



Annual Service Delivery Plan Objectives 2021

Principle Service	Corporate Plan Theme One	Corporate Plan Objective Two	Corporate Plan Theme Two	Corporate Plan Objective Two	ASDP Objective	Performance Standard	Performance Indicator
Corporate Services - 19 Objectives							
Irish Office/Oifig na Gaeilge	1. Our People	1.1 Develop	8. Communications	8.3 Brand Identity	Promote greater use of the Irish Language and the role of the Irish Officer	Irish Classes rolled out to staff . Enhance engagement and support of the two Gaeltacht areas.	Not Applicable
Elected Members	1. Our People	1.7 Enhance	7. Governance and Democracy	7.5 Enabling Elected Members	Develop & support the democratic role of the Elected Members	Democratic role of the Elected Members supported & develop	Not Applicable
Property Procurement, Sale & Leasing Agent	2. Strong Inclusive Communities	2.1 Vibrant Towns	2. Strong Inclusive Communities	2.2 Rural Regeneration	Assist in creating vibrant town hubs through urban regeneration programmes	Council targets to be achieved by 2021	Not Applicable
Property Procurement, Sale & Leasing Agent	5. Capacity for Growth	5.5 Housing	2. Strong Inclusive Communities	2.1 Vibrant Towns	Support & assist the Housing Directorate in achieving the Departmental targets for Social Housing	Departmental targets to be achieved by December 2021	Not Applicable
Service Transformation Team	6. Service Quality	6.1 Service Design	9. Innovation	9.1 Innovation & Design	Use a people-centred, design thinking approach to transform services and deliver key objectives across Cork County Council	Service design tools and methods used to deliver projects Design thinking project undertaken for CPR	Not Applicable
Service Transformation Team	6. Service Quality	6.2 Digital Transformation	6. Service Quality	6.8 Engage	Leverage the power of digital services to deliver for citizens, communities, businesses and staff across the Council and County through our online services platform	50 digital services delivered	Not Applicable
Service Transformation Team	6. Service Quality	6.3 Innovative Processes	9. Innovation	9.2 Digital Transformation	Meet the demand for accelerated delivery of digital services, responding with agility and flexibility to unplanned but vital new online services over the year	10 unplanned but critical digital services delivered on time	Not Applicable



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Internal Audit	6. Service Quality	6.4 Business & Service	1. Our People	1.1 Develop	Put in place and promote a reliable business advisory service	Meet 100% of Directorate Snr Teams at least once Deliver 100% of support requests	Not Applicable
Irish Office/Oifig na Gaeilge	6. Service Quality	6.9 Deliver	8. Communications	8.4 Engagement	Ensure compliance with Languages Act & CCC's Irish Language Scheme	Compliance with Languages Act & Irish Language Scheme and completion of issues raised through ACT	Not Applicable
Electoral Register	7. Governance and Democracy	7.1 Democracy	7. Governance and Democracy	7.5 Enabling Elected Members	Franchise and Electoral Register maintained and up to date.	n/a	Not Applicable
Corporate Risk Management	7. Governance and Democracy	7.2 Governance	7. Governance and Democracy	7.3 Risk Management	Ensure compliance with legislation on GDPR, FOI, and other governance requirements and support risk management	Ensure maximum compliance with the relevant legislation	Not Applicable
Service Transformation Team	7. Governance and Democracy	7.3 Risk Management	7. Governance and Democracy	7.2 Governance	Implement the Council's Corporate Risk Management Policy through the Risk Oversight Committee	6 ROC meetings held in 2021 Directorate Risk Register review undertaken at each ROC meeting	Not Applicable
Internal Audit	7. Governance and Democracy	7.6 Internal Audit And Audit Committee	6. Service Quality	6.4 Business & Service	Implement and support a process of follow up of audit recommendations as the final stage of audit assurance provision	Reduce historic open recommendations by 20% by eoy	Not Applicable
Internal Audit	7. Governance and Democracy	7.6 Internal Audit And Audit Committee	6. Service Quality	6.4 Business & Service	Agree Audit Plan for 2022	Approval and sign off by Audit Committee and CE by EOY	Not Applicable
Internal Audit	7. Governance and Democracy	7.6 Internal Audit And Audit Committee	6. Service Quality	6.4 Business & Service	Deliver audit agreed in the Audit Plan 2021	22 Reports 50% Final Reports Issued 25% Draft Reports Issued 25% In progress@eoy	Not Applicable



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PR/Publicity	8. Communications	8.1 Plan	8. Communications	8.2 Collaboration	Implement the Corporate Communications and Marketing Strategy	Create content planned and aligned with corporate objectives, covered by media, website and soc eng	C3B: Total number of website and social media followers at end 2020
PR/Publicity	8. Communications	8.3 Brand Identity	8. Communications	8.4 Engagement	Ensure the organisation adopts best practice principles to the application of the Council's brand.	Ensure the organisation adopts best practice principles to the application of the Council's brand.	Not Applicable
Service Transformation Team	9. Innovation	9.1 Innovation & Design	6. Service Quality	6.3 Innovative Processes	Support the development of an innovation environment and innovation strategy for Cork County Council through service design, design thinking, digitisation and business intelligence	Innovation network in place Plan for development of Innovation Strategy agreed	Not Applicable
Service Transformation Team	9. Innovation	9.3 Business Intelligence	6. Service Quality	6.4 Business & Service	Enable informed, strategic decision making through data analytics and business intelligence reporting to support Cork County Council Strategies, Plans and Services	15 additional business intelligence reports developed	Not Applicable

County Solicitors - 7 Objectives

High Court, Circuit Court and District Court Litigation	6. Service Quality	6.4 Business & Service	7. Governance and Democracy	7.4 Business, Service & Systems	Provide an effective litigation service to the Council as and when required.	Professional Standard	Not Applicable
Representing the Council in different statutory processes, e.g arbitrations and oral hearings	6. Service Quality	6.4 Business & Service	7. Governance and Democracy	7.4 Business, Service & Systems	Represent the Council in an effective and professional manner in statutory processes	Professional standard	Not Applicable
Providing a legal advisory service to Senior Management and Directors of Service.	6. Service Quality	6.4 Business & Service	7. Governance and Democracy	7.4 Business, Service & Systems	Provide legal advice in an timely and effective manner	Professional standard	Not Applicable



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Conveyancing acquisitions and Disposals on behalf of the Council.	6. Service Quality	6.4 Business & Service	7. Governance and Democracy	7.4 Business, Service & Systems	Provide an effective and professional property service	Professional standard	Not Applicable
Working with the Housing Directorate in the various social housing schemes e.g. social leasing, payment and availability agreements, NARPS acquisitions, Capital Assistance Scheme, CALF scheme, Incremental Purchase Scheme etc.	6. Service Quality	6.4 Business & Service	7. Governance and Democracy	7.4 Business, Service & Systems	Provide an effective and professional property service.	Professional standard.	Not Applicable
Provision of legal service to Municipal Districts	6. Service Quality	6.4 Business & Service	7. Governance and Democracy	7.4 Business, Service & Systems	Provide legal advice in an timely and effective manner	Professional standard	Not Applicable
Maintenance of a Litigation Risk Register	6. Service Quality	6.4 Business & Service	7. Governance and Democracy	7.4 Business, Service & Systems	Provide information to assist in the assessment of the Council's legal liabilities	Professional standard	Not Applicable
Economic Dev., Ent. & Tourism - 10 Objectives							
Community Capacity	2. Strong Inclusive Communities	2.6 Community Capacity	2. Strong Inclusive Communities	2.8 Inclusion & Integration	Promote and support rural economic development in our Towns and Villages in Cork County through completion and implementation of the LEADER programme adopt Cork Healthy County Strategy	Complete Q4 2021	Not Applicable



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Economic Development Projects	3. Sustained Economic Vibrancy	3.1 Partnership For Growth	5. Capacity for Growth	5.8 Projects Of Scale	Develop and promote best practise in economic development policy and deliver targeted financial supports to strategic economic development initiatives in Cork County Towns and Villages	Complete Q4 2021	Not Applicable
Economic Development Projects	3. Sustained Economic Vibrancy	3.1 Partnership For Growth	5. Capacity for Growth	5.8 Projects Of Scale	Implement the recommendations of the Cork Harbour Initiative Continue to work with the European Commission in accessing both information and potential funding streams	Complete Q 2021	Not Applicable
Economic Development Infrastructure	3. Sustained Economic Vibrancy	3.1 Partnership For Growth	3. Sustained Economic Vibrancy	3.7 Growth Preparedness	Provide market infrastructure in Business Growth Zones Countywide to encourage the growth of start up and small to medium enterprise continue to market the Cork Incubator Kitchen infrastructure	Quarter 4 2021	Not Applicable
Strategic Policy Committees	3. Sustained Economic Vibrancy	3.7 Growth Preparedness	3. Sustained Economic Vibrancy	3.1 Partnership For Growth	Continue to work with our strategic partners in developing & implementing the Economy through Tourism & Economic Development	ongoing	Not Applicable
Develop Rural Digital Hubs	5. Capacity for Growth	5.3 Rural Regeneration	5. Capacity for Growth	5.10 New Forms Of Working	Promote the diversification of the rural economy through the research and development of Rural Digital Innovation Hubs in accordance with National Policy (Remote Work Strategy)	Complete Q4 2021	Not Applicable
Enterprise Supports	5. Capacity for Growth	5.4 Place Making	5. Capacity for Growth	5.10 New Forms Of Working	Develop & deliver general business training, mentoring, management of developing financial supports to micro enterprise market in county in particular to Brexit & current Covid economy	Ongoing	Not Applicable



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South West Regional Enterprise Plan	5. Capacity for Growth	5.8 Projects Of Scale	5. Capacity for Growth	5.10 New Forms Of Working	Co-ordinate and manage consultation process and dev of renewed SWREP Identify gaps and opportunity in regional enterprise eco-system in order to support economic growth access relevant funding streams	Quarter 4 2022	Not Applicable
Tourism	5. Capacity for Growth	5.8 Projects Of Scale	5. Capacity for Growth	5.7 Tourism Assets	Develop potential of CCC owned tourism infrastructure to increase visitor number including infrastructure of Dursey Cable Car & Visitor Centre Bantry Destination town, Garrylucas & Claycastle beaches	Ongoing	Not Applicable
Tourism	6. Service Quality	6.9 Deliver	5. Capacity for Growth	5.7 Tourism Assets	Grow Cork's Tourism potential through targeted intervention & financial supports with national & local policies assisting in Local festival events & enhancing town & villages.	Q4 2021	Not Applicable
Environment - 7 Objectives							
Provide for delivery of Environmental Protection Services for Co. Cork	1. Our People	1.1 Develop	1. Our People	1.2 Knowledge Base	Implement innovative Staff Training and Development Develop a base for knowledge retention	One new training approach & one ICT based info sharing protocol per team	Not Applicable
Promote Climate, Environment and Fire Safety Awareness within Cork County Council and the Community	4. Climate and Environment	4.1 Green Is Core	4. Climate and Environment	4.4 Sustainable Communities	Integrate Awareness and education into all Directorate activities Implement a risk-based community fire safety and education program.	As set out in individual Team plans	Not Applicable
Support Climate Action within Cork County Council and the Community	4. Climate and Environment	4.1 Green Is Core	4. Climate and Environment	4.4 Sustainable Communities	Support and monitor corporate implementation of the Climate Change Charter, Legislative obligations, and Sectoral targets.	Measurement of Charter target compliance & dissemination to other Directorates	Not Applicable



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Deliver monitoring, audit, testing and enforcement programs for Environment, Fire Services, Food Safety & Animal Welfare	4. Climate and Environment	4.2 Measure Impact	4. Climate and Environment	4.5 Water	Meet the targets in annual Environmental (RMCEI) Inspection Plan 2021 Promote culture of compliance with the building regulations and monitor and enforce fire safety legislation.	RMCEI targets fully met. Deliver target of 12% to 15% of new buildings inspected	P1A: Buildings inspected as a percentage of new buildings notified to the local authority
Provide incident response services for Environment, Fire and Emergency, Food Safety, Animal Welfare, Waste and Litter Management	6. Service Quality	6.3 Innovative Processes	6. Service Quality	6.5 Benchmark	Maintain operational readiness and capability to deliver an appropriate response to incidents. Develop and support a learning culture through ongoing review of incidents.	As set out in individual Team plans	F2B: Average time taken, in minutes, to mobilise fire brigades in Part-Time Stations (retained fire service) in respect of fire
Major Emergency Management	6. Service Quality	6.4 Business & Service	6. Service Quality	6.7 Plan	Support the development of corporate resilience to Emergencies. Review, update, exercise & test CCC Major Emergency Plan & Inter-Agency site specific External Emergency Plans for Upper-tier sites	As set out in Major Emergency Management Committee Work Programme 2021	Not Applicable
Develop & deliver Agency and Shared Services to IW, FSAI, Government Departments and the Sector. (CARO, WERLA, DSL, Non SLA Labs, Haulbowline, Cork City	7. Governance and Democracy	7.2 Governance	7. Governance and Democracy	7.3 Risk Management	Ensure that all existing and new Agency and Shared Services are managed to protect the interests of Cork County Council, while delivering on their performance targets.	Timely agreement of program Annual review of targets and Risk Assessment of SLA	Not Applicable
Finance - 10 Objectives							
Rates	3. Sustained Economic Vibrancy	3.7 Growth Preparedness	6. Service Quality	6.4 Business & Service	Maximise Effective Rateable Valuation Base	Enhance 2020 Valuation base	Not Applicable



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Rate Collection	3. Sustained Economic Vibrancy	3.7 Growth Preparedness	6. Service Quality	6.4 Business & Service	Maximize Collection Levels	Improve upon 2020 collection performance	M2A: Collection level of Rates from the Annual Financial Statement for 2020
Payroll	6. Service Quality	6.2 Digital Transformation	6. Service Quality	6.4 Business & Service	Provide an effective payroll service to all staff and align with national shared services policy	Meet statutory payroll obligations and Implement Core Pay and progress MyPay project	Not Applicable
Payments	6. Service Quality	6.2 Digital Transformation	6. Service Quality	6.4 Business & Service	Provide an effective accounts payable service to creditors & in compliance with relevant legislation	Meet statutory prompt payment obligations	Not Applicable
House loan collection	6. Service Quality	6.4 Business & Service	7. Governance and Democracy	7.2 Governance	Maximize collection levels for housing loans & continue to reduce to arrears.	Reduce arrears value and reduce number of accounts in arrears.	M2C: Collection level of Housing Loans from the Annual Financial Statement for 2020
Motor Tax	6. Service Quality	6.4 Business & Service	7. Governance and Democracy	7.2 Governance	Provide an efficient Motor Tax service	Applications processed and discs issued in a timely manner. PI-R3 % of motortax online transactions	Not Applicable
Corporate Financial Governance	6. Service Quality	6.6 Invest	7. Governance and Democracy	7.2 Governance	Commission fully integrated Enterprise Resource (ERP) Systems to adequately support business processes, activities and obligations.	1. Produce plan 2. Select ERP 3. Resource project team	Not Applicable
Corporate Financial Governance	7. Governance and Democracy	7.2 Governance	9. Innovation	9.3 Business Intelligence	Establish optimal corporate financial governance structures which meet industry standard best practice, statutory requirements and corporate objectives.	Governance & Systems Project commencement 2021	Not Applicable



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Procurement	7. Governance and Democracy	7.2 Governance	7. Governance and Democracy	7.4 Business, Service & Systems	Promote and embed a value delivery culture in all operational areas including the development of procurement compliance within the Council.	1. Revised Corporate Procurement Plan 2. Procurement Policy Review 3. Continue provision of training	Not Applicable
Corporate Insurances	7. Governance and Democracy	7.3 Risk Management	7. Governance and Democracy	7.2 Governance	Manage insurance policies and claims in a cost efficient and timely manner.	1. No and value of claims 2. Cost of insurance cover	Not Applicable
Housing - 12 Objectives							
Housing Capital/Operations	2. Strong Inclusive Communities	2.4 Quality Of Life	5. Capacity for Growth	5.5 Housing	Achieve the Build and Leasing targets set by the Department of Housing Local Government & Heritage through direct construction, AHB delivery, turnkey acquisitions and leasing	Build 680 Leasing 60	H1B: No. of dwellings added to the LA owned stock during 2019 (whether constructed or acquired)
Housing Capital & Finance	2. Strong Inclusive Communities	2.4 Quality Of Life	5. Capacity for Growth	5.5 Housing	Progress the delivery of affordable housing.	Part 8 planning appr. for developments on sites in Clonakilty, Kinsale & Carrigaline Circa 190 units	H1B: No. of dwellings added to the LA owned stock during 2019 (whether constructed or acquired)



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Housing Maintenance monitoring	5. Capacity for Growth	5.5 Housing	2. Strong Inclusive Communities	2.4 Quality Of Life	Carry out a planned maintenance programme maximising the funding allocation from the DHLGH.	Maintenance to be carried out on 128 properties DPG adaptations to be undertaken to 77 properties	H4A: Expenditure during 2019 on the maintenance of LA housing compiled from 1 January 2019 to 31 December 2019, divided by the no. of dwellings in the LA stock at 31/12/2019, i.e. the H1E less H1F indicator figure
Housing Options	5. Capacity for Growth	5.5 Housing	2. Strong Inclusive Communities	2.4 Quality Of Life	Respond to the demand that exists for HAP, RIHL & Private Grants and process all applications received, in a timely Manner.	Number of applications processed to completion HAP 850 RIHL 130 Private Grants -1000	Not Applicable
Refurbishment of Vacant houses	5. Capacity for Growth	5.5 Housing	2. Strong Inclusive Communities	2.4 Quality Of Life	Implement a programme to refurbish and re-let voids & derelict voids and minimise vacancy.	130 vacant houses refurbished and vacancy rate of 2%.	H3A: The time taken from the date of vacation of a dwelling to the date in 2020 when the dwelling is re-tenanted, averaged across all dwellings re-let during 2020



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Homelessness	5. Capacity for Growth	5.5 Housing	2. Strong Inclusive Communities	2.4 Quality Of Life	Reduce the number of homeless adults and children in emergency accommodation and work with all stakeholders to minimise homelessness.	Reduce people in emergency accom. 80 no. HAP tenancies by Placefinder Officer, 5 no. Housing First.	H6A: Number of adult individuals in emergency accommodation that are long-term homeless as a % of the total number of homeless adult individuals in emergency accommodation at the end of 2020
Energy Efficiency Projects management	5. Capacity for Growth	5.5 Housing	4. Climate and Environment	4.4 Sustainable Communities	Carry out an energy efficiency retrofitting programme, maximising the funding made available by the DHLGH.	150 properties benefitting from retrofitting works.	H4A: Expenditure during 2019 on the maintenance of LA housing compiled from 1 January 2019 to 31 December 2019, divided by the no. of dwellings in the LA stock at 31/12/2019, i.e. the H1E less H1F indicator figure
Housing Capital/Operations	5. Capacity for Growth	5.5 Housing	2. Strong Inclusive Communities	2.4 Quality Of Life	Progress the planning, design and construction of social housing on Council owned, or acquired, sites.	Part 8- 52 units Tender- 29 units Under Construction- 123 units	H1B: No. of dwellings added to the LA owned stock during 2019 (whether constructed or acquired)
Private Rental Inspections	5. Capacity for Growth	5.5 Housing	2. Strong Inclusive Communities	2.4 Quality Of Life	Increase the number of private rental standards inspections.	Target of 4170 inspections in 2021.	H5B: Number of rented dwellings inspected in 2020



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Housing Capital & Finance	5. Capacity for Growth	5.5 Housing	7. Governance and Democracy	7.4 Business, Service & Systems	Apply rent increase to recover the cost of boiler maintenance and carry out a rent review, having regard to updated household incomes.	Collection of €18.7m as provided for in the adopted budget.	Not Applicable
Housing property Allocation	5. Capacity for Growth	5.5 Housing	2. Strong Inclusive Communities	2.4 Quality Of Life	Undertake the Annual Housing Needs Assessment in accordance with DHLGH guidance and monitor demand through analysis of activity on the Choice Based Letting System.	Completion of Annual Housing Needs Assessment Report.	Not Applicable
Travellers Strategy	5. Capacity for Growth	5.5 Housing	2. Strong Inclusive Communities	2.8 Inclusion & Integration	Provide suitable accommodation to applicants who are members of the Traveller community in accordance with the Traveller Accommodation Programme 2019 – 2024.	12 units of accommodation through HAP/standard Housing.	Not Applicable
Human Resource Management - 12 Objectives							
Staff Training	1. Our People	1.1 Develop	6. Service Quality	6.1 Service Design	Develop and deliver a training, development, coaching and mentoring plan based on staff needs to include an induction programme for new staff and retention of CPD accreditation for engineers	Plan in place and all objectives met during 2021	Not Applicable
All Sections	1. Our People	1.2 Knowledge Base	6. Service Quality	6.1 Service Design	Expand the range of SOP's for the activities of the routine activities of the department.	SOP's in place across the directorate	Not Applicable
Staff Relations	1. Our People	1.3 Wellbeing	6. Service Quality	6.5 Benchmark	Address the levels of absenteeism through continued monitoring and continued roll out of wellbeing initiatives and work towards NOAC National Performance Indicator 3.5%	Improve performance on 2020	C2A: Percentage of paid working days lost to sickness absence through medically certified leave in 2020
All Sections	1. Our People	1.4 Recognition	8. Communications	8.1 Plan	Establish a process of communication and engagement with staff in each section of the HRM Directorate	Good communications and engagement structure in place.	Not Applicable



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All Sections	1. Our People	1.6 Connected	8. Communications	8.2 Collaboration	Develop and deliver a plan to review and update HRM policies, procedures and guidelines to ensure they are up to date, accessible and connected.	Structured Document Mgt system in place, accessible to all staff across the county	Not Applicable
Safety	1. Our People	1.8 Health & Safety	7. Governance and Democracy	7.3 Risk Management	Adhere to HSW best practice through the implementation of our SMS and ensure the monitoring & review of our SMS to ensure continuous improvement & compliance with relevant safety legislation	Retain Accreditation to ISO 45001 and the IBEC Keep Well Mark for our employee wellbeing.	Not Applicable
HR Projects	6. Service Quality	6.2 Digital Transformation	9. Innovation	9.2 Digital Transformation	Migrate to Core V28 (XD) under the HPSS programme.	Improve work flows processes and procedures.	Not Applicable
HR Projects	6. Service Quality	6.3 Innovative Processes	9. Innovation	9.2 Digital Transformation	Implement measures to facilitate a smooth transition to MyPay within the Payroll Shared Service.	Measures in place to facilitate change.	Not Applicable
Child Safeguarding	7. Governance and Democracy	7.2 Governance	1. Our People	1.1 Develop	Compliance with relevant Child Protection and Garda Vetting Legislation to include staff training, Vetting, Child Protection Risk Assessments and Statements.	Comply with legislation	Not Applicable
Recruitment	7. Governance and Democracy	7.2 Governance	6. Service Quality	6.4 Business & Service	Adhere to best practise and guidelines to ensure equality, transparency and fairness across all recruitment processes	A fair, transparent definitive process in place	Not Applicable
Superannuation	7. Governance and Democracy	7.2 Governance	6. Service Quality	6.4 Business & Service	Administer various pension schemes in accordance with legislation, regulations, Departmental and judicial rulings	All retirement benefits processed correctly	Not Applicable
MICC	9. Innovation	9.2 Digital Transformation	6. Service Quality	6.1 Service Design	Maximise the use of technology to streamline internal processes, increase data analytics and improve corporate access to a structured Policy & Procedures system	better use of technology	Not Applicable



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ICT - 4 Objectives							
Support line of business applications and systems	6. Service Quality	6.4 Business & Service	6. Service Quality	6.6 Invest	Reduce exposure to EOL & EOS OS, software applications and DBs	At least 80% of systems on supported platforms	Not Applicable
Provide efficient, cost effective service delivery	6. Service Quality	6.4 Business & Service	9. Innovation	9.1 Innovation & Design	Deliver high quality, cost effective services	Number of service desk tickets closed	C4: Cost of ICT per WTE
Deliver secure/resilient IT services	6. Service Quality	6.5 Benchmark	7. Governance and Democracy	7.3 Risk Management	Maximise information security and comply with regulatory standards	All security incidents and new threats managed effectively	Not Applicable
Improve access to Information Management & Collaboration channels	8. Communications	8.2 Collaboration	9. Innovation	9.2 Digital Transformation	IT are supporting more effective information management and providing more collaboration facilities	Roll out of MS O365 to enhance collaboration and information sharing	Not Applicable
M.D. Ops and Rural Development - 9 Objectives							
Capital Projects	1. Our People	1.1 Develop	5. Capacity for Growth	5.3 Rural Regeneration	Progress SSIP projects assigned to directorate	Ongoing	Not Applicable
Library promotion	1. Our People	1.1 Develop	6. Service Quality	6.8 Engage	Promote library as centre of information, learning, culture, community, publications & events, focus on literature & reading. Promote arts and culture in the community.	Ongoing promotion & programme delivery	L1A: Number of visits to libraries per head of population
Leisure Facilities	2. Strong Inclusive Communities	2.3 Social Engagement	2. Strong Inclusive Communities	2.4 Quality Of Life	Manage, maintain & develop local facilities & amenities inc parks, playgrounds, open spaces, beaches, piers & harbours etc	Ongoing	Not Applicable
Community Development	2. Strong Inclusive Communities	2.7 Older Persons Wellbeing	1. Our People	1.3 Wellbeing	Progress Age Friendly County Strategy Actions, Progress Older People's Council Work Programme, Progress Age Friendly Alliance, Progress & Promote Social Inclusion.	Ongoing	Not Applicable



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Covid Community Response	2. Strong Inclusive Communities	2.8 Inclusion & Integration	1. Our People	1.3 Wellbeing	Lead and coordinate the Cork County Council COVID-19 Community Response Programme, including supports to town and village communities and business	Ongoing	Not Applicable
Capital Projects	3. Sustained Economic Vibrancy	3.4 Town Cluster Development	3. Sustained Economic Vibrancy	3.5 A Base For Investment	Assist the Municipal Districts Operations & Rural Development directorate – and other directorates - with the design, development and delivery of Capital Works projects, streetscape enhancements and P	Ongoing	Not Applicable
Capital Projects	3. Sustained Economic Vibrancy	3.4 Town Cluster Development	3. Sustained Economic Vibrancy	3.2 Implementation Of Planning Policy	Submit high quality project proposals under RRDF, T&V, ORIS, Clár etc & prepare town framework concepts where applicable. Assist in the delivery of successful bids in coordination with other depts.	Ongoing / delivery of projects	Not Applicable
Climate	4. Climate and Environment	4.3 Natural Assets	4. Climate and Environment	4.4 Sustainable Communities	Progress climate action initiatives & Biodiversity interventions in accordance with CCC/ directorate programme and with input from Environment Directorate	Ongoing	Not Applicable
Democracy	7. Governance and Democracy	7.1 Democracy	7. Governance and Democracy	7.5 Enabling Elected Members	Develop & Support democratic role of MD Members.	Ongoing	Not Applicable
Planning - 10 Objectives							
Housing Estates	3. Sustained Economic Vibrancy	3.2 Implementation Of Planning Policy	5. Capacity for Growth	5.4 Place Making	Manage the resolution of Unfinished Housing Developments. Increased number of housing estates taken in charge. Works being implemented	Increase number of developments taken in charge where developers are in place.	Not Applicable



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Development Management	3. Sustained Economic Vibrancy	3.2 Implementation Of Planning Policy	5. Capacity for Growth	5.3 Rural Regeneration	Provide an accessible and efficient Development Management Service which proactively supports economic growth in the county	Compliance with statutory timelines. Monitor and review of performance of specif	P2A: Number of LA planning decisions which were the subject of an appeal to An Bord Pleanála that were determined by the Board on any date in 2020
Planning Policy	3. Sustained Economic Vibrancy	3.2 Implementation Of Planning Policy	2. Strong Inclusive Communities	2.4 Quality Of Life	Active Land Management initiatives through the Vacant Sites Register, Infrastructure Audits and Housing Land Availability Studies	Continue to Implement Active Land Management initiatives through the Vacant Site	Not Applicable
Development Contributions	3. Sustained Economic Vibrancy	3.2 Implementation Of Planning Policy	7. Governance and Democracy	7.4 Business, Service & Systems	Collect Development Contributions levied with Planning Permission and arrange schedule of payments. Provide reports in relation to Planning Refund requests.	Ensure proper application of Development Contribution Schemes. Pursue outstandi	Not Applicable
Planning Enforcement	3. Sustained Economic Vibrancy	3.2 Implementation Of Planning Policy	7. Governance and Democracy	7.2 Governance	Deliver timely and responsive Planning Enforcement service	Compliance with statutory timelines. Continue to give effect to outcomes from In	P3A: Total number of planning cases referred to or initiated by the local authority in the period 1/1/2020
Housing Infrastructure Implementation Team	3. Sustained Economic Vibrancy	3.7 Growth Preparedness	3. Sustained Economic Vibrancy	3.2 Implementation Of Planning Policy	Support the implementation of Urban Expansion Areas (UEAs) within Cork County Council's jurisdiction.	Progress implementation of UEAs at Water Rock, Carrigtwohill & Cobh. Consider op	Not Applicable
Planning Policy	3. Sustained Economic Vibrancy	3.7 Growth Preparedness	2. Strong Inclusive Communities	2.4 Quality Of Life	Provide Strategic Planning Guidance through the preparation of statutory County Development Plan and the putting in place of Implementation Structures	Progressing CDP Review Process	Not Applicable



Principle Service	Corporate Plan Theme One	Corporate Plan Objective Two	Corporate Plan Theme Two	Corporate Plan Objective Two	ASDP Objective	Performance Standard	Performance Indicator
Planning Policy	4. Climate and Environment	4.1 Green Is Core	4. Climate and Environment	4.4 Sustainable Communities	Carry out Environmental Assessments (SEA/HDA/SFRA) to support the CDP Review and Environmental Assessment of Individual Projects.	Continue the Environmental Assessments (SEA/HDA/SFRA) to support the CDP Review	Not Applicable
Archaeology, Heritage and Conservation Services	4. Climate and Environment	4.3 Natural Assets	4. Climate and Environment	4.4 Sustainable Communities	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 Archite	Compliance with legislative requirements and all funding opportunities availed o	Not Applicable
Traffic and Transport	4. Climate and Environment	4.6 Supporting Sustainable Transport	4. Climate and Environment	4.4 Sustainable Communities	Promote and facilitate a switch to sustainable transport modes on a countywide basis through the delivery of integrated active travel and public transport infrastructure.	Oversee delivery of active travel investment as set down in NTA STMG allocation	Not Applicable
Roads - 10 Objectives							
Roads Operations	2. Strong Inclusive Communities	2.4 Quality Of Life	5. Capacity for Growth	5.4 Place Making	Deliver approved programme of verge maintenance and management and town approach improvements and enhancements in collobaration with Municipal Districts.	Improved road user experience and amenity on our rural roads and town approaches	Not Applicable
Management & Development	4. Climate and Environment	4.4 Sustainable Communities	5. Capacity for Growth	5.4 Place Making	Maintain public lighting and complete 2021 Programme	Ensure maintenance contract is in place and deliver 2021 programme	Not Applicable
Public Lighting South West Energy Efficiency Project	4. Climate and Environment	4.4 Sustainable Communities	5. Capacity for Growth	5.4 Place Making	To deliver the Public lighting LED retrofit project on behalf of the South West Region, Cork, Kerry, Waterford, Limerick & Clare County Councils.	Enter into a contract for the delivery of the 3 year project.	Not Applicable
Fleet Management	4. Climate and Environment	4.6 Supporting Sustainable Transport	9. Innovation	9.3 Business Intelligence	Continue collaboration with Finance & Environment Directorate to achieve reduced fuel usage & maintaining ISO50001 accreditation. Enhance Fuel Mgt Strategy & Fleet Efficiency & replacement.	Reduced fuel usage	Not Applicable



Principle Service	Corporate Plan Theme One	Corporate Plan Objective Two	Corporate Plan Theme Two	Corporate Plan Objective Two	ASDP Objective	Performance Standard	Performance Indicator
National Road Design	5. Capacity for Growth	5.1 Sustainable Transport Infrastructure	2. Strong Inclusive Communities	2.10 Accessibility	To continue progress on the construction of the Macroom Baile Bhuirne N22 Project in an as efficient, economically and environmentally sustainable manner	Advancement of Programme, at best value with lowest impacts on the environment.	Not Applicable
National Road Design	5. Capacity for Growth	5.1 Sustainable Transport Infrastructure	2. Strong Inclusive Communities	2.10 Accessibility	N28 Project - Issue Notices to Treat; Advance works preparation; Appoint Technical Advisors for detailed design, tender and construction.	Progress advance contracts, appointment of consultants; serve notices to treat.	Not Applicable
Management & Development	5. Capacity for Growth	5.1 Sustainable Transport Infrastructure	2. Strong Inclusive Communities	2.10 Accessibility	Investigate all fatal traffic accidents, with a view to ensuring road safety defects are minimised & participate in Road Safety Together Working Group to enhance road safety on roads in Cork County.	To reduce serious accidents on the roads in the County.	Not Applicable
National Road Design	5. Capacity for Growth	5.1 Sustainable Transport Infrastructure	2. Strong Inclusive Communities	2.10 Accessibility	Develop a comprehensive pipeline of pavement projects, minor projects, major projects and safety improvements on the national road network throughout the County.	That the Council is positioned to capture sufficient funding under each heading.	Not Applicable
Regional & Local Road Design	5. Capacity for Growth	5.1 Sustainable Transport Infrastructure	2. Strong Inclusive Communities	2.10 Accessibility	Develop a comprehensive pipeline of projects for low cost safety improvements, traffic calming, Strategic Improvement, and Specific improvement grants around the county.	To increase investment by Government in Cork County.	Not Applicable
Roads Operations, Regional & Local Roads Design	5. Capacity for Growth	5.1 Sustainable Transport Infrastructure	2. Strong Inclusive Communities	2.10 Accessibility	Deliver the 2021 RI, RM, Drainage, CIS, LIS, Bridge, Low cost safety & footpaths programme across the County, ensuring value for money, and in compliance with the health & safety, & quality standards.	Ensure all provided DoT, and own resources funding is fully expended.	R2A: Kilometres of regional road strengthened during 2020
Water Services - 9 Objectives							
Technical input to Strategic planning process	2. Strong Inclusive Communities	2.1 Vibrant Towns	3. Sustained Economic Vibrancy	3.5 A Base For Investment	Provide technical input to Strategic planning process from a water, wastewater and flooding perspective.	Relevant inputs provided within Development Plan and individual planning application deadlines	Not Applicable



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Principle Service	Corporate Plan Theme One	Corporate Plan Objective Two	Corporate Plan Theme Two	Corporate Plan Objective Two	ASDP Objective	Performance Standard	Performance Indicator
Capital Projects Implementation Unit	2. Strong Inclusive Communities	2.1 Vibrant Towns	2. Strong Inclusive Communities	2.2 Rural Regeneration	Coordinate and manage delivery of the Social Sustainability Investment Programme through the agreed structures and protocols.	Project progressed and monitored in accordance with agreed protocols.	Not Applicable
Capital projects Office - Water services Infrastructure design and delivery	3. Sustained Economic Vibrancy	3.5 A Base For Investment	4. Climate and Environment	4.4 Sustainable Communities	Comply with Service Level Agreement, Annual Service Plan and Irish Water Protocols, agreed with Irish Water, for the efficient delivery of cost effective Water Services Capital Projects.	Maintain overall rating for delivery of the Irish Water ASP as achieved in 2020	Not Applicable
Coastal Management & Flood Projects	4. Climate and Environment	4.3 Natural Assets	3. Sustained Economic Vibrancy	3.10 Marine Assets	Flood Projects - Progress OPW funded major & minor flood schemes Coastal Projects - Management & completion of capital schemes funded by DAFM, OPW & other Gov. agencies	Flood projects-100% recoupment Coastal projects-100% recoupment	Not Applicable
Drinking Water Production Operations	4. Climate and Environment	4.5 Water	6. Service Quality	6.4 Business & Service	Comply with the Service Level Agreement, Protocols and Annual Service Plan agreed with Irish Water to ensure availability of drinking water in compliance with Drinking Water Regulations	Maintain overall rating for water quality under the Irish Water ASP	Not Applicable
EPA Water reports and point of contact	4. Climate and Environment	4.5 Water	4. Climate and Environment	4.3 Natural Assets	Ensure all results, notifications and reporting are uploaded to EPA EDEN website in the agreed timeframe.	Report 100% of incidents & notifications with corrective actions within 4 weeks	Not Applicable
Small private schemes Water Quality	4. Climate and Environment	4.5 Water	6. Service Quality	6.5 Benchmark	Update of small private schemes database and adoption of a suitable risk approach to ongoing monitoring	Update Register in co-operation with the Environment Dept	W1: % of Private Drinking Water Schemes in compliance with statutory requirements in respect of the monitoring of the quality of private drinking water supplies during 2020



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Principle Service	Corporate Plan Theme One	Corporate Plan Objective Two	Corporate Plan Theme Two	Corporate Plan Objective Two	ASDP Objective	Performance Standard	Performance Indicator
Wastewater Treatment and operations	4. Climate and Environment	4.5 Water	6. Service Quality	6.4 Business & Service	Comply with the Service Level Agreement, Protocols and Annual Service Plan agreed with Irish Water to provide effective wastewater treatment and collection system	Maintain overall rating for delivery of the Irish Water ASP as achieved in 2020	Not Applicable
Rural Water Programme	4. Climate and Environment	4.5 Water	5. Capacity for Growth	5.3 Rural Regeneration	Manage implantation of MARWP and manage assessment and payment of Well Grants	Maintain 2020 GS grant level Achieve MARWP TIC target Process 80% DWGs in 6 week	W1: % of Private Drinking Water Schemes in compliance with statutory requirements in respect of the monitoring of the quality of private drinking water supplies during 2020
Total Objectives submitted			119				