



Comhairle Cathrach Chorcaí
Cork City Council

Annual Report 2017

Vision Statement:

Cork City Council is a dynamic, responsive and inclusive organisation leading a prosperous and sustainable city.

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Comhairle Cathrach Chorcaí Tuarascáil Bhliantúil 2017

Lord Mayor's & Chief Executive's Foreword

In the words of Cork poet Thomas McCarthy, “a city rising is a beautiful thing”. Cork City is a City Rising. Retail units are opening for business in the €50m Capitol retail and office complex. Work has started on the €90 million Navigation House office development on Albert Quay and over the summer, Cork City Council agreed the sale of 7-9 Parnell Place and 1-2 Deane Street to Tetrarch Capital who propose to build a budget boutique hotel and designer hostel with ground floor restaurants and bars. Earlier this year, Boole House was handed over to UCC and also over the summer, the Presentation Sisters opened Nano Nagle Place on Douglas Street. This is all progress. Our strategy at Cork City Council has been to deliver for the Cork region through a revitalised, vibrant city centre – to our mind, the city centre is the ‘healthy heart’ of Cork.

We are delighted with the opportunities that have presented in housing because of the use of the EU Competitive Dialogue Process by our own housing directorate team. Another delivery was bringing vacant properties back into productive use; this made a significant difference to the numbers on our social housing waiting list. Great work has also been done with the approved housing bodies (AHB) and the private sector to find other housing solutions; whether that was the direct provision of housing by the approved housing bodies or whether it was increasing supply in the private sector through the HAP and RAS schemes.

Rebuilding Ireland’s Local Infrastructure Housing Activation Fund (LIHAF) has been pivotal for us in ensuring that infrastructure is in place to facilitate further housing development. For instance it will help in the development of housing at Old Whitechurch Road, a Cork City Council site. This is a mixed housing development of up to 600 houses. Another 13,000 more housing units are planned for the wider city centre in the City Development Plan as part of the €1 billion City and Tivoli Docks projects. Infrastructural development, helped by LIHAF funding, is the key to opening up these landbanks.

2017 was a landmark year for Cork City council as it hosted UNESCO’s third International Learning Cities Conference which brought 700 people from all around the world to our city. Cork followed in the footsteps of Beijing in 2013 and Mexico in 2015. The selection of Cork as the first European city to host the conference is a great honour which builds on the UNESCO Learning City Award achieved in 2015, and reflects the value placed by UNESCO on our track record of learning in the city. The making of local, national and international connections is at the heart of this year’s mayoralty as the Lord Mayor sought to “build bridges, not of bricks or steel but of human connection” across the city, country and globally as we try to build a sustainable city for the future .

Another priority for the next three years is to bring the flood defences in play for Cork business, residents and visitors to the city. We need to give certainty in terms of mitigating against those risks. We all want a prosperous sustainable city but we have to bring certainty in relation to flooding and we must do that as sensitively as is practicable.

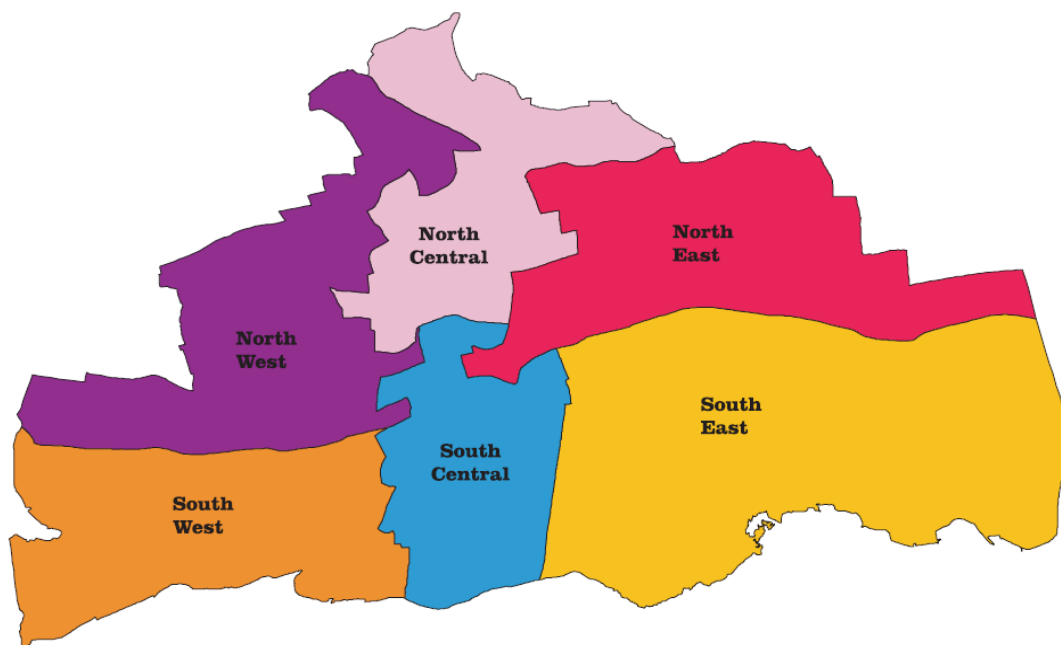


Lord Mayor
Cllr. Tony Fitzgerald



Chief Executive
Ann Doherty

Comhairle Cathrach Chorcaí Tuarascáil Bhliantúil 2017



MEMBERS OF CORK CITY COUNCIL 2017 -elected at Local Elections May 2014

Cork City North East Electoral Area

Cllr. Stephen Cunningham, 189 Silversprings Court, Tivoli, Cork

Cllr. Ted Tynan, 155 Silversprings Lawn, Tivoli, Cork

Cllr. Tim Brosnan, 7 St. Christopher's Road, Montenotte, Cork

Cllr. Joe Kavanagh, Carrigmore, Middle Glanmire Road, Cork

Cork City North Central Electoral Area

Cllr. Thomas Gould, 121 Cathedral Road, Gurrabraher, Cork

Cllr. Fiona Ryan, 63 Shandon Street, Cork

Cllr. Kenneth Noel O'Flynn, Kilnap, Old Mallow Road, Blackpool, Cork

Cllr. Lil O'Donnell, 38 Blarney Street, Cork

Cllr. John Sheehan, 83 Thomas Davis Street, Blackpool, Cork

Cork City North West Electoral Area

Cllr. Mick Nugent, 56 Meadow Park Lawn, Ballyvolane, Cork.

Cllr. Tony Fitzgerald, The Bungalow, Harbour View Road, Hollyhill, Cork

Cllr. Kenneth Collins, 149 Farranferris Avenue, Farranree, Cork

Cllr. Marion O'Sullivan, 38 Hollymount, Harbour View Road, Cork

Cork City South East Electoral Area

Cllr. Kieran McCarthy, Richmond Villa, Douglas Road, Cork

Cllr. Chris O'Leary, 17 Loughmahon Road, Mahon, Cork

Cllr. Des Cahill, 5 Maryville, Ballintemple, Cork

Comhairle Cathrach Chorcaí Tuarascáil Bhliantúil 2017

Cllr. Laura McGonigle, 9, Kilbrack Grove, Skehard Road, Cork.

Cllr. Terry Shannon, 33 Lake Lawn, Well Road, Douglas, Cork

Cllr. Nicholas O'Keeffe, 57 Meadowgrove Estate, Convent Road, Blackrock, Cork

Cllr. Shane O'Shea, 37 Moss Lane, Riverway, South Douglas Road, Cork.

Cork City South Central Electoral Area

Cllr. Mick Finn, 6 Annmount, Friars Walk, Cork

Cllr. Fiona Kerins, 25 Hillview Estate, Ballyphehane, Cork

Cllr. Paudie Dineen, 31 Quaker Road, Cork

Cllr. Tom O'Driscoll, 95 Fr. Dominic Road, Ballyphehane, Cork

Cllr. Seán Martin, 9 Heatherton Park, South Douglas Road, Cork

Cork City South West Electoral Area

Cllr. John Buttimer, 25 Benvoirlich Estate, Bishopstown, Cork

Cllr. Henry Cremin, 36 Greenfields, Parkway Drive, Model Farm Road, Cork

Cllr. Mary Shields, 48 Halldene Avenue, Bishopstown, Cork

Cllr. Fergal Dennehy, 11 Brentwood Court, Sarsfield Road, Cork

Cllr. P.J. Hourican, 20 Fremont Drive, Melbourn, Bishopstown, Cork

Cllr. Thomas Moloney, 18 Elm Road, Togher, Cork

Comhairle Cathrach Chorcaí Tuarascáil Bhliantúil 2017

Cork City Council Elected Members-elected at Local Elections May 2014

Cork City North East Local Electoral Area	Cork City North Central Local Electoral Area	Cork City North West Local Electoral Area
 <p><i>Cllr. Stephen Cunningham, Sinn Féin</i></p>	 <p><i>Cllr. Thomas Gould, Sinn Féin</i></p>	 <p><i>Cllr. Michael Nugent, Sinn Féin</i></p>
 <p><i>Cllr. Ted Tynan, Workers Party</i></p>	 <p><i>Cllr. Fiona Ryan Solidarity</i></p>	 <p><i>Cllr. Tony Fitzgerald, Fianna Fáil</i></p>
 <p><i>Cllr. Tim Brosnan Fianna Fáil</i></p>	 <p><i>Cllr. Kenneth Noel O'Flynn, Fianna Fáil</i></p>	 <p><i>Cllr. Kenneth Collins, Sinn Féin</i></p>
 <p><i>Cllr. Joe Kavanagh Fine Gael</i></p>	 <p><i>Cllr. Lil O'Donnell Non-Party</i></p>	 <p><i>Cllr. Marion O'Sullivan Solidarity</i></p>
	 <p><i>Cllr John Sheehan Fianna Fáil</i></p>	

Comhairle Cathrach Chorcaí Tuarascáil Bhliantúil 2017

Cork City South East Local Electoral Area	Cork City South Central Local Electoral Area	Cork City South West Local Electoral Area
 <p data-bbox="277 478 537 541"><i>Cllr. Kieran McCarthy, Non-Party</i></p>	 <p data-bbox="735 485 919 548"><i>Cllr. Mick Finn Non-Party</i></p>	 <p data-bbox="1109 464 1354 527"><i>Cllr. John Buttimer, Fine Gael</i></p>
 <p data-bbox="302 789 518 852"><i>Cllr. Chris O'Leary, Sinn Féin</i></p>	 <p data-bbox="716 835 938 898"><i>Cllr. Fiona Kerins, Sinn Féin</i></p>	 <p data-bbox="1114 779 1349 842"><i>Cllr. Henry Cremin Sinn Féin</i></p>
 <p data-bbox="318 1161 495 1224"><i>Cllr. Des Cahill, Fine Gael</i></p>	 <p data-bbox="711 1136 948 1199"><i>Cllr Paudie Dineen Non- Party</i></p>	 <p data-bbox="1122 1052 1344 1115"><i>Cllr Mary Shields, Fianna Fáil</i></p>
 <p data-bbox="277 1472 537 1535"><i>Cllr. Laura McGonigle Fine Gael</i></p>	 <p data-bbox="711 1423 948 1486"><i>Cllr Tom O'Driscoll Fianna Fáil</i></p>	 <p data-bbox="1097 1423 1362 1486"><i>Cllr. Fergal Dennehy, Fianna Fáil</i></p>
 <p data-bbox="289 1776 524 1839"><i>Cllr. Terry Shannon, Fianna Fáil</i></p>	 <p data-bbox="721 1766 932 1829"><i>Cllr Sean Martin Fianna Fáil</i></p>	 <p data-bbox="1125 1787 1344 1850"><i>Cllr. PJ Hourican, Fine Gael</i></p>

Comhairle Cathrach Chorcaí Tuarascáil Bhliantúil 2017

Cork City South East Local
Electoral Area



Cllr. Nicholas O'Keeffe
Fianna Fáil



Cllr. Shane O'Shea
Sinn Féin

Cork City South Central
Local Electoral Area

Cork City South West Local
Electoral Area



Cllr. Thomas Moloney
Non-Party

Comhairle Cathrach Chorcaí Tuarascáil Bhliantúil 2017

CORPORATE POLICY GROUP

Name	Party
Lord Mayor Cllr. Tony Fitzgerald	FF
Cllr. Chris O’Leary (Chair of Strategic Planning & Economic Development & Enterprise Strategic Policy Committee)	SF
Cllr. P.J. Hourican (Chair of Roads & Transportation Strategic Policy Committee)	FG
Cllr. Kenneth Noel O’Flynn (Chair of Environment & Recreation Strategic Policy Committee)	FF
Cllr. Paudie Dineen (Chair of Tourism, Arts & Culture Strategic Policy Committee)	NP
Cllr. Sean Martin (Chair of Housing & Community Strategic Policy Committee)	FF

PARTY WHIPS

Name	Party
Lord Mayor Cllr. Tony Fitzgerald	FF
Cllr. Terry Shannon	FF
Cllr. Des Cahill	FG
Cllr. Mick Nugent	SF
Cllr. Mick Finn	NP

PARTY LEADERS

Name	Party
Cllr. John Buttimer	FG
Cllr. Sean Martin	FF
Cllr. Thomas Gould	SF
Cllr. Mick Finn	Representative for Independents/Solidarity/Workers Party

STRATEGIC POLICY COMMITTEES

HOUSING & COMMUNITY STRATEGIC POLICY COMMITTEE

Cllr. Sean Martin	FF
Cllr. Des Cahill	FG
Cllr. Mary Shields	SF
Cllr. Mick Nugent	SF
Cllr. Mick Finn	FF
Cllr. Fiona Ryan	SP

Comhairle Cathrach Chorcaí Tuarascáil Bhliantúil 2017

ENVIRONMENT & RECREATION STRATEGIC POLICY COMMITTEE

Cllr. Kenneth Noel O'Flynn	FF
Cllr. Fergal Dennehy	FF
Cllr. Thomas Gould	SF
Cllr. John Buttimer	FG
Cllr. Paudie Dineen	NP
Cllr. Lil O' Donnell	NP

STRATEGIC PLANNING, ECONOMIC DEVELOPMENT & ENTERPRISE STRATEGIC POLICY COMMITTEE

Cllr. Chris O'Leary	SF
Cllr. Nicholas O'Keeffe	FF
Cllr. Henry Cremin	SF
Cllr. Joe Kavanagh	FG
Cllr. Thomas Moloney	NP
Cllr. Ted Tynan	WP

TOURISM , ARTS & CULTURE STRATEGIC POLICY COMMITTEE

Cllr. Paudie Dineen	NP
Cllr. Tim Brosnan	FF
Cllr. Shane O' Shea	SF
Cllr. Stephen Cunningham	SF
Cllr. P.J. Hourican	FG
Cllr. Kieran McCarthy	NP

ROADS & TRANSPORTATION STRATEGIC POLICY COMMITTEE

Cllr. Laura McGonigle	FG
Cllr. Kenneth Noel O'Flynn	FF
Cllr. John Sheehan	FF
Cllr. Kenneth Collins	SF
Cllr. Fiona Kerins	SF
Cllr. Marion O' Sullivan	SP

FUNCTIONAL COMMITTEES

HOUSING & COMMUNITY FUNCTIONAL COMMITTEE

Cllr. Thomas Gould	SF
Cllr. Fergal Dennehy	FF
Cllr. John Sheehan	FF
Cllr. Nicholas O' Keeffe	FF
Cllr. Chris O'Leary	SF
Cllr. P.J. Hourican	FG
Cllr. Kenneth Noel O'Flynn	FF
Cllr. Mick Nugent	SF
Cllr. Fiona Kerins	SF
Cllr. Shane O' Shea	SF

Comhairle Cathrach Chorcaí Tuarascáil Bhliantúil 2017

Cllr. Paudie Dineen	NP
Cllr. Thomas Moloney	NP
Cllr. Kieran McCarthy	NP
Cllr. Marion O' Sullivan	SP
Cllr. Fiona Ryan	SP
ROADS & TRANSPORTATION FUNCTIONAL COMMITTEE	
Cllr. Terry Shannon	FF
Cllr. Tim Brosnan	FF
Cllr. Sean Martin	FF
Cllr. Des Cahill	FG
Cllr. Tom O' Driscoll	FF
Cllr. John Buttimer	FG
Cllr. Joe Kavanagh	FG
Cllr. Laura McGonigle	FG
Cllr. Henry Cremin	SF
Cllr. Kenneth Collins	SF
Cllr. Mary Shields	FF
Cllr. Stephen Cunningham	SF
Cllr. Mick Finn	NP
Cllr. Ted Tynan	WP
Cllr. Lil O'Donnell	NP
STRATEGIC PLANNING, ECONOMIC DEVELOPMENT & ENTERPRISE FUNCTIONAL COMMITTEE	
Cllr. Stephen Cunningham	SF
Cllr. Kenneth Noel O' Flynn	FF
Cllr. Nicholas O' Keeffe	FF
Cllr. Fergal Dennehy	FF
Cllr. Mary Shields	FF
Cllr. Henry Cremin	SF
Cllr. Shane O' Shea	SF
Cllr. Tom O'Driscoll	FF
Cllr. Chris O'Leary	SF
Cllr. P.J. Hourican	FG
Cllr. Joe Kavanagh	FG
Cllr. Paudie Dineen	NP
Cllr. Kieran McCarthy	NP
Cllr. Lil O' Donnell	NP
Cllr. Fiona Ryan	SP
FINANCE FUNCTIONAL COMMITTEE	
Cllr. Sean Martin	FF
Cllr. Terry Shannon	FF
Cllr. Tom O' Driscoll	FF
Cllr. Des Cahill	FG

Comhairle Cathrach Chorcaí Tuarascáil Bhliantúil 2017

Cllr. John Sheehan	FF
Cllr. Mary Shields	FF
Cllr. Shane O' Shea	SF
Cllr. Stephen Cunningham	SF
Cllr. Thomas Gould	SF
Cllr. John Buttimer	FG
Cllr. Chris O'Leary	SF
Cllr. Paudie Dineen	NP
Cllr. Ted Tynan	WP
Cllr. Marion O' Sullivan	SP
Cllr. Fiona Ryan	SP
TOURISM , ARTS & CULTURE FUNCTIONAL COMMITTEE	
Cllr. Fiona Kerins	SF
Cllr. Tim Brosnan	FF
Cllr. Nicholas O' Keeffe	FF
Cllr. Fergal Dennehy	FF
Cllr. Kenneth Noel O' Flynn	FF
Cllr. Mick Nugent	SF
Cllr. Henry Cremin	SF
Cllr. Kenneth Collins	SF
Cllr. P.J. Hourican	FG
Cllr. Joe Kavanagh	FG
Cllr. Laura McGonigle	FG
Cllr. Mick Finn	NP
Cllr. Thomas Moloney	NP
Cllr. Kieran McCarthy	NP
Cllr. Lil O' Donnell	NP
ENVIRONMENT & RECREATION FUNCTIONAL COMMITTEE	
Cllr. Sean Martin	FF
Cllr. John Sheehan	FF
Cllr. Des Cahill	FG
Cllr. Terry Shannon	FF
Cllr. Tim Brosnan	FF
Cllr. Thomas Gould	SF
Cllr. Fiona Kerins	SF
Cllr. Mick Nugent	SF
Cllr. Kenneth Collins	SF
Cllr. John Buttimer	FG
Cllr. Laura McGonigle	FG
Cllr. Mick Finn	NP
Cllr. Thomas Moloney	NP
Cllr. Ted Tynan	WP
Cllr. Lil O' Donnell	NP

Comhairle Cathrach Chorcaí Tuarascáil Bhliantúil 2017

SOUTHERN & EASTERN REGIONAL ASSEMBLY

Councillor	Party
Cllr. Terry Shannon	FF
Cllr. Henry Cremin	SF

REGIONAL HEALTH FORUM

Councillor	Party
Cllr. John Sheehan	FF
Cllr. Mary Shields	FF
Cllr. Henry Cremin	SF
Cllr. John Buttimer	FG

ASSOCIATION OF IRISH LOCAL GOVERNMENT

Councillor	Party
Cllr. Terry Shannon	FF
Cllr. Sean Martin	FF
Cllr. Kenneth Noel O' Flynn	FF
Cllr. Chris O' Leary	SF
Cllr. Mick Nugent	SF
Cllr. John Buttimer	FG

AUDIT COMMITTEE

Councillor	Party
Cllr. Sean Martin	FF
Cllr. Chris O' Leary	SF
Cllr. John Buttimer	FG

CORK AREA STRATEGIC PLAN COMMITTEE (CASP)

Councillor	Party
Cllr. Mary Shields	FF
Cllr. Fergal Dennehy	FF
Cllr. Kenneth Noel O' Flynn	FF
Cllr. Terry Shannon	FF
Cllr. Chris O' Leary	SF
Cllr. Henry Cremin	SF
Cllr. Mick Nugent	SF
Cllr. John Buttimer	FG
Cllr. Joe Kavanagh	FG
Cllr. Mick Finn	NP

Comhairle Cathrach Chorcaí Tuarascáil Bhliantúil 2017

DOCKLANDS POLICY COMMITTEE

Councillor	Party
Cllr. Terry Shannon (Chair)	FF
Cllr. Kenneth Noel O' Flynn	FF
Cllr. Nicholas O' Keeffe	FF
Cllr. Chris O' Leary	SF
Cllr. Henry Cremin	SF
Cllr. P.J. Hourican	FG

EDUCATION TRAINING BOARD

Councillor	Party
Cllr. Tim Brosnan	FF
Cllr. Mary Shields	FF
Cllr. Chris O' Leary	SF
Cllr. P.J. Hourican	FG

JOINT CORK CITY COUNCIL/CORK COUNTY COUNCIL COMMITTEE

COUNCILLOR	PARTY
Cllr. Nicholas O' Keeffe	FF
Cllr. Fergal Dennehy	FF
Cllr. Tony Fitzgerald	FF
Cllr. Henry Cremin	SF
Cllr. Mick Nugent	SF
Cllr. P.J. Hourican	FG
Cllr. Des Cahill	FG
Cllr. Thomas Moloney	NP

LOCAL AUTHORITY MEMBERS ASSOCIATION

Councillor	Party
Cllr. Terry Shannon	FF

LOCAL COMMUNITY DEVELOPMENT COMMITTEE

Councillor	Party
Cllr. Fergal Dennehy	FF
Cllr. Chris O' Leary	SF
Cllr. P.J. Hourican	FG

REGIONAL HEALTH FORUM

Councillor	Party
Cllr. John Sheehan	FF

Comhairle Cathrach Chorcaí Tuarascáil Bhliantúil 2017

Cllr. Mary Shields	FF
Cllr. Henry Cremin	SF
Cllr. John Buttimer	FG

AN GRÚPA FORBARTHA GAEILGE

Councillor	Party
Cllr. Tom O' Driscoll	FF
Cllr. Sean Martin	FF
Cllr. Henry Cremin	SF
Cllr. John Buttimer	FG
Cllr. Mick Finn	NP

ARTS COMMITTEE

Councillor	Party
Cllr. Kenneth Noel O' Flynn	FF
Cllr. Sean Martin	FF
Cllr. Nicholas O' Keeffe	FF
Cllr. Mary Shields	FF
Cllr. Chris O' Leary	SF
Cllr. Henry Cremin	SF
Cllr. Fiona Kerins	SF
Cllr. John Buttimer	FG
Cllr. Laura McGonigle	FG
Cllr. Kieran McCarthy	NP
Cllr. Paudie Dineen	NP

BLACKPOOL, THE GLEN & MAYFIELD AIT (AREA IMPLEMENTATION TEAM)

Councillor	Party
Cllr. John Sheehan	FF
Cllr. Thomas Gould	SF

CHINA PROJECT GROUP

Councillor	Party
Cllr. Tom O' Driscoll	FF
Cllr. Sean Martin	FF
Cllr. Chris O' Leary	SF

CHURCHFIELD YOUTH & COMMUNITY RESOURCE CENTRE (THE HUT)

Councillor	Party
Cllr. John Sheehan	FF
Cllr. Kenneth Noel O' Flynn	FF
Cllr. Thomas Gould	SF

Comhairle Cathrach Chorcaí Tuarascáil Bhliantúil 2017

Cllr. Joe Kavanagh	FG
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CITY WIDE STEERING COMMITTEE

Councillor	Party
Cllr. Terry Shannon	FF
Cllr. Chris O' Leary	SF

COMHAIRLE NA NÓG

Councillor	Party
Cllr. Nicholas O' Keeffe	FF

CONSUMPTION OF INTOXICATING LIQUOR (DRINKING ON THE STREET BYE LAWS) COMMITTEE

Councillor	Party
Cllr. Kenneth Noel O' Flynn	FF
Cllr. Fergal Dennehy	FF
Cllr. Shane O' Shea	SF
Cllr. Laura McGonigle	FG
Cllr. Paudie Dineen	NP

BOARD OF CORK CITY PARTNERSHIP

Councillor	Party
Cllr. Nicholas O' Keeffe	FF
Cllr. Kenneth Noel O' Flynn	FF
Cllr. Kenneth Collins	SF

CORK CONVENTION BUREAU

Councillor	Party
Cllr. Tom O' Driscoll	FF

CORK REGIONAL ATHLETICS STADIUM MANAGEMENT COMMITTEE

Councillor	Party
Cllr. Fergal Dennehy	FF
Cllr. Henry Cremin	SF
Cllr. P.J. Hourican	FG

CORK SPORTS PARTNERSHIP

Councillor	Party
Cllr. Nicholas O' Keeffe	FF
Cllr. Henry Cremin	SF

Comhairle Cathrach Chorcaí Tuarascáil Bhliantúil 2017

Cllr. John Buttimer	FG
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E.C.A.D (EUROPEAN CITIES AGAINST DRUGS)

Councillor	Party
Cllr. Mary Shields	FF

EVERYMAN THEATRE

Councillor	Party
Cllr. Tim Brosnan	FF
Cllr. Stephen Cunningham	SF

FARRANFERRIS/FAIRHILL/GURRANABRAHER AIT (AREA IMPLEMENTATION TEAM)

Councillor	Party
Cllr. Tony Fitzgerald	FF
Cllr. Kenneth Collins	SF

FIRKIN CRANE DEVELOPMENT COMPANY

Councillor	Party
Cllr. Kieran McCarthy	NP
Cllr. Thomas Gould	SF

GURRANABRAHER, CHURCHFIELD YOUTH & COMMUNITY RESOURCE CENTRE (THE HUT)

Councillor	Party
Cllr. John Sheehan	FF
Cllr. Kenneth Noel O' Flynn	FF
Cllr. Thomas Gould	SF
Cllr. Joe Kavanagh	FG

HEALTHY CITIES STEERING GROUP

Councillor	Party
Cllr. Tony Fitzgerald	FF

WHO EUROPEAN HEALTHY CITIES NETWORK VISION GROUP

Councillor	Party
Cllr. Tony Fitzgerald	FF

Comhairle Cathrach Chorcaí Tuarascáil Bhliantúil 2017

HERITAGE FORUM

Councillor	Party
Cllr. Tim Brosnan	FF
Cllr. Kieran McCarthy	NP

IRISH PUBLIC BODIES MUTUAL INSURANCES LTD

Councillor	Party
Cllr. Sean Martin	FF

JOINT POLICING COMMITTEE

Councillor	Party
Cllr. Tony Fitzgerald	FF
Cllr. John Sheehan	FF
Cllr. Tim Brosnan	FF
Cllr. Terry Shannon	FF
Cllr. Mary Shields	FF
Cllr. Sean Martin	FF
Cllr. Chris O' Leary	SF
Cllr. Henry Cremin	SF
Cllr. Stephen Cunningham	SF
Cllr. Mick Nugent	SF
Cllr. John Buttimer	FG
Cllr. Joe Kavanagh	FG
Cllr. P.J. Hourican	FG
Cllr. Thomas Moloney	NP
Cllr. Paudie Dineen	NP
Cllr. Ted Tynan	WP

KNOCKNAHEENY, HOLLYHILL & CHURCHFIELD AIT (AREA IMPLEMENTATION TEAM)

Councillor	Party
Cllr. Tony Fitzgerald	FF
Cllr. Mick Nugent	SF

BOARD OF LEISURE WOLRD

Councillor	Party
Cllr. Terry Shannon	FF
Cllr. Sean Martin	FF
Cllr. Mary Shields	FF
Cllr. Kenneth Collins	SF
Cllr. Henry Cremin	SF
Cllr. Laura McGonigle	FG

Comhairle Cathrach Chorcaí Tuarascáil Bhliantúil 2017

LOCAL DRUGS TASK FORCE

Councillor	Party
Cllr. John Sheehan	FF
Cllr. Mary Shields	FF
Cllr. Mick Nugent	SF
Cllr. John Buttimer	FG

MAYFIELD SPORTS COMPLEX

Councillor	Party
Cllr. Tim Brosnan	FF
Cllr. Stephen Cunningham	SF
Cllr. Joe Kavanagh	FG

BOARD OF THE NATIONAL SCULPTURE FACTORY

Councillor	Party
Cllr. Kieran McCarthy	NP
Cllr. Chris O' Leary	SF

BOARD OF THE OPERA HOUSE

Councillor	Party
Cllr. Sean Martin	FF
Cllr. Terry Shannon	FF
Cllr. Fiona Kerins	SF
Cllr. Des Cahill	FG
Cllr. Mick Finn	NP

SCHOOL MEALS COMMITTEE

Councillor	Party
Cllr. Nicholas O' Keeffe	FF
Cllr. Thomas Gould	SF
Cllr. Chris O'Leary	SF

SOUTHERN WEST RIVER BASIN DISTRICT MANAGEMENT COMMITTEE

Councillor	Party
Cllr. Fergal Dennehy	FF
Cllr. Thomas Gould	SF

SPORTS COMMITTEE

Councillor	Party
Cllr. Sean Martin	FF

Comhairle Cathrach Chorcaí Tuarascáil Bhliantúil 2017

Cllr. Terry Shannon	FF
Cllr. Nicholas O' Keeffe	FF
Cllr. Kenneth Noel O' Flynn	FF
Cllr. Chris O' Leary	SF
Cllr. Mick Nugent	SF
Cllr. Thomas Gould	SF
Cllr. Joe Kavanagh	FG
Cllr. Laura McGonigle	FG
Cllr. Thomas Moloney	NP
Cllr. Lil O' Donnell	NP

STANDING POLICY COUNCIL OF THE ASSOCIATION OF IRISH LOCAL GOVERNMENT

Councillor	Party
Cllr. Terry Shannon	FF
Cllr. Chris O' Leary	SF
Cllr. John Buttimer	FG

TRAVELLER ACCOMODATION CONSULTATIVE COMMITTEE

Councillor	Party
Cllr. Mary Shields	FF
Cllr. Tony Fitzgerald	FF
Cllr. John Sheehan	FF
Cllr. Mick Nugent	SF
Cllr. Henry Cremin	SF
Cllr. John Buttimer	FG
Cllr. P.J. Hourican	FG
Cllr. Marion O' Sullivan	SP
Cllr. Mick Finn	NP

HOLDING COMMITTEE OF WANDESFORD QUAY ARTS CENTRE

Councillor	Party
Cllr. Mary Shields	FF
Cllr. Henry Cremin	SF

DOG FOULING COMMITTEE

Councillor	Party
Cllr. Paudie Dineen	NP
Cllr. Joe Kavanagh	FG
Cllr. John Sheehan	FF
Cllr. Tony Fitzgerald	FF
Cllr. Nicholas O'Keeffe	FF

Comhairle Cathrach Chorcaí Tuarascáil Bhliantúil 2017

Cllr. Henry Cremin	SF
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BOARD OF CORK FILM FESTIVAL

Councillor	Party
Cllr. Laura McGonigle	FG
Cllr. Sean Martin	FF
Cllr. Chris O'Leary	SF

BOARD OF CORE (CORK CITY CENTRE PARTNERSHIP)

Councillor	Party
Cllr. Tom O'Driscoll	FF
Cllr. Fiona Kerins	SF

HOMELESSNESS SERVICES SUB-GROUP

Councillor	Party
Cllr. Mick Nugent	SF
Cllr. Thomas Gould	SF
Cllr. Thomas Moloney	NP
Cllr. Shane O'Shea	SF
Cllr. Fergal Dennehy	FF
Cllr. Fiona Ryan	SP

Comhairle Cathrach Chorcaí Tuarascáil Bhliantúil 2017

SENIOR MANAGEMENT TEAM 2017 CORK CITY COUNCIL

NAME	DIRECTORATE
Ann Doherty	Chief Executive
Pat Ledwidge	Director of Services, Strategic Planning, Economic Development and Enterprise
Ruth Buckley	Head of ICT and Business Services
Paul Moynihan	Director of Services, Corporate and External Affairs
David Joyce	Interim Director of Services, Environment and Recreation
Gerry O'Beirne	Director of Services, Roads and Transportation
Valerie O'Sullivan	Director of Services, Housing and Community
John Hallahan	Head of Finance
Deborah Hegarty	Law Agent
Tony Duggan	City Architect
Michael Burke	Interim Director of Services, Human Resource Management and Organisational Reform

Comhairle Cathrach Chorcaí Tuarascáil Bhliantúil 2017

CONFERENCES ATTENDED 2017

Fair Deal Scheme - Four Seasons , Carlingford – 12th March 2017- 2 Councillors.

AILG Training Seminar National Planning Framework – Waterford – 11th February 2017 – 3 Councillors

AILG Annual Conference – Ennis, Co Clare- 6th -7th March 2017 – 4 Councillors

LAMA Annual Training Seminar – Clonmel – 28th to 30th September 2017 – 3 Councillors

AILG Training – Gorey, Co Wexford – 14th November 2017 – 3 Councillors

LAMA Spring Training – Gormanstown, Co Meath- 28th to 29th April 2017 – 2 Councillors

AILG Module 2 Training – Westport, Co Mayo- 13th May 2017 – 3 Councillors

AILG Annual Training Seminar- Sligo - 12th to 13th October 2017 - 3 Councillors

Training for Elected Members – Carrick On Shannon, Co Leitrim - 20th October 2017 - 2 Councillors

Data Protection –FOI and the Councillor – Letterkenny – 24th - 26th March 2017- 1 Councillor

ECAD 2017 Conference – Kaunas, Lithuania- 25th April 2017- 1 Councillor

McGill Summer School- Donegal – 16th to 21st July 2017 – 1 Councillor

Comhairle Cathrach Chorcaí Tuarascáil Bhliantúil 2017

Meetings of Council 2017

MEETING	NO. OF MEETINGS	Comparison from 2016
Ordinary Council Meetings	20	=
Special Meetings of Council	9	+2
Annual Meeting	1	=
Budget Meeting	1	=
Housing & Community Functional Committee	10	=
Housing & Community Strategic Policy Committee	5	+1
Roads & Transportation Functional Committee	10	=
Roads & Transportation Strategic Policy Committee	2	-2
Environment & Recreation Strategic Policy Committee	6	+2
Environment & Recreation Functional Committee	6	+1
Strategic Planning & Economic Development & Enterprise Functional Committee	6	+1
Strategic Planning & Economic Development & Enterprise Strategic Policy Committee	6	-1
Finance & Estimates Functional Committee	5	-1
Corporate Policy Group	10	=
Intoxicating Liquor on the Streets Committee	0	=
Schools Meals Committee	1	=
International Relations Committee	4	+1
An Grúpa Forbartha Gaeilge	2	-1
Tourism Arts & Culture Functional Committee	5	-1
Tourism Arts & Culture Strategic Policy Committee	4	+1

Comhairle Cathrach Chorcaí Tuarascáil Bhliantúil 2017

LORD MAYOR'S CIVIC AND COMMUNITY AND VOLUNTARY AWARDS

The Lord Mayor's Civic and Community and Voluntary Awards took place on 31st May 2017. The ceremony began with the presentation of the Lord Mayor's Civic Awards to the following 6 recipients:

1. **Mr. Pat Cotter** – In recognition of his contribution to the cultural life of Cork through “A Summer's Evening on the Quad”.
2. **Mr. John Kennedy** – In recognition of his commitment to the sporting and community life of Cork through his work with FORAS Trust and Cork City FC, Ringmahon Rangers, and Foróige.
3. **Mr. Liam Maher** – In recognition of his commitment to the community and charity life of Cork through his work with Cork Youth Orchestra, Sunday's Well Rebels, the Rebel Plunge and St. Luke's Male Voice Choir.
4. **Ms. Gerrie O'Grady** – In recognition of her commitment to supporting the deaf and hard of hearing communities in Cork through her role as manager of Cork Deaf Association.
5. **Ms. Anne Quinlan** – In recognition of her commitment to community life in Ballinlough through her work with Ballinlough Youth Clubs and Community Association.
6. **Mr. Viv Sadd** – In recognition of his commitment to community life in Mahon through his work as project co-ordinator of Mahon Community Development Project.

The Community & Voluntary Awards celebrated their thirteenth year in 2017 and were devised to give recognition to the significant contribution of the community and voluntary sector to the city.

The categories and relevant winners were:

Category	Award Recipient
Advocacy/Information/Guidance	Cork Life Centre
Arts, Culture and Recreation	Cork Community Art Link
Community Development	Glenfields Community Childcare
Health and Well Being	NICHE
Social Services and Environment	Good Shepherd Services

Both the Lord Mayor's Civic Awards and the Lord Mayor's Community and Voluntary Awards were streamed live on 222.corkcity.ie/tv

Comhairle Cathrach Chorcaí Tuarascáil Bhliantúil 2017

List of Lord Mayor's Civic Receptions in 2017

- **Civic Reception to mark the Retirement Of the President of UCC Dr. Michael Murphy**
Council Chamber, City Hall on Wednesday 18th January at 6.30 p.m.
- **Civic Reception for Ford Pensioners on the occasion of celebrating 100 years of Ford in Ireland**
Millennium Hall, City Hall on Thursday, 20th April at 6.30 p.m.
- **Mayfield All Ireland Junior Hurling Championship 2017 Winners**
Council Chamber, City Hall on Tuesday, 30th May at 6.30 p.m.
- **Civic Reception to mark the Retirement of the President of CIT Dr. Brendan Murphy**
Council Chamber, City Hall on Tuesday 13th June at 6.00 p.m.
- **Civic Reception to mark the 125th Anniversary of the Evening Echo**
Council Chamber, City Hall on Wednesday 27th September at 6.30 p.m.
- **Civic Reception to mark the 40th Anniversary of the Cork Jazz Festival**
Council Chamber, City Hall on Wednesday 25th October at 6.00 p.m.
- **Civic Reception for Commodore Hugh Tully, FOCNS to mark his long service to the State and his retirement as Head of the Naval Service**
Atrium, City Hall on Friday 8th December at 6.00 p.m.

Expenses

- Entertainment Expenses in relation to Civic events - €81,785.00
- Twinning Expenses - €42,796.00
- Lord Mayor's Allowance - €30,000 (gross taxable) per annum
- Deputy Lord Mayor's Allowance - €6,000 (gross taxable) per annum
- Representational Payment - €16,565 (Gross Taxable) per annum paid monthly to each Councillor
- Elected Members Annual Expense Allowance - €5,307.03 per annum paid to each Councillor
- Strategic Policy Committee (SPC) Chair Allowance - €6,000 per annum paid monthly to each SPC Chair

**CITY ARCHITECT'S
DEPARTMENT**

Comhairle Cathrach Chorcaí Tuarascáil Bhliantúil 2017

Deanrock Housing Project, Togher

The development consists of 65 new social housing dwellings and a community facility building on the site of the former flat blocks in Owenacurra Court and Shournagh Lawn in Togher, a suburb in the southwest of the City.

The design for the scheme borrows from the vernacular and existing development patterns to best reflect the scale and character of the surrounding housing estates, with a greater density achieved through the use of 3-storey family dwellings and a limited number of duplex units comprising 2-storey maisonettes over ground floor apartments.

The top floors of the 3-storey dwellings are contained within steeply pitched roofs with dormer windows so as to minimise the heights of the dwellings.

The scheme steps back from the edges of the site in order to retain as much of the existing mature trees as possible, in particular along Togher Road.

Detail design for this project was completed and tenders were invited at the end of December 2017. The main house-building contract is due on site in April 2018 after an extensive enabling works contract which addressed significant complications arising from existing underground utilities and poor ground conditions. The anticipated completion date is December 2019.

Project was broadly commented by national press, as one of the largest social housing schemes in the country (<https://www.irishexaminer.com/ireland/work-finally-starts-on-16m-cork-social-housing-scheme-471271.html>).

Knocknaheeny Regeneration Housing Project - Phase 2A

The proposed development consists of construction of 47 no. new residential units on site which is in the ownership of Cork City Council, comprising 1.36 hectares, situated at Harbour View Road, Knocknaheeny, in the city of Cork. This proposed development will be Phase 2A of the City North West Quarter Regeneration (CNWQR) Master Plan, Knocknaheeny.

The proposal is for the most part consistent with the Housing Agency's Master Plan concept and follows the *Design Code and Public Realm Strategy for the City Northwest Quarter Regeneration* outlining urban design principles relating to scale and massing of streets. Three storey dwellings front onto an arterial road— in this case Harbour View Road. Two storey dwellings front onto new local roads. All corners are marked by three storey apartment blocks.

Detail design for this project was completed and tenders were invited at the end of December 2017. Works on site commenced in April 2018 with completion date in February 2020.

Roofing Works at the City Library, Grand Parade

The original stone-faced City Library building on Grand Parade dates from 1930, the modern extension dates from the late 1970s. In recent years the existing asphalt roof covering had deteriorated significantly: joints at upstands had failed, resulting in moisture ingress and bubbling and cracking of the asphalt, and perimeter joints at existing rooflight upstands had failed and were letting in water. Multiple leaks were disrupting public access to the upper floor, and causing damage to valuable archived material as well as internal finishes.

The Roofing Works were designed and procured by City Architect's Department. Despite intermittent bad weather, very tight access and programme restrictions, the project was completed in time and within budget.

A scope of work:

- Existing linear rooflights were dismantled and removed from the roof
- Structural timber upstand 'boxes' were formed across these opes, to take a series of new square rooflights.
- The new bituminous roofing membrane was installed on tapered built-up insulation
- New domed (square) rooflights were installed
- Parapets were insulated and covered with the new roof covering
- The watertank was replaced with a new tank
- The existing suspended ceiling was replaced with a new suspended ceiling grid and ceiling tile
- Existing surface-mounted linear fluorescent light fittings were replaced with recessed square LED arrays, providing a superior quality of light to the research and archive spaces.

CORPORATE AND EXTERNAL AFFAIRS

Comhairle Cathrach Chorcaí Tuarascáil Bhliantúil 2017

Hollyhill Library award for Excellence in Local Government

In December 2017, Hollyhill Library took home a Chambers Ireland Excellence in Local Government Award for its services to children with autism. During 2016, Hollyhill Library enhanced its service to children with autism or sensory disorders by devising and implementing a two-part project. The first part was to devise a “social story”, which is used to prepare children who have autism or anxiety for a new experience. Hollyhill Library wrote its own social story to prepare children for what will happen on a visit there, using the Library’s mascot “Red” as the narrator, and encouraged parents and teachers to use this story prior to a visit.

The second part of the project involved making the Library a more sensory friendly place. Some children have a negative reaction to the bustle of a bright and busy library and parents experience embarrassment when the child then acts out. The Library offers private visits prior to opening time, bookable in advance, where lights and noise are kept to a minimum. The fact that the visits happen while doors are still closed to the general public offers some peace of mind to parents whose children can move freely about the library and make noise without censure or judgment.

Cork City Culture Night 2017

Culture Night took place on the 22nd September 2017. There were 118 venues involved, with 245 events. There were 43, 000 visits to these venues over the course of the evening.

Bus Eireann once again came on board as transport partners, running free Culture Night Buses from City Hall, across three routes:

- East to Blackrock Castle
- North to Collins Barracks Military Museum
- West to Bishopstown Library returning via Lifetime Lab.

New venues and events this year included the Lord Mayors Chamber tours, Nano Nagle Place, St. Luke’s Crypt, and an extensive programme on North Main Street, in conjunction with the traders, led by St. Peters.

Cork City Council provided Irish Sign Language interpretation for events in the Lord Mayors Chamber, and a tour at Elizabeth Fort as part of our wider commitment to accessibility.

Film was a focus for the programme with a special showing of Maze in City Hall, supported through Film in Cork, and a showing of Young Offenders at the Gate Theatre.

Top Attractions in Cork Brochure

In March 2017, the Tourism Section undertook the production of a new “Top Attractions in Cork City” tourist information brochure, which was then formally launched in June 2017. The brochure provides information on 16 of Cork City’s attractions, in addition to a way finding map. The brochures will be made available in a number of languages.

To-date the brochure has been distributed to all of the 16 attractions listed in the publication, in addition to City Centre hotels, hostels, Cork Convention Bureau, Tourist Office, UCC, CIT, Port of Cork,

Comhairle Cathrach Chorcaí Tuarascáil Bhliantúil 2017

Cork Airport, Cork City Library, Cork Cruise Ambassadors, hop-on/hop-off tour bus and a number of other outlets in the City. The brochure is available on request from Cork City Council and continues to be distributed in the City.

Cork City joins National Network of Healthy Cities

To recognise Cork City Council's involvement in the World Health Organisation Healthy Cities Project over the past five years, Minister of State for Health Promotion, Marcella Corcoran Kennedy, T.D, presented a certificate of accreditation to the National Healthy Cities and Counties of Ireland Network. The Certificate was officially signed by the Lord Mayor Cllr. Des Cahill and Chief Executive of Cork City Council Ms. Ann Doherty on Wednesday January 11th 2017 in Cork City Hall.

With the significant development in 2013 of Healthy Ireland – the National Framework for Improved Health and Wellbeing – the WHO Healthy Cities model has been identified as the way to develop key partnerships at local level to implement Healthy Ireland. To progress this, Minister Corcoran Kennedy had already formally launched the National Healthy Cities and Counties of Ireland in November 2016, under the aegis of Healthy Ireland.

Freedom of the City

At a packed City Hall on 11th May 2017, the Lord Mayor of Cork, Cllr. Des Cahill conferred the freedom of the city on Ronan O'Gara. The City Council bestowed the Freedom of the City on Mr. O'Gara in recognition of his outstanding contribution to Irish Rugby, on both the national and international stage.

In his acceptance speech, Mr. O'Gara paid special tribute to his wife, family, parents, teammates and rugby fans for their support and spoke of how humbled he was to be conferred with the freedom of his home City.

Strategic Policy Committee

Meetings held: 4

Items Discussed: The English Market
Cork Cruise Ambassadors
Creative Ireland
Elizabeth Fort
Cork Guinness Jazz Festival.

Protected Disclosures

There were no protected disclosures made to Cork City Council in 2017.

ENVIRONMENT AND RECREATION

Comhairle Cathrach Chorcaí Tuarascáil Bhliantúil 2017

Cork City Marathon

The 2017 Cork City Marathon took place on 4th June 2017 and for the first time it was held on the Bank Holiday Sunday rather than Monday. The change proved hugely popular with runners and saw participation increase over that of previous years. This year, over 7,500 runners took part in the marathon, half marathon and relay races. The men's race was won by American Chris Mocko from Cork's twinned city, San Francisco. Cork woman Jill Hodgins was first over the line in the women's race taking her first Cork Marathon win.

Over 500 volunteers located around the course from race stewards and officials to water-station staff and medical responders, worked tirelessly to make this event a success. The success of the Irish Examiner Cork City Marathon would not be possible without their continued support.

Dog Fouling Awareness

On Tuesday 21st March 2017 Cork City Council launched its Dog Fouling Awareness Campaign. The campaign focused on awareness and responsible dog ownership. Cork City Council held a poster competition across 12 schools and received over 380 entries. The highlight of the day was the announcement of Mikaela Ni Mhurchú of Gaelscoil an Teaghlaigh Naofa as the overall winner of the poster competition. Mikaela won €100 Smyth's Toys voucher for herself and a €500 bursary sponsored by Maxi Zoo for her school. Mikaela's poster will be used to front the 2018 Dog Fouling Awareness Campaign.

All artwork was displayed for the public to view in Blackpool, Merchants Quay, Wilton and Douglas Village shopping centres between March 21st and March 25th with information stands also in place promoting responsible dog ownership and highlighting the health risks associated with dog fouling together with the difficulties experienced by the visually impaired and persons with disabilities.

Picnic in the Park

On Sunday the 18th June the very successful Picnic in the Park event took place again this year. The event included a huge amount of activities for all of the family with interactive workshops, displays, musical performances and kid's events throughout the day. Large numbers of people attended the event again this year and fun was had by all.

Leisure World

On 24th November 2017, LW Management celebrated 20 very successful years in existence. LW Management started as a one site facility called Leisure World Bishopstown. It was set up by Cork City Council in 1997 as a not for profit company to manage their public recreation/sporting facilities and provide a quality service and experience to all that wish to avail of their facilities and services. Over the years what initially began as "Leisureworld" has grown into a progressive management company called LW Management that now manages five facilities across Cork City.

Lower Lee (Cork City) Flood Relief Plan

In December 2017, the Office of Public Works (OPW) and its consultants Arup published the Lower Lee (Cork City) Flood Relief Scheme Exhibition Report which responds to and addresses the issues which were raised by the public as part of the statutory public consultation process on the proposed scheme which ran from December 2016 -April 2017. The planned flood relief scheme will protect businesses

Comhairle Cathrach Chorcaí Tuarascáil Bhliantúil 2017

and other property owners from the 1 in 100 year fluvial (river) flood event and the 1 in 200 year tidal flood, protecting 2,100 properties.

Strategic Policy Committee

Meetings held: 4

Items Discussed:

- River Basin Management
- Deposit Return Scheme
- Street Cleaning & Litter Management Policy
- Restricted Breeds of Dogs

HOUSING AND COMMUNITY

Comhairle Cathrach Chorcaí Tuarascáil Bhliantúil 2017

Bishopsgrove Project

Following approval of funding by the Department of Housing, Planning & Local Government (DHPCLG), the City Council acquired a gated community of seven housing units which will provide 39 bed spaces and ancillary office premises at Bishopsgrove, Curraheen Road, Bishopstown, Cork.

The Bishopsgrove Project will provide supported student accommodation and floating support for young people aged 18 – 25 years old. This intervention will build up the capacity of those eligible persons to participate in Third level education or equivalent accredited training as a vital pathway away from homelessness. The Project will ensure that young people who progress to third level education are supported in the pursuit of their educational and career goals.

The Cork City Council Foyer Project will have overall responsibility for the management of the project and will, therefore, deal with all health & safety matters, service agreements and collate any related outcomes.

The complex was officially opened by Minister for Housing, Planning and Local Government Eoghan Murphy T.D. on 29th September 2017.

City Northwest Quarter Regeneration

The second phase (Phase 1B) was completed in November 2017 with the provision of 29 new homes. Tenders have been invited for the next phase, Phase 2A (for the construction of 47 new homes), with works to commence on site in early 2018.

Housing Strategy & Rebuilding Ireland

- 223 units are under construction across 7 no. sites across the City.
- A further 134 units are with the Department and, if approved, construction can commence within a short timeframe thereafter.
- Construction has been completed on 28 units at Tramore Road.
- A planning application for a mixed tenure scheme has been approved by Cork County Council for 143 units at Boherboy Road, Mayfield but is on appeal to An Bord Pleanála.
- A turnkey scheme consisting of 52 units on a site in the northside of the City, being developed by Túath Housing Association, was approved by Council on 27th November for Capital Advance Leasing Facility approval.
- A Part 8 for the development of 28 units in Thomas Davis Street has been advertised in partnership with Respond!
- A Part 8 application for 51 units at Boyces Street is currently with the Department and if approved will be advertised.

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- The City Council continue to purchase houses in private estates but as indicated by the Minister it is anticipated that funding will go towards construction from 2018 onwards with less dependency on the purchase of existing houses in estates to meet social housing need.
- The City Council also continues to benefit from funding towards the return of vacant housing units with 158 units under repair and 48 units under offer.

LIHAF (Local Infrastructure Housing Activation Fund)

Old Whitechurch Road

Master plan is underway to deliver 600 units.

Consultants appointed for design and infrastructure of the site in November 2017. Design of infrastructural works progressing.

Competitive Dialogue Process

215 units are currently being delivered as a result of the first Competitive Dialogue Process. A further Competitive Dialogue Process commenced in September 2017. It is likely that a number of proposals from this will deliver several hundred units.

Housing Maintenance

- ❖ 318 void properties brought back into productive use.
- ❖ 1,953 occupied properties received upgrades works.
- ❖ 5,548 domestic gas boilers serviced.
- ❖ 28 properties received minor DPG (disabled persons grants) works

Choice Based Letting Scheme

Choice Based Letting has been in operation since Wednesday, 4th November 2015.

180 properties were advertised in 2017. This resulted in 259,542 property views and 55,535 expressions of interest.

Rental Accommodation Scheme & Housing Assistance Payment Schemes:

831 active RAS tenancies in place at the end of 2017.

HAP Progress: 814 Tenancies commenced in 2017, exceeding targets.

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Strategic Policy Committee

Number of Meetings held: 4

Items Discussed:

- Rebuilding Ireland
- Competitive Dialogue Process
- Local Infrastructure Housing Activation Fund (LIHAF)
- Bishopsgrrove Supported Student Accommodation.

ICT AND BUSINESS SERVICES

Comhairle Cathrach Chorcaí Tuarascáil Bhliantúil 2017

Grow Smarter EU Project

The General Assembly for the EU Horizon 2020 project, GrowSmarter, in which Cork is a follower city, was held in City Hall and UCC at the beginning of June. The three day event saw over 90 delegates from the "lighthouse" cities of Cologne, Barcelona and Stockholm as well as the other follower cities of Porto, Graz, Valetta and Suceava discuss progress on 12 large scale demonstrator solutions in the actions areas of Low Energy Districts, Integrated Infrastructures and Sustainable Urban Mobility. There were a number of attendees from other cities across Europe as well as local industry and research organisations at what was a very successful event.

Cork Dashboard

The Cork Dashboard was launched on December 15th. The project was created by Cork SMART Gateway, Cork City and Council Councils and funded by Science Foundation Ireland. It was developed in conjunction with the National Centre for Geo Computation in Maynooth University. The Cork Dashboard is a new online resource that will let citizens, businesses and policy maker's access information about the wider Cork region. The Cork Dashboard allows users to monitor approximately 100 data sets at a glance including real-time traffic and weather information to air quality and crime levels. The Cork dashboard is available at www.corkdashboard.ie

Storm Ophelia

The ICT and Business Services Directorate provided invaluable support to the Local Coordination Centre (LCC), set up in Cork City Fire Station during Storm Ophelia. Cork City Council's ICT Department responded during the event by activating the 1800 number and call diversion to the LCC Call Centre, diverted the out of hours support number 021-4966512 to the LCC Call Centre, supported the functioning of LCC Call Centre, supported conference calls with National Emergency Coordination Centre (NECC), and provided general support to the network. With their support, the Communications Team present on site was at all times in a position to feed up-to-date information to the citizens of Cork.

Public Consultation Portal

Cork City Council introduced the CiviQ Consultation portal as its consultation tool. The portal is accessible from <https://consult.corkcity.ie> .

This application is used by several of the other larger Local Authorities and public sector bodies such as the HSE and government departments. It can be used to manage public consultations or carry out surveys on citizens. It is hoped that the roll-out of the portal in 2018 will help to increase citizen engagement.

**HUMAN RESOURCE
MANAGEMENT AND
ORGANISATIONAL REFORM**

Comhairle Cathrach Chorcaí Tuarascáil Bhliantúil 2017

Long Service Awards 2017

Staff members who had reached over 30 and 40 years service on December 31st 2016 were recognised at the Staff Long Service Awards on December 5th 2017. These staff members have worked through good times and bad and have seen many changes both within the Council and the city. This ceremony is an initiative of the Workplace Partnership Committee.

Recruitment & Training

Through the Training and Development Unit, Cork City Council's staff were supported to undertake third level courses that will further develop the skills set necessary to deliver on the Council's Corporate Goals. Throughout the year training continued to enhance the health and safety knowledge of staff required to ensure a safe work environment.

Health and Safety Awards

In its fifth year entering the National Irish Safety Organisation (NISO) Awards, Cork City Council won a Continuous High Achiever Award and a Distinction. The All Ireland Safety Awards are jointly organised by the National Irish Safety Organisation (NISO) and the Northern Ireland Safety Group (NISG) resulting in an average entry level of 2,000 submissions by organisations in Ireland, Northern Ireland and the UK, across sectors such as energy, construction, manufacturing & transport. The Award Ceremony took place in Galway on 13th October 2017.

The awards were presented to Health and Safety Officer, Paula Kennedy by Sean Kyne T.D., Minister for Rural Affairs and Natural Resources. NISO presented the Continuous High Achievement Award to Cork City Council in recognition of the Council's consistent attainment of a high standard safety award for more than five years, representing their continuous commitment to health and safety in their organisation.

STRATEGIC PLANNING, ECONOMIC DEVELOPMENT AND ENTERPRISE

Comhairle Cathrach Chorcaí Tuarascáil Bhliantúil 2017

UNESCO Global Network of Learning Cities Conference 2017

Cork was successful in its bid to host the third UNESCO Global Network of Learning Cities Conference in Sept. 2017. The two previous conferences were held in Beijing 2013 and Mexico 2015. The conference was presented by UNESCO Institute of Lifelong Learning, held in Cork City Hall, from Sept 18th – 20th 2017, supported by Cork City Council and Cork ETB hosted with its Learning City Project partners, UCC, CIT, and other agencies in the city.

Cork successfully bid against 3 other European cities to host the conference because of its track record. The international conference was a unique opportunity to further cement the reputation of the country and the city as a centre of excellence in education and learning. This significant and successful event brought over 600 delegates to Cork City; including global representatives from over 100 learning cities and members of the UNESCO Global Network of Learning Cities.

Local Enterprise Week

During Local Enterprise Week, 5th to 10th March 2017, over 25 events were delivered citywide to provide an opportunity for all of our local businesses to engage with the LEO and learn more about supports available to start-ups and existing micro-enterprises. Events covering Retail and Customer Services, Franchising, Food, Tips for Start-ups, Youth Entrepreneurship and the Business Books attracted over 700 business owners throughout the week.

Local Area Plans for Cork City Docks and Tivoli Docks

The first step in preparing two new Local Area Plans for the Cork city Docks (North & South Docks) and Tivoli Docks got underway on 29th May with the launch of a period of consultation on what issues should be considered in the new Plans. A public workshop to discuss the Plans was held on 20th June and after a period of public consultation, consultation reports were prepared in September and went to Council in October. Tender submissions for the preparation of the Strategic Environmental Assessment (SEA) and Appropriate Assessment for the Local Area Plans were invited in December, with a closing date of 12th January 2018.

Cork Heritage Open Day 2017

Cork Heritage Open Day took place on 19th August. The one day event saw 41 buildings open in Cork City free of charge, with another 100 events and festivals also programmed on the day. There was an estimated 18,000 visits to the buildings and events. The event publicity comprising free printed material, online and broadcast coverage cost in the region of €116,000. On the event day, #CorkHeritage was trending at no. 7 in Ireland, making Cork Heritage Open Day one of the Top 10 Topics discussed on Twitter that day in Ireland.

Visit to China

The Lord Mayor, accompanied by the Chief Executive and other officials led a successful delegation to China. The delegation attended a Sister Cities Conference in Hangzhou. A group in conjunction with the HSE, had meetings with the Shanghai Hospital Services to look at exchange of best practice in a number of health areas. Another official group met with the Shanghai Science and Technology municipal commission and a number of incubators and universities in both Shanghai and Shenzhen with a view to engaging in exchange programmes.

Comhairle Cathrach Chorcaí Tuarascáil Bhliantúil 2017

Some Significant Decisions by Council

February:

TP 16/37215 – Change of Use of former TSB Bank, Lapps Quay/Parnell Place to Educational Use – UCC (subject to appeal)

March:

TP 16/36773 Appoville Ltd – permission granted for multi storey office development on Albert Quay (following withdrawal of appeal to An Bord Pleanála)

April:

TP 16/37224 – Leevlan Ltd. – Redevelopment of existing permitted hotel to provide 165 bedroom hotel and ancillary development (including retail unit on Parnell St.) – South Mall, Beasley Street and Parnell Place (subject to appeal)

July:

TP 16/37131 – Tennant & Costello Receivers – Change of Use from education to Student Accommodation (33 units / 116 bed spaces) – Copley Street

August:

TP 17/37288 – Former Telecom Site, Churchyard Lane, Ballinlough – 73 residential units – Colcents Ltd. – decision to grant permission 03/08/2017.

October:

TP 17/37440 – Irish Water – Pumping Station – Shanakiel Reservoir – decision to grant.

November:

TP 17/37436 – BAM – Mixed use Hotel and Office Development (c. 221,698 sq m.) – Former Government Buildings, Sullivans Quay. Notification of grant (subject to appeal)

December:

TP 17/37279 – Moneda Developments – The Former Good Shepherd Convent Site – 182 Residential Units (subject to appeal)

Strategic Policy Committee

Number of meetings held: 5 (one held jointly with LCDC 14/12/2017.)

Items Discussed: City Docks and Tivoli Docks Local Area Plans
Review of Cork City Centre Strategy
Proposed New Hospital for Cork
Cork Area Strategic Plan

ROADS AND TRANSPORTATION

Comhairle Cathrach Chorcaí Tuarascáil Bhliantúil 2017

KENT STATION, CITY CENTRE, BUS STATION, Phase 2

Phase 2 construction contract of the Kent Station to City Centre Project reached completion in 2017 at a cost of €2.1 million. The project provides improved connectivity between Kent Station and the City Centre with an emphasis on sustainable modes of transportation such as bus, cycle and walking. Phase 2 street renewal work relates to Horgan's Quay, Penrose Quay, Railway Street, Alfred Street and Ship Street. This project builds on the work completed in 2015 under Phase 1 and CIE's own work i.e. the new southern station access point and new roadway linking Alfred Street to Penrose Quay. The project was designed by Malachy Walsh & Partners, constructed by McGinty & O'Shea Ltd with funding provided by the National Transport Authority.

LOCAL INFRASTRUCTURE HOUSING ACTIVATION FUND PROJECT NO 1 DOCKLANDS JUNCTIONS

€6,000,000 funding approved for the optimization of the existing Docklands junctions. Programme of Work is under development.

SKEHARD ROAD

Phase 2 Parkhill to Church Road junction construction contract is underway and is anticipated to last 11 months. Phase 3 Church Road to Bessboro Road junction preliminary design is complete and Part 8 Planning is approved. The process for land acquisition is underway.

WILTON STRATEGIC CORRIDOR (SARFIELD ROAD TO WESTERN ROAD)

Preliminary design is complete and Part 8 process is complete. A Revised Part 8 for Wilton Roundabout is to be published in January 2018. Land acquisition process is underway, as is consultant tender selection process.

CITY CENTRE PUBLIC TRANSPORT IMPROVEMENT SCHEME

The renewal of crossings and road resurfacing work on St. Patrick's Street was completed in mid August. The renewal of crossings in both Half Moon Street and Emmet Place were completed. Footpath upgrades and road resurfacing works completed in Drawbridge Street and Perry Street.

STORM OPHELIA

Outdoor staff from Roads & Transportation Directorate were in attendance and ready to act throughout the storm, the main areas arising were in the area of traffic signal repair, road closure signage, checking of public lighting infrastructure and general removal of debris. Both staff and contractors worked diligently on the ground to deal with the challenges presented.

PARK & RIDE

Vehicle Numbers for 2017 – 130,221

Comhairle Cathrach Chorcaí Tuarascáil Bhliantúil 2017

PUBLIC BIKES

Membership at end 2017 – 11,442

Cumulative trips – 861,282

FIXED CHARGE PENALTY NOTICES (FCPNs)

Number of FCPNs issued 2017 – 35,764

Top offences:

- Failure to display valid disc 40.9%
- No current licence disc (tax disc) displayed 13.6%
- Parking in a loading bay 8.7%
- No parking sign 6.6%
- Parking after permitted time 5.8%

Top Offence locations:

- South Mall 6.7%
- St. Patrick's Street 4.1%
- Grand Parade 2.34 %
- Cornmarket Street 2.3%
- Morrison's Quay 2.2%

STRATEGIC POLICY COMMITTEE

Number of meetings held: 3

Items discussed:

Speed limit review

Cork Metropolitan Area transport Strategy

Road Safety Plan 2016-2020

FINANCIAL STATEMENTS

**STATEMENT OF COMPREHENSIVE INCOME (INCOME & EXPENDITURE ACCOUNT STATEMENT)
FOR YEAR ENDING 31st DECEMBER 2017**

The Income and Expenditure Account Statement brings together all the revenue related income and expenditure.

It shows the surplus/(deficit) for the year. Transfers to/from reserves are shown separately and not allocated by service division.

Note 16 allocates transfers by service division in the same format as Table A of the adopted Local Authority budget.

Expenditure by Division

	Gross Expenditure	Income	Net Expenditure	Net Expenditure
	2017	2017	2017	2016
	€	€	€	€
Housing & Building	44,564,581	42,034,204	2,530,377	2,587,759
Roads Transportation & Safety	26,304,857	13,814,697	12,490,160	12,875,004
Water Services	9,448,248	9,157,173	291,075	67,812
Development Management	11,333,879	3,679,275	7,654,604	7,878,212
Environmental Services	29,963,829	4,944,255	25,019,574	24,706,369
Recreation & Amenity	21,639,875	2,281,012	19,358,863	18,976,214
Agriculture, Education, Health & Welfare	495,705	184,622	311,083	342,219

Comhairle Cathrach Chorcaí Tuarascáil Bhliantúil 2017

Miscellaneous Services	8,285,319	3,638,364	4,646,955	4,021,230
Total Expenditure/Income	152,036,293	79,733,602		
Net cost of Divisions to be funded from Rates & Local Property Tax			72,302,691	71,454,819
Rates			65,834,727	64,736,946
Local Property Tax			11,927,355	8,013,089
Pension Related Deduction			-	2,455,541
Surplus/(Deficit) for Year before Transfers			5,459,391	3,750,757
Transfers from/(to) Reserves			(5,441,853)	(3,698,409)
Overall Surplus/(Deficit) for Year			17,538	52,348
General Reserve @ 1st January 2017			832,282	779,934
General Reserve @ 31st December 2017			849,820	832,282

Comhairle Cathrach Chorcaí Tuarascáil Bhliantúil 2017

STATEMENT OF FINANCIAL POSITION (BALANCE SHEET) AT 31st DECEMBER 2017

	2017 €	2016 €
Fixed Assets		
Operational	1,953,257,797	1,934,352,039
Infrastructural	1,158,626,952	1,160,251,547
Community	99,157,482	99,534,163
Non-Operational	50,835,766	49,635,044
	3,261,877,997	3,243,772,793
Work in Progress and Preliminary Expenses	28,455,711	17,667,362
Long Term Debtors	67,455,441	74,415,730
Current Assets		
Stocks	-	-
Trade Debtors & Prepayments	22,440,810	22,319,698
Bank Investments	31,780,166	42,425,775
Cash at Bank	12,467,981	6,573,945
Cash in Transit	20,150	20,350
	66,709,107	71,339,768
Current Liabilities (Amounts falling due within one year)		
Bank Overdraft	-	-
Creditors & Accruals	35,768,078	45,990,057
Finance Leases	22,570	15,867

Comhairle Cathrach Chorcaí Tuarascáil Bhliantúil 2017

	35,790,648	46,005,924
Net Current Assets / (Liabilities)	30,918,459	25,333,844
Creditors (Amounts falling due after more than one year)		
Loans Payable	132,460,631	139,390,254
Finance Leases	51,227	36,159
Refundable deposits	3,393,340	2,741,636
Other	1,699,955	1,547,205
	137,605,153	143,715,254
Net Assets	3,251,102,455	3,217,474,475
Represented by		
Capitalisation Account	3,261,877,997	3,243,772,793
Income WIP	24,903,772	15,765,162
General Revenue Reserve	849,820	832,282
Other Balances	(36,529,134)	(42,895,762)
Total Reserves	3,251,102,455	3,217,474,475

RECRUITMENT INFORMATION

Comhairle Cathrach Chorcaí Tuarascáil Bhliantúil 2017

Appointments made from competitions held pre-2017

	Applicants		Placed on Panel		Appointed in 2017	
	Male	Female	Male	Female	Male	Female
Administrative Officer	38	59	9	12	0	1
Senior Staff Officer	29	58	8	12	3	3
General Operatives (All Depts except cleansing)	101	3	97	2	11	0
General Operatives (cleansing)	79	4	77	3	1	0
Senior Executive Librarian (Acting) (Confined)	0	8	0	7	0	2
Staff Officer	54	130	14	17	3	7
Junior Foreperson Street Cleansing & Litter (Confined)	4	1	2	1	1	0
Junior Foreperson Water Distribution (Confined)	6	0	6	0	1	0
Ast. General Foreperson Water Dist. (Confined)	7	0	4	0	1	0
Executive Engineers	87	22	21	10	8	4
Ast. General Foreperson Housing Mt. (Confined)	24	1	10	1	1	0
Probationer Fire-fighters	2228		39	1	6	0

Appointments made from competitions held in 2017

	Applicants		Placed on Panel		Appointed in 2017	
	Male	Female	Male	Female	Male	Female
Assistant Health & Safety Advisor	17	4	4	0	1	0

Comhairle Cathrach Chorcaí Tuarascáil Bhliantúil 2017

ICT Project Leader (Grade 7)	7	4	1	3	1	0
ICT GIS Officer (Grade 6)	5	4	0	1	0	1
Com. & Public Rel. Officer (3 Year Fixed Term)	17	14	1	2	0	1
Ast. General Foreperson Housing Mt. (Confined)	17	1	12	0	1	0
Resident Engineer	38	6	9	1	0	1
Senior Resident Engineer	27	0	8	0	1	0
Assistant Staff Officer	102	217	17	49	3	20
LEO Ast. Business Advisor (Grade 5) (Confined)	4	9	0	1	0	1
LEO Senior Ent. Dev. Officer (Grade 7) (Confined)	1	1	0	1	0	1
Acting Senior Executive Officer (Confined)	5	1	3	1	1	0
Schoolwardens	2	1	2	1	2	1
Plasterers	20	0	11	0	1	0
Temp. Executive Archaeologist (12 months)	6	4	2	2	0	1
Placefinder Administrator (Grade 5) (12 months)	3	2	2	2	0	1
Technician Grade II	18	5	4	1	0	0
			6	4	0	1
			7	2	0	0
			4	2	0	0
Technician Grade I	30	9	11	2	2	0
			9	6	0	0
			12	2	0	0
			11	2	0	0
Analyst Programmer	3	5	2	4	0	1
Executive Fire Prevention Officer	11	2	6	1	2	0
Temp. Library Assistant	3	4	3	4	2	4

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Asst. Planner	15	17	8	6	0	1
Assistant Engineer (Electrical)	4	0	1	0	1	0
Acting Senior Engineer (Confined)	12	1	4	1	0	0
Site Technician/Clerk of Works (2 Yr. Fixed Term)	15	1	6	0	1	0
Chief Technician (Property)	11	1	4	0	1	0
Administrator Part-time Foyer	5	10	2	6	0	1
Maintenance Care-taker Part-time Foyer	8	0	4	0	1	0
Int. Transport System Inspector (Confined)	1	0	1	0	1	0
Assistant Engineer	29	3	15	1	3	0
Executive Building Surveyor	4	0	1	0	1	0
H2020 SCC Project Bid Co-ordinator (2 Yr. Fixed Term)	8	6	1	2	0	1
ICT Technical Architect Infrastructure (Grade 7)	3	0	0	0	0	0
ICT Information Systems Specialist (Grade 5)	10	1	2	0	1	0
LEO Business Advisor (Grade 6)	11	6	2	1	1	0
Legal Assistant (Confined)	0	7	0	2	0	2
Senior Executive Engineer (Acting)	17	6	8	4	0	0
EU Project Manager (Part-time) Atlantic Social Lab	3	11	0	4	0	1
Eu Project Manager (Full-time) MMIAH	5	1	4	1	0	1
EU Project Manager (Full-time) LEO	3	2	4	0	1	0

Comhairle Cathrach Chorcaí Tuarascáil Bhliantúil 2017

EU Project Manager (Part-time) Innovafooster	2	6	1	3	0	0
Temporary Library Assistant	2	5	2	5	0	0

Student Placements 2017

	Number of Placements	
	Male	Female
University College Cork Student Placements	1	1
University of Limerick Co-Operative Education Programme	9	10
Total	10	11

Appointments made on the recommendation of the Public Appointments Service 2017

	Male	Female
Director of Services - Env. & Rac	1	0
Senior Executive Fire Prevention Officers	1	1
Senior Executive Engineer	3	0
Senior Executive Solicitor	0	1
Senior Executive Building Surveyor	1	0

**REVIEW OF ANNUAL SERVICE DELIVERY
PLAN 2017**

Comhairle Cathrach Chorcaí Tuarascáil Bhliantúil 2017

Service Division A-Housing & Community

Objective	Strategies	Stated Performance Standard	Outcome 2017
1.3 Prioritise areas/communities of disadvantage for particular attention.	1.3.1 Annual operational plans will include an assessment of their impact on the reduction of social exclusion (where appropriate)	Annual rapid Plan in Place by Q1	Rapid Plan Agreed National Funding announced was limited but allocated in accordance with RAPID Plan and local priorities Representations made to LECP and DCRD in relation to future funding
	1.3.2 Continue to develop strong communities with particular emphasis on disadvantaged areas/communities	Continue to support the management and operation of community buildings and projects in disadvantaged areas. Delivery of programme of 2017 projects under CNWQR with DHPCLG funding Support the development of enterprise and employment on the north-side of the city which will contribute to the regeneration of the area	Community buildings continue to be supported. Additional funding secured and development work taking place in relation to Fairhill Faranree CDP building to be returned to community use in 2018 29 new homes delivered. Social, economic and environmental interventions ongoing Action plan for North-side for Business in place and range of action being delivered including business forums, networks, bi-annual awards ceremony, training courses and other initiatives Atlantic Social Lab project will provide support to the social enterprise sector in the city.

Comhairle Cathrach Chorcaí Tuarascáil Bhliantúil 2017

Objective	Strategies	Stated Performance Standard	Outcome 2017
1.3 Prioritise areas/communities of disadvantage for particular attention.	1.3.3 Promote equality and inclusion for disadvantaged communities by developing effective cross-directorate/departmental actions to achieve measureable progress in addressing social exclusion and by implementing integrated action plans for those communities on a partnership basis	SEEP Plan in place for the CNWQR and action plan for Northside for Business in place.	SEEP Plan in place; funding not approved by DHPLG. Some actions being pursued through other funding e.g. ASL project approved through Interreg Atlantic Areas Programme to support Social Enterprise and Public Participation Initiatives.
	1.3.6 Engage with Traveller Interagency process	Attend Meetings as Required	The Housing Directorate attended two meetings in 2017. DOS Housing attended these meetings.
	1.3.9 Contributing to the development & delivery of the New Communities Strategy	Explore the potential to develop prevention and early intervention initiatives across the city.	'Incredible Years' training being rolled out across the RAPID areas in partnership with LE Cheile SCP, Young Knocknaheeny and Archways. Funding secured through Basis Point.
	1.3.10 Continue to support initiatives which provide services to younger people	Provide financial support for summer schemes through the Community Grants Scheme Participate on the Children and Young People's Services Committee for Cork City and County. Support the establishment of Jigsaw in cork city.	€48,000 allocated per annum Contributed to the development of a CYPSC strategy for Cork Support Jigsaw to deliver training and workshops in the city around mental health.

Comhairle Cathrach Chorcaí Tuarascáil Bhliantúil 2017

Objective	Strategies	Stated Performance Standard	Outcome 2017
1.6 Management of the Assessment and Allocation of Social Housing supports for eligible Social Housing Support Applicants	1.6.1 Develop and promote awareness of housing demand to Social Housing Support Applicants by creating an online service that provides transparency of supply availability and enables applicant involvement through the use of a Choice Based Letting Scheme for the allocation of Social Housing supports	Number of allocations made through Online Choice based Letting Scheme Level of use of the Online Service The number of refusals of Social Housing Support Offers through CBL Annual Assessment of housing need as envisaged in National Housing Policy	421 allocations of social housing completed in 2017. Average of 2,504 applicants were active on CBL each month. 63 refusals of social housing support offers, of which 43 were by applicants who had bid on the properties via CBL. SSHA 2017 process completed and returned to the Department on time.
	1.6.2 Assess applications for social housing supports in accordance with the allocation scheme of Cork City Council and in line with Housing Legislation and provide an analysis of demand for social housing support in Cork City Council	Number of first time applications for social housing supports. Number of qualified households for Social Housing Support on a quarterly basis	1,274 first applications received in 2017. 4,636 total qualified households at the end of 2017.
	1.6.3 Implement the allocation of available social housing supports in accordance with the allocation scheme of Cork City Council and in line with Housing Legislation		185 Properties allocated. 57.88 average weeks for re-letting.
	1.6.4 Enhance and develop systems and processes that inform policy by gathering relevant data that demonstrates effort versus outcomes in implementing social housing strategy	RAS Provide alternative accommodation to those whose compliant tenancy ends for legitimate reasons Meet target under Housing 2020: New tenancies acquired: 110 HAP Meet targets under	All relevant tenants provided with offers of alternative accommodation. 57 new units acquired in a challenging private rental market. HAP Target exceeded. 814 New

Comhairle Cathrach Chorcaí Tuarascáil Bhliantúil 2017

Objective	Strategies	Stated Performance Standard	Outcome 2017
<p>1.6 Management of the Assessment and Allocation of Social Housing supports for eligible Social Housing Support Applicants</p>		<p>Housing 2020 New tenancies:780</p> <p>Social Housing Reduce refusal rate</p> <p>System Development Introduction of CBL Phase II</p> <p>Design Proof of Concept for Data Sharing Tool with DSP delivered with third party developer</p> <p>Introduce CRM to the Housing Directorate: Pilot commenced in December 2017.</p>	<p>tenancy set-ups in 2017</p> <p>Social Housing The Refusal rate on Social Housing has reduced significantly from ranges of 30 – 50% to 10 – 20% due to the introduction of the CBL system. The number of refusals in 2016 was 74 and 63 in 2017.</p> <p>System Development Introduction of CBL Phase II complete</p> <p>Shortlisted for the Chartered Institute of Housing Awards. Three AHB's took part in the focus group.</p> <p>Phase 1 Implementation underway of the data sharing project.</p> <p>Pilot commenced in Mahon Depot of Housing Maintenance in December 2017.</p>
<p>1.7 Foster a culture of integrated communities through effective allocation of dwellings and Estate Management that celebrates the diversity of cultures and the promotion of social inclusion.</p>	<p>1.7.1 The allocation of social housing supports that recognises the preferences of applicants in choosing the area in which they wish to live and by integrating new communities for the growth of those areas</p>	<p>Social Housing Reduce Refusal Rate</p> <p>Tenant Purchase Expressions of Interest processed & applications monitored</p>	<p>Social Housing The Refusal rate on Social Housing has reduced significantly from ranges of 30 – 50% to 10 – 20%</p> <p>Tenant Purchase Low take-up of TP Scheme – only 1 approved. Reflects national experience.</p>
<p>1.8 Facilitate access to good quality private rented accommodation to enhance quality of life for individuals and families in the rented sector in Cork</p>	<p>1.8.1 Develop an integrated system to manage, monitor and enforce minimum standards in the private rented sector through a systematic inspection regime within the sector</p>	<p>RAS RAS Scheme compliance:100%</p> <p>HAP Ensure inspections are carried out in a timely manner: Monthly</p>	<p>RAS All monthly & quarterly claims submitted to the RAS Unit in the DHPLG</p> <p>HAP There are difficulties here; the transfer of the private rented inspections to the</p>

Comhairle Cathrach Chorcaí Tuarascáil Bhliantúil 2017

Objective	Strategies	Stated Performance Standard	Outcome 2017
		inspection requests Ensure quarterly reports are submitted from Threshold on Interim Tenancy Protection Protocol	Housing Directorate has impacted on the return of reports. All quarterly reports circulated to SMG
1.9 Manage Homeless services in line with various demand	1.9.1 Provide and oversee the delivery of homeless accommodation and related services in the context of the SW Regional Homelessness Action Plan	Compile and submit quarterly performance reports to the DHPLG using PASS System Arrange monthly meetings of the SMG for the SW Region. Circulate relevant documentation. Update SMG on issues that arise Evaluate proposals and make recommendations to the SMG for new services in the SW Region Residents review meetings with Homeless service providers to ensure appropriate move on of residents: Quarterly Meeting Implement the SW Regional Action Plan. Review in 2017.	All reports submitted within the correct timeframe Monthly meeting held Ongoing Quarterly Meeting Held Deferred to 2018 as guidance to issue from DHPLG in 2018
4.1 Provide quality environments that enhance the lives of residents and the experience of visitors	4.1.1 Implement the Joint Housing Strategy for Cork City and County	Reduce no. of vacant units at year's end to 60. Introduce new CSRM. All tenants logging a	71 Vacants at the end 2017 CRM Programme piloted at the end 2017, being rolled out in quarter one of 2018. 12,000 service requests completed & 10,000 service requests outstanding. Due to resources this

Comhairle Cathrach Chorcaí Tuarascáil Bhliantúil 2017

Objective	Strategies	Stated Performance Standard	Outcome 2017
4.1 Provide quality environments that enhance the lives of residents and the experience of visitors		<p>call on to the helpdesk messaging system will receive a return telephone call.</p> <p>1200-1800 properties to be completed under scheme in 2017</p> <p>120 properties upgraded.</p> <p>600 properties to be inspected and repaired by year's end.</p>	<p>function has not been possible to roll out. Contact is made at point of site visit; investigation; inspection by the Areas</p> <p>922 properties funded and completed in 2017, the programme FUP phase I is now substantially completed</p> <p>Funding received for only 60 properties to be completed for 2017</p> <p>562 properties inspected and listed for works. Pilot undertaken to determine best approach and value for money. Pilot is completed and some funding secured to proceed to full roll out of works.</p>
	4.1.2 Deliver the Housing 2020 targets	<p>2015-2017 Target of 1,349 units</p> <p>HAP Consistently target existing rent supplement recipients through DSP:30 weekly target</p> <p>Turnaround applications within timeline: One Day Hit weekly target: 8 weekly</p> <p>RAS Hit monthly target for new starts: 9 monthly</p>	<p>Target exceeded: 1,364 units provided (292 units in 2017)</p> <p>HAP <u>DSP</u> - initial lists completed mid 2017. Agreed to widen scope of target recipients in Oct 2017 to boundary area & analysis of list commenced in Nov.</p> <p><u>City Council</u> - 1,465 HAP packs issued in 2017.</p> <p>HAP target exceeded for 2017</p> <p>RAS RAS target missed due to lack of supply in rental market & success of HAP.</p>
	4.1.3 Provide a range of housing options and supports in conjunction with key third party stakeholders	<p>Develop and produce a Strategic Plan for housing persons with disabilities.</p> <p>Administer Disabled</p>	<p>Local plan prepared</p> <p>219 Disabled Persons</p>

Comhairle Cathrach Chorcaí Tuarascáil Bhliantúil 2017

Objective	Strategies	Stated Performance Standard	Outcome 2017
4.1 Provide quality environments that enhance the lives of residents and the experience of visitors		Persons Grant Schemes	Grants Paid in 2017 444 Disabled Persons Grant Applications received in 2017
	4.1.4 Support tenants in difficulties through working on maximising inter-agency approaches to community and tenant support.	<p>Continue to support the Community Warden Service in RAPID areas: Wardens operating in all areas</p> <p>Allocate €215,000 in grants to community and voluntary organisations.</p> <p>RAS Revise strategy to assist tenants with arrears issues: % reduction in arrears</p> <p>Social Housing Revise operational method to streamline Rent Arrears: % reduction in arrears</p>	<p>Service reconfigured as a result in a reduction in staffing so that a level of support is provided in each RAPID area. 4 Wardens are in place.</p> <p>€37,125 allocated to 81 projects through the project grants scheme.</p> <p>€129,375 allocated to 18 capital project schemes</p> <p>€48,000 allocated for summer schemes</p> <p>RAS Arrears reduced by 13%</p> <p>Social Housing Extra resources were applied to the rising arrears issue in late October 2016. Arrears reduced by 15.6% in 2017.</p>

Comhairle Cathrach Chorcaí Tuarascáil Bhliantúil 2017

Service Division B- Roads & Transportation

Objective	Strategy	Key Performance Indicator 2017	Current Baseline 2017
2.4 Sustainable and effective movement of people and goods and data in the city to best international standards	2.4.1 Optimise in a sustainable manner, mobility for all across the available transport network:		
	Operate an effective road licensing system and ensure that works affecting roads and footpaths are managed in a coordinated way	Number of – Road Opening Licences Crane & Hoist Licences Skip Licences Open space licences Street furniture licences Scaffolding & hoarding licences Inspections levels and related meeting levels	1,200 80 9 33 100 76 3,020
	Maintain an effective public lighting regime	Number of public lights maintained Outage levels as % of total	14,349 1.5% faults
	Maintain the optimal traffic signal regime throughout the city	Number of traffic signal installations Average fault resolution time	283 junctions and sites being maintained 4 hour resolution time
	Support sustainable travel to school	Number of locations with manned school crossings Numbers participating in Safe Cycle Training & Bike Week activities	37 locations 269 participants-cycle training (10 schools) Bike Week- 6 Schools
	Identify and implement low cost safety improvement schemes	Progress in delivering schemes	Blarney Road, Rutland Street & Glenheights Road at tender
	Implement Cork Road Safety Plan through Road Safety Working Together Group	Progress on implementation of Plan	4 meetings of Road Safety Working Together Group to monitor implementation of Road Safety Plan.
	2.4.3 Provide and maintain the necessary road infrastructure to deliver an integrated public transport system:		

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2.4 Sustainable and effective movement of people and goods and data in the city to best international standards	Implementation of the 5yr investment programme sponsored by NTA	Progress in delivering improvement schemes identified in City centre movement strategy and strategic route studies	Two schemes: (Kent Station to City Centre Project and Mahon Point Bus Gate and Greenway Access Ramps complete. Two new projects: (Skehard Road Phase 2 and Ballyhooley Road widening) commenced
	Support the development and improvement of the national road network	Support the ongoing improvement of network directly and in cooperation with other agencies through CASP	Ongoing support for upgrade schemes including N20,N28 & Dunkettle Interchange upgrade
	Continued regeneration of City streets, roads and adjoining areas	Progress with the ongoing improvement and regeneration of City streets, roads and adjoining areas	Blackrock Village Renewal Project was completed
	Maintain a Customer Service Request system whereby the public can contact by telephone or email to log a complaint/ concern	Activity levels from the Customer Service Request System Data Reports	3,200 customer service requests in 2016
	Control weeds growth on the road and footpaths across the City.	Km treated and frequency of treatment in 2017	456km. treated. Frequency of treatment varies to achieve substantially weed free roads and footpaths
	Maintain the road drainage system.	Number of gullies maintained on planned maintenance programme	47,469 gully cleaning operations carried out in 2017
	2.4.5 Influence travel demand patterns and choice to support an integrated and sustainable transport system:		
	Implement City Centre Movement Strategy	Progress in the delivery of schemes within 8 phase strategy	City Centre Public Transport Improvement scheme under construction- Phases 1 & 2 significantly advanced by December 2017
	Provide and manage a Park & Ride at Kinsale Road	Activity levels	126,461 vehicles (2017)
	Support the development and improvement of sustainable transport	Identify need and secure funding for Harley Street Pedestrian &	Funding secured for Harley's St Bridge and project ready for tender/

Comhairle Cathrach Chorcaí Tuarascáil Bhliantúil 2017

2.4 Sustainable and effective movement of people and goods and data in the city to best international standards		Cycle Bridge	commencement by end of 2017
	2.4.6 Manage the parking system to optimise parking space utilisation and support businesses in the city :		
	Manage & maintain 2 multi storey car parks	Usage data from operational systems	688, 754 – Paul St (2017) 189,277 – North Main St (2017)
		Income per annum	€3,017,788 – Paul St (2017) €637,634 – North Main St (2017)
	Park by Phone: Provide user friendly options to pay for parking	Activity levels	297,556 events (2017)
		Proportion of overall street parking income	18% of on-street events (2017)
	Provide & manage on street parking	Annual compliance/non-compliance data	% non-pay-18% (2017) % illegal parking-6% (2017)
	Manage enforcement system	Enforcement activity as reported from Gticket2	Number of FCPN's – 35,764 (2017) Number of reminders – 12,208 (2017) Number of summons – 5,775 (2017) Online appeals introduced
	Manage parking permits	Annual permits issued	4,167 permits issued (2017)
	2.4.7 Monitor the performance of the transport system :		
	Coordinate transport stakeholders via the CASP transport subcommittee	Extent of multi agency engagement	4 meetings in 2017 with related reports to Steering Committee
Monitor the public transport services in the city	Presentation of data from annual green route surveys	16 surveys from 2016 reviewed Occupancy up on all routes	
Monitor cars crossing into the city and into the city centre	Presentation of data from annual counts	Outer cordon counts undertaken November 2017	

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	Monitor cycle usage, pedestrian movement and modal split trends	Volumes as surveyed	Pedestrian counts undertaken, public bike scheme usage continues to grow
4.6 There will be an appropriate and timely response to civic and major emergencies	4.6.2 Implement the Winter Maintenance Plan on an annual basis and ensure the plan is adequately resourced	Kilometres of road treated % roads maintained in operation at all times Salt available for use (tonnage)	120km length of road treated on each night salting run 100% 800 tonnes at start of season
5.9 A safe working environment	Maintain the electrical services for Civic Buildings	Number of jobs completed per year	160 Jobs completed

Service Division C – Water Services

Objective	Strategies	Stated Performance Standard 2017	Outcome 2017
4.2 Fulfil our contractual role with Irish Water	4.2.1 Meet demands of Service Level Agreement and Transformation Initiative	Maintain the Green Level Status	Green Level Status
4.3 In partnership with IW maintain and develop the water and waste water infrastructure	4.3.1 Implementation of the Irish Water Capital Investment Programme	Continue to provide feedback and assistance to Irish Water	Continued assistance provided leading to increased level of capital investment in water services
4.4 Ensure that the City Centre will be vibrant, attractive and well-maintained	4.4.11 Develop a public toilet policy	Define needs and prepare proposal to meet the identified needs.	Draft proposal being progressed.

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Service Division D- Development Management

Objective	Strategies	Stated Performance Standard 2017	Outcome 2017
1.1 To achieve integrated, measurable service development and delivery.	1.1.1 Use the strategic Policy Committees to enhance policy formulation		
	1.1.2 Play a leading role in the LCDC in relation to its community development and service integration activities	Community Elements of the LECP developed LCDC will oversee the implementation of the SICAP programme	LECP Developed Q2 2017. Implementation plan developed. SICAP 2018 -2022 tendered and contract awarded. AP 2018 agreed.
	1.1.3 Develop links with communities and agencies to promote integration of service delivery and strategic planning e.g. LECP, LCDC, PPN's	Provide office accommodation to Cork City PPN: Office facilities in place Q1 Participate in interagency agendas including Age Friendly LGBT, New Communities etc.: LGBT Awareness week will have taken place Oversee the organisation of Africa Day Cork 2016	Regular links with PPN & formal Liaison in place LGBT Week delivered. Africa Day Delivered
	1.1.4 Support the effective operation of the JPC	Joint Policing Committee six year strategy in place: Ratified in Q1 Local Policing forums Management Committees in place: Meetings held Community Safety forums meeting and feeding into Local Policing Forums Management Committees: Reports from District management committees to the JPC Supporting	Will be based on outcomes and outputs

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		Development of the 6 year Plan: Ongoing	
2.1 Achieve a thriving city economy	2.1.1 Develop an effective communication strategy referencing the importance of Cork's Economy as one of the pillars of sustainable development	Developed Communication Strategy Implementation of LECP 60 Training Courses/networking events for 500 Businesses. Mentoring 160 Businesses Advice Clinics for 230 Businesses. Trading Online Vouchers to 30 Businesses	No Outcome. Awaiting Output from Branding consultants OCO. Implementation Plan completed 60 Training Courses 821 Participating businesses 74 Mentoring Assignments 167 Business Advice Clinics 32 Trading Online Vouchers
	2.1.3 Identify key employment opportunities in both emerging and existing markets	Provide financial support to 26 businesses engaging in manufacturing and internationally traded services 4 Clients referred to Enterprise Ireland 6 Clients referred to Enterprise Ireland Market Research Centre.	37 Businesses approved grant aid 6 Clients progressed to Enterprise Ireland 5 referred to Enterprise Ireland Market Research Centre
	2.1.4 Secure the continued redevelopment of the City Centre and Docklands (including Tivoli), Blackpool and Mahon	Completion of City Centre Implementation Plan 2017 Completion of CE's reports on preliminary consultation on Tivoli and City Docklands LAPs Preparation of draft LAPs for Tivoli and City Docks LAPs	Completed and implemented Preliminary consultation completed Growth Scenarios and visions developed. Transport, environmental and flood study briefs prepared and procurement of consultants progressed. Draft plan preparation continues.

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2.1 Achieve a thriving city economy		<p>Review of non-selected statutory Actions Plans</p> <p>Increased Innovation and entrepreneurialism</p> <p>Strong Enterprise Eco System</p> <p>Company participation in Northside for Business events/initiatives</p>	<p>South Parish Action Plan review carried out. Report going to March 2018 SPC.</p> <p>Innova Foster project underway linked to Cork Innovates.</p> <p>Chair of Cork innovates retired – Vice Chair assumed position. Cork Innovates hackathon and new strategy development completed with stakeholders</p> <p>18 Businesses engaging in facilitated groups Secured investment of €690k from Regional Enterprise Development Fund for Northside for Business initiative through Cork URBAN Enterprises Ltd.</p>
	<p>2.1.6 Facilitate access by SME sector to public procurement contracts</p>	<p>Number of SMEs trained</p> <p>No of SME tender submissions</p>	<p>No training delivered in 2017</p>
	<p>2.1.7 Work with stakeholders to develop and implement a night time economy strategy</p>	<p>Improved night time economy</p> <p>Retention of the Purple Flag Status</p> <p>Provide leadership and Governance to structures</p> <p>Deliver Sustainable and integrated planning</p> <p>Coordinated Government engagement on Gateway development</p> <p>Milestones in Project outcomes</p>	<p>Purple Flag Assessment undertaken and status retained</p> <p>City Centre Partnership implementing Plan actions</p> <p>Cork 2050 completed Mach 2017 and submitted</p> <p>Submission made on draft NPF</p> <p>Input made to RSES process as requested</p> <p>Boole House Phase I Regeneration completed April 2017</p>

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<p>2.1 Achieve a thriving city economy</p>			<p>Capitol Cinema development completed</p> <p>Commencement of Preliminary Works on Navigation Square development</p>
<p>2.2 Co-ordinated development of the Cork Gateway</p>	<p>2.2.1 Implement the CASP Strategy and the Regional Planning Guidelines 2010</p>	<p>Contribute to preparation of: Cork 2050- Joint submission</p> <p>National Planning Framework (NPF)</p> <p>Regional Spatial and Economic Strategies (RSES)</p>	<p>Cork 2050 completed Mach 2017 and submitted</p> <p>Submission made on draft NPF</p> <p>Input made to RSES process as requested</p>
<p>2.3 Influence, develop and implement key projects</p>	<p>2.3.5 Participate in EU Projects that deliver measurable added value</p>	<p>Number of project applications made throughout the year</p> <p>Number of successful project applications</p> <p>Amount of EU funding received by Cork City Council be it in grants or loans in a given year</p> <p>Increased development of EU funding expertise within each directorate</p>	<p>15 EU projects submitted in 2017</p> <p>4 EU projects won :</p> <ul style="list-style-type: none"> • Innova Foster – Interreg – Economic development • MMIAH – Atlantic Cities – Planning and TEAM • Food Exports - Atlantic Cities - LEO • Digital Start-ups - Atlantic Cities - LEO <p>Value approx €900k</p> <p>Project Managers appointed to projects</p> <p>New ASO appointed to support claims and admin on the EU projects</p> <p>SECAP commenced for Covenant of Mayors facilitating participation</p>

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			in Smart Cities and Communities H2020 submission	
2.4 Sustainable and effective movement of people and goods and data in the city to best international standards	2.4.11 Be involved in the implementation of a 'state of the art' communications network for the City and Environs.	Have a Tier 1 connections from international networks to local networks	<p>Tier1 connectivity to US completed – Hibernian Atlantic cable.</p> <p>2 No additional cables planned to Europe in 2018/9.</p> <p>New Data centre at Little Island granted planning.</p> <p>New initiative developed by it@cork and supported by CCC and Cork Chamber relating to developing the local broadband capacity and connectivity to strengthen local INEX and local regional digital economy.</p>	
	2.5 Act as a catalyst for sustainable economic development in Cork City and the South West Region.	2.5.1 Support the provision of suitable facilities to increase R&D and incubation units in cluster-like developments	<p>Increased R&D and Incubation</p> <p>No of successes</p> <p>Costs of successes</p>	<p>Support through EDF of: UCC Gateway Ignite graduate programme – 10 No SUs.</p> <p>UCC Gateway Sprint post Grad/doctorate accelerator programme</p> <p>CorkBICs Growth pathway programme</p>
		2.5.2 Attract talented and creative people to Cork	<p>Vibrant and diverse community</p> <p>Achieve UNESCO Learning City designation</p>	<p>Contribution through attendance on Regional Skills Forum</p> <p>Publication of Cork Tech talent relocation Survey</p> <p>Successful hosting Global UNESCO Learning City Conference in September</p>
2.5.3 Create flexible co-working space to attract new and up-scaling businesses	Operation of a co-working space for up to 20 start up and scaling companies at little or no additional cost to CCC	4,500m ² of incubation and co-working space completed in NCO for facilitation of LEO clients and other start-up companies and also the CorkBIC		

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			International Security Accelerator due to commence in 2018 for 8 No companies.
3.1 Cork City Council will develop an effective, strategic network of key partners at local, national and international levels	3.1.1 Identify and work with key strategic partners at local, national and international levels,	No. of stakeholders and /or partners identified and worked with No. of meetings, consultations, workshops etc with stakeholders Identification of Key Partners Productive projects with available resources productive engagements with individual partners and groups	CASP Committees Various Fora: Local: Public, Internal and external stakeholders (such as CORE Partnership) included in City Centre Implementation Plan Enterprise, Commercial and Educational partners: Cork Co Co, IDA/EI, UCC/CIT, CIE, ETB, Cork Chamber, CorkBIC, Port of Cork, Various Commercial Forums and agencies National: Govt Departments and Agencies International: China Twinning and MOUs, San Francisco twinning
	3.2.2 Strengthen and improve relations with 'twinning' cities.	Develop key partners at international level and develop relationships which benefit both parties.	1San Francisco Twinning delegation from SF to UNESCO conference (90 Attendees including (late)Mayor Lee) 1 delegation to China including Health; Education and Innovation/Enterprise sub-delegations
	3.2.3 Co-ordinate and lead the Strategic Messaging & Branding of Cork with local and national partners	Effectiveness of promotional activities	OCO consultants appointed. Place branding and strategy developed with all stakeholders and Steering Group. Launch 2018. Economic Marketing strategy commenced.

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<p>3.3 To protect the historic fabric of the city and establish new uses for old buildings</p>	<p>3.3.1 By collaboration with key stakeholders to realise and achievable and realistic projects</p>	<p>No. of derelict sites complaints received and processed within time targets</p> <p>Number of historic buildings grant aided and amount of grant aid</p> <p>Number of buildings proposed for addition to RPS</p> <p>Completion of archaeological investigations GIS and making available on Cork City Council Intranet</p> <p>Number of buildings certified under Living City Initiative</p>	<p>38 new complaints were received in 2018.</p> <p>23 sites were resolved informally without being put on the register.</p> <p>3 sites came off the DS register.</p> <p>19 sites were added to the DS register to give a total of 75 at year end.</p> <p>€156,691.00 was awarded under Built Heritage Investment Scheme 2017</p> <p>No buildings added to RPS in 2017</p> <p>Archaeological GIS in progress</p> <p>28 applications to date were received as part of</p>
<p>3.4 Culture, Arts and Heritage will continue to define the Cork identity</p>	<p>3.4.1 Implement the Heritage Plan 2015</p>	<p>Number of actions implemented</p>	<p>Actions completed: 7</p> <ul style="list-style-type: none"> • Schools Heritage Project, • Value of Heritage – open day economic study • Grants – Community and Publication • Alien Invasive Species -Staff Training and text for two information leaflets • Traditional Stonework two day training • Cork Heritage Open Day and week • St Joseph’s

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		<p>Number of grants and amount of grant aid</p> <p>Number of participants in Heritage Open Day and CCC Heritage Week Events</p>	<p>Cemetery information plaque</p> <p>No of Grants: 19 Community Grants. 1 publication Grant</p> <p>No of participants in heritage open day 15,000</p>
<p>3.5 Cork will be the premier urban tourism destination in the country</p>	<p>3.5.1 Develop and implement the city's Tourism Strategy</p>	<p>Devising and development of strategy for adoption</p> <p>Implementation of key actions commenced</p>	<p>Strategy developed and adopted by Council.</p> <p>Core funding agreed for Cork Convention Bureau and Visit Cork</p> <p>Implementation of key actions commenced including:</p> <ul style="list-style-type: none"> • Worked with Visit Cork for branding and promotion. • Worked with Fáilte Ireland around festival offering across city and county. • Worked with Fáilte Ireland to implement Ireland's Ancient East signage programme. • Rolled out Lee Sessions across the year. • Implemented an ambassador programme for visiting cruise liners from April – December 2017 • Ensured touch screens were placed in most advantageous sites and content was continuously updated. • Produced a Top Attractions in Cork brochure in three languages, and

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			distributed it widely to the tourism and hospitality sectors.
4.1 Provide quality environments that enhance the lives of residents and the experience of visitors.	4.1.1 Implement the Joint Housing Strategy for Cork City and County	Completion of quarterly residential land survey Completion of Housing Supply strategy or strategies Planning applications for new houses and apartments (number of units)	Surveys of residential land and residential construction carried out Housing supply workshop held with CIF LIHAF agreements made for infrastructure to serve housing developments in Old Whitechurch Road and South Docklands
4.4 Ensure that the City Centre will be vibrant, attractive and well-maintained	4.4.13 Undertake a strategic review of the Council's land/property assets in order to maximise value to the city.	To be completed by the end of Q4	Ongoing and resource dependent.
	4.4.14 Undertake strategic review of the systems in place for the management of property assets	To be completed by the end of Q4	Ongoing and resource dependent.
	4.4.15 Prioritise the sustainable use, improvement and maintenance of City Council properties.	Continuous assessment	Ongoing and resource dependent.
4.5 Cork will have a well-planned and sustainable city environment that is a desirable place to live, work and enjoy	4.5.1 Promote the sustainable development of Cork City through the implementation and monitoring of the Cork City Development plan 2015-2021	Preparation of 2 year progress report on City Development Plan 2015-2021	Two year progress report prepared and submitted to Council
	4.5.2 Prepare and implement local area plans for key development areas in the city and set out urban design, public realm, transportation and land use proposals. In particular the South Docks Area Plan and prepare a local area plan for Tivoli Docks	Completion of City Centre Implementation Plan Completion of CE's reports on preliminary consultation on Tivoli and City Docklands LAPs Preparation of draft LAPs for Tivoli and City Docks	Completed and implemented Preliminary consultation completed Growth Scenarios and visions developed. Transport, environmental and

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		Review of selected non-statutory Area Action Plans	flood study briefs prepared and procurement of consultants progressed. Draft plan preparation continues. South Parish Action Plan review carried out. Report going to March 2018 SPC.
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Service Division E – Environmental Services

Objective	Strategies	Stated Performance Standard 2017	Outcome 2017
<p>2.5 Act as a catalyst for sustainable economic development in Cork City and the South West Region.</p>	<p>2.5.4 Promote an environmentally sustainable economy and pilot green technologies in the City Council’s operations:</p> <p>Rainwater harvesting in the City Hall</p> <p>Development of a natural process to treat leachate at the Kinsale Road Landfill Site</p> <p>Continue the generation of electricity at Tramore Valley Park</p>	<p>Finalise a feasibility study on the suitability a rain water harvesting system in City Hall. Liaise with experts on retrofitting rainwater harvesting system to existing buildings</p> <p>Phase 2 of the natural treatment system to commence in Spring 2017.</p> <p>Amount of energy generated from landfill gas generation on site</p>	<p>Study was carried out but wasn’t feasible. One of the main issues was where to put the large storage tank.</p> <p>Process has started and is ongoing.</p> <p>Landfill gas is still being produced. The quantity has reduced which was expected.</p>
<p>2.6 Cork City Council will fully participate and cooperate with the aims and obligations of the Southern Waste management plan 2015-2021</p>	<p>2.6.1 Encourage the transition from a waste management economy to a green circular economy to enhance employment and increase the value, recovery and recirculation of resources.</p>	<p>Participate in the management committee of the Boomerang mattress recycling social enterprise.</p> <p>Continue to accept mattresses at the Civic Amenity site</p> <p>Continue participation in the SMILE resource exchange project.</p> <p>New projects – continue work with stakeholders in the identification and development of projects to address waste recovery.</p>	<p>Target met for 2017</p>
<p>3.5 Cork will be the premier urban tourism destination in the country.</p>	<p>3.5.2 Maintain and develop the Lifetime Lab as an educational and heritage attraction</p>	<p>Continue provision of Schools Science Programme</p> <p>Continue operation of Lifetime Lab</p> <p>Upgrade of visitor experience</p>	<p>Target met for 2017</p>

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Objective	Strategies	Stated Performance Standard 2017	Outcome 2017
4.4 Ensure that the City Centre will be vibrant, attractive and well-maintained	4.4.3 Provide a seven-day 16hr street cleaning service in the City Centre	National Litter Pollution Monitoring (NLPM) system. Irish Business Against Litter (IBAL) results. A.T.M's. surveys.	Surveys completed and Returned Improvement in ranking achieved Surveys completed and Returned
	4.4.4 Provide a five day street cleaning service outside the City Centre	National Litter Pollution Monitoring (NLPM) system. Irish Business Against Litter (IBAL) results. A.T.M's. surveys.	Surveys completed and Returned Improvement in ranking achieved Surveys completed and Returned
	4.4.5 Provide public litter bins supported by necessary level of servicing	National Litter Pollution Monitoring (NLPM) system. Irish Business Against Litter (IBAL) results.	Surveys completed and Returned Improvement in ranking achieved
	4.4.6 Develop a Litter Management Strategy	Publish draft Litter Management Plan 2016-2018.	Target Not Met
	4.4.7 Operate a system of prompt collection and investigation of illegal dumping in the public realm	Publish draft Litter Management Plan 2016-2018.	Instances of dumping and littering were investigated as promptly as staff resources allowed.
	4.4.8 Raise public awareness of litter in particular with regard to cigarette, dog fouling, fly-posting, graffiti, chewing gum by means of education and publicity activities	Number of public campaigns Number of school visits	Cinema Advertising , School Visits, Gum Litter Task Force Launch and Anti Dog Fouling Campaigns took place
	4.4.9 Consistent enforcement of litter legislation and bye-laws	Implement Litter Pollution Acts 1997 to 2009.	Target Met
	4.4.10 Support Community activities to a achieve a tidy local environment	Number of Community Maintenance Grants payments.	43 Community Grant Applications received

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Objective	Strategies	Stated Performance Standard 2017	Outcome 2017
4.5 Cork will have a well-planned and sustainable city environment that is a desirable place to live, work and enjoy	4.5.11 Monitor Air Quality of City	Operate and maintain 2 no. Air Quality Monitoring sites for the City	Target met for 2017
4.6 There will be an appropriate and timely response to civic and major emergencies	4.6.6 Monitor waterways within the city in respect of capacity and water quality	Monitor the City Rivers and Lakes	Targets Met for 2017
5.11 Waste Management	5.11.1 Introduce waste management initiatives in City Hall	Introduce waste prevention measures in partnership with Facilities Management	Target met for 2017. (reusable cups)
	5.11.2 Reduce energy use in the City Hall	Reduce energy usage in City Hall	Energy use in City Hall has been reduced by 4% since joining the Optimizing Power @ Work programme. Process continuing.
	5.11.3 Continue Waste/ Environmental Enforcement	Maintain current staffing and budget levels. Set and meet annual RMCEI targets Response times to complaints received	Targets Met for 2017
	5.11.4 Manage the Kinsale Road Landfill site including the collection and treatment of landfill gas.	Appropriate management of the facility Ensure safe treatment of landfill gas and continue to operate the gas to energy project in a profitable manner	Targets Met for 2017
	5.11.5 Operate Kinsale Road Landfill site in accordance with EPA waste licence	Minimise the number of non-compliance notices from the EPA	Measures have been put in place and the process is ongoing.

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Service Division F – Recreation & Amenity Services

Objective	Strategies	Stated Performance Standard 2017	Outcome 2017
1.11 Complete the network of state of the art local libraries in the city.	1.11.1 Build and open Blackrock/Mahon Library	Previous approach stalled due to failure to secure grant aid; new approach to be progressed: New action plan for funding	Decision not to locate Library on Skehard Road site, and to seek a better location
	1.11.2 Refurbish and extend Mayfield library	Design proposal prepared and costed to seek funding	Process initiated with community centre re: possible joint venture
	1.11.3 Develop design for purpose built Blackpool Library	Start work on options	Booklet with students' design ideas published to generate local awareness
1.12 Enhance access to library services, and achieve real social	1.12.1 Provide appropriate resources for literacy, including digital literacy.	Range, numbers and quality of materials provided	Service delivery continuing
	1.12.2 Make all Libraries compliant with the Disability Act by 2016	Detailed checklist of non-compliance in relevant Library locations.	Minor improvement works completed to enhance accessibility
	1.12.3 Participate in national initiatives to enhance access to library resources Migrate data sets to national LMS – "Sierra"	Meet target dates set by national LMS Project team	Council went live on Sierra national system in February 2017
1.13 Make Cork a "Learning City" for children and adults.	1.13.1 Provide learning materials	Range, numbers and quality of materials provided	Continuing
	1.13.2 Provide trained and committed staff	Reference Library properly staffed; Days/hours open to public	Continuing
	1.13.3 Provide appropriate spaces for classes, study, etc.	Spaces provided; Days/hours open to public	Continuing
	1.13.4 Continue to participate in Lifelong Learning Festival and similar programmes.	Take part in Lifelong Learning Festival: Appropriate planning; range and suitability of classes and events	Successful involvement in 2017 Festival
1.14 Foster the Reading City	1.14.1 Provide books, DVDs and other materials	Range, numbers and quality of materials provided	Continuing
	1.14.2 Provide trained and committed staff	All Libraries properly staffed: Days/hours open to public	Continuing
	1.14.3 Provide welcoming spaces for reading, author visits and book related events	Spaces provided; Days/hours open to public	Continuing

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Objective	Strategies	Stated Performance Standard 2017	Outcome 2017
	1.14.4 Organise World Book Festival and participate in related events.	Cork World Book Fest successfully organised: No. Of events, no. of attendees	One City, One Book for 2017 completed
1.15 Provide means of creative expression for all	Provide CDs, scores, books, DVDs and other materials Provide/host workshops, classes, recitals and other events.	Range, numbers and quality of materials provided Range and no of classes, recitals, etc.	Continuing
3.2 Cork will have a well defined, positive, highly visible national and international profile	3.2.4 Promote regional and national quality facilities and amenities	Manage and maintain facilities and amenities in line with industry standards and best practice	Satisfactory management of facilities and amenities
3.5 Cork will be the premier urban tourism destination in the country	3.5.3 Identify and promote key heritage sites across the city	Elizabeth Fort Project developed Ensure St. Peter's Church is effectively managed to achieve council aims	Elizabeth Fort has been developed as a venue for visitors, and is achieving good numbers. Agreement reached with Landmark Trust to use some of the space for tourism accommodation to be developed in 2018 Agreement reached with Visit Cork to use some of the space as office space from 2018. Elizabeth Fort was successful in being accepted as a partner in a Maritime, Military, Industrial Heritage Atlantic Areas Coast Interreg European Project 2017 – 2020. Agreement concluded with Leisureworld to operate St Peters as a venue for cultural, arts and tourism activity to 2020. A lease will be put in place in 2018. Grant aid has been agreed annually with Leisureworld
	3.5.4 Work with external heritage, cultural, arts organisations to develop a comprehensive city Culture Strategy.	Development of news Arts Plan	Arts Plan 2011 – 15 has been extended to end of 2017. Creative Ireland initiative launched by the Dept of

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Objective	Strategies	Stated Performance Standard 2017	Outcome 2017
<p>3.5 Cork will be the premier urban tourism destination in the country</p>		<p>Delivery of Arts Plan</p>	<p>Culture, Heritage and the Gaeltacht.</p> <p>Cork Culture Team established.</p> <p>Creative Cork 2017 plan developed, launched and implemented.</p> <p>Successfully delivered actions as per Arts Plan:</p> <ul style="list-style-type: none"> • Administered the Arts Grants in line with agreed processes • Administered the Project, In Context and Bursary Grants in line with processes. • Agreed 2017 operational plan and oversaw implementation for Film in Cork • Agreed 2017 operational plan for Music Generation and ensured implementation. • Agreed 2017 operational plan for Early Years Arts Beag Programme and ensured implementation. • Arts in Schools: • Composer in the Classroom rolled out successfully to two city schools. • Unfinished Book rolled out successfully to four city schools • Dance Residency Programme Dance concluded with Firkin Crane, and Theatre Residence programme concluded with Everyman Theatre. • Commissions complete for two public art commissions to be

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Objective	Strategies	Stated Performance Standard 2017	Outcome 2017
3.5 Cork will be the premier urban tourism destination in the country		Management of Corporate Events and delivery of St Patricks Festival, Glow and Culture Night.	concluded in 2018. Regular updates undertaken with each working group. Successful delivery of Festivals and events; specifically St. Patrick's festival, Glow, Culture Night Events expertise in Council enhanced through the creation of an events team, with a manager and coordinator. Successful pitch made to host Maritime event in 2020.
	3.5.5 Utilise existing corporate properties for tourism/visitor hubs.	58A McCurtain Street Elizabeth Fort St Peter's Church	58A McCurtain Street is in the ownership of the OPW, and Council is not in a position to utilise it. Elizabeth Fort has been operational as a visitor attraction, and has also hosted a number of arts and cultural activities. St Peters is being managed as a venue for culture, arts and tourism activities.
	3.5.6 Pursue the development of a National Diaspora Centre	No progress	No progress
4.4 Ensure that the City Centre will be vibrant, attractive and well-maintained	4.4.10 Support Community activities to a achieve a tidy local environment	Encourage and support Community initiatives in regard to maintenance and upkeep of residential areas	Satisfactory
4.5 Cork will have a well-planned and sustainable city environment that is a desirable place to live, work and enjoy	4.5.4 Develop and implement a Parks Strategy for the city and provide adequate public space for passive and active recreation	Commence research and prepare draft objectives in the context of City Boundary Extension.	Research and preparation of draft objectives deferred until the City Boundary Extension is determined.
	4.5.5 Identify areas with shortfall	Detailed survey of all areas with known open space shortfall in the Context of	Survey deferred until the City Boundary Extension is determined.

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Objective	Strategies	Stated Performance Standard 2017	Outcome 2017
4.5 Cork will have a well-planned and sustainable city environment that is a desirable place to live, work and enjoy		City Boundary Extension. Identify opportunities to address shortfall.	
	4.5.6 Review the Cork Recreational Needs Study	Commence research and prepare draft objectives in the context of City Boundary Extension.	Research and preparation of draft objectives deferred until the City Boundary Extension is determined.
	4.5.8 Additional provision and/or enhancement of existing areas: Environmental Improvements works at Monahan Road	Interim environmental enhancements suspended following the allocation of additional Government grants to finance the permanent works.	Project suspended
	Clashduv Park Surface Footpaths	Tender works, engage contractor and complete project.	Funding not approved
	Upgrade Lough Public Lights	Tender works, engage contractor and complete project.	Funding not approved.
	Health & Safety Works	Upgrade Lough Depot to comply with H&S regulations.	Completed
	Develop Marina Park – Detail Design & Prepare Tender documents Commence Works	Advance detail design and prepare tender documents.	Substantially completed
	Develop Bishopstown Playground	Complete detailed design and prepare tender documents.	Completed
	4.5.9 Deliver Tramore Valley Park	Address access, parking, on-site risks and toilet & café facilities. Re-organise maintenance operations and management arrangements.	Ongoing
	4.5.23 Provide high quality leisure facilities city wide	Manage and maintain facilities in line with industry standards and best practice	Satisfactory management of facilities
4.5.24 Encourage enhanced sports facilities	Support clubs and organisations in enhancement of facilities	Regular meetings with clubs/parent sporting bodies	

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Objective	Strategies	Stated Performance Standard 2017	Outcome 2017
4.5 Cork will have a well-planned and sustainable city environment that is a desirable place to live, work and enjoy	4.5.25 Maintain efficient & effective leisure facilities to a high standard	Regular review meetings with Operators Monthly review of Mahon Golf Course	Satisfactory management of facilities.
	4.5.26 Support high level sports events	Organise Cork City Marathon. Provide advice, resources, personnel and financial support as appropriate for major events.	Completed
	4.5.27 Support Cork Local Sports Partnership	Attend monthly Board Meetings and maintain regular liaison.	Satisfactory attendance at Board Meetings

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Service Division H-Miscellaneous Services

Objective	Strategies	Stated Performance Standard 2017	Outcome 2017
3.2 Cork will have a well defined, positive, highly visible national and international profile	3.2.1 Hire Communications and Public Relations Officer	Hire Communications and Public Relations Officer	Hired since May 2017
	3.2.2 Develop strong, resilient , internal & external communications structures	<p>Issue press releases</p> <p>Answer journalist queries Answer media queries</p> <p>Hold quarterly CLO network meetings</p> <p>Issue global emails, publish FOCUS</p> <p>Ensure news section of corkcity.ie is relevant and up to date.</p> <p>Provide communications advice to directorates</p>	<p>Issued over 200 press releases</p> <p>Answered up to 500 journalistic/ media queries</p> <p>Held individual CLO and group meetings</p> <p>Design, compilation and publication of 2 x staff FOCUS newsletter per year</p> <p>Posted over 150 items to website</p> <p>Established positive PR calendar used to develop PR output for the year with input from CLOs and other directorate staff</p>
	3.2.3. Build following and reach on Cork City Council social media channels	Grow Twitter followers and set up Facebook page to develop community communications	<p>Reached over 13,500 Twitter followers and over 2,200 facebook followers on new Facebook account (established in Oct).</p> <p>Drew up updated draft social media strategy.</p>

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<p>5.5 Support the Representational role of the office of the Lord mayor</p>	<p>5.5.1 Hosting visits of dignitaries 5.5.2 Co-ordination of Diary 5.5.3 Quality Service Office of the Lord Mayor</p>	<p>Support the representational role of the office of Lord Mayor</p>	<p>Civic Events - 8 Lord Mayor's Receptions – 62 Dignitaries Visits – 27 Schools visited - 98 Courtesy Visits - 1250</p>
<p>5.6 Support the Elected Members of Cork City Council</p>	<p>5.6.1 Make available Agendas/ Minutes on Cork City Council websites 5.6.2 Continue to review practices for Council Meetings/Functions/SPC's 5.6.3 Support members through dealing with their inquiries 5.6.4 Make best advice available to the Members to assist them in their decision making</p>	<p>Support the Elected Members of Cork City Council</p>	<p>Documents uploaded throughout the year</p>
<p>5.7 Provision of the Higher Education Grants Scheme</p>	<p>5.7.1 Process all applications and payments efficiently, effectively and promptly</p>	<p>Process all applications and payments, efficiently and effectively</p>	<p>2 no. Grants renewed in Sept 2017</p>
<p>5.8 Delivery of franchise functions</p>	<p>5.10.1 Publish Draft and Final Register by set publication dates 5.10.2 Publicity Post 5.10.3 Organisation of Local Elections 5.10.4 Co-ordination of General Election/ Referenda with City Sherriff's Office 5.10.5 Issue of Polling Cards 5.10.6 Liaise with City Sherriff's Office with regard to Polling District stations and notice of Poll</p>	<p>Delivery of franchise function by legislation dates</p>	<p>Draft Register published on 1st November 2017 Final Register to be published in February 2018</p>

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Service Division J-Operational Support

Objective	Strategies	Stated Performance Standard 2017	Outcome 2017
1.4 Citizen engagement through eServices and social media	1.4.1 Deliver a Corporate Citizen Service Request System (CSRM)	Environment CRM live by the end of Q2 Roads CRM Updated by the end of Q3 Housing CRM live by the end of Q4	Environment live on CRM from Q2 Costs and Benefits report completed. Systems developed by Donegal CC installed and Gap Analysis document completed. Pilot occurring in Mahon Sub Depot Q4 2017.
	1.4.2 Increase the number of services available on-line: Provide web access to the Choice-based Letting System Regularly review and update the content on the Council's websites to maintain accurate and relevant information	No. of visits to site No. of properties on the site Enhanced content and design and increased effectiveness for Cork City Council websites.	Phase 2 Complete RFT Issued and design commenced
	1.4.5 Provide a public, City wide Wi-Fi service	Effective public Wi-Fi offering in public buildings and realm	Public Wi-Fi implemented in:- 6 libraries 3 public spaces 3 public buildings Wi-Fi network for pilot of SMART technologies.
1.5 Deliver an efficient and effective, easy to use Customer service System focused on enhancing the citizen's ability to submit and	1.5.1 Roll out a Customer Service Request Management (CSRM) ICT solution across the organisation for all services.	CRM Roll-out	CRM Rolled out to: Roads, Litter, Environment, Housing Grants, Housing Maintenance and FYS.

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Objective	Strategies	Stated Performance Standard 2017	Outcome 2017
track service requests.	1.5.4 Improve the accessibility, structure and content of the city council's website and put in place a new website management policy	Redesign and redevelopment of Corporate website Enhanced and increased effectiveness for the Libraries website	RFT for new CCC website issued Library website upgrades currently with Libraries to decide their preferred look and feel
3.2 Cork will have a well defined, positive, highly visible national and international profile	3.2.5 Stream important civic events live on the Web	Events streamed	3 events streamed
5.1 To develop an enhanced, positive, learning and developmental Corporate Culture	5.1.1 Provision / facilitation of flexible / atypical working arrangements for employees	Range of schemes available	Staff availed of the following Schemes: Parental Leave Work Sharing Shorter Working Year Scheme Carer's Leave Special Leave without Pay
	5.1.2 Provision of support to employees from their recruitment to retirement	Number of staff availing of services under the Employee Assistance Programme (EAP) Appeals to Pensions Ombudsman	Staff availing of EAP services in 2017 was 79 0
	5.1.3 Implement Competency Framework in relation to staff Recruitment and Selection processes	All aspects of interview processes to be competency based.	Full rollout of Competency based Recruitment and Selection. Full training of interview boards and staff members carried out.
5.2 Budgets will be balanced each year with focus on cost reduction; value for money and revenue collection and efficient service delivery	5.2.1 Allocate financial resources to support the key corporate goals.	Adapt Processes & Procedures to maximise Payroll Shared Service.	Shared Service embedded and flexibility achieved in our processes
	5.2.2 Continuous training of Finance Managers.	Strengthen operation of P2P processes & controls.	Ongoing monitoring showing substantial increase in compliance
	5.2.3 Strengthening of Business Partners within Finance.	Automate interaction with Revenue website to achieve compliance	Process automation achieved
	5.2.4 Continuous focus on cost reduction and implementation of BPI	Increase efficiency for staff in supporting FMS	

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Objective	Strategies	Stated Performance Standard 2017	Outcome 2017
5.2 Budgets will be balanced each year with focus on cost reduction; value for money and revenue collection and efficient service delivery	recommendations.		Training provided to users in certain aspects of FMS
	5.2.6 Use the annual budget process to deliver clear messages regarding service levels, resources and priorities	Obtain Council approved for Balanced Budget	Clear majority voted for balanced budget
	5.2.7 Continuously review how resources are expended through strengthened systems of internal controls and security, monitoring, financial control and regulatory compliance	AFS prepared and audited within national deadline	Completed AFS in advance of deadline
		Forecast cash requirements Achieve Revenue Filing and payment requirements	Cash requirements forecasted and met Revenue requirements met
	5.2.8 Ensure appropriate levels of financial competency are in place throughout the organisation	Increase Financial Management skills and knowledge through engagement with Directorate Finance managers	Level of Financial Management competency increased as demonstrated through improved financial reporting
	5.2.9 Support organisational performance by optimising the revenue available to the organisation	Achieve Rates collection target of 80% for 2017	Rates target met and cash level surpassed.
Achieve House Loan collection target of 76% for 2017		House Loan target exceeded	
5.2.10 Support informed and strategic decision making	Capital projects appraised in line with Public spending code	Checklists introduced to facilitate compliance.	
	Capital Spend undertaken within approved Capital Budget. Exceptions reported as soon as known	Exceptions Reported	
	Carry out Quality Assurance process undertaken as mechanism to improve financial management of Capital Projects	Quality Assurance process for 2017 being undertaken shortly.	
5.3 Deliver Effective, efficient, focused, quality services which maximise value for	5.3.2 Review Service Delivery (Annual) in advance of estimate cycle	Deliver the Monthly CE Report and analyse annual trends	12 reports were delivered
		2017 Annual Service Delivery Plan	Plan Developed and adopted

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Objective	Strategies	Stated Performance Standard 2017	Outcome 2017
money for Cork's citizens, businesses and visitors	5.3.7 Deliver an ICT Governance Framework	Carry out Cyber-security audit	RFT Issued
5.4 Maximised shared-services, shared learning and information exchange opportunities	5.4.1 Establish Shared-Services Team to identify services and partners	Cork Smart Gateway	Cork Dashboard launched
5.10 Meet required Procurement standards	5.10.1 Deployment of Procurement Strategy to every Directorate and Department to meet the Council's procurement policies and national and EU requirements.	Deliver against Annual Procurement Plans Completeness of Annual Procurement Plans	Performance continues to improve Issues with Plans identified and acted on
	5.10.3 Re-organisation and strengthening of procurement unit to develop the expertise of the procurement advisory unit. 5.10.4 Develop procurement skills within organisation	Tender documentation is compliant with procurement regulations	Tenders advertised compliant
	5.10.5 Assist Directorates in preparing annual procurement plans 5.10.6 Develop and implement annual procurement plans for each Directorate and Department to meet the Council's procurement policies and national and EU requirements.	Achieve procurement compliance through focus on Annual Procurement Plans	Use of plans achieved required focus on compliance and value for money
5.14 Provide an effective and efficient legal service	5.14.1 Provide timely, considered legal advice. 5.14.2 Provide professional legal representation	The extent to which KPI's stated in Operational and team Plans were met.	KPI's stated in both Operational and Team Plans were substantially met in respect of legal services provided in particular to the Operational Directorates.