



Cork City Local Economic
and Community Plan (LECP)
2016 – 2021

Pure Cork

An Action Plan For The City



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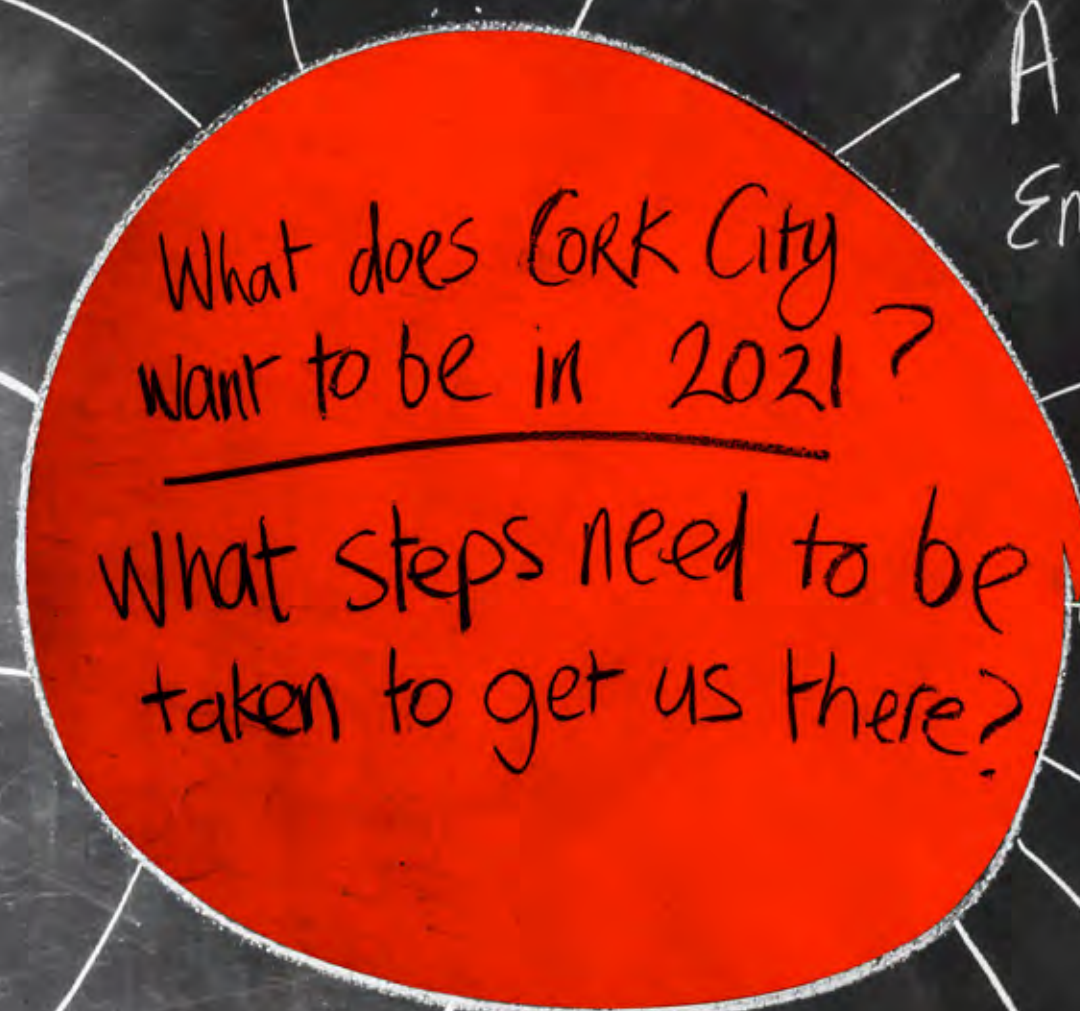
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This LECP is accompanied by, and should be read in conjunction with, the following documents:

- *Cork City LECP Socio-Economic Statement (August 2015)*
- *Cork City LECP Baseline Report (March 2016)*
- *SEA and AA Screening Reports*

These documents are available at:

<http://www.corkcity.ie/localeconomicandcommunityplan/>



One City,
many Communities

A Global
village

A diversity of Cultures
with Equality for all

A smart City that
Embraces positive Actions

Dynamic & Confident
in addressing change

Cross Sectoral
input & ownership

A creative & vibrant Place
to live, work & enjoy

A healthy + happy City

Life long Learning
as the fuel for
City Growth

A Beautiful &
friendly City by
the Lee

Transparent & effective
Local Government

Equality of Opportunity
regardless of standing

An Ethos of Dynamism,
Excellence & high Quality

Internationally Competitive
& locally Rich

Cork City LECP 2016 - 2021

ROAD MAP



Foreword

The Local Government Reform Act of 2014 bestowed responsibility on local government to provide strategic leadership and direction in the area of local economic and community development. Responding to this, PURE CORK - An Action Plan for the City 2016-2021 is a unified local economic and community plan that seeks to embrace the objectives and work of local business, community and public service providers in the city.

Consultation and preparation for this plan began in early 2015 and involved intense engagement with a wide range of business, community and voluntary organisations, public agencies, social partners and other key stakeholders in Cork city. The result is an ambitious but focused six year plan based on fifteen High Level Goals, driven by Strategic Objectives that will be delivered through a series of Local Actions – all of which are set out in this plan.

The plan's actions will be the focus of the work for the Local Community Development Committee (LCDC) and the Strategic Planning, Economic Development and Enterprise Strategic Policy Committee (SPEDE SPC) in the coming years. To assist this work, two year implementation plans will be prepared with continuing engagement and collaboration with the relevant stakeholders in the city.

This plan should act as a key reference document for all publically funded-bodies and other agencies operating in the city. As such, it will help co-ordinate the activities of all stakeholders, thus ensuring better results for those living, working, and investing in the city. As a multi-agency plan, resources will be required to deliver the actions through multi-agency cooperation.

We would like to acknowledge the work of the LCDC, the SPEDE SPC and all of the local development bodies, community and voluntary organisations, business groups and representatives, members of the public and other stakeholders who have given their time and contributed to the preparation of this plan. Cork City Council in partnership with all stakeholders will seek to drive this plan's actions forward.



Michael Finn

Michael Finn
Assistant Commissioner
Chair, Cork City Local Community
Development Committee



Chris O'Leary

Cllr Chris O'Leary
Chair, Cork City Strategic Planning,
Economic Development and Enterprise
Strategic Policy Committee

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The Cork City Local Community Development Committee and the Strategic Planning Economic Development and Enterprise Strategic Policy Committee would like to thank the following people in the production of the LECP "Pure Cork" plan:

- Pat Ledwidge, Director of Strategic Planning and Economic Development, Cork City Council.
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- The LECP Team: Elmarie Mc McCarthy and Lorcan Griffin (Strategic Planning and Economic Development Directorate, Cork City Council), Tony Power and Maria Minguella (Social Inclusion Unit, Corporate and External Affairs Directorate, Cork City Council).
- We would particularly like to thank Thomas McCarthy for setting the scene for the LECP with his beautifully written introduction – "Cork, What Makes the City".
- AIRO, for the development of the baseline report.
- Finally, we would like to extend our gratitude to the individuals, community organisations, public agencies, organisations and departments and business representatives who took the time to lend their expertise and experiences to this Plan through attendance at workshops and through consultations and written submissions.

Cork - What Makes the City?

On May 2nd, 1917, nearly a century ago, the Cork Improvement Bill passed the Report Stage in the House of Commons. The Bill had been brilliantly shepherded through its Parliamentary votes by the determined Co. Cork MPs, Maurice and Tim Healy whose great fear had been the opposition of Ulster Unionist MPs who might have been worried by the setting up of the Ford Motor Works at Cork. But Tim Healy's advocacy won the support of Captain Craig, Sharman Crawford and Bonar Law. The Ford assembly works, the beating heart of Cork's industrial might for the next sixty years, had come into being. The approaching centenary of this Bill in 2017 should remind us of how well the interests of Cork were protected by the old and now forgotten Irish Party. The care of this second city of the State, and its interests, is one of the highest duties of Irish public life, and members of the old Irish Party were keenly aware of this. We would do well to remember them, to understand how the interests of cities need to be protected at the highest political level. Cities are massive human and economic constructs and we should plan their fate with great political care.

And why should we protect the interests of our cities? Can't cities with their population density and commercial imperatives look after

themselves? The answer is, *no, they can't*. More than ever cities are subject to planning regulations as well as transport and housing limitations. The future of the world lies in its cities. A city can be choked by deliberate political acts, just as a city can spring to life after seventy years of inertia by a Bill such as the Cork Harbour Act of 1820 and the Cork Improvement Act of 1917. To watch a city rising is a beautiful thing. A city is a living organism and the purring sound of this organism as it thrives and grows is the sound of people assembling and dispersing, on buses, bicycles, trains and cars. There is a poetry in city life that's beautiful. Writers like Frank O' Connor or Mary Leland, or Conal Creedon and Kevin Barry, have captured the essence of Cork life in their books. They are our eternal witnesses, their works giving us glimpses of a deep urban soul. Reading them, and others, should centre our sense of recognition, as well as giving us huge hope for the human permanence and future of local urban life.

And this urban life is such a critical thing, such a lived reality within the politics of our modern era. Nowadays Cork City Council has become a crucial enabler and supporter of this expanding human landscape of urban life; providing sports facilities and community playgrounds and meeting spaces. In terms of this active,

creative city the Council, again, supports the internationally acclaimed Lifelong Learning Festival, the hugely popular Marathon, The Ceili Mor, and many other mass participation events where the city as a humane, living landscape comes forward to reveal its great bold strength. A city, yes, is its buildings and physical infrastructure, but it is also that vital historical, living network of loyal communities working together, inspiring and enabling networks such as our Faith community and our Gay community, our Arts, Libraries and Theatre organisations. All fold together into a single prodigious affirmation of life by the Lee.

I'll always remember the day when I became conscious of this urban power of Cork. It was during the closing days of Cork's reign as a European Capital of Culture in 2005. I was taking an official from the Ministry of Culture in Budapest on a fact-finding and historical tour of the city, something I loved to do. This highly placed official was an historian by profession and she wanted to absorb the atmosphere of an Atlantic city. She was impressed by the total package of Cork; the beautiful winter city, the energy of Patrick Street on Friday morning, the aromas of the English Market, the burning candles in St. Peter's and Paul's Church, the Crawford and Glucksman galleries, the Rory Gallagher memorial, the great James Barry exhibition, the young European engineers she met drinking at café tables. At such moments, on days like that, Cork city makes a deep impression upon an educated stranger. This impression is not false, it is pure gold, and it is what good planning strives for. It is

why hours and hours are spent researching, developing, resourcing, the City Council's strategies and reports. It is why planners and ambitious local politicians try to create the most intelligent city possible, a city that shares the burden of the nation, not just a region. Cork has a great deal to offer Ireland, not just Cork; and as Cork demonstrated during its reign as European Capital of Culture or when hosting Queen Elizabeth II, the city responds to any national challenge with a generous sincerity and confidence. Cork is ready to put its shoulder to the wheel, to do the heavy lifting for Ireland as well as for itself. This is how it should be – And why a document such as this is placed before you; an arrangement of hard facts and a review of strategies. The work of Cork planning continues; it is relentless and on-going. Here is PURE CORK, then, a framework for decision making and resource allocation; and a continuing sign that the best minds are still at work among the inheritors of Healy's and Redmond's love of Cork. The future begins, yet again, because an ancient city steps forward to shine a brilliant, new urban future upon our settled Irish life.

*Thomas McCarthy,
August 2016¹*

¹ Thomas McCarthy was born in Co. Waterford. While doing post-graduate work at UCC he won the Patrick Kavanagh Award for his first book *The First Convention* (1978). He went on to publish *The Sorrow-Garden* (1981), *The Non-Aligned Storyteller* (1984), *Seven Winters in Paris* (1989), *The Lost Province* (1996), *Merchant Prince* (2005) and *The Last Geraldine Officer* (2009). He has published two novels and a memoir, *Gardens of Remembrance* (1998). For many years he worked at Cork City Libraries, and in 1994-95 he was Humphrey Professor of English at Macalester College in Minnesota. He is a member of Aosdana and a Fellow of the RSA, London. His new collection of poems, *Pandemonium*, is published by Carcanet Press in November."

Executive Summary

The *Local Government Act 2001 (as amended)* requires each Local Authority to prepare and implement a Local Economic and Community Plan (LECP) as a means to advancing the overarching actions for reform set out in the Action Programme for *Effective Local Government – Putting People First (2012)*.

Responding to this, *PURE CORK - An Action Plan for the City* is a unified local economic and community plan that seeks to embrace the objectives and work of local, business, community and public service providers in the city. The plan was developed over a two-year period with business, community and voluntary organisations, public agencies and social partners. The result is an ambitious but focused six year plan with 15 High Level Goals (HLC's) driven by Strategic Objectives to be realised through a series of Local Actions. This plan has been prepared in accordance with *Section 66A to 66H of the Local Government Act 2001 (as amended)*, with *Section 66G* setting out a requirement for the City Council's annual report to assess its implementation and any subsequent reviews.

The first section, *A Local Economic and Community Plan (LECP) for Cork City*, details how the plan seeks to build on the structures, work and achievements of *Cork 2012 – Imagine Our*

Future (Cork City Council, 2001). It also sets out the plan making process including significant consultation and inputs from a number of key groups now tasked with co-ordinating and delivering the HLC's, Objectives and Actions. This inter-agency collaboration and synergy supports both the wide range of existing stakeholder strategies and action plans already at work in the city (refer to page 22) and new actions and initiatives required to achieve a higher quality of life within the city.

A Vision for Cork City, the second section of the plan, outlines the Strengths, Challenges, Opportunities and Threats (SCOT) in planning for community and economic development in the city, as identified in the Socio-Economic Statement that initiated this plan. The 15 HLC's are derived from the plan's vision statement and SCOT analysis and reflect the reality of what makes for a good quality of life for Cork City and its citizens:

- **Housing**
- **Children and Young People**
- **Healthy City**
- **Older People**
- **Community Participation**
- **Economic Diversity**
- **Safe and Green City**
- **Innovation**

- **Social Economy**
- **Skills and Human Capital**
- **Education and Learning**
- **Transportation and Communications**
- **Social Inclusion and Equality**
- **Quality of Place**
- **Competitiveness through Strategic Governance**

The third section, *A Profile of the City*, analyses the city under each of the 15 High Level Goals. Findings from two key reports² provide the evidence base and a comprehensive review of current international, national and local policy provides the policy context. The combination of these findings allows for a well grounded understanding of how the city can implement the best actions, most efficiently and effectively, at local level.

The *Action Plan for Cork City* sets out the 98 Strategic Objectives and 239 Local Actions that form the plan. These objectives and actions reflect core elements of life in Cork City, with many people from a variety of different groups and stakeholders involved in their making. The challenges of the current **Housing** market are reflected in the need for holistic, long term and practical local actions, such as the Residential Delivery Strategy for the city. Opportunities to build on the WHO's designation of Cork as a **Healthy City** are built into local actions to improve the health and well-being of all of the city's people and reducing health inequalities. The city's strong history of **Community Participation** is enhanced through new initiatives such as the Public Participation

Network (PPN). Actions to further develop Cork City's commitment to lifelong **Education and Learning** include the expansion of the learning neighbourhoods initiative and existing learning models into other areas. While primarily driven by the objectives of Cork City Development Plan 2015-2021, delivering a high **Quality of Place** is further enhanced through support for more localised actions such as the Cork City Centre Action Plan (2015). Actions to ensure the delivery of a **Safe and Green City** include the implementation of the Joint Policing Committee Strategy (2016) and the active pursuit of Green City status by 2021.

Delivering **Competitiveness through Strategic Governance** includes supporting synergies between Cork City and other cities that strengthen collective opportunities for sustainable growth and the review and preparation of a successor to the Cork Area Strategic Plan (CASP) by 2020. Actions to drive **Economic Diversity** in the city include the CORE (city centre) programme to collaborate and implement local initiatives that stimulate employment and retail activity in the city centre. Cork City Local Enterprise Office (LEO) is central to delivering actions that drive **Innovation** and entrepreneurship. The development of Cork SMART Gateway is also delivering a series of new local smart technology initiatives within the city. The continued support of the Northside for Business initiative and active participation in the Regional Skills Forum are two of the actions to develop **Skills and Human Capital** in the city. Delivering improved **Transportation and**

²The Cork City Profile (2014) and The Cork City LECP – Baseline Report (2016)

Communication infrastructure at regional and local level includes supporting key infrastructure projects and promoting ICT opportunities such as reduced cost international data transfer.

Actions to support and strengthen the local **Social Economy** include the delivery of a multi-stakeholder citywide strategy and investigating the expansion of local successful social economy models. Responding to the needs of **Children and Young People** in the city includes strengthening the inter-agency approach of the Children and Young Person's Services Committee (CYPSC) and promoting the further development of the JIGSAW programme in the city. The delivery of actions set out in the Cork Age Friendly City Strategy 2016 – 2020 is central to developing an integrated response to the needs of **Older People** living in the city. **Social Inclusion and Equality** actions include the promotion of inter-agency groups and the continued implementation of the RAPID programme to target the most disadvantaged communities in the city.

Given the wide variety of actions within the plan, the implementation, monitoring, evaluation and review will be critical in determining its success. Implementation will be tracked through a three staged approach, with objectives and actions fully reviewed every two years. Each objective and action will be reviewed to monitor progress, assess relevance and establish the need for additions and amendments. This will allow for a more realistic and flexible plan that remains current to the economic and community needs of Cork City over the next six years.





A Local Economic and Community Plan (LECP) for Cork City

Context

The Cork City Local Economic and Community Plan (LECP) 2016 – 2021 is an action driven plan used to guide economic and community development in the city over the next six years. This plan seeks to build on the structures, work and achievements of *Cork 2012 – Imagine Our Future* (Cork City Council, 2001) and on the work of the Cork City Development Board. Imagine Our Future was central to generating the delivery of creative initiatives such as the Cork City Lifelong Learning Festival, Cork Healthy Cities, the Discovery Science Exhibition, the Inter-agency Traveller Group and inter-agency work on LGBT in the city.

This LECP will drive a series of actions to progress communities and stimulate economic development at local level, within this strategic context. The plan is very much based on a multi-agency approach that will require both cross-sector input and cross sector ownership.

While this plan recognises and reflects the importance of spatial development, it is not a spatial development plan. The forthcoming National Planning Framework (NPF), the Southern Regional Spatial and Economic Strategy (RSES) and the existing Cork City Development Plan 2015-2021 will provide the strategic guidance for sustainable land use planning for the city.

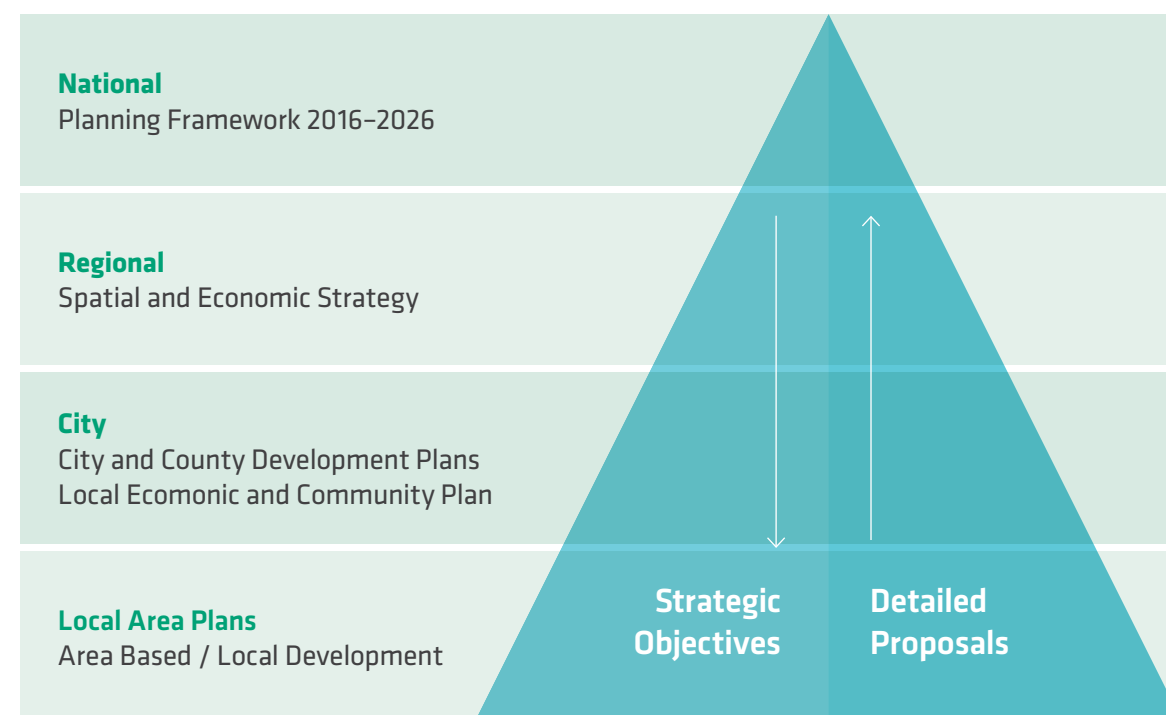


Figure 1: Pyramid of National, Regional and Local Plans

Source: Action Plan for Jobs 2015

In accordance with the *Local Government Act 2001 (as amended)*, the implementation of this LECP shall be consistent with the following:

- The *National Spatial Strategy (NSS) 2002 – 2020*, to be superseded by the forthcoming National Planning Framework (NPF) 2016-2026.
- The *South West Regional Planning Guidelines 2010-2022*, to be superseded by the forthcoming Southern Regional Spatial and Economic Strategy (RSES)
- The Core Strategy and objectives of the *Cork City Development Plan 2015-2021*;
- Any other City Development Plan and Local Area Plan provisions responsible for the protection and management of the environment including environmental sensitivities.

All future reviews of the LECP, and the objectives and actions therein, will provide the opportunity to confirm consistency with the forthcoming National Planning Framework (NPF) and the Southern Regional Spatial and Economic Strategy (RSES). In addition, the LECP is the framework for Local Development Strategies and other plans under the auspices of the LCDC. It also serves to inform a range of statutory and collaborative integrated planning processes.

Due consideration has been given to the requirements for Strategic Environmental Assessment (SEA) and Appropriate Assessment (AA) during the preparation of this plan and screening has been carried out for both³. The preparation of any lower tier plans or strategies will be subject to SEA and AA processes as appropriate, in accordance with the relevant legislation.

What is an LECP?

The passing into law of the *Local Government Reform Act 2014* necessitated a number of changes to the administration of local government in Ireland. Among the more significant of these developments was a new statutory requirement that Local Authorities should prepare an integrated Local Economic and Community Plan (LECP), comprising specific economic and community elements, in accordance with the principle of sustainable development. These plans are to provide a service delivery planning framework over a six-year period.

In order to support the implementation of the LECP, the Minister for the Environment, Community, and Local Government, issued guidelines to Local Authorities on the preparation of the plan. These guidelines set out a five stage process for developing an LECP:

³<http://www.corkcity.ie/localeconomicandcommunityplan/>

Phase 01:	Preparation and High Level Goals
Phase 02:	Public Consultation
Phase 03:	Development of Objectives and Actions
Phase 04:	Finalise Plan
Phase 05:	Monitoring and Review

Figure 2: The five stages of making an LECP (source: DoECLG; Guidelines for LECPs, 2015)

The Plan Making Process

The plan making process required inputs from a number of key groups tasked with co-ordinating and delivering High Level Goals, Strategic Objectives and Local Actions.

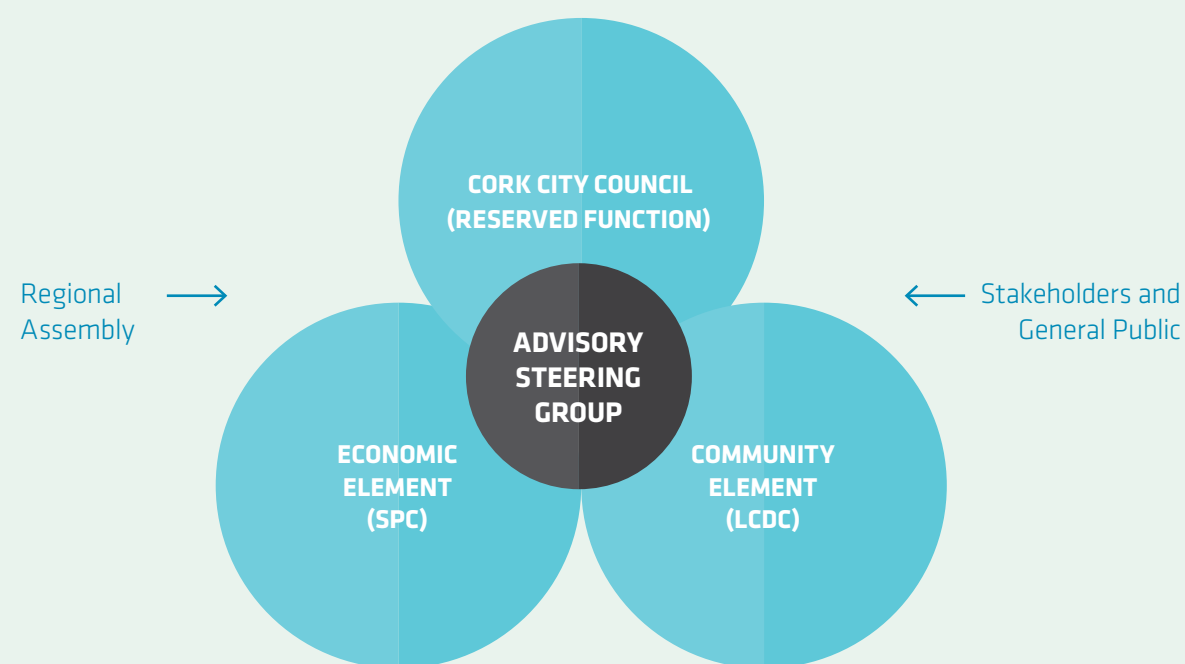


Figure 3: LECP Steering Groups, Stakeholders and Oversight Bodies

Guiding Principles of the LECP

The LECP is underpinned by the following guiding principles, identified as part of the Socio-Economic Statement that initiated the making of this plan:

1. Sustainability – promoting a more resource efficient, green and more inclusive society and economy
2. Maximising returns by co-operation, collaboration and avoiding duplication
3. Participative ‘bottom-up’ approach – ensuring meaningful community participation and consultation in the planning process
4. The promotion and mainstreaming of equality
5. Harnessing existing local and community development infrastructure to make best use of resources
6. Community development principles – addressing social exclusion and providing supports for the most marginalised
7. Accessibility and ownership – written in a straight forward style

The plan will seek to integrate these guiding principles by focusing on the following types of actions:

- **Stakeholder Driven Actions:** Actions that guide and inform the work of plans that operate at a more strategic level (national, regional, metropolitan, and gateway)
- **Local Level Actions:** Actions that support the implementation of existing and future stakeholder strategies influencing the development of Cork City at local level
- **GAP Actions:** Actions that identify inter-agency gaps in the economic and community development of the city

In implementing these actions, this plan will need to have due regard to the nature of the action, the partners tasked with implementing the action and their level of ability to achieve that action. In doing so, it is hoped that every effort is made to ensure this LECP is both practical and implementable.

Strategies for the City

The Cork City LECP needs to represent a shared plan for the city, one that shapes Cork as a world-class city of creativity, investment and opportunity, a city that offers a superior quality of life. This will require commitment from all partners, making the plan a living document with ongoing reflection, review, monitoring and consultation at local level.

To achieve this, Cork City LECP aims to ensure inter-agency collaboration, connectivity and synergy between all the strategies and action plans at work in the city:



Figure 4: Honeycomb of strategies at work in Cork City

Public Consultation

Consultation processes have played a central role in the development of this LECP for the City. There has always been evidence of strong collaboration across agencies, social partners and the local development and community development sectors in Cork City. This LECP needs to represent a strengthening of these collaborations, allowing for shared ownership, policy consistency and the achievement of common goals for the good of the city. The consultation process involved in the formation of the plan, commenced early in 2015 and involved intense engagement with a wide and varied range of economic and community stakeholders at work in the City:

Economic Strand

The economic elements of the LECP have been informed by the economic strategy in the Cork City Development Plan. Adopted in 2015 the City Development Plan was the result of an extensive consultation process. Similarly the economic elements incorporate existing strategies and plans, such as the South West Action Plan for Jobs and City Centre Strategy, which were informed by extensive consultation. In addition, workshops, stakeholder meetings and public consultation were used to generate a multi-agency input into what objectives and actions are needed to drive the economic element of this plan.

Community Strand

Commencing in October 2015, the Social Inclusion Unit began the process of wider consultation to inform the delivery of this plan. Global contact was made by the Social Inclusion Unit with all agencies, voluntary groups and statutory bodies in Cork City. One-to-one stakeholder consultation took place to further develop objectives and actions with submissions invited and collated for review by both steering groups (LCDC and SPEDE SPC).

Both strands of this plan have been based on a bottom up approach, with a diverse range of stakeholders having a central role in the plan making process:

1. Steering Groups and Elected Representatives:

An Advisory Steering Group was established consisting of members of the SPEDE (Strategic Planning, Economic Development and Enterprise) SPC and LCDC (The Local Community and Development Committee). The Advisory Steering Group met to lead and guide the initial planning process. The LCDC and the SPEDE SPC then both held a series of meetings, central to delivering this plan. Separate workshops of the LCDC, the SPEDE SPC and elected local authority representatives (19th April), delivered the drafting of this plan. A joint workshop of the SPEDE SPC and the LCDC (16th May) took place to agree on overlapping community and economic issues set out in this plan. There were two further public consultations in May and August/September 2016.

2. General Public:

A total of 19 members of the public made a submission to the Socio-Economic Statement when it was put out for public consultation in August 2015. Initial findings from the recent *CorkCitiEngage* survey of over 3,500 people in the wider Cork region were also used to inform this plan. There were two further public consultations in May and August/September 2016.

3. Business Sector:

A workshop with a cross section of employers, educational providers, business interest groups and state body representatives was held in City Hall on the 21st April 2016.

4. Statutory and Voluntary Sector:

Focus groups and one to one interviews with senior level representatives

5. Networking Bodies and Collaborative Structures:

One to one submissions with a range of networking bodies and collaborative structures across the city, representing sectors such as employers, children/young people, policing, older people, Travellers, new communities, education and LGBT.

6. Cork City Council:

Ongoing liaison with senior management, and workshops with senior staff.

7. National Bodies

Submissions received and one to one consultation with national representative bodies.

Cork City Stakeholder Engagement...A Sample of..

AGE FRIENDLY CITY - HEALTHY CITIES - UNESCO CITY OF LEARNING - COMHAIRLE NA NÓG - CORK CITY LOCAL ENTERPRISE OFFICE - CORK CHAMBER - CORK CITY CHILDCARE COMMITTEE - CORK CITY PUBLIC PARTICIPATION NETWORK - CORK EDUCATION TRAINING BOARD - HEALTH SERVICE EXECUTIVE - CORK CITY JOINT POLICING COMMITTEE - CORK CITY COUNCIL - UNIVERSITY COLLEGE CORK - CORK INSTITUTE OF TECHNOLOGY - CORK CITY PARTNERSHIP - CORK EQUAL AND SUSTAINABLE COMMUNITIES ALLIANCE (CESCA) - CORK CITY COUNCIL STRATEGIC POLICY COMMITTEES - CORK CITY TRAVELLER INTERAGENCY GROUP - CORK LOCAL DRUGS TASK FORCE - TUSLA CHILD AND FAMILY AGENCY - CORK SPORTS PARTNERSHIP - NORTHSIDE FOR BUSINESS - CORK CITY LGBT INTERAGENCY GROUP - ECCOWELL - CORK FOOD POLICY COUNCIL - IDA IRELAND - SOLAS - FORÓIGE - DEPARTMENT OF SOCIAL PROTECTION - CORK CITY MUSIC EDUCATION PARTNERSHIP - IBEC - CORK ENVIRONMENTAL FORUM

Figure 5: A sample of stakeholders engaged in the LECP consultation process.

Strategic Environmental Assessment (SEA) and Natura Impact Assessment (NIA)

Screening Overview for Strategic Environmental Assessment (SEA)

Under the European Communities (Environmental Assessment of Certain Plans and Programmes) Regulations 2004 (S.I. 435 of 2004 as amended by S.I. 200 of 2011), all plans which are likely to have a significant effect on the environment must undergo screening to determine whether a SEA is required. "Screening" to determine whether a particular plan, would be likely to have significant environmental effects, and would thus warrant SEA. This Plan has been screened for SEA, which concludes that the LECP is not considered likely to have a significant impact on the environment and therefore a SEA is not required. The screening report can be downloaded from <http://www.corkcity.ie/localeconomicandcommunityplan/> and will be updated as relevant throughout the implementation process.

Screening Overview for Appropriate Assessment (AA)

An Appropriate Assessment screening has been undertaken for this plan in accordance with the requirements of Article 6(3) of the EU Habitats Directive (directive 92/43/EEC) to determine if the LECP is likely to significantly affect Natura 2000 sites (i.e. Special Areas of Conservation (SAC) and Special Protection Areas (SPA)) within or surrounding the plan area. The conclusion of the AA screening process is that further ('stage 2') AA is not required. The screening report accompanies this plan and will be updated as relevant throughout the Plan-preparation process.



A Vision for Cork City

Vision Statement

The vision for Cork City and this LECP has been adopted from the *Cork City Development Plan (2015- 2021)*:

“...to be a successful, sustainable regional capital and to achieve a high quality of life for its citizens and a robust local economy, by balancing the relationship between community, economic development and environmental quality. It will have a diverse innovative economy, will maintain its distinctive character and cultural heritage, will have a network of attractive neighbourhoods served by good quality transport and amenities and will be a place where people want to live, work, visit and invest in.”

- *That Cork will have vibrant, resilient, inclusive, sustainable communities where people have a good quality of life and access to quality public services*
- *To ensure balanced and sustainable economic development and employment*
- *To promote social inclusion and equality by ensuring that all residents of Cork City have equal opportunities to access, participate and engage in the social, economic and lifelong learning opportunities in the city*

SCOT Analysis (June 2015)

Strengths, Challenges, Opportunities and Threats (SCOT) in planning for community and economic development in Cork City were identified as part of the Socio-Economic Statement that initiated the making of this plan:

Strengths (reflects situation in June 2015)

- Strong record in attracting and retaining Foreign Direct Investment
- Strong business services networks/organisations, which actively support new business ventures and inward investing companies
- The Port of Cork is an EU designated Trans European Network Core Port and a nationally designated Tier 1 port which accommodates services across all six shipping modes
- International airport serving range of British and European scheduled destinations, including major business hubs of London Heathrow and Amsterdam Schipol
- A reputation for excellence in undergraduate and post graduate education, training, research and development

- A very strong community and voluntary sector
- Excellent quality of life, with sports, cultural and recreational facilities and both the city centre and the countryside being within easy access
- Significant additional entrepreneurship support available
- Cork City has World Health Organisation (WHO) Healthy City Status and is pursuing WHO Age Friendly City Status. Cork also has a Food Policy Council
- Strong track record of inter-agency collaboration in the City (e.g. LGBT inter-agency working group)
- Several centres of medical excellence located in the city
- EcCowell Cork promotes integrating strategies across economic, educational, health and environmental needs
- The river and waterways are easily accessible and greatly add to the attractive lifestyle and tourism offering. Cork's harbour is the world's second largest natural harbour and a major natural asset

Challenges (reflects situation in June 2015)

- Shortage of modern, large floor plate offices to meet the needs of inward investors and large indigenous companies
- Possible over dependence on Foreign Direct Investment
- Continuing concentration of disadvantage in certain geographic areas and among particular communities, while recession has also impacted the wider community and led to a wider dispersal of disadvantage.
- Decline in passengers and routes through Cork Airport
- Population has been gradually declining since 1979, with some evidence of stabilisation between 2006 and 2011
- Reduction in funding to the community and voluntary sector in recent years
- Significant lack of availability and access to quality, affordable housing in the city is a challenge including the short-term rental sector
- The age dependency ratio is much higher than the national average
- Risk of flooding in city centre

Opportunities (reflects situation in June 2015)

- Potential for new residential and employment development through redevelopment and intensification of 'brownfield land' in areas such as the City Centre, Docklands, Mahon and Blackpool

- Development of a number of Tier 1 broadband connections in Cork
- Redevelopment of Port of Cork
- New office developments in City Centre and Mahon, as well as significant retail developments planned
- Key development opportunities identified at Blackpool and Tivoli
- Development of new 6,000 seat events centre and implementation of the City Centre Action Plan
- Leverage the existing research capabilities and overseas companies to support sustainable indigenous business growth
- Development of joint Cork City and County Tourism strategy and action plan
- Implementation of the Lower Lee (Cork City) Flood Relief Scheme (including Blackpool and Ballyvolane)
- Digital start-up hub in Parnell Place
- Triple helix – collaboration between government, business and higher education e.g. IT@Cork, Energy Cork
- Potential to develop the social economy
- Cork's participation in UNESCO Global Network of Learning Cities

Threats (reflects situation in June 2015)

- Development of disruptive technologies could impact on employment and attractiveness
- Rising costs could reduce Cork's competitiveness and attractiveness
- Insufficient investment in key enabling infrastructure and technology
- Competition from other City Regions
- Lack of housing to attract workers
- Dependence on small number of companies for high proportion of employment

High Level Goals (HLGs) for Cork City

This plan is structured around 15 High Level Goals (HLGs), identified during the plan's preparation, representing a collective and holistic vision for Cork City in line with the vision statement outlined above.

The focus of the HLGs is not on the core business of any one agency but on cross cutting areas of work, avoiding duplication and enhancing collaboration. A wide variety of citywide multi-agency structures are already in place in Cork City, with some having both their strategic vision and local action plans in operation (see figure 4 above). This LECP incorporates these strategic plans thereby

recognising their central role in realising many of the High level Goals⁴. Other stakeholders are making valuable contributions to the city but are at a less advanced stage in terms of strategy and operational structure.

A key challenge for the success of this plan is to create the right conditions that allow these structures to function at their best and to grow and enhance the city's local richness in a dynamic, co-ordinated and confident manner. By achieving this unified approach at local level, the ideal of "One City, Many Communities" can be realised even stronger.

Cork City LECP 2016-2021

That Cork will have vibrant, resilient, inclusive, sustainable communities where people have a good quality of life and access to quality public services. To ensure balanced and sustainable economic development and employment in the city. And to promote social inclusion and equality by ensuring that all residents of Cork City have equal opportunities to access, participate and engage in the social, economic and lifelong learning opportunities in the city.

High Level Goals - 15 Themes



THEME 1 /// Housing

Clearly identify and plan responses to a range of housing issues experienced in Cork City to strengthen the economic and community development of the city.



THEME 2 /// Healthy City

Ensure Cork is a healthy city that connects to improve the health and well-being of all its people and reduce health inequalities.



THEME 3 /// Community Participation

Integrate communities and community and voluntary groups into decision making and to promote civic participation and community engagement.

⁴General actions supporting the overall implementation of these strategies are included in this plan. Individual actions are not listed, please refer to the strategy in question for more detail.

- 
THEME 4 /// Safe and Green City
 Ensure Cork is a safe and green city with a secure and sustainable environment in which to live, work and play

- 
THEME 5 /// Social Economy
 Ensure the vibrant social economy sector is supported and enhanced.

- 
THEME 6 /// Education and Learning
 Support the culture of learning in Cork and enhance educational levels across the city.

- 
THEME 7 /// Social Inclusion and Equality
 Reduce the marginalisation of specific communities within the city, taking into account the nine grounds and socio economic status.

- 
THEME 8 /// Children and Young People
 Develop integrated responses to the needs of children and young people and improve outcomes through local inter-agency working .

- 
THEME 9 /// Older People
 Develop integrated responses to the needs of older people, promoting their inclusion and contribution in all areas of life and responding.

- 
THEME 10 /// Economic Diversity
 Support the maintenance of a diverse economic base within the city

- 
THEME 11 /// Innovation
 Support innovation in the local economy

- 
THEME 12 /// Skills and Human Capital
 Develop skills within the Cork area to match the needs of existing and future businesses. Provide support services for the unemployed and help maintain and expand businesses in areas of high unemployment

- 
THEME 13 /// Transport and Communications
 Support measures to improve transport and telecommunications networks into and around Cork City and region

- 
THEME 14 /// Quality Of Place
 Build on Cork's strong place quality assets and improve the attractiveness of the city for residents and visitors

- 
THEME 15 /// Competitiveness Through Strategic Governance
 Co-operate with other stakeholders to deliver the strategic governance that ensures the Cork Gateway remains a competitive location for economic activity and also to maintain the excellent quality of life available in Cork which underpins the Gateway's competitiveness

United Nations 2030 Agenda for Sustainable Development

In September 2015, world leaders attending the United Nations Sustainable Development Summit adopted the 2030 Agenda for Sustainable Development. This agenda sets out 17 Sustainable Development Goals (SDGs) to end poverty, fight inequality and injustice and tackle climate change by 2030. Each SDG sets out goals, targets and indicators that all UN member states are expected to use to frame their agendas and political policies over the next 15 years.



Figure 6: UN 2030 Agenda for Sustainable Development - 17 SDGs

This LECP recognises the strategic importance of the *2030 Agenda for Sustainable Development* and the integrated multiagency approach required to achieve this within Cork City. Reflecting this, the 15 HLG's that drive the objectives and actions in this plan are interconnected with the UN's 17 SDG's in many ways:

UN's 17 Sustainable Development Goals	Relevance of Cork City's LECP: 15 High Level Goals
Goal 1. End poverty in all its forms everywhere	
Goal 2. End hunger, achieve food security and improved nutrition and promote sustainable agriculture	
Goal 3. Ensure healthy lives and promote well-being for all at all ages	
Goal 4. Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all	
Goal 5. Achieve gender equality and empower all women and girls	
Goal 6. Ensure availability and sustainable management of water and sanitation for all	
Goal 7. Ensure access to affordable, reliable, sustainable and modern energy for all	
Goal 8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all	
Goal 9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation	
Goal 10. Reduce inequality within and among countries	
Goal 11. Make cities and human settlements inclusive, safe, resilient and sustainable	
Goal 12. Ensure sustainable consumption and production patterns	

UN's 17 Sustainable Development Goals	Relevance of Cork City's LECP: 15 High Level Goals
Goal 13. Take urgent action to combat climate change and its impacts	
Goal 14. Conserve and sustainably use the oceans, seas and marine resources for sustainable development	
Goal 15. Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss	
Goal 16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels	
Goal 17. Strengthen the means of implementation and revitalize Global Partnership for Sustainable Development	

Figure 7: Integrating the UN's 17 Sustainable Development Goals



A Profile of the City

Overview

Cork City is unique and distinctive due to a combination of features, places, people and ideals. To help capture this essence, this plan uses a comprehensive socio-economic evidence base to provide a sound footing for decision making, thereby ensuring the approach taken is robust, reliable and justifiable. Two key documents of note have been used:

The Cork City Profile (2014)

Drawing on the invaluable work of the collaboration between the Social Inclusion Unit and the Cork Healthy Cities Group, *The Cork City Profile 2014* provides a robust inter-agency evidence base containing an in-depth analysis of a rich collection of data on Cork City. The report covers ten different themes ranging from demography and economy to housing and deprivation. The report has provided the LECP with a strong socio-economic profile of the city.

The Cork City LECP – Baseline Report (2016)

Identifying the need for an outward looking evidence base, *the Cork City LECP – Baseline Report (2016)* was researched and published by Cork City Council and the All Ireland Research Observatory (AIRO). This report has identified and used a number of existing boundary definitions that have a spatial importance for how Cork City operates. These boundaries are used to compare and analyse data at different spatial scales from national to city, to sub city levels. The report illustrates the performance of a wide range of different indicators at city and sub city levels. The grouping of these indicators allows for comparative analysis of both the city and of sub city areas against the State, the region and other cities.

A full review of the current international, national and local policy context was also carried out to understand how the city can implement the best actions, most effectively and efficiently, transforming this plan's vision into reality.

Analysing the City

Each of the 15 HLGs that inform this action plan are reflective of the challenges faced at local, regional, national and international levels in making Cork City a great place to live, work and enjoy. This section gives an overview of both the policy review and the evidence base used to inform each of the 15 HLGs that drive this plan.



Housing

“Lanes such as Baily’s Lane, Ashgrove Lane, Looney’s Lane, Convent Place, Vincent’s Avenue, St. Ann’s Square, Wolfe Tone Place, part of Wolfe Tone Street, Croft’s Lane, Skeye’s Lane, Donovan’s Lane and Hogan’s Lane were to be demolished and their occupants moved to the new houses. Work on the development commenced before the end of 1932 and by the middle of the following year the sky-line had been transformed...”

Colman O'Mahony; In the Shadows: Life in Cork 1750-1930, p302

Housing – Policy

Housing is now a critical issue of national importance. *The European Commission’s Country Report Ireland 2015* notes the recent national increases in house prices are largely driven by housing supply shortages, which could ultimately hamper economic competitiveness and lead to affordability issues. A NESC report entitled, *Social Housing at the Crossroads: Possibilities for Investment, Provision and Cost Rental (June 2014)*, stressed that serious problems were evident in social-housing provision. The *Report of the Social Inclusion Forum 2014*, published by the Department of Social Protection, suggests that homelessness in Ireland is at a ‘crisis point’

and as demand for housing greatly outstrips supply, the problem is likely to worsen. Recognising the need for urgent action, the government has recently launched *Rebuilding Ireland – Action Plan for Housing (2016)*, a detailed set of actions designed to reinvigorate the housing market. *Construction 2020: A Strategy for a Renewed Construction Sector*, and the *Social Housing Strategy 2020: Support, Supply and Reform*, are two other government policy responses centred on delivering a more efficient and equitable housing market.

The housing market in Cork City mirrors the issues and challenges faced by the state. A recent ESRI Research Note, *Projected Population Change and Housing Demand: A County Level Analysis (Edgar Morgenroth, 2014)*, projected that Cork City and County areas will have a demand in excess of 22,000 new housing units up to 2021. The challenge of resolving supply shortage issues at local level are complicated by the complexity of how the housing market operates and the number of different stakeholders involved. Nevertheless, it is incumbent on this LECP to clearly recognise the role local agencies can play in delivering focused actions to help address the current housing supply crisis.

Housing – Stats and Facts

“OVER 65% OF HOUSEHOLDS LIVING IN THE CITY CENTRE ARE IN PRIVATE RENTAL HOMES”

The most recent Census data shows that Cork City had over 47,163 households in 2011, an increase of 7.5% since 2006. Over 14% (8,045 units) were unoccupied, mainly located in and around the city centre. Nearly half (48%) of all households in the city are two persons, being a significantly higher rate than the average for the State (39%). One in three houses are privately rented, compared to less than one in five for the State. Only one in five houses in the city were occupied by an owner with a mortgage, a decline of 27% since 2002.

Local Authority rentals accounted for 17% (7,260 units) of the total housing units in the city in 2011, being heavily concentrated in or bordering the four RAPID designated areas in the city. Over 65% of households in the city centre live in private rental accommodation, being significantly higher than the city wide average (27%) and the average for the four designated RAPID areas (11%). Cork City's Social Housing Investment Programme (SHIP) was cut from €54 million in 2009 to €5 million in 2011.



Healthy City

“To draw the minds of our youth from enervating and soul-destroying pursuits, amateur athletics offer the ideal medium – a big, healthy field for our endeavour in the interests of the moral and physical

well-being of future generations....”
Carbery, Fifty Years of Irish Athletics

Healthy City - Policy

The factors which influence our health, known as the determinants of health, reach beyond the boundaries of traditional health care and public health sectors. All sectors including education, housing, employment, transportation, health, agriculture, and environment; and their interactions and interrelationships are essential to improving health and well-being. According to the WHO *Commission on the Social Determinants of Health (WHO 2008)*, inequalities in health are shaped by the unequal distribution of money, power and resources at global, national and local levels. It is the social, economic and environmental conditions in which we live, and how they interact, that strongly influence our health.

In 2013, the Irish Government launched 'Healthy Ireland⁵' as a key step in bringing about the changes and actions required for improving the health and wellbeing of the nation. This plan, which has universal government departmental endorsement and obligations, identifies and involves every part of Irish society. The vision for Healthy Ireland is where everyone can enjoy physical and mental health and wellbeing to their full potential; where wellbeing is valued and supported at every level of society and is everyone's responsibility. This framework plan sets out an integrated, co-ordinated and intersectoral approach based on a series of

detailed actions covering critical health issues such as rising chronic diseases (such as cancer, diabetes and obesity), increasing numbers of mental health cases and the lack of activity and recreation at youth level. Some key health related policy documents which are used to guide this plan include:

- Dept. of Health's *Connecting for Life: Ireland's National Strategy to Reduce Suicide 2015-2020*
- *The National Disability Strategy Implementation Plan 2013-2015*
- *Tobacco Free Ireland, the National Substance Misuse Strategy,*
- *The National Physical Activity Plan*
- *The National Drug Strategy.*

The concept of a holistic approach to achieving a healthy city is being embraced in Cork City. In January 2012, the city was designated by the World Health Organisation as a Healthy City, committing to the overarching theme of health and health equity in all policies. The Healthy Cities model provides the framework to develop innovative and creative solutions to public health and health promotion for the city.

Healthy City – Stats and Facts

18% OF THE CITY'S TOTAL POPULATION IN 2011 HAD A DISABILITY

There were 194,429 medical card holders in Cork City and County in 2012, the second highest total in the State. The city and county

had an average of 159 annual incidences of treated problem alcohol use between 2008-2012 (Source: NDTRS). The number of suicides in Cork City per 100,000 population has reduced from 20.1 in 2006 to 10.9 in 2011. The rates for females is 3.0, while the rate for males is significantly higher at 18.7, but has steadily decreased from 37.6 in 2006 to 27.8 in 2010. In the period from 2007 to 2011, there were 4,891 recorded cancer cases (including non-melanoma skin cancer) in Cork City and 3,583 invasive cancer cases (excluding non-melanoma skin cancer). The greatest number of cancers occurred in the 65 – 74 year age group.

In 2011 there were 21,098 persons living with a disability in Cork City, representing 18% of the city's total population, significantly higher than the State average (13%) and a 41% increase since 2006. There are higher numbers of people living with a disability in the four RAPID designated areas.

Cannabis was the most commonly used illegal drug in Cork City in 2012, with 182 recorded persons accessing treatment for this drug. There were 111 recorded persons accessing treatment for opiates in the city and 73 for benzodiazepine.

⁵The Department of Health's Government Policy Healthy Ireland: A Framework for Improved Health and Wellbeing 2013-2025



Community Participation

“One aspect of community care policy that is often inadequately addressed is the question of how reciprocities and networks of sociability and support can be encouraged within localities and how the state can create an enabling environment that harnesses the resources of family, kin, friends and neighbours.”
Older People in Modern Ireland: Essays on Law and Policy Ed. By Eoin O’Dell

Community Participation - Policy

Community development in Ireland, originated in rural Ireland in the 1960’s, and grew later as a local response to high levels of unemployment, educational disadvantage and poor housing and lack of public services during the 1970’s and 80’s. European poverty programmes and community initiative programmes had a major influence on community development in Ireland and the community and voluntary sector during the 1970’s, 80’s and 90’s. These programmes *“.....supported the number increase of organisations, the professionalism of the sector and their role in confronting policy issues that led to better standards of governance, management and administration...”*⁶

The country experienced a growth in women’s groups in the 1980’s in response to *“....the women’s liberation movement, the changing nature of the labour market, the need for childcare; and the isolation of women in deprived urban communities. This influenced the upsurge of Travellers’ rights and disability rights organisations, anti-drugs support groups and more recently migrant rights groups.”*⁷

The Department of Housing, Planning, Community and Local Government’s strategy *Our Communities: A Framework Policy for Local and Community Development in Ireland, 2015*, is the national policy that seeks to harness all the potential resources at the disposal of communities by bringing together people, groups, agencies, voluntary and statutory bodies to make a positive difference in the development of sustainable communities.

Cork City has a long history of local level community participation, with the more recent establishment of city wide structures creating a wider remit. The research study *“Improving Local and Community Development Structures and Programmes”* (2008), commissioned by the Rapid Programme, Cork City Council, Cork City Partnership and Cork City Community Development Projects, set a number of recommendations on how to improve and strengthen community participation in local policy and development structures. One of the actions was the development of two toolkits, which provide guidance on how to effectively represent a group and how to effectively manage a group.

The Cork Volunteer Centre has been in place since 2010 providing a volunteer placement service for the city. The Volunteer Centre matches individuals who would like to volunteer with non-profit organisations who involve volunteers in their activities. Advice and support is offered to both volunteers and non-profit organisations through a range of services including information, consultation, volunteer management training and Garda vetting administration. Public libraries are now vital community hubs at a local level, with the resources and spaces offered by Cork City’s public libraries making a significant contribution to the vibrancy and level of community participation in the city.

Community Participation – Stats and Facts

62% OF CORK CITIZENS FEEL THERE ARE TOO FEW OPPORTUNITIES TO ENGAGE IN PUBLIC ISSUES AND VOLUNTEERISM

The Cork Smart Gateway project recently facilitated the IERC *“CorkCitiEngage”* public survey of the CASP and Mallow area’s (2015-2016), measuring the public’s willingness to engage/participate in public issues and volunteerism. The survey rated opportunities for people to participate in local decision making in Cork, finding that: 62% felt that there were too few opportunities, 17% felt that there were enough and 19% didn’t know. This survey also asked why participation in public

issues is important in Cork, finding that 36% felt it improves collaboration for common good, 35% felt that it co-creates useful ideas and 25% felt that it develops shared goals.

Cork City’s long history of community participation remains very much active today with a broad range of vibrant community groups, initiatives and activities driving the many community development programmes throughout the city. The Public Participation Network (PPN) has recently been formed to allow groups operating in the city the opportunity to consider issues of public policy and to facilitate the public’s participation on city wide structures such as *Joint Policing Committee, Strategic Policy Committees* and the *LCDC*. Recognition schemes such as the *Lord Mayor’s Community and Voluntary Awards* and the *Pride of Place Awards* play an important part in highlighting and rewarding civic participation in the City. The *Healthy Cities Initiative* and the *RAPID* programmes are examples of city wide programmes that actively engage with the public. The *Cork Equal and Sustainable Communities Alliance (CESCA)* is a collection of a number of community and voluntary organisations working in the city that have come together to actively address issues of disadvantage. Community engagement forums such as *Cork Age Friendly City, Comhairle na Nóg* and the *Community Development Groups* also play a central role in focused civic participation.

⁶ Our Communities: A Framework Policy for Local and Community Development in Ireland, 2015, Department of Environment and Local Government).
⁷ Ibid



Safe and Green City

“But if the streets display the physical panorama of stone and wood and metal, of hills and water, they also introduce the citizens themselves as they move about in their daily round of business and leisure, displaying their characteristic gestures, their accent, their public personality. The citizen blossoms on the street, enlivened by a hurried greeting, a handshake or a passing smile.....City streets are a rendezvous with humanity.”
Dr. S.F. Pettit; *This City of Cork 1700-1900*, p13

Safe and Green City - Policy

The *Strategy Statement 2013-2015 of An Garda Síochána* sets out the strategic goals, objectives and principle initiatives directing the organisation including its approach to crime. The *An Garda Síochána Annual Report 2013* sets out more detailed performance indicators relevant to the goals established above and the relative success in meeting them. The *Child and Family Agency's (TUSLA) first Corporate Plan* outlines the agency's overarching vision of an Ireland in which 'all children are safe and achieving their full potential'. *Better Outcomes, Brighter Futures: The national policy framework for children and young people 2014-2020*, contains further actions that seek to keep children and young people safe and protected from harm.

The *Cork City Joint Policing Committee (JPC)* is charged with overseeing policing in the City. Its structures include Local Policing Fora, Policing district management committees and the Joint Policing Committee itself. The JPC membership is made up of City Councillors, An Garda Síochána, City Council Executive and the Cork City Public Participation Network. A six year strategic plan has been agreed by the JPC and will direct its work until 2021.

In 1973, the same year Ireland joined the then European Economic Community (EEC), the European Commission unveiled its first *Environmental Action Programme (EAP)* with the stated aims of preventing environmental damage, conserving an ecological equilibrium, and ensuring the rational use of natural resources. Forty years and six EAPs later, the environmental policy landscape of the EU has changed dramatically. Climate change, an issue virtually unheard of 40 years ago, is now the driving force behind European environmental policy. The Green City concept is one that minimises environmental impacts and maximises opportunities to improve and support the natural environment in urban areas through measures such as energy efficiencies, waste reduction, low carbon transport and water cycle management. Guidelines such as *The Green City Guidelines (2008)* seek to ensure that these aims are realised.

The *European Commission's Country Report Ireland 2015* indicated that significant national challenges need to be addressed, noting that “Ireland is not on track to reach its greenhouse

gas emission reduction targets, and that policies to address climate-related commitments are insufficient”. In response, the Sustainable Energy Authority of Ireland (SEAI) has developed a programme to support the delivery of Sustainable Energy Communities (SECs) as a community led approach to “...developing a sustainable-energy system”. National exemplars of SECs have demonstrated how local communities can develop actions to significantly reduce their energy consumption, in some cases leading to the establishment of related social enterprises and community business initiatives.

This is the environmental policy agenda with which Cork City Council and other stakeholders in the city must now engage. The city's environment, amenities, heritage, parks, gardens, landscapes and streetscapes all make a significant contribution to the well-being of all our residents, visitors and businesses. They not only provide us with a sense of identity, history and cultural well-being, they are also a key contributor to our economy and play an important role in supporting and cultivating a vibrant community and voluntary sector. The *Cork City Heritage Plan 2015-2020* sets out a series of Natural Heritage Actions which seek to protect and enhance the natural heritage assets of the city (i.e. green spaces, trees, flora, fauna and waterways).

Cork City Energy Agency, a section of the Cork City Council, aims to develop, ratify and implement coherent energy policy for Cork City

Council. The agency has spearheaded many energy initiatives and contributed to the development of energy policy at local, national and EU level. The *Lifetime Lab Information Centre* provide information on different environmental topics including Energy, Waste and Water. *The Cork Food Policy Council* is another example of a locally driven initiative that has formed to work towards the achievement of a fairer, healthier, more secure and sustainable food system within the city and throughout the region.

Safe and Green City – Stats and Facts

THE NUMBER OF RECORDED OFFENCES IN CORK CITY HAS REDUCED YEAR ON YEAR SINCE 2011

In 2014 Cork City had the eighth highest number of offences recorded (per 10,000 pop) of the 28 Garda Divisions in the State. The number of offences recorded in 2014 (12,506) has reduced year on year since 2011 (15,422). Theft and related offences (31%) and public order offences (21%) were the highest recorded crimes in the city in 2014. The city had higher levels of public order offences, damage to property, and attempts/threats to murder/assault/harass than the State averages in 2014.

An analysis of recorded crimes in the 15 Garda stations that operated wholly or partly within Cork City in 2014 shows that the 15 to 64 age cohort are the most likely to be victims of “crimes against the person” and “property

crimes". Women generally fall victim to rape, sexual assault and domestic violence in greater proportions than men, with higher rates in Cork City than the State average. The majority of the population of the city in the intermediate age range (18-64) experienced crime in a public place. The youngest and oldest cohorts living in the city are least likely to be victims of crimes, with the 0 to 14 age cohort most likely to be victimised in homes.

Rising global demand for food is placing more pressure on national and regional agricultural production with climate change already reducing agricultural yields. As oil prices remain high, increasing areas of land are now used to grow bio fuels rather than food. Responding to these facts, *Cork Food Policy Council* seeks to influence local food policy to follow best practice in developing a healthy, sustainable, and resilient food system. Key operators in the city are also embracing the need for long term sustainability, with Cork University Hospital (CUH) and University College Cork being the first hospital and university in the world to be awarded the prestigious 'Green Flag' for their efforts in reducing their carbon footprint.



Social Economy

"To celebrate the renewal of our city environment, to rekindle our spirit of community, to explore our culture and

to demonstrate to all our vision of a confident 21st century European city."
Joe Gavin; City of Making, 2005

Social Economy - Policy

The European Commission Integrated Guidelines for the economic and employment policies of Member States for implementing Europe 2020 Strategy, state that countries that recognise and value social enterprise as part of the 'real' economy have achieved significant growth in employment and output in the sector while addressing genuine social and environmental needs.

The Report of the Social Enterprise Task Force; *The Role of Social Enterprise in National Recovery: Adding Value Delivering Change (2010)*, notes that social enterprise in Ireland has the potential to grow significantly to generate at least 65,000 jobs and 5% of GDP. The report stated that the sector is currently underdeveloped, representing only 3% of GDP. The Department of Enterprise, Trade and Employment's strategy, *Jobs and Growth 2010*, recognises social enterprise can contribute significantly to achieving economic growth and employment nationally. The Forfás report, *Developing the Green Economy in Ireland (2009)*, notes that the green economy agenda can also play a big role in achieving this aim, if supported in the right manner. Both the *National Action Plan for Jobs 2015- 2017* and *The South-West Action Plan for Jobs 2015- 2017*, reflect how the Community Enterprise Centre Development Programme has helped

to maintain or establish strong business development functions in the Community Enterprise Centres.

Social Entrepreneurs Ireland was set up as an independent organisation in 2007 and is funded by private foundations, corporate partners, and individuals. This group, along with other social entrepreneurs such as the *Arthur Guinness Fund* and *Vodafone World of Difference*, now form the largest network of social entrepreneurs in Ireland. The *School for Social Entrepreneurs (SSE) Ireland* opened in 2014 with the goal of empowering people from all backgrounds to create positive social change and is part of a global network of twelve schools located across Australia, Canada and the UK.

Cork City has a growing history of nurturing social enterprises. A seminar was held in November 2012 which aimed to further kick-start initiatives to promote social enterprise as a model for developing social and economic benefit in the city. As a result a number of actions were delivered including the establishing of the *Northside Social Enterprise Network*. The Network was supported by *Plato* (with the support of *Cork City Council* and *Local Enterprise Office, Cork City*) as part of the *Northside for Business Initiative*. The ambition for the network is to take the lead on the development of a social enterprise strategy for the City in 2016/17, with support from *Plato* and other Business Support agencies in the City. The Arts and Culture sector in the city operate a number of employment training schemes to provide work placement and

learning opportunities in cultural organisations to develop transferable skills.

Social Economy - Stats and Facts

"THE NUMBER OF PERSONS ON THE LIVE REGISTER IN THE CITY REMAINS 50% HIGHER THAN IN 2007, BUT HAS DECREASED SIGNIFICANTLY YEAR ON YEAR"

Matching the national trend, the annual average number of persons on the Live Register in Cork City has seen significant variation over the last eight years. The 2015 number remains nearly 50% higher than that of 2007, but has decreased significantly year on year. In January 2016, the total number of persons under the age of 25 years on the Live register in the City was 2,960, accounting for between 10.2% and 12.9% of the total unemployed registering in the cities three social welfare offices.

The City has a wide range of groups seeking to reduce these rates of unemployment through the social economy. *Northside Community Enterprise* offers training, work and enterprise skills with a particular focus on improving life skills. Focused skills development programs for young men, such as those run through *Churchfield Community Trust* can bridge the gaps in formal education (e.g. computer skills, cookery and literacy) while also working as enterprises (e.g. Woodwork, Painting and Horticulture). Social and food enterprises

such as the *Community Cafe in Knocknaheeny* provide a viable model for creating an environment to motivate and train independent living skills. *Boomerang Recycling* is a new social and sustainable enterprise project providing local employment for TÚS Scheme Workers up-skilling and training and researching means to re-use and recycle mattresses. *Meitheal Mara* is a community boatyard in the heart of Cork City, a nationally-accredited training centre it provides a range of training opportunities for the whole community, with specific initiatives to help long-term and young unemployed people back to work and education. *Cork Academy of Music* is a unique community music initiative which aims to provide an access route to music education for people who are socially, economically or culturally disadvantaged. It has had significant success in working with young and long-term unemployed people to help them access education and employment.



Education and Learning

“Anyone who stops learning is old, whether at twenty or eighty. Anyone who keeps learning stays young.”

Henry Ford

“Education is the most powerful weapon which you can use to change the world.”

Nelson Mandela

Education and Learning - Policy

Local Authorities in Ireland support specific initiatives associated with lifelong learning but, unlike some other countries, Local Government is not directly responsible for the provision of education or training. The Department of Education and Skills organises, finances and runs primary and most secondary schools in the country. The Cork Education and Training Board (Cork ETB) is one of 16 ETBs in the country. ETBs are statutory education authorities which have responsibility for education and training, youth work and a range of other statutory functions. ETBs manage and operate second-level schools, further education colleges, pilot community national schools and a range of adult and further education centres delivering education and training programmes.

Universities, Institutes of Technology and Colleges of Education are largely funded by the State through the Higher Education Authority (HEA).

Cork has a strong learning infrastructure that includes two major Third Level colleges (UCC and CIT), and four Colleges of Further Education (CityNorth College, Coláiste Stiofáin Naofa, St John’s Central College and the largest in the country, Cork College of Commerce) run by Cork ETB. Cork ETB also offers a wide range of complementary and second-chance education opportunities and initiatives tackling educational disadvantage in both formal and community settings (e.g. Youthreach, Community Education, Adult Basic Education (Literacy), Traveller Education).

The Cork Training Centre in Rossa Avenue, Bishopstown is under the remit of Cork ETB, since the dissolution of FÁS and its replacement with Solas. The Centre offers training to a diverse range of clients, including those entering the labour market for the first time, job changers, those wishing to up-date or acquire new skills, people with a disability and early school leavers.

The National Learning Network, part of Rehab, has two training centres in Cork City (in Hollyhill and Model Farm Road) offering certified programmes for adults who need additional supports and different approaches because of an injury, health condition, illness, mild or specific learning difficulty, or mental health problem.

The Department of Children and Youth Affairs’ (DCYA) Better Outcomes, Brighter Futures: The national policy framework for children and young people 2014-2020 sets out the current national framework to address educational issues. Commitments involving Local Government include supporting Early Years practitioners, teachers and educators through the establishment of peer learning networks, and providing better access to educational supports through further developing cluster arrangements between schools, community and State services. The report sets out an increasing role for Local Government in promoting opportunities for children and young people to learn, including “...through appropriate policies in County Development Plans, the promotion of vocational education

and training through the Education and Training Boards, and working with public agencies and employers to promote training, employment and entrepreneurship.”

Cork City Council has been committed to developing Cork as a Learning City since 2002 and formally adopted the UNESCO Beijing Declaration on Building Learning Cities in 2014. The Cork Lifelong Learning Festival, which has grown annually since its establishment in 2004, is the main locally driven initiative working towards this aspiration. In 2015 UNESCO recognised Cork’s progress towards developing as a learning city by presenting it with a Learning City Award, one of only 12 cities worldwide to be honoured. The city also enjoys an international profile as a Learning City thanks to its membership of PASCAL International Exchanges (PIE), a project that fosters exchanges on lifelong learning between local, community and city organisations throughout the world. Cork City Council’s library service is a major resource for lifelong learning in the city at local level, offering resources, study space, ICT and professional and knowledgeable staff.

The Department of Children and Youth Affairs’ (DCYA) Better Outcomes, Brighter Futures: The national policy framework for children and young people 2014-2020 report indicates that although 92% of children complete secondary education, only 13% of Traveller children do, resulting in increasing numbers of Traveller children facing the significantly increased challenge of finding employment.

Education and Learning - Stats and Facts

NEARLY ONE IN FIVE PERSONS (AGE 15+) LIVING IN CORK CITY ARE STILL IN THE EDUCATION SYSTEM

The overall trend in Cork City is towards a more educated population, with over one quarter of the population having a third level degree or higher in 2011, an increase from 15% in 2006. Nearly 18% (21,296 persons) of Cork City's total population (aged 15+) had not ceased their education. The Student/Teacher ratio in Cork City was 15.1 in 2013/14, the lowest of any Local Authority in the country. Primary schools have relatively low average class room sizes with 66% of students in classes of 20-30. However, there is a distinct spatial component to educational attainment in the city; between 38% - 42% of the total populations of the three north side Electoral Divisions (EDs) of Fair Hill B, Farranferris B and Gurrabraher A, have an educational attainment of primary level or less, compared to the city wide average of 17%. Over 17% of the population living in the three north side LEAs have an ordinary level degree, National Diploma or higher, versus 31% of the LEAs south of the River Lee.

In 2011, 28% of the population (22,494 persons) of Cork City had a third level education. These percentages were higher for people living in the city centre (40%) and the southeast of the city (37%) and lower for the four designated RAPID areas (7% - 12%). In 2011, 17% of the population

aged 15+ (13,315 persons) living in the city had no formal/primary education. These percentages were higher for people living in the four RAPID areas (24% - 30%) and lower in the city centre (10%) and the southeast of the city (9%).



Social Inclusion and Equality

"My address is like my shoes. It travels with me. I abide where there is a fight against wrong". Mother Jones

Social Inclusion and Equality - Policy

The Lisbon Strategy published in 2000 stated that the EU had to address economic, employment and social priorities equally. In it the member states agreed a Social Inclusion Strategy that uses an Open Method of Coordination (OMC) to develop National Plans in the areas of Social Inclusion, Pensions and Health and Long-Term Care every two years. In December 2010 the European Commission published the *EU 2020 Strategy* in which it commits to creating local structures that are effective for both community representatives and public bodies, that are strengthened and resourced with the aim of further empowering communities and are better tailoring services to meet local needs.

All public bodies in Ireland have responsibility to promote equality, prevent discrimination and protect the human rights of their employees, customers, service users and everyone affected by their policies and plans. This is a legal obligation, called the Public Sector Duty, and it originated in Section 42 of the *Irish Human Rights and Equality Act 2014*. The *National Action Plan for Social Inclusion 2007-2016* is based on the lifecycle approach set out by the National Economic and Social Council and adopted in the national partnership agreement, *Towards 2016*. The plan provides supports at key stages of the lifecycle: children, people of working age, older people, and people with disabilities. Other national level strategies developed to tackle specific issues that relate to social exclusion, include the following:

- National Drugs Strategies 2009 - 2016
- A Way Home: A Strategy to address Homelessness in Ireland 2008-2013
- Youth Homelessness Strategy (2001) and subsequent reviews
- National Children's Strategies, including Better Outcomes, Brighter Futures: The national policy framework for children and young people 2014-2020
- National Disability Strategy 2016-2019
- National Women's Strategy 2007-2016
- The National Traveller and Roma Inclusion Strategy (2016)

A number of structures and programmes have been established and subsequently reformed at local level to help drive social inclusion and community participation. County and City

Development Boards (CDBs), established in 2000 in each local authority, have recently been replaced by the Local Community Development Committees (LCDCs). LCDCs were established under the Local Government Reform Act 2014, to develop, co-ordinate and implement a coherent and integrated approach to local and community development and to develop and monitor the community dimension of the Local Economic and Community Plan. LCDCs membership includes representatives of the local authority, public bodies, local community interests, local community representatives, and publicly funded and supported development bodies.

Cork City's Social Inclusion Unit supports the local authority's involvement in tackling social exclusion across the range of its activities through policy analysis. Its role also involves raising awareness of social inclusion within and outside the City Council and supporting the LCDC. The unit is also a key mechanism for embedding the National Anti-Poverty Strategy and developing a strong anti-poverty focus within local authority actions, policies and initiatives. The City Council's network of libraries also contributes to social inclusion with equitable access to resources for personal development, for individuals and communities.

Social Inclusion and Equality - Stats and Facts

NEARLY 40% OF THE POPULATION LIVING IN CORK CITY CENTRE IN 2011 WERE NON-IRISH NATIONALS

Cork City has a diverse mix of nationalities with 13% (14,611 people) of the total population in 2011 being non - Irish nationals. Nearly 25% of this cohort are Polish, 30% are 'Rest of the World' nationalities, 29% are other EU states. Lone Parent families accounted for 24% of the families living in the City, significantly higher than the State average of 18%.

In December 2013, there were 682 Asylum seekers in the five Direct Provision Accommodation Centres in the county of Cork. The two centres within or adjoining the city (Glenvera, Wellington Road and the Kinsale Road Centre) have the highest number of residents (357 persons). There are an estimated 12,000 gay, lesbian and bisexual people living in Cork City (10% of the total population), with an absence of research relating to the size and nature of the Transgender community.

The Trutz-Haase Deprivation Index for Cork City shows the four designated RAPID Areas suffer disproportionately from deprivation, as well as other pockets generally in close proximity. Over one quarter (29%) of the 519 small areas making up Cork City are defined as being disadvantaged or very disadvantaged. The four designated RAPID areas in the city have deprivation index scores of between -13.2 and -16.6, significantly lower than both the city (-1.9) and the State average (+0.24).

18-

Children and Young People

"The summers were long and hot, as all childhood summers were, and, in winter, sometimes we had snow. We grew up, though, strangely few grew out, for many of my generation have stayed on in the place that shaped and sometimes even nurtured them. I still love Cork. There I belong and there I am secure."

A Cork Girlhood' in The Cork Anthology (Ed. Dunne), P117

Children and Young People - Policy

Healthy Ireland: A Framework for Improved Health and Wellbeing 2013-2025 - Department of Health (2013) identifies investment in early intervention initiatives aimed at children and their families as one of the key responses needed to achieve the objectives of Healthy Ireland. Healthy Ireland recognises that early intervention provides a greater rate of return than later intervention in terms of tackling inequality, reducing educational disadvantage and improving child development. Healthy Ireland also makes a series of recommendations specifically concerning children and young people, while establishing a number of related key performance indicators relating to infant mortality, weight, smoking, alcohol, health status, early school leaving, and prevention control and surveillance of infectious diseases.

The DCYA's *Better Outcomes, Brighter Futures (2014)* elaborates the key government priorities for children and young people and the vision that Ireland will become one of the best small countries in the world in which to grow up and raise a family. Local Authority involvement is envisaged in many of the proposed actions, including the central involvement of the Children and Young People's Services Committee (CYPSC) and Local Community Development Committees (LCDC).

Children and Young People's Services Committees (CYPSC) are a key structure identified by Government to plan and co-ordinate services for children and young people in every county in Ireland. The overall purpose is to improve outcomes for children and young people through local and national inter-agency working. Comhairle na nÓg are child and youth councils in all Local Authorities of the country designed to enable young people (under the age of 18 years) to have a voice on the delivery of local services, policies and issues that affect them in their local area.

Cork Children and Young People's Services Committee (Cork CYPSC) is newly established and tasked with delivering a three year Children and Young People's Plan. Work is currently under way to gather and collate data, carry out an audit of service provision and complete a local needs analysis. Cork City Comhairle na nÓg recently completed an information website aimed at making an impact in the current youth employment situation and improving youth employment prospects and services for young people in Cork City. Other recent projects include 'What Can I Do?' a video exploring

children's rights in Ireland 'The Missing Link' event highlighting the connection between mental health and drugs. Easy access to books and other reading materials at an early age gives children a solid foundation for educational advancement and creative expression.

Children and Young People - Stats and Facts

BOYS AND GIRLS (AGED 5-8 YRS) LIVING IN CORK CITY, SPEND 18% OF THEIR TIME PLAYING, WITH OVER HALF PLAYING OUTSIDE AFTER SCHOOL.

In 2011, over 19% of Cork City's total population were aged 0-18 years with 5% aged 0-4 years, 8% aged 5-12 years and 7% aged 13-18 years. The Youth Dependency Ratio of Cork City (21%) is relatively low compared to the State average (32%). However there are notable variations within the city with higher levels in the four RAPID designated areas. At 3.5 deaths per 1,000 live births, infant mortality rates in the city are higher than the rates for Cork County (3.3) but on a par with the State (3.4). Between 2006 and 2011, the percentage of the population aged 15 or older that were classified as 'unemployed or looking for their first regular job' grew from 6.3% to 12.1%. According to the 2007 Children's Occupation Study of Children in Cork City, boys and girls aged 5 to 8 spent 18% of their time during the week on play, with 55% routinely playing outside after school. At weekends significantly more boys than girls engaged in extra physical activities (e.g. soccer and cycling).

Cork City features a varied mix of different family stages by household, with a relatively even distribution of numbers across each category. The Adult Family type (those with an oldest child of 20 years +) is most common accounting for 30% of the total families in the city. Pre-school families (those with an oldest child of 4 years) account for 9% and early school families (those with an oldest child of 8 years) for 8% of the total families in the city.

65+

Older People

"I know before the night is out I shall ask myself, as I have done many and many a night since I came back to live in this empty house: "Would I have lived otherwise?" and though I may think long over it, I know exactly how my ponderings will end. I shall rise and lower the wick, and blow out the light, saying: "No! Not one single thing would I change!"

Sean O Faolain: *Bird Alone*, p287

Older People - Policy

The *World Health Organisation* (WHO) is the driving force behind the global movement for age friendliness. The WHO defines an "age-friendly" community as one in which all stakeholders recognise the diversity among

older people, promote the inclusion of older people, value their contribution to community life, respect their decisions and anticipate and respond flexibly to age related needs.

Age Friendly Ireland (formerly the Ageing Well Network) established the *Age Friendly Cities and Counties Programme (AFCC)* in 2007, based on Louth's participation in the World Health Organisation's Age Friendly City initiative and research. The programme adopts a common process and structure, but it is intended to be highly tailored to reflect the priorities of older people and service providers in each city and county. Under the programme every local authority has its own Age Friendly programme involving an alliance of senior decision makers and influencers across the public, private and voluntary sector. The Older Person's Forum, which is open to all older people and their organisations, developed through a series of public consultations. It exists in order to represent the views of older people within the Alliance.

The *Cork City Healthy City Steering Group* proved to be the catalyst for Cork setting out on the journey to become an Age Friendly City. In March 2013, this steering group agreed to seek Age Friendly City Status for Cork, forming a multi-agency working group to drive the process.

A meeting of inter-agency contacts formed a steering group (now the working group) to look into achieving the Age Friendly City status. This meeting was attended by representatives of An Garda Síochána, Cork City Council,

HSE Community Health Services, HSE Health Promotion, Cork City Partnership, Ballyphehane Togher Community Development Project (BTCDB), COLLAGE (UCC) and older people. The first meeting received a presentation by Hugh O'Connor of the Ageing Well Network (now called Age Friendly Ireland) which was tasked to roll out Age Friendly Cities and Counties throughout Ireland.

Following on from a city wide Older People's Conference in late 2013, the *Cork Age Friendly City Alliance* was formed and has recently launched the first *Cork Age Friendly City Strategy 2016-2020*. This strategy is based on the outcomes of consultations with older people in the City and will drive the actions needed for Cork City to become an Age Friendly City.

Older People - Stats and Facts

CORK CITY HAS AN AGEING POPULATION, WITH THE NUMBER OF PERSONS AGED 65+ YRS PROJECTED TO BE ONE IN FOUR OF THE TOTAL RESIDENT POPULATION IN 2050

At 21%, the Old Age Dependency Ratio of Cork City is significantly higher than the national average (17%), reflecting the ageing nature of Cork City, where the amount of older people in proportion to the working age population is high. The average age of persons in Cork City is 38.7, which represents an increase of over one year since 2006. This compares with an average

age of 36.1 State-wide. Cork City is third of all administrative counties in relation to the pace at which it is ageing. Reflective of the ageing nature of the city as a whole, 15% of those aged 15 or older have their principal economic status classified as Retired from the workforce. In 2010, the life expectancy for persons living in the city was 73.9 for males and 79.8 for females. This compares unfavourably to the State averages of 76.9 for males and 81.7 for females.

Cork City has an ageing population, with the number of persons aged 65+ expected to be one in four of the total population by 2050. There were 17,950 persons age 65+ living in Cork City in 2011, being an increase of 6.5% from 2006. Nearly 30% of those aged 65+ in Cork City live alone. Over 9% of those aged 15 or older are 'Looking after the Home/Family' in the city. This category is highly gendered, with 16% of the total female population occupying this group and 1% are males. Cork City has a significantly higher portion of persons aged 65+ (15% of the total population) compared to the State (12%), with the south west of the city having even higher levels (21% of total population).



Economic Diversity

“Economic growth does not happen evenly. It proceeds in surges and pauses. A regional centre is particularly attractive to inward investment during surges, when the primary centre is most likely to be experiencing high congestion costs.”

Nicholas Mansergh; Atlas of Cork City (Eds. Crowley, Devoy, Linehan and O’Flanagan), p432

Economic Diversity - Policy

Ireland’s economy has markedly improved since the height of the economic crisis and is now experiencing a positive economic outlook. The European Commission has estimated that Ireland will be the fastest growing economy in Europe in 2016, predicting GDP growth of 4.9% compared to Eurozone average of 1.6% growth. However, a series of persistent challenges are highlighted most notably the persistently high levels of long-term unemployed and the high rate of youth unemployment. An ESRI Research Bulletin, *Impact of the Great Recession on Unemployed Youth and NEET Individuals*, indicates that young males and non-Irish national youths are more likely to be unemployed since the economic crisis. Both this report and the NESC report, *Jobless Households: An Exploration of the Issues*, emphasise the

urgent provision of affordable and high-quality childcare as being of critical importance to assisting single parents and low-income families’ access or return to the job market.

The IDA Horizon 2020 Strategy focuses on attracting global services, high-end manufacturing and research and development and innovation. The IDA strategy includes specific targets for inward investment to areas outside of Dublin – including a target of 30-40% increase in projects for Cork and Kerry. The Department of Jobs, Enterprise and Innovation’s (DJEI) *Action Plan for Jobs (API) 2015* seeks to bring overall employment to 2.1 million people by 2018 through supporting private sector- led, export-oriented economic growth, through the delivery of 382 separate actions. Building on this, the *Action Plan for Jobs for the South West 2015-2017* core aim is to develop the full potential of the Cork and Kerry region, for enterprise and job creation, building upon its assets and areas of competitive advantage. The primary objective of this Plan is to have a further 10 to 15 per cent at work in the region by 2020 and to ensure the unemployment rate is within 1 per cent of the State average.

Cork has a diverse economy with a high level of overseas investment - close to 150 overseas companies employ 28,500 people in Cork. Many of these companies are located in the city and surrounding Cork metropolitan area. The wider Cork region is home to seven of the world’s top ten pharmaceutical companies and a Life Sciences sector comprising 35 overseas

companies. Global Business Services and International Financial Services, such as BNY, Tyco, and Amazon, further add to Cork’s economic strength and diversity. Cork’s strong technology sector includes over fifty FDI Technology. Overseas investment in the city was further boosted throughout 2015 with a series of major investment announcements including Apple’s addition of 1,000 employees to their current 5,000 employee European HQ campus in Hollyhill, as well as the establishment of global, European and EMEA HQs for companies like Tyco, eSentire, Netigate and Malwarebytes.

In order to achieve a sustainable enterprise base Cork’s strong track record in attracting overseas investment must be balanced by a similar growth of indigenous companies. The development of clusters such as it@cork, energy Cork and IMERC and increased links between businesses and research centres are all helping to enhance the performance of innovative local companies. Start-ups also play an important role in economic recovery and Cork has a well developed business start up ecosystem. In November entrepreneurs from around the world will meet in Cork for the Global Start-Up Nations Summit – the first time this event has taken place in Europe. In addition, major new office and retail developments in the City Centre, together with a sports stadium (under construction), the recently commenced 6,000 seat events centre and port redevelopment, all show that Cork City is heavily contributing to Ireland’s economic recovery.

Economic Diversity - Stats and Facts

NEARLY 40% OF THE TOTAL JOBS IN CORK CITY IN 2011 WERE PROVIDED BY ONE OF 33 OF THE CITY’S LARGEST EMPLOYERS.

In 2011, there were 4,331 businesses located in the city, providing 71,577 jobs (Source: Cork City Employment & Land Use Survey, 2011). 96% of these businesses employed less than 50 employees, with the remaining 4% employing between 50 -4000 employees. However, 38% of jobs were provided by 33 employers (each with +250 employees).

There were 55,328 persons in the labour force in Cork City in 2011, representing 46.4% of its population. 30,323 of these are males and 25,005 are females. Over 26% of the labour force living in the city are employed in Professional Services, 23% work in Commerce and Trade, 9% in Transport and Communications and 5% are employed in Public Administration. Manufacturing is the third most common industry in the city, employing 14% of the working population. The manufacturing industry has proved resilient, with the proportion of persons employed increasing by 56% since 2006.

The majority of Corks city’s resident workforce has non manual (30%), low professional (15%) or employers and management (13%) occupations. More than half (61%) of the City’s residents use private transport to get to work

(car, van, etc.), with 9% using public transport. The majority of jobs located in Cork City are in education (30%), retail, trade and sales (24%) and IT & professional services (18%). The large majority (77%) of people working in the City use private transport (car, van, etc.) to get to work, with 6% using public transport.



Innovation

“To begin with, the city of Cork itself formed a vital point of departure through its very own specific locatedness, and through its creative activity, by which the larger effects of globalisation could be refracted and re-envisioned.”

Annie Fletcher in *Cork Caucus: on art, possibility and democracy*, p11

Innovation - Policy

The *European Commission's Country Report Ireland 2015* notes the shortage of SME bank and non-bank finance that will ultimately undermine investment in growth and job creation if not addressed. Government initiatives have been taken to diversify the sources and types of funds available to SMEs, including the recent establishment of the *Strategic Banking Corporation of Ireland*. Other potential emerging financial supports include

the *Southern and Eastern Regional Operational Programme 2014-2020* and assistance for larger SMEs through Enterprise Ireland.

The recently established *Local Enterprise Offices* (LEOs) within local authorities are becoming central to many local micro-enterprises and the small business sector. This is consistent with the government's vision in *Putting People First*. A particular challenge for the SME sector in Ireland outlined by the *European Commission Country Report Ireland 2015* is the current lack of innovative activities and the insufficient commercialisation of research, with research and development (R&D) spending mainly coming from foreign multinationals.

Innovation 2020 is Ireland's five year strategy on research and development, science and technology which aims to develop Ireland as a global innovation leader. Targets include doubling private investment in R&D to 2.5% performed in the public research system and a 60% increase in the number of research personnel in enterprise. Cork City's two higher education institutes are central to the continued growth of research and innovation in the city. University College Cork's National *Tyndall Institute* is a global leader in integrated ICT research with over 450 researchers, engineers, students and staff and over 200 industry partners globally. The Cork Institute of Technology is home to several research centres including *NIMBUS* which focuses on networked embedded electronic systems. A strong marine cluster is being developed around wider Cork harbour – the world's second largest natural harbour.

The Local Enterprise Office, Cork City is central to supporting the development and growth of micro-enterprises in the city. The financial supports, training and mentoring programmes and services delivered through LEO Cork City are significantly contributing to strengthening the local start up and small business economy.

Innovation - Stats and Facts

OVER 35% OF CORK CITY'S LABOUR FORCE IN 2011 HAD A THIRD LEVEL EDUCATION

The quality of Cork City's labour force is a factor in its success in attracting innovative new companies. Over 35% of the labour force had a third level education in 2011, an overall growth of 7.5%, from 2006, being higher than the national average for Gateways (4% in 2011). Over 66% of households in Cork City had private broadband access in 2011, a growth of 46% from 2006. This is above the average for all nine gateways (64%) and just below that for all 27 EU Member States (67%).

Technology companies like to locate in clusters which help in delivering a critical mass of opportunities to attract the best of international talent. The following clusters have recently emerged in Cork: Cyber security, Big Data and General Tech. In addition to an increasing number of ICT and financial services companies, Cork continues to be home to many of the world's leading pharmaceutical (e.g. Pfizer) and biotech (e.g. Stryker) companies.



Skills and Human Capital

“At the beginning of the nineteenth century the Cork Institution extended its objects. Its library was enlarged by a valuable collection of scientific books, the collection of minerals augmented, and the agricultural section supplied with models of the most approved instruments....Lectures were delivered during the greater part of the year on natural history, chemistry and agriculture by eminent scientists.”

Michael Holland; *'Cultural Associations in Cork' in Cork City: Its History and Antiquities*, p99

Skills and Human Capital – Policy

The *European Commission's Country Report Ireland 2015* highlighted the issue of skills mismatches in the Irish labour market resulting from the structural rebalancing of the national economy (particularly between the non-tradable and tradable sectors). The Commission's report notes that the education and training system in Ireland faces challenges in re-skilling and up-skilling the population. To tackle this, a series of further education, training and apprenticeship reforms have been implemented or proposed by the government in recent years. The *Further Education and Training Strategy 2014-2019* was recently adopted by the Further Education and Training

Authority (SOLAS). This strategy seeks to provide a roadmap and overarching framework to guide the transformation of the sector in developing a world-class integrated system of further education and training. The *Action Plan for Jobs (APJ) 2015 and Better Outcomes, Brighter Futures* both elaborate a range of education and skilled-related actions. The APJ is particularly focused on a 'national talent drive' aimed at increasing the numbers of ICT and science, technology, engineering and maths (STEM) graduates by 2018.

Skills and Human Capital - Stats and Facts

MORE THAN 15% OF THE CITY'S 2014 LIVE REGISTER OF UNEMPLOYMENT WERE UNDER 25 YRS OLD

There is a distinct spatial pattern to unemployment levels in Cork City, with areas in the southwest and southeast having lower levels of unemployment. All four RAPID areas have higher levels of unemployment. In April 2014, there were 16,003 persons on the Live Register in Cork City, with 2,332 under the age of 25 (15% of the total Live Register). 1,444 (62%) of this number were males and 888 (38%) were females. Examples of skills shortages which SOLAS (the State organisation responsible for further education and training) have identified in the Cork area include: Engineering, chemical, biological and biochemistry scientists, cardiac and bio-technology technicians and tool makers and fitters (high tech manufacturing). The Labour

Force Unemployment rate in Cork City in 2011 was 22%, being above both the national (19%) and regional averages (20%). The northwest of the city (30%) and north-central (28%) had the highest rates. The Labour Force Participation Rate (LFPR) in Cork City in 2011 was 54%, being below both the national (62%) and regional averages (60%). The southwest of the city has the lowest LFPR (41%), reflecting its older age profile.



Transportation and Communications

"Rivalling the activity on the quays and in the harbour as a popular spectator sport was the tunnelling required to bring the Great Southern and Western line to Cork, which lasted for eight years. The two viaducts created by William Dargan, the engineer in charge of bringing Cork into the emerging national grid, are still in use on the Cork-Mallow-Dublin line at Monard and Kilnap..."

Mary Leland; That Endless Adventure: A History of the Cork Harbour Commissioners, p76

Transportation and Communications - Policy

An efficient and effective transport system is critical to the wellbeing of the economy and community. The DTTAS, in *Investing in Our*

Transport Future: A strategic framework for investment in land transport, notes that the number of people driving to work in Ireland increased 140% between 1991 and 2011, with a corresponding decrease in the combined modal share of walking, cycling and public transport, from 34% to 24%. Many of the trends and arguments elaborated in *Investing in Our Transport Future* were anticipated in the DTTAS's 2009 policy document, *Smarter Travel: A Sustainable Transport Future – A New Transport Policy for Ireland 2009-2020*.

The recently formed *Transport Infrastructure Ireland (TII)* has merged the roles of the National Roads Authority (NRA) and the Rail Procurement Agency (RPA) in delivering transport infrastructure and services, which contribute to the quality of life for the people of Ireland and support the country's economic growth. The *National Transportation Authority* has a national role in helping to deliver more sustainable transport patterns, publishing guidance including *"Achieving Effective Workplace Travel Plans – Guidance for Local Authorities"* and *"School Travel Toolkit"*.

The national capital investment programme *Building on Recovery: Infrastructure and Capital Investment 2016-2021* provides the best current indication for future infrastructure investment in Ireland. This €42 billion framework plan includes the upgrading of vital infrastructure such as public transport, roads environment and communication infrastructure to boost the competitiveness of Cork City and the wider Cork region. One of the key investment

priorities is the development of the N28 Cork to Ringaskiddy Road, critical to facilitating the redevelopment of the Port of Cork. The Port is the key seaport in the south of Ireland, with 11 million tonnes of traffic and bringing over 145,000 cruise passengers and crew to the region in 2015. A €100 million upgrade to the Port of Cork will commence shortly which will future proof Cork as an international gateway for trade. This will also facilitate the relocation of port activities from the City centre, and free up vital space around Cork's City harbour and docklands area for development.

Access improvements currently underway at Cork City's Kent rail station will reorient access away from the Lower Glanmire Road and towards the City Centre with a new entrance on Horgan's Quay. This will create a better link between the rail station and city centre and bus station for pedestrians, cyclists and public transport users.

The *City Centre Movement Strategy 2012* is a strategic plan to improve the transport function of the City Centre over a 10 year period, with a focus on improving streets for pedestrians and cyclists as well as improving the public transport system. Improvements are being undertaken by Cork City Council in partnership with the National Transport Authority. The vision for the *Cork City Walking Strategy 2013-2018* is to make the city "...the most walkable city in Ireland, where people choose to walk as the safe, healthy and attractive alternative to private transport." The strategy sets out four focus areas that

drive a series of initiatives and projects aimed at creating a walking network of high quality streets and amenity routes that provide direct connections between places and spaces, encourage people to walk more, and create a healthy living city with strong communities in a good urban environment.

Cork Airport is the key gateway to the south of Ireland and is the State's second largest airport after Dublin. In 2014, it welcomed 2.1m passengers, with flights to 44 scheduled destinations, and excellent links to three European hubs – London Heathrow, Paris Charles de Gaulle, and Amsterdam Schiphol. Direct flights to Boston and New York are due to commence in 2017.

The growth of cloud computing, data analytics and other data intensive services means that Tier I Telecoms connectivity is a key infrastructural requirement for the retention and growth of Cork's strong ICT cluster. The recent landing of a new Tier 1 fibre cable from the US and other proposed subsea cables offers major opportunities to ensure the high speed, lower cost international connectivity needed to underpin the competitiveness of both Cork City and the wider Cork region.

Transportation and Communications - Stats and Facts

MORE THAN ONE IN THREE PEOPLE LIVING IN CORK CITY WALK OR CYCLE TO WORK,

SCHOOL OR COLLEGE, MORE THAN DOUBLE THE NATIONAL AVERAGE.

Of the 63,807 jobs located in Cork City in 2011, over half (39,008) were held by employees living outside the city, mainly from Carrigaline (10%), Cobh (6%), Midleton (6%), Passage West (5%) and Carrigtwohill (4%). Over 90% of these commuters travelled by car, taking on average 36 minutes to reach their destination. The number of workers in Cork City using public transport, walking or cycling to their place of employment (17%) is lower than the State average (20%). However, the proportion of Cork City residents travelling to work, school or college by foot or bicycle is 34%, being double the national average. These statistics reflect both the concentrated nature and sustainable potential of the city and need for greater use and investment in public transport infrastructure servicing the greater Cork region.

Of the 63,807 jobs located in the city, 39% of employees live in the city and over 58% live in the rest of County Cork. Just over 2% travel from Waterford, Kerry, Limerick and Tipperary. Of the 41,845 working persons living in Cork City, over 59% work in the city, 23% work in Cork county, over 6% are mobile workers and less than 1% work in Dublin, Kerry or Limerick. Between 2005 and 2012, there was an average of 629 road collisions per annum in Cork City, with 87.3% being minor in nature.



Quality Of Place

“For him this is Cork. But for us it is only ‘the flat of the city.’ What of the hill-sides? Go but three steps up any of those old-time, wide-sweeping, treeless, cloud-shadowed hills and you find yourself even at midday in a silence that grows on you.”

Daniel Corkery; The Threshold of Quiet, p3

Quality of Place - Policy

The importance of creating a high quality of place is reflected by the numerous national publications delivering a series of policies and guidance on how best to deliver high quality urban areas, neighbourhoods and sustainable communities. The Department of Environment, Community and Local Government has published a set of guidance documents including; *Delivering Homes Sustaining Communities (2007)*, *Quality Housing for Sustainable Communities (2007)*, *Sustainable Urban Housing: Design Standards for New Apartments (2007)*, *Sustainable Residential Development in Urban Areas (2009)*, *Urban Design Manual A Best Practice Guide (2009)*, *Government Policy on Architecture (2009)* and *Appropriate Assessment of Plans and Projects – Guidance for Planning Authorities (2009)*. The Department of Transport, Tourism and Sport's (DTTAS) strategy for tourism growth,

People, Place and Policy: Growing tourism to 2025, emphasises the central role for Local Authorities in growing the local and tourism economy.

The *Cork City Development Plan 2015-2021* is the spatial land use planning strategy that provides a framework for the city's development. Each of the plans' seven strategic goals directly relate to delivering a high quality of place within the city. Specific objectives focus on a city with inclusive neighbourhoods supported by high quality residential, transport, recreational and environmental infrastructure, the protection and enhancement of the city's archaeology, natural, cultural and built heritage and archaeology and the delivery of arts, culture, heritage and tourism infrastructure. Focus is given to the continued regeneration of the city centre and the strategic expansion of the Docklands and designated District Centres with their surrounding neighbourhoods.

Cork City is undergoing significant transformation with several major capital developments and initiatives worth more than €300 million, currently underway and planned for the city. A major new retail development, together with the forthcoming events centre and the redeveloped sports stadium and port, will all act as catalysts for the further redevelopment and regeneration of large parts of the city centre. The *Cork City Centre Strategy 2014* identifies three delivery strategies for improving the quality of place in the city: Firstly the improvement and development

of public realm, services and key development of sites and buildings for new enterprises and activities. Secondly, a fresh approach to the management of the city based on a partnership of the key stakeholders. And thirdly, marketing and branding the city centre. The City Council adopted the first *Cork City Centre Action Plan* in June 2015 as a key step in implementing the City Centre Strategy.

“CORE” is a new city centre partnership which was officially launched in April 2016 with a focus on creating opportunities, highlighting positive developments and delivering new initiatives that create and promote a vibrant city centre. Spearheaded by Cork City Council and local stakeholders including Cork Chamber, Cork Business Association, An Garda Síochána, Bus Éireann and representatives from hospitality and retail sectors, CORE will take a collaborative approach to the revitalisation of Cork City Centre.

Local community led initiatives are playing an increasingly significant role in improving the quality of place in the city. *Re-imagine Cork* is a community led initiative focused on transforming Cork’s laneways, urban green spaces and derelict buildings through direct creative interventions. “*Greening Cork’s Historic Spine*” is a Cork Food Policy Council initiative focused on edible growing of foods at various locations within the city and is an excellent example of a community driven initiative making an immediate impact on the local built environment of the city.

Quality of Place – Stats and Facts

CORK ATTRACTS NEARLY ONE IN FIVE OF THE TOTAL NUMBER OF OVERSEAS VISITORS WHO TRAVEL TO IRELAND

The significant levels of tourism in Cork City and the wider region reflect the social and economic importance of a high quality of place. Cork attracts 18% of all overseas visitors who come to Ireland and is second only to Dublin in terms of tourist bed nights, with the average visitor to Cork spending €94.59 a day.⁸ In 2013, the Cork area generated a revenue of €433m from 1.23 million international visitors and €148m revenue from 740,000 domestic visitors. This accounted for 12% of the total national revenue generated from international tourists and 10% from the domestic total⁹.

Two new projects have recently been approved for ERDF funding under the *Designated Urban Centres Grants 2014 – 2020*: the €3.5 million Marina Park area, and the environmental enhancement of the Monahan Road link and the €1.5 million Harley Street Pedestrian / Cycle Bridge, dedicated cycle and pedestrian bridge across the North Channel of the River Lee. A major flood defence scheme is due to commence work in 2017, to offer protection from flooding to around 2,000 residential and commercial properties in the wider city region. Knowledge and awareness of the built and cultural heritage of the city is vital in nourishing a sense of place in the city. The objectives and actions set out in the Cork City Heritage Plan (2015-2020) are central to achieving this.



Competitiveness through Strategic Governance

“In 1772, in the fourth year of publication, the Cork Hibernian Chronicle was distributed by courier to twenty-six towns: eighteen of these were in Co. Cork, five in Kerry (including Tralee and Dingle), and two in Co. Waterford (Tallow and Lismore). The inhabitants of all those towns looked primarily to Cork as the economic centre; when trade was brisk in Cork city, times were good to a greater or lesser extent in every market town.”

David Dickson; *Old World Colony: Cork and South Munster 1630-1830*.

xii.

Competitiveness through Strategic Governance - Policy

Local leadership and strategic governance are key elements in driving competitiveness and regional development. Successful economic regions are characterised by strong inter-agency collaborative partnerships which proactively drive strategies for economic growth. Stakeholders in Cork have long recognised the importance of a strategic approach. Published in 2001, *Cork Area Strategic Plan (CASP)* is a pioneering initiative led by Cork City and County Councils and involving both national and local stakeholders, which sets out a vision and strategy for the sustainable development of the Cork City Region up to

2020. CASP is the current manifestation of an integrated, non-statutory planning process which has been in place in Cork since 1978 with the introduction of the Land Use and Transportation Study (LUTS). In that period, a co-ordinated sub-regional planning approach has guided planning and development of the metropolitan Cork area through two recessions and the transition from traditional industries (textiles, car manufacture, ship building) to the current sectors of ICT, biopharma, medical technologies, energy and international services.

The *Cork Smart Gateway* has recently been established by Cork City Council, Cork County Council, Nimbus Research Centre and Tyndall National Institute to identify and deploy smart solutions to seize emerging opportunities, solve regional challenges and enhance the reputation of Cork as an attractive place to live, work, visit and invest. The Smart Gateway will create a forum to allow these organisations to share and collaborate together while also marketing the Cork region as a smart destination internationally.

Competitiveness through Strategic Governance - Stats and Facts

CORK CITY'S COMMERCIAL RENTAL COST ARE CURRENTLY ESTIMATED AS BEING LESS THAN HALF THOSE OF DUBLIN CITY FOR AN EQUIVALENT PROPERTY

⁸ Source: *Cork City Data, 2013 and Cork Visitor Survey*

⁹ Source: *Faillte Ireland*

With 275,600 employed, the South Western Region accounts for 14% of total national employment, 16% of national industry employment and a fifth of total national high-tech manufacturing employment. Cork is home to 146 overseas companies that employ more than 28,500 people. The City was voted no.1 small city for business friendliness in Europe, by FDI Magazine in 2014/2015.

Cork City is a significant centre for 3rd level education with one of the country's leading Universities (UCC) and a major Institute of Technology (CIT). Annually the City caters for a full and part-time 3rd level student population of over 33,000. UCC and CIT graduated over 2,100 under-grads and 688 post-grads in STEM related subjects in 2014-2015. UCC's National Tyndall Institute is a global leader in integrated ICT research, having over 220 industry global partners and is home to over 450 researchers, engineers, students and support staff from 38 different countries.

A population of approximately 520,000 persons live within 60kms of Cork Airport with over 1.2 million living within a 90-minute drive. Commercial rental costs in Cork (per sq. ft.) are less than half the price of Dublin for an equivalent property. Residential rental costs in Cork are on average over 30% lower than Dublin, with residential property prices being notably lower when comparing similar areas of both cities¹⁰.

The Cork City ELU Survey 2011 found a total of 4,331 employers in the city, providing 71,577 jobs. The vast majority of businesses (96%) in the City employ less than 50 employees, while a small proportion (4%) employ between 50 and 4000 employees. However 38% of the total jobs in the City (27,300 jobs) are provided by just 33 employers, each having 250 or more employees.

¹⁰ Source: "Why Cork? Why now?" Report (JCD & PWC) 2015



An Action Plan for Cork City

Overview

The 15 High Level Goals (HLGs) that initiated the plan making process, form the framework for this action plan. Each of the HLGs is realised through a series of strategic objectives that are driven by local actions. This ensures the action plan is more focused and easier to understand, implement and monitor.

What types of actions can be implemented?

This LECP is a multiagency plan, while also being a community action plan and an economic action plan. Given this, there are a number of ways in which the plan's actions can be implemented. The nature of the action depends on the stage at which the action is at and the operational capabilities of relevant stakeholders involved in implementing that action. The diagram below gives an overview of the mixed nature of actions within this plan. The actions cover a broad spectrum, with some currently being implemented, while others are very much at concept stage.

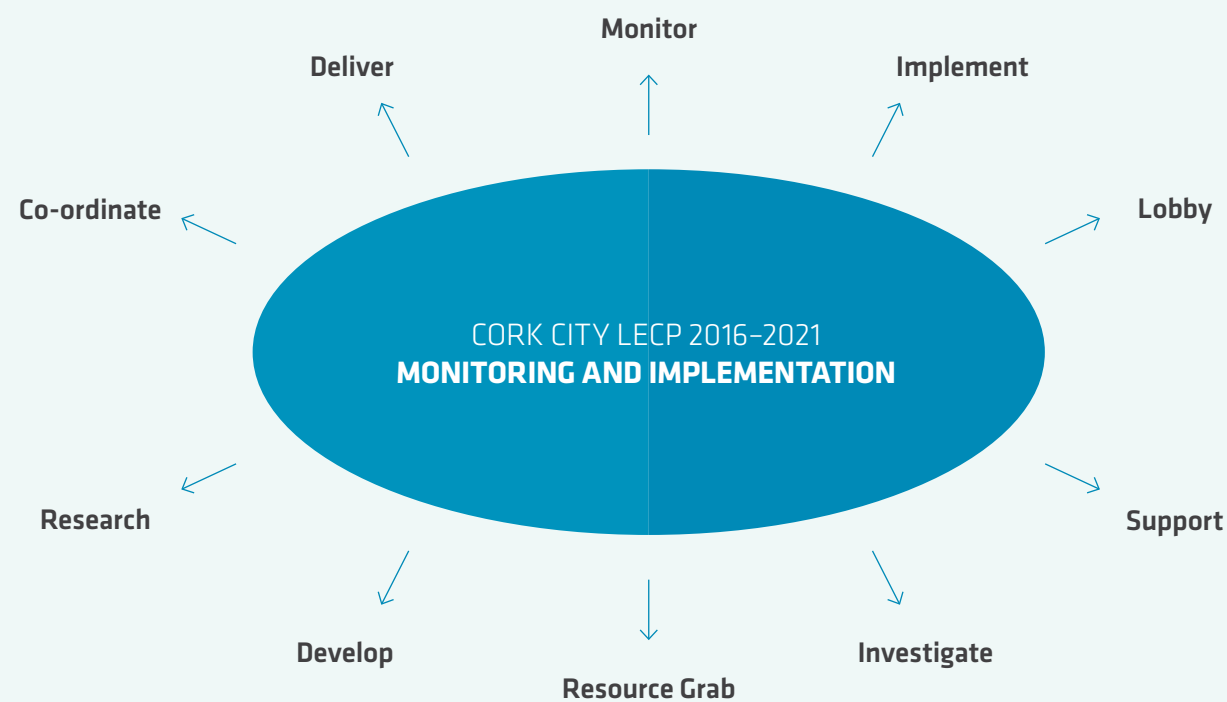


Figure 8: A sample of how LECP actions can be implemented

Goals, Objectives and Actions

The remainder of this section of the plan sets out the objectives and actions under each of the 15 High Level Goals. The LECP adopts a three staged approach to implementation, with the objectives and actions fully reviewed every two years. A more detailed two year working action plan will drive the implementation of these three phases.

Each objective will be achieved through the implementation of a series of actions. Contacts for each action are listed. While no lead partners have been identified at this stage, the final implementation plan will look to have a lead partner for each action.¹¹



Housing

Clearly identify and plan responses to a range of housing issues experienced in Cork City to strengthen the economic and community development of the city.

Objective	Actions	Contact (Partners)	Action Ref. No
Develop a multi-agency response to deliver actions to address current public and private housing need at local level.	Support the delivery of; <ul style="list-style-type: none"> The Residential Delivery Strategy Joint Cork City and County Housing Strategy Social Housing Strategy 2020 Horizon 2020 Strategy 	Cork City Council, Cork County Council, Social Housing providers, Government Departments and Private sector	1.1
	Support the Social Housing Forum to facilitate social housing issues.	Cork City Council and the Social Housing Forum.	1.2
	Share and promote information on supports available to all applicants for social housing, especially young and older population.	Cork City Council, CETB, HSE, and Social Housing forum.	1.3
	Continue to support and deliver appropriate housing models for persons leaving treatment centres, prison, mental health facilities.	Cork City Council, HSE, Social Housing Forum.	1.4
	Continue to support interagency approach to Traveller accommodation and strengthen this process to continue to ensure culturally appropriate housing, at an appropriate level in the City, considering all communities.	Cork City Council, HSE, Social Housing Forum.	1.5

¹¹Please refer to the implementation and monitoring section of this plan for more detail (NOTE: Individual sections within larger stakeholders that will be responsible for leading or partnering actions will be identified in the Implementation Plan.)

Objective	Actions	Contact (Partners)	Action Ref. No
Build and support positive social behaviour in social housing	Provide Tenancy support and training to Social Housing tenants on their rights and responsibilities	Cork City Council and Social Housing Forum/stakeholders.	1.6
Develop a holistic approach to tackle homelessness.	Provide supports to build capacity of homeless young adults to participate in education, training or employment, as a pathway out of homelessness.	Cork City Council, Cork Homeless Network, CETB, and HSE.	1.7
Develop strong communities with a focus on disadvantaged areas/communities	Continue to support the following projects that address youth homelessness in the city: <ul style="list-style-type: none"> • Cork Foyer • Sophia Housing Project • Youth Homeless Prevention Worker • Youth homeless Forum 	Cork City Council, Cork Homeless Network, Focus Ireland and other homeless service providers in the city.	1.8
	Support the prioritisation of appropriate social housing supports to homeless, including: <ul style="list-style-type: none"> • Cork City Council's scheme of letting priorities, including vulnerable housing • Cork City Council's Tenancy Sustainment Scheme 	Cork City Council, Cork Homeless Network, CETB, and HSE.	1.9
	Support the Cork Homeless Forum as a multi-agency approach to addressing homelessness in the city.	Homeless service providers in the city.	1.10
	Continue to support the work of the Cork Homeless Forum in addressing homelessness in the city.	Cork City Council, DSP, Tusla, An Garda Siochana, HSE, Mental Health Services and other homeless service providers in the city.	1.11
	Investigate and support the regeneration of areas of disadvantage in the city.	Cork City Council, Housing Agency, RAPID and other City Stakeholders.	1.12
	Implementation of the 'Cork City Northwest Regeneration Masterplan & Implementation Report' (adopted by Cork City Council 14th November 2011), including the delivery of the tenure diversity review recommendations, social, economic and environmental interventions.	Cork City Council, Housing Agency, RAPID and other City Stakeholders.	1.13
Support the delivery of appropriate smart technologies within the City's housing stock	Develop a strategic plan for housing people with disabilities.	Cork City Council, Housing Agency and other City Stakeholders.	1.14
	Incorporate and support the delivery of appropriate smart building technologies in new build houses and when retrofitting the existing housing stock in the City.	Cork City Council, Housing Agency and other City Stakeholders, Cork Smart Gateway	1.15



Healthy City

To ensure Cork is a healthy city that connects to improve the health and well-being of all its people, reduces health inequalities and recognises the need for a holistic approach to health and well being.

Objective	Actions	Contact (Partners)	Action Ref. No
Support the Healthy Cities Strategy	Implement the actions in the Healthy Cities Strategy.	HSE, Cork City Council, LCDC, CETB, UCC, CIT, Cork Smart Gateway and other City Stakeholders.	2.1
	Incorporate and support the implementation of the Healthy Cities initiative as a central role for the LCDC.	LCDC, HSE, Cork City Council, CETB, UCC, CIT, and other City Stakeholders.	2.2
	Support the development of the Healthy Campus initiative in St. Finbarr's Hospital and St. Mary's Campus	LCDC, HSE, Cork City Council, CETB, UCC, CIT, and other City Stakeholders.	2.3
Continue to support the development of Cancer prevention and early detection programmes, initiatives and research in Cork City and region	Support the delivery of the following: <ul style="list-style-type: none"> • A collaborative community project on cancer prevention and early detection in Cork • A Local Action plan for cancer prevention and early detection and associated research • An information tool to inform local communities on prevention and early detection. 	HSE, Irish Cancer Society, the Cork Cancer Action Group and other relevant bodies.	2.4
	Support capacity building at local level to tackle issues of inequality in relation to cancer prevention and early detection in Cork City.	HSE, Irish Cancer Society, the Cork Cancer Action Group and other relevant bodies.	2.5
Support Health Action Zones	Promote positive mental well being and promote physical activity across all age ranges and all population groups.	HSE, RAPID, CCP, CETB, UCC	2.6
	Support the reduction level of consumption of alcohol in Cork City over the next 6 years, including the implementation of the Cork City Alcohol Strategy.	HSE, Irish Cancer Society, the Cork Cancer Action Group and other relevant bodies.	2.7

Objective	Actions	Contact (Partners)	Action Ref. No
	Support the implementation of the Cork/Kerry Alcohol Reduction Strategy 2015	LCDC, HSE, CLDATF and other relevant city stakeholders	2.8
	Investigate the feasibility of the creation a tobacco free city, including pilot project that builds on existing community health projects such as the "we can quit" programme in Ballyphehane/Togher and Mayfield communities.	HSE, Cork Healthy Cities, Cork Cancer Action Network and other City Stakeholders	2.9
To increase suicide awareness in Cork City	Roll out the suicide prevention action plan for Cork City and County, that implements relevant actions set out in "Connecting for Life", the new national strategy to reduce suicide 2015-2020	Healthy Cities, HSE, CETB, UCC, CIT, Pieta Cork and other City Stakeholders.	2.10
	To continue to work in partnership with other statutory agencies, voluntary and community partners to enhance the existing facilitation of Suicide Prevention Education and Training Programmes to empower the people of Cork with skills to become more alert to the signs of suicide risk.	HSE Resource Officer for Suicide Prevention, HSE Community Work Department and other voluntary agencies and groups throughout Cork City.	2.11
	To continue in the provision of support and information to individual and communities affected by suicide.	HSE Resource Officer for Suicide Prevention, HSE Community Work Department and other voluntary agencies and groups throughout Cork City.	2.12
	To build awareness of the link between alcohol and drug misuse and increased suicidal behaviour via a Mental Health Toolkit.	HSE Resource Officer for Suicide Prevention, HSE Community Work Department and other voluntary agencies and groups throughout Cork City.	2.13
Support the Cork Local Drugs and Alcohol Task Force Strategy (CLDATF)	Develop engagement and create links with the CLDATF.	LCDC and other City Stakeholders.	2.14
Support the Cork Food Policy Council's Strategy	Develop a food strategy for the city in partnership with relevant stakeholders and enable organisations in the city to transform their food culture.	Cork Food Policy Council and other City Stakeholders.	2.15
	Continue to support and expand the empowerment of people to grow and cultivate their own food locally within the city.	Cork City Council, Cork Food Policy Council and other City Stakeholders.	2.16

Objective	Actions	Contact (Partners)	Action Ref. No
Support the Cork City Sports Partnership	Support the implementation of the "Cork Sports Partnership Plan", 2015-2021 within the city.	Cork Sports Partnership, Cork City Council and other city stakeholders.	2.17
Strengthen and promote Cork's Maritime and heritage activities by achieving the Cork Tourism Strategy (2016) vision to become "Ireland's Maritime Paradise"	Investigate the development of a Maritime centre to promote greater use of the river in the City.	Cork City Council, Cork Healthy Cities, EcCoWell and HSE.	2.18
	Investigate the development of a Maritime City Strategy to promote tourism and employment around river based activities in the City.	Cork City Council, Cork City Heritage Forum, and Community Groups.	2.19
	Investigate the feasibility of a City Maritime festival with links between river activities and on-shore river bank activities.	Cork City Council and Community Groups.	2.20
Create a better quality of life for city residents.	Review the existing Cork Recreational Needs Study (2003) and Cork City Parks Strategy (2000).	Cork City Council and other relevant community groups.	2.21
	Identify and support greater recreational amenities in the city, including integrated walking and cycling links and local parks, through the review of the Cork Recreational Needs Study (2003).	Cork City Council, Cork Smart Gateway and Community groups.	2.22
	Source funding for the development of multi-agency activity camps for children and young people.	Cork City Council, CETB, HSE, Health Action Zone Project, Community Groups, Cork Sports Partnership and other.	2.23
	Support the delivery of appropriate air monitoring procedures in the city to help achieve better air quality.	EPA, Cork City Council and other appropriate stakeholders	2.24

Objective	Actions	Contact (Partners)	Action Ref. No
	<p>Support the role of creativity and the arts by:</p> <ul style="list-style-type: none"> Continuing to invest in a strong festival offering across the city that creates positive citizen engagement, builds pride of place and offers creative opportunities for all. Supporting the arts and cultural sector to offer a wide range of experiences for all. Invest in appropriate Arts in Health programmes with relevant partners. 	Cork City Council, CETB, HSE, Community Groups, Cork Sports Partnership, Suisha Inclusive Arts / Cope Foundation and other.	2.25
Advance and support the development and well-being of people with disabilities through participation in all creative and recreational activities.	Continue to establish new and innovative ways of working with people with disabilities, by working with local and national partners.	Cork City Council, HSE, Community Groups, Cork Smart Gateway, Suisha Inclusive Arts / Cope Foundation and other appropriate stakeholders.	2.26
	Work with local partners in developing a network of arts and disability practitioners.	Cork City Council, HSE, Community Groups, Suisha Inclusive Arts / Cope Foundation and other appropriate stakeholders.	2.27
Support the implementation of <i>National Physical Activity Plan</i> for Ireland	Support projects and initiatives that promote active travel as an everyday mode of transport by people across their lifespan and of all abilities.	Cork City Council, Cork County Council, HSE, LSP and other relevant city stakeholders.	2.28



Community Participation

To integrate communities and community and voluntary groups into decision making and to promote civic participation and community engagement.

Objective	Actions	Contact (Partners)	Action Ref. No
Enhance and affirm the PPN as a key vehicle to represent social inclusion, community, voluntary and environmental interests.	Support, resource and actively engage with the Cork City PPN to encourage and increase city wide engagement in the economic and community life of the city.	Cork City Council, Community Sector and LCDC.	3.1
	Support the PPN to connect community groups with other community and economic groups active in the city and within their own neighbourhoods.	Cork City Council, Community Sector and LCDC.	3.2
	Support the PPN in developing focused linkage groups that inform the future community and economic development of the city.	Cork City Council, Community Sector and LCDC.	3.3
Build the capacity of community groups and voluntary organisations on participation and community activism to enable communities to better participate in decision- making.	Deliver, support and promote training and education on capacity building to community groups and voluntary organisations on participation and community activism.	Cork City Partnership, PPN, Cork City Council, HSE SHEP, CESCO, Cork Smart Gateway and other relevant City stakeholders	3.4
	Support the continued input of community and business organisations, and especially new organisations, to enable them participate in decision-making at a local level.	HSE, PPN, RAPID, CESCO, Cork City Partnership and other relevant City stakeholders	3.5
Support the work of the Cork Volunteer Centre	Support and promote the provision of a placement service matching volunteers, with organisations delivering community projects in the city.	Cork Volunteer Centre, Cork City Council, PPN and other city stakeholders.	3.6

Objective	Actions	Contact (Partners)	Action Ref. No
Make consultation in the city easily accessible to all community groups.	Through the PPN, ensure any consultation in the city is easily accessible to community groups and encourages the delivery of participatory decision making.	PPN and City stakeholders LCDC.	3.7
	Develop more accessible services through web based applications and other Smart City initiatives (such as community television) in tandem with traditional methods of communications (newspapers, newsletters, etc.).	Cork City Council, Cork Smart Gateway Initiative, CCTv and LCDC.	3.8
	Promote the Citizens Information Service as a means for increasing awareness of information services and advocacy.	LCDC, Cork Smart Gateway and Citizens Information Service.	3.9
Increase public, business and community participation in key city events and festivals.	Actively promote and encourage civic participation in city strategies, events and festivals.	PPN, Cork City Council, LCDC, HSE, community and business stakeholders and other city stakeholders.	3.10
Support the implementation of actions that allow Cork City and region to become a European Centre for Excellence for Inclusive Arts	Support the delivery and implementation of a strategic plan for inclusive arts in Cork City and the wider region through: <ul style="list-style-type: none"> • Participation and expression • Education and accessibility • Innovation and Technology • Branding and Development 	Suisha Inclusive Arts / Cope Foundation, UCC, CIT, HSE, ETB, TUSLA, Cork City Council, Cork County Council and other relevant stakeholders.	3.11
	Establishment of a network to share, learn and work with each other and help deliver Cork City as a European Centre for Excellence for Inclusive Arts.	Suisha Inclusive Arts / Cope Foundation, UCC, CIT, HSE, ETB, TUSLA, Cork City Council, Cork County Council and other relevant stakeholders.	3.12
	Investment, development and rebranding of the Irish Performing Arts / Include Festival - to create an agreed, coordinated and integrated festival celebrating creativity, diversity and inclusion.	Suisha Inclusive Arts / Cope Foundation and other City Stakeholders.	3.13
Facilitate and support the voluntary work of Heritage groups and organisations in Cork City and Research the development of a volunteer programme for Heritage related work in Cork City	Support and actively engage with heritage groups and organisations to promote the work that is done and encourage new membership. Work with local and national partners in developing a network of suitably qualified volunteers who could assist in implementing heritage projects.	Cork City Heritage Forum, Cork City heritage groups/ organisations, museums and libraries, 3rd level educational facilities, Cork volunteer centre.	3.14



Safe and Green City

To ensure Cork is a safe and green city with a secure and sustainable environment in which to live, work and play.

Objective	Actions	Contact (Partners)	Action Ref. No
Co-ordinate and deliver a safe city.	Support the implementation of the JPC Strategy and structures including Local Policing Fora (LPF) and Community Safety Fora.	Cork City Council, Gardai, business, community and other stakeholders in the city.	4.1
	Investigate and support the delivery of increased levels of appropriate security in the city.	Gardai and LCDC.	4.2
	Investigate the feasibility of auditing the safety of problematic public spaces in the city.	Gardai, Cork City Council and LCDC.	4.3
	Support the development of initiatives for access services and disposal of drug using paraphernalia for chaotic drug users.	HSE, Gardai, Cork City Council and LCDC.	4.4
Improve pedestrian and cycling life in the city	Deliver a Walking Strategy for the city.	Cork City Council, HSE, and Community Groups.	4.5
	Continue to pursue greater use and development of cycle ways within the City and wider Region.	Gardai and City Council.	4.6
	Continue to support the Cork Walks project.	Cork City Council, Smarter Travel, Failte Ireland.	4.7
Improve the lighting of public spaces in the city	Investigate the feasibility of delivering a City wide lighting strategy.	Cork City Council, Cork Smart Gateway Gardai and Community Groups.	4.8
Improve access to physical spaces in the city for young people (green spaces, youth cafes, etc.)	Research the needs of Cork City youth networks and young people in relation to physical spaces (green spaces, youth cafes, etc.) in the city.	Cork City Council, HSE, CYPSC, Comhairle na nÓg, Community Groups.	4.9
	Make the city friendly for young people by providing secure physical spaces.	Cork City Council, Gardai, Comhairle na nÓg and Community Groups.	4.10
Actively pursue Green City Status by 2021	Support the improvement of green initiatives in the city that will aim to achieve the Green City Status.	Cork City Council, Cork Smart Gateway, Cork Environmental Forum, HSE, and Community Groups.	4.11
	Support and promote the implementation of the <i>Cork City Climate Change Strategy</i> .	Cork City Council, Cork Energy Agency, Cork Smart Gateway, Cork Environmental Forum, and Community and Business Groups.	4.12
	Support the implementation of appropriate flood relief measures that actively address current and future flooding in the city.	OPW, Cork City Council, Cork County Council, Cork Environmental Forum, and Community and Business Groups.	4.13

Objective	Actions	Contact (Partners)	Action Ref. No
	Support the implementation of Energy management initiative in the city.	Cork City Council, Cork Energy Agency, Cork Smart Gateway, Cork Environmental Forum, and Community and Business Groups.	4.14
Actively co-ordinate and support the delivery of a safe and green city accessible to all.	Support and co-ordinate the delivery of an accessible city through information sharing and promotion.	Cork City Council, Cork Smart Gateway , PPN, Cork age friendly alliance and disability groups.	4.15
	Ensure the location, design and maintenance of spaces in the city are accessible to all and in line with current best practice.	Cork City Council, Cork Smart Gateway , PPN, Cork age friendly alliance and disability groups	4.16
	Develop a themed approached to suicide and safety in the community.	HSE, Cork City Council, CESCA, Gardai, and other relevant Community Groups.	4.17
Improve and increase the accessibility and visibility of food growing in the city	Support the delivery of edible growing initiatives in appropriate locations in the city.	Cork Food Policy Council, Cork City Council, the edible growing team, local residents associations and other relevant stakeholders.	4.18
Support the implementation of best practice Bio-diversity in the City	To support the continued delivery of the Biodiversity Plan actions incorporated into the Cork City Heritage Plan 2015-2020 and any subsequent review of this plan.	Cork City Council	4.19



Social Economy

To ensure the vibrant social economy sector is supported and enhanced.

Objective	Actions	Contact (Partners)	Action Ref. No
Develop an Inter-agency Social Enterprise Strategy to support the retention and expansion of existing social enterprises and the development of new social enterprises	Deliver and support an inter-agency group to develop a Social Enterprise Strategy.	LCDC, Cork City Council, HSE and relevant stakeholders	5.1
	Deliver and support a Social Enterprise Development Co-ordinator/animator for the City and a Multi-Agency forum to drive the delivery and implementation of a social enterprise strategy.	LCDC, Cork City Council and relevant stakeholders	5.2
	Co-ordinate the delivery of a study on the economic and social impact and benefits of the social economy (including Community Employment) in Cork City and its potential to expand.	Cork City Council, Cork CETB, Clann Credo, Cork City Partnership, UCC, CIT, LCDC, Social Enterprises Managers Network.	5.3
	Raise awareness among the private, public and community sector of the benefits of the social economy sector and promote the use of social economy champions for Cork City.	LCDC, Cork City Council and relevant stakeholders	5.4
	Increase linkages between private sector employers and social and community enterprises and activities in the City in order to increase the impacts of social economy.	Cork City Council, CETB, Cork City Partnership, and other relevant stakeholders.	5.5
	Evaluate Boomerang Enterprises and explore its potential to be rolled out nationally and extended to other forms of re-use.	LCDC, Cork Smart Gateway and relevant stakeholders.	5.6
	Raise awareness of the supports, specialist knowledge and funding sources available to develop social enterprises within marginalised communities.	Clann Credo and Cork City Council.	5.7
	Support initiatives for specific groups that face challenges, such as young people, Travellers, homeless, Roma, people with disabilities, lone parents, and new communities.	Support and develop a city wide inter-agency group to promote the employment of Young people, Travellers, Homeless, Roma, People with Disabilities, lone parents and new communities including a mentoring programme.	HSE, Cork City Council, CETB, Cork City Partnership, and other relevant stakeholders.

Objective	Actions	Contact (Partners)	Action Ref. No
	Promote the availability of any community and business financial supports that can develop social enterprises within marginalised communities.	Clann Credo and Cork City Council.	5.9
Provide employment opportunities for artists and strengthen arts organisations delivering programmes in community settings.	Continue to develop and support opportunities for artists working in the area of early years.	Cork City Council, HSE and Community Groups.	5.10
	Leverage resources to support arts organisations in delivery of community based programmes.	Cork City Council, IBEC, Business stakeholders, HSE, CETB, and Community stakeholders.	5.11



Education And Learning

To support the culture of learning in Cork by promoting lifelong learning, access to education for all and skills development.

Objective	Actions	Contact (Partners)	Action Ref. No
Create a better quality of life for city residents by Integrating all Initiatives and Actions where possible.	Support inter-agency and cross sector integration initiatives.	RAPID ABC, EcCoWeLL, HSE, Cork Smart Gateway, Cork City Council SPCs.	6.1
Support the UNESCO Learning City Project and Strategy	Support and promote the implementation of the Cork UNESCO Learning City Strategy and Actions.	Cork City Council, HSE, CETB, UCC, CIT and GLLiC.	6.2
	Work with UNESCO Institute of Lifelong Learning and the Global Network of Learning Cities GNLC towards the achievement of a UNESCO designation of Cork as a City of Learning.	Cork City Council, HSE, CETB, UCC, CIT and GLLiC.	6.3
	Support the Learning City Working Group GLLiC - Growing Lifelong Learning in Cork - strategy and actions.	Cork City Council, CETB, HSE, UCC, CIT, CLLF, Healthy Cities, Learning Neighbourhoods, CEF, Cork Opera House, Industry partners, EcCoWeLL, HSE, Music Generation, Cork SMART Gateway, community education groups and other partners.	6.4

Objective	Actions	Contact (Partners)	Action Ref. No
Support initiatives that bring all stakeholders in education and learning together	Support Learning City Seminars, Round Tables and Conferences, including International Learning City Exchange Opportunities.	Cork City Council, CETB, UCC, CIT and GLLiC.	6.5
	Support integration and linking between projects with a learning dimension and Learning City structures, partners and strategies.	Cork SMART Gateway, Lifetime Lab, BCO, Coder Dojo, Music Generation Cork City, Arts in Education organisations, iWish.	6.6
Support the development and strengthening of the Cork Lifelong Learning Festival	Support the Lifelong Learning Festival Development Plans.	CETB, Cork City Council, UCC, CIT, HSE, Colleges, Community Education Groups, Festival Partners, Sponsors, CLLF Organising Committee, EcCoWeLL.	6.7
Support the development and strengthening of the Learning Neighbourhoods programme	Support the expansion of the Learning Neighbourhoods initiative to encourage wider participation in lifelong learning.	CETB, UCC, CIT, Cork City Council, RAPID ABC and Community Groups.	6.8
Support Community Education Networks and Forum	Actively promote and resource Community Education Networks to provide co-ordinated accessible education and training opportunities for all ages.	CETB, Community Groups, CCP, City Stakeholders (LCDC), HSE, HSCL, CLLF, EcCoWeLL.	6.9
	Support the Cork Community Education Forum Strategic Plan and Actions.	CETB, Community Groups, CCP, City Stakeholders (LCDC), HSE, HSCL, CLLF, EcCoWeLL.	6.10
Support strategies developed by educational partners to increase access to higher education in communities with low participation levels	Support Access strategies of Higher and Further Education Colleges in the City.	UCC, CIT, CETB FE Colleges, HEA National Access Office, CCP, HSCL, NEWB, TUSLA, NAPD, Community Education Networks.	6.11
	Develop a city higher education access strategy towards making education accessible for all through an inter-agency group.	UCC, CIT, CETB FE Colleges, HEA National Access Office, HSCL, NEWB, TUSLA, NAPD.	6.12
Support inter-agency projects that seek to make access to arts education available to all.	Support the sustainability and expansion of Music Generation Cork City in providing Music Learning access for all young people.	Cork City Music Education Partnership and Steering Group members, Music Generation Cork City, Cork CETB, Cork City Council, HSE, CIT, UCC, CCP, Community Music Education Partner Providers.	6.13

Objective	Actions	Contact (Partners)	Action Ref. No
	Support the Cork Music Education Partnership strategy and plans.	Cork City Music Education Partnership members, Music Generation Cork City, Cork CETB, Cork City Council, HSE, CIT, UCC, CCP, Community Music Education Partner Providers.	6.14
	Investigate opportunities to transfer the Music Generation Cork City model into other areas of arts provision and arts education in the city.	Arts Council, HSE, Cork City Arts Department, Music Generation Cork City and other relevant stakeholders	6.15
Support strategies developed by inter-agency partners to tackle educational disadvantage	Support inter-agency initiatives that target increased and enhanced participation by target groups in mainstream education focussed on groups among the following: <ul style="list-style-type: none"> • Travellers • People with disabilities • Migrants without English as a first language • Young unemployed adults • Roma • Homeless 	HSCL, NEWB, TUSLA, HSE, CETB, UCC, CIT, CCP, DSP, Colleges, RAPID ABC and Community Groups, TVG, Nasc, Welcome English, Disability Education Network and FMAC.	6.16
	Support DEIS and other school programmes and initiatives that are targeted at educational disadvantage.	HSCL, NEWB, TUSLA, CETB, UCC, CIT, CCP, DSP, Colleges, RAPID ABC and Community Groups, TVG, NASC, Welcome English, Disability Education Network.	6.17
	Support the integration and development of a network of English Language schools and colleges, with a particular focus on English language provision for social inclusion.	CETB, HSCL, NEWB, TUSLA, UCC, CIT, DSP, Colleges, RAPID ABC and Community Groups, TVG, NASC, Welcome English.	6.18
	Support the development and sustainability of the ACCESS Initiative for young unemployed.	CETB, DSP, Cork City Council, Industry partners, HSCL, NEWB, TUSLA, CETB, UCC, CIT, CCP, Colleges, RAPID ABC and Community Groups.	6.19
	Develop stronger links with employers for young people undertaking training programmes, to enhance employment prospects by allowing them to gain valuable work experience.	CETB, DSP, Cork City Council, Industry partners, HSCL, NEWB, TUSLA, CETB, UCC, CIT, CCP, Colleges, RAPID ABC and Community Groups.	6.20

Objective	Actions	Contact (Partners)	Action Ref. No
Support initiatives that promote increased participation in STEAM	Link with initiatives that promote STEAM, develop opportunities and new methods for increasing participation in Science Technology Engineering Arts and Maths, particularly by under-represented young people.	LifetimeLab, BCO, iWish, Cork City Council, Coder Dojo, it@Cork, CETB, FMAC, Arts Council and CCAD.	6.21
Support the use of focussed research and evaluation as a means of developing and enhancing inclusive education initiatives.	Support the increased use of appropriate third level research and evaluation capacity including UCC CARL programme, similar research initiatives in CIT and elsewhere.	UCC, CARL, CIT, GLLiC.	6.22
Support creative learning opportunities for 0 to 3 year olds and enhance early year's education and learning.	Support the strategies, plans and actions of early years education and childcare organisations.	Cork City Childcare Co., CETB, Cork City Council, HSE, Tusla, UCC, CIT, Colleges, and Community Groups.	6.23
	Support and expand the BEAG Early Years Arts Development project.	Cork City Council, HSE, Tusla, CETB, UCC, Cork City Childcare Co., NICHE, and CIT.	6.24
	Support and expand the Young Knocknaheeny and Happy Talk programme and other similar initiatives.	Cork City Council, HSE, Tusla, Cork City Childcare Co., NICHE Young Knocknaheeny, CETB, CCP, UCC, CIT.	6.25
Support the expanded use of the arts and creativity programmes to engage with socially excluded groups.	Enhance the experience and engagement of artists with disabilities and support the participation of arts and disability organisations to participate in the lifelong learning festival, EcCoWeLL and UNESCO City of Learning actions.	Cork City Council, Arts Office, HSE, Tusla, CETB, UCC, Cork City Childcare Co., and CIT, CCP, Community Arts Groups, FMAC.	6.26
Support the Cork City Libraries Service	Deliver the objectives and actions set out in the Cork City Strategy for Public Libraries 2013-2017.	Cork City Council.	6.27
	Promote the awareness of libraries as centres for community development, learning and interaction at a local level within the City.	Cork City Council.	6.28
Support the implementation of the objectives under Goal 3 of the Cork City Heritage Plan to "Support education research and training"	Develop a heritage research plan with existing 3rd level educational bodies.	Cork City Council, 3rd level education bodies, heritage groups and organisations, Schools.	6.29
	Support the provision of heritage training to communities. Promote heritage in the schools.	Cork City Council, 3rd level education bodies, heritage groups and organisations, Schools.	6.30

Social Inclusion and Equality

To reduce the marginalisation of specific communities within the city, taking into account the nine grounds and socio economic status.

Objective	Actions	Contact (Partners)	Action Ref. No
Promote and support Social Inclusion and Equality inter-agency initiatives in the city through the LCDC.	Provide a forum for facilitating and overcoming any barriers in the delivery of all Social Inclusion and Equality strategies in the City.	LCDC	7.1
	Support and monitor the SICAP programme	LCDC, CCP	7.2
Continue to support the Traveller community in the City	Support the work of the Traveller's Inter-agency Strategy, including the: <ul style="list-style-type: none"> The Traveller Education Sub-group The Traveller Cultural Awareness Group 	Traveller's inter-agency group, Cork ETB, HSE and LCDC.	7.3
	Support the participation of the Traveller Community in all structures that impact their lives, health and wellbeing including the promotion of traveller culture and support for Traveller Pride Week.	HSE, Cork City Council, Traveller's inter-agency group and other relevant bodies.	7.4
	Support the work of the Local Traveller Accommodation Committee.	HSE, Traveller's inter-agency group and LCDC.	7.5
Promote LGBT equality in Cork City	Support LGBT Inter-agency group.	HSE, LCDC and other stakeholders in the City.	7.6
	Continue to promote and support delivery of LGBT Awareness week amongst Public Sector bodies and State Agencies.	HSE, LCDC and other stakeholders in the City.	7.7
	Continue to develop links with Cork Pride and deliver an LGBT Festival annually.	HSE, LCDC and other stakeholders in the City.	7.8
Promote a culture of anti-discrimination in Cork City through the implementation of the Public Sector Human Rights and Equality Duty.	Promote Equality and Social Equity in the City through: <ul style="list-style-type: none"> Providing continuing training to State Agencies, Private Sector and Community Groups on Equality and Human Rights Obligations. Undertaking an equality proofing review of public policies 	HSE, CESCO, Cork City Council and LCDC.	7.9

Objective	Actions	Contact (Partners)	Action Ref. No
	Set up an Equality Sub-committee to strengthen the LCDC's contribution to equality and social inclusion via mechanisms such as SICAP and other government programmes delivered through LCDCs.	HSE, LCDC and other stakeholders in the City	7.10
	Co-ordinate a Cork Equality Day (a CESCO initiative), building to a weeklong Equality Festival through the life span of the LECP.	CESCA, HSE, LCDC and Cork City Partnership	7.11
Continue to implement the RAPID programme; targeting the most disadvantaged communities in the City.	Establish a new RAPID Area Based Committee structure.	Cork City Council, Cork County Council, HSE, CETB, An Garda Síochána, Cork City Partnership and other local stakeholders and City bodies	7.12
	Continue to deliver the community wardens and community grants services.	Cork City Council, Cork County Council, HSE, CETB, An Garda Síochána, Cork City Partnership and other local stakeholders and City bodies.	7.13
To fully develop the potential of Cork as a diverse, inclusive and multi-cultural city.	Promote a culture of anti-discrimination in Cork City by developing a clear strategy, action and monitoring plan for the integration of ethnic minority communities, including robust anti discrimination and equality measures.	Cork City Council, NASC, Cork City Partnership, CESCO, LCDC and NCP.	7.14
	Develop targeted measures and supports to address the needs of particularly vulnerable ethnic minority groups - such as Asylum Seekers, The Roma Community and Migrant Women.	Cork City Council, NASC, Cork City Partnership, CESCO, LCDC and NCP.	7.15
	Promote the delivery of festivals and awareness events on specific communities/issues to wider city population, e.g. Africa Day, Diversity Days etc.	Cork City Council, NASC, City Partnership, CESCO, LCDC, NCP, CCTV and FMAC.	7.16
	Investigate possible shared physical community space in city centre that marginalised communities, new communities would have ease of access to for own events.	LCDC, Cork City Council and other stakeholders in the City.	7.17

Objective	Actions	Contact (Partners)	Action Ref. No
	Promote the Yellow Flag Programme in schools, expanding the number of schools adopting the programme.	LCDC and Cork City Council.	7.18
Promote awareness of disability issues in Cork City.	Support a People with Disabilities Inter-agency Group.	LCDC.	7.19
	Develop and support of an online information source, detailing accessibility levels of places and spaces in the City.	LCDC.	7.20

18- Children and Young People

To develop integrated responses to the needs of children and young people and improve outcomes through local inter-agency working.

Objective	Actions	Contact (Partners)	Action Ref. No
Support the Children and Young Person's Services Committee (CYPSC) strategy; assist in developing needs analysis of children and young people, the mapping of services and resources needed to implement the strategy.	Strengthen the inter-agency approach and co-operation to deliver the CYPSC strategy.	CYPSC, TUSLA, HSE, Community Groups, Cork City Council, Cork City Partnership and other relevant stakeholders.	8.1
	Continue to support the co-ordination of youth work organisations within the city.	CYSPC, ETB, Cork City Council, Tulsa, HSE, Cork City Partnership and other city stakeholders.	8.2
Prioritise and focus on the emotional and mental wellbeing of children and young people in the city.	Support programmes and initiatives that seek to improve the emotional and mental wellbeing of children and young people in the city.	CYPSC, TUSLA, HSE, Community Groups, Cork City Council, Cork City Partnership and other city stakeholders.	8.3
Prioritise and focus on opportunities to support and secure the wellbeing of children and young people in the city.	To provide all children and young people in the city with music education by resourcing and supporting Music Generation and Music Education Partnership.	LCDC and Music Generation.	8.4
	Develop and support access to youth cafes.	RAPID Programme and LCDC.	8.5
	Resource and develop multi-activity camps.	Cork City Council, LCDC, HSE and Cork Sport's Partnership.	8.6
	Promote maritime activities for children and young people.	Cork City Council and LCDC.	8.7
	Support and promote the development of the JIGSAW programme in the City.	Headstrong, HSE, Cork City Council, CYPSC and other City bodies.	8.8

Objective	Actions	Contact (Partners)	Action Ref. No
	Support children and young people to actively commute to school through the continued support of initiatives such as Safer Cycling Training, COW, WOW and Park & Stride.	NTA, Cork City Council, Cork County Council, HSE and other relevant city stakeholders.	8.9
	Support and provide access to heritage related activities in the city to children and young people and promote heritage in schools.	Cork City Council, Heritage groups and organisation.	8.10
Support and prioritise early year's education provision.	Set up an inter-agency group to develop and co-ordinate a programme of youth activities and supports across the city, with an emphasis on disadvantaged areas.	CETB, Cork City Council, HSE, UCC, and other.	8.11
Support community based prevention and early intervention initiative in the City	Support EU Urban innovative actions proposal focussing on nurturing city concept.	Cork City Council, HSE, CYPSC, LCDC.	8.12
Improve the sustainability of childcare provision in the city.	Provide fora for sharing of best practice and learning from north side initiatives across the city, e.g. Young Knocknaheeny and Happy Talk.	Cork City Council, HSE, CYPSC, LCDC.	8.13
	Support the development of a new model of managing community childcare as a key initiative in the city.	Cork City Childcare Company, Cork City Council, HSE, Cork City Partnership and other.	8.14
	Support the development of an affordable model of full day provision to enable parents attend work or training.	Cork City Childcare Company, Cork City Council, HSE, Cork City Partnership and other.	8.15
	Investigate the delivery of supports for services for children under 3.	Cork City Childcare Company, Cork City Council, HSE, Cork City Partnership and other.	8.16
Support the delivery of the Strengthening Families approach in Cork City.	Provide opportunities for parents, young people and their carers to access supports to evidence based programmes such as strengthening families programme.	TUSLA and HSE.	8.17
Strengthen the recognised role of youth organisations in the development and implementation of youth initiatives in the city.	Continue to support the coordination of youth organisations in the city.	LCDC and other City Agencies.	8.18
	Engage youth organisations in the consultation, promotion and co-ordination of youth initiatives in the city.	Cork City Council and youth organisations working in the city.	8.19

Objective	Actions	Contact (Partners)	Action Ref. No
Support the delivery of active spaces, recreation and play areas in the City	Review the existing Cork Recreational Needs Study (2003) and Cork City Parks Strategy (2000) to guide the future needs requirements of young people in the city.	Cork City Council and other relevant agencies.	8.20
Support the delivery of mentoring programs for young people in the City	Consider the need and delivery methods for broader mentoring programmes and training in resilience and coping skills for young people in the city.	LCDC, CETB, HSE, CityCouncil and other stakeholders in the city	8.21

65+ Older People

To develop integrated responses to the needs of older people, promoting their inclusion and contribution in all areas of life and responding.

Objective	Actions	Contact (Partners)	Action Ref. No
Actively promote the Age Friendly Strategy	Ensure all agencies support the Age Friendly Strategy and implement its goals and actions.	Healthy Cities, Age Friendly Alliance and LCDC.	9.1
Promote and support a volunteering policy for older people.	Provide access and opportunities to volunteer and identify any barriers and seek solutions.	Cork Volunteer Centre, Healthy Cities, Age Friendly Alliance, LCDC and other city stakeholders.	9.2
	Lobby Dept of Social Protection, National Government to increase opportunity to work past age of 65 in a way which will not negatively influence one's social welfare payments.	Healthy Cities, Age Friendly Alliance and LCDC.	9.3
To support the Cork Age Friendly Business Programme.	To raise awareness in the public and private sector through training on the needs of elderly people in the development of policies, programmes and services.	Healthy Cities, Age Friendly Alliance and LCDC.	9.4
Promote awareness of consultation approaches to include Older people	Develop links with Cork Older Peoples forum and provide a platform for age related matters to be raised at city level.	Healthy Cities, Age Friendly Alliance and LCDC.	9.5
	Support the Cork Older Peoples Forum to fully participate in the PPN structure.	Healthy Cities, Age Friendly Alliance, PPN and LCDC.	9.6

Objective	Actions	Contact (Partners)	Action Ref. No
Provide a responsive approach to Older Peoples housing needs	Develop a needs analysis on variety of accommodation types that allow older persons the option to downsize within their local community.	Cork City Council, HSE, Cork City Age Friendly Alliance, Community Projects.	9.7
	Develop a directory of services for older people that will provide flexible, easily updated information.	Healthy Cities, Age Friendly Alliance and LCDC.	9.8
	Enable older people to live in their own homes and communities by providing the necessary supports and services as well as suitable housing in the right locations.	Cork City Council, HSE, Cork City Age Friendly Alliance, Community Projects.	9.9
Support community participation, mentoring and volunteerism for older persons in the City	Co-ordinate and promote increased levels of community participation, mentoring and volunteerism by older persons in the city.	Healthy Cities, Age Friendly Alliance, Cork ETB and Cork Volunteer Centre and LCDC	9.10
	Actively support, work towards and promote Cork City as a dementia friendly city.	Cork City Council, Healthy Cities, HSE, Cork City Age Friendly Alliance, Community Projects, and other city stakeholders.	9.11
	Investigate the feasibility of providing a community based, collective living model for older persons in the City as a viable alternative to traditional care facilities.	Healthy Cities, Age Friendly Alliance, Cork City Council and LCDC.	9.12
Support the delivery of active spaces, recreation and play areas in the city	Review the existing Cork Recreational Needs Study (2003) and Cork City Parks Strategy (2000) to guide the future needs requirements of older people in the city.	Cork City Council, Healthy Cities, Age Friendly Alliance and LCDC.	9.13
Support the delivery of smart living technologies within housing for older persons in the City	Explore the implementation of assisted living technologies and facilitate testbed for trialling of such innovations within housing for older persons in the city	Cork Smart Gateway.	9.14

€ Economic Diversity

Support the maintenance of a diverse economic base within the city

Objective	Actions	Contact (Partners)	Action Ref. No
Stimulate the further development of the City Centre and support it as the main employment and retail location	Develop the city centre economy through a range of actions developed through the CORE and City Centre Forum.	Cork City Council, CORE, City Centre forum (Bus Eireann, Cork Business Association, Cork Chamber, Cork City Council, Garda Síochána, Hospital and Retail Sectors).	10.1
	Support the development and operation of traders' associations in the City Centre.	Cork City Council and Local Enterprise Office, Cork City.	10.2
	Actively promote Cork City Centre in the Cork City Region and beyond, as the main retail, cultural and entertainment centre for the region.	Cork City Council, CORE (Bus Eireann, Cork Business Association, Cork Chamber, Cork City Council, Garda Síochána, Hospital and Retail Sectors).	10.3
	Promote Cork City as a location for inward investment.	Cork City Council, Cork Smart Gateway.	10.4
Facilitate the provision of a range of property options to meet the needs of businesses at all stages of development – from startup, incubation and grow-on to mid- sized and large floorplate	Through the City Development Plan identify a range of suitable locations to facilitate businesses in a wide range of sectors.	Cork City Council.	10.5
	Develop co working space in the city centre.	Cork City Council.	10.6
	Secure the continued redevelopment of the City Harbour/Docklands area.	Cork City Council.	10.7
	Promote economic and general development in the city centre through targeted financial incentives and supports including facilitation of testbeds	Cork City Council, Cork Smart Gateway.	10.8
Strengthen Cork's enterprise base through the provision of a first stop shop to support the establishment of new businesses and growth of existing local enterprises	Provide a business information and advisory service.	Local Enterprise Office, Cork City.	10.9
	Provide a range of enterprise support services designed to maximise business potential and support the long term sustainability of enterprise and creation of jobs	UUC, CIT, Local Enterprise Office, Cork City and other city stakeholders.	10.10
Promote Cork internationally as the location to place to invest, work, study, live and visit	Implement the Cork strategic messaging and branding project	Cork City and County Councils, Cork Smart Gateway and other stakeholders	10.11

Objective	Actions	Contact (Partners)	Action Ref. No
	Promote Cork as a location for inward investment	Cork City and County Councils, Cork Smart Gateway and other stakeholders	10.12
	Make Cork a "must visit" destination through implementation of the collective strategy for Growing Tourism in Cork	Cork City and County Councils and other stakeholders and Visit Cork	10.13
	Continue to enhance and develop Cork City's tourism offer	Cork City and County Councils, Cork Smart Gateway and other stakeholders	10.14
	Promote Cork as a destination for business tourism (conferences, meetings etc)	Cork City and County Councils, Cork Convention Bureau, Cork Smart Gateway and other stakeholders	10.15
	Support the implementation of the objectives under Goal 4 of the Cork City Heritage Plan "Increase level of community activity for heritage and forge stronger links with business and tourism interests".	Cork City Council, business and tourism groups and associations, Fáilte Ireland and other stakeholders	10.16

💡 Innovation

Support innovation in the local economy

Objective	Actions	Contact (Partners)	Action Ref. No
Support the creation of an innovation friendly culture in the city	Support it@cork, the European Tech Cluster	it@cork	11.1
	Facilitate provision of city centre start up space for tech companies, building on the success of Formalab	Cork City Council and Cork Smart Gateway	11.2
	Facilitate the establishment of data centre in Cork	Cork City Council and Cork Smart Gateway	11.3
	Support innovation in the local economy and local community that recognises arts and creative activity as drivers for growth	Cork City and County Councils and other relevant stakeholders	11.4
Support the development of new and existing clusters	Build on and exploit Cork's strengths in the food and drink sector in a responsible and sustainable manner.	Cork City Council and other stakeholders	11.5

Objective	Actions	Contact (Partners)	Action Ref. No
	Support the continued development of creative industries and cultural/artistic sectors, which are drivers of innovation in the local economy and community.	Cork City and County Councils, Film in Cork and other relevant stakeholders	11.6
	Continue to support the growth of Energy Cork as an exemplar industry cluster in the energy sector – leading to economic growth and job creation in the sector and advancing Cork’s unique position at the forefront of energy innovation in Ireland.	Energy Cork	11.7
	Support the following clusters as outlined in the SW Regional Action Plan for Jobs: <ul style="list-style-type: none"> • Convergent Life Sciences and Health • Global Business Services • Tourism • Marine, Energy and Natural resources • Consumer food and cross cutting clusters: • ICT and Entrepreneurship. • Advanced manufacturing / engineering 	SWRAPJ	11.8
Further develop entrepreneurship and an enterprise culture in Cork	Develop initiatives to promote youth entrepreneurship	Local Enterprise Office, Cork City Council, Cork City Partnership and Cork Smart Gateway	11.9
	Support the provision of a range of entrepreneurship and incubation programmes and activities	UCC, CIT, Cork City & County LEOs and Councils, Cork BIC, and EI	11.10
	Develop and promote Cork City as a centre of excellence for entrepreneurship	Cork City Council, Cork County Council and Cork Innovates	11.11
Develop Cork as a Smart Gateway – where digital technologies and smart solutions support better public services for citizens	Support the Cork SMART Gateway initiative	Cork Smart Gateway, Cork City Council, Cork City LEO, Cork County Council, NIMBUS and Tyndall	11.12



Skills and Human Capital

Develop skills within the Cork area to match the needs of existing and future businesses. Provide support services for the unemployed and to help maintain and expand businesses in areas of high unemployment

Objective	Actions	Contact (Partners)	Action Ref. No
Ensure that Cork’s education and skills base is aligned with the requirements of industry (FDI and indigenous)	Participate in the work of the Regional Skills Forum which brings together employers and the further and higher education system of the region;	Cork ETB, CIT , UCC, IT Tralee, Cork City Council, Cork County Council, Kerry County Council, IDA, EI, Cork and Kerry LEOs	12.1
Support those who are unemployed to enable them to access education, training and employment	Support the development of targeted employment initiatives at a local level	CETB, Cork City Council, Cork City Partnership, Dept of Social Protection, Cork City Partnership, SIMON and Local Enterprise Office, Cork City	12.2
	Pilot the inclusion of social benefit clauses for public bodies	Cork City Council, Cork City Partnership, HSE, LES and other City bodies.	12.3
	Support the implementation of national labour market activation schemes	Cork City Council	12.4
	Support the continued delivery of the Special Initiative for Traveller Training (SITT) in the city.	Cork City Council, CETB, Cork City Partnership, and other relevant stakeholders.	12.5
Support the retention and growth of existing businesses and the development of new businesses in the city’s RAPID areas	Continue to implement the Northside for Business initiative	Cork City Council, Local Enterprise Office, Cork City, RAPID, Plato, Cork Urban Enterprises Ltd	12.6



Transportation and Communications

Support measures to improve transport and telecommunications networks into and around Cork City and region

Objective	Actions	Contact (Partners)	Action Ref. No
Ensure the smart, sustainable and effective movement of people and goods and optimise mobility for all across the available transport network in a sustainable manner that meets the national target for non car modal share	Implement the City Centre Movement strategy	Cork City Council and other relevant City stakeholders	13.1

Objective	Actions	Contact (Partners)	Action Ref. No
	Review and implement the projects associated with the South East Strategic Corridor study	Cork City Council and other relevant City stakeholders	13.2
	Complete the South Western and Central Strategic Corridor study and implement associated projects	Cork City Council and other relevant City stakeholders	13.3
	Complete the Northern Strategic Corridor study and implement associated projects	Cork City Council and other relevant City stakeholders	13.4
	Influence travel demand patterns and choice to support an integrated and sustainable transport system	Cork City Council, NTA, Employers	13.5
	Support the implementation of the findings of the Cork Area Transit Study (CATS) in particular to support the identification of a route for the proposed east-west Bus Rapid Transit route (BRT)	Cork City Council, NTA	13.6
	Further development of Cork cycle network	Cork City Council and other relevant City stakeholders	13.7
	Support the delivery of the Cork City Walking Strategy	NTA, Cork City Council and other relevant City stakeholders	13.8
Promote the development of strategic road and public transport infrastructure to enhance connectivity and accessibility within the region	Continue to advocate the critical importance of delivering on a number of schemes including: <ul style="list-style-type: none"> • N28 (Cork to Ringaskiddy) upgrading • Dunkettle interchange upgrade • Northern Ring Rd to complete ring of City • M20 Cork Limerick motorway • N22 Cork to Killarney 	Cork City Council, Cork County Council and other relevant stakeholders	13.9
	Support the delivery of public infrastructure projects and initiatives that further enhance Cork City's role as a strategic national gateway and help create more sustainable transport patterns for the region.	NTA, Bus Eireann, Irish rail, TII, Cork City Council, Cork County Council and other relevant stakeholders	13.10

Objective	Actions	Contact (Partners)	Action Ref. No
	Support the targeted delivery of regional infrastructure, in particular the delivery of projects which increase the accessibility, connectivity and competitiveness of the Southern Region.	Cork City Council, Cork County Council, other local authorities, SRA and other relevant national and local stakeholders.	13.11
	Continue to advocate the critical importance of delivering the bridges required for the development of the Cork Docklands	Cork City Council and other relevant stakeholders	13.12
Support enhanced connectivity through Cork Airport - the international gateway to the south of Ireland	Work progressively with Cork Airport and stakeholders to develop new routes and increase visitor numbers	Cork Airport, Cork City and County Councils, industry, FI	13.13
Promote the opportunities to develop Cork's Information and Communications Technology (ICT) economy, including the use of Smart City technologies.	Reduce the cost of international data transfer from Cork Increase the latency (speed) of international connections to Cork	Cork City Council, IDA, ESB Networks and it@cork	13.14
	Support the delivery and maintenance of Tier 1 international connectivity in Cork city and region.	Cork County Council, Cork City Council and other relevant City stakeholders	13.15
	Promote availability of the INEX internet neutral exchange	Cork City Council, it@cork	13.16
Support the development of water- based transport	Support Cork County in the development of a passenger ferry from Cobh to Ringaskiddy	Cork County Council, Cork City Council and other relevant City stakeholders	13.17



Quality of Place

Build on Cork's strong place quality assets and improve the attractiveness of the city for residents and visitors

Objective	Actions	Contact (Partners)	Action Ref. No
Cork City will be a successful, sustainable regional capital and achieve a high quality of life for its citizens	Implement the policies and objectives set out in the Cork City Development Plan 2015-2021	Cork City Council and other relevant stakeholders in the City	14.1
Enhance the vibrancy of Cork City Centre by implementing the City Centre Strategy through the annual City Centre Action Plans	Develop the character sub areas within the strategy	Cork City Council and other relevant stakeholders in the City.	14.2

Objective	Actions	Contact (Partners)	Action Ref. No
	Support the development of the transformational projects identified within the plan	Cork City Council and other relevant stakeholders in the City.	14.3
Deliver a high quality public realm	Review the Cork City Parks Strategy (2000)	Cork City Council and other relevant stakeholders in the City.	14.4
	Deliver the objectives and actions set out in the Cork City Centre Strategy 2014 and Cork City Centre Action Plan 2016 and subsequent annual plans	Cork City Council and other relevant stakeholders in the City.	14.5
Promote the culture and heritage of Cork City	Support the implementation of the Natural Heritage Actions in the Cork City Heritage Plan 2015-2020.	Cork City Council, CEF, third level institutions and other relevant environmental groups in the city	14.6
	Establish an inter-agency group to investigate the economic value of heritage to the city particularly in the area of tourism and business	Cork City Council, business and tourism groups and associations, Failte Ireland	14.7
	Create a robust, evidence based database of information on the economic value of heritage to the city.	Cork City Council, business and tourism groups and associations, Failte Ireland	14.8
	Continue to support a range of festivals, events and arts activities	Cork City Council and other relevant stakeholders in the City.	14.9
	Develop and implement a new Arts Strategy that looks to provide support through funding, investment and facilitation so existing venues, projects and programmes can be made more sustainable, and new ideas can be realised.	Cork City Council and other relevant stakeholders in the City.	14.10
	Continue to improve protection and appreciation of the architectural and archaeological heritage of the city.	Cork City Council and other relevant stakeholders in the City.	14.11



Competitiveness through Strategic Governance

Co-operate with other stakeholders to deliver the strategic governance that drives economic activity within the Cork Gateway and also to maintain the excellent quality of life available in Cork which underpins the Gateway's competitiveness

Objective	Actions	Contact (Partners)	Action Ref. No
Cork's potential to develop further as Ireland's second international gateway city is acknowledged, supported and realised in national and regional policies	Support the development and implementation of the new National Planning Framework	Cork City Council, Cork County Council and other relevant City Stakeholders	15.1
	Support the development and implementation of the new Regional Spatial and Economic Strategy	Cork City Council, Cork County Council, Cork Smart Gateway and other relevant City Stakeholders	15.2
	Support appropriate and sustainable synergies between Cork City and other cities and urban centres both nationally and across the Southern Region (e.g. Limerick, Waterford, Tralee-Killarney) that strengthen collective opportunities to attract investment, employment and people to the Southern region. Support the role of Cork City as leader in this regard.	Cork City Council, Cork County Council, other local authorities, SRA and other relevant national and local stakeholders.	15.3
Support the co-ordinated development of the Cork Gateway by providing a non statutory planning framework to enable it to become a leading European city region	Implement the Cork Area Strategic Plan 2001-2020	Cork City Council, Cork County Council and other relevant City Stakeholders	15.4
	Prepare for successor CASP strategy post 2020	Cork City Council, Cork County Council and other relevant City Stakeholders	15.5
Cork City Council, as the organisation with a democratic mandate, will initiate and coordinate activities that support Cork City as a competitive location for economic activities and an economic driver for the region	Identify, initiate and part-fund (with other stakeholders) activities to maintain and enhance Cork's competitiveness	Cork City Council and other relevant City stakeholders	15.6

The left side of the slide features two overlapping red geometric shapes. The top shape is a large, rounded triangle pointing downwards, with a darker red color. Below it is a lighter red shape that appears to be a trapezoid or a rounded rectangle, partially overlapping the bottom of the darker shape. The overall effect is a modern, abstract graphic design.

Implementation and Monitoring

Overview

The objectives and actions identified in this plan are challenging but they are realistic with a genuine prospect of being achieved through the active leadership and participation of the agencies and partners identified. The engagement and commitment displayed by both the steering group and the stakeholders in the development of this plan is notable and provides a strong platform to implement.

Implementation, monitoring, evaluation and review of the plan's objectives and actions is critical in determining the success of this plan. A monitoring framework that measures outcomes against a range of national, regional and local indicators will be needed.

Timeframe and Review

Given the nature of planning for the delivery of specific objectives and actions over a six year timeframe, this plan has adopted a three staged approach, with the objectives and actions to be fully reviewed every two years. Each objective and action will be reviewed to monitor progress, assess relevance and establish the need for additions and amendments. This will allow for a more realistic and flexible plan that remains current to the social and economic realities and needs of the City over the next six years.

Implementation

The majority of actions within the plan will require funding streams. Central government funding is available through a wide range of associated agencies and non-departmental public bodies. Cork City Council, the LCDC and other City agencies and stakeholders need to remain focused on all policy updates in advance of funding announcements, to increase public funding for Cork City over the lifetime of this plan. The aim will be to better the co-ordination of funding to the private and community and voluntary (non-private) sector.

Implementation of this LECP shall conform to the provisions of the Cork City Development Plan 2015-2021 and the various Local Area Plans, including those provisions responsible for the protection and management of the environment including environmental sensitivities. The preparation of any lower tier plans or strategies are required to be subject to SEA and AA as appropriate.

Implementation plan

An implementation plan shall be prepared for each two year phase of this plan to give more detail on the specific actions to be targeted for each phase. Each implementation plan shall be prepared by the Steering Group and should identify the action, the lead stakeholder and partner, timeline for implementation, outcomes/KPI's and resource allocation where practical. The implementation plan will be used to drive and monitor the progress of the actions set out in this plan.

Monitoring

Monitoring, evaluation and review is central to understanding the level of progress of this action plan. There are two important elements needed to achieve this:

- 1. Establishing an "LECP Monitoring and Implementation Steering Group":** to advise and assist on the implementation, monitoring and review of this plan and the framework for delivering it. The central role of the "LECP Monitoring and Implementation Team" will be co-ordinating the supporting partners, bodies and agencies with responsibility for the delivery of actions identified in the plan. Both the LCDC and SPCs will also play central roles in looking after their respective streams with responsibility for monitoring, implementing and reviewing specified actions with strong representation and connection to the Monitoring and Implementation Team.
- 2. Developing a "Cork City Data Hub":** to create an evidenced based monitoring tool that is functional and flexible enough to evaluate and review the objectives and actions within this plan and can also inform future city initiatives and actions.

Key Tasks for the Steering Group

The LECP Monitoring and Implementation Steering Group will be tasked with the role of the implementation, monitoring and reviewing the plan and developing the framework for delivering these roles. The following key tasks are required:

1. Setting out the Implementation Plan: Detailing the objectives and actions to be targeted for each two year plan implementation phase over the six years of the plan.
2. Co-ordinating the supporting partners, bodies and agencies tasked with the delivery of actions identified in the plan
3. Determining and defining funding mechanisms for the delivery of actions
4. Monitoring and reviewing the implementation of actions
5. Recognition and promotion of actions delivered during each implementation phase.
6. Promoting the delivery of the LECP through active means, including the production of a summary document designed for public launch and for regular use by decision makers.

Appendix I

Members of the Local Community and Development Committee (LCDC)

Chief Supt. Mick Finn	An Garda Síochána
Ms. Ann Doherty	Chief Executive Cork City Council
Mr. Paul Moynihan	Chief Officer L.C.D.C.
Ms. Adrienne Rodgers	Head of Enterprise, Local Enterprise Office Cork City
Cllr. Fergal Dennehy	Cork City Council
Cllr. P.J. Hourican	Cork City Council
Cllr. Chris O’Leary	Cork City Council
Ms. Ger Canning	Adult Education Organiser, Cork Education & Training Board
Ms. Rebecca Loughry	Specialist Social Inclusion, Health Service Executive
Mr. Lawrence Owens	Chief Executive Cork Business Association
Ms. Brenda Cahill	Chief Executive Cork City Partnership
Mr. David Ronayne	Chief Executive Officer Irish Mainport Holdings
Ms. Bernie Connolly	Environmental Pillar of the PPN
Mr. Dan Boyle	Community and Voluntary Pillar of the PPN
Ms. Fiona Finn	Social Inclusion Pillar of the PPN
Mr. Aaron O’Connell	Social Inclusion Pillar of the PPN
Ms. Nora O’Donovan	Community and Voluntary Pillar of the PPN

The current members of the LCDC would also like to acknowledge the contribution of the following former members in the delivery of this action plan:

Ms. Marie Therese Conere	Environmental Pillar of the PPN
Ms. Ronnie Dorney, HSE	Principal Community Worker, HSE.

Appendix II

Members of the Strategic Planning, Economic Development and Enterprise Strategic Policy Committee

Cllr Chris O’Leary	Cork City Council
Cllr Henry Cremin	Cork City Council
Cllr Nicholas O’Keeffe	Cork City Council
Cllr Ted Tynan	Cork City Council
Cllr Joe Kavanagh	Cork City Council
Cllr Thomas Moloney	Cork City Council
Mr Pat Guilfoyle	Irish Congress of Trades Union
Ms Isobel O’Regan	Cork Chamber
Ms Trish O’Sullivan	Irish Planning Institute

Appendix III

Consistency with Cork City Development Plan 2015-2021 and South West Regional Planning Guidelines Review 2010-2022.

The Local Government Act 2001 (as amended) provides that the LECP must be consistent with the core strategy and objectives of the Development Plan of the area and the Regional Planning Guidelines¹².

Pursuant to the provisions of Sections 66C(2)(b) and 66C(3)(b) of the Local Government Act 2001 (as amended), the Members of the SPEDE SPC and the LCDC have considered the Economic and Community elements of the draft Local Economic and Community Plan (LECP) 2016-2021 presented on 3rd and 06th October 2016 respectively and confirm that the draft Local Economic and Community Plan 2016- 2021 is consistent with the Core Strategy and objectives of the Cork City Development Plan 2015- 2021.

A copy of the draft LECP and accompanying documents was forwarded to the Southern Regional Assembly on the 7th October 2016 requesting the Assembly to consider the consistency of the Draft Cork City LECP with the South West Regional Planning Guidelines 2010-2022. At their meeting of 14th October 2016, the Southern Regional Assembly adopted a statement of consistency as required under the provisions of the Local Government Act 2001 (as amended). This statement confirmed that the Draft Cork City Local Economic and Community Plan 2016 - 2021 has demonstrated, as far as is practicable, consistency:

- with the core strategy and objectives contained in the Cork City Development Plan 2015-2021;
- with the Regional Planning Guidelines for the South - West Region 2010 - 2022; and
- between the community and economic elements of the LECP.

¹²Sections 66C(2)(b) and 66C(3)(b) of the Local Government Act 2001 (as amended)

Appendix IV

Appropriate Assessment Screening Determination under Section Part 5 of the European Communities (Birds and Natural Habitats) Regulations, 2011.

Cork City Council engaged Scott Cawley Ltd. to carry out the Appropriate Assessment Screening of the Draft Cork City Local Economic and Community Plan, (LECP) 2016-2021 as required under Article 6(3) of the Habitats Directive.

The AA Screening Report describes the Plan, the nature of the European sites within the zone of influence and the relationship between the two, with regard to the European sites qualifying interests/special conservation interests and conservation objectives, such that any impact pathways could be identified and assesses any potential for direct, indirect or cumulative impacts arising as a result of implementation of the Strategy on European sites.

Having reviewed and considered the Appropriate Assessment Screening Report and considering the content and vision of the Plan, Cork City Council accepts the conclusion of the report, namely, “that there would be no likelihood of any significant effects on any European Sites, either alone or in combination with other plans or projects” arising from the implementation of the Strategy.

The main reasons for this are that the Plan sits under the Cork City Development Plan 2015-2021 in the development control hierarchy and will be implemented subject to the policies and objectives contained therein. The City Development Plan contains numerous policies and objectives to ensure protection of the integrity European sites and the environmental conditions underpinning them. For this reason and alongside the legislation requiring project-level AA Screening it is deemed that implementation of the Strategy will not result in likely significant effects on European sites.

The City Council accepts the professional opinion of Scott Cawley Ltd that there is no requirement to carry out further stages of Appropriate Assessment on the amended draft LECP.

Appendix V

Determination for screening out requirement to undertake a Strategic Environmental Assessment:

Having had regard to the requirements of SI No. 435 of 2004 European Communities (Environmental Assessment of Certain Plans and Programmes) Regulations 2004 (as amended by SI No. 200 of 2011 European Communities (Environmental Assessment of Certain Plans and Programmes) (Amendment) Regulations 2011, and having consulted with the Environmental Authorities and considered the submissions received, it is the final determination of the Planning Authority that a Strategic Environmental Assessment is not required in respect to the Cork City LECP. This determination is based on the following grounds:

The LECP is required to be consistent with the Core Strategy and Objectives of the City Development Plan, as the lead policy document for spatial and land-use issues, which has been subject to the Strategic Environmental Assessment. The LECP is consistent with and will complement the City Development Plan.

On the basis of the strategic environmental assessment screening and consideration of the criteria, (set out in Annex II of SEA Directive 2001/42/EC and Schedule 1 of the Regulations 2004), it is considered that the LECP is unlikely to give rise to significant effects on the receiving environment, and therefore does not require an SEA.

Glossary

AA	Appropriate Assessment
AIRO	All-Island Research Observatory
BIC	Business Innovation Centre
BID	Business Improvement District
CASP	Cork Area Strategic Plan
CCCC	Cork City Childcare Committee
CCP	Cork City Partnership
CCTv	Cork Community Television
CDB	City Development Board
CDP	City Development Plan
CEF	Cork Environmental Forum
CESCA	Cork Equal & Sustainable Communities Alliance
CETB	Cork Education and Training Board
CIT	Cork Institute of Technology
CLDATF	Cork Local Drug & Alcohol Task Force
CORE	Cork City Centre Partnership
CSO	Central Statistics Office
CSP	Cork Sports Partnership
CWTN	Cork Woman's Traveller Network
CYPSC	Children and Young Persons Services Committee
DEIS	Delivering Equality of Opportunity in Schools

DJEI	Department of Jobs, Enterprise and Innovation
DSP	Department of Social Protection
ECOC	European Capital of Culture
ED	Electoral District
EI	Enterprise Ireland
EPA	Environment Protection Agency
ESRI	Economic and Social Research Institute
EU	European Union
FI	Fáilte Ireland
FDI	Foreign Direct Investment
FMAC	Frameworks Media and Archive Centre
FRC	Family Resource Centre
GDP	Gross Domestic Product
HSE	Health Service Executive
ICT	Information and Communications Technology
ISP	Integrated Services Programme
JPC	Joint Policing Committee
LCDC	Local Community Development Committee
LECP	Local Economic and Community Plan
LEO	Local Enterprise Office
LGBT	Lesbian, Gay, Bisexual and Transgender

NDTRS	National Drugs Treatment Reporting System	SRDATF	South Regional Drugs and Alcohol Task Force
NEET	Not in Employment, Education or Training	TII	Transport Infrastructure Ireland
NESC	National Economic & Social Council	TUSLA	Child and Family Agency
NIA	Natura Impact Assessment	UCC	University College Cork
NPF	National Planning Framework	UNESCO	United Nations Educational, Scientific and Cultural Organisation
NSS	National Spatial Strategy	WHO	World Health Organisation
POWSCAR	Place of Work, School or College, Census of Anonymised Records		
PPN	Public Participation Network		
RAPID	Revitalising Areas through Planning Investment and Development		
RSES	Regional Spatial and Economic Strategies		
SEAI	Sustainable Energy Authority of Ireland		
SAC	Special Area of Conservation		
SDGs	(The UN's) Sustainable Development Goals		
SEA	Strategic Environmental Assessment		
SICAP	Social Inclusion and Community Activation Programme		
SME	Small and Medium sized Enterprise		
SOLAS	An tSeirbhís Oideachais Leanúnaigh agus Scileanna		
SPA	Special Protection Areas		
SPC	Strategic Policy Committee		
SRA	Southern Regional Assembly		

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