

COLIN NEIGHBOURHOOD STRATEGY

November 2003

Final Report

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1. INTRODUCTION

This document is prepared on the basis of the terms of reference as outlined below.

- The Colin Neighbourhood is an extensive urban district located on the periphery of West Belfast and falling within the Lisburn City Council local government area. It is comprised of four distinct areas – Twinbrook, Poleglass, Lagmore and Kilwee.

The area experiences high levels of unemployment and non-employment, health and well being problems, an absence of resources for young people, and a lack of leisure, recreation and community facilities. High levels of car theft, image and identity issues are also major concerns.

In September 1999 a group, now called the Colin Neighbourhood Initiative (CNI) highlighted and address the issues detailed above and to discuss the way forward. The group comprises of key representatives from the local community and voluntary organisations, the local authority, statutory agencies, and political representatives.

Through consultation with the Department of Social Development, the need was identified for the development of a comprehensive area based strategy that will provide a framework document for the physical, social and economic development of the Colin Neighbourhood.

The final result to be achieved is a clear framework that will embody vision, strategy and operational policies. This can be achieved through an integrated area based strategy, which links physical, economic and social development and urban regeneration.

The linkages and relationships must be evident in the framework, as they shall contribute to:

- *“the creation of an environment where families feel safe, where people are happy to live, shop, work, and study, where the community supports people when they need help, and celebrates the real achievements of local people”.*

1.1 Terms of Reference

- Deloitte was commissioned by the Belfast Regeneration Office (BRO) on behalf of the Colin Neighbourhood Initiative to develop in partnership with the Colin Neighbourhood Steering Group (Colin Neighbourhood Initiative) an area based strategy.

The purpose of the study was the *'development of a comprehensive area based strategy that will provide a framework document for the physical, social and economic development of the Colin Neighbourhood. The strategy shall establish the baseline, detail the priority objectives and needs, and determine the implementation of an action plan'*.

- The terms of reference supplied by BRO specified that this strategy should set the framework for:
 - a caring and healthy community, with improved social conditions, care services and healthier personal lifestyles leading to improving health circumstances, for young and old;
 - a community with enhanced opportunities for local people to access employment and lifelong learning, leading to improved choices, where residents are increasingly well-educated and prosperous as a result;
 - a community with a sense of responsibility for its own safety and with low levels of accidents and crime;
 - a strong social infrastructure that prevents isolation and exclusion of children and young people;
 - a sense of community spirit, pride, and ownership;
 - a community with accountability for local services, and with structures that are responsive, innovative, and sustainable;
 - a community with a sustainable and high quality environment with good quality 'lifetime homes', excellent schools and an environment that is attractive and sustained over future generations;
 - a physical environment which is appropriate for, and accessible to disabled people;
 - a strong local economy to assist existing businesses and encourage local spending;
 - a good provision of retail and commercial facilities to stimulate local employment; and
 - a good provision of local social, recreation and leisure amenities and an area that is an attractive place for residents and businesses alike.

1.1.1 Colin Neighbourhood Initiative – The Background

The Background to the Colin Strategy is presented in Section three to six

- Strategic Overview;
- Summary of Need; and
- SWOT Analysis and Needs Framework.

1.1.2 Colin Neighbourhood Initiative – The Strategy

This is presented in Sections seven to 13 as follows:

- The Strategic Framework;
- Strategic Themes;
- Analysis of the Study Area;
- Proposals for Overall Study Area;
- Structure of Colin Neighbourhood Initiative;
- Marketing; and
- Measuring the Success of the Study.

1.1.3 Appendices

The attached appendices include:

- Strategic Context;
- Socio-Economic Profile / Need;
- Community Consultation;
- Area by Area Profile; and
- Colin Neighbourhood Maps.

2. METHODOLOGY

2.1 Introduction

This section outlines the methodology employed in the course of the development of the Colin Neighbourhood Strategy.

This strategy was developed as outlined in Figure 2.1 below. The process is reflected in the structure of this document.

On appointment, Deloitte initiated the assignment in a workshop with the Colin Steering Committee (CNI) in order to:

- confirm scope and detail of the exercise and fine tune the proposed methodology as appropriate;
- determine Strategy Steering Committee as contact point for contractual, reporting and quality monitoring purposes;
- determine basic structure of Colin neighbourhood Strategy Team and reporting and accountability processes;
- seek agreement on key processes, assessment and management;
- confirm detailed timetable highlighting significant reporting stages; and
- confirm key milestones, outputs and other deliverables.

At this stage a structure was put in place to ensure that the strategy process was implemented effectively and robustly.

- This structure included the appointment of a Neighbourhood Strategy Team to ensure the development of the strategy. In addition, it was agreed that a number of the area strategy teams were to be put in place across the Colin neighbourhood. Originally three teams were proposed but as the assignment progressed it became clear that there was a significant gap in representation from the Kilwee area.

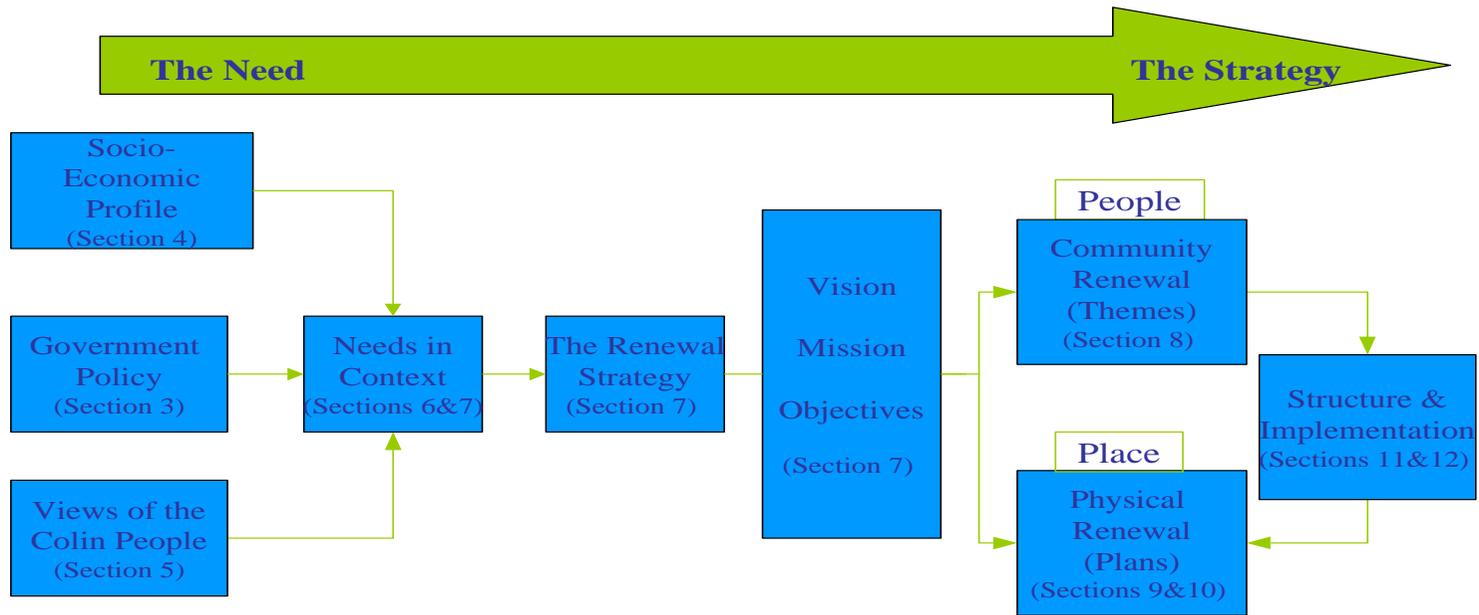
Figure 2.1
Strategy Development Structure



Source: Deloitte

Figure 2.2
Colin Strategy Development Process

Colin Strategy Development Process



- The rationale for such an approach to the assignment was to ensure that the strategy development would be:
 - representative across all areas;
 - transparent;
 - accountable; and
 - include voluntary, community and economic interest.

2.2 Key Policy Context and Literature Review

Over the period of conducting this study the Deloitte Team kept itself apprised of various policy documents which were in place or were emerging from Government Departments and agencies. These documents included those which were specific to Themes identified by the Strategy Committee e.g. Investing in Health, Belfast Metropolitan Plan and those which were specific to the Regeneration and Neighbourhood Renewal.

2.2.1 Neighbourhood Renewal and Regeneration

In 2001 the UK Government issued ‘**The National Strategy for Neighbourhood Renewal: A Framework for Consultation**’ setting out the Government’s position on the need to address the revitalisation of poor neighbourhoods. The document highlighted the reasons that past efforts have failed to address such issues effectively:

- the economic ghettoisation of these neighbourhoods;
- the erosion of social capital; the contact, trust and solidarity that enables residents to help rather than fear each other;
- the failure of core services in deprived areas where public services have been set targets only for improving national averages and not for the outcomes in deprived areas; and
- **the lack of clear strategy** or concerted joint action. It has been **no-ones job**-at neighbourhood local, regional or national level - to ensure that the services work together.

The aim of the Strategy is to arrest the wholesale decline of deprived neighbourhoods, to reverse it and to prevent it from recurring.

The document identifies the means of achieving the strategy as:

- reviving local economies;
- reviving communities;
- ensuring decent services; and
- leadership and joint working.

The implementation of the UK Policy was saw a range of Publication and Bets Practice Guides for Neighbourhood Renewal including:

- Collaboration and Co-ordination in Area- Based Initiatives; ODPM /Neighbourhood Renewal Unit;
- Accreditation of Local Strategy Partnership; ODPM /Neighbourhood Renewal Unit; and
- New Deal for New Communities; National Evaluation Scoping Phase; DTLR.

Within Northern Ireland, the Department for Social Development issued its consultation document **‘Urban Renewal in Northern Ireland-Neighbourhood Renewal; a consultation document’**

This consultation document outlined the proposed focus of the strategy for neighbourhood renewal in Northern Ireland as:

- to tackle the most acute deprivation and disadvantage;
- to place regeneration at the centre of the work of departments, agencies and programmes;
- to empower communities to shape, and then drive, urban renewal initiatives in their areas by focusing regeneration level;
- to move away from project/policy instrument-led regeneration towards an area and needs-based approach;
- to develop and enhance city and town centres in physical, economic and social terms enhancing their competitiveness and improving linkages to disadvantaged areas;
- to develop and implement plans on a partnership basis; and
- for the purpose of achieving sustainable renewal and stability to commit to a seven to 10 year planning and implementation time-scale.

In 2003 as the Colin strategy was being finalised, The Department for Social Development launched ‘People and Place; A Strategy for Neighbourhood Renewal’. The document clearly identifies that:

- ‘local people must be engaged and empowered to drive forward regeneration and renewal in their areas’

This is the approach which was adapted in developing the Colin strategy and it is envisaged that the delivery of the strategy includes clear local participation.

This document was underpinned by Programme for Government with particular focus on the New Targeting Social Need policy.

2.2.2 Key Strategy Documents

A wide range of documents provided significant context for the development of the strategy.

- Programme for Government;
- BRO Strategy Document (Draft);
- Investing in Health;
- Belfast Metropolitan Area Plan;
- Regional Development Strategy; and
- Employability Task Force.

2.3 Consultation

From the outset the Deloitte and Smith Scott Mullan Associates team were clear that if the strategy was to be effective it needed to represent the views, aspirations and concerns of the Colin community. This was even more significant in this case because Colin may well prove to be a 'first' in terms of Neighbourhood Renewal in Northern Ireland and equally importantly Colin represents a community which is emerging from the conflict of the past thirty years.

The Consultation took several forms and was applied at a number of levels and stages. These are outlined in Table 2.1 below.

Table 2.1
Methodology

Aim	Method	Output / Result
<p>Validation and Ownership of Process</p> <p>To ensure that the themes as proposed by the Colin Steering Committee represented the views of the wider community</p>	<p>Survey</p> <p>A survey of all voluntary, community and statutory bodies outlining the proposed themes and seeking their comments on same.</p>	<p>Themes confirmed by various bodies</p>
<p>Local Input (Themes)</p> <p>To ensure that people on the ground were feeding into the strategy process</p>	<p>Area Strategy Teams</p> <p>Extensive consultation took place with each group in terms of identifying:</p> <ul style="list-style-type: none"> ■ Key local issues ■ Local area SWOT analysis ■ Identification of key methods of community consultation ■ Designing , testing and validating the community consultation questionnaire ■ Carrying out local community consultation across the four areas of Colin 	<p>Local engagement and ownership of the process</p>
<p>Statutory Input and “Buy In”</p> <p>To determine the level of expenditure and resource allocation to the Colin community by the key statutory bodies.</p>	<p>One to One Consultation and Written Requests to Departments / Agencies</p> <p>Request for information in relation to previous budgets allocation.</p> <p>Seek views on the Colin Strategy proposals / themes and comment on validity of same</p>	<p>Input by Departments in the process.</p> <p>Involvement of elected representatives in the process</p>

Table 2.1 (cont'd)

Methodology

Aim	Method	Output / Result
<p>“Have Your Say” Community Consultation.</p> <p>To assess the key factors which impacted on the lives of local residents and determine what might contribute to making Colin a better place to live.</p> <p>Over the week of the 14 to 24 May 2001 an extensive ‘Have Your Say’ Community Consultation was carried out across the Colin area. The process included using community facilities as contact points for local residents. As a result local schools, churches, Post Offices, Health Centres, Training Centre, NIHE office participated in the community consultation process and pro-actively encouraged local people to participate in the process.</p>	<p>Have Your Say</p> <p>Schools: all schools participated by facilitating the distribution and return of consultation questionnaires through the involvement of pupils</p> <p>Churches: facilitated community consultation by announcing and encouraging the consultation at Sunday masses and</p> <p>Other venues; Surveys were carried out at venues across the area in order to ensure community wide participation. These venues included NIHE offices, Post Offices, Training Centres and at community facilities.</p> <p>Deloitte & Touche monitored the consultation process to ensure validity and representativeness.</p>	<p>Almost 1600 residents responded to community survey.</p>
<p>Physical Themes</p> <p>Following the principles established in the consultation strategy a series of area based workshops were carried out during November 2002. The purpose of these was as follows:</p> <p>Provide community with physical analysis information.</p> <p>Present strategic physical proposals.</p> <p>Gather community views on information/proposals.</p>	<p>Community Workshop</p> <p>The workshops were well attended, people took the time to consider the information carefully, to discuss topics and ultimately to vote on their priority for the different proposals.</p>	<p>Community Feedback of Physical Analysis and proposals</p>

Table 2.1 (cont'd)

Methodology

Aim	Method	Output / Result
<p>Issuing of Draft Consultation Reports.</p> <p>Raise awareness of the process and ensuring ongoing input by stakeholders</p>	<p>Provision of Reports</p> <p>Reports were made available to stakeholders on an ongoing basis. This ensured that those who might have responsibility for delivery or receipt of services / actions recommended would be fully appraised of the situation</p>	<p>Feedback on strategy findings and recommendations</p>
<p>Strategy Vision Day</p> <p>This event organised by CNI to provide an opportunity for statutory bodies to ‘walk through’ the Colin community. The event included a Bus tour of the area and an input in the findings of the Draft Strategy.</p>	<p>Tour and Workshop</p> <p>A tour across the area was provide by CNI. This included guided visits across the main area and the main community amenities.</p> <p>A workshop (and focus groups) held at Glenwood Business Centre provided an opportunity for dialogue and discussion between CNI and the key statutory and community representatives.</p>	<p>Real and meaningful experience of ‘the Colin Community’</p>

2.4 Action Learning

Throughout the process of developing the strategy, the Deloitte team worked closely with the Colin Steering Committee to ensure a transparent and accountable process. Without defining the process as such, the strategy development was an action learning process and learning occurred through:

- consultation;
- document review;
- bi-lateral and workshop engagement with stakeholders;
- input by group members who brought very valuable practitioner experience of the ‘on the ground’ community development; and
- sharing perspectives of the various representatives around the table including Statutory bodies, elected representatives, community representatives and business interests.

2.5 Community Planning

The various levels and types of engagement during the process provided a useful framework for community planning across Colin. This planning includes both physical planning and broader social and economic planning and the strategy is an output of local needs matched against Government priorities.

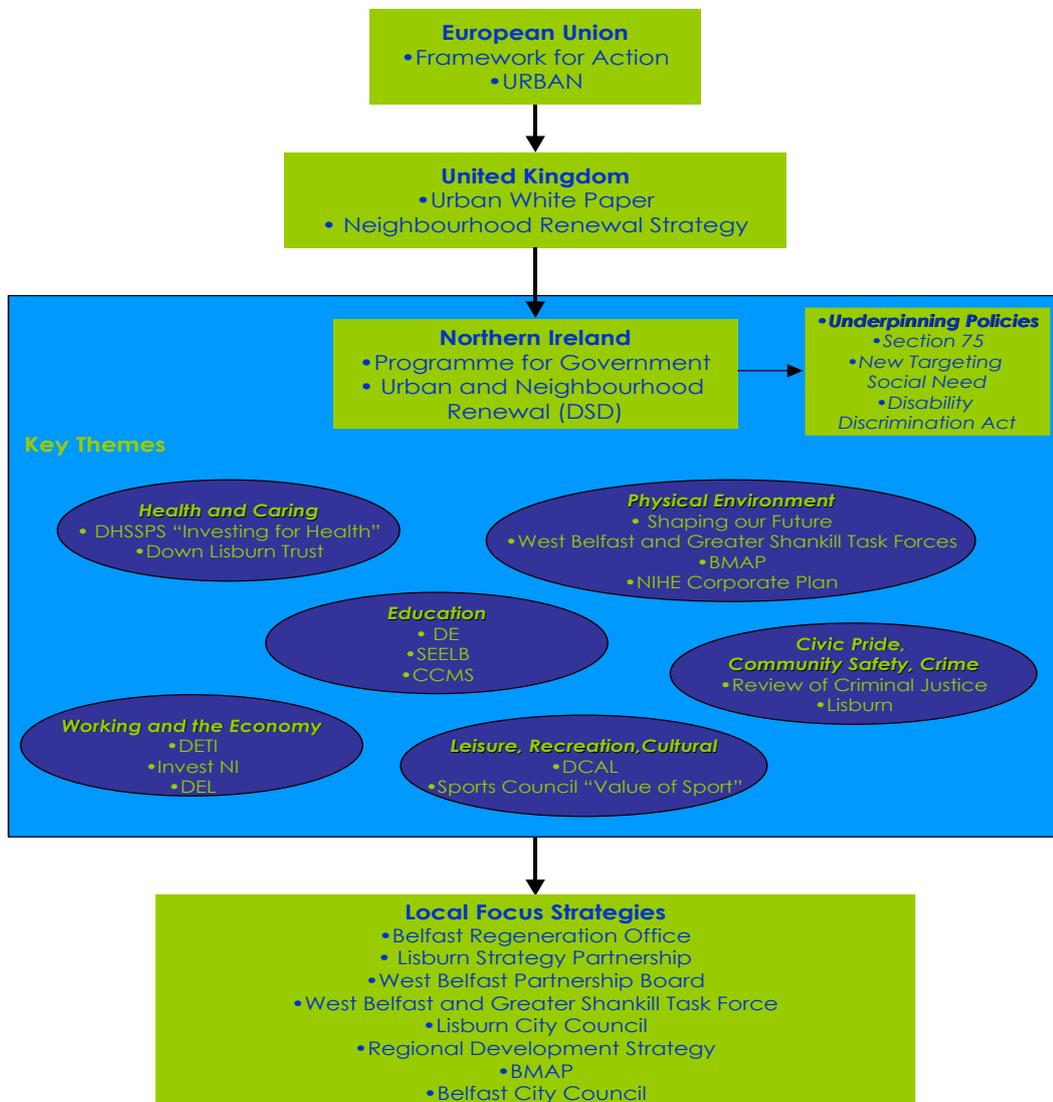
It is important to recognise that the input of the local community validates the findings while recognising that needs change within communities and this will be the case in Colin. Overview of strategic context

3. OVERVIEW OF STRATEGIC CONTEXT

3.1 Strategic Context

- Figure 3.1 overleaf provides an overview of the strategic framework within which the Colin Neighbourhood strategy needs to be placed. The diagram highlights both the levels and range of policies and interventions that have direct applicability to the Colin Neighbourhood. The socio-economic profile demonstrates the high levels of deprivation within the Colin area and this section highlights the relevance that policies place on tackling social need, promoting social inclusion and regenerating marginalised and deprived communities.

Figure 3.1
Strategic Context



3.2 Summary of Strategic Context

European Union - The European 'Framework for Action' seeks to address urban decline through strengthening economic prosperity and employment, promoting social integration and the rehabilitation of run-down areas, improving the environment and contributing to good governance at the local level. A key delivery programme is the Urban Initiative which promotes activities across three main axes of spending: physical and environmental regeneration; social inclusion and entrepreneurship and employment.

UK Policies - UK renewal policies seek to promote a 'holistic' approach to regeneration and are mostly focused on (i) property related issues within an economic and social context (ii) fiscal reforms and (iii) innovative delivery mechanisms such as Urban Regeneration Companies and new Local Strategy Partnerships. The **Neighbourhood Renewal Strategy** – the linchpin of UK regeneration policy – seeks to 'arrest', 'reverse' and 'prevent' decline through reviving local economies and communities, ensuring decent services and promoting leadership and joined up working.

Northern Ireland Policies – The Programme for Government (PFG) has prioritised a series of themes including 'Growing as a Community', 'Working for a Healthier People' and 'Investing Education and Skills'. PFG is also underpinned by policy commitments to ensure equality of opportunity in service delivery and targeting resources and efforts at the most deprived areas (New Targeting Social Need). The Executive has recently signed up to Shaping Our Future which will guide the future development of Northern Ireland to 2025 and help meet the needs of a fast growing region with a population approaching two million. The vision is to create an outward-looking, dynamic and liveable region and to sustain a high quality of life for all. A long-term perspective is taken keeping the needs of future generations in mind. Thus, the recurring theme of sustainability runs through the Regional Development Strategy (RDS), with a strong emphasis on social cohesion and economic progress.

Department for Social Development (DSD) - is the lead department in relation to neighbourhood renewal and the Belfast Regeneration Office of DSD is specifically tasked with ensuring that the City's most deprived communities are regenerated through targeting the most acute areas of deprivation, leveraging mainstream funding, empowering local communities and developing innovative partnerships. BRO and DSD recognise that commitments to urban renewal cannot be short-term or one-off and their focus is placed on 'making regeneration sustainable renewal over several to 10 years'.

Department for Health, Social Services and Public Safety (DHSSPS) - 'Investing for Health' places improving health and reducing inequalities in health between geographic areas, socio-economic groups and minority groups as centre place to policy commitments. The Down Lisburn Trust, which has responsibility for delivering health services to the Colin area, has made a number of commitments to actions designed to reduce health inequalities within the Dumurry and Colin area.

Department of Education – (DE) has central responsibility for policy and planning for schools, youth and community relations activities among children and young people. Executive responsibility for the delivery of these services rests largely in the hands of Education and Library Boards, the Council for Catholic Maintained Schools, the Youth Council, individual youth organisations and other grant aided bodies mainly in the voluntary sector. The Department’s New TSN Action Plan states “education is one of the most important influences on the social and economic circumstances of those areas and persons in greatest need and has a crucial role to play in reducing social need”. It also argues that “social need is closely correlated with under-achievement and it is the strategy of the Department to tackle both and to take full account of that correlation in the development of initiatives”.

Department of Enterprise, Trade and Investment (DETI) - The Programme for Government provides the framework within which the local administration addresses the social and economic development needs of the region in achieving ‘*a balanced, competitive, innovative, knowledge-based and fast growing economy where there are plentiful opportunities for all*’. PFG seeks to achieve this aim through encouraging the growth of the economy by promoting knowledge-based business competitiveness and an enterprise culture in Northern Ireland and developing and maintaining the policy and regulatory environment to achieve economic growth with equal opportunities for all. DETI has prime responsibility for achieving these objectives and the Department has committed itself to ensuring the promotion of equality and human rights, and addressing social and economic disadvantage and deprivation in relation to its practices through New TSN commitments. Key DETI New TSN aims are the reduction of unemployment, raising skills levels and reduction of inequality in terms of access to employment opportunities. Specifically, DETI’s New TSN objectives and targets are largely aimed at reducing unemployment and increasing employment opportunities for the unemployed through geographic targeting of identified areas of deprivation.

Department of Employment and Learning (DEL) - has responsibility for three related functions (i) further and higher education (delivered by the Institutes of Further Education and the universities) (ii) Preparation for Work (a range of programmes and measures delivered through the JobCentre network and external training and employment agencies) and (iii) Employment Rights. An Inter-Departmental Taskforce on Employability and Long-Term Unemployment was established under the leadership of the Minister for Employment and Learning. The Task Force report of 2002 included recommendations on how current actions on employability and long-term unemployment might be improved and the report suggested new initiatives to be taken by Government, including initiatives targeted at areas of high levels of deprivation. Other strategies and initiatives which are being promoted by DEL and which could contribute significantly to addressing training and employment issues in the local economy are:

- Lifelong Learning Strategy;
- Focus for Work programme;
- Business in the Community Employers Recruitment toolkit;

- the Adult Literacy Strategy;
- skills training for the needs of the current and future economy; and
- promotion of wider access for disadvantaged and socially excluded members of society.

Local Government - all the electoral wards of the Colin Area fall within the Lisburn City Council area, while most of the area also falls within the Belfast West Parliamentary Constituency. Lisburn City Council has identified a series of themes, strategic issues and challenges which it faces over the next five-year period, including:

- Civic Leadership and Partnership;
- Delivering Quality;
- Promoting Equality and Social Inclusion;
- Promoting a Healthy, Safe and Sustainable Environment;
- Creating Economic Opportunity;
- Improving Health and Well-Being through Sport, Leisure, Recreation and Culture; and
- Regenerating the Town Centre and Enhancing the Lagan Corridor.

3.3 Delivering Services

At the local level, there are a number of key organisations that provide front line services to citizens. Each organisation aligns to the wider European, UK and NI policies detailed above. Table 3.1 summarises the roles and responsibilities of key organisations and it also provides detail on the policy commitments that each department/NDPB has made towards addressing the needs of disadvantaged communities and socially excluded groups. In highlighting policy commitments, we are ensuring that the Colin Neighbourhood Strategy ‘challenges’ and ensures that such commitments are put into practice.

Table 3.1

Roles and Responsibilities of Key Organisations

Belfast Regeneration Office	Down Lisburn Trust	Invest NI	South Eastern Education & Library Board
<p>Roles & Responsibilities</p> <p><i>“To encourage an inclusive, partnership approach to regenerating Greater Belfast, tackling disadvantage and building strong communities in its most socially and economically deprived areas”.</i></p>	<p>Roles & Responsibilities</p> <p><i>“Down Lisburn Trust is responsible for delivering health services in line with the Programme for Government, New TSN and Investing for Health”</i></p>	<p>Roles & Responsibilities</p> <p><i>‘To accelerate economic development in Northern Ireland, applying expertise and resources to encourage innovation and achieve business success’</i></p>	<p>Roles & Responsibilities</p> <p>“The South Eastern Education and Library Board (SEELB) is responsible for the delivery of education, youth and library services in the Ards, Castlereagh, Down Lisburn, and North Down council areas”.</p>
<p>Key Objectives</p> <p>Encouraging investment on physical and economic regeneration; Raising educational achievement; Improving access to employment; Creating safe, healthy communities; and Developing partnerships.</p>	<p>Key Objectives</p> <p>Improve health and reduce inequalities in health between geographic areas, socio-economic groups and minority communities.</p>	<p>Key Objectives</p> <p>Innovation: The commercial application of knowledge, ideas and techniques in novel ways, including investment in research, product and process development and design; Existing Businesses: The capability of indigenous and externally owned businesses to grow through external sales Business Birth Rates: A more enterprising culture within Northern Ireland, so as to raise the overall level and quality of business starts; and Inward Investment: New inward investment, offering economic growth, quality employment opportunities and a complement to developing the research, development and innovation strategy.</p>	<p>Key Objectives</p> <p>To Promote and Make Provision for Lifelong Learning and Achievement; To Promote Efficiency in All Services in order to Optimise Benefit from the Available Resources; To Promote the Effectiveness of Schools, Libraries and the Youth Services in Improving Provision and Opportunity for the People Within its Area; To Promote, Develop and Maintain High Quality Information and Support Services to Schools, Libraries and the Youth Service; and To Develop, Sustain and Promote a Culture of Partnership and Co-operation.</p>

Source: Deloitte/Various

Table 3.1 Cont'd.

Roles and Responsibilities of Key Organisations

Belfast Regeneration Office	Down Lisburn Trust	Invest NI	South Eastern Education & Library Board
<p>Policy Commitments</p> <p>New TSN Action Plan; and</p> <p>BRO Urban Regeneration Budget.</p>	<p>Policy Commitments</p> <p>New TSN Action Plan;</p> <p>Establishment of Inter-Agency Partnership;</p> <p>Development of Health Improvement Plans (03/04) ;</p> <p>Establishment of Local Health and Social Care Group;</p> <p>Implementation of Teenage Parenthood Strategy;</p> <p>Implementation of SSI Inspection Report on Adoption Services;</p> <p>Additional resources for residential care facilities, Care in the Community for the Elderly, facilities for needs of severely disabled children and provision of resources to assist in the care to those with physical and sensory disabilities.</p>	<p>Policy Commitments</p> <p>New TSN Action Plans;</p> <p>Encouraging first time investors to disadvantaged areas;</p> <p>Ensuring that resources for business support are skewed to areas of disadvantage; and</p> <p>Encouraging employers to train and recruit from the unemployed.</p>	<p>Policy Commitments</p> <p>New TSN Action Plan;</p> <p>Implement Action Plan to Promote Social Inclusion;</p> <p>Improve educational performance and attainment levels; and</p> <p>Develop consultative mechanism for stakeholders;</p>

Source: Deloitte/Various

3.4 Enabling Change (Non Delivery Agents)

- A number of umbrella organisations exist that seek to enable change and strategically direct activities within local areas.

Table 3.2
Umbrella Organisations

Lisburn Strategy Partnership (LSP)	West Belfast Partnership Board
<p>Roles & Responsibilities</p> <p>LSP seeks to positively address social, economic and environmental needs and in so doing contributing to peace and reconciliation. The operating context of the LSP are as follows:</p> <ul style="list-style-type: none"> ■ consulting with and listening to people; ■ valuing diversity; ■ responding to needs; ■ focusing on action; ■ working in partnership; ■ promoting sustainability; and ■ evaluating impact. 	<p>Roles & Responsibilities</p> <p>Maximise economic growth, employment creation and training opportunities for all residents of West Belfast</p> <ul style="list-style-type: none"> ■ increase educational attainment levels; ■ attract resources and investment equal to scale of need; ■ promote the genuine inclusion and equality of the most marginalised; ■ advance contribution of the Irish language and culture in Belfast’s overall cultural diversity; ■ build a constructive relationship among the social partners; ■ collaborate with health and social care providers to support local communities identify needs and determine the future of health and social care provision; ■ facilitate the enhancement of West Belfast’s physical and built environment; and ■ develop relations with potential partners within Belfast and beyond.
<p>Key Themes</p> <p><i>Developing the Social Economy</i> - developing capacity at a local level in terms of participation, skills development, regeneration and job creation as a means of providing a bridge between disadvantaged communities and the mainstream economy.</p> <p><i>Developing Human Resources</i> - ensure that skills provision required to access future employment development opportunities is achieved in Lisburn Borough. This will entail identifying training needs to existing labour market needs and providing the appropriate personal, professional, vocational and life skills training required, particularly for those most disadvantaged, to enable access to employment.</p>	<p>Key Themes</p> <ul style="list-style-type: none"> ■ Environment; ■ Economic Development; ■ Education and Training; ■ Children and Young People; ■ Health and Well being; and ■ Arts/Culture.

Source: Deloitte /Various

3.5 West Belfast and Greater Shankill Task Forces

- The West Belfast and Greater Shankill Task Forces were launched in February 2002 and highlighted a range of issues which need to be addressed in order to regenerate economic and social activity in the Greater West Belfast area. The report detailed a series of recommendations that “would achieve an early and real change in the job prospects of the unemployed, offer a better education and career outlook to the new generation and achieve the economic regeneration of the area”. In relation to the Colin area, the report specifically recommended that:

- the Colin Urban Area should be assured core funding for its programme of work;
- the Colin Urban Initiative requires a strategic response from Government and both Belfast and Lisburn councils;
- at least one of the proposed new Employment Services Centres and Outreach centres should be located within the area; and
- educational disadvantage in the area should be tackled as a particular priority in order to raise educational attainment, respond to special needs and enhance prospects of breaking the inter-generational unemployment cycle.

- In responding to the Task Force in June 2002, the Government represented through the Department of Enterprise, Trade and Investment and the Department for Social Development stated:

“the implementation of the West Belfast Task Forces’ recommendation will be further informed by the Belfast Regeneration Office’s strategy for stimulating the social and economic regeneration the of the most disadvantaged areas of Belfast through a neighbourhood renewal programme and the publication of the employability task force”.

- Given that the BRO draft strategy is in place, the Neighbourhood Renewal strategy is being finalised and the Employability Task force has reported, there are clear expectations that the impacts of these initiatives should be felt across the community. In particular within the Task Force document, the Springbank Industrial Estate is identified as a clear focus for industrial development within the West Belfast Development Arc.

3.6 Summary of Strategic Context

The above review of strategy documents and other relevant literature points to a number of issues in relation to what will make for an effective strategy. The literature identified a series of reasons for past regeneration efforts either failing or not being as effective, including:

- the economic ghettoisation of these neighbourhoods;
 - the erosion of social capital, the contact, trust and solidarity that enables residents to help rather than fear each other;
 - the failure of departments to place regeneration centre stage, previous research notes that success has been limited on this front;
 - the failure of core services in deprived areas where public services have been set targets only for improving national averages and not for the outcomes in deprived areas;
 - the lack of clear strategy or concerted joint action. It has been no-ones job at neighbourhood/local, regional or national level to ensure that the services work together; and
 - over reliance on short term, project focused activity.
- A series of key learning points were highlighted as part of this review including:
- the need for targeting and the identification of key themes to be addressed;
 - a clearer focus on what promoting social inclusion, equality and justice actually mean to communities;
 - the active involvement of local communities in decision making about their areas;
 - the promotion of partnership workings and the use of innovative delivery mechanisms;
 - the need to ensure that mainstream providers bring their resources to an area and that they focus on improving service delivery, in other words, regeneration needs to be placed at the heart of departments, agencies and programmes;
 - the need to identify area specific outcomes that go beyond ‘national averages’;
 - recognition that the process of regeneration cannot be short term or cyclical in relation to expenditure; and
 - the need to identify, record and share good practice.

4. SUMMARY OF NEED

4.1 Introduction

- This section outlines the socio-economic profile of the Colin area. The section presents the key demographic, multiple deprivation and social, health and economic indicators of the area. The main sources of data are the Noble and Census findings.

4.2 Demographics

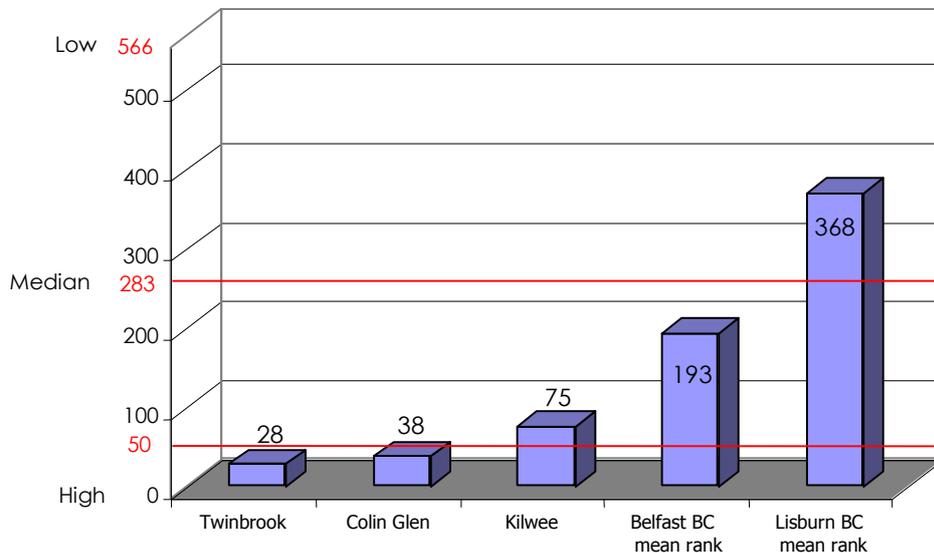
- the population of the Colin area is approximately 22,000. Between 1991 and 2001, the population grew by 5,431 representing an increase of **32.5 per cent** for the area. Provisional estimates indicate a growth in population of between 3,500 – 5,000 over the next five years. The area has witnessed the fastest growth rate within the parliamentary consistency of West Belfast;
- 33 per cent of the population are aged 0-15 compared to 21.7 percent within the Belfast area, 24.5 percent within the Lisburn City Council area and 23.6 per cent at the Northern Ireland level;
- the area has relatively lower number of residents aged 60+ (8.9 per cent of the population) compared with Belfast, Lisburn or Northern Ireland; and
- the Colin area has higher levels of lone parents with dependant children than Lisburn, Belfast and Northern Ireland. The Colin Glen ward has **four times** the Northern Ireland rate of lone parents with children and Poleglass and Twinbrook have twice the Northern Ireland average.

4.3 Multiple Deprivation

- the Colin area records much higher levels of multiple deprivation than is common within Belfast and Lisburn Borough;
- Twinbrook is the 28th most deprived ward (out of 566) in Northern Ireland. Both Twinbrook and Colin Glen are within the upper 10 per cent of the most deprived wards in Northern Ireland. Whilst Kilwee experiences lower levels of multiple deprivation, the ward is still within the top quartile of deprived wards; and
- the average multiple deprivation rank for Colin is 47 compared to an average in Lisburn of 368, suggesting that the study area does not benefit from the affluence and growth in employment within the Lisburn borough area.

The Colin area shows a high level of social and economic need. The area has high levels of unemployment and recent figures from within this strategy show that 21 per cent of the population is employment deprived. Figures issued in March 2003 show that the study area had 46.6 per cent of the total unemployed (claimant count) of Lisburn City Council area.

Figure 4.1
Multiple Deprivation Rankings



Source: Noble Measures of Deprivation 2001

Figure 4.1, seeks to show the Multiple Deprivation Ranking of the Colin area in relation to all Northern Ireland wards. The ranking indicates where a ward is placed in terms of its need against all other wards. Rank 566 reflects the ward with the lowest level of deprivation and rank '1' reflects the highest level. Ward 283 is the middle rank of all wards.

In the attached figure Twinbrook, Colin Glen and Kilwee show comparatively high ranks across the Northern Ireland total.

The level of Multiple Deprivation reflects a relatively high level of need across the area. These figures are also supported by the findings of community and statutory consultation which were carried out as part of the strategy. Such levels of need require significant interventions across the community, voluntary and statutory sector and this is proposed within the strategy document.

4.4 Income Deprivation

- Colin Glen is the 10th most income deprived ward in Northern Ireland, Twinbrook is 18th. In real terms, over **60 per cent** of the working age population in Colin Glen are regarded as income deprived (i.e reliant on some form of state benefit) compared with a rate of 57 per cent for Twinbrook, 48 per cent for Kilwee and 31 per cent in Derriagh.

4.5 Educational Deprivation

- a total of 10,481 pupils attend 18 primary schools within the South Eastern Education and Library Board area and 2,611 of these pupils (24.9 per cent) are entitled to free school meals. Colin Glen and Kilwee have exceptionally high rates of free school meals provision, 79 per cent and 78 per cent respectively;
- the Noble Indicators place Colin Glen as the 8th most deprived ward in Northern Ireland in relation to child poverty. **84 per cent** of all children within Colin Glen suffer from child poverty. Twinbrook ranks 13th overall and **81 per cent** of all children within this ward live in child poverty. The Kilwee ward ranks 88th out of 566 and Derriaghy is the 194th;
- there are a significantly higher percentage of people without any formal qualification in the Colin Glen and Twinbrook wards. Close to **60 per cent** of the population of Twinbrook have no qualifications and this figure is 50 per cent within the Colin Glen ward;
- Colin Glen fares poorly compared to the rest of the Down and Lisburn Trust in relation to the percentage of children leaving school with no qualifications, six per cent as against four per cent for the Down Lisburn Trust area;
- overall, rates of educational under achievement, as measured by no qualifications, in the North and West Belfast Trust area are double the rates of the Colin area. Only a very small number of children from Kilwee and Twinbrook wards leave school without any qualifications, under one per cent in both cases compared to close to six per cent for Colin Glen; and
- school suspensions within the Twinbrook ward are the highest in the area (10.84 per 1,000 children of school age) although they are close to the average for the Eastern Board and much better than the rate for the North and West Belfast Trust.

4.6 Work, Employment and Unemployment

- a number of issues distinguish the Colin area from that of the Lisburn area, notably lower levels of economic activity, high rates of unemployment and high rates of economic inactivity;
- Twinbrook suffers from the highest rates of employment deprivation with some 21 per cent of the population being categorised as employment deprived. The Twinbrook, Colin Glen and Kilwee wards are below the mean average for the Lisburn area;
- unemployment statistics, based on the claimant count, show that in March 2003 the study area had 46.6 per cent of the total of unemployed (claimant count) of Lisburn City Council area;

- Twinbrook, Colin Glen, Kilwee and Poleglass are among the top five wards with the highest percentage of Income Support and Job Seekers Allowance (JSA) claimants in the Lisburn Council area. Twinbrook has the highest percentage of both Income Support and JSA claimants with nearly three times the Lisburn average and more than twice the NI average;
- overall the study area has 3,887 Income Support and 805 JSA claimants, representing 17.1 per cent and 3.5 per cent of the population. This compares to the Northern Ireland averages of Income Support 10.4 per cent and JSA 2.2 per cent;
- the study area is relatively job poor in comparison to other wards in Lisburn and Belfast. The 1999 Census of Employment indicated that there were 1,189 jobs located within the area. 5.2 per cent of all jobs in West Belfast and 3.9 per cent of all jobs in Lisburn District Council are located within the area; and
- of the 1,688 VAT registered companies in Lisburn that employ one or more people, the number located in the study area is very low despite the area holding a approximately 20 per cent of Lisburn's population.

4.7 Health

- the Noble data indicates that the general health of the residents of the Colin area is poor. The Twinbrook, Colin Glen and Kilwee wards fall into the most deprived 10 per cent in Northern Ireland for Health and Disability. The three wards are ranked as the most deprived wards in Lisburn and significantly lower than the mean ranks for both Lisburn and Belfast;
- data supplied by the Eastern Board indicates that the health needs of the Colin Glen ward is 6.5 times the Northern Ireland level for the family index and the Colin Glen area is 3.5 the Northern Ireland level. Comparing total scores, all wards, with the exception of Derriaghy are above the Northern Ireland levels (excepting elderly care) indicating clear health needs within the Colin area;
- data from the Woodbrook GP practice has found that the area has much higher teenage pregnancy rates than both the Trust and the Board (5.9 per cent and 8.2 per cent respectively); and
- Down Lisburn Trust estimate that there are approximately 500 children and adults with disabilities (learning, physical and sensory) within the Colin area. The Twinbrook, Colin Glen and Kilwee wards all have higher percentages of children with a disability than the Down and Lisburn and North and West Belfast Trusts or the Board. Of the three wards, Colin Glen has the highest rate.

4.8 Housing

- the 2001 Census indicates that there are significantly higher than average levels of population density within all wards in the study area compared to Lisburn and Northern Ireland. The population density of all the wards within the Colin area is set out below and this is compared with Lisburn and Northern Ireland.

Table 4.1
Population Density

Northern Ireland	1.19
Lisburn	2.43
Collin Glen	6.63
Derriaghy	10.70
Kilwee	35.91
Poleglass	56.8
Twinbrook	49.54

Source: NISRA: Census 2001

4.9 Crime and Community Safety

- in 1998/1999, there were 983 recorded crimes in the area, this jumped 37 per cent to 1,346 in 1999/2000 (RUC statistics). The NI average increase was nine per cent. Crimes of assault in these years rose by 16 per cent, where as in Twinbrook, Poleglass and Lagmore the rise was by 27 per cent;
- car related offences accounted for almost 70 per cent of crime in 1998/1999 and 99/00. In 1998/1999 there were 159 cases of "Taking And Driving Away" (TADA) rising by almost 50 per cent to 237 in 1999/2000;
- the rate of stolen vehicles in Northern Ireland is six per 1,000 of population, in Twinbrook, Poleglass and Lagmore it is 12 per 1,000. However, these are only figures accounting for car crimes in the area itself. It is also the case that vehicles are taken from other areas and brought to the area for "joyriding". There are around 1,000 cars recovered from the area each year; and
- the above crime statistics need to be treated with caution as a result known levels of under-reporting of crime within nationalist areas. A Community Safety Audit in 2002, for example, found that only 51 per cent of respondents who had been a victim of crime had recorded it to the police.

5. “HAVE YOUR SAY” CONSULTATION

5.1 Introduction

- During the period 14 to 24 May 2002 the “Have Your Say” Community Consultation was carried out across the Colin area. The purpose of the consultation was to confirm community agreement and support for the key issues that had been identified by CNI and to highlight any additional issues that the community considered as important to address.
- The consultation was carried out by distributing a short questionnaire to local residents through community facilities, schools, churches, post offices, the local health and training centres and the NIHE office.

Approximately 7,000 questionnaires were distributed during the consultation, 6,300 through the above venues and an additional 700 that were completed by children at St Colm’s school. The response rates to the questionnaire are detailed below in Table 4.1.

Table 5.1
Response Rates

	St Colm’s School	All other Venues
No. Distributed	700	6,300
No. Returned	436	1,577
Return Rate	62%	25%

Source: Deloitte / CNI

- The completed questionnaires were analysed to provide results for the whole Colin area and then subsequently broken down on an area-by-area basis (Kilwee, Lagmore, Poleglass and Twinbrook) based on information provided by respondents about where they lived (see Section 4.1). However, the questionnaires completed by the children at St Colm’s school were analysed separately so that the views of children could be viewed independently.

This section of the report provides a summary of the results of the Consultation. It concentrates primarily on the overall results of respondents in the Colin area as a whole (i.e. the 1,577 responses received) and compares them with results from each area and with those from St Colm’s school. A full area-by-area analysis, along with a sample copy of the questionnaire is attached at Appendix III.

5.2 Questionnaire Results

- The design of the questionnaire was broadly divided into three sections:
 - **Section A** - respondents were asked to prioritise their top five issues from a list of 13 by ranking them one to five, with 1 as the most important. The list of issues had been previously identified by the CNI Steering Group. (The full list of 13 issues is detailed in the sample questionnaire attached in Appendix III);
 - **Section B** - consisted of open questions. Respondents were asked to list three things that they considered “best” and “worst” about their area, and also to list three things that would make their area “a better place to live”; and
 - **Section C** - requested details about residency, gender and age range so that the questionnaires could be analysed on an area-by-area basis and a demographic profile of the responses from each area determined.

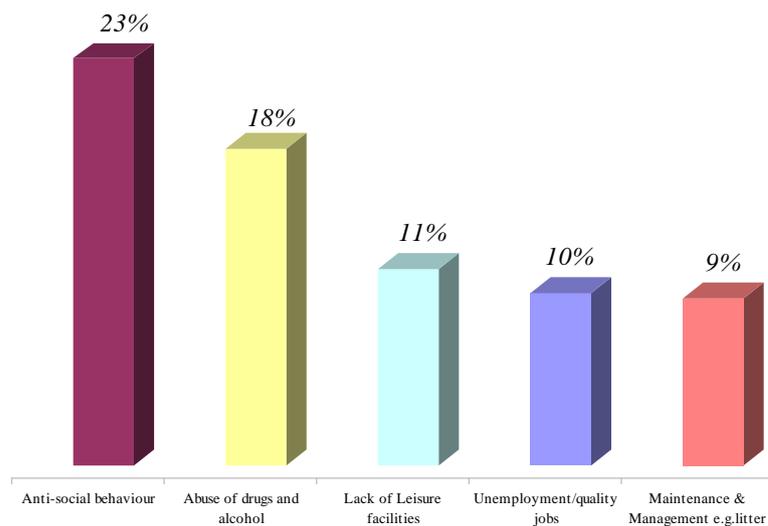
5.2.1 Key Issues

Question 1 provided a list of 13 issues which had been identified by CNI as important to the community and which needed to be dealt with in order to make the area a more safe, secure and comfortable place to live. Respondents were asked to select what they considered to be their top five issues and to rank them from one to five, with 1 being the most important issue.

- Figure 5.1 illustrates the top five issues identified in the Colin area.

Figure 5.1

Top Five Issues Identified by Residents



Source: Deloitte / CNI

- “Anti-social behaviour” was the top issue identified in the Colin area with 23 per cent of all rankings, followed by “abuse of drugs and alcohol” with 18 per cent. The above graph represents 71 per cent of all rankings and the remaining 29 per cent were made up of the eight other issues listed.

Table 5.2 below compares the overall top five issues with the four areas and those of the school children from St Colm’s. It shows that all areas ranked the same issues in their top five and were consistent in ranking “anti-social behaviour” and “abuse of drugs and alcohol” as their top two issues. The results from St Colm’s reflect those of the areas although they listed “image (others perceptions)” in their top five instead of “unemployment/quality of jobs”.

Table 5.2
Q1 - Results – Overall, by Area and St Colm’s

	1	2	3	4	5
Overall	Anti-social behaviour	Abuse of drugs and alcohol	Lack of Leisure facilities	Unemployment /Quality of Jobs	Main. & Mgt. e.g. litter
Kilwee Area	Anti-social behaviour	Abuse of drugs and alcohol	Lack of Leisure facilities	Main. & Mgt. e.g. litter	Unemployment /Quality of Jobs
Lagmore Area	Anti-social behaviour	Abuse of drugs and alcohol	Lack of Leisure facilities	Main. & Mgt. e.g. litter	Unemployment /Quality of Jobs
Poleglass Area	Anti-social behaviour	Abuse of drugs and alcohol	Unemployment /Quality of Jobs	Lack of Leisure facilities	Main. & Mgt. e.g. litter
Twinbrook Area	Anti-social behaviour	Abuse of drugs and alcohol	Unemployment /Quality of Jobs	Main. & Mgt. e.g. litter	Lack of Leisure facilities
St Colm’s	Abuse of drugs and alcohol	Anti-social behaviour	Lack of Leisure facilities	Main. & Mgt. e.g. litter	Image (others perceptions)

Source: Deloitte / CNI

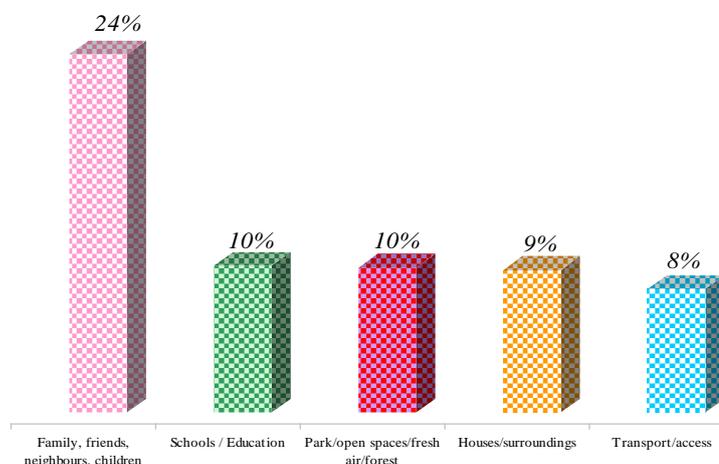
5.2.2 Positive and Negatives of Living in Colin

This section of the questionnaire consisted of open questions in order to give respondents an opportunity to highlight issues that they considered as important. As the results were qualitative in nature, they were grouped into categories for analysis purposes.

Question 2 asked respondents to list three of the “best things” about living in their area. The overall results for the Colin area are illustrated in Figure 5.2 overleaf. “Friends, family, neighbours, children” was notably listed as the “best thing” making up 24 per cent of all listings. Sharing 10 per cent each were “schools/education” and “park/open spaces”.

Figure 5.2

• **Q2 – In your opinion, what are the best things about living in your area?**



Source: Deloitte / CNI

As illustrated in Table 5.3 below, all areas and the school children listed “friends, family, neighbours, children” as the “best thing” about their area. However, the remaining responses given varied considerably and although not listed in the overall top five, residents of individual areas considered “community spirit”, “parish/church” and “peace/quiet” as other “best things”. In comparison school children listed “facilities” and “shops”.

Table 5.3
Q2 - Results – Overall, by Area and St Colm’s

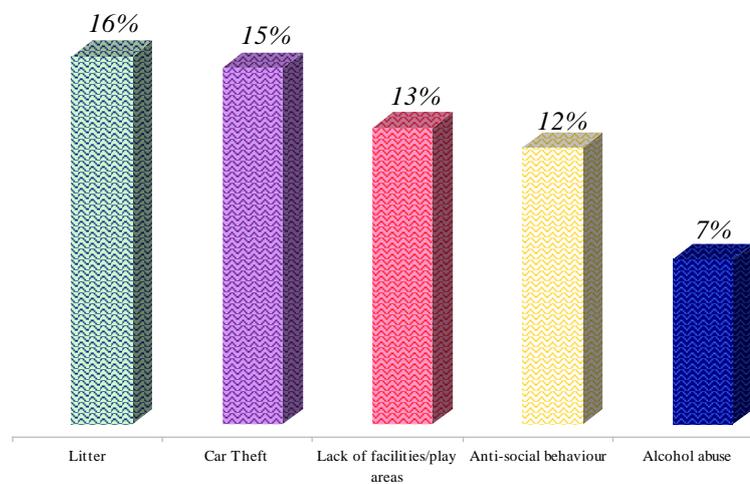
	1	2	3	4	5
Overall	Family, friends, neighbours, children	Schools, Education	Parks/open spaces/fresh air/forest	Houses/ Surroundings	Transport/ Access
Kilwee Area	Family, friends, neighbours, children	Transport/ Access	Parks/open spaces/fresh air/forest	Parish /church	Community Spirit
Lagmore Area	Family, friends, neighbours, children	Houses/ Surroundings	Schools, education	Peace/quiet/ privacy/safety	Community Spirit
Poleglass Area	Family, friends, neighbours, children	Houses/ Surroundings	Schools, education	Parks/open spaces/fresh air/forest	Parish/ Church
Twinbrook Area	Family, friends, neighbours, children	Parks/open spaces/fresh air/forest	Schools, education	Community Spirit	Houses/ Surroundings
St Colm’s	Family, friends, neighbours, children	Facilities	Shops	Parks/open spaces/fresh air/forest	Schools, education

Source: Deloitte / CNI

- In Question 3, respondents were asked to list three “worst things” about living in their area. Figure 5.3 below illustrates the overall results for the Colin area. “Litter” was listed as the “worst thing” overall with 16 per cent, closely followed by “car theft” with 15 per cent of listings.
- The results for this question reflect the overall top five issues raised in Question 1, with “anti-social behaviour”, “lack of facilities”, “alcohol abuse” and “litter” all being raised both as issues and a “worst things” about the area residents live in.

Figure 5.3

Q3 – In your opinion, what are the worst things about living in your area?



Source: Deloitte / CNI

- As Table 5.4 overleaf shows all four areas listed “litter”, “car theft”, “lack of facilities/play area” and” anti-social behaviour as their four “worst things”. In addition, “alcohol abuse”, was a concern in Kilwee and Poleglass, while residents in Twinbrook as well as school children listed “drug dealers/drugs”.

Table 5.4
Q3 - Results – Overall, by Area and St Colm’s

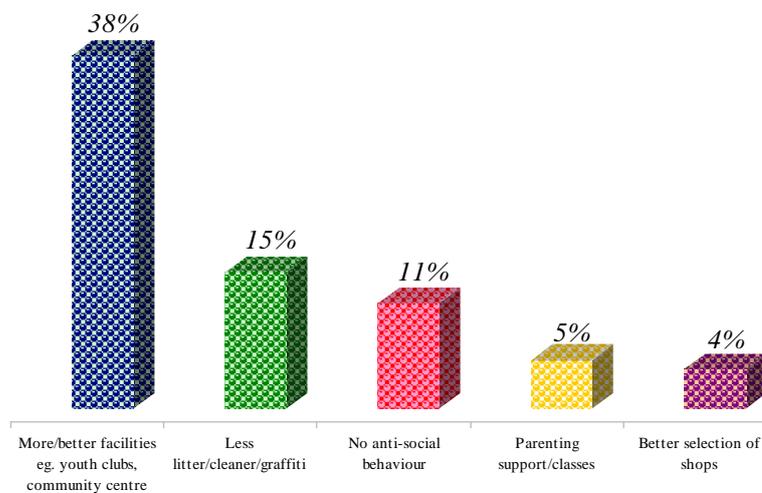
	1	2	3	4	5
Overall	Litter	Car Theft	Lack of facilities/ play area	Anti-social behaviour	Alcohol abuse
Kilwee Area	Litter	Lack of facilities/ play area	Car Theft	Anti-social behaviour	Alcohol abuse
Lagmore Area	Lack of facilities/ play area	Litter	Car Theft	Anti-social behaviour	Lack of supermarkets/ shops
Poleglass Area	Car Theft	Litter	Anti-social behaviour	Lack of facilities/ play area	Alcohol abuse
Twinbrook Area	Car Theft	Litter	Anti-social behaviour	Lack of facilities/ play area	Drug dealers/ drugs
St Colm’s	Car Theft	Litter	Drug dealers/ drugs	Lack of facilities/ play area	Hoods

Source: Deloitte / CNI

- Question 4 asked respondents to list three things that they considered would make their area a “better place to live in”.
- As illustrated in Figure 5.4, a large section of the respondents (38 per cent), listed “more/better facilities” as an important part of making the area a better place to live. Also listed were “less litter/graffiti” and “no anti social behaviour”. As in Question 3, the results are a reflection of the top issues raised in Question 1, with residents wishing to see better facilities, a cleaner area to live in and less anti-social behaviour.

Figure 5.4

Q4 – In your opinion, what three things would make this area a better place to live in?



Source: Deloitte / CNI

- In comparing the listings between the areas and St Colm’s school (Table 5.5) there was agreement that “less litter/graffiti” and “no anti-social behaviour” would also contribute to making the area a better to live. Additional responses that were not included in the overall top five results, but were listed by other areas are detailed in the table below.

Table 5.5
Q4 - Results – Overall, by Area and St Colm’s

	1	2	3	4	5
Overall	More/better facilities e.g. youth clubs, com. centre	Less litter/cleaner/graffiti	No anti-social behaviour	Parenting support/classes	Better selection of shops
Kilwee Area	More/better facilities e.g. youth clubs, com. centre	Less litter/cleaner/graffiti	No anti-social behaviour	Better policing	Transport/parking
Lagmore Area	More/better facilities e.g. youth clubs, com. centre	Less litter/cleaner/graffiti	Parenting support/classes	Transport/parking	Better selection of shops
Poleglass Area	More/better facilities e.g. youth clubs, com. centre	Less litter/cleaner/graffiti	No anti-social behaviour	Parenting support/classes	Employment/jobs
Twinbrook Area	More/better facilities e.g. youth clubs, com. centre	Less litter/cleaner/graffiti	No anti-social behaviour	More friendly environment	No drinking/drugs
St Colm’s	More/better facilities e.g. youth clubs, com. centre	Less litter/cleaner/graffiti	No anti-social behaviour	No drinking/drugs	Better selection of shops

Source: Deloitte / CNI

5.2.3 Demographics

- The final section of the questionnaire asked respondents to complete details of their residency, sex and age, in order to determine the demographics of those that were completing the questionnaire and to analyse the results on an area-by-area basis.
- The majority of respondents completed this section and the details are summarised in Table 5.6 overleaf.

Table 5.6

Demographics

	St Colm's School	All other Venues
Gender – Male	57%	35%
Gender – Female	43%	65%
Residency – Kilwee	1%	31%
Residency – Lagmore	13%	16%
Residency – Poleglass	45%	38%
Residency – Twinbrook	15%	41%
Age – 12-14	64%	10%
Age 15-18	36%	6%
Age 19-24	-	5%
Age 25-39	-	33%
Age 40-54	-	30%
Age 55-70	-	13%
Age 71+	-	3%

Source: Deloitte / CNI

6. SWOT ANALYSIS AND NEEDS FRAMEWORK

6.1 Introduction

As part of the strategy development process an agreed SWOT analysis was carried out. This analysis presents the challenges and opportunities facing the Colin community. In addition the section includes an outline of the Needs of the community and a timeframe within which some of the needs can be realistically addressed.

STRENGTHS

Demographics

- a large population – this means that the area has a large enough group of people to justify the location of services and facilities in the area; and
- a young population – this means that the Colin Neighbourhood is a community that will continue to grow and develop. It also means that the area will have a growing economically active population in the medium to long term.

Assets

- a resourceful community – the area has energetic and committed individuals, community groups, businesses and churches/parishes. However, the number of these organisations is quite small and those that are in existence require support;
- a good standard of housing; and
- good local schools, which provide a good standard of educational provision and have developed good links with the community.

Physical/Natural Resources

- the geographical location of the Colin Neighbourhood is close to Belfast and Lisburn, which means that it is:
 - close to industrial/employment areas;
 - close to environmental assets; and
 - close to important transport links such as the M1, the railway and the airport.
- when well maintained, the physical environment of the Colin Neighbourhood can be attractive and have a high degree of historical and cultural interest.

WEAKNESSES

Population/Demographics

- there is a sense of powerlessness in individuals, families and the community as a whole; and
- parts of the Colin Neighbourhood are demographically unbalanced, with extremely high concentrations of young families concentrated in small areas. This leads to conflict and tensions within the community.

Lack of Resources

- the facilities for economic activity in the Colin Neighbourhood, such as the Springbank Industrial Estate and the Dairy Farm Centre, have not been fully utilised, and this results in the potential for local employment creation is not being realised;
- there is a lack of facilities, services and infrastructure to meet the needs of the population (for example, only one health centre, only one secondary school, no social security office, etc);
- inadequate resource allocations and fragmented service provision by statutory bodies (for example, four organisations have a role in cleaning and maintaining the area) do not meet the needs of the area;
- the community infrastructure at local level (for example, in small local community based organisations) is unstable because new or small groups find it difficult to access support services;
- the poor commercial performance of the Dairy Farm Centre; and
- a difficult funding environment– the funding that is available for community based projects is mostly insecure or short term and this makes it difficult for worthwhile or successful project to continue operating.

Accessibility and Transport

- local people face barriers when they need to access services that are only available outside the area, including transport problems, physical barriers that reduce the number of ways out of the area and social barriers, such as the ‘chill factor’ that discourage people from accessing the services; and
- poor internal coherence – transport through the area is difficult, communities are physically separated by large expanses of open space, glens, wooded areas.

Image

- identity and image – both the ‘internal’ self image that people who live in the Colin Neighbourhood have of their area and the ‘external’ perceptions of the area held by people from outside it;
- the Colin Neighbourhood’s sense of identity has not been firmly established;
- high levels of anti-social behaviour (such as vandalism, car crime, alcohol abuse, etc) that are symptomatic of a lack of ‘civic pride’ in the Colin Neighbourhood. This is considered to be the major factor reducing the quality of life for residents; and
- poor parenting and/or the absence of role models and/or a weak value system being communicated to young people from a wide range of directions has resulted in high levels of anti-social behaviour and the absence of a strong community identity.

OPPORTUNITIES

Environment

- develop the Dairy Farm Centre into a new Colin ‘town centre’ that would act as an economic and social ‘hub’ for the area;
- substantial areas of land available for economic development (for example, Springbank Industrial Estate);
- BMAP gives the community an opportunity to influence the land use and development agenda for the area; and
- access to the Belfast Hills, which could be developed for tourism, environmental, economic and social uses that would benefit the community.

Community

- the community is becoming more settled, which will allow it to develop a new image/identity and the Colin Neighbourhood. This gives an opportunity to develop a sense of civic pride in the area and more of a sense of ownership and empowerment among the community;
- the area’s size and population makes it an ideal environment to test out new or innovative approaches to dealing with issues (for example, the proposal for managing and cleaning the area as a social economy project); and
- the young population and available land in the area should be attractive to inward investors and local small businesses.

Experience of Community Initiatives

- the foundations are in place to allow a good, strong, multi-agency approach to dealing with the needs of young people to be developed – for example, SureStart, good schools with strong links to the community;
- the Colin Neighbourhood Initiative has brought together a wide range of local interest groups and allowed them to share their ideas and work together. This has generated momentum and a sense of achievement. There is an opportunity to build on this growing optimism; and
- community based initiatives on a range of issues such as education, the environment, women's issues and crime and anti-social behaviour have been successful and could be built upon.

Legal / Political Issues

- a range of funding sources that could provide significant support for the area, such as BRO, the National Lottery funding distributors, the Executive Programme Funds, the Common Ground Consortium and the Neighbourhood Renewal approach;
- the new political institutions give local people more access to decision making processes; and
- in the event that the policing issue is resolved, there is a range of well established community initiatives and activities that could be developed into a strong community-police liaison network.

THREATS

Population

- housing and population growth could continue without the supporting infrastructure.

Civic Society / Legal / Political

- the community or local projects could find themselves unable to take advantage of the funding opportunities that exist;
- the momentum of and investment made in Colin Neighbourhood Initiative could be easily lost and replaced with a sense of apathy. This could result in the new sense of community ownership not developing;
- crime and anti-social behaviour could increase and further weaken the community, causing it to turn in on itself;
- the collapse of the new political institutions would reduce the scope of the people of the area to effect changes through government structures; and
- if the policing issue is not resolved in the short-term, there is a danger that crime, anti-social behaviour and drug problems could explode.

Anti-Social Behaviour

- no change to the external perceptions of the area could restrict its development and continue to feed negative internal self images in the community; and
- if the growing problems of alcohol and substance misuse and addiction are not tackled, they could create further social problems.

Lack of Engagement

- failure to develop or implement a strong, coherent strategy for the regeneration of the area.

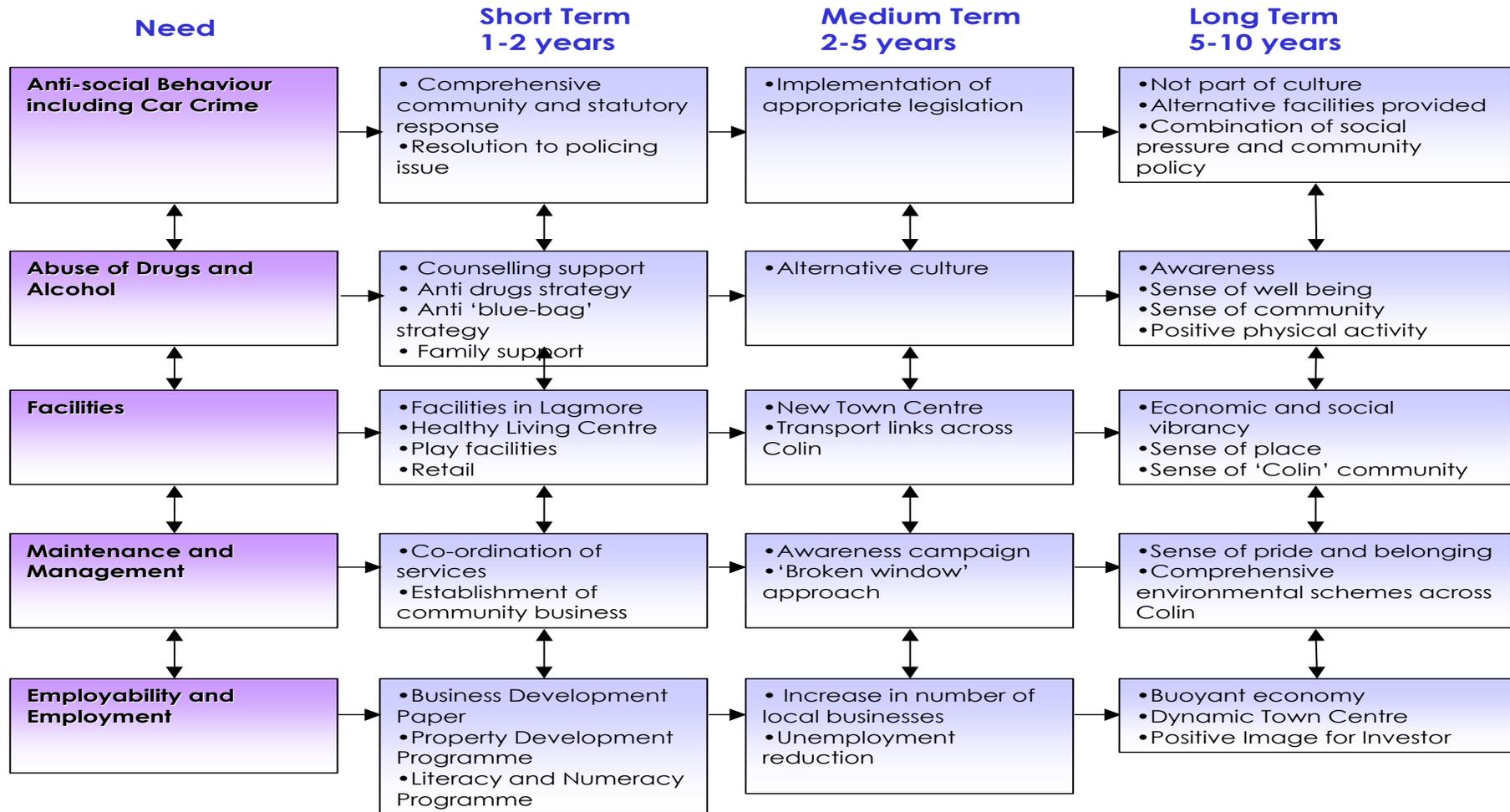
Physical Development

- a lack of engagement by statutory bodies, government departments or the local authority in the development of the Colin Neighbourhood;
- BMAP could set an inappropriate or damaging framework for land use in the area;
- short-term funding arrangements for successful projects threatens their achievements and restricts their development and growth; and
- if the Dairy Farm Centre does not develop into a new role as a 'town centre', the overall physical, economic and social revitalisation of the area would be held back.

6.2 Addressing the Needs and Issues

- Figure 6.1 represents a perspective on how some of those issues which impact on the quality of life of residents might be addressed. The diagram shows how some issues can be tackled through immediate interventions while many others require more long term measures.

• Figure 6.1



• Addressing Needs: Short, Medium and Long Term

Source: Deloitte

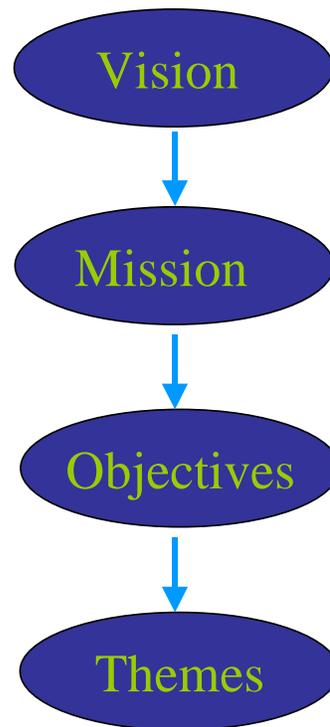
7. THE STRATEGIC FRAMEWORK

This section presents a strategic framework for the Colin Neighbourhood Initiative. It has been developed on the basis of the:

- strategic context;
- assessment of need;
- community consultation; and
- swot analysis and framework for addressing needs.

This section is presented in diagrammatic form in Figure 7.1.

Figure 7.1
Strategic Framework



Source: Deloitte

7.1 The Vision

“a neighbourhood, where people are happy to live, play, work and study. A community where families feel safe, people are respected, supported and where the achievements of local people are celebrated”.

7.2 The Mission

“to develop and implement a co-ordinated approach to address the needs of the Colin Community while highlighting the successes and potential of the area and it’s people”.

7.3 The Objectives

Based on the findings of the needs analysis, the following set of objectives are proposed as the basis for the Colin Neighbourhood Strategy. These are the main objectives which the CNI should seek to achieve.

7.3.1 People and Place

- to develop the concept of the Colin Neighbourhood as a distinct, vibrant, safe and healthy community by 2020;
- to develop (by March 2004) a structure for CNI which is representative of the community, transparent in its business and accountable to the community for it’s decisions;
- to advocate a policy and ethos of ‘expecting the very best’ for the community, anything less in not acceptable;
- to use the Colin Strategy as the basis for developing partnerships across the community, business and public sectors for the greater good of the Colin Community; and
- that CNI needs to recognise the importance of the key constituent neighbourhood areas of Kilwee, Lagmore, Poleglass and Twinbrook.

7.3.2 Services

- to use the Colin Neighbourhood Strategy as the basis for identifying and prioritising the needs of the community and ensuring that those statutory agencies responsible for the delivery of public services meet their responsibilities; The CNI should only seek to deliver essential initiatives or projects where there is no other body / organisation in the area with the capacity and or competence to deliver; and
- to agree and implement a rolling framework which positively contributes to improving the quality of life for all the residents and stakeholders of the Colin community.

7.3.3 Leadership

- through positive leadership, to empower the community with a sense of belonging, pride and commitment to the Colin area and to

foster civic pride, respect and engender a sense of civic responsibility within community;

- to ensure the regular updating of the needs and issues of the Community to ensure that the CNI reflects the community; and
- to ensure that the CNI remains primarily a co-ordinating and lobbying body for the area.

7.4 Themes

There are a range of themes identified within the Colin Strategy which provide a framework for addressing needs in the short, medium and long term; a balance of both of showing a new way forward and a reflection of the aspirations of the community;

- **Physical Regeneration:** the physical sign of what can be achieved and a fundamental issue of a ‘sense of place’;
- **Employability and Employment:** a key source of tackling poverty is the acquisition of employment. This requires the appropriate skills for the employment market place;
- **Health and Caring Neighbourhood :** as fundamental to well being and the Health Service plays a key role in the lives of most citizens; and
- **Education and Learning Neighbourhood:** a basic human right and the source of opportunity and life choices; and
- The key priorities are outlined below.
 - The Themes can be found as:
 - Colin Town Centre;
 - Health and Caring;
 - Education;
 - Training and Employment;
 - Employment;
 - Social Economy;
 - Recreation/Sport/Leisure Facilities;
 - Housing, Land Environment, Transportation; and
 - Justice, Crime and Community Safety.

These are presented in Section 8.

7.5 Underlying Principle: Civic Leadership

Throughout the strategy development process it became evident that while many groups and individuals work tirelessly and with limited resources, the actual vision and focus of the efforts is being blurred through frustration and lack of co-ordinated support.

In addition, a great source of frustration is the belief that that while serious endeavours are being made to tackle local problems, the lack of a co-ordinated approach across the various stakeholders results in an impact which does not reflect the effort.

The consultation identified a high level of frustration and anger at the apparent failure of those responsible for the delivery of services to meet their obligations. The source of these frustrations ranged from the highly publicised activities of car theft and its impacts on local communities to the limited leisure facilities, particularly for young people.

Recognising the breadth and depth of the issues which in many cases are deep rooted within the Colin community, there is a need to establish a vision and to work progressively towards addressing that vision.

7.5.1 Leadership

The efforts of the Colin Neighbourhood Steering Group over the past number of years shows a clear commitment to driving positive change across the neighbourhood. However, the steering group, which has enabled this strategy to be developed recognises that real impact will only happen through clear focus with appropriate resources, driven by leadership.

Colin Neighbourhood has many leaders across elected public representatives, local investors/ entrepreneurs, teachers, social workers, community workers, clergy and residents. It is critical that this leadership is harnessed into an effective force for positive change in the Colin area.

7.5.2 Change

The need for change is recognised across the Colin community and this should be reflected in the addressing the activities of the CNI. The strategy provides a framework for going forward positively and confidently. The strategy reflects the needs of the community as identified by the community.

The CNI needs to reflect the ability to:

- remain representative and the voice of its community;
- where appropriate lead the wider community to empower itself through tackling local issues e.g. abuse of alcohol and drugs within the community;

- work in partnership with statutory bodies while ensuring that the appropriate level and quality of services are being delivered to the Colin community; and
- lead the community and voluntary bodies to ensure that those responsible for delivering services do so at an appropriate level and quality.