CORPORATE PLAN
PLAN

2025 - 2029

Comhairle Contae Chorcaí
Cork County Council

CORPORATE PLAN
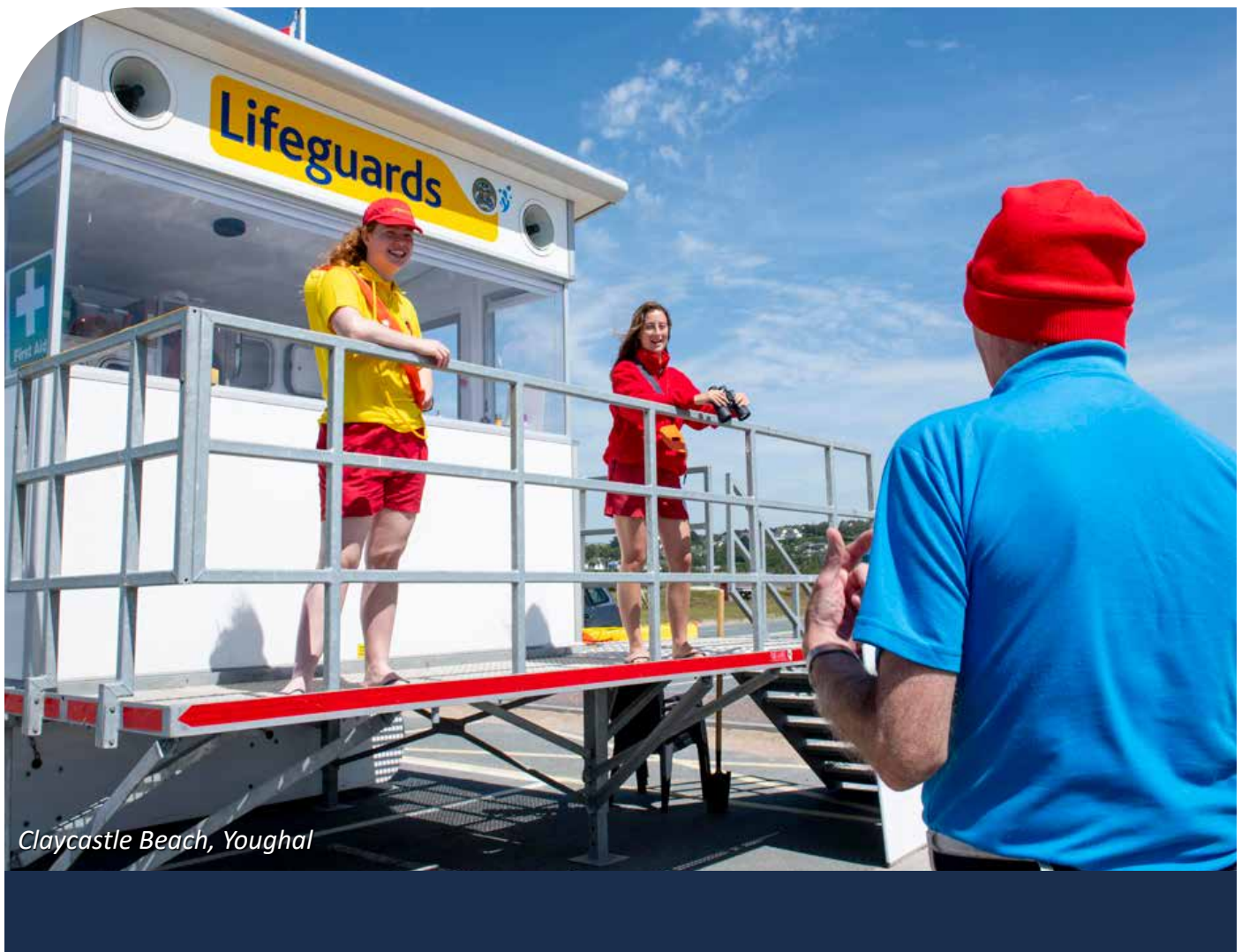
2025 - 2029

Contents

Claycastle Beach, Youghal

THE MAYOR OF THE COUNTY OF CORK

Cllr. Joe Carroll

THE CHIEF EXECUTIVE OF CORK COUNTY COUNCIL

Moira Murrell

Foreword

Cork has entered a significant period of growth and there are huge opportunities to deliver for the county over the next five years. With this in mind, Cork County Council has drafted an ambitious Corporate Plan 2025 – 2029. At the heart of this plan is our dedication to the people we serve, the citizens of County Cork.

As an organisation, we seek to uphold the highest standards of good governance, working to foster vibrant, inclusive and people-centred communities while supporting the democratic mandate.

A key priority is the continued development of Cork as a strong counterbalance to Dublin ensuring balanced regional growth. Central to this ambition is our housing programme and the provision of enabling infrastructure to support industry and economic expansion. Achieving this will require close collaboration with Government departments, third-level institutions, state agencies, and both public and private sector partners.

Collaboration is at the core of our approach. We maintain strong working relationships with Cork City Council, other neighbouring local authorities, and the Southern Regional Assembly, collectively striving to enhance Cork and the wider region. Now, more than ever, is a time for partnership, innovation, and progress.

Sustainability and climate action are integral to our policies and initiatives. Cork County Council remains committed to safeguarding our county's rich heritage while ensuring a sustainable future for generations to come.

The coming years represent a time of opportunity and expansion for the Cork economy. We are dedicated to enhancing the quality of life across the county by creating a strong sense of place where people can live, work, and thrive. Particular emphasis will be placed on supporting both younger and older members of our communities, ensuring the development of inclusive spaces and amenities throughout the county.

Our three Divisions and eight Municipal Districts are working together to build upon the achievements of recent years. Through this ambitious plan, we will continue to drive progress and ensure that County Cork remains a vibrant and resilient place for all.

CORPORATE PLAN **|** 2025 - 2029

Comhairle Contae Chorcaí
Cork County Council

Vision, Mission and Values

→ ## Our Vision

Vibrant and inclusive communities inspired by a progressive economic environment providing sustainable opportunities for everyone.

→ ## Our Mission

Deliver quality customer service and enable planned sustainable growth in our communities through a partnership approach to give effect to our democratic mandate.

→ ## Our Values

Accountability	**Innovation**
Collaboration	**Fairness**
Inclusion	**Progressiveness**
Transparency	**Service**
Integrity	**Respect**

CORPORATE PLAN **|** 2025 - 2029

Comhairle Contae Chorcaí
Cork County Council

Cork County Profile

Cork County Profile

Socio-economic profile - Census 2022

With a population of 360,152, Cork County is the second largest local authority nationally, and the largest outside Dublin. Population growth between Census 2016 and Census 2022 exceeded the national average of 8.1%

- Population 360,152 – up 8.5%
- 0-14 years old – 76,602 – up 0.4%
- 15-64 years old – 227,361 – up 8.2%
- Over 65 years – 56,189 – up 22.7%

Cork County has the second highest labour force participation rate in the country. Cork County has the highest percentage of labour force at work in the state.

Over the past three years, the number of active enterprises in Cork County (city and county) has increased from 35,542 to 39,573 (+11.3% or +4,031), and the county is home to almost eleven percent (10.6%) of the enterprises in Ireland.

Based on Department of Enterprise, Trade and Employment (DETE) statistics for 2022, Cork (city and county) hosts more than half of the jobs (52.6%) in FDI-supported companies that are in the nine counties that comprise the Southern region.

- Total local jobs in Cork County 110,053 – up 17 % on 2016
- 11% increase in number of active enterprises between 2019 and 2021
- Labour Force – 171,626

There has been a 66.3% reduction in the Live Register in 10 years. In Cork County, the Census 2022 unemployment rate was recorded at 6.1% (10,452). This rate, the lowest in the state, is well below the state (8.3%) and Cork City (8%) averages. The unemployment figure for the county in 2022 is 30.4% lower than the figure in 2016 (15,011 or 9.6%).

- 66.3% reduction in Live Register in 10 years

37,174 of the population have attained a technical or apprenticeship education. This represents a slight decrease of 3.5% by comparison with 2016. However, numbers achieving lower third level increased by 19.5% and numbers achieving higher third level increased by 41.4% since 2016.

- Higher 3rd level education achievement – up 41.4%

Population	2022 (Number)	2022 (%)	2016-2022 % Change
Overall	360,152		+ 8.5 %
0-14	76,602	21.3%	+ 4 %
15-64	227,361	63.1%	+ 8.2%
65+	56,189	15.6%	+ 22.7%

Economic Status	2022 (Number)	2022 (%)	2016-2022 % Change
Labor Force Participation Rate	171,626		+ 10%

Industry of Employment	2022 (Number)	2022 (%)	2016-2022 % Change
Agriculture/Forestry/Fisheries	10,476	6.5%	- 10.1%
Building & Construction	10,367	6.4%	+ 25.7%
Manufacturing Industries	28,798	17.9%	+25.9%
Commerce and Trade	34,664	21.5%	+ 15.5%
Transport and Communication	10,875	6.7%	14.8%
Public Administration	7,854	4.9%	19.9%
Professional Services	37,711	23.4%	+ 17.7%

Education	2022 (Number)	2022 (%)	2016-2022 % Change
No Formal/Primary	20,229	8.6%	- 15.4%
Lower Secondary	32,418	13.8%	- 1.5%
Upper Secondary	43,464	18.4%	+ 8.4%
Apprenticeship/Technical	37,174	15.8%	- 3.5%
Lower 3rd Level	34,622	14.7%	+ 19.6%
Upper 3rd Level	57,571	24.4%	+ 41.4%
All 3rd Level	92,193	39.1%	+ 32.4%

Family Cycle	2022 (Number)	2022 (%)	2016-2022 % Change
Pre-Family	6,717	7.2%	+ 0.7%
Empty Nest	9,029	9.7%	+ 1.2%
Retired	11,545	12.4%	+ 29.9%
Pre-school	7,648	8.2%	-12.1%
Early School	9,536	10.2%	-14.3%
Pre-Adolescent	11,888	12.7%	+ 13.8%
Adolescent	12,079	13%	+ 11.4%
Adult	24,799	26.6%	+ 14.5%
Lone Parent Families	5,673	14.4%	+ 6.4%

Transport	2022 (Number)	2022 (%)	2016-2022 % Change
Green Modes of Transport to Work/Education	24,376	9.5%	+ 17.8%
Use of Public Transport to Work/Education	20,191	7.9%	+ 10.5%
Use of Private Modes of transport to Work/Education	179,165	69.7%	+ 12.4%

Housing	2022 (Number)	2022 (%)	2016-2022 % change
House/Bungalow	120,988	94.5%	+ 9.2%
Flat/Apartment	6,579	5.1%	+ 24.5%

Housing Tenure	2022 (Number)	2022 (%)	2016-2022 % Change
Owner Occupier (All)	92,593	72.6 %	+ 7.3%
Owner Occupier with mortgage/ loan	39,363	30.9%	+ 0.9%
Owner occupier Owned Outright	53,230	41.7%	+12.6%
Rented Private Landlord	17,944	14.1%	+ 2.3%
Rented Local Authority or Voluntary Body	9,543	7.5%	+16.2%

Municipal Districts

Bandon-Kinsale

- Population: 40,387
- Over 66% of the population work and live within Bandon-Kinsale MD
- Eircodes with the highest average house prices in the county
- Largest proportion of homes privately rented in the county
- Largest proportion of people using public modes of transport to go to work or school

Carrigaline

- Population: 39,145
- Largest increase in population from 2016
- Largest proportion of inhabitants in the 0-24 age range
- Largest proportion of inhabitants with 3rd level education
- Highest proportion of population working in manufacturing, almost double the state average

Cobh

- Population: 37,214
- Population of the MD has increased by almost 100% since 1991, largest percentage population increase of all MDs
- Highest labour force participation rate in the county
- Highest number of jobs located within the MD

East Cork

- Population: 37,214
- Highest number of people who both work and live within the East Cork MD
- Highest number and percentage of apartments/flats in the County

Fermoy

- Population: 38,935
- There has been an over 21% increase in the use of public transport to work/education since 2016
- Fermoy has experienced the lowest percentage population change from 2016 to 2022

Kanturk-Mallow

- Population: 58,084
- Largest municipal district by population
- Highest percentage of population classed as disadvantaged on the Pobal HP Deprivation Index
- Highest proportion of people working in professional services

Macroom

- Population: 39,847
- Significantly higher percentage of population over the age of 3 with the ability to speak Irish in comparison to other MDs
- Highest proportion of population working in building and construction
- Lowest unemployment rate in the county
- Highest proportion of households with renewable energy

West Cork

- Population: 57,001
- Significantly higher number of inhabitants in the 65+ year age range, in comparison to other MDs
- Largest proportion of people employed in agriculture, forestry and fisheries
- Highest number of people identified as carers in the county
- Highest proportion of homes owned outright in the county (49.5%)

CORPORATE PLAN **|** 2025 - 2029

Comhairle Contae Chorcaí
Cork County Council

Cork County Council Overview

Comhairle Contae Chorcai
Cork County Council

Cork County Council Overview

About Cork County Council

Our Political Structure

ELECTED COUNCIL & MAYOR

CORPORATE POLICY GROUP

STRATEGIC POLICY COMMITTEES

Planning and Strategic Development

Environment, Climate Action and Biodiversity

Economic Development and Enterprise

Tourism

Housing

Roads and Transportation

Social Inclusion, Community and Rural Development

Arts, Culture and Languages

Coastal Marine and Flood Policy

MUNICIPAL DISTRICTS

Bandon Kinsale
MUNICIPAL DISTRICT

Carrigaline
MUNICIPAL DISTRICT

Cobh
MUNICIPAL DISTRICT

East Cork
MUNICIPAL DISTRICT

Fermoy
MUNICIPAL DISTRICT

Kanturk Mallow
MUNICIPAL DISTRICT

Macroom
MUNICIPAL DISTRICT

West Cork
MUNICIPAL DISTRICT

EXTERNAL AUDIT COMMITTEE

DEVELOPMENT COMMITTEE

INTERNATIONAL & EUROPEAN AFFAIRS COMMITTEE

LOCAL COMMUNITY DEVELOPMENT COMMITTEES

Our Organisation's Structure

CHIEF EXECUTIVE

DIVISIONAL MANAGER WEST

DIVISIONAL MANAGER SOUTH

DIVISIONAL MANAGER NORTH

COUNTY ENGINEER
CHIEF TECHNICAL ADVISOR

COUNTY SOLICITOR
CHIEF LEGAL ADVISOR

COUNTY ARCHITECT
CHIEF ARCHITECTURAL ADVISOR

Economic Development & Strategic Planning Directorate
(MUNICIPAL DISTRICT MANAGER EAST CORK MD)

Planning & Environment Directorate
(MUNICIPAL DISTRICT MANAGER FERMOY MD)

Climate Action & Emergency Services Directorate

Housing Directorate

Corporate Services Directorate
(MUNICIPAL DISTRICT MANAGER COBH MD, CARRIGALINE MD)

ICT & Digital Directorate

Capital Delivery & Asset Management Directorate
(MUNICIPAL DISTRICT MANAGER KANTURK/ MALLOW MD)

Roads, Transportation and Area Services Directorate
(MUNICIPAL DISTRICT MANAGER BANDON/ KINSALE MD)

Human Resource Management Directorate
(MUNICIPAL DISTRICT MANAGER MACROOM MD)

Community, Tourism & Rural Development Directorate
(MUNICIPAL DISTRICT MANAGER WEST CORK MD)

Finance Directorate

Our Services

Sustainable Planning and Development
Planning policy formulation and management, guiding growth and sustainable development in the county, creating the conditions for vibrant, liveable, climate resilient communities.

Kinsale Harbour

Housing Policy and Delivery
Developing housing policy and stimulating housing construction to cater for future needs; delivering the council's social and affordable housing programme and working with other state agencies to supply the critical infrastructure that will facilitate future housing development.

Affordable Housing at The Fairways, Tir Cluain, Knockgriffin, Midleton, Co. Cork.

Economic Growth and Investment

Economic development, underpinning the economic health, diversity, and resilience of the business community through supports to small and micro-enterprises, while fostering an attractive environment for inward investment, research, and innovation.

Cork Incubator Kitchens

Carrigaline Relief Road

Transport Infrastructure and Connectivity

Improving connectivity through the development, upgrade, and maintenance of roads and greenways throughout the county, and through traffic management, road safety, and public lighting.

Climate Action and Environmental Protection

Protecting our natural and built environment, and public health, through climate action planning, environmental compliance activities, flood and coastal erosion mitigation projects, and sensitive, sustainable development to safeguard and encourage biodiversity.

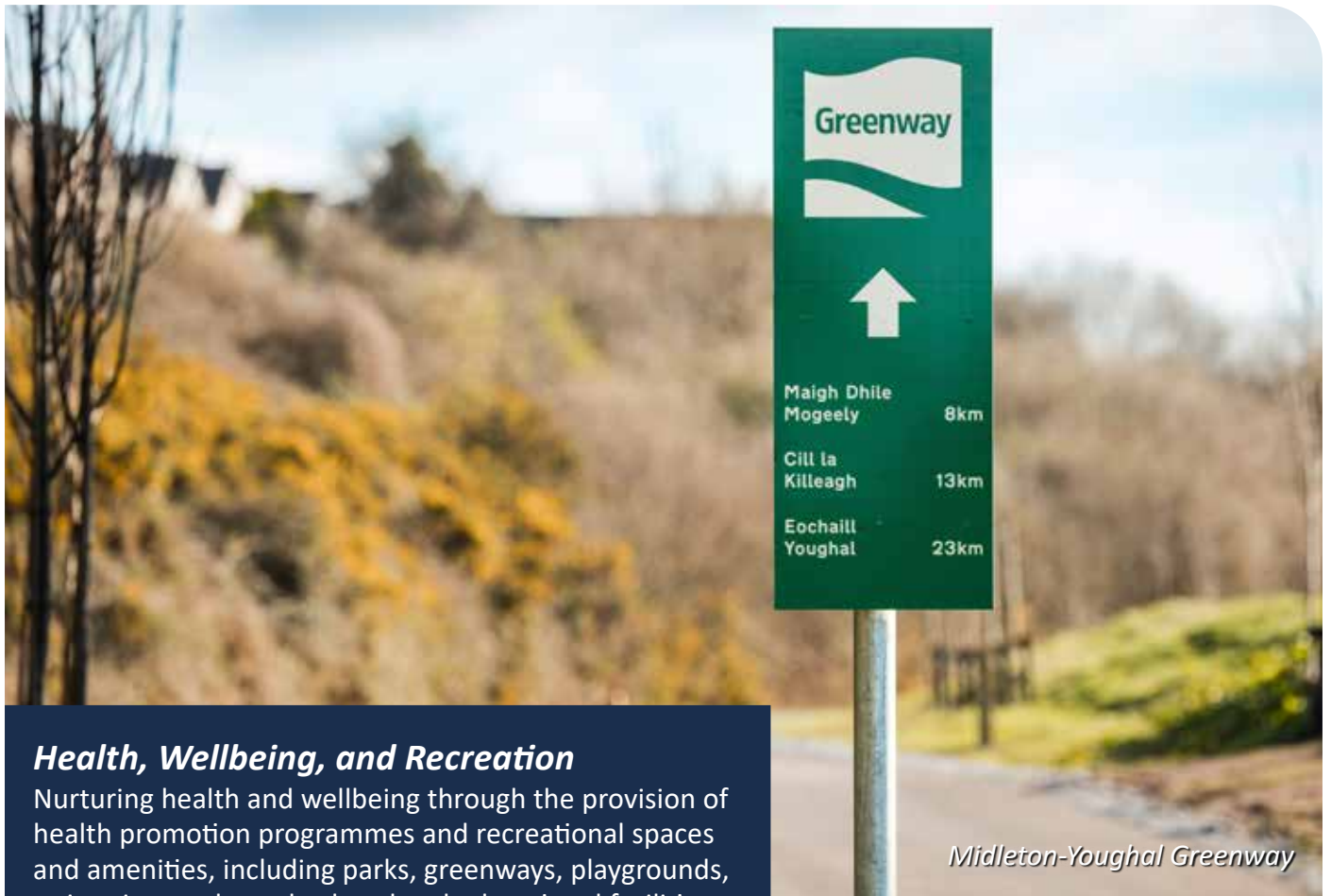*Water Sampling, Garryvoe Beach*

Fire Services Staff

Fire and Emergency Services

Safeguarding life through the provision of essential emergency services, responding to fires, accidents, severe weather critical incidents and major emergencies.

Health, Wellbeing, and Recreation
Nurturing health and wellbeing through the provision of health promotion programmes and recreational spaces and amenities, including parks, greenways, playgrounds, swimming pools, and cultural and educational facilities.

Midleton-Youghal Greenway

Teen Talk

Community Engagement and Social Inclusion
Fostering a strong sense of community through active engagement and partnership with the community and voluntary sector, supports for community festivals, events, and social inclusion and integration initiatives.
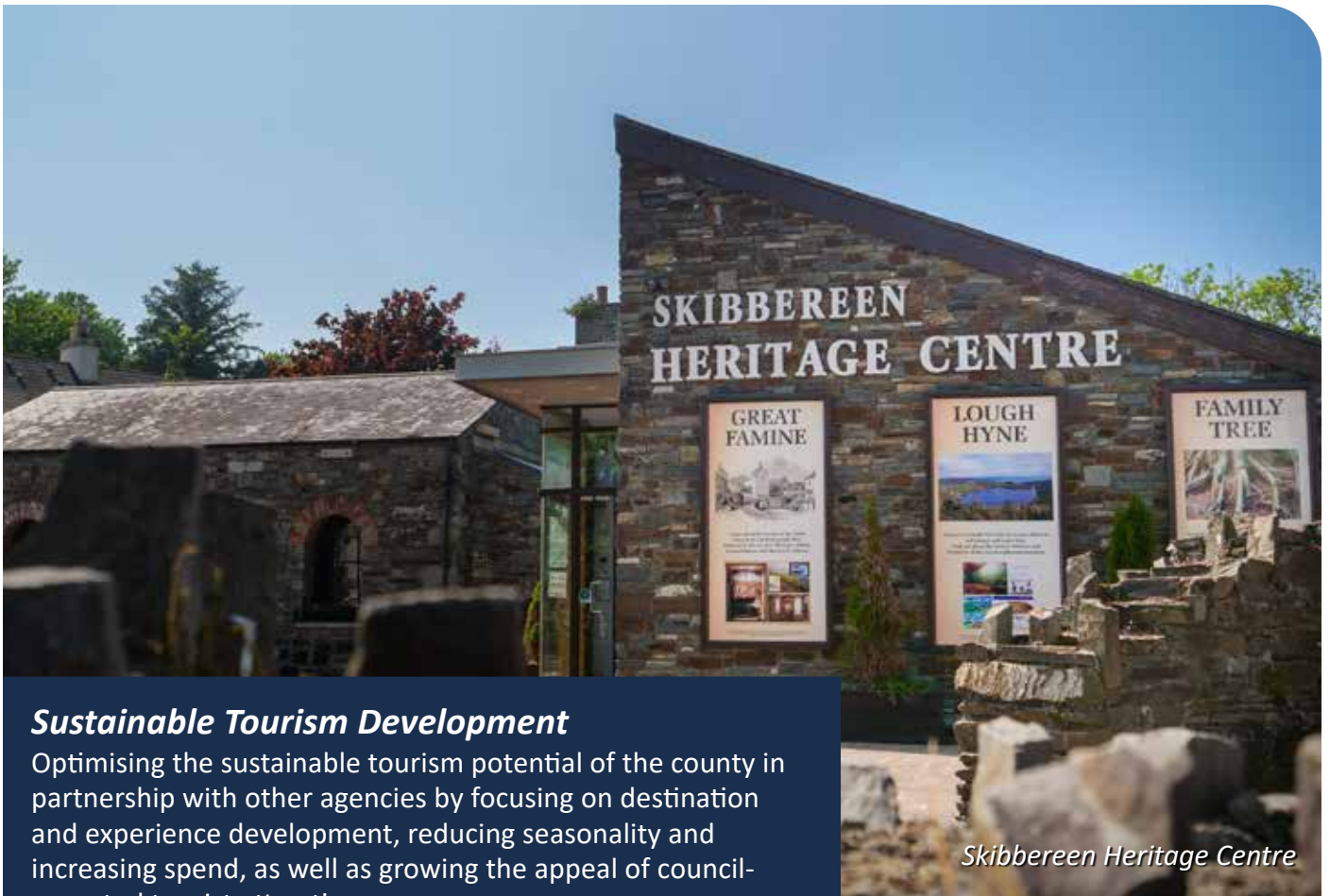
Sustainable Tourism Development

Optimising the sustainable tourism potential of the county in partnership with other agencies by focusing on destination and experience development, reducing seasonality and increasing spend, as well as growing the appeal of council-operated tourist attractions.

Skibbereen Heritage Centre

Libraries, Arts and Heritage

Promoting lifelong learning, culture, and creativity, through the services and spaces of our libraries, sponsorship of the arts, and through celebration and conservation of our heritage, traditional and contemporary cultures, and the Irish language.

Oileán Chléire Storytelling Festival

Our Achievements 2019-2024

- Expenditure profile of €3.2 billion invested by Cork County Council from 2019-2024.

- County Development Plan 2022-2028 came into effect in June 2022, leading the way on sustainable development in the county, including the zoning of 648 hectares of land for housing, to provide for a projected population growth of 59,170.

- Delivery of integrated, enabling infrastructure, such as the mixed-use Water-Rock Urban Expansion Area, which will provide 2,500 residential units and community facilities, including 3 schools, a neighbourhood centre, a biodiverse network of green spaces, a new rail stop on the East Cork Rail Corridor, and alternative modes of travel such as walking and cycling.

- Local Economic and Community Plan 2024-2029 adopted, outlining our vision for the sustainable economic and local development of communities across the county.

- Climate Action Plan 2024-2029 adopted, leading the way to a low carbon and climate resilient county.

- A total number of 2,592 Social and Affordable Houses delivered from 2019-2024.

- A total number of 8,090 tenancies 2019-2024.

- Energy upgrades to 923 social housing units, including 832 deep retrofits to minimum B2 BER standard.

- Strengthening and resurfacing of 3,245kms of local and regional roads from 2019-2023 inclusive, constituting an investment of €346,759,318, as well as maintaining the full 11,786km of regional and local road network in the county.

- Major routes and greenways delivered and advanced: completion of the N22 Baile Bhuirne to Macroom Road Development; completion of the Dunkettle Interchange Upgrade Scheme; opening of the €20m Carrigaline Western Relief Road; opening of Phase 1 Midleton to Youghal Greenway; €16m contract signed for the construction of the M28 Motorway linking Rochestown with Ringaskiddy.

- Lead Authority for the Public Lighting Energy Efficiency Project, retrofitting 77,000 public lights with LEDs.

- Our Covid response: provision of business grants and supports (€34m); Project ACT; the delivery of outdoor dining facilities in collaboration with Fáilte Ireland; expansion of online services; remote working; virtual Council meetings; the Community Response Forum; award-winning community and recreation initiatives, including the Explore Cork app and the Library Home Delivery Service.

- Enterprise Support 2019-2024: €13.6m of grant assistance provided and 1,845 jobs created.

- LEADER Rural Development Programme 2014-2020: 249 projects approved to the value of €10.7m by the end of 2020.

- International engagement: business and diaspora community partnerships developed and enhanced.

- Flexi Work Hubs completed in Mitchelstown and Cobh during 2024 and upgrades added to the Flexi Work Hubs in Bantry and Fermoy, bringing the total number of seats provided across the county to 102, adding significantly to the facilitation of both hybrid work and second site location throughout the county.

- Significant urban and rural regeneration achieved since 2019, resulting in the delivery of projects such as Bandon Regeneration & Placemaking, Mallow Town Centre, Kinsale Library, and the Briery Gap.

- Town Centre First Regeneration Plan for Skibbereen launched and Town Team formed; standardised implementation of the Derelict Sites Act across the 8 MDs and derelict sites survey completed.

- Skibbereen, Bandon (OPW) and Clonakilty (OPW) Flood Relief Schemes completed since 2019 and Flood Relief Schemes in Midleton and Bantry advanced between 2019 and 2024.

Social housing Doneraile, courtesy of Jed Niezgoda

N22

Youghal Boardwalk

Cobh e-centre

Enterprise week event

Rock Amphitheatre Skibbereen

Skibbereen Flood Relief Scheme

Spiral staircase, Camden

Blue Flag Rising, Youghal

Kanturk Fire Station

Doneraile Samhain Festival

My Open Library, Bandon Library

- Ongoing expansion of our tourism offering, including but not limited to: the development of the Explore Cork tourism app; the opening of Youghal boardwalk; completion of Phase 1 of the Midleton to Youghal Greenway; completion of the Destination Town Bantry initiative; the launch of Destination and Experience Development Plans; the increase in number of Blue Flag and Green Coast Award Beaches to a record of 28 flags; re-opening of the Dursey Cable Car; the re-opening of Camden Fort Meaghar as a Cork County Council operated tourism attraction; the ongoing development of Spike Island.

- Haulbowline Island Recreational Amenity: 22-acre People's Park opened in 2021 in the middle of Cork Harbour, a public amenity with pathways, jogging circuit, playing pitches and seating areas.

- Support for and promotion of the Arts, with €5.2m spent from 2020-2024 inclusive.

- Strategic engagement with communities to deliver sustainable community tourism festivals around the county, with 285 festivals in total supported between 2019 and 2024.

- New fire stations built in Kanturk, Macroom and Clonakilty.

- Management of preparedness for and recovery from increasingly frequent weather-related events by the SWAT team, including red warnings (3 since 2019), orange and yellow weather warnings and tidal surges.

- New libraries opened in Kinsale, Bandon, Kanturk, Oileán Chléire and Macroom and the introduction of My Open Library Service at selected libraries, providing extended evening and weekend opening hours.

- Since 2021, over 400 participants in the Healthy Age Friendly Homes programme, supporting older adults to remain living in their own homes/communities.

- Integrating new communities into the county including initiatives such as the Ukraine Community Response Forum and the Local Authority Integration Teams.

- 125th anniversary of Cork County Council celebrated in 2024.

Carrigtwohill Playground

Snow clearing, North Cork

Operating Environment

Cork County Council's immediate operating environment is centred on the democratic mandate of its 55 Elected Members and the broad range of services delivered by its 2,700 staff. The Elected Members represent the views, concerns and priorities of constituents across 8 Municipal Districts and have a key role in policy formation and oversight and carrying out a range of reserved functions. Cork County Council's workforce is comprised of staff in a wide variety of roles across administrative, professional/technical and outdoor grades, in frontline service delivery and support services.

Elected Members and staff are responsible for ensuring that Council business is conducted in accordance with the principles of transparency, and good governance.

Through strategic partnerships in the implementation of legislation, with government departments, state agencies, Local and Community Development Committees, Strategic Policy Committees, the Public Participation Network, and the Local Government Audit Service, we ensure that our services are highly responsive to public and community needs while operating to a high degree of probity and accountability.

The wider operating environment in which Cork County Council delivers its services is a world that is changing at an accelerated pace. More than ever before, global events are felt at local level and Cork County Council has proven itself to be agile, adaptable and effective in responding to the challenges that have arisen in the last 5 years, including a global pandemic, climate change, mass migration due to international conflicts and increasingly sophisticated cyber threats.

Mayor, Chief Executive and Councillors

Funding Base

Cork County Council's commitment to deliver the services and infrastructure needed to enhance our rural and urban communities is underpinned by a funding base comprised of commercial rates (25.6%), Local Property Tax (5.7%), central government grants and subsidies (45.7%), and goods and services (23%).

The current funding model of local government continues to be challenging, given its limitations. A significant portion (over 20%) of the commercial rates income comes from the presence of Foreign Direct Investment in Cork County. The implementation of the Corporate Plan, delivering our ambitious capital programme planned for the next five years, alongside the maintenance and development of our services and infrastructure, will require innovative approaches and consideration around future funding mechanisms.

Cork County Council continuously seeks efficiencies to build resilience and ensures that value for money and compliance with the Public Spending Code are to the fore in decision-making processes. Cork County Council is accountable to our public, rates payers, and citizens for how we manage funds in the interests of the whole county, and an ongoing focus over the life of this plan will be the optimisation of investment for the best and broadest possible return.

Staff Development

The attraction and retention of talented and competent staff is central to the development of the organisation and the delivery of our strategic goals. Strategic workforce planning to resource new opportunities, build capabilities and address organisational skills gaps will be a key focus over the next 5 years. Measures such as learning and development, flexible working options and transfer opportunities increase the attractiveness of Cork County Council as an employer and allow staff to grow and diversify their careers within the organisation, fostering loyalty and a commitment to serving the public interest. Investment in staff development, leadership skills and health and wellbeing will build resilience in an operating environment that is continuously changing, requiring flexible and innovative responses.

Service Level Agreements and Shared Services

Cork County Council is committed to generating savings and achieving efficiencies and one way in which this is achieved is through shared services and Service Level Agreements (SLAs) with other local authorities and agencies. Cork County Council is an active partner and lead authority in a range of shared services and service level agreements, with a view to achieving greater cohesion and more strategic service delivery for our communities. Examples of this include agreements with the National Transport Authority to deliver the Safe Routes to Schools Programme across the county, the provision of enterprise services by Local Enterprise Offices under an SLA with Enterprise Ireland, the Waste Enforcement Regional Lead Authorities (WERLA), Climate Action Regional Offices (CARO) and Master-Co-operation-Agreement (MCA) with Uisce Éireann. Please see Appendix 5 for a full list of SLAs and shared services.

Policy Framework

While the development of the Corporate Plan has been largely defined by local engagement and in response to local priorities and challenges, external factors also play a significant part in determining its focus. For this reason, the Corporate Plan acts as a framework for the integration of key international, national and regional policies which have a local impact, in addition to local plans such as the County Development Plan, the Local Economic and Community Plan, the Climate Action Plan and the Public Sector Equality and Human Rights Duty. Please see Appendix 4 for a full list of relevant policies and strategies.

Sustainable Development Goals

The United Nations' 2030 Agenda for Sustainable Development, adopted by all UN member states in 2015, outlines 17 Sustainable Development Goals (SDGs) which provide a global blueprint for peace and prosperity, for people and the planet. The SDGs recognise that ending poverty and other deprivations is dependent on strategies to reduce inequality, enhance health, education and economic growth while tackling climate change and protecting the environment. As a member state, Ireland has committed to the integration of the SDGs in all government strategies and as such, the Corporate Plan plays an important role in contributing to Ireland's commitments on the SDGs towards 2030. Each of the strategic pillars of the Corporate Plan is assessed for its contribution to the delivery of the SDGs.

Project Ireland 2040

The National Planning Framework (NPF) is the principal policy and planning framework for the social, economic and cultural development of the country up to 2040, providing for balanced regional development and the infrastructure to support it, in the context of a projected population increase of one million people over that period. Projects impacting Cork include the M20 motorway between Cork and Limerick, the M28 Cork to Ringaskiddy as well as significant investment in housing, health, education and climate change measures. The NPF also sets a common context for the three regional assemblies to develop their Regional Spatial and Economic Strategy.

Regional Spatial and Economic Development

The Regional Spatial and Economic Strategy (RSES) for the Southern Region sets out the regional development framework for the South of Ireland, with a key goal of realising Project Ireland 2040 at regional level and to implement a balanced and equitable regional development plan. The RSES identifies Cork County as one of the fastest-growing areas in the state over the life of Project Ireland 2040 and sets out a vision for targeted growth, enhancement of place, protection of the environment, combatting climate change, economic prosperity and improved quality of life for all citizens.

County Development Plan

The Cork County Development Plan (CDP) 2022-2028 sets out Cork County Council's spatial strategy for delivering sustainable rural and urban development, with planning policies which balance sustainability and growth. The plan sets out specific targets in relation to housing delivery, social and commercial services, and employment, with the aim of building on the county's reputation as an attractive place to live, work, visit and do business, where the quality of the natural and built environment is integral to its long-term sustainability.

Climate Action Plan

The Cork County Council Climate Action Plan 2024-2029 sets out the actions that will be taken by Cork County Council across its own services to meet national emissions targets and to increase the resilience of its assets in the face of climate change impacts. It also sets out how the local authority will work with communities to advocate for change, and with national government and state agencies to deliver climate action, balancing roles of full accountability for areas under its own remit with those of influencer, co-ordinator, facilitator, and advocator. The target for direct carbon emissions reductions in its own services is 51% by 2030.

Local Economic and Community Plan

The Cork County Local Economic and Community Plan (LECP) 2024-2030 is a statutory plan under the 2014 Local Government Reform Act which outlines the objectives and actions required to promote and support the sustainable economic and community development of the county. The LECP will be delivered in partnership with key local stakeholders, including the three Local Community Development Committees (LCDCs) and the Economic Development and Enterprise Strategic Policy Committee.

Equality and Human Rights

The Public Sector Equality and Human Rights Duty ('the Duty'), as outlined under Section 42 of the Irish Human Rights and Equality Commission Act 2014 requires public bodies to provide services in a non-discriminatory way, promote equality of opportunity, and protect the human rights of our staff and service users. As part of the Duty, Cork County Council is required to set out in this Corporate Plan an assessment of the human rights and equality issues we believe to be relevant, and the policies, plans and actions proposed to address these issues. Please see Appendix 3.

Corporate Plan Overview

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Cork County Council

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Purpose of the Plan

The Corporate Plan is Cork County Council's statement of strategy, as required under Section 134(2) of the Local Government Act 2001, for the five-year period from 2025-2029. It sets out the organisation's strategic vision for the county, to be delivered across all services and areas of activity. It acts as a roadmap, guiding the organisation towards 2029, by setting out strategic priorities, pillars and objectives, that are implementable and have measurable outcomes. There are multiple points of interconnectivity between the pillars and objectives, reflecting the potential for synergies among different service delivery streams.

Development of the Plan

The Corporate Plan has been developed through a series of stakeholder consultations, surveys and submission invitations, issued via the Public Participation Network, Cork Chamber, and Cork Sports Partnership, public notices in newspapers, radio advertisements, the Cork County Council website and social media advertisements. The public consultation period took place from 21 November to 13 December. Online and written submissions were received and analysed, elected members were consulted at Development Committee and workshops were held with staff. High level strategic goals were developed and refined to reflect the feedback received, which, integrated with the wider policy context in which Cork County Council operates, has resulted in the creation of seven strategic pillars that will underpin the organisation's strategy for the next five years.

Each of the strategic pillars of the Corporate Plan is assessed for its contribution to the delivery of the Sustainable Development Goals.

The key EU, national, regional and local policies that are relevant to the delivery of objectives under each pillar are referenced and linked within that pillar, the County Development Plan acting as a key enabling strategy.

In recognition of the need to embed climate action and environmental protection and awareness into every aspect of Cork County Council's operations, the strategic objectives and measurable outcomes in respect of climate change are incorporated across all strategic pillars of the Corporate Plan.

The Local Economic and Community Plan intersects with the Corporate Plan in a number of respects, in particular Corporate Plan Pillar 4, Economic Growth and Green Economy.

For more detail on the initial assessment completed by Cork County Council in respect of the Public Sector Equality and Human Rights Duty, the issues identified and how they will be addressed, please see Appendix 3.

Implementation of the Plan

The implementation of the Corporate Plan will be overseen by the elected Council, by way of annual progress reports from the Chief Executive, delivered at the same time as the draft budget or other such time as may be decided by resolution.

To ensure that the Corporate Plan fulfils its critical role in shaping the fabric of our communities in County Cork over the next five years, high-level performance measures are included from the outset, signposting the relevant work programme areas through which the plan will be delivered. In addition to this, detailed baseline performance indicators are set out in Appendix 1.

The plan will also inform the development of Annual Service Delivery Plans (ASDPs) for each service area in alignment with annual revenue budgets and 3-year capital budgets, the delivery of annual plans feeding into the progress of the 5-year Corporate Plan. The Annual Report will be a key implementation, performance and delivery review mechanism at the end of each year during the life of the plan.

The management of corporate risk by the Senior Management Team is ongoing and includes oversight by a number of committees including the Risk Oversight Committee, which ensures active monitoring of

key service areas on a bi-monthly basis and provides for continuous review of organisational priorities throughout the year. A range of national and local performance indicators, particularly the National Oversight and Audit Committee performance indicators, will provide a granular focus on key outcome targets.

These, and a range of other financial governance, risk and performance management protocols, will facilitate a continuous review process, transforming the Corporate Plan into an active tool for programme delivery and management.

Corporate Priorities 2025-2029

Comhairle Contae Chorcai
Cork County Council

Corporate Priorities 2025-2029

1   Deliver the **democratic mandate** of Cork County Council.

Be recognised for our approach to **sustainability** and how we achieve our *Climate Action Plan* commitments.   **2**

3   Regenerate our **towns, villages, and islands** to become vibrant and attractive places to live and work.

Enhance our towns and villages through our approach to **urban and rural placemaking**.   **4**

5   Meet the **housing needs** of the county and fulfil our **housing delivery ambition**.

Support our **strong, vibrant, and inclusive communities**, ensuring every member has a voice.   **6**

7   Provide **strategic leadership** for the county through the implementation of our *County Development Plan*, *Local Economic & Community Plan* and *Climate Action Plan*.

Demonstrate **leadership** in the development and delivery of **national and regional plans.**

8

9

Deliver the **strategic, critical, and enabling infrastructure** that underpins our **community and economic ambitions**.

Attract **inward investment**, support **local businesses**, and ensure dispersed **employment opportunities** across the county.

10

11

Maximise the **tourism potential** of County Cork as a **domestic and international** destination.

Protect and enhance our **culture and heritage**, and embrace **the Irish language** in everyday life.

12

13

Embrace **transformative digital opportunities** to consistently deliver **excellent customer service**.

Be recognised as an **accessible, agile, and fit-for-purpose** organisation, underpinned by **governance, transparency,** and **innovation**.

14

15

Be an **employer of choice** in Cork.

Our Strategic Focus

Our Strategic Focus

1. Community & Place

Deliver the strategic projects that meet the needs of our communities and enhance the desirability of Cork County as a place to live, work and visit.

1	8	9	10	11	13	15

2. Community & People

Empower our communities to grow their influence in how we adapt and deliver our services to improve the quality of life for all members of the community.

1	8	10	11	13	15	16	17

3. Health, Wellbeing & the Environment

Protect and enhance public health and wellbeing through the creation of environments that support healthy lifestyle choices and through the provision of essential environmental protection and emergency services.

3	5	6	10	11	12	13	14	15

4. Economic Growth & Green Economy

Grow the appeal of Cork County as a location for investment and sustainable employment through our indigenous businesses, local enterprise, tourism and foreign direct investment.

7	8	9	11	12	13	14	17

5. Strategic, Critical and Enabling Infrastructure

Deliver strategic, critical and enabling infrastructure projects to improve local and regional connectivity, mitigate the impact of climate change and stimulate new housing, community and economic opportunities.

3 | **8** | **9** | **11** | **12** | **13** | **14**

6. Organisational Development

Continuously review and strengthen Cork County Council's approach to public sector values, duties, performance and governance, through development support to our staff and elected members and through the development of the organisation.

5 | **8** | **9** | **10** | **16**

7. Collaboration and Partnership

Deliver our vision for Cork County through new levels of collaboration, strengthening relationships and partnerships with the community and our statutory and non-statutory partners.

4 | **6** | **8** | **9** | **11** | **12** | **13** | **16** | **17**

Strategic Pillars and Objectives

Strategic Pillar 1: Community & Place

Deliver the strategic projects that meet the needs of our communities and enhance the desirability of Cork County as a place to live, work and visit.

Strategic Objectives

1.1 Housing Delivery
Deliver our housing ambition accounting for the changing needs of the county and future population growth.

1.2 Strategic Landbanks
Identify and acquire strategic landbanks across the county to facilitate our future housing, amenity and economic development needs.

1.3 Climate Action and Decarbonisation
Implement the Climate Action Plan, and through our designated Decarbonising Zones, explore and develop opportunities and initiatives to continuously improve our approach to climate action in the county.

1.4 Towns, Villages and Islands Regeneration
Deliver an organisation wide approach to town centre regeneration, town presentation and the sustainable renewal of our towns, villages and islands.

1.5 Urban and Rural Regeneration
Deliver our urban and rural regeneration development projects, leveraging EU and national funding to support rural infrastructure, social enterprise and smart rural initiatives.

1.6 Community Infrastructure
Deliver the community infrastructure to support sustainable urban, rural, island, and Gaeltacht communities.

1.7 Heritage and Cultural Assets
Protect and enhance the built heritage and cultural assets of the county.

Performance measures

- Number of social houses added to stock
- Number of affordable houses sold
- Number of energy efficient retrofits
- Number of vacant houses refurbished
- Number of allocations
- Number of people housed from emergency accommodation
- Progress on development of landbanks suitable for housing, economic and amenity use
- Number of actions advanced under the Climate Action Plan
- Supports provided on decarbonisation to local stakeholders
- Level of progress on Town Centre First Plans
- Town Centre First Town Teams established
- Town and Village Enhancement Plans
- Number of sites on Derelict Sites Register
- Number of Croí Cónaithe grants approved
- Level of progress on community infrastructure projects
- Number of island projects supported
- Level of progress of library development plans and associated growth in library KPIs
- Number of cultural heritage events supported
- Cultural heritage plan developed, integrating tourism, placemaking, and rural development strategies
- Number of successful built heritage conservation grants approved
- Number of successful Cork County Council heritage grant schemes delivered
- Number of actions delivered under Tourism Destination and Experience Development Plans

Relevant Business Units

- Community, Tourism and Rural Development Directorate
- Housing Directorate
- Planning and Environment Directorate
- Capital Delivery and Asset Management Directorate
- Climate Action and Emergency Services Directorate
- Economic Development and Strategic Planning Directorate
- County Library and Arts Service
- Heritage Unit
- Finance Directorate
- County Solicitor's Department

Relevant Policies/Strategies

- Housing for All – A New Housing Plan for Ireland (2021)
- Housing First National Implementation Plan 2022-2026
- Cork County Council Housing Delivery Action Plan 2022-2026
- Cork County Council Traveller Accommodation Programme 2025-2029
- Cork County Development Plan 2022-2028
- Town Centre First: A Policy Approach for Irish Towns
- Cork City, Harbour and East Cork Destination and Experience Development Plan
- West Cork and Kenmare Destination and Experience Development Plan
- North Cork Destination and Experience Development Plan (in development)
- Our Living Islands: National Islands Policy (2023)
- Our Living Islands: National Islands Action Plan (2023)
- Our Rural Future- Rural Development Policy 2021-2025 (2021)
- Cork County Local Economic and Community Plan (LECP) 2024-2030
- Cork County Council Climate Action Plan 2024-2029
- The Library is the Place - National Public Library Strategy 2023-2027
- Cork County Library Service Development Plan
- County Cork Creative Ireland Culture and Creativity Strategy 2023-2027
- Heritage Ireland 2030

Strategic Pillar 2: Community & People

Empower our communities to grow their influence in how we adapt and deliver our services to improve the quality of life for all members of the community.

Strategic Objectives

2.1 Community Led Approach

Enhance community collaboration through the provision of services that underpin local democracy and participatory planning, empower local communities and influence community-led development.

2.2 Structures for Community Engagement

Ensure openness and strong engagement with our communities through the organisational structures of Cork County Council.

2.3 Community Climate Action

Influence and educate our communities on their role in collectively achieving our climate action goals and their impact on community wellbeing.

2.4 Social Capital

Leverage the social capital investment of our volunteer base in maintaining and strengthening our thriving local communities and helping to deliver a wide range of social and cultural activity.

2.5 Leadership Role

Adopt a leadership role in facilitating an inter-agency and collaborative approach to support and enhance our vibrant communities.

2.6 Community Inclusion

Ensure our strategic planning and delivery of community development activity embraces our new communities.

2.7 Community Festivals and Events

Work with our community to sustain and support our calendar of community, tourism and arts festivals and events that reflect the heritage, diversity and culture of the county.

2.8 Employment Opportunities

Support our communities in becoming vibrant economic centres and creating employment opportunities for all.

2.9 Customer at the Centre

Employ a customer centric approach in the design and delivery of Cork County Council services in the community.

- Level of support provided to community groups
- Number of community actions supported under Climate Action Plan
- Number of local community action projects funded under Community Climate Action Programme (CCAP)
- Number of library visits and items issued
- Library opening hours per annum
- Level of support provided by the Local Authority Integration Team and Community Integration Forum
- Support for community, tourism, arts and cultural festivals/events
- Customer surveys and feedback analysed, reported and used to inform service design
- Number of community actions advanced under Local Economic and Community Plan (LECP)
- Support provided by community-led local development (LEADER, Social Inclusion and Community Activation Programme)

- Community, Tourism and Rural Development Directorate
- County Library and Arts Service
- Heritage Unit
- Climate Action and Emergency Services Directorate
- Economic Development and Strategic Planning Directorate
- Corporate Services Directorate
- Customer Contact Centre
- Information and Communication Technology Directorate
- Service Design Team
- Finance Directorate
- Local Authority Integration Team

- Cork County Local Economic and Community Plan (LECP) 2024-2030
- Cork County Council Climate Action Plan 2024-2029
- Better Public Services- Public Services Transformation 2030 Strategy
- The Library is the Place- National Public Library Strategy 2023-2027
- Cork County Library Service Development Plan
- County Cork Creative Ireland Culture and Creativity Strategy 2023-2027
- Heritage Ireland 2030
- Cork County Arts Plan 2025
- 20-Year Strategy for the Irish Language 2010-2030
- Culture 2025- a National Cultural Policy Framework to 2025
- Cork City, Harbour and East Cork Destination and Experience Development Plan
- West Cork and Kenmare Destination and Experience Development Plan
- North Cork Destination and Experience Development Plan (in development)
- Our Living Islands: National Islands Policy and Action Plan
- Cork County Council Customer Service Strategy
- Roadmap for Social Inclusion 2020-2025: Ambitions, Goals, Commitments
- Cork County Age Friendly Strategy 2024-2028
- Towards a Learning Region- Southern Regional Assembly
- National Traveller and Roma Inclusion Strategy II: 2024-2028

Strategic Pillar 3: Health, Wellbeing & The Environment

Protect and enhance public health and wellbeing through the creation of environments that support healthy lifestyle choices and through the provision of essential environmental protection and emergency services.

Strategic Objectives

3.1 Health and Wellbeing
Work in collaboration with communities and other agencies to improve community health and wellbeing at all stages in life, reduce health inequalities, protect the public from threats to health and increase health awareness.

3.2 Active Travel
Collaborate and influence the delivery of community greenways adding to the facilities and amenities designed to enhance the quality of life in Cork.

3.3 Social and Recreational Infrastructure
Provide for development of the community amenities and recreational infrastructure to facilitate healthy and active communities.

3.4 Biodiversity
Assess, monitor and enforce the protection and enhancement of the biodiversity of the county and grow community awareness of their role in protecting the natural environment.

3.5 Air Quality
Work in collaboration with the EPA, relevant government departments and interested stakeholders, to protect and improve air quality and health outcomes.

3.6 Water Quality
Adopt a multistakeholder approach to managing drinking water sources and water quality in our rivers, lakes, bathing waters and ground waters, working with the EPA, LAWPRO and all relevant government departments.

3.7 Waste Management and the Circular Economy
Enhance the health and wellbeing of our communities and environment through sustainable waste management practices and promotion of the circular economy.

3.8 Emergency Services
Maintain safe communities through the provision of fire and emergency services and through inter-agency co-operation in planning for and managing emergency response.

Performance measures

- Number of actions advanced under the Cork County Council Healthy Ireland Strategy 2021-2024
- Number of actions advanced under the Cork County Age Friendly Strategy
- Number of referrals managed under the Healthy Age Friendly Homes Programme
- Level of progress on greenway projects
- Level of progress on community infrastructure projects
- Biodiversity Action Plan compiled and implemented
- Level of ecological input into development management process and local authority projects
- Level of compliance with air quality objectives
- Level of compliance with water quality objectives
- Number of blue flag and green coast beaches
- Number of pollution complaints investigated
- Percentage of households with segregated bins for kerbside collection
- Time taken to respond to fires and emergency incidents
- Current and appropriate emergency response plans maintained

Relevant Business Units

- Economic Development and Strategic Planning Directorate
- Planning and Environment Directorate
- Climate Action and Emergency Services Directorate
- Community, Tourism and Rural Development Directorate
- Capital Delivery and Asset Management Directorate
- County Library and Arts Service
- Finance Directorate

Relevant Policies/Strategies

- Cork County Council Healthy Ireland Strategy 2021-2024
- Healthy Ireland – A framework for improved health and wellbeing, 2013-2025
- Healthy Ireland Strategic Action Plan 2021–2025
- Cork County Council Climate Action Plan 2024-2029
- Embracing Ireland's Outdoors- National Outdoor Recreation Strategy 2023-2027
- Cork County PPN's Vision for Community Wellbeing
- Zero Tolerance- Third National Strategy on Domestic, Sexual and Gender-based Violence 2022-2026
- EU Drinking Water Regulations 2023
- EU Water Policy (Amendment) Regulations 2022
- Water Action Plan 2024: A River Basin Management Plan for Ireland
- Cork County Development Plan 2022-2028
- Ireland's 4th National Biodiversity Action Plan 2023-2030
- Clean Air Strategy for Ireland
- Waste Action Plan for a Circular Economy- Ireland's National Waste Policy 2020-2025
- Cork County Council Major Emergency Plan
- Cork County Local Economic and Community Plan (LECP) 2024-2030
- Cork County Library Service Development Plan

Strategic Pillar 4: Economic Growth & Green Economy

Grow the appeal of Cork County as a location for investment and sustainable employment through our indigenous businesses, local enterprise, tourism and foreign direct investment.

Strategic Objectives

4.1 County Development Plan and Strategic Planning
Review and deliver the County Development Plan as the blueprint and roadmap for the county, aligned with all relevant guiding policies.

4.2 Foreign Direct Investment
Engage in a partnership approach to promote and grow the appeal of Cork County for Foreign Direct Investment.

4.3 Enterprise Support
Optimise the potential of our small and micro enterprises through all available enterprise support structures e.g. Local Enterprise Office.

4.4 Green Economy
Optimise offshore and renewable energy opportunities in collaboration with stakeholders to grow Cork as a leading location for investment and job creation in the green economic sector.

4.5 Land and Infrastructure Optimisation
Ensure a proactive land and infrastructure optimisation approach as an enabler of future economic development activity and housing development.

4.6 Housing
Support the delivery of the housing required to underpin future employment growth, positioning County Cork as a location for future foreign direct investment.

4.7 Sustainable Tourism Development
Engage with our tourism stakeholders to develop sustainable tourism and grow the value of tourism across the county, balancing economic benefits with environmental and cultural sustainability.

4.8 Marine Leisure and Tourism
Support a multi-agency approach to examine the measures needed to improve the quality of the county's marine leisure infrastructure, to develop Cork as a coastal tourism destination.

4.9 Green Supports for Business
Provide assistance to small and micro businesses to assess potential for energy efficiency improvements and to support implementation.

4.10 Renewable Energy
Support the renewable energy sector to become leaders in climate action and adaptation.

Performance measures

- Number of actions advanced under the County Development Plan
- Number of actions delivered under the Local Economic and Community Plan
- Number of Foreign Direct Investment industries operating in Co. Cork
- Number of people employed by Foreign Direct Investment industries
- Number of Small and Medium Enterprises operating in Co. Cork
- Number of people employed by Small and Medium Enterprises
- Number of permissions granted for renewable energy developments (MW)
- Strategy developed and implemented for the optimal use of Council land and capital assets
- Number of housing units granted planning permission
- Blueways, Greenways and Digital Tourism assets developed
- Cork's coastal, heritage, and cultural assets developed as unique visitor experiences
- Number of actions delivered under Tourism Destination and Experience Development Plans
- Fulfilment of Local Enterprise Office deliverables under the SLA

Relevant Business Units

- Economic Development and Strategic Planning Directorate
- Planning and Environment Directorate
- Climate Action and Emergency Services Directorate
- Community, Tourism and Rural Development Directorate
- County Engineer's Department
- Roads, Transportation and Area Services Directorate
- Capital Delivery and Asset Management Directorate
- Housing Directorate
- Finance Directorate
- County Solicitor's Department

Relevant Policies/Strategies

- Cork County Development Plan 2022-2028
- Cork County Local Economic and Community Plan (LECP) 2024-2030
- South-West Regional Enterprise Plan
- Cork County Council Climate Action Plan 2024-2029
- Project Ireland 2040
- Regional Spatial and Economic Strategy (RSES)
- Cork Metropolitan Area Transport Strategy
- Housing for All – A New Housing Plan for Ireland (2021)
- Housing First National Implementation Plan 2022-2026
- National Broadband Plan
- Powering Prosperity: Ireland's Offshore Wind Industrial Strategy
- South Coast Designated Maritime Area Plan (DMAP) Proposal
- Cork City, Harbour and East Cork Destination and Experience Development Plan
- West Cork and Kenmare Destination and Experience Development Plan
- North Cork Destination and Experience Development Plan (in development)

Strategic Pillar 5: Strategic, Critical and Enabling Infrastructure

Deliver strategic, critical and enabling infrastructure projects to improve local and regional connectivity, mitigate the impact of climate change and stimulate new housing, community and economic opportunities

Strategic Objectives

5.1 Regional Rebalancing
Enhance the collaborative structures required to develop Cork as a regional counterbalance to the Eastern Region.

5.2 Road Connectivity
Plan, enable and deliver road connectivity in the county and regional linkages to meet the needs of rural and urban communities.

5.3 Enabling the County's Transport Infrastructure
Collaborate and influence the continued enhancement of the enabling infrastructure required to support Cork Airport, Port of Cork and the county's rail and bus infrastructure.

5.4 Active Travel and Greenway Projects
Plan, design and collaborate in the delivery of sustainable active travel and greenway infrastructure projects linked to our communities.

5.5 Enabling Infrastructure
Work in partnership to deliver the enabling infrastructure projects that will be the catalyst for economic and community development.

5.6 Climate Action and Green Infrastructure
Commit to ensuring that the principles of climate action and green procurement are central to our approaches to strategic project delivery and how they respond to the impacts of climate change.

5.7 Coastal Erosion & Infrastructure
Employ a multi-agency approach to mitigate the impact of climate change on our coastal infrastructure.

5.8 Flooding Mitigation
Work in collaboration with other agencies to reduce flooding risks and incorporate resilience and building back better in our approach to flood mitigation.

5.9 Preparing for Population Growth
Create a roadmap to guide our long-term planning focused on projected population growth and the implications for Cork County Council.

5.10 Enabling Housing Delivery
Plan, influence and collaborate to deliver the enabling infrastructure required to support our housing delivery ambition.

Performance measures

- Number of actions advanced under the County Development Plan
- New online planning platform implemented, enhancing stakeholder engagement
- Number of actions advanced under the Local Economic and Community Plan
- Level of progress on county and regional road developments
- Progress on development of infrastructure supporting Cork Airport, Port of Cork and rail and bus networks
- Level of progress on Greenway projects
- Compliance with low carbon procurement guidelines
- Strategy developed for neighbourhood and destination Electric Vehicle charging points in conjunction with Zero Emissions Vehicles Ireland
- Number of Electric Vehicle charging points enabled
- Percentage of CCC fleet comprised of Electric Vehicles and fleet using alternative green fuels (e.g. Hydrogenated Vegetable Oil)
- Number of LED upgrades completed under the Public Lighting Energy Efficiency Project
- Number of properties protected in coastal protection works
- Number of properties protected in flood mitigation works
- Number of housing units granted planning permission

Relevant Business Units

- Roads, Transportation and Area Services Directorate
- Capital Delivery and Asset Management Directorate
- County Engineer's Department
- Economic Development and Strategic Planning Directorate
- Planning and Environment Directorate
- Climate Action and Emergency Services Directorate
- Community, Tourism and Rural Development Directorate
- Housing Directorate
- Finance Directorate
- County Solicitor's Department

Relevant Policies/Strategies

- Cork County Development Plan 2022-2028
- Cork County Local Economic and Community Plan (LECP) 2024-2030
- Cork County Council Climate Action Plan 2024-2029
- Project Ireland 2040
- Regional Spatial and Economic Strategy (RSES)
- Road Safety Strategy 2021-2030
- Green Public Procurement Strategy and Action Plan 2024-2027
- Procurement guidance for public bodies: Reducing embodied carbon in construction
- South Coast Designated Maritime Area Plan (DMAP) Proposal
- Cork Metropolitan Area Transport Strategy
- EU Floods Directive
- Housing for All – A New Housing Plan for Ireland (2021)
- Housing First National Implementation Plan 2022-2026

Strategic Pillar 6: Organisational Development

Continuously review and strengthen Cork County Council's approach to public sector values, duties, performance and governance, through development support to our staff and elected members and through the development of the organisation.

Strategic Objectives

6.1 Democratic Mandate
Enhance the role of our elected members and support the delivery of their democratic mandate.

6.2 Public Sector Duty
Ensure Cork County Council meets its public sector duty to eliminate discrimination, promote equality of opportunity, and protect the human rights of staff, Elected Members and service users.

6.3 Public Service Governance Framework
Deliver the public service governance framework at county level to meet our duties and incorporate it into our decision making.

6.4 Use of Technology
Exploit advances in technology and implement the national Digital and ICT strategy objectives for the benefit of our internal and external users, while enhancing cyber security and resilience controls.

6.5 Staff Development
Deliver a focused approach to organisational development, workforce planning and staff development in ensuring Cork County Council is an employer of choice.

6.6 Financial Management
Ensure financial sustainability to underwrite our operational requirements and ability to fund strategic and enabling projects, underpinned by robust risk management processes.

6.7 Internal and External Communications
Continue to deliver a strategic approach to internal and external communications.

Performance measures

- Notices of Motion received, answered and recorded
- Number of Council meetings facilitated
- Percentage of agendas, minutes and resolutions of statutory Council meetings published
- Public Sector Duty priorities implemented and monitored
- Compliance with Local Government Code of Governance core principles
- Equality and Human Rights Plan developed and implemented
- ICT system availability/uptime
- Service desk tickets and response times/Service Level Agreements
- New ICT projects delivered
- Percentage of services available online
- Strategic workforce plans developed and implemented for all Directorates
- Effective performance management and development system in place
- Annual Budget balanced and adopted
- Unmodified Audit Report for Annual Financial Statement (AFS)
- Healthy financial position as determined by AFS: Stable or increasing general revenue reserve at year end; Capital Account solvent (balanced or increased reserves); % collection major income sources
- Level of positive PR communications in Irish and English
- Number of website visits
- Public awareness and feedback survey completed, learnings applied

Relevant Business Unit

- All Directorates with specific actions for:
- Corporate Services Directorate
- Human Resources Management Directorate
- Finance Directorate
- Information and Communication Technology Directorate

Relevant Policies/Strategies

- Better Public Services- Public Services Transformation 2030 Strategy
- Strategic Framework for Workforce Planning
- Irish Human Rights and Equality Commission Act 2014
- Connecting Government 2030: A Digital and ICT Strategy for Ireland's Public Service
- 20-Year Strategy for the Irish Language 2010-2030
- Open Data Strategy 2023-2027
- Digital for Good: Ireland's Digital Inclusion Roadmap
- Harnessing Digital: The Digital Ireland Framework
- Local Government Code of Governance
- NOAC Performance Indicator Reports
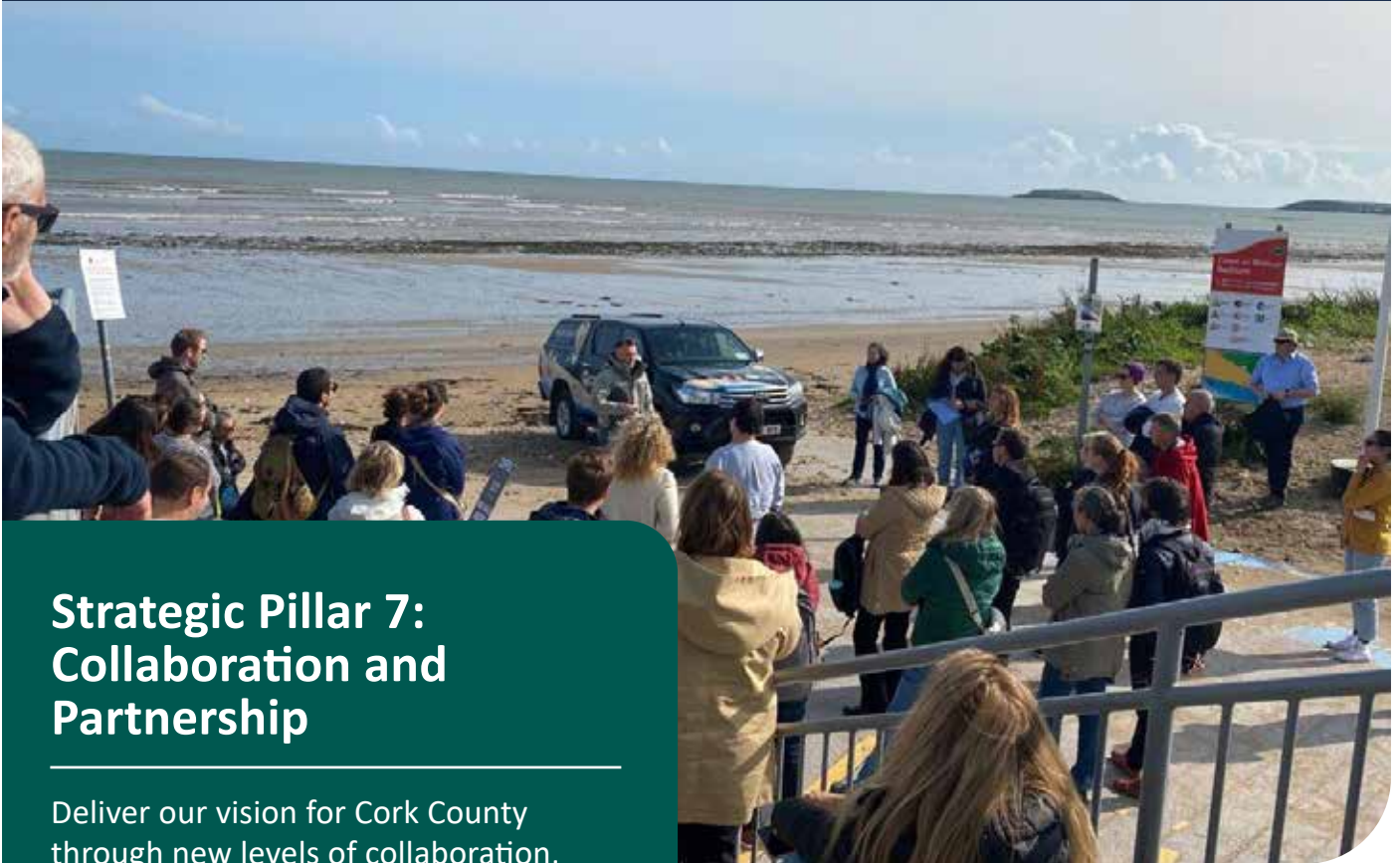
Strategic Pillar 7: Collaboration and Partnership

Deliver our vision for Cork County through new levels of collaboration, strengthening relationships and partnerships with the community and our statutory and non-statutory partners.

Strategic Objectives

7.1 Local Government Collaboration

Enhance relationships with neighbouring local authorities and contribute to a collaborative regional approach to meet our collective sustainability, environmental and socio-economic goals.

7.2 Government Departments

Achieve the vision for County Cork in partnership with all relevant government departments in the delivery of our strategic and operational projects.

7.3 Strategic Policy Committees

Work with our Strategic Policy Committees (SPCs) to achieve and deliver their strategic priorities.

7.4 Agency Partnerships

Grow the partnership approach with all statutory and non-statutory agencies and organisations to influence sustained economic and community development.

7.5 Tourism Partners and Destination Marketing

Work closely with Fáilte Ireland, all tourism industry partners, Visit Cork and local communities to develop Cork as a year-round tourism destination.

7.6 Academic Partners & Education

Collaborate with our academic, research, training and educational partners to deliver our staff development, economic development, and climate action goals.

7.7 Industry Partners

Support our industry partners from FDI, SME to Micro enterprises in maximising the economic potential of Cork County.

7.8 Utilities, including Uisce Éireann

Work in partnership with Uisce Éireann to manage the transition of services and resources, and ensure a collaborative approach to addressing future needs.

7.9 International Collaboration

Support cross sectoral international collaboration, exploring best practice and pursuing socio-economic opportunities for Cork County through global partnerships.

Performance measures

- Establishment and strengthening of county fora
- Effective communication and engagement with partners
- Strategic alignment of priorities with partners

Relevant Business Units

- Roads, Transportation and Area Services Directorate
- Capital Delivery and Asset Management Directorate
- Housing Directorate
- Economic Development and Strategic Planning Directorate
- Planning and Environment Directorate
- Climate Action and Emergency Services Directorate
- Community, Tourism and Rural Development Directorate
- Corporate Services Directorate
- Human Resources Directorate
- Finance Directorate

Relevant Policies/Strategies

- Cork County Development Plan 2022-2028
- Cork County Local Economic and Community Plan (LECP) 2024-2030
- Cork County Council Climate Action Plan 2024-2029
- Project Ireland 2040
- Regional Spatial and Economic Strategy (RSES)
- Cork Metropolitan Area Transport Strategy
- Housing for All – A New Housing Plan for Ireland (2021)
- Housing First National Implementation Plan 2022-2026
- Tourism Policy Framework 2025-2030
- Cork City, Harbour and East Cork Destination and Experience Development Plan
- West Cork and Kenmare Destination and Experience Development Plan
- North Cork Destination and Experience Development Plan (in development)
- Cork County PPN's Vision for Community Wellbeing
- Master Cooperation Agreement with Uisce Éireann
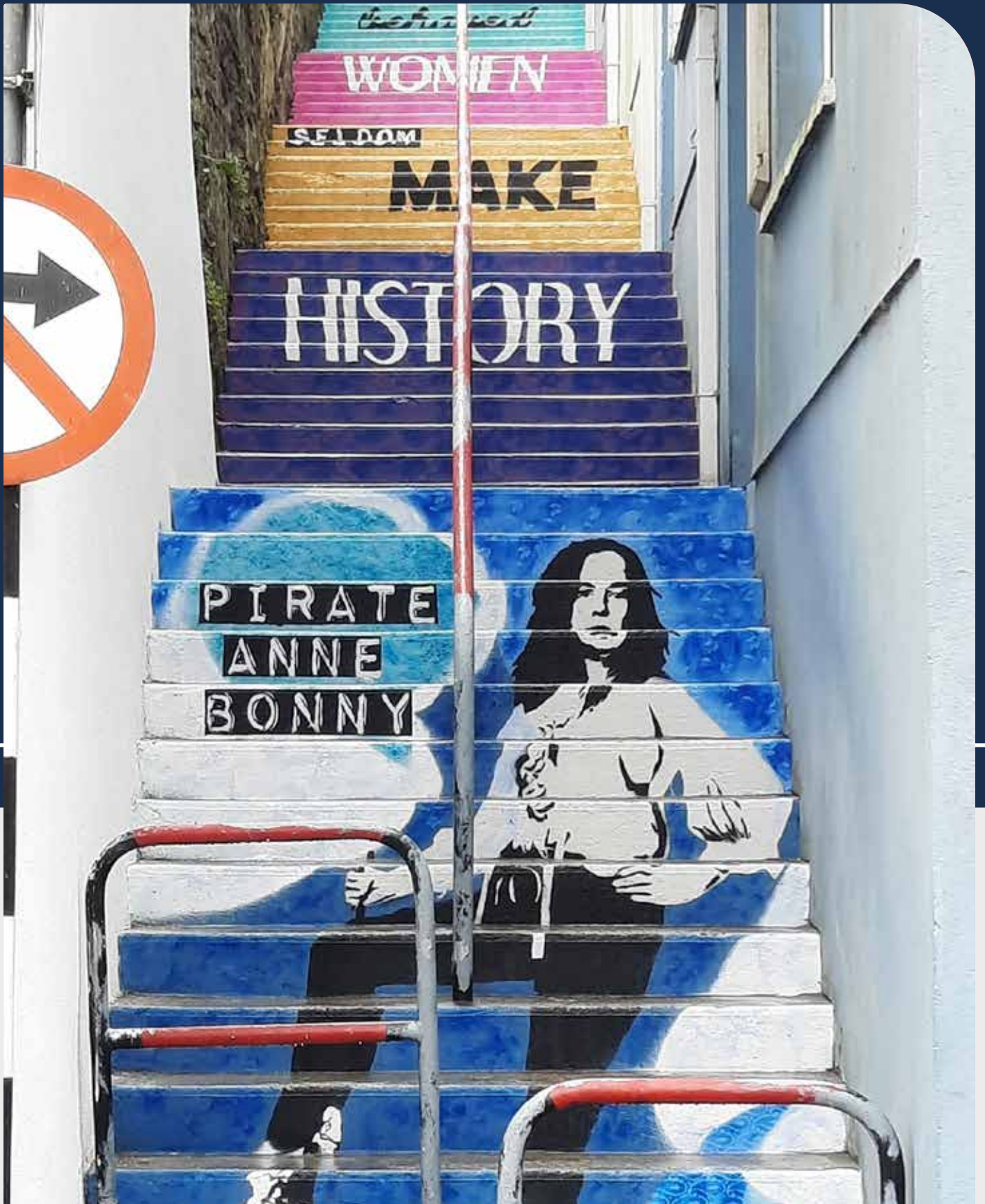
Appendices

Comhairle Contae Chorcaí
Cork County Council

APPENDICES

Appendix 1 - Baseline Measures 2023

Incorporating NOAC, RMCEI and other performance data

HOUSING

Indicator	Value
Number of dwellings in the ownership of the local authority at 1/1/2023	8004
Number of dwellings added to the local authority owned stock during 2023 (whether constructed or acquired)	325
Number of local authority owned dwellings sold in 2023	78
Number of local authority owned dwellings demolished in 2023	0
Number of dwellings in the ownership of the local authority at 31/12/2023	8251
Number of local authority owned dwellings planned for demolition under a DHLGH approved scheme at 31/12/2023	0
The percentage of the total number of local authority owned dwellings that were vacant on 31/12/2023	5.38 %
The number of dwellings within their overall stock that were not tenanted on 31/12/2023	444
Expenditure during 2023 on the maintenance of local authority housing compiled from 1 January 2023 to 31 December 2023, divided by the no. of dwellings in the local authority stock at 31/12/2023, i.e. the H1E less H1F indicator figure	€679.91
Expenditure on maintenance of local authority stock compiled from 1 January 2023 to 31 December 2023, including planned maintenance and expenditure that qualified for grants, such as Sustainable Energy Authority of Ireland (SEAI) grants for energy efficient retro-fitting works but excluding expenditure on vacant properties and expenditure under approved major refurbishment schemes (i.e. approved Regeneration or under the Remedial Works Schemes).	€5609902.58
The time taken from the date of vacation of a dwelling to the date in 2023 when the dwelling is re-tenanted, averaged across all dwellings re-let during 2023	51.97 wk
The cost expended on getting the dwellings re-tenanted in 2023, averaged across all dwellings re-let in 2023	€36736.57
The number of dwellings that were re-tenanted on any date in 2023 (but excluding all those that had been vacant due to an estate-wide refurbishment scheme)	120
The number of weeks from the date of vacation to the date the dwelling is re-tenanted	6236.43 wk
Total expenditure on works necessary to enable re-letting of the dwellings	€4408388.86
Total number of registered tenancies in the LA area at the end of June 2023	12291
Number of rented dwellings inspected in 2023	1901
Percentage of inspected dwellings in 2023 not compliant with the Standards Regulations	94.32 %
Number of dwellings deemed compliant in 2023 (including those originally deemed non-compliant)	196
The number of inspections (including reinspections) undertaken by the local authority in 2023	2055
Number of adult individuals in emergency accommodation that are long-term (i.e. 6 months or more within the previous year) homeless as a percentage of the total number of homeless adult individuals in emergency accommodation at the end of 2023	64.54 %
The number of adult individuals classified as homeless and in emergency accommodation on the night of 31 December 2023 as recorded on the PASS system	141
The number out of those individuals who, on 31/12/2023, had been in emergency accommodation for 6 months continuously, or for 6 months cumulatively within the previous 12 months	91

HOUSING

Indicator	Value
Total number of houses retrofitted between 01/01/2023 and 31/12/2023 under the Social Housing Retrofit Programme	187
Number of houses that achieved a BER rating of B2 or above between 01/01/2023 and 31/12/2023 under the Social Housing Retrofit Programme	186
Number of heat pumps installed in those houses between 01/01/2023 and 31/12/2023 under the Social Housing Retrofit Programme	187
Total annual energy savings in MWH from houses retrofitted between 01/01/2023 and 31/12/2023 under the Social Housing Retrofit Programme	2139.0 MWh
Total carbon emission reduction tCo2 from houses retrofitted between 01/01/2023 and 31/12/2023 under the Social Housing Retrofit Programme	622.1

ROADS

Indicator	Value
The percentage of Regional roads that received a PSCI rating in the 24 month period prior to 31/12/2023	96.85 %
The percentage of Local Primary roads that received a PSCI rating in the 24 month period prior to 31/12/2023	97.99 %
The percentage of Local Secondary roads that received a PSCI rating in the 24 month period prior to 31/12/2023	95.24 %
The percentage of Local Tertiary roads that received a PSCI rating in the 60 month period prior to 31/12/2023	79.00 %
The percentage length of Regional roads that received a PSCI rating of 1-4 in the 24 month period prior to 31/12/2023	4.51 %
The percentage length of Regional roads that received a PSCI rating of 5-6 in the 24 month period prior to 31/12/2023	5.70 %
The percentage length of Regional roads that received a PSCI rating of 7-8 in the 24 month period prior to 31/12/2023	43.33 %
The percentage length of Regional roads that received a PSCI rating of 9-10 in the 24 month period prior to 31/12/2023	43.32 %
The percentage length of Local Primary roads that received a PSCI rating of 1-4 in the 24 month period prior to 31/12/2023	14.99 %
The percentage length of Local Primary roads that received a PSCI rating of 5-6 in the 24 month period prior to 31/12/2023	7.28 %
The percentage length of Local Primary roads that received a PSCI rating of 7-8 in the 24 month period prior to 31/12/2023	58.59 %
The percentage length of Local Primary roads that received a PSCI rating of 9-10 in the 24 month period prior to 31/12/2023	17.14 %
The percentage length of Local Secondary roads that received a PSCI rating of 1-4 in the 24 month period prior to 31/12/2023	15.58 %
The percentage length of Local Secondary roads that received a PSCI rating of 5-6 in the 24 month period prior to 31/12/2023	10.24 %
The percentage length of Local Secondary roads that received a PSCI rating of 7-8 in the 24 month period prior to 31/12/2023	50.55 %
The percentage length of Local Secondary roads that received a PSCI rating of 9-10 in the 24 month period prior to 31/12/2023	18.90 %

ROADS

Indicator	Value
The percentage length of Local Tertiary roads that received a PSCI rating of 1-4 in the 60 month period prior to 31/12/2023	24.42 %
The percentage length of Local Tertiary roads that received a PSCI rating of 5-6 in the 60 month period prior to 31/12/2023	27.64 %
The percentage length of Local Tertiary roads that received a PSCI rating of 7-8 in the 60 month period prior to 31/12/2023	19.55 %
The percentage length of Local Tertiary roads that received a PSCI rating of 9-10 in the 60 month period prior to 31/12/2023	7.39 %
Kilometres of regional road strengthened during 2023	40.0 km
The amount expended on regional roads strengthening work during 2023	€11322218.00
The average unit cost of regional road strengthening works per square metre (€/m2)	€41.83
Kilometres of regional road resealed during 2023	70.4 km
The amount expended on regional road resealing work during 2023	€2659017.00
The average unit cost of regional road resealing works per square metre (€/m2)	€5.81
Kilometres of local road strengthened during 2023	267.4 km
The amount expended on local road strengthening work during 2023	€31866718.00
The average unit cost of local road strengthening works per square metre (€/m2)	€26.69
Kilometres of local road resealed during 2023	334.2 km
The amount expended on local road resealing work during 2023	€7254318.00
The average unit cost of local road resealing works per square metre (€/m2)	€4.81

MOTOR TAX

Indicator	Value
The percentage of motor tax transactions which were dealt with online (i.e. transaction is processed and the tax disc is issued) in 2023	90.03 %

VETERINARY/ANIMAL WELFARE

Indicator	Value
Number of dog licences issued	28,901
Number of dogs impounded	305
Number of dog breeding establishments registered	34
Number of notices to 'Present Dog Licence' issued	1,194
Number of fixed penalty notices for breaches of Dog Control Act	251
Number of stray horses collected	41

WATER

Indicator	Value
Percentage of drinking water in private schemes in compliance with statutory requirements	94.38 %
The number of registered schemes monitored by each local authority as a percentage of total schemes registered	46.99 %
How many local authority registered schemes were monitored in 2023	164
Total number of registered schemes in 2023	349
Number of farm inspections carried out	932

WASTE

Indicator	Value
The number of households which availed of a 3-bin service offered by a licensed operator at 31/12/2023	54347
The percentage of households within the local authority that the number above represents (based on agglomerations of more than 500)	99.92 %

ENVIRONMENTAL POLLUTION

Indicator	Value
Total number of pollution cases in respect of which a complaint was made during 2023	2083
Number of pollution cases closed from 1/1/2023 to 31/12/2023	2008
Total number of pollution cases on hands at 31/12/2023	516
The opening number of pollution cases carried forward from the year end 2022	441

AIR QUALITY

Indicator	Value
Number of active licensed sites under the Air Pollution Acts	14
Number of operators licensed under Solvent Regulations	17
Number of operators licensed under Deco Paint Regulations	42
Number of operators licensed under Petroleum Vapour Regulations	114
Number of inspections under Solid Fuel Regulations	121

LITTER POLLUTION

Indicator	Value
The percentage of the area within the local authority that when surveyed in 2023 was unpolluted or litter free	35 %
The percentage of the area within the local authority that when surveyed in 2023 was slightly polluted	34 %
The percentage of the area within the local authority that when surveyed in 2023 was moderately polluted	28 %
The percentage of the area within the local authority that when surveyed in 2023 was significantly polluted	1 %
The percentage of the area within the local authority that when surveyed in 2023 was grossly polluted	2 %

GREEN FLAG STATUS

Indicator	Value
The percentage of schools that have been awarded/renewed green flag status in the two years to 31 December 2023	32.95 %
Schools which attained a Green Flag for the first time in 2023	5
Schools which renewed their Green Flag in 2023	57
Schools which held a Green Flag from 2022 and therefore do not require renewal until 2024	54

ENERGY EFFICIENCY

Indicator	Value
The cumulative percentage of energy savings achieved by 31/12/2023 relative to baseline year (2009)	-25.70 %

PUBLIC LIGHTING

Indicator	Value
Total annual consumption of the public lighting system	14210.09 MWh
Average wattage of each public light	99.42 W
Percentage of the total system that LED lights represent	24.50 %
Number of LED lights in the public lighting system	8819
Number of non-LED lights in the public lighting system	27172

CLIMATE CHANGE

Indicator	Value
Does the local authority have a designated (FTE) Climate Action Coordinator?	Yes
Does the local authority have a designated (FTE) Climate Action Officer?	Yes
Does the local authority have a climate action team?	Yes

PLANNING

Indicator	Value
Buildings inspected as a percentage of new buildings notified to the local authority	16.40 %
Total number of new buildings notified to the local authority i.e. buildings where a valid Commencement Notice was served in the period 1/1/2023 to 31/12/2023 by a builder or developer on the local authority	2225
Number of new buildings notified to the local authority in 2023 that were the subject of at least one on-site inspection during 2023 undertaken by the local authority	365
Number of local authority planning decisions which were the subject of an appeal to An Bord Pleanála that were determined by the Board on any date in 2023	96
Percentage of the determinations above which confirmed (either with or without variation of the plan) the decision made by the local authority	67.71 %
Number of determinations confirming the local authority's decision (either with or without variation)	65

PLANNING

Indicator	Value
Total number of planning cases referred to or initiated by the local authority in the period 1/1/2023 to 31/12/2023 that were investigated	319
Total number of investigated cases that were closed during 2023	186
Percentage of the cases closed that were dismissed as trivial, minor or without foundation or were closed because statute barred or an exempted development	49.46 %
Percentage of the cases closed that were resolved to the local authority's satisfaction through negotiations	1.61 %
Percentage of the cases closed that were closed due to enforcement proceedings	48.92 %
Total number of planning cases being investigated as at 31/12/2023	1379
Number of cases at B that were dismissed as trivial, minor or without foundation or were closed because statute barred or an exempted development	92
Number of cases at B that were resolved to the local authority's satisfaction through negotiations	3
Number of cases at B that were closed due to enforcement proceedings	91
The 2023 Annual Financial Statement (AFS) Programme D data divided by the population of the local authority area per the 2022 Census	€52.54
AFS Programme D data consisting of D01 - Forward Planning, D02 - Development Management, D03 - Enforcement (inclusive of the relevant Programme D proportion of the central management charge) for 2023	€18923707
The percentage of applications for fire safety certificates received in 2023 that were decided (granted or refused) within two months of their receipt	58.72 %
The percentage of applications for fire safety certificates received in 2023 that were decided (granted or refused) within an extended period agreed with the applicant	41.28 %
The total number of applications for fire safety certificates received in 2023 that were not withdrawn by the applicant	172
The number of applications for fire safety certificates received in 2023 that were decided (granted or refused) within two months of the date of receipt of the application	101
The number of applications for fire safety certificates received in 2023 that were decided (granted or refused) within an agreed extended time period	71

FIRE SERVICE

Indicator	Value
The Annual Financial Statement (AFS) Programme E expenditure data for 2023 divided by the population of the local authority area per the 2022 Census figures for the population served by the fire authority as per the Risk Based Approach Phase One reports	€45.84
AFS Programme E expenditure data consisting of E11 - Operation of Fire Service and E12 - Fire Prevention for 2023	€16509764
Average time taken, in minutes, to mobilise fire brigades in Part-Time Stations (retained fire service) in respect of fire	5.12 min
Average time taken, in minutes, to mobilise fire brigades in Part-Time Stations (retained fire service) in respect of all other (non-fire) emergency incidents	5.08 min
Percentage of cases in respect of fire in which first attendance at scene is within 10 minutes	35.12 %
Percentage of cases in respect of fire in which first attendance at the scene is after 10 minutes but within 20 minutes	42.20 %

FIRE SERVICE

Indicator	Value
Percentage of cases in respect of fire in which first attendance at the scene is after 20 minutes	22.68 %
Percentage of cases in respect of all other emergency incidents in which first attendance at the scene is within 10 minutes	35.12 %
Percentage of cases in respect of all other emergency incidents in which first attendance at the scene is after 10 minutes but within 20 minutes	42.20 %
Percentage of cases in respect of all other emergency incidents in which first attendance at the scene is after 20 minutes	22.68 %
Total number of call-outs in respect of fires from 1/1/2023 to 31/12/2023	1025
Number of these fire cases where first fire tender attendance at the scene is within 10 minutes	288
Number of these fire cases in which first fire tender attendance at the scene is after 10 minutes but within 20 minutes	346
Number of these fire cases in which first fire tender attendance at the scene is after 20 minutes	186
Total number of call-outs in respect of all other emergency incidents (i.e. not including fire) from 1/1/2023 to 31/12/2023	1262
Number of these non-fire cases in which first fire tender attendance at the scene is within 10 minutes	288
Number of these non-fire cases in which first fire tender attendance at the scene is after 10 minutes but within 20 minutes	346
Number of these non-fire cases in which first fire tender attendance at the scene is after 20 minutes	186

LIBRARY SERVICE

Indicator	Value
Number of visits to libraries per head of population for the local authority area per the 2022 Census	3.17
Number of items issued to library borrowers in the year	1211535
Library active members per head of population	0.19
Number of registered library members in the year	54143
Number of visits to its libraries from 1/1/2023 to 31/12/2023 per automatic counters if used	1141778
The Annual Financial Statement (AFS) Programme F data for 2023 divided by the population of the local authority area per the 2022 Census	€37.40
The annual per capita expenditure on collections over the period 1/01/2023 to 31/12/2023	€1.66
AFS Programme F data consisting of F02 - Operation of Library and Archival Service (inclusive of the relevant proportion of the central management charge for Programme F) for 2023	€13471125
The annual expenditure on new stock acquired by the library in the year	€596149

YOUTH AND COMMUNITY

Indicator	Value
Percentage of local schools involved in the local Youth Council/Comhairle na nÓg scheme	47.06 %
Total number of second level schools in the local authority area at 31/12/2023	51
Number of second level schools in the local authority area from which representatives attended the local Comhairle na nÓg AGM held in 2023	24
The number of organisations included in the County Register at 31/12/2023 and the proportion of those organisations that opted to be part of the Social Inclusion College within the PPN	14.02
Total number of organisations included in the County Register (maintained in accordance with section 128 of the Local Government Act 2001) for the local authority area as at 31/12/2023	535
Total number of those organisations that registered for the first time in 2023	53
Number of organisations that opted to join the Social Inclusion Electoral College on whatever date they registered for the PPN	75

CORPORATE- HUMAN RESOURCES

Indicator	Value
The wholetime equivalent staffing number as at 31 December 2023	2416.42
Percentage of paid working days lost to sickness absence through medically certified leave in 2023	3.23 %
Percentage of paid working days lost to sickness absence through self-certified leave in 2023	0.26 %
Total number of working days lost to sickness absence through medically certified leave in 2023	19348.71 day
Total number of working days lost to sickness absence through self-certified leave in 2023	1794 day
Number of unpaid working days lost to sickness absence included within the total of self-certified sick leave days in 2023	379 day
Number of unpaid working days lost to sickness absence included within the total of medically certified sick leave days in 2023	1643.5 day
If any staff are on long-term sick leave (i.e. a continuous period of more than 4 weeks), include a text note of the number of staff on long-term sick leave	193

CORPORATE- ICT

Indicator	Value
All ICT expenditure in the period from 1/1/2023 to 31/12/2023, divided by the WTE no.	€3509.96
Total ICT expenditure in 2023	€8481545
All ICT expenditure calculated in C4 as a proportion of Revenue expenditure	1.89
Total Revenue expenditure from 1/1/2023 to 31/12/2023 before transfers to or from reserves	449190707

CORPORATE- COMMUNICATIONS

Indicator	Value
The per capita total page views of the local authority's websites in 2023	10.02
The per capita total number of followers at end 2023 of the local authority's social media accounts (if any)	0.77
The cumulative total page views of all websites operated by the local authority for the period from 1/1/2023 to 31/12/2023 obtained from a page tagging on-site web analytics service or equivalent	3609139

CORPORATE- COMMUNICATIONS

Indicator	Value
The total number of social media users who, at 31/12/2023, were following the local authority on any social media sites	276739
The number of social media accounts operated by the local authority	53
Indicate if there was a change to the cookie policies on the local authority sites and the date this came into effect	Cookie declaration gets updated once a month

FINANCE

Indicator	Value
Cumulative surplus/deficit balance at 31/12/2023 in the Revenue Account from the Income & Expenditure Account Statement of the AFS	€7749517
Cumulative surplus or deficit at 31/12/2023 as a percentage of Total Income in 2023 from the Income and Expenditure Account Statement of the AFS	1.74 %
Revenue expenditure per capita in 2023	€1247.23
The 2023 Total Income figure from the Income and Expenditure Account Statement of the AFS	€444195760
The 2023 Total Expenditure figure from the Income and Expenditure Account Statement of the AFS	€449190707
Collection level of Rates in Appendix 7 of the AFS for 2023	93 %
Collection level of Rent & Annuities in Appendix 7 of the AFS for 2023	97 %
Collection level of Housing Loans in Appendix 7 of the AFS for 2023	75 %
Per capita total cost of settled claims for 2023	€8.60
IPB Insurance: Number of notified claims for 2023	725
IPB Insurance: Number of settled claims for 2023	563
IPB Insurance: Total cost of settled claims for 2023	€3098923.20
Overall central management charge as a percentage of total expenditure on revenue account	12.56 %
Total payroll costs as a percentage of revenue expenditure	36.61 %
Overall central management charge from the Local Authority FMS and defined in the Annual Budget	€56418333
Total payroll costs from Appendix 1 of the AFS for 2023 (including Salaries, Wages and Pensions)	€164441500

ECONOMIC DEVELOPMENT

Indicator	Value
The number of jobs created with assistance from the Local Enterprise Office during the period 1/1/2023 to 31/12/2023 per 100,000 of population	46.37
The number of jobs created with assistance from the Local Enterprise Office during the period 1/1/2023 to 31/12/2023	167.0
The number of trading online voucher applications approved by the Local Enterprise Office in 2023 per 100,000 of population	28.04
The number of trading online vouchers that were drawn down in 2023 per 100,000 of population	10.83
The number of trading online voucher applications approved by the Local Enterprise Office in 2023	101
The number of those trading online vouchers that were drawn down in 2023	39
The number of participants who received mentoring during the period 1/1/2023 to 31/12/2023 per 100,000 of population	283.21
The number of participants who received mentoring during the period 1/1/2023 to 31/12/2023	1020
Does the local authority have a current tourism strategy?	Yes
Does the local authority have a designated Tourism Officer?	Yes
The spend on local economic development by the local authority in 2023 per head of population	€128.04
The spend on local economic development by the local authority in 2023	€46115615

Appendix 2 - Socio-Economic Profile of Municipal Districts

Bandon-Kinsale Municipal District

Population	2022 (Number)	2022(%)	2016-2022 % Change
Overall	40,387		+ 8.4%
0-14	8,786	21.8%	+ 0.8%
15-64	25,571	63.3	+ 8.1%
65+	6,030	14.9%	+ 23.1%

Economic Status	2022 (Number)	2022 (%)	2016-2022 % Change
Labor Force Participation Rate	19,358		+ 10%

Industry of Employment	2022 (Number)	2022 (%)	2016-2022 % Change
Agriculture/Forestry/Fisheries	1,280	7%	- 5.1%
Building & Construction	1,123	6.1%	+ 30.7%
Manufacturing Industries	3,400	18.5%	+ 22.3%
Commerce and Trade	3,971	21.6%	+ 19.3%
Transport and Communication	1,199	6.5%	+ 16.4%
Public Administration	795	4.3%	+26.6%
Professional Services	4,222	23.0%	+ 16.7%

Education	2022 (Number)	2022 (%)	2016-2022 % Change
No Formal/Primary	2,030	7.8%	- 16.4%
Lower Secondary	3,102	11.9%	- 0.3%
Upper Secondary	4,302	16.5%	- 6.45
Apprenticeship/Technical	3,961	15.2%	- 6.7%
Lower 3rd Level	4,072	15.6%	+ 17.6%
Upper 3rd Level	7,514	28.9%	+ 38.6%
All 3rd Level	11,586	44.5%	+30.4%

Family Cycle	2022 (Number)	2022 (%)	2016-2022 % Change
Pre-Family	768	7.4%	- 0.4%
Empty Nest	990	9.6%	+ 6.7%
Retired	1,210	11.7%	+ 32%
Pre-school	898	8.7%	- 7.6%
Early School	1,072	10.4%	- 12.3%
Pre-Adolescent	1,361	13.2%	+ 16.8%
Adolescent	1,371	13.3%	+ 16.2%
Adult	2,665	25.8%	+12%
Lone Parent Families	506	11.3%	- 4.4%

Transport	2022 (Number)	2022 (%)	2016-2022 % Change
Green Modes of Transport to Work/Education	2,751	9.3%	+ 24.3%
Use of Public Transport to Work/Education	2,828	9.6%	+ 9.4%
Use of Private Modes of transport to Work/Education	19,949	67.8%	+ 12%

Housing	2022 (Number)	2022 (%)	2016-2022 % Change
House/Bungalow	12,925	93.1%	+ 8.6%
Flat/Apartment	890	6.4%	+ 25.2%

Housing Tenure	2022 (Number)	2022 (%)	2016-2022 % Change
Owner Occupier (All)	9,973	72.2%	+ 9%
Owner Occupier with mortgage/loan	4,291	31.1%	+ 1.7%
Owner occupier Owned Outright	5,682	41.1%	+ 15.2%
Rented Private Landlord	2,217	16%	+ 3.6%
Rented Local Authority or Voluntary Body	886	6.4%	+13.9%
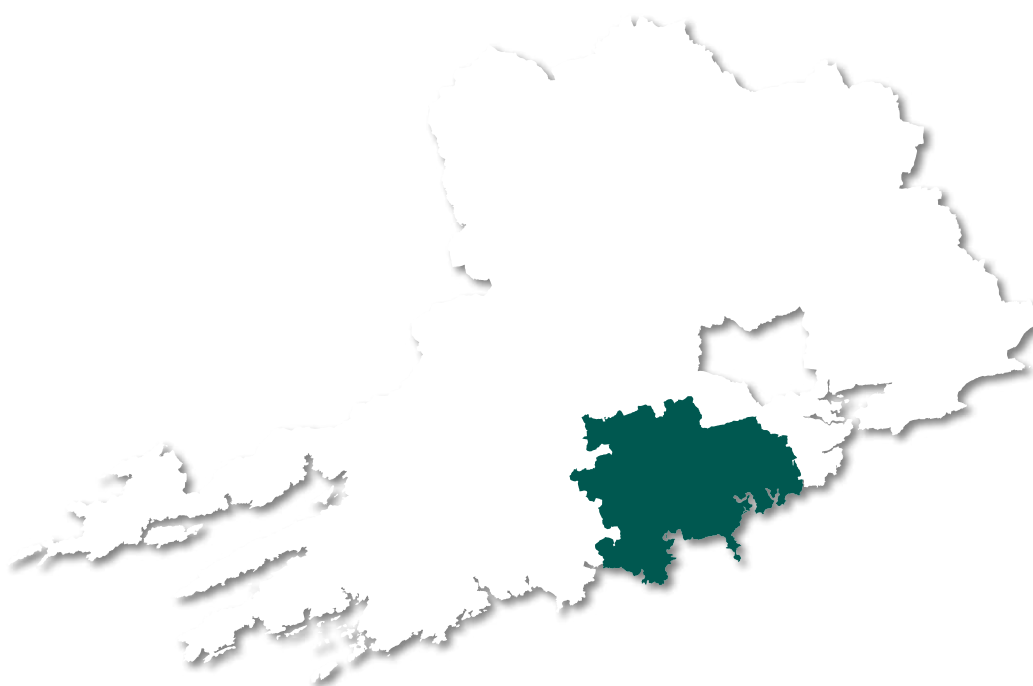
Carrigaline Municipal District

Population	2022 (Number)	2022 (%)	2016-2022 % Change
Overall	39,145	10.9%	+ 10.8%
0-14	8,726	21.8%	+ 1.7%
15-64	25,519	65.2%	+ 10.4%
65+	4,900	12.5%	+ 35%

Economic Status	2022 (Number)	2022 (%)	2016-2022 % Change
Labor Force Participation Rate	18,998	62.5%	13.5%

Industry of Employment	2022 (Number)	2022 (%)	2016-2022 % Change
Agriculture/Forestry/Fisheries	293	1.6%	- 9.6%
Building & Construction	1,096	6.1%	+ 23.7%
Manufacturing Industries	3,882	21.6%	+ 34.4%
Commerce and Trade	4,126	23%	+ 8.3%
Transport and Communication	1,506	8.4%	+ 18.6
Public Administration	788	4.4%	+ 15.4%
Professional Services	4,326	24.1%	+ 18.4%

Education	2022 (Number)	2022 (%)	2016-2022 % Change
No Formal/Primary	1,826	5.2%	- 21.7%
Lower Secondary	2,733	11.1%	- 5.7%
Upper Secondary	4,574	18.5%	+ 4.9
Apprenticeship/Technical	3,563	14.4%	- 5.5%
Lower 3rd Level	4,070	16.5%	+ 15.5%
Upper 3rd Level	7,890	31.9%	+ 41.5%
All 3rd Level	11,190	48.4%	+ 21.7%

Family Cycle	2022 (Number)	2022 (%)	2016-2022 % Change
Pre-Family	833	7.9%	+ 9.5%
Empty Nest	886	8.4%	- 3.4%
Retired	1,150	10.9%	+ 37%
Pre-school	899	8.5%	- 11.3%
Early School	1219	11.5%	- 5.1%
Pre-Adolescent	1,380	13.1%	+ 11%
Adolescent	1,361	12.9%	+ 10.1%
Adult	2,844	26.9%	+ 20.9%
Lone Parent Families	624	13.4%	- 8%

Transport	2022 (Number)	2022 (%)	2016-2022 % Change
Green Modes of Transport to Work/Education	2,576	8.8%	+ 18.9%
Use of Public Transport to Work/Education	2,006	6.9%	+ 26.1%
Use of Private Modes of transport to Work/Education	21,234	72.6%	+ 9%

Housing	2022 (Number)	2022 (%)	2016-2022 % Change
House/Bungalow	12,648	94.5%	+ 6.6%
Flat/Apartment	710		+ 24.1%

Housing Tenure	2022 (Number)	2022 (%)	2016-2022 % Change
Owner Occupier (All)	10,351	77.5%	+ 11.7%
Owner Occupier with mortgage/loan	5426	40.6%	+ 5.2%
Owner occupier Owned Outright	4,925	36.9%	+ 19.9%
Rented Private Landlord	1,713	12.8%	- 5.6%
Rented Local Authority or Voluntary Body	768	5.7%	+ 35.2%
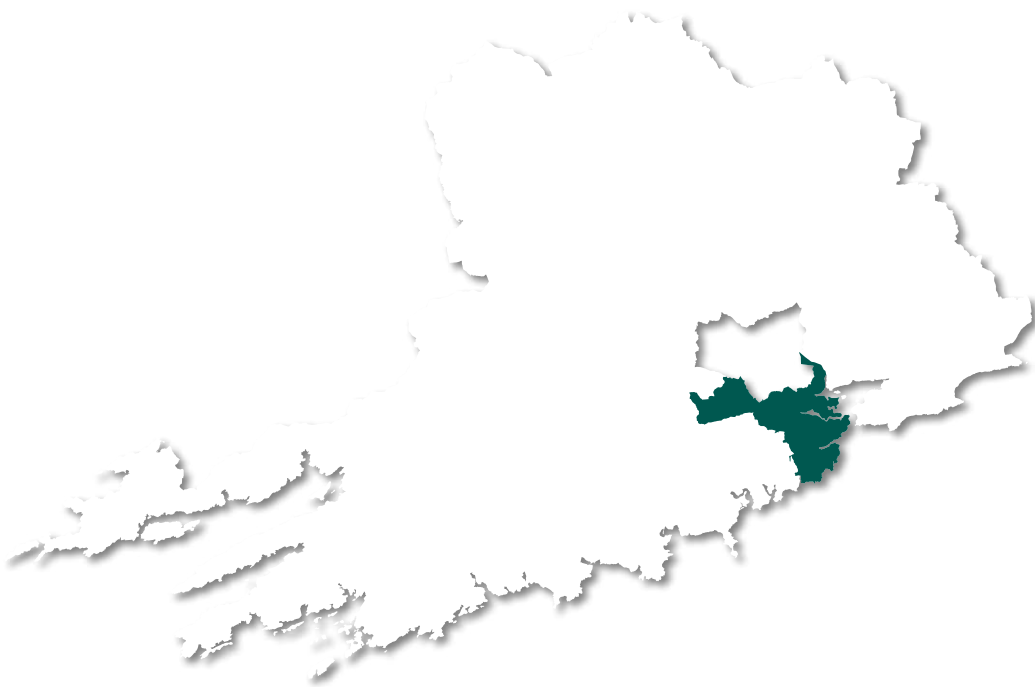
Cobh Municipal District

Population	2022 (Number)	2022 (%)	2016-2022 % Change
Overall	37,214	10.3%	+ 8.8%
0-14	8,407	22.6%	- 0.5%
15-64	24,154	65%	+ 9.2%
65+	4,653	12.5%	+ 27.8%

Economic Status	2022 (Number)	2022 (%)	2016-2022 % Change
Labor Force Participation Rate	18,189	63.1%	+ 10.6%

Industry of Employment	2022 (Number)	2022 (%)	2016-2022 % Change
Agriculture/Forestry/Fisheries	410	1.6%	- 13.1%
Building & Construction	843	4.9%	+ 29.3%
Manufacturing Industries	3,631	21.2%	+ 33.1%
Commerce and Trade	3,794	22.1%	+ 14.1%
Transport and Communication	1,469	8.6%	+16%
Public Administration	1,063	6.2%	- 3.9%
Professional Services	3,878	22.6%	+ 24.7%

Education	2022 (Number)	2022 (%)	2016-2022 % Change
No Formal/Primary	1,573	6.6%	- 12.9%
Lower Secondary	3,046	12.9%	+ 0.9%
Upper Secondary	4,560	19.3%	+ 8.7%
Apprenticeship/Technical	3,704	15.6%	- 2.2%
Lower 3rd Level	3,845	16.2%	+ 19.8%
Upper 3rd Level	6,228	26.3%	+ 44.7%
All 3rd Level	10,073	42.5%	+34.1%

Family Cycle	2022 (Number)	2022 (%)	2016-2022 % Change
Pre-Family	846	8.6%	+ 10.3%
Empty Nest	855	8.7%	+ 12.8%
Retired	1,029	10.4%	+ 30.4%
Pre-school	815	8.3%	- 18.7%
Early School	1,055	10.7%	- 27%
Pre-Adolescent	1,473	14.5%	+ 28.2%
Adolescent	1,291	13.1%	+ 17.2
Adult	2,549	25.8%	+ 19.5%
Lone Parent Families	655	14.7%	- 9.3%

Transport	2022 (Number)	2022 (%)	2016-2022 % Change
Green Modes of Transport to Work/Education	3,332	12.1%	+ 16.7%
Use of Public Transport to Work/Education	2,269	8.2%	+ 17.6%
Use of Private Modes of transport to Work/Education	18,800	68.2%	+ 12.3%

Housing	2022 (Number)	2022 (%)	2016-2022 % Change
House/Bungalow	11,909	93%	+ 10.7%
Flat/Apartment	859	6.7%	+ 21.2%

Housing Tenure	2022 (Number)	2022 (%)	2016-2022 % Change
Owner Occupier (All)	9,524	74.6%	+ 10.6%
Owner Occupier with mortgage/loan	5,075	39.7%	+ 4.4%
Owner occupier Owned Outright	4,449	34.8%	+ 18.7%
Rented Private Landlord	1,817	14.2%	- 2%
Rented Local Authority or Voluntary Body	850	6.7%	+ 29.8%
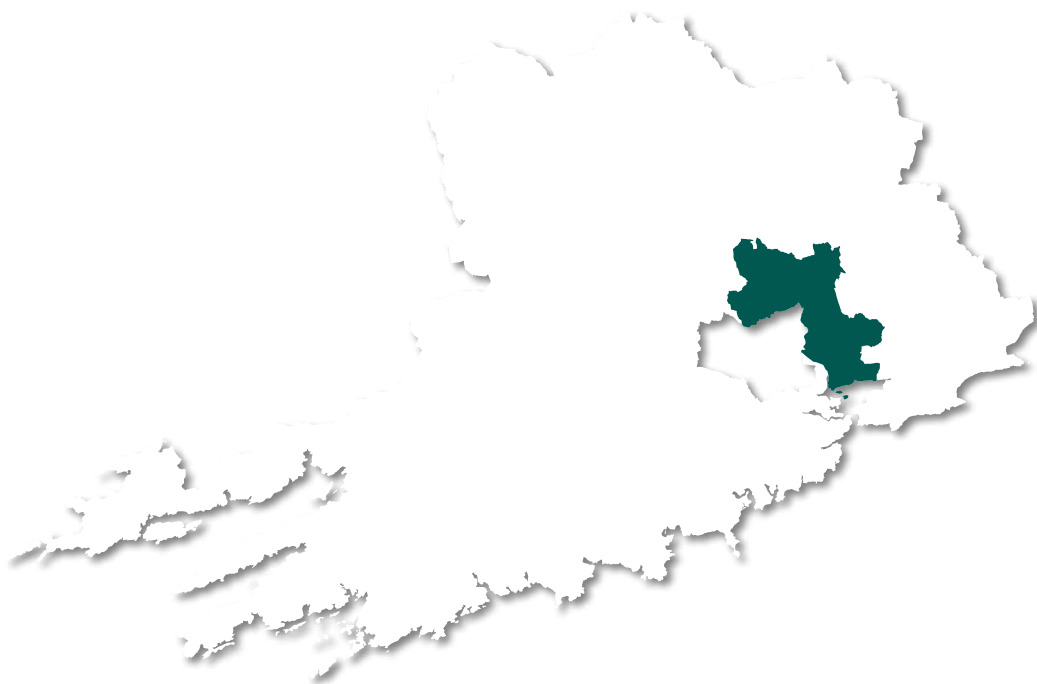
East Cork Municipal District

Population	2022 (Number)	2022 (%)	2016-2022 % Change
Overall	49,539	13.8%	+ 9%
0-14	10,894	22%	- 2.9%
15-64	31,678	63.9%	+ 11%
65+	6,967	14.1%	+ 22.4%

Economic Status	2022 (Number)	2022 (%)	2016-2022 % Change
Labor Force Participation Rate	23,698	61.3%	+ 11.3%

Industry of Employment	2022 (Number)	2022 (%)	2016-2022 % Change
Agriculture/Forestry/Fisheries	834	3.8%	- 9.2%
Building & Construction	1,321	6%	+ 31.3%
Manufacturing Industries	4,275	19.3%	+ 25.6%
Commerce and Trade	4,793	21.7%	+ 18.6%
Transport and Communication	1,540	7%	+ 17.5%
Public Administration	992	4.5%	+ 22.8%
Professional Services	5,039	22.8%	+ 19.2%

Education	2022 (Number)	2022 (%)	2016-2022 % Change
No Formal/Primary	2,553	8%	- 15.6%
Lower Secondary	4,065	12.8%	- 1.7%
Upper Secondary	5,955	18.8%	+ 8.8%
Apprenticeship/Technical	5,136	16.2%	- 2.2%
Lower 3rd Level	4,651	14.7%	+ 16.9%
Upper 3rd Level	7,619	24%	+ 44%
All 3rd Level	12,270	38.7%	+32.4%

Family Cycle	2022 (Number)	2022 (%)	2016-2022 % Change
Pre-Family	944	7.4%	- 10%
Empty Nest	1,170	9.2%	+ 3.1%
Retired	1,405	11%	+ 24.6%
Pre-school	1,059	8.3%	- 19.2%
Early School	1,380	10.8%	- 24.5%
Pre-Adolescent	1,748	13.7%	+ 9.4%
Adolescent	1,798	14.1%	+ 21.5%
Adult	3,233	25.4%	+ 26%
Lone Parent Families	953	16.7%	- 9.9%

Transport	2022 (Number)	2022 (%)	2016-2022 % Change
Green Modes of Transport to Work/ Education	3,363	9.4%	+ 21.2%
Use of Public Transport to Work/ Education	3,376	9.4%	+ 12.5%
Use of Private Modes of transport to Work/Education	24,226	67.8%	+ 11.9%

Housing	2022 (Number)	2022 (%)	2016-2022 % Change
House/Bungalow	15,941	91.4%	+ 9.4%
Flat/Apartment	1,458	8.4%	+ 21.7%

Housing Tenure	2022 (Number)	2022 (%)	2016-2022 % Change
Owner Occupier (All)	11,898	68.4%	+ 9.1%
Owner Occupier with mortgage/loan	5,666	32.6%	+ 2.8%
Owner occupier Owned Outright	6,232	35.8%	+ 15.6%
Rented Private Landlord	2,751	15.8%	- 3.3%
Rented Local Authority or Voluntary Body	1,688	9.7%	+ 12.8%

Fermoy Municipal District

Population	2022 (Number)	2022 (%)	2016-2022 % Change
Overall	38,935	10.8%	+ 6.9%
0-14	8,356	21.5%	- 1%
15-64	24,375	62.6%	+ 6.1%
65+	6,164	15.8%	+ 21.5%

Economic Status	2022 (Number)	2022 (%)	2016-2022 % Change
Labor Force Participation Rate	18,372	60.1%	+ 7.4%

Industry of Employment	2022 (Number)	2022 (%)	2016-2022 % Change
Agriculture/Forestry/Fisheries	1,607	9.4%	- 6.1%
Building & Construction	997	5.8%	+ 24%
Manufacturing Industries	3,124	18.3%	+ 20.6%
Commerce and Trade	3,792	22.2%	+ 9.7%
Transport and Communication	1,090	6.4%	+ 15.1%
Public Administration	773	4.5%	+17.3%
Professional Services	3,773	22.1%	+ 19.4%

Education	2022 (Number)	2022 (%)	2016-2022 % Change
No Formal/Primary	2,685	10.6%	- 13.2%
Lower Secondary	3,796	14.9%	- 1.1%
Upper Secondary	5,055	19.9%	- 8.1%
Apprenticeship/Technical	4,083	16.1%	- 4.9%
Lower 3rd Level	3,435	13.5%	+ 21.3
Upper 3rd Level	5,265	20.7%	+39.8%
All 3rd Level	8,700	34.2%	+31.9%

Family Cycle	2022 (Number)	2022 (%)	2016-2022 % Change
Pre-Family	717	7%	- 1.5%
Empty Nest	992	9.7%	- 0.3%
Retired	1,277	12.5%	+ 27.8%
Pre-school	842	8.3%	- 13.7%
Early School	1,039	10.2%	- 17.9%
Pre-Adolescent	1,322	13%	+ 16.3%
Adolescent	1,366	13.4%	+ 17.9%
Adult	2,624	25.8%	+ 9%
Lone Parent Families	655	15%	- 1.5%

Transport	2022 (Number)	2022 (%)	2016-2022 % Change
Green Modes of Transport to Work/Education	3,118	11.4%	+ 20.3%
Use of Public Transport to Work/Education	2,120	7.7%	+ 21.7%
Use of Private Modes of transport to Work/Education	18,895	68.9%	+ 11.2%

Housing	2022 (Number)	2022 (%)	2016-2022 % Change
House/Bungalow	13,398	95.9%	+ 8.1%
Flat/Apartment	523	3.7%	+ 15.7%

Housing Tenure	2022 (Number)	2022 (%)	2016-2022 % Change
Owner Occupier (All)	9,911	71.2%	+ 5%
Owner Occupier with mortgage/loan	4,106	29.5%	- 1.5%
Owner occupier Owned Outright	5,805	41.7%	+ 10.2%
Rented Private Landlord	1,924	13.8%	+ 3.3%
Rented Local Authority or Voluntary Body	1,290	9.3%	+ 13.9%
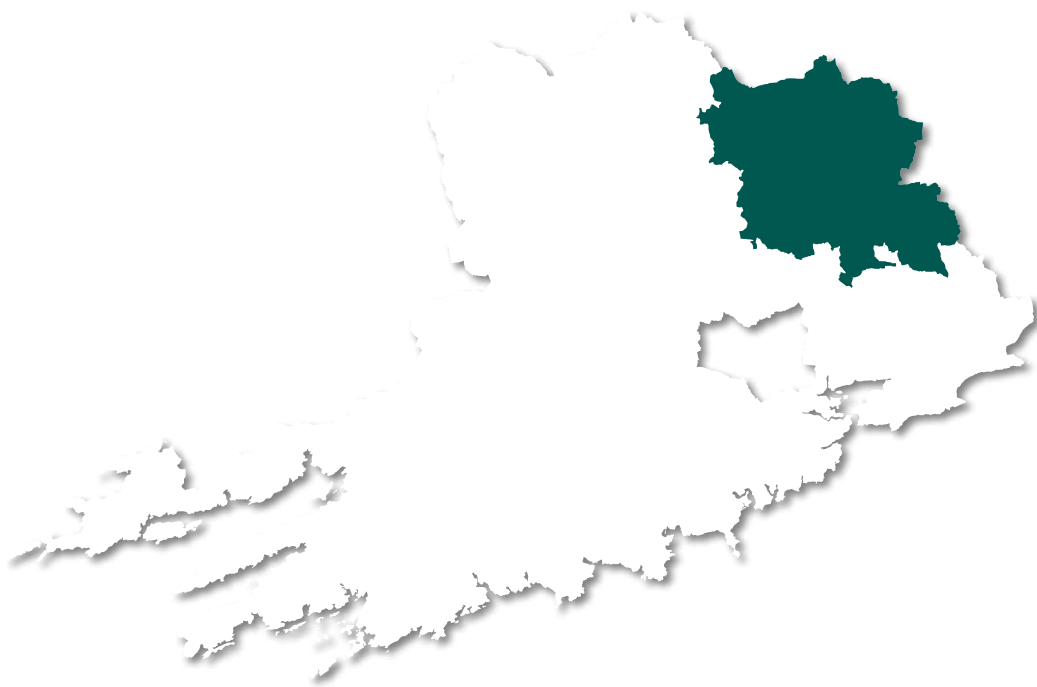
Kanturk Mallow Municipal District

Population	2022 (Number)	2022 (%)	2016-2022 % Change
Overall	58,084	16.1%	+7.4%
0-14	12,159	20.9%	+ 0.7%
15-64	36,127	62.2%	+ 6.7%
65+	9,798	16.9%	+ 20.3%

Economic Status	2022 (Number)	2022 (%)	2016-2022 % Change
Labor Force Participation Rate	27,081	59%	+ 7.8%

Industry of Employment	2022 (Number)	2022 (%)	2016-2022 % Change
Agriculture/Forestry/Fisheries	1,960	7.8%	- 13.2%
Building & Construction	1,632	6.5%	+ 15.4%
Manufacturing Industries	4,229	16.8%	+ 17.1%
Commerce and Trade	5,282	21%	+ 13.8%
Transport and Communication	1,467	5.8%	+ 9.3%
Public Administration	1,275	5.1%	+ 17.5%
Professional Services	6,397	25.4%	+ 22.2%

Education	2022 (Number)	2022 (%)	2016-2022 % Change
No Formal/Primary	4,058	10.6%	- 15%
Lower Secondary	6,196	16.2%	- 1.9%
Upper Secondary	7,388	19.3%	+ 10.1%
Apprenticeship/Technical	6,273	16.4%	- 2.2%
Lower 3rd Level	5,122	13.4%	+ 21.9%
Upper 3rd Level	7,350	19.2%	+ 36.5%
All 3rd Level	12,472	32.6%	+30.1%

Family Cycle	2022 (Number)	2022 (%)	2016-2022 % Change
Pre-Family	1,049	7%	- 0.2%
Empty Nest	1,444	9.6%	- 6.3%
Retired	1,982	13.2%	+ 28.9%
Pre-school	1,238	8.2%	- 12.3%
Early School	1,461	9.7%	- 16.6%
Pre-Adolescent	1,898	12.6%	+ 12.8%
Adolescent	1,938	12.9%	+ 8%
Adult	4,042	26.9%	+ 11.6%
Lone Parent Families	1,103	17.5%	- 1.3%

Transport	2022 (Number)	2022 (%)	2016-2022 % Change
Green Modes of Transport to Work/Education	3,784	9.4%	+ 12.9%
Use of Public Transport to Work/Education	2,719	6.7%	+ 6.3%
Use of Private Modes of transport to Work/Education	28,759	71.1%	+ 13.6%

Housing	2022 (Number)	2022 (%)	2016-2022 % Change
House/Bungalow	20,304	96.2%	+ 8%
Flat/Apartment	760	3.6%	+ 16.6%

Housing Tenure	2022 (Number)	2022 (%)	2016-2022 % Change
Owner Occupier (All)	14,907	70.8%	+ 3.5%
Owner Occupier with mortgage/loan	5,939	28.2%	- 3.1%
Owner occupier Owned Outright	8,968	42.6%	+ 7.6%
Rented Private Landlord	2,770	13.1%	+ 6.6%
Rented Local Authority or Voluntary Body	2,054	9.8%	+ 13.1%
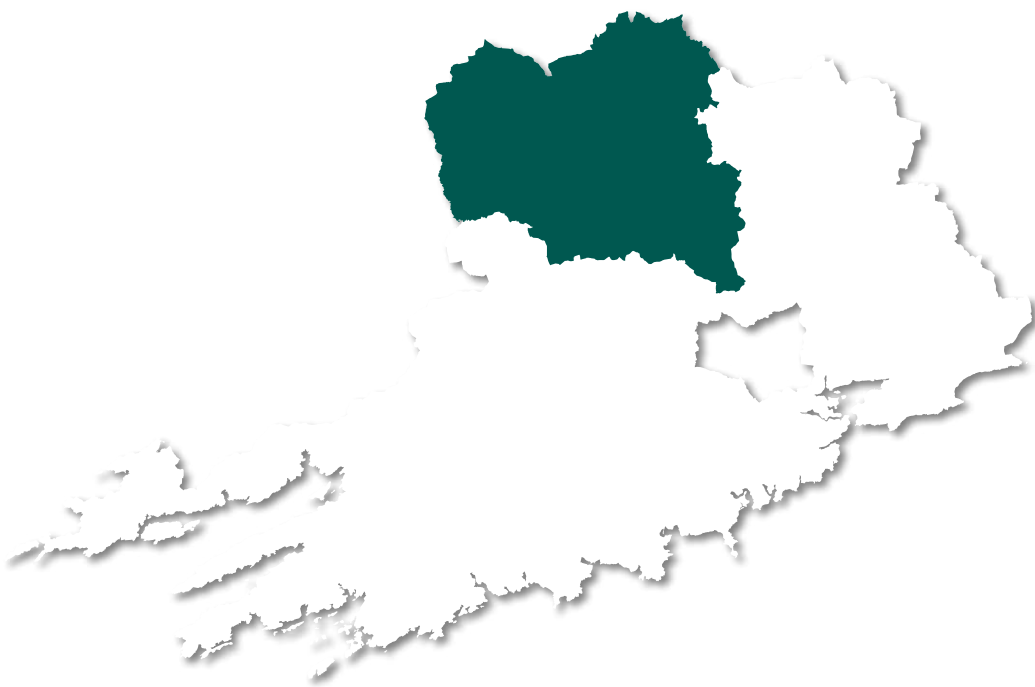
Macroom Municipal District

Population	2022 (Number)	2022 (%)	2016-2022 % Change
Overall	39,847	11.1%	+ 8.3%
0-14	8,623	21.6%	+ 3.9%
15-64	25,148	63.1%	+ 7%
65+	6,076	15.2%	+ 21.4%

Economic Status	2022 (Number)	2022 (%)	2016-2022 % Change
Labor Force Participation Rate	19,373	62%	+10.1%

Industry of Employment	2022 (Number)	2022 (%)	2016-2022 % Change
Agriculture/Forestry/Fisheries	1,484	8%	- 8.2%
Building & Construction	1,501	8.1%	+ 34.9%
Manufacturing Industries	3,197	17.3%	+22.8%
Commerce and Trade	3,778	20.5%	+ 18%
Transport and Communication	1,272	6.9%	+ 12.2%
Public Administration	958	5.2%	+ 33.1%
Professional Services	4,539	24.6%	+ 14.6%

Education	2022 (Number)	2022 (%)	2016-2022 % Change
No Formal/Primary	1,979	7.6%	- 19%
Lower Secondary	3,727	14.3%	- 2.7%
Upper Secondary	4,560	17.5%	+ 9.6%
Apprenticeship/Technical	4,206	16.1%	- 3.1%
Lower 3rd Level	3,801	14.6%	+ 21.1%
Upper 3rd Level	6,926	26.6%	+ 40.4%
All 3rd Level	10,727	41.1%	+32.9%

Family Cycle	2022 (Number)	2022 (%)	2016-2022 % Change
Pre-Family	708	6.9%	+ 2.6%
Empty Nest	854	8.4%	- 4.9%
Retired	1,277	12.5%	+ 36.4
Pre-school	908	8.9%	+ 1.2%
Early School	1,040	10.2%	- 10%
Pre-Adolescent	1,231	12%	+ 14.7%
Adolescent	1,240	12.1%	+ 9.3%
Adult	2,966	29%	+ 7.8%
Lone Parent Families	427	10%	- 1.7%

Transport	2022 (Number)	2022 (%)	2016-2022 (%) Change
Green Modes of Transport to Work/ Education	1,689	5.7%	+ 21.8%
Use of Public Transport to Work/ Education	2,195	7.4%	+12.2%
Use of Private Modes of transport to Work/Education	21,935	74.4%	+ 14.1%

Housing	2022 (Number)	2022 (%)	2016-2022 (%) Change
House/Bungalow	13,266	97.3%	+ 9.5%
Flat/Apartment	316	2.3%	+18.4%

Housing Tenure	2022 (Number)	2022 (%)	2016-2022 (%) Change
Owner Occupier (All)	10,839	79.8%	+ 7.6%
Owner Occupier with mortgage/loan	4,389	32.3%	+ 1.8%
Owner occupier Owned Outright	6,450	47.5%	+ 11.9%
Rented Private Landlord	1,395	10.3%	+ 3.4%
Rented Local Authority or Voluntary Body	584	4.3%	+ 15.6%
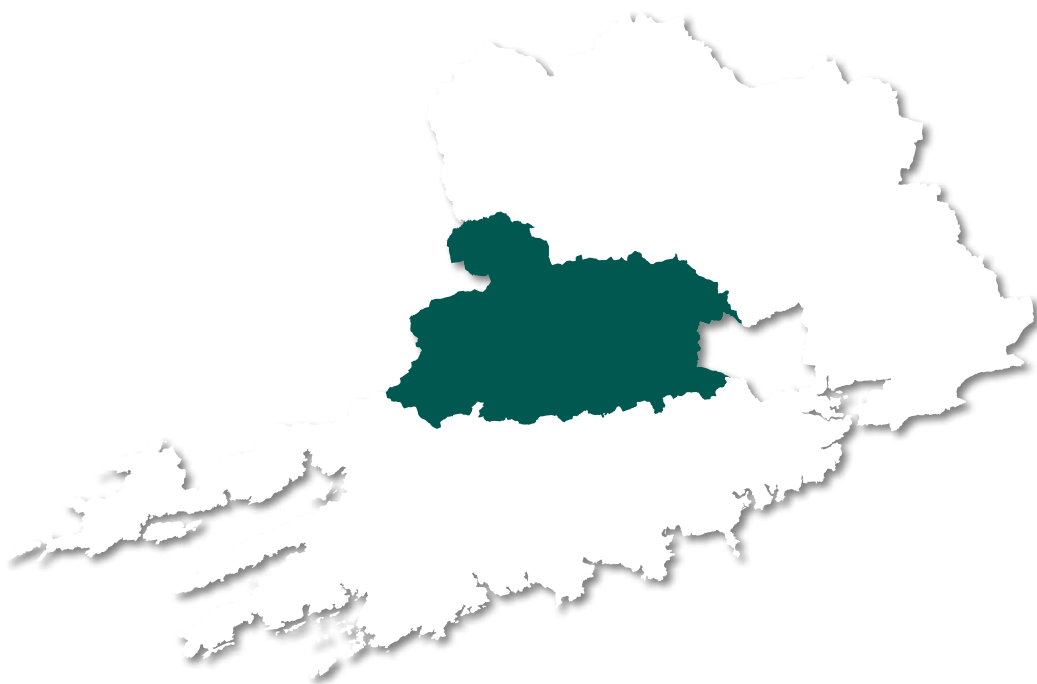
West Cork Municipal District

Population	2022 (Number)	2022 (%)	2016-2022 % Change
Overall	57,001	15.8%	+ 8.2%
0-14	10,651	18.7%	+ 0.8%
15-64	34,749	70%	+ 7.2%
65+	11,601	20.4%	+ 19.4%

Economic Status	2022 (Number)	2022 (%)	2016-2022 % Change
Labor Force Participation Rate	26,557	57.3%	+10.1%

Industry of Employment	2022 (Number)	2022 (%)	2016-2022 % Change
Agriculture/Forestry/Fisheries	2,608	10.5%	-13.2%
Building & Construction	1,854	7.5%	+ 19.8%
Manufacturing Industries	3,060	12.3%	+ 35.1%
Commerce and Trade	5,128	20.6%	+ 22.1%
Transport and Communication	1,332	5.4%	+ 12.6%
Public Administration	1,210	4.9%	+40.4%
Professional Services	5,537	23.3%	+ 8.9%

Education	2022 (Number)	2022 (%)	2016-2022 % Change
No Formal/Primary	4,065	10.2%	- 17.1%
Lower Secondary	5,753	14.5%	- 0.3%
Upper Secondary	7,070	17.8%	+ 9.4%
Apprenticeship/Technical	6,248	15.7%	- 2.5%
Lower 3rd Level	5,626	14.2%	+ 22.6%
Upper 3rd Level	8,779	22.1%	+45.3%
All 3rd Level	14,405	36.2%	+35.5%

Family Cycle	2022 (Number)	2022 (%)	2016-2022 % Change
Pre-Family	852	6%	- 0.7%
Empty Nest	1,838	12.9%	+ 4.7%
Retired	2,215	15.5%	+ 27.2%
Pre-school	989	6.9%	- 11.9%
Early School	1,270	8.9%	- 9.9%
Pre-Adolescent	1,511	10.6%	+ 7.7%
Adolescent	1,714	12%	- 2.6%
Adult	3,876	27.2%	+ 12.7%
Lone Parent Families	750	14.5%	- 12.3%

Transport	2022 (Number)	2022 (%)	2016-2022 % Change
Green Modes of Transport to Work/Education	3,763	10%	+ 11.9%
Use of Public Transport to Work/Education	2,678	7.1%	- 8.1%
Use of Private Modes of transport to Work/Education	25,367	67.1%	+ 14.2%

Housing	2022 (Number)	2022 (%)	2016-2022 % Change
House/Bungalow	20,597	94.7%	+ 9.1%
Flat/Apartment	1,063	4.9%	+ 44.8%

Housing Tenure	2022 (Number)	2022 (%)	2016-2022 % Change
Owner Occupier (All)	15,190	70.1%	+ 12.5%
Owner Occupier with mortgage/loan	4,471	20.6%	- 3.7%
Owner occupier Owned Outright	10,719	49.5%	+ 10.1%
Rented Private Landlord	3,357	15.5%	+ 9%
Rented Local Authority or Voluntary Body	1,423	6.6%	+ 12%
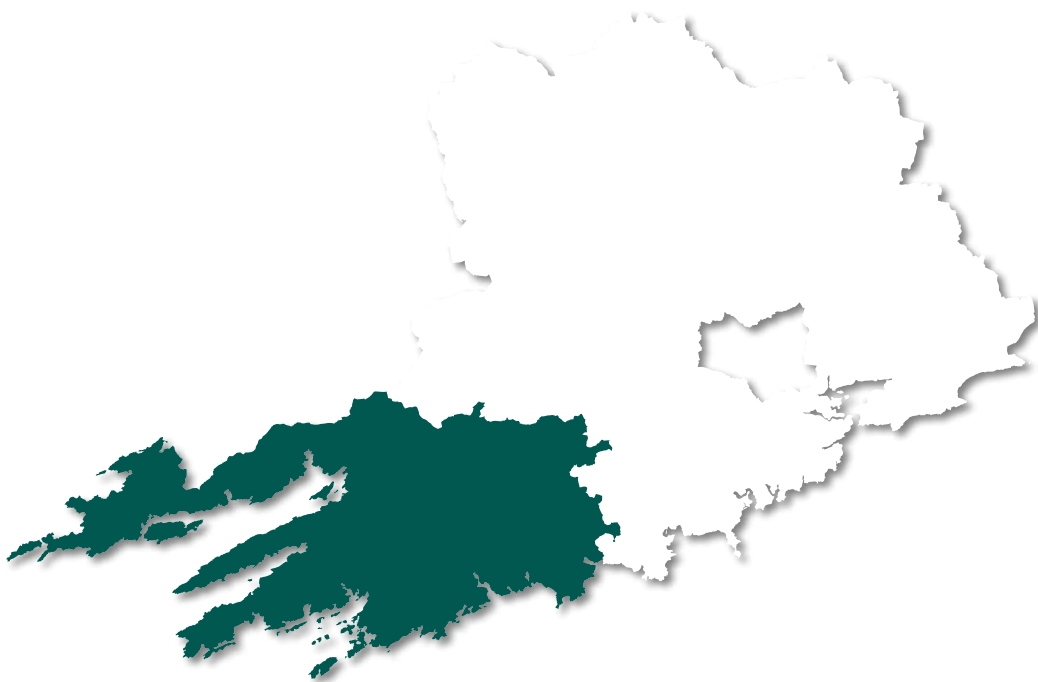
Appendix 3 - Public Sector Equality and Human Rights Duty

The Public Sector Equality and Human Rights Duty ('the Duty'), as outlined under Section 42 of the Irish Human Rights and Equality Commission Act 2014 requires public bodies to provide services in a non-discriminatory way, promote equality of opportunity, and protect the human rights of our staff and service users. Equality and human rights are at the heart of how Cork County Council operates and underpin the delivery of services across the organisation.

As part of the Duty, Cork County Council is required to set out in this Corporate Plan an assessment of the human rights and equality issues we believe to be relevant, and the policies, plans and actions proposed and in place to address these issues.

Assess

Cork County Council has conducted an initial assessment of the human rights and equality issues, facing the following groups:

- People covered by the nine grounds under equality legislation: gender, civil status, family status, age, sexual orientation, disability, race, religion, and membership of the travelling community;
- People at risk of poverty and social exclusion; and
- Rights-holders under the various human rights instruments relevant to the functions and purpose of Cork County Council.

This assessment is based on consultation carried out with staff, including senior management, elected members, and the public, as well as on a review of relevant national policy, national research.

The issues identified in this initial assessment were as follows:

- Accessibility and Equality for All.
- Need for increased services and outreach in all areas to help with integration of international protection applicants;
- Plan services taking into account the County's changing demographic;
- Continue to improve services for children and young people;
- Better access to Public Buildings;
- Improved communication and services for rural communities;
- Rural isolation, lack of transport and services;
- Zero tolerance for racism, discrimination and abuse;
- Equality in the provision of Housing;
- Proportionate representation of groups within Cork County Council staff;
- Clear communication in a variety of methods;
- Continue the good work of the Local Authority Integration Teams.

These issues are categorised into 5 key areas: Access to Housing and Accommodation; Disability Inclusion; Social and Economic Disparities; Equality, Racism and Discrimination; Age-Friendly Policies.

Address

This Corporate Plan sets out the vision for an inclusive Cork County motivated by our key values which include a commitment to Inclusion, Fairness, Progressiveness, and Respect.

This commitment is realised through our existing policies and actions and will be further strengthened through our response to the findings of this initial assessment, which are detailed below.

In addition to the specific actions identified below, Cork County Council is committed to creating and implementing a comprehensive plan to ensure that equality and human rights for our staff and service users continue to be prioritised across the organisation.

The objectives and actions of the Corporate Plan provide a framework for our continued response to the equality and human rights issues identified, and specific actions will be implemented through Annual Service Delivery Plans, reinforced by targeted plans and strategies, such as the Age Friendly Strategy, and the Traveller Accommodation Programme.

Key Area 1: Housing

Relevant Human Rights and/or Equality Issues
- Access to adequate Housing is a fundamental human right under the international covenant on Economic, Social and Cultural Rights (ICESCR).
- Vulnerable Groups, including Travellers, international protection applicants, and people experiencing homelessness may face discrimination.
- Failure to meet housing needs exacerbates inequalities and limits opportunities for marginalised groups.

Policies/Actions in Place
- Housing for All – A New Housing Plan for Ireland (2021)
- Cork County Council allocation scheme
- Housing Act 1988
- The Housing (Traveller Accommodation) Act 1998
- Local Authority Integration Teams
- Data collection and monitoring on service delivery and equality outcomes
- Traveller Accommodation Programme 2025-2029
- Local Traveller Accommodation Consultative Committee
- Healthy Age-Friendly Homes Programme
- National Disability and Inclusion Strategy
- Part M of the building Regulations in design of Housing Schemes

Potential Gap(s)
- Additional public data for assessing the impact of interventions.

Policies/Plans/Actions to be put in Place
- Conduct further public consultation on human rights and equality issues in the provision of housing.
- Use consultation and service delivery data to evaluate the impact of interventions.

Responsible Directorates/Business Units
- Housing Directorate
- Corporate Services Directorate
- Information and Communication Technology Directorate
- Service Design Team

Key Area 2: Disability Access and Inclusion

Relevant Human Rights and/or Equality Issues
- Persons with disabilities often encounter barriers to accessing public services and spaces.
- Cork County Council has obligations under the UN Convention on the Rights of Persons with Disabilities (UNCRPD).
- Irish Human Rights and Equality Commission Act, 2014 mandates local authorities to promote equality and protect human rights in their workplace.
- Inadequate planning and resources can lead to systemic exclusion.

Policies/Actions in Place
- Cork Council Strategic Plan for Housing People with Disabilities
- Cork County Council accessible publishing guidelines.
- Design Manual for Urban Roads and Streets: Roads, footpaths and public spaces are designed following universal design principles, ensuring they are usable by people of all ages and abilities without the need for adaptation.
- County Development Plan supports the delivery of accessibility for all.
- Cork County Council provides reasonable accommodations for employees and service users with disabilities.
- Equality Officer in place: Support for employees with disabilities, promotion of employment of people with disabilities, compliance with part 5 of the Disability Act.
- Cork County Library and Arts Service Development Plan 2020-2025.
- Training for Library staff includes deafness awareness training with the Irish Deaf Society, and Irish Sign Language Training.
- Provision of sensory equipment and technologies in libraries including C-Pens, sensory pods and comfort kits.
- Accessibility guidelines for Libraries – covering everything from governance to physical space.

Potential Gap(s)
- Access Officer role in accordance with Section 26(2) of the Disability Act, 2005 to be reviewed.
- Data for assessing potential disparities in access and the provision of services.
- Internal awareness of accessible publishing guidelines.

Policies/Plans/Actions to be put in Place
- Review and designate additional Access Officer roles if required, in accordance with Section 26(2) of the Disability Act, 2005.
- Engage directly with groups such as the PPN, Irish Wheelchair Association, National Disability Authority, and the National Council for the Blind.
- Conduct public consultation.
- Use consultation and service delivery data to identify inequalities and evaluate the impact of interventions.
- Audit buildings, facilities, and online services to highlight gaps in compliance with accessibility standards.
- Invest in technology and infrastructure to improve access for persons with disabilities.

Responsible Directorates/Business Units

- Roads, Transportation and Area Services Directorate
- Capital Delivery and Asset Management Directorate
- Community Tourism & Rural Development Directorate
- Human Resource Management Directorate
- Corporate Services Directorate
- Access Officer(s)
- County Library and Arts Service
- Facilities
- Performance & Governance Unit

Mobile Library West Cork

Key Area 3: Social and Economic Disparity

Relevant Human Rights and/or Equality Issues
- Potential disparities in access to services for minorities and socio-economically disadvantaged groups.
- The Equal Status Acts 2000-2018 prohibit discrimination in access to goods, services, and education on several grounds.
- Unequal service delivery perpetuates cycles of poverty and exclusion.
- Climate Vulnerability: Vulnerable communities require particular attention to enhance their resilience against climate impacts.

Policies/Actions in Place
- Local Economic and Community Plan 2024-2030
- Social Inclusion and Community Activation Programme 2024-2028
- Public Participation Network
- Cork County Council Climate Action Plan 2024-2029
- Community Climate Action Programme (CCAP)
- Social Inclusion, Community and Rural Development Strategic Policy Committee
- Cork County Library Development Plan
- Free library membership providing access to a vast national repository of print and digital resources for education, information and personal development.
- Period Poverty initiative to provides free sanitary products across our network of 25 branch libraries and 4 mobile libraries.

Potential Gap(s)
- Data for assessing potential disparities in the provision of services.

Policies/Plans/Actions to be put in Place
- Promote internal awareness of unconscious bias and systemic discrimination.
- Engage directly with groups such as the PPN, Social Justice Ireland, TASC.
- Conduct detailed assessment through public consultation and engagement with service provision to identify any gaps and propose specific solutions.
- Review potential to expand free sanitary products to additional public offices.

Responsible Directorates/Business Units
- Corporate Services Directorate
- Service Design Team
- Information and Communication Technology Directorate
- Community, Tourism & Rural Development Directorate
- Climate Action and Emergency Services Directorate
- County Library and Arts Service

Key Area 4: Equality, Racism and Discrimination

Relevant Human Rights and/or Equality Issues

- Racism and xenophobia remain significant challenges for minority ethnic groups and migrants potentially facing barriers to integration and equitable treatment.
- The National Action Plan Against Racism (NAPAR) outlines a strategic framework to combat racism, which local authorities are key to implementing.
- Discrimination undermines social cohesion and violates equality principles.
- Gender inequality generally and especially in representation amongst elected members.

Policies/Actions in Place

- National Action Plan Against Racism
- Equal Status Acts 2000-2018
- Employment Equality Acts 1998-2015
- Dignity at Work Policy and procedure
- Local Authority Integration Team
- Equality Officer
- Women's Caucus
- Cork County Library Development Plan 2020-2025
- Social Inclusion, Community and Rural Development Strategic Policy Committee
- National Traveller and Roma Inclusion Strategy II 2024-2028
- Training for Library staff includes literacy awareness training with NALA, and Traveller Culture Awareness Training (TCAT).
- Engagement with new communities to deliver targeted programmes.
- New Start literacy programme to support children with literacy issues or children who are learning English.
- Social Prescribing workshops in libraries.
- Commitment in Collection Development Plan to providing diverse and representative collections – actioned through events like LGBT book clubs in libraries.
- Library working groups engage directly with marginalised people and are in regular contact with representative organisations and service providers.
- Abusive Behaviour Report Form
- Training on Prevention & Management of Difficult & Aggressive Behaviour
- Policy on Unacceptable Customer Behaviour

Potential Gap(s)

- Data for assessing potential disparities in the provision of services.
- Data on incidents of racism/xenophobia/sexism to which staff may be subjected.

Policies/Plans/Actions to be put in Place

- Conduct detailed assessment of service provision to identify any issues and propose specific solutions.
- Conduct detailed staff surveys/consultation to identify incidents and propose specific mitigations.
- Review and strengthen existing policies.

Responsible Directorates/Business Units

- Human Resource Management Directorate
- Local Authority Integration Team
- Customer Contact Centre
- Community, Tourism and Rural Development Directorate
- County Library and Arts Service
- Corporate Services Directorate
- Service Design Team
- Information and Communication Technology Directorate

Key Area 5: Age-Friendly Policies

Relevant Human Rights and/or Equality Issues
- Older people can face difficulties accessing essential public services and infrastructure due to physical, digital, and financial barriers.
- Public spaces and transportation may not be accessible for individuals with mobility issues.
- Increasing reliance on digital technologies for accessing services disproportionately impacts older populations, who may lack the skills or resources to engage with digital platforms.
- Isolation.

Policies/Actions in Place
- Older People's Council
- Cork County Council Age-Friendly Strategy
- Healthy Age-Friendly Homes Programme
- Housing Adaptation Grants
- Child Protection Officer and Mandated Persons, under Children First Act 2015
- Child Protection Policy
- Comhairle na nÓg
- Social Inclusion, Community and Rural Development Strategic Policy Committee
- Cork County Library Development Plan 2020-2025
- Mobile Library strategy ensures that older people and schoolchildren living in rural and isolated areas remain connected to the service across over 300 service points.
- Each Library has Achieved Age-Friendly Status and has a dedicated Age-Friendly Champion
- Digital Literacy programme in Libraries to address digital exclusion and low levels of digital skills particularly among older adults.

Potential Gap(s)
- Data for assessing potential disparities in the provision of services.

Policies/Plans/Actions to be put in Place
- Conduct detailed assessment of/consultation on service provision to identify any issues and propose specific solutions.
- Review and strengthen existing policies.
- Design public spaces and buildings to accommodate older individuals.
- Offer non-digital alternatives to ensure equal access to services.

Responsible Directorates/Business Units
- Corporate Services Directorate
- Service Design Team
- Community, Tourism and Rural Development Directorate
- Capital Delivery and Asset Management Directorate
- Roads, Transportation and Area Services Directorate
- County Library and Arts Service

Reporting and Review
Cork County Council will integrate the specific actions identified above into the Annual Service Delivery Plan and will report on progress through our Annual Reports. The actions identified here will be subjected to ongoing review and will be updated and amended as required. This commitment reflects our dedication to fostering a fair, inclusive, and progressive community for all residents and service users.

Appendix 4 - Relevant Policies and Strategies

2030 Agenda for Sustainable Development

20-Year Strategy for the Irish Language 2010-2030

Action Plan for Disability Services 2024-2026

Adapt Intelligently: A Strategy for Sustainable Growth and Innovation 2025-29

Better Public Services – Public Services Transformation 2030 Strategy

Bioeconomy Action Plan 2023-2025

Building Future Skills: The Demand for Skills in Ireland's Built Environment Sector to 2030

Building Regulations (Part M Amendment) Regulations 2022

Children First Act 2015

Clean Air Strategy for Ireland

Connecting Government 2030 (A Digital and ICT Strategy for Ireland's Public Service)

Connecting Ireland: Rural Mobility Plan

Cork City, Harbour and East Cork Destination and Experience Development Plan

Cork County Age-Friendly Strategy 2024-2028

Cork County Council Climate Action Plan 2024-2029

Cork County Council Customer Service Strategy

Cork County Council Healthy Ireland Strategy 2021-2024

Cork County Council Housing Allocation Scheme

Cork County Council Housing Delivery Action Plan 2022-2026

Cork County Council Major Emergency Plan

Cork County Council Strategic Plan for Housing People with Disabilities

Cork County Council Traveller Accommodation Programme 2025-2029

Cork County Development Plan (CDP) 2022-2028

Cork County Library Service Development Plan 2020-2025

Cork County Local Economic and Community Plan (LECP) 2024-2030

Cork County PPN's Vision for Community Wellbeing

Cork Education and Training Board Strategy Statement 2022-2026

Cork Metropolitan Area Transport Strategy 2040

County Cork Creative Ireland Culture and Creativity Strategy 2023-2027

Creative Ireland Programme

Culture 2025 - a National Cultural Policy Framework to 2025

Delivering Effective Climate Action 2030

Department of the Taoiseach Climate Action Roadmap 2023

Design Manual for Urban Roads and Streets

Digital for Good: Ireland's Digital Inclusion Roadmap

Disability Act 2005

Economic Recovery Plan 2021

Electric Vehicle Charging Infrastructure Strategy 2022-2025

Embracing Ireland's Outdoors- National Outdoor Recreation Strategy 2023-2027

Employment Equality Acts 1998-2015

Energy Security in Ireland to 2030

Enterprise 2025 Renewed: Building resilience in the face of global challenges (2018)

Equal Status Acts, 2000-2018

EU Biodiversity Strategy for 2030

EU Directive on the Management of Flood Risk

EU Drinking Water Regulations 2023

EU Energy Performance of Buildings Directive

EU Floods Directive

EU Habitats Directive

EU Water Policy (Amendment) Regulations 2022

A Framework for Major Emergency Management

Future FET: Transforming Learning The National Further Education and Training (FET) Strategy

Get Ireland Active – The National Physical Activity Plan for Ireland (2016)

Green Public Procurement Strategy and Action Plan 2024-2027

Harnessing Digital: The Digital Ireland Framework

Healthy Ireland – A framework for improved health and wellbeing, 2013-2025 (2013)

Healthy Ireland Strategic Action Plan 2021–2025 (2021)

Healthy-Age Friendly Homes Programme

Heritage Ireland 2030

Housing (Traveller Accommodation) Act 1998

Housing Act 1998

Housing First National Implementation Plan 2022-2026

Housing for All – A New Housing Plan for Ireland (2021)

Ireland's 4th National Biodiversity Action Plan 2023-2030

Ireland's Forest Strategy (2023 – 2030)

Ireland's National Energy and Climate Plan 2021-2030

Ireland's Road Haulage Strategy 2022-2031

Irish Human Rights and Equality Commission Act, 2014

Leading in a changing world: Strategy 2022–2024 (2022)

Local Enterprise Offices Policy Statement 2024-2030

Local Government Act 2001

Local Government Code of Governance

Local Government Reform Act 2014

Long Term Strategy on Greenhouse Gas Emission Reductions

Master Cooperation Agreement with Uisce Éireann

National Action Plan Against Racism

National Artificial Intelligence Strategy

National Broadband Plan

National Cycle Network Plan

National Housing Strategy for Disabled People 2022-2027

National Investment Framework for Transport in Ireland

National Planning Framework (NPF)

National Road EV Charging Network Plan 2024-2030

National Smart Specialisation Strategy for Innovation 2022-2027

National Strategic Plan for Sustainable Aquaculture Development 2030

Zero Tolerance-Third National Strategy on Domestic, Sexual and Gender-based Violence 2022-2026

National Sustainable Mobility Policy

National Traveller and Roma Social Inclusion Strategy 2024-2028

NOAC Performance Indicator Reports

North Cork Destination and Experience and Development Plan (in development)

OECD Skills Strategy Ireland

Open Data Strategy 2023-2027

Our Living Islands: National Islands Policy and Action Plan

Our Rural Future- Rural Development Policy 2021-2025

Powering Prosperity: Ireland's Offshore Wind Industrial Strategy

Procurement Guidance for Public Bodies: Reducing Embodied Carbon in Construction

Project Ireland 2040

Public Sector Duty Assessment and Action Plan 2024 – 2026

Public Service Agreement 2024-2026

Public Service Apprenticeship Plan

Public Spending Code

Regional Spatial and Economic Strategy (RSES) for the Southern Region

Renewable Transport Fuel Policy 2023-2025

Road Safety Strategy 2021-2030

Roadmap for Social Inclusion 2020-2025: Ambitions, Goals, Commitments

Safe Routes to School Programme

Social Enterprise in Ireland: A baseline data collection exercise

South Coast Designated Maritime Area Plan (DMAP) Proposal

South-West Regional Enterprise Plan

Strategic Framework for Workforce Planning

Sustainable Residential Development and Compact Settlements Guidelines for Planning Authorities

The Library is the Place: Information, Recreation, Inspiration- National Public Library Strategy 2023-2027

Tourism Policy Framework 2025-2030

Towards a Learning Region – Southern Regional Assembly

Towards a Smart Southern Region - Southern Regional Assembly

Town Centre First: A Policy Approach for Irish Towns

Town Centre First Regeneration Plan for Skibbereen

Understanding life in Ireland – The Wellbeing Framework 2023

Water Action Plan 2024: A River Basin Management Plan for Ireland

Water Services Policy Statement 2024-2030

Waste Action Plan for a Circular Economy- Ireland's National Waste Policy 2020-2025

West Cork and Kenmare Destination and Experience Development Plan

Young Ireland: National Policy Framework for Children and Young People 2023-2028

Zero Emissions Vehicles Ireland

Appendix 5 - Service Level Agreements and Shared Services

Road Management Office (RMO) Consortium

Transport Infrastructure Ireland (TII)

National Transport Authority (NTA)

Public Lighting Energy Efficiency Project (PLEEP) Lead Authority

SLA with OPW for the maintenance and operation of completed flood relief schemes

Master Co-operation Agreement with Uisce Éireann (MCA)

Local Authority Waters Programme (LAWPRO)

Climate Action Regional Office (CARO)

Climate Action Charter with all of Government

Waste Enforcement Regional Lead Authority (WERLA)

Fire Services Agreement with Cork City Council

Environment and Water SLA with Cork City Council

Veterinary Food Safety Laboratory, SLA with the Department of Agriculture, Food and Marine

Local Enterprise Offices SLA with Enterprise Ireland

Regional Enterprise Plan SLA with Enterprise Ireland

National Shared Library Services

National Payroll and Superannuation Shared Service

Regional Training Centre, Local Authority Services National Training Group (LASNTG)

Healthy Age Friendly Homes SLA with Meath County Council

Heritage Officer SLA with the Heritage Council

Comhairle Contae Chorcaí
Cork County Council

Comhairle Contae Chorcaí

Cork County Council

CORPORATE PLAN **|** 2025 - 2029

Comhairle Contae Chorcai
Cork County Council