

# Cork County Council

## Annual Service Delivery Plan 2020



## Introduction

Dear Member,

Welcome to Cork County Council's Annual Service Delivery Plan 2020 (ASDP). The purpose of this plan is to provide a corporate document that sets out service delivery objectives and performance standards for 2020.

The 2020 ASDP is prepared in the context of the 2020 budget, plus the following:

- Statutory requirements of the Local Government Reform Act 2014 and other relevant legislation/regulation
- Cork County Council plans/strategies including the new Corporate Plan 2019 - 2024
- National Government Policy
- Existing Service Level Agreements
- Available Resources (both staff and financial)

The 2020 ASDP has also been prepared in the context of the revised boundary and the challenges and opportunities that this will bring.

For 2020, we have identified 123 key objectives and each one is assigned to a Directorate along with a desired performance standard to be achieved and a national performance indicator (where applicable). For the first time each objective in the ASDP has been linked to the relevant Corporate Plan Strategic Theme and Corporate Plan Objective which will reinforce the Corporate Plan as the focus and framework for everything we do.

This ASDP provides a clear focus to enable Cork County Council's elected members and staff work together to meet the challenges that lie ahead so that we can all develop and improve the services we deliver to our citizens.

Tim Lucey  
Chief Executive

## Annual Service Delivery Plan Objectives 2020

Principle Service	Corporate Plan Theme	Corporate Plan Objective	ASDP Objective	Performance Standard	Performance Indicator
<b>Corporate Services - 20 Objectives</b>					
Property Procurement, Sale & Leasing Agent	5. Capacity for Growth	5.5 Housing	Support & assist the Housing Directorate in achieving the Departmental targets for social housing	Departmental targets to be achieved by December 2020	Not Applicable
Service Transformation Team	6. Service Quality	6.1 Service Design	Take a people-centered approach and embrace innovation to deliver key objectives across Cork County Council strategies and plans using Service Design	6 service design projects delivered. Engagement session on Corporate Plan Review	Not Applicable
Service Transformation Team	6. Service Quality	6.2 Digital Transformation	Leverage the power of digital services to deliver for citizens, communities, businesses and staff across Cork County Council Strategies and Plans through our online services platform	Digital Strategy completed and 40 digital services delivered	Not Applicable
Customer Services	6. Service Quality	6.3 Innovative Processes	Provide quality customer engagement and responses and continue to seek to improve processes and technical solutions	Ensure that all customer contacts are managed and responded to efficiently	Not Applicable
Irish Office/Oifig na Gaeilge	6. Service Quality	6.9 Deliver	Promote greater use of the Irish language and the role of the Irish Officer	Compliance with Official Languages Act 2003 and promotion of Irish Officer Role	Not Applicable
Irish Office/Oifig na Gaeilge	6. Service Quality	6.9 Deliver	Implement a maintenance plan & protocol for upkeep of the Irish Language on website with brand identity	Maintenance plan in place	Not Applicable
Democratic Representation	7. Governance and Democracy	7.1 Democracy	Develop & support the democratic role of the Elected Members	Democratic role of the Elected Members supported & developed	Not Applicable
Electoral Register	7. Governance and Democracy	7.1 Democracy	Processing of Franchise and Electoral Register transactions in a timely manner	Franchise and Electoral Register maintained and up to date.	Not Applicable
Data Protection, Freedom of Information, Customer Care	7. Governance and Democracy	7.2 Governance	Lead and Support Directorates in the implementation of GDPR, FOI and Customer Care to ensure compliance and transparency	Maximum possible GDPR compliance, and adherence to FOI legislation	Not Applicable
Corporate Risk Management	7. Governance and Democracy	7.2 Governance	Prepare an Anti-Fraud and Corruption Policy	Policy in place	Not Applicable
Corporate Risk Management	7. Governance and Democracy	7.3 Risk Management	Implement the Council's Corporate Risk Management Policy through the Risk Oversight Committee	Hold minimum of 4 meetings in 2020	Not Applicable
Internal Audit	7. Governance and Democracy	7.6 Internal Audit And Audit Committee	Complete all audits in Audit Plan 2020	Complete by December 2020	Not Applicable
Audit Committee	7. Governance and Democracy	7.6 Internal Audit And Audit Committee	Develop Annual Report and Annual Work Programme	Sign off Q3 2020	Not Applicable
Internal Audit	7. Governance and Democracy	7.6 Internal Audit And Audit Committee	Develop Strategic Audit Plan 2021 - 2023	Sign off December 2020	Not Applicable
Internal Audit	7. Governance and Democracy	7.6 Internal Audit And Audit Committee	Develop Audit Plan 2021	Sign off by December 2020	Not Applicable
PR/Publicity	8. Communications	8.3 Brand Identity	Promote CCC as an innovative & progressive Local Authority & provider of high quality local services by identifying and promoting positive actions across all platforms	Increase media pick up, website and social media traffic	C3A: Total page views of the local authority's websites in 2020

PR/Publicity	8. Communications	8.3 Brand Identity	Increase the profile and promote the role of the Mayor of the County of Cork and the 8 Municipal Districts	Promotion of all significant activities	Not Applicable
Major Emergency/Severe Weather	8. Communications	8.4 Engagement	Provide members of the public, Elected Members and Council staff with accurate and up to date information in relation to emergencies and severe weather situations	Up to date information provided on Emergencies and Severe Weather situations	C3B: Total number of website and social media followers at end 2020
Customer Services	9. Innovation	9.2 Digital Transformation	Establish a Civic Hub on ground floor of County Hall	Civic Hub in place	Not Applicable
Service Transformation Team	9. Innovation	9.3 Business Intelligence	Enable informed, strategic decision making through data analytics and business intelligence reporting to support Cork County Council Strategies, Plans and Services	15 additional business intelligence reports developed	Not Applicable
<b>County Solicitors - 4 Objectives</b>					
High Court, Circuit Court and District Court Litigation	6. Service Quality	6.4 Business & Service	Provide effective litigation services on behalf of the Council as and when required.	Provision of effective defence and prosecutorial services.	Not Applicable
Services provided to Irish Water under the SLA.	6. Service Quality	6.4 Business & Service	Provide legal services to Irish Water under SLA.	Provision of effective and timely legal services.	Not Applicable
Legal Services	6. Service Quality	6.4 Business & Service	Provide legal advice and legal services to Directors of Service and Municipal Districts.	Ensure advice is of a high quality and given in a timely manner.	Not Applicable
Maintenance of a Litigation Risk Register	7. Governance and Democracy	7.3 Risk Management	Provide information to assist in the assessment of the Council's liabilities arising in connection with litigation.	Provision of an estimate of the Council's exposure to costs and compensation.	Not Applicable
<b>Economic Development, Enterprise and Tourism - 8 Objectives</b>					
Community Initiatives	2. Strong Inclusive Communities	2.6 Community Capacity	Promote and support rural economic and community development in Cork County through implementation of the LEADER Programme	Complete by Q3	Not Applicable
Develop Rural Digital Hubs	3. Sustained Economic Vibrancy	3.1 Partnership For Growth	Promote the diversification of rural economy through the research and development of Rural Digital Innovation Hubs in accordance with local and regional policy	Complete by Q3	Not Applicable
Economic Development	3. Sustained Economic Vibrancy	3.1 Partnership For Growth	Develop and promote best practise in economic development policy and deliver targeted financial supports to strategic economic development initiatives including International relationships for the b	Complete by Q3	Not Applicable
South West Regional Plan	3. Sustained Economic Vibrancy	3.1 Partnership For Growth	Co-ordinate and manage the implementation of the South West Regional Enterprise Plan	Complete by Q3	Not Applicable
Economic Development	3. Sustained Economic Vibrancy	3.1 Partnership For Growth	Provide manage and market hard Infrastructure to support growth of start ups and SMEs in Cork County	Complete by Q3	Not Applicable
Tourism	3. Sustained Economic Vibrancy	3.3 Tourism As A Rural Catalyst	Develop and maximise the potential of CCC owned tourism infrastructure to increase visitor numbers to the County	Complete project by Q3	J4B: Does the local authority have a designated Tourism Officer?
Tourism	3. Sustained Economic Vibrancy	3.3 Tourism As A Rural Catalyst	Grow Cork County's tourism potential through a series of targeted interventions and financial supports	Complete by Q3	J4A: Does the local authority have a current tourism strategy?
Enterprise Supports	5. Capacity for Growth	5.8 Projects Of Scale	Develop and deliver general business training, mentoring, management development and financial supports to the micro enterprise market in the County	Complete by Q3	J1: The no. of jobs created with assistance from the Local Enterprise Office in 2020

Environment/Climate Change/Broadband/Emergency Services - 12 Objectives					
Operation of Climate Action Regional Office	4. Climate and Environment	4.1 Green Is Core	Deliver 2020 Climate Action Regional Office (CARO) Work Programme as agreed with the DCCAE	2020 Work Programme targets	Not Applicable
Energy Awareness Service	4. Climate and Environment	4.1 Green Is Core	Retain ISO 50001 certification for corporate energy management programme	Accreditation Retained	Not Applicable
Haulbowline Island	4. Climate and Environment	4.1 Green Is Core	Implement aftercare programme for Haulbowline Island in accordance with licence requirements and MOU program.	Achievement of 2020 targets	Not Applicable
Climate Change Adaptation Strategies	4. Climate and Environment	4.1 Green Is Core	Implement Climate Change Adaptation Strategy in accordance with statutory obligations and national guidance document	Achievement of 2020 strategy targets	Not Applicable
Building Control	4. Climate and Environment	4.2 Measure Impact	Promote a culture of compliance with the building regulations	Achieve a county-wide target of 12% to 15% of new buildings inspected	P1A: Buildings inspected as a percentage of new buildings notified to the local authority
Veterinary Food Safety	4. Climate and Environment	4.2 Measure Impact	Deliver Food Safety and related laboratory services programmes in accordance with the FSAI Service Contract and National Sampling Plan.	SLA targets as individually listed in section team plan fully met.	Not Applicable
Environmental testing, monitoring and enforcement programmes	4. Climate and Environment	4.2 Measure Impact	Meet the targets specified in the Annual Environmental (RMCEI) Inspection Plan 2020	Inspection Plan targets as individually listed in section team plan fully met.	Not Applicable
Waste Enforcement	4. Climate and Environment	4.3 Natural Assets	Implement Waste Enforcement Regional Lead Authority (WERLA) Business Plan adopted by Public Services Review Oversight Group (PSROG)	Business Plan targets for 2020 met	Not Applicable
Major Emergency Management	6. Service Quality	6.4 Business & Service	Review, update, exercise and test CCC Major Emergency Plan and Inter-Agency (Local Authority, HSE, An Garda Síochána) site specific External Emergency Plans for Upper-tier establishments	Q4 2020 as per CCC's Major Emergency Management Committee Work Programme 2020	Not Applicable
Monitoring and testing programmes on behalf of Irish Water	6. Service Quality	6.4 Business & Service	Meet the requirements of Annual Sampling Plans Agreed with Irish Water	Sampling Plan targets as individually listed in section team plans fully met.	Not Applicable
Fire Service Operations	6. Service Quality	6.5 Benchmark	Review fire cover arrangements within the county in light of RBA II Report. Consult neighbouring authorities.	Completed Q4 2021	Not Applicable
Fire Service Management	6. Service Quality	6.5 Benchmark	Review and redraft the Area Risk Categorisation Report & the Fire and Emergency Operations Plan	Completed in Q3 2020	Not Applicable
Finance - 12 Objectives					
Corporate Financial Governance	7. Governance and Democracy	7.2 Governance	Commission fully integrated Enterprise Resource (ERP) Systems to adequately support business processes, activities and obligations.	1. Produce plan 2. Select ERP 3. Resource project team	Not Applicable
Procurement	7. Governance and Democracy	7.2 Governance	Develop procurement compliance within the Council.	Provide training for 80% staff	Not Applicable
Procurement	7. Governance and Democracy	7.2 Governance	Promote and embed a value delivery culture in all operational areas.	Through governance structure develop revise Proc Policy & Corporate Proc Plan	Not Applicable
Corporate Financial Governance	7. Governance and Democracy	7.2 Governance	Establish optimal corporate financial governance structures which meet industry standard best practice, including statutory requirements.	Full governance review in 2020	Not Applicable
Corporate Insurances	7. Governance and Democracy	7.3 Risk Management	Manage insurance policies and claims in a cost efficient and timely manner.	1. No and value of claims 2. Cost of insurance cover	Not Applicable
Finance Operational	7. Governance and Democracy	7.3 Risk Management	Manage the finalisation of financial implications of the boundary alteration to achieve the optimal outcome for Cork County Council.	Achieve optimal financial settlement to secure future operations	Not Applicable

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Rate Collection	7. Governance and Democracy	7.4 Business, Service & Systems	Maximize Collection Levels	Maintain 2018 performance	M2A: Collection level of Rates from the Annual Financial Statement for 2020
Rates	7. Governance and Democracy	7.4 Business, Service & Systems	Maximise Effective Rateable Valuation Base	Improve on 2018 performance	Not Applicable
Payroll	7. Governance and Democracy	7.4 Business, Service & Systems	Provide an effective payroll service to all staff and align with national shared services policy	Meet statutory payroll obligations and Implement Core Pay	Not Applicable
Motor Tax	7. Governance and Democracy	7.4 Business, Service & Systems	Provide an efficient Counter and Postal Motor Tax service	Provide an effective service	Not Applicable
House loan collection	7. Governance and Democracy	7.4 Business, Service & Systems	Maximize collection levels for housing loans & continue to reduce to arrears.	Reduce arrears value and reduce number of accounts in arrears.	M2C: Collection level of Housing Loans from the Annual Financial Statement for 2020
Payments	7. Governance and Democracy	7.4 Business, Service & Systems	Provide an effective accounts payable service to creditors & in compliance with relevant legislation	Meet statutory prompt payment obligations	Not Applicable
<b>Housing - 11 Objectives</b>					
Homelessness	5. Capacity for Growth	5.5 Housing	Work with stakeholders to minimise homelessness	No. HAP units sourced by Placefinder and introduction of Housing First	H6A: 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 the end of 2020
Housing Capital & Finance	5. Capacity for Growth	5.5 Housing	Complete South Cork Rent Review	Implement updated rents from September 2020	Not Applicable
Housing Options	5. Capacity for Growth	5.5 Housing	Progress delivery of social leasing programme including AHB delivery, private leasing/long term leasing	Deliver 210 units in 2020	H1A: No. of dwellings in the ownership of the LA at 1/1/2020
Housing Options	5. Capacity for Growth	5.5 Housing	Continue to provide grants to private houses subject to Departmental approval,	Process applications in a timely manner	Not Applicable
Housing Options	5. Capacity for Growth	5.5 Housing	Increase the no. of private minimum rental standards inspections	Target of 3944 inspections in 2020	H5B: Number of rented dwellings inspected in 2020
Energy Efficiency Projects management	5. Capacity for Growth	5.5 Housing	Continue energy efficiency retrofitting works programme for local authority housing	Rollout phase 2 of the energy efficiency programme	H4A: Expenditure during 2020 on the maintenance of LA housing compiled from 1 January 2020 to 31 December 2020, divided by the no. of dwellings in the LA stock at 31/12/2020, i.e. the H1E less H1F indicator figure
Housing Applications and Transfers Administration	5. Capacity for Growth	5.5 Housing	Undertake an Annual Housing Needs Assessment	To be completed in accordance with the target set by the DHPLG	Not Applicable
Refurbishment of Vacant houses	5. Capacity for Growth	5.5 Housing	Implement a voids and derelict voids reletting programme	Complete refurbishment of 135 voids & 24 derelict voids and recoup by Q4	H4A: Expenditure during 2020 on the maintenance of LA housing compiled from 1 January 2020 to 31 December 2020, divided by the no. of dwellings in the LA stock at 31/12/2020, i.e. the H1E less H1F indicator figure
Travellers Strategy	5. Capacity for Growth	5.5 Housing	Monitor progress of targets in Traveller Accommodation Programme 2019-2024	Performance against the targets	Not Applicable
Housing Architectural Support	5. Capacity for Growth	5.5 Housing	Progress the delivery of affordable housing	Develop proposals for 3 sites in Clonakilty, Carrigaline & Kinsale in Part 8	H1B: No. of dwellings added to the LA owned stock during 2020 (whether constructed or acquired)
Housing Capital & Finance	5. Capacity for Growth	5.5 Housing	Progress delivery of social housing supports in accordance with the objectives of rebuilding Ireland using the full range	Capital Programme of 610 units in 2020 together with a HAP target of	H1B: No. of dwellings added to the LA owned stock during 2020 (whether constructed or

			of delivery mechanisms available as well as working with AHB's to max delivery	1100	acquired)
<b>ICT - 5 Objectives</b>					
Provide efficient, cost effective service delivery	6. Service Quality	6.4 Business & Service	Deliver high quality, cost effective services	Number of service desk tickets closed	C4: Cost of ICT per WTE
Support line of business applications and systems	6. Service Quality	6.4 Business & Service	Support ICT solutions for line of business systems and reduce exposure to EOL & EOS OS, software applications and DBs	Quality of business support and % uptime	Not Applicable
Deliver secure/resilient IT services	7. Governance and Democracy	7.3 Risk Management	Ensure all IT services are being delivered in a way that provides a stable and reliable environment. Maximise information security and comply with regulatory standards.	Number of patches installed security threats responded to security campaigns	Not Applicable
Provide the technology to enable Operational Transformation	9. Innovation	9.2 Digital Transformation	IT are supporting operational transformation through the implementation of modern workplace technologies	Number of users migrated to O365	Not Applicable
Improve access to Information Management & Collaboration channels	9. Innovation	9.3 Business Intelligence	IT are supporting more effective information management and providing more collaboration facilities	Number of GIS layers available Number of Team/Sharepoint sites created	Not Applicable
<b>Municipal District Operations and Rural Development - 10 Objectives</b>					
Social Sustainability & Investment Programme	1. Our People	1.1 Develop	Progress SSIP projects assigned to directorate	31/12/2020	Not Applicable
Library promotion	1. Our People	1.1 Develop	Promote library as centre of information, learning, culture & community through library's collections, publications & events, with focus on literature & reading. Deliver a range of cultural & community progs.	Community awareness of and engagement with library services enhanced.	Not Applicable
Library promotion	2. Strong Inclusive Communities	2.1 Vibrant Towns	Promote arts and culture in the community. Manage Writer in Residence in Libraries. Develop online reporting process for Arts Grant programme using the firmstep platform.	Programme delivered by Q4	Not Applicable
Leisure Facilities	2. Strong Inclusive Communities	2.3 Social Engagement	Manage, maintain & develop local facilities & amenities incl parks, playgrounds, open spaces, beaches, piers & harbours etc	Services maintained at 2019 levels. Attain Blue Flag & Green Coast.	Not Applicable
Age Friendly Programme	2. Strong Inclusive Communities	2.7 Older Persons Wellbeing	Progress Age Friendly County Strategy Actions, Progress Older People's Council Work Programme, Progress Age Friendly Alliance, Progress & Promote Social Inclusion.	Progress actions with others, hold min. of 4 meetings in+1 social event incl SPC.	Not Applicable
Architects	3. Sustained Economic Vibrancy	3.4 Town Cluster Development	Assist the Municipal Districts Operations & Rural Development directorate – and other directorates - with the design, development and delivery of Capital Works projects, streetscape enhancements and P	Provide design support as required.	Not Applicable
Government Funding Programmes	3. Sustained Economic Vibrancy	3.4 Town Cluster Development	Submit high quality project proposals under RRDF, T&V, ORIS, Clár etc & prepare town framework concepts where applicable	31/12/20	Not Applicable
Climate Action	4. Climate and Environment	4.3 Natural Assets	Progress climate action & Biodiversity interventions in accordance with CCC/ directorate programme	31/12/2020	Not Applicable
Democratic Representation	7. Governance and Democracy	7.1 Democracy	Develop & Support democratic role of MD Members.	Democratic role of Elected Members supported & developed at Divisional & MD meetings	Not Applicable

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Cork Local Government Boundary Alteration	7. Governance and Democracy	7.1 Democracy	Finalise annual financial compensation, submit statutory progress reports to IOC	Ongoing	Not Applicable
<b>Personnel - 7 Objectives</b>					
Staff Training	1. Our People	1.1 Develop	Retain CPD accreditation programme for Engineers. Ensure compliance with training criteria for Solas Craft Apprentices.	Accreditation retained	Not Applicable
Staff Relations	1. Our People	1.3 Wellbeing	Address the levels of absenteeism through continued monitoring and continued roll out of wellbeing initiatives and work towards NOAC National Performance Indicator 3.5%	Improve performance on 2020	C2A: Percentage of paid working days lost to sickness absence through medically certified leave in 2020
Safety	1. Our People	1.8 Health & Safety	Adhere to H&S/ welfare best practice through staff consultation/communication/proactive checking. Continuously improve Safety Management System (SMS), adhere to safety legislation	Retain Accreditation	Not Applicable
HR Projects	6. Service Quality	6.3 Innovative Processes	Implement measures to facilitate (a) a smooth transition to MyPay and (b) the potential roll-out of the Core Health & Safety module	Measures in place to facilitate change	Not Applicable
Child Safeguarding	7. Governance and Democracy	7.2 Governance	Compliance with relevant Child Protection and Garda Vetting Legislation to include staff training & staff vetting	Comply with legislation	Not Applicable
Superannuation	7. Governance and Democracy	7.2 Governance	Administer Pension Schemes correctly interpreting legislation & regulations. Reduce errors and/or omissions.	All pensions paid correctly	Not Applicable
Mgt Info, Controls & Compliance	7. Governance and Democracy	7.4 Business, Service & Systems	Maximise the use of technology to streamline internal processes, increase data analytics and improve corporate access to a structured Policy & Procedures system	better use of technology by Q4	Not Applicable
<b>Planning - 10 Objectives</b>					
Development Management	3. Sustained Economic Vibrancy	3.2 Implementation Of Planning Policy	Provide an accessible and efficient Development Management Service which proactively supports economic growth in the county	Compliance with statutory timelines.	P2A: 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 2020
Development Contributions	3. Sustained Economic Vibrancy	3.2 Implementation Of Planning Policy	Collect Development Contributions levied with Planning Permission and arrange schedule of payments. Provide reports in relation to Planning Refund requests.	Assessment of all applications under the D C S, pursuit of O/S accounts	Not Applicable
Planning Enforcement	3. Sustained Economic Vibrancy	3.2 Implementation Of Planning Policy	Deliver timely and responsive Planning Enforcement service	Compliance with statutory timelines. Give effect to outcomes from Internal Review	P3A: Total number of planning cases referred to or initiated by the local authority in the period 1/1/2020
Housing Estates	3. Sustained Economic Vibrancy	3.2 Implementation Of Planning Policy	Manage the resolution of Unfinished Housing Developments. Increased number of housing estates taken in charge. Framework prepared and works being implemented	Increase: No of developments brought to acceptable standard, Bonds drawn & works	Not Applicable
Planning Policy	3. Sustained Economic Vibrancy	3.2 Implementation Of Planning Policy	Active Land Management initiatives through the Vacant Sites Register, Housing Land Availability Studies and Strategic Land reserve.	Implement Active Land Mgt initiatives through the V Sites Register, HAS & SL res	Not Applicable
Planning Policy	3. Sustained Economic Vibrancy	3.7 Growth Preparedness	Provide Strategic Planning Guidance through the preparation of statutory County development Plan and Local Area Plans	Commencement CDP Review Process	Not Applicable
Housing Infrastructure Implementation Team	3. Sustained Economic Vibrancy	3.7 Growth Preparedness	Support the implementation of Urban Expansion Areas (UEAs) within Cork County Council's jurisdiction.	Progress implementation of UEAs. Water Rock, Carrigtwohill, Monard & Cobh	Not Applicable
Planning Policy	4. Climate and Environment	4.1 Green Is Core	Carry out an Environmental and Infrastructure Audit to support the preparation of the CDP and the Strategic Environmental Assessment of the CDP	Finalise the preparation of Env & Infr Audit to support the CDP & SEA of CDP	Not Applicable



Archaeology, Heritage and Conservation Services	4. Climate and Environment	4.3 Natural Assets	Manage and provide expert advice on the provision of Archaeology, Heritage and Conservation services across Council including the Planning Control, administering the Nat Arch Cons grants	Compliance legislative requirements. avail of funding opportunities, education	Not Applicable
Traffic and Transport	4. Climate and Environment	4.6 Supporting Sustainable Transport	Promote all modes of transport including public transport, walking and cycling to improve the movement of people within and beyond the County	Deliver NTA funded public transport/cycle/walking schemes, Little Island Study.	Not Applicable
<b>Roads and Transportation - 12 Objectives</b>					
Roads Management Development - Public Lighting (O&M)	4. Climate and Environment	4.4 Sustainable Communities	Substantially complete the annual New Public Lighting Programme 2020. Maintain Public Lighting Stock	Substantially complete by Q4 2020	Not Applicable
Roads Management & Development - Public Lighting - (O&M)	4. Climate and Environment	4.4 Sustainable Communities	Substantially complete the 2018/2020 LED Public Lighting conversion programme	Substantially complete by Q4 2020	Not Applicable
Fleet Management	4. Climate and Environment	4.6 Supporting Sustainable Transport	Continue collaboration with the Energy & Climate Change Dept. in striving to achieve reduced energy usage targets & maintaining ISO50001 accreditation. Roll out Fuel Mgt Strategy & Fleet Safety Policy	Ongoing	Not Applicable
National Road Design	5. Capacity for Growth	5.1 Sustainable Transport Infrastructure	Issue Notices to treat and appoint Technical Advisors for remaining phases of M28 Cork to Ringaskiddy (subject to Judicial Review Outcome) as envisaged in Corporate Plan Strategic Theme 5.1	Complete by Q4/2020	Not Applicable
National Road Design	5. Capacity for Growth	5.1 Sustainable Transport Infrastructure	Contractor to progress main construction contract on the N22 Macroom-Baile Bhuirne Macroom Scheme	Partial Completion by Q4/2020	Not Applicable
Regional & Local Road Design	5. Capacity for Growth	5.1 Sustainable Transport Infrastructure	Complete rehabilitation/replacement of bridges & other roads structures on Regional & Local Roads	At least 33 bridges & other roads structures by Q4/2020	Not Applicable
Regional & Local Road Design	5. Capacity for Growth	5.1 Sustainable Transport Infrastructure	Preparation of strategic & specific improvement grant applications for regional & local roads projects	Applications for agreed projects to be submitted by Q3/2020	Not Applicable
Roads Operations	5. Capacity for Growth	5.1 Sustainable Transport Infrastructure	Deliver the 2020 approved RI, RM, Drainage, CIS, LIS & Safety Improvement Schemes across the county	Complete by Q4/2020	R2A: Kilometres of regional road strengthened during 2020
Roads Operations	5. Capacity for Growth	5.1 Sustainable Transport Infrastructure	Deliver approved programme of verge maintenance and town approaches improvements as provided for in the Council's Budget	Complete by Q3/2020	Not Applicable
Roads Management & Development - Road Safety	5. Capacity for Growth	5.1 Sustainable Transport Infrastructure	Investigate all fatal accident sites for possible road contributory factors/hazards identification. Participate in RSTWG. Complete the intro of 30km/h speed limit byelaws in further nominated estates	Within 2 months of accident and bye-laws in Cork County Council Housing Estates	Not Applicable
Public Lighting Energy Efficiency Project (PLEEP) South West Regional - Lead Authority	5. Capacity for Growth	5.8 Projects Of Scale	As lead authority for SW Region appoint main works contractor for Design/Build & appoint Employers Rep to act as NEC Manager for delivery of PLEEP working with the RMO and commence supervision of cons	Award by Q4/2020	Not Applicable
Fleet Management	6. Service Quality	6.4 Business & Service	Complete the approved Fleet Replacement Programme 2020	Complete by Q4/2020	Not Applicable

Water Services/Coastal/Flood Management - 12 Objectives					
Coastal Management & Flood Projects	3. Sustained Economic Vibrancy	3.3 Tourism As A Rural Catalyst	Dursey Cable Car: Technical Maintenance & Inspection, including scheduled monthly CCC inspections, and proposed modification works.	Maintain regulatory compliance	Not Applicable
Capital Projects Office - Water Infrastructure Design	3. Sustained Economic Vibrancy	3.5 A Base For Investment	Comply with Service Level Agreement, Annual Service Plan and Irish Water Protocols, agreed with Irish Water, for the efficient delivery of cost effective Water Services Capital Projects.	Maintain overall rating for delivery of the Irish Water ASP as achieved in 2020	Not Applicable
Coastal Management & Flood Projects	4. Climate and Environment	4.3 Natural Assets	Flood Projects - Progress OPW funded major & minor flood schemes	Major & minor projects-100% recoupment by year end	Not Applicable
Drinking Water Production Operations	4. Climate and Environment	4.5 Water	Comply with the Service Level Agreement, Protocols and Annual Service Plan agreed with Irish Water to ensure availability of drinking water in compliance with Drinking Water Regulations	Maintain overall rating for water quality under the Irish Water ASP	Not Applicable
Drinking Water Distribution Operations/Wastewater Networks Operation & Maintenance	4. Climate and Environment	4.5 Water	Implement Find & Fix Programme in accordance with Agreement with Irish Water	Achieve reductions in UFW in line with Find & Fix Agreement targets	Not Applicable
Small private schemes Water Quality	4. Climate and Environment	4.5 Water	Update of small private schemes database and adoption of a suitable risk approach to ongoing monitoring	Update Register in co-operation with the Environment Dept	W1: % of Private Drinking Water Schemes in compliance with statutory requirements in respect of the monitoring of the quality of private drinking water supplies during 2020
Group Schemes Funding Grants	4. Climate and Environment	4.5 Water	Continue to support Group Scheme development in the county and ensure timely application for grant support to individual group schemes and payment of subsidies.	Maintain or increase 2020 GWS/GSS grant support Achieve MARWP TIC targets	W1: % of Private Drinking Water Schemes in compliance with statutory requirements in respect of the monitoring of the quality of private drinking water supplies during 2020
Well Grant Applications	4. Climate and Environment	4.5 Water	Determine the timely assessment and processing of well grant applications	Process 80% of all applications within 6 weeks. Pilot new DWG admin system	Not Applicable
Wastewater Treatment Plants and Pumping stations	4. Climate and Environment	4.5 Water	Comply with the Service Level Agreement, Protocols and Annual Service Plan agreed with Irish Water to provide effective wastewater treatment and collection system	Maintain overall rating for delivery of the Irish Water ASP as achieved in 2019	Not Applicable
EPA Water reports and point of contact	4. Climate and Environment	4.5 Water	Ensure all results, notifications and reporting are uploaded to EPA EDEN website in the agreed timeframe.	Report 100% of incidents & notifications with corrective actions within 4 weeks	Not Applicable
Coastal Management & Flood Projects	5. Capacity for Growth	5.6 Coastal Resource	Coastal Projects - Management & completion of capital schemes funded by DAFM, OPW & other Gov. agencies	100% Recoupment by end of year, Minimum Standard 1 recoupment per year	Not Applicable
Drinking Water Distribution Operations/Wastewater Networks Operation & Maintenance	6. Service Quality	6.4 Business & Service	Provide timely reports on water/wastewater connection applications.	Process 90% of all applications within 4 weeks.	Not Applicable
Total Objectives submitted by all Directorates		123			