CORPORATE PLAN 2015-2019

May 2015

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Foreword

Welcome to Cork County Council's Corporate Plan for 2015 to 2019.

We are proud of our County and this plan presents our vision of how the qualities of this unique region can be built upon to ensure a strong and thriving place to live, work and visit.

The Plan contains a Mission Statement and is founded on 8 no. Core Values supported by 10 no. Corporate Strategic Objectives.   The Objectives will be delivered through the annual business plans of each Directorate/Department.

We accept that this a difficult time for local authorities given the demands for a responsive and high quality public service at a time of ongoing financial constraints.   However while we acknowledge the challenges ahead, we also welcome exciting opportunities.

This Plan comes at a time of unprecedented major reform in the local government sector, including the establishment of the Municipal District structures incorporating the County's 12 no. former Town Councils and 10 no. former Electoral Areas.

The establishment of 3 no. Local Community Development Committees in the County also provides an unprecedented opportunity for delivery of targeted and relevant development services to Cork's wide range of communities.

The establishment of the Local Enterprise Offices serves to strengthen Cork County Council's role in supporting local enterprise, while the Council continues to deliver significant achievements in promoting economic development and tourism.

This Corporate Plan was prepared following extensive consultation with stakeholders to inform our core values and corporate strategic objectives. Specific engagement was undertaken to measure the effectiveness of the Council's communications through a survey of the County's citizens and businesses.

Working with our partners in the business, community and voluntary sectors, we, together with the dedicated elected members and staff of Cork County Council commit to delivering a better future for all citizens of our County.

Tim Lucey   Alan Coleman

Chief Executive   Mayor of the County of Cork

Introduction and Operating Environment

Corporate Plan - Context

This Corporate Plan has been prepared having regard for the requirements set out in the Local Government Reform Act 2014. It serves as Cork County Council's strategic framework for action during the lifetime of this Council. The Government's blueprint for local government ("Putting People First – Action Programme for Effective Local Government") published in October 2012 set out a vision for local government as being:

"the main vehicle of governance and public service at local level – leading economic, social and community development, delivering efficient and good value services, and representing citizens and communities as effectively and accountably as possible.

The content of this Corporate Plan aims to direct the Council's business processes and drive the performance of the Council for the coming years. The Plan will be supported by the Council's best of breed practices in relation to Business Planning, Performance Management and Development, Service Indicators and corporate governance protocols. These measures mean that the Council has a solid platform from which it can build upon. The forthcoming performance indicators - to be developed by the National Oversight and Audit Commission (the new national oversight body for the local government sector) – will be embedded in service delivery in the period ahead.

The Corporate Plan is aimed at a variety of audiences including:

- Elected Members of Council, who, being responsible for policy formulation across a range of service areas, have a significant impact on the policies to be pursued in support of the Plan;

- Staff, who will progress the implementation of the Plan through their annual Business Plans and work activities;

- External Representatives, who, as members of the Council's Strategic Policy Committees, Local Community Development Committees etc, also have a role in policy development;

- A range of both Government and other agencies,

- Citizens, community and voluntary organisations and other organisations, who will ultimately assess our performance in terms of the quality of service delivered.

Cork County Council – the organisation

Cork County Council is the second largest local authority in the Republic of Ireland, and the largest based on geographic area size. The Council has an annual revenue budget of approx €300m and services a population of c. 400,000 people (141,000 households). Current staff numbers total 2,000 approx.

The County Council has an elected membership of 55 Councillors who are elected to Council every 5 years. The primary purpose of the elected Council is to develop and implement policy for the range of services delivered. In conducting its business the Council meets twice a month as a full Council and is split into three Divisional Committees, North, South and West, each of whom meets monthly.

There is a range of additional working committees to deal with specific business areas and the Council is supported in its policy making role by eight Strategic Policy Committees (SPCs) made up of members of Council and external representative bodies. The work of the SPCs is co-ordinated by the Corporate Policy Group.

Strategic Policy Committees

The role of the eight Strategic Policy Committees is to formulate, develop, monitor and review policy which relates to the functions of the Council. The SPCs deal with the areas of Housing, Arts Culture & Languages, Social Inclusion & Community, Planning & Strategic Planning, Tourism, Economic Development & Enterprise, Environment, Roads & Transportation.

The SPCs provide a forum for the elected Members of Council to discuss and develop policy with external representatives of a wide range of sectors.

The work programmes of the committees, over the lifetime of the plan, will focus on the development of policies which respond to local community needs.

Corporate Policy Group

The Corporate Policy Group (CPG) is established in accordance with Section 133 of the Local Government Act 2001 and consists of the Mayor of the County and the Chairpersons of the eight Strategic Policy Committees. The structure also ensures that each Municipal District across the County is represented at the CPG table.

The main role of the CPG is to advise and assist the elected Council in the formulation, development, monitoring and review of policy.

The CPG:
- Allocates business between Strategic Policy Committees and co ordinates such business.
- Is consulted in the preparation of the draft annual Budget.
- Is consulted in the preparation of the Corporate Plan.

The CPG is participating in the making of the Corporate Plan which makes provision for the development of the role of the CPG over the lifetime of the plan.

Role of the Elected Members

The Elected Members of Cork County Council have the democratic and statutory mandate to represent the interests of the citizens of Cork County. In doing so, they act both as advocates of the citizens of the County and also as representatives of the Council within their communities.

They also have a significant role to play in the development and approval of policy covering all Council services. To facilitate the Elected Members in carrying out this role they are recognised, individually and collectively, as the primary representative of communities and as representatives of the County.

Council Services

The Council delivers a broad and diverse range of services, including:

- Roads, Housing, Planning, Environmental, Water (under service level agreement with Irish Water), Economic Development & Tourism, Community Development, Motor Taxation, Fire Services, Libraries, Commercial Rates etc.

The organisation has a number of internal support departments including:

- Finance, Corporate Services, Human Resources, ICT, Internal Audit, Organisational Development etc.

The majority of services are functional-led while, from a citizen perspective, frontline services are delivered across 8 no. Municipal Districts.

The range of services provided by the Council benefits businesses, residents and visitors alike. The services can be consolidated into 3 no. overarching pillars, namely:

- Community Development (people making)
- Economic Development (place making)
- Infrastructure Development

Within these categories the Council provides the following broad services:

Community Development
- Environment
- Recreation and Amenity
- Housing and Building

Economic Development
- Forward Planning
- Industrial, Commercial and Urban Development
- Tourism and Promotion Services

Infrastructure Development
- Road Transportation and Safety
- Water, Wastewater. Coastal and Flooding

The Council is headquartered at County Hall, Carrigrohane Road, Cork, and is supported by a network of Divisional Offices and Municipal District / Area Offices throughout the County.

*Divisional Offices*

The Divisional Offices are as follows:

- Annabella, Mallow (Northern Division)
- Kent Street & Hume House, Clonakilty (Western Division)
- Courthouse & Norton House, Skibbereen (Western Division)

Municipal Districts & Area Offices

The 8 no. Municipal Districts and 23 no. associated area offices are as follows:

- Ballincollig-Carrigaline (County Hall, Ballincollig, Carrigaline)
- Bandon Kinsale (Bandon, Kinsale)
- Blarney Macroom (Blarney, Macroom)
- Cobh (Cobh, Glanmire)
- East Cork (Midleton, Youghal)
- Fermoy (Charleville, Fermoy, Mitchelstown)
- Kanturk Mallow (Kanturk, Mallow, Millstreet, Newmarket)
- West Cork (Bantry, Castletownbere, Clonakilty, Dunmanway, Schulll, Skibbereen)

Population per Municipal District
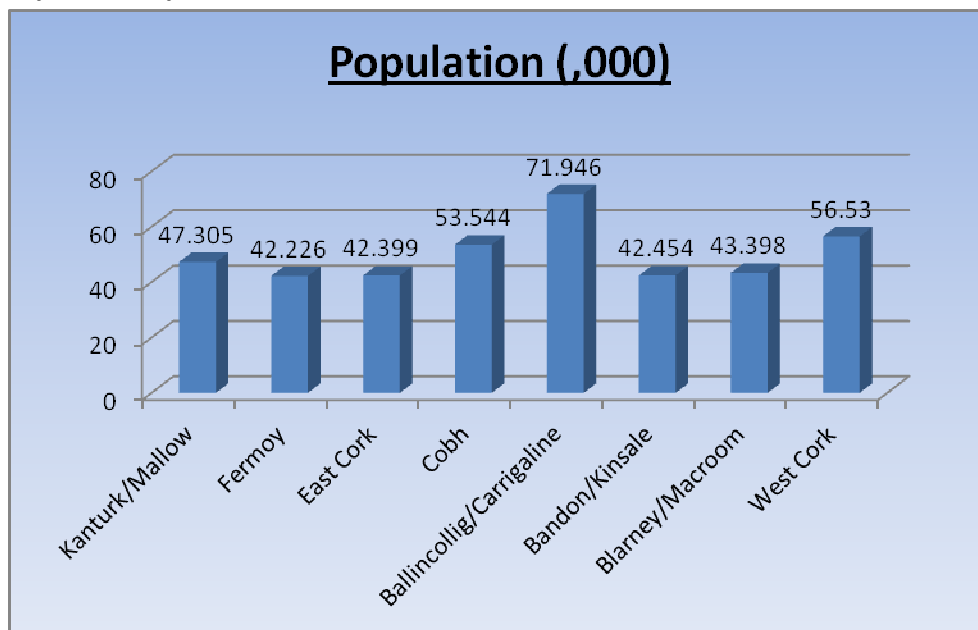
Organisational Reform

The Council has embarked on significant and wide-ranging reforms over recent years. These combine a mix of internally led and externally driven change initiatives, including:

- Internal – Service Reviews, organisational restructuring, cost savings/efficiency reviews, internal shared services, service cataloguing, workforce planning, Business Process Improvement, contract reviews etc

- External – abolition of Town Councils, establishment of Municipal Districts, establishment of Local Enterprise Offices, Local Community Development Committees etc.

This has seen the Council consolidate its operations during 2014 from 12 Town Councils and 1 County Council to just a single local authority (Cork County Council).

The financial challenges experienced in recent years have seen the Council's staffing numbers reduce by in excess of 30% since 2008. The changes brought about by these reductions gave rise to the need to carry out Service Reviews (planned, managed and implemented in-house) in the following 5 areas:

1. Waste Management / Environment
2. Water Services
3. Housing
4. Roads
5. Divisional Services (Recreation & Amenity, Burial Grounds, Parking Management, Local Services)

The outcomes of these Service Reviews – and associated organisational restructuring and new, improved service delivery modelling – include:

- Cost savings and enhanced efficiencies
- Improved service delivery
- Enhanced management focus
- Sharing of expertise and best practice
- Lower cost base through economies of scale.

Significant efficiencies were also implemented in the period, e.g. in the areas of procurement, work practices, operational service delivery etc.

The Council was also a key driver of the national Local Government Efficiency Review Programme Management Office. This saw the Council leading the development of sectoral business cases for shared services in relation to veterinary services, road management, legal services and eInvoicing. The Council also succeeded in securing sectoral contracts (arising from competitive bidding processes) with respect to treasury management, veterinary services, and the non-national Road Management Office. These are currently being implemented with Cork County Council playing an active/lead role.

Achievements of Cork County Council arising from the Corporate Plan 2009-2014

The achievements of Cork County Council arising from the previous Corporate Plan are far reaching and diverse. The following list provides a flavour of some diverse examples:

- o Service levels maintained / improved despite staffing numbers reducing by 30% approx in the period

- o Service delivery models were reconfigured in order to reduce overhead and administration costs. Cost reductions of an average of 20% secured across many service areas

- o Further development and expansion of the Customer Contact Centre

- o Cork County Council launched a library app, and more recently was the first local authority in the country to launch a Planning Enquiry app

- o The Council launched a €40m investment plan for tourism development in Cork Harbour

- o Investment by the Council of €3m approx in Community & Amenity funding over the period 2012-2014 inclusive

- o The Council invested in a fleet of state of the art road patching/repair trucks which are more efficient and effective at pothole repairs

- o The Council pioneered the establishment of an Economic Development Fund to support local enterprise and promote Economic Development and the creation of Employment Opportunities. To date, in excess of €4m has been invested since its inception.

- o Cork County Council took over responsibility for Local Enterprise Development and support

- o Cork County Council is the primary host of CORKMEET

- o The Council committed to make cork and age friendly County and signed the Dublin Declaration on Age Friendly Cities and Communities

- o Development of a veterinary shared service agreement with Cork City Council in 2011

- o Development of a Transition Implementation Plan for the transition of Town Councils to the County

- o Taking over of responsibility for Kinsale harbour and Baltimore harbour

- o Establishment of Frontrunner Local Community Development Committee (LCDC) in North Cork in December 2013.

- o Management and operation of Ballincollig Regional Training Centre on behalf of Cork County Council, Cork City Council, and Kerry County Council, and the delivery of high quality training.

Over the period of the last Plan, the Council allocated substantial funds to develop Social, Economic and Tourism Infrastructure across the County. Specifically the Council has invested in and supported:

- Mizen Bridge
- Dursey Cable Car
- Proposed Science Park in Curraheen
- Michael Collins museum (Clonakilty)
- Ballincollig Regional Park
- Spike Island
- Camden Fort Meagher
- Mallow Castle
- The Gathering 2013
- Wild Atlantic Way Driving Route

These many and varied achievements, and others too numerous to list, demonstrate that Cork County Council is:

- An organisation which has effectively handled significant change
- An organisation which is adaptable and responsive and in a state of continuous improvement
- An organisation which is responsive to the needs of its citizens, and for delivering a friendly, efficient and professional service
- An organisation which has driven significant efficiencies to remain financially stable
- An organisation which has used available resources per head of population to best effect
- An organisation which has effectively managed and balanced the interfaces between urban and rural needs
- An organisation which is an exemplar for "regional" type co-ordination and governance
- An organisation which is an exemplar for strategic spatial planning strategies which support all of Cork
- An organisation which has supported significant economic growth across all of Cork
- An organisation which is ready to respond to and lead the next phase of economic growth for Cork as the best placed region in the country to act as a supportive counterbalance to the growth management challenges of the Greater Dublin Area.

Financial Information relating to Cork County Council

- Cork County Council interacts with over 42k Customers
- Cork County Council manages a loan book of €485m
- Cork County Council processes 49k Cheque/Electronic Fund Transfer Payments
- Cork County Council currently owns €8.7bn worth of Assets

- Cork County Council utilises the services of almost 9,000 suppliers
- 100 separate Council locations accept payment within the County
- Over 300 Council Users raise Purchase Orders within the Organisation
- In excess of 4,000 Revenue and Capital Jobs

A significant proportion of the Local Property Tax collected by Cork County Council is being used to fund housing and roads services across the County.

Planned initiatives that will help underpin Corporate Plan 2015-2019

The Council is introducing the following initiatives in 2015 and it is hopeful that such measures can be sustained in future years:

- General Municipal Allocation – financial allocation to Municipal Districts -this funding is discretionary and will be available to Municipal Districts based on a schedule of work prepared by each Municipal District
- Town Development Fund - €1m in 2015 to provide specific level of funding to Municipal Districts for the purpose of supporting initiatives which are targeted at assisting with the economic development of the main towns within the Municipal Districts
- Rates Relief Scheme – 5% relief up to a maximum of €3,000. 65% of businesses within the County to qualify for 100% relief
- Economic Development Fund – 1% of Rates is being allocated to this fund
- Establishment of the Cork County Public Participation Network (PPN) which will become the primary link through which the local authority will connect with community and voluntary, social inclusion, and environmental interest organisations.
- Cork Age Friendly County Strategy – Implementation of Actions

Cork Local Government Committee

On 15th January 2015, the Minister for the Environment, Community & Local Government, Mr Alan Kelly, announced the establishment of the Cork Local Government Committee to examine and report on local government arrangements in Cork.

In accordance with Sections 32 and 33 of the Local Government Act, 1991, the Committee is required to carry out an objective review of local government arrangements in Cork City and County, including the boundary of Cork City, the local government areas and the local authorities for such areas, and to prepare a report making recommendations for improvements in such arrangements with respect to:-

a.   whether the boundary of Cork city should be altered and if so, recommendations with respect to the alteration of the boundary; or
b.   whether Cork City Council and Cork County Council should be unified; and
c.   any further related matters on which the Minister may request the Committee to make recommendations during the course of its review.

It is expected that the Committee will produce its report by the end of September 2015.

Cork County Council will cooperate fully with the workings of the Committee during this period, and will assist in the implementation of any measures that are determined by the Minister in due course.

TERMINOLOGY

The following terms are used throughout the text of this document:

Vision

This statement details what the Council wants to achieve over the lifetime of the Corporate Plan.

Mission Statement

This is intended to express what Cork County Council will do in order to achieve its vision

Core Values

These are the key principles that inform and guide our actions and culture in the execution of this Corporate Plan.

Corporate Strategic Objectives

These aim to translate the mission and vision statements into a series of high level statements expressing what the Council wants to achieve across its main areas of activity.

Directorate Strategic Objectives

These set out the means by which the Objectives will be achieved.

Annual Business Plans

The Objectives and supporting Strategies will be delivered through the adoption of Annual Business Plans for each Directorate of the Council.

Actions and Performance/Service Targets

The Annual Business/Team/Personal Plans contain specific Actions directly linked to the Directorate Strategic Objectives. These Actions will be the various activities planned by each Directorate to deliver on the Directorate Strategic Objectives. Performance/Service Targets for achieving these Actions will allow Cork County Council to monitor the implementation of the Corporate Plan.

Vision

A County that is prosperous, caring and proud, where the wellbeing of citizens and communities is at the core of everything we do and where our natural resources are respected and valued

Mission Statement

A progressive and dynamic local authority committed to enhancing the quality of life of our people and visitors, supporting environmental protection and sustainability, where everyone has the opportunity to prosper, be healthy and happy. This will be achieved through strong democratic leadership, promoting the development of vibrant communities, engaging positively with businesses, promoting economic growth and providing high quality, efficient services and infrastructure across Cork County.

Core Values

- Engagement – we will engage with citizens, businesses, statutory agencies, community and voluntary organisations, to advance the development of our County
- Citizen focus – we will listen to our citizens' needs, and place them at the core of what we do
- Respect - we will treat all people with courtesy and respect
- Excellence through people – we will communicate with staff effectively, and ensure that staff have an opportunity to participate in all developments of the Council affecting their work
- Quality - in meeting your needs, everything we do will be of high quality
- Economic growth – we will work to support business, and explore all opportunities to promote job creation in our County
- Accountability – our performance will be open to internal and external scrutiny
- Performance Management – we will strive for continuous improvement in service delivery through he use of performance indicators and the use of a Performance Management and Development System

Corporate Strategic Objectives

The following are the Corporate Strategic Objectives of the Council over the life of the Corporate Plan.

Quality Services

To deliver efficient, high quality services, implementing best practice standards and ensuring a system of continuous improvement.

Inclusiveness

To enable citizens to participate fully in the social, economic and cultural life of Cork County

Democratic & Community Leadership

To enhance local democracy, particularly at Municipal District level, by supporting elected members and community leaders in carrying out their representation role in an effective manner. To play a lead role in developing communities through enhancing relationships with community and voluntary organisations, social inclusion groups, environmental groups, and promoting participation

Economic Development

To lead, mobilise and provide a local focus to economic development, enterprise, tourism and job creation locally in conjunction with other relevant agencies, and to work collectively to maximise the strengths of our County as a place in which to live, visit, invest in, and to work.

Sustainable Development

To achieve balanced sustainable development, improve energy efficiency, and support the protection and promotion of the County's natural and built environment and Cultural Heritage

Innovation

To be a leader in the local government reform process by leading change through flexibility, adaptability and innovation.

Staff Development

To equip staff to meet current and future challenges through the active pursuit of training and development initiatives, thereby maximising their potential and job satisfaction, while providing a safe and healthy work environment

Communications

To implement best of breed communication systems so as to ensure that citizens, businesses, staff and stakeholders are kept up to date with Council services and initiatives, and that a positive message is presented of the services that we deliver.

<u>Efficiency / Value for Money</u>

To be prudent in the management of resources, to deliver high quality, efficient services with the resources available, and to explore opportunities for collaboration and more cost effective service delivery through potential shared services with other agencies

<u>Corporate Governance</u>

To maintain high standards of conduct and integrity by elected members and staff, and to serve the citizen in a fair, accessible, and transparent manner

Corporate Strategic Objectives & Supporting Directorate Strategic Objectives

Quality Services

To deliver efficient, high quality services, implementing best practice standards and ensuring a system of continuous improvement.

- Continuously review our services against national and local key performance indicators

- Lead & support the transformation of Council Services as is relevant to our citizens

- Engage with citizens and businesses to adequately capture evolving needs and expectations

- Strive to continuously improve the standard of Council services through the implementation of a performance improvement programme aimed at responding to the needs and demands of business and citizen service users

- Ensure full delivery of all service standard targets for regulatory agencies and external clients

- Effectively manage and develop the public infrastructure to the highest possible standard and in an efficient manner, subject to the financial and resource constraints in place, in order to facilitate job creation through economic development, agricultural enterprises, social enterprises and tourism in all the Municipal Districts of the County.

- To provide a modern, user-focused and innovative Library Service, offering access to facilities and resources that educate, inform and enrich the communities it serves.

- To maximise the Council's land assets for the provision of superior services and infrastructure to meet both economic social and environmental needs

- To progress the implementation of the Government's Housing Strategy 2020 to the greatest extent possible in line with available resources

- Deliver all Road Improvement Schemes funded by the NRA, DTTAS, and the NTA through grants, own resources, and Development Contributions in an efficient manner, on time, and within budget.

- To maintain burial ground facilities, and to prepare strategic development plans at Municipal District level to ensure that there is adequate future capacity in strategic areas to service needs

- To maintain and enhance parks, amenities and recreational infrastructure, for the enjoyment of service users

- To undertake and implement the Cork Age Friendly County Initiative

- Prepare and execute a Flood relief schemes throughout the County in conjunction with the Office of Public Works

- Effective management and strategic maintenance of all marine infrastructure in the charge of Cork County Council

- To protect and promote the vast heritage of the County given the importance of same to quality of life and tourism.

- Improve the efficiency of service delivery of Area Outdoor and Fleet operations

- To identify and manage risk and to prepare to respond to emergencies in accordance with the Framework for Major Emergency Management

- To retain NSAI accreditation to OHSAS 18001 standard for the Fire Service

- To provide a prevention, protection and response Fire Service, matched to locally identified fire risk, in accordance with national guidance

- Promote compliance with Building Regulations through a programme of risk assessed and random inspections.

- To ensure that the Council's newly adopted Pay Parking Policy is reflected in the Pay Parking Bye Laws adopted or amended in the Towns across the County

- Carry out Speed Limit Reviews

- Advance the Cork County Council Port Waste Management Plan

- Complete the Oil Spill Contingency Plan

- Improve regulation of Piers and Harbours and ensure sustainable source of funding for maintenance and improvement of facilities

- Examine the potential for introducing an electronic Burial Ground Management Information System

- Deliver efficient, high quality internal audit services, through utilising best practice standards within the Internal Audit Department

- Facilitate all entitled voters to exercise their democratic mandate.

- Fulfil our obligations under the Official Languages Act 2003, the FOI Act 2014, the Data Protection Act 1988 and 2003, the Ombudsman Act 1988 and honour our Customer Charter.

- Ensure a safe, comfortable and efficient working environment for staff and visiting members of the public through efficient Facilities Management.

Inclusiveness

To actively enable citizens to participate fully in the social, economic and cultural life of Cork County

- Develop the Municipal Districts so that they fulfil their role in providing effective democratic representation and in responding to and being accountable to the communities they serve.

- To establish the Cork County Public Participation Network (PPN), and to support the PPN in its efforts to achieve participative local democracy

- To utilise existing structures to promote active citizenship to develop socially inclusive sustainable communities

- To embed social inclusion principles within policies developed by Cork County Council.

- Promote the concept of universal access for all in the delivery of services and infrastructure

- Ensure that Council services are available to all in a convenient and accessible manner which makes best possible use of technology and resources

- Developing a policy to facilitate Choice Based Lettings for social housing, through the Housing Strategic Policy Committee

- To provide assistance and supports to local communities with regard to local amenity projects heritage projects and capital schemes

- Promoting library services as a centre of literature, reading and culture for all ages, using a range of delivery mechanisms, to ensure that the services of the library are accessible and relevant to all the residents of, and visitors to, County Cork.

- Continuing to provide access to a wide range of reading material, both book and non-book, embracing new formats and platforms in tandem with the guidelines of the library's Collection Development Policy.

- Reaching out to the more remote communities in County Cork through investment in, and development of, the Mobile Library Service.

- Support the Cork City and County Archives service in preserving and making available local archives, and promoting the enjoyment of our Cultural Heritage, history and genealogy, foe the benefit of local communities, citizens and visitors to Cork

- Develop new opportunities to enable inclusive participation in the Arts and support public engagement through provision of funding, leadership and development of Council led programmes

- Develop and support new opportunities that enable inclusive participation in the Arts, particularly in respect of arts in health, disability arts, arts for older people and with ethnic minorities

- To work towards the creation of an Age Friendly County

- Support young people's creative and social development through Arts in Education programmes and Youth Arts participation opportunities

- Support the creation of new work and the professional development of artists through funding, training and performance/exhibition opportunities

Democratic & Community Leadership

To enhance local democracy, particularly at Municipal District level, by supporting elected members and community leaders in carrying out their representation role in an effective manner. To play a lead role in developing communities through enhancing relationships with community and voluntary organisations, social inclusion groups, environmental groups and promoting participation

- Develop the Primary Role of the elected members and to provide the forum within which they can represent all of the Citizens of the County and develop policies that reflect the interests of the communities they represent.

- Enhance the role and profile of the Mayor of the County of Cork

- Coordination and monitoring of the community elements of the Local Economic & Community Plan

- Optimise the effectiveness of the policy making role of the Council's Strategic Policy Committees (SPCs) and ensure the structure allows Members to adopt policies that respond to community needs and have regard to local priorities.

- Elected members to be supported by provision of required information, training and facilities to effectively carry out their role.

- To respond to the needs and priorities identified by elected members, businesses and local communities

- To support the 3 no. Cork County Local Community Development Committees (LCDCs) in developing, coordinating and implementing a coherent and integrated approach to local and community development

- To assist the LCDCs in the monitoring, oversight and review of social inclusion and rural development programmes and initiatives

- Continue to support community initiatives in the Municipal Districts through funding available from the General Municipal Allocation

- To assist in the development of the community elements of the Cork County Local Economic & Community Plan (LECP) by facilitating the preparation, and implementation, of Sustainable Community Objectives (SCOs) and actions aimed at enhancing the quality of life and well-being of communities across the County

- Facilitating the work of the SPCs in some cases by developing an annual comprehensive programme of work, and implementing same via operational work practices and recommendations to Full Council

- To lead and coordinate the implementation of the Cork Age Friendly County Programme

- To work with the Cork Age Friendly County Alliance and the Cork Age Friendly County Older Persons Council to implement the Age Friendly Programme

- Increase film/digital content production activity in the County both in terms of the indigenous film/digital sector and in measures to promote the County as a location for incoming productions.

- To promote, develop and maintain Civil Defence as an effective volunteer based professional organisation providing emergency response in support of the principal response agencies and community support services

Economic Development

To lead, mobilise and provide a local focus to economic development, enterprise, tourism and job creation locally in conjunction with other relevant agencies, and to work collectively to maximise the strengths of our County as a place in which to live, visit, invest in, and to work.

- To work in partnership with other Government agencies and the private sector to promote County Cork as an attractive location for inward investment opportunities and support employment initiatives

- Create a positive business environment within the County to facilitate the development of businesses and promote new enterprise

- Coordination and monitoring of the economic elements of the Local Economic & Community Plan

- Liaise closely with external bodies to provide the necessary supports to existing employers and to help attract job creation.

- Promote a collaborative and synergetic relationship with our business customers to identify the foster the key drivers of economic growth

- Listen to the voice of our business customers by undertaking regular Countywide surveys and to incorporate the feedback into future policies

- Lead & Support Regional Economic Development and Competitive Advantage through SMART and other initiatives

- Enhance local democracy by helping to identify, prepare, and implement a schedule of Municipal District works that prioritises works, services, or activities related to economic development, facilities, and amenities within the functional area of each District

- Maximise all sources of funding and support the identification of additional funding opportunities to enhance economic development across the County

- Ensure that the Town Development Fund in each of the Municipal Districts is utilised prudently for the benefit of the towns concerned

- Enhance the cultural, heritage and tourism offering for the Cork region and to develop tourism landmarks within the County

- Provide a planning service that affords a high level of confidence in the openness, fairness, professionalism and efficiency of the process where the public have an opportunity to participate and where decisions are taken in the interests of the common good in a timely and informed manner

- To develop Transportation Studies for the Urban Areas in County Cork which are subject to growth pressures so as to provide for the delivery of improved access for these areas as they continue to grow, thereby facilitating economic growth and investment

- Advance Greenway and Blueway proposals

- Improve tourist information on Cultural and Heritage sites/attractions

- Develop and improve public amenities in towns and villages

- Provide resources to Spike Island and continue a maintenance role and making the island safe for visitors.

- Pursue the Department of Agriculture, Food and the Marine for funding for Coastal Projects which will increase economic activity and output.

Sustainable Development

To achieve balanced sustainable development, improve energy efficiency, and support the protection and promotion of the County's natural and built environment and cultural heritage

- Contribute to the development of sustainable energy practices/technology and implement national policy on a local level

- To respect the natural resources of the County

- To work collaboratively with the National Transport Authority and other funding Agencies to provide sustainable travel infrastructure at locations in Metropolitan Cork, so as to improve access at these locations

- Provide a development management service that delivers high quality development for Cork which pro-actively drives and supports sustainable development and communities while supporting economic growth

- Continue to provide for the conservation and restoration of our natural and built heritage

- Review energy usage across the organisation and work towards a sustainable energy policy by aiming to reduce the energy consumed each year until 2020 by 3% per annum

- Continue to develop and roll-out the planned programme of retro-fitting of energy efficiency works to Council owned properties

- Facilitate Irish Water to contribute to sustainable development and the delivery of sustainable communities with good local services at the core of our planning process with

the interests of the common good remaining paramount through public consultation and accessibility of documentation by developing a cohesive asset dataset

- Establish effective multi-agency implementation of coastal zone management policies based on the approach outlined in the Draft Cork Harbour Study

- Delivering the objectives of the Southern Region Waste Management Plan including relevant objectives of Cork County Councils' Environmental Awareness Strategy

- Provide for the development process for the major new town proposed for the Monard Strategic Development Zone (SDZ)

- Progress the development of new infrastructural projects and the enhancement of existing facilities, e.g. in South Cork, the development of the proposed Cork Harbour and Midleton-Youghal Greenways, and the completion of projects planned for the Ballincollig Regional Park.

- Deliver the requirements of the Memorandum of Understanding with the Department of Agriculture in relation to the remediation of Haulbowline Island.

- Improve regulation of Casual Trading

- Consolidate the public lighting network assets across the County with the objective of achieving a more energy efficient network

- Protection of the County's Heritage: Provide a service for the consolidation and protection of heritage sites under the ownership of Cork County Council, including medieval graveyards, and provide advice to heritage groups throughout the County

- To enhance the status of the County's heritage (both people and places) and to continue to implement the objectives set out in various heritage strategies

Innovation

To be a leader in the local government reform process by leading change through flexibility, adaptability and innovation.

- To cooperate with the Cork Local Government Committee in its work, and to work with relevant parties in the implementation of recommendations arising

- Engage with stakeholders, both internal and external, to implement significant changes and enhance organisational performance

- Carry out ongoing citizen service reviews in order to understand the changing needs and demands of citizens, and strive to meet these needs by implementing systems and process improvements, and "channel-shift" where necessary

- Introducing greater flexibility in work practices to deal with changing environmental, financial, human resource and technological landscapes

- To apply the most modern technologies to County Council operations to assist all other sections and users in meeting their objectives

- Enhance our ability to respond quickly and appropriately to ongoing changes in the operating environment

- Working with other authorities to identify areas for shared service, where greater efficiencies and savings can be achieved

- To utilise change management to transition staff , members and the organisation to the desired future state

- Participate in and support the national Shared Services Programme

- Implementation of the national Veterinary Shared Services model

- Assist with the establishment of the Road Management Office, the roll out of the map licensing system, updating MapRoad and prepare and publish an up to date Road Schedule and continue to liaise with Irish Water in the implementation of the Road Opening Protocol in conjunction with the domestic metering Project in order to optimise best practices in the management of our road assets and to achieve the best possible value for money from available budgets.

- Explore the feasibility of developing the Environmental laboratory facilities as a regional centre for the delivery of analytical services to other local authorities and agencies

- Align duties of staff in Municipal districts with organisational priorities

- Develop the Council's ICT function to become a national leader in exemplar solutions

- Examine and explore opportunities to develop services in accordance with the digital agenda

- Implement an Incremental Purchase Scheme in accordance with National Direction

- Maintaining and improving the existing library infrastructure and exploring options to allow for upgrading or establishment of new service points where need arises.

- Embedding best practice policies in areas of collection development, reader development, staff development, health and safety, energy-saving, organizational efficiency, procurement, accessibility, child protection and service standards to our citizens.

- Fully exploit available and emerging technologies to maximise support of, and efficiency in our business processes by using Sharepoint, GIS and assessing/ researching the use of hand held mobile units by outdoor staff

- Compete for lead in Irish Water Regional Offices (Capital and Operational)

Staff Development

To equip staff to meet current and future challenges through the active pursuit of training and development initiatives, thereby maximising their potential and job satisfaction, while providing a safe and healthy work environment

- Recognise the integral role that staff play in advancing the economic and social development of the County by ensuring that they maximise their potential, achieve job satisfaction, and are equipped to meet current and future challenges through communication, participation, and ongoing training

- Respond to issues identified in staff surveys to ensure that the voice of staff is listened to and acted upon, ensuring that staff are supported and developed in their work

- Embed a performance management culture within the organisation and maximise the skills, competencies and motivation of employees through the implementation and rollout of a Performance Management Development System which will complement strategic objectives and staff development

- To create a shared understanding with staff of the challenges and solutions facing the organisation

- Maximise the capability and capacity of staff through continued training and skills development by identifying up skilling opportunities in consultation with staff

- To train and mentor staff to meet current and future challenges through active pursuit of training and development initiatives

- Promote and support the Health and Safety and welfare of all employees by delivering a safe working environment for all staff.

- Ensure adherence to Health and Safety legislation and best practice.

- Retain Engineers Ireland CPD Accreditation

- To strive for continuous improvement in service delivery through the use of Performance Indicators- both National and Local – and the use of the Performance Management and Development System, and the regular review of same

- Develop and improve the ICT Department's capacity and capabilities

- Development and enhancement of workplace partnership structures

- Recruitment programme to reflect organisational needs including flexibility and innovation

- To introduce a "Training Management System" to effectively plan for, manage, track and record all aspects of Fire & Building Control Department

- Creating a motivating workplace for staff through the provision of support, training and encouragement to develop and use their skills and talents.

Communications

To implement best of breed communication systems so as to ensure that citizens, businesses, staff and stakeholders are kept up to date with Council services and initiatives, and that a positive message is presented of the services that we deliver.

- To undertake citizen and business surveys on a regular basis in order to ascertain the perception levels of the Council, its services, and communications

- To implement a communication strategy to inform citizens on a regular basis of Council operations and initiatives

- Develop a communications strategy to ensure more effective and timely communication with staff

- To promote the achievements and innovations of the Council in order to assure citizens of the ongoing commitment to best value for money and to advertise available schemes and opportunities

- Develop the Council's website to ensure it provides the best possible online service and meets the need and demands of our citizens

- To enable management access to information in a timely manner by supporting the continuous review of service delivery models to ensure that they remain relevant to the evolving needs and expectations of our citizens

- Place the general public at the core of what we do by monitoring and responding to queries through the use of Customer Relation Management (CRM) systems

- Promote Road Safety

- Continue to inform the public through various communication mechanisms

- Make optimum use of the Council website and the Map Alerter technology for effective communications

- Developing online services, resources and communication, alongside in-branch ICT facilities, to efficiently enhance and expand the reach of the library service, empowering both public and staff.

Efficiency/Value for Money

To be prudent in the management of resources, to deliver high quality, efficient services with the resources available, and to explore opportunities for collaboration and more cost effective service delivery through potential shared services with other agencies

- Embed cost effectiveness and a value for money ethos across the organisation

- To develop and implement an annual organisational efficiency programme, focussed on achieving quality services, high performance, continuous improvement, and value for money

- Focus on collaboration with different partners, internal and external, in the development and operation of services, in order to achieve added value and offer a better service to the citizen

- Manage the Council's finances by obtaining best value through improved procurement procedures and by identifying processes and linking to sites to procure on a framework basis

- Enhance local democracy by helping to identify, prepare, and implement a schedule of Municipal District works that prioritises works, services, or activities related to economic development, facilities, and amenities within the functional area of each Municipal District

- To continue to comply with the Service Level Agreement, protocols and annual service plans entered into with Irish Water

- Improve the Business Value offered by ICT

- Proactive Financial Management to maximise output from of all financial funding sources.

- Establishing a Strategic View for the Finance Directorate for the next 5 years by development of an organisation wide Financial Reporting Dashboard to support Corporate Decision Making and the overall operations of the Council

- Finalise integration of all sub County legal services (which were previously provided by 12 external law firms) with the County Solicitors department

Corporate Governance

To maintain high standards of conduct and integrity by elected members and staff, and to serve the citizen in a fair, accessible, and transparent manner

- Continue to develop the role of the Corporate Policy Group to perform the co-ordination of policy of the SPCs, and the monitoring of the business and financial performance of the Council.

- Engage with and support the Council's Audit Committee in the performance of their duties to promote efficiency, value for money, and good corporate governance within the Council.

- To operate and maintain a best practice Risk Management and Monitoring system

- Prepare and Implement Strategic Audit Plans and annual Internal Audit plans to ensure that a high level of Corporate Governance is maintained within the Council.

- Promote and facilitate equal opportunities for staff and members of the public

- Implement and maintain the highest standard in property transactions and management

OTHER PROVISIONS INCORPORATED IN THE CORPORATE PLAN

Local Economic & Community Plan (LECP)

The Local Government Reform Act 2014 makes provision for the preparation of a new statutory strategic Plan entitled the "Local Economic & Community Plan" (LECP). This Plan is intended to enhance the strengthened role of local government in relation to economic development and community/local development. It is intended that it will support the Council's role "to promote the well-being and quality of life of citizens and communities".

The Council is leading the preparation of the LECP in conjunction with a range of diverse community and economic stakeholders. It is expected that the Plan will be finalised in early 2016. It will be action focused, setting out a range of objectives and supporting actions to promote economic development and local/community development across Cork County.

It is imperative that this Corporate Plan and the LECP speak to each other. To this end, once the LECP is adopted this Corporate Plan will be reviewed as soon as practicable to ensure coherence and consistency. It may, therefore, be necessary to adjust the Corporate Plan to reflect the contents of the LECP. The Council intends to use the review procedure provided in section 134(8) of the Local Government Act 2001 to effect same.

Implementation, Monitoring & Performance Measurement

The Plan will be subject to a 6 month review process by the Council's Senior Management Team. This process will focus on the progress being made with regard to achievement of objectives of the Corporate Plan. Baseline service provision levels will be identified where applicable, and the Council will set targets to ensure improvement in services over time. The setting of these targets will involve a performance focus, with the Council committed to ensuring that it builds upon and develops a culture of being a high performance Organisation.

The Council will report on progress with respect to the implementation of the Plan in its Annual Reports. The reporting will reference performance outcomes set against the targets outlined, and this will be subject to ongoing monitoring and assessment by Management.

APPENDICES

I: Organisational Structure
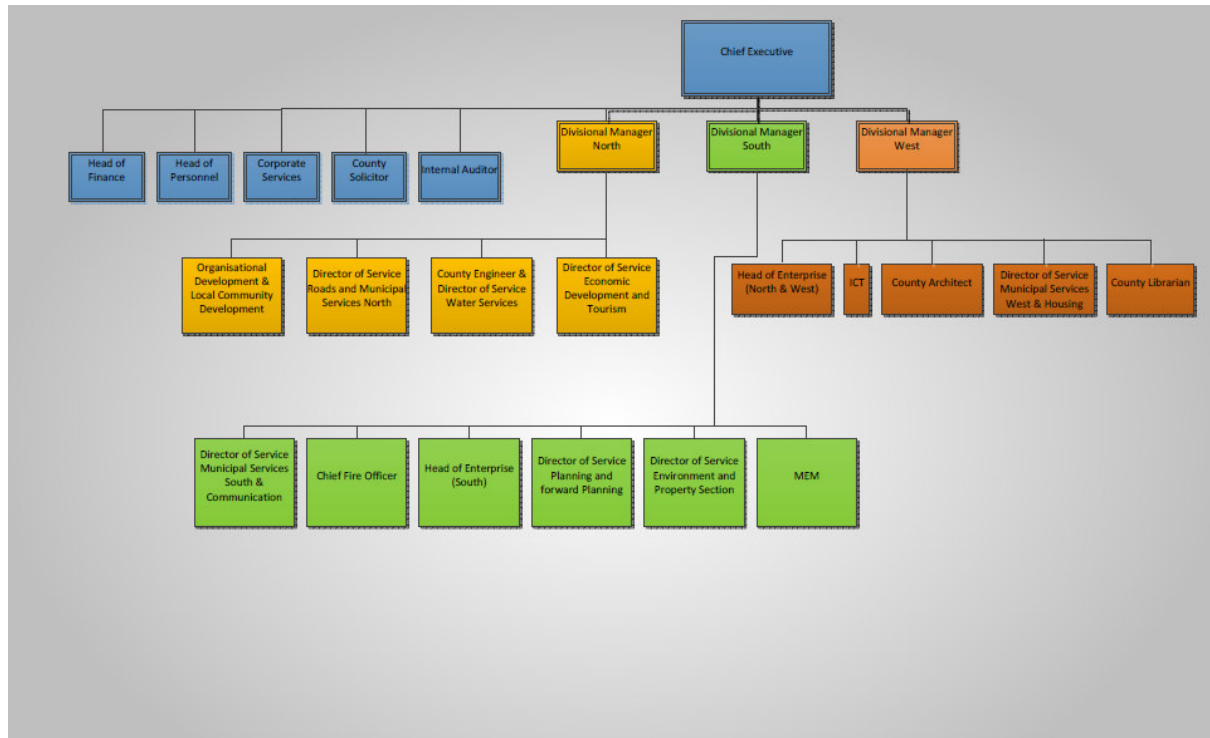
II: Strategic Policy Committees (SPCs)

Cork County Council has 8 no. SPC's, namely:
- Housing
- Arts, Culture and Languages
- Social Inclusion and Community
- Planning and Strategic Planning
- Tourism
- Economic Development and Enterprise
- Environment
- Roads and Transportation

III: *List of Consultees*

Elected members of Cork County Council
Members of Cork County Strategic Policy Committees
Members of the 3 no. Cork County Local Community Development Committees

Circulated to the following Government Departments and State Agencies:
- Agriculture Food and the Marine
- Arts Heritage and the Gaeltacht
- Children and Youth Affairs
- Communications, Energy and Natural Resources
- Defence
- Education and Skills
- Environment, Community and Local Government
- Finance
- Foreign Affairs and Trade
- Health
- Jobs, Enterprise and Innovation
- Justice and Equality
- Public Expenditure and Reform
- Social Protection
- Department of the Taoiseach
- Transport, Tourism and Sport
- South Regional Assembly
- HSE
- Failte Ireland
- OPW

Various sectoral interest groups

IV: *Members of Cork County Council*

SOUTH CORK

Ballincollig / Carrigaline Electoral Area
1. Deirdre Forde(FG)
2. John A. Collins(FG)
3. Seamus McGrath (FF)
4. Marcia D'Alton (NP)
5. Derry Canty (FG)
6. Donnchadh O'Laoghaire (SF)
7. Daithi O Donnabhain (FF)
8. Mary Rose Desmond (FF)
9. Michael Murphy (SF)
10. Joe Harris (NP)

Blarney / Macroom Electoral Area
1. Aindrias Moynihan (FF)
2. Michael Creed (FG)
3. Des O'Grady (SF)
4. Ted Lucey(FG)
5. Bob Ryan(FF)
6. Kevin Conway (NP)

Cobh Electoral Area
1. Padraig O'Sullivan (FF)
2. Cathal Rasmussen (LAB)
3. Kieran McCarthy (SF)
4. Ger Keohane (SF)
5. Anthony Barry (FG)
6. Sinead Sheppard (FG)
7. Claire Cullinane (NP)

East Cork Electoral Area
1. Michael Hegarty (FG)
2. Noel Collins (NP)
3. Aaron O'Sullivan (FF)
4. Pat Buckley (SF)
5. Susan McCarthy (FG)
6. Mary Linehan Foley (NP)

NORTH CORK

Fermoy Electoral Area
1. Frank O'Flynn (FF)
2. Kevin O'Keeffe (FF)
3. Noel McCarthy (LAB)
4. June Murphy (SF)
5. Ian Doyle (FF)
6. Kay Dawson (FG)

Kanturk / Mallow Electoral Area
1. Gerard Murphy (FG)
2. Timmy Collins (NP)
3. Dan Joe Fitzgerald (FF)
4. John Paul O'Shea (NP)
5. Bernard Moynihan (FF)
6. Melissa Mullane (SF)

WEST CORK

West Cork Electoral Area
1. Christopher O'Sullivan (FF)
2. Michael Collins (NP)

3. Noel O'Donovan (FG)
4. Declan Hurley (NP)
5. Patrick Gerard Murphy (FF)
6. Mary Hegarty (FG)
7. Joe Carroll (FF)
8. Paul Hayes (SF)

Bandon / Kinsale Electoral Area
1. Kevin Murphy (FG)
2. Alan Coleman (FF)
3. Tim Lombard (FG)
4. Rachel McCarthy (SF)
5. Margaret MurphyO'Mahony(FF)
6. James O'Donovan (FG)

V: *Cork County Council in Numbers*

12,000km of roads	302,388 Register of Electors	204,050 Motor Tax Transactions	1.7 m books borrowed in 2013
7,132 Housing Properties	3,578 Planning Applications	1,991 FTE Staff	1,218 Higher Education Grants Processed

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