Cork County Council

Annual Service Delivery Plan 2019

Contents

Introduction

Dear Member

Welcome to Cork County Council's Annual Service Delivery Plan 2019 (ASDP). This Plan's purpose is to provide a corporate document that sets out service delivery objectives and performance standards for 2019.

The 2019 ASDP is prepared in the context of the 2019 budget, plus the following:

- Statutory requirements of the Local Government Reform Act 2014 and other relevant legislation/regulation
- Cork County Council plans/strategies including the Corporate Plan 2015-2019
- National Government Policy
- Existing Service Level Agreements
- Available Resources (both staff and financial)
- The 2018 ASDP

The 2019 ASDP has also been prepared in the context of the Boundary Transition process and the demands that this restructuring will place on our frontline and back office services.

For 2019, we have identified 216 key objectives (previously 185 in 2018 and 165 objectives in 2017). Each objective is assigned to a Directorate along with a desired performance standard to be achieved and a national performance indicator (where applicable).

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

Tim Lucey
Chief Executive

Annual Service Delivery Plan Objectives 2019

Item	Directorate	Principal Service	ASDP Objective	Performance Standard	Relevant Performance Indicator
1	Boundary Transition Programme	Staff Transfer Plan	In conjunction with Personnel Department, to agree a staff transfer plan with Cork City Council and the Implementation Oversight Committee relating to the transfer of staff under the boundary transition programme	Plan agreed by 01/03/2019	
2	Boundary Transition Programme	Key Operational Assets	Identify key operational assets required by CCC post transfer date and submit business cases for their retention to both Cork City Council and the Implementation Oversight Committee.	Assets identified by 01/03/2019	
3	Boundary Transition Programme	Service delivery in the Transition area	Identify all services transitioning to Cork City Council as part of the Boundary Transition Programme and agree how and when these services will transition.	Services identified by 01/03/2019	
4	Boundary Transition Programme	Annual Financial Compensation	In conjunction with Finance Department, engage in negotiations with the Implementation Oversight Committee and Cork City Council to agree the Annual Financial Compensation payable by Cork City Council to Cork County Council.	Compensation agreed by 01/08/2019	
5	Boundary Transition Programme	Financial Settlement	In conjunction with Finance Department, engage in negotiations with Implementation Oversight Committee and Cork City Council to agree the Financial Settlement.	Financial Settlement agreed by 01/08/2019	
6	Boundary Transition Programme	Compliance Reports to IOC and LA members	Issue the required Implementation Oversight Committee Reports/Compliance with LG Act 2019 Reports as set out in legislation.	Completed by 31/12/2019	
7	Boundary Transition Programme	Boundary Transition Programme - Communications Plan	In conjunction with Corporate Services Department and Cork City Council, to develop a joint boundary communications plan relating to the services transition programme.	Plan developed by 01/04/2019	
8	Corporate Services	Customer Services	Implement Firmstep CRM SERVICE to all service areas in the Centre and ongoing monitoring of new CRM	100% implementation by Q3 2019	
9	Corporate Services	Customer Services	Review and extend the range of services provided by the Customer Contact Centre in conjunction with Service rePublic Team (i.e. MD's, Roads & Environment)	New service areas identified and reviewed by Q3 2019. Quarterly report prepared for DoS	

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10	Corporate Services	Customer Services	Installation of a new Cisco phone system in Centre, through the awarding and implementation of the IPT Contract by ICT Dept., with adequate training for all users	New system installed and users adequately trained by Q4 2019	
11	Corporate Services	Internal Audit	Prepare and Implement the annual Internal Audit Plan.	Complete by Q4	
12	Corporate Services	FOIs	Process FOI requests, Ombudsman & Customer Charter Complaints in accordance with statutory requirements and Customer Charter	Responses issued by statutory and other required deadlines	
13	Corporate Services	Property Procurement, Sale & Leasing Agent	Support & assist the Housing Directorate in achieving the Departmental targets for social housing	Departmental targets achieved December 2019	H1(a) overall no. of dwellings
14	Corporate Services	Service Transformation Team	Support the boundary transition process and the restructuring of Council services as a result	Deliver a customer and staff engagement process for redesigning services by Q3 2019	
15	Corporate Services	Service Transformation Team	Develop joined-up, organisation-wide service design opportunities across departments	Consolidation of Grants process across the Council by Q4 2019 Single Part 8 service for all departments by end Q4 2019 Redesign Ask A Question process to provide back office stage across all services by end Q4 2019	
16	Corporate Services	Service Transformation Team	Work with Communications to review and design Cork County Council's digital services platforms - website, intranet, yourcouncil.ie, twitter and instagram	Digital services platform design review carried out with Communications by end of Q4 2019	
17	Corporate Services	Service Transformation Team	Embed the process of service design in Cork County Council and the Corporate Plan, and become a partner of choice for departments and sections in the design of internal services	Develop and start the implementation of a digital strategy for Cork County Council with the support of the IT department by Q2 2019 Internal communication strategy for service transformation developed and implemented by Q2 2019 Engagement process for the team developed and communicated by Q1 2019 15 new internal services published on Dash by Q4 2019	
18	Corporate Services	Corporate Risk Management	Implement the Council's Corporate Risk Management Policy through the Risk Oversight Committee.	Corporate Services Risk Register reviewed and integrated into CalQRisk by end of Q3 2019 Four quarterly meetings held by Risk Oversight Committee in 2019	
19	Corporate Services	Corporate Plan	Review Corporate Plan and new plan in place	New Corporate Plan in place December 2019	

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20	Corporate Services	Governance Review	Draft review finalised and plan put in place	June 2019	
21	Corporate Services	Audit Committee	Facilitate & Support Audit Committee Meetings	Facilitate five Audit Committee Meetings and any training events and have Annual Report and Work Programme approved by Council	
22	Corporate Services	Annual Service Delivery Plan Co-ordination	Review the previous years ASDP and issue report on same to Council	Report issued to Council by end of Q2	
23	Corporate Services	Performance Indicators	Compile Key Performance Indicator data and submit same to NOAC	Data submitted to NOAC by required deadline	
24	Corporate Services	PR/Publicity	Actively promote CCC as an excellent, innovative and progressive Local Authority and provider of high quality local services by identifying positive news stories about the Council and to ensure same are promoted on all platforms to spread the message.	Increase website and social media traffic.	C3 (A) No. of page visits to LA website in 201X. C3 (B) Total # of Followers at end of 201X of the LA's Social Media Accounts
25	Corporate Services	Awareness	Increase the profile of the Mayor and new Council, embed the Municipal Districts and increase awareness of Boundary Transition.	Supply of good quality speeches and continue Mayoral column in newspapers. Promotion of all significant MD activities. Increase awareness of Boundary through website, social media, newsletter, newspaper and radio campaign.	
26	Corporate Services	Internal Communications	Improve and create effective and systematic channels of internal communication. Increase information from Communication Liaison Officers (CLOs)	Development of Intranet. Liaise with CLOs and MDs to develop to develop and submit "good news stories"	
27	Corporate Services	Major Emergency/Severe Weather	Provide the public, Councillors and staff with accurate and up to date information in relation to emergencies and severe weather situations	Systems in place to provide information on Emergencies and Severe Weather situations using website, email, social media, mapalerter channels and text alert. Finalise Interagency Communication Plan.	
28	Corporate Services	Democratic Representation	Develop & Support the democratic role of the Elected Members (new elected council elected Q2)	Induction presentations Q2. Consult with AILG re training of new elected members Q2, provision of training and media training Q3.	
29	Corporate Services	Electoral Register	Processing of Franchise and Electoral Register transactions in a timely manner	Franchise and Electoral Register maintained and up to date Q2	
30	Corporate Services	Data Protection	Lead and Support Directorates in the implementation of Council's GDPR Policies and Procedures	Maximum compliance with GDPR December 2019 and ongoing	
31	Corporate Services/Seirbhisí Corparáideacha	Irish Office/Oifig na Gaeilge	Promote greater awareness of Irish and the role of the Irish Officer. Feasacht ar an Ghaeilge agus ról an t-oifigeach Gaeilge a chur chun cinn.	Assist in ensuring Council compliance with the Official Languages Act, and facilitate Irish language initiatives. Cabhraigh leis an Comhairle comhlíonadh le Acht na dTeangacha Oifigiúla 2003, ag éascú tionscnaimh trí Ghaeilge	

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32	Corporate Services/Seirbhisí Corparáideacha	Irish Office/Oifig na Gaeilge	Assist with the re-development of the Website to provide an Irish Language version of the static content, and to implement a maintenance plan for the satisfactory upkeep of the Irish language version of the website. Cúnamh a thabhairt chun an suíomh gréasáin a ath-fhorbairt ag sholáthar leagan Gaeilge den abhar statach, agus plean a chuir I bhfeidhm ag cinntiú an cothabháil sásúil den leagan Gaeilge den suíomh gréasáin	The updated website and the associated maintenance plan to be completed by the end of September 2019. Ba chóir go mbeidh an obair ar an suíomh agus ar an bPlean Cothabháil críochnaithe faoi dheireadh Meán Fomhair.	
33	County Solicitors	Legal Services	Provision of legal advice & legal services to Directors of Service and Municipal Districts	Ensure advice is of a high quality and given in a timely manner.	
34	County Solicitors	High Court, Circuit Court and District Court Litigation	Provide effective high litigation services on behalf of the Council as and when required	Provision of an effective service in defending the Council against claims and prosecuting infringements.	
35	County Solicitors	Services provided to Irish Water under the SLA.	Provide legal services to Irish Water under the SLA.	Provision of effective and timely advisory, conveyancing, and litigation services to Irish Water in accordance with the SLA.	
36	County Solicitors	Maintenance of a Litigation Risk Register	Provide information to assist in the assessment of the Council's liabilities arising in connection with litigation.	Provision of an estimate in the case of probable and quantifiable exposure of the Council in respect of costs, damages and compensation.	
37	Economic Development, Enterprise & Tourism	Economic Development	Provide, manage & market county economic infrastructure to support the growth of Start up/SME sector and increase employment	80% annual average occupancy of Business Growth Units	
38	Economic Development, Enterprise & Tourism	Enterprise Supports	Provide financial & soft supports to grow the start up and SME economy	Meet KPIs outlined in the Local Enterprise Strategy up to 2020	J1: No. of jobs created with assistance from Local Enterprise Office during 2019
39	Economic Development, Enterprise & Tourism	Economic Development	Provide targeted financial support towards strategic economic initiatives	Cork economy grows national and international profile	
40	Economic Development, Enterprise & Tourism	Tourism	Maximise return to the Cork economy through the promotion of tourism related economic activity	Maximise the share of annual visitor numbers to Ireland for Cork	J4: Tourism Strategy & Tourism Officer
41	Economic Development, Enterprise & Tourism	Economic Development	Stimulate rural economic activity in Cork	Attract maximum potential funding into rural economy	
42	Economic Development, Enterprise & Tourism	Economic Development	Develop best practice in economic policy in Cork region	Sustainable international economic partnerships	
43	Economic Development, Enterprise & Tourism	Economic Development	Develop and promote economic policies which will catalyse the growth of Cork County Economy	Increased economic output in the Cork County Economy	
44	Environment/Climate Change/Broadband/Emergency Services	Agriculture Inspection Program	Meet the targets specified in the Annual (RMCEI) Inspection Plan 2019	Inspection Plan targets as individually listed in section team plan fully met.	

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45	Environment/Climate Change/Broadband/Emergency Services	Air Quality Licence Testing, Monitoring and Enforcement	Meet the targets specified in the Annual (RMCEI) Inspection Plan 2019	Inspection Plan targets as individually listed in section team plan fully met.	E2: % of environmental pollution complaints closed
46	Environment/Climate Change/Broadband/Emergency Services	Energy Awareness Service (Council) monitoring, information and advice and awareness	Retain ISO 50001	Accreditation Retained	
47	Environment/Climate Change/Broadband/Emergency Services	Climate Change Adaptation Strategies	Develop Climate Change Adaptation Strategy in accordance with statutory obligations and national guidance document	National targets and timelines as listed in section team plan met	
48	Environment/Climate Change/Broadband/Emergency Services	Climate Change Adaptation Strategies	Delivery of 2019 CARO Work Programme which has been agreed with the Department of Communication, Climate Action and the Environment	Achievement of 2019 Work Programme target	
49	Environment/Climate Change/Broadband/Emergency Services	Environmental education information and advice and awareness(general public)	Implementation of Environmental Awareness Strategy	Review existing strategy, consult with stakeholders, bring draft strategy to SPC	E4: % of schools that have been awarded green flag status
50	Environment/Climate Change/Broadband/Emergency Services	Haulbowline Island Remediation Project	Complete East Tip remediation programme, establish aftercare programme in accordance with licence requirements and MOU program.	Programme complete by end of Q2	
51	Environment/Climate Change/Broadband/Emergency Services	Veterinary Food Safety "Official Control" operations	Carry out all "Official Controls" in accordance with agreed SOP's as set down by the Food Safety Authority of Ireland.	SLA targets as individually listed in section team plan fully met.	
52	Environment/Climate Change/Broadband/Emergency Services	Veterinary Food Safety Laboratory operations	Implement Service Level Agreement with FSAI.	SLA targets as individually listed in section team plan fully met.	
53	Environment/Climate Change/Broadband/Emergency Services	Veterinary operations pertaining to dogs, horses, and the environment.	Assess and investigate issues pertaining to statutory compliance with relevant legislation.	SLA targets as individually listed in section team plan fully met.	
54	Environment/Climate Change/Broadband/Emergency Services	Waste Enforcement monitoring and enforcement	Meet the targets specified in the Annual (RMCEI) Inspection Plan 2019	Inspection Plan targets for 2019 as individually listed in section team plan, fully met.	E1: No./% of Households availing of a 3 bin service E2: % of environmental pollution complaints closed
55	Environment/Climate Change/Broadband/Emergency Services	Waste Enforcement monitoring and enforcement	Implement Business Plan adopted by Public Services Review Oversight Group	Business Plan targets for 2019 as individually listed in section team plan, fully met.	

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56	Environment/Climate Change/Broadband/Emergency Services	Waste Regulations application permit processing and report	Meet Statutory Timelines for permit applications	Number of Permit Applications processed within statutory timelines as a % of total permit applications received	
57	Environment/Climate Change/Broadband/Emergency Services	Protection & improvement of Water Quality	Meet the targets specified in the Annual (RMCEI) Inspection Plan 2019	Inspection Plan targets as individually listed in section team plan fully met.	E2: % of environmental pollution complaints closed
58	Environment/Climate Change/Broadband/Emergency Services	Protection & improvement of Water Quality	Complete review of laboratory structures to meet objectives of national shared service laboratory strategy	Core/non core lab processes identified - Q1 Structural review complete and revised model proposed -Q3 Revised structures Implementation Plan in place-Q4	
59	Environment/Climate Change/Broadband/Emergency Services	Waste Water licenced facility Inspection testing and Monitoring	Meet the requirements of Annual Sampling Plan Agreed with Irish Water for 2019	Sampling Plan targets as individually listed in section team plan fully met.	
60	Environment/Climate Change/Broadband/Emergency Services	Fire Service Operations	Review fire cover arrangements in light of City Boundary Extension and RBA II Report	Completed Q4 2019	Performance indicators relevant to Fire Service Operations; F1: Cost per Capita of the Fire Service F2: Service Mobilisation F3: Percentage Attendance Times at Scenes
61	Environment/Climate Change/Broadband/Emergency Services	Building Control Enforcement	Enforce Building Control Regulations	Achieve a county-wide target of 12% to 15% of new buildings inspected	P1: New Buildings Inspected
62	Environment/Climate Change/Broadband/Emergency Services	Fire Safety Advice	Develop Community Fire Safety Initiatives, with particular reference to a 2 day event within each Station Ground Area during Fire Safety Week.	Completed Q3 2019	
63	Environment/Climate Change/Broadband/Emergency Services	Fire Safety Enforcement	Continue with the implementation of a programme to inspect nursing homes and other residential care premises.	Inspection rate as per Fire Prevention Programme 2019 for each Division.	
64	Environment/Climate Change/Broadband/Emergency Services	Building Control Applications and Submissions	Achieve early "first contact" times for all applications / meet statutory deadlines	As per Building Control Programme 2019 for each Division	
65	Environment/Climate Change/Broadband/Emergency Services	Civil Defence	Support the Principal Response Agencies in responding to emergencies and to provide first aid and other support at local community events.	To meet standards identified in Civil Defence Development Plans 2017 – 2019 as prepared in accordance with the requirements of Section 12 of the Civil Defence Act.	

Item	Directorate	Principal Service	ASDP Objective	Performance Standard	Relevant Performance Indicator
66	Environment/Climate Change/Broadband/Emergency Services	Major Emergency Management	Review, update, exercise and test Cork County Council's Major Emergency Plan in accordance with the Framework for Major Emergency Management. Review, update, exercise and test Inter-Agency (Local Authority, HSE, An Gárda Síochána) site specific External Emergency Plans for Upper-tier establishments in Cork County in accordance with SI No 74 of 2006.	Completed by Q4 2019 as per CCC's Major Emergency Management Committee Work Programme 2018	
67	Finance	Corporate Financial Governance	Establish optimal corporate financial governance structures which meet industry standard best practice, including statutory requirements.	Full governance review in 2019	
68	Finance	Finance Operational	Manage the boundary transition process to achieve the optimal outcome for Cork County Council.	Achieve optimal financial settlement to secure future operations	
69	Finance	Corporate Insurances	Manage insurance policies and claims in a cost efficient and timely manner.	Insurance policies managed efficiently	
70	Finance	House loan collection	Maximize collection levels for housing loans & continue to reduce to arrears.	Reduce arrears value and reduce number of accounts in arrears.	M2(C) % Housing Loan Collection.
71	Finance	Motor Tax	Provide an efficient Counter and Postal Motor Tax service	Service provided efficiently	R3 % of motor tax transactions conducted online
72	Finance	Procurement	Develop procurement compliance within the Council.	Provide training for 60% staff by end 2019	
73	Finance	Procurement	Promote and embed a value delivery culture in all operational areas.	Full governance structure in place by end 2019	
74	Finance	Rate Collection	Maximize Collection Levels	Maintain 2018 performance	M2(A) % Commercial Rate Collection.
75	Finance	Payments	Provide an effective accounts payable service to creditors & in compliance with relevant legislation	Meet statutory prompt payment obligations	
76	Finance	Corporate Financial Governance	Commission fully integrated Enterprise Resource (ERP) Systems to adequately support business processes, activities and obligations.	Plan produced, ERP selected and project team resourced by Q4 2. Select ERP 3. Resource project team	
77	Finance	Rates	Maximise Effective Rateable Valuation Base	Improve on 2018 performance	
78	Finance	Payroll	Provide an effective payroll service to all staff and align with national shared services policy	Meet statutory payroll obligations and Implement Core Pay	

Item	Directorate	Principal Service	ASDP Objective	Performance Standard	Relevant Performance Indicator
79	Housing	Housing Capital & Finance	Progress delivery of social housing supports, in accordance with the objectives of the Rebuilding Ireland, using the full range of delivery mechanisms available and working with Approved Housing Bodies to maximise delivery options	Capital Programme of 670 units in 2019 together with a HAP target of 1100 in 2019	H1 (a) Overall # no of Dwellings provided in the Period
80	Housing	Housing Capital & Finance	Progress the delivery of the Council's Housing Capital Programme	Deliver 351 Units in 2019	H1 (b1). No. of Dwellings Constructed by the LA in the Period
81	Housing	Housing Architectural Support	Continue to provide a range of Architectural and Quantity Surveying Services on a County wide basis including project administration and management of the Architect -led framework for projects exceeding €5m.	In-house Architect designed. 45 units to be delivered in 2019 as part of the overall capital programme of 670 units.	
82	Housing	Housing Capital & Finance	Progress Social Housing Acquisitions	30 Social Housing Acquisitions in 2019	H1 (a) Overall # no of Dwellings provided in the Period
83	Housing	Housing Capital & Finance	Complete South Cork Rent Review.	Implement updated rents in South Cork from September.	M2 (b) Collection Levels Rents and Annuities
84	Housing	Housing Capital & Finance	Proceed with the implementation of the impact of the review and the collection of rent	Collect 100% of the budgeted income.	M2 (b) Collection Levels Rents and Annuities
85	Housing	Housing Policy & Coordination	Develop an Internal & External Communications Policy, Practice and Procedures throughout the Housing Directorate	Internal Information Bulletins circulated annually, and minimum of 4 media releases per month.	
86	Housing	Housing Options	Progress the delivery of Social Leasing Programme including AHB Delivery, Private Leasing/Long Term Leasing	Deliver 112 Units in 2019	H1 (a) Overall # no of Dwellings provided in the Period
87	Housing	Housing Options	Progress the delivery of approved Developments under previous CAS calls	Deliver 13 Units in 2019 and progress a further 28 units that have received CAS 1 approval	H1 (a) Overall # no of Dwellings provided in the Period
88	Housing	Housing Options	Continue the implementation of the Housing Assistance Programme and achieve the DHPCLG Housing Assistance Payment annual target	22 HAP sign ups per week	H1 (d) # of Units provided under HAP Scheme in Period
89	Housing	Housing Options	Increase the number of Private Minimum Rental Standards Inspections	Target of 2865 inspections in 2019	
90	Housing	Housing Options	Continue to provide grants to private houses subject to departmental approval	Process all applications in a timely manner	
91	Housing	Housing Options	Continue Implementation of the Cork County Vacant Homes Action Plan	Target of 50 Buy & Renew acquisitions and 10 Repair & Lease properties	H2 % of the #Dwellings at H1(G) that were vacant at end of Period.

Item	Directorate	Principal Service	ASDP Objective	Performance Standard	Relevant Performance Indicator
92	Housing	Energy Efficiency Projects management	Continue energy efficiency retro-fitting works programme Local Authority owned properties	Commence Phase 2 of the Energy Efficiency programme and recoupment claims to be submitted on an ongoing basis	H4 (a) Expenditure During 201X on Repair and Maintenance of Housing Bought or Built by the LA divided by the # of directly provided dwellings in the LA stock at end of period (H1G)
93	Housing	Housing Maintenance monitoring	Implement a planned maintenance Programme	Prepare Plan for DoS approval by end mid Q1 Procure and implement plan by year end.	H4 (a) Expenditure During 201X on Repair and Maintenance of Housing Bought or Built by the LA divided by the # of directly provided dwellings in the LA stock at end of period (H1G)
94	Housing	Refurbishment of Vacant houses	Implement a voids re-letting Programme and a derelict voids reletting program.	Complete refurbishment of 66 voids and 26 derelict voids, submit recoupment claims by Q4 2019. Ensure the quick and efficient return of vacant units to productive use throughout the year by implementing the new vacant house classification procedure	H3 (a) The time taken from the date of vacation of a dwelling to the date in 201X (Weeks)
95	Housing	Remedial Work Schemes	Implement & Complete a Better Energy Community Scheme based Remedial Work Scheme in Harbour View Cobh	Complete Scheme and submit Recoupment Claim by end Q4 2019.	H4 (a) Expenditure During 201X on Repair and Maintenance of Housing Bought or Built by the LA divided by the # of directly provided dwellings in the LA stock at end of period (H1G)
96	Housing	Housing Maintenance monitoring	Commence implementation of Stock Survey Planned Maintenance Program	Stock Survey ongoing. Initial Planned Maintenance programs identified by end Q2. Procurement of Initial Planned Maintenance programs Q3.	
97	Housing	Housing Maintenance monitoring	Review the new Housing Response maintenance system and the rollout of firm step to housing operations. Rollout final Firm step module to contractors	New Procedures and protocols to be reviewed in Q3. New procedures relating to recording on Firmstep to be introduced by end Q2 dependant on Firm step Roll out program.	H4 (a) Expenditure During 201X on Repair and Maintenance of Housing Bought or Built by the LA divided by the # of directly provided dwellings in the LA stock at end of period (H1G)
98	Housing	Social/Leasing/Voluntary/Part V	Ensure that all Part V planning applications are assessed and all properties, subject to Part V agreements are satisfactorily snagged, with boundaries & Title confirmed prior to being conveyed.	All reports are to be uploaded to odyssey within target times All snagging inspections to be undertaken within 5 days of notification by developer - All Properties to be advertised on CBL once snags are complete	H1 (a) Overall # no of Dwellings provided in the Period
99	Housing	Procurement	Put in place new frameworks for Engineer-lead design teams, Occupational Therapists, Quantity Surveyors, Oil Servicing Technicians and Gas Servicing Technicians and maintain existing stock of housing frameworks.	Framework documents to be finalised by end Q1 Tenders to be advertised on E-Tenders by mid of Q3.	H4 (a) Expenditure During 201X on Repair and Maintenance of Housing Bought or Built by the LA divided by the # of directly provided dwellings in the LA stock at end of period (H1G)

Item	Directorate	Principal Service	ASDP Objective	Performance Standard	Relevant Performance Indicator
100	Housing	Housing property Allocation	Implement suite of Management Reports through CBL to facilitate future Housing Supply and identify non registered CBL Applicants	All reports to be set up on CBL by end of Q4 2019. All unregistered CBL applicants to be written to by end Q2	H3 (a) The time taken from the date of vacation of a dwelling to the date in 201X (Weeks)
101	Housing	Housing Applications and Transfers Administration	Undertake an Annual Housing Needs Assessment	To be completed in accordance with deadline set by the DHPLG	
102	Housing	Housing Adaption Grant for people with a disability application processing and report	Continue programme of Housing Grants, Adaptations and Extensions for Local Authority Dwellings	Consultants to be appointed for approved extensions by end January 2019. All projects to be procured and on site by end of April 2019 & Complete by End Q4. Claim for recoupment of DPG Extensions and Minor DPGs by Q4 2019	H4 (a) Expenditure During 201X on Repair and Maintenance of Housing Bought or Built by the LA divided by the # of directly provided dwellings in the LA stock at end of period (H1G)
103	Housing	Travellers Strategy	Prepare Traveller Accommodation Programme	Traveller Accommodation Programme put in place by 1st July, 2019	
104	Housing	Homelessness	Work with different stakeholders to minimise homelessness	50 HAP Units to be sourced in 2019 by Place Finder Officer and Tenancy Sustainment Officer to be put in place in South Cork	H6 (a) # of adult individuals in emergency accommodation that are long term (>6 months) homeless as a % of the total # of homeless adult individuals in emergency acc. at end of 201X
105	Housing	Housing Capital/Operations	Examine the Potential for Social Housing Hubs in County Cork	Identification of suitable properties for use as Family Hubs & Report in Q3	H1 (a) Overall # no of Dwellings provided in the Period
106	Housing	Housing Capital & Finance	Manage Housing Capital Finances including claiming for expenditure incurred, reconciliation of account balances and identifying funding for future projects.	Process over €100m in claims; reduce the number of active capital codes; funding sourced/agreed for future projects.	
107	Housing	Housing Capital & Finance	Manage CCC input into PPP Bundle 2 project, including co-ordinating inter-authority agreement, tender evaluation and site start at CCC sites.	IAA in place, Construction commenced.	H1 (a) Overall # no of Dwellings provided in the Period
108	Housing	Housing Options	Progress Implementation of an Affordable Housing Scheme as directed by DHPLG	Suitable sites identified	H1 (a) Overall # no of Dwellings provided in the Period
109	Housing	Housing Capital & Finance	Identify suitable sites for future development of Social and Affordable Housing in areas of high demand	Suitable sites identified	H1 (a) Overall # no of Dwellings provided in the Period
110	ICT	Support the Boundary Implementation	Assist with the selection, extraction, archive & transfer of relevant data from line of business systems	All relevant data transferred to the City via a secure process	
111	ICT	Support the continuing implementation of digital services	Work closely with the Service Transformation Team to support the digital service transformation program	Continue to support the technological platfrom	

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112	ICT	Support line of business applications and systems	Support ICT solutions for line of business systems Reduce exposure to EOL & EOS OS, software applications and DBs	Business system support calls answered in a timely fashion At least 80% of systems on supported platforms	
113	ICT	Deliver secure/resilient IT services	Ensure all IT services are being delivered in a way that maximises information security and complies with GDPR	All security incidents and new threats managed effectively	
114	ICT	Provide efficient, cost effective service delivery	Deliver high quality, cost effective services	Develop best practices for Service Management including Helpdesk, IT Service Catalogue, Risk Management, Contract Management etc.	C4 Overall cost of ICT provision per WTE
115	Municipal District Operations & Rural Development	Architects	Continue maintenance of all the relevant infrastructure on Spike Island. Provide a safe environment for workers and visitors.	Bi-Monthly Meetings with SIDC representatives.	
116	Municipal District Operations & Rural Development	Architects	Continue the preservation of existing medieval ruins in graveyards throughout Cork County focusing mainly on North Cork, advising Area Engineers and local interest groups.	Preservation carried out as required	
117	Municipal District Operations & Rural Development	Architects	Design Fire Station at Kanturk & Macroom	Appoint Contractor for Kanturk by end of Q2 and Submit for Tender for Macroom by end of Q2.	
118	Municipal District Operations & Rural Development	Architects	Design Fire Station at Clonakilty.	Appoint Consultants by end of Q2.	
119	Municipal District Operations & Rural Development	Architects	Design new Library in Kinsale.	Submit for Tender by end of Q2.	
120	Municipal District Operations & Rural Development	Architects	Assist the Municipal District Office with the implementation of Streetscape enhancements and Public Realm works.	Provide design support as required. Submit Midleton P.R. by end of Q1.	
121	Municipal District Operations & Rural Development	Architects	Theatre upgrades at Briery Gap and Mallow.	Submit for tender by end of Q2 & Q4 respectively.	
122	Municipal District Operations & Rural Development	Architects	Youghal Lifeguard Station.	Obtain Part VIII in Q1 and submit for Tender in Q1/Q2.	
123	Municipal District Operations & Rural Development	Architects	Mallow Castle.	Appoint Consultants by end of Q2.	
124	Municipal District Operations & Rural Development	Maintain and improve the physical infrastructure of libraries through which Cork County Library's services are delivered.	Progress plans to develop new libraries at Kinsale, Kanturk, Youghal, Sherkin and Bandon to refurbish the first floor of Midleton Library, and refurbish library Macroom and to replace the North Cork Mobile Library, subject to resources.	Plans progressed to next phase in all cases. Kinsale to mid construction Kanturk to open; Youghal to secure rear of site and progress preparation for redevelopment. Sherkin to new improved premises stage; Midleton plans drawn up; approval for North Cork Mobile funding. Bandon : progress.	

Item	Directorate	Principal Service	ASDP Objective	Performance Standard	Relevant Performance Indicator
125	Municipal District Operations & Rural Development	Maintain and develop online library services and the IT infrastructure in branch and mobile libraries.	Continue roll out of RFID self-service machines in at least two more branch libraries.	RFID self-service operational in two more branches by Q3.	
126	Municipal District Operations & Rural Development	Continue to manage the delivery of library services in accordance with best practice in library standards, Health and Safety, staff development, staff relations and value for money.	Secure appointments as per workforce plan once agreed by DOE. Retrain and update training for staff in different roles.	Plan passed and implemented	
127	Municipal District Operations & Rural Development	Promote the library as a centre of culture and community, through the library's collections, publications and events programmes, with a focus on literature and reading.	Deliver a range of cultural and community programmes in conjunction with the following: Your Good Self, Cruiniú na nÓg Creative Ireland, Heritage Week, Children's Book Festival, Bealtaine, Seachtain na Gaeilge, National Poetry Day, Age Friendly Writer in Residence Scheme.	Community awareness of and engagement with library services enhanced.	
128	Municipal District Operations & Rural Development	Promote the library as a centre of information and learning.	Develop programmes and partnerships to raise awareness of library information and literacy services in conjunction with Right to Read, Work Matters and Age Friendly County and Healthy Ireland. Enhance the learning programme by promoting the library as a digital hub and offering a variety of digital learning experiences	Community awareness of and engagement with library services enhanced. New technology promoted and well used.	
129	Municipal District Operations & Rural Development	Promote arts and culture in the community.	Complete Year 1 of the Sliabh Luachra Residency, evaluate programme with local and local authority stakeholders. Manage Writer in Residence in Libraries	Programme delivered by Q4	
130	Municipal District Operations & Rural Development	Promote arts and culture in the community.	Develop online reporting process for Arts Grant programme suing the firmstep platform	New process in place by Q2	

Item	Directorate	Principal Service	ASDP Objective	Performance Standard	Relevant Performance Indicator
131	Municipal District Operations & Rural Development	Continue to manage the delivery of library services in accordance with best practice in library standards, Health and Safety, staff development, staff relations and value for money.	Conduct/implement STOIs, safety meetings, OSHAS requirements management and budget meetings, Team Plans, PMDS, Return to Work conversations, staff training and monitoring of time and attendance in accordance with public sector reform initiatives.	All completed as required.	
132	Municipal District Operations & Rural Development	Car Parking	Maintain effective management of Pay Parking Controls	Maintain, as far as possible, income at 2018 Levels	
133	Municipal District Operations & Rural Development	Capital Projects	Develop Public Realm Projects identified in Capital Programme	Complete Public Realm Projects identified in Capital Programme	
134	Municipal District Operations & Rural Development	Operation & Maintenance of Public Conveniences	Maintain Public Conveniences in a Safe & Hygienic Manner	Standards maintained at 2018 levels	
135	Municipal District Operations & Rural Development	Environmental Services - Litter Management	Maintain Litter Management Standards at 2018 Levels	Standards maintained at 2018 levels	
136	Municipal District Operations & Rural Development	Environmental Services - Street Cleaning	Maintain Street Cleaning Standards at 2018 Levels	Standards maintained at 2018 levels	
137	Municipal District Operations & Rural Development	Environmental Services - Burial Grounds	Manage Burial Grounds & Control of Sale of Burial Plots	Standards maintained at 2018 levels	
138	Municipal District Operations & Rural Development	Derelict Sites	Monitor derelict sites and ensure compliance with requirements of Derelict Sites Acts	Enforce Derelict Sites Legislation	
139	Municipal District Operations & Rural Development	Beach Management	Maintain existing Blue Flag & Green Coast Beaches	Attain Blue Flag & Green Coast Status for Beaches	
140	Municipal District Operations & Rural Development	Leisure Facilities Operation	Maintain Local Authority owned or managed Leisure Centres	Standards maintained at 2018 levels	
141	Municipal District Operations & Rural Development	Outdoor Leisure Areas Operation	Maintain playgrounds, outdoor adult gyms and multi use games areas to appropriate standard	Standards maintained at 2018 levels	
142	Municipal District Operations & Rural Development	Outdoor Leisure Areas Operation	Develop New Playgrounds in line with Capital Programme	Complete new Playgrounds outlined in Capital Programme	
143	Municipal District Operations & Rural Development	Capital Projects	Develop Major Amenity Projects in Line with Capital Programme	Comply with Requirements of Capital Programme	
144	Municipal District Operations & Rural Development	Casual Trading	Introduce & Implement County Wide Casual Trading Bye Laws	Bring byelaws to Full Council for approval	
145	Municipal District Operations & Rural Development	Community Development	Administer Community Fund Scheme 2019	Ensure all claimed Grants are drawn down and paid by 31 December 2019	

Item	Directorate	Principal Service	ASDP Objective	Performance Standard	Relevant Performance Indicator
146	Municipal District Operations & Rural Development	Community Development	Complete 2018 Projects and Develop Projects for 2019	Draw Down Department Grants in Full for 2018 Scheme. Prepare list of 2019 in line with Department deadlines	
147	Municipal District Operations & Rural Development	Community Development	Ensure Delivery of Town Development Fund & Village Enhancement Projects across MDs (Specific Projects to be agreed by each MD)	Complete Projects agreed by Elected Members by end of Q4	
148	Municipal District Operations & Rural Development	Co-Ordination of Municipal District Functions	Facilitate Centralisation and Co-Ordination of Municipal District Functions	Ensure Full Co-ordination of Municipal District Functions by 31 December, 2019	
149	Personnel	Safety	Adhere to H&S/welfare best practice through staff consultation/ communication/proactive checking. Continuously improve Safety Management System (SMS), adhere to safety legislation	Q2 2019	
150	Personnel	Staff Relations	Reduce absenteeism through continued monitoring and effective management of Sick Leave	Improve on 2018 stats	C2 - % working days lost to sickness
151	Personnel	Equality	Comply with relevant Child Protection and Garda Vetting Legislation to include staff training & staff vetting	Compliance and training completed as necessary	
152	Personnel	HR Projects	Plan and deliver all modules of Core	Q4 2019	
153	Personnel	Staff Training	Review & progress learning & developmental needs of staff in line with the strategic development of the organisation and the performance management development system PMDS	Learning & developmental needs met Q4 2019	
154	Planning	Development Management	Provide an accessible and efficient Development Management Service which proactively supports economic growth in the county	Compliance with statutory timelines	**P2 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 **P2 B:** % of the determination at A which confirmed (either with or without variation) the decision made by the LA P4 A: Cost per Capita of the Planning Service in 2018
155	Planning	Development Management - DoE school site agent	Work with the Department of Education on the selection and delivery of school sites throughout the County	Complete all service requests as per specified time frame.	

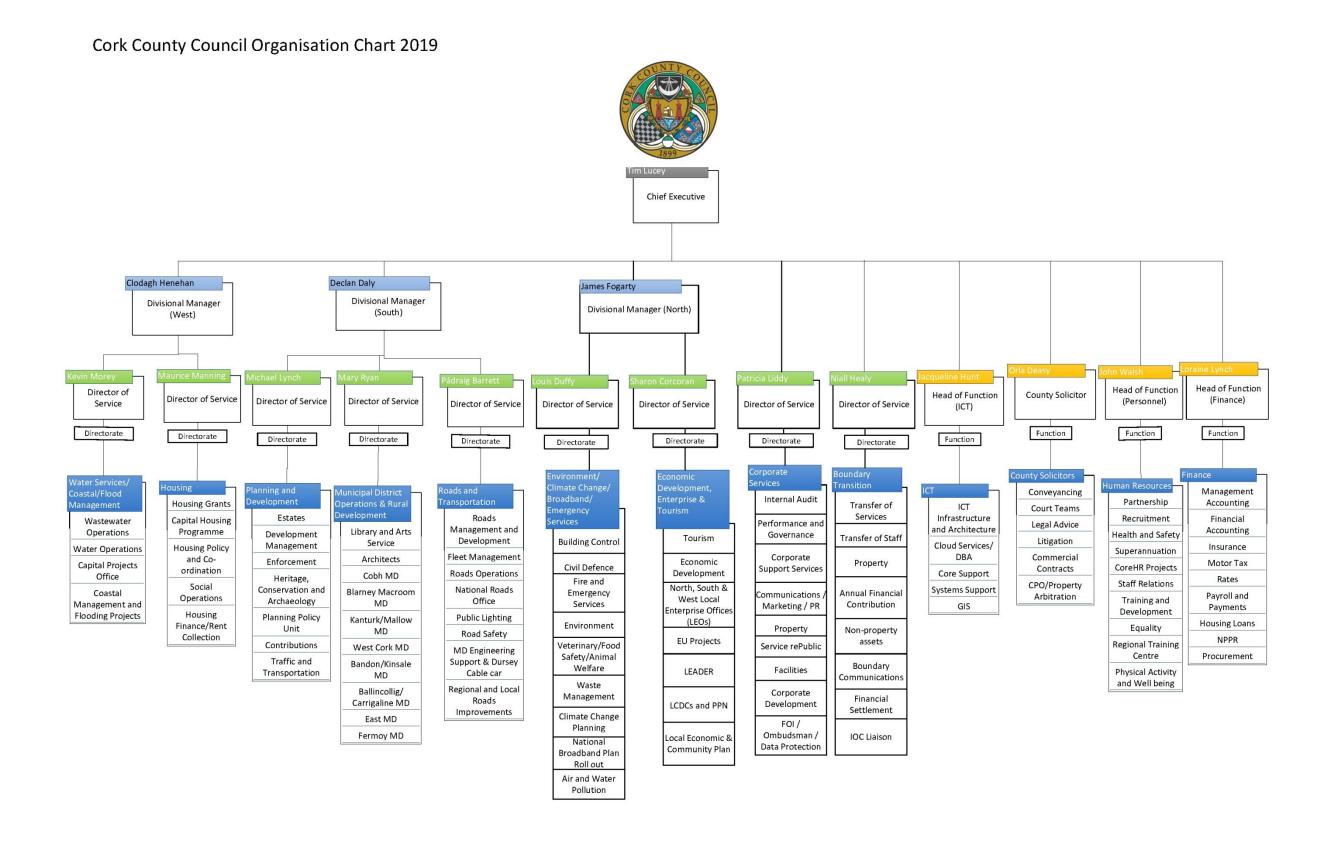| Item	Directorate	Principal Service	ASDP Objective	Performance Standard	Relevant Performance Indicator
156	Planning	Development Contributions - Application of Schemes under Section 48 and 49, scheduling and administration	Collect Development Contributions levied with Planning Permission and arrange schedule of payments. Provide reports in relation to Planning Refund requests.	Assessment of all applications under the Development Contribution Schemes, the pursuit of all outstanding accounts and ensure compliance of Bond conditions.	
157	Planning	Planning Enforcement	Deliver timely and responsive Planning Enforcement service	Compliance with statutory timelines	**P3 A:** Total number of planning cases referred to or initiated by the local authority that were investigated **P3 B:** Total number of investigated cases that were closed during 2018 **P3 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 **P3 D:** % of the cases at b that were resolved to the LA's satisfaction through negotiations **P3 E:** % of the cases at b that were closed due to enforcement proceedings
158	Planning	ePlanning	Preparation for the introduction of ePlanning service portal (National Planning Application Database)	Compliance with Departmental timelines	
159	Planning	Archaeology, Heritage and Conservation Services	Manage and provide expert advice on the provision of Archaeology, Heritage and Conservation services across the organisation including the Planning Control Function, administering the National Architectural Conservation grants and delivering special architectural conservation projects.	Compliance with legislative requirements and all funding opportunities availed of	
160	Planning	Planning Policy	Provide Strategic Planning Guidance through the preparation of statutory County development Plan and Local Area Plans.	Preparation of CDP Review Issues Paper	
161	Planning	Planning Policy	Carry out an Environmental and Infrastructure Audit to support the preparation of the CDP and the Strategic Environmental Assessment of the CDP	Finalise the preparation of Environmental and Infrastructure Audit to support the preparation of the CDP and the Strategic Environmental Assessment of the CDP	

Item	Directorate	Principal Service	ASDP Objective	Performance Standard	Relevant Performance Indicator
162	Planning	Planning Policy	Active Land Management initiatives through the Vacant Sites Register, Housing Land Availability Studies and Strategic Land reserve.	Implement Active Land Management initiatives through the Vacant Sites Register, Housing Land Availability Studies and Strategic Land reserve.	
163	Planning	Traffic and Transport	Support Development Management and associated stakeholders, at all stages of the planning process in providing an accessible and efficient Development Management Service which proactively supports economic growth in the county, within specified timelines.	Comply with Development Management requirements	
164	Planning	Traffic and Transport	Promote all modes of transport including public transport, walking and cycling to improve the movement of people within and beyond the County	Deliver NTA funded public transport/cycle/walking schemes across the county	
165	Planning	Housing Infrastructure Implementation Team	Support the implementation of Urban Expansion Areas (UEAs) within Cork County Council's jurisdiction.	Progress documented in relation to implementation of UEAs.	
166	Planning	Housing Infrastructure Implementation Team	Support the implementation of Local Infrastructure Housing Activation Fund Initiatives (connected to UEAs).	Completion of LIHAF project stages as per specified timeframe; Number of key stakeholder meetings facilitated; Delivery of state leveraged infrastructure; Delivery of housing units.	
167	Planning	Housing Infrastructure Implementation Team	Support the implementation of the Urban Regeneration Development Fund (URDF) Projects (connected to UEAs).	Completion of URDF project stages once finalised; Number of key stakeholder meetings facilitated	
168	Planning	Housing Estates	Manage the resolution of Unfinished Housing Developments. Increased number of housing estates taken in charge.	Increase number of developments brought to acceptable standards with developers and increase number of Bonds drawn down and works executed	
169	Roads & Transportation	Roads Operations	Review Winter Service Plan and salting routes post city boundary extension	Complete by Q4/2019	
170	Roads & Transportation	Roads Operations	Deliver the 2019 approved RI, RM, Drainage, CIS, LIS & Safety Improvement Schemes across the county	Complete by Q4/2019	R2 % of kilometres of regional road strengthened during 2019 and the amount expended on that work R2 % of kilometres of regional road resealed during 2019 and the amount expended on that work R2 % of kilometres of local road (i.e. total of primary, secondary and tertiary) strengthened during 2019 and the amount expended on that work R2 % of kilometres of local road resealed during 2019 an the amount expended on that work
171	Roads & Transportation	Roads Operations	Deliver approved programme of verge maintenance and town approaches improvements as provided for in the Council's Budget	Complete by Q3/2019	

Item	Directorate	Principal Service	ASDP Objective	Performance Standard	Relevant Performance Indicator
172	Roads & Transportation	Roads Operations	Review Engineering Area boundaries so that they align as much as possible with the Local Electoral Areas for implementation on 1st January 2020	Complete by Q4/2019	
173	Roads & Transportation	Fleet Management	Complete the approved Fleet Replacement Programme 2019	Complete by Q4/2019	
174	Roads & Transportation	Fleet Management	Implement a Brine trial as part of the revised Winter Maintenance Programme following the city extension	Complete by Q4/2019	
175	Roads & Transportation	Fleet Management	Continue collaboration with the Energy and Climate Change Department in striving to achieve reduced energy usage targets and maintaining ISO:50001 accreditation	Ongoing	
176	Roads & Transportation	Fleet Management	Continue roll-out of new Firmstep Insurance System for recording all insured vehicles	Complete by Q4/2019	
177	Roads & Transportation	Fleet Management	Review and update of Vehicle Safety Policy for Cork County Council	Complete by Q4/2019	
178	Roads & Transportation	Finance & Administration	Decide on licence/permit applications e.g. road openings, temporary road closures, abnormal load permits	In compliance with statutory procedure / timely manner	
179	Roads & Transportation	National Road Design	Issue Notices to treat and appoint Consultants for remaining phases of M28 Cork to Ringaskiddy (subject to Judicial Review Outcome)	Complete by Q4/2019	
180	Roads & Transportation	National Road Design	Appoint Consultants for Phases 1 to 4 of the N72 Mallow Northern Relief Road and advance scheme to Phase 3 (Design)	Complete by Q4/2019	
181	Roads & Transportation	National Road Design	Appoint Contractor for Main Construction Contract on the N22 Macroom - Baile Bhuirne Macroom Scheme	Complete by Q4/2019	
182	Roads & Transportation	National Road Design	Deliver the Pavement & Minor Works Schemes funded by Transport Infrastructure Ireland	Complete by Q4/2019	
183	Roads & Transportation	National Road Design	Complete Design and Tender Documentation for N73 Waterdyke to Clogher Cross Scheme	Complete by Q2/2019	
184	Roads & Transportation	National Road Design	Complete Project Appraisal Plan For N71 Bandon Bypass	Complete by Q2/2019	
185	Roads & Transportation	National Road Design	Complete Project Appraisal Plan for N71 Newmills/Owenahinca	Complete by Q2/2019	

Item	Directorate	Principal Service	ASDP Objective	Performance Standard	Relevant Performance Indicator
186	Roads & Transportation	Regional & Local Road Design, Roads Management & Development	Complete the Low Cost Accident Schemes funded by the Dept. of Transport Tourism and Sport	Carry out 20 No. Low Cost Safety Schemes or adjusted No. to utilise the full grant allocation	
187	Roads & Transportation	Roads Management & Development - Public Lighting	Substantially complete the annual New Public Lighting programme	Complete by Q4/2019	
188	Roads & Transportation	Roads Management & Development - Public Lighting	Substantially complete the 2018/2019 LED Public Lighting conversion programme	Complete by Q4/2019	
189	Roads & Transportation	Roads Management & Development - Public Lighting	Maintain Cork Co. Co. Public lighting stock.	At least 98.5% of lights working at all times.	
190	Roads & Transportation	Roads Management & Development - Public Lighting	Co-operate with RMO Public Lighting Energy Efficiency project with the objective of appointing a Contractor to carry out the works	Complete by end Q4 2019	
191	Roads & Transportation	Roads Management & Development - Road Safety	Investigate all fatal accident sites for possible road contributory factors/hazards identification. Participate in RSTWG.	Within two months of accident	
192	Roads & Transportation	Roads Management & Development - 30kph speed limit in estate, addendum to county speed limit bye-laws	Complete the introduction of 30 kph speed limit bye-laws in further nominated housing estates, in 2019.	Complete by end Q4	
193	Roads & Transportation	Regional & Local Road Design	Award five major resurfacing contracts for Restoration Improvement projects	Q1/Q2/2019	
194	Roads & Transportation	Regional & Local Road Design	Complete rehabilitation/replacement of bridges & other roads structures on Regional & Local Roads	Complete rehabilitation/replacement of at least 33 bridges & other roads structures by Q4/2019	
195	Roads & Transportation	Regional & Local Road Design	Advance strategic Regional & Local Roads projects across the County	Compliance with agreed programme	
196	Roads & Transportation	Regional & Local Road Design	Advance other Regional & Local Roads projects across the County	Compliance with agreed programme	
197	Roads & Transportation	Regional & Local Road Design	Preparation of strategic & specific improvement grant applications for regional & local roads projects	Applications for agreed projects to be submitted by Q4/2019	
198	Roads & Transportation	Roads Operations, Roads Management & Development	Resurface Regional & Local Road funded by the Restoration Improvement Grant and update pavement management system.	185km resurfaced by end November 2019	R2 % of kilometres of regional road strengthened during 2019 and the amount expended on that work R2 % of kilometres of local road (i.e. total of primary, secondary and tertiary) strengthened during 2019 and the amount expended on that work

Item	Directorate	Principal Service	ASDP Objective	Performance Standard	Relevant Performance Indicator
199	Roads & Transportation	Roads Operations, Roads Management & Development	Surface Dressing Regional & Local Roads funded by the Restoration Maintenance Grant and update pavement management system.	320km resurfaced by end October 2019	R2 % of kilometres of regional road resealed during 2019 and the amount expended on that work R2 % of kilometres of local road resealed during 2019 an the amount expended on that work
200	Roads & Transportation	Roads Operations, Roads Management & Development	Make application for and complete any Community Involvement Schemes approved by the Department of Transport, Tourism & Sport and update pavement management system.	Complete by Q4/2019	
201	Roads & Transportation	Roads Operations, Roads Management & Development	Deliver Local Improvement Scheme programme agreed with Department of Rural Development and claim drawdown subsequently.	Complete by Q4/2019	
202	Roads & Transportation	Regional & Local Road Design, Roads Management & Development	Complete the surveying required by the Dept. of Transport Tourism and Sport on Regional & Local roads including visual condition rating	Complete by Q4/2019	R1 % of (a) Regional, (b) Local Primary and (c) Local Secondary roads that received a PSCI condition rating in the 24 month period prior to 31/12/2019 and the % of (d) Local Tertiary roads that received a PSCI condition rating in the 60 month period prior to 31/12/2019 R1 % of total (a) Regional, (b) Local Primary, (c) Local Secondary and (d) Local Tertiary road kilometres represented by the numbers of kilometres at 31/12/2019 rated in each of the following 4 groupings of the 10 PSCI rating categories; 1-4, 5-6, 7-8 and 9-10 for each road type
203	Water Services/Coastal/Flood Management	Coastal Management & Flood Projects Design & Implementation	Flood Projects - progress OPW funded major & minor flood schemes	Major projects - 100% recoupment by year end, minimum standard - 1 recoupment per year. Major Projects - 1 project detail design (95% completion), 1 project options (75% completion), 1 project construction (10% completion). Minor Projects - 100% recoupment by end of year, minimum standard - 1 recoupment per year. Minor Projects - develop and maintain tracking system	
204	Water Services/Coastal/Flood Management	Coastal Management & Flood Projects Design & Implementation	Coastal Projects - management & completion of capital schemes funded by DAFM, OPW & other Gov. Agencies	Assess Proposals, generate viable scheme list and submit within deadlines. 100% recoupment by year end, minimum standard 1 recoupment per year.	
205	Water Services/Coastal/Flood Management	Coastal Management & Flood Projects Design & Implementation	Completion of programmed works as agreed with Coastal Management Committee	Foreshore lease applications prepared for submission. Construction Tender Packs initiated to programme	
206	Water Services/Coastal/Flood Management	Coastal Management & Flood Projects Design & Implementation	Dursey Cable Car: Technical maintenance & inspection, including scheduled monthly CCC inspections and proposed modification works	Maintain regulatory compliance	
207	Water Services/Coastal/Flood Management	Drinking Water Production Operations	Comply with the Service Level Agreement, protocols and Annual Service Plan agreed with Irish Water to ensure availability of drinking water in compliance with Drinking Water Regulations	Maintain overall rating for water quality under the Irish Water Annual Service Plan as achieved in 2018	W1 - % drinking water in private schemes in compliance with statutory requirements

Item	Directorate	Principal Service	ASDP Objective	Performance Standard	Relevant Performance Indicator
208	Water Services/Coastal/Flood Management	Drinking Water Production Operations	Implement Find & Fix Programme in accordance with Agreement with Irish Water	Achieve reductions in UFW in line with Find & Fix Agreement targets	W1 - % drinking water in private schemes in compliance with statutory requirements
209	Water Services/Coastal/Flood Management	Small private schemes Water Quality Supervision monitoring	Update of small private schemes database and adoption of a suitable risk approach to ongoing maintenance	Update register in co-operation with the Environment Dept	
210	Water Services/Coastal/Flood Management	Group Schemes Funding Grants	Continue to support Group Scheme development in the county and ensure timely application for grant support to individual group schemes and payment of subsidies	Equal or exceed grant support achieved in 2018. Compile listing of Group Water Schemes which have the potential to meet the requirements of taking in charge	
211	Water Services/Coastal/Flood Management	Well Grant Applications	Provide timely assessment and processing of well grant applications	Process 80% of all applications within 6 weeks	
212	Water Services/Coastal/Flood Management	Drinking Water Distribution Operations/Wastewater Networks Operation & Maintenance	Provide timely reports on water connection applications	Process 90% of all applications within 4 weeks	
213	Water Services/Coastal/Flood Management	Wastewater Treatment Plants and Pumping stations Operation & Maintenance	Comply with the Service Level Agreement, Protocols and Annual Service Plan agreed with Irish Water to provide effective wastewater treatment	Maintain overall rating for delivery of Irish Water Annual Service Plan as achieved in 2018	
214	Water Services/Coastal/Flood Management	Wastewater Networks Operation & Maintenance	Comply with the Service level Agreement, Protocols and Annual Service Plan agreed with Irish Water to maintain a safe and effective wastewater collection system	Maintain overall rating for delivery of the Irish Water Annual Service Plan as achieved in 2018	
215	Water Services/Coastal/Flood Management	EPA Water reports and point of contact	Ensure all results, notifications and reporting are uploaded to EPA EDEN website in the agreed timeframe	Report 100% of incidents and notifications with corrective actions within 4 weeks of the sample date	
216	Water Services/Coastal/Flood Management	Capital Projects Office - Water Infrastructure Design	Comply with Service Level Agreement, Annual Service Plan and Irish Water Protocols, agreed with Irish Water for the efficient delivery of cost effective Water Service Capital Projects	Maintain overall rating for delivery of the Irish Water Annual Service Plan as achieved in 1018	

Cork County Council Organisation Chart 2019

| Tim Lucey |
| Chief Executive |

Clodagh Henehan — Divisional Manager (West)

Declan Daly — Divisional Manager (South)

James Fogarty — Divisional Manager (North)

Kevin Morey	Maurice Manning	Michael Lynch	Mary Ryan	Pádraig Barrett	Louis Duffy	Sharon Corcoran	Patricia Liddy	Niall Healy	Jacqueline Hunt	Orla Deasy	John Walsh	Loraine Lynch
Director of Service	Director of Service	Director of Service	Director of Service	Director of Service	Director of Service	Director of Service	Director of Service	Director of Service	Head of Function (ICT)	County Solicitor	Head of Function (Personnel)	Head of Function (Finance)
Directorate	Directorate	Directorate	Directorate	Directorate	Directorate	Directorate	Directorate	Directorate	Function	Function	Function	Function

Water Services/ Coastal/Flood Management
- Wastewater Operations
- Water Operations
- Capital Projects Office
- Coastal Management and Flooding Projects

Housing
- Housing Grants
- Capital Housing Programme
- Housing Policy and Co-ordination
- Social Operations
- Housing Finance/Rent Collection

Planning and Development
- Estates
- Development Management
- Enforcement
- Heritage, Conservation and Archaeology
- Planning Policy Unit
- Contributions
- Traffic and Transportation

Municipal District Operations & Rural Development
- Library and Arts Service
- Architects
- Cobh MD
- Blarney Macroom MD
- Kanturk/Mallow MD
- West Cork MD
- Bandon/Kinsale MD
- Ballincollig/ Carrigaline MD
- East MD
- Fermoy MD

Roads and Transportation
- Roads Management and Development
- Fleet Management
- Roads Operations
- National Roads Office
- Public Lighting
- Road Safety
- MD Engineering Support & Dursey Cable car
- Regional and Local Roads Improvements

Environment/ Climate Change/ Broadband/ Emergency Services
- Building Control
- Civil Defence
- Fire and Emergency Services
- Environment
- Veterinary/Food Safety/Animal Welfare
- Waste Management
- Climate Change Planning
- National Broadband Plan Roll out
- Air and Water Pollution

Economic Development, Enterprise & Tourism
- Tourism
- Economic Development
- North, South & West Local Enterprise Offices (LEOs)
- EU Projects
- LEADER
- LCDCs and PPN
- Local Economic & Community Plan

Corporate Services
- Internal Audit
- Performance and Governance
- Corporate Support Services
- Communications / Marketing / PR
- Property
- Service rePublic
- Facilities
- Corporate Development
- FOI / Ombudsman / Data Protection

Boundary Transition
- Transfer of Services
- Transfer of Staff
- Property
- Annual Financial Contribution
- Non-property assets
- Boundary Communications
- Financial Settlement
- IOC Liaison

ICT
- ICT Infrastructure and Architecture
- Cloud Services/ DBA
- Core Support
- Systems Support
- GIS

County Solicitors
- Conveyancing
- Court Teams
- Legal Advice
- Litigation
- Commercial Contracts
- CPO/Property Arbitration

Human Resources
- Partnership
- Recruitment
- Health and Safety
- Superannuation
- CoreHR Projects
- Staff Relations
- Training and Development
- Equality
- Regional Training Centre
- Physical Activity and Well being

Finance
- Management Accounting
- Financial Accounting
- Insurance
- Motor Tax
- Rates
- Payroll and Payments
- Housing Loans
- NPPR
- Procurement

Performance Indicator Analysis 2017/2016

Directorate	Indicator	Description	2017 Ranking	2016 Ranking	2017 Outcome	2016 Outcome
Corporate Services	C3	Page Visits to Website	7	17	3,264,310.00	2,967,667.00
Economic Development Enterprise & Tourism	J1	No of jobs created with assistance from LEO	3	2	185	247
Environment/ Climate Change, Broadband & Emergency Services	F1	Cost per capita of fire service	7	14	€ 42.48	€ 45.44
	P1	New buildings inspected as % of New buildings notified to LA	26	30	13.86%	6.46%
Finance	M1 (c)	Collection Levels Housing Loans	30	30	55%	55%
	M1	Revenue Account Balance	3	2	€ 13,091,076.00	€ 12,779,003.00
	M2 (a)	Collection Levels Commercial Rates	6	6	89.6%	88.0%
	M2 (b)	Collection Levels Rents & annuities	6	7	95%	93%
Housing	H1 (a)	Overall number of dwellings provided in the period	4	n/a *	7,965	n/a *
	H2	% of dwellings at H1(g) that were vacant at end of period	12	17	1.87%	2.58%
	H3 (a)	time taken from date of vacation to reletting (weeks)	27	9	53.7	16.78
	H3 (b)	Average cost expended on refurb for reletting	29	18	€ 26,660.57	€ 13,435.00
Human Resources	C1(a)	Total Number of WTE's	2	2	1,991.76	1,933.00
	C2 (a)	% working days lost to medically certified illness	12	10	3.56%	3.49%
	C2 (b)	% working days lost to self certified illness	14	12	0.31%	0.31%
ICT	C4	Overall cost of ICT provision per WTE	9	15	€ 2,686.89	€ 2,798.00
Municpal District Operations / Rural Development	L1 (a)	No of library visits per head of population	10	8	3.93	4.13
	L1 (b)	No of items issued to borrowers	2	2	1,336,555.00	1,767,926.00
	L2 (a)	Cost per capita of operating library service	5	7	€ 24.11	€ 21.84
Planning and Development	P4 (a)	Cost per capita of the planning service	24	16	€ 32.64	€ 28.90
Roads & Transportation	R1	% of total local primary road (km) with a PSCI rating 1-4	30	25	30%	12%
	R1	% of total local secondary road (km) with a PSCI rating 1-4	21	26	18%	19%
	R1	% of total regional road (km) with a PSCI rating 1-4	31	16	16%	9%

Indicates Improvement

Indicates disimprovement

Indicates no change

* 2016 figures for H1 not released by NOAC due to issues nationally in collection of data. Such issues have been rectified and a revised methodolody for calculating H1 was introduced for 2017.