



Department for  
**Social  
Development**  
[www.dsdni.gov.uk](http://www.dsdni.gov.uk)

## People & Place

Neighbourhood Renewal in Belfast

Implementation Plan

# 1 INTRODUCTION

## 1.1 IMPLEMENTATION PROCESS

In June 2003, Government published *'People and Place: A Strategy for Neighbourhood Renewal'*, which aims to tackle the complex, multi-dimensional nature of deprivation in Northern Ireland's most disadvantaged urban neighbourhoods. This Strategy has resulted from extensive consultation in 2001/02, which identified the need to move away from a project-by-project approach to urban renewal to one more planned, long-term and integrated.

The Strategy presents the Government's plans to tackle deprivation in the most disadvantaged neighbourhoods in Northern Ireland. It is a Strategy designed to promote joined-up working and achieve cross-cutting outcomes across Government. The previous Programme for Government, now known as 'Priorities and Budget,' sets the context for this Strategy and in particular the Priority Area *'Growing as a Community'* which specifies the requirement to *'Tackle social need and social exclusion'* and to *'Renew the most disadvantaged neighbourhoods and build community participation'*. The Strategy is also designed to pursue other key cross-cutting policy themes of the Programme for Government, namely, *'Promoting equality of opportunity and good relations'* and *'New Targeting Social Need'*.

The out-working of Neighbourhood Renewal across Northern Ireland is set out in three Implementation Plans covering Belfast, Londonderry and the regional towns and cities outside Belfast and Londonderry. Before finalising the respective Implementation Plans the Department for Social Development carried out consultation in all three areas.

Belfast Regeneration Office will lead the implementation of Neighbourhood Renewal in Belfast and has produced this Plan which sets out the process, areas and timetable for implementation. This Plan will also explain how the Belfast Regeneration Office will co-ordinate the Neighbourhood Renewal approach working with bodies such as Councils, Local Strategy Partnerships and other statutory and non-statutory organisations in ways that improve service delivery for the most deprived areas.

In this document we:

- provide a summary of the wider Neighbourhood Renewal Strategy for Northern Ireland;
- outline the target neighbourhoods in Belfast and the rationale for inclusion;
- set out the roles and responsibilities of the delivery structures;
- describe how the implementation of the Strategy will be reviewed and measured and how it will make links with existing organisations involved in regeneration activities within the target neighbourhoods; and

- provide a summary of the consultation exercise on the draft Implementation Plan for Belfast and our response to the substantive issues raised.

## **1.2 IMPLEMENTATION PLAN FOR BELFAST**

The draft Implementation Plan for Neighbourhood Renewal in Belfast was issued for consultation on 19 January 2004. Consultation on the draft Plan ran until 15 March 2004 and included a series of workshops across Belfast.

Following this period of extensive consultation, which included presentations to Newtownabbey and Belfast City Council, we received over 60 detailed written submissions. We also engaged in a number of meetings with political representatives from each of the areas.

We have since revised the Plan to take account of the views which have been expressed and provided clarification on the following:

- target neighbourhoods;
- broad objectives and priority actions;
- implementation structures;
- resourcing implications; and
- equality screening arrangements.

The Plan also explains how we link Neighbourhood Renewal with other urban regeneration activities. We will build upon the policies that have been effective in the past and ensure that all urban regeneration policy instruments work in ways that reinforce each other.

The following section provides a summary of Government's Strategy for Neighbourhood Renewal which was published in June 2003.

## **2 PEOPLE AND PLACE - A STRATEGY FOR NEIGHBOURHOOD RENEWAL**

### **2.1 THE CONTEXT**

#### **2.1.1 The Causes and Effects of Deprivation**

A quarter of a million people - or 1 in 7 of Northern Ireland's population - live in disadvantaged parts of our towns and cities. The symptoms of deprivation are easy to identify and understand. People who live in deprived areas are much more likely to be out of work or, when they do have jobs, be poorly paid. The economic stresses of unemployment and low incomes are closely linked to social problems such as poor health, low levels of educational achievement and high levels of crime. Economic deprivation also leads to environmental problems, characterised by derelict buildings, undeveloped sites and poor services.

People living in the most deprived neighbourhoods are more likely to depend on public services than the rest of society. Those who are unemployed, or who are on low incomes, depend on the benefit system and those with poor health are more likely to need the help of Health and Social Services. It is also the case that those suffering from the effects of anti-social behaviour are more likely to need the assistance of the Police. As these neighbourhoods depend more on public services than the rest of society, they will be disproportionately affected by any weaknesses or under-performance in those services.

#### **2.1.2 The Belfast Context**

The background to deprivation in Belfast is primarily related to the decline in traditional manufacturing industries and the decay of inner city areas. These problems have been compounded by population movements, as many of those who could, moved out of the area and those who stayed behind found themselves caught in the trap of urban decay exemplified by high rates of unemployment, poor housing, and the rest of the problems associated with areas of urban decline. In addition to these shared problems, Belfast has also suffered from over 30 years of civil conflict and disturbances, further blighting the lives of its residents.

Employment opportunities for local residents declined as indigenous and externally-owned manufacturing industries contracted. Those made redundant in the traditional blue-collar industries were not absorbed into the expanding service sector and unemployment increased. Increasingly more of the jobs that did exist were held by non-residents as population dispersed to urban growth centres in a 30 mile radius around Belfast and fewer residents obtained employment. The continuing violence, of course, compounded the problem.

The major population changes occurred in the inner city. In the 1970s, this resulted in a population loss of 42 per cent and in the 1980s a loss of 23 per cent. Between 1971-91 the inner city population decreased by over half (55 per cent). Even in terms of households, the decline was considerable (39 per cent). Much of this pattern is familiar in industrial cities like Liverpool and Glasgow. What is distinctive about Belfast is the

way this change has been accompanied by deepening segregation during a period of massive public housing redevelopment and prolonged violent conflict.

The movement of population in response to the Troubles has created a city substantially more divided on religious grounds than 30 years previously, particularly in the north of the city. Belfast is a city where people are often divided physically by walls and socially by wealth and religion. One of the sad realities of the last 30 years is that those communities in Belfast that have borne the brunt of violence have also suffered the highest levels of disadvantage.

Thus, Belfast is the product of an exceptional combination of processes which have determined development in the city and affected the quality of life of its inhabitants. It has been subject to the consequences of rapid economic change which have, for example, transformed its labour market and generated an endemic problem of unemployment. Finally, it has been the primary location of a conflict between and within communities and against the state. All of these give Belfast its specific character, its particular set of acute problems and pose a major challenge to any development process.

The publication of the findings of the document: 'Belfast Areas of Special Need (1977)' first focused attention on the social problems encountered in the inner city areas. Using information from the 1971 Census of Population, the report analysed the geographical distribution of social need within the Belfast Urban Area. It found "*two major need syndromes. One is characterised by unemployment, low incomes and overcrowded housing resulting from large family size. This has a west Belfast distribution. The other is an inner city syndrome, distinguished by sub-standard housing, poor physical environment, low incomes and concentrations of persons with different forms of personal handicap whether associated with age or health.*"

In 1987, the Northern Ireland Statistics and Research Agency produced an update of some of the findings of Belfast Areas of Special Need work. This exercise provided a statistical basis for the launch of the 'Making Belfast Work' initiative in 1988. It showed that those wards and sub-areas of special social need identified in 1977 remained the most disadvantaged in the city, despite major improvements to housing and the public housing stock carried out by the Northern Ireland Housing Executive in the intervening years.

More recent analysis of the geographical distribution of deprivation, Robson (1994) and Noble (2001), have underlined the persistent nature and location of the problem in Belfast despite the efforts of initiatives focused on social and economic development throughout the last few decades. The composite effect of urban decline and political violence has thus created a unique challenge.

### **2.1.3 The Government's Commitment to Tackling Deprivation**

Across Northern Ireland, the Government is committed to tackling deprivation. As this issue is so important, it has been encapsulated in a cross-cutting policy known as new Targeting Social Need (new TSN) that now applies to all aspects of Government activity. This policy requires all Government Departments to use their resources to

benefit the most disadvantaged people, groups and areas, and to change the way things are done so that programmes and services are organised and delivered in ways that are more helpful to disadvantaged people. It will be essential that Neighbourhood Renewal links closely with a wide range of Government initiatives that are designed to address deprivation and social exclusion.

#### **2.1.4 The Role of the Department for Social Development (DSD)**

DSD's main business areas - housing, social security, child support, urban regeneration and community development - aim to combat deprivation. Urban regeneration is a complex policy area. There are many different initiatives and schemes and a large number of organisations involved at local neighbourhood, district council and regional level. In its work in the regeneration of our cities and towns, DSD uses a mix of public and private sector investment and contributions from the European Union's Structural Funds, including the Peace Programmes, and the International Fund for Ireland. All of DSD's urban regeneration activity is directed at supporting both people and the places where they live, work and socialise and reflects, therefore, a wide range of physical, community, social and economic initiatives.

Many of the most deprived neighbourhoods in Northern Ireland are areas largely made up of social housing. The Department can, therefore, make a substantial difference to many neighbourhoods through the work of the Northern Ireland Housing Executive and the housing association movement. The Social Security Agency provides financial support in the most deprived neighbourhoods in the form of benefits to a range of customers, including people of working age, disabled people and their carers, and pensioners. The Voluntary and Community Unit (VCU) seeks to promote within Government a consistent and positive approach to working with the voluntary and community sector to facilitate the building of better communities.

## **2.2 LEARNING THE LESSONS**

### **2.2.1 Urban Regeneration: Approach to date**

Some important lessons have been learned from evaluations of Government's current approach to urban regeneration:

- because physical development, community and social regeneration schemes have not always been integrated, a lot of urban regeneration activity has been short-term project focused, and has not always had the desired impact in terms of promoting social inclusion;
- effective regeneration requires joined-up delivery by the public sector;
- schemes and projects that have the greatest impact on the quality of life address a range of economic, social, physical and community issues and actively involve target communities; and

- the short-term project-led approach must be replaced over time by a long-term needs and programme based approach.

## 2.2.2 National and International Approaches

It is important to learn from best practice in Neighbourhood Renewal in England, Scotland, Wales, and the Republic of Ireland and further afield. Whilst differing implementation methods are utilised in other regions, there is an acceptance that taking an area-based approach to tackling endemic social deprivation is the most effective means of targeting our most deprived communities. Central to each approach is the involvement of local communities in the regeneration process and the need to achieve improved service delivery through comprehensive integrated planning processes.

## 2.2.3 What You Told Us About The Proposals For Neighbourhood Renewal

The Department consulted widely on its proposals for Neighbourhood Renewal. The consultation process report is hosted on the DSD website [www.dsdni.gov.uk](http://www.dsdni.gov.uk) along with the '*People and Place*' Neighbourhood Renewal Strategy document.

## 2.2.4 What must be done?

These lessons, the consultation debate and what we know about the problems facing our most deprived people and places, tell us that there are certain key issues that we must address if we are to successfully tackle deprivation:

- (i) ***we must target the most acute deprivation*** - the problems of deprived neighbourhoods combine together in ways that turn individual issues into much more serious problems that affect the whole community;
- (ii) ***we must take a long-term view*** - it will require many years to address, in a meaningful way, the different symptoms and causes of multiple deprivation, and help deprived families and neighbourhoods break the cycle of deprivation;
- (iii) ***we must take an integrated approach*** - if you live in a deprived neighbourhood, you are likely to be more dependent on public services. Public services will be more effective if Government works collectively in an integrated way;
- (iv) ***we must address community division and tension*** - in many neighbourhoods, deprivation is exacerbated by religious segregation and community conflict;
- (v) ***we must work in partnership*** - efforts to regenerate the most deprived neighbourhoods must be based on real partnerships, both within and between communities, with Local and Central Government and the private sector;
- (vi) ***we must empower communities*** - community capacity building must be strengthened to enable local people to shape, and then drive, renewal initiatives in their areas; and

- (vii) *we must make a difference* - too much of what we have measured to date has been about short-term inputs which have not made any fundamental impact on the deep-seated problems of deprived communities.

## 2.3 GOALS AND OBJECTIVES

### 2.3.1 Our Mission

DSD's Mission Statement - *together, tackling disadvantage, building communities* - encapsulates what the Department, working within Government and with social partners, hopes to achieve through Neighbourhood Renewal.

### 2.3.2 Goals for Neighbourhood Renewal

To help close the gap between the quality of life for people in the most deprived neighbourhoods and the rest of society, DSD will pursue two overarching goals:

- to ensure that the people living in the most deprived neighbourhoods have access to the best possible services and to the opportunities which make for a better quality of life and prospects for themselves and their families; and
- to improve the environment and image of our most deprived neighbourhoods so that they become attractive places in which to live and invest.

### Strategic Objectives

To tackle the complex, multi-dimensional nature of deprivation in an integrated way, Neighbourhood Renewal will have four interlinking strategic objectives:

1. ***Community renewal - to develop confident communities that are enabled and committed to improving the quality of life in their areas.***

It is vital that communities play a leading role in this process the role of BRO will be to support and encourage this process. Therefore this Strategy must be owned and sustained within neighbourhoods. In order to ensure this happens it is essential that we develop the capacity and skills within these communities. To facilitate this, the DSD's Voluntary and Community Unit (VCU) will take the lead role, ensuring that the conditions for the effective support and delivery of Neighbourhood Renewal are set in place in the most deprived neighbourhoods. VCU can draw on good relations with the community sector, district councils and other agencies to help ensure that support is available to neighbourhoods where community organisations are not well developed.

Typical activities involve:

- developing and strengthening community organisations to improve the capacity of the communities;



- facilitating a more proactive and planned approach to community development, including identifying and promoting best practice within and between neighbourhoods;
- supporting training and development of skills in community development and Neighbourhood Renewal, including providing support to those involved in the delivery of Neighbourhood Renewal, and increasing the capacity of the voluntary and community sector to develop locally based programmes;
- improving community relations and reducing tension between communities, for example, by supporting capacity building in areas described as having ‘weak community infrastructure.’ A start has been made here through the Peace II Programme’s Area-Based Regeneration Measure, the Urban II Initiative in North Belfast and the work of the North Belfast Community Action Unit. These initiatives provide indications as to how community conflict can be addressed as part of the Neighbourhood Renewal process;
- promoting volunteering and active citizenship in the most deprived neighbourhoods; and
- supporting Government Departments and agencies in their efforts to enhance the delivery of public services by making greater use of voluntary and community organisations in the delivery of these services.

2. ***Economic renewal - to develop economic activity in the most deprived neighbourhoods and connect them to the wider urban economy.***

Poverty has, for too long, blighted the lives of whole neighbourhoods and is one of the primary causes of deprivation. Helping people who live in the most deprived neighbourhoods to get jobs will be one of the best ways of tackling poverty and disadvantage. This Strategy will help focus attention on the particular needs of deprived areas. It will be essential that Neighbourhood Renewal co-ordinates appropriate responses effectively so that there is access to training and business opportunities for people, both where they live and outside their areas.

In support of this, we must also ensure that wider regeneration initiatives, wherever possible, have a positive economic impact in supporting deprived neighbourhoods.

Typical activities involve:

- encouraging investment and business development in the most deprived neighbourhoods, including supporting entrepreneurship;

- making sure that people living in the most deprived neighbourhoods have the skills they need to participate in the labour market. This will mean helping people with poor basic literacy and numeracy skills, people who have left school with few qualifications, and people in certain groups - such as young people, the long term unemployed, disabled people and women - who sometimes face extra problems in finding work;
- helping people from the most deprived neighbourhoods to get into higher and further education;
- helping people in the most deprived neighbourhoods to overcome barriers to work such as poor transport or a lack of suitable childcare;
- supporting training and transport schemes that can help people in the most deprived neighbourhoods get to jobs that are available elsewhere;
- ensuring that people on benefits are encouraged and supported to take up their full entitlement and that the process of seeking advice on a wide range of benefit and other issues is made more accessible; and
- supporting social economy programmes that can encourage community and social enterprises.

3. ***Social renewal - to improve social conditions for the people who live in the most deprived neighbourhoods through better co-ordinated public services and the creation of safer environments.***

Deprived neighbourhoods face a daunting range of social problems, poor health, low educational achievement, high levels of drug and alcohol abuse, high rates of anti-social behaviour, vandalism and crime. Social problems of this kind have a disproportionate effect on the quality of life of people who live in these neighbourhoods and must be tackled to make a real change, for the better. As effective public services are the foundation for Neighbourhood Renewal, a key element will be to improve public service delivery and make it more accountable to the community.

Typical activities involve:

- helping schools that serve the most disadvantaged areas to improve educational attainment,
- improving the health of people living in the most deprived neighbourhoods in conjunction with Investing for Health Partnerships, Health Action Zones, Healthy Living Centres and Sure Start Programmes. Issues that need to be addressed include drug and alcohol abuse, teenage pregnancy, parenting strategies and the promotion of healthier lifestyles;
- improving access and connections inside neighbourhoods and between neighbourhoods and other areas. This will involve schemes that help people

get to jobs and services easily by means of, for example, improvements to pedestrian paths, lighting and cycle paths ;

- reducing the occurrence of fear, anti-social behaviour, vandalism and crime in conjunction with Community Safety Partnerships. Specific projects should tackle fear in interface areas, and assist the work done by Neighbourhood Wardens within the context of an overall crime reduction strategy; and
- developing or improving the community recreation and leisure facilities available to the people who live in the most deprived neighbourhoods. For example, this might include using school facilities for community meetings, sports facilities and leisure classes outside of normal school hours.

4. ***Physical renewal - to help create attractive, safe, sustainable environments in the most deprived neighbourhoods.***

The most deprived neighbourhoods are almost always in poor physical condition, with vacant or contaminated sites and derelict property. This makes them unattractive areas in which to live, work and invest. Many have the added problems of homes, land and property blighted by interfaces. There is a need to build new hope and a sense of security in these communities. Vacant land and buildings can offer real opportunities for local regeneration schemes. DSD has successfully used Comprehensive Development Schemes, Urban Development Grants and Environmental Improvement Schemes to draw substantial public and private sector investment into disadvantaged areas. This work will continue in the most deprived neighbourhoods but it will be more carefully integrated with other economic, social and community renewal priorities to create the maximum impact.

Typical activities involve:

- developing vacant, derelict or underused land and buildings;
- actively promoting and carrying out land assembly, site clearance and infrastructure provision, particularly where brownfield sites can be developed, or contaminated or derelict land brought back into productive use;
- putting in place environmental improvements on key sites, entrances to neighbourhoods and along arterial routes;
- controlling pollution and promoting effective waste management;
- promoting a more diversified tenure and tenant base, providing a better mix of local housing opportunities, reducing turnover and long term vacancies, and promoting balanced and settled communities; and

- dealing with the impact of interfaces and peacelines on communities, including working with local people to explore how contested spaces might be better used.

## 2.4 DELIVERING NEIGHBOURHOOD RENEWAL

### 2.4.1 Key Elements

To make a real difference in the most disadvantaged areas, Government will target those areas located within the worst 10% of electoral wards and Enumeration Districts as selected by the Noble Multiple Deprivation Measure, a measure widely used within Government. This decision to target the 10% most deprived areas has already been subjected to substantial consultation.

In line with Government policy we will therefore target those neighbourhoods which are within the worst 10% of electoral wards as measured by the Noble Multiple Deprivation Measure and the worst 10% of Enumeration Districts (not located in the latter) as measured by the Noble Economic Deprivation Measure. The relevant Wards and Enumeration Districts in Belfast are contained in **Annex 1** to this document. Primary target areas will form *Neighbourhood Renewal Areas*.

A *Neighbourhood Partnership Board* representative of the key political, statutory, community, voluntary and private sectors will be identified in each *Neighbourhood Renewal Area* as the vehicle for local planning and implementation.

A *Neighbourhood Renewal Vision Framework* will set down the aspirations for each area over a 7-10 year period. Each local framework will generate a rolling three-year *Neighbourhood Action Plan* containing integrated community, social, economic and physical programmes that reflect the specific needs of the local community. These programmes will seek to maximise the effectiveness of public services and resources although they may be delivered through a range of statutory, private and community organisations. Baseline information will be developed for each Neighbourhood Renewal Area so that progress can be measured from a definitive starting position and best practice disseminated between neighbourhoods and to other areas.

### 2.4.2 Identification of Neighbourhood Renewal Areas

Neighbourhood boundaries have been agreed through a process of local consultation. In agreeing the areas it has been important to identify neighbourhoods that are large enough to allow integrated regeneration measures to be developed and to prevent the resources that are available from being spread thinly between too many neighbourhoods. While most regeneration activity will take place within the boundary of each neighbourhood, projects located outside the area may be supported, provided they clearly contribute to the needs of people living in the target area. It has also been important to ensure that neighbourhood renewal areas take account of appropriate area-based initiatives already underway and that they provide the necessary vehicle for local delivery of future Government initiatives.

### **2.4.3 Renewal Activities in other Areas deemed to be at risk**

We listened carefully to the concerns raised during the consultation exercise regarding those areas not in the worst 10% but which were at risk of slipping into more acute states of deprivation. We have begun to develop a complementary approach to Neighbourhood Renewal aimed at improving community cohesion in areas outside the Neighbourhood Renewal areas that are characterised by social tensions, a lack of community cohesion, community division and alienation.

Our consultations on the Neighbourhood Renewal Strategy and our experiences with the Community Action Group combine to highlight the need for interventions that address problems caused by interface tensions, economic decline, social cohesion and changes in the lived environment, for example the demolition and building of new housing.

There will be a focus on improving public services and working with other Departments to ensure that areas receive the necessary resources and support to address their needs. We will work to establishing links with organisations that are already significantly involved in delivering services to local communities.

This approach aims to build community cohesion and reduce community division, tension and alienation will be closely aligned to any forthcoming wider Anti-Poverty Strategy evolving from the *'New TSN – the way forward consultation document'*.

The long-term goal of the 'Areas at Risk' policy is to prevent these areas from descending into instability and promote the regeneration of those that are in need. The approach will involve assessing the short, medium and long-term needs, and developing an action plan designed to strengthen community cohesion.

### **2.4.4 Neighbourhood Renewal: The Department's Contribution**

The Department will take central responsibility for driving Neighbourhood Renewal forward. A Neighbourhood Renewal Unit (NRU) has been established to work with Development Offices, other Government Departments, and Neighbourhood Area Partnerships to help implement this Strategy. It will ensure that baseline statistical information is provided for each Neighbourhood Renewal Area, monitor progress and provide best practice, training and other services to build understanding and develop skills in regeneration and renewal.

The Department will identify the core competencies that are needed to support and build professionalism in Neighbourhood Renewal and the Neighbourhood Renewal Unit will, in conjunction with VCU, coordinate work with the Universities, Higher Education Colleges and the voluntary and community sector to develop relevant and coherent training and education programmes.

**The Department's Voluntary and Community Unit (VCU)** will facilitate a more proactive and planned approach to developing community organisations at district council level. Central to this approach will be working to enhance the Belfast Council led Community Support Programme. VCU will work closely with the Council and

with Development Offices to build community capacity and to develop and disseminate best practice model. This process will be underpinned by community development principles and will be enhanced by the creation of a support network to build the necessary skills to deliver Neighbourhood Renewal. A Capacity Building Unit has been established within VCU to drive this forward working closely with the Development Offices and the Neighbourhood Renewal Unit.

**Belfast Regeneration Office** is taking the lead in the implementation of Neighbourhood Renewal in Belfast. Further details on the role of Belfast Regeneration Office are set out in Section 5.2.1. A number of other organisations also have important roles to play in this implementation.

**The Northern Ireland Housing Executive (NIHE)** will be one of the key statutory partners in the neighbourhood partnership delivery structures and will, in certain circumstances, act as the Department's agent in some Neighbourhood Renewal Areas. The Department is committed to ensuring that everyone has the opportunity to access decent affordable housing. The aim is to make appropriate, accessible and high quality housing available to all, especially those in greatest need.

The Northern Ireland Housing Executive has played a leading role in the transformation of much of Belfast's landscape and in improving the quality of life of many of its residents over the last four decades.

The Housing Executive and its partner housing associations have built some 19,000 new homes in the social housing sector, while thousands of other properties have been modernised through rehabilitation works, the Housing Executive's private sector grants scheme, and its improvement and maintenance programme for its own stock. Much of the latter has been implemented through comprehensive inter-agency Estate-Based Strategies - as for example in Rathcoole, Ballybeen, Twinbrook and Glencairn - often in conjunction with environmental upgrading schemes and community and social programmes.

As Northern Ireland's strategic housing authority, the Housing Executive has striven to promote the importance of housing and tenure diversity in supporting the wider regeneration of Belfast:

- In many instances, as for example in Springvale, Northgate and Laganside, housing development provided a large part of the foundation for government initiatives to address dereliction and brownfield sites through economic and environmental regeneration, a key role that continues in the inter-agency Belfast Arterial Routes project set up to address the dilapidated nature of several of the main routes serving the city.
- The rejuvenation of the city centre has also been assisted through the promotion and facilitation of increased inner city and city centre private housing developments in an inter-agency initiative led out by the Housing Executive in the mid to late 1990s.

All of the above represents a considerable investment in Belfast; since 1990 alone almost £750 million has been invested in the city through the social housing sector, a significant contribution to the local economy.

#### **2.4.5 Wider Government's Contribution**

Critical to the success of Neighbourhood Renewal will be genuine reforms in the way that public services are delivered. Effective public services are the foundation for Neighbourhood Renewal. These reforms must ensure that services are better co-ordinated and that effective partnerships are developed between those providing public services and the local communities who rely on them. The DSD Minister is leading a cross-Departmental Ministerial Group to take forward the work on Neighbourhood Renewal. This Group continues to provide the strategic direction and secure the commitment of all parts of Government to the successful implementation of the Strategy.

#### **2.4.6 Resourcing Neighbourhood Renewal**

Government Departments, agencies and public bodies spend substantial amounts of money on programmes aimed at improving the social, economic and environmental well-being of deprived areas. The Ministerial Group will ensure that all Government Departments remain committed to targeting funding at the needs of the most deprived neighbourhoods and to making existing public services as effective as possible by improving the co-ordination of statutory agencies and the targeting of resources. As part of resourcing Neighbourhood Renewal, DSD is refocusing and reprioritising its existing urban regeneration resources. Project-led initiatives such as Making Belfast Work (MBW) and the Londonderry Regeneration Initiative (LRI) are being phased out, with the funding being redirected to Neighbourhood Renewal. To supplement the funding that will be directed to the Neighbourhood Renewal Areas by mainstream Government Departments and Agencies, DSD will also continue to make use of the European Union and other funding sources such as the International Fund for Ireland (IFI) and the Integrated Development Fund (IDF).

#### **2.4.7 Managing Resources and Risks**

In order to protect the credibility of the Neighbourhood Renewal approach in the long term, decision-making must be transparent and backed up with evidence that funds have been used wisely and for the purposes intended. Neighbourhood Renewal is a new approach and therefore a robust risk management process will be used to identify, assess and control, as far as possible, any risks associated with its implementation. The Department will provide assistance to Neighbourhood Partnership Boards in relation to the introduction of suitable administrative procedures.

### **2.5 MEASURING SUCCESS**

#### **2.5.1 Baseline Information - The Starting Position**

To assess the impact of Neighbourhood Renewal, it is important to have local baseline statistics which can be used to measure improvement. The Northern Ireland Statistics and Research Agency has recently developed a Geographic Information System of neighbourhood statistics. It will use information from the 2001 Census and a wide range of statistics on the social, economic and environmental aspects of local life. This information will be enormously useful to understand the current situation and monitor the changes that will result from Neighbourhood Renewal. This will be supplemented by baseline information developed for each Neighbourhood Renewal Area. Necessary information will be gathered by undertaking "neighbourhood surveys" that will identify the most pressing issues that concern people from disadvantaged neighbourhoods.

### **2.5.2 Monitoring Outputs and Outcomes**

Meaningful targets will be agreed within the context of the Neighbourhood Action Plans and set for every Neighbourhood Renewal Area. As the purpose of the Neighbourhood Renewal approach is to tackle deprivation by integrating the work of all Government Departments and Agencies, targets will also be reflected in Departments' New TSN Action Plans, Public Service and Service Delivery Agreements.

We aim to tackle deprivation by working closely with mainstream providers, such as the education and health services, to ensure a more specific focus on the most deprived areas. To monitor the impact we aim to develop, in conjunction with other Departments, 'Floor Targets' that describe a certain level of standards for all.

### **2.5.3 Action Plan Milestones**

In order to monitor progress, a series of key milestones will be built into Neighbourhood Action Plans for each Neighbourhood Renewal Area. These milestones will allow progress against output and outcome measures to be determined.

### **2.5.4 The Way Forward**

The Neighbourhood Renewal Strategy sets out a broad framework of processes and relationships, objectives and outcomes for Neighbourhood Renewal. It provides a vehicle for engagement across Government to take forward measures to tackle deprivation, and a flexible mechanism for statutory agencies to work together with other key stakeholders and local residents. In this way, public services that are critical to the quality of life in the most deprived urban areas of Northern Ireland can be made to work more effectively.

In researching and developing this Strategy, DSD has developed a large body of evidence to support a more focused approach to tackling endemic area-based deprivation. The Neighbourhood Renewal Strategy document is available on the DSD website [www.dsdni.gov.uk](http://www.dsdni.gov.uk).



### 2.5.5 A Phased Approach

The full transition to Neighbourhood Renewal will take approximately 18 months depending on the stage of development in each of the Neighbourhood Renewal areas. As part of the transition therefore and in an effort to give momentum to Neighbourhood Renewal, the Minister for Social Development approved, with effect from 1 April 2004, the closure of MBW and LRI and the transfer of resources to a new Neighbourhood Renewal Investment Fund to be taken forward in 3 phases as follows:

- **Phase 1** has been designed to give continued support to organisations already in receipt of MBW and LRI funds on an interim basis until new arrangements were put in place. Phase 1 projects are being supported from 1 April 2004 to 31 March 2005.
- **Phase 2** has been designed to provide further support to the transition to Neighbourhood Renewal. The emphasis of Phase 2 is on support for the infrastructure necessary to make Neighbourhood Renewal happen, i.e. the Neighbourhood Partnership Boards, the creation of Neighbourhood Action Plans and support for a small number of strategically important community organisations within Neighbourhood Renewal areas. In addition, emphasis has been placed on “early wins” to build confidence in Neighbourhood Renewal areas that positive change will result.
- **Phase 3** will take effect in the Neighbourhood Renewal areas once agreed Neighbourhood Action Plans are in place. Subject to DFP approval, it is envisaged that each of the Neighbourhood Renewal areas will be allocated an indicative budget to support their action plan. The details of the budget allocation are yet to be confirmed.

The following section of this document set out our proposals for the implementation of *People and Place* in Belfast.

### **3 NEIGHBOURHOOD RENEWAL: PREPARING FOR THE FUTURE**

#### **3.1 BELFAST REGENERATION OFFICE DRAFT STRATEGY CONSULTATION**

Between April and July 2002 Belfast Regeneration Office carried out consultation on its draft strategy document. Six workshops were held in various locations around Belfast involving 273 external consultees and 44 written submissions were received. While the formulation of an overarching policy for the regeneration of the most deprived areas in Northern Ireland has since superseded this consultation the similarities between the approach being advocated at a neighbourhood level contained in the draft strategy and that outlined in *'People and Place'* mean that many of the issues raised in the consultation are dealt with in this plan. The Belfast Regeneration Office Draft Strategy Consultation document is available on the DSD website [www.dsdni.gov.uk](http://www.dsdni.gov.uk) under 'publications.'

The key issues that emerged in 2002 have been highlighted below. Details of the actions that Belfast Regeneration Office has taken to address these issues have also been included.

1. ***A need for Belfast Regeneration Office to clearly identify the boundaries within which it will operate.***

Belfast Regeneration Office has now clearly identified its operational areas. These will be the wards, in the four Belfast parliamentary constituency areas, with the focus on the 10% most deprived on the Noble Multiple Deprivation Measure (MDM) and enumeration districts not in the latter that fall within the most deprived 10% of enumeration districts on the Economic Deprivation Measure. From this defined area a number of Neighbourhood Renewal Areas will be identified. Areas outside those specified will continue to be serviced by broader programmes and initiatives.

2. ***An endorsement of the need to target our actions geographically.***

The implementation plan describes an area-based approach to tackling deprivation.

3. ***An endorsement of the Noble Measure of Multiple Deprivation as the primary means of identifying the most deprived areas. It was also suggested that some flexibility regarding fine-tuning, based on local consultation and existing research or additional statistics, should be incorporated.***

We have adopted the Northern Ireland Measures of Deprivation (Noble) as it represents the most up-to-date, transparent and objective means of identifying deprivation spatially. The final demarcation of neighbourhood boundaries will be based on consultation. Additional research and statistics may be used to inform the development of Neighbourhood Action Plans.

4. *A broad endorsement of the 4 priority areas of encouraging investment and physical regeneration, raising educational achievement, improving access to employment and creating safe, healthy communities.*

The four strategic objectives outlined in *People and Place*, Community, Economic, Social and Physical Renewal reflect the priority areas described in the Belfast Regeneration Office draft strategy document.

5. *A conflict of views regarding the role of Belfast Regeneration Office in developing the City Centre.*

The development of the City Centre will now primarily be the responsibility of the Belfast City Centre Regeneration Directorate. We will, however, continue to work closely with the Directorate and other stakeholders towards the renewal of the wider city. A successful city and flourishing City Centre are essential for providing opportunities which will allow us to make progress with tackling deprivation.

6. *A need to clearly set out what we mean by 'sustainability'.*

*People and Place* describes a move away from short-term project funding to 7-10 year programmes. It also underlines the involvement and commitment of other government departments and agencies to maximise the effectiveness of mainstream services and resources targeted on areas.

7. *The need for Belfast Regeneration Office to further develop, clarify and enhance its developmental, co-ordination, and funding roles; and the need to clarify Belfast Regeneration Office and VCU roles and responsibilities for funding the community and voluntary sector.*

The Department will develop clear guidance on the funding programmes delivered by VCU and how these impact on Neighbourhood Renewal areas. Particular responsibility to be taken forward by VCU will include disseminating best practice models of community development and identifying how the involvement of voluntary and community organisations can contribute to better delivery of Neighbourhood Renewal.

### **3.2 CONSULTATION ON THE DRAFT IMPLEMENTATION PLAN FOR NEIGHBOURHOOD RENEWAL IN BELFAST**

As set out in section 1.2 the Draft Implementation Plan for Neighbourhood Renewal in Belfast was published by Belfast Regeneration Office in January 2004.

The consultation process, which ended on 15 March 2004, consisted of eight area-based workshops, written responses and meeting with local representatives. Each workshop followed a consistent format with a presentation by the Director of Belfast Regeneration Office on the Draft Implementation Plan followed by group discussions based on three key issues:

- the proposed Neighbourhood Renewal Areas;

- the proposed implementation arrangements; and
- linking with other urban regeneration programmes and activities.

Community Technical Aid (CTA) in conjunction with Brendan Murtagh was commissioned to facilitate the consultation workshops and assist in the preparation of a report (**Annex 4**) for Belfast Regeneration Office to help inform the final Implementation Plan. The report summarises the main findings of the consultation.

There was broad agreement with the strategic thrust of the Draft Implementation Plan in terms of the need to concentrate resources on the most disadvantaged areas and with integrated programmes that tackle underlying economic, social and physical problems; the longer-term approach; and the importance of local partnerships that guarantee community ownership were also endorsed.

Many of the fundamental decisions about Neighbourhood Renewal were set out in the overarching strategy document, *People and Place*, which itself was the product of a separate consultation process and endorsed politically, when launched by the Minister in June 2003. Some of the issues raised during the consultation were primarily concerned with this strategy document rather than the Draft Implementation Plan which is concerned with detailing how *People and Place* might be implemented in the context of Belfast.

### **3.3 CHANGING OUR FOCUS**

Belfast Regeneration Office will lead the implementation of the Strategy in the most deprived neighbourhoods located within the boundaries of the four Belfast Parliamentary Constituency Areas, namely: Belfast North; Belfast South; Belfast East and Belfast West.

This will involve significant reshaping of the priorities and functions of Belfast Regeneration Office from the current project- based focus. It will require a co-ordinated approach that aims to use our resources in a more efficient and targeted way to address urban problems.

We recognise that it will take time to establish the relevant structures and to undertake the planning processes to make *People and Place* a reality and it is for this reason that Neighbourhood Renewal will be moved forward on a phased basis. We have, however, already made a start with the concept of Neighbourhood Renewal in our Peace II interface areas:

- Short Strand, Lower Newtownards Road, Albertbridge Road and The Mount
- Lower Springfield, Cavendish and Beechmount/Ainsworth
- Donegall Road/Roden Street and Rockmount
- The Markets, Lower Ormeau, Donegall Pass.

We have also secured resources from the European Urban Initiative to help develop the Inner North area of the city and through the Outer West Belfast Area Team, have assisted the Colin Neighbourhood Initiative to draw up a strategy that sets a vision for its neighbourhood and proposes a series of interlinked projects and schemes to address all of the issues that are important to the area. This initiative involves community representatives, public sector organisations and representatives of private and voluntary sector organisations. Together they have formulated a strategy that was launched in November 2003 and we see this as one potential model for the Neighbourhood Partnership Boards.

As stated earlier the implementation of *People and Place* has required the winding down of the Making Belfast Work initiative and the co-ordination of our other policy instruments and programmes to complement Neighbourhood Renewal. To achieve this, we will deliver our activities by concentrating our resources on disadvantaged neighbourhoods through 7-10 Year Neighbourhood Renewal Vision Frameworks and three-year rolling Neighbourhood Action Plans for the proposed Neighbourhood Renewal Areas. Physical development will be an integral element of the plans, with Belfast Regeneration Office taking forward physical infrastructure schemes.

The continued regeneration of the City Centre in Belfast will be taken forward by the Belfast City Centre Regeneration Directorate. The '*Belfast City Centre Regeneration Policy Framework*' outlines proposals to develop the City Centre. The report proposes to harness development opportunities to help drive the regeneration of Belfast's most disadvantaged communities by improving the working of the City Centre labour market and in particular, to enable residents from the most deprived communities to improve their employability, and to access City Centre jobs by developing a closer match between current and future needs of employers and the skill development needs of the poorest neighbourhoods.

### 3.3.1 The Wider Context

In addition to the direct delivery of programmes, Belfast Regeneration Office plays a pivotal role in facilitating and supporting strategic frameworks and other regeneration activities that impact on the city. It is not possible to adequately cover all of the strategies and initiatives which impact on Belfast, however, as this is an Implementation Plan we will seek to draw upon and complement those strategies and structures to help address deprivation. Such examples include:

- **Local Councils** have an important role in issues that impact on local economic development and regeneration. Belfast City Council's Development Agenda is articulated in '*Belfast: Capital City 2003/06*' which was launched on the 18<sup>th</sup> September 2003 and discussions have been initiated to improve the achievement of mutual aims and objectives. The Council supports community development activity through the Community Services Programme, which is part-funded by the Department for Social Development, through its Community Support Programme. The Council is also involved in the delivery of a community relations programme aimed at developing cross-community links and promoting mutual understanding and respect.

Since 1992 Councils have been able to raise money through the local rates for economic development purposes. In 2002 Councils' economic development powers were further extended when they were granted authority to acquire, hold develop and vest land. Also in 2002, Councils were given a role in enhancing community safety through their lead role in the establishment of community safety partnerships. We will therefore work with Belfast City Council through the Belfast Community Safety Partnership as well as the Arterial Routes Strategy. We will also work with Lisburn, Castlereagh and Newtownabbey Councils to effect change in their respective areas.

- **The Local Strategic Partnerships (LSPs)** are developing *Integrated Local Strategies* to enable collaborative decision-making on key issues, such as housing, jobs and education, which affect local people, and to ensure the more efficient use of resources. In order that a strategic and co-ordinated approach to regeneration is undertaken, Belfast Regeneration Office has devolved responsibility for delivering Measure 2.11 of the Peace II Programme to the LSP. This Measure targets resources at four interface areas within the city and has been responsible for the creation of many worthwhile projects in the target areas.
- **The European Union Structural Funds**, Peace II and Building Sustainable Prosperity Programmes, are governed by the Community Support Framework (CSF). One of the themes in the Community Support Framework is regeneration, environment and rural society which covers, amongst other things, the need to develop the fabric of urban communities and to foster bottom-up regeneration and development strategies for local areas. The Community Support Framework also has a Peace and Reconciliation theme with two central objectives - addressing the legacy of the conflict and taking opportunities arising from peace. Belfast Regeneration Office makes use of the European Union Funding that is currently available for urban regeneration to assist, where possible, the Neighbourhood Renewal approach in our cities and main towns. This approach is reflected in the delivery of Measure 2.11 by the Local Strategic Partnerships. VCU also delivers Measure 3.3 Community Sustainability which is already funding some organisations delivering support services to the voluntary and community sector in Neighbourhood Renewal areas.
- **The Local Community Fund** has been established to assist communities in developing community capacity and leadership; to promote partnership working within and between communities; to help communities improve their local environments; to develop intervention programmes with young people; and to encourage more active participation by women in local community services.
- **The NI Regional Development Strategy** is an overarching Strategy developed by the Department for Regional Development for the future development of Northern Ireland to 2025.
- **Investing for Health** is a strategy that aims to improve the health of Northern Ireland people, by shifting the emphasis of health policy towards tackling the factors that adversely affect health and perpetuate health inequalities. It argues that health and well-being are largely determined by the social, economic, physical and

cultural environment. The strategy recognises that the factors which cause poor health and health inequalities are complex and inter-related, and it identifies a strong link between deprivation and poor health which is also reflected in *People and Place*. The overall strategic direction set by *Investing for Health* concentrates on the needs of the most disadvantaged neighbourhoods and population groups.

- **The Health Action Zone** initiative was set up to target areas of disadvantage in the community where there was greatest need to address public health issues and to take the opportunity to make significant improvements. The initiative recognizes the impact of social deprivation on health and the need to tackle the root causes of ill health. The purpose of a Health Action Zone (HAZ) is to act as a catalyst to bring together in a working partnership all those contributing to the health of their local population – including health organisations, District Councils, other statutory organisations and the voluntary, community and private sectors – to implement locally agreed strategies for improving health. Each HAZ is working to tackle health inequalities by focusing programmes on the wider determinants of health – poverty, unemployment, housing issues as well as lifestyle factors such as diet, drugs and alcohol misuse, mental health etc. Each Zone is core funded by the Department for Health, Social Services and Public Safety.
- **A Shared Future** is a consultation document on community relations policy in Northern Ireland. It proposes a new strategy that will help develop a more shared and pluralist society where there is equality, respect for diversity and a recognition that we are interdependent on each other. *A Shared Future* and the Neighbourhood Renewal Strategy share many common themes - the need for long-term joined-up action across Government, the recognition that Government must act in partnership with local communities, and that specific attention and support must be focused on the areas that need it most. More specifically, *A Shared Future* proposes that the promotion of good relations should be a prime objective for the Neighbourhood Renewal Strategy. The need to tackle community division and tension has been identified as one of the key issues for Neighbourhood Renewal, and the Department is committed to addressing community divisions where they affect the target neighbourhoods.
- **The Employability Taskforce** was established by the Department for Employment and Learning in 2001 to analyse the factors that make individuals and groups employable and the obstacles faced by those who are economically inactive. The report, prepared by the Taskforce, argues that employability is relevant to a range of policy issues and that all parts of Government have a vital role to play in addressing it. The report highlights employability as a key issue for urban regeneration. As identified in *People and Place*, the Taskforce recognises that a co-ordinated approach by Government is required to address the needs of disadvantaged communities. In particular, there are opportunities for linkages between Neighbourhood Renewal and the Taskforce's proposal to establish Targeted Initiatives in areas of lowest employment and high social deprivation.
- **The North Belfast Community Action Unit** was established in August 2002 following a comprehensive independent Report on social, economic and community problems in North Belfast. The primary functions of the Unit are:

- building community capacity to empower local people to address their needs and to improve community relations (Several capacity building programmes and activities are being delivered by 12 Community Empowerment Partnerships throughout North Belfast, these include programmes on Community Education, Sports, Arts & Culture, Communication, Youth Development, Promoting Understanding and Confidence Building).

A CEP Network Reference Group (NRG) will provide a mechanism for CEPs to come together to develop a work programme on cross cutting issues, share best practice and experience, seek economies through the sharing of resources and to be a forum for consultation on issues relating to North Belfast);

- building partnerships within and between North Belfast communities and Statutory agencies;
  - addressing issues at interface areas;
  - development of a strategy for an integrated Government response to the problems of North Belfast;
  - re-development of the Crumlin Road Gaol site (A planning review and technical feasibility study are underway. The third stage of the process will be the commissioning of an Integrated Development Plan for the site).
- **West Belfast and Greater Shankill Taskforces** were set up in May 2001 by the Department for Employment, Trade and Investment and the Department for Social Development. The Taskforces have made recommendations aimed at reducing unemployment and poverty in West Belfast and the Department is working closely with them to achieve these.
  - **Education Action Zones** are to be introduced following an announcement by the Department for Education in October 2003. Education Action Zones will be child-centred, school-based, multi-agency responses to a range of problems experienced by children. They will be designed to have a long term impact and will be set firmly against the backcloth of Neighbourhood Renewal.
  - **Partners for Change**  
 ‘Partners for Change: Government’s Strategy for the Support of the Voluntary & Community Sector 2001-2004,’ seeks to enable better partnership working between Government and the Voluntary & Community sector. The sector is acknowledged as a key partner in the delivery of Government objectives in terms of community cohesion, community regeneration and tackling disadvantage. The recent evaluation of the Strategy, carried out by Price WaterhouseCoopers, and published in June 2004 concluded that the first phase marked a clear and positive move towards a more joined-up, cross-departmental approach to Government’s relationship with the sector. The report identifies examples of good practice that can be built upon in taking forward neighbourhood renewal in Belfast. The second Partners for Change Strategy for the period 2005-2008 is being developed and will draw on the evaluation. The Strategy will incorporate Government’s agreed Action Plan in response to the Taskforce Report ‘Investing Together.’ The PWC Evaluation Report is available on the website [www.dsdni.gov.uk](http://www.dsdni.gov.uk) under ‘publications’.

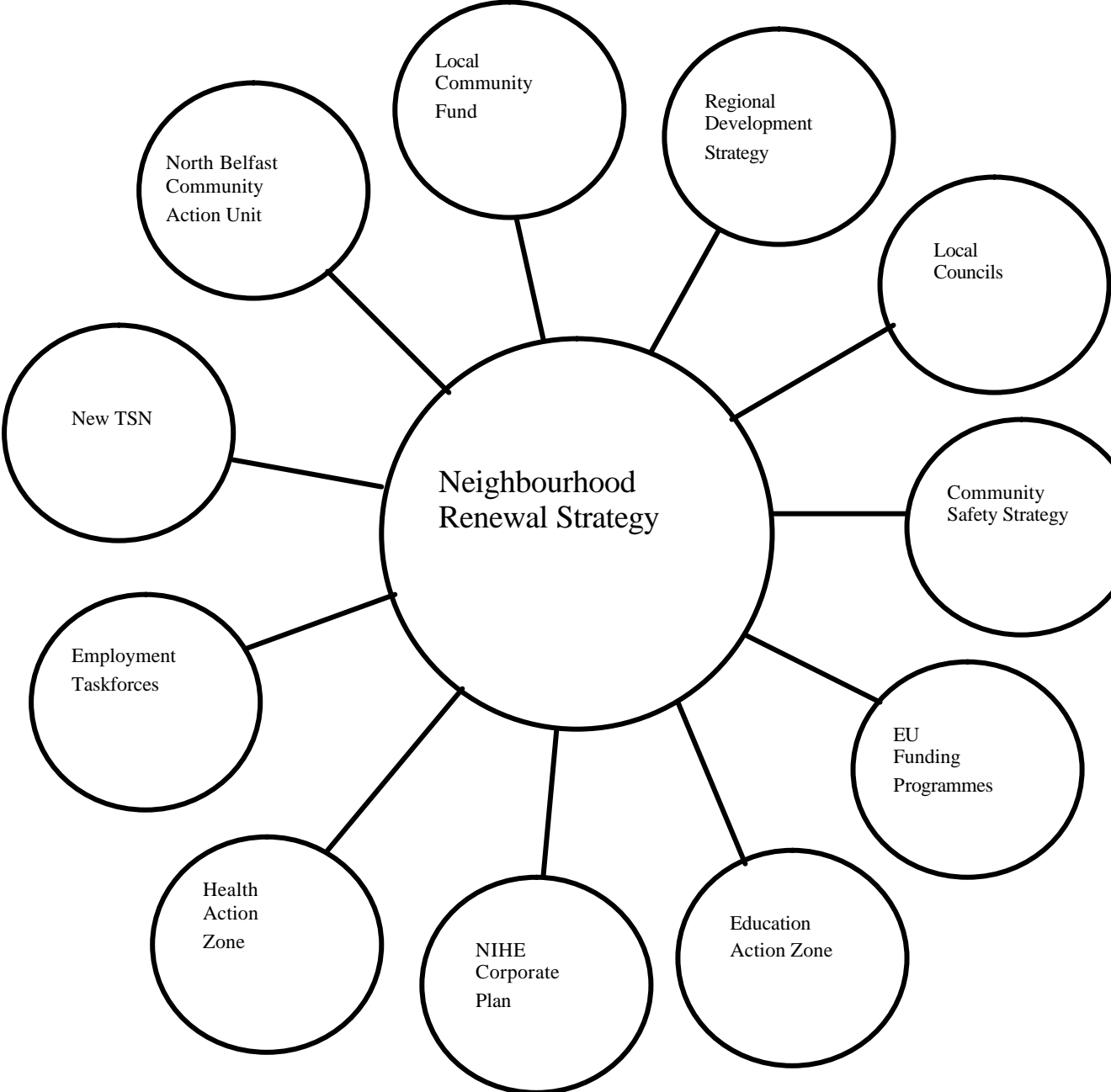


- **Investing Together** a Report of the Task Force on Resourcing the Voluntary and Community Sector was published in October 2004. This report identifies and recommends improvements to help the sector be better placed in the short, medium and long term to cope with social and economic change and in particular imminent changes to funding programmes, including those brought about through the implementation of the Neighbourhood Renewal Strategy. Ministers are currently considering the recommendations and actions. Following this the recommendations will be taken forward as part of Partners for Change.

The following diagram depicts the linkages between Neighbourhood Renewal and other initiatives.

**Diagram 1**

**Neighbourhood Renewal Strategy Linkages**



#### 4 IDENTIFYING NEIGHBOURHOOD RENEWAL AREAS

Following extensive consultation, Minister announced the Neighbourhood Renewal Areas in July 2004. These areas are important as they define the places of greatest disadvantage and allow us to concentrate our efforts to combat deprivation. The Neighbourhood Renewal Areas have been created around the urban areas shown in the official deprivation measures to be among the most disadvantaged 10% of areas in Northern Ireland.

It is envisaged that any boundary adjustments at that stage would be of an extremely minor nature.

The areas for Belfast are:

1. **Inner East Belfast** – Short Strand, Lower Newtownards Road, Albertbridge Road, Albertbridge/Beersbridge, The Mount, Woodstock Road, Lower Ravenhill Road.
2. **South West Belfast** – Sandy Row, Lower Donegall Road, The Village, Roden Street.
3. **Greater Shankill** – Lower Shankill, Mid Shankill/Woodvale, Upper Shankill, Ainsworth, Glencairn, Ballygomartin Road, Lower Oldpark.
4. **Lower Falls/Clonard** – Divis Street/Hamill Street/John Street, Roden Street Estate, Clonard/Falls, Cavendish, Fort Street/Forest Street, Beechmount, Donegal Road (North), Iveagh, Broadway.
5. **Upper Springfield/Whiterock** – Ballymurphy, Springhill, Whiterock ‘Rock’ Streets, Turf Lodge, New Barnsley, Dermot Hill, Moyard, Springfield Park.
6. **Crumlin/Ardoyne** – Ardoyne, Cliftonville.
7. **Tullycarnet** – Kinross, Melfort, Vionville.
8. **Inner South** – Markets, Donegall Pass, Lower Ormeau.
9. **Lenadoon** – Lenadoon, Glencolin Estate.
10. **Colin** – Poleglass, Twinbrook.
11. **Inner North** – Duncairn, Limestone Road, Mountcollyer, New Lodge, Unity/Carrick Hill, Castleview.
12. **Upper Ardoyne/Ligoniel** – Ligoniel, Silverstream, Wheatfield, Glenbryn.
13. **Rathcoole** – Rathcoole Estate centred on Carmeen Drive / Rathmore Drive.

In the following section we set out the detail of the delivery structures required for Neighbourhood Renewal.

## **5 DELIVERY STRUCTURES**

### **5.1 OUR PROPOSALS**

As well as designing the right strategy, we are also concerned with establishing and refining the structures inside and outside of government that will ensure the approach works effectively.

The diagram on page 35 suggests a delivery framework for *People and Place* within the Belfast context, and sets out the functions and responsibilities at each of the three proposed levels:

- Belfast Regeneration Office (Belfast – City-Wide Level)
- Belfast Area Partnerships Boards (Belfast – Area Level)
- Neighbourhood Partnership Boards (Neighbourhood level).

#### **5.1.1 Building on Local Partnership**

As far back as the mid-nineties the concept of local partnership won widespread approval as a key element of the regenerative framework. This was based on recognition that the diverse facets of poverty demand that the many agencies of government, business and the community summon their resources to tackle the problem in an integrated way. In fusing these varied talents and capacities, such partnerships can add value to the sum total of what the partners can achieve in isolation.

We intend to build upon existing partnership structures where possible, but will adopt a differentiated approach to partnerships having taken account of their needs and capacity to respond to this agenda relative to the challenges they face.

Implementation at a local level is a key component of delivering the strategy and we intend to gauge, through feedback on this implementation plan, the capacity of all potential area-based organisations to lead the implementation of neighbourhood renewal at the local level.

We do not wish to add to the proliferation of area-based partnerships and other special initiatives, as this would only exacerbate an already complicated operating environment. It is our aim to reduce this complexity and simplify structures.

#### **5.1.2 The Capacity to Deliver**

A major factor in effecting change in disadvantaged communities is the local capacity to bring together the skills, know-how, assets, services and resources of individuals, community and voluntary groups, private sector interests and the public sector. Our proposals require the presence of effective local Area Partnerships to work with and

guide the Neighborhood Partnerships in developing and implementing the Neighbourhood Vision Frameworks and Action Plans.

We say this because no single organisation can begin to solve these problems on their own, but a combination of organisations and the community working co-operatively presents a far greater opportunity for success. The Belfast Area Partnerships were designed to spearhead this process by drawing together all the key agencies – from the public, voluntary, community and private sectors – to assess local needs, plan services, set targets and monitor delivery. Through consultation with the Belfast Area Partnerships and other key players we will be better equipped to make the major decisions about priorities and funding for neighbourhood renewal in the local areas.

To date the Belfast Area Partnerships have taken large areas as their focus. Whilst this has encouraged strategic long-term planning, it has not facilitated the inclusion of communities in the detailed planning of regeneration for their local areas. Whilst our focus will be on the regeneration of the most deprived neighbourhoods we recognise that these do not function in isolation of broader initiatives and developments within the city. The identification and development of linkages with these initiatives is an area where Belfast Area Partnerships have considerable experience and which we would not want to dilute this in any way. Our strategy will require that the Belfast Area Partnerships ensure that the broader initiatives within their areas are reflected within their Neighbourhood Renewal Vision Frameworks and Action Plans.

Through consultation the Belfast Area Partnerships will advise how best to use existing local community organisations and resources; the adequacy of local facilities; how to respond to the priorities and concerns of the neighbourhoods; and ensure that there are effective communications in place with each neighbourhood.

The development of Neighbourhood Partnerships will be determined by the diversity of local problems and opportunities and the local capacity to respond. Partnerships already in existence may be, or evolve to be, fit for the purpose of neighbourhood renewal.

Local history, demography and geography have influenced the development of partnerships within Belfast. The capacity and level of resources available have influenced the extent of the focus of partnerships with some working at a broad area level and others concentrated on smaller areas of deprivation. Furthermore, they have different levels of experience in carrying out regeneration activity. Some areas have a positive experience of bringing agencies and communities together while others have experienced difficulties between communities and between communities and local agencies.

In those areas with a long history of regeneration, whether located in neighbourhoods or dispersed across a wider area, the implementation of neighbourhood renewal should not be viewed as a significant policy shift for the partners and they should be able to move quickly to link neighbourhood renewal to other area-based activities to improve the environment and public services within their area.

Where efforts to regenerate areas have produced disappointment and conflict it will take longer for partnerships to form and build trust and mutual understanding. They

will need time to agree a shared vision and set the boundaries for the operation of the partnership, agree leads on key issues and establish good communications between organisations and with residents. In these areas community leadership and representation is key as is the requirement to balance the need to be inclusive and efficient.

### 5.1.3 Working in Partnership

In 2004 the Minister for Social Development, Mr John Spellar, approved a fixed budget of up to two years funding for the Belfast Area Partnerships to assist Belfast Regeneration Office in the implementation of Neighbourhood Renewal. As a result the Belfast Area Partnerships have recently entered into a new Contract for Funding for delivery of Neighbourhood Renewal. These new contracts ensure that the Belfast Area Partnerships have clearly defined key outputs and timescales to work towards for the next two years. The Belfast Area Partnerships therefore have an important role to play in the delivery of the Neighbourhood Renewal Strategy in Belfast.

This Strategy also proposes to work through Neighbourhood Area Partnerships (NAPs) covering individual Neighbourhood Renewal Areas. These will conduct local consultations, prioritise actions and present 7-10 Year Vision Frameworks for the Neighbourhood Renewal Area to the Belfast Area Partnership for consideration. Upon consideration each Belfast Area Partnership will work with Belfast Regeneration Office to agree the Vision Framework which must ultimately be signed off by the Director of Belfast Regeneration Office. Neighbourhood Partnerships will also develop 3 year Action Plans which should build upon the agreed Vision Frameworks. These will also be presented to the Belfast Area Partnerships for consideration before being agreed and signed off by the Director of Belfast Regeneration Office. The proposed timetable for this work is detailed at **Annex 3**.

Plans for the regeneration of the most deprived neighbourhoods in Belfast should focus strongly on improving key public services. This requires a more precise approach than in the past and necessitates, therefore, a coordinated approach down to smaller geographical levels. What we expect is an evidence-based approach to the development of Vision Frameworks and Action Plans. The Belfast Area Partnerships have already produced and consulted on comprehensive 'Statements of Need' that have identified, quantified and prioritised the main problems and issues in their areas. These will provide a strong foundation on which to build.

Ensuring the development of Neighbourhood Renewal Vision Frameworks and Action Plans will therefore be one of the most important activities for all concerned. These must reflect local conditions and will include;

- setting out an agreed vision and plan for positive change in the identified neighbourhoods;
- securing the agreement and commitment of the key people and organisations who have a stake in their neighbourhood;

- setting out a clear strategic framework for action that responds to the neighbourhood needs and put them into the context of the area as a whole; and
- agreeing plans to equip those involved in neighbourhood renewal with the skills and knowledge that they need.

The following section sets out the key responsibilities required to develop and implement the Vision Frameworks and Action Plans.

## **5.2 DEVELOPING AND IMPLEMENTING THE VISION FRAMEWORKS AND ACTION PLANS: KEY RESPONSIBILITIES**

### **5.2.1 Belfast Regeneration Office**

Belfast Regeneration Office will lead Neighbourhood Renewal in Belfast and will take forward the implementation of the Strategy. In particular, it will work closely with the Area Partnerships and the Neighbourhood Partnerships (NPs) to refine the Neighbourhood Renewal Areas and assist the coordination of this approach at a local level, enabling consistency in the implementation of *People and Place* and ensuring that key stakeholders demonstrate resource commitment to the 7- 10 Year Vision Frameworks and the three-year Neighbourhood Action Plans.

Belfast Regeneration Office will:

- finalise the boundaries of the Neighbourhood Renewal Areas;
- ensure, with the assistance of the Belfast Area Partnerships, the establishment of Neighbourhood Partnerships Boards;
- ensure integration with other strategic stakeholders for the area including local councils, the Local Strategy Partnership, Health & Social Service Trusts, Education and Library Boards and the Northern Ireland Housing Executive;
- consider the resource implications of the Vision Frameworks and the rolling three- year Neighbourhood Action Plans;
- approve the 7-10 Year Neighbourhood Renewal Vision Frameworks and rolling 3-year Action Plans for the respective areas;
- lead discussions and negotiations with other agencies, Departments and organisations on the delivery of renewal projects, schemes and programmes;
- assist with the development of programmes and projects to tackle deprivation in Neighbourhood Renewal Areas and Areas at Risk;



- formally assess, appraise and approve the use of Belfast Regeneration Office resources where they are to be used on a project or programme in a Neighbourhood Renewal Area;
- ensure that adequate monitoring systems are in place in each Belfast Area Partnership and Neighbourhood Partnership;
- monitor the progress of Neighbourhood Renewal across the city and make recommendations; and
- evaluate Neighbourhood Vision Frameworks and three-year Neighbourhood Action Plans.

### **5.2.2 Belfast Area Partnerships**

As described above, Belfast Regeneration Office believes that the Belfast Area Partnerships have a critical role to play in the implementation of the Strategy and the awarding of new Contracts for Funding are testimony to this. The Belfast Area Partnerships will, in liaison with BRO, assist the Neighbourhood Area Partnerships to conduct local consultations, decide on priorities and set out 7-10 Year Vision Frameworks for the Neighbourhood Renewal Areas. They will also assist in the development of 3-year Action Plans which will be presented to Belfast Regeneration Office for approval and endorsement. The proposed role and responsibilities for the Area Partnerships are:

- take forward the establishment of Neighbourhood Partnership Boards in each Neighbourhood Renewal Area;
- facilitate the process to ensure that Neighbourhood Vision Frameworks and Action Plans for each Neighbourhood Renewal Area are in place;
- work closely with and provide practical assistance to the Neighbourhood Partnerships to produce a rolling programme of Neighbourhood Action Plans;
- assist with the co-ordination of the delivery of projects and programmes; and
- assist Belfast Regeneration Office with the identification and development of Action Plans for areas at risk; and
- ensure the broader initiatives within their areas are reflected in the Neighbourhood Vision Frameworks and Action Plans.

In order to fulfil the envisaged role it is essential that the Belfast Area Partnerships:

- must be representative of different sectors – public, private, voluntary and community;

- must be open, accountable and inclusive in respect of their communities (and the wider community);
- communities must have major representation on the boards, in recognition of their status as key stakeholders;
- each partner must be committed to the process; and
- they must operate in accordance with the rules and policies that apply to propriety and economy in the use of public money.

### **5.2.3 Neighbourhood Partnership Boards**

The identification and prioritisation of the needs of the Neighbourhood Renewal Areas and the subsequent delivery of interventions must be based on local agreement and involvement.

Each of the Neighbourhood Partnership Boards will be responsible for:

- seeking approval from Belfast Regeneration Office for any refinements to the Neighbourhood Renewal boundaries;
- analysing and prioritising the needs of the Neighbourhood Renewal Area in conjunction with the Belfast Area Partnerships;
- preparing 7-10 Year Vision Frameworks and three-year Action Plans, in conjunction with local residents and the Belfast Area Partnerships;
- working with the Belfast Area Partnerships to prepare and present programmes and project proposals, with the necessary supporting evidence;
- in conjunction with the Belfast Area Partnerships co-ordinating the implementation of the Neighbourhood Action Plans; and
- keeping the community informed of proposals and developments regarding Neighbourhood Renewal in their areas.

Diagram 2 shows the proposed delivery structures for Neighbourhood Renewal in Belfast.

In order to fulfil the envisaged role it is essential that the Neighbourhood Partnership Boards:

- must be reflective of their communities;
- must be open, accountable and inclusive in respect of their communities (and the wider community);

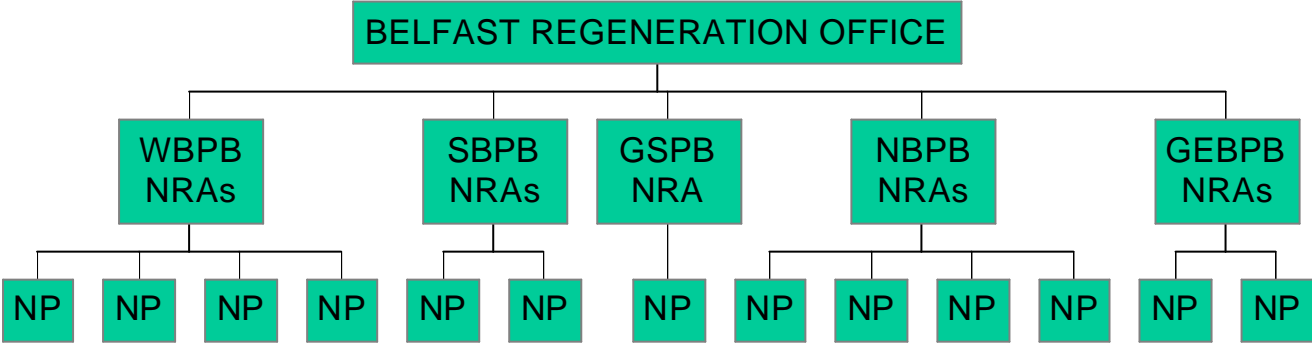
- communities must have major representation on the boards, in recognition of their status as key stakeholders;
- each partner must be committed to the process; and
- they must operate in accordance with the rules and policies that apply to propriety and economy in the use of public money.

**Diagram 2**

**Proposed Delivery Structures**

<b>NEIGHBOURHOOD RENEWAL STRUCTURE</b>			
<b>Geographical Level</b>	<b>Belfast</b>	<b>Belfast sub-regional</b>	<b>Neighbourhood</b>
<b>Structure</b>	<b>Belfast Regeneration Office</b>	<b>Belfast Area Partnership Boards (BAPS)</b>	<b>Neighbourhood Partnerships</b>

**Proposed Delivery Structure**



The following section looks briefly at how we will make Neighbourhood Renewal work.

## 6 MAKING NEIGHBOURHOOD RENEWAL WORK

### 6.1 MONITORING AND REVIEWING

*People and Place* suggests new roles and relationships and new ways of thinking in our approach to urban regeneration. It should be emphasised that in today's public spending climate, financial commitments cannot be made over a very long time period. Nevertheless, we aim to establish an approach that will encourage organisations and sectors to commit resources to the delivery of the Neighbourhood Action Plans. Therefore we will review the implementation of the approach on a tri-annual basis before making decisions about financial commitments to the subsequent phase of the 7-10 Year Vision Frameworks.

The implementation of *People and Place* in the city will require projects and programmes to be delivered within the timescales set out in the Neighbourhood Action Plan. All public money must be fully and accurately accounted for by Government. This demands that robust financial management systems be set in place to ensure that money is not only spent accurately, but also efficiently and on time. Adherence to audit and financial controls, which are a necessary requirement to the way in which public money is spent, will be essential.

Monitoring the progress of plans against precise objectives will demand a range of indicators that measure the baseline situation, financial inputs, activities, outputs and outcomes. In particular, we see the ability of the local plans to lever in additional resources from the statutory, private and voluntary sectors as vital to the way in which we measure success. We also want to know the effect that the new processes have on local development, community participation and on 'social' as well as physical and economic capital within disadvantaged neighbourhoods. Ultimately, the real test will be whether conditions in the identified areas change for the better as a result of implementing Neighbourhood Renewal. For this reason, *Illustrative Core Output Indicators* that can record the outcome of Neighbourhood Action Plans have been identified by the Department and published in *People and Place*, we will also prepare baseline data for each area. These are reproduced at **Annex 5** of this document as are proposed Neighbourhood Renewal Targets, as also set out in *People and Place*. Alternative or additional indicators can, however, be identified and agreed as part of the Neighbourhood Action Plan process in specific Neighbourhood Renewal Areas to suit individual circumstances and needs.

### 6.2 WORKING WITH COMMUNITIES IN THE CITY TO ACHIEVE CHANGE

*People and Place* recognises and values the work of the community and voluntary sector in urban regeneration, supporting disadvantaged people and making a positive contribution to the economy. In Belfast, we wish to develop a proactive approach to the way in which the community and voluntary sector will participate in Neighbourhood Renewal. This includes:

- giving Neighbourhood Area Partnerships key roles in the design, implementation and delivery of *People and Place* within each respective community;

- monitoring and evaluating the impact of *People and Place* in the target communities;
- supporting the development of skills in neighbourhood regeneration both within specific areas and across the sector more generally.

We also acknowledge that developing a genuine partnership approach will require Government in general, and Belfast Regeneration Office specifically, to enhance skills and ways of working and we therefore commit ourselves to building a strong relationship with all those involved in the regeneration of our most disadvantaged areas.

## 7 EQUALITY IMPACT ASSESSMENT

The Strategy for Neighbourhood Renewal, *People and Place*, will be the main focus of the Department's urban regeneration activities over the next 7-10 years. It will be supported by Implementation Plans for Belfast, Londonderry and other towns and cities. These Implementation Plans will closely reflect the analysis, aims, objectives and structures set out in *People and Place*.

Whilst the EQIA for 'People and Place' stated that:

*'The Department has decided that, rather than prepare 4 separate EQIAs that all deal with the same instrument of government policy, it is preferable to prepare one EQIA that assesses the equality implications for neighbourhood renewal across Northern Ireland'.*

the Department has decided that each implementation plan will be subject to an EQIA to ensure that equality considerations are considered at every stage of the process.

The draft Quality Impact Assessment was issued to approx 1500 organisations for consideration on 19 January 2004 and made available on the DSD website. Consultation on the draft EQIA ran until 15 March 2004 and the Department has since considered the comments provided. These views have helped to reshape our Implementation Plan. Our overall response to the views expressed have been set out in Annex 4.

**NEIGHBOURHOOD RENEWAL AREAS**

<b>Neighbourhood Renewal Area</b>	<b>Geographical Area</b>	<b>Electoral Wards Included in Neighbourhood Renewal Areas</b>	<b>Enumeration Districts Included in Neighbourhood Renewal Areas</b>	<b>Population (Noble Estimates 2001)</b>
Inner East Belfast	Short Strand Lower Newtownards Road Estate Albertbridge Road Albertbridge/Beersbridge The Mount Woodstock Rd (East) Lower Ravenhill Road Woodstock Road (West) Lower Newtownards Road (Dee Street to Arches) Connswater area	Ballymacarrett Island The Mount Woodstock		5096 4128 4503 4927  <b>Total: 18654</b>
South West Belfast	Sandy Row Lower Donegall Road The Village Donegall Road Roden Street	Blackstaff Shaftesbury *		4657 5640  <b>Total: 10297</b>
Greater Shankill	Mid Shankill/Tudor Lower Shankill Woodvale Upper Shankill Lawnbrook Ainsworth Glencairn Ballygomartin Road Springmartin	Crumlin* Glencairn Shankill St. Anne's* Woodvale	Highfield (7298) Highfield (7300) Legoniel (7340)	4027 4174 4120 3758 3422 482 438 262  <b>Total: 20683</b>
Lower Falls / Clonard	Lower Falls/Divis Hamill/John Streets Roden Street Estate Clonard Lower Clonard/Falls Cavendish Fort/Forest Streets Beechmount Donegall Road (North) Iveagh Broadway	Beechmount Clonard Falls		5308 5328 5553  <b>Total: 16189</b>
Upper Springfield / Whiterock	Ballymurphy Springhill Whiterock 'Rock' Streets Turf Lodge New Barnsley Dermot Hill Moyard Springfield Park	Upper Springfield Whiterock		7172 6238  <b>Total: 13410</b>
Crumlin / Ardoyne	Ardoyne Lower Oldpark Waterworks	Ardoyne Crumlin* Water Works*		7534 4027 5869  <b>Total: 17430</b>



Tullycarnet	Kincross Melfort Vionville	Tullycarnett		2155 <b>Total: 2155</b>
Inner South Belfast	Markets Donegall Pass Lower Ormeau	Shaftesbury *	Botanic (7119) Botanic (7120) Botanic (7121) Botanic (7122) Botanic (7130) Botanic (7132)	5640 379 392 433 236 157 83 <b>Total: 7320</b>
Lenadoon	Upper Lenadoon Tullymore Glencolin	Glencolin	Ladybrook (7332) Glen Road (7262)	8332 790 301 <b>Total: 9423</b>
Colin	Poleglass Twinbrook	Collin Glen Twinbrook	Kilwee (19118) Kilwee (19120) Kilwee (19121)	11572 2545 774 750 766 <b>Total: 16407</b>
Inner North Belfast	Duncairn Newlodge Browns Square Unity/Carrick Hill	Duncairn New Lodge St Anne's* Waterworks*	Castleview (7136)	3987 6467 3758 5869 357 <b>Total: 20438</b>
Upper Ardoyne/Ligoniel	Ligoniel Silverstream Wheatfield Glenbryn		Ballysillan (7064) Legoniel (7335) Legoniel (7342) Legoniel (7343)	659 291 659 514 <b>Total: 2123</b>
Rathcoole	Part of Rathcoole Estate Carmeen Drive / Rathmore Drive	Bradán	Coole (23071) Dunanney (23081) Whitehouse (23144)	2271 384 273 133 <b>Total: 3061</b>

**\* = Ward boundary overlaps more than 1 Neighbourhood Renewal Area Boundary**

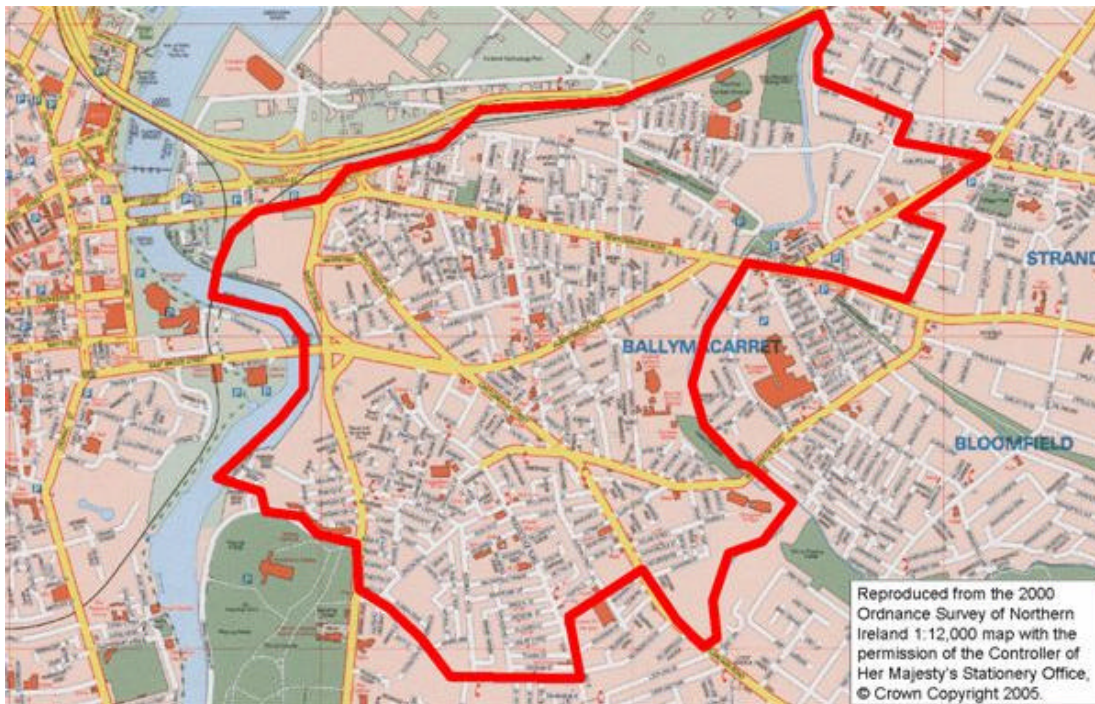
The following Enumeration Districts have not been included in Proposed Neighbourhood Renewal Areas however we will work with the Area Partnerships and the Neighbourhood Partnership Boards to find a way in which they can be incorporated into the Neighbourhood Renewal process.

Enumeration District	Ward
7005	Andersonstown
7249	Finaghy

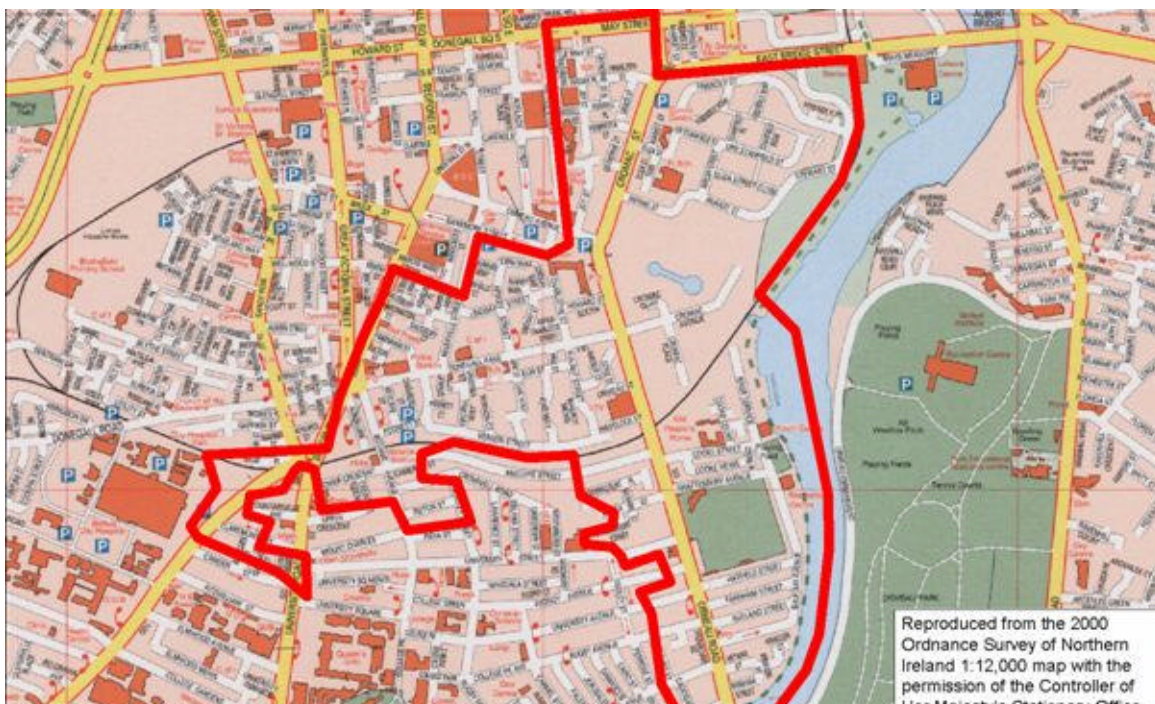
**PROPOSED NEIGHBOURHOOD RENEWAL AREAS (MAPS)**

**Note: Proposed NEIGHBOURHOOD RENEWAL AREAs are defined by ward and enumeration district boundaries.**

**Inner East Belfast NRA**



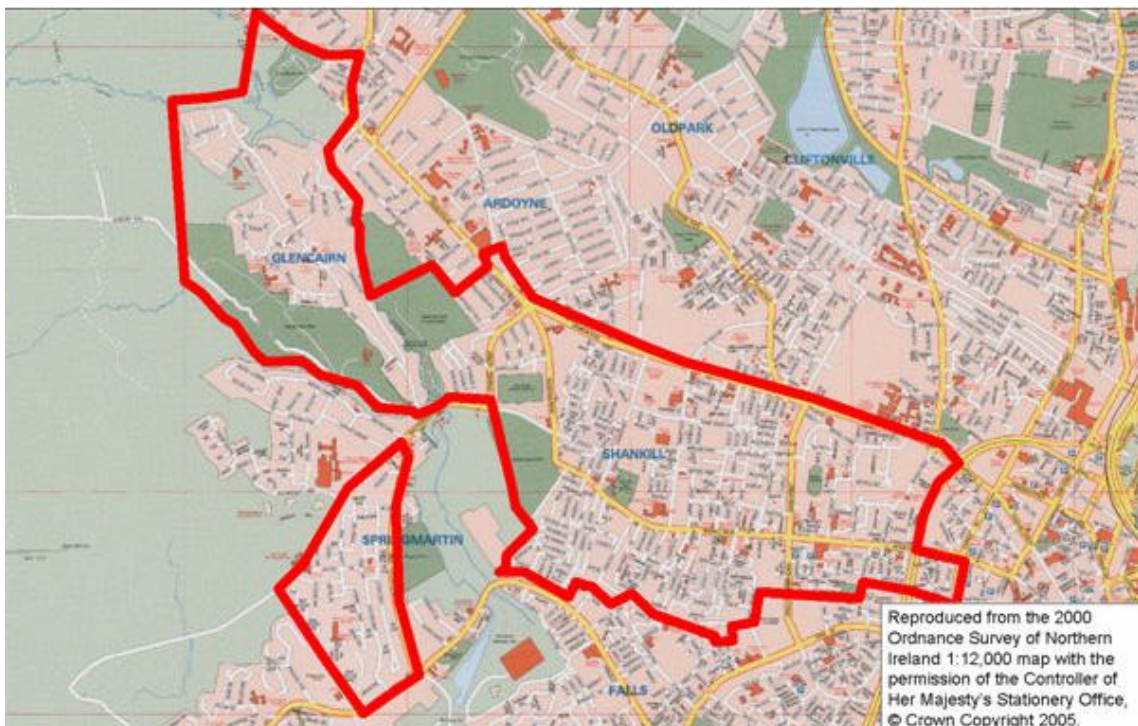
**Inner South Belfast NRA**



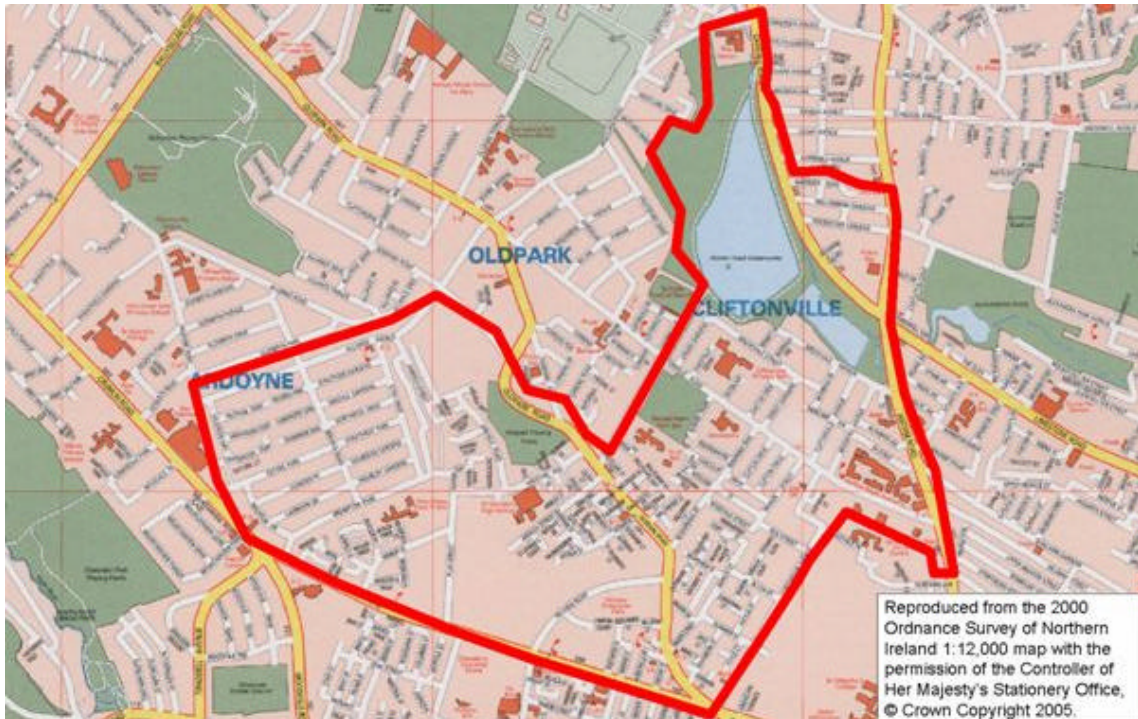
**South West Belfast NRA**



**Greater Shankill NRA**



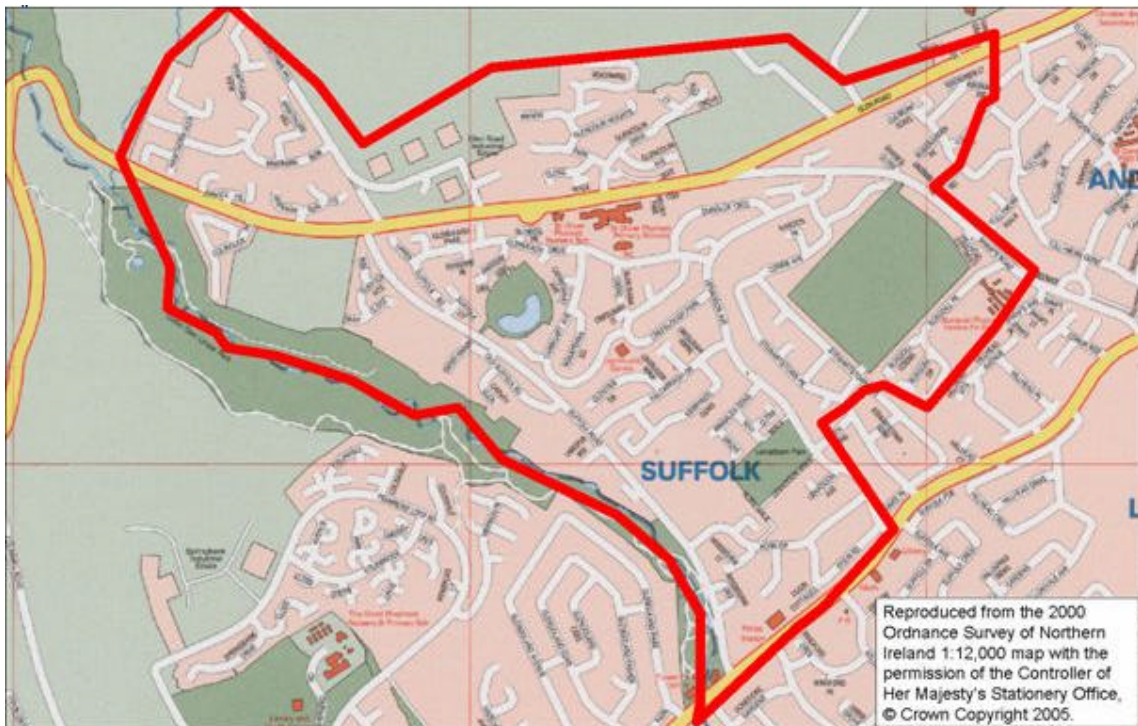
**Crumlin/Ardoyne NRA**



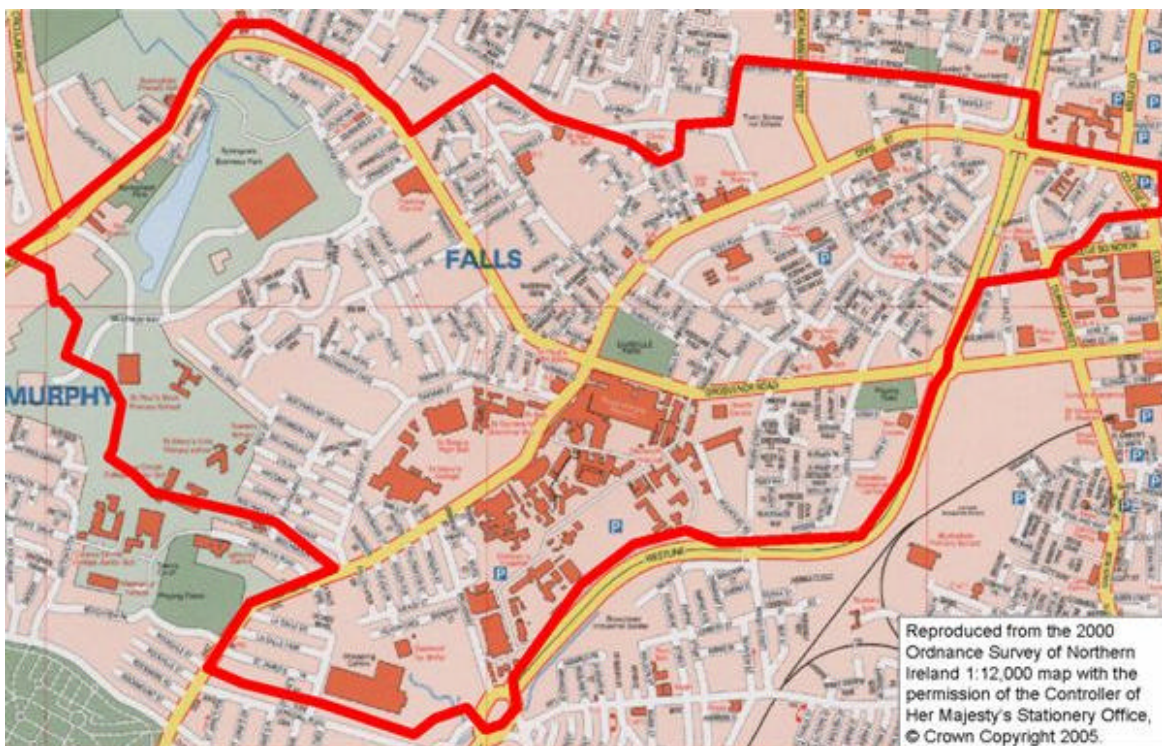
**Inner North NRA**



**Lenadoon NRA**

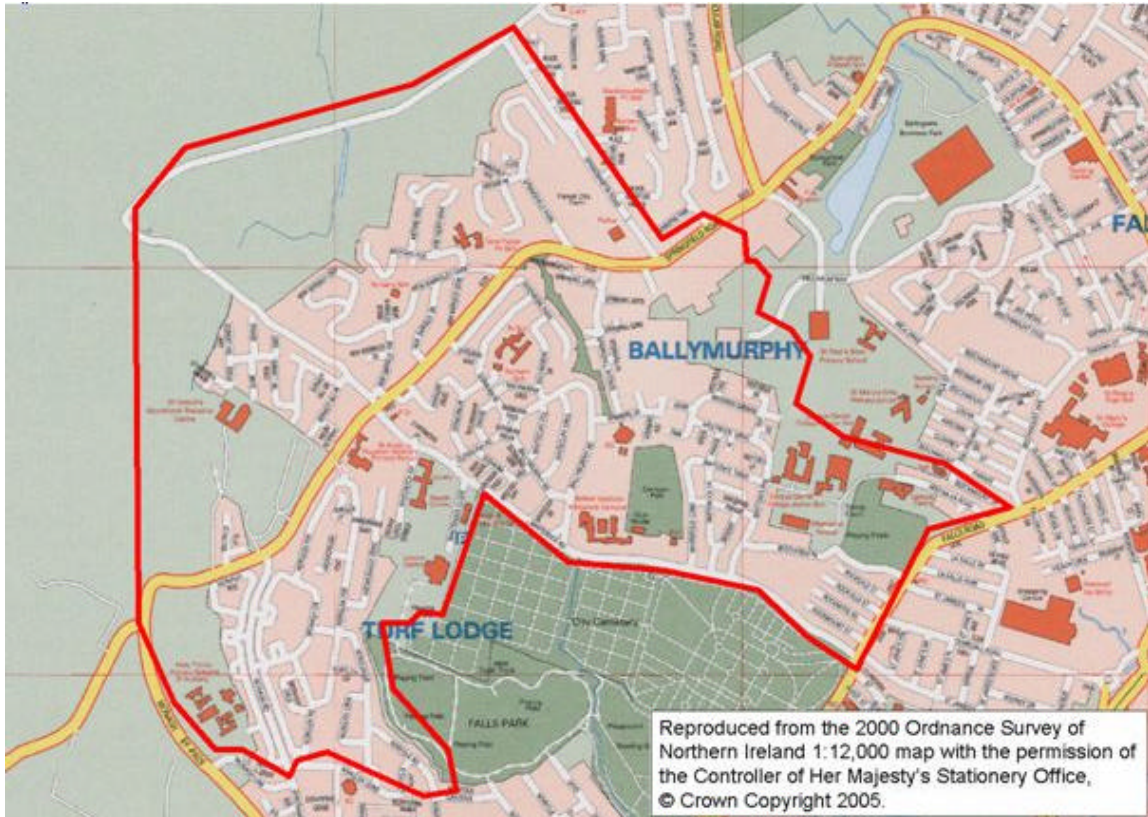


**Lower Falls/Clonard NRA**

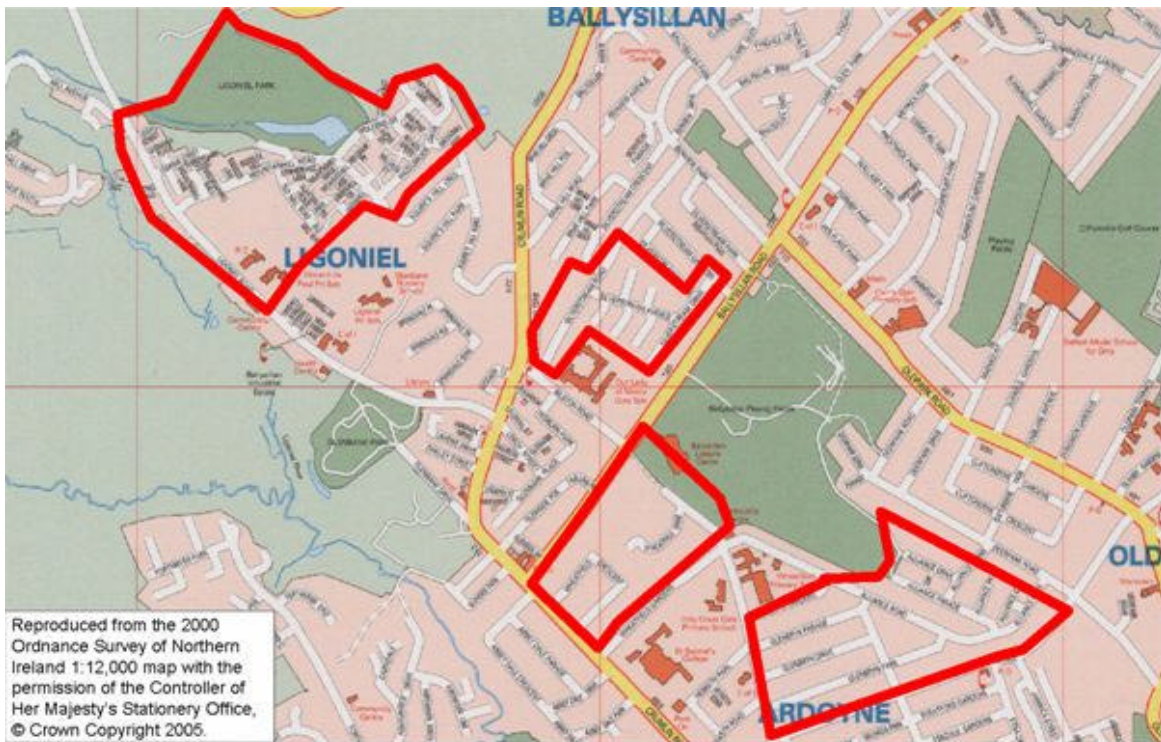




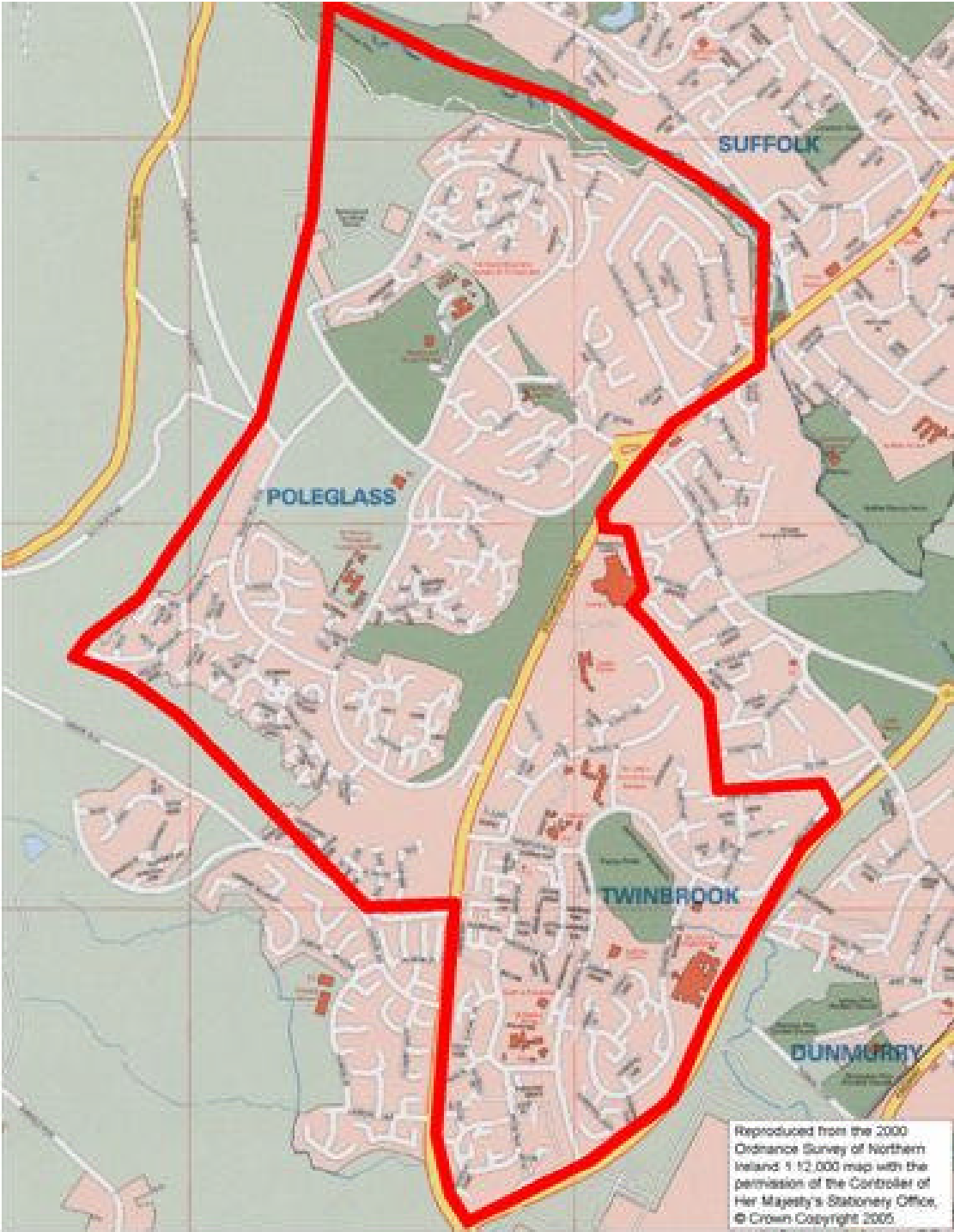
**Upper Springfield/Whiterock NRA**



**Upper Ardoyne/Ligoniel NRA**



Colin NRA







## ANNEX 3

**PROPOSED TIMETABLE OF TARGET DATES FOR NEIGHBOURHOOD RENEWAL AREAS IN BELFAST**

<b>Neighbourhood</b>	<b>Agree Neighbourhood Partnership</b>	<b>Agree Neighbourhood Vision Framework</b>	<b>Agree Neighbourhood Action Plan</b>
Colin	December 2004	March 2005	June 2005
Greater Shankill	March 2005	June 2005	September 2005
Inner East Belfast	March 2005	June 2005	September 2005
Outer West Belfast – Lenadoon	March 2005	June 2005	September 2005
Upper Springfield / Whiterock	March 2005	June 2005	September 2005
South West Belfast	March 2005	June 2005	November 2005
Inner North Belfast	March 2005	September 2005	December 2005
Inner South Belfast	March 2005	September 2005	December 2005
Lower Falls / Clonard	March 2005	September 2005	December 2005
Tullycarnet	March 2005	October 2005	January 2006
Crumlin / Ardoyne	June 2005	December 2005	March 2006
Rathcoole	June 2005	December 2005	March 2006
Upper Ardoyne / Ligoniel	September 2005	March 2006	June 2006

**Neighbourhood Renewal Draft Implementation Plan for Neighbourhood  
Renewal in Belfast 2004**

**Belfast Regeneration Office**

**Department for Social Development**

**Report on the Consultation Process**

**March 2004**

## 1 INTRODUCTION

The Government's Strategy for Neighbourhood Renewal, *People and Place*, was published in June 2003. It set the broad policy context by describing the objectives, content and implementation structures for the Neighbourhood Renewal approach but stated that it would be up to separate Implementation Plans in Belfast, the North West and in the Regional Towns and Cities to flesh out the detailed arrangements in each case. The Draft Implementation Plan for Belfast was published by Belfast Regeneration Office in January 2004.

The consultation process consisted of eight area based workshops and written responses. The list of written respondents is shown in **Appendix I** and the numbers participating in each workshop are shown in **Appendix II**. Each workshop followed a consistent format with a presentation by the Director of Belfast Regeneration Office on the Draft Implementation Plan followed by group discussions based on three key issues:

(i) **The proposed Neighbourhood Renewal Areas:**

- have we captured the range of areas that we want the Implementation Plan to address?
- are the areas we propose of a workable size?
- do they make sense to the people who live there?
- do they complement and build upon existing initiatives?

(ii) **The proposed implementation arrangements:**

- what is your opinion of the proposed implementation arrangements within Government and at neighbourhood level?
- what might be done to facilitate a quick transition to the new structures?
- what organisations do you feel are best placed to be involved in the delivery of Neighbourhood Renewal at the local level?
- what skills/sectors is it important to have represented?
- how do you think we can best utilise the expertise and resources of the community and voluntary sector to implement the Neighbourhood Renewal Strategy locally?

(iii) **Linking with other urban regeneration programmes and activities:**

- how should the Neighbourhood Action Plans link to other strategies such as the LSP Integrated Local Strategy?

There was broad agreement with the strategic thrust of the Implementation Plan in terms of the need to concentrate resources on the most disadvantaged areas and with integrated programmes that tackle underlying economic, social and physical problems. The longer-term approach and the importance of local partnerships that guarantee community ownership were also endorsed.

Many of the fundamental decisions about Neighbourhood Renewal were set out in the overarching strategy document, *People and Place*, which itself was the product of a separate consultation process and endorsed politically, when launched by the Minister in June 2003. Some of the issues raised during the consultation were primarily concerned with this strategy document rather than the Draft Implementation Plan which is concerned with detailing how *People and Place* might be implemented in the context of Belfast.

## **2 AIM OF THIS REPORT**

Community Technical Aid (CTA) in conjunction with Brendan Murtagh was commissioned to facilitate the consultation workshops and assist in the preparation of this report to help inform Belfast Regeneration Office in its preparation of the final Implementation Plan. This report summarises the main themes of the consultation and identifies the key strategic implications for the preparation and publication of the final Plan. Each strategic theme has been responded to by Belfast Regeneration Office in formulating its proposals. We have also prepared a report of the main issues raised at the consultation workshops which aims to capture some of the specific and local concerns raised.

## **3 THE PROPOSED NEIGHBOURHOOD RENEWAL AREAS**

This part of the consultation concentrated on the size of the areas, how they were selected and how they relate to the way in which neighbourhoods are defined in other strategies. Each issue raised has been responded to by Belfast Regeneration Office.

### **3.1 Political representation**

Belfast City Council expressed deep concern about the role of elected representatives in the design and delivery of the Implementation Plan. In particular, the Council felt that the electoral mandate of members gave it a particularly significant role in local area development. It will be noted later that the Council also felt that its own neighbourhood renewal programmes could have been better reflected and integrated into Neighbourhood Action Plans. Ultimately members wanted to see stronger connections with the Council at political and executive level, especially given the

emphasis in the document on the need for interagency management of disadvantaged areas.

**Response:** It is the Department's intention that there will be a strong local political representation on each Neighbourhood Partnership Board as there currently is on the Belfast Area Partnership Boards. DSD also intends to discuss with Belfast City Council and other councils how we build upon the existing working relationships.

### 3.2 Size of Neighbourhood

The dominant issue in the consultation responses related to the definition of the suggested Neighbourhood Renewal Areas. There was a mix of reactions to the way in which areas were described in the draft Implementation Plan. Some felt that the variations in the size of areas were a problem and that smaller areas would not be able to address underlying economic problems in particular. Others felt that larger areas were required in places such as West Belfast where disadvantage is broadly distributed and where strategies, such as the Employment and Employability Task Force have already made recommendations about economic regeneration. A number of respondents thought that the areas were a good approximation in describing neighbourhoods that local people could associate with.

**Response:** Whilst there was some concern expressed about the size of the Neighbourhoods, consultees were broadly content with the proposals. The Department has, however, also listened carefully to concerns and has adjusted Neighbourhood boundaries, where appropriate, consistent with the principles of "People and Place".

### 3.3 Neighbourhood Identification Process

A number of specific issues were raised:

- (i) ***pockets of disadvantage concentrated in wider areas that do not score highly on the Noble Index of disadvantage and are thus missed.***

**Response:** Pockets of deprivation were captured in the draft. Target areas were identified down to Enumeration District level which effectively meant that data on deprivation was captured down to the level of a few streets. That said, we have also responded to concerns about those areas at risk, or with weak community organisations, not in Neighbourhood Renewal Areas.

- (ii) ***'outlying' areas of disadvantage which are close to, but not contiguous with, the proposed Neighbourhood Renewal Area boundaries and are thus missed.***

**Response:** See response at (i) above.

- (iii) ***existing neighbourhood boundaries constructed via other processes, such as PEACE II, URBAN II, the Local Community Fund or community planning***

***exercises should be the basis for Neighbourhood Renewal boundary delineation.***

***Response:*** From the nature of this statement it is clear that there are a number of area-based initiatives in Belfast, not all of which are co-terminous. It has therefore not been possible to accommodate this request in a way that satisfies all consultees. That said Neighbourhood Renewal is about tackling disadvantage and will therefore complement the other initiatives cited.

- (iv) ***some of the proposed areas cut across District Council, Health and Education administrative boundaries and importantly, policies and programmes relevant to their development.***

***Response:*** We have specifically addressed the District Council issue in the document and the response at (iii) above addresses the other points made.

- (v) ***some spatial communities have been placed in one Neighbourhood Renewal Area, when they feel they more appropriately belong in or have an affinity with another or should be independently structured as an area in their own right.***

***Response:*** We have adjusted boundaries to address the concerns about the affiliation of communities where appropriate.

- (vi) ***a number of people pointed out that the Noble Index was based on old data and ward definitions and that new Neighbourhood statistics available from the Northern Ireland Research and Statistics Agency (NISRA) should be used to negotiate more realistic community boundaries.***

***Response:*** The Noble Multiple Deprivation Measure is viewed as the most objective measure available and is widely accepted as such by Government. It has been subject to extensive consultation and scrutiny and is to be reviewed in 2005.

- (vii) ***some argued that Enumeration Districts not scoring highly on the Noble Index should be included if it helps to create more sensible and complete Neighbourhood Renewal Areas.***

***Response:*** Government policy is to focus on the areas of most acute deprivation and this was subject to consultation in 'People and Place'.

- (viii) ***some respondents felt that areas should reflect cultural (religious) identities whilst others felt that inter or intra community segregation should not determine Neighbourhood Renewal Areas.***

***Response:*** The Neighbourhood Renewal Areas are based on the concentration of deprivation, as measured by Noble. We have tried, where possible, to adjust neighbourhood boundaries to reflect concerns expressed about community affiliation but it has not been possible in every instance.

- (ix) *some respondents offered the Housing Executive Community Districts as an alternative to Neighbourhood Renewal Areas definition, especially where ward boundaries and Enumeration Districts fail to make up areas that do not approximate to peoples ideas about what makes up their neighbourhood.*

**Response:** Government policy is to focus on the areas of most acute deprivation as measured by Noble.

### **3.4 Beyond Noble in Defining Areas**

It was argued that Belfast Regeneration Office should avoid an area identification process based entirely on the Noble Index, especially with the application of a strict cut-off at the 10% most deprived wards. In particular, people said, local knowledge and other factors should be taken into account, at least, in deciding the neighbourhood boundaries. Some of the ideas raised at this stage were:

- There is a need to look at areas undergoing demographic transition including those affected by housing redevelopment or where an ageing population creates distinctive challenges, as well as opportunities, for local development initiatives.
- Others felt that the weak internal capacities of some communities should also play a roll in deciding the scope of the area, the analysis of needs and the type of community development projects that could be implemented, especially at the start of the neighbourhood planning process.
- Another set of factors related to the importance of segregation, territoriality and interfaces and how these deepen the social and economic problems for some communities. It was pointed out that a number of notable interface areas were not included in the proposed areas when they would seem to have the sort of complex areas that Neighbourhood Renewal was set up to address.
- Finally, a number of statutory and community submissions argued the need to widen the inclusion of wards and Enumeration Districts to take in the top 15% on the Noble Index.

**Response:** These issues have been addressed in Section 2.4.3.

### **3.5 Areas not included on the List**

There was concern strongly expressed by groups and statutory agencies about the fate of areas not included in the suggested list of Neighbourhood Renewal Areas. Some felt that they would be cut further adrift, especially after the end of structural funding in 2006 and that they were in risk of deteriorating into more severe deprivation unless early ameliorative action was taken. It was felt that there needed to be some programme of action designed for those communities experiencing multiple needs but not scoring highly on the Noble Index.

**Response:** This issue has been addressed in Section 2.4.3.



### **3.6 Determining Neighbourhood Boundaries**

A large number of respondents felt that the boundaries needed to be re-examined and that the determination of final neighbourhoods should come from the communities themselves. Some pointed out that they had already determined community forums, such as in West Belfast, and that these should be used to determine neighbourhood boundaries. An overall concern was that the area selection process would become divisive with clear winners and losers, particularly among communities not included in the finalised Neighbourhood Renewal Areas. This was particularly the case for areas at risk of sliding further into deprivation even though they did not currently score highly on the Noble Index (see above). There was, therefore, a concern to know whether the proposed Neighbourhood Partnership Boards would have a role in finalising boundaries or what mechanisms would be put in place for redress among communities not included in the finally selected Neighbourhood Renewal Areas.

*Response:* Pockets of deprivation were captured in the draft. Target areas were identified down to Enumeration District level which effectively meant that data on deprivation was captured down to the level of a few streets. That said, we have responded to concerns about those areas at risk, or with weak community organisations, not in Neighbourhood Renewal and Minister will announce details of proposals to address the needs of such areas will be announced.

### **3.7 Impact of Major Commercial Sites**

Related to this was the link between neighbourhoods and major development sites or projects. For example, respondents felt that areas close to the city centre, Cathedral Quarter, Laganside or Titanic Quarter, might lose out if these projects were included and potentially swallow up a disproportionate amount of the resources designated for any one neighbourhood. It was however, recognised that these areas provided important facilities and job opportunities for disadvantaged communities and that they needed to be better connected, especially around labour market opportunities. The potential of Intermediary Labour Markets to do this was highlighted by a number of respondents in these cases.

*Response:* This issue has been addressed in Section 3.1.

### **3.8 Differences in disadvantage in determining areas**

A number of respondents, especially from Protestant communities, contended that there were important differences in Protestant and Catholic disadvantage and that these subtleties needed to be recognised in the identification of areas and the sorts of capacity building programmes that are adopted in each case. For instance, some respondents said that Protestant disadvantage had a different spatial profile and character than Catholic social need. Protestant need is more spatially concentrated in housing estates and tends to be more characterised by less effective community organisations and lower capacity to deliver indigenous development of the type indicated in the draft Implementation Plan. Other contributors pointed out that some

areas are strangled by paramilitary activity, weak political representation and fatalism. Here, a traditional community development model to capacity building may not be appropriate and some contributors argued that we need to work through existing structures, such as the church or the trade union movement to initiate local regeneration processes.

**Response:** The Department is cognisant of the different needs of communities and will work with all concerned to ensure that such needs are addressed.

## **4 THE PROPOSED IMPLEMENTATION ARRANGEMENTS**

The consultation questions asked respondents about the proposed implementation arrangements and how people, government and the business sector can work effectively at strategic and local levels on the delivery of the Implementation Plan.

### **4.1 Ministerial commitment**

Respondents felt that it was important that there was strong political commitment to the strategy and that Ministers, whether local or Direct Rule, should ensure that their Departments work effectively in coordinating programmes, bringing resources to the table and ensuring that programmes are effectively integrated at the local level. Respondents wanted to know how Belfast Regeneration Office will influence Ministers and whether community representatives will have a role at this level of decision making. Respondents in the community, statutory and private sectors argued strongly for the Ministerial group to really deliver on strategy integration, tackle the silo mentality that has blighted previous approaches and cut out the bureaucracy that could limit programmes and frustrate community groups in particular.

**Response:** The Ministerial Group has already met on a number of occasions and the Director of Belfast Regeneration Office reports to the Group on progress on Neighbourhood Renewal in Belfast.

### **4.2 Too many Structures**

Linked to this, many workshop delegates and written respondents felt that the proposed structures were too cumbersome, with too many layers slowing decision-making, acting as a potential *buffer* between Belfast Regeneration Office and the community and detracting resources from programme expenditure. Here, there was a concern about how new Neighbourhood Partnerships would relate to the recently established local Community Empowerment Partnerships. In particular, some delegates felt that the Area Partnership structure was unrepresentative of all the constituencies at the neighbourhood scale, was too large and were concerned about its approval role with regard to local structures and plans. Others felt that it was a model that had been tried and tested and offered strategic value, especially in area-based programmes that cut across a number of neighbourhoods. The Belfast Area Partnerships in particular highlighted that they would need time and technical support to take on new powers that were outside their own constitutional terms of reference, areas of operation and Service Level Agreement with Belfast Regeneration Office.

Ultimately, respondents wanted to see greater clarity in the roles and relationships of the Area Partnerships and the Neighbourhood Partnerships in delivering the strategy.

**Response:** As set out in the Implementation Plan in relation to Neighbourhood Partnerships, we intend to build on existing structures where appropriate. With regard to the Belfast Area Partnership Boards it is clearly stated that we will work with them to ensure that they are fit for the purpose of delivering Neighbourhood Renewal.

### **4.3 Role of Neighbourhood Partnerships**

Linked to this, there was also some uncertainty about the specific functions and internal structures of the Neighbourhood Partnerships. Here, some of the issues related to their size, representation, method of selection and reporting relationships. There was a question about whether Neighbourhood Partnership Boards would hold the budget for Neighbourhood Renewal as well as plan-making responsibilities and how and who would resource their staff and secretariat. A number of submissions expressed concerns about how many representatives would appear on different Boards and whether there would be participant burn out, especially at the start of the process. The key theme to emerge from the consultation was that structures should be representative, simple, facilitate easy decision making, be strong enough to command influence over Government Departments and agencies with funding programmes and most importantly, be capable of including and improving the lives of the most excluded people in the community. A number of community groups felt that existing structures should be used where they could be shown to satisfy these criteria.

**Response:** The role of the Neighbourhood Partnership Boards is set out in Section 5.2.3 of the Plan.

### **4.4 Link to governance structures at the city wide level**

At a citywide level, respondents were uncertain as to how Neighbourhood Renewal would relate to other governance structures including the Belfast Local Strategy Partnership and Community Safety Partnerships. A number of respondents felt that integration at the wider urban scale was essential if key agencies in health, housing, education and economic development were to commit to programmes at the Neighbourhood scale. It was noted earlier that Neighbourhood Renewal needs to build a particularly strong relationship with Belfast City Council and its elected representatives both at a Council level and at a neighbourhood scale via the Neighbourhood Partnership Boards. However there also needs to be executive commitment and the Belfast Chief Executives Group, which represents the heads of the key spending agencies, provides a platform to discuss and ensure that there is some programme integration at the wider city scale.

**Response:** The Department has already met the Belfast Chief Executives Group on a number of occasions to discuss the plans for Neighbourhood Renewal in Belfast and is exploring ways in which this relationship can be formalised. The Department will also discuss with Belfast City Council and other Councils how it can formalise working relationships in relation to Neighbourhood Renewal and other initiatives. The Director

of Belfast Regeneration Office will also establish a Neighbourhood Renewal Forum to include key decision makers in Belfast.

#### **4.5 *The role of the private sector***

Several respondents made reference to the role of the private sector in Neighbourhood Renewal. The private sector provides important employment opportunities and the catalyst for physical development, housing schemes and business growth. It is important that they are brought into the local planning process and onto Neighbourhood Partnership Boards. Respondents felt that incentives must be there for the sector to engage but that they likewise must understand their responsibilities to the community within which they are located.

**Response:** Tackling deprivation is in the interest of all sections of society and the Department welcomes and seeks to encourage private sector involvement to that end.

#### **4.6 *Technical assistance***

Technical assistance to develop community competencies in neighbourhood renewal was a priority for respondents from that sector in particular. There was an interest in networking within and between Neighbourhood Partnerships, especially on issues that cut across areas, such as labour market and economic development policy. In order to do this, time and resources need to be put in place at an early stage in the planning process. Some respondents identified the need for a *Community Chest*, similar to England, to help groups make the transition to the new model of delivery. All of this is required to ensure that Neighbourhood Renewal is delivered in a genuinely bottom-up fashion and that it avoids the top-down methodologies that characterised some previous approaches to urban policy. Some felt that the draft Implementation Plan did not reflect sufficiently on the failings of previous policies and programmes, especially for the way in which they related to local communities.

A programme of training that clearly identified the barriers to capacity building, mapped out the standards for community development practice and built knowledge in key areas including planning, economics and project management was a priority for the community sector in particular. Workers will need to be supported, especially to avoid fatigue, and this should involve collaborative links with other partnerships as well as Government. One practical suggestion was secondments between Government and the community sector to help build mutual understanding and awareness in delivering programmes under Neighbourhood Renewal (as well as other initiatives). Others highlighted the need to identify good and bad practice and support initiatives that have been shown to deliver quality services in the past. Ultimately, a sustainable sector, delivering programmes for and on behalf of Government, needs to be better recognised and properly supported with the sort of long term commitments set out in *People and Place*.

**Response:** NI-wide proposals for resourcing Neighbourhood Renewal will be announced following publication of this Plan. It should be stressed, however, that 'bending' mainstream expenditure underpins Neighbourhood Renewal.

## 4.7 Accountability and risk

Accountability has been a major theme in the delivery of urban regeneration initiatives in Belfast and audit rules and regulations have become more stringent over time. Consultees acknowledged the importance of accountability in the use of public resources but questioned the excessive bureaucracy that currently characterises spending projects and programmes. Many said that if a new relationship and genuine partnership is to be built between communities and the Government around Neighbourhood Renewal then this issue must be addressed with grant regimes simplified, risk acknowledged and trust built. Furthermore, they said, decisions and power, including resources, should be as close to the target neighbourhoods as possible and new thinking and people brought to bear on stubborn urban problems. It was also pointed out that the concept of accountability should extend to the commitments that other Departments and agencies make, especially in taking responsibility for the resources they need to invest in individual areas.

Some respondents also felt that monitoring and evaluation indicators need to take account of social capital and the processes of community participation that are essential for sustainable neighbourhood development. Moreover, they should also reflect the impact of the programme on those groups at the margins of local life and record more appropriate data on issues such as children excluded from school, children on the child protection register or teenage pregnancies. Others highlighted the need for monitoring indicators to explicitly include the statutory Section 75 equality categories in each area. A formal Community Health Impact Assessment should be conducted on each Neighbourhood Plan to ensure that it effectively addresses this aspect of Neighbourhood Renewal.

**Response:** The Department and other statutory agencies have a duty to ensure that public money is spent in accordance with Government accounting rules. In order to measure the impact of Neighbourhood Renewal the Department will carry out baseline studies in each of the target areas.

## 4.8 Equality and community relations

There was a broad concern that the equality agenda should be transparent in Action Plans, partnership structures and evaluation systems. Some said that, as a starting point, the document could have better reflected the way in which discrimination and poverty have worked together to produce spatial inequalities in the city. It was also contended that there is a need to engage with, for example, young people, older people, women and ethnic minorities in areas where they have often been under represented in local development programmes in the past. There was a strong feeling that community relations issues needed to be openly and explicitly dealt with, especially in interface areas.

Most of the areas targeted under Neighbourhood Renewal have suffered from the effects of violence and inter as well as intra communal conflict. Linked to this was a concern that the determination of areas could be divisive with one community

included on one side of the line and another excluded on the other side of the religious divide. This was noted previously around area identification but respondents, across the sectors, made a powerful case for interfaces, segregation and the legacy of violence to be treated much more centrally in the way in which the strategy is delivered. In particular, it needs to be more openly acknowledged and prioritised in the way in which areas are mapped, the partnerships established and in the projects that are supported via local Action Plans.

**Response:** Neighbourhood Renewal has been developed and taken forward in line with Section 75 obligations. As stated earlier, the selection of the areas was on the basis of 10% Noble Multiple Deprivation Measure. In relation to interfaces and the legacy of conflict these issues can be addressed in the Vision Frameworks and Action Plans and prioritised accordingly. Interface areas outside of the Neighbourhood Areas may be dealt with under the 'Areas at Risk' proposals mentioned earlier.

#### **4.9 Timescales**

Respondents were keen to see an accurate timescale for the delivery of the Implementation Plan in each neighbourhood and many felt that the planned approach was too rushed and left insufficient time to address complex issues including boundary definitions and establishing local partnerships. When will structures be established, how and who will resource them and what guidance is available on the preparation of Action Plans were all questions raised during the consultation. Others stressed the need for transitional arrangements to move quickly with early wins identified in delivering the programme. A number of consultees suggested the need for an appeals mechanism about area definition, the content or representation of Boards and for project selection procedures. Again, some respondents argued that we need to learn more from the failures and limitations of previous policies and urban programmes and set out an agenda for change in which there would be buy in from all the sectors, not just Government.

**Response:** The Department has taken account of the feedback expressed at consultation in relation to timescales. It has announced details of Phase I of Neighbourhood Renewal which was designed to ensure that funding for key groups was sustained whilst the policy was rolled out. Phase II, which was announced in September 2004, will provide funding for key groups, programmes and infrastructure under Neighbourhood Renewal. This will run in tandem with our work to establish Neighbourhood Partnership Boards, Vision Frameworks and Action Plans under Phase III and it is anticipated that this full roll-out across Belfast may take up to 18 months.

A separate set of implementation issues related to the amount, permanence and method of allocating the finance for Neighbourhood Renewal at ground level to individual neighbourhoods in particular.

#### **4.10 The amount of money going into Neighbourhood Renewal**

There was broad welcome for the longer time period for the strategy and the need to commit resources over a 7-10 year time frame to support projects that take time to

develop and impact on local people. The amount of resources allocated to the Neighbourhood Renewal strategy and to each neighbourhood was a major issue and concern was raised that there did not seem to be net additional resources being devoted to the programme. Some felt that their groups had been vetted from funding in the past and had never received the resources, which could effectively tackle their complex and persistent, socio-economic problems. Respondents wanted to ensure that there were significant resources in place to tackle the problems (and to have an idea what this was), that other agencies would bring genuinely additional resources to the table and that local needs would dictate the neighbourhood budget in each case.

Again, the need to avoid a competitive bidding process between areas was highlighted and consultees wanted to see the detailed proposals involved in moving away, from project funding toward programme expenditure as set out in *People and Place* and in the draft Implementation Plan. The fragmentation of resources and efforts, had in the past, curtailed the impact of area based programmes and for this to be avoided in the future local structures must work properly. Here, the community had to have a secure role in delivery and to do this they needed the capacity to engage in the implementation of neighbourhood renewal.

**Response:** NI-wide proposals for resourcing Neighbourhood Renewal are still being finalised. It should be stressed, however, that ‘bending’ mainstream expenditure underpins Neighbourhood Renewal.

#### **4.11 Allocating resources at the local scale**

Concerns regarding resource allocation decisions were raised by a number of the respondents and workshop delegates in the consultation process. In particular, it is not clear what resources are available for allocation to the areas, the specific criteria upon which Neighbourhood Renewal Areas will be awarded finance and how the concept of *bending the spend* from other Government Departments and agencies will work in practice. The concept of *mainstreaming* needs to be better articulated in the strategy it was argued if we are to see genuine cross-Government commitment to tackling area disadvantage. Here, some respondents felt that the approach should be explicitly needs led and that the concept of Targeting Social Need should be clearly transparent in all resource allocation decisions. The method of deciding who gets what needs to be clarified and in particular there was a concern that it should avoid a competitive bidding process that sets communities off against one another.

**Response:** NI-wide proposals for resourcing Neighbourhood Renewal are still being finalized. It should be stressed, however, that ‘bending’ mainstream expenditure underpins Neighbourhood Renewal.

## 5 LINKING WITH OTHER URBAN REGENERATION PROGRAMMES AND ACTIVITIES

### 5.1 Linking with strategic policy

At a strategic level, there was a feeling that there could be better linkages with other area-based policies or which support the development of the community and voluntary sector in local regeneration. For example, there was a strong case made about the relationship between the draft Implementation Plan and the Belfast Metropolitan Area Plan, which should be published in draft later this year. It was pointed out that brownfield development and housing specifically, is a powerful catalyst for urban renewal and it is important that these opportunities are clearly mapped out in the way in which the strategy is delivered. It was also stated that it is important that Comprehensive Development powers and Development Control decisions, at a local level, support and facilitate Neighbourhood Renewal in achieving the physical objectives of area strategies. Similarly it was argued that greater clarity is needed about the way in which the Department's own *Pathways for Change* policy on the funding of the community and voluntary sector relates to the ambition in the Belfast Draft Implementation Plan to build capacity and local participation in Neighbourhood Renewal. Some respondents said that the social investment approach might cause some groups and programmes to go to the wall at the same time as the sector is being encouraged to build capacity and social capital at neighbourhood level.

**Response:** One of the central themes of '*People and Place*' is the move to a more co-ordinated approach in the delivery of public services in deprived communities. Implicit in this is the need to link strategic policy.

### 5.2 The primacy of Neighbourhood Renewal

There were a number of questions raised about the ability of Belfast Regeneration Office to influence other Government Departments and statutory bodies in the delivery of Neighbourhood Action Plans. How, for example, would Action Plans have primacy over other strategies relevant to the four objectives set out in the draft Implementation Plan. Here, respondents felt that there was an overload of strategies concerned with disadvantaged areas and if Neighbourhood Renewal could help to integrate them, then it would be valuable and effective. In particular, it was pointed out that there are now a number of *spatially* based strategies, which include housing, investing in healthier communities, education and employment. There was a concern about how all these approaches would be effectively '*joined-up*' and that the concept of '*bending the spend*' would add real value to the resources coming into disadvantaged areas. Effective mapping of strategies and programmes and brokering plans that showed real commitment from the various agencies were seen as important first steps in this direction.

**Response:** As stated earlier the Department accepts that Neighbourhood Renewal is one of a number of area-based initiatives targeted at Belfast. Neighbourhood Renewal is about tackling the multi-faceted nature of deprivation and as such will complement other initiatives.



### 5.3 Neighbourhood Renewal Plans and programme integration

There was a strong response from statutory agencies to the principles of programme integration and a positive willingness to work in a genuinely coordinated way to achieve the aims of Neighbourhood Renewal. However, many in the statutory sector felt that their needs to be more technical work done on how the strategies would connect existing spending programmes in particular, Education Action Zones, Health Action Zones and the whole Investing for Health approach, which have the potential to bring significant monies to disadvantaged areas. Similarly, Belfast City Council has a range of Neighbourhood Renewal initiatives including arterial routes, community safety, community relations and community development, environmental improvement and economic development that need to be included in the design of Action Plans. The Housing Executive's own Urban Renewal Programme complements the thrust of Neighbourhood Renewal and account needs to be taken here of the specific actions, expenditure programmes and the phasing of schemes to ensure they fit with the rollout of local plans. Finally some respondents said there needs to be stronger recognition of policing issues in the document and a more open acknowledgement of the problems of policing, security and safety in areas where the PSNI have found it difficult to operate in the past.

**Response:** One of the central themes of '*People and Place*' is the move to a more co-ordinated approach in the delivery of public services in deprived communities. Implicit in this is the need to link strategic policy. We would expect to see community safety issues reflected in Neighbourhood Action Plans.

### 5.4 People and Place

Linked to the issue on equality was the feeling among respondents across the sectors and areas that the strategy needs to better reflect the human or personal dimension to neighbourhood renewal. Young people, anti-social behaviour and early years programmes represent challenges and opportunities to develop the next generation of residents in disadvantaged areas in positive and resourceful ways. Similarly, women and women's groups have often been the catalyst for local regeneration programmes and projects and their distinctive contribution needs to be better supported in the way in which the Action Plans are implemented. Identity and language offer important mediums to reach people often left out from mainstream initiatives and can contribute to the reconstruction of social fabric of communities, which is as important as interventions in the economy or the environment. Respondents wanted to see better recognition of this dimension to regeneration and assistance for initiatives that address human capital in creating better communities.

**Response:** The title of the policy document '*People and Place*' is a recognition of this concern.

## **Annex I      List of written respondents**

Adviceni  
Alderman Iris Robinson MP, MLA  
Alderman Peter Osborne, Castlereagh Borough Council  
Annadale/Haywood Residents Association  
Ardcarn Residents Group  
Bairds Chemists  
Ballymacarrett Arts and Cultural Society  
Belfast Chief Executives Group  
Belfast City Council  
Belfast City Council (Community Safety)  
Belfast Healthy Cities  
Belfast Local Strategy Partnership  
Bloomfield Community Association  
Carvill Group Limited  
Colin Community Forum  
Colin Neighbourhood Board  
Community Work Education and Training Network  
Council for Catholic Maintained Schools  
Councillor Mark Langhammer, Newtownabbey Borough Council  
East Belfast Partnership  
Eastern Health and Social Services Board  
Employment Services Board for West Belfast and Greater Shankill  
Esmond Birnie MLA  
Gerry Adams MP  
Greater Shankill Community Convention  
Greater Shankill Partnership  
Greater Village Regeneration Trust  
Groundwork  
Ionad Uibh Eachach  
Laganside Corporation  
Lenadoon Community Forum  
Ligoniel Improvement Association  
Lower Antrim Road Regeneration Initiative Committee  
Lower North Belfast Community Council  
Lower Ormeau Residents Action Group  
New Lodge Community Forum  
North Belfast Community - Seminar Report  
North Belfast Partnership  
Northern Ireland Housing Executive  
Office of the First Minister and Deputy First Minister  
Presbyterian Church in North Belfast  
Sinn Fein  
South and East Belfast Health and Social Services Trust  
South Belfast Partnership  
Training for Women Network  
Ulster Wildlife Trust  
Upper Ardoyne Community Partnership

Upper Ardoyne Community Partnership  
Walkway Community Association  
West Belfast Economic Forum  
West Belfast Partnership Board  
West Belfast Partnership Board (Community Planning)  
West Belfast Community - Seminar Report  
Windsor Womens Centre  
Young People at the Heart of the City

**List of written respondents on draft EQIA**

Equality Commission  
McArthur Nursery  
MENCAP  
NICVA  
St Colmcille's Playgroup  
West Belfast Economic Forum

## Annex II Community Consultation Workshops

<b>Venue</b>	<b>Date</b>	<b>Tables</b>	<b>Numbers</b>
Springvale	20 <sup>th</sup> February	5	47
South Belfast	11 <sup>th</sup> February	4	36
Shankill	25 <sup>th</sup> February	6	51
East Belfast	17 <sup>th</sup> February	8	70
North Belfast	3 <sup>rd</sup> March	6	46
City Centre Europa	18 <sup>th</sup> February	4	40
City Centre Grovenor House	24 <sup>th</sup> February	3	43
<b>Total</b>	<b>7</b>	<b>36</b>	<b>333</b>

### Targets for Neighbourhood Renewal

#### Employment / employability (Worklessness)

Number of FTE jobs created / safeguarded  
Number of FTE construction jobs (expressed as person weeks)  
Number of residents trained in scheme projects  
Number of trainees placed into a) jobs, b) further education and c) other  
Number of residents assisted to become self employed / start small business / community business  
Number of people who get a job as a result of specifically targeted assistance  
Number of training places sustained or created  
Number of businesses advised / assisted  
Number of business starts  
Area (m<sup>2</sup>) of new business / commercial floorspace created / improved

#### Crime

Number of dwellings and commercial premises where security is installed / upgraded  
Numbers receiving advice and counselling on crime prevention and community safety  
School / education  
Numbers of community safety initiatives implemented  
Number of people attending crime prevention initiatives  
Number of victims of crime supported

#### Health

Number of residents benefiting from health projects, including improved access to health facilities

#### Education

Number of pupils whose attainment is measurably enhanced / improved  
Number of pupils remaining in post-compulsory education  
Number of childcare / nursery school places created / safeguarded  
Number of pupils directly benefiting  
Number of pupils whose attendance is measurably enhanced / improved

#### Physical Environment including Housing

Area of land (ha) improved or reclaimed for open space  
Area of land (ha) improved and made ready for development  
Number of buildings improved or brought back into commercial use  
Number of traffic calming schemes  
Number of private / public dwellings built / improved  
Number of housing units a)demolished; b)refurbished and c)newly built  
New housing management measures introduced

#### Community/recreation

Number of projects designed to improve community and recreational facilities  
Number of residents regularly attending scheme projects  
Area (m<sup>2</sup>) of improved community floor space

## Targets for Neighbourhood Renewal

The time-scale for the achievement of the proposed targets is the duration of this Strategy. Where possible, targets have been chosen that complement those being pursued by the Department with responsibility for that domain. The targets also are closely linked to the new TSN ethos in that the focus is on employment and employability and reducing the differentials on other sorts of social need such as education, health and housing.

It is through reducing or eradicating the differentials on these indicators within target neighbourhoods that we can show the impact of this Strategy and demonstrate that because of our actions residents have experienced an improvement in the quality of their lives.

In the first instance, baseline studies will be conducted that will establish the starting point in each area. On this basis we will establish challenging targets against which progress will be measured at regular intervals both for the Strategy overall and for individual neighbourhoods.

### **Community Renewal**

**To develop confident communities that are able and committed to improving the quality of life in the most deprived neighbourhoods.**

#### **Domain: Community involvement**

Indicator: Proportion of residents involved in community activities.

Target: *To increase the proportion of residents in the most deprived neighbourhoods involved in community activities.*

Indicator: Proportion of residents giving a positive assessment of impact of community sector activities in their area.

Target: *To increase the proportion of residents giving a positive assessment of community sector activities.*

### **Economic Renewal**

**To develop economic activity in the most deprived neighbourhoods and connect them to wider urban economy.**

#### **Domain: Work and worklessness**

Indicator: Employment Deprivation Domain (Noble)

Target: *To reduce proportion of the working age population suffering enforced exclusion from the world of work. (30% worst – 3% best)*

Indicator: Claimant Count

Target: *To reduce the number of unemployed claimants.*

Indicator: Proportion of claimants Long Term Unemployed (LTU).

Target: *To reduce the proportion of LTU claimants.*

#### **Domains: Qualifications, skills and training**

Indicator: Proportion of the working age population qualified to NQF level 2 (highest qualification).

Target: *To match NI Position of 76%.*

### **Social Renewal**

**To improve social conditions for the people who live in the most deprived neighbourhoods through better co-ordinated public services and the creation of safer environments.**

#### **Domain: Health**

Indicator: Life expectancy.

Target: *To halve the gap in life expectancy between those living in the most deprived wards and the life expectancy for N Ireland (current gap 3.1 years for men and 2.5 years for women).*

Indicator: Standardised Mortality Ratios (SMRs).

Target: *Reduce the SMRs for the most deprived wards to the N Ireland rate.*

## Targets for Neighbourhood Renewal (continued)

### **Domain: Educational attainment, attitudes to education (inc. childcare facilities)**

Indicator: GCSE attainment levels in secondary schools.

*Target: To increase the proportion of pupils gaining 5 or more GCSEs A-C, Intermediate GNVQ or NVQ level 2, in secondary schools serving most deprived areas.*

Indicator: Attendance rates.

*Target: To increase the attendance rates in secondary schools serving the most deprived neighbourhoods to the secondary school average.*

Indicator: Staying on rates.

*Target: To increase the proportion of pupils staying in schools and further education.*

Indicator: Shortfall in pre-school provision.

*Target: To eliminate the shortfall in pre-schools provision in the most deprived wards.*

### **Domain: Crime & Safety**

Indicator: Recorded Crime Rates.

*Target: To reduce the overall crime rates in the most deprived wards to the Northern Ireland rate.*

Indicator: Perceptions of levels of crime, anti-social behaviour, personal safety.

*Target: To halve residents' reported perceptions of the levels of crime and anti-social behaviour in their area.*

Indicator: Personal Safety.

*Target: To increase residents reported level of security.*

### **Domain: Income and benefit dependency**

Indicator: Income Deprivation (Noble)

*Target: To reduce the income deprivation rate in the most deprived neighbourhoods (69% worst – 3% best)*

### **Physical Renewal**

**To help create attractive, sustainable environments in the most deprived neighbourhoods.**

### **Domain: Population stability**

Indicators: Population.

*Targets: To stabilise the populations of the most deprived areas.*

### **Domain: Physical development, satisfaction with area and housing**

Indicator: Derelict sites.

*Target: To reduce the total area covered by derelict disused sites.*

Indicator: Residents' perceptions of attractiveness of area.

*Target: Increase the satisfaction levels of residents with their area as a place to live.*

Indicator: Number of vacancies.

*Target: Reduce number of vacancies.*