recreation & Greenways	Blackrock Park	Engage with Eden Developers to deliver park	Operations (Rds & Env)			Source match funding and implement	CE Monthly Report 31/12	3.06.14
Parks, Recreation & Greenways	Clashduv Park Tennis Courts - Advance proposals in association with Munster Tennis to upgrade courts for winter play	Source match funding	Operations (Rds & Env)			Implement	CE Monthly Report 31/12	3.06.15
Parks, Recreation & Greenways	Dog Parks	Identify areas within larger parks to create dog parks	Operations (Rds & Env)			Source funding and implement	CE Monthly Report 31/12	3.06.16
Parks, Recreation & Greenways	Eden Car Park	Advance detail design in association with Infrastructure	Operations (Rds & Env)			Submit for Part 8	CE Monthly Report 31/12	3.06.17
Parks, Recreation & Greenways	Identify suitable lands for City Park in the North East	Source suitable lands	Operations (Rds & Env)			Acquisition of land	CE Monthly Report 31/12	3.06.18



Objective	Action/Strategy	Action Details	Lead Directorate	Budget Service Division	LECP Reference	KPI	Baseline for 2022	Action Number
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Parks, Recreation & Greenways	John O' Callaghan Park	Undertake improvement works	Operations (Rds & Env)			Source funding and implement	CE Monthly Report 31/12	3.06.19
Parks, Recreation & Greenways	Mahony's Avenue	Acquire land for local park	Operations (Rds & Env)			Source funding and implement	CE Monthly Report 31/12	3.06.20
Parks, Recreation & Greenways	Meelick Park - Upgrade Tennis courts & Car Park	Source Funding	Operations (Rds & Env)			Implement	CE Monthly Report 31/12	3.06.22
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	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	Operations (Rds & Env)			Opportunities for improvement identified. Management, Access & Parking Review # of events # of participation	CE Monthly Report 31/12	3.06.25
Parks, Recreation & Greenways	Review Cork Recreational Needs Study	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	Operations (Rds & Env)			Complete Strategy and implement	CE Monthly Report 31/12	3.06.26
Parks, Recreation & Greenways	Review detail design for Inch Park, Blarney in association with Infrastructure	Review draft proposals & engage with consultants	Operations (Rds & Env)			Achieve milestones in proposals	CE Monthly Report 31/12	3.06.27
Parks, Recreation & Greenways	Review detail design for Marina Park phase 2&3 in association with Infrastructure	Review draft proposals & engage with consultants	Operations (Rds & Env)			Achieve milestones in proposals	CE Monthly Report 31/12	3.06.28
Parks, Recreation & Greenways	Review Golf Course Management & Maintenance	Research Alternatives	Operations (Rds & Env)			Achieve milestones in proposals	CE Monthly Report 31/12	3.06.29
Parks, Recreation & Greenways	The Lough - Continue to implement the recommendations of the Cork Lough Integrated Management Study	Prioritise Actions	Operations (Rds & Env)			Findings of Research	CE Monthly Report 31/12	3.06.30
Parks, Recreation & Greenways	Water Fountains	Install fountains in six parks	Operations (Rds & Env)			Install	CE Monthly Report 31/12	3.06.32

Objective	Action/Strategy	Action Details	Lead Directorate	Budget Service Division	LECP Reference	KPI	Baseline for 2022	Action Number
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Learning City	Lifetime Lab	Continue the delivery of the Lifetime Lab School Science Programme(s) and other educational initiatives.	Community, Culture & Placemaking	F. Recreation & Amenity		# workshops delivered; # event organised; # attendees.	Deliver science, marine biology and energy workshops in 2022	3.07.01
Learning City	Irish and International Learning City Networks	Lead the development of Learning City Networks at Irish, European and North American, and international levels	Community, Culture & Placemaking	H. Miscellaneous Services	6.2	Co-ordinate the engagement of cities as members of Learning City Networks	Irish Network, European and North American Network, Global Network of Learning Cities	3.07.04
Learning City	Make Cork a learning city for adults and children	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	Community, Culture & Placemaking	F. Recreation & Amenity	6.2	range, numbers and quality of events provided details of planning, range and suitability of festivals and events Participation in GLLiC initiatives	Partner with UNESCO on an ongoing basis to support global networks of Learning Cities.	3.07.05
Learning City	Learning for Health and Wellbeing Strategy with UNESCO	Lead the UNESCO cluster of Learning Cities for Health and Wellbeing with Osan, Korea	Community, Culture & Placemaking	H. Miscellaneous Services	6.3	Co-ordinate the engagement of the western half of a global cluster of cities to contribute to a UNESCO Report on Learning for Health and Wellbeing	UNESCO Report on the work of the Learning for Health and Wellbeing cluster	3.07.06
Learning City	Support learning City seminars, round tables and conferences, including International Learning City opportunities	Covid delayed so extended pilot project. Three Community host service learning organisations identified and agreed in 2021. International Student Service Learning to commence in January 2022. Hosting of UNICORN Project meeting in Cork City in 2022 (Covid-19 Dependent)	Community, Culture & Placemaking	G. Agriculture, Education & Welfare	6.5	Pilot Project to be reviewed by all partners and under Erasmus + Funding and EU review		3.07.07
Young People	Continue to support initiatives which support services to younger people	Deliver social, economic and environmental interventions under the CNWQR	Community, Culture & Placemaking	A. Housing & Building	1	interventions funded and delivered compared with the interventions plan for 2019	projects vary each year	3.08.01
Young People	Encourage participation of youth in high level sporting events	Relaunch the Marathon Youth Challenge to encourage teenagers to participate	Community, Culture & Placemaking	F. Recreation & Amenity	2.6, 3.10	# of entrants	2020/2021 event was cancelled due to COVID-19. A virtual Marathon Youth Challenge took place in 2021. This was organised in collaboration with Cork	3.08.02

Objective	Action/Strategy	Action Details	Lead Directorate	Budget Service Division	LECP Reference	KPI	Baseline for 2022	Action Number
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							Sports Partnership. A mixture of individuals, families, schools, youth groups and community groups took part.	
Young People	Increase participation in sports development in the City	Develop the Sports on the Green pilot scheme launched in 2020 to bring soccer and rugby to more communities across the city	Community, Culture & Placemaking	D. Development Management	8.3	# of events	Increase Sports Participation in the City	3.08.03
Young People	Promoting cycling as a mode of transport and road safety to primary school children	Build on the pilot schemes of last year to bring cycling training to housing estates within the city (Cycling on the Green).	Community, Culture & Placemaking	D. Development Management		# of events	6 cycling on the green events	3.08.04
Young People	Young Peoples Forum	Develop young people's forum in CNWQR through Le Cheile School Completion Programme to feed into the SEEP	Community, Culture & Placemaking	H. Miscellaneous Services	8.11	4 meetings		3.08.05
Young People	To offer the young people on the North Side of the City an opportunity to voice their opinions and ideas on their needs in their locality like their counterparts on the South Side Youth Forum	Set up a Youth Workers/Teachers North Side Youth Forum Steering Committee with the purpose of establishing a Youth Led Forum. North Side Youth Forum is now established and held its first meeting in October 2021.	Community, Culture & Placemaking	H. Miscellaneous Services				3.08.06
Age Friendly City	Facilitate AF Steering Group	AF Steering Group re-established, developmental roles shared between partners and stakeholders	Community, Culture & Placemaking	D. Development Management	9.1	Implementation of AF Strategy and SAFE Report recommendations actioned. Review of strategy commenced	4 Meetings Per Year -	3.09.01
Age Friendly City	Create closer ties with PPN, JPC and LCDC	Age Friendly Members on all three bodies	Community, Culture & Placemaking	D. Development Management	9.1 4.2	New elections of members following Local Elections of 2019	Representatives in place	3.09.02
Age Friendly City	Age Friendly Housing Specialist	Age Friendly Housing Specialist to be assigned January 2020	Community, Culture & Placemaking	D. Development Management	9.1	Role assigned to existing Staff member in Housing	Contact point aimed at giving a reference point for AF issues in housing developments	3.09.03
Age Friendly City	Lead Partner in Cork Age Friendly Alliance and regular AF Forum dates set for the year	Implementation of strategy ratified by Alliance	Community, Culture & Placemaking	D. Development Management	9.1 4.2	Information Sessions # Membership Increased Membership	Four Meetings per year for Alliance, AF Steering Group and AF Forum	3.09.04

Objective	Action/Strategy	Action Details	Lead Directorate	Budget Service Division	LECP Reference	KPI	Baseline for 2022	Action Number
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						of all three elements targeted		
Age Friendly City	Cork Age Friendly	Develop opportunities for older people to undertake digital training by working in partnership with agency partners	Community, Culture & Placemaking	H. Miscellaneous Services	9.1	# of training events organised every year  # number of people trained	Establish and develop training programme for older people to providing basic digital communication skills	3.09.06
Age Friendly City	Cork Age Friendly	Increase the penetration of Cork City Age Friendly by the development of an Age Friendly Advisory Group	Community, Culture & Placemaking	H. Miscellaneous Services	9.1	# number of meetings  # number virtual meetings	Establish AF Advisory Group delegates drawn from the 16 Community Response Teams - to meet quarterly in 2021	3.09.07
Age Friendly City	Cork Age Friendly	Appoint an Age Friendly Development Worker/Coordinator - a joint initiative co funded with the HSE	Community, Culture & Placemaking	H. Miscellaneous Services	9.1	Appoint an Age Friendly Development Worker/Coordinator	Liaise with AF and communities at all levels and develop next AF Strategy as an update of existing plan	3.09.08
Trauma Sensitive City	Lead on the development of a city wide action plan on becoming a trauma Sensitive City	Establish a city wide steering group Provide Training to front line Practitioners Provide Training to senior Management	Community, Culture & Placemaking	H. Miscellaneous Services		Training to 360 delivered in January 2020 Quarterly Steering Group Meetings Training for 70 senior managers Development of 3 year plan	To develop a strategy for Cork to become a Trauma Sensitive City. Working collaboratively with all agencies and community partners.	3.10.01
Trauma Sensitive City	Trauma Sensitive City Training	Develop 3 year work plan Provide small group training with Cork City Council Staff Provide training with Senior Management across City Organisations Set up peer support group with School Completion Programmes across Cork City to develop Trauma informed work	Community, Culture & Placemaking	H. Miscellaneous Services	Will form part of the new LECP, not in current LECP	Workplan being developed specific e-training module being developed with steering committee.		3.10.02



# A city of engaged neighbourhoods and 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 efferverescence. The high-level output/outcomes we will work towards:

- Cork is the destination of choice to work, visit, live and study
- People feel welcomed, included and safe
- People of all abilities are able to move freely, safely and sustainably around the city
- People participate in co-creating Cork's future
- We are transparent and accountable to our community
- People have access to green spaces and recreation spaces
- Cork is recognised for its successful festivals

Incorporating the Sustainable Development Goals (SDG)



Objective	Action/Strategy	Action Details	Lead Directorate	Budget Service Division	LECP Reference	KPI	Baseline for 2022	Action Number
Integration & Social Inclusion	Promote inclusion of socially disadvantaged/isolated people in Cork Marathon	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.	Community, Culture & Placemaking	F. Recreation & Amenity	7.15	# of concession-fee entries # participation	2020/2021 event was cancelled due to COVID-19.	4.01.01
Integration & Social Inclusion	Play a leading role in the LCDC in relation to community development and service integration activities	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	Community, Culture & Placemaking	D. Development Management	3.1, 3.,3.3,5.1-5.11,7.1,7.2	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	4.01.02
Integration & Social Inclusion	Use the Arts to reduce social exclusion and promote cultural understanding	-Broaden reach of Cruinniu na nOg by working with youth work sector to engage more diverse young people -Provide support for projects with strong Social Inclusion aspect via Creative Ireland -Tailor arts plan consultation approach to needs of diverse groups - Develop proposal for Invitation to Collaboration Scheme focused on Travelling Community Cultural practice and the arts	Community, Culture & Placemaking	D. Development Management	-	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.	No baseline provided previously	4.01.03
Integration & Social Inclusion	Continue to Develop strong Communities with a particular emphasis on disadvantaged areas/communities	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	Community, Culture & Placemaking	F. Recreation & Amenity	1.12	Monthly ABC meetings Funding Allocation	RAPID ABC is an ongoing programme	4.01.04
Integration & Social Inclusion	Deliver social, economic and environmental interventions under the CNWQR	Develop SEEP Plan in consultation with local community & RAPID Deliver 2019 SEEP Apply for SEEP 2020 UCC to Evaluate SEEP 2018	Community, Culture & Placemaking	F. Recreation & Amenity	1.12 & 1.13	Development, Delivery and evaluation of SEEP plan. Delivery of Community Chest UCC Evaluation of SEEP 2016 -19 completed	The development and the delivery of the SEEP Plan annually.	4.01.05

Objective	Action/Strategy	Action Details	Lead Directorate	Budget Service Division	LECP Reference	KPI	Baseline for 2022	Action Number
Integration & Social Inclusion	Consider the goals of integration and social inclusion under CNWQR.	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.	Housing	A. Housing & Building	1.12	Interventions funded and delivered compared with the interventions plan for 2019. The Tenure Diversity Review.	Interventions funded and delivered compared with the interventions plan for 2019. The Tenure Diversity Review.	4.01.06
Integration & Social Inclusion	'South Side Youth Forum' as a model of development for community based youth engagement to promote active citizenship.	Specific actions for 2021- to develop this initiative across other communities with the assistance of Cork City Partnership, Local schools and youth organisations.	Community, Culture & Placemaking	H. Miscellaneous Services	18	Arrange Meetings with each of the youth interagency in Farranree, TVG and other potential areas.	New Project	4.01.07
Integration & Social Inclusion	Employment and Education Strategy for the NW through SEEP/Rapid/Learning Neighbourhoods	Develop an Employment & Education Strategy for the NW of the city	Community, Culture & Placemaking	H. Miscellaneous Services	6.19 & 6.20 Specific to North-west Only	Carry out the study & design a plan to implement recommendations.	new project	4.01.08
Integration & Social Inclusion	Play a leading role in the LCDC in relation to community development and service integration activities	Develop Integration Strategy for City. Establish an inter-agency steering group to include, City of Sanctuary, Nasc, Cork Migrant Centre, State Agencies, LGBTI interagency and Travellers/Roma Groups	Community, Culture & Placemaking	H. Miscellaneous Services	7.14	Deliver integration strategy Q4	Engage with relevant groups. Set up Integration Strategy working group.	4.01.09
Integration & Social Inclusion	Rainbow City Status	Continue to support of the LGBTI+ Inter-agency Group and Cork Pride to develop Cork as Rainbow City. Develop A Rainbow City page/section on the Cork City Council Website linked to the Rainbow City Website.	Community, Culture & Placemaking	H. Miscellaneous Services	7.6	Obtain permission to access CCC website and develop the page/section to be informative, interactive and engaging in promotion of LGBTI+ Community integration and Social Inclusion.	Developing from Rainbow City Status attainment to outworking of same at a practical level.	4.01.10
Integration & Social Inclusion	Use the Arts to reduce social exclusion and promote cultural understanding	Delivery of programme of projects in section of Housing & Community in collaboration with the social inclusion unit & RAPID	Housing	A. Housing & Building	1.12	CE Monthly Report ongoing review & cooperation	Support to CCP on this goal	4.01.12

Objective	Action/Strategy	Action Details	Lead Directorate	Budget Service Division	LECP Reference	KPI	Baseline for 2022	Action Number
Critical Infrastructure	Progress the delivery of the Morrisons Island Public Realm and Flood Defence Scheme	Complete planning process and progress through detail design and procurement etc	Infrastructure Development	E. Environmental Services	4.13	Progress achieved	Works expected to start in 2022, depending on judicial review outcome.	4.02.01
Critical Infrastructure	Provide high quality public realm in the delivery of infrastructure improvement schemes incl City Centre to Docklands Project and Beamish & Crawford Infra Project	Ensure multidisciplinary design inputs for all infrastructure improvement schemes	Infrastructure Development	F. Recreation & Amenity	3.10, 14.9	Schemes delivered	Court Injunction concerning Statutory approvals issued delaying progress.	4.02.02
Public Realm / Social Infrastructure	Maintain system to manage residential parking & parking for Carers	Manage Parking Permits system	Operations (Rds & Env)	B. Road Transport & Safety		€94,977 to 31/10/21	Income to 31/10/21 - €94,977; 31/10/20 - €91,600; 31/10/19 - €99,980.	4.02.03
Safe City	Cork Road Safety Plan - Road Safety Working Together Group	Attend quarterly meetings of Road Safety Working Together Group. Design & Implement low cost safety improvement schemes: 2020 - Blackrock Rd/ Park Ave; Linden Ave/ Rosegreen Ave; Assumption Rd	Operations (Rds & Env)	B. Road Transport & Safety		Report on progress # of Schemes identified, started, completed	Dependent on Departmental Funding	4.02.03
Public Realm / Social Infrastructure	Ensure the city centre is vibrant, attractive and well maintained	Provision of Public Toilets to facilitate local and tourist visitors to the city Maintain public toilet policy	Operations (Rds & Env)	C. Water Services		Updated Public Toilet Policy due Q1 2021	Provision and maintenance of public toilets in the City	4.02.04
Public Realm / Social Infrastructure	Deliver high quality public realm through creative urban design	Input into design of public realm and other projects led by transportation directorate and architects	Strategic Economic Development	D. Development Management	14.1 14.4 14.5	Applications of funding under Town and Village, Destination Towns, Heritage Grants and Other Sources/	Blarney and Togher town and village studies prepared. to obtain funding. €264,000 obtained from the Department. Further applications for Glanmire, Blarney and Glanmire Upper. Funding advancing for other public realm works	4.02.05



Objective	Action/Strategy	Action Details	Lead Directorate	Budget Service Division	LECP Reference	KPI	Baseline for 2022	Action Number
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Safe City	Continue and develop Community policing structures and links	Support the City Joint Policing Committee (JPC) Administer the JPC Management group of the JPC and facilitate Community Policing structures	Community, Culture & Placemaking	F. Recreation & Amenity	4.1	Call hold and operate meetings as per JPC standing orders. Review of JPC planned 2020	Four JPC meetings, (one a public meeting) annually	4.03.01
Safe City	Facilitate Safe Cycle Training & Bike Week Activities	New Programme Cycle Right Bike Week Activities within Schools	Community, Culture & Placemaking	B. Road Transport & Safety	Not applicable	# Participants # Schools participants	The baseline was required to change due to covid restrictions which limited the numbers of people that could take part at each event.	4.03.02
Safe City	Road Safety	Support Road Safety strategies by implementation of the Cork Road Safety Plan and participation on the Road Safety Working Together Group	Operations (Rds & Env)	B. Road Transport & Safety		Report on progress # of Schemes identified, started, completed	dependent on departmental funding - approx. 3 schemes every two year	4.03.03
Safe City	Local Fora	Review local safety fora, mainstream	Community, Culture & Placemaking	F. Recreation & Amenity	4.1	Three Meetings to be held in each Community Policing Area consideration to be given to blended model of online and in person meetings.	Two CSF Meetings per Policing Area 2021	4.03.04
Safe City	Develop targeted measures and supports to address the needs of particularly vulnerable ethnic minority groups – such as Roma Community and migrant women.	To develop a hate crime resource which encourages the reporting of such crimes and signposts the victims in accessing supports.	Community, Culture & Placemaking	H. Miscellaneous Services			New Action	4.03.05
Major Emergency Management	Maintain capacity to respond with other public agencies and stakeholders to major emergencies in accordance with the National Major Emergency Programme	Continue interagency cooperation through supporting the inter-agency office and maintaining/improving existing arrangements  Maintain training sessions/exercises	Community, Culture & Placemaking	E. Environmental Services		# interagency meetings  # emergency events	Availability to respond to Major Emergencies is part of our core strategy.	4.04.01

Objective	Action/Strategy	Action Details	Lead Directorate	Budget Service Division	LECP Reference	KPI	Baseline for 2022	Action Number
Major Emergency Management	Maintain the capacity to respond with other public agencies and stakeholders to Major Emergencies under the National Major Emergency Programme	Continue inter agency co-operation through supporting the interagency office and supporting and maintaining existing arrangements	Community, Culture & Placemaking	E. Environmental Services		# meetings #exercises attended	National emergencies are dealt with under the Major Emergency Management Framework.	4.04.02
Major Emergency Management	Winter Maintenance Plan	Treatment of roads Provision of Salt Review and upgrade of equipment	Operations (Rds & Env)	B. Road Transport & Safety		km of roads treated % road treated tonnage of salt available		4.04.03
Major Emergency Management	Appropriate and timely response to civic and major emergencies	Support implementation of the Tidal and Fluvial Flood Protection Strategy of the OPW for the city.	Operations (Rds & Env)	C. Water Services		% Construction completed		4.04.04
Festival & Events	Management and delivery of festivals and events	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	Community, Culture & Placemaking	F. Recreation & Amenity		audit of events # events, participants, attendees reduced number of illegal bonfires	All festivals delivered as planned and adapted within Covid19 restrictions	4.05.01
Festival & Events	Progress Event Centre	Advance designs of public realm	Strategic Economic Development	D. Development Management				4.05.02
Festival & Events	Increase access to participation in civic festivals and events	Encourage applications to arts grant from a wide sector of community Consider ways of commission projects to be as inclusive as possible	Strategic Economic Development	F. Recreation & Amenity		No of Events		4.05.03
Festival & Events	Process Event Licences under Planning Legislation	Increasing visitor numbers to the City and boosting local economy through the issue of Outdoor Event License for events with +5,000 attendees.	Community, Culture & Placemaking	D. Development Management		No. of Event Licences processed.		4.05.06
Critical Infrastructure	Develop relationships with those who provide the critical facilities and services in the city	Develop and maintain existing relationships with these providers	Community, Culture & Placemaking	E. Environmental Services		# of interactions and collaborations completed.	Ongoing	4.06.01

Objective	Action/Strategy	Action Details	Lead Directorate	Budget Service Division	LECP Reference	KPI	Baseline for 2022	Action Number
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Critical Infrastructure	Maintain an effective public lighting regime	Manage maintenance contract and SLA As part of maintenance contract continue LED replacement programme	Operations (Rds & Env)	B. Road Transport & Safety		# Lights maintained % faults %LED	14,500 City Centre 10,500 Transition Area SLA >1.5% lights out 17% LED	4.06.02
Critical Infrastructure	Maintain the optimal traffic signal regime throughout the city	Manage maintenance of ITS assets	Operations (Rds & Env)	B. Road Transport & Safety		#traffic signal/sign installations average resolution time	=380 < 4 hours	4.06.03
Critical Infrastructure	Maintain and develop the Water and wastewater infrastructure in partnership with Irish Water	Implementation of the Irish water Capital Investment Programme (CIP) based on the funding available	Operations (Rds & Env)	C. Water Services		Progress achieved		4.06.04
Critical Infrastructure	Maintain and develop existing storm water collection network	Implement storm water capital programme	Operations (Rds & Env)	C. Water Services		# cleaning events # weather events		4.06.05
Critical Infrastructure	Maintain Wastewater Critical Infrastructure	Implement scheduled maintenance programme to sewage pumping stations with Capital Maintenance Investment where appropriate	Operations (Rds & Env)	E. Environmental Services		# stage1 - catch up maintenance & snagging # stage 2 - capital repairs # stage 3 - schedule maintenance programme		4.06.06
Critical Infrastructure	Funding of public infrastructure and facilities in the city.	Supporting local economies and communities by effectively applying the General Development Contribution Scheme and Supplementary Development Contribution Scheme to planning permissions to fund public infrastructure projects.	Community, Culture & Placemaking	D. Development Management		No. of developments commenced and invoices issued.		4.06.07
Critical Infrastructure	Monitor waterways within the city in respect of capacity and water quality.	Maintain level of monitoring & river maintenance	Operations (Rds & Env)	E. Environmental Services		# stage1 - catch up maintenance & snagging # stage 2 - capital repairs # stage 3 - schedule maintenance programme		4.06.08

Objective	Action/Strategy	Action Details	Lead Directorate	Budget Service Division	LECP Reference	KPI	Baseline for 2022	Action Number
Engaging & Developing Communities	Provide support to communities in order to create a vibrant, sustainable and inclusive society, to empower them to develop and sustain their own well-being.	Improve 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 creation of temporary open public space, eg to facilitate events and ceremonies.	Architects	D. Development Management		Public Realm Improvements		4.07.01
Engaging & Developing Communities	Provision of Community Development Grants, Area Maintenance Grants & Support of Community Buildings	Provision of Community Development Grants, Area Maintenance Grants, Support and management of community buildings	Community, Culture & Placemaking	F. Recreation & Amenity	7.13	Provision of Community Development Grants, Area Maintenance Grants, Support and management of community buildings	Community Grants primarily support community associations in the maintenance and development of their buildings. They also support community groups across the city in terms of capital and project investment including the delivery of summer schemes across the city.	4.07.02
Engaging & Developing Communities	Cork City Civil Defence will continue to support community activities and assist communities in distress	Ensure all Civil Defence Volunteers are appropriately trained and prepared to respond to calls for assistance the Community or the principal Response Agencies.	Community, Culture & Placemaking	E. Environmental Services		To Support the Principal Response Agencies. Ongoing training for the Civil Defence Volunteers. Delivery of training to An Garda Siochana. Response to flooding events in Cork City. Response to Call out from An Garda Siochana	Baseline has been difficult to maintain due to Covid as it is activity based.	4.07.03
Engaging & Developing Communities	Develop a coherent media strategy and excellent communication procedures	Media strategy review CLO network meetings	Corporate Affairs & International Relations	H. Miscellaneous Services	n/a	Effective communication channels developed Cross platform communications strategy	New media strategy to be completed for 2022	4.07.04



Objective	Action/Strategy	Action Details	Lead Directorate	Budget Service Division	LECP Reference	KPI	Baseline for 2022	Action Number
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Engaging & Developing Communities	Implement cross platform Communications Strategies	Implement Communication Strategy Implement Emergency Communication Strategy Implement PR Annual Plan	Corporate Affairs & International Relations	D. Development Management	N/A	# of CLO meetings held PR Emails # Press Releases, Queries & Social Media Stats	new comms strategy to be completed for 2022	4.07.05
Engaging & Developing Communities	Continue to develop, engage and encourage strong communities	Delivery of programme projects under the City North West Quarter Regeneration with DHOLG approved funding	Housing	A. Housing & Building	1.13			4.07.06
Engaging & Developing Communities	Contribute to the development and delivery of the new communities strategy	Deliver the tenure diversity review recommendations under the CNWQR	Housing	A. Housing & Building	1.13	cost of design, construction, for mix of social, voluntary and private housing		4.07.07
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	Review extension of areas of choice due to boundary transition Estate Management, increased # of housing officers will lead to more responsive service to tenants.	Housing	A. Housing & Building		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	This remains an ongoing function	4.07.08
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	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 guidelines HAP: Ensure inspections are carried out in a timely manner Update outcomes on central hub systems per private rented inspector reports Ensure all persons homeless or at risk of homelessness have access to accommodation through the Interim Tenancy Protection Protocol	Housing	A. Housing & Building	1.1	% Compliance on inspection HAP inspections within 1 month Inspection reports uploaded to CRM Quarterly reports prepared and analysed for the Statutory Management Group for the South West Region	Only reviewing the inspection element. Requirement to inspect within 8months remains.	4.07.09

Objective	Action/Strategy	Action Details	Lead Directorate	Budget Service Division	LECP Reference	KPI	Baseline for 2022	Action Number
Engaging & Developing Communities	Attract talented and creative people to Cork	Contribute to the regional skills forum and identify key target markets for talented people with relevant skills Develop strategic branding messages and communication strategy with consultants to attract potential workers (local and international) Address issues re shortage of suitable accommodation in the residential market through Rebuilding Ireland initiative. Continue with placemaking initiatives to improve the attractiveness of the city to potential workers	Strategic Economic Development	D. Development Management	6.2, 6.3, 6.4, 6.21, 10.11	Input to Regional Skills Forum. Adoption of WeAreCork Brand. Support to Development Management and Engagement with Investors. Impact of Placemaking Fund and City Centre interventions.		4.07.10
Engaging & Developing Communities	Area Based Community Response Plans	Support the development of Area Community Priorities by Teams in 16 defined community areas across the city	Community, Culture & Placemaking	H. Miscellaneous Services	6.1	#Area Based Community Response Plans	16 Area Based Community Response Plans	4.07.11
Engaging & Developing Communities	Community Response Area Based Teams	Support and Develop Area Based Teams in 16 defined community areas across the city	Community, Culture & Placemaking	H. Miscellaneous Services	6.1	#Area Based Teams	16 defined city community areas	4.07.12
Engaging & Developing Communities	Placemaking: Explore the Development an internal Inter-Directorate to plan a Cork City Council way forward on a Placemaking strategy. This may lead to a Placemaking Inter-Community group that can lead a process on Placemaking that is manageable, effective, cooperative and realistic about what it can and cannot achieve?	Investigate the potential of a cooperative approach to Placemaking between relevant sections of Directorates tasked with developing community spaces within the wider City areas. Select appointed staff members to participate in a Placemaking Internal Inter-Directorate for the purpose of developing a role out to a Placemaking Inter-Community Group.	Community, Culture & Placemaking	H. Miscellaneous Services	2.1	Agree on relevant Directorates and the relevant sections within. Arrange meeting of said group. Explore the potential for a Inter-Community Group. Agree an adaption and role out of the Community Placemaking Tool Kit.		4.07.13
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.	Fairhill Youth & Community Facility in Farranree & Farranferris	Architects			Feasibility Layout		4.07.14

Objective	Action/Strategy	Action Details	Lead Directorate	Budget Service Division	LECP Reference	KPI	Baseline for 2022	Action Number
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Engaging & Developing Communities	Redevelopment of Shandon Butter Exchange	Assist local group to develop Shandon Butter Exchange for re-use as co-working space for start-up businesses, sharing space/facilities with community groups	Architects	A. Housing & Building		Feasibility study, outline costs to inform business plan, Part 8 Planning submission	Outline Design & Cost Plan	4.07.15
Engaging & Developing Communities	Town & Village Regeneration	Use improvements to public spaces to bring social, cultural and economic benefits to community groups in Blarney, Upper Glanmire & Glanmire.	Architects			Feasibility studies & sketch plans	Funding Approval	4.07.16
Engaging & Developing Communities	Musical Neighbourhoods	Support the development of Musical Neighbourhoods through the SEEP in the CNWQR area	Community, Culture & Placemaking	H. Miscellaneous Services	6.1	Establishment of Musical Neighbourhoods subcommittee and mentoring scheme.		4.07.17
Engaging & Developing Communities	Foster and build community capacity across the Rapid areas	Engage the local area teams in the rapid areas-recruit 8 new community representative to the Rapid ABC	Community, Culture & Placemaking	H. Miscellaneous Services	1.12	6 Active Community Representatives on the Rapid Area Based Committee	new project	4.07.18
Engaging & Developing Communities	Taking in charge of estates	Supporting residents in the application for and taking in charge of residential housing estates and reducing timelines for this process.	Community, Culture & Placemaking	D. Development Management		Monthly CE Report		4.07.19
Engaging & Developing Communities	Covid 19 Cork City Community Response	Support and Develop a city wide Response to Covid 19 supporting vulnerable individuals and families. Area Based Teams in 16 defined community areas across the city	Community, Culture & Placemaking	H. Miscellaneous Services	6.1	To remain active, review ongoing needs and meet on a bi-monthly basis throughout the year.	Request by Min. for HPLG to establish a Cork City Community Response Forum and Actions actioned and ongoing	4.07.20
Engaging & Developing Communities	Develop and design a new LECP for the City adapted to progress the City.	Details LECP Development Stages Stage 1 - Preparation 23 Socio-economic Analysis/Shared Information Base 23 Statement of High-Level Goals 24 Socio-economic Statement 25 Mutually supporting Economic and Community Aspects 25  Stage 2 - Consultation 25 Report on Public Consultation Process 26	Community, Culture & Placemaking	H. Miscellaneous Services	None	A set of high-level indicators will be considered when developing the LECP Framework	New Action	4.07.21

Objective	Action/Strategy	Action Details	Lead Directorate	Budget Service Division	LECP Reference	KPI	Baseline for 2022	Action Number
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		<p>Stage 3 - Development of Objectives and Outcomes 26</p> <p>Linking High-Level Goals to Economic and Community Elements 26</p> <p>Stage 4 - Finalisation of Framework LECP 26</p> <p>Stage 5 - Implementation 27</p> <p>Stage 6 - Monitoring, Evaluation and Review</p>						
Engaging & Developing Communities	To Deliver the Social Economic and Environmental aspects of the Cork North West Regeneration Plan	Working in partnership with the communities and agencies operating in the NW Area and continue to manage and deliver the goals as outlined in the SEEP annually	Community, Culture & Placemaking	H. Miscellaneous Services	1.13 & 12.3	Successful application and implication of annual SEEP plan	New Action	4.07.22
Engaging & Developing Communities	ensuring all communities are supported and encouraged in their work and recognized for same	Advertising of community and voluntary awards, arrangement of selection of categories, organisation of celebratory event and recording celebratory event	Community, Culture & Placemaking	H. Miscellaneous Services		# community groups who nominate, number of applicants assessed, commemorative event organised # views of event/ attending event , media coverage	New Action	4.07.23
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	Implement Traveller Action Accommodation Plan 2019 - 2024. Interventions funded and delivered compared with the interventions plan. Lead and progress the work of the state agency advisory group to ensure interagency delivery in the North West Quarter	Housing	A. Housing & Building	1.12 1.13	Timeframe is 2024	TAP timeline expires in 2024	4.08.01
Inclusive City	Engage with Traveller Interagency process	Active engagement of city council staff in traveller projects/initiatives and inter agency groups	Housing	A. Housing & Building	1.5, 7.3, 7.4, 7.5	Amount of funding provided to projects - Meelagh community centre, horse initiative group, traveller pride week	This remains an ongoing commitment by Housing	4.08.02

## A city supporting the delivery of homes and 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. **The high-level output/outcomes we will work towards:**

- People are supported to find pathways out of homelessness
- Cork's housing meets the diverse housing needs of its population
- People and goods are able to move sustainably and efficiently in and out of the city
- Cork's street network is optimised for current & future travel modes
- People participate in co-creating Cork's future
- Cork's commercial, retail and residential development, and supporting infrastructure, will meet the needs of a growing working and residential community
- Cork respects and preserves its heritage
- The built form of the city reflects high quality design
- People have access to green spaces and recreation spaces
- Cork's housing meets the diverse needs of its population

Incorporating the Sustainable Development Goals (SDG)





Objective	Action/Strategy	Action Details	Lead Directorate	Budget Service Division	LECP Reference	KPI	Baseline for 2022	Action Number
Integrated Public Transport System	Monitor performance of transport system	Monitor bus service uptake across the City	Infrastructure Development	B. Road Transport & Safety	13.5, 13.6, 13.16, 13.17	Surveys to review occupancy on routes and related trends	Monitoring ongoing affected by Covid 19 travel patterns	5.01.01
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	Route selection process to be commenced and significantly advanced	Infrastructure Development	B. Road Transport & Safety	13.9, 13.10	Progress achieved	Design Team appointed & route assessment underway.	5.01.02
Integrated Public Transport System	Work with the National Transport Authority (NTA) in the delivery of a Bus Connects Programme for Cork	Consultant selection and commencement of programme design phase	Infrastructure Development	B. Road Transport & Safety	13.2, 13.3, 13.4, 13.5	Progress achieved	Design Team procurements underway	5.01.03
Integrated Public Transport System	Progress the delivery of other improvement projects including <ul style="list-style-type: none"> <li>• Skehard Rd</li> <li>• Ballyvolane to City</li> <li>• Harbour View Rd</li> <li>• St Mary's health campus</li> <li>• South Douglas Rd</li> <li>• Leheneghamore</li> </ul>	Progress necessary infrastructure through various stages from concept to construction	Infrastructure Development	B. Road Transport & Safety	13.2, 13.3, 13.4, 13.5	Progress achieved	All projects advanced during 2021. Covid 19 impacted delivery programmes. Baseline will change as projects complete and new projects added.	5.01.04
Integrated Public Transport System	Monitor modal share on the roads network	Undertake annual traffic count. Manage and monitor pedestrian counters	Operations (Rds & Env)	B. Road Transport & Safety		Nov 2019 - Inbound 207676 Outbound 216001 # of vehicles # of pedestrian counters - 6 Patrick St Counters		5.01.06
Rebuilding Ireland Action Plan	Deliver Rebuilding Ireland Targets	Large housing scheme - Boyces St - 37 units	Architects	A. Housing & Building		Prepare Tender Documents	Stage 2 Approval	5.02.03
Rebuilding Ireland Action Plan	Deliver Rebuilding Ireland Targets	Medium Housing Schemes-Shandon Street- 9 units	Architects	A. Housing & Building		DLP	Completion	5.02.04
Rebuilding Ireland Action Plan	Deliver Rebuilding Ireland Targets	Medium Housing Schemes UCM Boyce's Phase II 14 units	Architects	A. Housing & Building		Progress on site	Tender Process	5.02.05

Objective	Action/Strategy	Action Details	Lead Directorate	Budget Service Division	LECP Reference	KPI	Baseline for 2022	Action Number
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Rebuilding Ireland Action Plan	Deliver Rebuilding Ireland Targets	Medium Housing Scheme Errigal Hts - 32 units	Architects	A. Housing & Building		Part 8 Planning	Stage 2 Approval	5.02.06
Rebuilding Ireland Action Plan	Deliver Rebuilding Ireland Targets	4No Small/Infill Schemes	Architects	A. Housing & Building		Tender	Stage 3 approval	5.02.08
Rebuilding Ireland Action Plan	Deliver Rebuilding Ireland Targets	3No Medium Housing Schemes	Architects	A. Housing & Building		Stage 2 submission		5.02.09
Rebuilding Ireland Action Plan	Deliver Rebuilding Ireland Targets	COMPLETED	Architects	A. Housing & Building		Claim settlement		5.02.10
Rebuilding Ireland Action Plan	Deliver Rebuilding Ireland Targets	1No Large Housing Scheme 3B	Architects	A. Housing & Building		Submit for Planning Part 8		5.02.11
Rebuilding Ireland Action Plan	Deliver Rebuilding Ireland Targets	Provide advisory service at pre planning	Architects	A. Housing & Building		Part 8 Planning stage		5.02.12
Rebuilding Ireland Action Plan	Deliver Rebuilding Ireland Targets	Brief preparation, scope of works, seek quotes, oversee repairs	Housing	A. Housing & Building	1.1	Respond to ongoing requests		5.02.13
Rebuilding Ireland Action Plan	Provide range of housing options and supports with key stakeholders	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	Housing	A. Housing & Building	1.2	# Disabled Person Grant Schemes awarded # Home Loan applications received, reviewed, awarded, refused.		5.02.14
Rebuilding Ireland Action Plan	Support tenants in difficulties through working on maximising inter-agency approaches to community and tenant support	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	Housing	A. Housing & Building	1.6	% reduction of arrears arrears as % of opening arrears and ytd debit % staff resources		5.02.15

Objective	Action/Strategy	Action Details	Lead Directorate	Budget Service Division	LECP Reference	KPI	Baseline for 2022	Action Number
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Rebuilding Ireland Action Plan	Property section will provide advice, expertise and where appropriate directly manage the acquisition of property to support the delivery of homes and infrastructure.	Acquisitions completed to support the delivery of housing and infrastructure in the City.	Corporate Affairs & International Relation			Housing Acquisition completed on time and in accordance with established policy and procedure.	The property section is only in a position to report on acquisitions which are administered through the section. Housing acquisitions are now routinely being negotiated and managed directly by the Housing Directorate.	5.02.16
Rebuilding Ireland Action Plan	Assisting in alleviating the pressures in the private housing rental market through Short Term Letting provisions.	Raising awareness of new legislation and enforcing the provision of the short term letting legislation.	Community, Culture & Placemaking	D. Development Management		No. of letters issued. No. of STL units registered. Monthly CE Report.		5.02.17
Rebuilding Ireland Action Plan	Provide a high quality service to Strategic Housing Development process	Support the SHD process through pre-application consultations, attendance at tri-partake meetings, submission of opinion and CE reports to An Bord Pleanala.	Community, Culture & Placemaking	D. Development Management		Monthly CE Report - No. of preplanning meetings, No. of tri-partake meetings, no. of opinions and CE reports issued to ABP.		5.02.18
Rebuilding Ireland Action Plan	Provide supports to developers to enable development of housing in the city.	Implementation of the Development Contribution Scheme with new reductions for residential development and application of Section 48 3(A), (B) and (C)	Community, Culture & Placemaking	D. Development Management		No. of residential units commenced due to new reductions available.		5.02.19
Rebuilding Ireland Action Plan	Deliver Rebuilding Ireland Targets	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	Housing	A. Housing & Building		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		5.02.20
Rebuilding Ireland Action Plan	Deliver Rebuilding Ireland Targets	Return of voids to Housing Stock	Housing	A. Housing & Building		# Voids returned to Occupancy	Target with current capacity remains the same, at 200 average vacant properties returned from Maintenance to Allocations.	5.02.21

Objective	Action/Strategy	Action Details	Lead Directorate	Budget Service Division	LECP Reference	KPI	Baseline for 2022	Action Number
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Rebuilding Ireland Action Plan	Delivery of up to 600 homes for provision of social and affordable housing.	To complete the tender process and award contract to enable progression of planning application and housing delivery on the OWR Development Site.	Housing	A. Housing & Building		Determine the cost of design, construction and delivery of both social and affordable housing together with Education Facility within the confines of the	Tender process ongoing, to be completed in Q1 of 2022	5.02.22
Rebuilding Ireland Action Plan	Deliver 'Housing for All' Targets	Group Housing at Ellis's Yard & Nashs Boreen	Architects	D. Development Management		Stage 1 Design		5.02.23
Social Housing Supports	Promote awareness of the Social Housing demands and supports available including Choice Based Letting	Review of applicants to identify suitable referrals  Review alternative communication methods in contacting applicants	Housing	A. Housing & Building		# 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	CBL system is ongoing since the launch in November 2015	5.03.01
Social Housing Supports	Assess demand for Social Housing Supports	Assess applications in accordance with CCC allocation scheme and housing legislation to provide analysis of demand for support	Housing	A. Housing & Building	1.3	# of first time applications # of assessments # of applications on waiting list reviewed on annual basis # of applicants not qualified under income limits	Allocation processes are ongoing	5.03.02
Social Housing Supports	Allocate social housing supports	Implement the allocation of available social housing supports in accordance with CCC allocation scheme and housing legislation	Housing	A. Housing & Building	1.3	# of allocations to each category of housing length of time from the	Our goal is to provide social housing support from available social	5.03.03

Objective	Action/Strategy	Action Details	Lead Directorate	Budget Service Division	LECP Reference	KPI	Baseline for 2022	Action Number
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						property being available to let to being allocated	housing stock on an ongoing basis.	
Social Housing Supports	Enhance and develop systems and processes that inform policy by gathering relevant data that shows effort v outcomes	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	Housing	A. Housing & Building	1.1	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		5.03.04
Social Housing Supports	Continue rollout and upgrade of CRM into the Housing Directorate to enhance interactions with tenants, applicants and general queries	Review based on feedback Scope further development of API services Accessible online services for staff and tenants	Housing	A. Housing & Building		CE Monthly Reports Vision Report of possible future development		5.03.05
Social Housing Supports	Develop and promote awareness of housing demand to social housing support applicants by promoting home swapper initiatives online	Continued promotion of pilot project & promotion via social media, flyers, letters etc	Housing	A. Housing & Building	1.3	Number of expressions of interest No of swaps completed	Service extended due to impact of Covid 19 pandemic on launch of pilot in late 2019	5.03.06
Social Housing Supports	Implement the Joint Housing Strategy for Cork City and Cork County.	Prepare new housing strategies, support implementation of Rebuilding Ireland Action Plan for Housing & Homelessness	Housing	D. Development Management	14.2	1/4ly residential land survey # planning applications for new houses, apartments		5.03.09
Social Housing Supports	Enhance the ability to improve delivery of services to tenants - enhance interactions with tenants, applicants and general queries	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	Housing	A. Housing & Building	14.2	CE Monthly Reports Migrate capture of applicant social welfare incomes to automatic data transfer		5.03.10
Social Housing Supports	Manage Homeless services in line with demand	Cork Foyer to meet Service Level Agreement obligations with both Cork City Council and the Health Service Executive, including the timely submission of KPI's	Housing	A. Housing & Building	1.7	Agreed Annual SLA's and conformance	The 2021 Annual Service Agreements have been agreed with the Health Service Executive and Cork City	5.03.11



Objective	Action/Strategy	Action Details	Lead Directorate	Budget Service Division	LECP Reference	KPI	Baseline for 2022	Action Number
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							Council, including reportable key performance indicators.	
Social Housing Supports	Manage Homeless services in line with demand	Cork Foyer to implement the National Quality Standards Framework for Homeless Services in Ireland and compile a Development Plan to address any gaps in service	Housing	A. Housing & Building	1.7	26 Standards outlined in the National Quality Standards Framework for Homeless Services in Ireland.	Cork Foyer has been self-assessed against the National Quality Standards Framework for Homeless Services. 2021-2022 Action Plan compiled.	5.03.12
Social Housing Supports	Manage Homeless services in line with demand	Accommodation Placement Service to engage with all clients who present as homeless and assist them in sourcing emergency accommodation if required.	Housing	A. Housing & Building		No. Monthly presentations dealt with APS Office		5.03.13
Social Housing Supports	Manage Homeless services in line with demand	Homeless Services to liaise with Social Inclusion staff to manage services in line with public health requirements during Covid-19 Pandemic.	Housing	A. Housing & Building		N/A		5.03.14
Social Housing Supports	Manage Homeless services in line with demand	Management of the Housing First project in partnership with the HSE & NGOs.	Housing	A. Housing & Building		No. Monthly HF management team meetings. No. HF tenancies.		5.03.15
Social Housing Supports	Manage Homeless services in line with demand	Provide and oversee the delivery of emergency accommodation and related services in the context of the SW Regional Homeless Action Plan with relevant stakeholders	Housing	A. Housing & Building		Administrative service and reports to the Statutory Management Group for the South West Region	Quarterly & monthly reports submitted to DOHPLG on time for the South West Region.	5.03.16
Social Housing Supports	Manage Homeless services in line with demand	Prepare, monitor compliance of Service Level Agreements	Housing	A. Housing & Building		Monitoring of SLAs	New SLAs implemented in line with National Quality Standards Framework for Homeless Services	5.03.18
Social Housing Supports	Manage Homeless services in line with demand	Implement developed funding protocol as set out by the DOHLGH	Housing	A. Housing & Building		Record quarterly payments to service providers	Maintain payment schedule in line with protocol	5.03.19
Social Housing Supports	Manage Homeless services in line with demand	Review SW Regional Action Plan through various sub groups for each strategic aim	Housing	A. Housing & Building		# of National Meetings attended	Plan was not developed this year as were awaiting new guidelines from DHLGH	5.03.20

Objective	Action/Strategy	Action Details	Lead Directorate	Budget Service Division	LECP Reference	KPI	Baseline for 2022	Action Number
Social Housing Supports	Manage Homeless services in line with demand	Ongoing monitoring of PASS within the South West Region to ensure 100% compliance	Housing	A. Housing & Building		N/A	PASS 2 was rolled out in 2021.	5.03.21
Social Housing Supports	Manage Homeless services in line with demand	Arrange and operate Homeless Action Team (HAT) meetings with all service providers to identify appropriate options.	Housing	A. Housing & Building		Number of meetings held	Scheduled meetings held fortnightly	5.03.22
Social Housing Supports	Manage Homeless services in line with demand	Maintain register of referrals and outcomes from HAT meetings	Housing	A. Housing & Building		Not complete yet.	Register maintained	5.03.23
Social Housing Supports	Manage Homeless services in line with demand	Engaging with nightly outreach workers in place to facilitate no body sleeping rough	Housing	A. Housing & Building		# of outreach workers	Working with NGOs & staff to provide extensive outreach service	5.03.25
Social Housing Supports	Manage Homeless services in line with demand	Secretary and membership of the Cork Foyer Management Committee	Housing	A. Housing & Building		# and frequency of attendance at Foyer Management committee meetings	Attendance at all Foyer Ordinary Meetings & AGM	5.03.26
Social Housing Supports	Manage Homeless services in line with demand	Cold weather strategy with stakeholders to provide additional beds	Housing	A. Housing & Building		# of additional beds as part of cold weather strategy	On target to ensure that all eligible clients seeking emergency accommodation can access it.	5.03.27
Social Housing Supports	Manage Homeless services in line with demand	Operate Placefinder service through HAP	Housing	A. Housing & Building		# of clients availing of Placefinder scheme	To date 95 individuals secured HAP tenancies through Place Finder Service	5.03.28
Social Housing Supports	Social Housing Support	Work in partnership with the Residential Tenancies Board in relation to the Notice of Termination Project	Housing	A. Housing & Building		All information requested provided in line with Data Sharing Agreement.		5.03.29
Asset Management	Develop a more centralised Corporate Landlord model. Historical practices which saw individual directorates separately responsible for significant property assets is being reviewed but bringing in a new model will take time and is resource dependent.	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 based on a reconciliation of the Lease Register against the Fixed Asset Register and Property Interest Register to be completed Commence survey of those properties to map management needs	Corporate Affairs & International Relation	B. Road Transport & Safety		PIR System replaced  Report produced Reconciliation completed and analysed Survey commenced Strategy drafted	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;	5.04.01

Objective	Action/Strategy	Action Details	Lead Directorate	Budget Service Division	LECP Reference	KPI	Baseline for 2022	Action Number
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		Introduction of a strategy to deal with statutory compliance within Council properties					there are significant complications with the development of this software.	
Asset Management	Oversee the management of the English Market as a retail and commercial space as well as a historic asset and tourist attraction.	<p>Work in partnership with the Traders Committee of the English Market and the managing agent, to develop policies, procedures and plans for the market in collaboration. Key actions for 2021/22 are: -</p> <ul style="list-style-type: none"> <li>- Review the long-term development proposal for the English Market, including the Hilsers Building and the roof repairs, building on the Options Report completed in 2018.</li> <li>- Support the traders committee.</li> <li>- Manage landlord and tenant issues, e.g., leases</li> <li>- Manage the finances including monitoring and addressing arrears.</li> <li>- Oversee PR and Communications for the market, including new website and social media platforms.</li> </ul>	Corporate Affairs & International Relation	H. Miscellaneous Services		<p>Manage and reduce arrears.</p> <p>Implementation of Planned Preventative Maintenance regimes.</p> <p>Leases arrangements in place for stall holders.</p> <p>Go Live by Qtr. 1, 2020; Interactive map by Qtr. 3, 2020, Launch Qtr. 4, 2020</p>	<p>In 2020, 3 vacant units in the market.</p> <p>English Market rent – aged debt (+120 days) @ Dec 2020 = 61% of rent roll.</p> <p>Non/unsatisfactory lease arrangements for 5 tenants @ 2020.</p>	5.04.02
Asset Management	Maintain the optimal Urban Traffic and ITS systems throughout the city	Tender new ITS maintenance contract in the TA	Operations (Rds & Env)	B. Road Transport & Safety		#ITS installations average resolution time		5.04.03
City Centre Movement Strategy	Progress the proposed MacCurtain Street Sustainable Transport Improvement Scheme	Progress scheme through design, planning and procurement	Infrastructure Development	B. Road Transport & Safety	13.1	Progress achieved	Detailed Design and Tender undertaken	5.05.01
City Centre Movement Strategy	Progress South Quays Sustainable Transport Improvement Scheme	Progress scheme through prelim design	Infrastructure Development	B. Road Transport & Safety	13.1	Progress achieved	Programme affected by bus connects network review	5.05.02
City Centre Movement Strategy	Sustainable and effective movement of people and goods in the city	<p>Optimise in a sustainable manner, mobility for all across the transport network</p> <p>Operate an effective road licensing system and</p>	Operations (Rds & Env)	B. Road Transport & Safety		<p># Road Licences</p> <p># Crane Licences</p> <p># Skip Licences</p> <p># Open Space Licences</p> <p># Street Furniture Licences</p>	CE Report 31/12/21	5.05.03

Objective	Action/Strategy	Action Details	Lead Directorate	Budget Service Division	LECP Reference	KPI	Baseline for 2022	Action Number
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		ensure the works affecting road and footpaths are managed in a coordinated way				# Scaffolding & Hoarding Licences # Inspection Levels and related meetings		
City Centre Movement Strategy	City Centre Movement Strategy	Support businesses, visitors and residents through the provision of Off Street parking facilities	Operations (Rds & Env)	B. Road Transport & Safety	13.11	Manage and maintain 2 multi storey car parks Manage Park & Ride facilities	The numbers using the Car Parks decreased from March 2020 due to Covid-19, attendance has increased due to different levels of restrictions. Attendance at the Park and Ride decreased and has not recovered to the same extent as the car parks.	5.05.05
City Centre Movement Strategy	Progress the delivery of an ITS strategy	Prepare 10 year ITS strategy document	Operations (Rds & Env)	B. Road Transport & Safety		document produced		5.05.06
Rebuilding Ireland Action Plan	Ongoing Maintenance Civic Buildings	Provide Arch services incl. brief preparation, scope of works, seeking quotes, oversee repairs	Architects	D. Development Management		Respond to ongoing requests		5.06.01
Property Management	Support directorates in the negotiating and ongoing monitoring of lease arrangements for properties the city council owns and are occupied by 3rd parties as well as buildings occupied by Cork City Council including libraries.	Negotiating and ongoing monitoring/management of lease arrangements  Maintain Lease Register	Corporate Affairs & International Relation	D. Development Management	14	Maintain lease register, which contains over 500 live accounts of which approx. 50 require proactive management. Audit of lease register completed in 2019 highlights several actions to be delivered to improve the accuracy of the lease register. Leases expiring to be renewed; a monthly lease review meeting is held to monitor leases expiring.	100 leases pre annum reviewed on lease register.  Management Action Plan in response to audit, on target for delivery.  Monthly leases review meeting held.  @ 01/01/2020 approx. 40 leases require renewal.	5.06.02
Property Management	Prioritise sustainable use, improvement and	Maintain and update City Council's Property Register	Corporate Affairs &	D. Development Management	14	Project Specification for new electronic PIR system signed off by steering group Q3, 2021.	There is a need to procure a replacement for the PIR system which incorporates	5.06.03

Objective	Action/Strategy	Action Details	Lead Directorate	Budget Service Division	LECP Reference	KPI	Baseline for 2022	Action Number
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	maintenance of city council properties		International Relation			Procurement process completed Q4, 2021.  Phased implementation from Q1, 2022.	asset management/property management functions to provide an electronic register of the council's property interests and support effective property management.	
Active Land Management	Strategic review of the Council's land/property assets in order to maximise value to the city	Document review findings	Corporate Affairs & International Relation	D. Development Management	14			5.07.01
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.	CPO's completed using relevant statutory powers to support the delivery of homes and infrastructure in the City.	Corporate Affairs & International Relation	D. Development Management		CPO's completed using relevant statutory powers to support the delivery of homes and infrastructure in the City.	In 2020, the Council completed one compulsory acquisition (Cork Science Park)	5.07.02
Active Land Management	Implementation of Derelict Sites Policy	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. Monitoring sites which have been subsequently disposed by the City Council to ensure that dereliction is removed.	Corporate Affairs & International Relation	H. Miscellaneous Services		Property Section to participate in monthly derelict Sites Review Group. # business cases prepared # compulsory acquisitions complete Quarterly inspections of sites disposed of with burden/license.	In 2020, Cork City Council completed 1 no derelict sites acquisition (Strawhall).  Property Section participates in and support DSRG.	5.07.03
Capital Delivery	Work with Transport Infrastructure Ireland (TII) to progress the delivery of national network improvements including - • Dunkettle Interchange • M28	Progress various proposed schemes through design, planning, procurement and construction as appropriate	Infrastructure Development	B. Road Transport & Safety	13.9	Progress achieved	Dunkettle construction ongoing. M28 legal challenge unsuccessful. Route for the M20 ongoing. Route selection for North Ring progressing.	5.08.02



Objective	Action/Strategy	Action Details	Lead Directorate	Budget Service Division	LECP Reference	KPI	Baseline for 2022	Action Number
	<ul style="list-style-type: none"> <li>M20</li> <li>Northern Ring Road</li> </ul>							
Capital Delivery	Progress the delivery of supporting infrastructural via - <ul style="list-style-type: none"> <li>Monaghan Rd Extension</li> <li>Docklands Junction</li> </ul>	Progress proposed schemes through design, planning and procurement	Infrastructure Development	B. Road Transport & Safety	13.2, 13.3, 13.4, 13.5	Progress achieved	Both projects are progressing.	5.08.03
Capital Delivery	Progress the delivery of supporting infrastructural improvements in Glanmire: <ul style="list-style-type: none"> <li>Glanmire Roads Improvement Scheme (P1,P3,P9A)</li> <li>Glanmire Roads Improvement Scheme (P9B)</li> <li>Glanmire Roads Improvement Scheme (P4,P5MP6,P7,P8,P14)</li> <li>Glanmire Roads Improvement Scheme (P15)</li> </ul>	Progress proposed schemes through detailed design and procurement to commencement	Infrastructure Development	B. Road Transport & Safety	13.6, 13.7, 13.8	Progress achieved	Project progressing as planned	5.08.04
Capital Delivery	Progress delivery of bridge refurbishment programme: <ul style="list-style-type: none"> <li>Daly's Bridge</li> <li>Bannow Bridge</li> <li>Grange Road Bridge</li> <li>Blackstone Bridge</li> <li>Healy's Bridge</li> <li>Principal Bridge Inspections</li> </ul>	<ul style="list-style-type: none"> <li>Complete refurbishment of Dalys Bridge</li> <li>Design, procure and undertake refurbishment work on Bannow Bridge, Grange Bridge, Blackstone Bridge and Healys Bridge</li> <li>Update Bridge survey information</li> </ul>	Infrastructure Development	B. Road Transport & Safety		Completion of works and progress achieved	Further works being planned for 2022.	5.08.05
Capital Delivery	Deliver improvements to walking infrastructure through multi modal street/route improvement schemes and stand alone walking upgrade projects incl Upper John St, Ringmahon Rd, Vicars Rd, Dublin Hill, Rathmore Rd etc	Progress proposed schemes through design, planning and procurement and delivery	Infrastructure Development	B. Road Transport & Safety	4.6, 4.7, 13.8	Progress achieved	Forms component part of all projects being progressed	5.08.06

Objective	Action/Strategy	Action Details	Lead Directorate	Budget Service Division	LECP Reference	KPI	Baseline for 2022	Action Number
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Capital Delivery	Deliver improvements to walking infrastructure through multi modal street/route improvement schemes and stand alone walking upgrade projects incl <ul style="list-style-type: none"> <li>•Pedestrian Safety Intervention Scheme 1 ( Upper John Street ,Mick Barry Road Cardinal Way)</li> <li>•Western Road</li> <li>•Clarks Hill</li> <li>•Coach Hill</li> <li>•Kilcully Upper Glanmire</li> <li>•Donnybrook Hill Pedestrian Upgrades</li> <li>•Curragh Road Scheme</li> <li>•Pedestrian Safety Intervention Scheme 2 (Ringmahon Road ,Vicars Road Rathmore Road , Dublin Hill , St. Patrick's Road &amp; Alderbrook)</li> </ul>	Progress proposed schemes through design, planning and procurement	Infrastructure Development	B. Road Transport & Safety	4.6, 4.7, 13.8	Progress achieved	Affected by Covid 19 delays	5.08.07
Capital Delivery	Support the delivery of infrastructure necessary for development of expanding areas incl - <ul style="list-style-type: none"> <li>• CSIP</li> <li>• Ballyvolane</li> <li>• Ballincollig</li> </ul>	Determination of infrastructural requirements and costs and preparation of related designs with progress to delivery	Infrastructure Development	B. Road Transport & Safety	11.8	Progress achieved	Ready to commence construction, subject to progression of UCC works.	5.08.08
Capital Delivery	Northern and Southern Orbital routes (CMATS)	Procure consultancy services for route selection	Infrastructure Development	B. Road Transport & Safety	13.9, 13.10	Progress achieved	The route selection for Northern Distributer Road & Southern Distributer Road is underway	5.08.09
Capital Delivery	Maintain road network including carriageways, footpaths, bollards, winter maintenance	Pavement Condition Ratings collated - manual process	Operations (Rds & Env)	B. Road Transport & Safety		Footpath Ratings # length of road assessed	CE Report 31/12/21	5.08.11

Objective	Action/Strategy	Action Details	Lead Directorate	Budget Service Division	LECP Reference	KPI	Baseline for 2022	Action Number
Capital Delivery	Deliver improvements to cycling infrastructure through both multi modal street/route improvement schemes and stand alone cycling improvement schemes	<ul style="list-style-type: none"> <li>• Passage Greenway ph 1</li> <li>• Passage Greenway ph 2</li> <li>• Horgans Quay</li> <li>• Glanmire to City Cycle Phase 1</li> <li>• Viaduct to City Cycle Phase 1</li> <li>• Grange Road to Tramore Cycle Link</li> <li>• Grange Road Transport Corridor to Tramore Valley (N40 Bridge)</li> <li>• Ballybrack Cycle Track Phase 4</li> <li>• Lee to Sea Cycle Route</li> <li>• Ballinacollig to City Cycle Route (Classes Lake to Carrigrohane)      • Knapp's Square Cycle/Pedestrian Upgrade</li> <li>• Curraheen Pedestrian and Cycleway Upgrade</li> <li>• Blarney Village Cycle Route</li> <li>• The Glen &amp; North Ring Road Environs Sustainable Transport Improvement Scheme</li> <li>• Curraheen Walk &amp; Cycleway Upgrade Scheme</li> <li>• Ringmahon Road</li> <li>• South Mall</li> <li>• South Quays</li> <li>• Glasheen to Magazine Link</li> <li>• Centre Park to Monaghan Road</li> <li>• Melbourne Road/Rossa Avenue</li> <li>• Curraheen Road</li> <li>• Airport Road</li> </ul>	Infrastructure Development	B. Road Transport & Safety	13.7	Progress achieved in design, planning and funding for delivery	Various projects progressing	5.08.11
Capital Delivery	Deliver improvements to ped/ cycling infrastructure through both improvement schemes and stand alone improvement schemes such as - <ul style="list-style-type: none"> <li>• Pedestrian Crossing improvements</li> <li>• Automatic Bollards</li> <li>• Public lighting upgrades</li> <li>• Cycle detection improvements</li> </ul>	Design, planning and procurement	Operations (Rds & Env)	B. Road Transport & Safety		Number of installations		5.08.12
Capital Delivery	Progress the delivery of Public Lighting Strategy	Prepare 10 year public lighting strategy document	Operations (Rds & Env)	B. Road Transport & Safety		document produced		5.08.14
Capital Delivery	Property section will support major capital/regeneration and infrastructure projects in	Property will support the development of major capital projects including GPUB, Shandon Butter Exchange and regeneration, North Main	Corporate Affairs &					5.08.16

Objective	Action/Strategy	Action Details	Lead Directorate	Budget Service Division	LECP Reference	KPI	Baseline for 2022	Action Number
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	the City through the provision of advice, expertise and direct management of projects. Including site assembly, capacity / feasibility studies, options appraisal, regeneration strategies.	Street/Kyrl's Quay, NW Regeneration Scheme, Grattan House, North Mon, English Market.	International Relation					
Capital Delivery	Carrigrohane Bridge Replacement Project	Progress the project through design, planning, procurement and construction.	Infrastructure Development	B. Road Transport & Safety		Completion of works and progress achieved	New Action	5.08.17
Planning & Zoning	Implement Local Area Plans for key development areas in the city	Review selection non statutory Area Action Plans	Strategic Economic Development	D. Development Management	10.5 10.7			5.09.01
Docklands	Support the timely delivery of infrastructure necessary for the redevelopment of North and South Docklands	Input to strategic plans, assessment of infrastructure requirements, costings, phasing and planning to delivery	Infrastructure Development	B. Road Transport & Safety	10.7, 14.1, 14.2	Progress achieved	Brief under development, will be advertised in 2022	5.10.01

# A city driving economic and 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)





Objective	Action/Strategy	Action Details	Lead Directorate	Budget Service Division	LECP Reference	KPI	Baseline for 2022	Action Number
Research, Develop & Innovate	Ensure best practice in service design/execution of service delivery	Use of Double Diamond Methodology in improving services Collaboration with DPER in the embedding of innovation in Cork City Council	Corporate Affairs & International Relations	J. Operational Support (Central Management Charge)	-	# Projects delivered Review of existing services		6.01.01
Research, Develop & Innovate	Progress Tech Corridor concept	Review plan for promotion of Tech Corridor. Liaise and assist with other directorates on infrastructure projects to support development	Strategic Economic Development	D. Development Management	11			6.01.03
Research, Develop & Innovate	Increase Innovation & Entrepreneurialism	Continue with the Start at Best EU workplace innovation project 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)	Strategic Economic Development	D. Development Management	10.6, 11.9, 11.10, 11.11	# of Events # start-ups assisted CI Report Cork BIC Reports # Northside for Business events		6.01.04
Research, Develop & Innovate	Support the provision of suitable facilities to increase R&D and incubation units in cluster like developments	Investigate the provision and support of makerspace/fablab in the city in conjunction with LEO	Strategic Economic Development	D. Development Management	10.6, 11.2	Increased R&D and incubation # of Successes € of Successes		6.01.05
Research, Develop & Innovate	Develop Innovation Strategy with innovation forum	Collaborate with stakeholders in City Council and across directorates to develop an Innovation Strategy using the Innovation Canvas from DPER.	Corporate Affairs & International Relations	J. Operational Support (Central Management Charge)		Is innovation strategy developed y/n. Document input, findings, opportunities, barriers - should be updated yearly.	Project starting Q1 2022	6.01.06
Cluster Development	Develop & implement cluster strategies for the following sectors: Food Tourism ICT Life Sciences Global Business Services International Finance Services Convergence Technologies	Develop linkages with SWREP 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	Strategic Economic Development	D. Development Management	11.1, 11.5, 11.7, 11.8	# Cluster networking events % increased employment opportunities in cluster sectors level of engagement with local authorities in region  # applications/successful		6.02.01

Objective	Action/Strategy	Action Details	Lead Directorate	Budget Service Division	LECP Reference	KPI	Baseline for 2022	Action Number
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	Education Energy	Support programmes funded under REDF						
EU Projects	Participate in EU projects that deliver measurable value	Increase of development of EU project expertise within each EU directorate including financial management practices. Enhance public communication of CCC's EU project portfolio Increased coordination through staff engagement with EU Affairs Coordinator Prepare ground for post-2021 EU opportunities 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	Strategic Economic Development	D. Development Management				6.03.01
EU Projects	Participate in EU projects that deliver measurable value	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	Housing	A. Housing & Building		Meet Project Milestone  Achieve Regional Action Plans	Projects are still being actioned/ some timelines modified in line with COVID delays.	6.03.02
Development Plan	Initiate review of Development Plan to reflect the ambitions for Cork City as a city of international scale.	Develop a programme for engagement, research, and communications for the City Development Plan.	Strategic Economic Development		14	Measure plan progress	Development Plan process commenced and to schedule. Ongoing engagement with elected members and public.	6.04.02
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	Ensure team aware of relevant planning requirements including legislative changes  Planning conditions reviewed	Community, Culture & Placemaking	D. Development Management		No. of planning decisions appealed to ABP and % of cases where decision was upheld by ABP. NOAC Performance Indicator P2. Monthly CE Report		6.04.03

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Development Plan	To secure the continued redevelopment of the city centre and Docklands, Blackpool, and Mahon.	Provide robust, quality development management advice and recommendations to progress the achievement of this objective. Ensure other parties are aware of relevant constraints.	Community, Culture & Placemaking	D. Development Management		Active engagement with internal sections on a continual basis in relation to large scale developments from pre-planning through to compliance. Meetings held with Infrastructure in relation to strategic infrastructure for Docklands. Strategic Development meeting with Directors to discuss strategic developments and strategic issues including redevelopment of the city centre and Docklands.	a. prioritising pre-planning for SHDs and large scale strategic projects.  b. Meetings held with other Pas regarding new planning system, internal review group set up, gap analysis being finalised. Engaging in national e-planning project - attending national meetings.  c. ABP decisions confirming decisions of CCC on appeal.	6.04.04
Strategic Collaborations & Partnerships	Engage with national project groups to deliver common processes, procedures, and service delivery	Learning & Sharing networks: National Service Catalogue Service Improvement Network	Corporate Affairs & International Relations	J. Operational Support (Central Management Charge)		# workshops held & attended	SEO is one of the two innovation reps at Our Public Service Innovation Team. AO is a network member.	6.05.01
Strategic Collaborations & Partnerships	Coordinate and lead the strategic message and branding of Cork with local and national partners	Implement targeted economic message and communication strategy Identify key target markets based on demand and supply side analysis Inform twinned cities of place branding, website and economic marketing strategy	Corporate Affairs & International Relations	D. Development Management	10	Progress reports  Measure key metrics in themes of economics, QoL, Education and visitors		6.05.02
Strategic Collaborations & Partnerships	Establish shared service team to identify services and partners	Cork Smart Gateway Participation in the 100 Intelligent Cities Challenge Programme All Ireland Smart Cities Forum	ICT	J. Operational Support (Central Management Charge)	4.11, 4.12, 4.15, 11.12	Successful application to the 100 Intelligent Cities Programme	To advance digital networks.	6.05.03
Strategic Collaborations & Partnerships	Input into national, regional and local policy development and implementation incl NDP/NPF, RSES/MASO,	Ongoing internal and external engagements and collaborations	Infrastructure Development	B. Road Transport & Safety	14.1	Progress achieved	Works continuing	6.05.04

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	CMATS, City Development Plan and Local Area Plans							
Strategic Collaborations & Partnerships	Implement CASP Strategy and contribute to preparation of NPF and RSES	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 New governance structures for Cork MASP to be determined by the Regional Assembly.	Strategic Economic Development	D. Development Management	15.4, 15.1, 12.2	# Meetings attended # Documents Reviewed # Submissions		6.05.06
Strategic Collaborations & Partnerships	Cork City Council will develop an effective strategic network of key partners at local, national and international levels	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	Strategic Economic Development	D. Development Management	15	# stakeholders/partners identified and worked with # meetings, consultations, workshops etc. Identification of key partners Through the Academy of Urbanism (AoU) projected twinning with San Sabastion/ Donostia in the Basque Country Spain		6.05.07
International Relations & Twinning	Advertise and administer International Twinning Grants Scheme	Create awareness of Grant Scheme Administer Grant Scheme Work with Grants Committee	Corporate Affairs & International Relations	D. Development Management	16	# of Grant awarded # of communications		6.06.01
International Relations & Twinning	Identify and work with key strategic partners at international level	Continue to enhance relationships with China, San Francisco and other twinned cities	Corporate Affairs & International Relations	D. Development Management	15	# of international events and meetings		6.06.02
International Relations & Twinning	Strengthen and improve relationships with 'twinned' cities	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	Corporate Affairs & International Relations	D. Development Management		# exchange programmes & students  report on visit to San Francisco		6.06.03

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International Relations & Twinning	The International Relations strategy will provide a coordinated and focused approach in the furtherance of our ongoing relationships with our twinned cities and future potential city to city partnerships on mutual shared agendas	To Build on existing Twinning City Agreements and Memoranda of Understanding by working with municipal governments in our Twinned & Partner cities to develop relationships whereby Cork can benefit economically, culturally and socially.	Corporate Affairs & International Relations	D. Development Management		-	New Action	6.06.04
Tourism	Support tourism initiatives that promote Cork City	Wild Atlantic Way & Ireland's Ancient East Promote Cork as a destination; capture tourist traffic that uses Cork as a 'jump off point'. Establishment of a Cork Tourism Coordination Group.	Strategic Economic Development	D. Development Management		# of Initiatives		6.07.01
Tourism	Promote amenities available in the city	Facilitate the development of tourism projects Devise an advertising and media strategy	Strategic Economic Development	D. Development Management		# of projects identified, completed Record use of social media stats across all channels		6.07.02
Tourism	Develop and implement City Tourism Strategy	Review existing strategy Identify and promote key heritage sites (Elizabeth Fort, St. Peters)	Strategic Economic Development	F. Recreation & Amenity		Identify elements of strategy delivered # visitors management process		6.07.03
Smart City	Provide a city wide Wi-Fi service	Effective public Wi-Fi offering in public buildings and public realm	ICT	J. Operational Support (Central Management Charge)	10.4, 11.12	# locations Wi-Fi available	Provide city wide Wi-Fi service	6.08.02
Smart City	Stream important civic events live on web	Identify events to be streamed e.g., Commemoration, St. Patrick's Festival	ICT	F. Recreation & Amenity	3.1, 14.9	No of events streamed No of viewers of streamed events	10 events PA	6.08.03
Smart City	Implement Digital Strategy Activities to enhance the digital maturity of Cork and Cork City Council	Digital city strategy being developed with local stakeholders and Govt initiatives including NBP	ICT	J. Operational Support (Central Management Charge)	3.8, 10.4, 11.12	Progress report on Digital City Strategy	Implementation of the Digital Strategy will take place from 2020 to 2023	6.08.04
Smart City	Deliver open data sets for public use, free of charge	Support phase two of the Cork Dashboard and identify high value data sets through public and other engagement	ICT	J. Operational Support (Central	11.12	No. data sets published No data sets	An online workshop, conducted online in June 2021, engaged	6.08.05



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				Management Charge)		downloaded No. of data sets viewed	with citizen representative groups to understand the key challenges that Cork citizens experience related to the themes of environmental sustainability as well as wellbeing & connectedness in the community.	
Architecture / Urban Design	Architectural Competitions as a means of promoting architecture and design	COMPLETED	Architects	D. Development Management		Part 8 Planning Submission	Appointment of Design Team	6.09.02
Architecture / Urban Design	Redevelopment of Inner city park	Progress Planning, monitor detailed design & construction standard	Architects	D. Development Management		Monitor detailed design, tender & construction	New Action	6.09.03
Architecture / Urban Design	Shandon Area Regeneration	Assist local group to develop Shandon Butter Exchange for re-use as co-working space for start-up businesses, sharing space/facilities with community groups	Architects				New Action	6.09.04
Circular Economy & Green Procurement	Develop Procurement Strategy to meet procurement policies, national and EU requirements	Review Procurement Portal Training and Mentoring of Staff Strengthen procurement unit to develop expertise of advisory unit Assist directorates in preparing procurement plans	Finance	J. Operational Support (Central Management Charge)		% 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	6.10.01
Business & Employment Opportunities	Enhance library supports for employment and economic development	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	Community, Culture & Placemaking	F. Recreation & Amenity	6	# Days/Hours open to public Availability of reference library	Continued Library Support is an ongoing element	6.11.01
Business & Employment Opportunities	Achieve a thriving city economy	Develop an effective communication strategy referencing the importance of Cork's economy as one of the pillars of sustainable development	Strategic Economic Development	D. Development Management	1	Collect key economic data and communicate strategy on economy and sustainable development with key		6.11.02

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						messages both internally and externally		
Business & Employment Opportunities	Develop a strong local economy	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	Strategic Economic Development	D. Development Management	15.6, 10.1 10.9 10.10	Progress report from City Centre Action Plan Measurement tools to monitor LECP # training courses, events, clinics, vouchers run and attendees		6.11.05
Business & Employment Opportunities	Facilitate access by SME sector to public procurement contracts	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	Strategic Economic Development	D. Development Management		LEO Report # SMEs trained # Tender submissions		6.11.06
Business & Employment Opportunities	Brexit Awareness Activities	Drive awareness and ensure business preparedness for Brexit	Strategic Economic Development	D. Development Management		Completion of Brexit Scorecard # mentoring & training	Baseline should read as follows: 2 Customs Workshops held 5 Brexit awareness workshops held	6.11.07
Business & Employment Opportunities	Implement Nighttime Economy Strategy	Improve nighttime economy Retain Purple Flag Status	Strategic Economic Development	D. Development Management	10	Reports from City Centre Forum/Partnership on nighttime turnover and revenue, safety, quality of services		6.11.08
Business & Employment Opportunities	Identify key employment opportunities in both emerging and existing markets	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	Strategic Economic Development	D. Development Management	10	# clients referred to Enterprise Ireland # Clients referred to market research centre # of additional employment companies in sector # additional jobs # projects funded		6.11.09
Urban Regeneration	Regeneration of our City streets, roads and adjoining areas	Progress the design and delivery of LIHAF funded, City Centre Sites, Docklands Infrastructure Schemes	Architects			Capacity and Massing Studies to improve an Urban Design and to provide integrated and		6.12.01

Objective	Action/Strategy	Action Details	Lead Directorate	Budget Service Division	LECP Reference	KPI	Baseline for 2022	Action Number
						coordinated development Architectural Strategy for key sites		
Urban Regeneration	Protect the historic fabric of the city and establish new uses for old buildings	Collaborate with key stakeholders to realise and achieve realist projects Implementation of Living City Initiative	Architects	D. Development Management	14.6	English Market Development Strategy €6.4m and associated projects. Preparation work required for 2nd Phase of LIHAV funding.		6.12.03
Urban Regeneration	Support regeneration of City Centre and Docklands.	Assist in preparation of funding applications to progress delivery of studies and infrastructure projects (URDF)	Infrastructure Development	B. Road Transport & Safety	10.7, 13.12, 14.1	Progress achieved	75% funding secured: in discussions re. remaining 25%	6.12.04
Urban Regeneration	Support regeneration of City Centre and Docklands. •Marina Park •Mary Street, Douglas Street, White Street •Princes Street, Marlboro Street, Cook Street	Prepare brief and commence review	Infrastructure Development	B. Road Transport & Safety	10.7, 13.12, 14.1	Progress achieved	On programme	6.12.05
Urban Regeneration	Provide quality environments that enhance the lives of our residents and visitors	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	Housing	A. Housing & Building	1.1	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	Operationally the baselines remain the same as the capacity to change is not there. It should be possible to increase delivery on service items over multiple areas. This us under constant review and any opportunities arising will be taken to improve, develop and increase delivery.	6.12.06
Urban Regeneration	Develop strategic sites, buildings and lands in the city to realise key projects	Reduce dereliction Review vacant site legislation & identify & inspect suitable vacant sites Progress vacant homes action plan	Strategic Economic Development	D. Development Management	14.1, 14.3, 10.1, 11.3, 14.2	CE Monthly Report #Derelict Sites on register		6.12.08

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Urban Regeneration	Develop strategic sites	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.	Strategic Economic Development	D. Development Management		Programme Reporting on individual infrastructure projects.		6.12.09
Urban Regeneration	Regeneration of our City streets, roads and adjoining areas	on hold	Architects			-		6.12.10
Urban Regeneration		Engage on the Docklands Project in conjunction with the Land Development Agency and Infrastructure Directorate	Strategic Economic Development			Programme Reporting on individual infrastructure projects.		6.12.11
Urban Regeneration	Casual Trading	Undertake a review of the City's Casual Trading Bye-Laws	Corporate Affairs & International Relations		1	Undertake a review of the existing Casual Trading Bye-Laws in 2021		6.12.12
Urban Regeneration	Review requirements for multi modal bridge access	Review requirements for multi modal bridge access to South Docklands via Eastern Gateway Bridge and Mill Rd Bridge <ul style="list-style-type: none"> <li>•Horgans Road</li> <li>•Eastern Gateway Bridge</li> <li>•Centre Park Road</li> <li>•Monahan Road</li> <li>•Water Street Pedestrian &amp; Cycle Bridge</li> </ul>	Infrastructure Development	B. Road Transport & Safety	4.6, 13.7, 13.8, 13.12	Progress achieved in design, planning and funding for delivery	Procurement of multi-modal bridge will be amalgamated with North & South Docklands Infrastructure to achieve efficiencies in both procurement and delivery of projects	6.12.13
Urban Regeneration	To provide a high quality pre-planning service to potential developers. Updating & Reviewing Odyssey project. To issue decisions in accordance with the provision of the legislation and government guidance. Planning conditions reviewed.	Provide robust, quality development management advice and recommendations to progress the achievement of this objective. Ensure other parties are aware of relevant constraints.	Community, Culture & Placemaking	D. Development Management	-	No. of preplanning queries. No. of planning decisions.		6.12.14

# Our Elected Members 2022

## Cork City North West



Cllr John Sheehan (FF)



Cllr Damian Boylan (FG)



Cllr Mick Nugent (SF)



Cllr Tony Fitzgerald (FF)



Cllr Fiona Ryan (SOL - PBP)



Cllr Kenneth Collins (SF)

## Cork City South West



Cllr Fergal Dennehy (FF)



Cllr Colette Finn (GP)



Cllr Thomas Moloney (Ind)



Cllr Colm Kelleher (FF)



Cllr Garret Kelleher (FG)



Cllr Eolan Rvng (SF)



Cllr Derry Canty (FG)

## Cork City South East



Cllr Lorna Bogue (NP)



Cllr Kieran McCarthy (Ind)



Cllr Des Cahill (FG)



Cllr Mary Rose Desmond (FF)



Cllr Terry Shannon (FF)



Cllr Deirdre Forde (FG)

## Cork City North East



Cllr Ger Keohane (Ind)



Cllr Oliver Moran (GP)



Cllr Ken O'Flynn (NP)



Cllr John Daniel Maher (LP)



Cllr Ted Tynan (WP)



Lord Mayor Cllr Joe Kavanagh (FG)



## Cork City South Central



Cllr Shane O'Callaghan (FG)



Cllr Sean Martin (FF)



Cllr Fiona Kerins (SF)



Cllr Mick Finn (Ind)



Cllr Paudie Dineen (Ind)



Cllr Dan Boyle (GP)

# Senior Management Team



**Ann Doherty**  
Chief Executive



**Brian Geaney**  
Assistant Chief Executive



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



**Ruth Buckley**  
Head of ICT Services



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



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



**Niall Ó Donnabháin**  
Director of Housing



**Adrienne Rogers**  
Director Community, Culture  
& Placemaking



**Tony Duggan**  
City Architect



**Gerry O'Berine**  
Director of Infrastructure  
Development



**Marguerite Gallagher**  
Head of Legal Affairs



**David Joyce**  
Director of Operations



Comhairle Cathrach Chorcaí  
Cork City Council