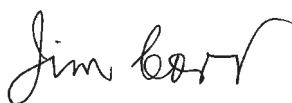


Foreword

Cork 2012 – imagine our future. What should Cork be like in 2012 and what steps need to be taken to help us get there? These are the questions at the heart of this new integrated strategy for the economic, social and cultural development of Cork city. The strategy marks the end of the first two years of work of the Cork City Development Board. During this time the Board has consulted widely with community and voluntary groups, the social partners and public service providers, to identify the key issues which need to be addressed. The result is a strategy that seeks to improve the quality of life of all our citizens and to tackle the causes of social exclusion.

The strength of the CDB strategy lies in the fact that it represents a unified vision at local level. For the first time all public bodies in Cork city have committed themselves to common goals and objectives and to reaching a shared vision for Cork in 2012.

The themes running through the strategy reflect the key issues which affect the lives of Cork people – equality in the community, learning, quality of life, integrated service provision, Cork's image and our relations with the rest of the county, country and wider world. The strategy is action-based, with a clear schedule of actions and outputs against which we can measure our success. Importantly, each action has a lead organisation(s) responsible for ensuring its implementation. Our task over the coming years is to transform our vision into reality. The commitment shown to date by public service providers, social partners and community and voluntary groups bodes well for the future work of the Board. I would like to acknowledge the input of all those individuals and groups who have helped to prepare our strategy and to thank my fellow Board members for their hard work and dedication.



Cllr Jim Corr
Chairperson
Cork City Development Board

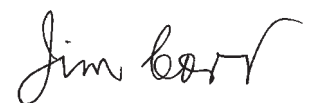


Réamhfhocal

Corcaigh i 2012 – samhlaigh conas mar a bheidh againn. Conas ba chóir a bheith ag Corcaigh sa bhliain 2012 agus cad is gá a dhéanamh chun go mbeimid amhlaidh? Is iad seo na ceisteanna a luíonn ag croí na straitéise comhtháitithe nua le haghaidh forbartha eacnamaíochta, sóisialta agus cultúrtha Chathair Chorcaí. Seasann an straitéis seo mar thoradh ar obair an chéad dá bhliain atá caite ag Bord Forbartha Chathair Chorcaí. Le linn an ama seo, chuaigh an Bord i gcomhairle le grúpaí pobail agus grúpaí deonacha, leis na páirtneírí sóisialta agus le lucht soláthar na seirbhísí poiblí chun na saincheisteanna gur gá aghaidh a thabhairt orthu a aimsiú. Is é toradh na hoibre sin ná straitéis a dheineann gach iarracht feabhas a chur ar mhianach saoil gach aon saoránaigh agus a thugann aghaidh ar bhun chúiseanna an leithlis shóisialta.

Eascaíonn neart na straitéise seo de chuid an BFCC as fis a comhaontaíodh ar bhonn áitiúil. Don chéad uair, tá comhaidhmeanna agus comhchuspóirí ceangailte orthu féin ag gach comhlacht poiblí i gCathair Chorcaí d'fhonn a bhfís chomhaontaithe do Chorcaigh a bheidh ann sa bhliain 2012 a bhaint amach.

Léiríonn na téamaí a shníonn tríd an straitéis na saincheisteanna a théann i bhfeidhm ar shaol mhuintir Chorcaí – cothromaíocht sa phobal, oideachas, mianach saoil, soláthar comhtháitithe seirbhísí, ár dtuiscint orainn féin anseo i gCorcaigh agus ár gcaidreamh leis an gcuid eile den chontae, leis an dtír agus leis an domhan mór. Straitéis bunaithe ar an ngníomh atá inti agus sceideal soiléir gníomhaíochtaí is torthaí leagtha amach inti, trínar féidir linn ár ndul chun cinn a mheas. Gné an-tábhachtach di ná go luíonn cur i bhfeidhm gach gnímh ar eagra(i)s atá ainmnithe inti. Is é an cúram atá orainn sna blianta atá romhainn ná feoil na réadúlachta a chur ar chámharlach seo na físe. An-réamhchomhartha ar dhea-thoradh na hoibre atá le déanamh ag an mBord is ea an cur chuige fuinniúil atá léirithe cheana féin ag lucht soláthar na seirbhísí poiblí, ag na páirtneírí sóisialta agus ag grúpaí deonacha agus pobail. Is mian liom obair agus ionchur na ndaoine agus na ngrúpaí uile sin a chabhraigh le hullmhú na straitéise a aithint agus a mholadh. Ina theannta sin teastaíonn uaim buíochas a ghabháil le mo chuid comhbhall ar an mBord féin as ucht a gcuid diograise agus dianoire.



An Comhairleoir Jim Corr
Cathaoirleach
Bord Forbartha Chathair Chorcaí.

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1. Executive Summary

The Cork City Development Board was established to maximise the effectiveness of public service delivery in Cork city. The main instrument to achieve this is a unified vision at local level that embraces the plans of the various public service providers. This Integrated Strategy for the Economic, Social and Cultural Development of Cork City provides the unified vision.

The Strategy was developed over a two-year period with a large degree of involvement by community and voluntary organisations, public agencies and the social partners. It is a ten-year strategy that will provide guidance in the period to 2012. The Strategy has been prepared in accordance with Section 129 (5) (b) of the Local Government Act 2001.

The functions of the City Development Board in implementing the Strategy are set out in Section 129 (5) (c) and (d) of this Act:

- To seek to ensure that the policies and operations of the bodies and interests represented on the Board and of others accord generally with the Strategy
- To encourage and promote on an ongoing basis the co-ordination of the activities of the bodies represented on the Board and co-operation generally between such bodies and interests so as to optimise resources and combined effort for the common good of the community.

Chapter 2 describes the background to the establishment of Development Boards, the national and local policy context. The major influences nationally on the Integrated Strategy are the National Development Plan and its operational programmes, the forthcoming National Spatial Strategy, and the National Anti-Poverty Strategy. Locally the Cork Area Strategic Plan, the Docklands Development Strategy and the forthcoming review of the Cork City Development Plan are important parallel processes. Equally important is the Local Agenda 21 process that seeks to balance the competing demands of development and environment.

Chapter 2 also sets out the aims of the Board and the principles to which it must adhere in its activities. The Board's strategic focus is established through the identification of 26 strategic issues. These were selected in conjunction with the Board's stakeholders.

Chapter 3 describes the current Economic, Social and Cultural situation in the city under the headings of Physical Setting, People, Infrastructure and Economic Context. This provides a basis on which to consider the strategic issues and a series of questions are posed for each topic.

Chapter 4 provides an analysis of current service provision. This was a difficult task to complete and at present the analysis is only partial. The issue of integrated service delivery is being addressed as a theme in the Strategy.

The Strategic Issues and the information from chapters 3 and 4 were used to provide the SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis set out in chapter 5. The purpose of the strategy is to:

- Use strengths to address weaknesses
- Turn opportunities into strengths
- Eliminate threats

A vision for Cork city in 2012 was developed, based on the preceding analysis. The vision is:

Cork, a beautiful and friendly City by the Lee, is globally competitive and has a rich quality of life that embraces diversity of culture, provides equality of opportunity for all, and represents an ethos of dynamism, excellence and high quality

The Strategy was then formulated on the basis of seven themes that address the strategic issues and the SWOT analysis. These themes reflect the reality of Cork as a city in an open economy and seeking a good quality of life for its citizens:

1. Cork and its external role
2. Cork's image
3. Identity of the community of Cork
4. Integrated service provision
5. Quality of life in the city
6. Equality within the community
7. Cork as a city of learning

In chapter 6, goals, objectives and actions are attached to each theme. The goals and objectives give strategic direction. The actions are short- or medium-term. Each action has a defined outcome and designated Lead Agencies. Thus, the Integrated Strategy is grounded in an expectation of things happening.

The participation of stakeholders has been a feature of the Strategy preparation process. At each stage stakeholders have been involved and this is described in the document. The Strategy has also been checked against criteria ('proofed') in terms of its impact on equality, poverty, environmental sustainability and economic development.

Chapters 7 and 8 describe how the Strategy will be implemented and how progress toward its goals will be monitored. The implementation of the Strategy will involve adjustments to the Strategy and this reflects its dynamic nature. However, it is important that implementation is carried out in the same transparent manner as the preparation of the Strategy. Thus, the confidence of stakeholders in the Strategy will be maintained.

1. Achoimhre Feidhmeannach

Bunaíodh Bord Forbartha Chathair Chorcaí chun éifeacht is feidhm sheirbhísí poiblí Chathair Chorcaí a uasmhéadú. 'Sé an príomh-ghléas chun a dhéanta ná léargas lárnach ar bhonn áitiúil ag gabháil uailmhianta sholáthraithe na seirbhísí poiblí éagsúla. Is é an Straitéis Shlán seo d'fhorbairt Eacnamúil, Sóisialta is Cultúrtha Chathair Chorcaí ar n-aisling aontaithe.

Le dhá bhliain anuas forbraíodh an straitéis chomónta seo i gcomhar go mór leis an bpobal, le heagraíochtaí deonacha is le gníomhaireachtaí poiblí agus na páirtneírí sóisialta. Is straitéis deich mbliana é dár dtreoirú go críoch na tréimhse i 2012. Ullmhaíodh an straitéis fé Rannóg 129(5) (b) d'Acht an Rialtais Áitiúil 2001.

Tá feidhmeanna Bhord Forbartha na Cathrach i gcomhlíonadh na straitéise leagtha amach i Rannóg 129(5) (c) is (d) den Acht.

- Chun buanú bheartas is oibreacha na gcumann is leas na n-iondaithe ar an mBord is buíonta eile nach iad a aontaíonn leis an Straitéis i gcoitinne a chur chun cinn.
- Gríosadh is buan-chur chun cinn is comhordú imeachtaí na gcomhlachtaí le hionadaíocht ar an mBord agus comhoibriú coitianta idir chumainn is lucht spéise dá sort chun achmhainní a fheabhsú is iarrachtaí a aontú ar leas comónta an phobail.

Cuireann Caibideal 2 síos ar chúla bunaithe na mBord Forbartha ar bhonn beartas idir áitiúil is náisiúnta. Go náisiúnta, is iad na príomhthionchair ar an Straitéis Chomhtháite ná An Plean Forbartha Náisiúnta agus an Straitéis Náisiúnta Limistéar. Ansin go logánta, is tábhachtach na forbairtí iad Straitéis Áitiúil Chorcaí agus Straitéis Fhorbartha na nDuganna. Ar chomhthábhacht leo san, is próiseas é Clár Oibre Áitiúil 21 a lorgaíonn cothraime in iomaíocht is in éileamh chúrsaí Forbartha is Timpeallachta.

Leagann Caibideal 2 síos spriocanna an Bhoird agus Prionsabail riartha a imeachtaí. Tá sprioc straitéiseach an Bhoird lárnaithe ar aithint 26 ceist straitéiseach. Togadh iad seo i gcomhar le coimeádaithe geallta an Bhoird.

Léiríonn Caibideal a 3 stáid reatha Eacnamúil, Sóisialta is Cultúrtha na cathrach fé na teidil seo – Suíomh Aiceanta; Saoránaigh; Fo-Struchtúr agus an Comhthéacs Eacnamúil. Soláthraíonn seo an bonn ar a dtomhasfar cúrsaí straitéise agus sraith cheist ar na habhair a pléadh.

Tugann Caibideal 4 anailís ar sholáthar seirbhísí fé láthair. B'obair chrua le déanamh í agus níl an anailís réidh fós. Tá ceist dáilithe seirbhísí slán-eagraithe á beartú mar Théama an Straitéis.

Úsáideadh na Fadhbanna Straitéise agus an t-eolas as Caibidil a 3 is a 4 chun Anailís "A.L.D.P." a cheapadh i gCaibideal a 5. (Acmhainní, Ionú, Laigí, agus Bagairtí) Ansan leis an Straitéis:

- Cealaíonn Acmhainní Laigí.
- Déantar Acmhainn de gach Ionú.
- Cealaítear Bagairtí.

Cumadh Aisling do Chathair Chorcaí don bhliain 2012 bunaithe ar an anailís thuas. 'Sé an Aisling ná:-

"Is cathair álainn, chairdiúil cois Laoi Cathair Chorcaí is í bith-chomórtasach le caighdeán beatha iolcultúrtha den scoth; cothroime dheiseanna ag cách is dearcadh dearfa, dícheallach foirfe d'ard chineál á fhogairt inti."

Cumadh an straitéis ar bhonn seacht dtéamaí fé ceisteanna straitéise ar an anailís úd "A.L.I.B." thuas. Is íomhá bheo na téamaí seo de Chorcaigh mar chathair le heacnamaíocht oscailte ag lorg caighdeán maith maireachtála dá saoránaigh.

1. Corcaigh is a Gnó Eachtrach.
2. Íomhá Chorcaí.
3. Féiniúlacht Phobal Chorcaí.
4. Slán Soláthar Seirbhísí.
5. Dea-Chineál Mhaireachtála i gCorcaigh.
6. Ceart, Coir is Cothrom Poiblí.
7. Corcaigh mar Láthair Léinn.

I gCaibideal a sé cuirtear cuspóirí, rúin is gníomhartha le gach téama ag cothú teorach straitéisí. Tá na gníomhartha meán nó gearr téarmach. Tá toradh sainmhínithe ag gach gníomh le Gníomhaireachtaí ceannasacha cinnte ina bhun. Mar sin bunaíodh an Straitéis Shlán chun torthaí a mbeidh súil leo a fháil.

Is gné de phróiseas tofa na Straitéise comhoibriú na gCoimeádaithe Geallta ann. Ag gach céim, bhí siad rannphairteach ann mar a mhínítear so doiciméid. Scrúdaíodh an straitéis critéir ("díonta") chun nach mbeidh Cothroime Bochtanas, Buanchaomhnú na timpeallachta nó Forbairt Eacnamúil ag teacht salach ar a chéile.

Leiríonn Caibhidil a 7 is a 8 conas a chomhlíonfar an Straitéis is conas a mheáfar cur i gcrích a rún. Chun an straitéis a chomhlíonadh ní mór í a shocrú más gá chun go bhfanfaidh sé briomhar mar is dual dó. Ach ní mór go ndéanfar aon socrú so mhodh oscailte, trédhearcach, céanna inar ullmhaíodh an Straitéis féin. Is mar sin a bhuanófar muinín na gCoimeádaithe Geallta as an Straitéis seo.

2. Aims, Philosophy and Strategic Focus

2.1 Background to the City Development Board

The Cork City Development Board was set up as part of a national process. Similar Boards were established in each of the thirty-four administrative counties throughout Ireland. The Board held its first meeting on 10 April 2000 and was formally launched by the Minister for the Environment and Local Government, Mr. Noel Dempsey TD.

The establishment of City/County Development Boards mirrors, at local level, the process of national partnership in order to achieve:

- Increased responsiveness by public service providers to identified local needs
- Increased effectiveness of service delivery
- Increased participation by local stakeholders in charting future policy
- Social inclusion

In the National Development Plan (2000), the tasks of Development Boards are listed as being to:

- Work towards and formulate an agreed strategy for economic, social and cultural development;
- Develop a vision at local level to encompass the various local and sectoral plans;
- Provide focus for co-operation in the work of the various public service agencies, promote co-ordination and avoid overlap
- Maximise effectiveness of spending programmes and projects at local level

The principles underlying the Development Boards' operations are set out in 'Preparing the Ground' (1998). These are:

- Involvement of local communities
- Social inclusion
- Participation
- Feedback
- Democratic legitimacy
- Voluntary effort
- Simplicity
- Value for money
- Openness and commitment to change
- Commitment by central government
- Process as part of the solution
- Flexibility

2.2 Background to and purpose of the Integrated Strategy

This document is the Cork City Development Board's initial Integrated Strategy for the Economic, Social and Cultural Development of Cork City.

The Strategy will provide a vision for the future development of Cork city over the period to 2012. This vision will be realised through the goals and objectives set out in chapter 6.

Each objective has associated actions and outputs. This focus on detailed results will ensure the Integrated Strategy is both transparent and based in reality.

2.3 Policy context

This Strategy is a statutory document. It has been prepared, and will be implemented, in accordance with the requirements of the Local Government Act 2001, and through consideration of existing and evolving national and regional policy initiatives.

The Integrated Strategy will be used to co-ordinate local service delivery. This will be achieved by the requirement that all public bodies operating in the city will be expected to ensure that their operational plans and projects are developed and monitored in accordance with the Strategy. This is called 'proofing'. Both the preparation of the Integrated Strategy and the 'proofing' process are required to be implemented by Section 129 of the Local Government Act 2001.

The Cork City Development Board will not operate in isolation. It is bound by a framework of European Union, national and regional policies and initiatives. Ireland has signed international agreements which also impact on the options the Board can consider, e.g. membership of the World Trade Organisation means economic globalisation is a fact of life. Of particular importance for the Board are:

- The National Development Plan and its operational programmes
- The emerging National Spatial Strategy
- The Programme for Prosperity and Fairness (particularly social inclusion, urban disadvantage and local governance)
- The National Anti-Poverty Strategy

The Board must also take account of the work being carried out by the Cork County Development Board, the Kerry County Development Board and the South West Regional Authority. The three Strategies in the South West have been considered in detail and the common themes noted. The three Boards are also working with the South West Regional Authority to identify regional priorities.

Locally the Board recognises that important strategies and plans will operate in parallel to the Integrated Strategy. In December 2001, Cork Corporation and Cork County Council approved the Cork Area Strategic Plan (CASP) which covers the area bounded by Mitchelstown and Kinsale, and between Macroom and Youghal, including Cork city. The Cork City Development Board supports the implementation of CASP. CASP outlines the infrastructure and settlement policies for the period to 2020.

The Cork City Development Plan details the land use and infrastructure policies for the city. A review of the City Development Plan is commencing. The Docklands Development Strategy will have a major impact on the city and offers opportunities for its social, economic and cultural development. The Board will work with the City Council to secure the implementation of the City Development Plan and the Docklands Development Strategy.

The principles underpinning the work of the City and County Development Boards reflect much of the thinking of Local Agenda 21. Local Agenda 21 should focus on the strategic needs of the wider community and seek to balance the competing demands of development and environmental protection whilst also addressing social and cultural needs. Local Agenda 21 is thus striving to achieve consensus on the strategic needs of the community. It should achieve a reasonable balance between the economic, social, cultural and environmental dimensions of development so as to improve the life of the community now and in the future.

The four pillars of Local Agenda 21 are:

- Social
- Economic
- Institutional
- Environmental

The City Development Board's Integrated Strategy is a key element in the Local Agenda 21 process for Cork city as its content and preparation reflect the aims of Local Agenda 21.

2.4 Aims of the Board

The Board adopted the following aims after two day-long facilitated sessions:

- To develop a strategy for Cork city where all its citizens have a share of the resources and have input on issues that affect their lives
- To become a cohesive group that can facilitate the development of strong local integration of public services
- To improve the quality of life of Cork's citizens
- To ensure the coherent and co-ordinated delivery of services that represent value for money for the people of Cork
- To develop a strategy which is fed from the bottom up and is achievable and measurable
- To facilitate effectively delivered services, which meet agreed local needs
- To deliver support to the citizens of today and deliver future services and an infrastructure that reflects vision and forward thinking as keepers for future generations
- To work towards shared vision, parity of esteem, mutual trust, tolerance and understanding

This Integrated Strategy was prepared in a manner that reflected these aims.



2.5 Development of the Strategy

The preparation process in developing the Strategy has been as important as the end document itself. It has allowed different views to be articulated and discussed by stakeholders, resulting in a broad consensus on what issues the Strategy should address and how they should be addressed. The partnership developed and understandings gained are of immense value. They have fostered the development of the 'shared vision' process and will assist in its ongoing review.

The Strategy has been developed in accordance with the requirements of the 'National Guidelines for CDB Strategies for Economic, Social and Cultural Development'. The guidelines set out an eight-step template to prepare the Strategy.

- Step 1:** Process initiation
- Step 2:** Audit of service provision
- Step 3:** Analysis of present economic, social and cultural situation
- Step 4:** Analysis of strengths, weaknesses, opportunities and threats
- Step 5:** Development of vision, goals and objectives
- Step 6:** Identification and selection of options and development of strategies
- Step 7:** Establishment of targets and key result areas
- Step 8:** Drafting monitoring, feedback and evaluation system

2.6 Strategic Focus

In achieving a strategic focus, the Board adhered to the guidelines set out in 'A Shared Vision' (2000) which recognise that the Integrated Strategy cannot meaningfully deal with every topic to the same depth. Thus, the Integrated Strategy should:

- Deal with all matters perceived as important for the city's future welfare
- Be broadly based
- Focus on specific areas where the Board feels it can make a distinct contribution
- Deal with areas of overlap, difficulties in co-ordination and gaps in service provision
- Focus explicitly on Social Inclusion
- Deal with themes on a cross-sectoral basis e.g. the theme of childcare impacts on the economic, social and cultural sectors.

The Board developed this strategic focus through a series of Working Groups comprising of Board members and agency personnel with particular expertise. The result of this process was the identification of 26 draft strategic issues. These were circulated to the city's 35 service providers and in excess of 600 community and voluntary organisations for comment. 33% of service providers and 12% of the community and voluntary organisations responded.

These response rates raised an issue regarding the breadth of input into the identification of strategic issues. This was addressed in subsequent participation exercises based around identified communities of interest (Appendix C), the involvement of organisations not represented on the

Board in Strategic Theme Working Groups (see Appendix D) and public service providers (Appendix E). The response rates also indicate a strategic role for the Board in the area of encouraging and facilitating greater participation by both service providers and community/voluntary organisations (Objectives 44, 49, 74 and 80).

The Board approved these strategic issues with the relevant alterations at the meeting of January 2001. Some submissions did not reflect strategic issues but referred to operational matters. All other submissions were taken into account.

A summary of the strategic issues is set out below. Those in italics were added as a result of the consultation exercise. A full list of strategic issues, with the sub-issues identified, is in Appendix B.

Strategic Issues

1. External influences
2. Human resource development
3. Cork's image
4. Housing
5. The social economy
6. Participation
7. Supporting infrastructure and public transport
8. Identity
9. Volunteerism
10. Social inclusion (1): (Facilities)
11. Social inclusion (2): (Marginalised groups)
12. Social inclusion (3): (Education and Training)
13. Holistic approach to development
14. Youth services /Young offenders
15. Childcare
16. Elderly population
17. Distinctiveness, character, holistic approach
18. Communications
19. Landmarks
20. Quality of life
21. Our cultural awareness
22. Cultural activities
23. Competitiveness/assets of city
24. *Personal safety*
25. *Environmental issues*
26. *Health*

These strategic issues formed the basis of the Board's strategic intent and were used to develop the SWOT analysis and vision (see chapter 5).

3. Current Economic, Social and Cultural Situation

In preparing the Integrated Strategy a key question was 'Where are we now?' This provides the baseline for the Integrated Strategy and should identify the further set of issues to be addressed.

In February 2001 the Board prepared a 'Report on the Current Economic, Social and Cultural Situation'. Two main obstacles presented themselves in the preparation of this report. Firstly, much of the data is based on the 1996 census of population. Given the rapid pace of economic and social change over the last five years the relevance of this information must be borne in mind when drawing conclusions. Secondly, the fact that most information is collected at regional or national level means there is a lack of data relevant to Cork city or that could be broken into specific sub-areas of the city.

The report will be updated as new information becomes available. An important source will be the results of the census of population 2002.

The report examined the City using four categories:

- Physical setting
- People
- Infrastructure
- Context



The city was also divided into 6 sub-areas for analysis (see Map below):

- North West
- North East
- City Centre
- South West
- South Centre
- South East

The key points and strategic questions to emerge from this Report are listed in pages 5-13 and are linked to strategic issues. These key points and strategic questions were considered in the formulation of goals, objectives, actions and targets.



Physical Setting

- Cork city is the largest city in the South West Region and the second to Dublin nationally.
- The city is also the major centre of employment, higher education and cultural activities in the region.
- Due to the topography of the city, development has predominantly been on the south side.
- There are over 800 buildings listed for preservation in the City Development Plan.

Key Questions

How can a sustainable balance be achieved between conservation of the physical heritage and the continued development of Cork city?

How can the public realm be improved and maintained to the level expected in a modern European city?

Strategic Issues

3. Cork's image

8. Identity

17. Distinctiveness, character, holistic approach.

19. Landmarks

People

Population

- Cork's population grew by 5,041 between 1966 and 1996 when it stood at 127,187. The 2001 population is estimated to be 124,413.
- The number of children in the under 15 age group declined steadily and by 1996 amounted to only 61% of their 1971 level.
- Population estimates for 2001 indicate a fall of 2% in total population figures and an increasing elderly population.
- Average household size fell from 4 to 3 persons during 1971 to 1996.

Key Questions

Is reversal of population decline a desirable objective?

What are the implications of increased population for service provision and quality of life issues, given that population growth may require increased density of development?

Will the decline in average household size lead to more social isolation?

Do the services in place meet the needs of the increasing number of non-traditional family households?

Are there sufficient supports in place to address the specific needs of an increasing elderly population?

Strategic Issues

Population is linked to all strategic issues.

Travellers

- There are four Traveller halting sites in Cork, all located on the periphery of the city, designed for use by 46 families. In November 2001, 66 families were living on these four sites. In addition, 48 families were living on roadside sites.

Key Questions

The city's existing halting sites are over-crowded and deemed unsatisfactory by Travellers. What can be done in the short-term to improve this situation?

Halting sites are located on the periphery of the city – what can be done to help Travellers feel part of Cork city, while respecting their traditions?

Strategic Issues

- Housing
- Social inclusion (facilities)
- Social inclusion (marginalised groups)

Asylum Seekers

- There are approximately 1,100 asylum seekers living in and around Cork city. Decisions on asylum applications generally take 10-12 months.

Key Questions

How can the living standards and supports available to asylum seekers be improved?

The right to work while asylum applications are being considered would greatly enhance the quality of life of asylum seekers, and help counter the growing labour shortage in Cork city – can national policy be influenced in this regard?

What steps need to be taken to help develop a better relationship between asylum seekers and the host communities in Cork, and to counter the growing racism experienced by many on the streets of Cork?

What are the implications for service delivery by public agencies?

Strategic Issues

- Human resource development.
- Social inclusion (marginalised groups)
- Social inclusion (education and training)
- Distinctiveness, character, holistic approach

Gay, Lesbian and Bisexual

- It is now accepted that at least 10% of the population is lesbian, gay or bi-sexual (LGB), therefore Cork city is home to approximately 12,000 lesbian, gay and bi-sexual citizens, many of whom remain hidden due, historically, to the nature of Irish society.

Key Questions

How can the quality of life and participation of our LGB citizens be improved?

How can Cork city become a more welcoming and safe city for LGB visitors and residents?

Strategic Issues

- Social inclusion (marginalised groups)

Education

- Since 1990 the number of pupils attending primary school has fallen by 26.3%. The number of pupils attending secondary school has risen by 5%
- Over 25% of Cork's population has no formal education or has primary education only. Educational disadvantage is concentrated in certain parts of the city.
- During the period 1990-2000 the number of third level students studying at UCC and CIT rose by 84.4%.

Key Questions

The decline in primary school pupils will reduce the future cohort of school leavers available for employment and higher education. How can the impact of this on Cork city's competitiveness and economic growth be lessened?

Over one quarter of Cork city's population has no formal or has primary education only. How does this impact on people's quality of life?

Educational disadvantage is concentrated in certain areas, characterised by high rates of early school leaving and low third level attendance – how can this cycle of disadvantage be broken?

Changes in the labour market and the pace of technological change have increased the importance of lifelong learning. What can be done to encourage more flexible provision of education and training, enabling people to access education while still in training?

How does Cork rate in terms of adult participation and what can be done to encourage employers, especially small companies, to invest in upskilling their staff?

What strategies are needed to ensure that those most in need of continuing education and training can access that training?

Strategic Issues

2. Human resource development
12. Social exclusion (education and training)
15. Childcare
23. Competitiveness

Labour Force Participation

- Unemployment fell by over 50% in Cork between 1995 and 2000, but rose again by 16.7% by the end of 2001. Over 3,000 people were classified as long-term unemployed at the end of 2001.
- There were 3,717 people in receipt of lone parents allowance and 1,164 in receipt of disability allowance as of January 2000
- According to the 1996 census 9,366 residents of Cork city classified themselves as unskilled.



Key Questions

Relative to males the female participation rate in the labour force is quite low. Is there a need to address this issue, and if so how can more women be encouraged to join the labour force?

September 2001 figures show that there were over 3,000 people long-term unemployed in Cork city. What measures are needed to encourage people from this group to take up meaningful employment?

Many people on social welfare payments, other than the live register, face specific barriers to entering the labour market. What supports are needed to allow people from these groups enter the labour market?

What measures can be put in place to encourage unskilled workers to acquire skills that will allow them compete more effectively in the labour market?

Are training courses currently on offer relevant to the needs of employers?

How can employers be enabled to co-operate with training providers in the design, delivery and accreditation of training which meets local needs?

What can be done to facilitate access to training for people with low skill levels who are currently in employment?

Strategic Issues

2. Human resource development
6. Participation
11. Social inclusion (marginalised groups)
12. Social inclusion (education and training)



Housing

- House prices rose in Cork by almost 120% between 1995 and 2000 and were the highest in any urban centre outside Dublin. However there was a drop of 10% in average house prices between the second and third quarters of 2001.
- 63% of properties currently rented by the local authority are in the north-east and north-west of the city.
- At the end of 2001 there were 3,230 people on the waiting list for local authority housing, with 844 applicants awaiting assessment.

Key Questions

New house prices are the highest in any urban centre outside Dublin. What influence does this have in terms of Cork's competitiveness?

House prices present a huge barrier to people trying to enter the property market, how can this be addressed?

Public housing is concentrated in a number of areas in Cork city, with the majority in the north of the city. What impact does this over-concentration have and how can it be addressed?

The rise in house prices has increased the number of people reliant on social housing – how can the local authority meet this increased demand?

Strategic Issues

2. Human resource development
4. Housing
3. Cork's image
11. Social inclusion (marginalised groups)
20. Quality of life

Childcare

- There are 2,243 occupied childcare places in Cork, with a waiting list of 853, according to the 1999 National Childcare Census Report. There is a particular shortage of places for children aged under one and after school age groups. Demand for these places is likely to rise.

Key Questions

Why is there a shortage of childcare places?
Is it possible to name the barriers which exist at present and consider what can be done to overcome them?

Should employers play a bigger role in the provision of childcare facilities and what can be done to facilitate their involvement?

Strategic Issues

2. Human resource development.
5. The social economy
10. Social inclusion (facilities)
15. Childcare
23. Competitiveness/assets of the city

Arts and Culture

- There are over forty different cultural venues and 110 different cultural groups in Cork city.
- According to the 1996 census, 43% of people described themselves as Irish speakers.

Key Questions

How can Cork's arts infrastructure be developed to make Cork a more attractive place in which to live and to visit?

Do the citizens of Cork see existing cultural amenities as relevant and accessible? If not how can this be addressed?

According to the last census more than four out of ten people in Cork can speak Irish. What measures can be introduced to encourage everyday use of the language?

Strategic Issues

3. Cork's image
19. Landmarks
21. Our cultural awareness
22. Cultural activities

Health

- Cardiovascular disease is the largest cause of death in the Southern Health Board area. The incidence of death from cardiovascular disease in Cork is higher than the national average.
- Suicide is the principal cause of death in young men aged 20-35. They are four times more likely to commit suicide than women.
- The use of drugs among young people in Cork is widespread. The most common drugs used are alcohol, cigarettes and cannabis. Almost half those under the legal age of 18 were drinkers.
- There is a considerable projected rise in the number of females, single and widowed in the 80+ age groups in the Southern Health Board area in the next 10 to 15 years.

Key Questions

What role can the Board play in promoting healthier lifestyles in Cork city?

Can health statistics be compiled on a city wide basis ?

Strategic Issues

20. Quality of life

26. Health

Law and Order

- There has been a steady decrease in reported crime since 1994. However, offences under the 1977 Misuse of Drugs Act trebled in the same period.

Key Questions

Literature has pointed out that there may be a difference between the level of reported crime and actual crime. Is there a need for further research in this area?

To what extent is the fall in crime levels due to increased employment in the city and how can we ensure that the trend continues?

Strategic Issues

14. Youth services/Young offenders

24. Personal safety

Infrastructure

- The number of passengers using Cork airport increased by 137.2% between 1990 and 2000. Cork airport's share of total passengers fell from 12.8% in 1990 to 9.4 % in 2000.
- The number of scheduled flights, particularly to the U.K from Cork has increased. However, the number of mainland European countries served directly by Cork airport remains small. There are no direct scheduled flights to the US.

Key Questions

To what extent does the lack of direct flights to most of mainland Europe and the US hinder Cork's economic growth potential?

What can be done to encourage the introduction of new direct routes?

Strategic Issues

3. Cork's image

7. Supporting infrastructure and public transport

23. Competitiveness/Cork's assets

- The number of passengers passing through Ringaskiddy's passenger terminal has declined by 24% since 1997.
- The amount of cargo handled by the port of Cork increased by 13.4% between 1999 and 2000.

Key Questions

What are the consequences for tourism to Cork given the decline in numbers of passengers passing through Ringaskiddy along with the withdrawal of Irish Ferries from Cork and the reduction in sailings by Brittany Ferries?

How will the future development of the port impact on the socio-economic life of the city?

Strategic Issues

3. Cork's image.
4. Housing
17. Distinctiveness, character, holistic approach.
23. Competitiveness/Assets of the City

- Daily inbound traffic to the city has increased by 18% since 1995 and 57% since 1990. The 2000 total was 31% above projected levels. Private cars account for the bulk of these increases.
- Bus Eireann operates an extensive network of ten bus routes within the city. These are as follows: Mahon – Knocknaheeny; Farranree – Ballyphehane; CIT – Patrick St; Merchants Quay – Mallow Rd; Grange – South Mall; Ballyvolane (via Statue) – Donnybrook; Bishopstown – Mayfield (via Statue); Glasheen – Skehard Rd (via Grand Parade); Glenthorn – Merchants Quay (via the Glen); Wilton to Statue.
- There are five primary routes operating from Kent railway station. However, there is no direct link to Galway and only one train daily to Waterford

Key Questions

What are the environmental, health and economic costs of increased road-borne transport?

How can public transport be made a more attractive alternative to private cars?

Is there a need for improved rail links to the rest of the country, particularly to Waterford and Galway?

Is the coverage and frequency of existing bus routes sufficient to meet existing AND future demand?

Strategic Issues

3. Cork's image
7. Supporting public transport & infrastructure
11. Social inclusion (marginalised groups)
20. Quality of life
23. Competitiveness
25. Environmental issues

- Current broadband technology is inadequate for existing needs and is having a negative impact on Cork's competitiveness as an information technology centre.

Key Questions

How can Cork's connectivity to international standard bandwidth be improved?

Strategic Issues

- 3. Cork's image
- 18. Communications
- 23. Competitiveness/Assets of the city

- Doubts exist as to whether the ESB has the generation and transmission capacity to meet future commercial and domestic energy requirements.

Key Questions

Is there sufficient energy to supply Cork's social and economic requirements?

How vulnerable is existing economic activity to energy shortages?

Strategic Issues

- 2. Human resource development
- 3. Cork's image
- 18. Communications
- 20. Quality of life
- 23. Competitiveness/Assets of the city.
- 25. Environmental issues

- Certain areas of the city remain surcharged i.e peak flows are capacity due to storm water in the system as most of Cork's drainage system is a combined one that carries rainwater. Increased development in surcharged areas will increase the potential for problems in the system.

Key Questions

Will development be restricted in surcharge areas?

What will be the impact of increased and more severe episodes of rainfall in the context of climatic change

Strategic Issues

- 2. Cork's image
- 8. Supporting infrastructure and public transport
- 18. Quality of life
- 23. Competitiveness/Assets of the city.
- 25. Environmental issues

Context

- Total employment in the city has risen by over 40% since 1996. The north-west is the only area to suffer a fall in employment.
- The largest single category of employment is professional services.
- 40% of all jobs are based in the city centre
- Cork City Council and Cork County Council are to prepare a joint retail strategy to assess the impact of out of town and out of centre shopping developments.

Key Questions

Strategic Issues

How can retailing be an agent of inner city renewal?

How will equality of access for shopping facilities be provided for all sections of the population?

What are the environmental and congestion costs of increasing dependence on large shopping facilities accessed mostly by car?

7. Supporting infrastructure

11. Social inclusion (marginalised groups)

20. Quality of life

25. Environmental issues.

- Tourists to the South West Region increased by 23% to 3.22 million between 1996 and 2000. In 1999, 68% (1.06 million) of overseas visitors to the South West visited Cork.

Key Questions

Strategic Issues

How can the benefits of tourism to Cork city be maximised in a sustainable manner?

Is it possible to compile information on the number of tourists to Cork city and the revenue generated by tourism to the city?

3. Cork's image

19. Landmarks

22. Cultural activities

- According to the 1996 census, 7% of Cork's population over the age of 15 have a scientific or technological qualification. This is greater than the national average of 5.7%. Men are over-represented in the areas of engineering, architecture, surveying, agricultural, natural and other sciences. Women are over-represented in the fields of social, medical, and related sciences.
- Unpublished figures from Forfas suggest that spending on research and development in Cork is below the national average and falling. In 1997 total business spend on research and development in Cork city and County accounted for 10.7% of the national total, compared to 15.3% in 1991. The city's share of national research and development expenditure has fallen from 4.1 % in 1991 to 1.5% in 1997.

Key Questions

Strategic Issues

Is there a need for more serviced, sector specific business incubation units and parks to support the development of indigenous industry?

Why is Cork's business spend on research and technological development falling and how can this be counteracted?

How can the number of women studying engineering, architecture, surveying, agriculture, natural and other sciences be increased?

How can the relationship between higher education and local companies (e.g. co-design and delivery of programmes which meet labour market needs) be further developed?

2. Human resource development

23. Competitiveness /Assets of city

4. Current Service Provision

To be most effective a strategy should be informed by a comprehensive overview of the level, type, location and resourcing of services which are provided in the city. In carrying out an audit of service provision in Cork city, several key questions were asked:

- What services are provided?
- Where?
- Who is the provider?
- Who are the services aimed at?
- What level of resource is available for the service?
- How many people use the service?
- How many people are in need of the service?

The audit was carried out using a postal questionnaire, which was sent to state agencies and over 600 community and voluntary groups operating in the city. While this exercise provided a certain amount of information, a number of difficulties also arose:

Low response rates – while the response rate from public service providers was high (81%), just 24% of those community and voluntary groups surveyed returned a questionnaire.

Partial responses – i.e. incomplete questionnaires. Unanswered questions largely dealt with budget allocations, numbers of people catered for and numbers in need of the service. In some cases this data was simply not available, in others the data could not be disaggregated.

Despite these limitations, a number of useful conclusions can be drawn:

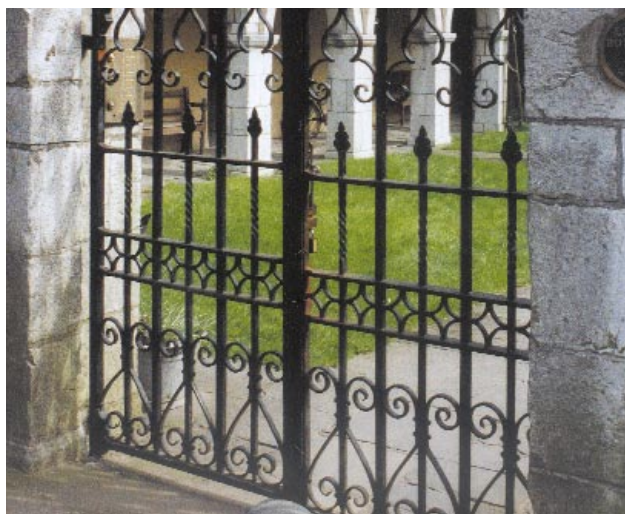
- As Ireland's second city, Cork is well served by public sector agencies, and is the regional headquarters for organisations such as IDA, Enterprise Ireland, FÁS etc. Citizens of Cork benefit from access to two third level institutes – although these are based in the centre and south of the city.
- The Board has identified over 600 community and voluntary groups active in the city. The majority of these groups serve people living in a specific area, but some are open to people throughout the city e.g. counselling, support for independent living etc. The table over gives an overview of the level and types of services provided by community and voluntary groups in Cork city.

Co-ordination of public service delivery is a core function of the Cork City Development Board. This incomplete nature of the audit of service provision poses a strategic need that will have to be met by the Integrated Strategy itself.

143 community and voluntary groups completed questionnaires as part of the audit. The table below outlines the range of services provided in Cork city by these groups.

Type of service	No. of groups
Childcare	75
Sport/recreation/youth development	33
Education & training	31
Community development	28
Health	28
Family support	27
Culture	25
Advice/counselling	18
Support for independent living	16
Information	15
Housing/homelessness	7
Gender	6
Campaign	5
Financial services & money advice	4
Employment	2
Environment	2
TOTAL	322*

* This includes some groups listed more than once, providing multiple services



5. Development of Vision and Strategic Themes

5.1 Strengths, weaknesses, opportunities, threats (swot)

A SWOT (Strengths/Weaknesses/Opportunities/Threats) analysis was undertaken for the city of Cork. This technique enables individual agencies, community groups, or as in this case, the Cork City Development Board, to look at the City of Cork as a whole and to critically assess the strengths, weaknesses, opportunities and threats that face it.

The aim of the exercise is to determine ways in which:

- strategic strengths can be used to address strategic weaknesses
- strategic opportunities can be turned into strengths
- strategic threats can be mitigated

The aim of the Integrated Strategy document is that by 2012, most, if not all, of the strategic weaknesses should no longer exist and strategic opportunities will have become strategic strengths. Of course, as time passes, new strengths, weaknesses, opportunities and threats will appear and will need to be dealt with as appropriate. Thus, the Strategy must be capable of alteration to meet new circumstances.

Shown below are the findings of the SWOT analysis agreed by the Board in March 2001. This analysis was based on consideration of the strategic issues in the light of the 'Report on the Current Economic, Social and Cultural Situation'. This SWOT analysis has been used to inform the development of goals and objectives as a means of achieving the vision.



SWOT

STRATEGIC STRENGTHS

- diversified nature of foreign investment sectors in Cork city
- very strong links between foreign direct investment in Cork and the wider socio-economic sector
- accessibility to institutional and intellectual capacity
- low congestion/ high mobility within and into/out of the city compared to Dublin
- extensive provision of higher level and post-secondary institutes
- very strong community and voluntary sector
- extensive land development opportunities
- strong arts sector and infrastructure

SWOT

STRATEGIC WEAKNESSES

- dependence of the local economy on foreign direct investment
- vulnerability of Cork to the migration of economic activity to the surrounding hinterland
- poor integration of public transport
- risk that Dublin-Galway will be government's favoured fibre optic route
- power supplies
- lack of recognition of the importance of primary and secondary level education
- inadequate distribution of full range of recreation facilities, and poor accessibility to these
- poor standard and under-utilisation of open spaces, lack of greenness and lack of sports facilities in the city
- lack of prioritisation of environmental sustainability
- lack of physical infrastructure in place to cater for people with restricted mobility (e.g. wheelchair users, older people, blind people)
- inadequate communication of communities' rights and opportunities
- inadequate mechanisms in place to facilitate labour force progression and raise skills levels
- lack of integration between the third level institutions, primary producers and institutional governance
- existence of geographic concentrations of social disadvantage
- poor integration of minority groups in the city

SWOT

STRATEGIC OPPORTUNITIES

- to retain a significant percentage of the high numbers of higher level /post secondary students that graduate in Cork per annum
- to maximise potential of the formal mechanism that is in place for co-operation and integration between member groups of the City Development Board
- to maximise the potential of highly developed/ extensive capacity within information communications technology
- to improve mobility accessibility throughout Cork
- that government now accepts the principles behind the social economy
- potential involved with redevelopment of the docklands, bus and rail stations
- to utilise the influx of variety of thinking and perspectives by immigrants
- to benefit from the significant environmental improvements arising as a result of Cork City Council's investment strategies over the last five years
- to benefit from Ireland's strong links with both the U.S. and European markets
- Cork Area Strategic Plan
- preparation of joint housing strategy
- social inclusion through the RAPID Programme
- National Spatial Strategy
- City of Culture 2005

SWOT

STRATEGIC THREATS

- increasing national policy focus on the Belfast-Dublin link, and the Border Midlands and West Region and Northern Ireland
- implications of people not continuing on to/with higher level/post secondary education due to the current high level of employment opportunities
- sense of complacency due to the current buoyant economic situation
- lack of openness to challenge
- implications of short-term perspective
- global warming
- high land and house prices
- crime and safety issues
- NIMBY ('not in my back yard') attitudes – resistance to development and social integration
- decline in volunteerism

5.2 A Vision For Cork City

A vision is a qualitative statement of the broad direction which the city should take and, more significantly, of the Board's desired destination. In other words, where do we want to be as a city in 2012? In setting its vision, the Board wanted:

- A better quality of life for the people of Cork.
- A city where all her people will have a share of the resources of the city.
- A city which we will be proud of.
- A city where old and young will have more facilities for recreation.
- A city where services will be more effectively delivered to meet local needs.
- An infrastructure which will meet the needs of current and future generations.
- A city where people will feel included and will have an equal say in matters that affect them.

and a city which will:

- Overcome its challenges, handle conflict in its many forms, overcome fears and then bring our hopes into reality.

Having considered the above values, the Board agreed that the vision for Cork in 2012 is:

our vision...

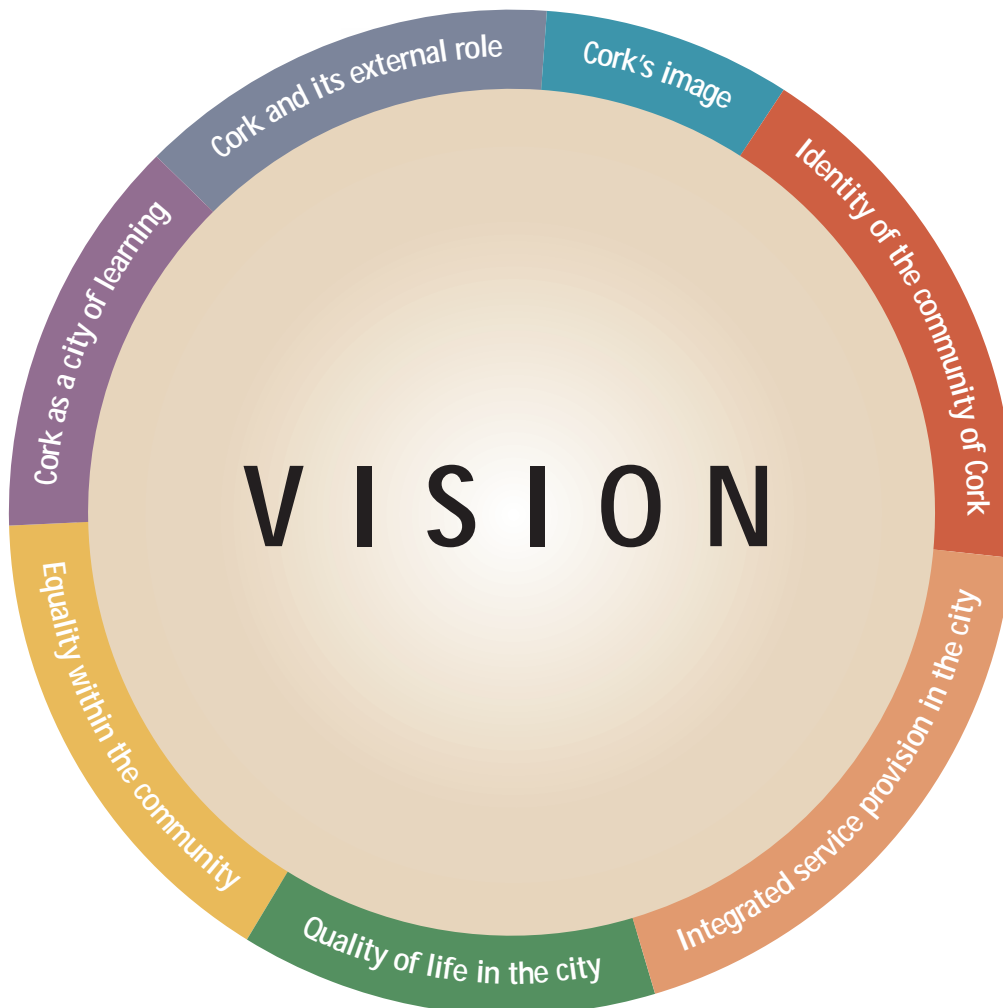
"Cork, a beautiful and friendly city by the Lee, is globally competitive and has a rich quality of life that embraces diversity of culture, provides equality of opportunity for all, and represents an ethos of dynamism, excellence and high quality".

5.3 Strategic Themes

In order to develop a coherent Strategy, seven key strategic themes that challenge us day to day were identified (see diagram below). These themes will shape the development of the Integrated Strategy. A series of goals and objectives have been identified which provide the means to address the strategic themes and result in their tangible achievement. The strategic themes are depicted below, highlighting their interrelationship with the vision for the city of Cork.

As with the SWOT analysis these themes were developed from consideration of the Strategic Issues in the light of the report on the current economic, social and cultural situation.

These strategic themes cover the range of strategic issues identified by the Board. This is demonstrated in the matrix set out opposite where the strategic themes are checked against the strategic issues.



strategic
issues

strategic themes

	Cork and its External Role	Cork's Image	Identity of the Community	Integrated Service Provision	Quality of Life	Equality within the Community	Cork as a City of Learning
External Influences	■	■	■	■	■	■	■
Human Resource Development	■	■	■	■	■	■	■
Cork's Image	■	■	■	■	■	■	■
Housing	■	■	■	■	■	■	■
Social Economy	■	■	■	■	■	■	■
Participation	■	■	■	■	■	■	■
Supporting Infrastructure and Public Transport	■	■	■	■	■	■	■
Identity	■	■	■	■	■	■	■
Volunteerism	■	■	■	■	■	■	■
Social Inclusion – Facilities	■	■	■	■	■	■	■
Social Inclusion - Marginalised Groups	■	■	■	■	■	■	■
Social Inclusion – Education and Training	■	■	■	■	■	■	■
Holistic Approach to Development	■	■	■	■	■	■	■
Youth Services/Young Offenders	■	■	■	■	■	■	■
Childcare	■	■	■	■	■	■	■
Elderly Population	■	■	■	■	■	■	■
Distinctiveness, Character, Holistic Approach	■	■	■	■	■	■	■
Communications	■	■	■	■	■	■	■
Landmarks	■	■	■	■	■	■	■
Quality of Life	■	■	■	■	■	■	■
Our Cultural Awareness	■	■	■	■	■	■	■
Cultural Activities	■	■	■	■	■	■	■
Competitiveness/ Assets of the City	■	■	■	■	■	■	■
Personal Safety	■	■	■	■	■	■	■
Environmental Issues	■	■	■	■	■	■	■
Health	■	■	■	■	■	■	■

6. Integrated Strategy - *Goals, Objectives and Actions*

We want to achieve our vision. We need to do a lot of things to get to where we want to be in 2012. We believe that making the vision a reality will require us to focus on seven key strategic themes that challenge us day to day:

- Cork and its external role.
- Cork's image.
- Identity of the community of Cork.
- Integrated service provision in the city.
- Quality of life in the city.
- Equality within the community.
- Cork as a city of learning.

Our Goals and Objectives

It is all very well having a vision and a clear sense of what we need to address in order to arrive at the vision. However, we also want tangible achievements so that any citizen of Cork can see that we have reached clearly defined goals and put in place clear objectives. We have therefore proposed a set of firm goals and objectives for each of the strategic themes listed above.

Each objective has a set of actions and outputs attached to it. The organisation taking the lead in implementing the action is also identified. These actions have been identified as important in achieving the objective. The intention is not to include every possible action as this would make the strategy unwieldy as a document.

The objectives of the strategy are also important as they will be elements of the strategy that other organisations will use to proof their own plans.

Community and Voluntary Sector Participation

Participation and inclusion are two of the key principles guiding the whole strategy preparation process. Consultation with community and voluntary groups has been an integral part of all stages of the process. The first step involved the identification of over 600 community and voluntary groups operating in the city. Initial consultation around strategic issues involved direct written contact with each group. However, in order to facilitate enhanced participation in the development of the Strategy, 'communities of interest' were formed. This involved bringing

together those groups working on similar issues, to provide a focus of opinion/knowledge on specific issues, and provide a direct channel of communication between local groups and the City Development Board.

In some instances, networks or communities of interest already existed (e.g. the Disability Interest Group, area-based education networks, the Cork Environment Forum, Cork Early Years Network, etc). Where networks did not exist, groups were invited to come together initially for the purposes of participating in the development of the Strategy (e.g. mental health groups, information providers and counselling groups). A full breakdown of the 'communities of interest' consulted is given in Appendix C.

It was also recognised that many stakeholders, particularly the most marginalised, are not organised in groups and would require particular assistance in participating in the process. A number of approaches were taken to enabling the voice of these groups to be heard - the views of offenders and ex-offenders were expressed through focus groups in Cork Prison and outreach projects. Children were involved in a variety of ways, including a special children's day (organised with the support of the ISPCC) and Foroige summer programmes.

The next stage of developing the Strategy involved the creation of working groups, to consider the issues raised in the consultation process and recommend actions for inclusion in the Strategy. In order to ensure a continuum of participation, the communities of interest were invited to nominate representatives to these working groups. In this way, the community and voluntary sector was involved in all stages of the Strategy's development.

