



Annual Service Delivery Plan Objectives 2023

Principle Service	Corporate Plan Theme One	Corporate Plan Objective One	Corporate Plan Theme Two	Corporate Plan Objective Two	ASDP Objective	Performance Standard	Performance Indicator
<b>Corporate Services - 19 Objectives</b>							
Irish Office/Oifig na Gaeilge	1. Our People	1.1 Develop	8. Communications	8.3 Brand Identity	Promote greater use of the Irish Language and the role of the Irish Officer	Irish classes roll out 2023 to Staff offering 4 ability levels. Enhance support of 2 Gaeltacht areas	Not Applicable
Elected Members	1. Our People	1.7 Enhance	7. Governance and Democracy	7.5 Enabling Elected Members	Develop and support the democratic role of the elected members	Democratic role of Elected Members supported and developed	Not Applicable
Facilities	1. Our People	1.8 Health & Safety	6. Service Quality	6.5 Benchmark	Retaining the ISO 50001:2018 Energy Management System certification	Effectively manage use of the utility supplies & comply with statutory regulations	Not Applicable
Service Transformation Team	2. Strong Inclusive Communities	2.10 Accessibility	6. Service Quality	6.1 Service Design	Accessibility and Inclusion. Optimise online services for everyone, integrate online services with the website, verify adherence to legislation and NDA accessibility guidelines	New yourcouncil.ie homepage Verification of adherence to latest accessibility standards	Not Applicable
Property Procurement, Sale & Leasing Agent	5. Capacity for Growth	5.5 Housing	2. Strong Inclusive Communities	2.1 Vibrant Towns	Support & assist the Housing Directorate in achieving the Departmental targets for Social Housing	Departmental targets to be achieved by December 2023	Not Applicable



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Service Transformation Team	6. Service Quality	6.2 Digital Transformation	6. Service Quality	6.1 Service Design	Support the Public Service Digital Strategy of getting 80% of services online by 2030, seeking out opportunities for digitisation and for cost and carbon savings etc	Additional 50 new online services delivered Cost and Carbon savings reported	Not Applicable
Major Emergency/Severe Weather	6. Service Quality	6.8 Engage	8. Communications	8.2 Collaboration	Collaborate with directorates and government bodies to provide a high quality level of response to call answering service during major weather events	Deliver on Council's major emergency plan	Not Applicable
Customer Services	6. Service Quality	6.8 Engage	8. Communications	8.2 Collaboration	Collaborate with directorate to Provide an effective and professional and high quality customer service level, in the Contact Centre and the Main Switch	ongoing	Not Applicable
Irish Office/Oifig na Gaeilge	6. Service Quality	6.9 Deliver	8. Communications	8.4 Engagement	Ensure compliance with Languages Act, including the Languages Act 2021, and CCC's Irish Language Scheme	Compliance with all legislation. Close out all issues raised through ICO.	Not Applicable
Electoral Register	7. Governance and Democracy	7.1 Democracy	7. Governance and Democracy	7.5 Enabling Elected Members	Franchise and Electoral register maintained and up to date	Register is fully up to date	Not Applicable
Audit Committee	7. Governance and Democracy	7.2 Governance	7. Governance and Democracy	7.6 Internal Audit And Audit Committee	Minimum 5 Audit Committee review meetings in 2023	Review 5 directorates	Not Applicable
Corporate Risk Management	7. Governance and Democracy	7.2 Governance	7. Governance and Democracy	7.3 Risk Management	Ensure compliance with legislation on FOI and other governance requirements and support risk management	Ensure maximum compliance with all relevant legislation	Not Applicable



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Corporate Risk Management	7. Governance and Democracy	7.3 Risk Management	7. Governance and Democracy	7.2 Governance	Implement Council's Risk Management Policy through the Risk Oversight Committee (ROC)	Minimum 6 ROC meetings. Ongoing training for DOS/HoF and Risk liaisons	Not Applicable
Internal Audit	7. Governance and Democracy	7.6 Internal Audit And Audit Committee	6. Service Quality	6.4 Business & Service	Maintain and support the Audit Tracker System and ensure governance requirements are met	DOS sign off Quarterly Follow up 100% of High Priority and 40% medium Priority recommendations	Not Applicable
Internal Audit	7. Governance and Democracy	7.6 Internal Audit And Audit Committee	6. Service Quality	6.4 Business & Service	Meet report delivery objectives of Audit Committee based on agreed Audit Plan 2023	Deliver 3 Reports at each Audit Committee Meeting	Not Applicable
PR/Publicity	8. Communications	8.1 Plan	8. Communications	8.2 Collaboration	Embed the Corporate Communications and Marketing Strategy	Create planned content, aligned with corporate objectives, covered by media, website, social media	C3B: Total number of website and social media followers at end 2023
PR/Publicity	8. Communications	8.3 Brand Identity	8. Communications	8.4 Engagement	Embed the Council's brand book and strengthen the Council's brand identity	Ensure the organisation adopts best practice principles to the application of the Council's brand	Not Applicable



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Service Transformation Team	9. Innovation	9.1 Innovation & Design	9. Innovation	9.3 Business Intelligence	Advance work of the Innovation Working Group and Strategy, improving communication across the Council, deliver more strategic use of data and services	Four IWG meetings Innovation Strategy developed BI dashboards for staff and public	Not Applicable
Service Transformation Team	9. Innovation	9.1 Innovation & Design	6. Service Quality	6.1 Service Design	Promote the design principles for government by using them in our service design projects, attending or arranging design events and sharing our experience in service design with staff and the public	Design Principles integrated into design process Team participation in four design events	Not Applicable

County Engineers and Water Services - 9 Objectives

Property Activation & Regeneration Unit	2. Strong Inclusive Communities	2.1 Vibrant Towns	5. Capacity for Growth	5.2 Urban Regeneration	Develop & implement process for management of strategic derelict and vacant properties. Develop proposals for 3rd round URDF grants & manage delivery of projects.	Continued delivery of pilot projects.	Not Applicable
Capital Projects Office - Water Infrastructure Design	3. Sustained Economic Vibrancy	3.5 A Base For Investment	4. Climate and Environment	4.4 Sustainable Communities	Comply with Service Level Agreement, Annual Service Plan and Uisce Éireann Protocols, agreed with Uisce Éireann, for the efficient delivery of cost effective Water Services Capital Projects.	Maintain overall rating for delivery of the Uisce Éireann ASP as achieved in 2022	Not Applicable
Capital Projects Implementation Unit	3. Sustained Economic Vibrancy	3.5 A Base For Investment	2. Strong Inclusive Communities	2.1 Vibrant Towns	Coordinate and manage delivery of the Social Sustainability Investment Programme through the agreed structures and protocols.	Project approvals progressed & recorded and overall monitoring of programme & spend in compliance	Not Applicable



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Coastal Management & Flood Projects	4. Climate and Environment	4.3 Natural Assets	3. Sustained Economic Vibrancy	3.10 Marine Assets	Flood Projects-Progress OPW funded major & minor flood schemes. Finalise SLA with OPW & agree associated costs. Coastal Projects-Complete delivery of BALAMI projects.	Major & minor projects-100% recoupment by year end	Not Applicable
Wastewater Operations	4. Climate and Environment	4.5 Water	6. Service Quality	6.4 Business & Service	Comply with the Service Level Agreement, Protocols and Annual Service Plan agreed with Uisce Éireann to provide effective wastewater treatment and collection system	Maintain overall rating for delivery of the Uisce Éireann ASP as achieved in 2022	Not Applicable
Rural Water	4. Climate and Environment	4.5 Water	5. Capacity for Growth	5.3 Rural Regeneration	Continue to support Group Scheme development in the county and ensure timely application for grant support to individual group schemes, individual well grants and payment of subsidies.	Maintain 2022 GWS grant support. Prepare & submit MARWP 2022-2024 bids. Process 80% DWG in 6 weeks.	W1: % of Private Drinking Water Schemes in compliance with statutory requirements in respect of the monitoring of the quality of private drinking water supplies during 2023
Drinking Water Operations	4. Climate and Environment	4.5 Water	6. Service Quality	6.4 Business & Service	Comply with the Service Level Agreement, Protocols and Annual Service Plan agreed with Uisce Éireann to ensure availability of drinking water in compliance with Drinking Water Regulations	Maintain overall rating for water quality under the Uisce Éireann ASP	Not Applicable
Small private schemes Water Quality	4. Climate and Environment	4.5 Water	6. Service Quality	6.5 Benchmark	Update of small private schemes database and adoption of a suitable risk approach to ongoing monitoring	Maintain register in co-operation with the Environment Dept.	W1: % of Private Drinking Water Schemes in compliance with statutory requirements in respect of the monitoring of the quality of private drinking water supplies during 2023



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Public Water Services	6. Service Quality	6.4 Business & Service	6. Service Quality	6.9 Deliver	Facilitate the transfer of direct management of public water services operations and capital projects to Uisce Éireann	Handover of direct management to UÉ without any impact on the service delivery to the public.	Not Applicable
<b>County Solicitors - 7 Objectives</b>							
Representing the Council in different statutory processes, e.g arbitrations and oral hearings	6. Service Quality	6.4 Business & Service	7. Governance and Democracy	7.4 Business, Service & Systems	Represent the Council in an effective and professional manner in statutory processes.	Professional standard.	Not Applicable
Provision of legal service to Municipal Districts	6. Service Quality	6.4 Business & Service	7. Governance and Democracy	7.4 Business, Service & Systems	Provide legal advice in a timely and effective manner.	Professional standard.	Not Applicable
High Court, Circuit Court and District Court Litigation	6. Service Quality	6.4 Business & Service	7. Governance and Democracy	7.4 Business, Service & Systems	Provide an effective litigation service to the Council as and when required.	Professional standard.	Not Applicable



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Working with the Housing Directorate in the various social housing schemes e.g. social leasing, payment and availability agreements, Capital Assistance Scheme, CALF scheme, Incremental Purchase Scheme etc.	6. Service Quality	6.4 Business & Service	7. Governance and Democracy	7.4 Business, Service & Systems	Provide an effective and professional property service.	Professional standard.	Not Applicable
Providing a legal advisory service to Senior Management and Directors of Service.	6. Service Quality	6.4 Business & Service	7. Governance and Democracy	7.4 Business, Service & Systems	Provide legal advice in a timely and effective manner.	Professional standard.	Not Applicable
Maintenance of a Litigation Risk Register	6. Service Quality	6.4 Business & Service	7. Governance and Democracy	7.4 Business, Service & Systems	Provide information to assist in the assessment of the Council's legal liabilities.	Professional standard.	Not Applicable
Conveyancing acquisitions and Disposals on behalf of the Council.	6. Service Quality	6.4 Business & Service	7. Governance and Democracy	7.4 Business, Service & Systems	Provide an effective and professional property service.	Professional standard.	Not Applicable



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<b>Digital and ICT - 5 Objectives</b>							
Support line of business applications and systems	6. Service Quality	6.2 Digital Transformation	9. Innovation	9.2 Digital Transformation	Support ICT solutions for line of business systems	Provide support to ensure systems are available, replace obsolete components	Not Applicable
Provide efficient, cost effective service delivery	7. Governance and Democracy	7.2 Governance	6. Service Quality	6.6 Invest	Deliver high quality, cost effective services	Implement best practices for Service Management, all procurement to include Green ICT indicators	Not Applicable, C4: Cost of ICT per WTE
Deliver secure/resilient IT services	7. Governance and Democracy	7.3 Risk Management	6. Service Quality	6.6 Invest	Ensure all IT services are being delivered in a way that provides a secure, stable and reliable environment	Appropriate security controls in place, all security incidents and new threats managed effectively	Not Applicable
Improve access to Information Management and Collaboration channels	8. Communications	8.2 Collaboration	1. Our People	1.6 Connected	IT are supporting more effective information management and providing more collaboration facilities	Rollout of Sharepoint and new fileshare disks to provide easier access to council information	Not Applicable
Provide the technology to enable Operational Transformation	9. Innovation	9.2 Digital Transformation	6. Service Quality	6.6 Invest	IT are supporting operational transformation through the implementation of modern workplace technologies	Roll out of MS O365 to enhance collaboration channels and provide easier access to information	Not Applicable





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<b>Economic Dev., Ent. and Tourism - 9 Objectives</b>							
Community Capacity	2. Strong Inclusive Communities	2.6 Community Capacity	2. Strong Inclusive Communities	2.8 Inclusion & Integration	the preparation of Local Development Strategies for LEADER 2023 + Support the implementation of the Cork Healthy County Strategy 2021–2024.Support social inclusion initiatives including the SICAP 2024	Quarter 4 2023	Not Applicable
Community Capacity	2. Strong Inclusive Communities	2.6 Community Capacity	2. Strong Inclusive Communities	2.8 Inclusion & Integration	Promote & support rural community & economic development in our Towns & Villages in Cork County through community funding schemes including completion of the LEADER programme 2021 - 2022	Quarter 4 2023	Not Applicable
Economic Development Infrastructure	3. Sustained Economic Vibrancy	3.1 Partnership For Growth	3. Sustained Economic Vibrancy	3.7 Growth Preparedness	Provide & maintain market infrastructure in Business Growth Zones Countywide to encourage the growth of start up and small to medium enterprise. Continue to market the Cork Incubator Kitchens.	Quarter 4 2023	Not Applicable
Economic Development Projects	3. Sustained Economic Vibrancy	3.1 Partnership For Growth	5. Capacity for Growth	5.8 Projects Of Scale	Review & Develop new LECP to promote economic & community development in Cork Couty for the next 6 years. Develop Framework LECP for this period.	Quarter 4 2023	Not Applicable



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Develop Rural Digital Hubs	5. Capacity for Growth	5.3 Rural Regeneration	5. Capacity for Growth	5.10 New Forms Of Working	Promote the diversification of the rural economy through the development of Rural Digital Innovation Hubs in accordance with National Policy (Remote Work Strategy)	Quarter 4 2023	Not Applicable
Enterprise Supports	5. Capacity for Growth	5.4 Place Making	5. Capacity for Growth	5.10 New Forms Of Working	Foster Entrepreneurship and provide expert advice and guidance along with Financial, Productivity and Competitiveness supports to the micro enterprise community throughout the County.	Quarter 4 2023	Not Applicable
Tourism Capital	5. Capacity for Growth	5.8 Projects Of Scale	5. Capacity for Growth	5.7 Tourism Assets	Develop potential of CCC owned tourism infrastructure to increase visitor numbers. Develop tourism potential through continued collaboration with Government Departments & Fáilte Ireland.	Quarter 4 2023	Not Applicable
South West Regional Enterprise Plan	5. Capacity for Growth	5.8 Projects Of Scale	5. Capacity for Growth	5.10 New Forms Of Working	Implement SWREP Policy in association with 6 no. working groups to achieve agreed targets. Identify gaps & opportunity in regional enterprise eco-system in order to support economic growth.	Quarter 4 2023	Not Applicable



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Tourism	6. Service Quality	6.9 Deliver	5. Capacity for Growth	5.7 Tourism Assets	Grow Cork's Sustainable Tourism potential through targeted intervention & financial supports. Implement national & local policies to promote the tourism economy.	Quarter 4 2023	Not Applicable
<b>Environment - 8 Objectives</b>							
Deliver effective Environment, Fire Service, Food Safety & Animal Welfare programmes	1. Our People	1.1 Develop	6. Service Quality	6.4 Business & Service	Develop and implement efficient customer focussed workflow practices and document management systems.	Catalogue of SOPs & prog for development of SOPs in place in ea section.Proj Plan for doc mgt system	Not Applicable
Develop & deliver Agency and Shared Services to UE, FSAI, Government Departments and Sectoral Agencies. (incl. CARO, WERLA, DSL, Non SLA Labs and Cork City)	4. Climate and Environment	4.1 Green Is Core	4. Climate and Environment	4.2 Measure Impact	Ensure that all existing and new Agency and Shared Services are managed to protect the interests of Cork County Council, while delivering on their performance targets.	Timely agreement of Annual Program. Ongoing review of target delivery and risk assessment of SLAs.	Not Applicable
Promote Climate, Environment and Fire Safety Awareness within Cork County Council and the Community	4. Climate and Environment	4.1 Green Is Core	4. Climate and Environment	4.4 Sustainable Communities	Integrate Awareness and education into all Directorate activities Implement a risk- based community fire safety and education program.	As set out in individual Team plans	Not Applicable



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Support Climate Action within Cork County Council and the Community	4. Climate and Environment	4.1 Green Is Core	4. Climate and Environment	4.2 Measure Impact	Support and monitor corporate implementation of the Climate Change Charter, Legislative obligations, and Sectoral targets.	Measurement of Charter target compliance & dissemination to other Directorates	Not Applicable
Deliver effective Environment, Fire Service, Food Safety & Animal Welfare programmes	4. Climate and Environment	4.2 Measure Impact	7. Governance and Democracy	7.2 Governance	Build Risk Management and Climate Change target compliance into all decision making processes.	Climate Change & Risk on agendas of all team meetings and in reports supporting Dir Order requests	Not Applicable
Deliver monitoring, audit, testing and enforcement programs for Environment, Fire Services, Food Safety & Animal Welfare	4. Climate and Environment	4.3 Natural Assets	4. Climate and Environment	4.2 Measure Impact	Meet the targets in annual Environmental (RMCEI) Inspection Plan 2023 Promote culture of compliance with the building regulations and monitor and enforce fire safety legislation.	RMCEI targets fully met. Deliver target of 12% to 15% of new buildings inspected	P1A: Buildings inspected as a percentage of new buildings notified to the local authority
Major Emergency Management	6. Service Quality	6.4 Business & Service	6. Service Quality	6.8 Engage	Support the development of corporate resilience to Emergencies. Review, update, exercise & test CCC Major Emergency Plan & Inter-Agency site specific External Emergency Plans for Upper-tier sites	As set out in Major Emergency Management Committee Work Programme 2023	Not Applicable



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Provide incident response services for Environment, Fire and Emergency, Food Safety, Animal Welfare, Waste and Litter Management	6. Service Quality	6.5 Benchmark	4. Climate and Environment	4.2 Measure Impact	Maintain operational readiness and capability to deliver an appropriate response to incidents. Develop and support a learning culture through ongoing review of incidents.	As set out in individual Team plans	F2B: Average time taken, in minutes, to mobilise fire brigades in Part-Time Stations (retained fire service) in respect of fire
<b>Finance - 11 Objectives</b>							
Rates	3. Sustained Economic Vibrancy	3.7 Growth Preparedness	6. Service Quality	6.4 Business & Service	Maximise Effective Rateable Valuation Base	Enhance 2022 Valuation base	Not Applicable
Rate Collection	3. Sustained Economic Vibrancy	3.7 Growth Preparedness	6. Service Quality	6.4 Business & Service	Maximize Collection Levels	Improve upon 2022 collection performance	M2A: Collection level of Rates from the Annual Financial Statement for 2023
Payroll	6. Service Quality	6.2 Digital Transformation	6. Service Quality	6.4 Business & Service	Provide an effective payroll service to all staff and align with national shared services policy	Meet statutory payroll obligations and review MyPay performance	Not Applicable
Payments	6. Service Quality	6.2 Digital Transformation	6. Service Quality	6.4 Business & Service	Provide an effective accounts payable service to creditors & in compliance with relevant legislation	Meet statutory prompt payment & revenue commissioner obligations	Not Applicable
Corporate Financial Governance	6. Service Quality	6.6 Invest	7. Governance and Democracy	7.2 Governance	Commission fully integrated Enterprise Resource (ERP) Systems to adequately support business processes, activities and obligations.	1. Deliver on plan to select ERP 2. Resource project team 3. Commence implementation of sys Upgrade	Not Applicable



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Corporate Financial Governance	7. Governance and Democracy	7.2 Governance	7. Governance and Democracy	7.3 Risk Management	Manage the financing requirements and risks in a risk averse and cost-effective manner.	1.Min overdraft2.Max investment return on basis on min risk3.Min cost loan book4. uptodate bank rec	Not Applicable
Corporate Insurances	7. Governance and Democracy	7.2 Governance	7. Governance and Democracy	7.3 Risk Management	Manage insurance policies and claims in a cost efficient and timely manner.	Adequate claims coverage at best value possible	Not Applicable
House loan collection	7. Governance and Democracy	7.2 Governance	6. Service Quality	6.4 Business & Service	Maximize collection levels for housing loans & continue to reduce to arrears.	Reduce arrears value and reduce number of accounts in arrears.	M2C: Collection level of Housing Loans from the Annual Financial Statement for 2023
Motor Tax	7. Governance and Democracy	7.2 Governance	6. Service Quality	6.4 Business & Service	Provide an efficient and effective Motor Tax service	Applications processed and discs issued in a timely manner.	Not Applicable
Procurement	7. Governance and Democracy	7.2 Governance	7. Governance and Democracy	7.4 Business, Service & Systems	Promote best practice processes & embed a value delivery culture, ensuring VFM savings & efficiencies, targeting opportunities, mitigating risks, ensure compliance with policy & legislation	Implement the Corporate Procurement Plan, Engage with directorates, training, activity reporting	Not Applicable



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Corporate Financial Governance	7. Governance and Democracy	7.2 Governance	9. Innovation	9.3 Business Intelligence	Est optimal corp fin governance structures which meet industry standard best practice, statutory requirements & corp objectives, Cap Project Appraisal &PSC compliance, & budgetary control/performance	Gov & Systems Proj progression;PSC compliance;Bud variances explained;Timely pub of AFS,Bud&Cap Prog	Not Applicable
<b>Housing - 14 Objectives</b>							
Housing Capital & Finance	2. Strong Inclusive Communities	2.4 Quality Of Life	5. Capacity for Growth	5.5 Housing	Progress the delivery of Affordable Housing. St. Joseph's Road, Mallow, Cammogue, Kinsale, Beechgrove, Clonakilty and the 1 cost rental was Kilnagleary, Carrigaline	Commence planning for 300 units on 3 schemes and progress design for 1 Cost Rental Scheme.	H1B: No. of dwellings added to the LA owned stock during 2023 (whether constructed or acquired)
Housing Capital/Operations	2. Strong Inclusive Communities	2.4 Quality Of Life	5. Capacity for Growth	5.5 Housing	Work towards the social housing build targets set by the Department of Housing Local Government & Heritage through direct construction, AHB delivery, turnkey acquisitions and leasing.	Build 440 units for 2023	H1B: No. of dwellings added to the LA owned stock during 2023 (whether constructed or acquired)
Housing Capital/Operations	5. Capacity for Growth	5.5 Housing	2. Strong Inclusive Communities	2.4 Quality Of Life	Acquisition of Tenant in Situ dwellings in accordance with Circular 8 2023	Acquisition of 60 dwellings	H1B: No. of dwellings added to the LA owned stock during 2023 (whether constructed or acquired)



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Housing Capital/Operations	5. Capacity for Growth	5.5 Housing	2. Strong Inclusive Communities	2.4 Quality Of Life	Progress the planning, design and construction of social housing on Council owned, or acquired sites.	Preliminary Stage-6 Design Stage-145 Tender Stage-22 Under Construction-51	H1B: No. of dwellings added to the LA owned stock during 2023 (whether constructed or acquired)
Housing Options	5. Capacity for Growth	5.5 Housing	2. Strong Inclusive Communities	2.4 Quality Of Life	Respond to the demand that exists for HAP, RIHL & Private Grants and process all applications received, in a timely manner.	Number of applications processed to completion HAP 500, LAHL 150, Private Grants - 1000	Not Applicable
Housing property Allocation	5. Capacity for Growth	5.5 Housing	2. Strong Inclusive Communities	2.4 Quality Of Life	Meet the objective as set out in the Local Strategy for Housing People with Disabilities.	Achieve 20% of all allocations for People with Disabilities.	Not Applicable
Housing Maintenance monitoring	5. Capacity for Growth	5.5 Housing	2. Strong Inclusive Communities	2.4 Quality Of Life	Carry out a planned maintenance programme maximising the funding allocation from the DHLGH.	Maintenance on 158 properties.  Undertake 12 Extensions and 118 Minor works DPG adaptations	H4A: Expenditure during 2023 on the maintenance of LA housing compiled from 1 January 2023 to 31 December 2023, divided by the no. of dwellings in the LA stock at 31/12/2023, i.e. the H1E less H1F indicator figure
Refurbishment of Vacant houses	5. Capacity for Growth	5.5 Housing	2. Strong Inclusive Communities	2.4 Quality Of Life	Implement a programme to refurbish and re-let voids & derelict voids and minimise vacancy.	150 vacant houses refurbished and vacancy rate of 1.8%	H3A: 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





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Homelessness	5. Capacity for Growth	5.5 Housing	2. Strong Inclusive Communities	2.4 Quality Of Life	Reduce the number of adults and children in long term homelessness and work with all stakeholders to minimise homelessness.	40 allocations to Social Housing 65 HAP tenancies by the Placefinder Officer 5 Housing First	H6A: Number of adult individuals in emergency accommodation that are long-term homeless as a % of the total number of homeless adult individuals in emergency accommodation at the end of 2023
Energy Efficiency Projects management	5. Capacity for Growth	5.5 Housing	4. Climate and Environment	4.4 Sustainable Communities	Carry out an energy efficiency retrofitting programme, maximising the funding made available by the DHLGH.	183 properties benefitting from retrofitting works.	H4A: Expenditure during 2023 on the maintenance of LA housing compiled from 1 January 2023 to 31 December 2023, divided by the no. of dwellings in the LA stock at 31/12/2023, i.e. the H1E less H1F indicator figure
Private Rental Inspections	5. Capacity for Growth	5.5 Housing	2. Strong Inclusive Communities	2.4 Quality Of Life	Increase the number of private rental standards inspections	Target of 3277 inspections in 2023.	H5B: Number of rented dwellings inspected in 2023
Housing Capital & Finance	5. Capacity for Growth	5.5 Housing	7. Governance and Democracy	7.2 Governance	Continue Rent Review for the entire County and maximise Rent Collection. Reduce rent arrears from €1m at end of 2023	Collection of rent to exceed €21.35m as provided for in Adopted Budget for 2023, exceed 2022.	Not Applicable
Housing property Allocation	5. Capacity for Growth	5.5 Housing	2. Strong Inclusive Communities	2.4 Quality Of Life	Assessment of new applications for social housing support and reassessment of approved applicants who notify the Council that their household circumstances have changed. Analyse & monitor demand.	Adherence to timelines set out in Social Housing Regulations 2011.	Not Applicable



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Travellers Strategy	5. Capacity for Growth	5.5 Housing	2. Strong Inclusive Communities	2.8 Inclusion & Integration	Provide suitable accommodation to applicants who are members of the Traveller community in accordance with the Traveller Accommodation Programme 2019 – 2024.	12 units of accommodation through HAP/standard Housing.	Not Applicable
<b>Human Resource Management - 9 Objectives</b>							
Staff Training	1. Our People	1.1 Develop	6. Service Quality	6.6 Invest	Continue to develop & deliver an annual people mgt training programme to line managers, develop a plan for coaching and /or mentoring for staff , and deliver induction training	Programmes Delivered	Not Applicable
All sections	1. Our People	1.2 Knowledge Base	6. Service Quality	6.7 Plan	To provide a framework for the development of SOP's and due diligence processes across the organisation	SOP's in place across each section	Not Applicable
Safety	1. Our People	1.3 Wellbeing	1. Our People	1.8 Health & Safety	Develop & deliver a staff well-being programme that embeds a culture of staff well-being & promote positive workplace behaviour by developing and delivering a dignity at work training & awareness	Well-being prog rolled out to incl Let's Talk Health & Wellness for outdoor staff,& training re DAW	Not Applicable
Safety	1. Our People	1.8 Health & Safety	1. Our People	1.1 Develop	Ongoing development of procedure around continual Improvement, to include good catches & safety conversations, to ensure the effective evaluation of performance of,& continual improvement of SMS	Improved Safety Mgt System (SMS)	Not Applicable



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Principle Service	Corporate Plan Theme One	Corporate Plan Objective One	Corporate Plan Theme Two	Corporate Plan Objective Two	ASDP Objective	Performance Standard	Performance Indicator
HRM General	2. Strong Inclusive Communities	2.8 Inclusion & Integration	6. Service Quality	6.8 Engage	Continue to develop & deliver an awareness and support programme to maximise the impact of Cork County Council as an inclusive workplace.	CCC recognised as a good and inclusive employer	Not Applicable
Staff Training	3. Sustained Economic Vibrancy	3.1 Partnership For Growth	5. Capacity for Growth	5.10 New Forms Of Working	Work with academic institutions in the development & promotion of internships & apprenticeships, esp. for harder to recruit roles & build on the plan developed for recruitment of hard to fill roles	Relationships built with key external academic institutions	Not Applicable
HRM General	4. Climate and Environment	4.1 Green Is Core	6. Service Quality	6.2 Digital Transformation	Continue to develop and implement on a phased basis, a plan for a paperless HRM service	HRM related documentation available online	Not Applicable
Business Transformation	6. Service Quality	6.4 Business & Service	7. Governance and Democracy	7.4 Business, Service & Systems	Negotiate a Support Services Agreement under the Master Co-operation Agreement with UE which meets support commitments in the short-term and reduces dependency on CCC over the medium to long-term	SSA signed off by the CE	Not Applicable
HRM General	7. Governance and Democracy	7.3 Risk Management	6. Service Quality	6.7 Plan	Ongoing review of established process to mitigate organisational HRM risks such as accrued leave	Plans in place to mitigate risks	Not Applicable



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<b>M.D. Ops and Rural Development - 10 Objectives</b>							
Library promotion	2. Strong Inclusive Communities	2.3 Social Engagement	2. Strong Inclusive Communities	2.6 Community Capacity	Promote library as centre of information, learning, culture & community through collections, publications & events. Deliver a range of cultural & community programmes.	Ongoing promotion & programme delivery	L1A: Number of visits to libraries per head of population
Ukrainian Crisis	2. Strong Inclusive Communities	2.6 Community Capacity	2. Strong Inclusive Communities	2.8 Inclusion & Integration	Lead a multi-agency response to the Ukraine Humanitarian Crisis, in particular through the Community Response Forum, Support Hubs, and progression of national and local interventions	Ongoing	Not Applicable
Community Development	2. Strong Inclusive Communities	2.7 Older Persons Wellbeing	2. Strong Inclusive Communities	2.8 Inclusion & Integration	Progress Age Friendly County Strategy, Progress Older People's Council Work Programme, Progress Age Friendly Alliance, Progress & Promote Social Inclusion.	Ongoing	Not Applicable
Capital Projects	3. Sustained Economic Vibrancy	3.7 Growth Preparedness	3. Sustained Economic Vibrancy	3.5 A Base For Investment	Progress Capital & SSIP projects assigned to directorate	Ongoing	Not Applicable
Leisure Facilities	3. Sustained Economic Vibrancy	3.7 Growth Preparedness	5. Capacity for Growth	5.4 Place Making	Manage, maintain & develop local facilities & amenities inc parks, playgrounds, open spaces, beaches, piers & harbours etc	Ongoing	Not Applicable
Climate	4. Climate and Environment	4.2 Measure Impact	4. Climate and Environment	4.1 Green Is Core	Progress climate action initiatives & Biodiversity interventions in accordance with CCC/ directorate programme and with input from Environment Directorate	Ongoing	Not Applicable



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Capital Projects	5. Capacity for Growth	5.2 Urban Regeneration	5. Capacity for Growth	5.3 Rural Regeneration	Submit high quality project proposals under RRDF, T&V, ORIS, Clár etc & prepare town framework concepts where applicable.	Ongoing	Not Applicable
Derelict Sites	5. Capacity for Growth	5.2 Urban Regeneration	3. Sustained Economic Vibrancy	3.2 Implementation Of Planning Policy	Support the Town Centres First policy by addressing vacancy and dereliction through:(a) implementation of MDORD Derelict Sites Action Plan,(b)working with the Property Activation & Regeneration Unit	Ongoing	Not Applicable
Service Delivery	6. Service Quality	6.1 Service Design	6. Service Quality	6.8 Engage	Lead and coordinate the delivery of municipal services across communities and businesses	Ongoing	Not Applicable
Democracy	7. Governance and Democracy	7.1 Democracy	7. Governance and Democracy	7.5 Enabling Elected Members	Develop & Support democratic role of MD Members.	Ongoing	Not Applicable
<b>Planning - 10 Objectives</b>							
Housing Estates	3. Sustained Economic Vibrancy	3.2 Implementation Of Planning Policy	5. Capacity for Growth	5.4 Place Making	Manage the resolution of Unfinished Housing Developments. Increase the number of housing estates to be taken in charge. To progress works under the Framework. Uplift the TIC Policy and Procedures.	Increase number of developments taken in charge. Ensure compliance with Bond conditions. Review TIC	Not Applicable



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Development Management	3. Sustained Economic Vibrancy	3.2 Implementation Of Planning Policy	5. Capacity for Growth	5.3 Rural Regeneration	Provide an accessible and efficient Development Management Service which proactively supports the sustainable development of the County (in line with CDP vision statement)	Compliance with statutory timelines. Monitor and review of performance of specific indicators.	P2A: Number of LA planning decisions which were the subject of an appeal to An Bord Pleanála that were determined by the Board on any date in 2023, P2B: % of the determinations at A which confirmed (either with or without variation) the decision made by the LA
Planning Policy	3. Sustained Economic Vibrancy	3.2 Implementation Of Planning Policy	2. Strong Inclusive Communities	2.4 Quality Of Life	Active Land Management initiatives through the Vacant Sites Register, RZLT and monitoring of delivery	Implement RZLT, maintain Vacant Sites Register and engage with stakeholders.	Not Applicable
Development Contributions	3. Sustained Economic Vibrancy	3.2 Implementation Of Planning Policy	7. Governance and Democracy	7.4 Business, Service & Systems	Collect Development Contributions levied with Planning Permission. Notify stakeholders of Special Contributions Collected.	Ensure proper application of Development Contribution Schemes. Pursue outstanding debts. Introduce	Not Applicable



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Planning Enforcement	3. Sustained Economic Vibrancy	3.2 Implementation Of Planning Policy	7. Governance and Democracy	7.2 Governance	To assess all complaints, and investigate as and when warranted to complete statutory process, whilst effectively communicating with respective stakeholders	Compliance with statutory timelines. To Investigate all complaints and undertake appropriate and co	P3A: Total number of planning cases referred to or initiated by the local authority in the period 1/1/2023, P3B: Total number of investigated cases that were closed during 2023, P3C. % of the cases at B that were dismissed as trivial, minor or without foundation or were closed because statute barred or an exempted development, P3D: % of cases at B that were resolved to the LA's satisfaction through negotiations , P3E. % Cases at B that were closed due to enforcement proceedings
Housing Infrastructure Implementation Team	3. Sustained Economic Vibrancy	3.7 Growth Preparedness	3. Sustained Economic Vibrancy	3.2 Implementation Of Planning Policy	Support the implementation of Urban Expansion Areas (UEAs)	Progress delivery of infrastructure in UEAs at Water Rock, Carrigtwohill & Cobh. Consider options to	Not Applicable
Planning Policy	3. Sustained Economic Vibrancy	3.7 Growth Preparedness	2. Strong Inclusive Communities	2.4 Quality Of Life	Provide Strategic Planning Guidance, through the adopted CDP and monitor the implementation of the policies and objectives	Implementation of CDP Policies and Objectives. Consider options to progress Monard SDZ.	Not Applicable



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Planning Policy	4. Climate and Environment	4.1 Green Is Core	4. Climate and Environment	4.4 Sustainable Communities	Carry out Environmental Assessments (SEA/HDA/SFRA) to deliver high quality and sustainable outcomes	Undertake required environmental assessments, incl SEA Monitoring of Programmes, Plans and Projects	Not Applicable
Archaeology, Heritage and Conservation Services	4. Climate and Environment	4.3 Natural Assets	4. Climate and Environment	4.4 Sustainable Communities	Provide expert advice on the provision of Archaeology, Heritage & Conservation services across the organisation including the Dev Mgt Function incl grant schemes & deliver Arch Conservation projects	Compliance with legislative requirements & avail of funding opportunities. Educational awareness	Not Applicable
Traffic and Transport	4. Climate and Environment	4.6 Supporting Sustainable Transport	4. Climate and Environment	4.4 Sustainable Communities	Promote and facilitate a switch to sustainable transport modes on a countywide basis through the delivery of integrated active travel and public transport infrastructure.	Oversee modal shift through the delivery of the active travel investment programme for Cork County	Not Applicable
<b>Roads - 10 Objectives</b>							
Roads Operations	2. Strong Inclusive Communities	2.4 Quality Of Life	5. Capacity for Growth	5.4 Place Making	Deliver approved programme of verge maintenance and management of town approaches, adhering and contributing to this Council's policy of decarbonisation, biodiversity and pollinator plans	Deliver Programme	Not Applicable





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Management & Development Unit	4. Climate and Environment	4.4 Sustainable Communities	5. Capacity for Growth	5.4 Place Making	Maintain public lighting & ensure 98.5% of lights are working at one time, complete the 2023 New Lights Programme & other schemes are designed to current standards & to the min energy/carbon footprint	Delivery of Schemes	Not Applicable
Public Lighting South West Energy Efficiency Project	4. Climate and Environment	4.4 Sustainable Communities	5. Capacity for Growth	5.4 Place Making	To deliver the Public Lighting LED retrofit on behalf of the South West Region, Cork, Kerry, Waterford, Limerick & Clare County Councils.	Ongoing	E6A: Total billable wattage of the public lighting system, E6B: Average billable wattage of the public lighting system, E6C: Percentage of the total system that LED lights represent
Fleet Management	4. Climate and Environment	4.6 Supporting Sustainable Transport	9. Innovation	9.3 Business Intelligence	Continue collaboration to achieve reduced fuel usage & maintaining ISO50001 accreditation. Continue review of new technologies & alternative fuels to reduce carbon emissions & develop fleet strategy.	Deliver in Q4	Not Applicable
Management & Development Unit	5. Capacity for Growth	5.1 Sustainable Transport Infrastructure	2. Strong Inclusive Communities	2.10 Accessibility	Investigate all non medical fatal traffic accidents, with a view to ensuring road safety defects are minimised & participate in RSTWG to enhance road safety. Manage the Safety Improvement Grant Scheme	Manage Scheme	Not Applicable
National Road Design	5. Capacity for Growth	5.1 Sustainable Transport Infrastructure	2. Strong Inclusive Communities	2.10 Accessibility	Develop a comprehensive pipeline of pavement projects, minor projects, major projects, greenways & safety improvements on the national roads network throughout the County	Ongoing Objective	Not Applicable



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Roads Operations / Regional & Local Roads Design Office	5. Capacity for Growth	5.1 Sustainable Transport Infrastructure	2. Strong Inclusive Communities	2.1 Vibrant Towns	Deliver the 2023 RI, RM, CIS, LIS, Bridge, Active Travel, Safety Improvement Schemes, Strategic & Specific Schemes in compliance with Procurement, Health & Safety and Quality Standards.	Deliver Programmes	R2A: Kilometres of regional road strengthened during 2023, R2B: Kilometres of regional road resealed during 2023, R2C: Kilometres of local road strengthened during 2023, R2D: Kilometres of local road resealed during 2023
Roads Operations	5. Capacity for Growth	5.1 Sustainable Transport Infrastructure	2. Strong Inclusive Communities	2.1 Vibrant Towns	Roll out our Winter Service Plan using best practice and fuel efficient strategies and deliver Climate Action and Resilience projects including sustainable travel throughout the county.	Service Delivery	Not Applicable
National Road Design	5. Capacity for Growth	5.1 Sustainable Transport Infrastructure	2. Strong Inclusive Communities	2.10 Accessibility	Major & Minor Projects; Issue Notices to Treat, Advance Works Preparation, Appoint Technical Advisors for design, tender & construction. Progress economically & in an environmentally sustainable way.	Ongoing Objective	Not Applicable
Management & Development Unit	5. Capacity for Growth	5.1 Sustainable Transport Infrastructure	2. Strong Inclusive Communities	2.10 Accessibility	Respond to DOT Circulars by the allotted deadlines and complete PSCI surveying on LP & LT routes in 2023	Deliver by end Q4	R1B: The % of Local Primary road kilometres that received a PSCI rating in the 24 month period prior to 31/12/2023, R1D: The % of Local Tertiary road kilometres that received a PSCI rating in the 60 month period prior to 31/12/2023

<b>Total Objectives submitted</b>	<b>121</b>						
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