



COMHAIRLE CATHRACH CHORCAI
CORK CITY COUNCIL

CORK CITY COUNCIL SOCIAL INCLUSION ACTION PLAN 2004

Comhairle Cathrach Chorcaí Plean Gníomhaíochta um Chiuimsiú Sóisialta 2004

Approved by General Council on the 8th of December 2003
Faofa ag an Ard-Chomhairle ar an 8ú Nollaig 2003



CORK CITY COUNCIL SOCIAL INCLUSION ACTION PLAN 2004

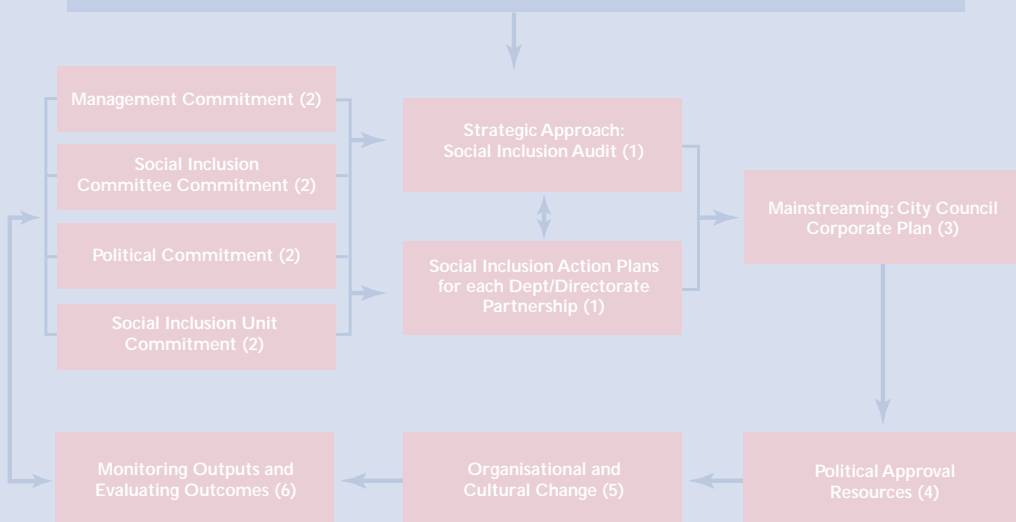


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National Policy: Implementation of National Anti-Poverty Strategy at local level



Foreword

I welcome the publication of Cork City Council Social Inclusion Audit and Action Plan. It will serve as a strategic tool, which will provide a better understanding of the activities the City Council undertakes in the area of social inclusion. It will help to improve the services provided by the City Council towards the most disadvantaged groups and areas in Cork City. The Audit and Action Plans are informative, accessible and practical tools for all members of staff and the public.

The contribution of staff from every Department and Directorate of the City Council has been very important for the completion of this Audit and Action Plan. A particular thanks is due to the staff who represent their Departments and Directorates on the Social Inclusion Committee. Their role is crucial for the successful embedding of social inclusion criteria in policy making in the City Council.

Finally, I would like to commend the Social Inclusion Unit for publishing this Audit and Action Plan and Pat Ledwidge, Director of Services, Community and Enterprise, for supporting this process.

Brollach

Fearaim fáilte roimh fhoilsiú an Iníuchadh agus an Plean Gníomhaíochta um Chuimsiú Sóisialta ag Comhairle Cathrach Chorcaí. Beidh seo mar uirlis straitéiseach feasta le tuiscint níos fearr a sholáthar ar na gníomhaíochtaí a bheidh ar bun ag Comhairle



Cathrach Chorcaí maidir le cuimsiú sóisialta. Cabróidh sé le feabhas a chur ar na seirbhísí a sholáthraíonn an Chomhairle Cathrach do na dreamanna agus na ceantair atá faoin mibhuntaíste is mó i gCathair Chorcaí. Uirlisí eolasacha, inrochtain, praiticiúla iad an tIníuchadh agus an Plean Gníomhaíochta do bhaill uile na foirne agus don phobal.

Bhí ionchur ón bhfoireann i ngach Roinn agus Stiúthóireacht de Chomhairle na Cathrach fíorthábhachtach leis an Iníuchadh agus an Plean Gníomhaíochta seo a thabhairt chun críche. Tá focal ar leith buíochais tuille ag na baill sin den bhfoireann atá ina n-ionadaithe ag a Ranna agus ag a Stiúthóireachtaí ar an gCoiste um Chuimsiú Sóisialta. Tá a ról san obair seo ina riachtanas glan má tá cuimsiú sóisialta le neadú mar chritéar i gceapadh a bpolasáí don Chomhairle Cathrach.

Mar fhocal scoir, ba mhaith liom an tAonad um Chuimsiú Sóisialta a mholadh as an Iníuchadh agus an Plean Gníomhaíochta seo a fhoilsiú, agus ba mhaith liom an moladh céanna a thabhairt do Pat Ledwidge, Stiúthóir Seirbhísí, Pobal agus Fiontraíocht, as a chuid tacaíochta don togra seo.

J. Gavin
J. GAVIN,
City Manager, Bainisteoir Cathrach.

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Acknowledgements

The Social Inclusion Unit is grateful for all the support and co-operation shown by all staff of Cork City Council during preparation of this Social Inclusion Action Plan and in particular would like to thank the Social Inclusion Committee whose Members are: Siobhán Horgan; Michael Mulcahy; Aileen O'Connor; Norma Murphy; Noreen Mulcahy; Finbarr Allison; Oliver Forbes; Harling Hayes; Stephen Scully; Maeve Dineen; Barbara Creed; Don O'Callaghan; Linda Hanley; Jim O'Donovan; Ernest Burns; Mark Collins; Maureen Ryan; Derry O'Donovan; Liz Donovan; Eileen O'Leary; Declan Roche; Andy Lyons; Claire Wallace; Mary Hegarty; John D. Flynn; Siobhán Daly, and Tina Healy.

The Social Inclusion Unit would also like to thank the City Council Manager, Joe Gavin, for his commitment and support, and the Management Team for their leadership and commitment.

Thanks are also due to all of the City Council staff within each Directorate and Department that contributed not only to the interview process and the finalisation of this report, but to the ideas and outcomes of this Action Plan.

The completed Action Plan is the result of a long process in the exchange of ideas, of mutual understanding of people's jobs and of support and co-operation among staff at all levels.

The research and policy analysis for the Social Inclusion Action Plan was carried out by María Minguella, with the support of Donal Guerin and Cork City Council Social Inclusion Committee.

Buíochas

Tá an tAonad um Chuimsiú Sóisialta buíoch de Fhoireann uile Chomhairle Cathrach Chorcaí as a guid tacaíochta agus a gcomhoibriú le linn an Iníuchta seo ar Chuimsiú Sóisialta, go háirithe den Choiste um Chuimsiú Sóisialta gurb iad seo a leanas a chuid Ball: Members are: Siobhán Horgan; Michael Mulcahy; Aileen O'Connor; Norma Murphy; Noreen Mulcahy; Finbarr Allison; Oliver Forbes; Harling Hayes; Stephen Scully; Maeve Dineen; Barbara Creed; Don O'Callaghan; Linda Hanley; Jim O'Donovan; Ernest Burns; Mark Collins; Maureen Ryan; Derry O'Donovan; Liz Donovan; Eileen O'Leary; Declan Roche; Andy Lyons; Claire Wallace; Mary Hegarty; John D. Flynn; Siobhán Daly, agus Tina Healy.

Ba mhaith leis an Aonad um Chuimsiú Sóisialta buíochas a ghabháil le Bainisteoir na Cathrach, Joe Gavin, as a mhórtiomantacht, agus le Foireann Bainisteoireachta Chomhairle na Cathrach as a dtreoir agus a dtiomantacht.

Tá buíochas tuillte chomh maith ag foireann uile Chomhairle na Cathrach laistigh de gach Stiúirtoireacht agus Roinn a chabhraigh, ní hamháin leis an bproiseas agallaimh agus críochnaíthe na tuarascála seo, ach le smaointe agus torthaí an Iníuchta chomh maith.

Is ann don iniúchadh seo de thoradh malartaithe smaointe agus tuairimí, comhthuisicint ar phostanna a chéile agus tacaíocht agus comhoibriú idir bhail na foirne ag gach aon leibhéal.

Dhein María Minguella, le tacaíocht ó Donal Guerin agus Coiste Cathrach Chorcaí um Chuimsiú Sóisialta, an taighde agus an anailís pholasaí don Iníuchadh cuimsithe Sóisialta.





Introduction to Cork City Council Social Inclusion Action Plan

Réamhfocal ar Phlean Gníomhaíochta Chomhairle Cathrach Chorcaí um Chuimsiú Sóisialta

The City Council Social Inclusion Action Plan is the result of the Cork City Council Social Inclusion Audit. The Cork City Council Social Inclusion Action Plan and the Audit are the result of a year and a half long process of meetings and interviews which have built strong City Council inter-departmental staff networks for the purpose of working for the most disadvantaged areas and groups of Cork City. During this time period the Social Inclusion Unit has analysed and developed a detailed understanding of how the City Council works and how it is organised. The Unit has also analysed the activities and policies of the City Council and how they relate to social inclusion. The Audit and this Social Inclusion Action Plan is the product of this understanding.

The Cork City Council Social Inclusion Action Plan is a set of short-term and long-term actions identified by each Directorate and Department. Short-term actions are being undertaken this year. Long-term actions will need resources to be implemented.

A key element that has guaranteed the implementation of this Cork City Council Social Inclusion Action Plan is the Social Inclusion Committee, created a year and a half ago to build on the objectives of the Social Inclusion Unit. The Committee is made up of two members from each City Council Directorate and Department. The members of the Committee have been extremely

supportive and committed to developing this Social Inclusion Action Plan. The completed Action Plan is the result of a long process of exchanging of ideas, of mutual understanding between people regarding each other's jobs and of support and co-operation among staff at all levels.

The Social Inclusion Unit has relied on a set of structures within the City Council that have ensured the completion of both the Audit and the creation of this City Council Social Inclusion Action Plan. The four key structures that will guarantee the sustainability of mainstreaming social inclusion in Cork City Council, are as follows:

1- The **Social Inclusion Committee**, set up in September 2002 has two representatives from each Directorate/Department. Its role is to mainstream social inclusion in their own Directorates/Departments with the support of the Social Inclusion Unit.

2- The **Manager and the Management Team** of Cork City Council. Their commitment and leadership is crucial to ensure social inclusion is mainstreamed in the City Council.

3- The role of the **Strategic Policy Committees, Corporate Group and General Council**, is vital for the implementation of the Social Inclusion Audit and Action Plan. Both the Social Inclusion Audit and Action Plan were presented to the political structures for consideration, suggestions and approval.

4- The **Social Inclusion Unit**, which role is important to ensure that the process of mainstreaming social inclusion in Cork City Council becomes sustainable.

The commitment of these four structures is essential. Without the dedication of any one of them the whole process of cultural and organisational change on social inclusion within the City Council will fail.

The Social Inclusion Unit believes that in order to mainstream social inclusion in Cork City Council the following steps, which are represented in Diagram 2, should be followed:

1. Tools

The use of the Social Inclusion Audit and the Social Inclusion Action Plan (Short and long term objectives) is the strategic approach chosen to start mainstreaming social inclusion in Cork City Council.

2. Structures

The Management team, the Political structures (Strategic Policy Committees Subcommittees, Strategic Policy Committees Committees, Corporate Group, General Council), the Social Inclusion Committee, and the Social Inclusion Unit. Their commitment is crucial to ensure mainstreaming is successful.

3. Mainstreaming

This will be carried out through the integration of new policies emerging from the City Council Social Inclusion Audit and the Social Inclusion Action Plan into the City Council Corporate Plan.

4. Change in policies

In order to mainstream Social Inclusion in Cork City Council there is a need to changes in policies and needed resources to mainstream social inclusion in Cork City Council will be attained through the General Council approval.

5. Objective

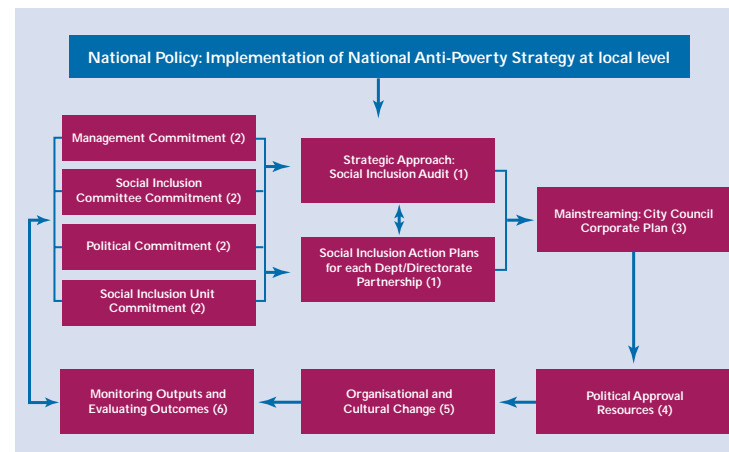
The objective is to achieve an organisational and cultural change within the City Council.

6. Outcomes:

To ensure all this process is carried out, a monitoring and evaluation system needs to be put in place to guarantee objectives are met and lessons are learned.

Diagram 2 shows the direction of flow in the process of mainstreaming social inclusion in Cork City Council. This is a circular process. The Social Inclusion Action Plan will be carried out this year, and a review of the Audit will need to be considered in future. This new Audit would build on the activities already undertaken and set a new

set of recommendations on Social Inclusion for the City Council. This circular process will ensure that in time Cork City Council will incorporate the notion of Social Inclusion in the way it works strategically and provides services.



The structure of this Action Plan is specific to each Department and Directorate and is divided as follows:

- Objective.
- Action (short-term and long-term actions).
- Completion date.
- Indicator of progress.
- Partnership: this includes inter-departmental and external partnerships.

The City Council Social Inclusion Audit and the Social Inclusion Action Plan will be integrated into the new Cork City Council Corporate Plan, thereby mainstreaming Social Inclusion in Cork City Council. The Combat Poverty Agency has granted funding, training and staff support to strengthen this process. A steering group has been set up to lead this procedure. Members of the steering group include Cork City Partnership, Combat Poverty Agency and Cork City Council Staff. This Social Inclusion Action Plan will be of considerable value in ensuring that the new Corporate Plan will have a strong social inclusion focus.

The Cork City Council Social Inclusion Action Plan was presented to all the Strategic Policy Committees and approved by the General Council on the 8th of December 2003. The General Council agreed to monitor the Cork City Council Social Inclusion Action Plan once a year. A monitoring system has been put into place with all City Council Directorates and Departments.



RECREATION, AMENITY AND
CULTURE DIRECTORATE SOCIAL
INCLUSION ACTION PLAN

STIÚRTHÓIREACHT ÁINEASA,
TAITNEAMHACHTA AGUS CULTÚIR

RECREATION, AMENITY AND CULTURE DIRECTORATE - SOCIAL INCLUSION ACTION PLAN

ARTS SOCIAL INCLUSION ACTION PLAN

Objective	Action	When	Indicators	Partnership
Social inclusion will be a factor in the preparation of the new Arts Plan.	<ul style="list-style-type: none"> - Development of social inclusion indicators for certain programmes. - Consultation with groups representing the disadvantaged. 	June 2005	Presence of social inclusion indicators in new Arts Plan.	- Social Inclusion Unit
Community Arts programme to link with social inclusion objectives.	<ul style="list-style-type: none"> - Ensure that Community Arts programme has a strong focus on social inclusion in its implementation and monitoring of impact. 	December 2004	Evidence of linkage with disadvantaged groups.	- Social Inclusion Unit - RAPID
The % for Arts Scheme to take cognisance of social inclusion as a factor in public art.	<ul style="list-style-type: none"> - The Public Art Policy of Cork City Council is currently being reviewed. 	January 2004	Improved consultation. Increased funding for public art.	- All directorates of Cork City Council will operate Capital Building Scheme.
Support for cultural and arts activities throughout the suburban area.	<ul style="list-style-type: none"> - Review the operation of Community Arts in the context of the preparation of the new Arts Plan of Cork City Council. 	June 2005	Increased participation in cultural and arts activities in disadvantaged areas.	- All participants in the preparation of the new Arts Plan.

RECREATION, AMENITY AND CULTURE DIRECTORATE - SOCIAL INCLUSION ACTION PLAN

PARKS SOCIAL INCLUSION ACTION PLAN

Objective	Action	When	Indicators	Partnership
Integrate Social Inclusion as a core objective of the Parks Strategy.	<ul style="list-style-type: none"> - The social inclusion dimension of the Parks Strategy needs to be further defined. 	December 2004	Parks Strategy is poverty proofed.	- Social Inclusion Unit - External organisations for consultation
Build best practice models of consultation for the development of Parks.	<ul style="list-style-type: none"> - Write up consultation procedures for the development of Parks and green spaces. 	December 2004	Current consultation procedures are written up.	- Community and Enterprise Directorate
Encourage use of golf course by disadvantaged groups.	<ul style="list-style-type: none"> - Prepare a socio-economic profile of current use of Municipal Golf Course. - Set up actions with Sports officer to encourage the use of the golf course by disadvantaged groups. 	December 2004 Long-term	Indicators will be included in the Profile. The emergence of Actions that will increase the use of the golf course.	- Community and Enterprise Directorate
Reduce levels of anti-social behaviour.	<ul style="list-style-type: none"> - Set up actions to reduce levels of anti-social behaviour in partnership with other Directorates/Departments and other agencies as part of the RAPID process. 	Long-term	Actions on anti-social behaviour are set up.	- Housing Directorate - Community and Enterprise Directorate - Other Directorates/ Departments - Other Agencies involved in the RAPID process



RECREATION, AMENITY AND CULTURE DIRECTORATE - SOCIAL INCLUSION ACTION PLAN

AMENITIES SOCIAL INCLUSION ACTION PLAN

Objective	Action	When	Indicators	Partnership
Increased links between the sports strategy and other City Council Strategies implementation of existing Strategies.	- Identify within existing Strategies, the potential of sport as a social inclusion measure - Namely the Homeless Strategy, Travellers Plan, and the Parks Plan.	December 2004	Increased link between the Sports Strategy and other City Council Strategies that focus on Social Inclusion.	- Housing Directorate
Forthcoming Sports Strategy to have clear social inclusion dimension.	- Poverty proof the Sports Strategy in its development.	December 2004	That the Sports Strategy is poverty proofed.	- Social Inclusion Unit
Sports Forum to have clear objectives and targets in tackling social exclusion.	- Ensure consultation with disadvantaged groups.	On-going	Ensure the Forum poverty proves its objectives and targets.	- Social Inclusion Unit
To encourage the use of the Bishopstown running Track by disadvantaged groups.	- Implement proposal as part of the development of a access policy.	December 2004	Number of initiatives that encourage the use of the Bishopstown running track by disadvantaged groups.	- Community and Enterprise Directorate - External Sports Groups

RECREATION, AMENITY AND CULTURE DIRECTORATE - SOCIAL INCLUSION ACTION PLAN

AMENITIES SOCIAL INCLUSION ACTION PLAN

Objective	Action	When	Indicators	Partnership
Enhancing use of IT by disadvantaged groups.	- Write up the results of the Community Access to IT Projects as model of best practice.	December 2004	Evaluation of the Community Access IS Projects.	- IS Department
Management of facilities to maximise inclusiveness and efficiency.	- Write up the Glen Centre Project as a model of best practice for other Municipal and Community Buildings.	December 2004	Evaluation of the Glen Centre on quality of life.	- Community and Enterprise Directorate
All City Council supported facilities must be required to develop an access policy, which facilitates access to facilities by disadvantaged groups.	- Develop an access policy, which links in to the forthcoming community development policy.	Long-term	A City Council Access Policy is developed.	- Community and Enterprise Directorate
To develop Policy on Management of Municipal facilities.	- To develop a Policy on Management of Municipal facilities as part of the access policy and community development policy.	Long-term	Development of a Municipal Facilities Management Policy.	- Corporate Affairs Directorate - Community and Enterprise Directorate



RECREATION, AMENITY AND CULTURE DIRECTORATE - SOCIAL INCLUSION ACTION PLAN

JOB INITIATIVE EMPLOYMENT SOCIAL INCLUSION ACTION PLAN

Objective	Action	When	Indicators	Partnership
Provide opportunities for workers under the Job Initiatives Scheme to enhance prospects of mainstream employment.	- Training on mainstream employment for Job Initiatives Scheme staff within a range of City Council Departments.	December 2004 - Long-term	Number of staff trained. Number of Job Initiatives Schemes staff in mainstream employment.	- Roads Department - Housing Department - Parks Department - Archives - FAS

BUILDING INSPECTORS AND HEALTH SOCIAL INCLUSION ACTION PLAN

Objective	Action	When	Indicators	Partnership
Monitoring of Part M of Building Regulations.	- Carry out review of current implementation of Part M regulations.	June 2004	Increased number of buildings inspected.	- Planning Directorate
Reducing prevalence of poor standard accommodation in the private rented sector.	- Increased targeting of buildings with private rented sector units that are known to be of poor quality.	June 2004	Increased number of buildings inspected.	- Housing Directorate

RECREATION, AMENITY AND CULTURE DIRECTORATE - SOCIAL INCLUSION ACTION PLAN

THE MUSEUM SOCIAL INCLUSION ACTION PLAN

Objective	Action	When	Indicators	Partnership
Create an outreach programme for the museum in partnership with other organisations.	- Look at possible avenues to create an outreach position in the Museum in partnership with other organisations with a particular focus on bringing awareness of the City's culture to disadvantaged groups.	December 2004	Outreach position is created.	- Local and National Cultural organisations - Community and Enterprise Directorate
Perform an Access Audit on the museum's permanent exhibitions.	- Audit all access to the permanent exhibitions to ensure that the space is fully accessible to the disabled and also to improve on services to the visually impaired and deaf/hard of hearing. - In addition, to ensure that intellectual access to the exhibitions, reserve collections and all information held by the museum is available to all members of the community equally.	Audit in December 2004 Implementation of Audit in the long-term	The museum is fully accessible to people with disabilities.	- Outside organisations that can provide expertise on disability issues.



RECREATION, AMENITY AND CULTURE DIRECTORATE - SOCIAL INCLUSION ACTION PLAN

THE FIRE BRIGADE SOCIAL INCLUSION ACTION PLAN

Objective	Action	When	Indicators	Partnership
To strengthen the community development focus of the Fire Brigade's work.	- To work with the RAPID Programme in specific pilot projects.	June 2004	Number of community development activities.	- RAPID Programme
To poverty proof the geo-base database used by the Fire Brigade.	- To poverty proof the profile of buildings in the geo-base database.	Long-term	Geo-base database is poverty proofed.	- Social Inclusion Unit - Community and Enterprise Directorate
Provide a better understanding on river water rescues.	- The fire Brigade to analyse the water rescuing calls for a better understanding of this social issue. - Disseminate information to other agencies and organisations in the city.	December 2004	Indicators to be developed in research study.	- Community and Enterprise Directorate
Increase awareness among Fire Brigade on Social Inclusion.	- Training Sessions for the Fire Brigade on Social Inclusion.	September 2003 to September 2004	Number of people trained. Increased awareness on Social Inclusion.	- Personnel Department - Community and Enterprise Directorate - All Directorates and Departments

RECREATION, AMENITY AND CULTURE DIRECTORATE - SOCIAL INCLUSION ACTION PLAN

THE FIRE BRIGADE SOCIAL INCLUSION ACTION PLAN

Objective	Action	When	Indicators	Partnership
The Fire Brigade to be involved in raising awareness on Social Inclusion.	- The Fire Brigade to provide training sessions on their experience with social issues.	September 2003 September 2004	Number of people trained. Increased awareness among staff on anti-social behaviour.	- Personnel Department - Community and Enterprise Directorate
The Civil Defence to further link its activities with the Community and Enterprise Directorate.	- The Civil Defence to undertake activities with pilot RAPID Projects and the Social Inclusion Unit.	September 2004	Increased co-operation between Civil Defence and Community and Enterprise Directorate. Number of activities.	- Community and Enterprise Directorate



RECREATION, AMENITY AND CULTURE DIRECTORATE - SOCIAL INCLUSION ACTION PLAN

THE LIBRARY SOCIAL INCLUSION ACTION PLAN

Objective	Action	When	Indicators	Partnership
Link the Prison Service including the library with other City Council outreach services (homeless outreach officer, sports officer, etc).	- Community and Enterprise Directorate Ensure that prison welfare officers and library staff participate in networks involving City Council staff who have a community outreach focus. Assess the library's role in supporting drop in centres.	December 2004	Number of links between the Library and Prison Services with other City Council Services.	- Housing Directorate - Sports Officer
Highlight the way the City Library uses its space as a public resource.	- Use the City Library as a model of best practice as an example for other public spaces owned by the Council.	December 2004	Dissemination of this model of best practice to other City Council Directorates/Departments.	- City Council Directorates and Departments
Highlight the developments regarding the literacy programme with other City Council out-reach and community officers.	- The library will act as a referral centre regarding literacy programmes in the city and liaise with other City Council out-reach and community officers who would link in with their own clients.	December 2004	Increased link between the literacy programme and other City Council out-reach and community officers.	- Housing Directorate - Community and Enterprise Directorate
Raise awareness among staff on Social Inclusion Issues.	- Provide training to all Library staff on social inclusion issues, and more specifically on people with disabilities, travellers, asylum seekers and refugees, homeless people, youth at risk, etc.	September 2003 to December 2004	Number of staff trained. Raised Awareness on Social Inclusion issues.	- Personnel Department

RECREATION, AMENITY AND CULTURE DIRECTORATE - SOCIAL INCLUSION ACTION PLAN

THE LIBRARY SOCIAL INCLUSION ACTION PLAN

Objective	Action	When	Indicators	Partnership
Further support schools with high levels of disadvantage.	Identify: 1. Profile of Schools receiving support from the Library. 2. Match this list with information on schools with high levels of disadvantage (RAPID data). 3. Provide further supports to schools that may need it. Analyse current provision and assess schools most in need.	December 2004 Long-term	A profile of Schools receiving support from the Library. Increased focus of support in areas of high disadvantage.	- RAPID Programme
Extend the use of the library to further support activities for teenagers.	- Promote reading for teenagers in suburban libraries including the writer in residence. Make libraries available as focal points for initiatives at community level involving other services such as community arts, sports officer etc.	December 2004 Long-term	Increased number of Library activities for teenagers.	- Other Recreation and Amenities sections - Housing Directorate
Set up a forum to provide a more accessible Library Service for people with disabilities.	- Set up a Forum for consultation on how the Library could provide further access to people with disabilities and for the refurbishment of the Library.	December 2004	Number of recommendations. Contribution to more accessible services.	- Voluntary and non-voluntary organisations



RECREATION, AMENITY AND CULTURE DIRECTORATE - SOCIAL INCLUSION ACTION PLAN

THE LIBRARY SOCIAL INCLUSION ACTION PLAN

Objective	Action	When	Indicators	Partnership
Review how City Council and Library web site can be made more user friendly. For disabled persons such as the blind.	- Sound files to be incorporated into some elements of the web-site.	December 2004	Changes in the web site.	- IS Department
Increase the Library's section on local development publications.	- Increase the number of publications on local social development.	December 2004	Number of books on local social development.	- Public Agencies - Voluntary and Non-Voluntary organisations
Increase the Library's section on disability issues.	- Increase the number of books written by disabled people.	December 2004	Number of books written by disabled people.	- Social Inclusion Unit - Voluntary Organisations - Non-Voluntary Organisations
Extend library services to housebound persons.	- Extend number of library housebound projects. Initially to cover areas defined in the RAPID plan and then city wide.	Long-term	Increased number of housebound projects. Increased access to library services in RAPID Areas.	- RAPID Programme
Develop the Library service for the visually impaired as a model of best practice.	- Review current services and develop plan to respond to needs of persons who are visually impaired. Extend the Kurtzweil system to all libraries.	Long-term	Access in all libraries to Kurtzweil system.	- Non Governmental Groups whom would benefit from these systems

RECREATION, AMENITY AND CULTURE DIRECTORATE - SOCIAL INCLUSION ACTION PLAN

THE LIBRARY SOCIAL INCLUSION ACTION PLAN

Objective	Action	When	Indicators	Partnership
Assess the range of services for refugees and asylum seekers particularly in the city centre.	- Staff training on dealing with people from different cultural backgrounds. - Book stock in their own languages. - Increase classes in co-operation with the City VEC.	December 2004	Improved book stock. Staff training. Additional classes.	- City VEC - Voluntary organisations





**CORPORATE AFFAIRS
DIRECTORATE**

**STIÚRTHÓIREACHT
GHNÓTHAÍ CORPARÁIDE**

C O R K C I T Y C O U N C I L



C O M H A I R L E C A T H R A C H C H O R C A Í

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CORPORATE AFFAIRS DIRECTORATE - SOCIAL INCLUSION ACTION PLAN

STRATEGIC POLICY COMMITTEES, CORPORATE GROUP AND GENERAL COUNCIL SECTION (SHORT AND LONG-TERM OBJECTIVES)

Objective	Action	When	Indicators	Partnership
Increase awareness of the Social Inclusion Action Plan.	<ul style="list-style-type: none"> - The Social Inclusion Action Plan to be publicly launched in conjunction with Social Inclusion Booklet. - Social Inclusion Audit to be available on the Intranet and Council website. - Social Inclusion Audit and Action Plan to be presented to Corporate Policy Group and General Council for consideration. 	June 2004	Prioritisation of actions as identified in Action Plan.	<ul style="list-style-type: none"> - Linking to all Departments and Directorates
Increase awareness on Social Inclusion Issues for elected members.	<p>Training on Social Inclusion issues should be presented to the elected members on social inclusion including:</p> <ul style="list-style-type: none"> - Disability Proofing - Literacy - Homelessness - Refugees and asylum seekers - Travellers 	December 2004	Increased awareness among elected members.	<ul style="list-style-type: none"> - Personnel Department - Social Inclusion Unit - All relevant Depts/Direcs (e.g Housing) - Voluntary and non-voluntary organisations with experts on social inclusion
To poverty proof the new Customer Action Plan.	<ul style="list-style-type: none"> - To work with the Combat Poverty Agency and the Social Inclusion Unit in ensuring that the new Customer Action Plan is poverty proofed. 	December 2004	Number of objectives within the Social Inclusion Plan included in the new Customer Action Plan.	<ul style="list-style-type: none"> - All Directorates and Departments

CORPORATE AFFAIRS DIRECTORATE - SOCIAL INCLUSION ACTION PLAN

STRATEGIC POLICY COMMITTEES, CORPORATE GROUP AND GENERAL COUNCIL SECTION (SHORT AND LONG-TERM OBJECTIVES)

Objective	Action	Action	Indicators	Partnership
To introduce a social inclusion section in the new complaints system.	<ul style="list-style-type: none"> - To create a standardised complaints system for all Directorates so as to have a more accessible statistical data on customer focus information. 	December 2004	Number of Social Inclusion indicators on the new complaints system.	<ul style="list-style-type: none"> - Corporate Affairs Department mainly and all City Council Directorates.

(LONG-TERM OBJECTIVES)

Objective	Action	Action	Indicators	Partnership
Disability proof existing buildings.	<ul style="list-style-type: none"> - Carry out disability audit of existing City Council buildings. 	June 2005	Number of offices that are disability proofed.	<ul style="list-style-type: none"> - City Architects - Voluntary and non-voluntary organisations



CORPORATE AFFAIRS DIRECTORATE - SOCIAL INCLUSION ACTION PLAN

PROPERTY SECTION

Objective	Action	When	Indicators	Partnership
Innovative use of derelict sites as locations for social housing and other community beneficial amenities.	- Work with Planning, Law and Housing in developing sites.	On-going	Number of derelict sites used for social housing and other community beneficial amenities.	- Voluntary and non-voluntary groups

FRANCHISE SECTION

Objective	Action	When	Indicators	Partnership
Accessible information.	- Ensure that forms and information are literacy and disability proofed.	On-going	Number of forms and information leaflets literacy and disability proofed.	- Voluntary and non-voluntary organisations that specifically work on literacy and disabilities issues
Increased numbers of disadvantaged people on register.	- Develop Actions to increase voter registration among disadvantaged groups prior to next local elections.	June 2004	Number of people in register.	- Community and Enterprise Directorate
Raise Awareness among Franchise staff on Social Inclusion Issues.	- Carry out specific training with Franchise staff. - Use ideas developed in Dublin to increase level of voting in disadvantaged areas.	December 2004	Percentage of voters per area.	- Personnel Department - Experts on Social Inclusion Issues

CORPORATE AFFAIRS DIRECTORATE - SOCIAL INCLUSION ACTION PLAN

COMMUNICATIONS, FREEDOM OF INFORMATION AND OMBUDSMAN ACT SECTION

Objective	Action	When	Indicators	Partnership
Social inclusion role of City Council to be highlighted.	- Each Department/Directorate to supply a minimum of one article to staff newsletter, which has a social inclusion focus. - Social Inclusion Committee to have regular focus in staff newsletter, Council intranet and website. - Members of Communications Committee to liaise with Social Inclusion Committee member in their Dept.	On-going	Number of Social Inclusion articles in City Council Newsletters. Active use of Internet and Intranet for any social inclusion issue.	- All Directorates/ Departments

FREEDOM OF INFORMATION SECTION

Objective	Action	When	Indicators	Partnership
Social inclusion dimension of Freedom of Information and Ombudsman Act to be identified.	- Training on Freedom of Information to include specific reference to supplying information to disadvantaged groups e.g how to supply information to persons with literacy difficulties, etc.	December 2004	Number of people trained on social inclusion. Increased Awareness on Social Inclusion Issues.	- Community and Enterprise Directorate





PLANNING DIRECTORATE

STIÚRTHÓIREACHT
PLEANÁLA

CORK CITY COUNCIL



COMHAIRLE CATHRACH CHORCAÍ

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PLANNING DIRECTORATE - SOCIAL INCLUSION ACTION PLAN

Objective	Action	When	Indicators	Partnership
Poverty proofing City Development Plan.	- Finalisation of City Development Plan, which will incorporate relevant recommendations of Social Inclusion Audit across all Directorates.	July 2003	Social Inclusion.	- Social Inclusion Unit
To maximise inclusiveness in the consultation for City Development and local area plans with particular focus on the needs of socially excluded people.	- Training in Participatory Planning methods of consultation. - Pilot this approach in upcoming area plans (e.g. address literacy difficulties).	September to December 2004	Number of people trained. Increase level of knowledge of participatory methods of consultation.	- External experts in the area of planning and consultation.
To introduce a social inclusion checklist in the preparation of plans.	- Finalise checklist which is being prepared by the Social Inclusion Units nationally and link it to existing checklist. - Monitor its implementation and evaluate its implementation.	June 2004	Number of plans where the checklist has been considered.	- All Directorates
Raise Awareness on Disability issues.	- Training on disability issues for all staff.	September to December 2004	Number of people trained Increased awareness on disability issues.	- Personnel - Corporate Affairs - Experts in the area

PLANNING DIRECTORATE - SOCIAL INCLUSION ACTION PLAN

LONG-TERM ACTIONS

Objective	Action	When	Indicators	Partnership
Development of Sites for Social Housing.	- Develop a plan for the use of derelict sites for social housing.	Long-term	Increase in the number of development sites for Social Housing.	- Housing Directorate/ Planning & Development Directorate - Social Housing organisations

PLANNING CONTROL

Objective	Action	When	Indicators	Partnership
Poverty proofing In assessing planning applications.	- Use of agreed checklist by staff. - Monitoring of implementation of checklist. - Evaluation of implementation.	June 2004	Number of planning applications where the poverty proofing checklist has influenced the planning decision.	- All Directorates
To introduce awareness of social inclusion in assessing planning applications.	- Training for staff on Social Inclusion Issues e.g Travellers, elderly, children, people with disabilities.	September to December 2004	Number of people trained. Increased awareness on social inclusion issues.	- Personnel - Corporate Affairs Department
Input from Social Inclusion Unit on relevant Planning Applications.	- Consider suitable arrangements for Social Inclusion Unit input to relevant TP applications.	June 2004	Number of applications where Social Inclusion Unit has inputted into the assessment of relevant planning application.	- Social Inclusion Unit





DOCKLANDS DEPARTMENT

ROINN CEANTAR NA
nDUGAÍ

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DOCKLANDS - SOCIAL INCLUSION ACTION PLAN

SHORT-TERM OBJECTIVES

Objective	Action	When	Indicators	Partnership
Using Part V to best effect in promoting social inclusion.	- Develop guidelines for the implementation of Part V relating to: Location of social housing and affordable housing units. Identification of inputs required from Housing Directorate in the management of apartment tenancies.	Guidelines and identification of inputs to be developed prior to the allocation of tenancies.	Development of a diverse and integrated community where there is a mixture of social housing, private rented and homeowner households.	- Prospective tenants - Housing Directorate - Developers
Development of special needs housing.	- Encourage proposals from the non-profit sector to provide special needs housing.	Completion of pre-planning stage.	Creation of diverse communities.	- Docklands and Housing Directorates - Developers - Voluntary agencies
Social integration in the development of housing.	- In planning guidelines ensure: The development of family apartments (3-4 bedroom apartments) consistent with demand and family size. The provision of apartments specially designed for person with disabilities and elderly persons.	To be developed and applied at pre-planning stage.	As identified in Housing Strategy.	- Housing Directorate - Housing Agencies - CIF/Developers

DOCKLANDS - SOCIAL INCLUSION ACTION PLAN

LONG-TERM OBJECTIVES

Objective	Action	When	Indicators	Partnership
Access to community infrastructure.	- Ensure that facilities such as schools, community centres, etc are accessible.	Completion of pre-planning stage	Access to essential public facilities.	- Stakeholders as represented on Social Inclusion Measures Working Group of City Development Board (e.g. SHB, FAS, etc)
Access to public services.	- Explore possibility for provision of one-stop shop facility.	Completion of pre-planning stage	Access to public services.	- Stakeholders as represented on Social Inclusion Measures Working Group of City Development Board (e.g. SHB, FAS, etc)
Access to public transport.	- Public transport provision is developed against best practice models in the area of disability and meeting the needs of persons on low incomes.	Completion of pre-planning stage	Accessible public transport.	- Bus Eireann





HOUSING CAPITAL

STIÚRTHÓIREACHT
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HOUSING CAPITAL - SOCIAL INCLUSION ACTION PLAN

Objective	Action	When	Indicators	Partnership
Increased supply of special needs housing for vulnerable people.	- Review current actions and identify future possibilities for increasing the supply of special needs housing.	December 2004	Increased number of special needs housing projects to be identified.	- Homeless Forum - Voluntary and non Voluntary organisations - Social Inclusion Unit
Minimise social segregation through location of City Council tenants on private estates.	- In line with recommendations of recent Social Inclusion Unit study, review operational policy.	December 2004	Increased number of tenants located on private estates. Distribution of tenants to all parts of the City.	- Law Department
Continue the use of derelict sites for social housing.	- Continue and strengthen the inter-departmental strategy to increase the number of derelict sites used for social housing.	Long-term	Number of derelict houses and buildings used for social housing.	- Planning Directorate - Law Department
Poverty proof and review the Housing Directorate written consultation procedures.	- Training for staff on consultation procedures and strategies. - Write up consultation practices based on current and past experience. - Review and poverty proof the existent consultation procedures based on training.	September 2004	Procedures are written up. Number of staff using written up procedures.	- Community and Enterprise Directorate - External experts in consultation processes

HOUSING CAPITAL - SOCIAL INCLUSION ACTION PLAN

Objective	Action	When	Indicators	Partnership
Social inclusion awareness for all Housing staff.	- Seminars for all Housing staff on Social Inclusion.	December 2004	Number of staff trained. Increased awareness on social inclusion issues.	- Experts in the area of consultation procedures and estate management - Social Inclusion Unit

HOUSING MAINTENANCE

Objective	Action	When	Indicators	Partnership
Quality environment of Traveller Halting sites.	- Develop Strategy.	June 2004	Effective expenditure on Travelling halting sites.	- Travellers representative organisations
Effective use of expenditure on housing maintenance.	- Analyse current expenditure patterns.	June 2004	Increased targeting of expenditure, which has a maximum impact on social inclusion.	- RAPID - Tenants Fora
Raise awareness among staff on social inclusion.	- Training on social inclusion to staff. (poverty, travellers, homelessness, etc.)	December 2004	Number of staff trained on social inclusion issues. Increased awareness on social inclusion.	- Experts - City Council staff - Voluntary and non-voluntary organisations



HOUSING CAPITAL - SOCIAL INCLUSION ACTION PLAN

RENTS AND ALLOCATIONS

Objective	Action	When	Indicators	Partnership
Support for tenants in private estates.	- Housing Strategic Policy Committee to develop policy based on recommendations of recent Social Inclusion Unit study.	December 2004	Number of supports for people in private states.	- Social Inclusion Unit
Clear information on procedures.	- Literacy proof information on other services, e.g. shared ownership, transfer applications, affordable housing, Disability Improvement Grants, Extension applications, etc.	December 2004	Clear information procedures. More transparent procedures for the public.	- Literacy groups - National Adult Literacy Association - Social Inclusion Unit
Increase knowledge of consultation procedures and estate management.	- Organise training for estate management staff and area office staff. - Training on consultation methods for staff.	December 2004	Number of staff trained. Increased awareness on consultation procedures and estate management.	- External experts in the area of consultation procedures and estate management - Social Inclusion Unit

HOUSING CAPITAL - SOCIAL INCLUSION ACTION PLAN

RENTS AND ALLOCATIONS

Objective	Action	When	Indicators	Partnership
Proactive intervention with rent arrears.	- Housing Directorate staff to be trained on MABS services.	December 2004	Number of people trained. Increased knowledge on Budgetary management. Proportion of tenants in arrears that have contacted MABS.	- MABS - External Experts - Voluntary groups
Continue the enforcement of regulations for sub-standard private rented accommodation.	- Continue to review the City Council's role in relation to private rented sector according to the new Residential Tenancies Bill 2003.	June 2004	Use of joint database. Increased enforcement of private rented regulation. Proportion of private registered houses of total number of houses registered.	- Recreation and Amenities - Planning
Survey tenants on success of North West Housing office.	- Carry out survey as part of establishing Northwest Office as a model of best practice.	Long-term	List of indicators to be provided in survey.	- Community and Enterprise Directorate - Housing Unit, Institute of Public Administration



HOUSING CAPITAL - SOCIAL INCLUSION ACTION PLAN

SOCIAL HOUSING
ANTI-SOCIAL BEHAVIOUR

Objective	Action	When	Indicators	Partnership
To reduce anti-social behaviour incidents in City Council households.	<ul style="list-style-type: none"> - To continue to pilot best practice models of tenancy agreements in a specific area. - To analyse in conjunction with the Fire Brigade, Gardai and other agencies all incidents of anti-social behaviour. - Pilot model in a RAPID area. 	June 2004	Reduction in incidence of anti-social behaviour. Reduced maintenance expenses.	<ul style="list-style-type: none"> - Recreation and Amenities - Community and Enterprise Directorate - City Monitoring Group

HOUSING CAPITAL - SOCIAL INCLUSION ACTION PLAN

SOCIAL WORK AND COMMUNITY DEVELOPMENT

Objective	Action	When	Indicators	Partnership
To achieve a stronger and co-ordinated community development focus in the City Council.	<ul style="list-style-type: none"> - The Social Work and Community Development Section to link with other community development sections of the City Council. - To participate in a Forum where all community development staff in City Council will have a chance to network and co-ordinate activities. 	December 2004	Networking in City Council of all staff working in community development.	<ul style="list-style-type: none"> - Social Inclusion Unit - Community and Enterprise Directorate - Corporate Affairs
To link community development work in the City Council with the community work focus of other agencies.	<ul style="list-style-type: none"> - To support the City Council community development policy being developed by the Community and Enterprise Directorate. 	June 2004	Stronger community development support for City Council Tenants.	<ul style="list-style-type: none"> - Community and Enterprise Directorate - Corporate Affairs
Increased staff knowledge on estate management and other requirements of social inclusion measures.	<ul style="list-style-type: none"> - Continuing training sessions for staff on estate management. 	December 2004	Number of staff trained. Increased knowledge on estate management.	<ul style="list-style-type: none"> - Experts on estate Management from Voluntary and Non-Voluntary Organisations



HOUSING CAPITAL - SOCIAL INCLUSION ACTION PLAN

TRAVELLERS' SECTION

Objective	Action	When	Indicators	Partnership
To improve the management of sites through estate management principles.	- Training session on estate management and management of sites to staff.	December 2004	Number of people trained. Increased knowledge on site management.	- Experts in Voluntary and non-voluntary groups - Community and Enterprise Directorate
Awareness among staff on needs of Travellers.	- Training for all staff on Travellers issues.	July 2004	Number of staff trained. Increased knowledge on Travellers' issues among staff.	- Experts in Voluntary and non-voluntary groups - Community and Enterprise Directorate
Development of transient halting site in conjunction with the County Council.	- Investigate the possibility of a transient halting site with Cork County Council.	Long-term	Increased quality of life for Travellers.	- Cork County Council - City Development Board - Traveller groups



CITY ARCHITECTS
NA nAILTIRÍ CATHRACH



CITY ARCHITECTS - SOCIAL INCLUSION ACTION PLAN

Objective	Action	When	Indicators	Partnership
City Architects Department to lobby for the undertaking of feasibility studies before any City Council project is formally developed.	- The City Architects to set up practice consultation procedures through feasibility studies before any City Council project is formally developed.	Long-term	Feasibility studies are carried out by architects before the formal development of any City Council project.	- Social Inclusion Unit - Housing Directorate
Increased awareness of disability issues.	- Attendance by staff on training courses in relation to social inclusion. - Attendance by architects who are designing the new City Hall extension at training on disability issues to extend their general knowledge.	June 2004	Increased awareness among staff. The new City Hall extension is disability proofed.	- Social Inclusion Unit - Personnel Department - Corporate Affairs Department
Consultation with disadvantaged communities to be enhanced.	- Document current procedures on consultation practices. - Attend training on consultation processes. - Develop further current models against models of best practice. - Publish booklet on City Architects procedures of consultation.	December 2004	Enhanced application of consultation by staff.	- Social Inclusion Unit
Incorporation of needs of tenants into design of new estates.	- Develop a system with the Housing Directorate for the identification of tenants needs in the design of new estates.	December 2004	Pre-design focus on needs of tenants to improve quality of life.	- Housing Directorate



COMMUNITY AND
ENTERPRISE DIRECTORATE

STIÚRTHÓIREACHT POBAIL
AGUS FIONTRAÍOCHTA



COMMUNITY AND ENTERPRISE DIRECTORATE - SOCIAL INCLUSION ACTION PLAN

Objective	Action	When	Indicators	Partnership
Implementation of Action Plan, which has been prepared by the Social Inclusion Unit and the Social Inclusion Committee to focus on following: - Raising awareness among staff. - Increased consultation with users. - Ensuring that all policy proposals are proofed against social inclusion priorities.	- Finalise and agree Action Plan.	June 2004	Evidence of mainstreaming within all Directorates.	- All Directorates and Departments and linkages to other agencies and community and voluntary sector through the RAPID Programme and Social Inclusion Measures Group.
Mainstreaming of social inclusion priorities at all levels of City Council policy making.	- On-going awareness raising for all staff and elected members, through development and evaluation of Corporate Plan.	December 2004	Mainstreaming of social inclusion agenda into forthcoming Corporate Plan.	- Management Team, Corporate Policy Group and General Council
2003-2004 elements of Imagine Our Future are on track.	- Relevant actions by all Directorates and Departments are implemented.	December 2004	Evidence of completion of tasks as specified in Imagine Our Future timeline.	- City Development Board

COMMUNITY AND ENTERPRISE DIRECTORATE - SOCIAL INCLUSION ACTION PLAN

Objective	Action	When	Indicators	Partnership
Priorities, as identified in RAPID, are reflected in changes to City Council policies.	- Implement relevant actions by all Directorates and Departments.	December 2004	Evidence that needs of RAPID areas are prioritised in Council policy making.	- Area Implementation Teams and local community fora

LONGER TERM OBJECTIVES (RESOURCE DEPENDENT)

Objective	Action	When	Indicators	Partnership
Immediate response to areas of high need (e.g. requirement for social housing).	- Identified areas of need swiftly tackled.	On-going	High level capacity to respond swiftly to identified needs.	- Management Team, Corporate Policy Group and General Council





**ROADS AND TRANSPORT
DIRECTORATE**

**STIÚRTHÓIREACHT UM
BHÓITHRE AGUS IOMPAIR**

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ROADS AND TRANSPORT DIRECTORATE - SOCIAL INCLUSION ACTION PLAN

TRAFFIC DIVISION

Objective	Action	When	Indicators	Partnership
Raise awareness on disability issues and Social Inclusion with: 1. The Traffic Division. 2. The Weekly meetings for Road/Footpaths works. 3. The Traffic Study Groups.	<ul style="list-style-type: none"> - Set up training courses and presentations for the Traffic Division Staff, The Weekly meetings for Road/Footpaths and the Traffic Study Groups. - Create a pamphlet on disability issues to be distributed to staff and meetings for external stakeholders. - Continue with on-going awareness raising through the newspapers and radio of impact of disturbance to public caused by roads maintenance. 	December 2004	Number of people trained. Increased awareness on social inclusion.	<ul style="list-style-type: none"> - Personnel Department - Corporate Affairs Department - Cork City Council Communications Committee - External experts
Continue to disability proof pedestrian routes in the city centre.	<ul style="list-style-type: none"> - The Traffic Division to continue to play a leading role in the development of disability access in the City Centre with a particular focus on traffic crossings. 	Long-term	Number of City Centre routes for people with disabilities.	<ul style="list-style-type: none"> - Experts within the area of disability - Representative organisations
Parking for people with disabilities.	<ul style="list-style-type: none"> - Monitor use of disability parking areas. 	Long-term	Number of city centre parking for people with disabilities.	<ul style="list-style-type: none"> - Non Governmental Organisations who provide names of disabled drivers

ROADS AND TRANSPORT DIRECTORATE - SOCIAL INCLUSION ACTION PLAN

ROADS CONTROL

Objective	Action	When	Indicators	Partnership
To introduce a Social Inclusion dimension in the roads and traffic services.	<ul style="list-style-type: none"> - Support the collection of data, through the Customer Care Plan, which will enable the identification of the needs of the RAPID areas and City wide disadvantaged groups. 	Long-term	Number of Social Inclusion indicators.	<ul style="list-style-type: none"> - Corporate Affairs Department - IS Department
Social Inclusion awareness for staff.	<ul style="list-style-type: none"> - Staff from all Roads sections to attend inter-departmental social inclusion awareness raising. 	September to June 2004	Number of people trained. Increased awareness on social inclusion.	<ul style="list-style-type: none"> - Personnel Department - Corporate Affairs Department
Identify ways in which claims can be reduced.	<ul style="list-style-type: none"> - Produce an analysis of court cases brought by the City Council for the purposes of identifying persistent offenders and the identification of trends and patterns. 	December 2004	Decrease on claims against City Council.	<ul style="list-style-type: none"> - Law Department



ROADS AND TRANSPORT DIRECTORATE - SOCIAL INCLUSION ACTION PLAN

ROADS DESIGN

Objective	Action	When	Indicators	Partnership
To disability proof pedestrian routes within the City Centre.	<ul style="list-style-type: none"> - Carry out an Audit of disability access routes with the City Centre. - Set up an action plan to increase number of disability routes within the City Centre that meets the needs of all persons with disabilities. 	Long-term	Number of access routes in the City Centre.	- Disability organisations
Access to best practice on meeting the needs of persons with disabilities.	<ul style="list-style-type: none"> - Develop disability checklist for staff. 	By June 2004	Improved awareness among staff on the needs of people with disabilities.	- Local and National organisations in the area of disability
Social inclusion awareness for staff.	<ul style="list-style-type: none"> - Begin roll out of social inclusion awareness raising for all staff. 	December 2004	Number of people trained. Increased awareness on social inclusion.	- Personnel Department - Corporate Affairs Department

ROADS AND TRANSPORT DIRECTORATE - SOCIAL INCLUSION ACTION PLAN

ROADS MAINTAINANCE

Objective	Action	When	Indicators	Partnership
Develop models of best practice in meeting the needs of disabled people.	<ul style="list-style-type: none"> - Set up a pilot project to develop models of best practice in roads maintenance that meets the needs of people with disabilities - specifically a geometric design guidelines booklet for footpath construction with specific reference to pedestrian crossing points etc. 	June 2004	Improved awareness among staff on best practice.	- Road Design Division possibly with the aid of consultants
Awareness of best practice in maintenance and repairs in meeting the needs of disabled people.	<ul style="list-style-type: none"> - Provide training session on disability issues for contractors and internal staff and provide certificate of attendance. - Ensure that contractors implement disability checklist both for their construction operations and their completed works (See geometric design guidelines booklet above) and provide on-going monitoring of its implementation. - Use checklist to monitor quality of road maintenance by City Council staff. 	June 2004	Improved awareness among staff on best practice.	- External contractors - Disability organisations - External experts



ROADS AND TRANSPORT DIRECTORATE - SOCIAL INCLUSION ACTION PLAN

ROADS MAINTAINANCE

Objective	Action	When	Indicators	Partnership
Partnership with community and voluntary sector.	- Maintain and enhance existing mechanisms of partnership with community and voluntary sector to identify areas of priority need.	June 2004	Increased responsiveness to identified need.	- Cork ACCESS Group

The set of guidelines would look at all standards e.g. Scottish Dept of Transport, Irish National Roads Authority and so on.



FINANCE DEPARTMENT
AN ROINN AIRGEADAIS



FINANCE - SOCIAL INCLUSION ACTION PLAN

Objective	Action	When	Indicators	Partnership
Raise awareness among Finance Department staff on social inclusion issues.	- Set up courses for staff on social inclusion issues (poverty, travellers, minority groups, elderly people, disability issues, etc).	December 2004	Number of staff trained. Increase in awareness on social inclusion issues among staff.	- Corporate Affairs Department - Personnel Department - Social Inclusion Unit
Provide more transparent and clear criteria on the Waivers Scheme.	- A review of the Waivers Scheme to be carried out by focusing on: Minimising the impact on low income groups. A review of the advertisement and promotion of the Scheme and to literacy proof and disability proof information.	June 2004	Clear and transparent criteria on waivers scheme.	- Environment Directorate
To provide accessible City Hall cash payment offices.	- Disability proof City Hall cash collection points.	June 2004	Access to paying offices in City Hall by people with disabilities.	- Corporate Affairs Department - Architects

FINANCE - SOCIAL INCLUSION ACTION PLAN

LONG TERM OBJECTIVES (Resource dependent)

Objective	Action	When	Indicators	Partnership
Integrate City Council social inclusion expenditure in the Department of Environment Needs and Resources model for Local Authorities.	- Identify which areas of social inclusion expenditure can be directly funded by the DOE.	Long-term	Allocation of social inclusion expenditure directly supported by Department of Environment.	- Department of Environment - All Directorates and Departments
Specific identification of social inclusion measures in the Annual Estimates for future roll out of Social Inclusion Action Plans.	- City Council Annual estimates to contain specific reference to Social Inclusion.	Long-term	Social Inclusion is integrated within the Annual Estimates. Dedicated Resources allocated to Social Inclusion.	- All Directorates and Departments in Council





I.S. DEPARTMENT
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CORK CITY COUNCIL



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I.S. DEPARTMENT - SOCIAL INCLUSION ACTION PLAN

Objective	Action	When	Indicators	Partnership
Raise awareness on Social Inclusion Issues to I.S. staff.	- Train IS staff on social inclusion issues including disability proofing information on intranet/internet web-sites.	Completed	Number of staff trained on social inclusion issues. Awareness on Social Inclusion Issues.	- Personnel Department
Raise awareness among staff about the Data Protection Act and E-Commerce Act.	- Train staff in City Council on Data protection Act and E-Commerce Act. - IS Department to organise a seminar for all staff by the end of 2003.	June 2004	Awareness among staff on the Data Protection Act and E-Commerce Act.	- All Directorates
To make the City Council's web-site accessible to people with disabilities.	- To disability and literacy proof the City Council's Web Site (This has been included in the current e-government draft - dependant on funding availability).	December 2004	Increase in number of hits to the website. Increased access to City Council's web-site by people with disabilities and literacy problems.	- Corporate Affairs Department - Literacy groups - Social Inclusion Unit
Social inclusion to become a significant part of the City Council's web-site.	- To set up a section on Social Inclusion in the City Council's web-site, which acts as an active information update. - The redevelopment of the website should include a text only version and an Irish version.	On-going	Increase knowledge on the work of the Social Inclusion Unit and Social Inclusion City Council Action Plan.	- Communications Committee - Social Inclusion Unit

I.S. DEPARTMENT - SOCIAL INCLUSION ACTION PLAN

Objective	Action	When	Indicators	Partnership
Increase awareness among City Council staff on the role of the Social Inclusion Unit and Social Inclusion issues.	- To introduce and develop a section on Social Inclusion (to be prepared by Social Inclusion Unit) as part of induction material for new staff to be featured on Intranet.	Completed	Social inclusion awareness among City Council staff.	- Personnel Department - Social Inclusion Unit
To provide a fully accessible library catalogue for people with disabilities.	- To literacy and disability proof the library catalogue.	Long-term	Increased use of catalogue by people with disabilities.	- City Library to work in partnership with I.S. Department
Introduce the social inclusion priorities of the City Council in the City Council web-site with specific regard to planning applications.	- To integrate the social inclusion priorities of the City Council in the planning applications of the City Council web-site.	Long-term This will be carried out after the Planning Control Section identifies Social Inclusion as a distinct category in the processing of planning applications	Social inclusion to be clearly identified in criteria supplied on web-site where planning applications are displayed.	- Planning Directorate - Corporate Affairs/ Communications Committee - Local Government Computer Services Board



I.S. DEPARTMENT - SOCIAL INCLUSION ACTION PLAN

Objective	Action	When	Indicators	Partnership
Increase access to public services through setting up a kiosk-based facility in the Area-Housing offices.	<ul style="list-style-type: none"> - Set up a kiosk based facility in housing area offices. - Provide training to staff. 	Long-term	Number of people accessing public sector through the internet.	<ul style="list-style-type: none"> - Housing Directorate - Recreation, Amenity and Culture Directorate



LAW DEPARTMENT
AN ROINN DLÍ



LAW DEPARTMENT - SOCIAL INCLUSION ACTION PLAN

Objective	Action	When	Indicators	Partnership
To ensure any changes on City Council's social policies are legally proofed.	- To provide legal advice to the City Council on any social policy changes that will emerge from the Social Inclusion Audit and the Social Inclusion Action Plans.	On-going	All changes in City Council Social Policies are legally proofed.	- All Directorates in City Council
To have clearer procedures for the operation of housing schemes.	- To produce procedure manuals for the following Housing Purchase Schemes: tenant purchase, shared ownership, affordable housing loans, improvement works loans.	By June 2004	To have clearer procedures for the operation of housing schemes.	- Housing Directorate

LAW DEPARTMENT - SOCIAL INCLUSION ACTION PLAN

Objective	Action	When	Indicators	Partnership
Provide clearer eligibility criteria in respect of the application of the Refuse collection charge waiver system operated by Cork City Council.	- The Law Department will be involved in the following actions by providing legal advice: A. analyse the eligibility criteria in respect of the application of the Refuse Charge Waiver Scheme by minimising the impact on low-income groups. B. Formalising arrangements for the approval of future schemes. C. Identify deficiencies in information presently given to customers with respect to the operation of the Refuse Collection Charge Waiver Scheme. D. Identify ways of communicating information to customers with respect to the operation of the Refuse Collection Charge Waiver Scheme in order to ensure that it is seen to be operated in a fair manner.	June 2004	Clear and coherent information is available to all customers particularly for socially excluded groups. Reduction of claim expenses.	- Environment Department - Finance Department - Corporate Affairs Department (Customer Focus Committee) - RAPID Programme - Literacy City Groups





PERSONNEL DEPARTMENT
AN ROINN PEARSANRA

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PERSONNEL DEPARTMENT - SOCIAL INCLUSION ACTION PLAN

Objective	Action	When	Indicators	Partnership
The Equality Committee to develop an equality policy for the City Council.	- Re-activate Equality Committee	December 2004	The Equality Committee has developed an equality policy.	- Social Inclusion Unit - All Directorates
Analyse the City Council implementation of the national requirements for all public bodies to employ 3% of staff with disabilities.	- To analyse and write a report on the implementation of the employment policy where Local Authorities are required to recruit 3% of their staff with disabilities. - Consult with disability organisations in identifying the skills of disabled people, which could be used to identify employment options within the City Council.	June 2004	Policy has been developed on recruitment of disabled persons.	- Equality Committee - Southern Health Board - Disability organisations
More transparent and accessible information on job vacancies and application forms.	- Literacy and disability proofing of information provided on job vacancies, including application forms.	June 2004	Application forms are literacy proofed.	- Disability organisations

PERSONNEL DEPARTMENT - SOCIAL INCLUSION ACTION PLAN

Objective	Action	When	Indicators	Partnership
Increase awareness and knowledge on Social Inclusion issues among City Council staff.	- Allocate specific budget for social inclusion training measures. - Increase awareness among City Council staff on Social Inclusion issues through: Discussion with Institute of Public Administration on incorporating social inclusion in to the Management, Supervisory and Customer Care modules. Supporting Social Awareness Programme organised by Social Inclusion Unit. Social inclusion as part of induction programme for new staff. Social inclusion information to be included in induction pack (Social Inclusion Booklet, etc).	From September to December 2003	Number of people trained on social inclusion issues. Increased level of awareness on social inclusion issues among staff.	- Corporate Affairs - City Council staff with Social Inclusion expertise - Voluntary local groups actively engaged with social inclusion issues
New City Council staff to be committed to social inclusion	- Integrate a paragraph on social inclusion commitments within the formal contracts of City Council employees.	September 2003 December 2004		



PERSONNEL DEPARTMENT - SOCIAL INCLUSION ACTION PLAN

Objective	Action	When	Indicators	Partnership
The City Council to continue to strengthen the services it provides to the community.	- Reinforce the support to other Directorates and Departments to provide modernised and efficient and socially inclusive services to the community.	From September onwards	Number of contracts for new employees with social inclusion paragraph.	- All City Council Directorates and Departments
Review courses at the Regional Training Centre (Ballincollig), with a view to incorporating social inclusion elements.	- Develop social inclusion focus of courses in the Regional Training Centre through discussion with the Management Committee and Technical Committee.	June 2004	Number of courses in the Regional Training Centre that have integrated social inclusion issues.	- Cork City Council - Cork County Council - Kerry County Council - FÁS - FÁS registered Trainers.

PERSONNEL DEPARTMENT - SOCIAL INCLUSION ACTION PLAN

LONG TERM OBJECTIVES (RESOURCE Dependent)

Objective	Action	When	Indicators	Partnership
Increased number of people employed by City Council with disabilities.	- Carry out an audit of buildings and employment stations to identify necessary alterations for the employment of people with disabilities. - Develop a programme of action to enhance opportunities for disabled persons to become staff members. - Pilot a best practice model.	Long-term	Number of staff with disabilities.	- Equality Committee (The Equality Committee will be set again in the near future)
Employment of Access Officer.	- Support employment of full time Access Officer.	Long-term	Deepening of Access and Equality policies.	- All Directorates and Departments
Supporting staff with disabilities.	- Development of job supports for staff with disabilities.	Long-term	Provision of supports to staff with disabilities.	- All Directorates and Departments





ENVIRONMENT
DIRECTORATE

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ENVIRONMENT DIRECTORATE - SOCIAL INCLUSION ACTION PLAN

Objective	Action	When	Indicators	Partnership
Maintaining a quality healthy environment on halting sites.	<ul style="list-style-type: none"> - Carry out in conjunction with the Housing Directorate and Fire Brigade a quality of life survey in one of the 4 halting sites in the City. - Create an inter-departmental group to tackle the issue. 	June 2004	Levels of pollution.	<ul style="list-style-type: none"> - Fire Department - Housing Directorate - Fire Brigade (Recreation and Amenities Directorate)
Provision of clear and transparent information on Waivers scheme.	<ul style="list-style-type: none"> - A review of the waivers scheme to be carried out by: <ul style="list-style-type: none"> Minimising the impact on low income groups. Formalising arrangements for the approval of future schemes. A review of the advertisement and promotion of the Scheme and to literacy proof and disability proof information. 	June 2004	Increased transparency of Waivers Scheme. Decrease in complaints and legal costs.	<ul style="list-style-type: none"> - Finance Department - Social Inclusion Unit
Set clear criteria on consultation process.	<ul style="list-style-type: none"> - Write up consultation processes already in place. - Create a consultation procedures booklet. 	December 2004	Increased level of consultation.	<ul style="list-style-type: none"> - Social Inclusion Unit

ENVIRONMENT DIRECTORATE - SOCIAL INCLUSION ACTION PLAN

Objective	Action	When	Indicators	Partnership
Awareness raising on environmental issues with a social inclusion focus.	<ul style="list-style-type: none"> - Attendance of staff at seminars dealing with: <ul style="list-style-type: none"> Travellers. Fuel Poverty. Poverty. Needs of disadvantaged areas and environmental problems. 	December 2004	Increased level of awareness on social inclusion issues. Number of people trained.	<ul style="list-style-type: none"> - Community and Enterprise Directorate - Mahon Community Development Project
Increase community's responsibility for the environment.	<ul style="list-style-type: none"> - Write up the experience of the Environment Task Group in the Mayfield/Glen/Blackpool Rapid programme area. Roll-out to other areas. 	September 2004	Increased level of awareness on social inclusion issues.	<ul style="list-style-type: none"> - Social Inclusion Unit



