



CORK CITY COUNCIL CORPORATE PLAN TO 2024

Adopted 10 February 2020



Comhairle Cathrach Chorcaí
Cork City Council

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Quick Facts about Cork City



1 in 8
of city's population
born outside Ireland

1,522
staff in Cork City Council



2 higher education institutions
& suite of 3rd level vocational education

40,000+ students

10 libraries

UNESCO Learning City

2nd largest airport in Ireland

2.3 million passengers

94% of those surveyed agreed Cork is a
great place for tourists



10,500+
social houses

211,000+
residents



over
1,100km
roads



30
parks & open spaces

2nd largest English speaking
city in EU



3rd friendliest city in the world

WHO Healthy City



Cork Harbour
is the 2nd largest
natural harbour
in the world



24 hours
1st city to have
24-hour bus route

Statio Bene Fida Carinis
a safe harbour for ships

148,000+
registered voters



24,000
public lights

94 cruise liners
visited Cork in 2018

1,000+
planning
applications
per year



Message from Chief Executive & Lord Mayor

Looking at the city skyline, it is evident that there is significant momentum behind Cork. This investor confidence is underpinned by national and regional policies that have earmarked Cork's population to grow by over 50% to 335,000 over the next 20 years. Cork City must meet this ambition. Considering development constraints and potential throughout the country, it is no exaggeration to say, 'for Ireland to succeed, Cork must succeed'.

However, this growth must be achieved in a sustainable way. Neighbourhoods, not just houses, must be developed; community, cultural and social services need to be enhanced; jobs have to be created; and the physical, social and economic resilience of the city must be copper fastened in light of climate change. Importantly, we have to build on our strength as a World Health Organisation (WHO) Healthy City, by developing a city that supports healthy lifestyles. In short, Cork must be a city built for people, a city with a strong sense of place and a strong sense of belonging. The ambition for Cork comes on the back of high-profile success achieved by the city in recent years:

- Cork is a UNESCO Learning City
- Cork is a WHO Healthy City
- Cork is recognised as one of the best cities in Europe for economic development
- Cork City Council is recognised as an exemplar in terms of social housing delivery
- The NTA has ringfenced €3.5billion for investment in Cork's transport infrastructure
- Cork City has been lauded on the European stage for its cultural participation and attractiveness
- Cork is home to world class education institutions
- The Cork Docklands is the biggest brownfield regeneration site in Europe

Our focus as an organisation is on delivering high quality services to the public. To help achieve this, Cork City Council is committed to working with Government to leverage and optimise funding opportunities for Cork. Every five years we develop the Corporate Plan to chart our goals and objectives for the way ahead. For 2024, we want to lead Cork's development as a world class city to live, study, work, invest and visit. Importantly, in addition to our goals and objectives, the Corporate Plan reiterates the values of Cork City Council which are ultimately designed to serve the public good.

This Corporate Plan provides a framework for Cork City Council to contribute, to harness and realise the ambitions set out for Cork. As the local authority for the fastest growing city in Ireland, we will take an innovative and solutions-based approach to our activities that respect the sustainable development of our city. Our long-term aim is to be a world class, sustainable city. This Corporate Plan sets out key objectives for the City Council under a range of headings. These will provide the roadmap for the activities of City Council over the next 5 years. Working as a team with our partners, we can achieve our ultimate goal which is to ensure that Cork City grows in a sustainable way and is always a great place to live and a place where people are valued. There are undoubted geopolitical, cyclical and Brexit-related challenges ahead, but we believe Cork, which is set to become the second biggest English-speaking city in the EU, is ready to meet those challenges. We are resilient city with a vision and strategy in place to be agile, innovate and ensure that we achieve the ambition set out for us.



Lord Mayor, John Sheehan



Chief Executive, Ann Doherty



ST PATRICK'S BRIDGE, CORK

Cork City at a Glance

When you live, work, study or visit Cork city, you're in a unique position to be part of a buzzing city surrounded by beautiful countryside. The Cork of the future must retain the quality of life that we love, protect the assets of the region and ensure life thrives because of a strong competitive city. Cork City is a city of welcomes.

An ambitious city

Located on the south coast of Ireland, Cork City is the second largest city in Ireland and second English speaking city in Europe with a population of over 211,000 people.

Cork City is the key driver of the southern region of Ireland. Our ambition is to strengthen the role we play regionally and locally. This ambition is underpinned by Government policy as set out in the National Planning Framework (NPF). This sets a target for Cork City for the population to grow by 125,000 to over 335,000 people between 2020 and 2040, which will make it the fastest growing city in Ireland. This will require a concerted effort to build houses, create circa 75,000 jobs and provide a range of health, social, community and cultural services. Cork will continue to thrive as place of energy, ambition, determination and enterprise.

In May 2019, the administrative boundary of Cork City expanded to include the suburbs, neighbourhoods, towns and villages that relate to the City. As a result, the population increased by 85,000 residents. In addition the political and administrative structures of Cork City were reorganised to ensure that the City Council is prepared to deliver the ambitions for Cork.



MARY ELMES BRIDGE, CORK

A connected city

Cork City's most defining characteristic is, as a port city with a major river, the River Lee, running through it. 'Statio Bene Fida Carinis', is the motto on the coat of arms and means 'A safe harbour for ships'. We identify strongly with our maritime history and tradition of international trade. Cork City's international connectivity has gone from strength to strength.

Sea: The Port of Cork is the key seaport in the south of Ireland. Over €72 million has been invested in the port to improve infrastructure and facilities with additional significant development plans for the lower harbour to commence over the coming years. The plans to expand port facilities in the lower harbour provides Cork City with an opportunity to deliver one of the largest regeneration schemes in Europe, the 179-hectare Cork Docklands. Over the next 20 years circa 33,000 people will live in Cork Docklands and host a further 35,000 jobs.

Air: Cork City is home to Ireland's second largest and fastest growing international airport with 2.4 million passengers travelling over fifty destinations in 2019. Cork Airport continues to expand the region's connectivity, enhancing Cork's potential to conduct international business and attract tourists.

Road: Investment plans are being advanced to improve road access between Cork and the rest of the Southern Region. Plans include investment in the N/M20 connecting Cork and Limerick, the N22 between Cork and Kerry and the N25 to the east of Cork and Waterford. In addition, plans are in place to improve road infrastructure within the city, including the upgrading of the Dunkettle interchange along with the development of routes to both the north and the south of the city.

Rail: There is continued improvement in the intercity and suburban rail in Cork. The station acts as a hub for intercity services to Dublin and Tralee and commuters services to Mallow, Cobh and Midleton.

Bus: Over recent years passenger numbers using the public bus network in Cork City has increased considerably. This trend is set to continue as a €200 million Bus Connects plan will be rolled out in Cork.

Further Investment in Transport: The National Transport Authority recently adopted the Cork Metropolitan Area Transport Strategy. This will see a €3.5 billion investment in transport in Cork over the next 20 years for considerable improvement in walking and cycling infrastructure, public transport, including the development of a tram system for Cork, along with investment in suburban rail and road connectivity to the city.

Digital: Cork is connected by robust digital connectivity with high capacity fibre connectivity between the EU and USA via Cork fibre network. This provides a direct connection from Cork to key technology and finance centres in the UK and the USA. A new sub sea cable is planned that will connect Cork directly to mainland Europe via France.

The Metropolitan Area Network supports high speed network connections across Cork's key business zones and is capable of delivering virtually unlimited bandwidth to the areas it serves. A fully resilient network is provided by a data centre for the city that delivers lightning-speed Internet connectivity for Munster businesses. Planning has also been approved for a new 'Class A' data centre in Cork. Additional public WIFI zones, facilitated by Cork City Council and the WiFi4EU scheme will also help to improve the city's digital connectivity for citizens and visitors.



Cork Institute of Technology



University College Cork

A UNESCO Learning City

In 2015 UNESCO presented Cork with one of the first 12 Global Learning City Awards, the first city in Ireland to achieve this recognition. UNESCO defines a learning city as 'a City which effectively mobilises its resources across all sectors to maximise the opportunities for lifelong learning for all its citizens'.

In Cork, we believe that a learning city, is what a learning city does. Through Cork's Lifelong Learning Festival, our Learning Neighbourhoods, Learning Workplaces and other life-long and life-wide learning Events we are committed to developing Cork as a Learning City for all its citizens. Cork's Annual Lifelong Learning Festival is a celebration of our learning city in action. It is a week of over 500 free events throughout the city promoting learning of all kinds, for people of all ages, interests and abilities.



OLIVER PLUNKETT STREET, CORK

A business city

Cork has an excellent track record for business. The city is:

- The best small city in Europe for business friendliness by the 'fDi' magazine published by the 'Financial Times'
- Ranked as one of the top 25 European Cities of the Future by the 'fDi' magazine published by the 'Financial Times'
- One of the top ten small European cities for economic potential
- One of the top ten small northern cities and overall top ten small cities
- Part of the South West of Ireland which is ranked 8th in the European small regions of the future.

All this is underpinned by an excellent economic ecosystem, with top class enterprise supports. The Local Enterprise Office (LEO), which is based in Cork City Council, acts as a first point of contact for businesses in the city. The LEO works with key partners such as Enterprise Ireland, IDA Ireland, University College Cork, Cork Institute of Technology, business representative organisations and other stakeholders to support businesses in the City and the Southern region. It plays host to key economic drivers, and sectors such as ICT, pharma and bio pharma, cyber security, financial and support services, food and nano technology. As a result, the Cork region is home to circa 170 IDA client companies employing almost 39,000 people.

Cork City Council, working with partners, is playing a key role in driving Cork City's economy. The LEO provides a range of supports to small businesses. The City Council provides incubation space for small businesses in the City Hall through CoWork City. Importantly we provide the planning frameworks and infrastructure to support private sector investment. Investor confidence is evident in Cork, with office space under construction to accommodate over 10,000 staff over the next 5 years.

"Cork is a place of collaboration and connectivity where businesses are enabled to grow and succeed. We have a strong track record in attracting and retaining FDI and supporting our indigenous businesses. Cork City Council, together with Cork County Council, IDA, Enterprise Ireland, business representative organisations along with other local stakeholders, are proactively working to promote and strengthen the attractiveness of the Cork region globally, as a business location."

Ann Doherty, Chief Executive of Cork City Council.

Cork City Council is working with key partners to develop a sense of place. The 'We Are Cork' Brand and the 'Grow in Cork' initiative are placemaking initiatives supported by both Cork City Council and Cork County Council along with a broad range of public and private sector stakeholders. These initiatives present the attractiveness of Cork City and County as a place in which to live and invest. Importantly it enhances a sense of place and welcome to all people living in Cork City.



CITY HALL, CORK

A healthy city

Cork is a designated World Health Organisation Healthy City since January 2012. With this designation is a requirement of Cork City Council to commit to health and a process and structure to achieve it. As a WHO Healthy City, we are committed to continually create and improve our physical and social environs and expand the community resources that enable people to mutually support each other in performing all the functions of life and developing to their maximum potential.

Healthy Cities is based on a recognition that population health is not merely a product of health sector activities but largely determined by policies and actions beyond the health sector. Initiatives include investing in health through empowering people, tackling health challenges, encouraging workplaces to adopt mental health strategies, strengthening people centred systems, emergency preparedness, creating resilient communities and supportive environments.

A city of culture, heritage and sport

Creativity is part of Cork's DNA. It has always been a place of explorers and thinkers, writers and poets, musicians and artists. Cork's vibrant artistic community is evident on our streets, in our galleries and on our stages throughout the year as part of ongoing cultural programmes or as part of a festival or event. It is this public cultural face, that projects the unique essence of Cork to the region, the nation and to the world and fills citizens with a sense of pride of place.

Throughout Cork, old and new landmark buildings are the focus of our cultural heritage, which is alive in our libraries, museums, theatres, art centres, music and dance academies and through a range of activities from opera to street art.

Cork City has several parks, a golf course, playgrounds, accessible river, open spaces and an urban lake, The Lough, where a huge variety of wildlife and bird population have made their home. Cycle and walkways along old railway lines in the city provide incredible views of the harbour and of Blackrock Castle. Our amenity parks, in particular, Tramore Valley Park, provides walkways and trails, an all-weather events/amenity area, a grass pitch, outdoor gym, a sports pavilion, a wetlands area, and a raised dome area, giving fantastic panoramic views of the city, east and west.

Cork has a distinguished and well established tradition of sporting life hosting excellent sporting facilities and Cork City Marathon. Huge pride can be found in our GAA camogie, hurling and football teams and in our soccer team Cork City FC. Cork has also given many great rugby players to Munster and Ireland over the years. Irish Club Hockey is prevalent with Cork Harlequins, UCC and Church of Ireland as strong forces. Cork is home to all the mainstream sports as well as cricket, basketball, rowing, road bowling and even American football to name just a few.





Lord Mayor, Tomás Mac Curtain



Lord Mayor, Terence McSwiney

A city that commemorates the past

Cork City Council, in association with the Department of Culture, Heritage and the Gaeltacht and with the many voluntary and community groups will work together to commemorate significant events that took place in Ireland between 1912 and 1923.

The year 2020 holds particular significance for us in Cork City on the centenary of the War of Independence with the deaths of our two Lord Mayors, Tomás Mac Curtain and Terence McSwiney, and the burning of Cork City. Cork City was the first Council elected by proportional representation; the first Council elected by universal suffrage; and the first Council with a republican majority. At its first meeting on 30 January 1920, Cork Corporation pledged its allegiance to Dáil Éireann.

A cross party commemoration committee has been created, chaired by the sitting Lord Mayor for the next five years. Community, social and voluntary groups as well as schools can apply for funding under the open Cork 2020 Commemorations Fund. A programme of commemoration is in place for 2020 and our tributes will continue over the historic period to 2023.

“The work of the cross party 2020 Commemorations Committee is about communities and organisations bringing our proud history to life in a respectful way that showcases the city’s rich cultural and historical fabric”. Cllr John Sheehan, Lord Mayor of Cork



Cathal McSwiney Brugha and Tomás Og Mac Curtain with Lord Mayor John Sheehan.

Mission, Vision & Values

Our Mission

We deliver excellent public services to the people of Cork by working collaboratively with our strategic partners.

We are a city of ambition, working with our neighbourhoods, communities and businesses to support economic development and facilitate investment.

We value our culture and heritage and ensure that Cork continues to be successful as an attractive place to live, study, visit and work.

Our Values

Public Good

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



Trust & Integrity

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



Respect

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



People Centric Approach

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



Responsibility

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



Innovation

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



Our Vision

Leading Cork to take its place as a World Class City





ENGLISH MARKET
CORK
Serving the City
for 230 Years

Durcan

Durcan

Alounihan

Rose

STEPHENS BACON
BACON IN CORK SPECIALIST

Our Corporate Plan

Our five-year Corporate Plan 2024 (reflecting the Local Economic and Community Plan) is Cork City Council's key strategic document.

The Corporate Plan is one component of the City Council's integrated strategy and policy documents that guides the delivery of services. The Corporate Plan will be implemented through the Annual Service Delivery Plans and Annual Budget which reflects the City Council's decisions on specific objectives each year. The City Council's performance is recorded in monthly Chief Executive Reports and in the Annual Report.

This plan is informed by research and widespread consultation since mid-2019. A survey was undertaken with our elected members, staff, businesses, communities, Public Participation Network (PPN), and shared on social media channels. At the close of the consultation period, a total of 515 survey responses were received. A review of these responses was conducted with Cork City Council's Senior Management Team and Elected Members for consideration in the formulation of high-level goals and strategic objectives for the next five years.

One to one discussions were held with internal and external stakeholders including the Lord Mayor, representatives from our elected members, the senior management team, staff, business, heritage & culture, technology and education communities. Presentations were held at the Local Community Development Committee, six Strategic Policy Committees and Corporate Policy Group with submissions received from their representatives. Workshops were facilitated for the Senior Management Team, PPN and elected members. A staff engagement workshop, hosted by the Chief Executive, for all staff was held where panel discussions saw staff engaging with some of our city influencers. Leaders from our Universities, IDA, Chamber of Commerce, HSE, IT and investment sectors discussed and answered questions about all our roles in the future of Cork and how we continue to work collaboratively.

The feedback captured during the consultation processes for these documents has been extensively considered and informed the preparation of the Corporate Plan. In addition, due consideration has been given to opinions expressed to Cork City Council through contact with all our stakeholders. The Corporate Plan is written with an awareness of City Council policy documents and reports which are referenced in the appendix.

Project Ireland 2040 is the Government's long-term overarching strategy to make Ireland a better country for all of its people. The ambition of Project Ireland 2040 is to create a single vision, a shared set of goals for every community across the country and these are expressed as national strategic outcomes in that plan. Project Ireland 2040 is one vision for one country. The framework supports Cork City's ambitious growth targets to increase by at least 50% and to enhance the significant potential to become a city of scale. Developing and implementing a comprehensive and strategic metropolitan area spatial plan for Cork City is a priority in Project Ireland 2040 and is reflected in this Corporate Plan for the next five years.

In September 2015, world leaders attending the United Nations Sustainable Development Summit adopted the 2030 Agenda for Sustainable Development. This agenda sets out 17 Sustainable Development Goals (SDGs) to end poverty, fight inequality and injustice and tackle climate change by 2030.

Goals, targets and indicators are set out which all UN member states are required to use to frame their agendas and political policies. Cork City Council recognises the strategic importance of the 2030 Agenda for Sustainable Development and the integrated multiagency approach required to achieve this within Cork City and have assigned SDGs to each of our corporate goals.



The Corporate Plan, a blueprint of our plans for the next five years, will be used by our elected members and our Senior Management Team to ensure that our priorities and regulatory obligations are delivered, service targets are being met and service delivery is continually improved. The Corporate Plan also helps our staff focus on their key priorities and understand how their daily work fits into the larger picture of the Council’s goals.

All Corporate goals are significant enablers of the City Council’s corporate priorities and are deliverable through strategic objectives and actions, supported by strategies and policies.

We are committed to engaging, enabling and empowering all our stakeholders by creating strategic collaborations and partnerships in the coming years to ensure the successful delivery of this Corporate Plan.

Monitoring & Reporting on Progress

To assist Cork City Council in ensuring this plan is delivered and to assess our performance in addressing the priorities identified, several initiatives are in place and will be delivered.

Annual Service Delivery Plan: Each year Cork City Council adopts an Annual Service Delivery Plan which captures key performance measures in that year based on the Corporate Plan. This is reviewed throughout the year. The annual budget is based on the Annual Service Delivery Plan.

Operational Work Plan. Underpinning the Annual Service Delivery Plans will be the Operational Plans completed by each Directorate and Department further supported by the Staff Development & Management Programme which links individuals to operational plans using both Personal Development Plans and Team Development Plans.

Monthly Chief Executive Reports Every month, the Chief Executive of Cork City Council produces a report with the latest updates, statistics and figures from activities across the organisation. This Chief Executive Management Report assists the elected members carry out their governance responsibilities, oversee the delivery of policy that has been decided by council and provide oversight of service delivery performance.



Performance Reports & Review: A performance report is prepared by each Directorate and presented to the Chief Executive twice a year. This report outlines performance progress on priorities identified in the Corporate Plan as well as organisation performance.

Annual Report: At the end of each financial year, Cork City Council produces a detailed annual report that reviews the performance achieved. It provides our community with operational and financial information about our performance against the priorities and service delivery commitments set out in the Corporate and Annual Service Delivery plans.

National Oversight and Audit Commission (NOAC): NOAC was established under the Local Government Reform Act 2014 to provide independent oversight of the local government sector at a local, regional and national level. Its functions are wide ranging, involving the scrutiny of performance generally and financial performance specifically, supporting best practice, overseeing implementation of national local government policy, monitoring and evaluating the implementation of corporate plans, adherence to service level agreements and public sector reform by local government bodies, as well as any additional functions assigned, or reports requested, by the Minister.

Audit Committee: As part of the governance arrangements that operate within Cork City Council, the audit committee has an independent role to advise us on financial reporting processes, internal controls, risk management and audit matters. The functions of an Audit Committee are clearly defined and set out in Section 59(2) of the Local Government Reform Act 2014. Audit Committees are also required under Regulation 15 of the Local Government (Audit Committee) Regulations 2014 to prepare an annual report, within three months of the expiration of each calendar year, on its activities and findings during the previous year, which should also include the Committee's assessment of its own effectiveness and performance.

Local Government Auditors: Local Government Auditors provide independent scrutiny of the financial stewardship of Cork City Council. They carry out audit of our services and practices in accordance with the statutory Code of Audit Practice, fostering the highest standards of financial stewardship and public accountability. They also undertake Value for Money audits and publish the resulting reports to advise and assist us in achieving better value for money.

Internal Audit: Our Internal Audit team ensures that the whole system of controls, financial and otherwise, established by management in order to carry on the business of Cork City Council is performed in an orderly and efficient manner. They ensure adherence to management policies, safeguard the assets and secure, as far as possible, the completeness and accuracy of the records.

Customer Surveys: Customer Surveys and consultations are carried out on Cork City Council's online consultation portal. The most recent customer survey was published as part of the Corporate Plan Review. Five hundred and fifteen people responded on issues about housing, public transport and public spaces. Feedback from the survey informed the plan.



Strategic Deployment

Our Corporate Plan is a strategic framework that sets our high-level goals and strategic objectives over the next five years. The goals identified in this plan arose from months of consultation and research where priorities for the organisation, our key stakeholders and services users were identified.

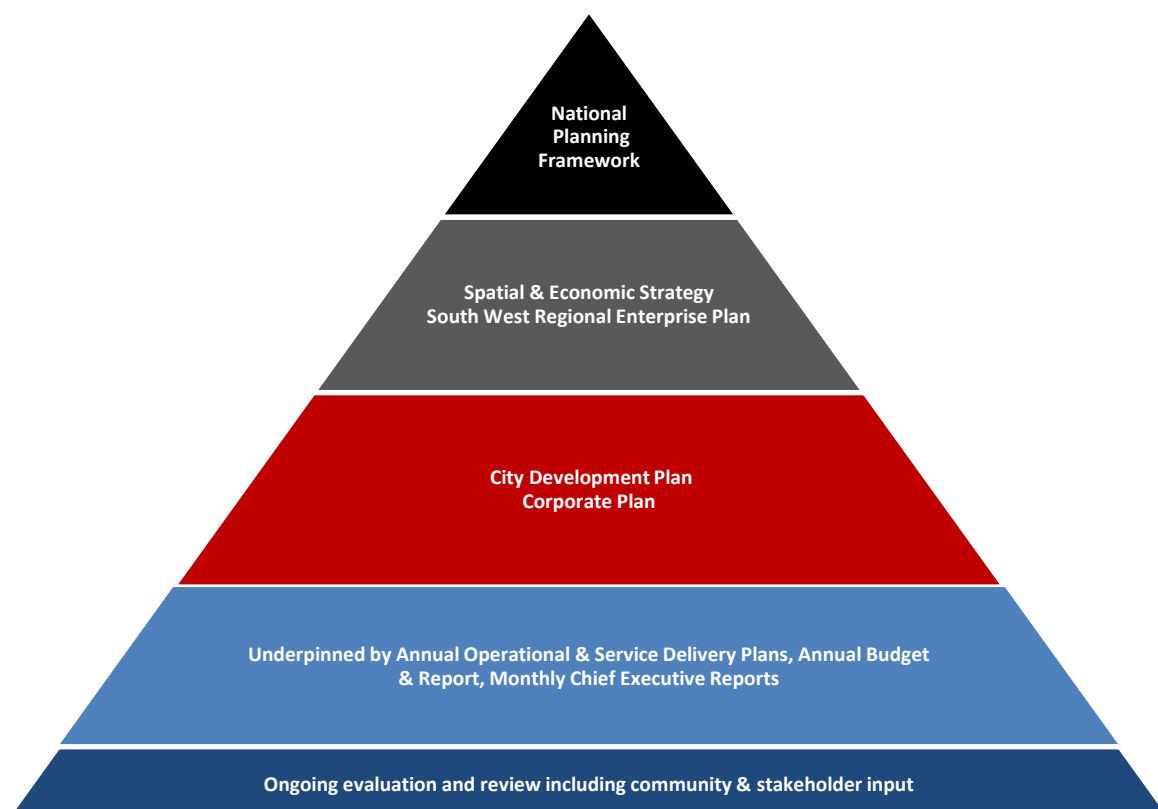
Our high level goals breathe life into our vision. Our goals are supported by strategic objectives we want to achieve by 2024. In order to meet these objectives there are a number of actions that are implemented and monitored yearly through our Annual Service Delivery plans. We will focus on the day to day delivery of efficient and valuable services representing our network of neighbourhoods and communities. We will focus on improving those services with shared responsibility through ongoing performance measurement and management.

The Annual Service Delivery Plans will therefore ground the objectives of the Corporate Plan with detailed actions and performance metrics. The Corporate Goals are phrased and formulated in such a way that they are cross-cutting and relevant to many areas of service delivery. If priorities are complex, they will be broken down into smaller projects, identifying cross departmental responsibilities and associated impacts.

Priorities will be achieved through the implementation of a number of strategies and policies as highlighted under each goal and supporting objectives in the coming pages. Each year a review will be conducted of the Corporate Plan and Annual Service Delivery Plan to monitor progress towards achievement of the objectives in the Corporate Plan.

Local Authorities are ideally positioned to deal with local needs and circumstances. Cork City Council's Corporate Plan considers what is relevant and topical given our local circumstances, our challenges and most importantly our vision and ambition for Cork City.

We play a significant role in progressing national, regional and local policies which we have outlined in the Appendix.



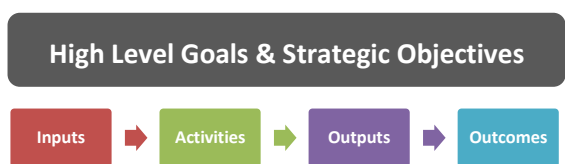
High Level Goals & Strategic Objectives

Six high level goals were identified following research, consultation, workshops and staff engagements. Under each of these goals, supporting strategic objectives were identified. A number of actions will appear against each strategic objectives in the Annual Service Delivery Plan. Supporting strategies and policy documents to achieve the outputs and outcomes for the high-level goal and following strategic objectives can be found in the appendix.



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

Under each goal on the following pages, we have identified outputs and outcomes, we would like to see achieved over the lifetime of this plan. These will overlap the high level goals and strategic objectives across the organisation.





An environmentally sustainable city

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

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

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

Incorporating the Sustainable Development Goals (SDG)





Climate Action

Cork City must be resilient to the effects of Climate Change. Climate Action is a cross cutting theme of all our activities. We will continue to spearhead many emission reduction initiatives through our Energy Policy and will contribute to the promotion of renewable energy and sustainable initiatives. We will build on past and current climate change mitigation actions and progress and enhance early stage adaptation measures, whilst helping to mitigate the effects of climate change. The adaptation actions are Cork City Council's template for the future development of climate change resilience, improving our understanding of climate disruption and allowing us to respond appropriately. The climate change adaptation strategy will assist in the development of future City Development and Local Area Plans.



Water Services & Sanitation

In addition to monitoring river levels, testing water quality and maintaining drainage, Cork City Council will continue to operate water services on an agency basis, through a service level agreement, with Irish Water. In order to meet the needs of the growing population and support the ongoing economic development of the City, the council are working in partnership with Irish Water to upgrade the Lee Road Water Treatment Plan.



Regulation & Enforcement

As a designated regulatory authority, Cork City Council will continue to fulfil its regulatory and enforcement obligations at both a local and national level. We will work to create a culture of compliance with regards to these obligations. The council will seek to promote and regulate sustainable planning and transport choices and enforce environmental legislation to provide well planned, integrated and healthy environment.



Sustainable Development

We strive to meet the needs of today without comprising the ability of future generations to meet their own needs. We will address the five principles of sustainability – enhance liveability; create opportunities for economic prosperity; foster environmental responsibility; embrace design excellence and demonstrate visionary leadership and strong governance. Cork City Council recognises the strategic importance of the 2030 Agenda for Sustainable Development and the integrated multiagency approach required to achieve the UN Sustainable Development Goals.



Biodiversity

Cork City Council will review the existing Biodiversity Plan which is incorporated into the Heritage Plan. Cork City has a wealth of natural heritage, which includes flora and fauna, as well as landscape and geology. Many mammals, birds, trees and wild plants have adapted to live alongside humans in our urban landscape and places like parks, golf courses, the river, graveyards and gardens all provide urban habitats and sanctuary for wildlife in the city.



Litter & Waste Management

Cork City Council is responsible for keeping public places free from litter and manages waste enforcement. It also implements national waste policy which focuses on waste prevention and promotion of the circular economy. We will actively engage with stakeholders in our role with public awareness campaigns and initiatives. We will continuously achieve the objectives set out in all the various regulations and legislation that covers, litter and waste management and resource efficiency.



Noise & Air Quality

The Clean Air for Europe (CAFE) Directive 2008/50/EC, sets air quality standards for European Union member states and has been transposed into Irish legislation by the Air Quality Standards Regulations 2011. Monitoring air quality will allow us and the public to review long term trends to establish any improvements or deterioration of air quality in the city and we will put measures in place to action same.

Cork Agglomeration – Noise Action Plan 2018 – 2023 has been prepared in accordance with EU directive 2002/49/EC European Communities (Environmental Noise) Regulations 2018 (S.I. No. 549 of 2018). The purpose of the Noise Action Plan (NAP) is to act as a means of managing environmental noise, and to meet the aim of the END Directive of preventing, and reducing where necessary, environmental noise through the adoption of the action plan.



Flood Management

We will continue to work with the Office of Public Works in the progression and completion of Flood Relief Projects including the Lower Lee Flood Relief Scheme (LLFRS) and numerous Flood Relief Schemes for Cork city including Glanmire/ Glashaboy, Douglas/Togher and Blackpool. We will continue to assess flood risk from watercourses and tidal waters and manage the impact of flood events.



A city valuing its people

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

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

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

Incorporating the Sustainable Development Goals (SDG)





Enhance Democracy

We will facilitate and support our elected members and community representatives within our democratic structures in carrying out their representative role in response to the needs of the community of Cork City.

We will provide opportunity for training, development and keep our elected members up to date on policy developments.



People Centric Experience

Cork City Council is committed to putting people at the centre of what we do through our customer care delivery model.

Customers, colleagues and stakeholders will experience professional and respectful interactions through a progressive service delivery model.



Governance & Management

Cork City Council will conduct its business in a manner that will be transparent, responsible and accountable. We will seek to drive economic, social and community development by providing prudent financial and risk management. We will adhere to all national guidelines on data protection, transparency, and procurement.



Continuous Service Improvement & Delivery

Cork City Council will ensure comprehensive policies, resources and plans are in place for effective continued delivery of quality services. We will maximise value for money for citizens, business and visitors by reviewing existing services and cultivating innovation in our service delivery.



Public Sector Duty

Cork City Council, as a public body, is committed to eliminating discrimination, promoting equality of opportunity and protecting human rights of our service users and of our staff when carrying out their daily work.



People Management

We will adopt a strategic approach to the effective management and engagement of our people. We will provide a safe working environment to protect the health, safety and welfare of everyone. We will use the Staff Development and Management Programme to monitor capacity and capability for efficient and effective service delivery. We will ensure that operational plans, team development plans and personal development plans are clearly aligned to corporate strategy to meet the changing needs of an agile organisation when serving the public.



Business Continuity

We will ensure operations and core business functions are not severely impacted by a disaster or unplanned incident that has the potential to disrupt services.



Learning & Development

We will continue to support a culture of continuous learning and development amongst all staff and promoting staff development and upskilling to ensure that the City Council continues to support and build teams to deliver efficient services and serve people better.



Welfare

The City Council develops and sustains a dynamic, healthy and safe workplace environment that consistently attracts and retains top-quality people and enables them to perform at their best. We will continue to enhance the city's health, wellness and safety practices with the objective to reduce workplace, roads, and traffic injuries.



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

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

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

Incorporating the Sustainable Development Goals (SDG)





Libraries

Cork City Libraries provides a range of library and information services to the people of Cork, and, through our websites, to anyone interested in the history and culture of Cork. The Cork City Libraries network comprises of the City Library, local branch libraries, a service to housebound persons, and an online presence. We will continue to foster lifelong learning, nurture a reading city and provide for cultural expression for children and adults, thus helping to fulfil some of the principles of a UNESCO learning city.



Healthy City

Health can be improved or harmed by social policy, transport policy, education policy and the built environment and has a particular impact on vulnerable groups in society. Cork City Council promotes policies and work practices that support community mental health and resilience, tackle inequalities and connect the community to a sense of place within the City. We will continue to meet the goals of relevant EU policies which put increased emphasis on the right to health, equity and well-being in our policies. Cork City Council as a lead partner within Cork Healthy Cities will strive to maintain our status as a designated World Health Organisation Healthy City since 2012. Cork City Council will continue to assist in the delivery of the Cork Healthy City Programme of work.



Learning City

Cork City Council will continue to promote Cork as an UNESCO Learning City - a city which effectively mobilises its resources across all sectors maximising the opportunities for lifelong learning for all.

Cork City has a vibrant, inclusive, quality infrastructure of education from basic to higher education and is home to enthusiastic, involved and committed learning communities.



Sports Development

Cork City Council will provide facilities and events to promote sports development, throughout the city. We aim to increase participation, support people participating in programmes to develop new skills and confidence; working in partnership with national governing bodies; lead, manage and implement development programmes, provide funding through various grant schemes, promote and support Cork Sports Partnership.



Young People

Cork City Council will include children and youth council to enable young people to have a voice on the delivery of local services, policies and issues that affect their local area. We will enable this through the central involvement of the Children and Young People’s Services Committee (CYPSC), Local Community Development Committees (LCDC), inclusion in Comhairle na nOg and inspiring young minds through Junior Achievement.



Trauma Sensitive City

Cork City aims to become a trauma sensitive city which has as an organisational structure and framework that involves recognising, understanding and responding to trauma to which children, adolescents and communities are exposed. We will do this by creating a web of practitioners across the city who are infusing their practice with a trauma informed lens, understanding that every interaction is an opportunity for intervention. This allows us to grow local expertise along with collaborating with international experts to work towards Cork becoming a Trauma Sensitive City. We are Embedding ACE Awareness & Trauma Informed Practice through a Whole Systems Approach in partnership with agencies and the community & voluntary sector.



Heritage, Arts & Culture

Cork City people have a very strong sense of their own cultural identity and there is great pride in our cultural heritage and arts events. Cultural heritage is a direct reflection of where we have come from, referring to our tangible assets, such as, archaeology, natural and built heritage as well as our intangible heritage such as our songs, poems, language and folklore. Our arts creatively interpret where we are and where we are going through the development of a range of projects and events.



Parks, Recreation & Greenways

Cork City Council will develop, manage and maintain its high-quality parks, recreation, amenity, greenway and cemetery facilities. We will improve services to maintain and enhance the City environment and provide active and passive recreation opportunities for residents and visitors to the City.



Age Friendly City

The Older People’s Forum is a key stakeholder group of the Cork Age Friendly City Programme. The Forum provides a forum for older people in the City to come together, share concerns and experiences, and to inform the decision-making process of the Cork Age Friendly City Programme, as well as to contribute to the wider national Age Friendly Programme.



Emergency Services

Cork City Fire Brigade responds to all calls for assistance in a timely and efficient manner. We will continue to protect the people of Cork City and work to ensure their safety through community interaction and education.



A city of engaged neighbourhoods & communities

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

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

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

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

Incorporating the Sustainable Development Goals (SDG)





Integration & Social Inclusion

Cork City Council will continue to promote innovative policies that include and support the diverse communities and migrants that live, work and study in the city. The Local Community Development Committees (LCDC) will continue to be facilitated in its role in developing the community elements of the Local Economic Community Policy (LECP) and the Council will continue to focus resources on the socially disadvantaged across the city.



Major Emergency Management

Cork City Council has a strong Major Emergency Management tradition which has developed through experience of various Severe Weather events. It has a comprehensive Fire Service, Civil Defence and Major Emergency Management Team and a dedicated Local Coordination Centre in place to ensure that staff at all levels are aware of their responsibilities and that appropriate actions are initiated in a timely and effective manner. Working collaboratively with the designated Principal Response Agencies (the Health Service Executive and An Garda Síochána) is an integral part of this process which we aim to enhance and develop.



Inclusive City

Cork is a city of many communities. Community spirit is central to the Cork way of life, with hundreds of community groups active within the city. Cork City Council continually promotes a society inclusive of all, built on mutual respect, cultural understanding and equality. We do this by listening to and engaging with communities, representative community groups, statutory and non-statutory bodies and Non-Government Organisations (NGO's) in Cork City. Cork City Council currently supports various interagency groups and actively pursues city wide designations such as WHO Healthy City, UNESCO Learning City, Age Friendly City, City of Sanctuary and Rainbow City Status.



Public Realm/Social Infrastructure

Our public realm refers to the areas of our city to which the public has access. It includes streets, footpaths, parks, squares, bridges and public buildings and facilities. These public spaces give our city its character and also determine how inhabitants and visitors circulate, travel and interact within the town's environs. The public realm therefore has a significant impact on how we function and on its attractiveness as a place in which to live and work, or as a destination for tourism and investment. We will push forward with its ambitious plans to develop our parks, greenways, public space progress plans for performance venues and pioneering use of public space.



Engaging & Developing Communities

The voluntary and community sector is extremely active and animated in the city. In order to create a vibrant, sustainable and inclusive society, we will support and develop communities to be empowered to develop and sustain their own well-being. Cork City Civil Defence Volunteers will continue to support the work of Emergency Services and be involved in Community based events as required.



Festival & Events

Cork City Council supports and promotes a wide variety of festivals and events through the year. Using our public spaces, we bring social, cultural and economic benefits to the city with local, national and international visitors.

We will work to ensure that any events delivered offer variety, are accessible, sustainable and most importantly enjoyable.



Safe City

Working with the Joint Policing Committee, our local businesses, officials and Gardaí to maximise security, safe streets and minimise crimes, we will continue to support the Community Safety Forum is a partnership between residents, An Garda Síochána and Cork City Council, to improve the local environment and to enhance local policing.

We will also focus on connecting our city with the local neighbourhoods, traffic measures, street safety for pedestrians and cyclists, provide access to public transports and where possible use data to detect problem areas through our SMART city initiatives.



Critical Infrastructure

Our City relies on infrastructure (facilities, services and installations) needed for the functioning of our communities and industries i.e. everything from power and clean water, airports and motorways to electronic communications. It is a complex interconnected system incorporating critical elements, the loss or disruption of which, would have a major negative impact. Much of this Critical Infrastructure is managed by commercial and semi-state bodies. However, these critical infrastructural systems are heavily dependent on each other and disruption in one system can have a significant adverse effect on the other systems. We will work with all parties to ensure that there is a multi-departmental/agency approach to deal with the cross-cutting issues and build resilience into our critical infrastructure to reduce our vulnerability to hazards natural or otherwise.



A city supporting the delivery of homes & infrastructure

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

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

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

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

Incorporating the Sustainable Development Goals (SDG)





Integrated Public Transport System

The Cork Metropolitan Area Transport Strategy (CMATS) will deliver an integrated transport network that addresses the needs of all modes of transport to improve network performance and provide capacity to meet travel demand and support economic growth. As part of the National Development Plan a fund of €200 million is available to Cork to invest in public transport to: Improve bus frequency; Improve capacity; Improve journey time; Move towards the introduction of a rapid transit system.



Rebuilding Ireland Action Plan

We will deliver on the provision of more social housing and for a range of choices to various aspects of social housing assessment, delivery and financing.

The Action Plan for Housing and Homelessness includes a comprehensive Five Pillar approach – these pillars are the foundations upon which we will implement. These are address homelessness, accelerate social housing, build more homes, improve the rental sector and utilise existing housing.



Social Housing Supports

Housing support can be provided in a number of ways: Rented tenancies in Cork City Council owned properties; Sourcing social housing properties from the private sector through schemes such as the Rental Accommodation Scheme (RAS) or Housing Assistance Payment (HAP) scheme; Allocations to accommodation provided by Approved Housing Bodies (AHBs); and provision of specific accommodation for homeless people, older people and members of the Travelling Community.



Asset Management

Cork City Council are responsible for over 1,100km of road. It is committed to continuing to invest significant resources into improving and maintaining roads across the city.

The Housing Maintenance Section will continue to maintain and improve Cork City Council's housing stock and Traveller halting sites through response and planned maintenance programmes.



City Centre Movement Strategy

The Council's City Centre Movement Strategy will continue to be a key driver to improving the city economy. We will focus on improving the general vibrancy of the city to promote sustained economic growth, deliver a much more attractive environment for shoppers and visitors and help encourage sustained inward investment. The Council's City Centre Movement Strategy will continue to review the traffic management needs of the City Centre to ensure effective and sustainable movement of people and goods and to provide a more appropriate balance between different transport modes serving the city.



Property Management

Cork City Council will maintain, control and oversee our existing property and land portfolios. We will work with the various directorates to achieve optimal use of our existing public buildings and ensure that they are compliant with all energy and climate legislation so that they meet the needs and requirements of users.



Capital Delivery

The urban fabric of the city can be compared to a receptacle, which needs to be effectively nurtured with critical infrastructure and sustainable homes to ensure quality of life and economic growth. To achieve this, flourishing new buildings need to be constructed - homes, places of work, community, learning and celebration, all supported by critical sustainable transport, environmental and services infrastructure. This will provide connectivity, improved access, protection and potential for enterprise and the circular economy across the City and the wider region. By providing an infrastructure strategy and action plan to act as a catalyst for a vibrant climate resilient waterfront city, the Council will agree a related capital project investment strategy and programme that will deliver specific targeted outcomes along this journey over the five-year corporate plan period.



Planning & Zoning

Planning policy sets the framework under which decisions on planning are made. They set out what development can happen, where and how much there can be. The local area plans are the local planning policy documents.



Active Land Management

Cork City Council will work with its partners to manage the available land resource. This will include optimising use of land and buildings within the city, by means of vacant and derelict site processes, removing barriers to the development of sites, delivering required infrastructure and providing feasible development opportunities.



Docklands

The plans to expand the Cork Docklands in the lower harbour provides Cork City with an opportunity to deliver on the largest regeneration schemes in Europe, 179 hectares. Over the next twenty years circa 33,000 people will live in Cork Docklands and host a further 35,000 jobs.



A city driving economic & sustainable development

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

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

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

Sustainable Development Goals (SDG)



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

- Cork prospers through global business relationships and investment attraction
- Cork supports new businesses and a vibrant start-up economy
- Cork’s reputation as a global city leader of sustainability is maintained
- Cork uses its resources efficiently
- Cork has a thriving knowledge sector and industry where people have access to knowledge resources and forums
- People and goods are able to move sustainably in and out of the city
- Cork’s street network is optimised for current and future travel modes
- People participate in co-creating Cork’s future
- City of Cork’s open data platform is available for public use
- There is a clear vision and direction for sustainable growth across the city
- Cork’s commercial, retail, residential development & supporting infrastructures will meet the needs of a growing community
- The built form of the city reflects high quality design while people have access to green and recreation spaces
- Cork is prepared for future technological change



Research, Develop & Innovate

Cork City Council in collaboration with the public sector stakeholders (i.e. UCC,CIT,EI, IDA, Cork County Council), will engage with private industry sectors in the region with the objective of identifying their needs in developing an innovation programme to improve the entrepreneurship and innovation ecosystem in a collaborative and integrated way to strengthen the economy of the Cork region in both the indigenous and FDI sectors. We will innovate, develop evidence-based approaches to reach outcomes, provide suggestions and support the organisation and stakeholders in developing best practices when seeking new opportunities.



Smart City

Cork, as a SMART city with enabled digital services is an important driver for economic development. Over 90% of our survey respondents stated they would like to see more of our services online. The use of technology and innovations for our front-line services will become an increasing focus in our Digital Strategy while the ICT Strategy will form the policy context of many of our initiatives. Increasingly the importance of the protection of data and how we manage it will inform ‘digital first’ services to benefit our service users.



Cluster Development

Businesses in Cork are in good company with approximately 150 overseas and multinational organisations, operating alongside numerous exciting indigenous companies in a variety of sectors.

We will support a strong and strong collaborative ecosystem dedicated to advancing the competitiveness of businesses in Cork to enable the companies to thrive. We will achieve this through collaborative interactions.



Circular Economy & Green Procurement

By reusing, repairing, adapting and upgrading buildings and services in a sensitive and holistic way, we help the city move towards a low carbon society, circular economy and a green procurement programme. We will support regeneration and training partnerships assisted by national and EU programmes to undertake projects of high quality design and conservation.



EU Projects

Cork City Council will continue to engage as a partner in several European Funded Projects across a number of funding calls, such as: Horizon 2020 Interreg Europe, Atlantic Area and URBACT. These projects help to advance Cork City Council’s knowledge about international best practice activities, promote transnational collaboration and help to accelerate social and economic innovation activities to enhance Cork in a sustainable way.



Architecture/Urban Design

What makes Cork unique is its sense of place- how buildings relate to the river, the topography of the city - creating good places to live. Architecture and urban design are at the core of place making, whether repairing the existing urban fabric or creating new neighbourhoods. Good design is a tool to achieve a high quality of life, economic viability, by means of effective use of resources. To this end, we support and monitor compliance with building regulations to achieve quality design and a safe environment – making places where people want to live, work, study and invest.



Development Plan

Preparation for the new development plan will begin in early 2020. In a growing city it will focus on the sustainable ethos, climate action, UN Sustainable Development Goals and Resilient City Goals. The plan will be Cork City Council's main strategic planning policy document and will guide the future development of the city.



Strategic Collaborations & Partnerships

In order to deliver this plan, we will need strategic collaborations and partnerships from the voluntary, education, private and government sectors at a local, national and European level. Cork is a place of strong collaboration and creativity and we will cultivate strong intergovernmental relationships to seek opportunities to build benefits for our society.



International Relations & Twinning

As Ireland's second city, we will work to promote international links and relations that benefit Cork city. These include many areas – twinning, building cultural, educational, social, tourist, technical, scientific and economic relationships. We are proud to take a leading role in promoting the city on the international stage as an attractive location for tourists, business and investment.



Business & Employment Opportunities

Cork City Council provides a range of direct services to business in Cork. It will facilitate a range of initiatives to support and enhance economic activity within the city. Cork City is the economic driver for the region and we work closely with other stakeholders that contribute to economic development in the city and seek to add value to their efforts. Examples of this include; Cork Innovates, Regional Skills Forum, Local Enterprise Office and Funding for Social Enterprises.



Tourism

Tourism is a key driver of Cork City. Cork City acts as a gateway to both Ireland's Ancient East and the Wild Atlantic Way. In 2017, the most recent year for which data is available, Cork City and County attracted over 2.7million domestic and overseas tourists who spent over €830 million, second only in Ireland to Dublin. In addition to the attractiveness and vibrancy of the City, Cork is home to a range of high-profile tourist attractions, including Blarney Castle, the Crawford Art Gallery, Shandon, the English Market along with award winning cafés, bars and restaurants. Cork City Council is working with Fáilte Ireland to continue to improve the attractiveness of the City to tourists. Cork City Council and Cork County Council are key partners in the 'Visit Cork' initiative which is actively promoting Cork to leisure and business tourists under the Pure Cork brand.



Urban Regeneration

Cork City Council will actively seek to develop projects and programmes to incentivise the productive use of our built heritage assets and the revitalisation of the historic core through the development of sites and buildings. As a key part of Project Ireland 2040 - the Government's National Planning Framework and National Development Plan – we have received Urban Regeneration and Development Fund (URDF) which will help to rejuvenate significant but underused areas.

We will create smart, compact, urban growth to enable more people to live in our city. We will work across all sectors to ensure that we make it easier for commuters with walk/cycle paths, reducing traffic, making better use of existing infrastructure and also benefitting our environment.



BLARNEY CASTLE, CORK

Our Operating Environment

Cork City Council has thirty-one elected members representing five local electoral areas – Cork City North West, Cork City North East, Cork City South East, Cork City South West and Cork City South Central. Local Area Committees meet once a month and a full council meeting is held on the second Monday of every month. Our councillors are members of Strategic Policy Committees (SPC) along with sectoral representatives. The chairs of the SPCs also come together to meet monthly as a Corporate Policy Group (CPG). Our elected members and associated committees are referenced further in the plan.

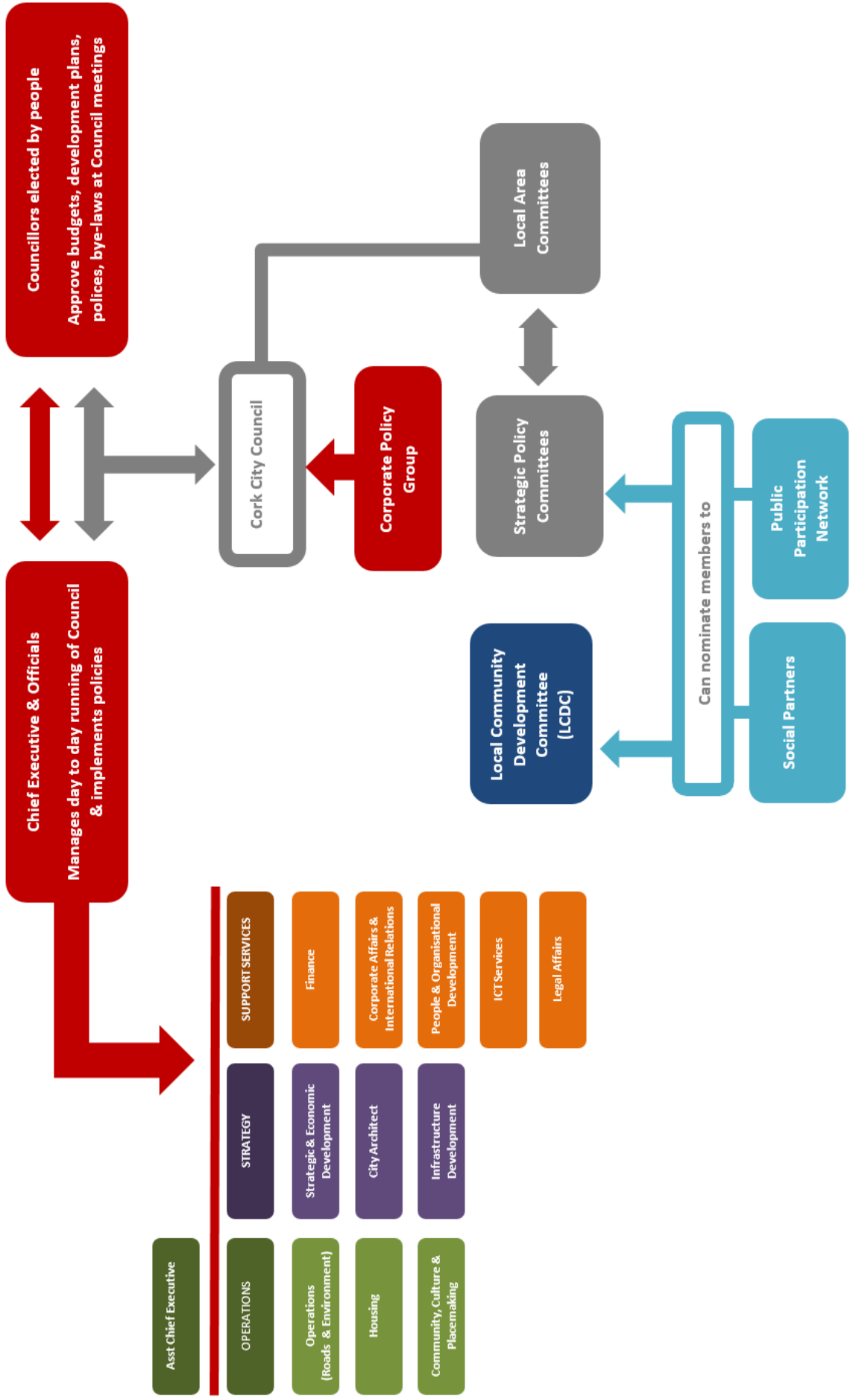
The Senior Management Team has responsibility for the efficient and effective management of the Council and the delivery of its services within available resources. With some 1,500 staff, Council employees come from a wide range of professional backgrounds with diverse skill sets, qualifications and experience.

The City Council is heavily influenced by legal, societal, political, environment, technological and economic change. We consider the policies and objectives set out in the many statutory plans and strategies that are implemented throughout the council. All plans and strategies referenced in this document can be found in the appendix.

We provide a diverse range of services and functions in conjunction with national, regional and local organisations, agencies and community groups. We are responsible for supporting our elected members, associated committees, implementing policy across all services. We set and meet local and national key performance indicators in implementing our corporate plan.

The structure of the council is centred around into three pillars (all interacting and reliant on each other) Operations; Strategy and Support Services.





Project Ireland 2040

The Irish Government's €116 billion "Project Ireland 2040" is a huge vote of confidence in the potential and future of Ireland's second city, Cork. The plan, which sees planning and future investment linked for the first time, is aimed at building the Ireland of tomorrow and represents a radically different approach to future planning by focusing not just on bricks and mortar, but on social, economic and cultural development. It is anticipated that Cork city's population will grow by at least 50% over the lifetime of the plan with an emphasis on "compact growth" not urban sprawl.

The plan includes:

- An investment of €75-€80 million in the Cork Event Centre which will bring new concerts, festivals, sports, exhibitions, conferences and trade shows to the city
- Up to €90 million is to be spent on the redevelopment of the Port of Cork and this will clear the way for significant development in Cork's docklands
- €900 million investment in the M20 Cork-Limerick motorway which will increase travel time and build links between the cities
- A €200 million investment in the bus service, through Bus Connects, which will provide more bus corridors, low emission buses and a more frequent service for customers. A greater emphasis on cycling and walking routes
- Cork's Crawford Art Gallery is to receive €22 million over the next seven years, part of which will be spent on a major refurbishment of the public museum

"This is a huge vote of confidence in the future and potential of Cork city to act as a counterbalance to Dublin. The plan sets out a very clear agenda for Cork city which we can work with central Government to achieve. Over the coming decades we all want to create a sustainable Cork that is built for the needs of the future: a smart and green city with a strong economy that retains the quality of life and rich community life that we all love." Ann Doherty, Chief Executive

Regional Spatial and Economic Strategy (RSES)

Under the Local Government Reform Act 2014, the Southern Regional Assembly is responsible for preparing and implementing the Regional Spatial and Economic Strategy (RSES) for the Southern Region. The Southern Regional Assembly has prepared the RSES for the Southern Region covering 2019-31.

The RSES provides a long-term, regional-level strategic planning and economic framework to support the implementation of the National Planning Framework, for the future physical, economic and social development of the Southern Region.

Development Plan

Cork City Development Plan 2015-2021 was made by the Members of Cork City Council and came into effect on the 20th April 2015. The City Development Plan is Cork City Council's main strategic planning policy document and it guides the future development of the city. A review of the existing plan will take place in 2020 with preparatory work already commenced on the new plan for 2021.

- The Plan provides a vision for the development and improvement of the city;
- The Plan sets out the priorities for investment on infrastructure over the Plan period and
- The Plan is the main reference point in determining planning applications for new development.

This Development Plan places increased emphasis on the renewal and development of the City Centre as the employment, social and cultural heart of the city and the region. It also supports the gradual expansion of the City Centre eastwards into Docklands and the development of sustainable suburban neighbourhoods.

Our Public Service 2020



Our Public Service 2020 is a framework for development and innovation in Ireland’s public services. The framework is built on three pillars – Delivery for our Public; Innovating for our future and developing our people and organisations.

Cork City Council is actively promoting and developing a number of strategies under the pillars. These will enable projects to create value, generate efficiencies, exploit new and emerging technologies and drive learning and change across the public sector, for our citizens and people that use our service.

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

We are committed to ensuring that the outcomes for our public are central to our service delivery. This is achieved by engaging with all our stakeholders, improving how we listen, communicate and ensuring services are accessible and cost effective.

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

Cork City Council will develop projects that will align with our organisational strategies.

We encourage our staff to think imaginatively about how they approach risk and explore the benefits of working with new and different partners in delivering their services and programmes to the public or other organisations.

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

We have developed a People Strategy which will align people objectives, with the overall corporate objectives contained in this plan.

The strategy contains a number of objectives and action points in areas such as people management, strategic workforce planning, employee engagement, public sector duty and staff well-being.

Putting People First

Putting People First is the Action Programme for Effective Local Government. It involves the most fundamental set of changes in local government in the history of the State from regional and county level through to the municipal level of governance.

Action Programmes for Effective Local Government are set at national level and outline the key purpose of local government in promoting the well-being and quality of life of people and communities through effective and accountable local representation and efficient performance of services. Cork City Council represents and serves the citizen, businesses, shoppers and visitors to our city.

Local Economic and Community Plan (LECP)

The Cork City Local Economic and Community Plan (LECP) 2016-2021 'Pure Cork' is an action driven plan used to guide economic and community development. The plan seeks to build on the structures, work and achievements of Cork 2012 – Imagine Our Future (Cork City Council, 2001) and on the work of the Cork City Development Board (the previous local government co-ordinating structure).

Imagine Our Future was central to generating the delivery of creative initiatives such as the Cork City Learning Forum, Cork Lifelong Learning Festival, the Discovery Science Exhibition, the Cork City Inter-Agency Traveller Group, Cork Healthy Cities, and inter-agency work on LGBT. Some of these initiatives continue, while some have been succeeded by others. Among key local co-ordinating structures in the Pure Cork LECP Plan are: Cork City Local Drug and Alcohol Task Force; The Lesbian, Gay, Bisexual and Transgender (LGBT) Steering Group; Cork City of Sanctuary Movement; Project Refocus; the Joint Policing Committee; Cork Music Education Partnership and Music Generation Cork; Cork Food Policy Council; RAPID (Revitalising Areas through Planning, Investment & Development); Cork Age Friendly City; the Cork Children and Young People's Services Committee (CYPSC); Northside for Business, Growing More than Apples; Homeless Integrated Strategy; among others.

The report published by the Social Inclusion Unit at Cork City Council under the European project "Ireland in Social Europe: Challenging Perceptions, Changing Realities" in 2013, called "Building co-ordination around communities and local needs: the future of a more inclusive Europe," highlighted the need to strengthen the co-ordination of services at local level to tackle deprivation and social exclusion, with a need at national and European level to show leadership on working for the integration and co-ordination of services at local level.

Public Sector Equality & Human Rights Duty



The Public Sector Equality and Human Rights Duty places a statutory obligation on public bodies to eliminate discrimination, promote equality of opportunity and protect the human rights of staff and of those to whom they provide services when carrying out their daily work. The Duty is set out in Section 42 of the Irish Human Rights and Equality Commission Act 2014. The Irish Human Rights and Equality Commission (IHREC) has a mandate to give guidance and encourage public bodies in developing policies and good practice in relation to human rights and equality. The Duty puts equality and human rights in the mainstream of how public bodies carry out their functions. To that end, it has the potential to positively transform how public bodies engage with members of the public and their own staff.

Cork City Council self-nominated to be the pilot urban local authority for the IHREC pilot project. The People and Organisation Development Directorate led a working group from across the organisation to implement the project incorporating the following steps:

The working group engaged extensively with staff, community groups, access groups, Local Community Development Committee, the HSE and An Garda Síochána. All the consultations and engagements were underpinned by the Human Rights and Equality Values that are important to Cork City Council: Respect & Dignity; Diversity & Inclusion; Participation & Engagement; Equal Access & Fair Treatment and Transparency. As a result of our participation in the IHREC pilot project, Cork City Council is committed to embedding the Public Sector Duty into our people strategy, corporate planning process and our organisational activities and plans.

The ultimate aim is that human rights and equality matters evolve from a statutory duty on public bodies to be an integral part of organisational culture – *'the way we do things around here'*. Cork City Council is committed to embedding the Public Sector Duty into its Corporate Planning Process.

Staff Development & Management Programme

The Staff Development & Management Programme is a key element of the employee management process that enables employees to make the best use of their skills, helps them to recognise how their role impacts on the success of the organisation and encourages them to play an active role in setting their work objectives for the coming year.

The plan in effect, is a record of a conversation between the employee and their line manager, during which they jointly set out annual goals at the beginning of each year in tandem with identifying career development options for the employee. Key elements of this process are role profiling, goal setting and development needs analysis.

Personal Development Plans enable staff members to see how the work they undertake feeds into Annual Service Delivery Plans and into the Corporate Plan. Three formal conversations take place each year – start of year planning, mid-year review and end of year evaluation.

Customer Focus

The relationship between Cork City Council and its stakeholders, in the main, the people who use our services are seen as a priority by the introduction of a customer contact centre in 2019. It is critical that we will deliver services across several platforms. As technology evolves and new communication channels emerge, we will embrace and ensure that we continue to provide services to all regardless of their digital ability.

Our Customer Charter highlights the commitment to deliver high quality services 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 and 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 decisions are reached and 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 language where possible.

Review: Our services will be continually reviewed and improved upon where necessary. 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 and by providing full and accurate information.

Communication

An essential component in our strategic approach is effective communication. It is important to us, to create understanding so that anyone who deals with Cork City Council recognises the value of the work that we do.

Through active communications, we have a clear understanding and a positive perception of our vision, aims, services and achievements, leading to higher levels of satisfaction and engagement. The reputation of Cork City Council is also key to ensuring the legitimacy of the public services it provides.

Good communication skills are anchored in Cork City Council structures. From the outset of a project, communication strategies are embedded in project plans.

Internationalisation

Cork City Council will enhance our focus on international relations activities in furtherance of our ongoing relationships with our twinned cities and future potential city to city partnerships on mutual shared agendas. We will continue to strive for open and win-win developments through our sister cities cooperation and as a small country on the western periphery of Europe, it is becoming ever more important for Cork City Council and its strategic partners to build and sustain international connections.

Thematic areas which will be pursued include economic, education innovation and entrepreneurship, research, health, tourism, culture, recreation, and public service provision. Cork city already has a very productive range of co-operations in these areas with Cologne, Rennes, Swansea, Coventry, San Francisco and Chinese cities including Shanghai, Hangzhou, Wuxi and Shenzen and we look forward to building on them and others over the lifetime of this Plan.



Cork City Council Funding

Cork City Council has a healthy financial position. This is a result of adhering to a prudent financial management policy over the last two decades. In that time, the City Council has successfully cleared a significant general reserve deficit and on an annual basis, returned a modest financial surplus which now cumulatively stands at €893,000.

The total expenditure for Cork City Council in 2020 is €462m, this comprises of capital funding of €240m and revenue funding of €222m (€37m relating to the expansion area). The revenue budget is funding through rates 43%, housing rents 16%, service income 12%, Irish Water 4% and state funding of 25%.

Whilst there may be funding challenges in meeting our ambition to grow our services across the city area, there are options to deliver on this ambition by securing investment. We will manage our finances so that we are in a position to avail of funding sources such as the Regional Enterprise Development Fund (REDF), Urban Regeneration and Development Fund (URDF), Rural Regeneration and Development Fund (RRDF), Climate Action Fund (CAF) and the Disruptive Technologies Innovation Fund (DTIF).

Developing our funding models will allow the Council to deliver and improve our broad range of services efficiently. At a strategic level, the City Council is lowly geared which will allow the Council to borrow from large financial institutions such as the European Investment Bank, Council of Europe Development Bank and the Housing Finance Agency. The capacity to deliver crucial infrastructural projects for Cork City will be necessary and hugely significant for Cork City.

Governance and Management

Governance and Accountability are key to how we deliver our services with transparency around our decision making, procurement and value for money. Cork City Council governance is about how we ensure that we are doing the right things, in the right way, for the right people, in a timely, inclusive, open, honest and accountable manner.

Good governance leads to effective leadership; good management; good performance; good stewardship of public funds; good public engagement and ultimately, good outcomes for our service users and citizens.

Good governance enables the effective pursuit of our vision and corporate objectives within an environment that manages and controls the associated risks. The achievement of these objectives will ultimately contribute to an improvement in the lives of the people we serve.

Shared Services

In an effort to improve efficiency and share knowledge, Cork City Council operates two strands of shared services from a local and national perspective. Local shared service agreements are in place with Cork County Council with the Cork Area Strategic Plan (2001-2020), Homeless Services, Veterinary Services, Laboratory Services and City & County Archives. We have also worked together on sharing ICT applications such as Odyssey (Planning) and Choice Based Letting (Housing). Nationally, we are engaged in MyPay, Fix Your Street, Housing Assistance Payment, Library Service Procurement, Building Control Management Service (BCMS), Roads Management Office, Southern Region Waste Management Office (SRWMO), Waste Enforcement Regional Lead Authorities (WERLA), National Waste Collection Permit Office (NWCPO), Climate Action Regional Office (CARO) and Local Government IT Procurement.

Transformation through Technology

Cork, as a SMART city with enabled digital services is an important driver for economic development. Over 90% of our survey respondents stated they would like to see more of our services online. The use of technology and innovations for our front-line services will become an increasing focus in the coming years. Increasingly the importance of the protection of data and how we manage it will inform 'digital first' services.

The pace of digital transformation and the growth in the uptake of technologies such as mobile devices, Customer Relationship Management (CRM), and cloud services present opportunities for the Council to increase efficiencies and improve the range of services offered to citizens and businesses. Some of the key transformations for Cork City Council include movement to the cloud services, increasing online services and mobile devices and the introduction of our Digital Strategy.

As we expand our online and digital offering, cyber security is of central importance to ensure the safety of our citizen's and Council's information and data when accessing online services.

Embracing Cloud Based Solutions: With the deployment of MS Office 365 and SharePoint and a planned upgrade of the current CRM, to cloud based services, we will be in a position to deliver improved services, enable better collaboration across council business areas and alleviate the increasing demands on our ICT infrastructure in a cost-effective way.

Mobile Devices and CRM: Cork City Council is expanding the use of mobile devices for our outdoor workforce. Over time, the increase in mobile devices will connect our people on the ground with the real time requests

from the public which are managed through our CRM suite. Mobile devices have already enabled our elected members to go paperless by providing access to all Council documentation.

Customer Service: We will continue to expand the customer service unit through the development of an online public customer portal which will provide customers with access to service requests and online services.

Digital Strategy : The collaborative digital strategy has been developed in consultation with internal and external stakeholders. This strategy aims to realise our shared ambitions of making Cork a connected city by improving digital skills, supporting the development of innovative services and improving our open data offering.

CyberSecurity: Cork City Council ensures that all new online services pass rigorous information security testing before implementation. We have multiple layers of security protecting its assets and continues to ensure that these are updated to protect against cyber security threats. We are one of the first local authorities to have a dedicated ICT Security Officer to manage the security of our digital assets.

Online Services: Over the lifetime of this corporate plan, we will actively promote the development of user centric digital technologies which will improve the delivery and access of public services to our customers through our website www.corkcity.ie.

Committees & Networks

Local Area Committees

Cork City Council has 31 elected members from five local electoral areas. Elected members represent the views of the people who elected them. Each area meets monthly before attending a full council meeting. The areas are South Central, South East, South West, North East and North West. The Local Area Committees provide the forum for discussion at local level with senior management from the council. Issues can be resolved, discussed or put forward for full council agenda.

Corporate Policy Group (CPG)

The Corporate Policy Group consist 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.

Audit Committee

The Council has established an independent Audit Committee, in line with best corporate governance practice. It supports the Council by providing an assessment of the financial reporting and management, internal audit processes and risk management policies and practices in the Council. It is chaired by an independent Chairperson, who reports on an annual basis to the full Council.

Finance and Estimates Committee

The Finance and Estimates committee of the City Council is a functional committee which considers financial matters of the City Council. It is comprised of 15 members of Council one of which is the chairperson. The committee has a very active role in the statutory budget preparation process.

Strategic Policy Committees (SPCs)

The SPCs are committees of council that advise and assist the Council in the formulation, development and review of policy of a strategic nature. The SPCs make recommendations to full Council, and final policy decisions rest with full Council. The SPCs are comprised of Elected Members of Council and sectoral representatives, which include representatives from trade unions, business and employers, community groups, and the agricultural sector, amongst others.

Climate Committee

Cork City Council has recognised that there is a climate and biodiversity emergency and is the first local authority to establish established a new Climate Committee. It was formed in as part of the new council elected after the Local Elections in 2019. It comprises of 15 elected members and meets monthly. The remit of the committee includes overseeing the Climate Adaptation Strategy and prioritising sustainable approaches to transport, energy and flood protection measures for the City.

Local Community Development Committee (LCDC)

The present local co-ordinating structure, the Local Community Development Committee (LCDC), was established under the Local Government Reform Act 2014. The LCDC is responsible for coordinating, planning and overseeing publicly funded, community focused programmes which seek to develop the wellbeing of our communities. The purpose of the LCDC is to bring better coordination to the delivery of local and community development, bring together representatives from the area to make decisions on local issues and develop the community elements of the Local Economic and Community Plan (LECP).

Membership of our LCDC includes elected members, local authority officials, representatives of public bodies, local community interests, local development bodies and community representatives. The main function of our LCDC is to prepare, implement and monitor the community elements of the six-year LECP. It has a general role in deciding the economic elements and 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.

Joint Policing Committee (JPC)

Joint Policing Committees (JPCs) provide a dedicated forum to support consultation, cooperation and synergy on policing and crime issues between An Garda Síochána, local authority officials, elected representatives and the community and voluntary sectors. Cork City Joint Policing Committee launched a six-year strategy aiming to enhance relationships between the Local Authority, An Garda Síochána and the community, strengthening ties between the groups. The strategy is the direct result of more than 12 months of consultation and sets out an overall strategy until 2021. It establishes a clear format of communication between the Local Authority, communities and the Gardaí, including regular local forums to raise issues. It includes a series of measurable goals, with specific aims reviewed on an annual basis.

Other Committees of Council

- Arts Committee
- Consumption of Intoxicating Liquor (Drinking on the street byelaws) Committee
- School Meals Committee
- Sports Committee
- Travellers Accommodation Consultative Committee
- Dog Fouling Committee

Public Participation Network

Cork City Public Participation Network provides a way for the public to engage with the Cork City Council. It is made up of groups and organisations from the community and voluntary, social inclusion and environment sectors across the City. There are currently over 100 members in Cork City PPN.

The PPN ensures that Cork City communities have a say in how local government works. By becoming a member of the PPN, your group / organisation can play a part in making decisions that affect your community. PPN members are also kept up to date with information on Cork City Council's services, activities and funding. The PPN allows groups operating in the city an opportunity to consider issues of public policy in the city and to facilitate the public's participation on city wide structures such as Joint Policing Committee, Strategic Policy Committees and the Local Community Development Committee.

Grúpa Forbartha Gaeilge

A committee of council consisting of elected representatives and council staff whose aim it is to ensure the council gives support to initiatives and individuals fostering a culture of bilingualism in Irish and English in the city. Its work is integrated into the council's active offer to its citizens, including new communities, through its Public Participation Network (PPN) and LCDC and cultural offering ensuring the broadest possible reach.

Other Networks and Committees

- Association of Irish Local Government
- Board of Core (Cork City Centre Partnership)
- Board of Cork City Partnership
- Board of Cork Film Festival
- Board of Crawford Art Gallery
- Board of Leisure World
- Board of the National Sculpture Factory
- Board of the Opera House
- Comhairle na nÓg
- Cork Local Sports Partnership CL
- Cork Regional Athletics Stadium Management Committee
- E.C.A.D (European Cities Against Drugs)
- Education & Training Board
- Everyman Theatre
- Firkin Crane Development Company
- Gurrabraher, Churchfield Youth & Community Resource Centre (The Hut)
- Healthy Cities Steering Group
- Heritage Forum
- Holding Committee of Wandesford Quay Arts Centre
- Irish Public Bodies Mutual Insurances LTD
- Joint Cork City Council/Cork County Council Committee
- Local Authority Members Associations
- Local Community Development Committee
- Local Drugs Task Force
- Mayfield Sports Complex
- Rapid ABC – City Wide Steering Committee
- Regional Health Forum
- Southern Regional Assembly
- Southern West River Basin District Management Committee
- Standing Policy Council of the Association of Irish Local Government
- Visit Cork
- Who European Healthy Cities Network Vision Group

Appendix



Our Elected Members

CORK CITY NORTH WEST



Lord Mayor John Sheehan
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CORK CITY SOUTH WEST



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CORK CITY SOUTH EAST



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Abbreviations: FF = Fianna Fáil; FG = Fianna Gael; GP = Green Party; SF = Sinn Féin; SP -PBP = Solidarity Party – People before Profit;
 Ind = Independent; WP = Workers Party LP = Labour Party



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CORK CITY NORTH EAST



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Senior Management Team



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John Hallahan
Chief Financial Officer

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Director of Housing position currently vacant.



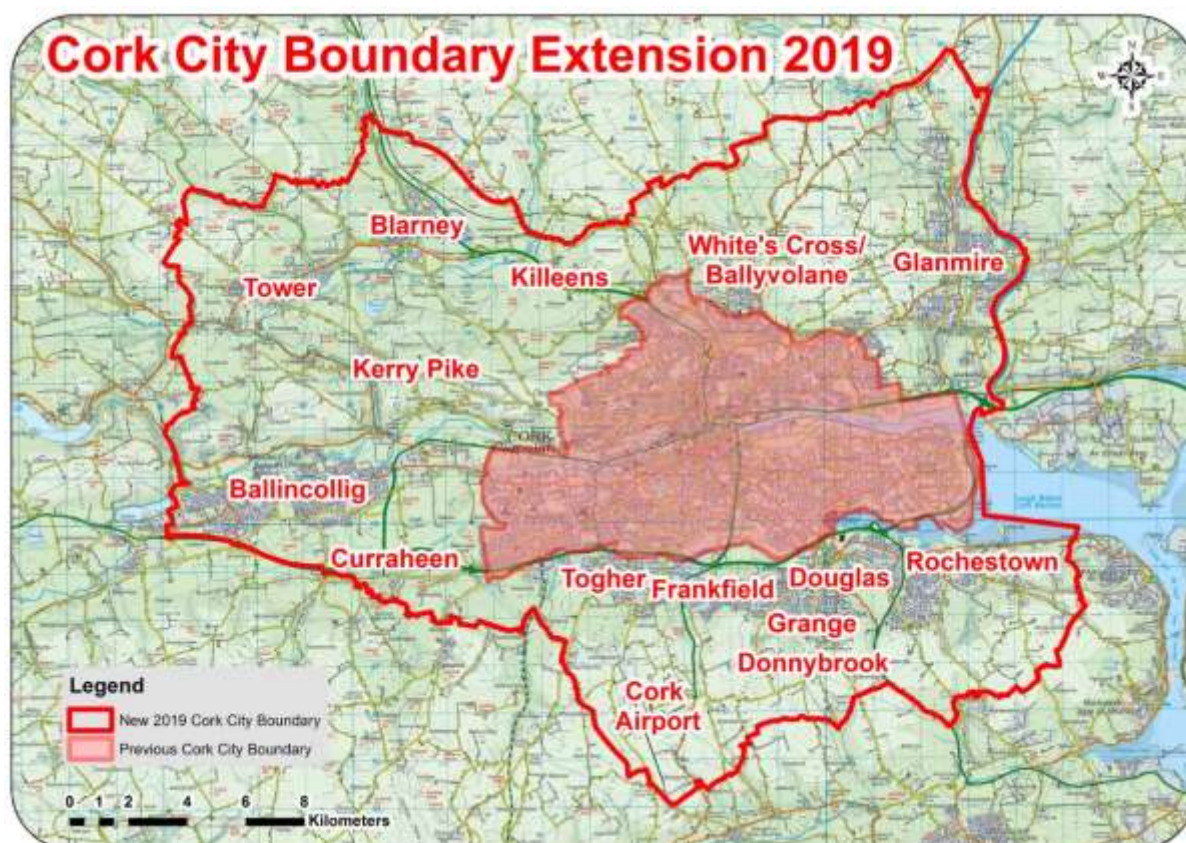
Council Achievements 2014-2019

Cork City Council Boundary Extension

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

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

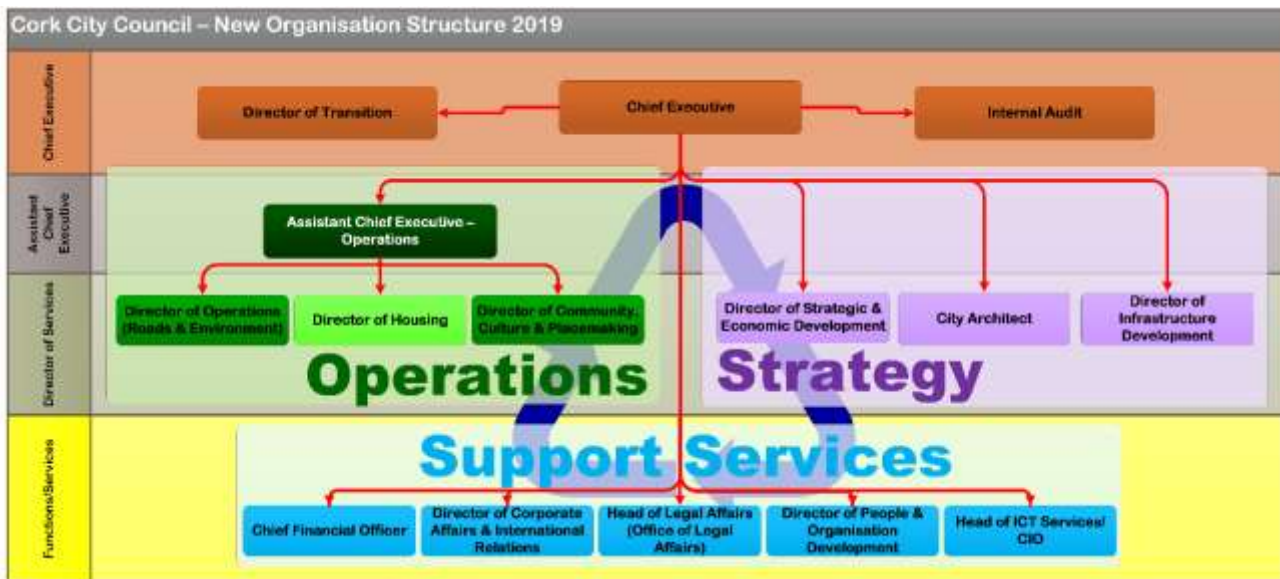
- Reorganise Cork City Council from a functional based organisation
- Integrate the services being provided in the transfer area, including the associated staff and financial resources, into the City Council



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

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

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



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

Public Sector Equality & Human Rights Duty

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

Housing

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

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

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

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

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

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

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

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

Operations

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

Street Cleaning

- Provision of a sixteen hour day, 7 day week street cleaning service in the city centre areas maintaining a “Clean City Status” in annual surveys
- Additional litter bins have been installed in needed areas across the City. All the public litter bins are serviced twice daily in the city centre and once daily outside the city centre area

- Additional resources comprising two illegal dumping flying squad crews, consisting of 2 trucks and 6 men, have been deployed to address illegal dumping throughout the city
- Bulky goods collections around the city have continued and proved to be a successful and well received to the public. In 2018/2019 we have seen an increase in the volumes of waste collected through this initiative which has been a direct result result of public awareness through the Cork City Council's social media alerts

Litter Management Section.

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

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

- Commercial food waste project for the City Centre. This project successfully brought about compliance with the regulations with regards to the correct disposal of Fats, Oils and Greases (FOGS).
- As part of the Anti-Dumping initiative which was introduced in 2017 the waste enforcement team has over the last 3 years been part of nearly 20 projects. Projects include clean-ups, bulky collections, mattress amnesty and installation of CCTV. As part of these projects, we have successfully worked with other agencies such as the Gardai, probation service, local community groups and internal departments. These projects were aimed towards reducing illegal dumping by way of Education, Prevention, Abatement and Enforcement.
- The establishment of the Waste Presentation Bye Laws (2019) has assisted in ongoing projects in housing estates and areas of the city where dumping of household waste is an ongoing problem.
- Cork City Councils First Oil and Hazardous Noxious Substance (HNS) Contingency Plan was produced in 2019.

Energy Office

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

Parks & Recreation

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



High Level Performance Metrics

Note that Cork City Council's boundary expanded in May 2019. The latest available baseline figures below refer to the NOAC return for 2018.

Goal	Measure	Baseline data NOAC 2018
An environmentally sustainable city	National Service Indicators (NOAC)	
	W1 - A. % Drinking water in private schemes in compliance with statutory requirements	100
	E1 - A. Number of households, based on the 2016 Census, who are situated in an area covered by a licensed operator providing a 3 bin service at 31/12/2018	41,100
	E1 - B. % of households within the local authority (per 2016 Census) that the number at A represents	83.25
	E2 - A. Total no. of pollution cases that were the subject of a complaint during 2018	1,777
	E2 -A. Total no. of pollution cases closed during 2018	1,785
	E2 -A. Total no. of pollution cases on hand at 31/12/18	61
	E3 - % Area Unpolluted or Litter Free	4
	E3 -% Area Slightly Polluted	80
	E3 -% Area Moderately Polluted	15
	E3 -% Area Significantly Polluted	1
	E3 -% Area Grossly Polluted	0
	E4 - A. % of schools that have been awarded green flag status	48.86
	CE Monthly Service Indicators & Reports	
	Progress report on climate strategy adaptation implementation Park & Ride Vehicle numbers; Public Bike Scheme Enforcement – Fixed Penalty Charge Notices; Road Offence Breakdown Litter fines issued & Waste Management – Civic Amenity, Parks, Water, Cleansing, Roads, Drainage, Sweepers, Traffic, Housing Maintenance; Monthly report on cleansing tonnage collected	
A city valuing its people	National Service Indicators (NOAC)	
	Y1 - A. % of local schools involved in the local Youth Council/ Comhairle na nÓg scheme	61.54
	Y2 - A. Number of organisations included in the County Register at 31/12/2018 and the proportion of those organisations that opted to be part of the Social Inclusion College within the PPN	50
	C1 - A. The whole time equivalent staffing number as at 31 December 2018	1,275.20
	C2 - A. % of paid working days lost to sickness absence through medically certified leave in 2018	3.87
	C2 - B. % of paid working days lost to sickness absence through self-certified leave in 2018	0.46
	C4 - A. All ICT expenditure in the period from 1/1/2018 to 31/12/2018, divided by the WTE no. supplied under the C1 indicator	2,262.17
	C5 - A. All ICT expenditure calculated in C4 as a proportion of Revenue expenditure	1.75
	CE Monthly Service Indicators & Reports	
	Contact Centre Calls Received - status, type, number; Fire Prevention – Fire Certs, Inspections & Licensing Applications; Library Visits, Membership, Items Borrowed, Online Visits, eBooks, Public PC Use, Online Event Promotion, Returns Monthly Area roads maintenance reports - maintenance, footpaths, road surface, retaining walls, repairs, tree cutting, park maintenance, weed control Drinking fines issued; Monthly report from Corporate Services & International Relations - Number of Register of Electors, Visits to council, FOI/GDPR Review & Requests; Governance – monthly review of expenditure and income by service area and type, Key Collection Levels. Staff Appoints and Recruitment campaigns	

Goal	Measure	Baseline data NOAC 2018
A city promoting culture, heritage, learning, health & wellbeing	National Service Indicators (NOAC)	
	F1 - Fire Services - Cost per Capita A. Annual Financial Statement (AFS) Programme E expenditure data for 2018 divided by the population of the LA area per the 2016 Census figures for the population served by the fire authority as per the Risk Based Approach Phase One Reports (€)	94.08
	F2 - Fire Service Mobilisation A & B. Average time taken, in minutes, to mobilise fire brigades in respect of fire	01:31
	F2 - Fire Service Mobilisation C & D. Average time taken, in minutes, to mobilise fire brigades (retained fire service) in respect of all other (non-fire) emergency incidents	01:24
	F3 - A. % of cases in respect of fire in which first attendance at the scene is within 10 minutes	87.64
	F3 - B. % of cases in respect of fire in which first attendance at the scene is after 10 minutes but within 20 minutes	11.60
	F3 - C. % of cases in respect of fire in which first attendance at the scene is after 20 minutes	0.77
	F3 - D. % of cases in respect of all other emergency incidents in which first attendance at the scene is within 10 minutes	87.81
	F3 - E. % of cases in respect of all other emergency incidents in which first attendance at the scene is after 10 minutes but within 20 minutes	11.10
	F3 - F. % of cases in respect of all other emergency incidents in which first attendance at the scene is after 20 minutes	1.02
	L1 - A. No. of library visits per head of population for the LA area per the 2016 census	6.01
	L1 - B. Number of items issued to library borrowers in the year	817,395
	L2 - A. Annual Financial Statement (AFS) Programme F data for 2018 divided by the population of the LA area per the 2016 Census (€)	62.07
	CE Monthly Service Indicators & Reports	Service Requests – Litter, Street Cleaning & Trees Monthly reports from Arts & Events, Sport & Sustainability Monthly area report for signage maintenance; Golf course fees, Lifetime lab visitors and outreach contacts Monthly report on living city initiatives
A city of engaged neighbourhoods and communities	National Service Indicators (NOAC)	
	P1 - A. Buildings inspected as a percentage of new buildings notified to the local authority	10.49
	C3 - A. Total page views of the local authority's websites in 2018	794,565
	C3 - B. Total number of followers at end 2018 of the LA's social media accounts	135,589
CE Monthly Service Indicators & Reports	Emergency Service Incidents – Fire, Special Services, False Alarm, Cardiac First Response; Building Control – events, grant requests, access, commencement and completion, certificates, dangerous structures, building site inspections Monthly report on Tree Works, Parks, Cemeteries and Recreation; Street furniture licencing, dog licence; Communication figures – media queries, press releases, website news items, social media engagements	
A city supporting the delivery of homes infrastructure	National Service Indicators (NOAC)	
	H1-A. No. of dwellings in the ownership of the LA at 01/01/2018	8,910
	H1-B. No. of dwellings added to the LA owned stock during 2018	114
	H1-C. No. of LA owned dwellings sold in 2018	12
	H1-D. No. of LA owned dwellings demolished in 2018	34
	H1-E. No. of dwellings in the ownership of the LA at 31/12/2018	8,978
	H1-F. No. of LA owned dwellings planned for demolition under a D/HPLG approved scheme	32
	H2 - A % of the total number of LA owned dwellings that were vacant on 31/12/2018	3.51
	H3 - A. Time taken from the date of vacation of a dwelling to the date in 2018 when the dwelling is tenanted, averaged across all dwellings re-let during 2018 (weeks)	49
	H3 - B. Cost expended on getting the dwellings re-tenanted in 2018, averaged across all dwellings re-let in 2018 (€)	9,295.32
	H4 - A. Expenditure during 2018 on the maintenance of LA housing compiled from 1/1/2018-31/12/2018, divided by no. of dwellings in LA stock at 31/12/2018	1,474.08
H5 - A. Total no. of registered tenancies in the LA area at the end June 2018	16,997	

Goal	Measure	Baseline data NOAC 2018
A city supporting the delivery of homes infrastructure ctnd...	H5 - B. No. of rented dwellings inspected in 2018	698
	H5 - C. % inspected dwellings in 2018 not compliant with Standards Regulations	80.37
	H5 - D. No. of noncompliant dwellings that became compliant during 2018	139
	H6 - A. Number of adult individuals in emergency accommodation that are long-term homeless as a % of the total number of homeless adult individuals in emergency accommodation at end of 2018	36.42
	H6 - No. of adult individuals classified as homeless and in emergency accommodation on the night of 31/12/2018 as recorded on PASS system	335
	R1 - A (a): % Regional Road that received a PSCI Rating in the 24 month period to 31/12/2018	100
	R1 - A (b): % Local Primary Road that received a PSCI Rating in the 24 month period to 31/12/2018	97
	R1 - A (c): % Local Secondary Road that received a PSCI Rating in the 24 month period to 31/12/2018	89
	R1 - A (d): % Local Tertiary Road that received a PSCI Rating in the 60 month period to 31/12/2018	85
	R1 - B (a): % Total Regional Road Kilometres with a PSCI Rating of 1-4	14
	R1 - B (a): % Total Regional Road Kilometres with a PSCI rating of 5-6	40
	R1 - B (a): % Total Regional Road Kilometres with a PSCI Rating of 7-8	32
	R1 - B (a): % Total Regional Road Kilometres with a PSCI Rating of 9-10	14
	R1 - B (b): % Total Local Primary Road Kilometres with a PSCI Rating of 1-4	7
	R1 - B (b): % Total Local Primary Road Kilometres with a PSCI rating of 5-6	22
	R1 - B (b): % Total Local Primary Road Kilometres with a PSCI Rating of 7-8	41
	R1 - B (b): % Total Local Primary Road Kilometres with a PSCI Rating of 9-10	29
	R1 - B (c): % Total Local Secondary Road Kilometres with a PSCI Rating of 1-4	8
	R1 - B (c): % Total Local Secondary Road Kilometres with a PSCI rating of 5-6	21
	R1 - B (c): % Total Local Secondary Road Kilometres with a PSCI Rating of 7-8	52
	R1 - B (c): % Total Local Secondary Road Kilometres with a PSCI Rating of 9-10	14
	R1 - B (d): % Total Local Tertiary Road Road Kilometres with a PSCI Rating of 1-4	9
	R1 - B (d): % Total Local Tertiary Road Road Kilometres with a PSCI rating of 5-6	25
	R1 - B (d): % Total Local Tertiary Road Road Kilometres with a PSCI Rating of 7-8	42
	R1 - B (d): % Total Local Tertiary Road Road Kilometres with a PSCI Rating of 9-10	8
	R2 - A: Kilometres of regional road strengthened during 2018	1
	R2 - A: Amount expended on regional road strengthening during 2018	488,796
	R2 - C: Kilometres of local road (i.e. total of primary, secondary and tertiary) strengthened during 2018	10.20
	R2 - C: Amount expended on local road (i.e. total of primary, secondary and tertiary) strengthening during 2018 (€)	3,516,730
	M2: % Housing Loan Collected 2018	69
	LA New Build (detail available on the Construction Status Report)	113
	AHB New Build (detail available on the Construction Status Report)	126
	Part V -New Build (All delivery streams)	3
	Total New Build	242
	DHPLG funded LA Voids- limited to capped ceilings under Rebuilding Ireland	50
	LA Acquisition	67
	AHB Acquisition	50
	Leasing Total	49
	RAS	37
	HAP	694
	Reports & Statistics collected Monthly for CE Report	
Monthly Housing Progress Reports – Schemes in Construction/Completions, Regeneration, Remedial Works, Schemes in Planning stage, Capital Assistance Scheme, Rent Collected, Housing Stock by Type, Reletting Time & Cost, Housing Applications received, completed, allocated, Numbers on housing list by category, Housing Assistance Programme – applications received, drop in clinic, tenancies commenced, awaiting standards compliance confirmation; Rental Accommodation Scheme – tenancy management, procurement, new tenancies, terminated tenancies; Private Housing Grants – Adaptation, Housing Aid & Mobility; Voids – Added to stock, new void, outstanding voids, returned, taken out of stock; Vacant Dwellings on Council Programme and outside programme; Homeless Services, Emergency Accommodation & Rough Sleepers, Cork Foyer – Applications received, excluded, pending and successful; units & training; Monthly report on Capital works		

Goal	Measure	Baseline data NOAC 2018
A city driving economic and sustainable development	National Service Indicators (NOAC)	
	P2 - Planning Decisions Confirmed by ABP - A. Number of LA planning decisions which were the subject of an appeal to An Bord Pleanála that were determined by the Board on any date in 2018	44
	P2 - Planning Decisions Confirmed by ABP - B. % of the determinations at A which confirmed (either with or without variation) the decision made by the LA	75
	P4: Cost Per Capita of Planning Service - A. The 2018 Annual Financial Statement (AFS) Programme D data divided by the population of the LA area per 2016 Census (€)	34.74
	P3 - Planning Enforcement Cases Closed as Resolved - A. Total number of planning cases referred to or initiated by the local authority in the period 1/1/2018 to 31/12/2018 that were investigated	105
	P3 - Planning Enforcement Cases Closed as Resolved - B. Total number of investigated cases that were closed during 2018	72
	P3 - Planning Enforcement Cases Closed as Resolved - C. % of the cases at B that were dismissed as trivial, minor or without foundation or were closed because statute barred or an exempted development	33.33
	P3 - Planning Enforcement Cases Closed as Resolved - D. % of the cases at B that were resolved to the LA's satisfaction through negotiations	34.72
	P3 - Planning Enforcement Cases Closed as Resolved - E. % of the cases at B that were closed due to enforcement proceedings	31.94
	P3 - Planning Enforcement Cases Closed as Resolved - F. Total number of planning cases being investigated as at 31/12/2018	194
	P5: Applications for Fire Safety Certificates A. % of applications for fire safety certificates received in 2018 that were decided (granted or refused) within two months of their receipt	18.81
	P5: Applications for Fire Safety Certificates B. % of applications for fire safety certificates received in 2018 that were decided (granted or refused) within an extended period ag	81.19
	M2: %Commercial Rates Collected 2018	82%
	M2: % Rent & Annuities Collected 2018	88%
	J1: A. No. of jobs created with assistance from the Local Enterprise Office during the period 1/1/2018 to 31/12/2018	88
	J2: A. No. of trading online voucher applications approved by the Local Enterprise Office in 2018	23
	J2: B. No. of those trading online vouchers that were drawn down in 2018	3
	J3: A. No. of participants who received mentoring during the period 1 January 2018 to 31 December 2018	221
	J4 A. Does the local authority have a current tourism strategy? B. Does the local authority have a designated Tourism Officer?	Yes Yes
	Reports & Statistics collected Monthly for CE Report Planning Applications - received, refused, approved, planning enforcement Tourism Report; Capital Works Report; Roads Programme & Maintenance Report Infrastructure Project Report; Living Cities Initiative Report; Derelict/Vacant Sites European Projects; Local Enterprise Office Report; Economic Development Report Finance Directorate Report - Income & Expenditure; Remaining Budgets by area and type.	



Supporting Strategies & Policies

The list below is a non exhaustive list of Policy & Strategy Documents

Policy	An environmentally sustainable city	A city valuing its people	A city promoting culture, heritage, learning, health & wellbeing	A city of engaged neighbourhoods and communities	A city supporting the delivery of homes & infrastructure	A city driving economic & sustainable development
Re-Building Ireland – Action Plan for Housing and Homelessness (2016)				✓	✓	
National Vacant Housing Reuse Strategy					✓	✓
National Housing Strategy for People with a Disability (NHSPWD)				✓		
National Traveller and Roma Inclusion Strategy 2017-2021				✓	✓	
Housing First National Implementation Plan 2018 – 2021					✓	
Housing Options for Our Aging Population – Policy Statement (2019) :			✓	✓	✓	
Strategy for the Rented Sector - Inspection Targets						✓
Project Ireland 2040 – National Planning Framework	✓		✓	✓		
National Development Plan 2018 – 2027	✓		✓	✓		
Marine Planning Policy Statement	✓					
National Marine Planning Framework	✓					
River Basin Management Plan for Ireland 2018-2021	✓					
Guidelines on the Planning System and Flood Risk Management	✓					✓
Water Services Policy Statement 2018-2025	✓					
Framework for Building Control Authorities			✓		✓	✓
Energy Performance of Buildings Directive	✓				✓	✓
Met Eireann Strategic Plan 2017-2027						
Climate Action Plan 2019	✓		✓	✓		
National Adaptation Framework (2018)	✓					
National Mitigation Plan (2017)	✓					
Local Authority Adaptation Strategy Development Guidelines (2018)	✓					
EU Strategy on Adaptation to Climate Change	✓		✓	✓		
Public Sector Energy Efficiency Strategy	✓					✓
Renewable Electricity Policy and Development Framework (REPDF)	✓					✓
Wind Energy Development Guidelines (WEDGS)	✓					✓
Sustainable Development Goals - National Implementation Plan (2018)	✓	✓	✓	✓	✓	✓
National Broadband Plan		✓		✓		✓
National Digital Strategy		✓		✓		✓
National Cyber Security Strategy		✓				
All Ireland Pollinator Plan 2015-2020	✓		✓	✓		
Statement of Strategy 2017-2020 – Department of Housing, Planning & Local Government				✓	✓	✓
Statement of Strategy 2019-2021 – Department of Communications, Climate Action & Environment	✓					
Statement of Strategy 2016-2019 – Department of Transport, Tourism and Sport	✓		✓	✓		✓

People, Place and Policy – Growing Tourism to 2025	✓		✓	✓		✓
Strategy for the Future Development of National and Regional Greenways	✓		✓			
National Sports Policy 2018 - 2027			✓	✓		
National Search and Rescue Plan 2019			✓			
Realising Our Rural Potential - Action Plan for Rural Development						
Tourism Development and Innovation: A Strategy for Investment 2016-2022			✓			
Framework Policy for Local Community Development Sustainable, Inclusive and Empowered Communities: A Five-Year Strategy to Support the Community and Voluntary Sectors in Ireland			✓	✓	✓	✓
National Social Enterprise Policy for Ireland 2019-2022		✓				✓
Our Public Libraries 2022: Inspiring, Connecting and Empowering Communities		✓	✓	✓		
National Heritage Plan - Heritage Ireland 2030	✓		✓	✓		
National Landscape Strategy for Ireland 2015-2025	✓		✓	✓		
National Language Strategy 2010-2030		✓	✓	✓		
Action Plan 2018-2022 – for the 20 Year Strategy for the Irish Language 2010-2030			✓	✓		
A Framework for Collaboration – Agreement between the Arts Council and the CCMA			✓	✓		
Decade of Centenaries 2016-2023 Guidance			✓	✓		
Project Ireland Investing in our Culture, Language & Heritage 2018-2027			✓	✓		
Our Public Services 2020 – Public Service Reform Programme			✓			✓
Public Spending Code	✓		✓	✓		
Open Data Strategy 2017-2022		✓				✓
Public Service ICT Strategy		✓				✓
eGovernment Strategy 2017–2020		✓				✓
Cloud Computing Advice Note October 2019						✓
Regulation of Lobbying		✓				
Freedom of Information	✓		✓	✓		
General Data Protection Regulation and Data Protection Acts	✓		✓	✓		
Public Service Data Strategy 2019-2023	✓		✓	✓		
Policy on Property Acquisition and Disposal						✓
Protocols on Transfer and Sharing of Property Assets						✓
Innovation 2020 - Ireland's strategy for research and development, science and technology						✓
Brighter Outcomes Better Futures: The national policy framework for children and young people 2014- 2020		✓				
A Roadmap for Social Inclusion: Ambitions, Goals and Commitments 2019-2025		✓	✓	✓		
Transforming Lives Programme - reform of Disability Services in Ireland		✓		✓		
National Positive Ageing Strategy		✓		✓		
WHO Global Age Friendly Cities Guide		✓		✓		
Arts Council Strategy Making Great Art Work 2016 – 2025			✓			
ERDF Operational Programmes 2014-2020 – Southern and Eastern Region	✓		✓	✓		
Flood Risk Management Plans and Maps (OPW)	✓					✓
EIP European Innovation Partnership on Active and Healthy Ageing			✓			

Cork City Development Plan	✓		✓	✓		
Local Economic Community Plan			✓			
CCC Traveller Accommodation Plan		✓		✓	✓	
CCC Climate Adaptation strategy	✓		✓	✓		
Cork Sports Partnership			✓	✓		
Major Emergency Plan			✓	✓		
Cork Healthy Cities	✓		✓	✓		
A National Play Policy			✓	✓		
Recreation and Amenity Policy	✓	✓	✓	✓		
City Centre Strategy		✓	✓	✓	✓	✓
Putting People First: Action Programme for Effective Local Government (2012)		✓	✓	✓		✓
IHREC – Implementing the Public Sector Duty		✓	✓	✓		

Why Cork City?



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

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

THE FINANCIAL TIMES RANKS CORK

NO. **2** SMALL CITY IN EUROPE FOR ECONOMIC POTENTIAL in its European Cities of the Future league table

CORK WAS VOTED THE **FRIENDLIEST CITY EUROPE**



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



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

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

Cork was ranked as one of Europe's

TOP 8

IDEAL CULTURAL & CREATIVE CITIES



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

CORK CONTRIBUTES **19%** OF NATIONAL GDP



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

CORK AIRPORT IS IRELAND'S **2ND BUSIEST AIRPORT**

and the fastest growing airport on the island last year



CORK METROPOLITAN AREA IS HOME TO MORE THAN

169 FDI EMPLOYERS

employing almost

39,000

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

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

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

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

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

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

UNESCO LEARNING CITY **WHO HEALTHY CITY**

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

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