Cork City Council Corporate Plan
2015–2019

Comhairle Cathrach Chorcaí
Cork City Council

Contents

Foreword

We are pleased to present this Corporate Plan for the period 2015 to 2019. The plan was adopted by the Elected Members of Cork City Council at its meeting held on the 22nd of June 2015.

This Corporate Plan takes account of the unprecedented reform and change to the City Council's operating and legislative environment brought about by Putting People First– An Action Programme for Effective Local Government, the 2014 Local Government Reform Act and the considerable economic downturn. As a result of the new legislation significant new functions and structures have been introduced into Cork City Council: the Local Community Development Committee, the Public Participation Network, the Local Economic and Community Plan and the creation of the Local Enterprise Offices to name a few. The 2015-2019 Corporate Plan is focused on, and provides a strategic framework for, managing the operations of the City Council and also details how we will lead and facilitate the further growth of the city's economy while conducting our business in an inclusive manner and ensuring that communities continue to develop and prosper in the city.

This Corporate Plan was prepared following extensive consultation with a wide range of stakeholders. Alongside the annual budgetary process, it provides the framework for Cork City Council to continue to drive the success of the city into the future. Staff are the City Council's greatest asset and their commitment is critical to its delivery. The main challenge will be to ensure that the objectives and strategy targets set out herein are achieved and have a meaningful impact. A monitoring process is being put in place to measure achievement of targets and identify corrective actions where necessary.
The Corporate Plan sets out the City Council's Vision, Mission Statement and Core Organisational Values. These are supported by the Corporate Strategic Processes that will underpin the delivery of the plan. The core of the plan is five high-level Goals, each supported by a series of Objectives and Strategies which will make possible the achievement of these Goals.

1)   **Goal 1** – Enabled Communities
2)   **Goal 2** – Create a thriving City Economy
3)   **Goal 3** – City Identity, Culture And Heritage
4)   **Goal 4** – Quality Urban Environment
5)   **Goal 5** – Corporate Development

The Corporate Plan is structured so as to bring a focus to Cork City Council's core purpose; the development of Cork's communities, economy, identity, environment and the Council itself.

The objectives laid out in this Corporate Plan will be reflected in the annual Service Delivery Plan. Clear targets will be set out in this plan and these will be monitored through the Performance Management Development System (PMDS) currently in place in Cork City Council. An Annual Progress Report on the Corporate Plan will also be submitted to the City Council.

Cork City Council provides a wide range of services to the citizens of Cork and will strive to improve the delivery of these services within national and local budgetary constraints. In this context, the current operating environment continues to remain challenging and unstable. The City Council will need to be continuously responsive to local and national issues as they arise. Flexibility and co-operation within the City Council and with its stakeholders will be an ongoing critical factor in assisting the Council to successfully manage Cork city.

Councillor Chris O'Leary,
Lord Mayor.

Ann Doherty,
Chief Executive.

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Introduction

In preparing this Corporate Plan consideration has been given to a number of relevant documents, including;

- The Local Government Act 2001
- Putting People First: Action Programme for Effective Local Government 2012
- The Local Government Reform Act 2014
- The Guidelines for the preparation of Corporate Plans 2004-2009 published by the Department of the Environment, Heritage and Local Government in 2004 and the Supplementary Guidelines published by the Department in 2014
- The existing City Council Corporate Plan 2012-2014

An extensive programme of consultation was undertaken during the preparation of this Corporate Plan. This consultation process included:

- Twenty staff seminars on the Corporate Planning process. All staff of the City Council were invited to attend one of these seminars. In excess of 1,000 staff representing approximately 85% of City Council employees availed of this opportunity and attended one of the seminars.

- Arising from these seminars, a series of facilitated Focus groups was held. In total 80 staff attended and actively contributed to these Focus groups. The purpose of these groups was to give staff an opportunity to engage in a constructive way with the Corporate Planning process and to express their views in an open and transparent manner. The feedback from these Focus groups has informed this final Corporate Plan document in a positive and meaningful way.
- The Corporate Policy Group (CPG) and the Local Community Development Committee (LCDC) were also consulted and their comments and observations fed into the process of delivering the Corporate Plan.
- A workshop was held with the Elected Members at which a draft of the Corporate Plan was discussed, tested and amended following open, engaging and productive discussion and debate.

Following the extensive consultation and having given careful consideration to the pertinent legislation and guidance available it is intended that this Corporate Plan is inclusive, innovative, in-tune with both legislation and corporate strategy and presents a clear vision of the manner in which Cork City Council proposes to conduct its business with all of its stakeholders for the next five years.

Structure of Cork City Council

Cork City Council has 31 democratically elected members representing the six wards in the City. Local elections are held every 5 years. The City Council currently employs over 1,200 people and has a Revenue budget of €152m and a Capital budget of €52.9m for 2015. The functions of the Council are split into Reserved Functions and Executive Functions. The former relates to the responsibilities of the elected members; the latter refers to the responsibilities of the Chief Executive and the staff that work in support of the elected members.

The elected members represent the people of Cork City and are responsible for the formulation of local policies to guide the activities of the City Council. Policy is developed by five Strategic Policy Committees:

- Environment and Recreation
- Housing and Community
- Strategic Planning, Economic Development and Enterprise
- Tourism, Arts and Culture
- Roads and Transportation

Each Strategic Policy Committee has nine members: six elected members of Council and three members from designated external interests.

The Corporate Policy Group consists of the Lord Mayor, the Chief Executive and the Chairpersons of the Strategic Policy Committees (all of whom are elected members) and provides a forum for policy issues which transcend the remit of individual Strategic Policy Committees.

The elected members of Cork City Council also monitor the operations of the City Council through the following Functional Committees:

- Environment and Recreation
- Housing and Community
- Strategic Planning, Economic Development and Enterprise
- Tourism, Arts and Culture
- Roads and Transportation
- Finance

Each Functional Committee has 15 elected members. Other Committees formed by decision of the City Council and addressing particular areas of interest, report to these Functional Committees. See Appendix I for a list of Committees that the City Council is represented on.

Policies formulated by the elected members of Cork City Council are implemented by the staff of the City Council under the direction of the Chief Executive. The operations of the City Council are organised into the following Directorates and Departments:

- Corporate and External Affairs
- Environment and Recreation
- Housing and Community
- Human Resource Management and Organisational Reform
- Roads and Transportation

- Strategic Planning and Economic Development
- Finance
- ICT and Business Services
- Law
- City Architects

Cork City Council is conscious of the need to operate in partnership with non-governmental organisations (NGO's) and business interests on a local and national level, to ensure optimum delivery of its services. In order to achieve its goals and objectives, positive relationships will continue to be developed and maintained with other public agencies, community and voluntary organisations and commercial and business interests. Cork City Council will also continue to be a responsive and responsible public service provider.

Changing and Dynamic Environment

The present organisational structure of Cork City Council has remained largely intact since the changes introduced in the early 2000's as a result of Better Local Government (BLG). The demands placed upon Local Government are constantly changing. For example, the economic downturn shifted the focus of the organisation from planning control to social housing provision. As such, a review of this organisational structure will be undertaken during the life of this Corporate Plan. It is anticipated that following this review a new organisational structure will emerge which will be better able to respond to and deliver on the needs of the citizens of Cork.

The Government policy document "Putting People First – An Action Programme for Effective Local Government", along with the subsequent Local Government Reform Act 2014, have introduced many fundamental changes and additional functions for Local Authorities. Most of these changes are relevant in the context of Cork City Council e.g. the formation of the Local Community Development Committee, the formulation of a Local Economic and Community Plan, the set-up of Local Enterprise Offices, while others e.g. the establishment of Municipal Districts are not.

It is important that Cork City Council continues to focus on the people we serve; our citizens, businesses, shoppers and visitors to the city. With this in mind the City Council will over the coming years, continue to develop our relationships with and services for our stakeholders. We will streamline and enhance our contact channels and ensure that we are more responsive to the needs of stakeholders.

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Cork City Electoral Divisions

Lil O' Donnell **AAA**

John Sheehan **FF**

Kenneth Noel O'Flynn **FF**

Mick Barry **AAA**

Thomas Gould **SF**

Mick Nugent **SF**

Tony Fitzgerald **FF**

Kenneth Collins **SF**

Marion O' Sullivan **AAA**

Henry Cremin **SF**

Mary Shields **FF**

Fergal Dennehy **FF**

John Buttimer **FG**

P.J. Hourican **FG**

Thomas Moloney **NP**

Cork City North–West

Cork City North Central

Cork City South–West

Cork City South Central

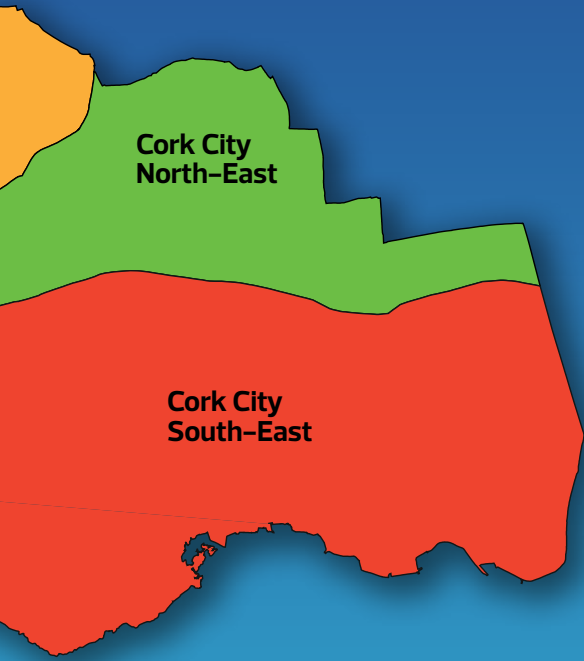Stephen Cunningham **SF**

Ted Tynan **WP**

Tim Brosnan **FF**

Joe Kavanagh **FG**

**Cork City
North–East**

**Cork City
South–East**

Shane O'Shea **SF**

Kieran McCarthy **NP**

Chris O' Leary **SF**

Des Cahill **FG**

Laura McGonigle **FG**

Terry Shannon **FF**

Nicholas O' Keeffe **FF**

Mick Finn **NP**

Fiona Kerins **SF**

Paudie Dineen **NP**

Tom O' Driscoll **FF**

Sean Martin **FF**

Cork City Council
Policy Developement

Lord Mayor ↔ Corporate Policy Group

31 ELECTED MEMBERS

STRATEGIC POLICY COMMITTEES

Strategic Planning SPC	Environment & Recreation SPC	Housing & Community SPC	Roads & Transport SPC	Tourism, Arts & Culture SPC

FUNCTIONAL COMMITTEES

Strategic Planning & Economic Development	Environment & Recreation	Finance	Housing & Community	Roads & Transport	Tourism, Arts & Culture

Pat Ledwidge — Jim O'Donovan — Ruth Buckley

Strategic Planning & Economic Development Directorate
- Development Management
- Economic Development
- Planning Policy
- Local Enterprise Office

Environment & Recreation Directorate
- Parks, Sports & Recreation
- Street Cleaning & Litter Management
- Energy Agency
- Waste Management
- Drainage

ICT & Business Services Department
- Application & Database Management
- Business Improvement & Efficiency Unit
- Infrastructure & Budgeting

Cork City Council
Policy Administration

Chief Executive

Ann Doherty

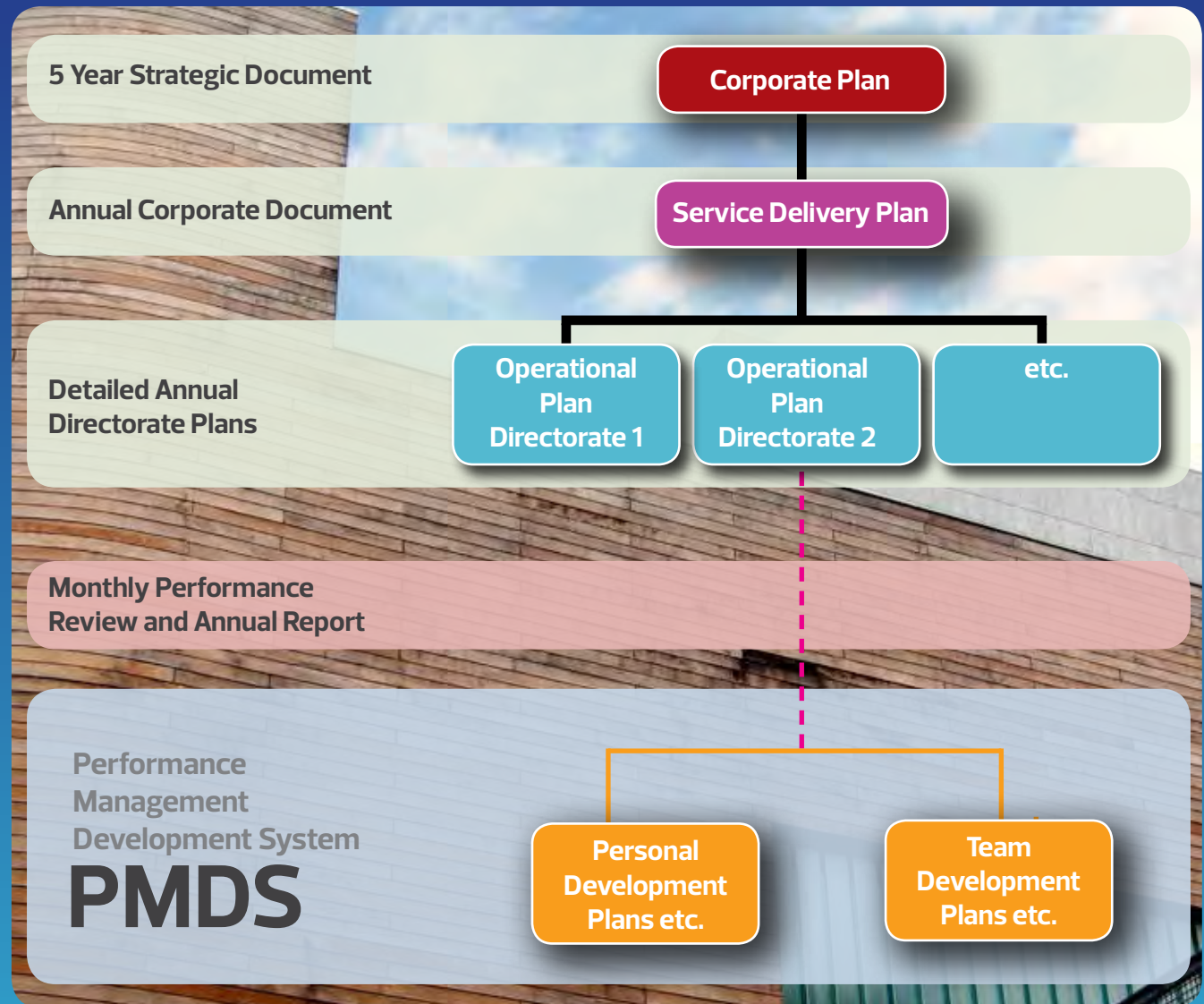| John Hallahan	Deborah Hegarty	Paul Moynihan	Valerie O'Sullivan	Gerry O'Berine	Tony Duggan	Michael Burke
Finance Department	**Law Department**	**Corporate & External Affairs Directorate**	**Housing & Community Directorate**	**Roads & Transport Directorate**	**Architects Department**	**Human Resources Management & Organisation Reform**
• Financial Accounting • Management Accounting • Rates • Salaries • Procurement • House Loans	• Legal Services	• Franchise • Customer Care • Social Inclusion • TEAM • Facilities Management • Libraries • Coroner's Office • Council Services	• Housing Allocations • Loans & Grants • Housing Maintenance • Rents • Homeless Services • Works • Traveller Welfare	• Asset Management & Maintenance • Design & Construction • Transportation & Mobility	• Architectural Services	• H.R Planning • Industrial Relations • Organisation Reform • Training & Development • Welfare • Fire Service

While the diagram above represents an 'As Is' snapshot of the structures that constitute Cork City Council these structures are not (especially in the context of the Directorates and Departments) 'fixed'. The Executive arm of the Council is a dynamic structure, constantly evolving to reflect the needs of the City Council's customers, both business interests and citizens.

Context for the Plan

The Cork City Council Corporate Plan is a high level strategic document that sets out the City Council's service delivery targets for the period 2015–2019. It is a statutory requirement:

- **"Every local authority shall prepare a Corporate Plan"** – Section 134 Local Government Act 2001

- **Statutory Changes** – Local Government Reform Act 2014

- **Accountability/Responsibility** – Putting People First – Action Programme for Effective Local Government (October 2012)

- **Stakeholder Consultation** – Corporate Plan 2015–2019 Supplementary Guidelines (DOECLG)

The Corporate Plan resides at the apex of an organisational pyramid that provides a clear line-of-sight link between the Individual, the Team and the Directorate to overall corporate performance. It is measured against clearly defined service indicators and assists the Council to fulfil its obligations under the legislation. It seeks to make local democracy more open, inclusive and accountable.

5 Year Strategic Document — **Corporate Plan**

Annual Corporate Document — **Service Delivery Plan**

Detailed Annual Directorate Plans — **Operational Plan Directorate 1** / **Operational Plan Directorate 2** / **etc.**

Monthly Performance Review and Annual Report

Performance Management Development System PMDS — **Personal Development Plans etc.** / **Team Development Plans etc.**

The Corporate Plan identifies the Council's priorities for the period 2015–2019 including the objectives and supporting strategies proposed to achieve those service delivery goals. In addition, it details the methodologies for oversight and review of progress. These include the Chief Executive's monthly performance review, the Annual Report, Annual Service Delivery Plan, the baseline metrics used to underpin the current service delivery goals and the performance indicators the Council intends to use to measure performance against the baseline.

The Corporate Plan is the product of an intensive period of research and consultation with identified stakeholders that include:

- Cork City Council's Elected Members
- Corporate Policy Group (CPG)
- City Council Senior Management Team
- Business Groups
- Staff of the City Council
- Non Governmental Organisations (NGOs)
- Local Community and Development Committee (LCDC)
- Other State Agencies

The Corporate Plan 2015–2019 has been written with due consideration to, and awareness of City Council policy documents and reports:

- Cork City Development Plan 2015–2021
- Cork City Profile 2014
- Cork Area Strategic Plan (CASP) 2001–2020 and Updates

The feedback captured during the public consultation processes for these documents has been extensively considered and included, as appropriate, in the preparation of the Corporate Plan. In addition, due consideration has been given to opinions expressed to the Cork City Council's representatives during operational contacts with third parties such as local businesses and its citizens.

Vision

A high–quality and inspiring vision should point to where Cork City Council wants to be at some stage in the future; based on its goals and aspirations. The vision statement provides a clear focus and keeps the corporate planning process on track. The vision is intended to serve as a clear guide for choosing current and future courses of action.

The Vision Statement set out in Putting People First: an Action Programme for Effective Local Government is included below;

'Local government will be the main vehicle of governance and public service at local level; leading economic, social and community development, delivering efficient and good value services and representing citizens and local communities effectively and accountably'

It is expected that the values of this Vision should be reflected in the Vision Statement of the Cork City Council's Corporate Plan for 2015–2019.

Taking into account those values and the local Council priorities, the following Vision has been adopted for Cork City Council:

OUR VISION STATEMENT
**Cork City Council is a dynamic, responsive and inclusive organisation leading a prosperous and sustainable city**
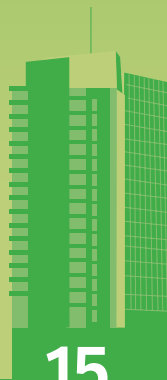
Mission

Mission Statements are present–based statements designed to convey a sense of why the organisation exists to both members of the organisation and the external community.

A Mission Statement answers the question, "Why does my organisation exist?" while a Vision Statement answers the question, "Where do I see my business going?"

Vision Statements are future–based and are meant to inspire and give direction to the employees of the organisation, rather than to customers.

Cork City Council's Mission Statement gives a high level overview of the 'raison d'être' of the Council and seeks to state as succinctly and comprehensively as possible 'who we are' and 'what we do'. To this end Cork City Council has prepared the following Mission Statement.
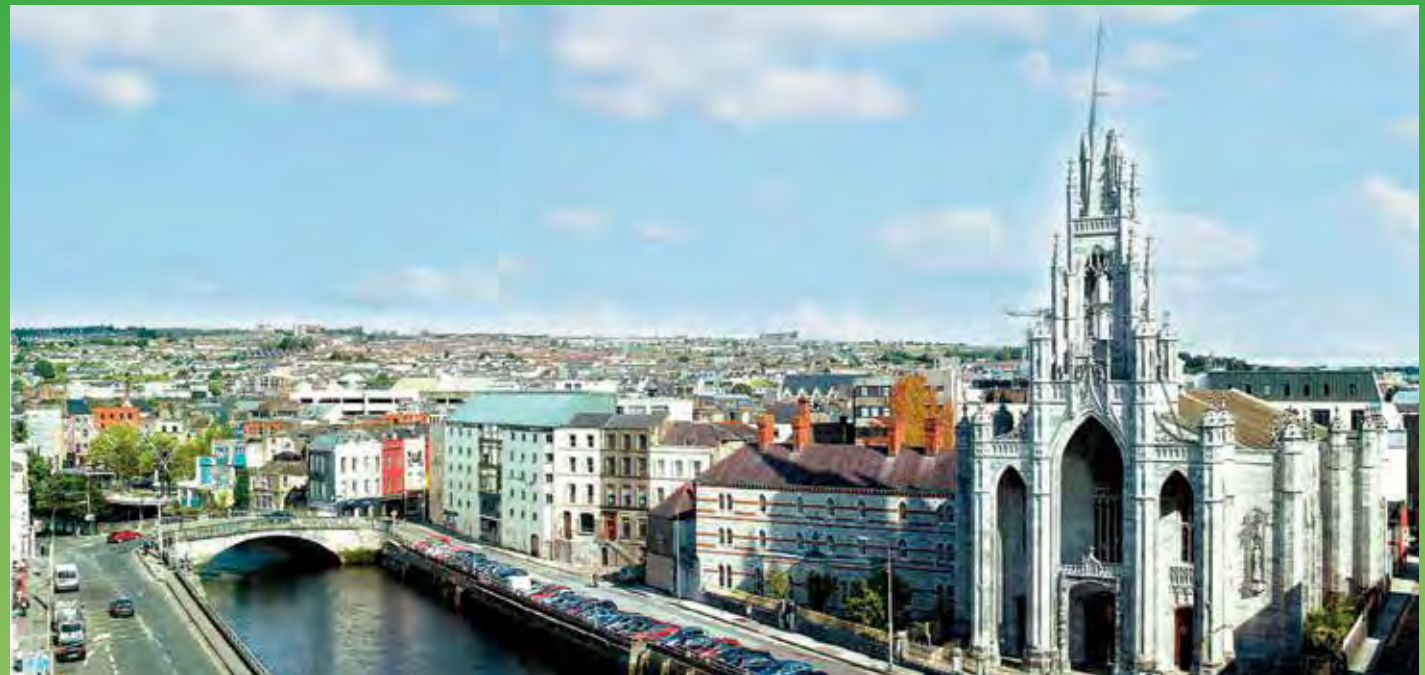
The Mission of Cork City Council is to:

- Empower communities to enable them to create an inclusive, sustainable, healthy, equitable and culturally diverse city.
- Work in partnership with the various government organisations and other stakeholders to deliver a SMART and successful city and organisation
- Assist the economic development of the city, facilitating investment and a competitive robust city economy
- Ensure, in conjunction with our stakeholders, that Cork continues to be an attractive place to live and work, with an outstanding quality of life and is a welcoming place for visitors
- Provide efficient, effective and customer focused service delivery
- Communicate effectively with the public, businesses and other stakeholders

Core Values

Corporate values are those that support the Vision, shape the culture and reflect what the organisation holds as important. They are the essence of the City Council's identity.

These are the operating philosophies or principles that guide an organisation's internal conduct as well as its relationship with its customers, partners, and stakeholders.

The following are the values of Cork City Council. They will guide the behaviour of Elected Members and Officials of Cork City Council in the performance of our day–to–day activities in order to achieve the Objectives set out in the Corporate Plan:

- **Dignity:**
  Dignity is concerned with how people feel, think and behave in relation to the worth or value of themselves and others. To treat someone with dignity is to treat them as being of worth, in a way that is respectful of them as valued individuals.

- **Respect:**
  We will treat all stakeholders, internal and external, with due regard for their feelings, needs, and rights.

- **Accountability:**
  We will initiate processes in an open and understandable manner and adhere to good Governance practices. Accountability places an obligation on both the individual and the City Council to account for our activities, accept responsibility for them, and to disclose the results in a transparent manner.

- **Responsibility:**
  Acting responsibly places a duty or obligation on the individual and Cork City Council to satisfactorily perform or complete the tasks that we must undertake, and which have a consequential impact if not discharged correctly, in accordance with the policies and procedures of Cork City Council.

- **Honesty:**
  We will behave objectively and fairly in the public interest and the common good. We will ensure that all conduct demonstrates truthfulness, sincerity, frankness, loyalty, fairness and trustworthiness.

- **Integrity:**
  We will act with integrity means to act with good intent and to the best of our ability, in accordance with the City Council's Dignity at Work Policy and corporate values; thereby ensuring a high ethical standard and taking responsibility for our actions.
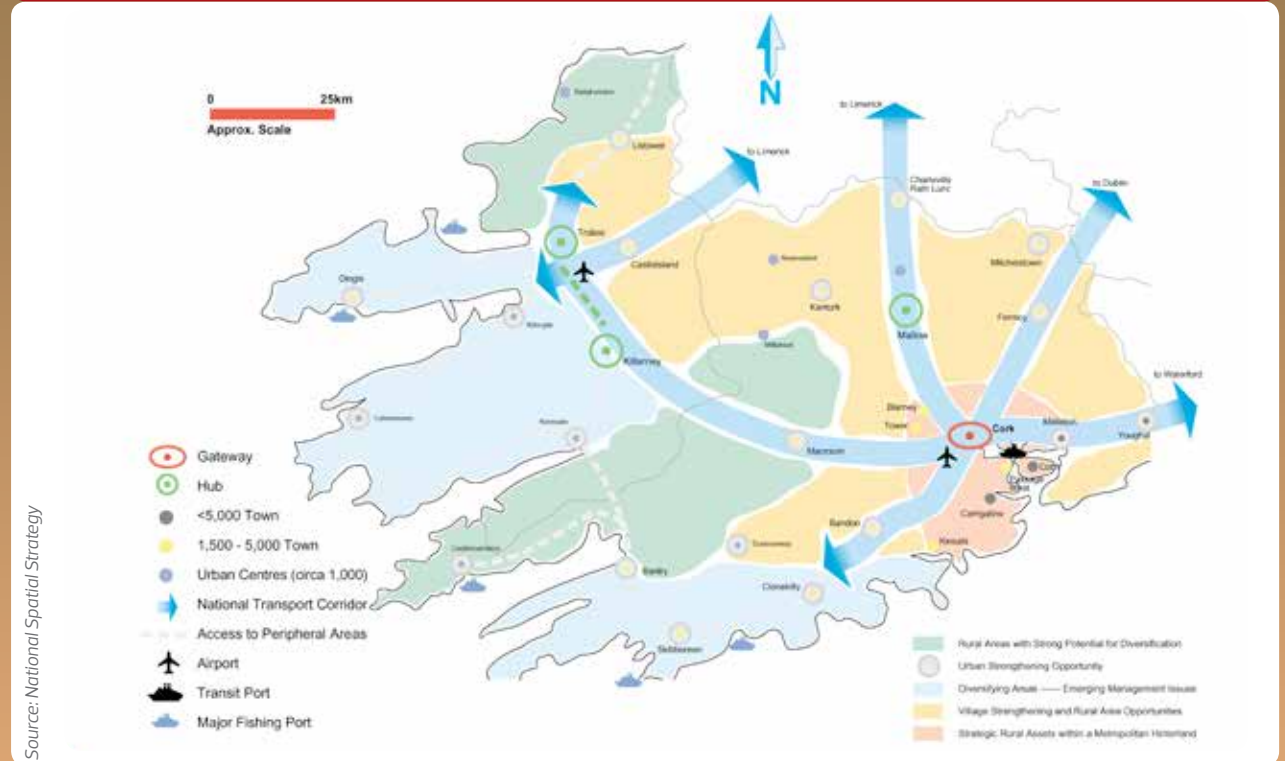
Cork City Profile

Cork City is the second city of the state and the primary centre of the recently established Southern Region. The city has a population of 119,230[1], covers an area of over 37km²[2] and is situated at the heart of the largest county in the State. Cork City provides international access by air and sea and acts as a regional hub for transport within the state, with direct express rail and motorway road links to Dublin.

The city is designated as a Gateway City under the National Spatial Strategy and was European City of Culture in 2005. In 2010 Cork City was voted one of Lonely Planet's Top Ten Places to visit.

The Cork Area Strategic Plan (CASP) provides the co-ordination mechanism for the wider metropolitan area. However, its time horizon is 2020, which may necessitate the formulation of a new sub-regional strategy for the post 2020 period. According to the National Spatial Strategy;

'Of the regional cities, Cork has the most potential to be developed to the national level scale required to complement Dublin'.

1 Figure from the Census of 2011.
2 Cork Area Strategic Plan

South West Region

Source: National Spatial Strategy

0   25km
Approx. Scale

- ⊙ Gateway
- ⊙ Hub
- ● <5,000 Town
- ● 1,500 - 5,000 Town
- ● Urban Centres (circa 1,000)
- National Transport Corridor
- Access to Peripheral Areas
- ✈ Airport
- ⚓ Transit Port
- Major Fishing Port

- Rural Areas with Strong Potential for Diversification
- Urban Strengthening Opportunity
- Diversifying Areas — Emerging Management Issues
- Village Strengthening and Rural Area Opportunities
- Strategic Rural Assets within a Metropolitan Hinterland

Cork has the following assets:

- It is the largest city in the State outside of Dublin
- A strong and diverse economic base
- Strong third-level educational facilities
- A tradition of good strategic land use and transportation planning
- A modern airport, significant port facilities and improved rail services
- An outstanding natural setting with tourism potential
- A good quality of life
- Improved broadband connectivity

However, it also faces the following challenges:

- Loss of population in the city area through demographic change
- Key inhibitors blocking potential development of scale in the Docklands
- The ongoing need for improved access and connectivity
- Accessing resources, both financial and people
- Sustaining and developing services and facilities
- Social disadvantage and the socio-economic profile of the city
- Need for boundary extension
- Fast changing, complex and disruptive external environment which demand flexibility from the organisation
- Cyber security

The Corporate Plan will seek to build on the assets available and present strategies that will address the major challenges that face the city over the five years from 2015-2019.
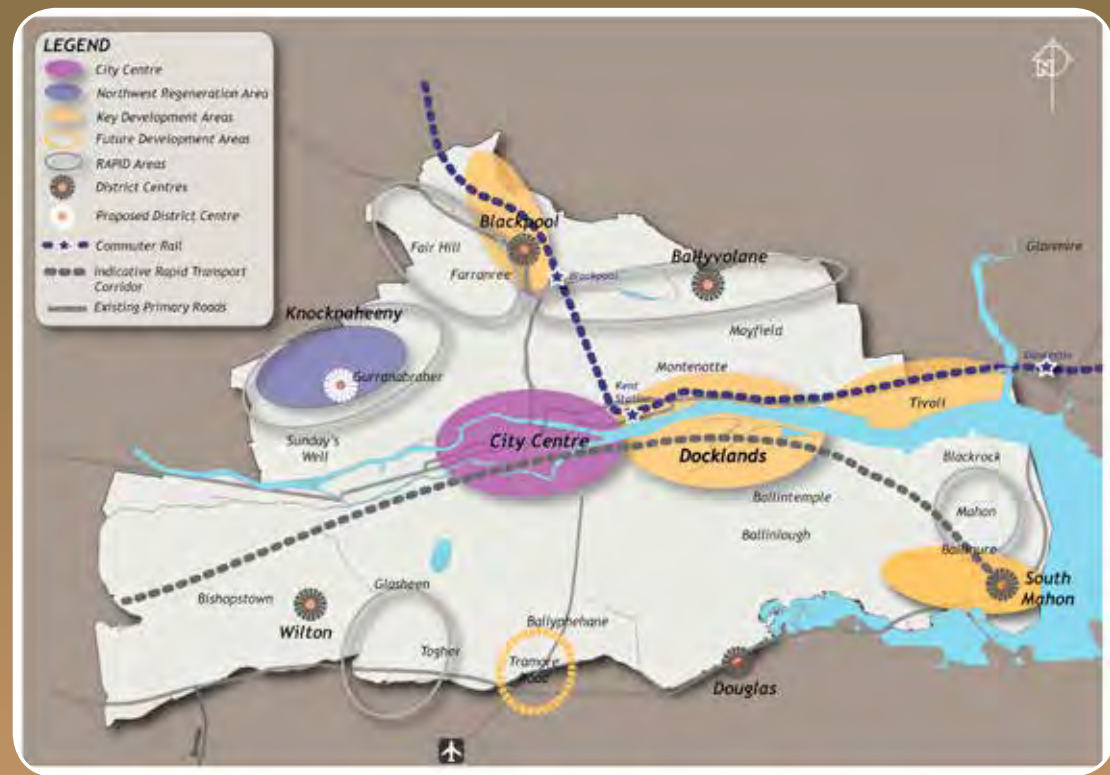
Economy

Cork city is the centre of a metropolitan area that has particular strengths in the areas of:

- Life Sciences and Medical Devices
- Information and Communication Technologies (ICT)
- International Services
- Food
- Education
- Health
- Business Services
- Retail and Personal Services

The city is served by a Tier 1 port and international airport and it is anticipated that direct telecommunication links will be established with the United Kingdom, the United States, the Netherlands and France over the next two years.

There are 5 key development locations in the city:
1. City centre and Docklands
2. Blackpool
3. Tivoli
4. Mahon
5. North West Regeneration Area (Hollyhill and Knocknaheeny)

Though Cork City has suffered, along with the rest of the state, from the global economic downturn that began around 2007, the local economy is recovering. The City Council has been active in forging relationships with private enterprise and facilitating investment and innovation to promote economic growth in the city. Cork City Council will continue to invest in the infrastructure of the city centre to facilitate the needs of businesses, citizens and visitors alike in order to maintain and improve competitiveness on a national and international basis. The key drivers of competitiveness have been identified as:

- Diversity
- Innovation
- Connectivity
- Skills and Human Capital
- Place Making
- Strategic Governance Capacity

The City Council will include these drivers in its own corporate planning regime in order to best position the city to take advantage in any upturn in the local, national and global economy.

Recent new economic activity in the city includes the construction of One Albert Quay. This block will provide c.15,500 m2 of much needed, state of the art office space in the heart of the city. In addition, public funding of €20m has been sanctioned for the event centre element of the €150m Brewery Quarter regeneration of the historic Beamish & Crawford site, adjacent to the South Gate Bridge.

While the economic downturn has had a significant effect on property occupation rates in the city centre there have been some marked success stories. The Opera Lane shopping precinct and associated apartment complexes are thriving, with almost total occupancy. Many of the empty properties on the city's main thoroughfare Patrick's Street are attracting new tenants and the old Capitol Cinema site on the Grand Parade is due for redevelopment.

The City Council itself has been proactive in revitalising some of the city centre's vacant properties, purchasing iconic buildings on Lapp's Quay and Parnell Place. On Lapp's Quay, the former Cork Savings Bank (which had latterly housed the TSB) was acquired by the Council in 2014 and suitable heritage and civic options are being studied at the moment. The purchase of 8 and 9 Parnell Place for conversion to an incubator unit for technology companies is an indication of the Council's desire to place Cork City at the forefront of technology growth in the State. The Council will continue to drive the rejuvenation of the city centre fabric and invest in opportunities for innovation throughout the period of the new Corporate Plan.

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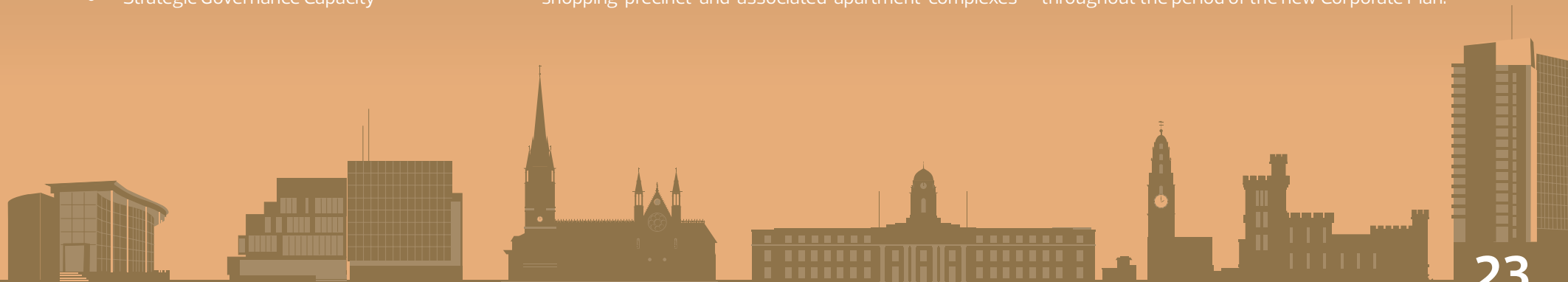
Education

There is a strong, well established third level presence in the City, with in excess of 10% of the metropolitan population attending University College Cork or the Cork Institute of Technology.

University College Cork founded in 1845, has been selected as the Sunday Times Irish University of the year three times in its recent history, most recently in 2011-2012 and is Ireland's first 'five star university'. UCC currently has a student roll of almost 20,000 full-time students and is one of the largest employers in the city employing approximately 2,800 people. It offers 120 full-time degree and professional courses and has generated over €400 million of research based investment in the last five years. In 2015, it was rated the top science university in Ireland.

The CIT hosts extensive research facilities at its main campus in Bishopstown while the other constituent colleges:

- The Crawford College of Art & Design
- The Cork School of Music
- The National Maritime College of Ireland

all have an important influence locally, nationally and internationally.

The three public hospitals (Cork University Hospital (CUH), The Mercy Hospital and the South Infirmary) in the city are all teaching hospitals with the largest, the CUH, being the largest teaching hospital in the State and also one of the most significant employers in the City.

Culture & Heritage

Tourism is an integral part of the city centre economy. The Council has been proactive in seeking to promote this aspect of the city economy setting up the Tourism, Arts and Events Management (T.E.A.M.) unit in 2011. TEAM has played a pivotal role in securing funding for the opening of the Elizabeth Fort as a major tourist attraction. The Christmas Festival 'Glow' (also organised by the City Council, through T.E.A.M) based around Bishop Lucey Park and the Grand Parade area of the city has grown over the last three years with an estimated 170,000 visitors to its attractions in 2014.

The city's St. Patrick's Festival attracted over 120,000 to the city over the three day period of the festival with approximately 50,000 attending the parade itself.

Cork City Council is committed to investing in these and other free festivals into the future.

The English Market, developed and still owned by Cork City Council, has been trading since 1788 and is one of the oldest municipal markets of its kind in the world. The market continues to be a major international attraction for the city. This is in large part due to the quality of the local produce available in the market and as a result of publicity from sources like the Lonely Planet Guide (which rated Cork City as one of the World's Top Ten Cities to visit in 2010). The attendant publicity generated by the visit of HM Queen Elizabeth II to Cork in 2011 and her tour of the English Market as part of that visit, further enhance the reputation and profile internationally of this Cork attraction. The City Council is committed to developing and enhancing the reputation of the Market into the future.

Cork City is home to a number of International Festivals, including:

- The Cork Film Festival
- The Cork Jazz Festival
- The Cork International Choral Festival
- Glow: A Christmas Celebration
- St Patrick's Festival
- Pulses of Tradition

There is a vibrant theatre, music and arts scene in the city. Cork Opera House continues to receive substantial funding from the City Council that, in part, allows it to continue to host performances from national and international companies. There is a strong programme each year of companies performing plays, musical shows, ballet and opera. In addition, international music acts and world class performers grace the stage on a regular basis.

The Everyman Theatre, Triskel Arts Centre, Cork Arts Theatre and a number of other city centre venues have successfully provided spaces for theatre and music performances by both up and coming indigenous artists and international calibre performers.

Transport/City Centre Movement Strategy

Cork city centre has seen great changes to its streetscape in the last ten years with the revamp of the city's main thoroughfare, St. Patrick's Street, designed by internationally renowned Spanish architect Beth Galli and completed in 2004. Oliver Plunkett Street; Cork's second shopping street was made a solely pedestrian area between the hours of 11 a.m. and 5 p.m. in 2005.

More recently, the Cornmarket Street Renewal Project and the redesign of the Parnell Place and Bus Eireann Station area have seen dramatic changes to the citizen friendliness of these areas.

The Council's City Centre Movement Strategy will continue to be a key driver to improving the city centre economy. The movement strategy will attempt to:

'improve the general vibrancy of Cork City Centre to promote sustained economic growth, to deliver a much more attractive environment for shoppers, visitors and tourists and to help encourage sustained inward investment.'

The Movement Strategy Objectives are as follows:

• **General Vehicular Access–**
   – Identify a street hierarchy within the city centre to clearly identify the main routes into and through the city centre.
   – Maintain accessibility to the city centre off–street car parks

   – Manage access for deliveries within the city centre

• **Public Transport Movement–**
   – Deliver a more efficient public transport operating environment
   – Improve the reliability of the existing bus service

• **Pedestrian Movement–**
   – Deliver streets that provide a more pleasant shopping environment
   – Make it easier to cross the city streets at key locations

• **Cycling Access–**
   – Provide a traffic management system that encourages cycling in the city centre

Parks and Open Spaces

The City Council is responsible for the day-to-day management and maintenance of over 600 hectares of green space in the city. This includes enclosed parks, open green areas, pitches, allotments, playgrounds, four municipal cemeteries and a municipal golf course. Cork City Council is committed to maintaining and improving the city's parks and green areas over the period of the 2015-2019 Corporate Plan.

In 2014, the Council completed a major development in Fitzgerald's Park, its main urban Park. The Mardyke Gardens project; completed in May 2014, represented an investment of over €2.3m and includes elements of the Gold Medal winning 'Sky Garden' from the 2011 Chelsea Flower Show and also includes:

- a new entrance area to the Park
- a sunken green area with outdoor performance space
- a revamped entrance and plaza area to the front of the City Museum and
- a 'garden café' area to the rear of the Museum.

In addition the Park's ornamental pond and Fr. Matthew Fountain, a focal point of the parkland dating from the Cork Exhibition of 1902, had already been sensitively restored.

An additional €600,000 investment (co-funded by the Bon Secours Hospital as part of its Community Initiative Programme) is being made in the children's play area in the park. This is an 'inclusive use' area with elements that will cater for children of all abilities and mobilities.

The Marina Park Masterplan seeks to redevelop the old Munster Agricultural Showground area surrounding Páirc Uí Chaoimh, the Atlantic Pond and the disused park area down to Blackrock village as a cohesive multi-use park area.

The GAA's proposed redevelopment of the stadium and the development of a centre of excellence will be incorporated into the Masterplan. The new public park will provide space for active and passive recreation, play activities and leisure pursuits. Ecological, art and cultural features will also play an important part of the finished package. This programme is expected to evolve over the period of the 2015-2019 Corporate Plan as resources allow.

The Tramore Valley Park on the old 'Kinsale Road' Landfill site is set to develop into a major regional, national and even international recreation amenity. The Tramore Valley Park Master plan sets out an ambitious template for a quality amenity space. The Park has been described as the most exciting amenity project in the city and county, incorporating adventure and leisure spaces as well as an all-weather site capable of hosting concerts, ice rinks, circuses, and equestrian events. The park will be developed in several stages over the coming years to become a top amenity in the southern region.

Operating Environment

Internal Environment

Cork City Council provides a diverse range of services and functions in conjunction with national, regional and local organisations, agencies and community groups. The environment in which the Council operates has a significant bearing on its ability to fulfil its mandate effectively. These challenges will require strategic and co-ordinated responses. Cork City Council is committed to the pursuit of continuous improvement to services and outcomes. It will continue to improve process efficiencies through targeted review of procedures, service delivery prioritisation and methods of service delivery.

An essential component in strategic change is effective communication. Our approach to performance management at individual level is to ensure that each employee knows what is expected of them and how they contribute through their performance to delivering on Cork City Council's objectives. The City Council, through its workplace partnership committee process, will engage in meaningful consultation with staff on organisational change.

Internal Capacity: Reduced Funding and Staffing Levels

Cork City Council has seen a period of unprecedented change in the last eight years. Staff numbers have reduced significantly over the lifetime of the Public Service Agreement (The Croke Park Agreement) and the Public Service Stability Agreement (The Haddington

Road Agreement) from 1,493 in 2008 to 1,210 in 2015. This reduction in staff numbers and the consequent 'brain-drain' will continue to impact on the Council over the lifetime of the 2015–2019 Corporate Plan. Ensuring staff mobility and efficient and effective use of staff resources will be of paramount importance in making certain that the City Council can maintain service standards with reduced staffing levels and the inherent 'knowledge deficit'.

The Council must operate within the limits of the resources allocated and available to it. Cork City Council should spend all of the public money it receives to provide the best quality services it can to the citizens of Cork but, in doing so, should never lose its capacity to make a difference. In addition to significant reductions in the number of staff employed by the Council, there is the issue of reduced funding to the organisation. Principally this has come from a reduction in the amount allocated to the Council from the Local Government Fund. In 2008, the City Council allocation from the General Purposes Grant was just under €28.5m. This has been reduced year on year and has recently been replaced by the proceeds of the Local Property Tax (LPT). In 2015 the LPT is expected to generate around €8m in income.

The local authority has made substantial cost savings over the last five years. Payroll costs in 2009 were approximately €78m while the estimate for 2015 is €61.5m, a reduction of almost 11%.

Performance Management Development System (PMDS)

While the parties to the Public Service Agreement acknowledged that significant levels of reform had been achieved across the public service, they also agreed that further measures were required to underpin the delivery of a more integrated, efficient and effective public service, including the acceleration of performance management systems at the level of the individual in all areas of the Public Service. Under the terms of the Public Service Stability Agreement 2013 – 2016 (Haddington Road) and the most recent Lansdowne Road Agreement, the Local Authority Sector is committed to the reactivation of the Performance Management Development Systems (PMDS) and to the implementation of a Competency Framework for all grades.

There are a number of significant elements in the reactivated PMDS model, particularly in the area of Personal Development Plans (PDP's):-

- **Full Performance cycle: –** Three formal Performance Development Plan conversations during the PMDS Year (Start of Year Performance Planning, Mid Year Review and an End of Year Evaluation). Four formal Team Development Plan meetings will take place during the year
- **End of Year Evaluation:–** A formal assessment of an individual's performance for the year

Competency Based Approach in Local Government

The rationale for adopting a competency–based approach in the Local Government Sector focuses on the potential for competencies to shape culture, provide a common language for managers to drive performance and provide an action–learning approach to staff development and managerial development which is demand–led and not solely reliant on classroom–based training which may have traditionally been the case. A competency is generally the term used to describe a cluster of related knowledge skills and behavioural attributes that contribute to successful job performance and ultimately to the goals and priorities of an organisation. Implementation of the competency approach to performance development will strengthen the performance development aspects of the PMDS process.

The Performance Management System within Cork City Council will be applied in a fair and consistent manner. This approach has been emphasised in the City Council's guideline documentation, as part of the PMDS Line Manager training and also at all staff briefings.

Customer Focus

The relationship between Cork City Council and its key stakeholders (the citizens and businesses of Cork City) is of paramount importance. It is critical that Cork City Council ensures that the most appropriate systems and processes are in place at all times to support this relationship. As new technologies and new communication channels become available Cork City Council will embrace and adopt these to ensure that we are able to continue to provide a first class service to our key stakeholders.

Over the coming years we intend to further develop and significantly enhance our customer service offerings. We are putting in place new ICT technologies, new

organisational structures and enhanced processes and procedures to ensure that we receive and process service requests in the most efficient manner and in a method which delivers the most effective outcomes from the stakeholders' perspective.

Local Community Development Committees (LCDC'S)

County and City Development Boards (CDBs) were established in 2000 in each local authority area to bring together the key agencies and bodies in the area to engage in long-term planning. They were abolished in June 2014 under the Local Government Reform Act 2014. Where appropriate, local and community development activity previously undertaken by the City Development Board now comes within the remit of new Local Community Development Committee (LCDC).

Under Section 36 of the Local Government Reform Act 2014, each Local Authority must establish an LCDC. The aim of the LCDC's is to develop, co-ordinate and implement a coherent and integrated approach to local and community development.

The membership of LCDC's includes elected members of the local authority, local authority officials, representatives of public bodies which provide services in the area; representatives of local community interests; local community representatives and representatives of publicly funded or supported local development bodies. The majority of its membership must come from the non-statutory sector.

The main function of an LCDC is to prepare, implement and monitor the community elements of the six-year Local Economic and Community Plan (LECP). It must consider the economic elements of the plan in order to enhance co-ordination with the community elements and ultimately integrate the two elements but it does not have a role in deciding on the economic elements. It has a general role in seeking to ensure effectiveness, consistency, co-ordination and avoidance of duplication between the various elements of local authority activities in the community.

The Local Economic and Community Plan must be consistent with the local development plans made by the elected members and with the regional spatial and economic strategies. The plan must be considered and approved by the Council.

Local Enterprise Offices (LEO'S)

The 2012 Action Plan for Jobs committed to delivering an enhanced, expanded and more integrated support service for micro and small business. As part of these reforms a new Local Enterprise Office (LEO) has been created within Cork City Council and the Cork City Enterprise Board (CEB) has been dissolved. The Local Enterprise Office (LEO) will build on the significant achievements of the CEB to date and will continue to offer an expanded range of supports throughout the life-time of the Corporate Plan and beyond.

External Environment

Cork City Council, like all other organisations, is subject to change in the external environment and is heavily influenced by legal, societal, political, environmental, technological and economic change. The economic fortunes of the country continue to have a strong influence on the preparation of this Plan and our aspirations for the future.

The Local Government Reform Act 2014 and the implementation of the reforms outlined in Putting People First will be key influences on the City Council's operating environment and the delivery of services over the next five years.

Similarly, ongoing organisational and structural change at a national level will impact on the City Council's role. In this regard, the City Council will need to be capable of responding swiftly and appropriately to change as it arises and this Corporate Plan will guide our operations to ensure the appropriate response occurs.

Government Policy/New Legislation

Local Government Reform Act, 2014
The Local Government Reform Act 2014 is the key piece of legislation driving change in the structures, efficiency and accountability of local government. The Act makes legal provision for the reforms set out in the Government's Action Programme for Effective Local Government (Putting People First), which was published in October 2012.

Putting People First: The Action Programme for Effective Local Government
Putting People First outlines Government policy for reform and development across the local government

system. These reforms emphasise accountability as the foundation of local democracy, providing for improved engagement with citizens. Putting People First emphasises greater accountability, transparency and external scrutiny, as prerequisites of local democracy. The recently formed National Oversight and Audit Commission (NOAC), will provide a system of performance monitoring that will focus on key performance indicators, customer service and comparative performance of local authorities.

The functions of local government will be strengthened in the following areas in particular:

- an enhanced and clearer role in economic development and enterprise support;
- closer involvement in community and local development;
- devolution of some specific functions from central government and delegation of greater authority to the local authority;
- broadening the reach of local government by allowing the local authority a greater co-ordination and leadership role locally.

Social Housing Strategy 2020
The Government's vision as outlined in the Social Housing Strategy 2020 is that every household will have access to secure good quality housing, suited to their needs, at an affordable price, in a sustainable community. This vision is founded on three pillars:

1. Provision of new social housing.
2. Providing housing supports through the private rental sector.
3. Reform creating more flexible and responsive social housing supports in Ireland.

The Strategy 2020 commits to:

- supplying 35,000 additional social housing units at a cost of €3.8 billion over the next 6 years;
- providing an estimated 29,000 jobs in construction and promotion of mixed–tenure developments
- meeting the housing needs of approximately 75,000 households through local authority provision via the private rented sector – using Housing Assistance Payment and Rental Accommodation Schemes;
- reforming social housing delivery and management in Ireland,
- establishing the Dublin Social Housing Delivery Taskforce, to respond to the current supply difficulties and focus on the delivery of social housing in the Dublin area, and
- sets out road map to accommodate everyone on the Housing Waiting Lists by 2020 (90,000 households)

EU 2020 Energy Target

In 2013 the City Council affirmed its commitment to the legislative requirement on public sector bodies to reduce their energy requirements by 33% by 2020. By signing up to the Public Sector Energy Partnership programme (in partnership with the Sustainable Energy Authority Ireland – SEAI) the City Council aims to improve its energy efficiency by:

- Developing and implementing a structured energy management programme
- Establishing and implementing an annual action plan to deliver energy savings in the short term
- Identifying and implementing longer term strategic initiatives to work towards the target for 2020
- Adopting energy efficient procurement practices
- Reviewing the energy management programme annually
- Reporting annually on energy efficiency initiatives and savings made
- Sharing information on progress with SEAI

In order to achieve our target of 33% of current levels (a reduction of approximately 10 million units of energy per year) the City Council has identified a number of key projects. These include:

1. Electricity generation from landfill gas at the Kinsale Road landfill site
2. The viability of introducing a photovoltaic installation at the Kinsale Road landfill site
3. Installation of energy efficient lighting (both in public buildings and street lights)
4. Improvements to the fabric and maintenance regimes of public buildings to make them more energy efficient
5. Reductions in emissions and energy use by the City Council's fleet of vehicles including the use of electric vehicles where possible.

While these measures alone are unlikely to achieve the target by 2020, they are an indication of the City Council's desire to actively pursue creative and innovative solutions to adjust its energy consumption to conform to national and international requirements. The City Council will continue to strive to find imaginative, pioneering and resource efficient approaches to reduction of our energy consumption over the period of the corporate plan.

New Regional Government Structures in Ireland

The 2012 Action Programme for Effective Local Government highlighted the need for a re-imagining of the Regional Government structures in place in Ireland. It stated that the existing eight Regional Authorities and two Regional Assemblies should be amalgamated to produce three new Regional Assemblies.

Under the Local Government Reform Act 2014 these recommendations were put into action; the existing Regional Authorities established by the Local Government Act of 1991 were abolished, to be replaced by three Regional Assemblies (see map below). These three Assemblies incorporate the functions of the former regional authorities and assemblies and significantly enhance some powers, particularly in relation to spatial planning and economic development.

The new Southern Regional Assembly has:

- A stronger role in economic development through the adoption of regional Spatial and Economic Strategies, which will replace the Regional Planning Guidelines (RPGs). The Strategy will be developed for the entire Southern Region, but will contain chapters for each Strategic Planning Area.

- A new role in linking local economic development with regional and national planning through oversight of Local Economic and Community Plans.

- An important role in promoting and supporting balanced regional development through management of European Structural and Investment funds programmes

- A role in the preparation of reports on aspects of local authority performance at the request of the National Oversight and Audit Commission (NOAC).

During 2015 the new Assemblies are charged with preparing new Regional Spatial and Economic Strategies for their regions. A key aspect of this planning and economic development role is that the work of formulating the new Spatial and Economic Strategy
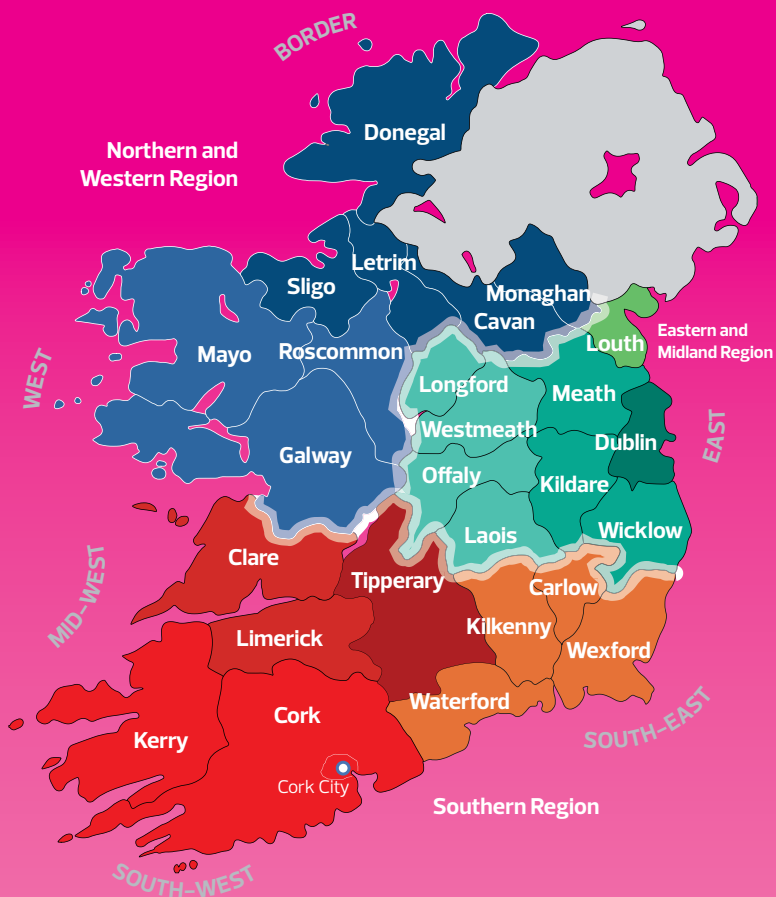
which will be undertaken at the sub-regional areas, broadly corresponding to the eight former regional authority areas.

Cork City Council, Cork County Council and Kerry County Council make up the South-West Special Planning Area in the Southern Region which represents an interrelated region from a social, economic and physical perspective. Under these arrangements Cork City Council is the only City Council in the Special Planning Area.

Technology

One of the central tenets of the Government's blueprint for local government reform: Putting People First is to increase the accessibility of services for the citizen. New technology could facilitate this ease of access in a number of ways (though many of the technologies designated 'new' have in fact been available for a number of years). Some of the technologies currently utilised by Cork City Council are included below, though the list is far from exhaustive.

Mobile Applications (Apps)
The rapidly growing field of applications development for mobile devices puts developers in an ideal position to use the plethora of information available from the Open Data arena. Cork City Council is actively engaging with QParks to provide real time information on the availability of car parking spaces in the car parks provided by the City Council and QParks. This information will initially be available on the City Council's Web pages; however, it is envisaged that developers could use this open data source to develop a mobile app that will give this information on smart phones and Android tablet devices.

Social Networking
Social media platforms such as Facebook and Twitter play an increasing part in business as well as social interactions. Cork City Council has a number of active, broadcast only Twitter feed and a number of Facebook pages:
While the value to the organisation of these social networking tools is widely recognised, the future development of these 'information services' is largely resource dependent.

E-Payments
The City Council currently has a number of payments for services that are available on-line:

- Parking fines
- Dog Licences
- Housing Rents

There is scope for an ever greater number of payments to be made online (Dublin City Council currently has 13 different payments that may be made online) and indeed one of the central tenets of Putting People First is the focus on the citizen. Facilitation of web-based payments in an easy to use, customer friendly manner will go some way to fulfilling one of the requirements of the Action Programme for Local Government.

Smart Gateway
As urbanisation and globalisation intensify, policy-makers have been increasingly moving towards the development of smarter approaches to managing urban areas and providing public services. This smart agenda is also intended to promote the social and environmental sustainability of urban areas, whilst contributing to greater economic prosperity.

In Cork, the 'Smart' agenda is being developed for the Cork Region – i.e. the communities of Cork City and County – to create a regional 'Smart Gateway';

A 'Smart' Region

- Uses Information and Communications Technology (ICT) to boost economic activity, enhance quality of life, and benefit the environment.
- Involves the 4 major 'sectors' of society – public sector bodies, private sector business,

Twitter		Facebook
Cork City Library	Culture Nite Cork	Cork City Marathon
Cork City Marathon	Cork City Council	Cork City Fire Brigade
TEAM	Cork St Patricks Festival	TEAM
Lifetime Lab	Cork City Arts	Cork City Libraries
Cork City Fire	Cork City Traffic	Cork City Arts

academic institutions, and citizens/residents – in consultation, feedback, decision-making, and implementing projects, to maximize overall benefits.

The overall aim is to underpin the reputation of Cork as an attractive region in which to live, to work and crucially, to invest and to ensure this reputation translates into reality. While the Cork Smart Gateway is a cross sectoral initiative, the Steering Group will consist of the primary contributors, the Nimbus and Tyndall research institutes led by Cork City and County Councils. This Steering Group and the Smart Gateway initiative will operate with the support and guidance of CASP.

Data Protection

The Data Protection Act 1988 (Amended 2003) and the ePrivacy Regulations 2011 (S.I. 336 of 2011) are the Acts which govern the control and processing of information in Ireland. The City Council acts as a data controller and data processor and as such is subject to certain responsibilities under the legislation. In addition the Council is required to register with The Office of the Data Commissioner as both a Data Controller and Data Processor. To form an appreciation of the kinds of data that the Council controls or processes you can visit the public register on the Data Protection Commissioner's website at:
https://www.dataprotection.ie

The paragraphs overleaf set out the definition of both and the responsibilities that apply to both controller and processor under current Data Protection legislation.

Data Controller

A data controller is the individual or the 'legal person' who controls and is responsible for the keeping and use of personal information on computer or in structured manual files. Data controllers can be either individuals or "legal persons" such as companies, Government Departments and voluntary organisations. If your organisation controls and is responsible for the personal data which it holds, then your organisation is a data controller. All data controllers must comply with certain important rules about how they collect and use personal information. These data protection rules are detailed below. You must:

- Obtain and process the information fairly
- Keep it only for one or more specified and lawful purposes
- Process it only in ways compatible with the purposes for which it was given to you initially
- Keep it safe and secure
- Keep it accurate and up-to-date
- Ensure that it is adequate, relevant and not excessive
- Retain it no longer than is necessary for the specified purpose or purposes
- Give a copy of his/her personal data to any individual, on request.

Data Processor

If you hold or process personal data, but do not exercise responsibility for or control over the personal data, then you are a "data processor". However, it is possible for one company or person to be both a data controller and a data processor, in respect of distinct sets of personal data. e.g. the processing of data by the Council for the Department of Social Protection.

Though the rules around the 'processing of data' relate mainly to the security of the data processed, as a processor and a controller the City Council must also abide by the more stringent rules for data controllers quoted above.

The City Council is fully cognisant of its responsibilities and at all times seeks to conform with the legislation. As the legislation evolves, the Council will comply with its obligations under any new legislation as it arises.

Shared Services

There are two strands to shared services to be addressed; the national approach and the local approach.

Local Shared Service Initiatives:

Cork City Council has had cooperative links with the County Council for a number of years; most prominently with the Cork Area Strategic Plan (CASP 2001-2020):

'Cork Area Strategic Plan 2001-2020 (CASP) is a strategic land use and transportation plan for the metropolitan area of Cork City and its hinterland with the objective to enable Cork to become a leading European City Region – globally competitive, socially inclusive and culturally enriched. The plan forms the basis for key strategic objectives that have been transposed into the respective city and county development plans.'

The City and County Council have a shared Veterinary Service, where the County Council effectively functions as an agency for Cork City Council.

Further initiatives have been identified:

- Shared Library Services
- Shared Laboratory Services
- Collaborative ICT Strategy for the Cork Region

However, in light of the Cork Local Government Review, these shared service initiatives are not likely to advance further until the Minister for the Environment, Heritage and Local Government makes his decision.

National Shared Service Initiatives:

The table on the right illustrates the current progress of Shared Services at the National Level:

PMO Project Ref.	Project Name	Project Status
A001 & A003	MyPay Formerly PASUSS (shared payroll and superannuation)	Implementation stage
A002	Treasury Management	Progressed project to Design Phase but Legislative difficulties incurred. Being re-examined
A004	Building Control Management System (BCMS)	Project is in optimisation phase | Will form basis for E-Planning project
A033	Local Government Strategic/ Operational Procurement Centre (Formerly National Procurement Office)	Implementation Stage – LGSPC – responsible for two Category Councils NPO – stood down, Q1 2014
A026	Housing Assistance Payments (HAP) Formerly Shared Housing Assessment	Build and Roll Out being managed by DECLG - PMO assisting with Procurement of required technology solution
A032	Road Management Office	Project co-sponsored by DECLG and DTTaS | Consortium awared project
A014	Knowledge Management & Open Data	Optimisation stage | LG an exemplar in use of open data
A018	Veterinary Services	Three regional centres appointed for delivery of Local Authority veterinary services
A025	Debt Collection	Business Case approved, DPER Memo to Government PMO guiding sectoral response / imposition of recommendations
A020	Internal Audit	Report on process improvement approach for sector being finalised
A006	Registrar of Electors	Pilot project in DLR and DCC underway
A035	Environmental Enforcement	Business Case being developed
A036	Water Framework Directive Office	Business Case being developed
A007	ICT – Back Office Directive Office	Delivered and being utilised
A015	FixYourStreet Directive Office	Delivered and being optimised
A005	Local Government Portal	Delivered and being optimised
A009	Library Service Procurement (Regional Pilot)	Delivered – Savings made, learning shared
A029	Paid Parking (Regional Pilot)	Delivered – savings made, learning shared
	Staff Welfare	Delivered – savings made, learning shared
A019	Accounts Payable	Phase Once Accounts Payable (P1AP)
A023	eInvoicing (see A019)	Will be linked to P1AP
A031	Motor Tax	Paused for legislative reasons
A024	Open Source Website Development	Considered by PSROG to be relevant but not a priority for capital investment
	Legal Services	Business Case approved | Process Improvement to be examined with ref to further ESD opportunities
A021	Social Media	Sectoral guidelines to be developed
	Public Lighting	Pilot run – reporting through CCMA LUTS Committee
A010	CRM – Microsoft Dynamics	In place
A011	CRM – Open Source	In place
A012	Spatial Information – GIS Now E-Planning	Will be progressed in 2015 with ref to BCMS
A028	Laboratory Services	With Irish Water – PMO / WSTO Engagement
A022	Corporate Services	Will be progressed through Process Improvement

Customer Charter

The Customer Charter governs how Cork City Council interacts with its citizens and details Cork City Council's commitments to its customers:

CUSTOMER CHARTER

Our Commitment to you is to
- Deliver high quality services to you in an effective and caring manner.

Courtesy and Consideration
You are at all times entitled to be served:
- Promptly and in a courteous manner.
- With due regard to privacy and confidentiality.
- By helpful staff.

Openness and Impartiality
We undertake to:
- Deal with you in a fair and open manner.
- Discuss any aspect of your dealings with us.
- Explain how a decision was reached.
- Put in place a complaints procedure for customers dissatisfied with the quality of service received.

Access
We endeavour to:
- Provide clean, accessible public offices.
- Facilitate customers who wish to conduct their business through the medium of the Irish language, sign language or other languages where possible.

You can help us to help you
- By making comments, complaints or suggestions about the services you receive.
- By letting us know when we do something well.
- By providing full and accurate information.

Review
Our services will be continually reviewed and improved upon where necessary.

Cork
Local
Government
Review

The Minister of Environment, Communities and Local Government appointed a statutory Committee in January 2015 to review the Cork City boundary and other local government arrangements in Cork City and County. The Cork Local Government Review (CLGR) Committee is charged with making recommendations and submitting a report to the Minister within 9 months of their appointment. Inevitably the outcome of this Cork Local Government Review process will have far reaching implications for both the City and County Councils.

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Legend:
Cork City Council Area Population (2011): 119,230
CSO "Urban" Cork City Population (2011): 198,582
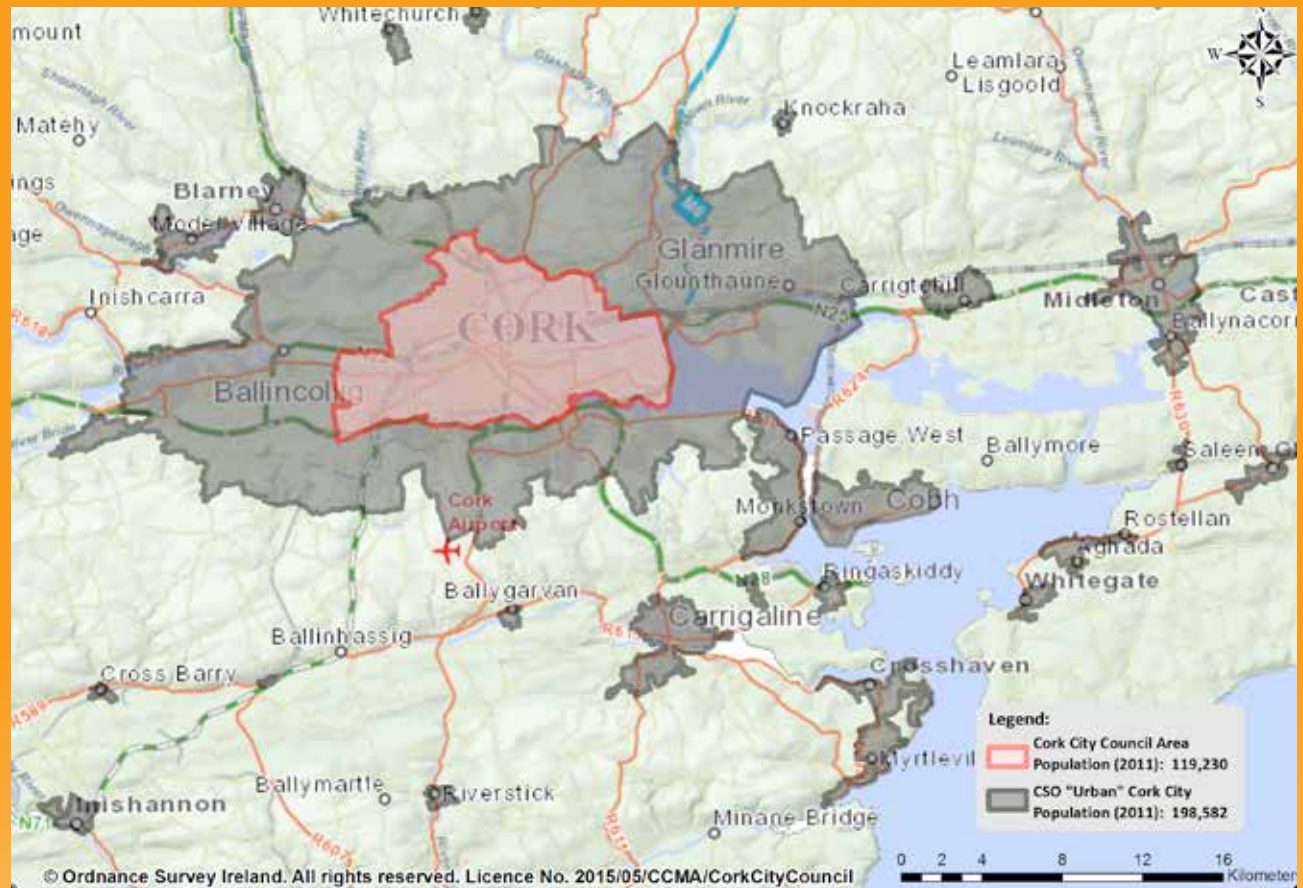
Any changes to the governance arrangements or the city boundary on foot of this review process will impact significantly on the viability of the Corporate Plan. It is possible that a revision of this Plan will be required after the CLGR Committee delivers its recommendations in September 2015.

Monitoring and Evaluation

This Corporate Plan is a five year strategic document. It is intended to act as a guide for Cork City Council and its stakeholders and show, going forward, the services that will be provided over the coming five years.

In conjunction with this plan the City Council will produce an Annual Service Delivery Plan for each of the five years of the Corporate Plan. These annual plans segment the Corporate Plan service targets into annual deliverables. This allows the Local Authority and stakeholders to measure progress on a very granular scale.

Underpinning the Annual Service Delivery Plans will be the Operational Plans completed by each Directorate and Department further supported by the PMDS (Performance Development Management System) process. The PMDS process links individuals to operational plans using both Personal Development Plans and Team Development Plans.

Throughout the life of this Corporate Plan there will be constant monitoring of the City Council's progress with respect to achieving the targets set out therein.

NOAC – National Oversight and Audit Commission

The National Oversight and Audit Commission (NOAC) was established under the Local Government Reform Act 2014 to bring independent scrutiny to local government performance. The need for enhanced scrutiny of the local government system was recognised in the Action Programme for Local Government, published in October 2012, particularly in terms of community and local economic development which are given new focus under the terms of the 2014 Act.

NOAC is specifically required to:

- Scrutinise performance of any local government body against relevant indicators as selected by NOAC (to include customer service);
- Scrutinise financial performance, including Value for Money, of any local government body in respect of its financial resources;
- Support best practice (development and enhancement) in the performance of their functions by local government bodies;
- Monitor and evaluate adherence to Service Level Agreements entered into by any local government body;
- Oversee how national local government policy is implemented by local government bodies;
- Monitor and evaluate public service reform implementation by any local government body;
- Monitor adequacy of Corporate Plans prepared by Regional Assemblies and Councils and evaluate implementation of the Plans by any local government body.

High Level Goals, Objectives and Strategies

Following a consultation process with stakeholders, five high level goals for Cork City Council were identified:

1) **Goal 1 – Enabled Communities**
2) **Goal 2 – Create a thriving City Economy**
3) **Goal 3 – City Identity, Culture And Heritage**
4) **Goal 4 – Quality Urban Environment**
5) **Goal 5 – Corporate Development**

Under each of these goals, key objectives and supporting strategies were defined. In addition, for each strategy, the following information was produced:

1) Lead Directorate
2) Support Directorate/External Organisation
3) 2019 Target Level of Service
4) Measurement Methodology
5) Key Performance Indicator (KPI)
6) Supporting Policies
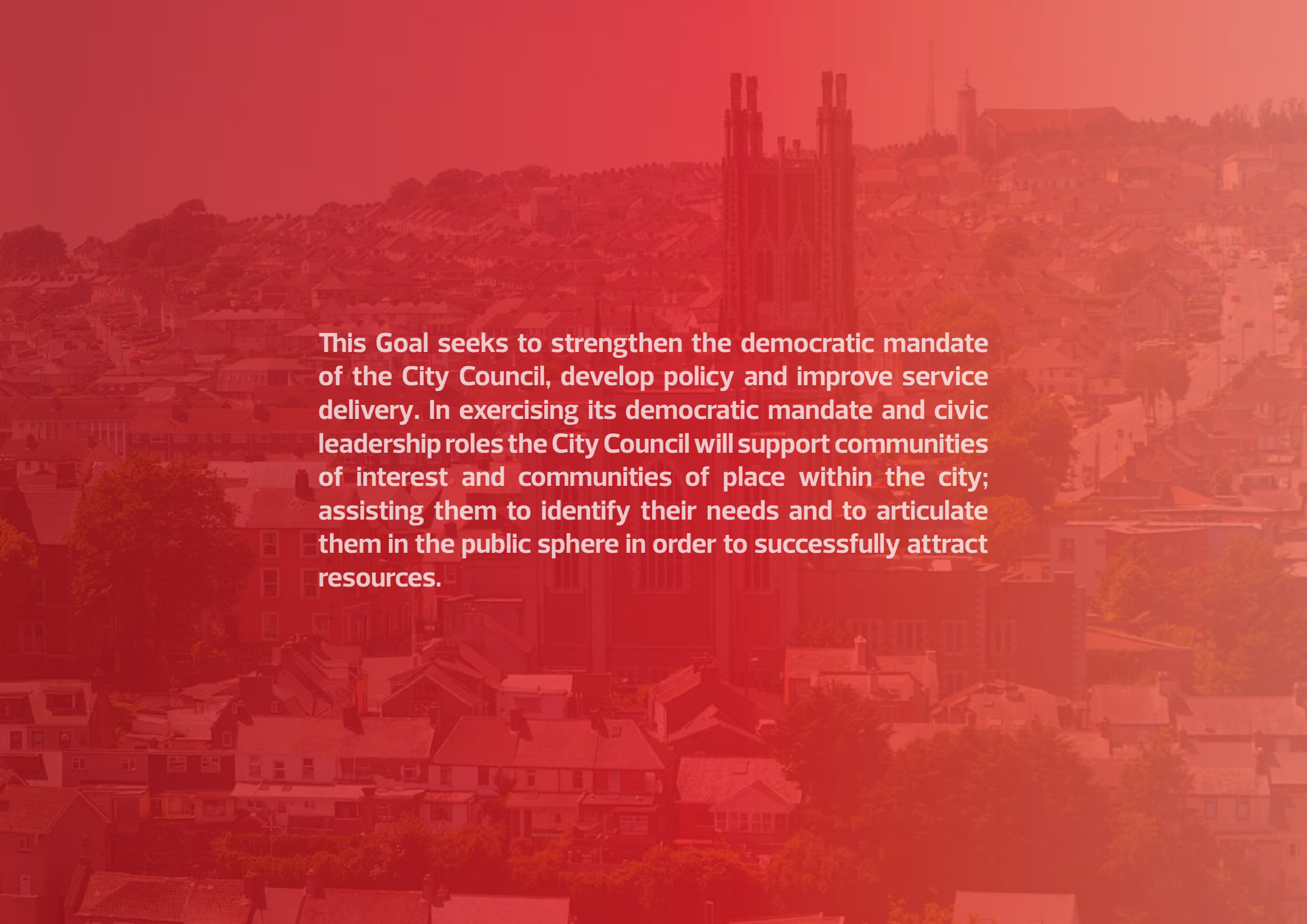
High Level Goal 1
Enabled Communities:

Enable communities to actively participate
in the social, cultural and economic life of their own localities
and the wider city

This Goal seeks to strengthen the democratic mandate of the City Council, develop policy and improve service delivery. In exercising its democratic mandate and civic leadership roles the City Council will support communities of interest and communities of place within the city; assisting them to identify their needs and to articulate them in the public sphere in order to successfully attract resources.
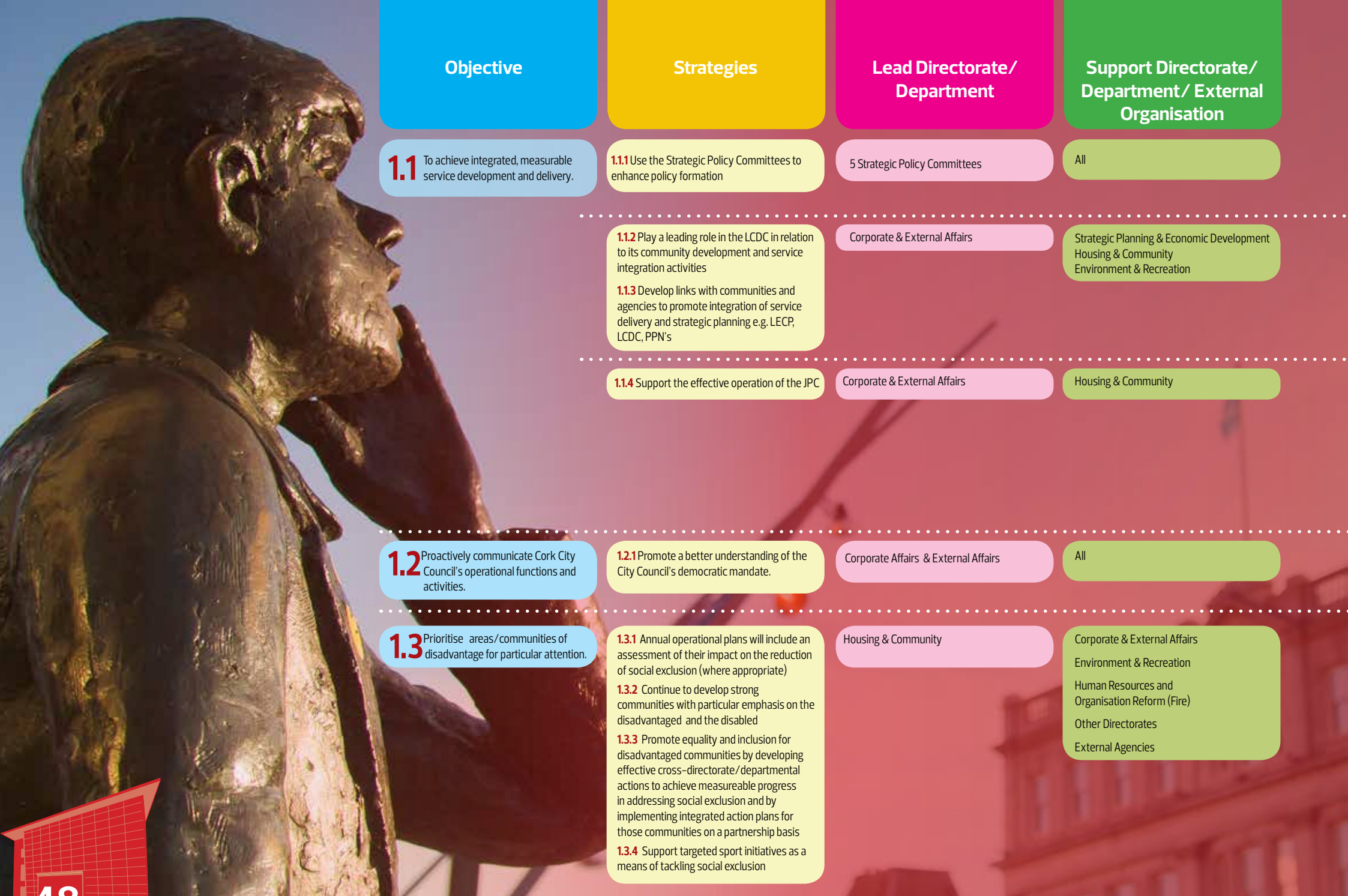
Objective	Strategies	Lead Directorate/ Department	Support Directorate/ Department/ External Organisation
1.1 To achieve integrated, measurable service development and delivery.	**1.1.1** Use the Strategic Policy Committees to enhance policy formation	5 Strategic Policy Committees	All
	1.1.2 Play a leading role in the LCDC in relation to its community development and service integration activities **1.1.3** Develop links with communities and agencies to promote integration of service delivery and strategic planning e.g. LECP, LCDC, PPN's	Corporate & External Affairs	Strategic Planning & Economic Development Housing & Community Environment & Recreation
	1.1.4 Support the effective operation of the JPC	Corporate & External Affairs	Housing & Community
1.2 Proactively communicate Cork City Council's operational functions and activities.	**1.2.1** Promote a better understanding of the City Council's democratic mandate.	Corporate Affairs & External Affairs	All
1.3 Prioritise areas/communities of disadvantage for particular attention.	**1.3.1** Annual operational plans will include an assessment of their impact on the reduction of social exclusion (where appropriate) **1.3.2** Continue to develop strong communities with particular emphasis on the disadvantaged and the disabled **1.3.3** Promote equality and inclusion for disadvantaged communities by developing effective cross-directorate/departmental actions to achieve measureable progress in addressing social exclusion and by implementing integrated action plans for those communities on a partnership basis **1.3.4** Support targeted sport initiatives as a means of tackling social exclusion	Housing & Community	Corporate & External Affairs Environment & Recreation Human Resources and Organisation Reform (Fire) Other Directorates External Agencies

Target Level of Service for 2019	Measurement	Key Performance Indicator (KPI)	Supporting Policies
Efficient and effective Strategic Policy Committees ensuring the required policies are delivered as required	Policies considered and adopted	The number of policies considered The number of policies adopted	Various local and national government policies
The LCDC will be facilitated to develop the community elements of the Local Economic Community Plan Secretariat in Place Meetings are taking place	Key community development aims encompassed in the LECP Facilitate two LCDC meetings per year	2nd Draft available by December 2015 Number of groups participating in the PPN	Putting People First – An Action Programme for Effective Local Government (DOECLG)
Local Policing forums Management Committees in place Community Safety forums meeting and feeding into Local Policing Forums Management Committees Supporting Development of the 6 year Plan	Meetings held	Number of JPC meetings held	
Effective Communication Channels Issue press releases in a timely manner Continue Communications Network	Press releases issued	Number of Press releases issued	Cork City Council's Communication policy
Cork City Council will deliver a number of Social Inclusion Activities Distribute smoke alarms to vulnerable population Civil Defence to provide aid in emergencies and assistance in community events Formation & Implementation of RAPID Area based Strategy	Participant programme review Number of Alarms distributed and to what areas/ populations Number of events attended RAPID Strategy to be produced by Q3 2016. Annual review of the strategy thereafter during the term of the strategy	The number of recommendations delivered Reduction in number of fire calls to houses without working smoke alarms Number of events and feedback from events Delivery of all Strategic Objectives by 2019	National Positive Aging Strategy Objective 86 ' Imagine Our Future' Integrated Strategy for Economic, Social and Cultural Development. Age Friendly Strategy final draft December 2015

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Objective	Strategies	Lead Directorate/Department	Support Directorate/ Department/ External Organisation
1.3 Prioritise areas/communities of disadvantage for particular attention.	**1.3.5** Participate with interagency groups supporting ROMA **1.3.6** Engage with Traveller Interagency process **1.3.7** Engage with LGBT Interagency Steering Group **1.3.8** The City Age friendly Alliance will be facilitated to implement the Age Friendly Strategy **1.3.9** Contributing to the development & delivery of the New Communities Strategy **1.3.10** Continue to support initiatives which provide services to younger people	Housing & Community	Corporate & External Affairs Environment & Recreation Human Resources and Organisation Reform (Fire) Other Directorates External Agencies
1.4 Citizen engagement through eServices and social media	**1.4.1** Deliver a Corporate Citizen Service Request System (CSRM)	ICT & Business Services	All Finance
	1.4.2 Increase the number of services available on-line e.g.: · Provide for on-line submissions on plans and projects. · Provide for greater range of payments to City Council to be made on-line. · Provide web access to the Choice-based Letting System · Regularly review and update the content on the Council's websites to maintain accurate and relevant information	ICT & Business Services Corporate & External Affairs	All
	1.4.3 Engage with citizens through on-line services and social media: · Provision of online Fire Safety Campaigns · Delivery of an enhanced public alert system linked to SMS, email, web and social media · Review and develop social media policies and develop a new digital communication strategy	Corporate and External Affairs ICT & Business Services Human Resources and Organisation Reform	All

| Target Level of Service for 2019	Measurement	Key Performance Indicator (KPI)	Supporting Policies
Cork City Council will deliver a number of Social Inclusion Activities Distribute smoke alarms to vulnerable population Civil Defence to provide aid in emergencies and assistance in community events Formation & Implementation of RAPID Area based Strategy	Participant programme review Number of Alarms distributed and to what areas/ populations Number of events attended RAPID Strategy to be produced by Q3 2016. Annual review of the strategy thereafter during the term of the strategy	The number of recommendations delivered Reduction in number of fire calls to houses without working smoke alarms Number of events and feedback from events Delivery of all Strategic Objectives by 2019	National Positive Aging Strategy Objective 86 ' Imagine Our Future' Integrated Strategy for Economic, Social and Cultural Development. Age Friendly Strategy final draft December 2015
Deliver a corporate customer service request system whereby the public can log a complaint or concern by telephone or on a web portal Operational CSRM web portal Continue to develop the Councillor Online Representation system and link it to the CRM backend to allow for progress tracking of representations	The Customer Service Request System Data Reports	Number of customer service requests processed	Customer Service Policy
Online public consultation tool Online Choice-based letting (Social Housing) solution.	Delivery of individual projects Usage statistics for each service when operational.	The number of online vs. telephone service requests The number of public consultations and submissions received The number of housing applications received and let first time.	National ICT Strategy (OGCIO)
Web, email, text and social media based emergency/alert system Implement digital communication strategy	Number of subscribers Number of policies in place Quarterly Fire and Public Safety Campaigns	Total subscribers Number of new subscribers per month Number of alerts issued per month Number of campaigns run	Putting People First– An Action Programme for Effective Local Government (DOECLG)
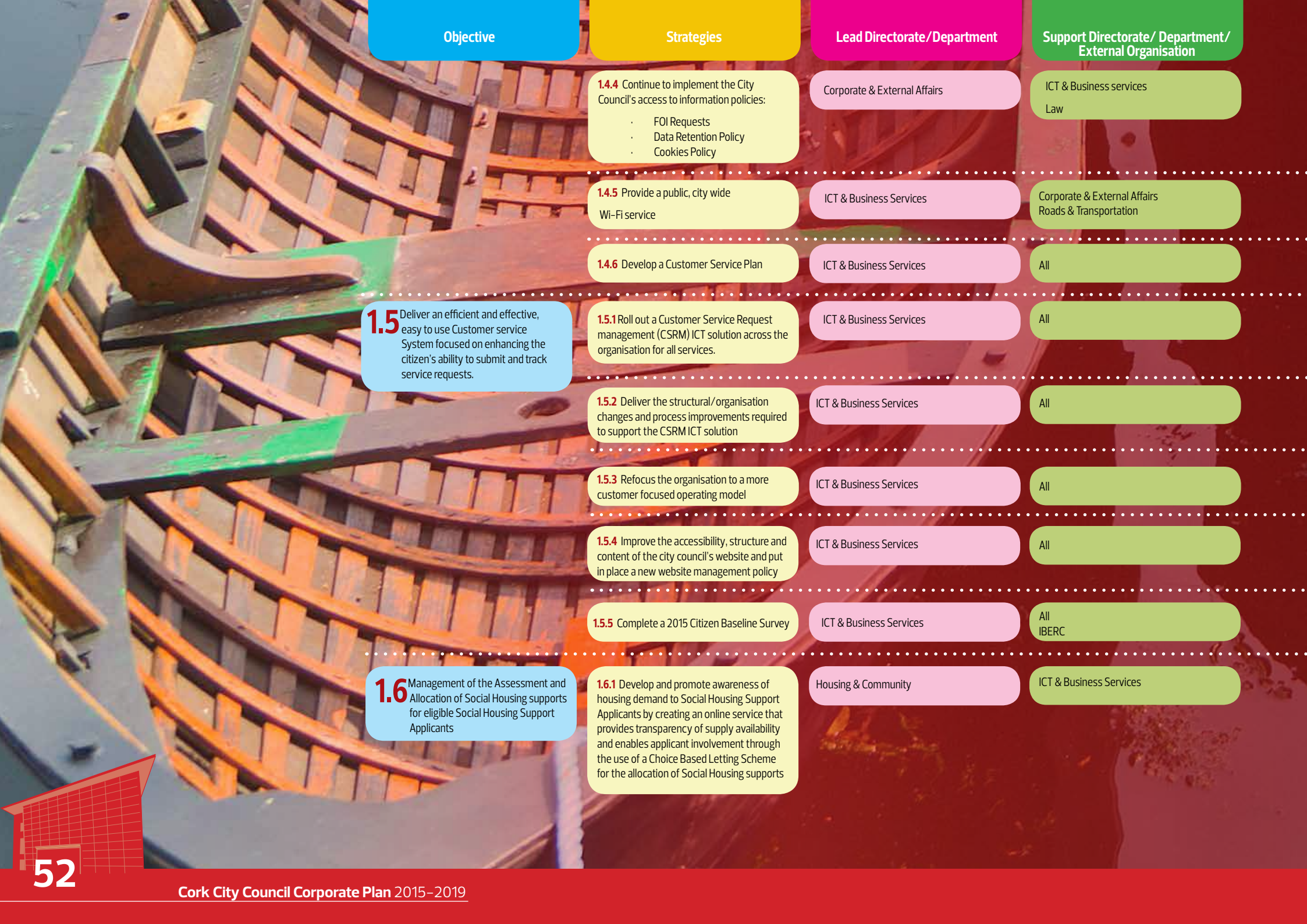
Objective	Strategies	Lead Directorate/Department	Support Directorate/ Department/ External Organisation
	1.4.4 Continue to implement the City Council's access to information policies: · FOI Requests · Data Retention Policy · Cookies Policy	Corporate & External Affairs	ICT & Business services Law
	1.4.5 Provide a public, city wide Wi-Fi service	ICT & Business Services	Corporate & External Affairs Roads & Transportation
	1.4.6 Develop a Customer Service Plan	ICT & Business Services	All
1.5 Deliver an efficient and effective, easy to use Customer service System focused on enhancing the citizen's ability to submit and track service requests.	**1.5.1** Roll out a Customer Service Request management (CSRM) ICT solution across the organisation for all services.	ICT & Business Services	All
	1.5.2 Deliver the structural/organisation changes and process improvements required to support the CSRM ICT solution	ICT & Business Services	All
	1.5.3 Refocus the organisation to a more customer focused operating model	ICT & Business Services	All
	1.5.4 Improve the accessibility, structure and content of the city council's website and put in place a new website management policy	ICT & Business Services	All
	1.5.5 Complete a 2015 Citizen Baseline Survey	ICT & Business Services	All IBERC
1.6 Management of the Assessment and Allocation of Social Housing supports for eligible Social Housing Support Applicants	**1.6.1** Develop and promote awareness of housing demand to Social Housing Support Applicants by creating an online service that provides transparency of supply availability and enables applicant involvement through the use of a Choice Based Letting Scheme for the allocation of Social Housing supports	Housing & Community	ICT & Business Services

Target Level of Service for 2019	Measurement	Key Performance Indicator (KPI)	Supporting Policies
Adhere to FOI,AIE, Data protection and Ombudsman Legislation	Measure requests, appeals and breaches	Number of requests received Number of appeals made and outcome of same Number of breached identified	Cork City Council's various ICT and Information policies
Wi-Fi available in all public buildings in the city and key amenity sites	Number of Wi-Fi sites around the city Coverage of city with Wi-Fi service	Number of monthly users % of the city covered Number of 'Hotspots'	Putting People First– An Action Programme for Effective Local Government
Develop and implement a Customer Service Plan for the Organisation	Delivery of the actions contained in the Plan	Number of actions delivered.	Putting People First– An Action Programme for Effective Local Government
CSRM fully rolled out	Migration of Directorates/departments to CSRM	Number of actions delivered.	Putting People First– An Action Programme for Effective Local Government (DOECLG)
New Organisation structures and improved processes delivered	Process Changes	Number of processes changed	Putting People First– An Action Programme for Effective Local Government (DOECLG)
New customer charter and operating model in place	The Customer Charter	Customer Charter complete	Putting People First– An Action Programme for Effective Local Government (DOECLG)
New, restructured and streamlined website with more relevant content.	Changes to the website	Number of visitors, user site clicks and online user surveys Customer experience–Market Research	Putting People First– An Action Programme for Effective Local Government (DOECLG)
Baseline Survey completed.	Completion of survey and analysis.	Date project complete	Putting People First– An Action Programme for Effective Local Government (DOECLG)
A fully developed online Choice based Letting Scheme will be available to all eligible Social Housing Support Applicants	The number of allocations made through the CBL Scheme and the level of use of the online service	The number of expressions of interest per advertised CBL property The number of properties advertised through CBL The number of refusals of Social Housing Support through CBL	The Social Housing Strategy 2020 Cork City Council Allocation Scheme

Objective	Strategies	Lead Directorate/Department	Support Directorate/ Department/ External Organisation
	1.6.2 Assess applications for social housing supports in accordance with the allocation scheme of Cork City Council and in line with Housing Legislation and provide an analysis of demand for social housing support in Cork City Council	Housing & Community	
	1.6.3 Implement the allocation of available social housing supports in accordance with the allocation scheme of Cork City Council and in line with Housing Legislation	Housing & Community	Law
	1.6.4 Enhance and develop systems and processes that inform policy by gathering relevant data that demonstrates effort versus outcomes in implementing social housing strategy	Housing & Community	ICT & Business Services
1.7 Foster a culture of integrated communities through effective allocation of dwellings and Estate Management that celebrates the diversity of cultures and the promotion of social inclusion.	**1.7.1** The allocation of social housing supports that recognises the preferences of applicants in choosing the area in which they wish to live and by integrating new communities for the growth of those areas	Housing & Community	
1.8 Facilitate access to good quality private rented accommodation to enhance quality of life for individuals and families in the rented sector in Cork	**1.8.1** Develop an integrated system to manage, monitor and enforce minimum standards in the private rented sector through a systematic inspection regime within the sector	Housing & Community Human Resources and Organisation Reform (Building Control)	Finance Law
1.9 Manage homeless services in line with varying demand	**1.9.1** Provide and oversee the delivery of homeless accommodation and related services in the context of the SW Regional Homelessness Action Plan	Housing & Community	DOECLG (Funding)

Target Level of Service for 2019	Measurement	Key Performance Indicator (KPI)	Supporting Policies
Timely turnaround of applications for social housing support with rolling reviews of the social housing support waiting list	The number of assessments of social housing support made and an analysis of social housing support demand for Cork city	The number of first time applications and the number of assessments of social housing supports per year The number of applicants on the social housing support waiting list that are reviewed on an annual basis The number of qualified households for social housing support on a quarterly basis	The Social Housing Strategy 2020 Cork City Council Allocation Scheme National Strategy for Housing People with a Disability
All ready to let social housing supports are fully allocated to social housing support applicants and transfer applicants within three months of their being available for letting	The number of allocations per year to social housing support applicants and transfer applicants to available social housing supports and the category of housing need attaching to each allocation	The number of allocations to each category of housing need The length of time from the property being available to the property being allocated	Social Housing Strategy 2020 Cork City Council Allocation Scheme
Tracking and reporting on applications and customer interaction	Applications versus completions	Processed applications	The Social Housing Strategy 2020 Cork City Council Allocation Scheme
A diverse, good estate management mix in the allocation of social housing supports for the purposes of achieving social inclusion	The analysis of allocations per year to social housing support applicants and transfer applicants by household composition, area of choice and classification of need	The number of allocations by area, household composition and classification of need	The Social Housing Strategy 2020 Cork City Development Plan 2015–2021
All private rented properties to be inspected systematically to ensure compliance.	Number of inspections Timely legal proceedings where necessary in line with time limits laid down	Number of inspections by type of complaint versus targeted Meet time targets within the process	Housing (Standards for Rented Houses) Regulations 2008 Housing (Standards for Rented Houses) (Amendment) Regulations 2009
Eliminate long-term homelessness and ensure no-one has to sleep rough as a result of no bed being available	Number of people longer than 6 months homeless either consecutively or episodically over a 12 month period	Number of adults considered to be long term Homeless as a % of the total number of adult individuals either using emergency accommodation or sleeping rough over a given period. Achieve annual targets in relation to the number of individuals in homeless services granted full tenancies. Number of those who present for emergency accommodation and the number of those who are not placed in emergency accommodation The outcomes for referrals to the Homeless Action Team	Homelessness Policy Statement 2013 Implementation Plan on the State's Response to Homelessness May 2014

Objective	Strategies	Lead Directorate/Department	Support Directorate/ Department/ External Organisation
1.10 Develop state of the art City library appropriate to Ireland's second city	**1.10.1** Develop, design and achieve planning approvals **1.10.2** Assemble funding package–locally and nationally.	Corporate & External Affairs	Finance Architects Law DOECLG (Funding)
1.11 Complete the network of state of the art local libraries in the city	**1.11.1** Build and open Blackrock/Mahon Library **1.11.2** Refurbish and extend Mayfield library **1.11.3** Develop design for purpose built Blackpool Library	Corporate & External Affairs	Finance City Architects DOECLG (Funding)
1.12 Enhance access to library services, and achieve real social inclusion.	**1.12.1** Provide appropriate resources for literacy including digital literacy. **1.12.2** Make all Libraries compliant with the Disability Act by 2016	Corporate & External Affairs	Cork ETB City Architects Department
1.13 Make Cork a 'Learning City' for children & adults	**1.13.1** Provide learning materials **1.13.2** Provide trained & committed staff **1.13.3** Provide appropriate spaces for classes, study etc. **1.13.4** Continue to participate in lifelong learning festival and similar programmes	Corporate & External Affairs	Cork ETB
1.14 Foster the reading City	**1.14.1** Provide books, DVD's and other materials **1.14.2** Provide trained and committed staff **1.14.3** Provide welcoming spaces for reading, author visits and book related events **1.14.4** Organise World Book Festival and participate in related events	Corporate & External Affairs	Arts Council Triskel Arts Centre Munster Literature Centre
1.15 Provide means of creative expression for all	**1.15.1** Provide CD's, scores, books, DVD's and other materials **1.15.2** Provide/host workshops, classes, recitals and other events	Corporate & External Affairs	

Target Level of Service for 2019	Measurement	Key Performance Indicator (KPI)	Supporting Policies
Funding in place and land purchased (if required) Detailed building design complete and signed off	Project progress	Securing funding Land purchase Progress on the detailed design document	Opportunities for All – A Strategy for Public Libraries 2013–2017 (DOECLG & LGMA)
Blackrock/Mahon – built and open Mayfield – project completed Blackpool – location agreed and detailed design complete	Project progress	Blackrock/Mahon – Completed Mayfield – completed Blackpool – ready to begin construction	Opportunities for All – A Strategy for Public Libraries 2013–2017 (DOECLG & LGMA)
Deliver literacy services Compliance with the act by 2016	Project progress	Project milestones	Opportunities for All – A Strategy for Public Libraries 2013–2017 (DOECLG & LGMA)
Provision of services	Volume of services	Service measures	Opportunities for All – A Strategy for Public Libraries 2013–2017 (DOECLG & LGMA)
Provision of services	Volume of services	Service measures	Opportunities for All – A Strategy for Public Libraries 2013–2017 (DOECLG & LGMA)
Provision of services	Volume of services	Service measures	Opportunities for All – A Strategy for Public Libraries 2013–2017 (DOECLG & LGMA)
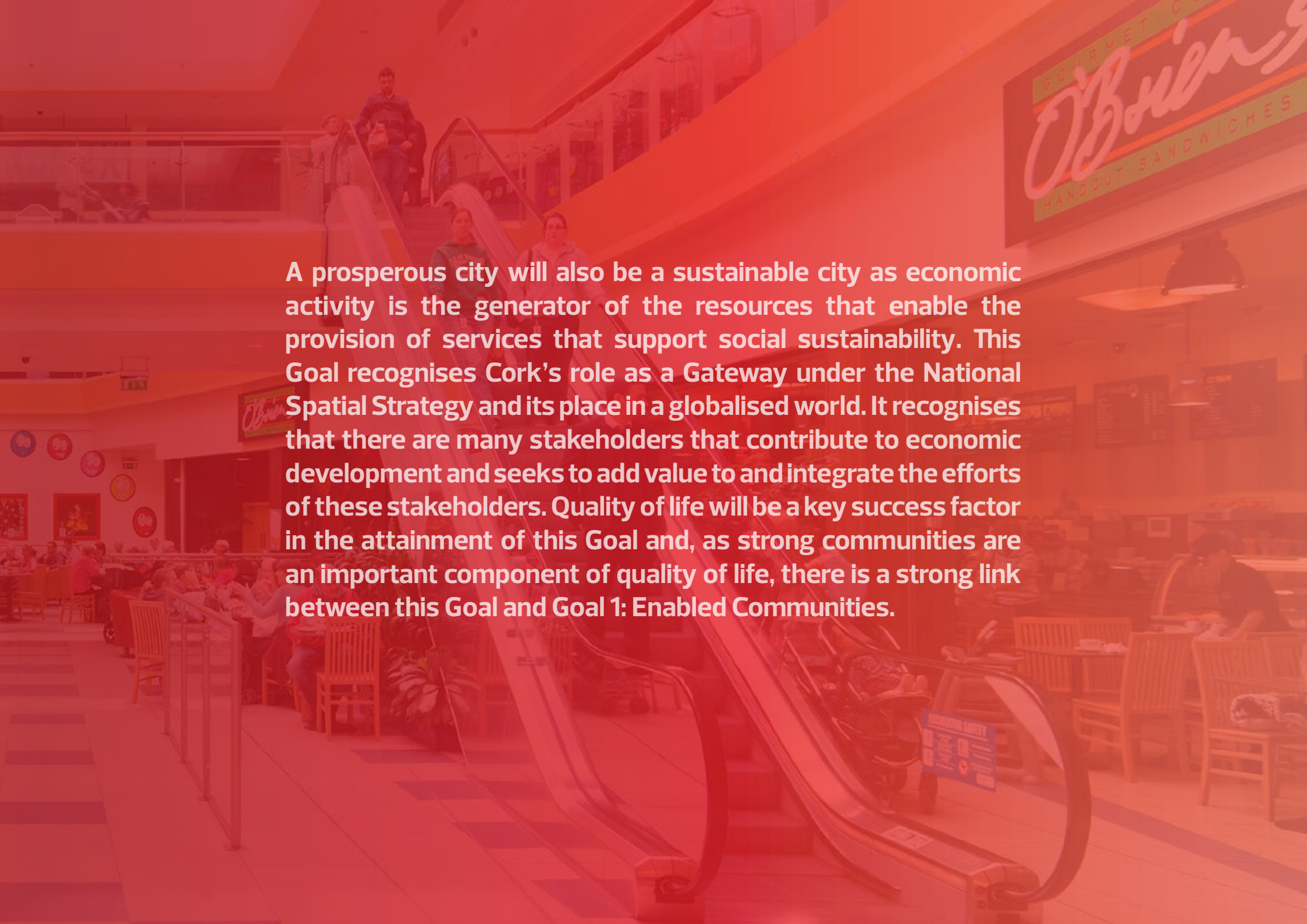
High Level Goal 2 Create a thriving City Economy:

Increase employment in the City by optimising the capacity and attractiveness of the City to support economic activity.

A prosperous city will also be a sustainable city as economic activity is the generator of the resources that enable the provision of services that support social sustainability. This Goal recognises Cork's role as a Gateway under the National Spatial Strategy and its place in a globalised world. It recognises that there are many stakeholders that contribute to economic development and seeks to add value to and integrate the efforts of these stakeholders. Quality of life will be a key success factor in the attainment of this Goal and, as strong communities are an important component of quality of life, there is a strong link between this Goal and Goal 1: Enabled Communities.

Objective	Strategies	Lead Directorate/ Department	Support Directorate/ Department/ External Organisation
2.1 Achieve a thriving city economy	**2.1.1** Develop an effective communication strategy referencing the importance of Cork's Economy as one of the pillars of sustainable development	Strategic Planning & Economic Development	Corporate & External Affairs
	2.1.2 Develop a strong local economy	Strategic Planning & Economic Development	All
	2.1.3 Identify key employment opportunities in both emerging and existing markets	Strategic Planning & Economic Development	
	2.1.4 Secure the continued redevelopment of the City Centre and Docklands (including Tivoli), Blackpool and Mahon	Strategic Planning & Economic Development	All
	2.1.5 Promote enterprise and SMEs	Strategic Planning & Economic Development	

Target Level of Service for 2019	Measurement	Key Performance Indicator (KPI)	Supporting Policies
Importance of economy is understood by all communities in Cork	Perception of importance measured market research	Communications Strategy Regular positive messages Local education programmes Employment is recognised as key to combating disadvantage Measurement of attitudes in local communities	
Local economic growth exceeding national rates	Metrics from key drivers identified in Cork City Development Plan and other sources	Improvement of skills and human capital Implementation of Cork Local Economic and Community Plan Use the Economic Development Fund to support key projects	Regional Action Plan for Jobs Regional Spatial and Economic Strategies Cork Local Economic and Community Plan
Tending to full employment (unemployment rate of <5%)	New sectors New jobs	Work with and engage with stakeholders to attract foreign direct investment and national research and development projects Employment opportunities Emerging local companies	Regional Action Plan for Jobs Regional Spatial and Economic Strategies Cork Local Economic and Community Plan
Successful, vibrant locations contributing to the sustainable development of Cork city	New residents New jobs New floor space	Implement the development of the City Centre and Docklands on a phased basis as identified in the Cork Docklands Economic Proposition Report 2012, the City Centre Strategy 2014 and the City Development Plan 2015–2021 Planning applications	Regional Action Plan for Jobs Regional Spatial and Economic Strategies Cork City Development Plan 2015 Cork Local Economic and Community Plan
Strong enterprise economy	Jobs New start-ups	Implementation of Local Enterprise Office Cork City Action Plan Inquiries Grants and other assistance Reputation	Regional Action Plan for Jobs Regional Spatial and Economic Strategies Cork Local Economic and Community Plan

Objective	Strategies	Lead Directorate/Department	Support Directorate/ Department/ External Organisation
	2.1.6 Facilitate access by the SME sector to public procurement contracts	Strategic Planning & Economic Development	Finance (Procurement)
	2.1.7 Work with stakeholders to develop and implement a night time economy strategy	Strategic Planning & Economic Development	
2.2 Co-ordinated development of the Cork Gateway	**2.2.1** Implement the CASP Strategy and the Regional Planning Guidelines 2010	Strategic Planning & Economic Development	Roads & Transport Environment & Recreation Housing & Community Corporate & External Affairs
	2.2.2 Identify comparable cities and benchmark performance against comparable cities	Strategic Planning & Economic Development	
2.3 Influence, develop and implement key projects	**2.3.1** Participate in the work of the Cork Development Forum	Strategic Planning & Economic Development	Corporate & External Affairs
	2.3.2 Develop a new SMART Gateway Strategy	ICT & Business Services	All Nimbus Tyndal Institute Cork County Council
	2.3.3 Utilise the statutory powers and influence of the local authority, where appropriate, to encourage the development of strategic sites, buildings and lands in the city to realise key projects.	All	Property Strategic Planning & Economic Development Law

Target Level of Service for 2019	Measurement	Key Performance Indicator (KPI)	Supporting Policies
Include public procurement training in the LEO programme Ensure that Tender documents facilitate participation by the SME sector	Number of SME companies trained and engaged in the procurement process		
Active, safe Night Economy	Number and variety of activities; international benchmarking	Achievement of Purple Flag; Maintenance of standards Reputation	Cork City Centre Strategy
New Sub-regional Strategy (to include inter alia the provision of sustainable housing and other community facilities related actions)	Degree of engagement of stakeholders; Quality of strategy	Provide leadership and support to the CASP governance structures Use the CASP Steering Committee to deliver sustainable development and integrated planning Work with CASP stakeholders to sustain a co-ordinated Government response to the development of the Cork Gateway	National Planning Framework; Regional Spatial and Economic Strategies;
Eight comparator cities	Degree to which Cork positively compares with other cities on chosen indicators Learning from comparison.	Identify comparator cities Identify relevant indicators	
Coordinated development approach Active participation by Cork City Council in the forum			
Establish a PMO Develop a SMART Brand Develop a physical SMART showcase district in both Local Authorities Become a leader on a European SMART project	Achievement of project deliverables	Delivery of prototypes The number of active engagements in SMART Projects	CASP
As required	Number of strategic property acquisitions through negotiation and/or CPO	Number of acquisitions	Cork City Development Plan Cork City Centre Strategy

Objective	Strategies	Lead Directorate/Department	Support Directorate/ Department/ External Organisation
	2.3.4 Participate in EU Projects that deliver measurable added value	Strategic Planning & Economic Development	All
	2.3.5 Develop cluster strategies with stakeholders for the following sectors: · Food · Tourism · Information & Communications Technologies · Life Sciences – Medical Technologies and Healthcare · Global Business Services and International Financial Services · Convergence Technologies · Emerging/Growth Markets · Education	Strategic Planning & Economic Development	
2.4 Sustainable and effective movement of people and goods and data in the city to best international standards	**2.4.1** Optimise in a sustainable manner, mobility for all across the available transport network	Roads & Transportation	Environment & Recreation Strategic Planning & Economic Development ICT & Business Services An Gárda Síochána
			NRA NTA Dotts
			RSA An Gárda Síochána

Target Level of Service for 2019	Measurement	Key Performance Indicator (KPI)	Supporting Policies
Productive engagement with EU Programmes	Return from input into EU Projects	Identify suitable projects; Identify suitable partners Participate in projects Critically evaluate learning	Regional Action Plan for Jobs Regional Spatial and Economic Strategies Cork Local Economic and Community Plan Cork City Development Plan 2015
Positive engagement between stakeholders in each cluster	Value added by cluster strategy as identified by participants	Number of clusters Participation by stakeholders	Regional Action Plan for Jobs Regional Spatial and Economic Strategies Cork Local Economic and Community Plan
Operate an effective road licensing system and ensure that works affecting roads and footpaths are managed in a co-ordinated way	Monthly reports generated by the Roadmap licensing system	Number of Licenses issued Introduction of improved public information system	The Purple Book Directions for Management and Control of Roadwork
Maintain an effective public lighting regime	Maintain an effective public lighting regime	Number of lights in operation Average monthly outage level	
Identify low cost safety improvement schemes.	Progress in delivering schemes	Number of schemes undertaken and/or Capital spend	NRA policy for low cost safety schemes
Establish a Road safety Working Together Group and prepare an action plan	Progress on establishment and plan	Establishment of group to identify actions for implementation	Road Safety Strategy 2013–2020
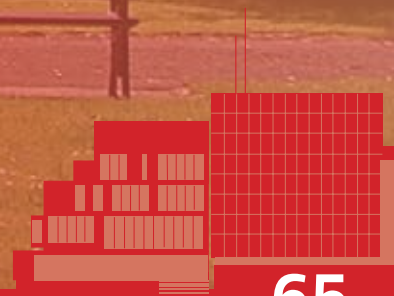
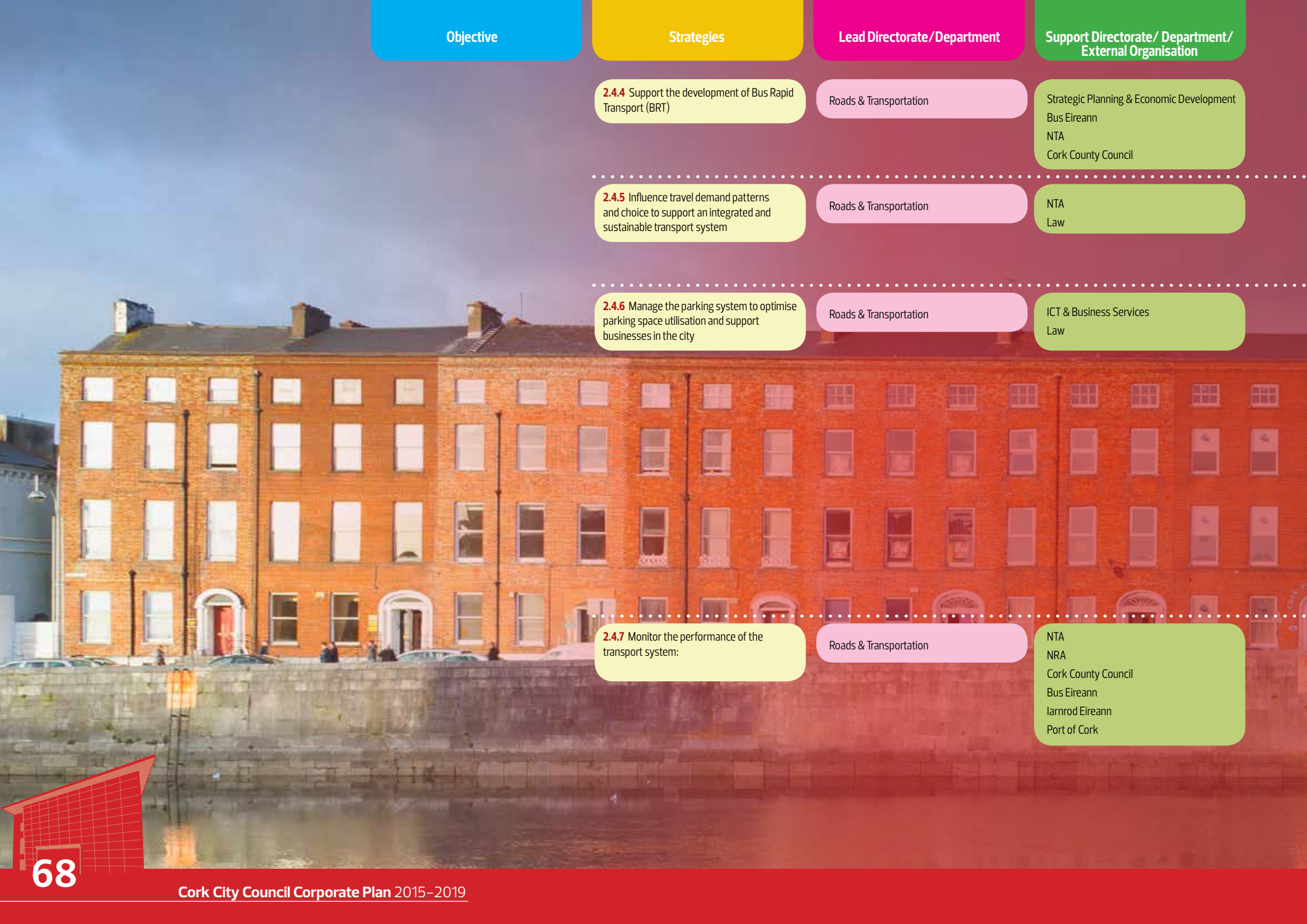| Objective	Strategies	Lead Directorate/Department	Support Directorate/ Department/ External Organisation
	2.4.2 Advance the delivery of the Docklands transport infrastructure in support of the Docklands Local Area Plan (LAP)	Roads & Transportation	Strategic Planning & Economic Development
	2.4.3 Provide and maintain the necessary road infrastructure to deliver an integrated public transport system	Roads & Transportation	NTA
			Strategic Planning & Economic Development
			NTA
			NTA
			NRA County Council
			Government Departments & other Bodies Law
			ICT & Business Services DOTTS Finance

Target Level of Service for 2019	Measurement	Key Performance Indicator (KPI)	Supporting Policies
Advanced based on the availability of funds	Project progress	Project milestones	Docklands LAP
Undertake review of three strategic corridors	Ongoing progress	Completion by Q2 2016	NTA Investment Framework
Define an appropriate hierarchy for streets and roads in the city	Ongoing progress	Completion by mid 2016	
Implementation of the five year investment programme sponsored by the NTA	Ongoing progress	Schemes completed and/or capital spend	Regional cities and Accessibility Programmes
Development of new investment programme beyond 2017	Ongoing progress	Preparation of draft Programme and presentation to the NTA	Regional cities and Accessibility Programmes
Support in the development and improvement of the national road network e.g. Dunkettle Interchange Upgrade North Ring Road N28 Upgrade	Ongoing progress		Transport 21 CASP
Continued regeneration of the city streets, roads and other areas	Ongoing progress	Completion of Barrack Street renewal scheme Q1 2015 Commencement of Blackrock Scheme Q3 of 2015	Design Guidelines for Local Government Roads
Maintain Cork City's road and footpath network, road drainage system and control weed growth	Pavement Condition Rating report from pavement assessment system Footpath condition Rating Report (Manual) Contract specification and monitoring regime Cleaning programme and/or related specification	Survey city roads annually as follows_ National 100% Regional 100% Local 25% Survey 20% of city footpaths on an annual basis Km of roads covered Number of gully cleaning operations per annum	DOTTS Guidelines

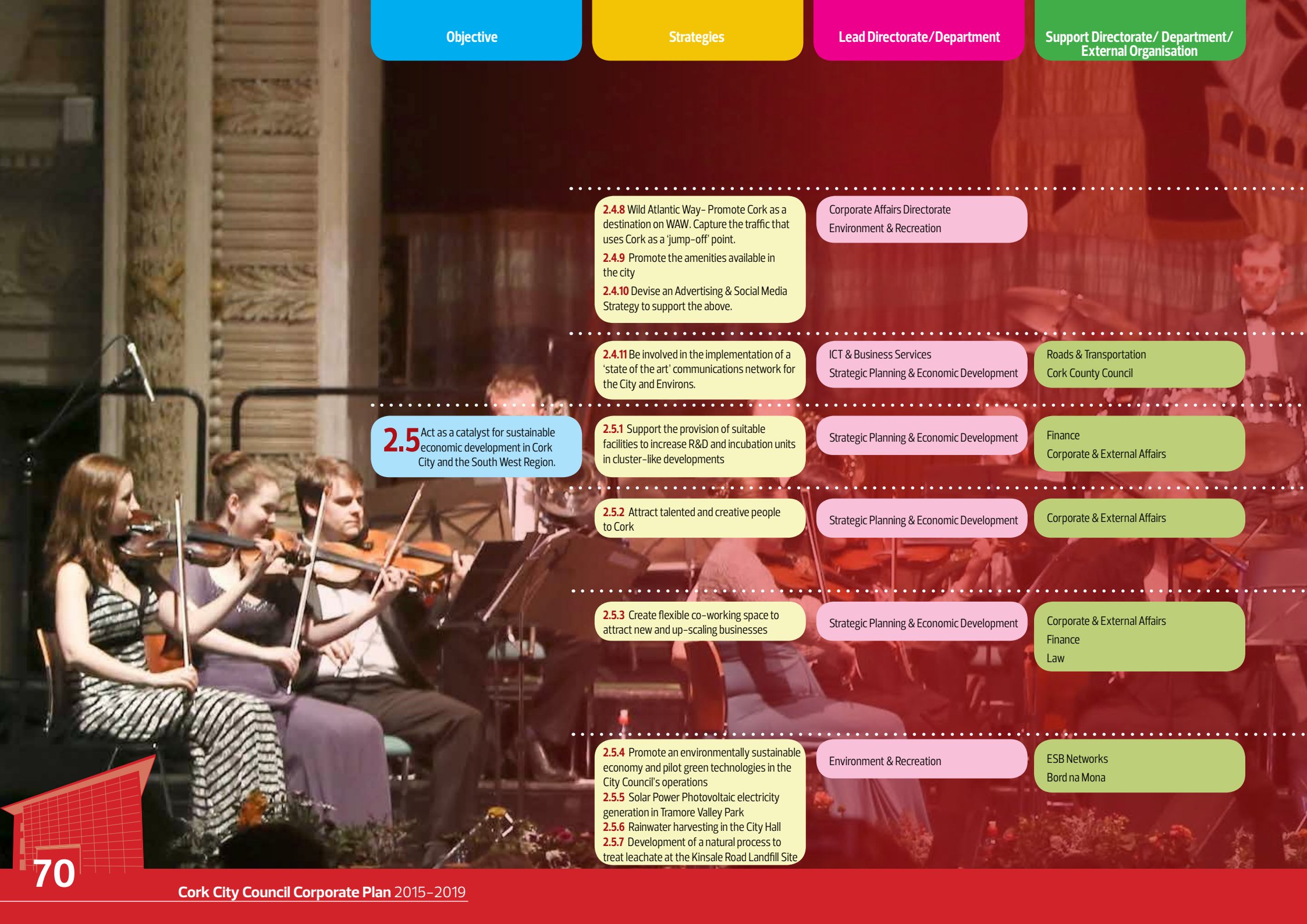| Objective	Strategies	Lead Directorate/Department	Support Directorate/ Department/ External Organisation
	2.4.4 Support the development of Bus Rapid Transport (BRT)	Roads & Transportation	Strategic Planning & Economic Development Bus Eireann NTA Cork County Council
	2.4.5 Influence travel demand patterns and choice to support an integrated and sustainable transport system	Roads & Transportation	NTA Law
	2.4.6 Manage the parking system to optimise parking space utilisation and support businesses in the city	Roads & Transportation	ICT & Business Services Law
	2.4.7 Monitor the performance of the transport system:	Roads & Transportation	NTA NRA Cork County Council Bus Eireann Iarnrod Eireann Port of Cork

Target Level of Service for 2019	Measurement	Key Performance Indicator (KPI)	Supporting Policies
Preferred route identified and agreed by Council	Project progress	Route selection process completed and approved by Cork City Council	CASP Cork Area Transport Study (CATS) Development Plan
Implement City Centre Movement Strategy Provide & manage Park & Ride facilities	Progress on the delivery of schemes Usage data	Number of schemes completed and/or capital spend Usage levels	City Centre Movement Strategy NTA Investment Framework
Manage & maintain 2 multi-storey car parks	Usage data from operational systems	Usage levels Income	City Council's Parking Policies
Provide user friendly options to pay for parking (discs and Park by Phone) as well as the management of on-street parking	Usage data Annual Surveys	Customer share Level of compliance	City Council's Parking Policies
Manage Enforcement System	Gticket2	Number of FCPN's	City Council's Parking
Manage Parking Permit system	Usage data	Number of permits issued	City Council's Parking Policies
Co-ordinate transport stakeholders via the CASP transport sub-committee	Regular meetings and reports to CASP steering group	Meetings and reports to Steering Group	Smarter Travel – A Sustainable Transport Future
Development of new regional transport model	Progress in delivery	Completion as planned in 2015	Smarter Travel – A Sustainable Transport Future
Monitor: The public transport services in the city Cars crossing into the city and into the city centre Cycle usage Pedestrian movement in the city centre	Annual bus survey Annual traffic count Annual cycle count Pedestrian counters	Numbers of buses Average Bus speed Numbers of cars Numbers of cyclists Average number of pedestrians per day	Smarter Travel – A Sustainable Transport Future

Objective	Strategies	Lead Directorate/Department	Support Directorate/ Department/ External Organisation
	2.4.8 Wild Atlantic Way– Promote Cork as a destination on WAW. Capture the traffic that uses Cork as a 'jump-off' point. **2.4.9** Promote the amenities available in the city **2.4.10** Devise an Advertising & Social Media Strategy to support the above.	Corporate Affairs Directorate Environment & Recreation	
	2.4.11 Be involved in the implementation of a 'state of the art' communications network for the City and Environs.	ICT & Business Services Strategic Planning & Economic Development	Roads & Transportation Cork County Council
2.5 Act as a catalyst for sustainable economic development in Cork City and the South West Region.	**2.5.1** Support the provision of suitable facilities to increase R&D and incubation units in cluster-like developments	Strategic Planning & Economic Development	Finance Corporate & External Affairs
	2.5.2 Attract talented and creative people to Cork	Strategic Planning & Economic Development	Corporate & External Affairs
	2.5.3 Create flexible co-working space to attract new and up-scaling businesses	Strategic Planning & Economic Development	Corporate & External Affairs Finance Law
	2.5.4 Promote an environmentally sustainable economy and pilot green technologies in the City Council's operations **2.5.5** Solar Power Photovoltaic electricity generation in Tramore Valley Park **2.5.6** Rainwater harvesting in the City Hall **2.5.7** Development of a natural process to treat leachate at the Kinsale Road Landfill Site	Environment & Recreation	ESB Networks Bord na Mona

Target Level of Service for 2019	Measurement	Key Performance Indicator (KPI)	Supporting Policies
Modal split	CSO data–2011–work only	Sustainable modal split	Smarter Travel – A Sustainable Transport Future
More tourists visiting and staying in the city as part of their trip More tourists taking a "City Break" in Cork	Measure Visitor Numbers		City Development Plan Parks Strategy
Have three TIER 1 connections directly to international networks installed	Measure the number installed	Date each installed	CASP
LEO actively engaged in the process of identifying and delivering facilities	Outcomes of the provision of the facilities	Square feet of facilities delivered Number of associated new jobs delivered	
Ensure that Cork is a desirable place to live, work and undertake recreation activities Ensuring that relevant and attractive employment is available	Level of skills shortage	Level of vacancies	
Ensure that Cork is a desirable place to live, work and undertake recreation activities Ensuring that relevant and attractive employment is available	Provision of space to meet market demand	No. of jobs No of enterprises Positive publicity	Purchase of spaces Funding Planning consents Construction/refurbishment Procurement of operators Use of space
1.2 Million Kwh per annum by 2019	Kilowatt hours	Kilowatt hours	National Energy Efficiency Action Plan
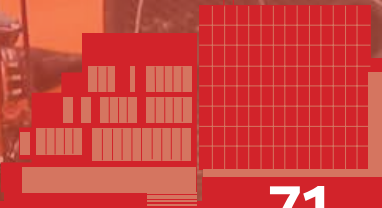
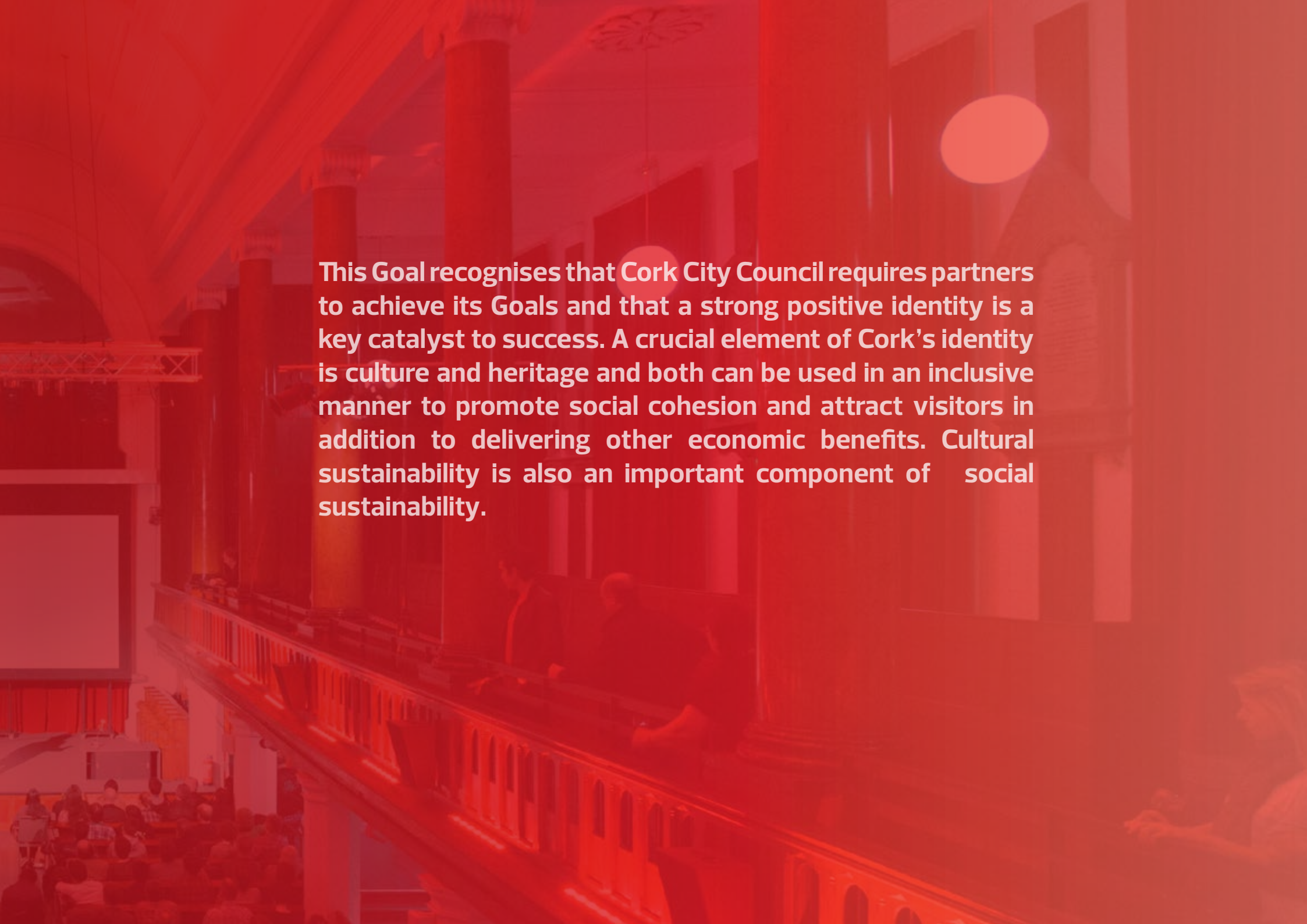| Objective	Strategies	Lead Directorate/Department	Support Directorate/ Department/ External Organisation
			Corporate & External Affairs Human Resources & Organisation Reform
			Corporate & External Affairs Human Resources & Organisation Reform Finance Private Sector
	2.5.8 Employ renewable technologies in Various facilities at Tramore Valley Park	Environment & Recreation	Finance ESB Networks Private Sector
2.6 Cork City Council will fully participate and cooperate with the aims and obligations of the Southern Waste Management Plan 2015-2021	**2.6.1** Encourage the transition from a waste management economy to a green circular economy to enhance employment and increase the value, recovery and recirculation of resources.	Environment and Recreation	Finance Strategic Planning and Economic Development
2.7 To deliver Open Data sets for public use; free of charge	**2.7.1** Install and configure an Open Data ICT Platform	ICT & Business Services	All
	2.7.2 Identify appropriate and relevant datasets for publication and publish same	ICT & Business Services	All
2.8 Enhance library supports for employment and economic development	**2.8.1** Connect job-seekers to the information resources they need. **2.8.2** Provide accurate and up-to-date information in all formats on jobs, CVs, interviews, etc. **2.8.3** Develop resources on innovation, enterprise and job creation. **2.8.4** Continue to enhance information in all formats on the economy, businesses etc.	Corporate & External Affairs	Local Enterprise Office Cork ETB
2.9 Support City businesses	**2.9.1** Examine feasibility of introducing an incentive scheme for businesses.	Finance	
	2.9.2 Continue to deliver existing supports and examine the possibility of introducing new supports	Strategic Planning & Economic Development	All

Target Level of Service for 2019	Measurement	Key Performance Indicator (KPI)	Supporting Policies
Reduce water use by 10% by 2019	Litres of water used	Litres of water used	National Energy Efficiency Action Plan
50% treated at source by 2019	Volume treated	Volume treated	National Energy Efficiency Action Plan
30% of facilities running on renewable technologies by 2019	Sustainability parameters to be provided at a later date.		National Energy Efficiency Action Plan
Delivery of the targets of the Southern Waste Management Plan	Waste generation Levels (Tonnes)	Waste generation levels (Tonnes)	Southern Waste Management Plan 2015–2021 A Resource Opportunity–'Waste Management Policy in Ireland' July 2012
Platform installed, configured and populated with datasets	Installation of the Open Data Platform	Data Platform available for public use.	Open Government Partnership(OGP) Action Plan for Open Data (DPER)
All identified datasets published	The addition of datasets to the platform The use of the datasets by the public	The number of datasets on the platform The number of times per month each dataset is accessed	Open Government Partnership(OGP) Action Plan for Open Data (DPER)
Job-seekers provided with the information resources they need accurate and up-to-date information in all formats on jobs, CVs, interviews, etc. made available resources on innovation, enterprise and job creation developed and made available Information in all formats on the economy, businesses etc. continually enhanced.	Implementation of the strategies	Degree to which strategies implemented	Opportunities for All – A Strategy for Public Libraries 2013-2017 (DOECLG & LGMA)
Develop a rates policy to incentivise early payment of rates	Payment Date	Percentage paid on time	Develop a policy for City Council
Continue existing supports e.g. painting grant for city centre In conjunction with stakeholders and the LEO identify opportunities to introduce new supports	Grant uptake	Numbers & value of grants issued	

High Level Goal 3 City Identity, Culture And Heritage

Promote and celebrate the identity, culture and heritage of Cork City

This Goal recognises that Cork City Council requires partners to achieve its Goals and that a strong positive identity is a key catalyst to success. A crucial element of Cork's identity is culture and heritage and both can be used in an inclusive manner to promote social cohesion and attract visitors in addition to delivering other economic benefits. Cultural sustainability is also an important component of social sustainability.

Objective	Strategies	Lead Directorate/ Department	Support Directorate/ Department/ External Organisation
3.1 Cork City Council will develop an effective, strategic network of key partners at local, national and international levels	**3.1.1** Identify and work with key strategic partners at local, national and international levels	Strategic Planning and Economic Development	All
	3.1.2 Provide leadership and facilitate communities to operate at a national and international level	Strategic Planning and Economic Development Corporate & External Affairs	
	3.1.3 Promote the use of the Irish Language alongside identified local and national partner organisations.	Corporate & External Affairs	All
3.2 Cork will have a well defined, positive, highly visible national and international profile	**3.2.1** Develop a coherent media strategy and excellent communication procedures	Corporate & External Affairs	All
	3.2.2 Strengthen and improve relations with 'twinned' cities.	Corporate & External Affairs	Strategic Planning and Economic Development
	3.2.3 Co-ordinate and lead the Strategic Messaging & Branding of Cork with local and national partners	Strategic Planning and Economic Development Corporate & External Affairs	All
	3.2.4 Promote regional and national quality facilities and amenities	Environment & Recreation	Corporate Affairs Human Resources & Organisation Reform Finance Law Private Sector
	3.2.5 Stream important civic events live on the Web	ICT & Business Services	Environment Corporate Affairs

| Target Level of Service for 2019	Measurement	Key Performance Indicator (KPI)	Supporting Policies
Effective relationships with key partners	Number of productive engagements per annum with individual partners	Identification of key partners Productive projects within available resources	
LCDC and PPN operating efficiently and effectively	Number of productive engagements per annum with individual partners	Twinning Grants	
Groups will be supported to include and promote the Irish language in their activities	Initiatives supported and reported back to Grúpa Forbartha	Increased visibility of Irish language activities in the city	Irish Languages Act Scéim Teaga 2007–2010
Develop a strategy and procedures	Implementation of strategy and procedures		
Continue to support both the twinning Committee and International Relations Committee	Measurable benefits to the City due to the links with our twinned cities	Economic and cultural benefits	
Cork is prominent in key sectors nationally and internationally	Development and monitoring of key metrics to measure success of strategic messaging in the four selected themes: · Economic · Quality of Life · Education · Visitors	Use of Cork Brand Book; Roll out of structure and programme (including key personnel) Engagement of Strategic partners; Effectiveness of promotional activities	
Development of multi-use indoor facility by 2019 Provide boxing centre of excellence	Completion of Building by 2019	Completion of Building by 2019	Tramore Valley Park Masterplan
5 events to be streamed annually	The number of events streamed	The number of events streamed	Putting People First– An Action Programme for Effective Local Government (DOECLG)

Objective	Strategies	Lead Directorate/Department	Support Directorate/ Department/ External Organisation
3.3 To protect the historic fabric of the city and establish new uses for old buildings and their associated open spaces	**3.3.1** By collaboration with key stakeholders to realise achievable and realistic projects	Strategic Planning and Economic Development	City Architects
3.4 Culture, Arts and Heritage will continue to define the Cork identity	**3.4.1** Implement the Heritage Plan 2015	Strategic Planning and Economic Development	All
	3.4.2 Arts and Culture Strategy 2016–2020	Corporate & External Affairs	All
	3.4.3 Use the Arts to reduce social exclusion and promote cultural understanding	Corporate & External Affairs	All
	3.4.4 Increase knowledge, awareness and appreciation of Cork's heritage and cultural identity **3.4.5** Provide information in all formats on the history and culture of Cork **3.4.6** Provide space for research and study of the city's history **3.4.7** Develop online local history resources	Corporate & External Affairs	Heritage Office
3.5 Cork will be the premier urban tourism destination in the country.	**3.5.1** Develop and implement the City's Tourism Strategy	Corporate & External Affairs	Strategic Planning & Economic Development Roads Parks Cork Airport Port of Cork Failte ireland Cork County Council Tourism Ireland Tourism Industry

Target Level of Service for 2019	Measurement	Key Performance Indicator (KPI)	Supporting Policies
Establish a list of buildings Engage with the owners The refurbishment and productive use of buildings of historic and cultural importance	Completeness of the list % of NIAH buildings assessed % of strategy actions implemented	Number of buildings on the list Funding Preparation of strategy and proposed actions Progress report 2017	Government Policy on Architecture 2009-2015 Cork City Development Plan 2015
Implementation of actions proposed in Cork City Heritage Plan 2015	% of actions implemented	Funding List of proposed actions to be tabulated in 2015 Progress report 2017.	Cork City Development Plan 2015
Achievement of targets contained in the strategy including Music Generation, Unesco World City of Music Bid, development of St Lukes as a cultural venue	Measure of target achievement	Number of targets achieved/not achieved	Arts and Culture Strategy
A reduction in social exclusion and an increased cultural understanding through Music Generation	Impact on Social exclusion	Percentage reduction in social exclusion	Arts and Culture Strategy
Continue to develop specialist websites	Use of information and resources provided	Number of visitors to the Cork Past and Present website	Opportunities for All–DoECLG & LGMA
Participate in the development and implementation of Cork's Tourism Strategy Continue work on Capital, non capital, Marketing and Branding initiatives begun under Cork City Council Tourism Strategy 2012-2015 – National Diaspora Centre, Elizabeth Fort, Cultural Tourism, Reciprocal Marketing campaigns Implement targets contained therein	Visitor numbers Actions and targets contained in the Cork Tourism Strategy	Percentage of Strategy targets implemented Growth in tourism numbers Number of targets delivered	Cork City Council Tourism Strategy 2012-2015 Cork Tourism Strategy 2016 – 2021
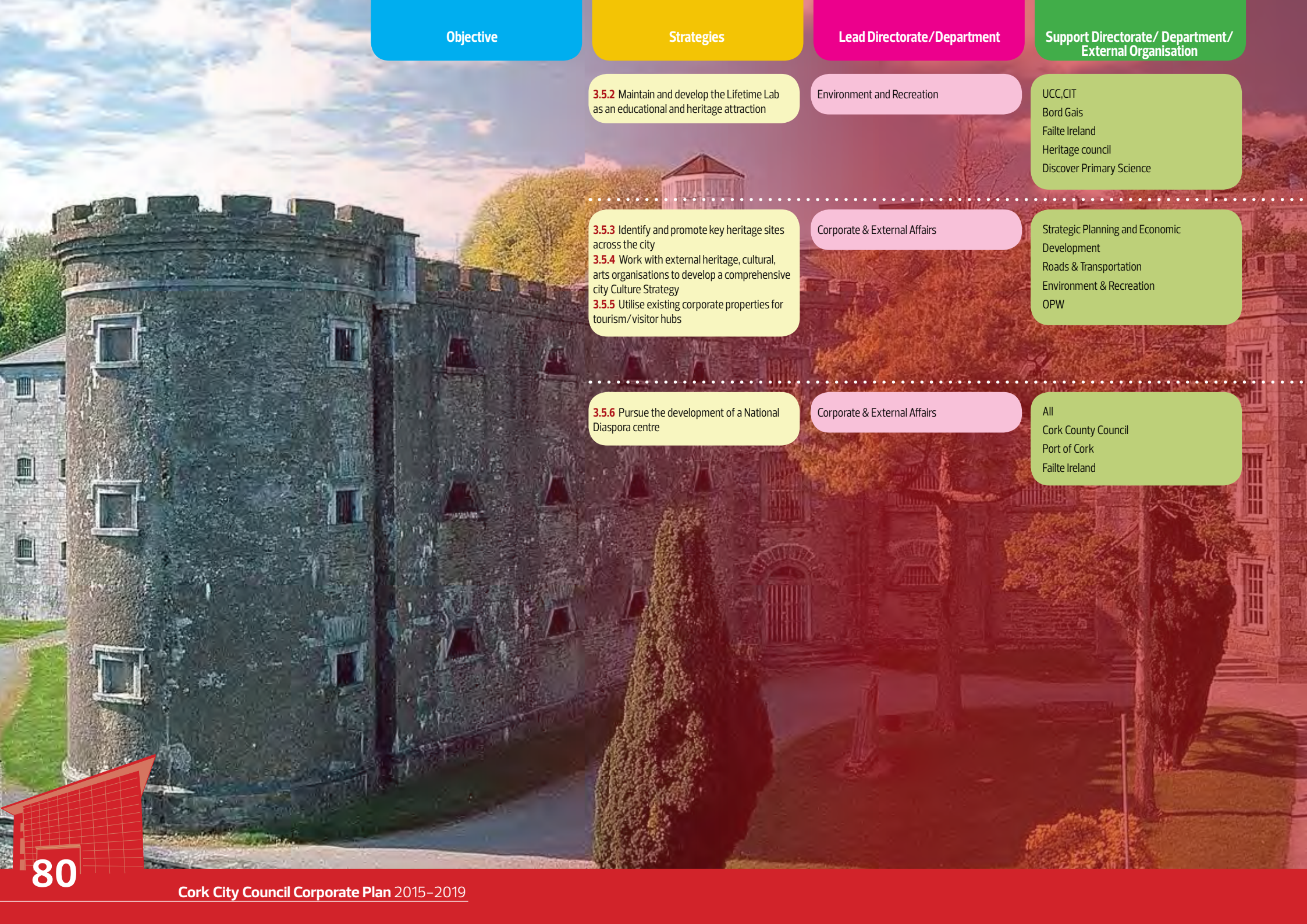
Objective	Strategies	Lead Directorate/Department	Support Directorate/ Department/ External Organisation
	3.5.2 Maintain and develop the Lifetime Lab as an educational and heritage attraction	Environment and Recreation	UCC,CIT Bord Gais Failte Ireland Heritage council Discover Primary Science
	3.5.3 Identify and promote key heritage sites across the city **3.5.4** Work with external heritage, cultural, arts organisations to develop a comprehensive city Culture Strategy **3.5.5** Utilise existing corporate properties for tourism/visitor hubs	Corporate & External Affairs	Strategic Planning and Economic Development Roads & Transportation Environment & Recreation OPW
	3.5.6 Pursue the development of a National Diaspora centre	Corporate & External Affairs	All Cork County Council Port of Cork Failte Ireland
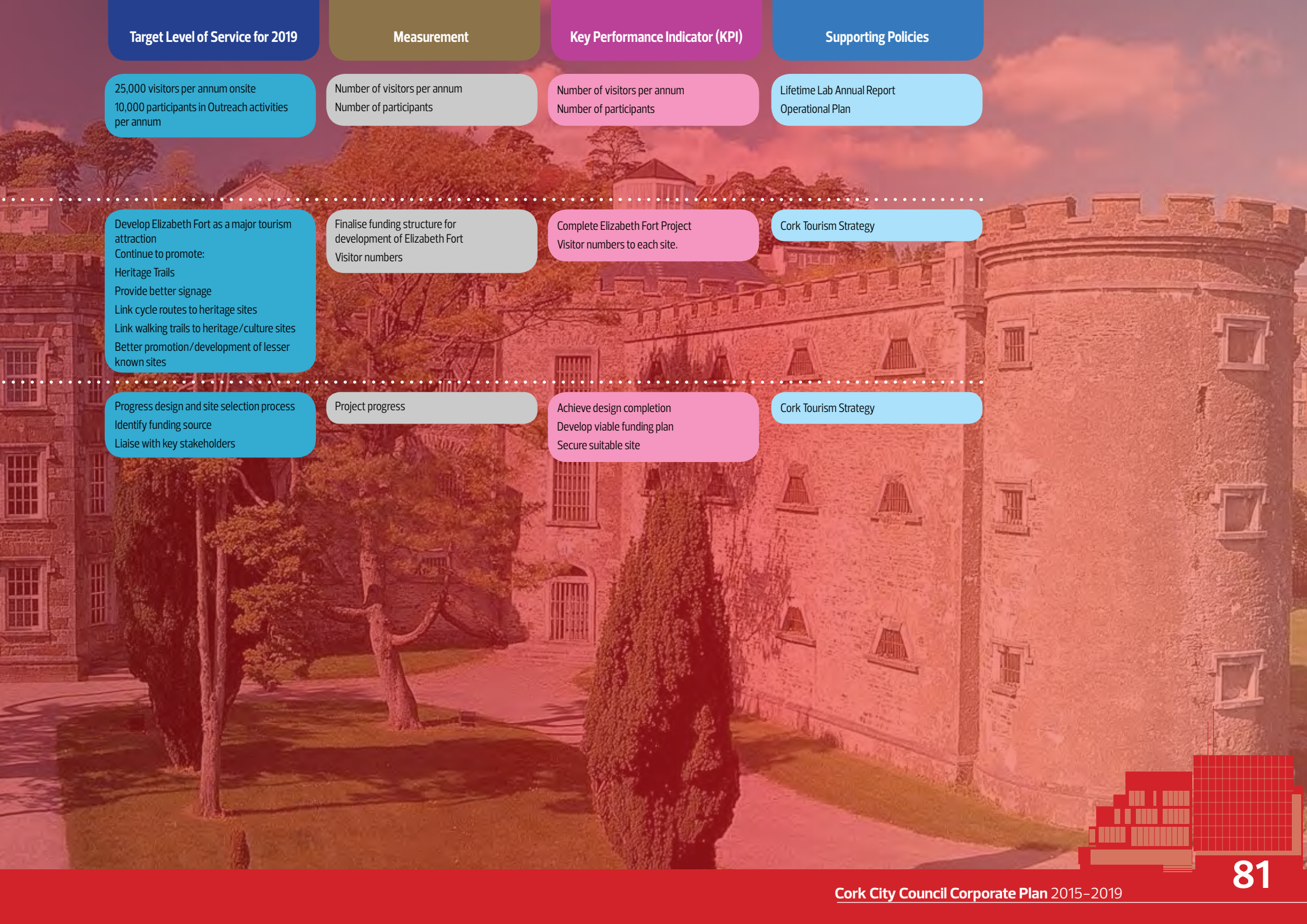
Target Level of Service for 2019	Measurement	Key Performance Indicator (KPI)	Supporting Policies
25,000 visitors per annum onsite 10,000 participants in Outreach activities per annum	Number of visitors per annum Number of participants	Number of visitors per annum Number of participants	Lifetime Lab Annual Report Operational Plan
Develop Elizabeth Fort as a major tourism attraction Continue to promote: Heritage Trails Provide better signage Link cycle routes to heritage sites Link walking trails to heritage/culture sites Better promotion/development of lesser known sites	Finalise funding structure for development of Elizabeth Fort Visitor numbers	Complete Elizabeth Fort Project Visitor numbers to each site.	Cork Tourism Strategy
Progress design and site selection process Identify funding source Liaise with key stakeholders	Project progress	Achieve design completion Develop viable funding plan Secure suitable site	Cork Tourism Strategy
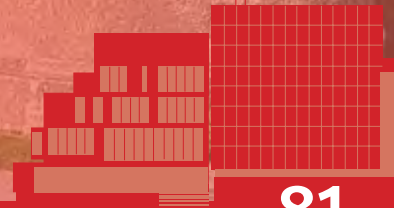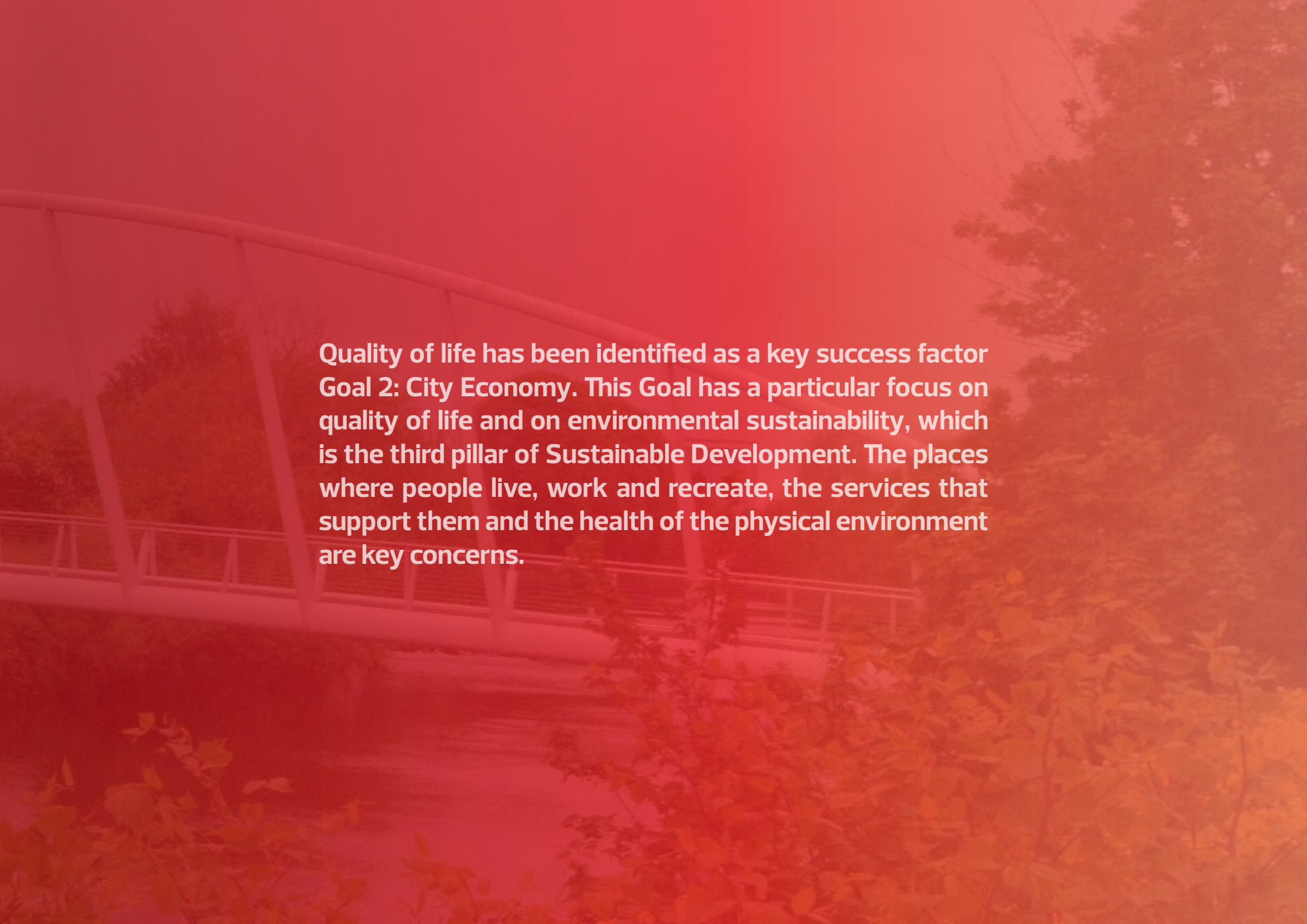
High Level Goal 4 Quality Urban Environment:

Deliver a high quality environment, cityscape and improved public realm.

Quality of life has been identified as a key success factor Goal 2: City Economy. This Goal has a particular focus on quality of life and on environmental sustainability, which is the third pillar of Sustainable Development. The places where people live, work and recreate, the services that support them and the health of the physical environment are key concerns.

Objective	Strategies	Lead Directorate/ Department	Support Directorate/ Department/ External Organisation
4.1 Provide quality environments that enhance the lives of residents and the experience of visitors	**4.1.1** Implement the Joint Housing Strategy for Cork City and County	Housing & Community Strategic Planning and Economic Development	
	4.1.2 Deliver the Horizon 2020 targets	Housing and Community	Various City Council Directorates Cork County Council
	4.1.3 Provide a range of housing options and supports in conjunction with key third party stakeholders	Housing & Community	External Agencies Cross Directorate Support Approved Housing Bodies Private Rented Sector
	4.1.4 Support tenants in difficulties through working on maximising inter-agency approaches to community and tenant support.	Housing & Community	External Agencies
4.2 Fulfil our contractual role with Irish Water	**4.2.1** Meet demands of Service Level Agreement and Transformation Initiative	Environment & Recreation	Human Resources & Organisation Reform Corporate & External Affairs Roads & Transportation Strategic Planning and Economic Development ICT & Business Services

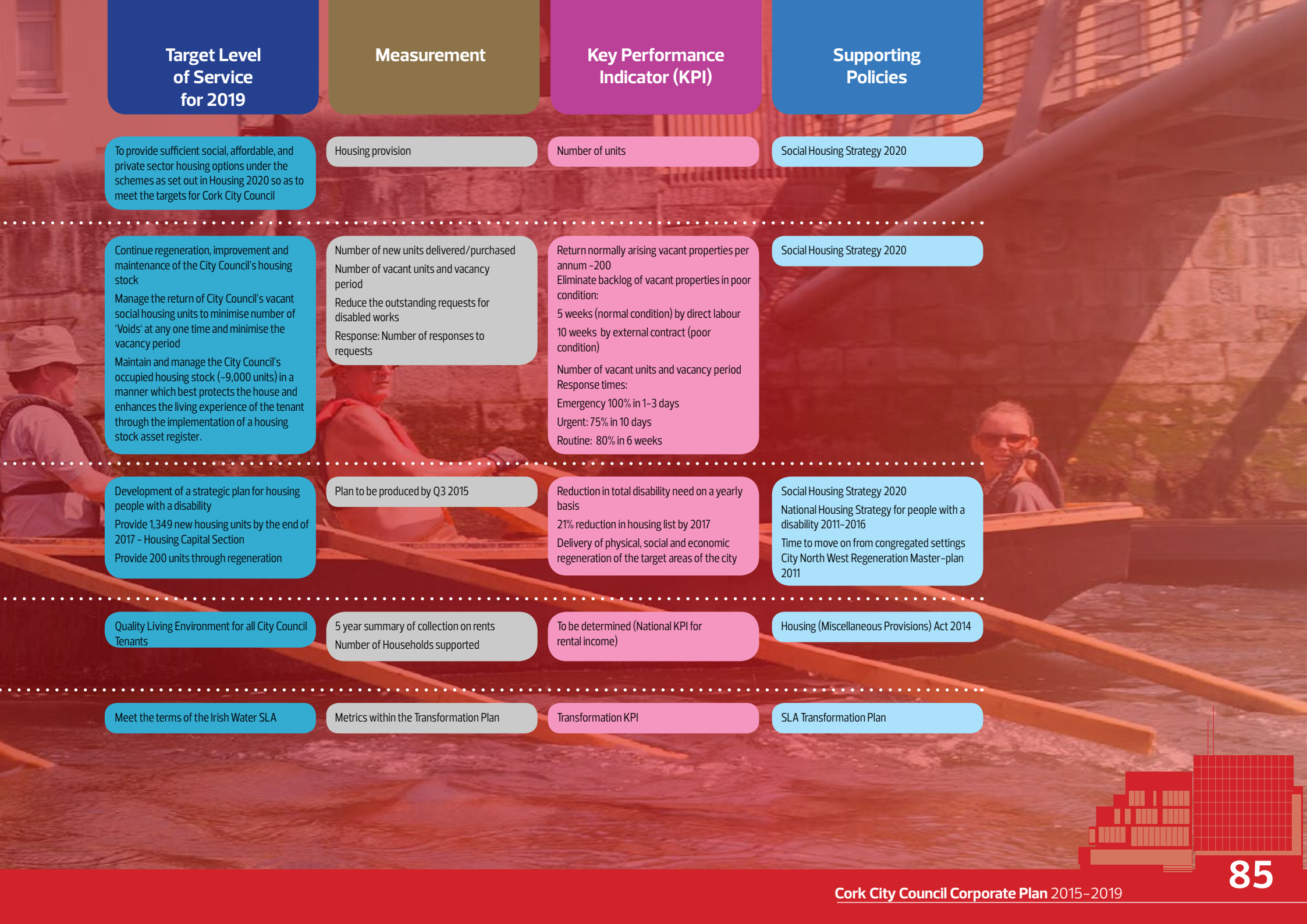| Target Level of Service for 2019	Measurement	Key Performance Indicator (KPI)	Supporting Policies
To provide sufficient social, affordable, and private sector housing options under the schemes as set out in Housing 2020 so as to meet the targets for Cork City Council	Housing provision	Number of units	Social Housing Strategy 2020
Continue regeneration, improvement and maintenance of the City Council's housing stock Manage the return of City Council's vacant social housing units to minimise number of 'Voids' at any one time and minimise the vacancy period Maintain and manage the City Council's occupied housing stock (~9,000 units) in a manner which best protects the house and enhances the living experience of the tenant through the implementation of a housing stock asset register.	Number of new units delivered/purchased Number of vacant units and vacancy period Reduce the outstanding requests for disabled works Response: Number of responses to requests	Return normally arising vacant properties per annum –200 Eliminate backlog of vacant properties in poor condition: 5 weeks (normal condition) by direct labour 10 weeks by external contract (poor condition) Number of vacant units and vacancy period Response times: Emergency 100% in 1–3 days Urgent: 75% in 10 days Routine: 80% in 6 weeks	Social Housing Strategy 2020
Development of a strategic plan for housing people with a disability Provide 1,349 new housing units by the end of 2017 – Housing Capital Section Provide 200 units through regeneration	Plan to be produced by Q3 2015	Reduction in total disability need on a yearly basis 21% reduction in housing list by 2017 Delivery of physical, social and economic regeneration of the target areas of the city	Social Housing Strategy 2020 National Housing Strategy for people with a disability 2011–2016 Time to move on from congregated settings City North West Regeneration Master–plan 2011
Quality Living Environment for all City Council Tenants	5 year summary of collection on rents Number of Households supported	To be determined (National KPI for rental income)	Housing (Miscellaneous Provisions) Act 2014
Meet the terms of the Irish Water SLA	Metrics within the Transformation Plan	Transformation KPI	SLA Transformation Plan
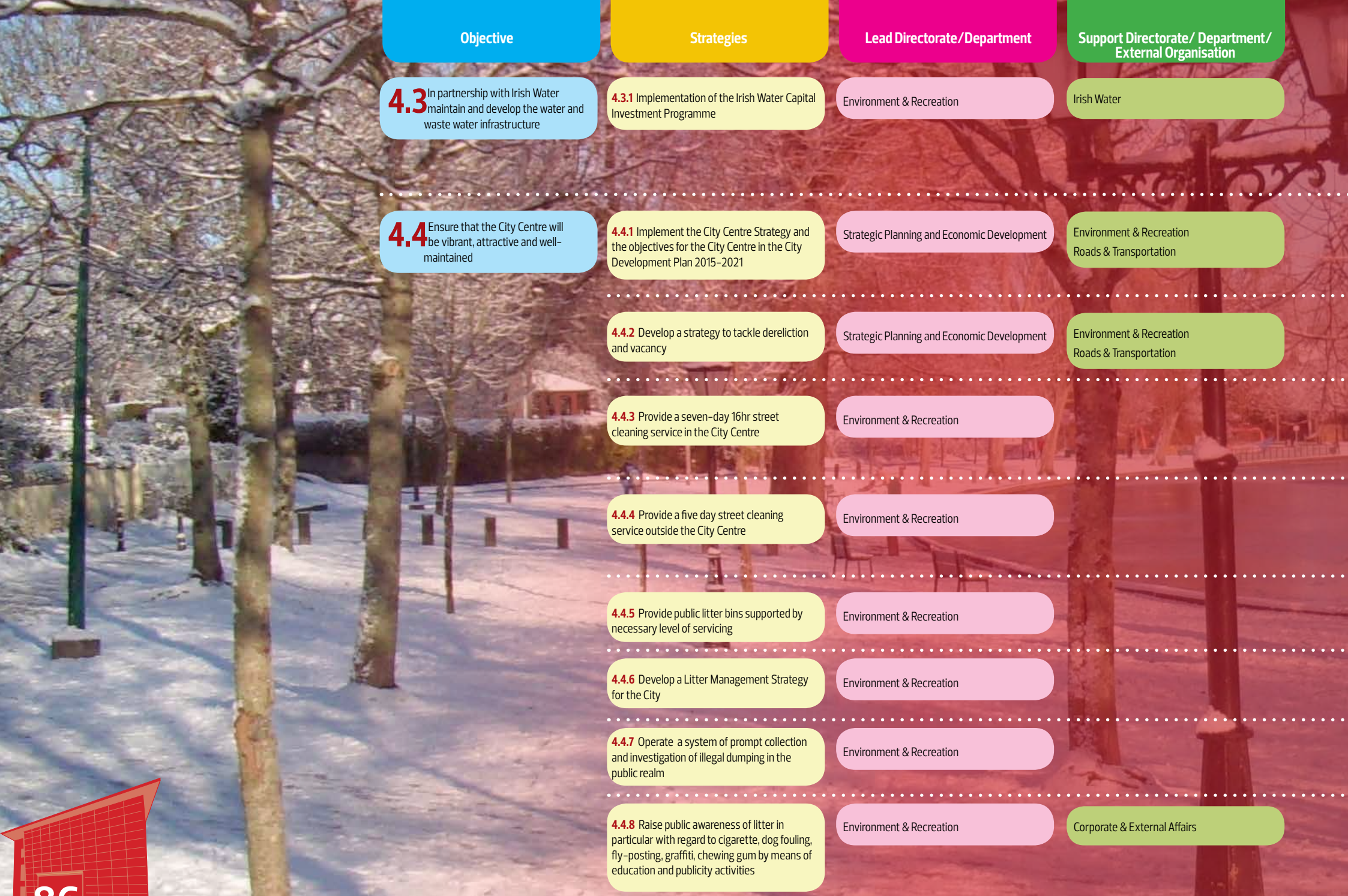
Objective	Strategies	Lead Directorate/Department	Support Directorate/ Department/ External Organisation
4.3 In partnership with Irish Water maintain and develop the water and waste water infrastructure	**4.3.1** Implementation of the Irish Water Capital Investment Programme	Environment & Recreation	Irish Water
4.4 Ensure that the City Centre will be vibrant, attractive and well-maintained	**4.4.1** Implement the City Centre Strategy and the objectives for the City Centre in the City Development Plan 2015–2021	Strategic Planning and Economic Development	Environment & Recreation Roads & Transportation
	4.4.2 Develop a strategy to tackle dereliction and vacancy	Strategic Planning and Economic Development	Environment & Recreation Roads & Transportation
	4.4.3 Provide a seven-day 16hr street cleaning service in the City Centre	Environment & Recreation	
	4.4.4 Provide a five day street cleaning service outside the City Centre	Environment & Recreation	
	4.4.5 Provide public litter bins supported by necessary level of servicing	Environment & Recreation	
	4.4.6 Develop a Litter Management Strategy for the City	Environment & Recreation	
	4.4.7 Operate a system of prompt collection and investigation of illegal dumping in the public realm	Environment & Recreation	
	4.4.8 Raise public awareness of litter in particular with regard to cigarette, dog fouling, fly-posting, graffiti, chewing gum by means of education and publicity activities	Environment & Recreation	Corporate & External Affairs

| Target Level of Service for 2019	Measurement	Key Performance Indicator (KPI)	Supporting Policies
Meet the various milestone deadlines	Achieve 'gate' deadlines within agreed timeframe	IW Capital KPI's	Cork Water Strategy SLA,ASP Transformation Plan, Strategic Plan, 5 Year Asset Management Plan Drainage Plan
Enhanced Public Realm; Implementation of City Centre Strategy Implementation Action Plan	Projects completed	Effectiveness of City Centre Partnership Effectiveness of City Centre Liaison Vacancy levels	Cork City Development Plan 2015 Parks Strategy
Strategy in place Implementation of strategy ongoing	Success of strategy	Percentage reduction in dereliction	Cork City Development Plan 2015
Clean to EU Norm	Regular Monitoring Quarterly Audit Annual National Litter Survey	Litter Level	Annual Operation Plan
Clean to EU Norm	Regular Monitoring Quarterly Audit Annual National Litter Survey	Litter Level	Annual Operation Plan
Meet demand and need	Quarterly Audit	Litter Level	Annual Operation Plan
Meet legislative and public demand	Compliance	Litter Level	Litter Pollution Acts 1997–2009
Removal of dumped material within three days	Quarterly Audit	Litter Level	City Council's Litter Management Plan
Implement the targets contained in the City Council's Litter Management Plan	Annual User Survey	Litter Level	City Council's Litter Management Plan

Objective	Strategies	Lead Directorate/Department	Support Directorate/ Department/ External Organisation
	4.4.9 Consistent enforcement of litter legislation and bye-laws	Environment & Recreation	Law
	4.4.10 Support Community activities to a achieve a tidy local environment	Environment & Recreation	
	4.4.11 Develop a public toilet policy	Environment & Recreation	
	4.4.12 Provision of public toilets to facilitate local and tourist visitors to the city	Environment & Recreation	External Contractor
	4.4.13 Undertake a strategic review of the Council's land/property assets in order to maximise value to the city.	Corporate & External Affairs (Property)	Housing & Community Environment & Recreation Strategic Planning and Economic Development
	4.4.14 Undertake strategic review of the management systems in place from the management of property assets	Corporate Affairs (Property)	Housing & Community Environment & Recreation Law
	4.4.15 Prioritise the sustainable use, improvement and maintenance of City Council properties	Corporate Affairs (Property)	Housing & Community Environment & Recreation Strategic Planning and Economic Development
4.5 Cork will have a well-planned and sustainable city environment that is a desirable place to live, work and enjoy	**4.5.1** Promote the sustainable development of Cork City through the implementation and monitoring of the Cork City Development plan 2015-2021	Strategic Planning and Economic Development Directorate	All
	4.5.2 Prepare and implement local area plans for key development areas in the city and set out urban design, public realm, transportation and land use proposals. In particular the South Docks Area Plan and prepare a local area plan for Tivoli Docks	Strategic Planning and Economic Development	Roads & Transport Environment & Recreation. Housing & Community

Target Level of Service for 2019	Measurement	Key Performance Indicator (KPI)	Supporting Policies
Deliver on legislative requirements	Level of litter fine issue	Number of successful fines	City Council's Litter Management Plan
Issue community grants Meet demand	Annual Review	Community satisfaction	City Council's Litter Management Plan
Reduce level of Nuisance Meet needs of visitors to the City	Level of Nuisance Visitor Survey		
Safe, clean toilets available 24/7	Availability Cleanliness Safety	Percentage satisfaction	
Completion of Strategic Review	Commence undertaking of key actions arising from the strategic review	Completion of review and commencement of key actions	
Completion of Strategic Review	Commence undertaking of key actions arising from the strategic review	Completion of review and commencement of key actions	
Completion of Strategic Review	Commence undertaking of key actions arising from the strategic review	Completion of review and commencement of key actions	
Percentage of actions implemented			
Review South Docks Local Area Plan; Prepare Tivoli Local Area Plan;	No. of local area plans prepared in context of available resources		
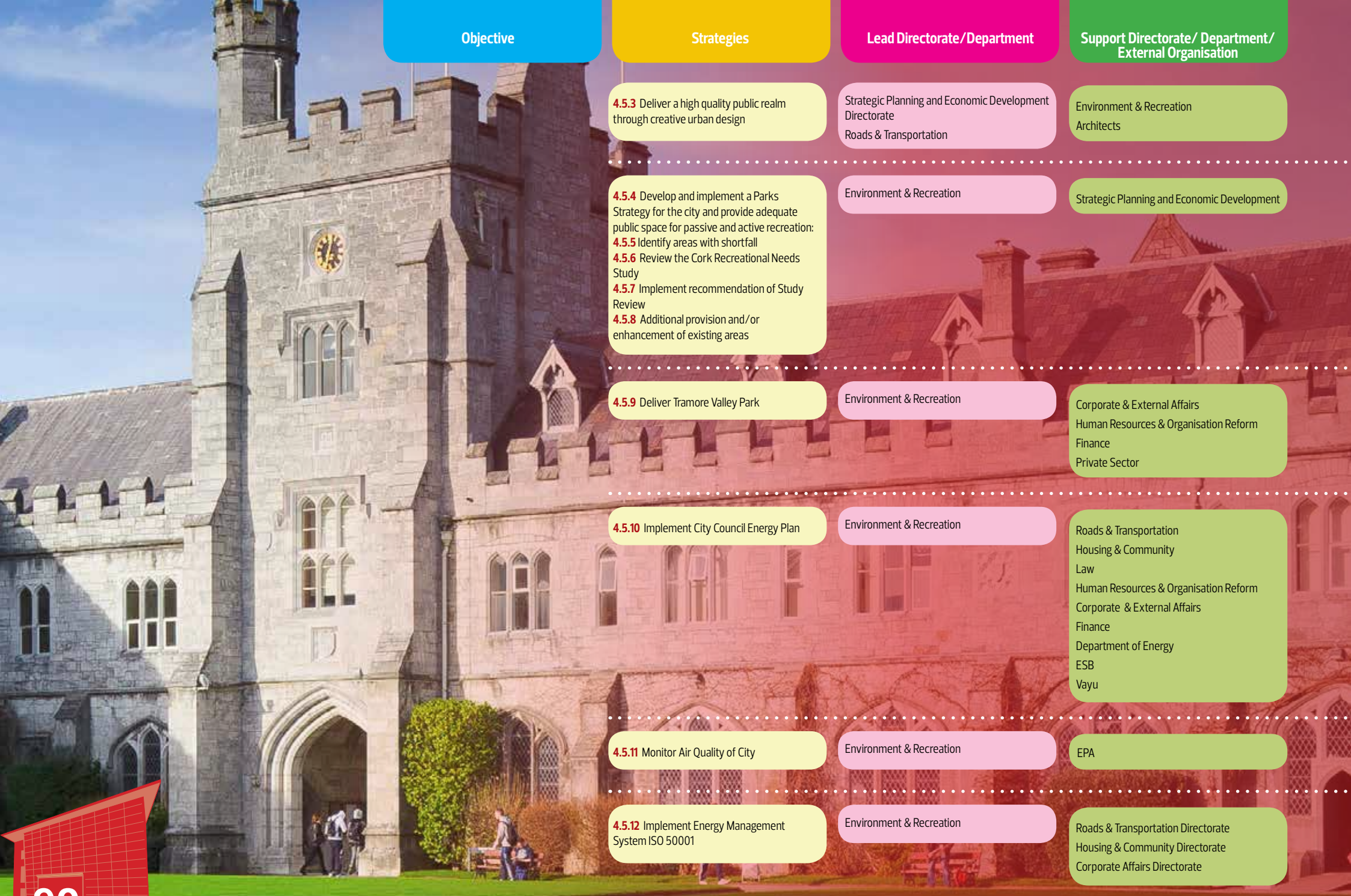
Objective	Strategies	Lead Directorate/Department	Support Directorate/ Department/ External Organisation
	4.5.3 Deliver a high quality public realm through creative urban design	Strategic Planning and Economic Development Directorate Roads & Transportation	Environment & Recreation Architects
	4.5.4 Develop and implement a Parks Strategy for the city and provide adequate public space for passive and active recreation: **4.5.5** Identify areas with shortfall **4.5.6** Review the Cork Recreational Needs Study **4.5.7** Implement recommendation of Study Review **4.5.8** Additional provision and/or enhancement of existing areas	Environment & Recreation	Strategic Planning and Economic Development
	4.5.9 Deliver Tramore Valley Park	Environment & Recreation	Corporate & External Affairs Human Resources & Organisation Reform Finance Private Sector
	4.5.10 Implement City Council Energy Plan	Environment & Recreation	Roads & Transportation Housing & Community Law Human Resources & Organisation Reform Corporate & External Affairs Finance Department of Energy ESB Vayu
	4.5.11 Monitor Air Quality of City	Environment & Recreation	EPA
	4.5.12 Implement Energy Management System ISO 50001	Environment & Recreation	Roads & Transportation Directorate Housing & Community Directorate Corporate Affairs Directorate

Target Level of Service for 2019	Measurement	Key Performance Indicator (KPI)	Supporting Policies
Enhanced Public Realm	Projects completed		City Development Plan Parks Strategy
Delivery of the strategy and commencement of its implementation	Implementation of Strategy	Strategy milestones and deliverables	City Development Plan Parks Strategy Review of Cork Recreation & Sports Study 2003
Operate as a park with various leisure facilities by 2016 Further enhancement of facilities by 2019	Customer visits per annum	Customer visits per annum	Tramore Valley Park Masterplan
Reduce Cork City Councils use by 33% by 2020	Reduction in kWh per population	Reduction in kWh per population	SI 426, National Energy Efficiency Action Plan 2014 Green Energy Public Procurement
Maintain 2 monitoring stations	Monitoring stations active	Number of monitoring stations active.	EU Café Directive EPA National Classification
Completed by 2020	kWh per population served	EnPI 529 kWh per population served	SI 426, NEEAP 2014 Green Energy Public Procurement

Objective	Strategies	Lead Directorate/Department	Support Directorate/Department/External Organisation
	4.5.13 Protect good air quality status in line with EU Air Quality Directives.	Environment & Recreation	
	4.5.14 Continue Waste Enforcement	Environment & Recreation	Roads & Transportation Directorate Housing & Community Directorate Corporate Affairs Directorate Law
	4.5.15 Manage the Kinsale Road Landfill site including the collection and treatment of landfill gas	Environment & Recreation	EPA Department of Environment Private Sector
	4.5.16 Implement the Southern Region Waste Management Plan	Environment & Recreation	All Southern Region Waste Management Office Department of the Environment EPA
	4.5.17 Operate Kinsale Road landfill site in accordance with EPA Waste Licence	Environment & Recreation	EPA Finance Law Strategic Planning & Economic Development Human Resources & Organisation Reform DOECLG Private Sector
	4.5.18 Operate Cork City council Civic Amenity Site	Environment & Recreation	Finance Human Resources & Organisation Reform DOECLG Private Sector
	4.5.19 Operate Environmental Enforcement	Environment & Recreation	EPA Finance Law Strategic Planning & Economic Development Corporate & External Affairs Southern region Waste Management Office

Target Level of Service for 2019	Measurement	Key Performance Indicator (KPI)	Supporting Policies
Comply with the smoky coals directive Deliver a high quality monitoring and enforcement regime	Compliance with the directive and legislation	Number of measurements Number of Enforcements	Smoky coals and other directives
Ongoing	Inspection Per Year	Inspection Per Year in line with RMCEI Plan	Southern Region Waste Management Plan 1996 Waste Management Act
Ongoing	Cubic metres per year	EPA Compliance AER Compliance	Southern Region Waste Management Plan 1996 Waste Management Act 2005 Health & Safety at Work Act
Annual Report	60 policy actions with associated targets	60 policy actions with associated targets	Southern Region Waste Management Plan
100% Compliance with the Annual Environmental Report	EPA Compliance AER Compliance	EPA Compliance AER Compliance	Southern Region Waste Management Plan 1996 Waste Management Act 2005 Health & Safety at Work Act
Maintain recycling tonnage at current rates	Tonnage of recyclables per annum	Tonnage of recyclables per annum	Southern Region Waste Management Plan
Manage the City Council's waste management Policies, Oversight, Enforcement, Licenses and infrastructure in a manner which meets National and EU requirements Compliance with recommended Minimum criteria for Environmental Inspection	Inspections per annum	Inspections per annum	Southern Region Waste Management Plan 1996 Waste Management Act 2005 Health & Safety at Work Act Waste License

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Objective	Strategies	Lead Directorate/Department	Support Directorate/ Department/ External Organisation
	4.5.20 Maintain and develop the bring site network on Cork City **4.5.21** Promote Development of private sites through planning conditions	Environment & Recreation	EPA Strategic Planning & Economic Development Southern Region Waste Management Office DOECLG
	4.5.22 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.	Strategic Planning & Economic Development	Roads & Transportation Environment & Recreation Housing & Community
	4.5.23 Provide high quality leisure facilities city wide **4.5.24** Encourage enhanced sports facilities **4.5.25** Maintain efficient & effective leisure facilities to a high standard **4.5.26** Support high level sports events **4.5.27** Support Cork Local Sports Partnership	Environment & Recreation	Strategic Planning & Economic Development
4.6 There will be an appropriate and timely response to civic and major emergencies	**4.6.1** Maintain the capacity to respond, in conjunction with other public agencies and stakeholders, to civic and major emergencies Major Emergency responses should be in accordance with the National Major Emergency Programme	Human Resources and Organization Reform (Fire)	Roads & Transportation Environment & Recreation ICT & Business Services
	4.6.2 Implement the Winter Maintenance Plan on an annual basis and ensure the plan is adequately resourced	Roads & Transportation	HR Management & Organisation Reform Environment & Recreation

Target Level of Service for 2019	Measurement	Key Performance Indicator (KPI)	Supporting Policies
Maintain number of Local Authority sites to 2012	Number of Bring Sites Tonnage of glass collected	Number of Bring Sites Tonnage of glass collected	Southern Region Waste Management Plan
Timely decisions on development management issues	Percentage of decisions made within target timeframes	Percentage decisions appealed; Percentage of An Bord Pleanála decisions which support decision of planning authority; Percentage of enforcement cases resolved; Percentage of planning contributions collected	Cork City Development Plan 2015
Enhanced high quality sports facilities delivered and maintained across the city	Facilities provided	Number of facilities	City Development Plan Cork Sport and Recreational Needs Study
Capacity to respond with other public agencies and stakeholders Review the Major Emergency Plan annually Review and update action plans to respond to civic emergencies Maintain and communicate the City Council's Emergency Response Plans Use social media/website/intranet to ensure public awareness of response	Attendance at Regional Working Group and COMAH group meetings and exercises Revise and test Plan Increased engagement by public and staff	Number of meetings attended and interagency training completed Yearly revision of Severe Weather Plan, Flood Plan and Sub-Directorate Plans Mobilisation Exercise Track number of people who have accessed information online	A Framework for Major Emergency Management
Ensure sufficient road salting so that the designated main traffic routes remain trafficable	Kilometres of roads treated	Maintain a minimum of 400 tonnes of salt in stock at start of winter maintenance season Designated main traffic routes to be trafficable throughout the winter season	Severe Weather Plan

Objective	Strategies	Lead Directorate/Department	Support Directorate/ Department/ External Organisation
	4.6.3 Support implementation of the Tidal and Fluvial Flood Protection Strategy of the Office of Public Works for the city	Environment & Recreation	Office of Public Works Cork County Council ESB
	4.6.4 Develop and implement a Sustainable Urban Policy for the city to meet Climate Change effects	Environment & Recreation	
	4.6.5 Maintain and develop existing storm water collection network.	Environment & Recreation	Roads & Transportation
	4.6.6 Monitor waterways within the city in respect of capacity and water quality	Environment & Recreation	
	4.6.7 Deliver a Business Continuity Solution	ICT & Business Services	All
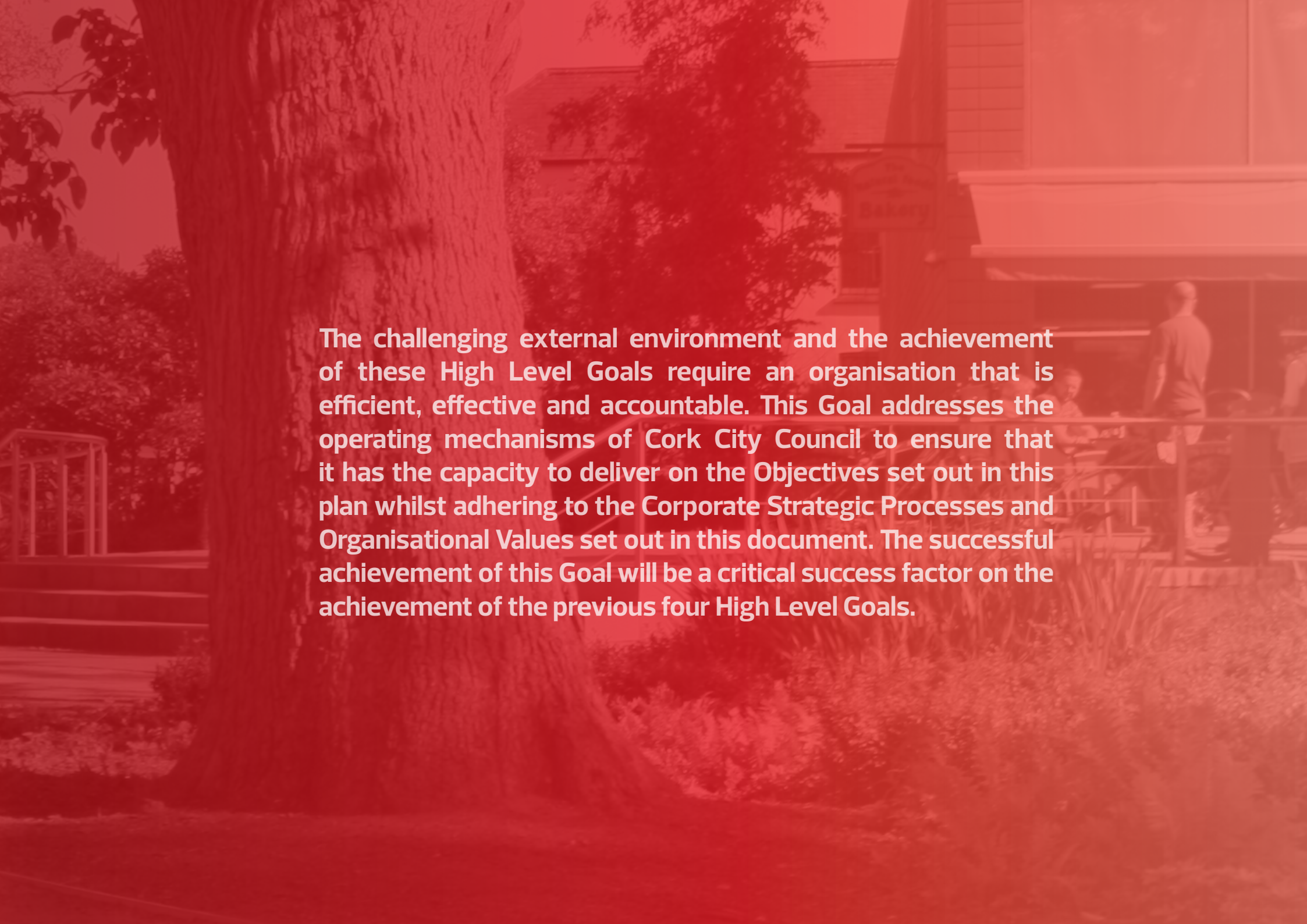
Target Level of Service for 2019	Measurement	Key Performance Indicator (KPI)	Supporting Policies
Protection from 1% AEP Fluvial Flood or 0.5% AEP Tidal Flood	Tidal & Fluvial Flood Impact	Percentage Implementation	Lee CFRAMS 2014 Lower Lee Flood relief Scheme
Mitigate Pluvial Impact Develop a Sustainable Urban Drainage Policy	Pluvial Flood Impact	Percentage Implementation	City Development Plan
Minimize street and property impact of surface water runoff	Level of localized storm-water excess incidents	Percentage Incidents	Annual Operational Plan
Prevention of flooding Maintenance of Waterways Pollution control	Number of incidents	Improvement in Quality Status	Water Framework Directive
Publish a Business Continuity Plan Test readiness/robustness annually Have plan externally audited	Annual readiness tests	Outcome of readiness tests	Cork City Council Corporate Risk Register

High Level Goal 5 Corporate Development:

Align the structure and resources of the City Council to meet the needs of citizens and business in the City. Develop an organisation that is effective, efficient and accountable to citizens

The challenging external environment and the achievement of these High Level Goals require an organisation that is efficient, effective and accountable. This Goal addresses the operating mechanisms of Cork City Council to ensure that it has the capacity to deliver on the Objectives set out in this plan whilst adhering to the Corporate Strategic Processes and Organisational Values set out in this document. The successful achievement of this Goal will be a critical success factor on the achievement of the previous four High Level Goals.
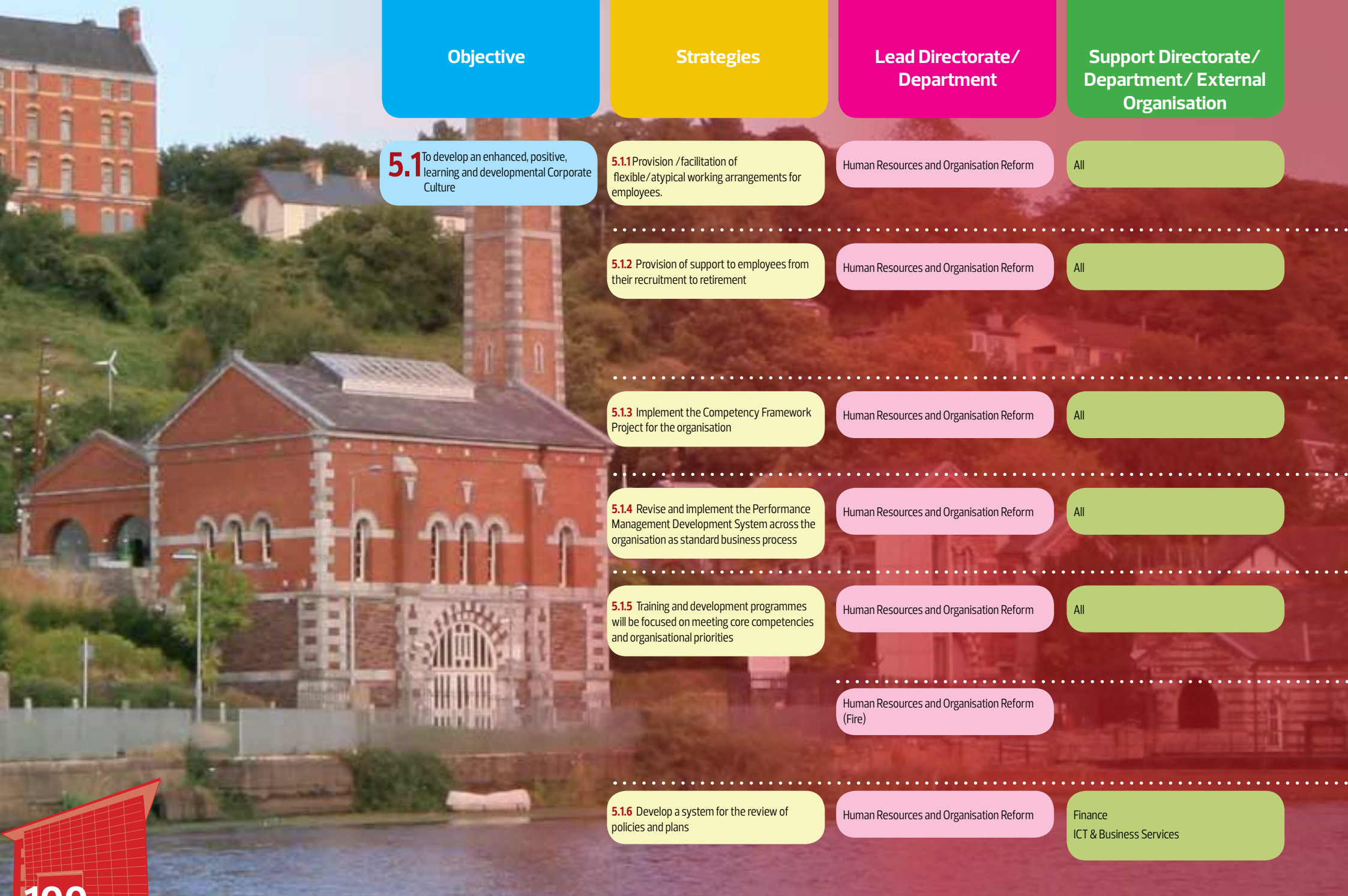
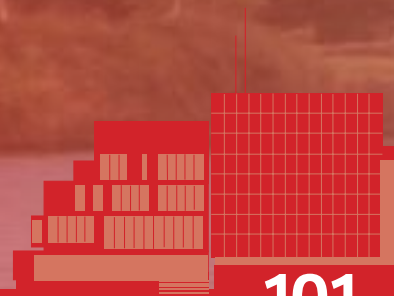| Objective	Strategies	Lead Directorate/ Department	Support Directorate/ Department/ External Organisation
5.1 To develop an enhanced, positive, learning and developmental Corporate Culture	**5.1.1** Provision /facilitation of flexible/atypical working arrangements for employees.	Human Resources and Organisation Reform	All
	5.1.2 Provision of support to employees from their recruitment to retirement	Human Resources and Organisation Reform	All
	5.1.3 Implement the Competency Framework Project for the organisation	Human Resources and Organisation Reform	All
	5.1.4 Revise and implement the Performance Management Development System across the organisation as standard business process	Human Resources and Organisation Reform	All
	5.1.5 Training and development programmes will be focused on meeting core competencies and organisational priorities	Human Resources and Organisation Reform	All
		Human Resources and Organisation Reform (Fire)	
	5.1.6 Develop a system for the review of policies and plans	Human Resources and Organisation Reform	Finance ICT & Business Services

Target Level of Service for 2019	Measurement	Key Performance Indicator (KPI)	Supporting Policies
Compliance with relevant legislation in all cases Accurate record and process management	Management review of application of legislation. Management review /effective process control systems	Number/Percentage of employee participation	National Legislation Sectoral and Local Policy
All Employees aware of welfare support services. Application of the provisions of the superannuation code to employees retiring	Management review of support levels and communication of services. Management review of application of legislation. Management review of effective process / control systems	Number/Percentage of employee participation	Attendance Management Policies /EAP services Legislation: Superannuation Code. Revenue Budget Process. National Shared Services Project Implementation Document .(My Pay)
Competency Framework fully embedded across all grades	Directorates and Departments who have embedded the Framework	Numbers completed within each tier of the Framework	Lansdowne Road Agreement Haddington Road LGMA National Reactivation of PMDS Model
PMDS fully embedded across all grades	Directorates and Departments who have embedded the PMDS	Numbers of TDP's and PDP's completed within each Directorate and Department	Lansdowne Road Agreement Haddington Road LGMA National Reactivation of PMDS Model
All Training and Development Requests in PDP's are captured	Training and Development requests received at each part of the PMDS Corporate Cycle	Number of T & D requests submitted in each Directorate and Department	Lansdowne Road Agreement Haddington Road LGMA National Reactivation of PMDS Model Standard operating guidelines
Provision of a comprehensive training programme for fire personnel to meet statutory requirements.	Number of specific types of training undertaken	All fire personnel are up to date with training requirements	Lansdowne Road Agreement Haddington Road LGMA National Reactivation of PMDS Model Standard operating guidelines
Implementation of policies set by LGMA/DOE HR to review CCC HR Policy	By dates set by LGMA/DOE or within 4 working weeks if implementation date is retrospective Annual Review of policies	Number of Policies and Plans implemented	Lansdowne Road Agreement Haddington Road Agreement

| Objective	Strategies	Lead Directorate/Department	Support Directorate/ Department/ External Organisation
	5.1.7 Monitor and ensure compliance with human resource legislative and regulatory frameworks and maintain high standards of Human Resource Management in the City Council	Human Resources and Organisation Reform	Finance ICT & Business Services
	5.1.8 Implement equality and dignity at work policies that ensure a fair and equitable working environment	Human Resources and Organisation Reform	All
5.2 Budgets will be balanced each year with focus value for money and revenue collection and efficient service delivery	**5.2.1** Allocate financial resources to support the key corporate goals **5.2.2** Continuous training of Finance Managers. **5.2.3** Strengthening of Business Partners within Finance. **5.2.4** Continuous focus on cost reduction and implementation of BPI recommendations.	Finance	All
	5.2.5 Increase the effectiveness of corporate governance.	Corporate & External Affairs	All
	5.2.6 Use the annual budget process to deliver clear messages regarding service levels, resources and priorities	Finance	All
	5.2.7 Continuously review how resources are expended through strengthened systems of internal controls and security, monitoring, financial control and regulatory compliance	Finance	All
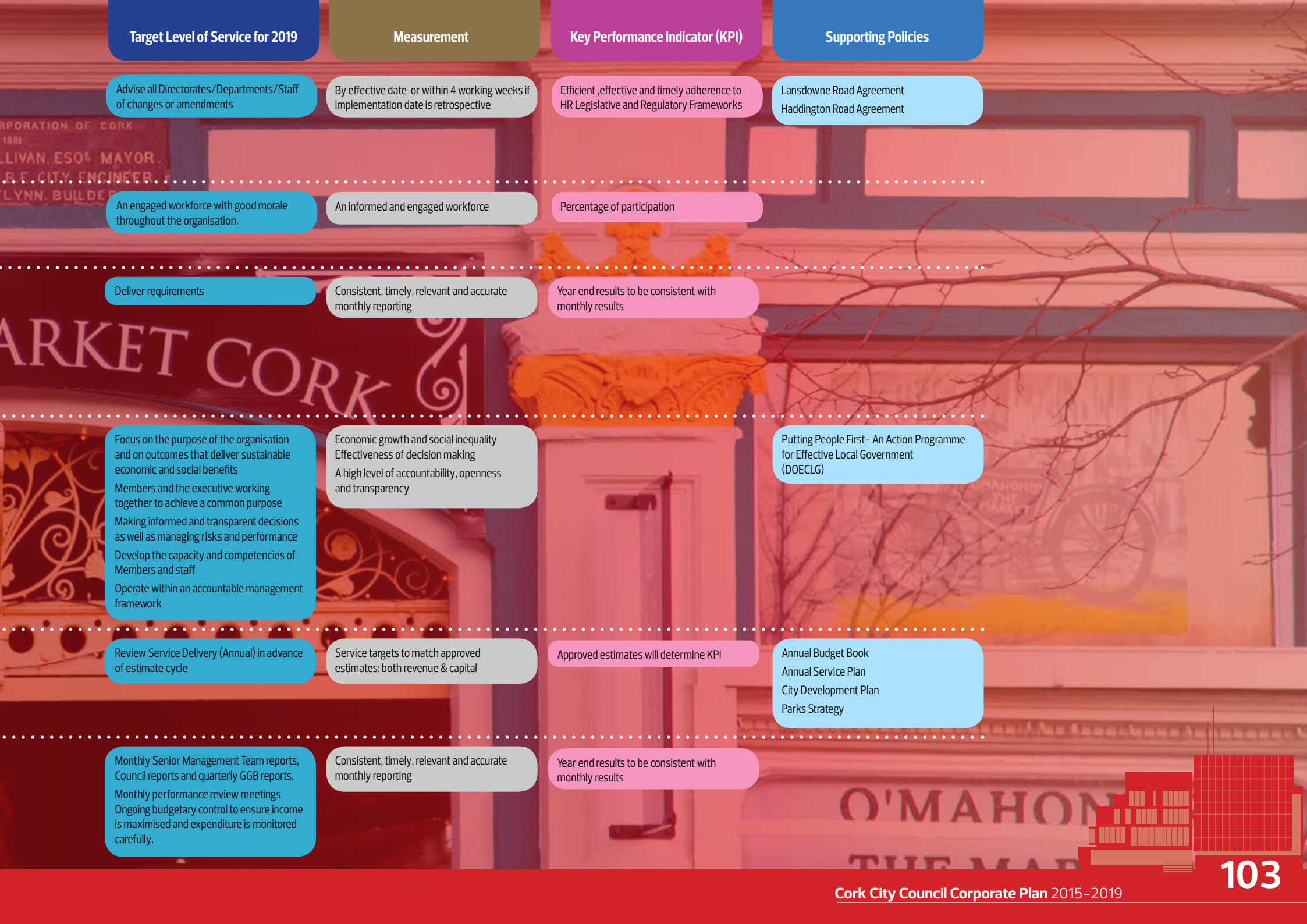
Target Level of Service for 2019	Measurement	Key Performance Indicator (KPI)	Supporting Policies
Advise all Directorates/Departments/Staff of changes or amendments	By effective date or within 4 working weeks if implementation date is retrospective	Efficient ,effective and timely adherence to HR Legislative and Regulatory Frameworks	Lansdowne Road Agreement Haddington Road Agreement
An engaged workforce with good morale throughout the organisation.	An informed and engaged workforce	Percentage of participation	
Deliver requirements	Consistent, timely, relevant and accurate monthly reporting	Year end results to be consistent with monthly results	
Focus on the purpose of the organisation and on outcomes that deliver sustainable economic and social benefits Members and the executive working together to achieve a common purpose Making informed and transparent decisions as well as managing risks and performance Develop the capacity and competencies of Members and staff Operate within an accountable management framework	Economic growth and social inequality Effectiveness of decision making A high level of accountability, openness and transparency		Putting People First– An Action Programme for Effective Local Government (DOECLG)
Review Service Delivery (Annual) in advance of estimate cycle	Service targets to match approved estimates: both revenue & capital	Approved estimates will determine KPI	Annual Budget Book Annual Service Plan City Development Plan Parks Strategy
Monthly Senior Management Team reports, Council reports and quarterly GGB reports. Monthly performance review meetings Ongoing budgetary control to ensure income is maximised and expenditure is monitored carefully.	Consistent, timely, relevant and accurate monthly reporting	Year end results to be consistent with monthly results	
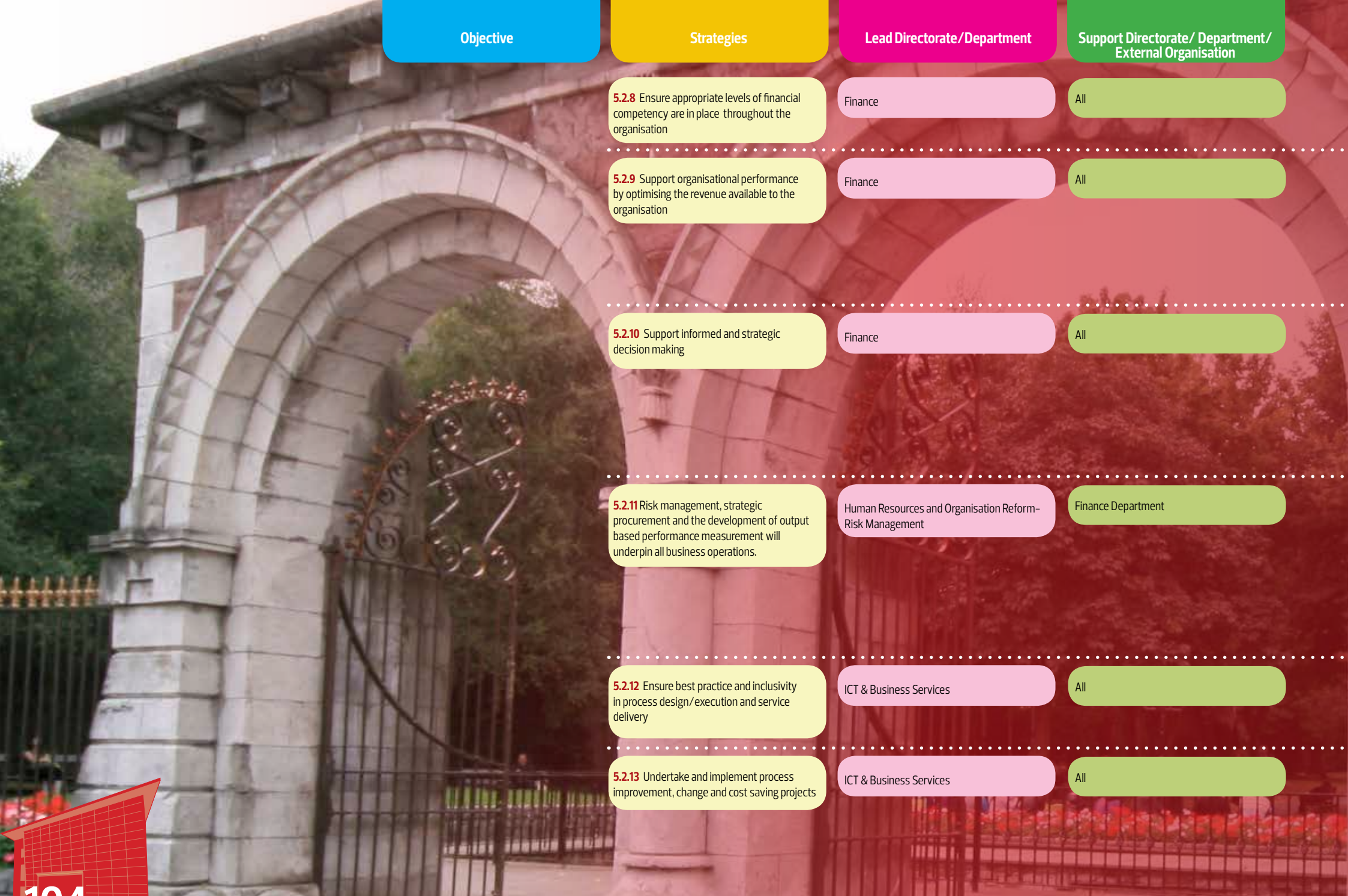
Objective	Strategies	Lead Directorate/Department	Support Directorate/ Department/ External Organisation
	5.2.8 Ensure appropriate levels of financial competency are in place throughout the organisation	Finance	All
	5.2.9 Support organisational performance by optimising the revenue available to the organisation	Finance	All
	5.2.10 Support informed and strategic decision making	Finance	All
	5.2.11 Risk management, strategic procurement and the development of output based performance measurement will underpin all business operations.	Human Resources and Organisation Reform– Risk Management	Finance Department
	5.2.12 Ensure best practice and inclusivity in process design/execution and service delivery	ICT & Business Services	All
	5.2.13 Undertake and implement process improvement, change and cost saving projects	ICT & Business Services	All

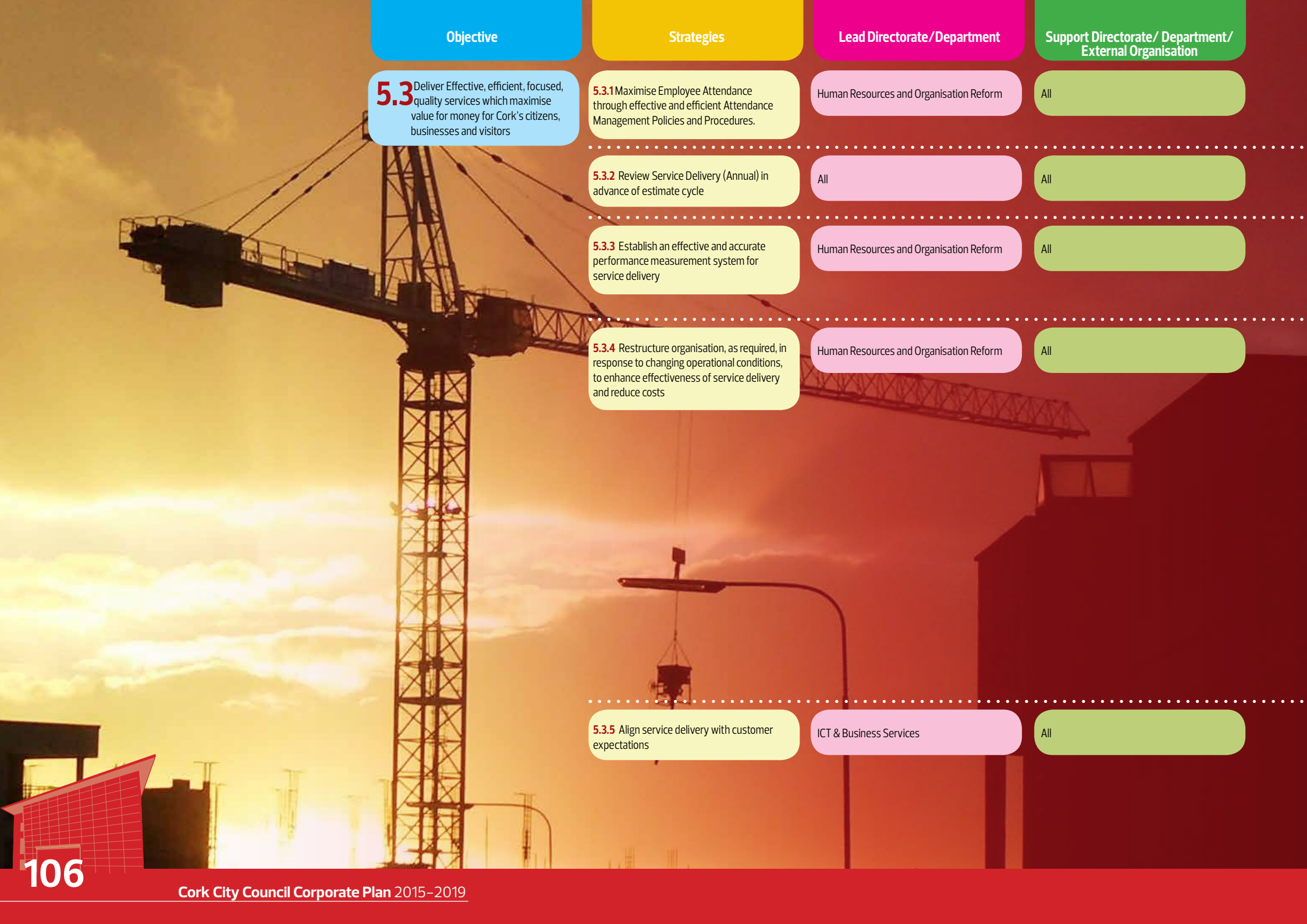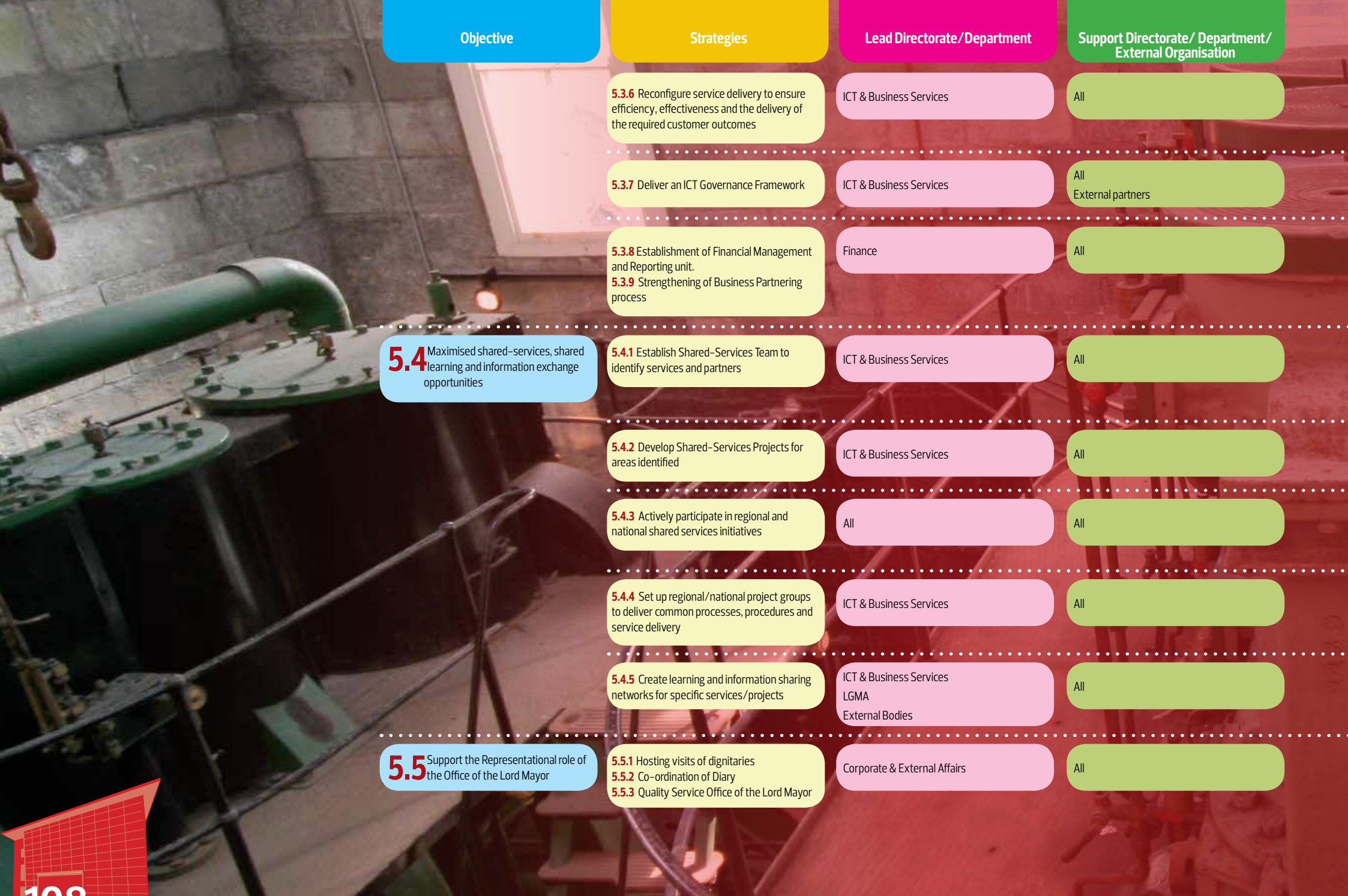| Target Level of Service for 2019	Measurement	Key Performance Indicator (KPI)	Supporting Policies
Continuous training and up-skilling of Finance Managers and Business Partners.	Employees competent and progressive in the performance of their duties	Efficient, effective, accurate and timely reporting within the organisation	
Setting up of specialised Hard Debt Collection Unit in rates. Optimise collection of income in respect of 1.Rates 2. House Loans 3. Water Optimise Cash-flow	Percentage of income collected	Rates – 73% House loans – 76% Water – 80%	
Provide real time financial information to support decision making Timely issuing of monthly accounts to council and SMT. Implement BPI recommendations and improvements Base strategic and operational decisions on financial reality	Issuing of regular reports		
Corporate Risk Register to be updated by 30/06/15 Corporate Risk Register to be agreed and signed off on by SMT Directorate Risk Registers to be developed Series of risk register workshops to be held for both SMT and for Directorates Risk Register Co-ordinator to audit the Risk registers against the ISO 31000 standard.	Corporate Risk Register updated Risk Registers developed for each Directorate		Cork City Council's Risk Management Policy Checklist has been developed for auditing the Risk Management Policy against the ISO 31000 standard.
All processes and systems in the organisation fit for purpose, efficient and effective	Process and service delivery efficiency and effectiveness	10% efficiency gains/cost savings achieved in all completed projects	LGERIG & Putting People First– An Action Programme for Effective Local Government (DOECLG)
Improved process and service delivery by reducing waste and inefficiencies through the delivery of specific, targeted projects	Process and service delivery efficiency and effectiveness		LGERIG & Putting People First– An Action Programme for Effective Local Government (DOECLG)

Objective	Strategies	Lead Directorate/Department	Support Directorate/ Department/ External Organisation
5.3 Deliver Effective, efficient, focused, quality services which maximise value for money for Cork's citizens, businesses and visitors	**5.3.1** Maximise Employee Attendance through effective and efficient Attendance Management Policies and Procedures.	Human Resources and Organisation Reform	All
	5.3.2 Review Service Delivery (Annual) in advance of estimate cycle	All	All
	5.3.3 Establish an effective and accurate performance measurement system for service delivery	Human Resources and Organisation Reform	All
	5.3.4 Restructure organisation, as required, in response to changing operational conditions, to enhance effectiveness of service delivery and reduce costs	Human Resources and Organisation Reform	All
	5.3.5 Align service delivery with customer expectations	ICT & Business Services	All

Target Level of Service for 2019	Measurement	Key Performance Indicator (KPI)	Supporting Policies
All employees to be aware of and comply with such attendance management policies	Management review and reporting of attendance /absence management and effective process /control systems	Days lost as percentage of working days	Public Service Sick Leave Regulations Cork City Council Attendance Management Policies and Procedures
Service Targets to match approved estimates both revenue & capital		Approved estimates will determine KPI	City Development Plan Parks Strategy
Robust Performance Measurement System fully embedded in the Council	Develop Measurement system Directorates and Departments establish and monitor function specific content of TDP's and PDP's	Customer Surveys Ensuring Performance Measurement System within each Directorate is efficient and effective	Lansdowne Road Agreement Haddington Road LGMA National Reactivation of PMDS Model
Workforce Plan that enables the council to meet its operational targets in an efficient manner in order to deliver on the Council's Corporate Objectives Restructure to be based on research and best practice structures Review Workforce Plan Devise a Staff Mobility Plan Organise the delivery of services in the most cost effective manner to meet the organisation's goals Restructure to be based on research and best practice structures Implement Public Service Agreements: · Croke Park · Haddington Road · Lansdowne Road Maintain a stable Industrial Relations Environment Utilise Work Placement Initiatives Schemes to maximum extent Staff Recruitment and Retention	Ongoing monitoring coupled with Annual Review	Ongoing monitoring coupled with Annual Review	Lansdowne Road Agreement Haddington Road Employee Assistance Programme Dignity at Work Policy Parent and Ancillary Safety Statements Local Government Code of Conduct for Employees Corporate Communications Plan Social Inclusion Grievance and Disciplinary Procedures Employee Safety Handbook Mind Matters Booklet
Published standard targets and levels of service for all service areas	Management reports from the CSRM system	Customer Service Requests (CSR's) logged per month CSR's closed in time as per level of service/ standards CSR's not closed on time	Putting People First– An Action Programme for Effective Local Government (DOECLG)

Objective	Strategies	Lead Directorate/Department	Support Directorate/ Department/ External Organisation
	5.3.6 Reconfigure service delivery to ensure efficiency, effectiveness and the delivery of the required customer outcomes	ICT & Business Services	All
	5.3.7 Deliver an ICT Governance Framework	ICT & Business Services	All External partners
	5.3.8 Establishment of Financial Management and Reporting unit. **5.3.9** Strengthening of Business Partnering process	Finance	All
5.4 Maximised shared-services, shared learning and information exchange opportunities	**5.4.1** Establish Shared-Services Team to identify services and partners	ICT & Business Services	All
	5.4.2 Develop Shared-Services Projects for areas identified	ICT & Business Services	All
	5.4.3 Actively participate in regional and national shared services initiatives	All	All
	5.4.4 Set up regional/national project groups to deliver common processes, procedures and service delivery	ICT & Business Services	All
	5.4.5 Create learning and information sharing networks for specific services/projects	ICT & Business Services LGMA External Bodies	All
5.5 Support the Representational role of the Office of the Lord Mayor	**5.5.1** Hosting visits of dignitaries **5.5.2** Co-ordination of Diary **5.5.3** Quality Service Office of the Lord Mayor	Corporate & External Affairs	All

Target Level of Service for 2019	Measurement	Key Performance Indicator (KPI)	Supporting Policies
Published standard targets and levels of service for all service areas	Management reports from the CSRM system		Public Service Sick Leave Regulations Cork City Council Attendance Management Policies and Procedures
Framework adopted and operating	Framework Principles	Number of projects approved vs. number submitted	Public Service Guide to Governance (LGMA).
Unit established Efficient and effective Business Partnering	Timely, relevant and accurate reports produced	Quality and accuracy of all reports produced	
Team established and operating	Number of projects	Delivery of shared service projects	Putting People First– An Action Programme for Effective Local Government (DOECLG)
Consider appropriate projects	Number of projects	Delivery of shared service projects	Putting People First– An Action Programme for Effective Local Government (DOECLG)
Deliver required national LGER projects	Number of projects delivered	Hosted National CORE Solution Library Management system OGP Projects	Putting People First– An Action Programme for Effective Local Government (DOECLG)
5 groups operational	Group formation	Number of groups operating	Putting People First– An Action Programme for Effective Local Government (DOECLG)
5 networks operating	Network formation	Number of networks operating	Putting People First– An Action Programme for Effective Local Government (DOECLG)
Deliver requirements			Standing Orders

Objective	Strategies	Lead Directorate/Department	Support Directorate/ Department/ External Organisation
5.6 Support the Elected Members of Cork City Council	**5.6.1** Make available Agendas/ Minutes on Cork City Council websites **5.6.2** Continue to review practices for Council Meetings/Functions/ SPC's **5.6.3** Support members through dealing with their enquiries **5.6.4** Make best advice available to the Members to assist them in their decision making	Corporate & External Affairs	ICT & Business Services
5.7 Provision of the Higher Education Grants Scheme	**5.7.1** Process all applications and payments efficiently, effectively and promptly	Corporate & External Affairs	Finance
5.8 Delivery of franchise functions	**5.8.1** Publish Draft and Final Register by set publication dates **5.8.2** Publicity Post **5.8.3** Organisation of Local Elections **5.8.4** Co-ordination of General Election/ Referenda with City Sheriff's Office **5.8.5** Issue of Polling Cards **5.8.6** Liaise with City Sherriff's Office with regard to Polling District stations and notice of Poll **5.8.7** Engage with national inititatives	Corporate Affairs	Finance
5.9 A safe working environment	**5.9.1** Maintain a culture of safety	Human Resources and Organisation Reform	All
	5.9.2 Continued education and training of all staff regarding their roles and responsibilities in relation to health, safety and welfare	Human Resources and Organisation Reform	All
	5.9.3 To provide an economic and efficient Building Control service which meets the needs and the requirements of the public, while ensuring their Health, Safety and convenience in and about public buildings	Human Resources and Organisation Reform	DOECLG

Target Level of Service for 2019	Measurement	Key Performance Indicator (KPI)	Supporting Policies
Support of the members			Standing Orders Local Government Reform Act 2014
This function will cease to be provided by the City Council by 2019	Processing time		Circular & Legislation
Provide service to the required standard	By Legislated Date	By Legislated Date	Department Circulars and relevant Acts
Safe working Environment 100%	Procedure control measures appropriate and adequate - 90% Behavioural based Safety Leadership training delivered to all of management team and Senior Staff-100%	Check permit to work, safe systems of work, Method Statements etc. Level of compliance based on inspection findings-90% Employees are encouraged to aid in creating an improved safety culture. Safety is integrated into all Directorates within CCC.	Compliance with H&S Legislation and Regulations
Adequate Health & Safety training provided	Level of training provided	Nominated staff in each Directorate provided with access to CORE system to view staff training records. Induction Checklist developed & issued	
Process Disability Access Certificate applications within the required statutory period of 8 weeks and sooner if possible. Complete surveys for other Directorates within 21 working days and have type written reports within 28 working days	Appropriate Control Measures	Appropriate Control Measures	Building Regulations

Objective	Strategies	Lead Directorate/Department	Support Directorate/ Department/ External Organisation
	5.9.4 Continue to develop and implement a Safety Management System which ensures a safe working environment and operational practices that protect the organisation and the health, safety and welfare of employees	Human Resources and Organisation Reform	All
5.10 A safe working environment	**5.10.1** Deployment of Procurement Strategy to every Directorate and Department to meet the Council's procurement policies and national and EU requirements.	Finance	All
	5.10.2 Utilise procurement to achieve value for money in delivering the corporate objectives under this plan	Finance	All
	5.10.3 Introduce Green Procurement	Southern Region Waste Management Authority	Environment & Recreation Directorate
5.11 Waste Management	**5.11.1** Introduce waste management initiatives in City Hall	Environment & Recreation	Corporate & External Affairs
	5.11.2 Reduce energy use in the City Hall	Environment & Recreation	Corporate & External Affairs

Target Level of Service for 2019	Measurement	Key Performance Indicator (KPI)	Supporting Policies
Safe Working environment for all	Implement correct legislative practice & audit for evidence of same. 80% compliance at present	Keep up-to-date with legislative requirements 100%. Framework for a Safety Management System was introduced 2 years ago & is continuing to be imbedded. Safety Statement for Cork City Council adheres to legislative requirements. Directorates have Directorate specific Safety Statements Templates issued for compliance with Construction Regulations. Training delivered regarding Policy introduced along with procedures, risk assessments, competence base, planning, implementation & operation of measures, performance measurement and review. Quarterly trend analyses conducted on inspection findings, on accident statistics and on non-conformances.	Building Regulations
All purchases made comply with the corporate procurement policy	Level of purchases made that comply with the corporate procurement policy	100% compliance	Cork City Council Corporate Procurement Policy
Leverage national, regional and sectoral contracts where appropriate and where not establish value for money advantages of procuring locally	Number of contracts over €25,000 that have a value for money assessment carried out	All contracts over €25,000 that have a value for money assessment	
Introduce procurement solutions that reduce the impact on the environment throughout their life-cycle 2019			Southern Region Waste Management Plan National Best Practice/Policy
Reduce waste generation at City hall by 10% by 2019 Introduce a system of segregated waste within the City Hall Campus	Measure weight of waste		Southern Region Waste Management Plan
Reduce by 33% by 2020	Energy Use		NEEAP

Objective	Strategies	Lead Directorate/Department	Support Directorate/ Department/ External Organisation
5.12 Reduced process waste and optimise output	**5.12.1** Establish of an Innovation / New Concepts Committee	ICT & Business Services	Environment & Recreation Directorate
5.13 Reduced process waste and optimise output	**5.13.1** Refocus on the need for a more team oriented approach, through facilitated team building while still acknowledging the need to continually develop individual staff members	Human Resources and Organisation Reform	All
	5.13.2 Determine key competencies to support development of team behaviour through the Competency Framework	Human Resources and Organisation Reform	All
	5.13.3 Use of the PMDS process to set out departmental objectives/individual targets and cross-cutting dependencies in a transparent manner	Human Resources and Organisation Reform	All
5.14 Provide an effective and efficient legal service	**5.14.1** Provide considered legal advice **5.14.2** Provide professional legal representation	Law	All

Target Level of Service for 2019	Measurement	Key Performance Indicator (KPI)	Supporting Policies
Committee operational and reviewing staff submissions	Number of submissions made and approved Improvements achieved	Number of projects submitted and the number approved The number of improvements delivered	Putting People First – An Action Programme for Effective Local Government (DOECLG)
Training & Development to be based on analysis of PMDS PDP training needs Acknowledgement by Training & Development of receipt PMDS PDP form Increased consultation with Section Heads Introduce a Mentoring programme	Number of training courses provided based on PMDS PDP training needs Quarterly meetings with section Heads	Numbers of training place provided	National and Cork City Council PMDS Policy
Competency Framework fully embedded across grades	Directorates and Departments who have embedded Framework	Numbers completed within each tier of the Framework	Lansdowne Road Agreement Haddington Road LGMA National reactivation of PMDS Model
Clear line of sight from PDP's to Corporate Plan	Directorates and Departments establish and monitor function specific measurement of TDP's & PDP's	Number of TDP's & PDP's within each directorate & Department	Lansdowne Road Agreement Haddington Road LGMA National reactivation of PMDS Model
High standard of legal service	Service delivery	Quantifiable workload	National and Cork City Council PMDS Policy

Appendices

Appendix I: List of Committees, Boards etc.

- Corporate Policy Group
- Strategic Policy Committees
- Housing & Community Strategic Policy Committee
- Environment & Recreation Strategic Policy Committee
- Strategic Planning & Economic Development Strategic Policy Committee
- Tourism Arts & Culture Strategic Policy Committee
- Roads & Transportation Strategic Policy Committee
- Functional Committees
- Housing & Community Functional Committee
- Roads & Transportation Functional Committee
- Strategic Planning & Economic Development Functional Committee
- Finance Functional Committee
- Tourism Arts & Culture Functional Committee
- Environment & Recreation Functional Committee
- Southern Regional Assembly
- Regional Health Forum
- Association of Irish Local Government
- Audit Committee
- Cork Area Strategic Plan Committee
- Docklands Policy committee
- Education Training Board
- Joint Cork City Council/Cork County Council Committee
- Local Authority Members Association
- Local Community Development Board
- An Grúpa Forbartha Gaeilge
- Arts Committee
- Blackpool/The Glen/Mayfield AIT (Area Implementation Team)
- China Project Group
- Churchfield Youth & Community Resource Centre (The Hut)
- City Wide Steering Committee
- Comhairle Na Nóg
- Consumption of Intoxicating Liquor (Drinking on the Street Bye-laws) Committee
- Board of Cork city Partnership
- Cork Convention Bureau
- Cork Regional Athletics Stadium Management Committee
- Cork Sports Partnership
- E.C.A.D (European Cities Against Drugs)
- Everyman Theatre
- Farranferris/Fairhill/Gurranabraher AIT (Area Implementation Team)
- Firkin Crane Development Company
- Healthy Cities Steering Group
- Heritage Forum
- Irish Public Bodies Mutual Assurances LTD
- Joint Policing Committee
- Knocknaheeny/Hollyhill/Churchfield AIT (Area Implementation Team)
- Board of Leisureworld
- Local Drugs Taskforce
- Mayfield Sports Complex
- Board of the National Sculpture Factory
- Board of Cork Opera House
- School Meals Committee
- Southern West River Basin District Management Committee
- Sports Committee
- Standing Policy Council of the Association of Irish Local Government
- Travellers Accommodation Consultative Committee
- Holding Committee Of Wandesford Quay Arts Centre

Appendix II
Indicative List of Strategies/Plans Influencing Local Government Activities

National/EU:
- Local Government Reform Act, 2014
- Role of the local authority in progressing and playing its part in existing relevant national policies
- National Spatial Strategy 2002-2020
- Homelessness Policy Statement 2013-2016 (DoECLG }
- Traveller Accommodation Programme 2014-2018 (DoECLG}
- Keeping Communities Safe - Fire Services Framework 2013 (DoECLG}
- National Climate Change Adaptation Framework 2012 (DoECLG }
- National Disability Strategy Implementation Plan 2013-2015 (Department of Health) National Housing Strategy for People with a Disability 2011-2016 (DoECLG)
- Social Housing Strategy 2014 (DoECLG)
- Action Programme for Effective Local Government 2012 (DoECLG}
- Implementation Plan on the State's Response to Homelessness 2014-2016 (DoECLG) Medium-Term Economic Strategy 2014-2020 (Department of An Taoiseach)
- Action Plan for Jobs(Department of Jobs, Enterprise and Innovation)
- Construction 2020 (Department of An Taoiseach - 2014)
- Our Sustainable Future - A Framework for Sustainable Development for Ireland 2012
- (DoECLG}
- National Policy Framework for Children 2014-2020 (Department of Children and Youth Affairs)

Regional:
- Southern Regional Assembly Operational Programme
- Regional Planning Guidelines & Regional Spatial and Economic Strategies
- The Regional Indicators Report - Monitoring Framework for the Implementation of the Regional Planning Guidelines
- The Regional Waste Management Plan
- Strategy Plans of other Regional Bodies, e.g. HSE, Garda Síochána

Local:
- Local Economic and Community Plan
- City Development Plan
- Housing Assistance Payment Programme
- Local Enterprise Development Plans
- PPN Well-Being Plans (on adoption)

Appendix III: Glossary of Terms

AER	Annual Environment Report
AEP	Automated Entry Processing
AIE	Access to Information on the Environment
ASP	Annual Service Plan
BAU	Business Area Unit
BCMS	Building Control Management System
BLG	Better Local Government
BPI	Business Process Improvement
BRT	Bus Rapid Transport
CASP	Cork Area Strategic Plan
CATS	Cork Area Transport Study
CBL	Choice Based Letting
CCC	Cork City Council
CCMA	County and City Management Association
CDB	County and City Development Board
CEB	Cork City Enterprise Board
CFRAMS	Catchment Flood Risk Assessment and Management
CIT	Cork Institute of Technology
CLGR	Cork Local Government Review
COMAH	Control of Major Accident Hazards
CPG	Corporate Policy Group
CPO	Compulsory Purchase Order
CRM	Customer Relationship Management
CSO	Central Statistics Office
CSRM	Citizen Service Request Management
CUH	Cork University Hospital
DCC	Dublin City Council
DLR	Dun Laoghaire – Rathdown Council
DOECLG	Department of the Environment, Community and Local Government
DOTTS	Department of Transport, Tourism and Sport
DPER	Department of Public Expenditure and Reform
EAP	Employee Assistance Programme

EPA	Environmental Protection Agency
ESB	Electricity Supply Board
ESD	External Service Delivery
ETB	Educational Training Board
EU	European Union
FCPN	Fixed Charge Penalty Notice
FOI	Freedom of Information
GAA	Gaelic Athletic Association
GGB	General Government Balance
GIS	Geographic Information System
HAP	Housing Assistance Payment
IERC	International Energy Research Centre
ICT	Information and Communications Technology
ISO	International Organisation for Standardisation
IW	Irish Water
JPC	Joint Policing Committees
KPI	Key Performance Indicator
LAP	Local Area Plan
LCDC	Local Community Development Committee
LECP	Local Economic and Community Plan
LEO	Local Enterprise Office
LGBT	Lesbian, Gay, Bisexual and Transgender
LGERIG	Local Government Efficiency Review Implementation Group
LGMA	Local Government Management Agency
LGOPC	Local Government Operational Procurement Centre
LGSPC	Local Government Strategic Procurement Centre
LPT	Local Property Tax
LUTS	Land Use and Transportation
NEEAP	National Energy Efficiency Action Plan
NGO	Non – Governmental Organisation
NIAH	National Inventory of Architectural Heritage
NOAC	National Oversight and Audit Commission

NPO	National Procurement Office
NRA	National Roads Authority
NTA	National Transport Authority
OGCIO	Office of the Government Chief Information Officer
OPG	Open Government Partnership
OPW	Office of Public Works
PDP	Personal Development Plan
PMDS	Performance Management Development System
PMO	Programme Management Office
PPN	Public Participation Network
PSROG	Public Service Reform Oversight Group
R&D	Research and Development
RAPID	Revitalised Areas by Planning, Investment and Development
RMCEI	Recommendation on Minimum Criteria for Environmental Inspections
RPG	Regional Planning Guidelines
RSA	Roads Safety Authority
SEAI	Sustainable Energy Authority Ireland
SLA	Service Level Agreement
SMART	Specific, Measurable, Achievable (Attainable), Realistic (Relevant), Timely
SME	Small and Medium Enterprise
SMT	Senior Management Team
SPC	Strategic Development Committee
TDP	Team Development Plan
T&D	Training and Development
TEAM	Tourism, Events and Arts Management
UCC	University College Cork
WAW	Wild Atlantic Way
WSTO	Water Services Transition Office

Comhairle Cathrach Chorcaí
Cork City Council

@TheCorkMarathon
@corkcitycouncil
@lifetimelabcork
@CorkCityFire
@corkcitylibrary
@corkcityarts
@corkpaddysfest
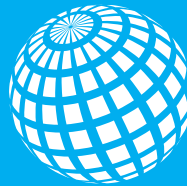@EnglishMarket
@GlowCork
@corkcityparks

Postal Address &
Contact Details:
Cork City Council,
City Hall,
Anglesea Street,
Cork, Ireland.
T12 T997

Telephone +353 21 4966222
Fax +353 21 4314238
Email: corporateaffairs@corkcity.ie

Facebook:
/corkcitymarathon
/CorkCityLibrary
/corkstpatricksfestival
/GlowCork
/lifetimelab
/Cork–City–Fire–Brigade
/pages/The–English–Market–Cork
/pages/Cork–City–Parks–Sport–and–Recreation

Web:
www.corkcity.ie
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