



Annual Service Delivery Plan Objectives 2022

Principle Service	Corporate Plan Theme One	Corporate Plan Objective Two	Corporate Plan Theme Two	Corporate Plan Objective Two	ASDP Objective	Performance Standard	Performance Indicator
<b>Corporate Services - 22 Objectives</b>							
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	Further Irish classes rolled out to Staff with 4 ability levels. Enhanced engagement and support of	Not Applicable
Elected Members	1. Our People	1.7 Enhance	7. Governance and Democracy	7.5 Enabling Elected Members	Develop and support the democratic role of the elected members	Democratic role of Elected Members supported and developed	Not Applicable
Facilities	1. Our People	1.8 Health & Safety	6. Service Quality	6.5 Benchmark	Retaining the ISO 50001:2018 Energy Management System certification	Ensure a a comfortable & safe working environment. Ensure effective energy management	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 2022	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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Service Transformation Team	6. Service Quality	6.3 Innovative Processes	9. Innovation	9.2 Digital Transformation	Enhance the design and project management processes for team projects to help manage increasing workload	Develop additional design and project management practices and tools to streamline the service trans	Not Applicable
Customer Services	6. Service Quality	6.4 Business & Service	6. Service Quality	6.8 Engage	Provide an effective and professional and high quality customer service level	ongoing	Not Applicable
Major Emergency/Severe Weather	6. Service Quality	6.4 Business & Service	6. Service Quality	6.9 Deliver	Provide a robust call answering service during major emergencies . Train emergency team, Review, update, exercise & test CCC Major Emergency processes	Deliver on Council's major emergency team	Not Applicable
Irish Office/Oifig na Gaeilge	6. Service Quality	6.9 Deliver	8. Communications	8.4 Engagement	Ensure compliance with Languages Act, including the Languages Act 2021, and CCC's Irish Language Scheme	Compliance with Languages Act including Languages Act 2021 and CCC's Irish Language Scheme. Ensured	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 GDPR FOI and other legislation and other governance requirements and support risk management	Ensure maximum compliance with relevant legislation	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 FOI and other governance requirements and support risk management	Ensured maximum compliance with all relevant legislation	Not Applicable
Corporate Risk Management	7. Governance and Democracy	7.3 Risk Management	7. Governance and Democracy	7.2 Governance	Implement Council's Risk Management Policy through the Risk Oversight Committee (ROC)	6 no. ROC meetings held in 2022. Directorate Risk Registers review undertaken at each ROC Meeting w	Not Applicable



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Internal Audit	7. Governance and Democracy	7.4 Business, Service & Systems	6. Service Quality	6.4 Business & Service	Further promote and develop our advisory and governance awareness model to support a culture of continuous business process improvement across all directorates	Deliver awareness sessions to all Senior Teams in Directorates by EOY.	Not Applicable
Internal Audit	7. Governance and Democracy	7.6 Internal Audit And Audit Committee	6. Service Quality	6.4 Business & Service	Maintain and support the Audit Tracker System and ensure governance requirements are met	DOS sign off Quarterly Follow up 100% of High Priority and 40% medium Priority recommendations	Not Applicable
Internal Audit	7. Governance and Democracy	7.6 Internal Audit And Audit Committee	6. Service Quality	6.4 Business & Service	Meet report delivery objectives of Audit Committee based on agreed Audit Plan 2022	Deliver 3 Reports at each Audit Committee Meeting	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 2023	Approval and sign off by Audit Committee and CE by EOY	Not Applicable
PR/Publicity	8. Communications	8.1 Plan	8. Communications	8.2 Collaboration	Implement the Corporate Communications and Marketing Strategy	Create content which is planned and aligned with corporate objectives, covered by media, website an	C3B: Total number of website and social media followers at end 2021
PR/Publicity	8. Communications	8.3 Brand Identity	8. Communications	8.4 Engagement	Embed the Council's brand book and strengthen the Council's brand identity	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 Initiation of development of an Innovation Strategy	Not Applicable



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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 Digital Strategy review undertaken	Not Applicable
<b>County Solicitors - 7 Objectives</b>							
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
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



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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 standards.	Not Applicable
<b>Economic Dev., Ent. &amp; Tourism - 12 Objectives</b>							
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 2021 - 2024	Complete Q4 2022	Not Applicable
Economic Development Projects	3. Sustained Economic Vibrancy	3.1 Partnership For Growth	5. Capacity for Growth	5.8 Projects Of Scale	Develop & promote best practice in economic development policy & deliver targeted financial supports to strategic economic development initiatives in Cork County Towns & villages	Complete Q4 2022	Not Applicable
Economic Development Projects	3. Sustained Economic Vibrancy	3.1 Partnership For Growth	5. Capacity for Growth	5.8 Projects Of Scale	Review & develop new LECP to promote economic & community development in Cork County for the next six years. Agree & establish achievable goals for that period.	Complete Quarter 4	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 2022	Not Applicable
Economic Development Projects	3. Sustained Economic Vibrancy	3.1 Partnership For Growth	5. Capacity for Growth	5.8 Projects Of Scale	Continue to work with the European Commission in accessing both information & potential funding streams for strategic initiatives	Quarter 4 2022	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 practice in economic development policy and deliver targeted financial supports to strategic economic development initiatives in Cork County Towns and Villages	Quarter 4 2022	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	Quarter 4 2022	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 development of Rural Digital Innovation Hubs in accordance with National Policy (Remote Work Strategy)	Quarter 4 2022	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	Quarter 4 2022	Not Applicable
South West Regional Enterprise Plan	5. Capacity for Growth	5.8 Projects Of Scale	5. Capacity for Growth	5.10 New Forms Of Working	Implement SWREP Policy in association with 6 no. working groups to achieve agreed KPI's Identify gaps & opportunity in the regional enterprise eco-system to support economic growth	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 numbers	Quarter 4 2022	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.	Quarter 4 2022	Not Applicable



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<b>Environment - 6 Objectives</b>							
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	4.2 Measure Impact	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
Develop & deliver Agency and Shared Services to IW, FSAI, Government Departments and Sectoral Agencies. (incl. CARO, WERLA, DSL, Non SLA Labs and Cork City)	4. Climate and Environment	4.1 Green Is Core	4. Climate and Environment	4.2 Measure Impact	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 Annual Program. Ongoing review of target delivery and risk assessment of SLAs.	Not Applicable
Deliver monitoring, audit, testing and enforcement programs for Environment, Fire Services, Food Safety & Animal Welfare	4. Climate and Environment	4.3 Natural Assets	4. Climate and Environment	4.2 Measure Impact	Meet the targets in annual Environmental (RMCEI) Inspection Plan 2022 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
Major Emergency Management	6. Service Quality	6.4 Business & Service	6. Service Quality	6.8 Engage	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 2022	Not Applicable



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Provide incident response services for Environment, Fire and Emergency, Food Safety, Animal Welfare, Waste and Litter Management	6. Service Quality	6.5 Benchmark	4. Climate and Environment	4.2 Measure Impact	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
<b>Housing - 12 Objectives</b>							
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 560	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 in Clonakilty and Kinsale. Appl. to ABP for Mallow c. 277 units. Kilnagleary 61 units c. rent	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 on 132 properties. 101 Minor and 9 Major DPG adaptations to be undertaken.	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 600 RIHL 250 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.	150 vacant houses refurbished and vacancy rate of 2%.	H3A: The time taken from the date of vacation of a dwelling to the date in 2021 when the dwelling is re-tenanted, averaged across all dwellings re-let during 2021



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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 adults and children in long term homelessness and work with all stakeholders to minimise homelessness.	Reduce people in long term emergency accom.  80 HAP tenanc. by Placefinder Officer, 5 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 2021
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.	300 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.	Planning Stage:101  Tender Stage: 30  Under Construct	H1B: No. of dwellings added to the LA owned stock during 2021 (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 4205 inspections in 2022.	H5B: Number of rented dwellings inspected in 2021



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Housing Capital & Finance	5. Capacity for Growth	5.5 Housing	7. Governance and Democracy	7.2 Governance	Complete Rent Review for the entire County and maximise Rent Collection	Collection of €20.3 m as provided for in 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 Summary of Social Housing Assessments in accordance with DHLGH guidance and monitor demand through analysis of activity on the Choice Based Letting System.	Completion of Annual Summary of Social Housing Assessments 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**

HRM General	1. Our People	1.1 Develop	5. Capacity for Growth	5.10 New Forms Of Working	To conduct a review of the effectiveness of the HRM processes and structures and develop a plan to implement any recommendations to improve efficiency and effectiveness arising from the review.	More effective work practises introduced	Not Applicable
Staff Relations	1. Our People	1.1 Develop	6. Service Quality	6.2 Digital Transformation	build HRM capacity & competence at all levels incl workshops in each MD & coached staff relations solutions & development of HRM data/metric reports for line managers	Better HRM awareness and competence across the orgnaisation	Not Applicable
Staff Training	1. Our People	1.1 Develop	6. Service Quality	6.6 Invest	Develop and deliver an annual people mgt training programme to line managers, develop a plan for coaching and /or mentoring for staff and deliver induction training	Programmes Delivered	Not Applicable
All sections	1. Our People	1.2 Knowledge Base	6. Service Quality	6.7 Plan	To provide a framework for the development of SOP's and due diligence processes across the organisation	SOP's in place across each section	Not Applicable



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Safety	1. Our People	1.3 Wellbeing	1. Our People	1.8 Health & Safety	develop & deliver a staff well-being programme that embeds a culture of staff wellness & promote positive workplace behaviour by developing and delivering a dignity at work training & awareness	Well being programme enhanced and Dignity at Work training delivered	Not Applicable
HRM General	1. Our People	1.5 Agility	5. Capacity for Growth	5.10 New Forms Of Working	To deliver remote working in accordance with government guidelines and legislation.	Blended Working Policy in place and remote working available where possible	Not Applicable
HRM General	1. Our People	1.6 Connected	8. Communications	8.4 Engagement	To develop and implement a plan to improve communications in the HRM directorate	Good communications model in HRM	Not Applicable
Safety	1. Our People	1.8 Health & Safety	1. Our People	1.1 Develop	Introduction of the procedure for Continual Improvement, to include good catches & safety conversations, to ensure the effective evaluation of performance of, & continual improvement of the SMS	improved Safety Mgt System	Not Applicable
HRM General	2. Strong Inclusive Communities	2.8 Inclusion & Integration	6. Service Quality	6.8 Engage	To develop and deliver an awareness and support programme to maximise the impact of Cork County Council as an inclusive workplace.	CCC recognised as a good and inclusive employer	Not Applicable
Staff Training	3. Sustained Economic Vibrancy	3.1 Partnership For Growth	5. Capacity for Growth	5.10 New Forms Of Working	Work with academic institutions in the development & promotion of internships & apprenticeships, in particular for harder to recruit roles. To develop a plan for recruitment of hard to fill roles.	Relationships built with key external academic institutions	Not Applicable
HRM General	4. Climate and Environment	4.1 Green Is Core	6. Service Quality	6.2 Digital Transformation	To develop and implement on a phased basis a plan for a paperless HRM service.	HRM related documentation available online	Not Applicable
HRM General	7. Governance and Democracy	7.3 Risk Management	6. Service Quality	6.7 Plan	Develop & implement a plan to mitigate organisational HRM risks such as accrued leave. Work with Head of Finance to deliver a Travel and Subs policy (incl. meeting ensures compliance & governance)	plans in place to mitigate risks	Not Applicable



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<b>ICT - 4 Objectives</b>							
Support line of business applications and systems	6. Service Quality	6.2 Digital Transformation	9. Innovation	9.2 Digital Transformation	Support ICT solutions for line of business systems	Provide support, replace obsolete components	Not Applicable
Provide efficient, cost effective service delivery	6. Service Quality	6.3 Innovative Processes	4. Climate and Environment	4.1 Green Is Core	Deliver high quality, cost effective services	Implement best practices for Service Management, all procurement to include Green ICT indicators	C4: Cost of ICT per WTE
Deliver secure/resilient IT services	6. Service Quality	6.5 Benchmark	6. Service Quality	6.6 Invest	Ensure all IT services are being delivered in a way that provides a secure, stable and reliable environment	All security incidents and new threats managed effectively	Not Applicable
Improve access to Information Management & Collaboration channels	8. Communications	8.2 Collaboration	6. Service Quality	6.6 Invest	Enable more effective information management and collaboration functionality	Roll out of MS O365 to enhance collaboration channels and provide easier access to information	Not Applicable
<b>M.D. Ops and Rural Development - 9 Objectives</b>							
Library promotion	2. Strong Inclusive Communities	2.3 Social Engagement	2. Strong Inclusive Communities	2.6 Community Capacity	Promote library as centre of information, learning, culture & community through collections, publications & events. Deliver a range of cultural & community programmes.	Ongoing promotion & programme delivery	L1A: Number of visits to libraries per head of population
Community Development	2. Strong Inclusive Communities	2.7 Older Persons Wellbeing	2. Strong Inclusive Communities	2.8 Inclusion & Integration	Progress Age Friendly County Strategy Actions, Progress Older People's Council Work Programme, Progress Age Friendly Alliance, Progress & Promote Social Inclusion.	Ongoing	Not Applicable
Leisure Facilities	3. Sustained Economic Vibrancy	3.7 Growth Preparedness	5. Capacity for Growth	5.4 Place Making	Manage, maintain & develop local facilities & amenities inc parks, playgrounds, open spaces, beaches, piers & harbours etc	Ongoing	Not Applicable



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Capital Projects	3. Sustained Economic Vibrancy	3.7 Growth Preparedness	3. Sustained Economic Vibrancy	3.5 A Base For Investment	Progress Capital & SSIP projects assigned to directorate	Ongoing	Not Applicable
Climate	4. Climate and Environment	4.2 Measure Impact	4. Climate and Environment	4.1 Green Is Core	Progress climate action initiatives & Biodiversity interventions in accordance with CCC/ directorate programme and with input from Environment Directorate	Ongoing	Not Applicable
Capital Projects	5. Capacity for Growth	5.2 Urban Regeneration	5. Capacity for Growth	5.3 Rural Regeneration	Submit high quality project proposals under RRDF, T&V, ORIS, Clár etc & prepare town framework concepts where applicable.	Ongoing	Not Applicable
Derelict Sites	5. Capacity for Growth	5.2 Urban Regeneration	3. Sustained Economic Vibrancy	3.2 Implementation Of Planning Policy	Support the Town Centres First policy by addressing vacancy and dereliction through:(a) implementation of MDORD Derelict Sites Action Plan,(b)working with the Property Activation & Regeneration Unit	Ongoing	Not Applicable
Service Delivery	6. Service Quality	6.1 Service Design	6. Service Quality	6.8 Engage	Lead and coordinate the delivery of municipal services across communities and businesses	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
<b>Planning - 10 Objectives</b>							
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. Framework prepared and works being implemented	Increase number of developments taken in charge where developers are in place. Where issues exist	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 specific indicators.	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 2021
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 Sites Register, Infrastr	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 outstanding debts. Introduce	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 Internal Review of pro	P3A: Total number of planning cases referred to or initiated by the local authority in the period 1/1/2021
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 options to progress Mo	Not Applicable



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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 & completion of CDP Review Process	Not Applicable
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 Environmental Assessments (SEA/HDA/SFRA) to support the CDP Review and individual projects	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 Archive	Compliance with legislative requirements and funding opportunities availed of. General educational	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 the active travel investment as set down in the NTA grant allocation 2022	Not Applicable
<b>Roads - 10 Objectives</b>							
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 of town approaches, adhering and contributing to this council's policy of decarbonisation, biodiversity and Pollinator Plans.	Deliver 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	Ongoing	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
Management & Development Unit	4. Climate and Environment	4.4 Sustainable Communities	5. Capacity for Growth	5.4 Place Making	Maintain public lighting & ensure 98.5% of lights are working at one time, complete the 2022 New Lights Programme & other schemes are designed to current standards & to the min energy/carbon footprint	Delivery of Schemes	Not Applicable
Fleet Management	4. Climate and Environment	4.6 Supporting Sustainable Transport	9. Innovation	9.3 Business Intelligence	Continue collaboration to achieve reduced fuel usage & maintaining ISO50001 accreditation. Continue review of new technologies & alternative fuels to reduce carbon emissions & develop fleet strategy	Deliver by Q4	Not Applicable
Management & Development Unit	5. Capacity for Growth	5.1 Sustainable Transport Infrastructure	2. Strong Inclusive Communities	2.10 Accessibility	Investigate all fatal traffic accident, with a view to ensuring road safety defects are minimised & participate in RSTWG to enhance road safety. Manage the Safety Improvement Grant Scheme.	Manage Scheme	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 Improvement, Traffic Calming, Strategic Improvement and Specific Improvement Grants around the County.	Deliver by end Q4	R2A: Kilometres of regional road strengthened during 2021
National Road Design	5. Capacity for Growth	5.1 Sustainable Transport Infrastructure	2. Strong Inclusive Communities	2.10 Accessibility	Major Projects; Issue Notices to Treat; Advance Works Preparation, Appoint Technical Advisors for design, tender and construction. Progress efficiently economically & environmentally sustainable way	Progress	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 roads network throughout the County.	Ongoing Objective	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
Roads Operations & Regional & Local Roads Design Office	5. Capacity for Growth	5.1 Sustainable Transport Infrastructure	2. Strong Inclusive Communities	2.1 Vibrant Towns	Deliver the 2022 RI, RM, CIS, LIS, Bridge , Active Travel & Safety Improvement Schemes ensuring value for money and in compliance with all Procurement, Health and Safety and Quality Standards.	Deliver Programmes	R1D: The % of Local Tertiary road kilometres that received a PSCI rating in the 60 month period prior to 31/12/2021
Roads Operations	5. Capacity for Growth	5.1 Sustainable Transport Infrastructure	2. Strong Inclusive Communities	2.1 Vibrant Towns	Roll out our Winter Service Plan using best practice and fuel efficient strategies and deliver Climate Action and Resilience and Greenway Projects including sustainable travel throughout the county.	Service Delivery	Not Applicable
<b>Water Services - 10 Objectives</b>							
Property Activation & regeneration Unit	2. Strong Inclusive Communities	2.1 Vibrant Towns	5. Capacity for Growth	5.3 Rural Regeneration	Develop and implement process for management of strategic derelict and vacant properties.	Processes developed and agreed with MDs & Planning Dept and pilot projects initiated.	Not Applicable
Capital Projects Office - Water Infrastructure Design	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 2021	Not Applicable
Capital Projects Implementation Unit	3. Sustained Economic Vibrancy	3.5 A Base For Investment	2. Strong Inclusive Communities	2.1 Vibrant Towns	Coordinate and manage delivery of the Social Sustainability Investment Programme through the agreed structures and protocols.	Project approvals progressed and recorded and overall monitoring of programme & spend in compliance	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. Agree operational structures with OPW.	Major & minor projects- 100% recoupment by year end	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
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
Drinking Water Production Operations	4. Climate and Environment	4.5 Water	4. Climate and Environment	4.3 Natural Assets	Implement Find & Fix Programme in accordance with Agreement with Irish Water	Achieve reductions in UFW in line with Find & Fix Agreement targets	Not Applicable
Wastewater Treatment Plants and Pumping stations	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 2021	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 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
Rural Water Grant Schemes	4. Climate and Environment	4.5 Water	5. Capacity for Growth	5.3 Rural Regeneration	Continue to support Group Scheme development in the county and ensure timely application for grant support to individual group schemes, individual well grants and payment of subsidies.	Maintain 2021 GWS grant support. Prepare & submit MARWP 2022-2024 bids. Process 80% DWG in 6 weeks.	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 2021
Coastal Management & Flood Projects	5. Capacity for Growth	5.6 Coastal Resource	3. Sustained Economic Vibrancy	3.10 Marine Assets	Coastal Projects - Management & completion of capital schemes funded by Brexit Adjustment Fund, OPW & other Gov. agencies	100% Recoupment by end of year, Minimum Standard 1 recoupment per year	Not Applicable
<b>Total Objectives submitted</b>			<b>114</b>				