

Cork County Council
Corporate Plan
2019-2024





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Foreword To Corporate Plan 2019 – 2024

Cork County Council, the largest local authority in the country in geographical area and the second largest in terms of population and operations, governs the most unique and diverse combination of areas in the country. Our role is to ensure that we maximise the opportunities for investment in our economy and lifestyle offering by being creative, competitive and ambitious. We want to be the leading authority, across our political, executive and collaborative engagements with all stakeholders, to deliver on these bold future goals.

In a demonstration of our unique approach, this Corporate Plan has been prepared using an innovative service design process, where the user needs are at the centre of the service. Extensive consultation with record levels of engagement was undertaken across a range of our stakeholders, such as our Elected Members, staff, citizens and a wide range of other external participants.

The Council's eight Municipal District committees were individually consulted during this process, reflecting the enhanced statutory decision-making role for our Elected Members, and the importance of their support in our service delivery.

Such an approach has in effect humanised our services, identifying what people want Cork County to become and achieve over the next five years, resulting in the creation of our key priorities and the strategic objectives set out in the plan.

This Corporate Plan is our roadmap for the next five years, detailing the vision and core values which underpin our activities, as well as the outcomes we aspire to, for Cork County. Our commitment is to the provision of the highest standards of daily on the ground service delivery, together with the strategic and sustainable growth of Cork County.

The plan is also a key reference point for the annual budget and capital work programmes, and will form the foundation for the Council's Annual Service Delivery Plans. This will ensure that there is a continued focus from our Elected Members and staff on the delivery of the Corporate Plan's ambitious objectives.

As a living document, this Corporate Plan can and will be amended to reflect any changes in emphasis or direction that may be required, ensuring that it remains a relevant guide for Cork County Council over the next five years. This agility will allow Cork County Council to respond to any variations which may arise in our operating environment between now and 2024.

We are confident that this plan will form a vital part of our planning for the future economic growth of Cork County, and for the provision of services to enhance the wellbeing of the citizens of Cork County.

The Deputy Mayor of the County of Cork

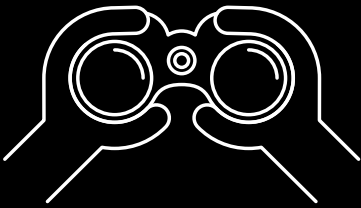
Cllr. Martin Coughlan

Chief Executive of Cork County Council

Tim Lucey

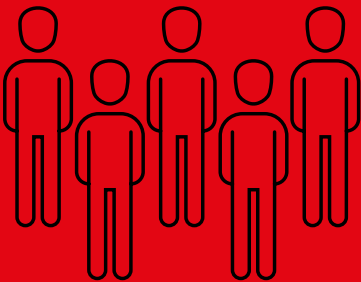


Our Vision



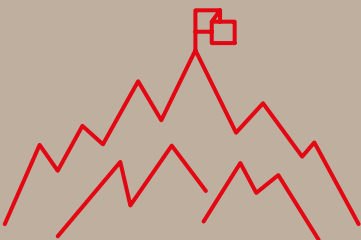
Our Vision for the County

An ambitious county of thriving communities with limitless opportunities



Our Vision for the Council

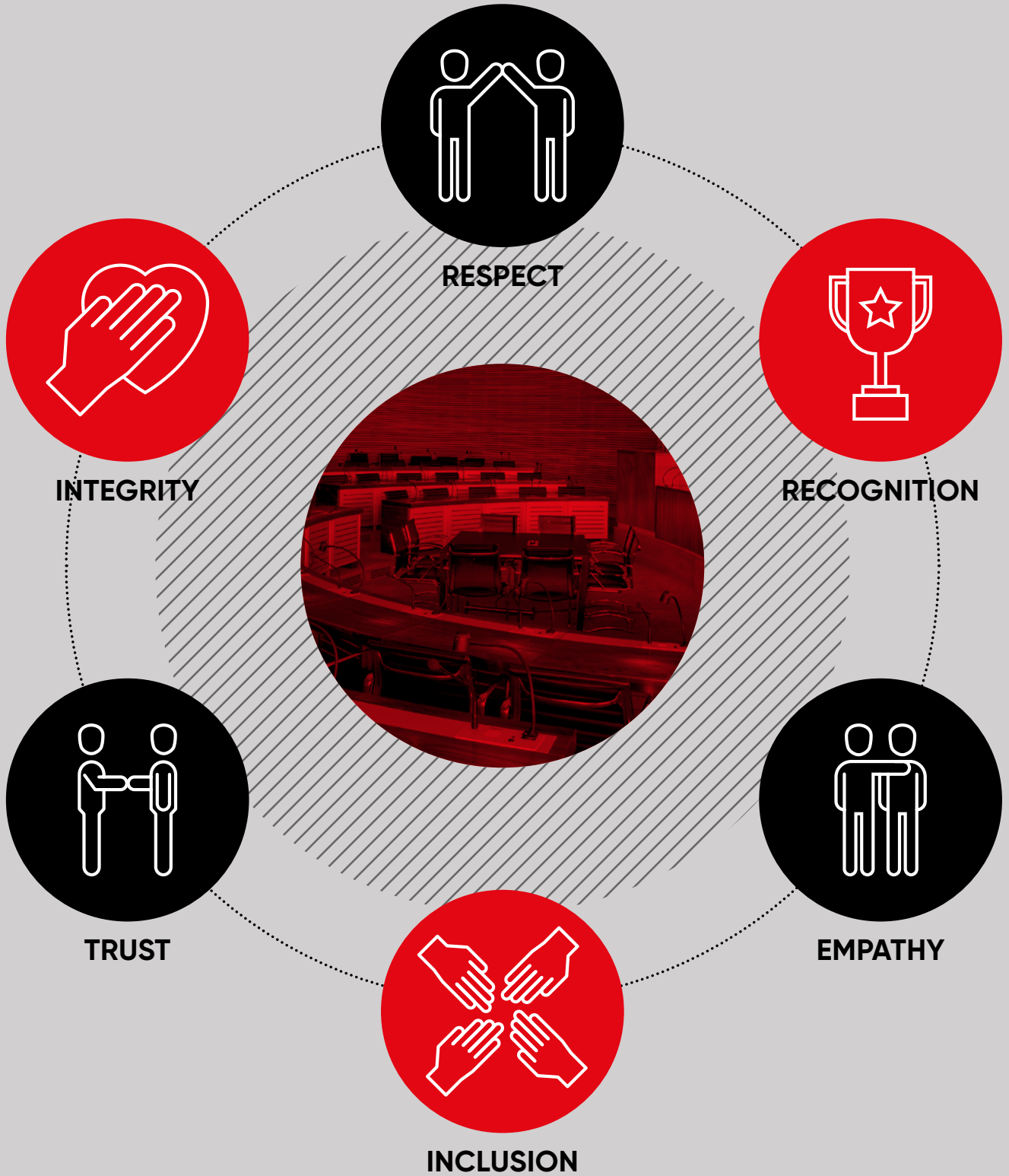
A Council that leads through inclusiveness, agility and ambition, empowering our communities through our people and services



Our Mission







A committed, innovative and inclusive approach to deliver the potential of Cork County for all our people

Our Values



Defining Our Character

The character and attributes of our Council are how we live our values. We nurture and promote these attributes in our work and in how we interact with each other and with our citizens, communities and businesses. These attributes are central to the manner in which Cork County Council will deliver this Corporate Plan.

 Committed	 We Deliver
 Responsive	 Fair
 Driving the future	 Successful
 Innovative	 Best in Class
 Ambitious	 Enhancing
 Challenging	 Supportive
 Leaders	 Resolute
 Empathetic	 Courageous
 Cohesive	



Section 1

Cork County Profile



Cork County Profile

With a population of 332,255, Cork County is the second largest Local Authority nationally, and the largest outside Dublin.

Population growth between the Census exceeded the national average of 3.8%.

- **Population 332,255 – up 4.3%**
- **0-14 years old – 76,270 – up 4.4%**
- **15 – 64 years old – 210,185 – up 1.5%**
- **Over 65 – 45,800 – up 19.3%**

Cork is the strongest economic region in Ireland outside of Dublin, with the greatest number of active enterprises, and Cork County being home to the second largest Labour Force in Ireland. ERSI research shows the Cork region to have the highest number of jobs in foreign-owned firms per capita.

- **50% more enterprises (City & County) than any other county outside Dublin**
- **13.3% increase in number of enterprises between 2015 – 2017**
- **Labour Force – 156,016**

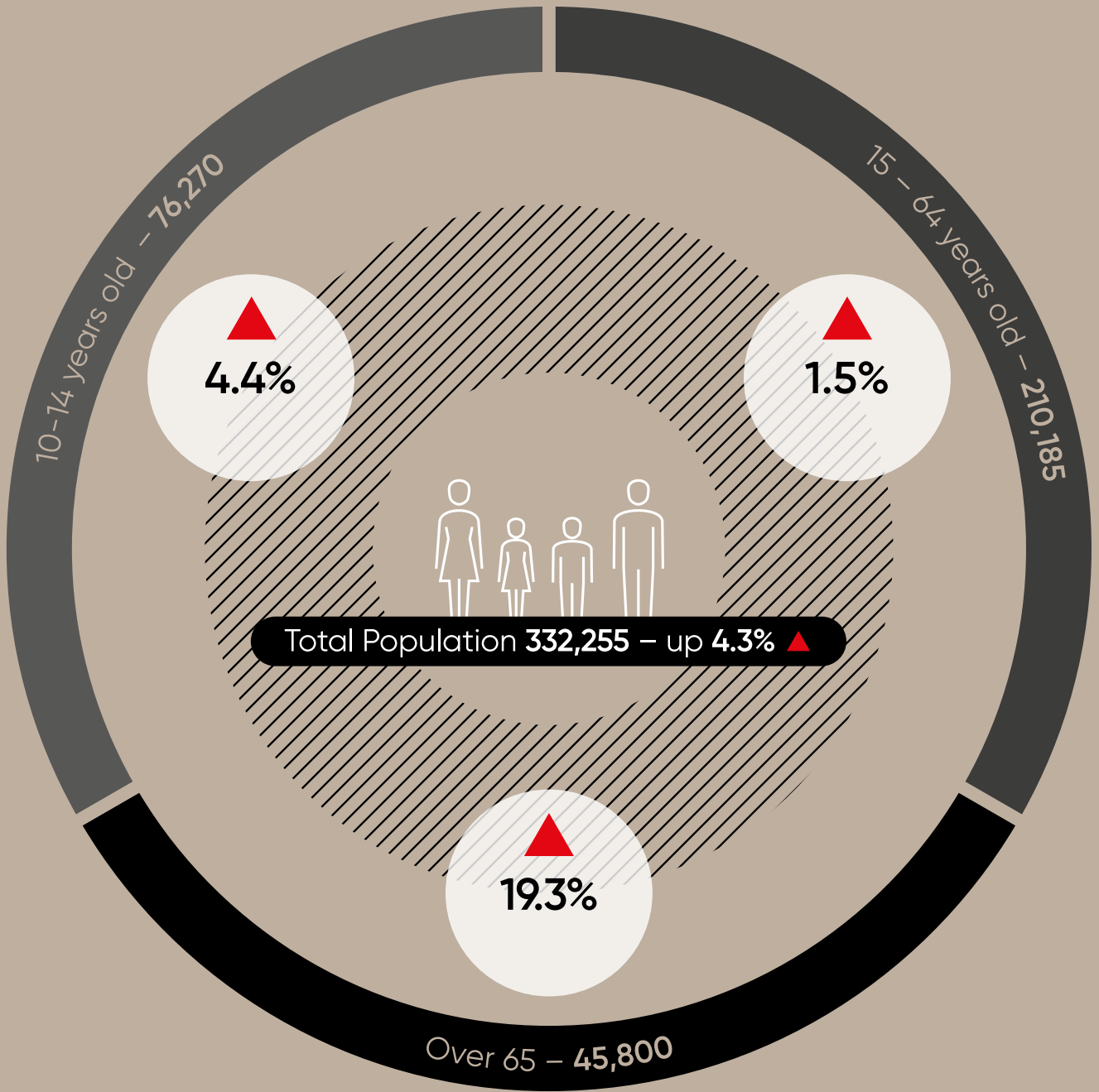
As the overall national economy has grown and developed in recent years, Cork County has experienced a 66.7% reduction in the number of Department of Social Protection Live Register recipients over the past 10 years, ahead of the State average of 58.5%.

- **66.7% reduction in Live Register in 10 years**

Cork County's knowledge and skills base has grown, with increases at all levels of further education beyond secondary school.

More than 38,000 of the population have attained a technical or apprenticeship education. Numbers attaining higher 3rd level rose by more than 25%.

- **Higher 3rd level education achievement – up 25.8%**
-



Cork County – Socio-Economic Snapshot

Cork County			
Population	2016 (Number)	2016 (%)	2011 – 2016 % Change
Overall	332,255		+4.3%
0-14 year old	76,270	(23.0%)	+4.4%
15-64 year old	210,185	(63.3%)	+1.5%
65+	45,800	(13.8%)	+19.3%

Economic Status	2016 (Number)	2016 (%)	2011 – 2016 % Change
Labour Force	156,016		+2.6%

Industry of Employment	2016 (Number)	2016 (%)	2011 – 2016 % Change
Agriculture/Forestry/Fishing	11,653	(8.3%)	-4.1%
Building & Construction	8,248	(5.8%)	+8.4%
Manufacturing Industries	22,872	(16.2%)	+13.8%
Commerce & Trade	30,005	(21.3%)	+5.8%
Transport & Communications	9,472	(6.7%)	+22.3%
Public Administration	6,551	(4.6%)	-4.8%
Professional Services	32,052	(22.7%)	+12.6%

Education	2016 (Number)	2016 (%)	2011 – 2016 % Change
No formal/Primary	23,911	(11.1%)	-15.3%
Lower Secondary	32,923	(15.3%)	-9.4%
Upper Secondary	40,085	(18.6%)	-5.3%
Apprenticeship/Technical	38,512	(17.8%)	+7.0%
Lower 3rd Level	28,939	(13.4%)	+10.6%
Higher 3rd Level	40,716	(18.9%)	+25.8%
All 3rd Level	69,744	(32.3%)	+19.0%

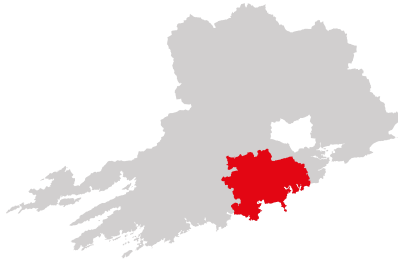
Family Cycle	2016 (Number)	2016 (%)	2011 – 2016 % Change
Pre-Family	6,671	(7.6%)	-19.4%
Empty Nest	8,923	(10.2%)	+2.9%
Retired	8,887	(10.2%)	+36.1%
Pre-School	8,701	(10.0%)	-18.6%
Early School	11,128	(12.8%)	+12.9%
Pre-Adolescent	10,450	(12%)	+11.6%
Adolescent	10,846	(12.4%)	+12.7%
Adult	21,651	(24.8%)	+4.2%
Lone Parent Families	6,058	(15.3)	-2.2%
Childcare ECCE Registrations 2017/18	12,604 23% community 77% Private	-	-

Transport	2016 (Number)	2016 (%)	2011 – 2016 % Change
Green Modes of Transport to Work/ Education	20,701	(9.5%)	+2%
Use of Public Transport to Work/Education	18,278	(8.4%)	+10.5%
Use of Private Transport to Work/ Education	159,423	(73.2%)	+11.4%

Housing Type	2016 (Number)	2016 (%)	2011 – 2016 % Change
House/Bungalow	110,771	(94.1%)	+4.0%
Flat/Apartment	5,286	(4.5%)	+4.5%

Housing Tenure	2016 (Number)	2016 (%)	2011 – 2016 % Change
Owner Occupier (All)	86,286	(73.5%)	+1.2%
Owner Occupier with mortgage/loan	39,002	(33.2%)	-5.4%
Owner Occupier Owned outright	47,283	(40.3%)	+7.3%
Rented Private Landlord	17,544	(14.9%)	+4.2%
Rented Local Authority or Voluntary Body	8,211	(7.0%)	+21.7%

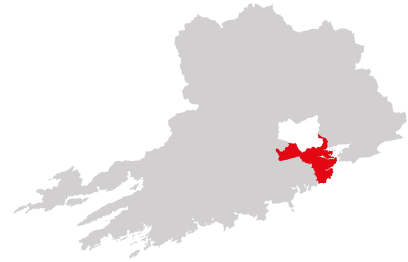
Municipal Districts (1/2)



Bandon – Kinsale

Population 37,269

- 3rd fastest growing Municipal District – Population growth of 6.1%
- Strong employment growth between the census in Manufacturing industries, Transport and Communications

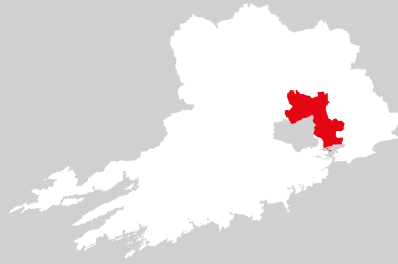


Carrigaline

Population 35,330

- Highest proportion of working age population in Cork County
- 41% achievement at 3rd Level education

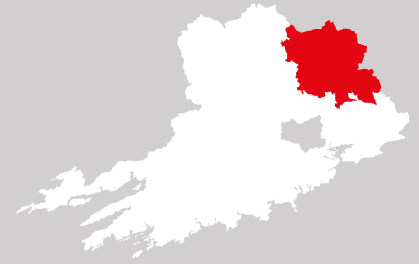




Cobh

Population 34,209

- Population growth of 0-14 age profile at double State average
- Second fastest-growing population at 6.8% growth



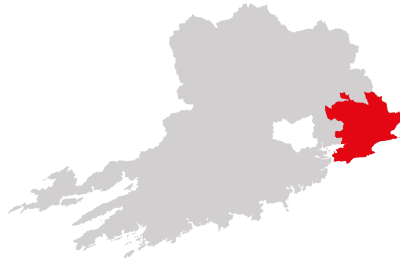
Fermoy

Population 36,406

- 20% increase in employment in manufacturing industry between Census



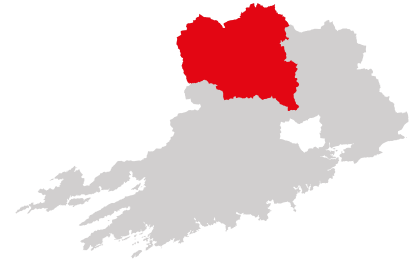
Municipal Districts (2/2)



East Cork

Population 45,441

- Fastest-growing population at 7.2% growth
- Leading the way in growth of alternative forms of transport
- 25% increase in use of Public Transport
- 12.5% increase in using green modes of transport

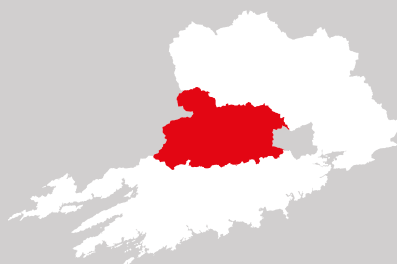


Kanturk – Mallow

Population 54,092

- Largest Municipal District by population
- 25.7% of the Kanturk – Mallow MD population base are classified as ABC socio-economic profile
- 11.1% of the MD population are classified as farmers, 2.1% above the Cork County average





Macroom

Population 36,803

- Fastest-growing commerce, trade, transport and communication employment industries in the County



West Cork

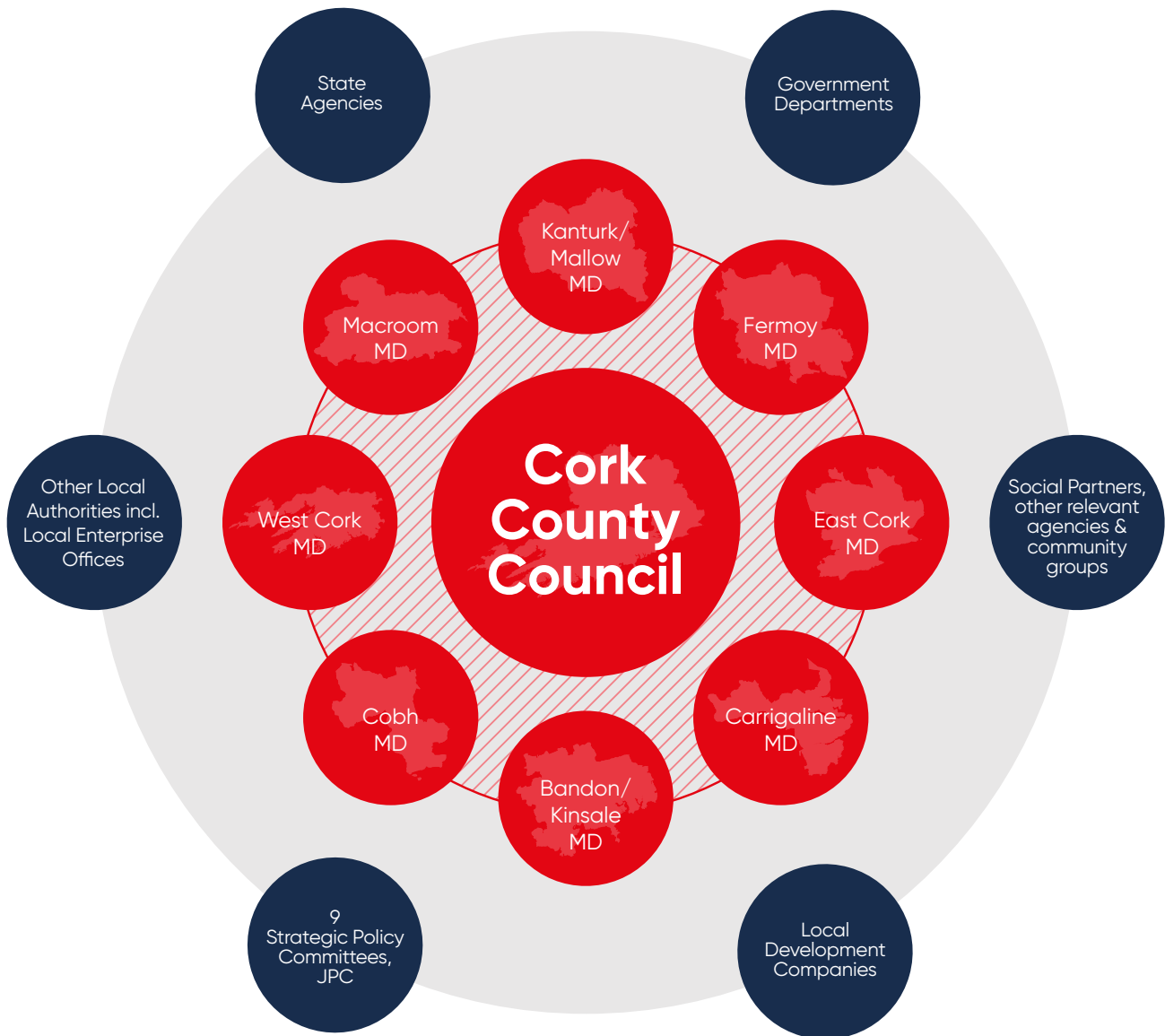
Population 52,705

- Second largest Municipal District by population
- Largest population and proportion of agricultural sector workers
- Municipal district with the lowest proportion of population in the 0-14 year old and 15-64 year old age profiles.

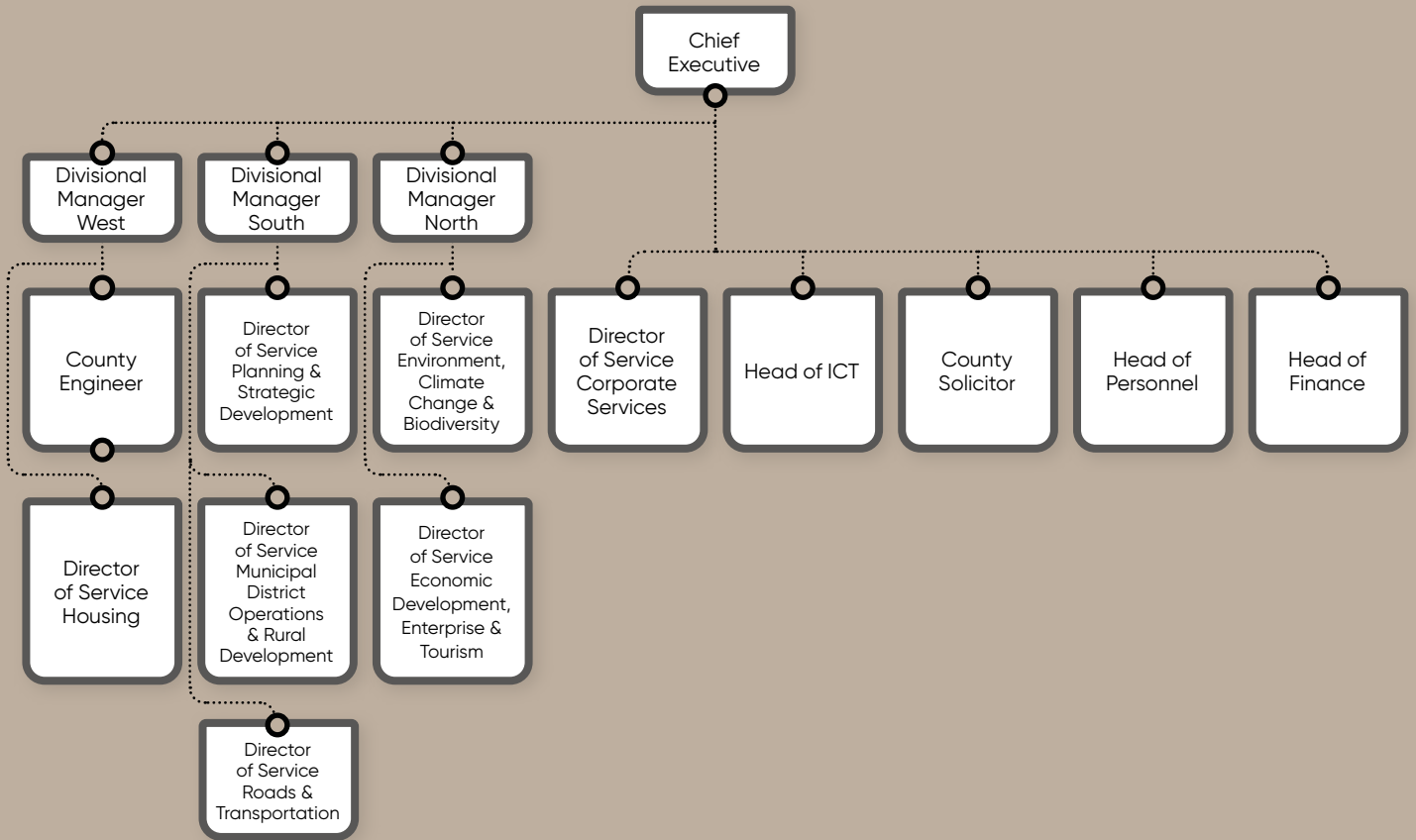


Section 2

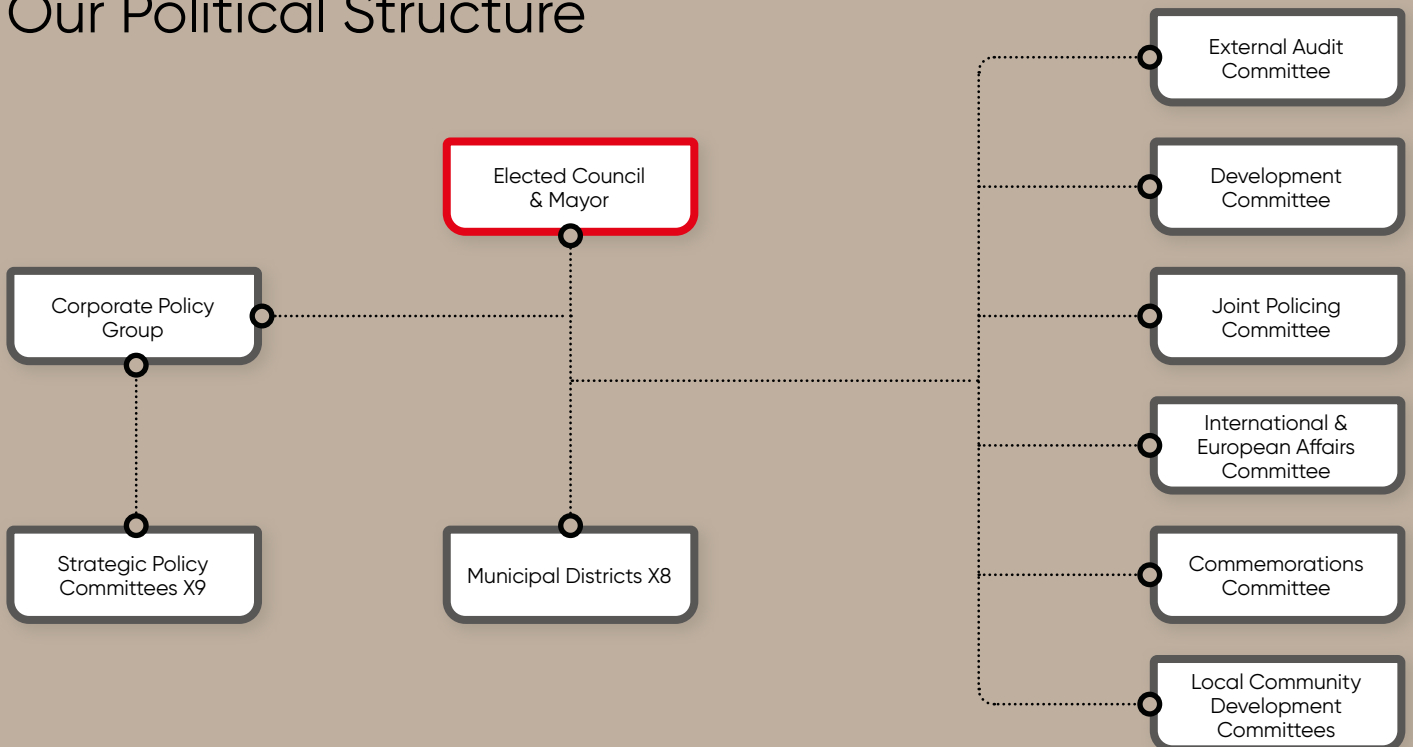
About Cork County Council



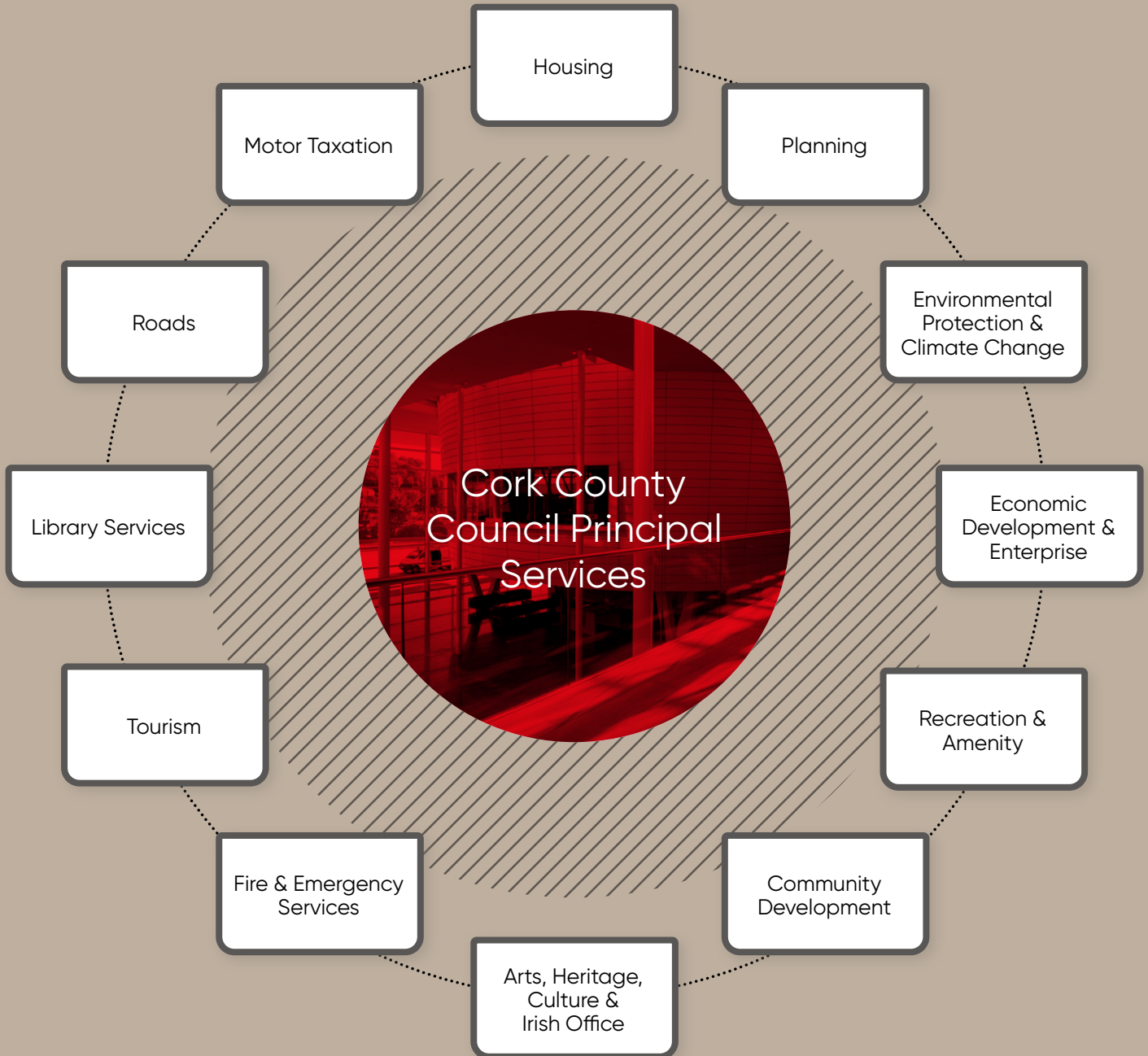
Our Organisation's Structure



Our Political Structure



Our Principal Services





Section 3

Overview Of Achievements



Cork County Council
Highlights 2014-2019

€2 Billion 

Invested across Cork County

Supporting Business

€6.8m

Economic Development
Fund promoting economic
development and job
creation opportunities

€1.8m

5-year Rate Relief Scheme –
benefitting 6,000 ratepayers
annually

€1.25m 

Invested in local events and festivals

Housing

€266m 

Housing and building
being delivered

1,400 

Housing allocations have been
made since 2015

26% 

Amount 2018 housing targets were
exceeded by

Roads

€374m 

Invested in maintenance and management of
our 12,500km road network

Environment and Recreation

€113m 

On recreation and amenities

€198m 

On environmental projects

€194m 

Invested at Municipal District level

€8.5m

In General Municipal Allocation to
community groups and organisations
across Cork County

Review of Corporate Plan 2014 – 2019

2015 – 2019 saw an unprecedented period of reform and change to the Council's operating and legislative environment. This review of the Corporate Plan has brought to the fore a diverse range of achievements which are testament to the professionalism and dedication of both staff and elected members of Cork County Council. Some of the objectives achieved over the period of the Corporate Plan are as follows:

Cork County Council Delivering Through Municipal Districts:

- Funding was provided to Municipal Districts through a package of schemes such as the General Municipal Allocation, Village Enhancement Fund and the Town Development Fund
- Various public realm improvement works were completed throughout the county
- €1.6m was spent on the provision of playgrounds
- €7m was spent on street cleaning
- €7m was spent on the development and maintenance of the Council's burial grounds

Cork County Council Supporting the Local Economy:

- Over €4m was paid out in enterprise support grant payments
- Over 844 training programmes were provided, and 6,870 mentoring visits were made
- In 2017 Boston-based Mass Challenge was launched, which is an enterprise support-based accelerator competition for Cork start-ups

Cork County Council Supporting Tourism:

- Spike Island was opened and won the award of Europe's Leading Tourist Attraction at the prestigious World Travel Awards
- Further development and enhancement works were carried out on Camden Fort Meagher
- Michael Collins House was opened
- Youghal Clock Gate Tower was opened
- Further enhancement works were carried out on St Mary's Collegiate Church in Youghal
- First Iron Man Competition in Ireland took place in Youghal in June 2019
- Joint tourism strategy was launched with Cork City Council "Growing Tourism in Cork – A Collective Strategy"
- Pure Cork tourism brand was launched and developed

Cork County Council Supporting the Delivery of Housing:

- The Choice Based Letting System was introduced resulting in the refusal rate falling to 7%
- Introduction of a new Housing Response Maintenance System
- Over 3,000 private housing grants were provided to homeowners or tenants to help older people and those with a disability to continue to live independently in their own homes

Cork County Council Providing and Maintaining Roads:

- Extensive development works were carried out at The Regional Park, Ballincollig
- Delivery was advanced in respect of national roads projects such as the M8/N25 Dunkettle Interchange Upgrade; N22 Macroom Scheme; Cork Ringaskiddy motorway project

Cork County Council Protecting the Environment and Providing Recreation Facilities:

- The Council oversaw major remediation works at the East Tip section of the former steelworks site at Haulbowline
- In 2016 Cork County Council became the first local authority to achieve ISO50001 certification for its Energy Management System
- Climate Adaptation Strategy was launched in 2019
- The refurbished Dunmanway Pool was reopened in 2017

Cork County Council Providing Planning Services:

- Over 24,000 planning applications were received
- Over 107 estates were taken in charge by Cork County Council
- Eight Municipal District Local Area Plans were adopted in 2017

Cork County Council Supporting Communities:

- 77 projects were approved for LEADER funding up to the end of December 2018
- €18m was invested in library services
- Cork County Council continued to support the Cork County Public Participation Network, which has membership of over 700 community and voluntary groups
- Cork County Council's Age Friendly Programme was promoted

Cork County Council Focusing on Customer Service:

- New improved website was launched
- New digital customer interface YourCouncil.ie was launched which provides over 120 services online
- New Customer Service Strategy was launched in 2018

Section 4

Building The New Plan



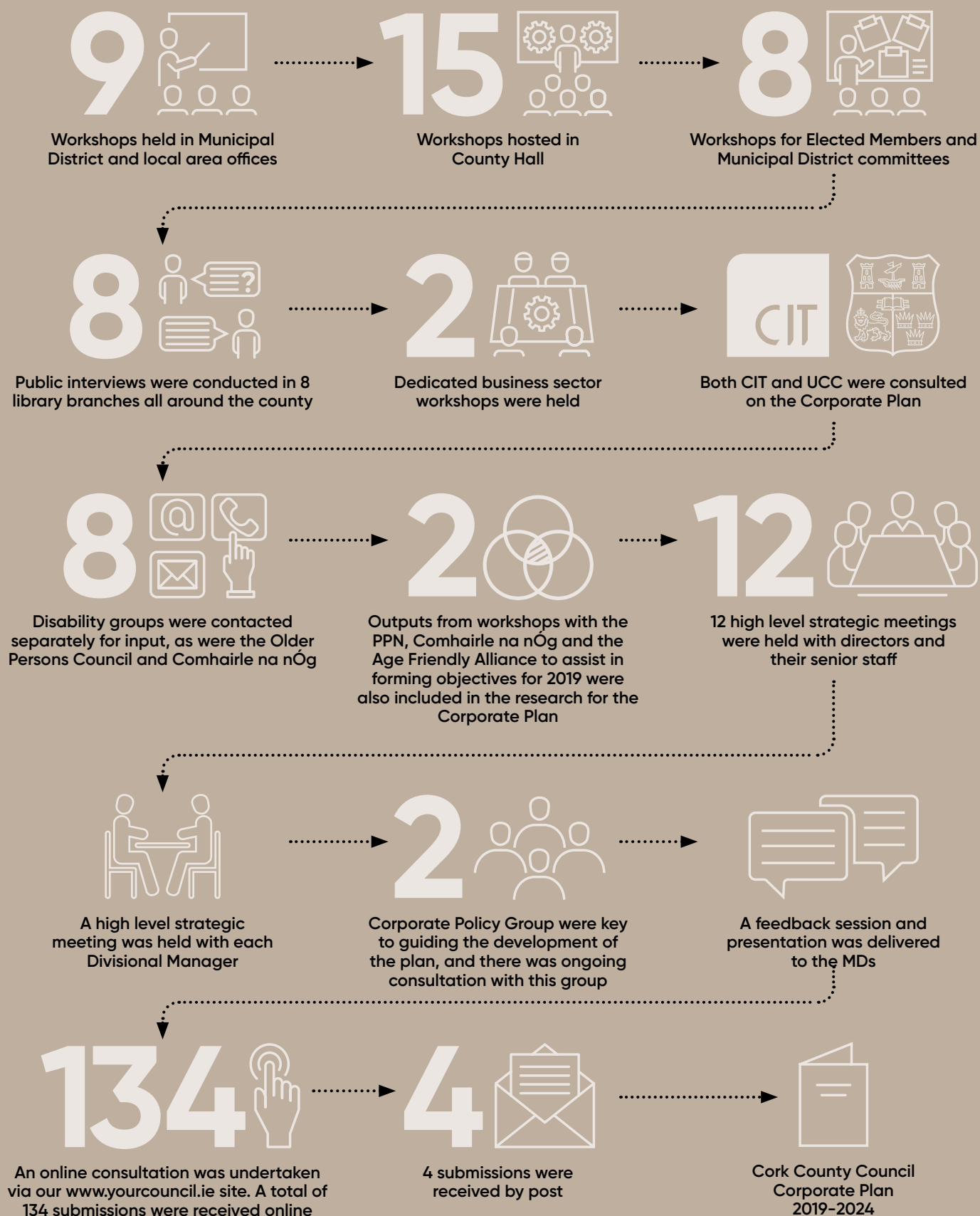
Our Approach

The Cork County Council Corporate Plan was developed through an open process of engagement with stakeholders. This level of collaboration and stakeholder insight will remain central to the delivery and monitoring of the plan through a continuous consultation model. Cork County Council is the first Local Authority in the country to co-design its Corporate Plan in this manner.

This engagement approach enabled the development of a Corporate Plan to be based on the values of our citizens and staff. Building our Corporate Plan around these values ensures the plan has relevance for everyone.

The outputs of the consultations informed the creation of a strategic framework for the Corporate Plan, ensuring that our purpose is aligned with the strategic themes that will guide our actions and activities over the lifetime of the plan.

The Development Process Included

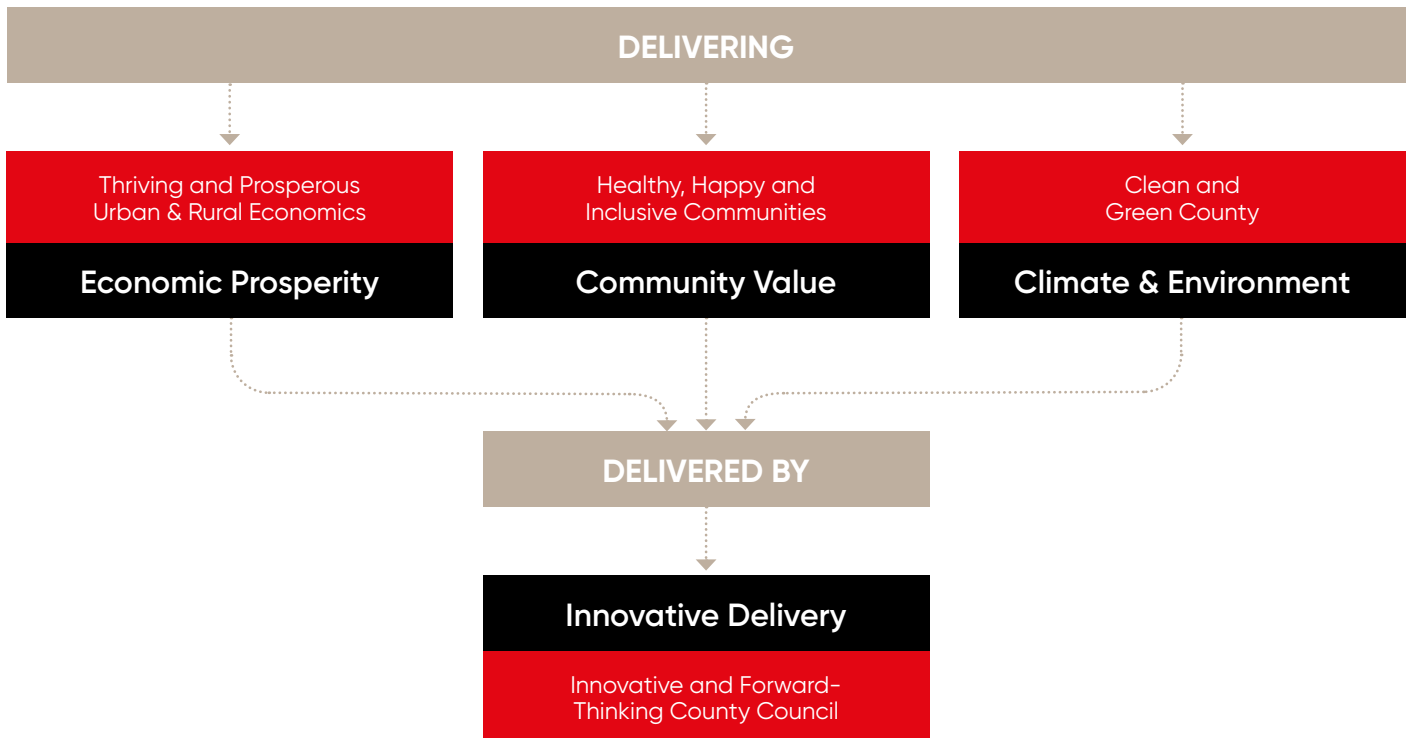


Section 5 Strategic Themes and Objectives

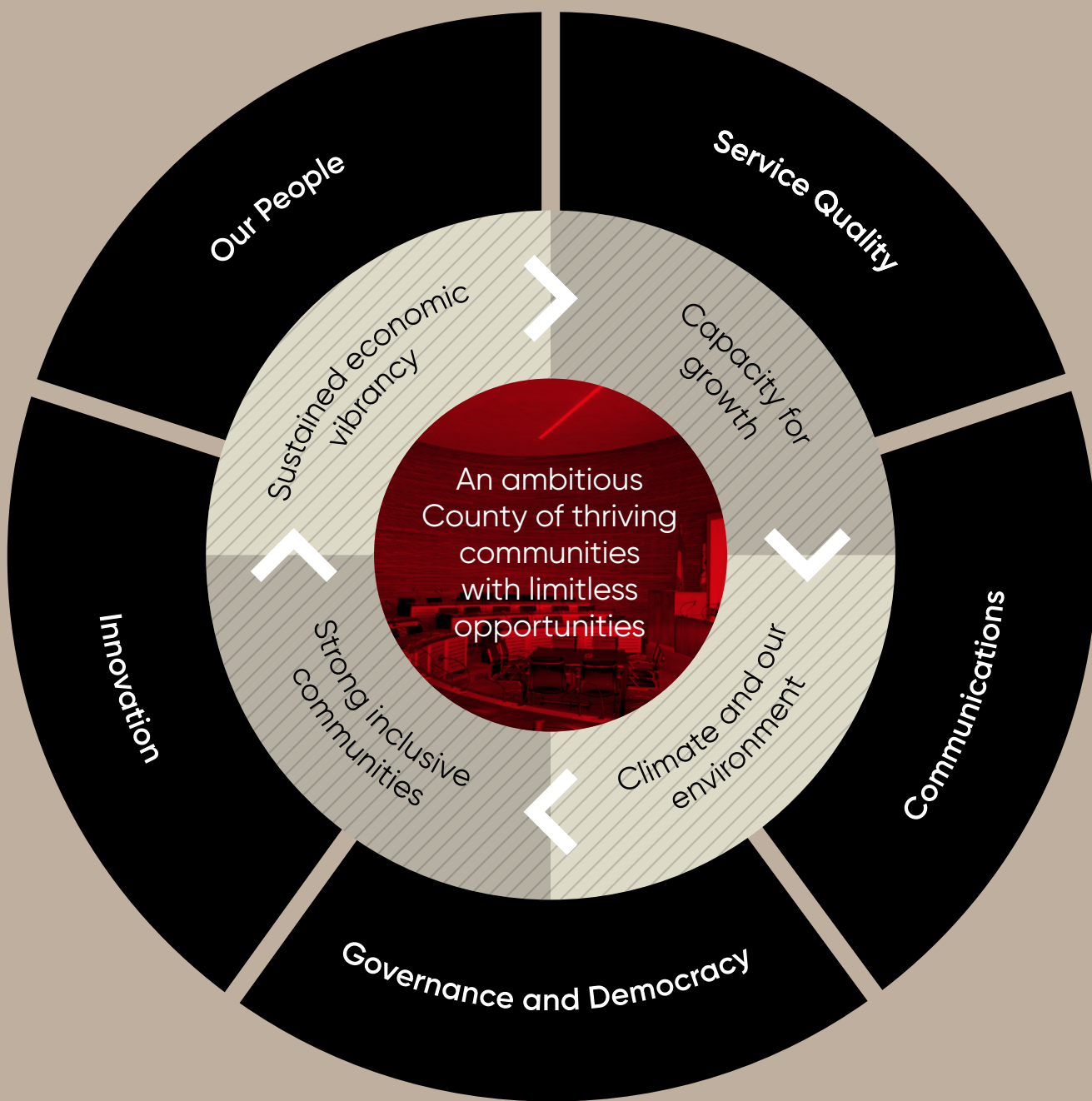


Our Strategic Purpose

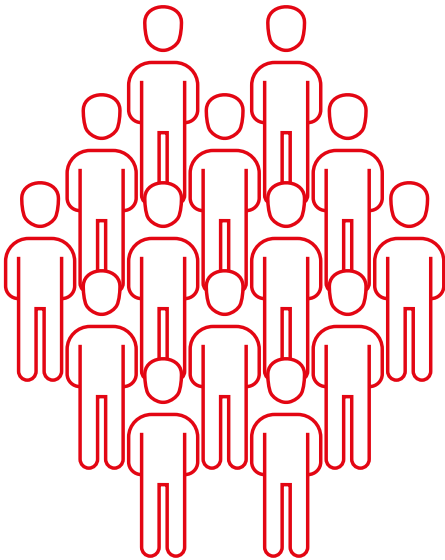
There are four areas of strategic purpose



Our Strategic Themes



Strategic Theme 1: Our People



Deliver our ambition with continuous investment in our people, focusing on engagement, participation, protection of human rights, diversity and equality.

1.1 Develop

Implement innovative staff training and development programming to evolve and upskill our team aligned with organisational requirements and staff needs supporting career development.

1.2 Knowledge base

Develop a base for knowledge retention within directorates, supported by capacity and competency planning and continuity programming.

1.3 Wellbeing

Enhance the culture of wellbeing supported by innovation that impacts on the social, physical and mental wellbeing of all staff and Elected Members.

1.4 Recognition

Recognise the value of our staff through engagement and communication.

1.5 Agility

Constantly review the organisational structures that will continually produce the best outcomes for Cork County Council, staff and the public.

1.6 Connected

Ensure a connected Cork County Council approach among all offices to maintain the integrated delivery approach across the county, led by our staff.

1.7 Enhance

Support and enhance the understanding of the role and profile of our Elected Members in accordance with the principles of representative and participative democracy.

1.8 Health & safety

Ensure a safe and efficient working environment through delivery of best practice standards of health & safety.

Strategic Theme 2: Strong Inclusive Communities

A collaborative approach to building healthy, inclusive and resilient communities through social and economic development, enhancing our urban and rural communities guided by a quality of life ethos.

2.1 Vibrant towns

Create vibrant town hubs through urban regeneration programmes, supported by initiatives that will deliver transformational impacts maximising the socio-economic potential of our towns.

2.2 Rural regeneration

Maximise the potential of our communities through innovative rural regeneration practices and the creation of future rural hubs that develop our rural areas, aligned with the needs of the community.

2.3 Social engagement

Enhance the conditions for increased engagement within our communities, increased use of public buildings and public spaces, while developing community innovation platforms to inspire ideas to develop well functioning communities, with increased levels of social and civic engagement.

2.4 Quality of life

Develop a quality of life approach that positions Cork County as the national exemplar for rural social wellbeing while meeting community expectations that support their quality of life focus in evolving socio-economic conditions.

2.5 Cultural base

Enhance and promote the artistic and cultural vibrancy of Cork County while protecting the cultural identity of our Irish-speaking communities.

2.6 Community capacity

Support the capacity-building of our communities to empower them to realise the social, economic and cultural outputs to contribute to our quality of life vision.

2.7 Older persons wellbeing

Develop a "best in class" approach to provide for our elderly community through age-friendly initiatives that enhance their social wellbeing.

2.8 Inclusion & integration

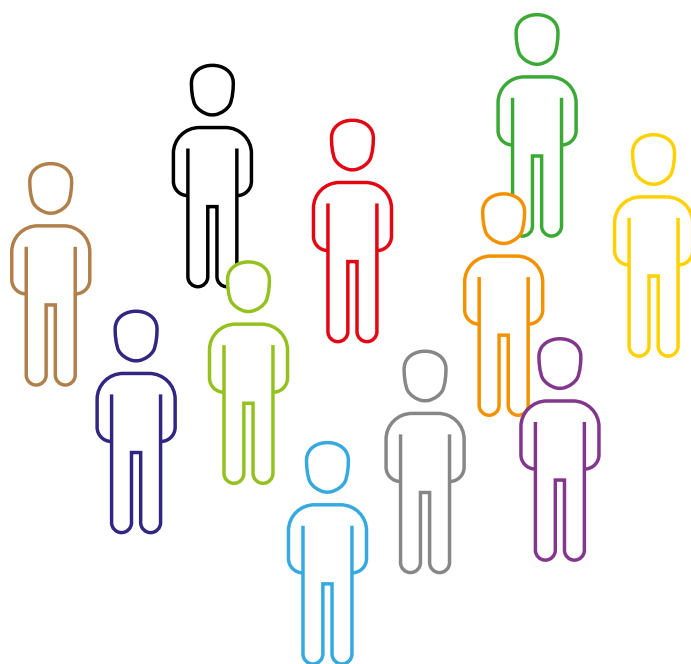
Expand community capacity to support social integration and inclusiveness across all of our communities, meeting all legal obligations under the Public Sector Equality and Human Rights Duty (Section 42, Irish Human Rights and Equality Act 2014).

2.9 Our young people

Support the development of conditions that allow the young people of Cork County to reach their potential and contribute to their social, physical and mental wellbeing.

2.10 Accessibility

Ensure our services, infrastructure and facilities are universally accessible for all members of our community.



Strategic Theme 3: Sustained Economic Vibrancy

Develop a vibrant Cork County economy that will sustain our social, economic and community development ambitions.

3.1 Partnership for growth

Focus strategic partnership approach with the private sector, third-level institutions and government agencies to deliver the economic vision for Cork County, maximising our mutual networks and shared ambition.

3.2 Implementation of planning policy

Maximise the investment in Cork County through all national and regional development programmes in urban and rural regeneration, while providing assistance to all stakeholders to achieve the target outputs.

3.3 Tourism as a rural catalyst

Realise the potential of tourism across the county in enhancing our rural economy, supported through our approach to sustainable tourism development and tourism product development in order to extend the visitor season and visitor dispersion across the county.

3.4 Town cluster development

Develop new approaches to supporting existing and emerging sectoral clusters. Creating densities of economic activity around our main towns via initiatives such as the Digital Innovation Hubs.

3.5 A base for investment

Adopt an economic development approach that builds on the strengths of Cork County to support the growth of sectors such as life sciences, agri-tech, bio-pharma, digital, ICT. Build on Cork County's capacity to attract and support Foreign Direct Investment through the integrated range of services provided by Cork County Council, positioning Cork as the location of choice for major investment in existing and emerging sectors.

3.6 Micro enterprise

Work with our entrepreneurs and SMEs to create the conditions to support sustained growth while enhancing their capacity to grow.

3.7 Growth preparedness

Ensure future economic and land use strategies are aligned with the economic ambition for the urban and rural communities across the county.

3.8 International networks

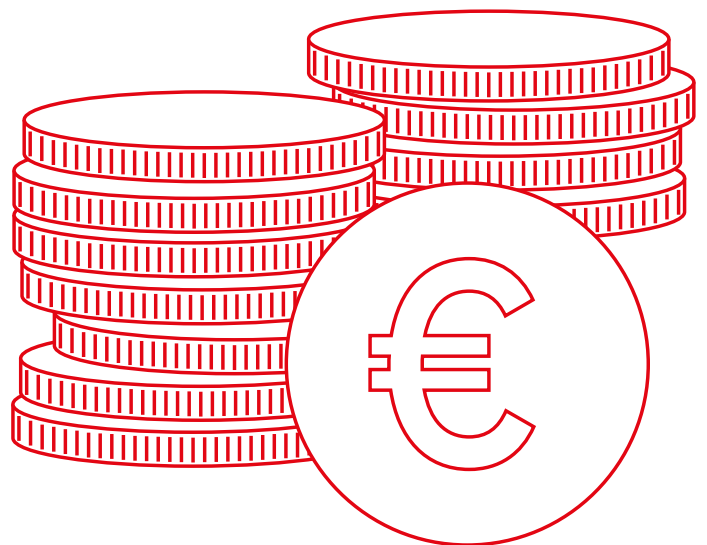
Maximise the opportunity of our global networks and EU-related projects to extend our international connections and deliver shared learning and best practice development achieved through socio-economic EU partner programmes.

3.9 Green sector

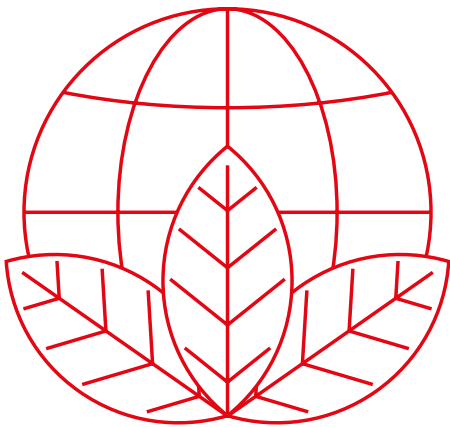
Develop Cork County as a major centre for the green economy, harnessing the opportunity provided through our portfolio of natural assets.

3.10 Marine assets

Realise the opportunities for Cork County presented by our marine assets, and continue to support Cork Harbour and our coastal areas as a catalyst for economic development.



Strategic Theme 4: Climate And Environment



Protecting our built and natural environment through sustainable development, and employing climate adaptation and mitigation practices that impact positively on meeting our climate action ambition for Cork County.

4.1 Green is core

Integrate a new strategic focus to climate adaptation and mitigation in our environmental approach that is embedded across all directorates. We will ensure all Cork County Council activities, resources, facilities and services are aligned with our environmental ethos, reflecting our continued ambition to lead in new approaches to environmental practices, and building resilience to climate change.

4.2 Measure impact

Measure the achievement of our climate and environmental ambition through key metrics that measure and guide our environmental performance.

4.3 Natural assets

Protect our natural assets and sustainably manage our valuable resources for our citizens and visitors to Cork County, supported by new approaches to bio-diversity.

4.4 Sustainable communities

Enhance our environmental services approach to increase our urban and rural communities' capacity to achieve mutual climate and environmental commitments, while developing an understanding of future needs and requirements in addressing climate change.

4.5 Water

Continue to support the protection of the quality of our water and water resources.

4.6 Supporting sustainable transport

Support the development of facilities and amenities that support sustainable modes of transport across the county.

Strategic Theme 5: Capacity For Growth

Develop the physical infrastructure and physical environment to provide the best operating conditions for our community and economic sectors.

5.1 Sustainable transport infrastructure

Develop a safe and quality infrastructural base through focused investment that supports the growth of Cork County as a major economic driver of the regional economy. This will be supported by a well connected urban and rural road and transport network to meet both the socio-economic and the access needs of our communities.

5.2 Urban regeneration

Deliver a programme of urban regeneration that maximises the potential of our towns as major hubs for socio-economic activity, setting a benchmark for urban regeneration.

5.3 Rural regeneration

Deliver our rural development ambition to deliver sustainable rural communities through a "best in class" ethos to enhance quality of life across all rural communities.

5.4 Place making

Invest in a programme of public realm and place making that supports our urban and rural regeneration activity, and enhances Cork County as a quality location to live, work and visit.

5.5 Housing

Deliver high standard and affordable dwellings to rent and purchase. Continue to support the development of construction by the private sector. Focus on addressing the challenges of homelessness.

5.6 Coastal resource

Maximise the economic and recreational value of our coast and islands, delivered via sustainable practices providing new sectoral opportunities through marine and its associated activities.

5.7 Tourism assets

Support the development of our tourism assets, experiences, activities and attractions to meet our tourism objectives of visitor dispersion and increased visitor spend through amenities such as our greenways, blueways, coastal areas and islands, trails and emerging growth areas such as adventure tourism.

5.8 Projects of scale

Meet our commitments to facilitate and deliver capital projects of scale that support the socio economic fabric of Cork County through a model of continuous improvement.

5.9 Broadband

Support the delivery of enhanced broadband provision to ensure every resident, business and community of Cork County has access to the optimum level of broadband services.

5.10 New forms of working

Support the development of facilities, hubs and associated infrastructure that supports new forms of working, including remote working that will stimulate our urban and rural communities.



Strategic Theme 6: Service Quality

Investment in people, place and process to deliver internal efficiencies and value for money in the delivery of quality services.

6.1 Service Design

Co-design services with citizens and staff, and embed a people-centred approach throughout the Council in how we deliver and enhance our services.

6.2 Digital Transformation

Continue the delivery of the programme of digital transformation and enhanced ICT systems to support existing and evolving requirements.

6.3 Innovative Processes

Continue our development towards increased levels of automation that will encourage responsiveness and engagement by the public, and improve service operational efficiencies.

6.4 Business & Service

Support a culture of continuous business process improvement across all directorates, designed to improve work flows and improve customer service.

6.5 Benchmark

Undertake continuous review and benchmarking of all service delivery, and measurement of increased efficiencies through new work processes.

6.6 Invest

Invest in the resources, technology, software and systems that will enhance the capacity of each directorate to improve operational efficiencies through innovative ICT solutions and continuous development of ICT services.

6.7 Plan

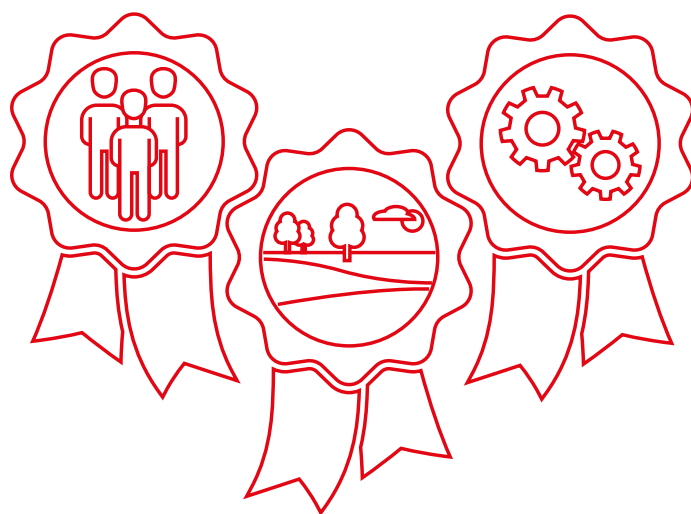
Preparation of strategic team development plans by each directorate aligned to the corporate plan, reflecting the changing needs of our urban and rural communities.

6.8 Engage

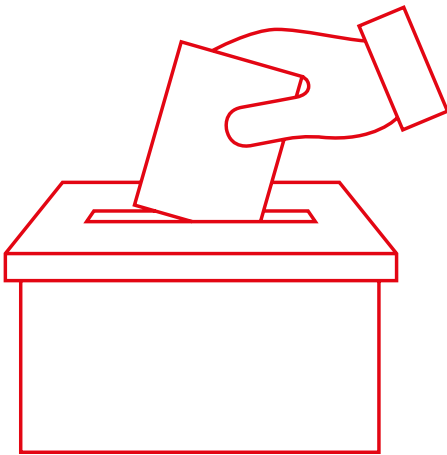
Continue citizen engagement to match service delivery and quality with the expectations of the public service users.

6.9 Deliver

Deliver Irish language services to maximise the opportunity to support the Irish language with the development of a Gaeltacht public service town.



Strategic Theme 7: Governance and Democracy



Enhancing local democracy through the delivery of our priorities and objectives, acting with integrity and in the public interest, consistent with our ethical, legal, regulatory and government policy obligations.

7.1 Democracy

Continue to enhance the processes and procedures to support an open and transparent Council.

7.2 Governance

Implement and maintain the highest standards of ethics and governance, standards in public office, management of fair and impartial regulation, adherence to the public spending code and public procurement requirements, continuous improvement in standards, monitoring business and financial performance, ensuring value for money across all Cork County Council activities.

7.3 Risk Management

Under the direction of Cork County Council's Risk Oversight Committee, operate and maintain a best practice risk management and monitoring system across all Cork County Council activities.

7.4 Business, Service & Systems

Support a culture of continuous systems reviews and business process improvement across all directorates, designed to improve management information, work flows and improve customer service.

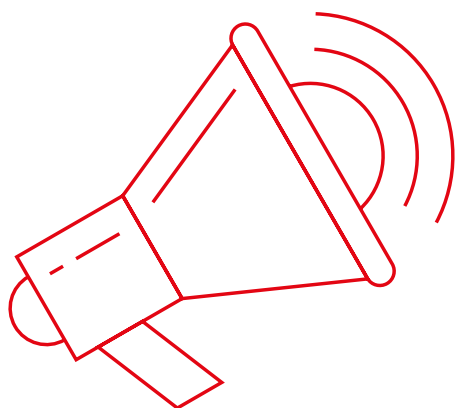
7.5 Enabling Elected Members

In collaboration with Elected Members, design new and improved means of communication, deliver training and support existing structures.

7.6 Internal Audit and Audit Committee

Continued operation and development of the internal audit function within and across the organisation. Ongoing liaison and interaction with the Local Government Audit service and Auditors. Assist the Audit Committee in fulfilling its obligations under section 59 of Local Government Reform Act 2014.

Strategic Theme 8: Communications



Enhance our relationships with our stakeholders through internal and external communications programming to increase awareness of the breadth of services and activities, and to celebrate our successes.

8.1 Plan

Develop a corporate communications approach to guide all internal and external stakeholder communications, as well as developing new approaches to signposting services and engaging with our communities.

8.2 Collaboration

Enhance cross-directorate information-sharing and collaboration structures to share knowledge, realise new operational efficiencies and foster greater awareness of the scale of activity delivered through our directorates and our people.

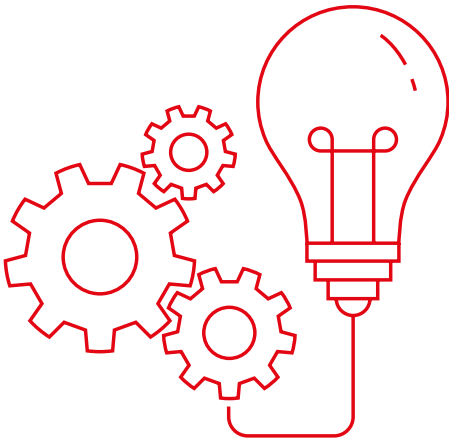
8.3 Brand Identity

Strengthen the brand identity of Cork County Council and associated narrative conveyed through all communication channels, conveying the breadth of activity, achievement and accessibility of services to all stakeholders.

8.4 Engagement

Build a culture of engagement with stakeholders across the Council and the county so that citizens, businesses, communities, staff and Elected Members are at the centre of all we do, how we work and how we deliver our Corporate Plan.

Strategic Theme 9: Innovation



A leader of change through continuous application of innovation across all areas of local government service delivery.

9.1 Innovation & Design

Continue innovation in service design and delivery. Foster opportunities for internal research and development to support our strategic focus. Collaborate and build teams to lead on the future strategic transformation of our Council.

9.2 Digital Transformation

Deliver a digital strategy for transformation across all operational areas, promoting increased levels of automation and digitisation of Council services.

9.3 Business Intelligence

Enhance and develop our business intelligence capacity, and devise a “fresh thinking” methodology employing internal data and analytics to improve our internal services, outcomes and organisational efficiencies through relevant management reporting.

9.4. Artificial Intelligence and Robotics

Leverage developments in the area of artificial intelligence, machine learning and robotics to deliver innovative, customer-focused services and solutions, driving socio-economic development around the county.



Section 6

Implementation and Delivery

Implementation, Delivery & Measurement

The Corporate Plan is the roadmap that determines the actions to be prioritised for the following five-year period. The procedures and practices for implementing and monitoring our Plan, and for taking corrective action when monitoring, indicates that this is necessary and important. As a performance-led organisation, Cork County Council will undertake an annual review of the Corporate Plan, and measure performance against the objectives set out therein.

Implementation of a continuous measurement approach

Cork County Council will produce an annual service delivery plan for each of the five years of the Corporate Plan. These annual plans will transfer the targets of the Corporate Plan into outcome-focused annual deliverables, which in turn will cascade to the Operational Plans produced by each Directorate. Implementation and monitoring of the Corporate Plan will be further supported by the PMDS (Performance Development Management System) process, which will link an individual's performance goals in Personal Development Plans to those of the Team Development Plans.

Cork County Council produces an Annual Report which will include a Summary Progress Report on NOAC's national performance indicators, plus other key achievements throughout the year. In accordance with section 42(2) of the Irish Human Rights and Equality Commission Act 2014, the Annual Report will report on how human rights and equality issues have been addressed, or plan to be addressed.

Cork County Council is developing a new economic and community monitoring platform (E&C Monitor) that consists of relevant and accurate datasets and indicators drawn from authoritative sources in Ireland. The E&C Monitor will be of specific use in the monitoring and evaluation of the Local Economic and Community Plan for Cork County, and will enable users to view, analyse and share the most important and up to date information about the county.

As part of the ongoing governance of the local authority, the annual review, monitoring and measurement of the Corporate Plan will be complemented by regular management and review processes. This continuous review will provide incremental evidence of service delivery and performance, and will ensure that any necessary corrective action will take place as soon as the need is identified. Resources will be re-allocated as and when necessary.



Supporting Documentation

Appendix 1

Strategies and Plans

Influencing Cork County Council Activities

Level (EU/National/Regional/Local)	Directorate/Function (if applicable)	Plan/Strategy	Subject
National	Department of Children & Youth Affairs	Brighter Outcomes Better Futures: National Policy Framework for Children & Young People 2014-2020	Children & Young People
		Climate Action Plan 2019 to Tackle Climate Disruption (2019)	Environment
National	Department of Communications, Climate Action and Environment	Climate Change - National Adaptation Framework	Environment/Climate Action/Energy
EU	European Commission	EU Strategy on Adaptation to Climate Change	Environment/Climate Action/Energy
National	Department of Communications, Climate Action and Environment	Public Sector Energy Efficiency Strategy	Environment/Climate Action/Energy
		Renewable Electricity Policy and Development Framework (REPDF)	Environment/Climate Action/Energy
National	Department of Rural & Community Development	Sustainable, Inclusive and Empowered Communities: A Five-Year Strategy to Support the Community and Voluntary Sector in Ireland 2019-2024	Community
National		A Roadmap for Social Inclusion: Ambitions, Goals and Commitments 2019-2025 (to be published 2019)	Disability/Inclusion/Elderly
National	Department of Justice & Equality	National Disability Inclusion Strategy 2017-2021	Disability/Inclusion/Elderly
National	Department of Housing, Planning & Local Government	National Housing Strategy for People with a Disability (extended to 2020 under Rebuilding Ireland)	Disability/Inclusion/Elderly
National	Department of Health	National Positive Ageing Strategy	Disability/Inclusion/Elderly
National	Department of Housing, Planning & Local Government	Keeping Communities Safe - A Framework for Fire Safety in Ireland	Fire/Rescue/Emergency
National	Department of Transport, Tourism & Sport	National Oil Spill Contingency Plan (due for publication Sept 2019)	Fire/Rescue/Emergency

Level (EU/National/Regional/Local)	Directorate/Function (if applicable)	Plan/Strategy	Subject
National	Department of Transport, Tourism & Sport	National Search and Rescue Plan	Fire/Rescue/Emergency
EU	European Commission	EU Floods Directive (2007/60/EC)	Flooding/Water/Waste Water
EU	European Commission	European Flood Awareness System (EFAS)	Flooding/Water/Waste Water
National		Flood Risk Management Plans and Maps produced under National CFRAM (Catchment Flood Risk Assessment & Management) programme	Flooding/Water/Waste Water
National	OPW & Department of Environment, Heritage & Local Government	Guidelines on the Planning System and Flood Risk Management	Flooding/Water/Waste Water
National		National Flood Forecasting and Warning Service	Flooding/Water/Waste Water
National	Department of Housing, Planning & Local Government	River Basin Management Plan for Ireland 2018-2021	Flooding/Water/Waste Water
National	Department of Housing, Planning & Local Government	Water Services Policy Statement 2018-2025	Flooding/Water/Waste Water
National	Department of Health	Healthy Ireland - A Framework for Improved Health & Wellbeing	Health & Wellbeing
National	Department of Culture, Heritage & the Gaeltacht	National Heritage Plan - Heritage Ireland 2030	Heritage
National	Department of Housing, Planning & Local Government	Construction 2020 - A Strategy for a Renewed Construction Sector	Housing/Construction
National	Department of Housing, Planning & Local Government	Housing First National Implementation Plan 2018-2021	Housing/Construction
National	Department of Housing, Planning & Local Government	Rebuilding Ireland, the Government's Action Plan on Housing and Homelessness	Housing/Construction
National	Department of Housing, Planning & Local Government	Social Housing Strategy 2020	Housing/Construction
National	Department of Housing, Planning & Local Government	National Vacant Housing Reuse Strategy 2018-2021	Housing/Construction
EU	European Commission	Digital Single Market: Bringing Down Barriers to Unlock Online Opportunities	IT/Broadband/Communications

Appendix 1

Strategies and Plans Influencing Cork County Council Activities

Level (EU/National/ Regional/Local)	Directorate/Function (if applicable)	Plan/Strategy	Subject
National	Department of Public Expenditure & Reform	eGovernment Strategy 2017-2020	IT/Broadband/Communications
National	Department of Communications, Climate Action and Environment	National Cyber Security Strategy	IT/Broadband/Communications
National	Department of Communications, Climate Action and Environment	National Digital Strategy	IT/Broadband/Communications
National	Department of Communications, Climate Action and Environment	National Broadband Plan	IT/Broadband/Communications
National	Department of Public Expenditure & Reform	Open Data Engagement Fund 2019/2020	IT/Broadband/Communications
National	Department of Public Expenditure & Reform	Public Service Data Strategy 2019-2023	IT/Broadband/Communications
National	Department of Public Expenditure & Reform	Public Service ICT Strategy: Delivering Better Outcomes and Efficiency Through Innovation & Excellence in ICT	IT/Broadband/Communications
National	Department of Business, Enterprise & Innovation	Action Plan for Jobs	Jobs
National	Department of Culture, Heritage & the Gaeltacht	National Language Strategy 2010-2030	Language
National	Department of Rural & Community Development	Our Public Libraries 2022: Inspiring, Connecting and Empowering Communities	Libraries
National	Department of Public Expenditure & Reform	Our Public Service 2020: Public Service Reform Plan	Local Government
National	Department of Housing, Planning & Local Government	Putting People First – Action Programme for Effective Local Government	Local Government
National	Department of Housing, Planning & Local Government	Marine Planning Policy Statement	Marine
National	Department of Housing, Planning & Local Government	National Marine Planning Framework	Marine
National	Department of Public Expenditure & Reform	National Development Plan 2018 – 2027	Planning
National	Department of Housing, Planning & Local Government	National Spatial Strategy for Ireland 2002-2020	Planning

Level (EU/National/Regional/Local)	Directorate/Function (if applicable)	Plan/Strategy	Subject
National	Department of Housing, Planning & Local Government	National Planning Framework 2040	Planning
National	Department of Public Expenditure & Reform	Policy for Property Acquisition (including leases and lease renewals) and for Disposal of Surplus Property	Property
National	Department of Public Expenditure & Reform	Protocols for the Transfer and Sharing of State Property Assets	Property
National	Department of Transport, Tourism & Sport	Smarter Travel – A Sustainable Transport Future A New Transport Model for Ireland 2009-2020	Roads/Transportation
National	Department of Transport, Tourism & Sport	People, Place and Policy – Growing Tourism to 2025 and the associated Tourism Action Plans	Economic Development/ Enterprise/ Tourism
National	Department of Transport, Tourism & Sport	Strategy for the Future Development of National and Regional Greenways	Economic Development/ Enterprise/ Tourism
National	Department of Housing, Planning & Local Government	Met Eireann Strategic Plan 2017-2027	Weather
EU	European Commission	Europe 2020 Strategy	
National	Department of Business, Enterprise & Innovation	Innovation 2020: Ireland's Strategy for Research & Development, Science & Technology	
National	Department of Public Expenditure & Reform	Project Ireland 2040	
National	Department of Rural & Community Development	National Social Enterprise Policy for Ireland 2019-2022	
National		Rural Development Policy 2020+ Next phase	
Regional	Southern Regional Assembly	Southern & Eastern Regional Operational Programme 2014-2020	
Regional		Regional Spatial and Economic Strategies	
Local	National Transport Authority	Draft Cork Metropolitan Area Transport Strategy	

Appendix 1

Strategies and Plans Influencing Cork County Council Activities

Level (EU/National/ Regional/Local)	Directorate/Function (if applicable)	Plan/Strategy	Subject
Local	CCMA	Framework for Building Control Authorities: Ensuring Effective Building Control Administration, Inspections & Enforcement	
Local		Cork Area Strategic Plan 2001-2020 (& 2008 Update)	
Local	Cork County Council - Planning Department	Cork County Development Plan 2014	Planning
Local	Cork County Council - Planning Department	Cork County Council Municipal District Local Area Plans 2017	Planning
Local	Cork County Council - Planning Department	Planning Policy Documents	Planning
Local	Cork County Council - Roads Department	Cork Road Safety Plan 2016-2020	Roads/Transportation
Local	Cork County Council - Roads Department	Winter Service Plan 2018-2019 (note that this is currently being updated for the coming Winter season 2019 -2020 and will reflect changes following boundary extension)	Roads/Transportation
Local	Cork County Council - Roads Department	RMO Public Lighting Energy Efficiency Project	Roads/Transportation
Local	Cork County Council - Roads Department	Noise Action Plan 2019 – not yet approved	Roads/Transportation
Local	Cork County Council - Roads Department	2019 Annual Service Delivery Plan for Roads	Roads/Transportation
Local	Cork County Council - Roads Department	Vehicle Safety Policy - due for revision this year to bring it into line with the national template	Roads/Transportation
Local	Cork County Council - Roads Department	Fleet Replacement Policy - due to commence shortly, following an energy audit.	Roads/Transportation
Local	Cork County Council - Environment Department	Environmental Awareness Strategy 2016-2020 (Strategy is currently under review – new plan anticipated to cover period to 2025)	Environment/Climate Action/ Energy
Local	Cork County Council - Environment Department	Fire and Emergency Operations Plan 2016-2021	Environment/Climate Action/ Energy
Local	Cork County Council - Environment Department	WERLA Enhancement (Proposal currently with PSROG)	Environment/Climate Action/ Energy

Level (EU/National/Regional/Local)	Directorate/Function (if applicable)	Plan/Strategy	Subject
Local	Cork County Council - Environment Department	Animal Health Surveillance Scheme 2018-2021 (Plan is currently under review – new plan anticipated to cover period to 2024)	Environment/Climate Action/Energy
Local	Cork County Council - Environment Department	Food Safety Authority of Ireland Service Contract 2016 – June 2020	Environment/Climate Action/Energy
Local	Cork County Council - Environment Department	Second River Basin Management Plan 2018-2021	Environment/Climate Action/Energy
Local	Cork County Council - Environment Department	Third River Basin Management Plan 2022- 2027	Environment/Climate Action/Energy
Local	Cork County Council - Environment Department	National Inspection Plan 2018-2021	Environment/Climate Action/Energy
Local	Cork County Council - Environment Department	Cork County Council Climate Adaptation Strategy 2019-2024	Environment/Climate Action/Energy
Local	Cork County Council - Environment Department	Southern Region Waste Management Plan 2015-2021	Environment/Climate Action/Energy
Local	Cork County Council - Environment Department	RMCEi Plan (Annual)	Environment/Climate Action/Energy
Local	Cork County Council - ICT Department	Cork County Council ICT Strategy 2019-2022	IT/Broadband/Communications
Local	Cork County Council - Housing Department	Cork County Council Traveller Programme Strategy 2019-2024	Housing/Construction
Local	Cork County Council - Housing Department	Strategic Plan for Housing Persons with Disabilities	Housing/Construction
Local	Cork County Council - Economic Development	Cork County Local Economic and Community Plan	Economic Development/Enterprise/Tourism
National	Fáilte Ireland	Tourism Development & Innovation: A Strategy for Investment 2016-2022	Economic Development/Enterprise/Tourism
Local	Visit Cork	Growing Tourism in Cork: A Collective Strategy	Economic Development/Enterprise/Tourism
Local	Cork County Council - Economic Development	Tourism Statement of Strategy & Work Programme 2017-2022	Economic Development/Enterprise/Tourism
Local	Cork County Council - Economic Development	LEO Cork North & West Local Enterprise Development Plan 2017-2020	Economic Development/Enterprise/Tourism

Appendix 1

Strategies and Plans Influencing Cork County Council Activities

Level (EU/National/ Regional/Local)	Directorate/Function (if applicable)	Plan/Strategy	Subject
Local	Cork County Council - Economic Development	The Three Heads Visitor Experience Development Plan	Economic Development/ Enterprise/Tourism
Local	Cork County Council - Economic Development	West Cork Islands Integrated Development Strategy	Economic Development/ Enterprise/Tourism
Local	Cork County Council - Economic Development	West Cork Municipal District Local Area Plan	Economic Development/ Enterprise/Tourism
Local	Cork County Council - Economic Development	Local Enterprise Office - South Cork Plan 2016	Economic Development/ Enterprise/Tourism
Local	Cork County Council - Water Services	Service Level Agreement between Cork County Council and Irish Water	Flooding/Water/Waste Water
Local	Cork County Council - Water Services	City Boundary Expansion – Arrangements for Continued Delivery of Water Services	Flooding/Water/Waste Water
Local	Cork County Council - Water Services	Protocol for Future Management of Douglas Flood Relief Scheme and Glashaboy Flood Relief Scheme in accordance with Section 20 of the Local Government Act 2019	Flooding/Water/Waste Water
Local	Cork County Council - Water Services	Draft Oil & HNS Spill Contingency Plan	Flooding/Water/Waste Water
Local	Cork County Council - Municipal District Operations & Rural Development	Cork Age Friendly County Strategy 2016 – 2021	
Local	Cork County Council - Municipal District Operations & Rural Development	The West Cork Islands Integrated Development Strategy	
Local	Cork County Council - Municipal District Operations & Rural Development	Bandon Transport and Public Realm Enhancement Plan	
Local	Cork County Council - Municipal District Operations & Rural Development	Castletownbere Traffic and Transport Plan	
Local	Cork County Council - Municipal District Operations & Rural Development	Youghal – A Heritage-led Vision to the Next Decade	
Local	Cork County Council - Municipal District Operations & Rural Development	Our Public Libraries 2022 - inspiring, connecting and empowering communities (this is the National Public Libraries Strategy)	

Level (EU/National/Regional/Local)	Directorate/Function (if applicable)	Plan/Strategy	Subject
Local	Cork County Council - Municipal District Operations & Rural Development	Carrigaline Transportation and Public Realm Enhancement Plan	
Local	Cork County Council - Municipal District Operations & Rural Development	Master Plan for Carrigwohill	
Local	Cork County Council - Municipal District Operations & Rural Development	Cobh Urban Design Feasibility Study	
Local	Cork County Council - Municipal District Operations & Rural Development	Draft Mallow Castle Park, Mallow Town Park and Spa House Amenity and Visitor Destination Development Plan	
National	Cork County Council - Municipal District Operations & Rural Development	Realising our Rural Potential - Action Plan for Rural Development	
National	Cork County Council - Municipal District Operations & Rural Development	Creative Ireland Programme	
National	Cork County Council - Municipal District Operations & Rural Development	Investing in our Culture, Language & Heritage 2018-2027	

Local Economic and Community Plan

LECP HIGH LEVEL GOALS

CORPORATE PLAN STRATEGIC THEMES





Appendix 2

Baseline Measures

County Engineers 2019		
Functional Area	Measurement Methodology	Operational Baseline
Capital Projects Implementation Unit	No. of Schemes (or part of schemes) assessed and approved for funding under the loan funded SSIP Governance	1
	No. of Schemes included in the SSIP where tenders have been sought and an appointment has taken place	2
	No. of Schemes being delivered by CPIU which have commenced the Part VIII or Part X Planning process	0
Flood Projects	Total expenditure on flood schemes	€7,592,159.02
	No. of households protected (by a FRS)	312
	No. of minor and/or remedial works applications approved by OPW	0
Coastal Projects	No. of DAFM schemes approved for funding by Department	10
	No. of DAFM schemes completed, from Departmental list of approved schemes	9
Rural water	No. of well grants processed	563
	Amount paid out in Group Water Scheme grants	€236,565.76
Public Water Supply	% of unaccounted-for water in public drinking water networks	43%

Environment 2019

Functional Area	Measurement Methodology	Operational Baseline
Environment	Air Quality - No. of active licences under the Air Pollution Acts	10
Environment	Air Quality - number of operators licensed under Solvent Regulations i.e Dry Cleaners etc.	25
Environment	Air Quality - number of operators licensed under Deco Paint Regulations i.e Spray Painters etc.	45
Environment	Air Quality - number of operators licensed under Petroleum Vapour Regulations i.e Petrol Service Stations etc	57
Environment	Air Quality - Solid Fuel inspections Low Smoke Zone	41
Environment	Air Quality - Solid Fuel inspections outside Low Smoke Zone(s)	180
Environment	No. of environmental incident reports/complaints received? Waste/litter/agri/air/noise/vets etc	1962
Fire & Building Control	No. of fire safety certificates issued	311
Environment – Water Quality	No. of farms inspections carried out	960
Veterinary/Animal Welfare	No. of dog licences issued	35,297
Veterinary/Animal Welfare	No. of dogs impounded	363
Veterinary/Animal Welfare	No. of Dog Breeding Establishments Registered	38
Veterinary/Animal Welfare	No. of Stray Horses Collected	75
Veterinary/Animal Welfare	No. of Notices "to Present Dog Licence" issued	2,512
Veterinary/Animal Welfare	No. of Fixed Penalty Notices (FPNs) for breaches of Dog Control Act	472

Appendix 2 Baseline Measures

Housing Directorate 06-02-2020		
Functional Area	Measurement Methodology	Operational Baseline
Housing	No. of rented housing units subject to energy retrofit upgrades	38 for Energy Retrofits for 2019
	No. of Minor Disabled Grants Completed to rented stock	126 DPG Minors Completed (North 25, West 33, South 68)
	No. of Major Disabled Grant extensions completed to rented stock	12 Extensions Completed (North 3, West 3, South 6)
	No. of rented housing units subject to planned maintenance upgrades	140
	No. of Boilers Serviced	4,250
	No. of new Social & Affordable Housing Units for which Part 8 was approved	66
	No. of new Social & Affordable Housing units for which construction commenced	34
	No. of new units provided by AHB's under SCHEP Programme	127
	No. of new units provided by AHB's under CAS Programme	24
	No. of new units provided through Private Leasing and RLS Scheme	16
	No. of Shared Ownership Accounts Restructured	7
	No. of Tenant Incremental Purchase Applications processed	63
	No. of Rebuilding Ireland Home Loans processed	141
	No. of HAP sign-ups	919
	No. of Private Rented Properties Inspected	1,337
	No. of RAS renewals & AHB Transfers	106
	No. of Private Grants processed, paid & claimed	932 Processed 702 Paid and Claimed
	No. of Homeless Presentations (since July 2019)	194 (*fig as from August 2019)
	No. of Homeless Presentations approved for Emergency Accommodation	72 (*fig as from August 2019)

Housing Directorate 06-02-2020

Functional Area	Measurement Methodology	Operational Baseline
	No. of persons in emergency accommodation	127 Adults (36 Families)
	No. of Complaints received	394
	No. of Complaints closed	211
	No. of warning letters issued	5
	No. of properties offered on CBL , no. of views, no. of expressions of interest	328 Offered 135,239 Views 35,534 Expressions of Interest
	No. of CBL properties accepted	316
	Refusals under CBL (%) and No.	37 Refusals – 11%
	No. of active and inactive CBL users	Countywide Active 5,288, Inactive 1,917
	No. of tenancies allocated	Total 491 - 253 (South), 142 (North), 96 (West)

HR 2019

Functional Area	Measurement Methodology	Operational Baseline
HR	No. of Training Days.	7,034

Appendix 2 Baseline Measures

ICT 2019		
Functional Area	Measurement Methodology	Operational Baseline
ICT	Service desk tickets closed	14,002

Municipal Districts (MD's) Recreation Libraries

Functional Area	Measurement Methodology	Operational Baseline
Community	No. of Age Friendly meetings held in the year	4
	No. of Cork County based Communities nominated by CCC for Pride of Place Award	4
Recreation & Amenity	No. of playgrounds facilities in the County	102
	No. of visits to Council operated swimming pools	301,053
MD's Other	Amount of funding allocated under the Community Grants scheme	€1,694,300
MD's Arts	Amount of funding allocated under the Arts Grants scheme	€312,000
MD's Tourism	No. of visitors to tourist facilities operated by CCC	56,255
MD's Tourism	No. of visitors to tourist facilities operated by CCC owned companies	173,565

Planning 2019

Functional Area	Measurement Methodology	Operational Baseline
Planning	No. of pre planning meetings held	808
	No. of applications received	3,933
	No. of enforcement complaints received	297
	No. of estates taken in charge	4

Planning 2019

Functional Area	Measurement Methodology	Operational Baseline
Roads	% of Regional Road Network strengthened	3.15%
	% of Local Road Network strengthened	1.77%
	% of Regional Road Network resurfaced	4.66%
	% of Local Road Network resurfaced	2.30%
	No. of new lights installed under public lighting Programme	194

Appendix 2 Baseline Measures

NOAC KPIs 2018 - Housing: H1, H2 & H4 Approved		
Indicator	Value	Comment
No. of dwellings in the ownership of the LA at 1/1/2018	7446	739 leased unsold affordables not included in this
No. of dwellings added to the LA owned stock during 2018 (whether constructed or acquired)	265	
No. of LA owned dwellings sold in 2018	36	
No. of LA owned dwellings demolished in 2018	0	
No. of dwellings in the ownership of the LA at 31/12/2018	7675	
No. of LA owned dwellings planned for demolition under a DHPLG approved scheme	0	
The percentage of the total number of LA owned dwellings that were vacant on 31/12/2018	1.98 %	
The number of dwellings within their overall stock that were not tenanted on 31/12/2018	152	
Expenditure during 2018 on the maintenance of LA housing compiled from 1st January 2018 to 31st December 2018, divided by the no. of dwellings in the LA stock at 31/12/2018, i.e. the H1E less H1F indicator figure	€938.02	

NOAC KPIs 2018 – Housing: H3 & H5 Approved

Indicator	Value	Comment
The time taken from the date of vacation of a dwelling to the date in 2018 when the dwelling is re-tenanted, averaged across all dwellings re-let during 2018	34.49 wk	
The cost expended on getting the dwellings re-tenanted in 2018, averaged across all dwellings re-let in 2018	€2,4791.56	
The number of dwellings that were re-tenanted on any date in 2018 (but excluding all those that had been vacant due to an estate-wide refurbishment scheme)	137	
The number of weeks from the date of vacation to the date the dwelling is re-tenanted	4,724.57 wk	
Total expenditure on works necessary to enable re-letting of the dwellings	€3,396,443.81	
The time taken from the date of vacation of a dwelling to the date in 2017 when the dwelling is re-tenanted, averaged across all dwellings re-let during 2017	53.55 wk	
The cost expended on getting the dwellings re-tenanted in 2017, averaged across all dwellings re-let in 2017	€2,6511.63	
In 2017, the number of dwellings that were re-tenanted (but excluding all those that had been vacant due to an estate-wide refurbishment scheme)	179	
In 2017, the number of weeks from the date of vacation to the date the dwelling is re-tenanted	9,584.86 wk	
In 2017, Total expenditure on works necessary to enable re-letting of the dwellings	€4,745,582.05	
Total number of registered tenancies in the LA area at end of June 2018	19,169	
Number of rented dwellings inspected in 2018	795	
Percentage of inspected dwellings in 2018 that were found not to be compliant with the Standards Regulations	94.21 %	
Number of non-compliant dwellings that became compliant during 2018	46	
The number of dwellings inspected in 2018 that were found not to be compliant with the Housing (Standards for Rented Houses) Regulations	749	

Appendix 2 Baseline Measures

NOAC KPIs 2018 - Housing: H6 Approved		
Indicator	Value	Comment
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 the end of 2018	45.00 %	
The number of adult individuals classified as homeless and in emergency accommodation on the night of 31 December 2018 as recorded on the PASS system	20	
The number out of those individuals who, on 31/12/2018, had been in emergency accommodation for 6 months continuously, or for 6 months cumulatively within the previous 12 months	9	

NOAC KPIs 2018 - Roads: R1 & R2 Approved		
Indicator	Value	Comment
The % of Regional road kilometres that received a PSCI rating in the 24 month period prior to 31/12/2018	100 %	
The % of Local Primary road kilometres that received a PSCI rating in the 24 month period prior to 31/12/2018	96 %	
The % of Local Secondary road kilometres that received a PSCI rating in the 24 month period prior to 31/12/2018	92 %	
The % of Local Tertiary road kilometres that received a PSCI rating in the 60 month period prior to 31/12/2018	87 %	
The % of total Regional road kilometres with a PSCI rating of 1-4 at 31/12/2018	10 %	
The % of total Regional road kilometres with a PSCI rating of 5-6 at 31/12/2018	29 %	
The % of total Regional road kilometres with a PSCI rating of 7-8 at 31/12/2018	35 %	
The % of total Regional road kilometres with a PSCI rating of 9-10 at 31/12/2018	27 %	
The % of total Local Primary road kilometres with a PSCI rating of 1-4 at 31/12/2018	28 %	
The % of total Local Primary road kilometres with a PSCI rating of 5-6 at 31/12/2018	28 %	
The % of total Local Primary road kilometres with a PSCI rating of 7-8 at 31/12/2018	37 %	
The % of total Local Primary road kilometres with a PSCI rating of 9-10 at 31/12/2018	6 %	
The % of total Local Secondary road kilometres with a PSCI rating of 1-4 at 31/12/2018	31 %	
The % of total Local Secondary road kilometres with a PSCI rating of 5-6 at 31/12/2018	24 %	

NOAC KPIs 2018 – Housing: H3 & H5 Approved

Indicator	Value	Comment
The % of total Local Secondary road kilometres with a PSCI rating of 7-8 at 31/12/2018	35 %	
The % of total Local Secondary road kilometres with a PSCI rating of 9-10 at 31/12/2018	6 %	
The % of total Local Tertiary road kilometres with a PSCI rating of 1-4 at 31/12/2018	42 %	
The % of total Local Tertiary road kilometres with a PSCI rating of 5-6 at 31/12/2018	18 %	
The % of total Local Tertiary road kilometres with a PSCI rating of 7-8 at 31/12/2018	26 %	
The % of total Local Tertiary road kilometres with a PSCI rating of 9-10 at 31/12/2018	3 %	
A1. Kilometres of regional road strengthened during 2018	34.1 km	
A2. The amount expended on regional roads strengthening work during 2018	€8,470,723.00	
B1. Kilometres of regional road resealed during 2018	64.2 km	
B2. The amount expended on regional road resealing work during 2018	€1,999,647.00	
C1. Kilometres of local road strengthened during 2018	185.5 km	
C2. The amount expended on local road strengthening work during 2018	€15,935,815.00	
D1. Kilometres of local road resealed during 2018	271.8 km	
D2. The amount expended on local road resealing work during 2018	€4,640,566.00	

NOAC KPIs 2018 – Motor Tax: R3 Approved

Indicator	Value	Comment
A. The percentage of motor tax transactions which were dealt with online (i.e. transaction is processed and the tax disc is issued) in 2018	78.74 %	

NOAC KPIs 2018 – Water: W1 Approved

Indicator	Value	Comment
% of Private Drinking Water Schemes in compliance with statutory requirements in respect of the monitoring of the quality of private drinking water supplies during 2018	1.00 %	

Appendix 2 Baseline Measures

NOAC KPIs 2018 - Waste: E1 Approved

Indicator	Value	Comment
A. The 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	34,284	
B. The % of households within the local authority (also as per the 2016 Census) that the number at A represents	23.47 %	

NOAC KPIs 2018 - Environmental Pollution: E2 Approved

Indicator	Value	Comment
A1. Total number of pollution cases in respect of which a complaint was made during 2018	2,308	
A2. Number of pollution cases closed from 1/1/2017 to 31/12/2018	2,065	
A3. Total number of cases on hands at 31/12/2018	443	
The opening number of cases carried forward from the year end 2017	200	

NOAC KPIs 2018 - Litter Pollution: E3 Approved

Indicator	Value	Comment
A1. The % of the area within the LA that when surveyed in 2018 was unpolluted or litter free	37 %	
A2. The % of the area within the LA that when surveyed in 2018 was slightly polluted	34 %	
A3. The % of the area within the LA that when surveyed in 2018 was moderately polluted	28 %	
A4. The % of the area within the LA that when surveyed in 2018 was significantly polluted	0 %	
A5. The % of the area within the LA that when surveyed in 2018 was grossly polluted	1 %	

NOAC KPIs 2018 - Green Flag Status: E4 Approved

Indicator	Value	Comment
A. The % of schools that have been awarded green flag status	57.91 %	

NOAC KPIs 2018 - Planning: P1 Approved

Indicator	Value	Comment
A. Buildings inspected as a percentage of new buildings notified to the local authority	9.21 %	
Total number of new buildings notified to the local authority i.e. buildings where a valid Commencement Notice was served in the period 1/1/2018 to 31/12/2018 by a builder or developer on the local authority	2,053	
Number of new buildings notified to the local authority in 2018 that were the subject of at least one on-site inspection during 2018 undertaken by the local authority	189	

NOAC KPIs 2018 - Planning: P2 & P3 Approved

Indicator	Value	Comment
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	117	
B. % of the determinations at A which confirmed (either with or without variation) the decision made by the LA	80.34 %	
Number of determinations confirming the LA's decision (either with or without variation)	94	
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	320	
B. Total number of investigated cases that were closed during 2018	213	
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	47.89 %	
D. % of cases at B that were resolved to the LA's satisfaction through negotiations	4.23 %	
E. % Cases at B that were closed due to enforcement proceedings	47.89 %	
F. Total number of planning cases being investigated as at 31/12/2018	1,399	
Number of cases at 'B' that were dismissed under section 152(2), Planning and Development Act 2000	102	
Number of cases at 'B' that were resolved to the LA's satisfaction through negotiations	9	
Number of cases at 'B' that were closed due to enforcement proceedings	102	

Appendix 2 Baseline Measures

NOAC KPIs 2018 - Planning: P4 & P5 Approved

Indicator	Value	Comment
A. The 2018 Annual Financial Statement (AFS) Programme D data divided by the population of the LA area per the 2016 Census	€33.33	
AFS Programme D data consisting of D01 - Forward Planning, D02 - Development Management, D03 - Enforcement (inclusive of the relevant Programme D proportion of the central management charge) for 2018	€13,904,701	
A. The percentage of applications for fire safety certificates received in 2018 that were decided (granted or refused) within two months of their receipt	100 %	
B. The percentage of applications for fire safety certificates received in 2018 that were decided (granted or refused) within an extended period agreed with the applicant	0 %	
The total number of applications for fire safety certificates received in 2018 that were not withdrawn by the applicant	218	
The number of applications for fire safety certificates received in 2018 that were decided (granted or refused) within two months of the date of receipt of the application	218	
The number of applications for fire safety certificates received in 2018 that were decided (granted or refused) within an agreed extended time period	0	

NOAC KPIs 2018 - Fire Service: F1 Approved

Indicator	Value	Comment
A. The 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	€43.94	
AFS Programme E expenditure data consisting of E11 - Operation of Fire Service and E12 - Fire Prevention for 2018	€15,618,697	

NOAC KPIs 2018 – Fire Service: F2 & F3 Approved

Indicator	Value	Comment
A. Average time taken, in minutes, to mobilise fire brigades in Full-Time Stations in respect of fire		Not applicable - no full-time fire stations in Cork County Council
B. Average time taken, in minutes, to mobilise fire brigades in Part-Time Stations (retained fire service) in respect of fire	5.12 min	
C. Average time taken, in minutes, to mobilise fire brigades in Full-Time Stations in respect of all other (non-fire) emergency incidents		Not applicable. No full-time fire service in Cork County Council
D. Average time taken, in minutes, to mobilise fire brigades in Part-Time Stations (retained fire service) in respect of all other (non-fire) emergency incidents	5.3 min	
A. % of cases in respect of fire in which first attendance at scene is within 10 minutes	37.34 %	
B. % of cases in respect of fire in which first attendance at the scene is after 10 minutes but within 20 minutes	44.39 %	
C. % of cases in respect of fire in which first attendance at the scene is after 20 minutes	18.27 %	
D. % of cases in respect of all other emergency incidents in which first attendance at the scene is within 10 minutes	31.60 %	
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	53.65 %	
F. % of cases in respect of all other emergency incidents in which first attendance at the scene is after 20 minutes	14.75 %	
Total number of call-outs in respect of fires from 1/1/2018 to 31/12/2018	1,445	
Number of these fire cases where first fire tender attendance at the scene is within 10 minutes	466	
Number of these fire cases in which first fire tender attendance at the scene is after 10 minutes but within 20 minutes	554	
Number of these fire cases in which first fire tender attendance at the scene is after 20 minutes	228	
Total number of call-outs in respect of all other emergency incidents (i.e. not including fire) from 1/1/2018 to 31/12/2018	705	
Number of these non-fire cases in which first fire tender attendance at the scene is within 10 minutes	195	
Number of these non-fire cases in which first fire tender attendance at the scene is after 10 minutes but within 20 minutes	331	
Number of these non-fire cases in which first fire tender attendance at the scene is after 20 minutes	91	

Appendix 2 Baseline Measures

NOAC KPIs 2018 - Library Service: L1 Approved

Indicator	Value	Comment
A. Number of visits to libraries per head of population for the LA area per the 2016 Census	3.89	
B. Number of items issued to borrowers in the year	1,181,192	This figure excludes renewals of 659,965
Number of visits to its libraries from 1/1/2018 to 31/12/2018	1,623,257	

NOAC KPIs 2018 - Library Service: L2 Approved

Indicator	Value	Comment
A. The Annual Financial Statement (AFS) Programme F data for 2018 divided by the population of the LA area per the 2016 Census	€26.91	
AFS Programme F data consisting of F02 - Operation of Library and Archival Service (inclusive of the relevant proportion of the central management charge for Programme F) for 2018	€11,225,846	
Number of visits to its libraries from 1/1/2018 to 31/12/2018	1,623,257	

NOAC KPIs 2018 - Youth and Community: Y1 & Y2 Approved

Indicator	Value	Comment
A. Percentage of local schools involved in the local Youth Council/Comhairle na nÓg scheme	32.14 %	
Total number of second level schools in the LA area at 31/12/2018	56	
Number of second level schools in the LA area from which representatives attended the local Comhairle na nÓg AGM held in 2018	18	
A. Number of organisations included in the County Register and the proportion who opted to be part of the Social Inclusion College within the PPN	17.77	
Total number of organisations included in the County Register for the local authority area as at 31/12/2018	923	
Total number of those organisations that registered for the first time in 2018	23	
Number of organisations that opted to join the Social Inclusion Electoral College on whatever date they registered for the PPN	164	

NOAC KPIs 2018 - Corporate: C1, C2, C4 & C5 Approved

Indicator	Value	Comment
A. The wholetime equivalent staffing number as at 31 December 2018	2,105.85	
A. Percentage of paid working days lost to sickness absence through medically certified leave in 2018	3.72 %	
B. Percentage of paid working days lost to sickness absence through self-certified leave in 2018	0.30 %	
Total Number of working days lost to sickness absence through medically certified leave in 2018	18,995.88 day	
Total Number of working days lost to sickness absence through self-certified leave in 2018	1,698.5 day	
Number of unpaid working days lost to sickness absence included within the total of self-certified sick leave days in 2018	266.5 day	
Number of unpaid working days lost to sickness absence included within the total of medically certified sick leave days in 2018	1,191 day	
If any staff are on long-term sick leave (i.e. a continuous period of more than 4 weeks), include a text note of the number of staff on long-term sick leave	There has been an increase since last year in the number of approved applications for CIP	
A. All ICT expenditure in the period from 1/1/2018 to 31/12/2018, divided by the WTE no.	€2,912.36	
Total ICT expenditure in 2018	€6,132,997	
All ICT expenditure in the period from 1/1/2017 to 31/12/2017, divided by the 2017 WTE no.	€2,705.46	
Total ICT expenditure in 2017	€5,388,619	
A. All ICT expenditure calculated in C4 as a proportion of Revenue expenditure	1.98	
Total Revenue expenditure from 1/1/2018 to 31/12/2018 before transfers to or from reserves	309,771,946	

NOAC KPIs 2018 - Corporate: C3 Approved

Indicator	Value	Comment
A. Total page views of the local authority's websites in 2018	3,393,596	
B. Total number of followers at end 2018 of the LA's social media accounts	95,995	
The number of social media accounts operated by the local authority	31	

Appendix 2 Baseline Measures

NOAC KPIs 2018 - Finance: M1 & M2 Approved

Indicator	Value	Comment
A. Cumulative surplus/deficit balance at 31/12/2014 in the Revenue Account from the Income & Expenditure Account Statement of the AFS	€10,601,829	
B. Cumulative surplus/deficit balance at 31/12/2015 in the Revenue Account from the Income & Expenditure Account Statement of the AFS	€12,217,343	
C. Cumulative surplus/deficit balance at 31/12/2016 in the Revenue Account from the Income & Expenditure Account Statement of the AFS	€12,778,997	
D. Cumulative surplus/deficit balance at 31/12/2017 in the Revenue Account from the Income & Expenditure Account Statement of the AFS	€7,343,576	
E. Cumulative surplus/deficit balance at 31/12/2018 in the Revenue Account from the Income & Expenditure Account Statement of the AFS	€7,388,624	
F. Cumulative surplus or deficit at 31/12/2018 as a percentage of Total Income in 2018 from the Income and Expenditure Account Statement of the AFS	2.20 %	
G. Revenue expenditure per capita in 2018	€742.48	
The 2018 Total Income figure from the Income and Expenditure Account Statement of the AFS	€336,316,260	
The 2018 Total Expenditure figure from the Income and Expenditure Account Statement of the AFS	€309,771,946	
Collection level of Rates from the Annual Financial Statement for 2018	92 %	
Collection level of Rent & Annuities from the Annual Financial Statement for 2018	94 %	
Collection level of Housing Loans from the Annual Financial Statement for 2018	55 %	

NOAC KPIs 2018 - Economic Development: J1 to J4 Approved

Indicator	Value	Comment
A. The no. of jobs created with assistance from the Local Enterprise Office during the period 1/1/2018 to 31/12/2018	188.0	
A. The no. of trading online voucher applications approved by the Local Enterprise Office in 2018	87	
B. The no. of those trading online vouchers that were drawn down in 2018	32	
A. The no. of participants who received mentoring during the period 1/1/2018 to 31/12/2018	982	
A. Does the local authority have a current tourism strategy?	Yes	
B. Does the local authority have a designated Tourism Officer?	Yes	

Appendix 3

Operating Environment



Operating Environment

Cork County Council is impacted by external and internal factors that affect how it delivers on objectives, and determine where it has to direct its focus. The operating environment is affected by changes in legislation, the economy, evolving technologies, government policy, regional and local issues, societal changes and internal changes in structures in the organisation.

In the preparation of this Plan, factors impacting on Cork County are as follows:

Shared Services

Cork County Council participates in a number of shared services arrangements with other local authorities. It seeks to work with the Programme Management Office in the Local Government Management Office (LGMA) in the rollout of a range of projects. The benefits for Cork County include savings achieved through economy of scale, information-sharing and peer learning and improved efficiencies. These arrangements include:

- Works with the Local Authorities Water Programme Office (LAWPRO) in developing approaches for the protection and restoration of water quality and implementing the River Basin Management Plan 2018–2021.
- Established and operates the Climate Action Regional Office (CARO) for the Atlantic Seaboard South region.
- Works with Irish Water to provide water services throughout Cork County.
- Lead authority in the Public Lighting Road Management Office.
- Is a member of the Regional Homeless Forum with Cork City Council and Kerry County Council.

- Is the Lead Authority on the Social Housing Public Private Partnership Programme – Bundle 2 Project, which incorporates eight social housing schemes across six local authorities.
- Cork County Council's Veterinary Food Safety Laboratory is a designated official control laboratory, and provides a range of services to other Local Authorities via a contract with the Food Safety Authority of Ireland.
- Is the lead authority for the Southern Waste Enforcement Regional Lead Authority (WERLA).

Customer services

The Council is committed to the provision of easily accessible customer services, and continues to seek pioneering ways to improve the customer experience. A programme of innovation and transformation is being rolled out by a dedicated unit (Service rePublic) with a focus on the expansion of online services for customers that are easy to access and to use. A dedicated Customer Contact Centre handles calls for a range of services across the organisation, and will continue to expand the range of services it will handle. In addition, a dedicated communications section makes full use of social networking technology to ensure customers can access up to date information via the council's website, Facebook page and Twitter account.

Technological changes

The goal is to provide high quality Information Technology services that meet the needs of internal and external users, and to develop cost-effective solutions for the Council. The Cork County Council Digital Plan will be finalised to run concurrently with this Corporate Plan to support the implementation of its objectives. The development of the Digital Strategy will be aligned to the Local Government ICT Strategy 2017-2022, which incorporates five strategic themes that reflect the five key objectives set out in the Public Service ICT Strategy developed by the Department of Public Expenditure and Reform. The Council seeks to maximize the use of digital technologies by the automation of manual and paper-based processes where possible. The introduction of dependable and secure technology for front-line workers will be implemented in order to maximize efficiencies. Work will continue on improving the security of all ICT systems and infrastructure. The Disaster Recover Strategy and the Business Continuity Plan will continue to be updated. The expansion of the Customer Portal functionality will continue. The Elected Members Portal will also be refined, and the rollout of new technologies to the Members will continue. The Council welcomes the improvements in services that will be provided by the rollout of the National Broadband Plan.

Local Government Act 2019

The Act meant significant change for Cork County Council, as it resulted in a boundary alteration for County Cork, and the transition of over 400 services to Cork City Council. Over 200 staff transferred to the City Council. The Act set out the financial arrangements to be made between Cork County Council and Cork City Council, including the payment of an annual contribution to Cork County Council by the City Council for the period commencing 1st January 2020 to 31st December 2029.

Appendix 3 Operating Environment

Risk Assessment

Cork County Council has developed a comprehensive Risk Assessment Strategy to identify and manage risks to the organisation across all its activities and assets. A dedicated risk management system (CalQRisk) allows structured risk monitoring and reporting, and captures how risks will be addressed. This strategy will support the delivery of strategic objectives in the Corporate Plan, because all Annual Service Delivery Plan objectives are risk assessed and added to the CalQRisk system where relevant. The Risk Oversight Committee has been given the specific role of assisting the Senior Management Team to fulfill its risk identification and management responsibilities, with the support of the Risk Monitoring Officer.

Building Control Operations

The Building Control Acts 1990 to 2014 designated Cork County Council as a Building Control Authority, and gave it strong powers to promote and enforce the building regulations. The National Building Control Office (NBCO) is led by Dublin City Council on behalf of the 31 Building Control Authorities. Cork County Council is committed to the implementation of the National Building Control Management System that has been developed by the NBCO. Cork County Council carries out targeted building inspections on a prioritised basis.

Climate action, biodiversity and sustainability

Climate change is the defining issue of our time, and it requires commitment from all parties to address the challenges posed. The Cork County Climate Adaptation Strategy 2019-2024 has been adopted, and is the first step in building resilience to climate hazards. Cork County Council has initiated a programme of annual operational planning to set out proposed actions under climate adaptation and mitigation. It is committed to the consideration of climate adaptation and mitigation in the delivery of its services and in the compilation of the County Development Plan and all future policy development. Service delivery across the organisation is being reviewed to ensure that Cork County council maximizes its capacity to address climate change, and also to encourage biodiversity.

Housing

The provision of quality housing continues to be a challenge for all Local Authorities, including Cork County Council. The Council delivers new accommodation through a number of schemes and initiatives, and will continue to ensure that the targets set for Cork County in the government strategy document Rebuilding Ireland and the Social Housing Strategy 2020 are met. Further objectives are set out in the Cork County Council Traveller Programme Strategy 2019-2024 and the Strategic Plan for Housing Persons with Disabilities. The Council will work to ensure that there is a mix of affordable, quality housing, available throughout the county both to rent and to buy and will work with the relevant agencies and stakeholders in this regard.

Development strategy

Project Ireland 2040 and the Cork 2050 Strategy have set out ambitious population and job targets for County Cork. The Southern Regional Assembly's Regional Spatial and Economic Strategy (RSES) sets out the opportunities for sustainable growth and development in the region for 2019-2031. A review of the County Development Plan will commence in March 2020, and the formal statutory plan-making process will take place over two years.

Internal Capacity and Resources

The whole time equivalent number of staff working across the organisation at the time of the preparation of the Corporate Plan is 2042. Cork County Council recognises that its staff is the key resource for the delivery of the objectives set out in the Corporate Plan. Training programmes to support staff in line with the requirements of the organisation will be developed. Formal engagement for development of programmes for different staff categories is underway. The retention of knowledge and planning for capacity and competencies will be supported within directorates. Staff development and performance will be supported through the Performance Management and Development System (PMDS), while the formal engagement with Continued Professional Development (CPD) programmes will continue. The culture of staff wellbeing will continue to be promoted and maintained. Continuous review of the organisational structures will be undertaken in order to ensure an agile response where reprioritising of objectives is required to meet the Corporate Plan Strategies.



Appendix 4

Socio-Economic Profile of Municipal Districts

Bandon – Kinsale Municipal District			
Population	2016 (Number)	2016 (%)	2011 – 2016 % Change
Overall	37,269		+6.1%
0-14 year old	8,717	23.4%	+5.0%
15-64 year old	23,653	63.5%	+4.0%
65+	4,899	13.4%	+20.3%

Economic Status	2016 (Number)	2016 (%)	2011 – 2016 % Change
Labour Force	17,605		+5.3%

Industry of Employment	2016 (Number)	2016 (%)	2011 – 2016 % Change
Agriculture/Forestry/Fishing	1,349	8.3%	-4.3%
Building & Construction	859	5.3%	+11.6%
Manufacturing Industries	2,780	17.2%	+20.0%
Commerce & Trade	3,328	20.6%	+3.9%
Transport & Communications	1,030	6.4%	+24.5%
Public Administration	628	3.9%	-5.4%
Professional Services	3,618	22.4%	+16.7%

Education	2016 (Number)	2016 (%)	2011 – 2016 % Change
No formal/Primary	2,363	9.9%	-12.5%
Lower Secondary	3,110	13.0%	-11.8%
Upper Secondary	4,042	16.9%	-5.0%
Apprenticeship/Technical	4,246	17.7%	+4.9%
Lower 3rd Level	3,464	14.5%	+8.9%
Higher 3rd Level	5,423	22.6%	+29.0%
All 3rd Level	8,887	37.1%	+20.3%

Family Cycle	2016 (Number)	2016 (%)	2011 – 2016 % Change
Pre-Family	771	8.1%	-17.1%
Empty Nest	928	9.7%	+12.2%
Retired	917	9.6%	+35.1%
Pre-School	972	10.2%	-16.4%
Early School	1,223	12.8%	+10.5%
Pre-Adolescent	1,165	12.2%	+12.7%
Adolescent	1,180	12.4%	+12.8%
Adult	2,380	25.0%	+6.3%
Lone Parent Families	528	12.1%	-2.9%

Transport	2016 (Number)	2016 (%)	2011 – 2016 % Change
Green Modes of Transport to Work/ Education	2,214	8.8%	-0.8%
Use of Public Transport to Work/Education	2,585	10.3%	+7.5%
Use of Private Transport to Work/ Education	17,814	71.1%	+14.9%

Housing Type	2016 (Number)	2016 (%)	2011 – 2016 % Change
House/Bungalow	11,902	93.3%	+6.2%
Flat/Apartment	711	5.6%	+11.8%

Housing Tenure	2016 (Number)	2016 (%)	2011 – 2016 % Change
Owner Occupier (All)	9,152	72.0%	+3.4%
Owner Occupier with mortgage/loan	4,221	33.2%	-0.3%
Owner Occupier Owned outright	4,931	38.8%	+10.7%
Rented Private Landlord	2,140	16.8%	+2.2%
Rented Local Authority or Voluntary Body	778	6.1%	+25.1%

Appendix 4 Socio-Economic Profile of Municipal Districts

Carrigaline Municipal District			
Population	2016 (Number)	2016 (%)	2011 – 2016 % Change
Overall	35,330		+5.0%
0-14 year old	8,576	24.3%	+3.1%
15-64 year old	23,124	65.5%	+2.6%
65+	3,630	10.3%	+31.1%
Economic Status	2016 (Number)	2016 (%)	2011 – 2016 % Change
Labour Force	16,734		+10.7%
Industry of Employment	2016 (Number)	2016 (%)	2011 – 2016 % Change
Agriculture/Forestry/Fishing	324	2.1%	-1.5%
Building & Construction	886	5.8%	+14.6%
Manufacturing Industries	2,888	18.8%	+16.5%
Commerce & Trade	3,809	24.8%	+6.2%
Transport & Communications	1,270	8.3%	+21.4%
Public Administration	683	4.4%	-8.2%
Professional Services	3,653	23.8%	+11.2%
Education	2016 (Number)	2016 (%)	2011 – 2016 % Change
No formal/Primary	1,501	6.8%	-12.5%
Lower Secondary	-7.2%	13.1%	-7.2%
Upper Secondary	4,360	19.7%	-5.4%
Apprenticeship/Technical	3,772	17.0%	+3.9%
Lower 3rd Level	3,524	15.9%	+11.0%
Higher 3rd Level	5,577	25.2%	+25.3%
All 3rd Level	9,191	41.1%	+19.3%

Family Cycle	2016 (Number)	2016 (%)	2011 – 2016 % Change
Pre-Family	761	9.7%	-18.3%
Empty Nest	917	9.5%	+6.5%
Retired	839	8.7%	+52.8%
Pre-School	1,013	10.5%	-18.5%
Early School	1,285	13.3%	+7.4%
Pre-Adolescent	1,243	12.9%	+10.9%
Adolescent	1,236	12.8%	+16.2%
Adult	2,352	24.4%	+7.5%
Lone Parent Families	678	14.8%	-5.0%

Transport	2016 (Number)	2016 (%)	2011 – 2016 % Change
Green Modes of Transport to Work/ Education	2,166	8.8%	-3.4%
Use of Public Transport to Work/ Education	1,591	6.5%	+18.5%
Use of Private Transport to Work/ Education	19,477	79.5%	+12.3%

Housing Type	2016 (Number)	2016 (%)	2011 – 2016 % Change
House/Bungalow	11,356	94.5%	+4.4%
Flat/Apartment	572	4.8%	+8.7%

Housing Tenure	2016 (Number)	2016 (%)	2011 – 2016 % Change
Owner Occupier (All)	9,263	77.2%	+2.8%
Owner Occupier with mortgage/loan	5,156	43.0%	-5.2%
Owner Occupier Owned outright	4,108	34.2%	+15.1%
Rented Private Landlord	1,814	15.1%	+2.7%
Rented Local Authority or Voluntary Body	568	4.7%	+17.1%

Appendix 4 Socio-Economic Profile of Municipal Districts

Cobh Municipal District			
Population	2016 (Number)	2016 (%)	2011 – 2016 % Change
Overall	34,209		+6.8%
0-14 year old	8,453	24.7%	+8.3%
15-64 year old	22,114	64.6%	+3.4%
65+	3,642	10.6%	+28.0%

Economic Status	2016 (Number)	2016 (%)	2011 – 2016 % Change
Labour Force	16,440		+4.5%

Industry of Employment	2016 (Number)	2016 (%)	2011 – 2016 % Change
Agriculture/Forestry/Fishing	472	3.2%	+3.3%
Building & Construction	652	4.4%	+1.2%
Manufacturing Industries	2,728	18.4%	+99%
Commerce & Trade	3,326	22.4%	+75%
Transport & Communications	1,267	8.5%	+22.2%
Public Administration	1,106	7.4%	-0.7%
Professional Services	3,111	20.9%	+10.9%

Education	2016 (Number)	2016 (%)	2011 – 2016 % Change
No formal/Primary	1,806	8.4%	-9.0%
Lower Secondary	3,019	14.1%	-10.3%
Upper Secondary	4,195	19.5%	-2.5%
Apprenticeship/Technical	3,787	17.6%	+5.7%
Lower 3rd Level	3,210	15.0%	+14.2%
Higher 3rd Level	4,303	20.0%	+24.9%
All 3rd Level	7,510	35.0%	+20.0%

Family Cycle	2016 (Number)	2016 (%)	2011 – 2016 % Change
Pre-Family	767	8.5%	-24.1%
Empty Nest	758	8.4%	-2.1%
Retired	789	8.7%	+43.7%
Pre-School	1,002	11.1%	+23.7%
Early School	1,340	14.8%	+23.4%
Pre-Adolescent	1,149	12.7%	+16.6%
Adolescent	1,102	12.2%	+13.8%
Adult	2,133	23.6%	+7.5%
Lone Parent Families	722	16.1%	+1.5%

Transport	2016 (Number)	2016 (%)	2011 – 2016 % Change
Green Modes of Transport to Work/ Education	2,856	12.4%	+4.4%
Use of Public Transport to Work/Education	1,930	8.4%	+18.6%
Use of Private Transport to Work/ Education	16,737	72.6%	+11.7%

Housing Type	2016 (Number)	2016 (%)	2011 – 2016 % Change
House/Bungalow	10,757	92.7%	+4.0%
Flat/Apartment	709	6.1%	+12.4%

Housing Tenure	2016 (Number)	2016 (%)	2011 – 2016 % Change
Owner Occupier (All)	8,611	74.3%	+1.3%
Owner Occupier with mortgage/loan	4,860	41.9%	-5.8%
Owner Occupier Owned outright	3,748	32.3%	+12.2%
Rented Private Landlord	1,854	16.0%	+2.4%
Rented Local Authority or Voluntary Body	655	5.7%	+25.5%

Appendix 4 Socio-Economic Profile of Municipal Districts

East Cork Municipal District			
Population	2016 (Number)	2016 (%)	2011 – 2016 % Change
Overall	45,441		+7.2%
0-14 year old	11,219	24.7%	+9.2%
15-64 year old	28,532	62.8%	+4.1%
65+	5,690	12.5%	+20.6%
Economic Status	2016 (Number)	2016 (%)	2011 – 2016 % Change
Labour Force	21,294		+4.0%
Industry of Employment	2016 (Number)	2016 (%)	2011 – 2016 % Change
Agriculture/Forestry/Fishing	919	4.9%	-3.9%
Building & Construction	1,006	5.3%	+4.0%
Manufacturing Industries	3,405	18.1%	+18.4%
Commerce & Trade	4,043	21.5%	+7.6%
Transport & Communications	1,311	7.0%	+22.1%
Public Administration	808	4.3%	+1.9%
Professional Services	4,229	22.5%	+14.3%
Education	2016 (Number)	2016 (%)	2011 – 2016 % Change
No formal/Primary	3,025	10.5%	-17.5%
Lower Secondary	4,136	14.4%	-9.9%
Upper Secondary	5,475	19.0%	-4.2%
Apprenticeship/Technical	5,253	18.3%	+8.6%
Lower 3rd Level	3,980	13.8%	+13.4%
Higher 3rd Level	5,288	18.4%	+25.8%
All 3rd Level	9,268	32.2%	+20.2%

Family Cycle	2016 (Number)	2016 (%)	2011 – 2016 % Change
Pre-Family	1,049	8.8%	-18.1%
Empty Nest	1,135	9.5%	+4.4%
Retired	1,128	9.4%	+34.6%
Pre-School	1,311	10.9%	-19.9%
Early School	1,718	14.3%	+14.3%
Pre-Adolescent	1,598	13.3%	+24.6%
Adolescent	1,480	12.3%	+20.7%
Adult	2,566	21.4%	+11.0%
Lone Parent Families	1,058	18.0%	+8.3%

Transport	2016 (Number)	2016 (%)	2011 – 2016 % Change
Green Modes of Transport to Work/ Education	2,774	9.4%	+12.5%
Use of Public Transport to Work/Education	3,002	10.1%	+25.0%
Use of Private Transport to Work/ Education	21,651	73.1%	+15.4%

Housing Type	2016 (Number)	2016 (%)	2011 – 2016 % Change
House/Bungalow	14,577	91.0%	+5.9%
Flat/Apartment	1,198	7.5%	+14.9%

Housing Tenure	2016 (Number)	2016 (%)	2011 – 2016 % Change
Owner Occupier (All)	10,901	68.2%	+2.6%
Owner Occupier with mortgage/loan	5,512	34.5%	-3.1%
Owner Occupier Owned outright	5,389	33.7%	+9.1%
Rented Private Landlord	2,845	17.8%	+2.9%
Rented Local Authority or Voluntary Body	1,497	9.4%	+27.0%

Appendix 4 Socio-Economic Profile of Municipal Districts

Fermoy Municipal District			
Population	2016 (Number)	2016 (%)	2011 – 2016 % Change
Overall	36,406		+4.3%
0-14 year old	8,367	23.0%	+5.8%
15-64 year old	22,964	63.1%	+1.1%
65+	5,075	13.9%	+18.7%
Economic Status	2016 (Number)	2016 (%)	2011 – 2016 % Change
Labour Force	17,101		+3.2%
Industry of Employment	2016 (Number)	2016 (%)	2011 – 2016 % Change
Agriculture/Forestry/Fishing	1,711	11.2%	-1.6%
Building & Construction	804	5.3%	+16.4%
Manufacturing Industries	2,590	16.9%	+20.1%
Commerce & Trade	3,456	22.6%	+6.1%
Transport & Communications	947	6.2%	+18.5%
Public Administration	659	4.3%	-5.0%
Professional Services	3,160	20.7%	13.6%
Education	2016 (Number)	2016 (%)	2011 – 2016 % Change
No formal/Primary	3,097	13.1%	-8.8%
Lower Secondary	3,839	16.2%	-5.2%
Upper Secondary	4,677	19.7%	-6.3%
Apprenticeship/Technical	4,292	18.1%	+8.4%
Lower 3rd Level	2,832	11.9%	+10.5%
Higher 3rd Level	3,765	15.9%	+28.5%
All 3rd Level	6,597	27.8%	20.1%

Family Cycle	2016 (Number)	2016 (%)	2011 – 2016 % Change
Pre-Family	728	7.5%	-26.7%
Empty Nest	995	10.3%	-1.6%
Retired	999	10.3%	+39.5%
Pre-School	976	10.1%	-19.1%
Early School	1,265	13.1%	+16.2%
Pre-Adolescent	1,136	11.8%	+13.3%
Adolescent	1,159	12.0%	+8.9%
Adult	2,408	24.9%	+6.9%
Lone Parent Families	665	15.1%	-4.6%

Transport	2016 (Number)	2016 (%)	2011 – 2016 % Change
Green Modes of Transport to Work/ Education	2,591	11.0%	+9.7%
Use of Public Transport to Work/ Education	1,742	7.4%	+13.0%
Use of Private Transport to Work/ Education	16,998	72.4%	+11.2%

Housing Type	2016 (Number)	2016 (%)	2011 – 2016 % Change
House/Bungalow	12,395	94.7%	+3.4%
Flat/Apartment	452	3.5%	+12.2%

Housing Tenure	2016 (Number)	2016 (%)	2011 – 2016 % Change
Owner Occupier (All)	9,439	72.4%	+0.4%
Owner Occupier with mortgage/loan	4,169	32.0%	-6.9%
Owner Occupier Owned outright	5,270	40.4%	+6.9%
Rented Private Landlord	1,862	14.3%	+8.3%
Rented Local Authority or Voluntary Body	1,133	8.7%	+18.3%

Appendix 4 Socio-Economic Profile of Municipal Districts

Kanturk – Mallow Municipal District			
Population	2016 (Number)	2016 (%)	2011 – 2016 % Change
Overall	54,092		3.1%
0-14 year old	12,075	22.3%	+5.5%
15-64 year old	33,869	62.6%	-0.3%
65+	8,148	15.1%	+15.5%
Economic Status	2016 (Number)	2016 (%)	2011 – 2016 % Change
Labour Force	25,128		-0.4%
Industry of Employment	2016 (Number)	2016 (%)	2011 – 2016 % Change
Agriculture/Forestry/Fishing	2,259	10.1%	-5.1%
Building & Construction	1,381	6.2%	+9.0%
Manufacturing Industries	3,613	16.1%	+11.4%
Commerce & Trade	4,640	20.7%	+3.7%
Transport & Communications	1,330	5.9%	+17.4%
Public Administration	1,085	4.8%	-6.1%
Professional Services	5,237	23.4%	+9.3%
Education	2016 (Number)	2016 (%)	2011 – 2016 % Change
No formal/Primary	4,773	13.4%	-15.9%
Lower Secondary	6,317	17.7%	-7.6%
Upper Secondary	6,712	18.8%	-5.6%
Apprenticeship/Technical	6,413	18.0%	+7.5%
Lower 3rd Level	4,203	11.8%	+8.2%
Higher 3rd Level	5,384	15.1%	+21.6%
All 3rd Level	9,587	26.9%	+15.3%

Family Cycle	2016 (Number)	2016 (%)	2011 – 2016 % Change
Pre-Family	1,047	7.3%	-22.1%
Empty Nest	1,541	10.7%	+3.6%
Retired	1,538	10.7%	+35.4%
Pre-School	1,411	9.8%	-16.7%
Early School	1,752	12.2%	+13.0%
Pre-Adolescent	1,683	11.7%	+9.6%
Adolescent	23,330	12.5%	+16.5%
Adult	3,622	25.2%	-2.7%
Lone Parent Families	1,118	17.7%	+0.8%

Transport	2016 (Number)	2016 (%)	2011 – 2016 % Change
Green Modes of Transport to Work/ Education	3,351	9.7%	+2.8%
Use of Public Transport to Work/Education	2,558	7.4%	+17.8%
Use of Private Transport to Work/ Education	25,313	73.4%	+8.6%

Housing Type	2016 (Number)	2016 (%)	2011 – 2016 % Change
House/Bungalow	18,793	95.1%	+2.5%
Flat/Apartment	652	3.3%	+10.9%

Housing Tenure	2016 (Number)	2016 (%)	2011 – 2016 % Change
Owner Occupier (All)	14,460	73.3%	-1.0%
Owner Occupier with mortgage/loan	6,126	31.1%	-7.7%
Owner Occupier Owned outright	8,334	42.4%	+4.6%
Rented Private Landlord	2,599	13.2%	+3.2%
Rented Local Authority or Voluntary Body	1,816	9.2%	+27.3%

Appendix 4 Socio-Economic Profile of Municipal Districts

Macroom Municipal District			
Population	2016 (Number)	2016 (%)	2011 – 2016 % Change
Overall	36,803		+3.1%
0-14 year old	8,299	22.5%	+1.4%
15-64 year old	23,501	63.9%	+0.7%
65+	5,003	13.6%	+19.2%
Economic Status	2016 (Number)	2016 (%)	2011 – 2016 % Change
Labour Force	17,594		+3.2%
Industry of Employment	2016 (Number)	2016 (%)	2011 – 2016 % Change
Agriculture/Forestry/Fishing	1,617	9.9%	-7.9%
Building & Construction	1,113	6.8%	+9.8%
Manufacturing Industries	2,603	15.9%	+10.2%
Commerce & Trade	3,203	19.6%	+10.2%
Transport & Communications	1,134	6.9%	+33.9%
Public Administration	720	4.4%	-5.6%
Professional Services	3,961	24.3%	+12.0%
Education	2016 (Number)	2016 (%)	2011 – 2016 % Change
No formal/Primary	2,444	10.2%	-18.3%
Lower Secondary	3,830	15.9%	-12.0%
Upper Secondary	4,161	17.3%	-8.9%
Apprenticeship/Technical	4,341	18.1%	+8.6%
Lower 3rd Level	3,138	13.1%	+9.5%
Higher 3rd Level	4,933	20.5%	+27.7%
All 3rd Level	8,073	33.6%	+20.0%

Family Cycle	2016 (Number)	2016 (%)	2011 – 2016 % Change
Pre-Family	690	7.2%	-11.1%
Empty Nest	898	9.4%	-1.3%
Retired	936	9.8%	+35.3%
Pre-School	893	9.4%	-19.2%
Early School	1,156	12.1%	+14.5%
Pre-Adolescent	1,073	11.3%	+9.8%
Adolescent	1,134	11.9%	+5.3%
Adult	2,751	28.9%	+3.0%
Lone Parent Families	434	10.5%	-13.9%

Transport	2016 (Number)	2016 (%)	2011 – 2016 % Change
Green Modes of Transport to Work/ Education	1,387	5.5%	-6.5%
Use of Public Transport to Work/Education	1,956	7.8%	+2.8%
Use of Private Transport to Work/ Education	19,218	76.5%	+11.1%

Housing Type	2016 (Number)	2016 (%)	2011 – 2016 % Change
House/Bungalow	12,115	96.8%	+3.6%
Flat/Apartment	258	2.1%	+18.9%

Housing Tenure	2016 (Number)	2016 (%)	2011 – 2016 % Change
Owner Occupier (All)	10,075	80.7%	+1.1%
Owner Occupier with mortgage/loan	4,313	34.6%	-3.5%
Owner Occupier Owned outright	5,763	46.1%	+5.0%
Rented Private Landlord	1,349	10.8%	+11.8%
Rented Local Authority or Voluntary Body	493	3.9%	+16.8%

Appendix 4 Socio-Economic Profile of Municipal Districts

West Cork Municipal District			
Population	2016 (Number)	2016 (%)	2011 – 2016 % Change
Overall	52,705		+0.6%
0-14 year old	10,564	20.0%	-2.6%
15-64 year old	32,428	61.5%	-2.0%
65+	9,713	18.5%	+14.7%
Economic Status	2016 (Number)	2016 (%)	2011 – 2016 % Change
Labour Force	24,120		+0.7%
Industry of Employment	2016 (Number)	2016 (%)	2011 – 2016 % Change
Agriculture/Forestry/Fishing	3,002	13.8%	-3.8%
Building & Construction	1,547	7.1%	+4.4%
Manufacturing Industries	2,265	10.4%	+3.9%
Commerce & Trade	4,200	19.3%	+3.3%
Transport & Communications	1,183	5.4%	+20.7%
Public Administration	862	4.0%	-9.7%
Professional Services	5,083	23.3%	+13.7%
Education	2016 (Number)	2016 (%)	2011 – 2016 % Change
No formal/Primary	4,902	13.6%	-19.8%
Lower Secondary	5,773	16.0%	-11.0%
Upper Secondary	6,463	17.9%	-4.7%
Apprenticeship/Technical	6,408	17.8%	+7.4%
Lower 3rd Level	4,588	12.7%	+9.9%
Higher 3rd Level	6,043	16.7%	+24.6%
All 3rd Level	10,631	29.4%	+17.8%

Family Cycle	2016 (Number)	2016 (%)	2011 – 2016 % Change
Pre-Family	858	6.4%	-14.9%
Empty Nest	1,751	13.0%	+2.0%
Retired	1,741	12.9%	+27.2%
Pre-School	1,123	8.3%	-15.1%
Early School	1,409	10.4%	+6.1%
Pre-Adolescent	1,403	10.4%	-1.5%
Adolescent	1,760	13.1%	+2.1%
Adult	3,439	25.5%	+1.1%
Lone Parent Families	855	15.9%	-9.0%

Transport	2016 (Number)	2016 (%)	2011 – 2016 % Change
Green Modes of Transport to Work/ Education	3,362	10.3%	-4.3%
Use of Public Transport to Work/Education	2,914	8.9%	-7.3%
Use of Private Transport to Work/ Education	22,215	68.2%	+7.4%

Housing Type	2016 (Number)	2016 (%)	2011 – 2016 % Change
House/Bungalow	18,876		+3.3%
Flat/Apartment	734		+0.4%

Housing Tenure	2016 (Number)	2016 (%)	2011 – 2016 % Change
Owner Occupier (All)	14,385	72.4%	+0.4%
Owner Occupier with mortgage/loan	4,645	23.4%	-6.5%
Owner Occupier Owned outright	9,740	49.0%	+4.1%
Rented Private Landlord	3,081	15.5%	+4.0%
Rented Local Authority or Voluntary Body	1,271	6.4%	+12.3%

Appendix 5

Corporate Plan Stakeholders

Corporate Plan Stakeholders

- Cork County Citizens and Communities
- Cork County Council Elected Members
- Bandon-Kinsale Municipal District
- Carrigaline Municipal District
- Cobh Municipal District
- Fermoy Municipal District
- Kanturk-Mallow Municipal District
- Macroom Municipal District
- East Cork Municipal District
- West Cork Municipal District
- Planning & Strategic Development Strategic Policy Committee
- Environment, Climate Action & Biodiversity Strategic Policy Committee
- Economic Development & Enterprise Strategic Policy Committee
- Tourism Strategic Policy Committee
- Housing Strategic Policy Committee
- Roads & Transport Strategic Policy Committee
- Social Inclusion, Community & Rural Development Strategic Policy Committee
- Arts, Culture & Languages Strategic Policy Committee
- North Cork Local Community Development Committee
- South Cork Local Community Development Committee
- West Cork Local Community Development Committee
- Cork County Joint Policing Committee

Local Government

- Local Enterprise Offices (LEOs)
- Cork City Council
- Limerick City & County Council
- Waterford City & County Council
- Tipperary County Council
- Kerry County Council

Government Departments

- Department of Housing, Planning & Local Government
- Department of Children & Youth Affairs
- Department of Communications, Climate Action & Environment
- Department of Rural & Community Development
- Department of Justice & Equality
- Department of Health
- Department of Transport, Tourism & Sport
- Department of Culture, Heritage & the Gaeltacht
- Department of Public Expenditure & Reform
- Department of Business, Enterprise & Innovation
- Department of Agriculture, Food & the Marine
- Department of Defence
- Department of Education & Skills
- Department of Employment Affairs & Social Protection
- Department of Finance
- Department of Foreign Affairs & Trade
- Department of the Taoiseach
- National Oversight and Audit Commission

Local Development Companies

- Avondhu Blackwater Partnership CLG
- Ballyhoura Development CLG
- Comhdháil Oileán na hÉireann (Irish Islands Federation)
- IRD Duhallow CLG
- SECAD Partnership CLG
- West Cork Development Partnership CLG
- Mallow Development Partnership

State Agencies

- Health Service Executive
- Cork Education and Training Board (ETB)
- Solas
- An Garda Síochána
- Teagasc
- Enterprise Ireland
- IDA Ireland
- Fáilte Ireland
- Tourism Ireland
- Irish Human Rights & Equality Commission
- Bord Iascaigh Mhara BIM (Irish Sea Fisheries Board)
- South West Regional Assembly
- Data Protection Commission
- Food Safety Authority of Ireland
- Enterprise Ireland
- Irish Water
- Bus Eireann
- Irish Rail
- Road Management Office RMO
- Engineers Ireland
- Institute of Public Administration IPA
- Irish Public Bodies IPB
- Údarás na Gaeltachta
- Foras na Gaeilge – An Foras Teanga
- Environmental Protection Agency (EPA)
- Transport Infrastructure Ireland (TII)
- Child & Family Agency (Túsla)
- The Heritage Council
- Standards in Public Office Commission
- Road Safety Authority
- Private Residential Tenancies Board
- Pobal
- Office of the Ombudsman
- Office of the Information Commissioner
- University College Cork
- Cork Institute of Technology
- Local Government Management Agency
- Healthy Ireland
- Health & Safety Authority
- National Parks and Wildlife Service
- Office of Public Works
- Arts Council
- Sports Ireland
- An Comhairle Leabharlanna
- Climate Action Regional Office CARO
- Sustainable Energy Authority of Ireland SEAI

Appendix 5 Corporate Plan Stakeholders

Social Partners, other relevant agencies & community groups

- Cork County PPN & PPN Secretariat
- Tidy Towns Associations
- GAA
- Irish Business & Employers Commission
- Chambers Ireland & Cork Chamber
- Irish Small & Medium Enterprises Association (ISME)
- Irish Congress of Trade Unions (ICTU)
- Cork Environmental Forum
- The Courts Service
- Irish Farmers' Association (IFA)
- Irish Co-operative Organisation Society (ICOS)
- Irish Country Womens' Association ICA
- Irish Council for Social Housing
- Threshold
- Approved Housing Bodies
- Disability Federation of Ireland
- Muintir na Tíre (National and Cork County Federation)
- Cork County Childcare Committee
- Cork County Sports Partnership
- Charities including St. Vincent de Paul, SIMON Community
- National Youth Council of Ireland
- Comhairle na nÓg
- Irish Traveller Movement
- Cork County Traveller Interagency group
- Cork County Older Peoples' Council
- Cork County Age Friendly Alliance
- Southern Regional Drugs & Alcohol Task Force

Other Strategic Partners

- European Investment Bank EIB
- Port of Cork
- Allied Irish Bank
- Bank of Ireland
- National Transport Authority





Comhairle Contae Chorcaí
Cork County Council