

1. THEMES

1.1 Introduction

- In this section, a series of themes are presented as the basis for the Colin neighbourhood strategy. These themes are based on the findings of the strategy development and have been confirmed by the strategy steering group.

1.2 Developing and Validating the Themes

The themes outlined have been developed through extensive consultation and debate across the Colin community and its various stakeholders. The themes represent the core needs of the community and the framework within which they can be addressed. While they are presented as separate themes in reality they are interdependent and inter-linked and they should be viewed in this way. Training for Employment is evidently closely linked with employment and in the context of Colin this requires investment by both private and public organisations. The provision of childcare support for those re-entering the labour market is very important and while it sits within a different theme, it is nevertheless fundamental to breaking the circle of long term unemployment. This is an example of the links across the themes and shows the need for the an integrated approach to the delivery. Colin Neighbourhood Initiative will play the key role in monitoring the implementation.

It is important to recognise that as a strategy, the status of the themes will change over time and due consideration needs to be given to such developments.

1.3 Themes : People and Place

For ease of use we have presented the themes in two broad clusters; people and place. The people themes represent the broad social, economic , education and health issues which impact of the lives of the Colin community.

The place themes (section 9) represent the key physical and environment issues which need to be tackled if the neighbourhood is to be renewed and revitalised.

The format for presenting the themes is as follows:

- **Introduction:** This sets the context for the theme and the various elements of it;
- **Profile:** Based on research which establishes the baseline socio-economic profile of the Colin community;
- **Consultation:** Based on the extensive community consultation which has taken place over the duration of this study;
- **Issues:** Summary of the underlying factors which are the source of the need;
- **Need:** Identification of the core need of the community which requires action;
- **Objectives:** The key objectives which, if addressed, would assist in tackling the underlying need;

- **Targets:** A measurable (SMART) indicator of what should be done in order to impact on the objective;
- **Actions:** Identification of the key actions in order to move toward achieving the targets; and
- **Who Actions:** These are presented as proposed at this stage, subject to further discussion and negotiation with the key bodies/organisations.

1.4 Theme: Health and Caring

- The Investing for Health Strategy seeks to shift the emphasis by taking action to tackle the factors which adversely affect health and perpetuate inequalities.

The key Values and Principles which underpin this strategy are summarised below.

Values:

- health is a fundamental human right;
- policies should actively pursue equality of opportunity and promote social inclusion;
- individuals and communities should be involved fully in decision-making on matters relating to health; and
- all citizens should have equal rights to health and fair/equitable access to health services and health information according to their needs.

In terms of the Colin area both the Noble indices and the Health Needs Indices reflect the significant challenge which exists within the area.

In addition to official publications, the community consultation highlighted issues which are linked to health needs including:

- support for parents as a key community issue;
 - abuse of drugs and alcohol as a significant community issue; and
 - growing concerns regarding mental health issues among young people.
- It is important to note that many of these findings, particularly abuse of alcohol and drugs can be a result and symptom of other underlying personal and/or social issues. This is recognised within the Investing in Health and the Neighbourhood Renewal documents.

Health has been defined by the World Health Organisation as:

‘a complete state of physical, mental and social well being and not simply the absence of disease or infirmity’¹

This definition provides an important reference point both in terms of defining the baseline of health and how it is central to the regeneration process.

It is recognised that as a society we can significantly improve the health status of people by tackling related problems including poverty, unemployment, illiteracy, poor housing, crime and general environment conditions i.e. pollution.

“the poorest are more likely to be sick or disabled and to die prematurely than the wealthiest. Poverty is the greatest risk factor for health”².

Research provided by a range of health bodies including the Eastern Health and Social Services Board and Down Lisburn Trust combined with the Noble research, shows significant health issues within the Colin community.

1.4.1 Health, Vulnerable Groups and the Social Change

It is generally accepted that society has a responsibility to protect its most vulnerable groups. Traditionally the core vulnerable groups were children, the elderly, the sick and those with special needs. In most cases the primary carers for these members of society were immediate family supported by the resources of the various health and caring and education agencies. Within the history of Belfast and West Belfast in particular there was a strong family and community ethos which underpinned the commitment to those most in need. It is widely accepted that significant change has taken place in society generally and our consultation would suggest that this is now being reflected in the Colin community as:

- the traditional community ethos of belonging and support is being challenged and eroded;
- this loss of community ethos appears to have become more significant since the reduction in civil and community strife (Post Cease-fires); and
- the traditional family unit is changing significantly.

¹ Investing in Health; World Health Organisation

² Investing in Health

In addition to the changes to community and family ethos, it is recognised that alongside the traditional vulnerable groups (children, elderly, sick and those with special needs), there are several emerging vulnerable groups particularly in the Colin area:

- young males (16-25) particularly in relation to those suffering mental health; and
- single parents (16-25) who face significant challenges in bringing up children in difficult circumstances.

Recognising that some within the vulnerable groups identified above require a range of support services (e.g. ante natal care, respite care, family support services), local health professionals and community representatives have highlighted a number of specific health issues which are causing concern in the Colin area. These include:

- mental health issues generally;
- suicides, particularly among young people;
- parenting support needs; and
- men's health issues.

These findings would reflect the broader findings of the 2001 Health and Social Well-being Survey which indicated that 21 per cent of the adult (aged 16 and over) population in Northern Ireland considered themselves to be depressed and that a similar percentage had a potential psychiatric disorder. In relation to young adults, research carried out by the Health Promotion Agency with 16-25 year olds indicated that mental health problems such as sleep disorder, stress, anxiety and behavioural problems affected one in five adolescents here.

In relation to suicide it is estimated that over 95 per cent of people who commit suicide have been suffering from a mental illness. Even though the suicide rate in Northern Ireland is amongst the lowest in the EU, the trend is increasing. In 2000, there were 163 registered deaths from suicide, 130 among men and 33 among women. Of these 42 were under the age of 25.

At this stage, there is limited published data available to allow a comparative assessment to be made of the level or impact of such needs in Colin. However throughout the consultation process the community has consistently identified the above issues as emerging health issues. It is important also to note that these issues are viewed as *symptoms of the problem* as compared to the source.

The Colin strategy seeks to ensure that the symptoms and impacts of such issues are managed but more importantly that resources are dedicated and co-ordinated *to address the causes* of such personal and social disease.

1.4.2 Resources

At a trust level, Down Lisburn Trust has highlighted that:

*“the Regional Capitation Review Group as applied to the Trust by the Eastern Health and Social Services Board would indicate the Down Lisburn population as having a negative equity position of £9.2 million”.*³

The Trust highlights that the concept of equitable distribution of resources and equitable access serve to underpin the main strategies at United Kingdom, Northern Ireland and Board levels and these are complemented by New TSN commitments.

The Trust would wish to see a clear and unambiguous commitment and action plan agreed to begin to address the equity position.

It is not within the capacity or responsibility of the CNI to seek to deliver health services to the Colin community. It is however proposed that given the significant need which has been identified within the strategy document that CNI will work to ensure that the health needs and issues are addressed.

In identifying ‘Health and Caring’ as a priority theme, CNI proposes to address, monitor and assess the change in the general well being of the local community.

To this end the following framework will underpin the Health and Caring theme.

- **accessibility:** it will be important that the strategy monitors the accessibility to services which are provided within the community and those which are provided beyond the immediate area. This theme is linked to two other factors:
 - availability of services i.e. waiting lists, health visits, case loads; and
 - transport to points of service i.e. clinic, hospital;
- **ensuring resources:** through a review of documentation and discussion with EHSSB and Down Lisburn Trust the basis for allocation of resources has been identified and reviewed. Using the Regional Capitation formula, the Health and Social Services Boards seeks to ensure equitable distribution of resources to the various Trusts. It is the responsibility of the Trust to ensure that services are delivered to the respective areas and their needs;

3 (Trust Delivery Plan 2002-2003)

- **monitoring performance:** a key element of the strategy will be to ensure that the delivery of services meets the needs. In relation to health care this is difficult to assess, however every effort should be made to monitor key indicators. These might include expenditure, staff numbers across delivery teams in the Dunmurry patch and specific performance related to targets provided in this strategy; and
- **the long term:** the strategy seeks to ensure that the services are delivered and monitored over a seven to ten year period.

1.4.3 Conclusion

The levels of health deprivation within the Colin area is well documented and while across the Colin community there is recognition that the vast majority of Health Professionals on the ground deliver key services, there is a belief that resources are inadequate. In addition, given the scale of health need, there is a belief that the health provision in the area is constantly in crisis mode, therefore addressing the symptoms rather than the underlying causes, CNI recognise that the causes of ill health are complex but it also believes that the delivery of this strategy can provide a vehicle for a co-ordinated approach to dealing with such issues.

Theme**Health and Caring****Profile**

- Dunmurry patch makes up 25 per cent of total trust referrals;
- Bulk of these referrals are from Colin area;
- 50 per cent of mothers smoked during pregnancy (27 per cent DLT, 29 per cent EHSSB);
- Needs indices shows significant need above NI average;
- High rank of "Child Poverty Deprivation" across Colin;
- Over 30 per cent of children (0-17) are living in "lone parent families";
- 22 per cent of Woodbrook practice on some kind of central nervous system drug in 1999;
- Significant levels of behavioural problems among children; and
- Number of disabled persons within Colin.

Consultation

- Local health intervention is reactive rather than proactive;
- Need to address underlying causes to problems not just symptoms;
- Lack of facilities and play areas;
- Alcohol, drugs and solvent abuse are significant individual, community and family issues; and
- Anti-social behaviour impacts on quality of life.

Issues

- Health is fundamental to individual, family and social wellbeing.

Need

- Clear identification of needs across all NHS Programmes of Care;
- Health needs impact on all stages of life from ante-natal to geriatric care;
- Socio-economic profile of Colin reflects needs across all areas;
- Post-conflict circumstances have brought health issues to fore; and
- Clearly emerging mental health needs and requirements for counselling therapy.

Objectives

- To create a healthy and caring environment for Colin community by 2012;
- To ensure health needs are identified and factored into DLT operating plans by 2006; and
- To ensure appropriate allocation of resources to meet needs by 2006.

Target	HCT1	-	To evaluate the role, capacity, resources and impact of Colin Community Health Forum in order to define its role within the Colin Strategy.
	HCT2	-	To reduce the number of women who smoke while pregnant to 20 per cent by 2012.
	HCT3	-	To reduce the percentage of "low birth weight" to DLT average by 2007.
	HCT4	-	To ensure the provision of childcare places for all 0-3 year olds in Colin area by 2007.
	HCT5	-	To reduce the score of Child Poverty across Colin area to the Lisburn average by 2012.
	HCT6	-	To ensure that appropriate health promotion campaigns are developed effectively in Colin especially re smoking, and alcohol and drug abuse.
	HCT7	-	To ensure that appropriate support structures are in place for alcohol and drug abusers by 2005.
	HCT8	-	To provide appropriate levels of counselling and therapy support by 2006.
	HCT9	-	To assess the need for health facilities across Colin i.e. Health Centres, Pharmacies.

Actions			Who Actions	
Short	HCA1	-	To evaluate Colin Community Health Forum by March 2004.	CNI, DLT Local Care Groups
	HCA2	-	To complete plans for integrated Healthy Living Centre within Colin Town Centre by June 2004.	CNI, BRO DLT, LCC EHSSB
	HCA3	-	Subject to HCA2, Commission Health Living Centre by October 2004.	TBC
	HCA4	-	Initiate a significant anti-drugs strategy by September 2004.	CNI DLT
	HCA5	-	Assess current range and capacity of counselling provision in Colin by May 2004.	TBC
	HCA6	-	Assess needs of elderly in Colin community by January 2004.	TBC
Medium	HCA7	-	Anti-smoking initiative aimed at young people, particularly girls, to be implemented by September 2004.	CNI to initiate DLT to lead Extensive Community Involvement
	HCA8	-	'Teenage Parent Strategy' as proposed by NHS ensure locally focussed programme to be delivered within the Colin area by September 2004.	CNI to initiate DLT to lead SureStart
	HCA9	-	Ensure mainstreaming of Sure Start Programme by March 2005.	Key Stakeholders

Long	HCA10	– <i>Ensure Provision of substantial Drug Prevention Strategy is maintained within area over next 5-10 years.</i>	<i>DLT CNI</i>
	HCA11	– <i>Ensure that the Needs as identified by the EHSSB indices are addressed by the appropriate resources, expertise and commitment; ensure these resources allocated to DLT are allocated on a needs basis to Colin area.</i>	<i>CNI EHSSB</i>

1.5 Theme: Education

1.5.1 Introduction

- CNI seeks to improve the lives of its residents in the short, medium and long terms. It is recognised that access to a sound education can bring real life opportunities for children and adults alike.
- Within the Colin area there are clear educational needs across the pre-school, primary and post primary education stages. Noble and Census findings indicate that therefore significant educational needs in the area, particularly in the Colin Glen and Twinbrook wards. In terms of child poverty the Noble indicators show that more than 75 per cent of children in the Colin Glen and Kilwee wards are in receipt of Free School Meals, thus indicating a high level of social need.

Recognising the current limitations of the educational resources and support in the Colin area, the local community considers their schools and support programmes to be among the main assets of the area. It is also recognised within the Colin Steering Group that access to education presents one of the best sources of improving the well being and lifestyle of the community.

1.5.2 The Context

The link between educational attainment and socio-economic disadvantage has been recognised for many years and is well documented in academic research including Mortimore and Blackstone (1982)⁴; and Pilling (1990)⁵. The research suggests that socio-economic disadvantage limits educational opportunities by increasing the likelihood of family stress and the tendency to leave school early. Disadvantage also makes it more difficult for children to benefit from the education they do receive (Hillman, 1996)⁶. For example, inequalities in health, both in terms of the incidence of illness and in the take up of services, can be powerful factors leading to retardation of physical and intellectual growth.

- While there is widespread recognition of the existence of a link between education and socio-economic disadvantage, there is less agreement on what the nature of this link is and its cause. The debate tends to focus on the relative importance of four main factors:
 - the individual child;
 - family background and parental influences;

⁴ Mortimore, J. and Blackstone, T. (1982) *Disadvantage and Education*. London. Heinemann

⁵ Pilling, D. (1990) *Escape from Disadvantage*. Lewes. Falmer Press.

⁶ Hillman, J. (1996) *Success Against the Odds. Effective Schools in Disadvantaged Areas*. National Commission on Education. London. Routledge

- the socio-economic characteristics of the community in which the child lives; and
- the school which the child attends.

Evidence on the links between social background and educational performance in Northern Ireland in general and Belfast in particular has been widely available for a number of years (see for example, Gallagher et al., 1997⁷; 1998⁸; Gallagher and Smith, 2000⁹; Shuttleworth and Daly, 2000¹⁰). This evidence confirms much that is known from findings elsewhere, including the concentration of under-achievement certain areas, the association between educational under-achievement and socio-economic disadvantage and the importance of schools in educational performance.

The link between socio-economic circumstances and educational performance is recognised by the Department of Education in Northern Ireland. The Department's strategy for the School Support Programme begins by making the point that:

“throughout the world, there are schools which face particular problems associated with the socio-economic backgrounds of the communities that they serve. In Northern Ireland, many such schools face the additional challenges of communities scarred by civil unrest spanning more than a generation”.(p.1)

The strategy also recognises the importance of school effectiveness as a factor in educational attainment. It points out that “some schools do better than others in similar circumstances” and cites the example of two inner city schools with similar intakes where the pupils were doing 30 per cent better in one school than in another (p.1).¹¹

Gallagher also reports that data from the Department of Education shows the continuing strong relationship between social background and school performance. The graph below shows the performance levels of students attending secondary schools within six Free School Meal categories in 1999/2000. It can be seen clearly that where the Free School Meal level increases, educational performance levels decrease.

⁷ Gallagher, T., Shuttleworth, I. and Gray, C. (1997) *Educational achievement in Northern Ireland: patterns and prospects*. Research Monograph 4. Belfast: Northern Ireland Economic Council

⁸ Gallagher, T., Shuttleworth, I. and Gray, C. (1998) *Improving schools in Northern Ireland*. Research Monograph 7. Belfast: Northern Ireland Economic Council.

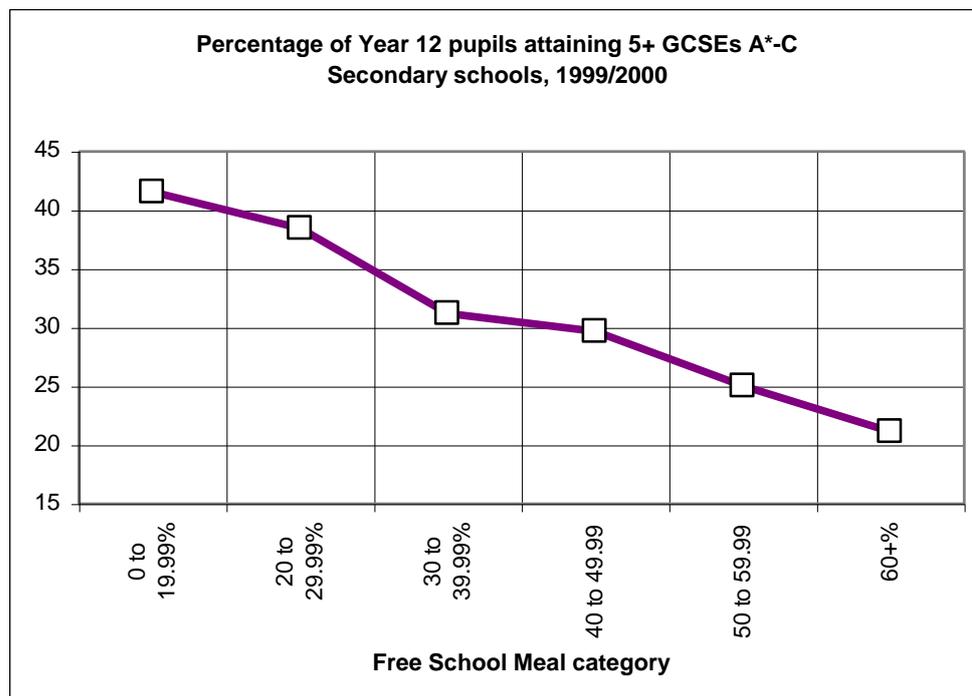
⁹ Gallagher, T. and Smith, A. (2000) *The effects of the selective system of secondary education in Northern Ireland: main report*. Bangor: Department of Education.

¹⁰ Shuttleworth, I. and Daly, P. (2000) ‘The pattern of performance at GCSE’ in *Department of Education, The effects of the selective system of secondary education in Northern Ireland*. Research Papers Volume 1. Bangor. Department of Education.

¹¹ DENI (1998) ‘The School Support Programme: Intensive support for schools’, p.1

Figure 8.1

Performance Levels of Students receiving Free School Meals



Source: Department of Education

The concept of community partnership is increasingly important in education policy. Similarly, an Office for Standards in Education (OFSTED) report on improving city schools (OFSTED, 2000a¹²) highlighted the importance of communication with parents and community links, adding that schools ‘warrant, and sometimes receive, strong support from community agencies’ (p8). More recently, initiatives such as Support for the Family, funded by Belfast Regeneration Office across schools in the Colin area and outer East Belfast, have sought to assist the establishment of Family Centres. The aim of such centres is to encourage greater co-operation between children, parents and schools in order to facilitate the development of a learning culture within the school and home environments.

1.5.3 Going Forward

On the basis of the research highlighted above, it can be seen that the provision of a sound basic education is fundamental to overall personal and social development in modern society. In essence education provides basic skills and the opportunity to avail of life choices which may not be otherwise available. The reverse is also the case, i.e. failure to achieve a basic education, specifically basic numeracy and literacy skills significantly reduces the life opportunities and choices.

¹² Ofsted (2000a) *Improving City Schools: strategies to improve educational inclusion*. London: Ofsted.

Taken in isolation such failings can have huge personal and social impacts, however when these are combined with other factors such as health deprivation factors, the consequences are more pronounced and can significantly compound the problem.

Therefore in terms of the implementation of the Colin Neighbourhood Strategy, there are several key mechanisms which must be put in place:

- **monitoring the need:** while there is general consensus that the schools within the Colin Neighbourhood offer good educational provision and support, there is also recognition that the needs of the children are much more complex than would be the case in many other areas of Northern Ireland. These needs are multi-faceted and therefore the solutions can be complex and involve considerable resource implications for the schools involved. These resources are not always available and while interventions do occur through pilot initiatives such as Support for the Family, the duration is limited. The CNI is committed to ensuring that the needs of local schools and their pupils and staff are reflected to the appropriate bodies on an ongoing basis;
- **supporting the providers:** the strategy must work in co-operation with the main providers and delivery organisations of education in the area i.e. pre-school, primary school and secondary schools. CNI will seek to support and where appropriate lobby on behalf of the key delivery bodies across the area. In addition, recognition should be given to those providers of education which are not located within the area but deliver services to children from the area i.e Special Schools etc; and
- **ensuring resource allocation:** in its role of co-ordinating and lobbying on behalf of the community, CNI will work with the key delivery bodies to ensure that the allocation of resources reflect the level of need in the community. The monitoring of the allocation and assessing the impact of the efforts will form part of the implementation of the strategy.

Theme	<i>Education</i>
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Profile	<ul style="list-style-type: none"> - 35 per cent of population is within 0-15 age range; - 71 per cent of children in study area are entitled to free school meals (SEELB: , BELB: 42 per cent, NI: 32 per cent) which has identified correlation with social and educational needs; - High ranking of education deprivation in study area; - 43 per cent of 3 and 4 year olds in Twinbrook and Poleglass have speech and language difficulties (DLT/BRO "Language Matters" 1998/ 2001); - 23 per cent of school leavers from study area enter Higher Education (SEELB: 35 per cent, LCCL 32 per cent, NI: 33 per cent); and - 18 per cent of school leavers from Study area enter Further Education (SEELB: 29 per cent, LCCL 26 per cent, NI: 27 per cent).
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Consultation	<ul style="list-style-type: none"> - Schools ranked as one of "best things" about living in Colin; - Strong sense that schools have been central to the community over the years; - Generally good and encouraging Inspectorate reports for schools; - Early support and intervention is key to addressing under performance in the education system; and - Recognition and appreciation of the role of alternative education intervention which is provided in the area.
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Issues	<ul style="list-style-type: none"> - Not enough resources to tackle key issues; - Low levels of literacy across children and adults; - Low levels of numeracy across children and adults; - Potential fall in intake/rolls over coming years in some schools; - Schools working with limited resources in area of high social and educational need; - Educational challenges compounded by impact of health and socio-economic factors; - Lone parent households present challenge to meeting educational needs; and - Many families choosing to attend schools outside the area..
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Need	<ul style="list-style-type: none"> - To develop a seamless approach in health and education through ;greatr co-ordination of effort and lobbying role.; and - Need to ensure that Lifelong Learning opportunities are provided within the Colin Neighbourhood.
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Objectives	<ul style="list-style-type: none"> - To ensure that all children in the Colin community have access to the best education provision; - To work toward a family and community approach to education in the Colin community through the provision of a range of Parent Support Facilities; and - To work towards the development of Lifelong Learning culture within the Colin Community.
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Target	EDT1	- To ensure by September 2004 access to one years pre-school education for every child.
	EDT2	- To ensure that those children who disengage from formal system are offered an alternative education option within the community.
	EDT3	- To raise the highest qualification of school leavers in Colin area to NI average by 2012 (currently 48.5 per cent achieve 5+ GCSEs, A-C in Colin: NI average: 58 per cent 2000/1).
	EDT4	- To raise per cent of school leavers from study area entering higher education to 30 per cent by 2012 (30 per cent increase).
	EDT5	- To raise per cent of school leavers from study area entering further education to 22 per cent by 2012 (20 per cent increase).
	EDT6	- To increase the number of local children that attends the local schools by 15 per cent.

Actions		Key Players
Short	EDA1	- To establish an Education Forum for the Colin Community by April 2004. School Principals Lagan Valley Education Project
	EDA2	- To consult with key stakeholders on agreed targets for Education by June 2004. Education Forum CNI, SEELB, CCMS
	EDA3	- To encourage local schools to embark on a marketing and information exercise which will encourage families to attend the local schools. School Boards
Medium	EDA4	- To confirm Education Action Plan by September 2004. Education Forum
	EDA5	- To identify schools facilities and seek to enhance physical facilities on a schools by school basis by 2006. Education Forum School
	EDA6	- To identify the key programmes and actions which should form the core elements of the Education Action Plan. School Education Forum Parents
	EDA7	- Recognising the fall in enrolments schools should be supported to maintain current staffing levels for a 3 year period. These resources should focus on assisting in child/family/school relationships. Schools SEELB CNI

Medium	EDA8	<p>– To identify funding to retain dedicated educational resources for the crèches, nurseries and primary schools within Colin. Resources to include</p> <ul style="list-style-type: none"> • 1 educational psychologist (over 2004-2007); and • 1 speech and language teacher (over 2004-2007). • 1 family (child/parent) councillor (over 2004-2007). 	Education Forum
	EDA9	<p>– To have established a dedicated family centre in each school for 2004-2007 period.</p>	Schools
	EDA10	<p>– Through family centres embark on a series of literacy and numeracy programmes for parents by February 2004. Target groups must be those in greatest need of basic numeracy and literacy support.</p>	Education Forum
Long	EDA11	<p>– To develop Colin Community as Education Action Zone by April 2006.</p>	Education Forum SEELB CNI

1.6 Theme: Training for Employment

- The key to addressing both short term and long term unemployment is through a vibrant and competitive local environment. This dynamic environment creates and supports businesses which require employees to fulfil key operational tasks. In the context of Colin itself, the business base is small, there is a history of long term and generational unemployment and the provision of appropriate training has been patchy. There are also significant issues of low levels of literacy and numeracy among a significant number of the adult population. This presents major challenges to preparing young and older adults for the workplace.

1.6.1 Context

The Programme for Government provides the framework within which the local administration will address the social and economic development of the region. The aim of the overall Programme for Government is to provide:

“a balanced, competitive, innovative, knowledge-based and fast growing economy where there are plentiful opportunities for all”.

CNI seeks to create an environment in which the skills and talents of its residents can be employed in meaningful and wealth creating employment. The levels of unemployment across the area and the limited employment opportunities within the area present a significant challenge. The key to creating a vibrant local economy is ensuring the skills development of the local labour force matches the needs of the business community.

CNI propose to place addressing the issues of employability as a key priority in the delivery of its strategy over the next seven to ten years.

1.6.2 Employability

The Taskforce on Employability and Long-term Unemployment was established under the Programme for Government, to consider how best to tackle the problems of long-term unemployment and economic inactivity which persist in Northern Ireland despite a general improvement in economic conditions.

The Taskforce developed a model of employability that sets out the main factors associated with an individuals capacity to obtain and sustain employment. It also recognises issues external to the individual, such as labour market and economic factors.

The model identified four categories that effect employability

- personal attributes;
- structural aspects;
- managing the labour market; and
- personal circumstances.

- As a result DEL is developing the “Targeted Initiatives” which will be implemented in so-called ‘unemployment black spots’ and will provide DEL and its partners with an opportunity to test various approaches to supporting those out of work. In addition, DEL is committed to piloting and developing labour market intermediaries.

1.6.3 Labour Market Intermediaries (LMIs)

This concept was developed in USA and at its most basic it involves job-brokering, where an agent acts on behalf of jobseekers and employers to match an individual to a job opportunity. However, LMIs also attempt to improve the supply of labour by addressing the specific skills needs of jobseekers in line with employers’ requirements, and influence the behaviour of employers towards a group of people that they may be disinclined to recruit.

LMIs also encourage employers to try to meet the needs of the client group by, perhaps, being more flexible around working patterns or offering placements and introductory trial periods. Some LMIs adopt a ‘demand-led’ approach, which focuses on improving the supply of labour to meet the requirements of a particular sector or employers.

These LMIs begin by developing a good understanding of the employers’ vacancies, skills requirements and so on and then set about matching jobseekers to these needs by training them specifically for the vacancies. Employers therefore have a pool of ‘job-ready’ applicants from which to select and are not required to provide on-the-job training in vocational or soft skills.

- LMIs provide intensive support to the client and the employer throughout the clients’ assessment and development, the job matching process and in the early period of employment. The aim is to get the client into the labour market and ensure they have the capacity to retain jobs and achieve promotion.

1.6.4 Conclusion

- Within the recommendations of the West Belfast and Greater Shankill Task Forces, there is clear focus on developing appropriate interventions. Given its young population and the levels of generational unemployment within the area CNI believe that the area requires such support.

Theme	<i>Training for Employment</i>
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Profile	<ul style="list-style-type: none"> - 8 per cent of long term unemployed who left New Deal 25+ moved into sustained full time employment (SFTE) (1998-2001 DEL); - 10 per cent of all participants who left New Deal 25+ have moved into SFTE (1998-2001: DEL); - 28 per cent of all participants who left New Deal (18-24) have moved into SFTE (1998-2001: DEL); - 21 per cent of all Worktrack participants moved into employment (1999-2002: DEL); and - 26 per cent of trainees in West Belfast Training Organisations progressed to Employment (1998/1999 period only DEL).
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Consultation	<ul style="list-style-type: none"> - Training/job relations was identified as key to economic development; - Need to develop opportunities in Social Economy; and - Need for support for those returning to work, especially women.
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Issues	<ul style="list-style-type: none"> - For many, particularly the long term unemployed, there are significant barriers to employment, especially in the 25+ and 50+ range; - Important to create a seamless approach between school, training and employment; and - Lack of local employment presents issues re: accessibility, costs, "Chill factor".
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Need	<ul style="list-style-type: none"> - There is a need to ensure that the residents of Colin have full opportunities and access to support services, which can enhance employability in an ever-changing working environment.
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Objectives	<ul style="list-style-type: none"> - To ensure a seamless approach of support for those wishing to achieve gainful employment; - To establish Springbank Industrial Estate as the industrial centre of Colin by 2006; - To identify and support the key training bodies and business organisations in matching skills with business needs within the Colin area by March 2004; and - To seek to address the 'benefits trap' as identified within the West Belfast Task Force document.
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Target	TET1	-	To achieve a target of 25 per cent of those Long Term Unemployed (LTU) leaving New Deal 25+ gaining SFTE by 2005; 50 per cent by 2007.
	TET2	-	To achieve a target of 40 per cent of those previously unemployed leaving New Deal 25+ gaining SFTE by 2005; 70 per cent by 2007.
	TET3	-	To achieve a target of 60 per cent of those LTU leaving New Deal (18-24), gaining SFTE by 2005.
	TET4	-	To achieve a target of 50 per cent of those LTU leaving Worktrack, gaining SFTE by 2005.
	TET5	-	To achieve a target of 50 per cent of those trainees leaving Springvale campus progressing to employment by September 2004.
	TET6	-	A higher number of new jobs need to be created in the Colin area and appropriate training matches to the needs of employers.
	TET7	-	Establishment of a Colin 'Job Assist' Centre by April 2004 within Colin re: West Belfast and Great Shankill Task Force report.

Actions			Who Actions	
Short	TEA1	-	To establish an Economic Development Forum by March 2004.	CNI LCC Invest NI BRO Key Business Reps
	TEA2	-	To work with key providers to refine and confirm targets.	LCC DEL Lisburn LSP;
	TEA3	-	Establish key linkages and identify key actions with Lisburn LSP by December 2003.	Social Economy Agency/ NICDA
	TEA4	-	To implement a series of Adult Literacy initiatives (3 courses X 10 participants) focused specifically on: <ul style="list-style-type: none"> • long term unemployed males by May 2004; and • long term unemployed females by May 2004. 	West Belfast & Greater Shankill Task Forces DEL
	TEA5	-	To implement a series of Computer Literacy initiatives (3 courses X 10 participants) focused specifically on: <ul style="list-style-type: none"> • long term unemployed males by May 2004; and • long term unemployed females by May 2004. 	West Belfast & Greater Shankill Task Forces DEL

Medium	TEA6	– Establish a "Removing Barriers" Programme which would "top-up" support services provided through New Deal intervention.	Social Economy / NICDA Funding LSP BRO IFI
	TEA7	– To implement a series of Adult Numeracy initiatives (3 courses X 10 participants) focused specifically on: <ul style="list-style-type: none"> • long term unemployed males by May 2005; and • long term unemployed females by May 2005. 	TBC
	TEA8	– Establishment of clear links with social economy co-ordinator in the Colin area.	CNI
	TEA9	– Establishment of 5 jobs and 25 training places available on an annual basis through social economy projects.	TBC

1.7 Theme: Employment

Research evidence has highlighted the significant link between employability and the needs of the business community. In section 7.5, we have highlighted those interventions and measures which are being put in place to address the needs of those ready and willing to enter the labour market. This section seeks to set the context the demand side of the employment equation, namely the employment opportunities which could be developed as part of the CNI.

1.7.1 Context

The establishment of Invest Northern Ireland as the key agency of economic development in Northern Ireland brings a fresh approach to indigenous and inward investment activities.

- Invest NI's mission is:

“to accelerate economic development in Northern Ireland, applying expertise and resources to encourage innovation and achieve business success”.

The Agency has identified the following key strategic issues:

- to grasp the opportunities of the global economy and technological age; and
 - work with partners in business, education, research organisations, local economic development bodies and others in the private and public sectors to tackle the economy's systemic weaknesses.
- In addition to there are a range of specific measures which Invest NI have initiated to promote business development in Northern Ireland. These include: 'Accelerating Entrepreneurship', the 'New Business Start Programme' and the 'Principles for Business Support framework'.

In the context of generating economic development in the Greater West Belfast area the Task Forces report states that while the downturn in global economies has caused significant impacts on local firms involved in the high technology sector:

‘the Task Forces are insistent that their areas need to have greater participation in the new information and communications industries and that inward investment for the areas should be pursued vigorously.’

There is a clear need within Colin to continue to encourage new business start ups and assist existing businesses within the area to continue to grow. It will be important that the local business development should have four key strands:

- New Start business development;
- Growing existing businesses;
- New Inward investment projects; and
- Development of the social economy.

The low base of businesses within the area presents immediate barriers to employment because it means that for a large proportion of the community that they must travel outside the area for employment. With low levels of car ownership this presents accessibility and cost issues for many in that community. In addition, the ‘chill factors’ associated with travelling into different communities for employment remains a significant personal safety issue for many within the Colin community.

In addition, the low levels of self employment and new start ups in the area is a challenge to the policy makers in DEL and DETI and the business support agency Invest NI. On the ground the role of the local enterprise agency within the area, Glenwood Enterprise Centre, is important at the awareness, pre-start, start up and growing stages of the micro business.

Ultimately new business creation will come from entrepreneurs from within the Colin area who see an opportunity to create personal wealth. These opportunities occur where there is a need for products and services and entrepreneurs can meet that need profitably.

Local investments in industrial and commercial property by local business could contribute to boosting local confidence and job opportunities. Consideration should be given to:

- establishing a commercial/industrial property development scheme; and
- establishing a Business Investment Fund for investors in local businesses.

Such initiatives should assist in pump priming the micro economy of Colin and generate a sense of economic vibrancy. The need for retail and commercial premises in Twinbrook, Lagmore and Poleglass should provide a focus for some initial activities.

1.7.2 Conclusion

Unemployment, particularly long term unemployment is a blight on many disadvantaged communities. It is closely associated with other broader social issues which impact on disadvantaged communities i.e anti-social behaviour, crime. For the most part finding a job is a route out of poverty.

The key to addressing both short term and long term unemployment is through a vibrant and competitive local environment. This dynamic environment creates and supports businesses which require employees to fulfil key operational tasks. In the context of Colin the business base is small, there is a history of long term and generational unemployment and the provision of appropriate training has been patchy. There are also significant issues of low levels of literacy and numeracy among a significant number of the adult population. This presents major challenges to preparing young and older adults for the workplace.

It is proposed that the opportunities presented through the employability interventions and business development initiatives, both traditional and social economy projects, provide a reasonable basis for the Colin community.

Theme	Employment
Profile	<ul style="list-style-type: none"> - Colin area represents 42 per cent of unemployed in Lisburn City Council area (Oct. 2002); - Relatively high unemployment rate across Colin area; - 1,200 jobs in the Colin, Twinbrook and Kilwee wards (4 per cent of all jobs in Lisburn City Council Area); and - High level of income support take-up in the area; <p>Business</p> <ul style="list-style-type: none"> - 75 businesses in the area; - No businesses with more than 50 employees in study area; - Low level of New Business start-up; - Most businesses serve local area primarily; and - Significant land availability at Springbank site.
Consultation	<ul style="list-style-type: none"> - Employment opportunities identified as key to community well-being; - Training for employment identified as core to the solution; - Recognition of generational and cultural unemployment; and - Frustration at lack of significant investment by large employers.
Issues	<ul style="list-style-type: none"> - Colin is on the periphery of West Belfast and retains land which could be used for economic development; and - Small Number of Businesses in the area.
Need	<ul style="list-style-type: none"> - To address the cultural and generational barriers to employment i.e. "Chill factors", accessibility; - Provide the basis for local economic development, wealth and job creation; and - To develop a culture of entrepreneurship and self-employment.

Objectives	<ul style="list-style-type: none"> - To create an economically vibrant community by 2012; - To create training and employment opportunities which can be accessed by local people; - To encourage a culture of active participation in the economic life of society; - To foster a culture of belonging and ownership through involvement in the economic life of the community; - The establishment of the Colin Centre as a base of local retail, commercial and community activity by 2012; - The establishment of Springbank estate as a centre of industrial activity by 2012; - To achieve investment across the Colin Centre and Stewartstown Road of at least £10 million for different retail, commercial and community facilities by 2012; - To achieve investment within Colin area of £7 million by local indigenous businesses through business development and expansion schemes by 2012; and - To attract growing businesses into the Colin area.
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Target	ET1	- To reduce unemployment in Colin to the Northern Ireland average by 2012.
	ET2	- To increase the number of jobs in the area from 1200 to 1800 by 2012.
	ET3	- To increase the per cent of jobs in the area to 10 per cent of all jobs in Lisburn City by 2008.
	ET4	- To increase the number of new jobs created in existing businesses by 300 by 2012.
	ET5	- To increase the number of New Starts in the area to 15 per cent per annum.
	ET6	- To identify one large project by 2005 for the Springbank estate, creating at least 50 jobs per project; 1 project by 2008.

Actions		Who Actions	
Short	EA1	- Business Development Paper to be drawn up by CNI and Invest NI by December 2003.	LCC CNI Glenwood Business Centre
	EA2	- Key link with Lisburn Strategy Partnership.	LCC CNI/LSP
	EA3	- To carry out an economic appraisal of the 'Property Development Programme' as outlined by Glenwood Business Centre.	Glenwood Bus. Centre CNI
Medium	EA4	- Subject to economic appraisal findings establish a property development fund for local businesses.	Glenwood Bus. Centre
	EA5	- Seek to ensure capital investment of £1million p.a. by local businesses in property (industrial and commercial) within Springbank Estate and the general Colin area.	Glenwood Bus. Centre
	EA6	- Through availability of premises and property development incentives, attract growing businesses which can bring jobs to the area.	CNI Invest NI

1.8 Theme : Social Economy

The social economy in Northern Ireland is a large and diverse sector. In many areas the social economy in Northern Ireland is more fully developed than in other parts of the UK and Ireland. Organisations and bodies which present social economy features include: credit unions, housing associations, enterprise agencies, community businesses and urban and rural regeneration groups.

- In the social economy review by Colin Stutt, he defined the social economy organisations as those which:

- have a social, community or ethical purpose;
- adopt an explicit, market-based business model; and
- have a legal form appropriate to a not-for-personal-profit status.

- Social economy organisations tend to be flexible, close to their communities, focus on disadvantaged areas and groups and encourage participative management and consultative processes:

Stutt continues that '*social economy solutions*' are distinctive and, in many cases, highly effective. In addition they can:

- create incomes, wealth and employment in disadvantaged areas and for disadvantaged communities;
 - provide employment and routes, or pathways, to employment in the mainstream labour market;
 - draw on volunteering and attract donations, which bring into play resources which would not otherwise be available;
 - advocate the needs of disadvantaged communities and areas;
 - provide a channel for public funds for disadvantaged areas and communities; and
 - make a major contribution to the development of social capital.
- The concept of social capital is important to understanding the full impact and potential value of the social economy. Social capital can be thought of as the 'glue' which holds societies and communities together and helps them to cope with change, realise opportunities and handle adversity. Over the period of its development it has been the social capital of the former communities from which many Colin residents originally came i.e Clonard, Whiterock that has sustained the fledging Colin community over the period of the conflict. Some fear exist that this social capital asset is being lost in the context of the new situation and this presents a big challenge to leaders within Colin.

- It is important to recognise that there is still a wide range of organisations which exist across Colin that fulfil a social economy ethos and function i.e Credit Union, Cloona House, Footprints Women's Centre. These successes reflect the resourcefulness and commitment of many within the Colin community and are a good basis for further developments. The support for social projects within Colin is strongly supported by the local community and as this strategy is implemented support from statutory bodies will be very important.
- The review of the needs and issues within the Colin community has identified some key challenges and opportunities which exist within the local community i.e. litter / general maintenance, community care. These needs provide the basis for the development of social economy projects which may also translate into viable community businesses employing local people in sustainable jobs.

Theme	Social Economy
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Profile	<ul style="list-style-type: none"> - The Colin area represents a significant area for the development of social economy; - Socio-economic profile reflects high levels of long term unemployment ; - Low levels of indigenous businesses; and - Tradition of self-help within the area.
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Consultation	<ul style="list-style-type: none"> - Litter considered significant environment and community issue; - Lack of facilities identified as significant community issue; - Natural resources seen as key asset of Colin; and - Scale and growth of the developments within Colin place pressures on infrastructure.
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Issues	<ul style="list-style-type: none"> - Social economy can address local issues through co-ordination of local people and local resources.
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Need	<ul style="list-style-type: none"> - Within Colin, there are several potential social economy projects: <ul style="list-style-type: none"> • Environmental improvements/litter; • Area conservation; and • Facilities provision.
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Objectives	<ul style="list-style-type: none"> - To establish a system of local economic development initiatives which can address local social and economic issues within Colin, while creating wealth and employment in the local community.
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Target	SET1	- To identify a Social-Economy Co-ordinator within Colin by December 2003.
	SET2	- To achieve 5 sustainable social economy projects within the Colin area by 2012.
	SET3	- To achieve 50 full time jobs and 25 part time jobs in social economy projects within Colin by 2012.
	SET4	- To achieve 25 training places across social economy projects within Colin by 2012.

Actions			Who Actions
Short	SEA1	– To identify Social-Economy Co-ordinator within Colin by December 2003.	CNI
	SEA2	– To assess feasibility of 1 social economy project by April 2004.	CNI Social Economy Co-ordinator
Medium	SEA3	– To identify and establish three viable social economy projects in Colin by April 2005.	Social Economy Agency
Long	SEA4	– Social economy projects become 'key' employers and wealth creators.	TBC
	SEA5	– Social economy fund established within Colin by 2005.	Social Economy Co-ordinator

1.9 Theme: Recreation / Sport / Leisure Facilities

Recreation

Lack of appropriate facilities was one of the constant issues which was raised at all stages of the development of the Colin Neighbourhood Strategy. Many residents highlighted that communities with populations smaller than Colin i.e Moyle District Council were served with appropriate leisure and recreational facilities. The Brook Activity Centre built in the 1970s and located within the Twinbrook estate is the main indoor sport facility within the Colin area. The recent development of the Astro Facility at the Activity Centre has proven to be a successful development in terms of utilisation by groups and clubs, many of whom are from within Colin.

While the strategy was being developed there was no dedicated play facility in the Lagmore area; a community of several thousands. Within the broad Twinbrook estate which contains four Primary Schools (Scoil na Fuiseoige, St Luke's, St. Mark's and Queen of Peace) there is one playground. Within the Poleglass area there was no dedicated play grounds.

This level of provision across a community of almost twenty thousand raises significant questions for the key statutory bodies.

- what is an acceptable level of play provision for a community of this size?
- who is responsible for providing such facilities?
- why have they not been provided?

These are the everyday issues for the families who live within Colin.

Sport

The role of sport in regeneration is being considered by the Neighbourhood Renewal Unit of the Office of the Deputy Prime Minister. The reality of life in Colin is that sport is an important element for many young people who play with local Gaelic and Soccer clubs. There are a number of GAA clubs which draw club members from the Colin community i.e St Johns, Mitchells and equally a large number of soccer clubs draw membership from the area i.e Donegal Celtic, Swifts. Such clubs provide a positive and healthy lifestyle option for young people who might otherwise become involved in anti-social activities. Colin Neighbourhood Initiative applauds the efforts of the many volunteers who give of their talents and time in encouraging and supporting local sports people. However there is a lack of provision and co-ordinated support for such activities.

Arts, Culture and Language

- The Colin community recognises that there are challenges in relation to sense of belonging, sense of place and sense of identity. Given the rich community and cultural backgrounds of the residents of Colin, particularly older people from inner West Belfast, there is potentially a dormant cultural and community arts skill which remains untapped. While recognising the presence of local GAA clubs i.e Davitts, Mitchells etc, the absence of the traditional parish based GAA club and the lack of a vibrant community centre for such activities may have resulted in a lack of cultural focus within the community. Such a focus is a core ingredient in developing communities.

There is an ideal opportunity for a co-ordinated programme of culture and arts activities to be developed and delivered within the Colin community. Such initiatives might include greater involvement in Feile an Phobal (The West Belfast Festival) and Lisburn City Council Arts initiatives.

Theme	Recreation / Sport / Leisure Facilities
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Profile	<ul style="list-style-type: none"> - No existing external sports facilities in Lagmore and none currently proposed.
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Consultation	<ul style="list-style-type: none"> - Lack of facilities across Colin. - Lack of facilities for young adults.
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Issues	<ul style="list-style-type: none"> - - Young disengaged turn to anti-social behaviour; - Traditional community ethos is being eroded; - Early school leavers disengage from key sporting activities.
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Need	<ul style="list-style-type: none"> - To create a culture of positive leisure activities within the Colin community which can create a sense of belonging and ownership.
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Objectives	<ul style="list-style-type: none"> - To create a series of sports successes within Colin through hosting of events at Brook activity pitches at Twinbrook and Poleglass; - Ensure the identification of a dedicated grass/sports area within the Lagmore area; - To develop a Colin Sports Association which can serve and lobby on behalf of local sporting organisations; - To provide facilities for young children; and - To develop greater culture and arts activities within the Colin area.
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Target	RCT1	- Establishment of Colin Sports Association by March 2004.
	RCT2	- Ensure employment of 1 Sports Development Officer within the Colin area by September 2004.
	RCT3	- Develop a Colin Sports Development Plan by December 2004.
	RCT4	- To seek to assess the feasibility and sustainability of play facilities in the neighbourhoods.
	RCT5	- To have appropriate Play Facilities for 0-16 yr olds constructed within each neighbourhood.

Actions			Who Actions
Short	RCA1	- To identify dedicated sports/recreation site in Lagmore.	CNI LCF
	RCA2	- Commission feasibility studies of proposed play facilities.	LCC
	RCA3	- To have appropriate play facilities for 4-16 year olds concentrated within each area by April 2005.	LCC Playboard
		- To put in place a procedure for monitoring Planning Applications to ensure that possible play/ recreation sites are protected from inappropriate development.	CNI LCC Playboard NIPPA
	RCA4	- CNI to establish links with Feile an Phobal and Lisburn City Arts.	
Medium	RCA5	- To identify and assess viability of a key leisure provision as an integral part of the Colin town centre.	TBC

1.10 Theme: Justice, Crime and Community Safety

While, the Colin community is showing clear signs of social stress, much of which is directed at car thieves, local; 'hoods' and increasingly drug dealers

While many statutory, voluntary and community organisations work tirelessly in addressing these issues, there is growing frustration at the breadth and depth of the problems. There is also a recognition that these efforts are primarily addressing the symptoms and not the causes.

There is a willingness within the Colin community to find real workable solutions to community crime through community initiatives, interventions and support networks.

CNI also recognises that as a community one of the greatest threats to its cohesion over the next number of years will be the increase on the use of hard drugs within the community.

Theme**Justice, Crime and Community Safety****Profile**

- 71 per cent of residents consider that crime is on the increase;
- Study area ranks high in Social Environment Deprivation (measures burglars, car theft);
- Car crime/car theft: approximately 1,000 cars recovered from area each year (Community Safety Survey 2001: NIACRO/CPCF);
- 51 per cent of respondents to Community Safety Audit indicated they reported crime (49 per cent did not report it);
- 534 recorded criminal damage incidents in 1999/00 (RUC/PSNI Statistics Branch);
- 356 recorded theft incidents in 1999/00 (RUC/PSNI Statistics Branch); and
- 299 recorded offences against the person in 1999/00 (RUC/PSNI Statistics Branch).

Consultation

- Anti-social behaviour is the number one issue affecting the local community;
- Abuse of drugs and alcohol is the number two issue affecting the local community; and
- Car theft is a significant issue impacting on the lives of the local community and it is the key anti-social behaviour issue in the area.

Issues

- While recognising that anti-social behaviour can be symptomatic of other underlying issues, the community has raised it as the greatest social issue affecting quality of life in the area. It represents itself in many forms but most overtly through car theft. It is closely linked with abuse of drugs and alcohol.

Need

- To address core underlying causes which are the source of social disengagement and result in anti-social behaviour. This requires a long-term approach in addressing key individual, family and social issues. In the interim, the rest of the community must be allowed to enjoy a good quality of life in a safe and secure environment.

Objectives	<ul style="list-style-type: none"> - To make Colin a safe a secure environment particularly for the most vulnerable e.g. young, elderly and disabled groups; - To create a sense of Civic Pride, ownership and community values within the area; - To keep Colin drug free; and - To work locally towards achieving a resolution to the policing issue acceptable to the broad Colin community.
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Target	CST1	- To develop and sustain a culture where crime is not an acceptable norm within Colin community.
	CST2	- To work toward ensuring that reported crime levels do not increase beyond 2001/2002 levels.
	CST3	- To work towards 50 per cent reduction in cars recovered in the by 2005.
	CST4	- To enhance the current strategy for tackling car crime in the community by revisiting and refocusing strategy by March 2004.
	CST5	- To develop a very clear drug prevention strategy by March 2004.

Actions		Who Actions	
Short	CSA1	- Colin Neighbourhood Initiative to establish a Community Safety Committee by December 2003.	CNI
	CSA2	- Community Safety Committee to develop and assist in: <ul style="list-style-type: none"> • Revisiting and enhancing the car crime project re Impact; • develop clear guidelines and focus for neighbourhood and community safety schemes; and • Initiate the establishment of a drugs preventative strategy. 	CNI
Medium	CSA3	- On resolution of policing issues, Colin community should seek clear local policing strategy within Dunmurry/Colin patch The focus of that strategy to include: <ul style="list-style-type: none"> • accountable local policing; • positive community policing; • addressing car crime; and • clear preventative drugs strategy. 	CNI
	CSA4	- On the basis of the pro-active and inclusive approach to policing in Colin through community participation	

2. PHYSICAL ANALYSIS OF THE STUDY AREA

2.1 Introduction

This section seeks presents an analysis of the Colin area with particular emphasis on its physical development over the past number of years.

2.2 Historical Context

Colin consists of a number of traditional townships areas which were clearly marked out in plans which date from the 1830's.

1833 Plan

- the township areas of Lagmore, Poleglass and Killeaton are shown;
- Stewartstown Road, Lagmore Road, Old Colin Road and the Upper Dunmurry Lane are all existing;
- the area is mainly open countryside although the Colin Glen route is highlighted as a landscape feature;
- a Corn Mill is shown in the Poleglass area; and
- a building which is subsequently named Colin House is also shown.

1904 Plan

As the City of Belfast continues to expand the Colin area builds closer links:

- the great northern railway line from Belfast through Dunmurry is shown;
- the Village of Dunmurry is taking shape;
- Lagmore Reservoir has been constructed;
- a number of named properties are shown such as Cloona House, Bogstown Farm, Stewartstown House, Lagmore House, Summerhill House, Colin House and Springbank House;
- the area around Suffolk has developed and Saint John the Baptist Church, Kilwee Cottage, a Bleach Works with Bleach Green are shown; and
- the information is more detailed generally showing field boundaries etc. when essential the area is still countryside.

1938 Plan

- The area while still rural continues to build links with the city while Dunmurry begins to emerge as the local village centre:
 - the road structure has not changed since 1833;
 - many of the key buildings still remain with the addition of the Dairy Farm;
 - the Colin Golf Course has been established; and
 - Dunmurry has increased to the size of a reasonable village.

1938-1960's

- Throughout this period the greater Derriaghy and Dunmurry areas continued to develop. These reflected the post war development of Belfast City and Lisburn town. The area still reflected an agricultural area serving the expanding city and in particular the role of the Dairy Farm was a key landmark in the area.
- The late sixties brought significant housing developments at Suffolk, Seymour Hill and the proposed development of the Twinbrook estate.

1960's-1990's

- In the late 1960's the main areas of population in the Colin area were the small pockets of housing which had existed in the Dunmurry Lane area. These were followed by the developments at Cloona and Glengoland.

The main public housing development began in the early 1970's with the establishment of Twinbrook. This development was originally planned as a mixed estate combining Protestant and Catholic residents. However, the rise of significant sectarian strife across the city of Belfast resulted in the area becoming identified as nationalist and Catholic. Subsequently, given the circumstance of the period, Protestants were reluctant to move to the area. As the 1970's progressed, Twinbrook became the home for many Catholics who migrated from other areas of the city including the lower Falls, Rathcoole, Short Strand and the New Lodge areas.

2.2.1 The Current Context

Across this area there are several key landmarks which represent the history and hopes of the Colin Community. St John the Baptist Church of Ireland at the Suffolk Road and Stewartstown Road Junction represents the boundary of the Lisburn City Council area and hence the Colin area.

Several hundred metres along the Stewartstown Road is the Teeling Roundabout which represents a more modern feature of the Colin area. The roundabout sits at the junction of Dunmurry Lane, the bottom of the Partridge Road and next to Hazelwood estate.

Further along the Stewartstown Road is the Colin Centre (former Dairy Farm) which represents previous failed efforts to provide a heart and core for the Colin area. Over the past number of months there have been significant changes at the centre including its renaming to the Colin Centre, the re-establishment of a supermarket and the renaming of the Library to the Colin Library.

Along the Stewartstown road there are a range of shops and on the Poleglass side of the road where the Health Centre, Northern Ireland Housing Executive Offices and the Derby House Pub are situated on the Twinbrook side of the road.

2.2.2 Colin in the Broader West Belfast Context

The key access routes to a great degree reflect the historical development of the area. There is a general tendency within the Colin community to look 'down the road', reflecting the fact that the majority of residents in the area have strong links with communities in other parts of West Belfast i.e. Ballymurphy, Turf Lodge, Divis, Clonard etc. These strong community links are played out in the day to day activities of the Colin community. It is generally recognised that families still retain registration with GP practices, dentists, schools and social and leisure clubs which are based in the inner West Belfast area. These links have provided a strong sense of belonging and community for residents of Colin who did not have a strong sense of belonging or ownership with Lisburn City Council area. Therefore the primary route into Colin for the vast majority of its residents is the Stewartstown, Andersonstown and Falls road links.

2.2.3 Colin in the Context of the Conflict

It is important to note that the period from the early 1970's until the ceasefire of 1994, the Colin area was an area totally immersed in the conflict of that period. While physically on the outskirts of nationalist West Belfast, Twinbrook and Poleglass reflected the nationalist and republican aspirations of the inner West Belfast community.

Over that period, access into and across the Colin area was subject to the security measures of the time. This situation confirmed the natural affinity and physical movement of the Colin community down the Falls Road. This natural tendency was reinforced by the perceived 'chill factor' between the Colin community and the respective local authority i.e Lisburn City (Borough) Council.

2.3 Belfast Metropolitan Area Plan

- The recent developments of the Belfast Metropolitan Area Plan provide a framework for the physical development of the Greater Belfast area and the neighbouring Local Government District. Given that Colin falls within the Lisburn City Council area, it is important that this strategy recognises this planning framework.

The Colin Neighbourhood Initiative welcomes a Framework which should contribute to enhancing the quality of life of its residents. In the course of the development of the strategy, CNI discussed their plans with BMAP. In addition, CNI had made a submission to BMAP outlining their position with regard to developments within the area. This included identification of possible neighbourhood centres across the Colin area.

CNI are keen to work with those responsible for developing Planning frameworks for the area but also request that the Colin Strategy is recognised as an important reference point for local development.

2.4 Physical Analysis

A comprehensive physical analysis of the area has been carried out involving consideration of plan information and site survey. A series of analysis drawings relating to the Colin area are attached in Colin Maps Appendix. The following key points should be noted (See map 2/0124/D-01 attached):

- landscape setting of the area, both locally in the form of wooded glens and the surrounding context with views of the Colin Hills and the Belfast Hills is one of the unique selling points of the area;
 - the Stewartstown Road is the physical spine of the area but the nature of the road, the typography and the relationship to the adjacent areas is poor;
 - the different neighbourhood areas are very insular in their layout with poor linkages between them;
 - the formal Ward boundary between Twinbrook and Kilwee is not reflected in people's view of what constitutes the Twinbrook area;
 - the Dairy Farm in terms of its general location and the current uses is a focal point to the area but is not physically attractive or popular with the local people; and
 - the extent and nature of community facilities is insufficient for an area of this size and population.
- Individual profiles, analysis and proposal drawings for each of the Colin areas is attached in Appendix IV – Area profile and CNI Maps

2.5 The Context

Before outlining the key physical regeneration opportunities which exist in the Colin area, it is important to summarise the context within which the area has developed.

2.5.1 A series of Neighbourhoods

Colin represents a series of neighbourhoods without a physical centre. The failure of the former Dairy Farm, both commercially and as a centre for community presents a significant challenge to the Colin Neighbourhood Initiative.

In recent years, developments along the Stewartstown Road have sought to provide retail and associated services. These investments reflect the fact that this area does represent an economic opportunity for the right business idea.

Within each of the local Colin neighbourhoods, there is a distinct lack of cohesion and focus in relation to facilities commercial, community or leisure. Where facilities are available, for example the Brook Activity Centre, its location is not easily accessible to groups in Lagmore or indeed Poleglass since there is no transport linkage across the neighbourhoods.

Recognising these challenges, there are significant opportunities to sensitively enhance and conserve the natural environment which constitute Colin. There are groups currently working within Colin who are keen to secure the natural assets while making them more accessible to the local community.

2.5.2 New Links and New Opportunities

More recently with the development of the M1 link at Blacks road, via Golf Course road, many residents wishing to travel into Belfast chose this alternative route.

Local traffic may also use the Springfield Road as a secondary route around the outer West Belfast area, allowing access to the International Airport, Antrim and Crumlin areas. In addition, this route is also used by motorists for access to areas such as Turf Lodge and Ballymurphy.

To the south, is the McKinstry roundabout traditionally representing a boundary between the local community and the broader Lisburn community. More recently however the growth of through traffic and the general easing of community tensions has seen an increase in Colin residents accessing the Lisburn City via this route.

To the East, the Old Golf Course road provides local access to the facilities of Dunmurry, Finaghy and the general Lisburn Road area.

3. PROPOSALS FOR OVERALL STUDY AREA

3.1 Introduction

In this section we outline those key proposals which have been presented as part of the strategy process. These proposals are based on extensive consultation across the community (Appendix II) in the context of the BMAP proposals and through discussion with key statutory representatives.

The physical proposals for the area are described here in relation to the overall study area, the Stewartstown Road and the Dairy Farm. (See map 3/0124/D-26 REV A attached).

Information has been produced as a drawing and a Proposal Schedule (Appendix IV and V) Proposals have generally been divided into the following six categories:

- routes and access;
- housing;
- community facilities;
- landscape/open spaces
- Stewartstown road; and
- Colin Town Centre.

3.2 Routes and Access

- It was concluded that the manner in which the Colin area has developed over the years i.e. four areas with only one main link road, has created a sense of physical disconnectedness across the area. The main link road is the Stewartstown Road and it reflects poorly in terms of overall layout, presentation of commercial premises and attractiveness for pedestrians.

- It is therefore proposed that the following measures should be considered as a means of contributing to and to complementing the proposal to develop a Colin Town Centre.

- The following measures are therefore proposed:

- the Stewartstown Road strip (including the Dairy Farm) from the Teeling roundabout to the Becketts Public House should become the Colin Town centre. This area should become the primary focus of all key commercial and statutory developments within the Colin area;
- establishment of a series of entrance features/environmental improvements in relation to the entrances to the Colin area and to the specific neighbourhoods;
- reduction of the dominances of the car by introducing traffic calming and making provision for cycle networks;

- formation of new road and path connections where appropriate to improve the linkages throughout the area; and
- provision of a circuit bus route which passes the local neighbourhood centres, the schools, the Town Centre and the Railhalt at Dunmurry.

3.3 Housing Proposals

One of the key findings of the consultation process was the general finding that the quality of housing in the Colin area, there are undoubtedly issues relating to the needs of particular groups e.g. homeless and these must be recognised and addressed. However, the consultation concludes that the social housing stock within Colin is of good quality, regularly maintained and access to the Northern Ireland Housing Executive is good.

It is important to note that increasingly residents are choosing to purchase their houses and this can be seen as adding significant social capital and commitment to the Colin area.

The findings of our consultation and analysis of housing issues concludes the need to:

- enhance the distinctiveness between different housing areas;
- provide guidance on siting of housing particularly in relation to the Stewartstown Road;
- provide environmental improvements to existing housing areas including possible renewal of “back alleys”;
- demolish unsuccessful flatted accommodation and replace with new build housing for sale to improve the tenure mix; and
- new build houses on appropriate, available sites.

3.4 Community Facilities

One of the recurrent issues which was raised throughout the strategy process was the general lack of facilities across the Colin area. During the various consultations across the local neighbourhoods, focus groups consultation and responses in written submissions highlighted the lack of community facilities.

The issue is significant at several levels:

- **firstly**, at a broad Neighbourhood level, the main significant community facility is the Dairy Farm, perceived broadly as a failure;
 - **secondly**, in terms of other significant community facilities in the area, the Brook Activity Centre and more recently the development of the pitches on the 21 Acre site are viewed as important leisure and recreation facilities. However, the Brook Activity Centre is almost thirty years old and is in need of a significant overhaul and redevelopment; and
 - **thirdly**, within each local neighbourhood there are limited facilities which provide focus for the respective residents. For example, in Poleglass the main community facilities consist of the Sally Gardens Centre, Footprints and Cloona House. In Lagmore apart from a school, church and small nursery there are no community facilities.
- **As part of the strategy it is recommended that the following approach is adopted:**
- identify the preferred location of local neighbourhood centres in each area where ideally community facilities and local commercial activities would congregate;
 - maximise the benefit of existing school facilities by improving these and enabling them to be used during out of school hours; and
 - encourage employment opportunities by providing start-up business unit in the existing industrial estates.

3.5 Landscape/Open Space

The general Colin area represents an area of significant natural resources including the Black Mountain backdrop, Colin river including the Forest Park and the natural landscaping of Dunmurry Lane and Lagmore town land including the small woods and glens.

These assets need to be conserved and managed thereby securing an investment for future generations who will make their homes in the area. It is therefore recommended resources are committed to ensure:

- enhancement and extension of the landscape features of the existing watercourses running east/west across the area;
- provision of adequate numbers of play facilities for different age groups in the appropriate locations within each local neighbourhood;
- provision of a traditional landscaped local park within each local neighbourhood;
- improvement of existing external sports pitches and provision of appropriate support accommodation;

- archaeological monuments are highlighted within the area; and
- provision of new sports pitches where appropriate.

3.6 Stewartstown Road

- It was concluded that the manner in which the Colin area has developed over the years i.e. four areas with only one main link road, has created a sense of physical disconnectedness across the area. The main link road is the Stewartstown Road and it reflects poorly in terms of overall layout, presentation of commercial premises and attractiveness for pedestrians.

The project brief highlighted the Stewartstown Road as a particular area of concern. A series of proposals have been developed which respond to the nature of the road and the proposals in the adjacent areas.

These proposals are shown on the attached drawing and the Proposals Schedule.

The road in its current form provides a number of challenges due to the amount of traffic, the typography and the lack of building frontages. It is not economically or physically possible for the road to become a busy city street such as the Andersonstown Road. Therefore the proposals are based on the principle of numerous small interventions rather than one overarching solution. These take the form of entrance features, improved landscaping at road edge, improvement in street lighting at important locations, environmental improvements/traffic calming at crossing points and encouraging more buildings to address the road where appropriate.

- It is therefore proposed that the following measures should be considered as a means of complementing the proposal to develop a Colin Town Centre:
 - the Stewartstown Road Strip (including the former Dairy Farm) from the Teeling roundabout to the Becketts Public House compliment the Colin Town centre. This area should become the primary focus of all key commercial and statutory developments within the Colin area;
 - establishment of a series of entrance features/environmental improvements in relation to the entrances to the Colin area and to the specific neighbourhoods;
 - reduction of the dominance of the car by introducing traffic calming and making provision for cycle networks;
 - formation of new road and path connections where appropriate to improve the linkages throughout the area; and
 - provision of a circuit bus route which passes the local neighbourhood centres, the schools, the Town Centre and the Rail halt at Dunmurry.

3.7 Colin Town Centre: The Need for a Heart

- One of the key issues that was raised as a fundamental issue weakness of the Colin area both in a physical and in a community sense was the absence of a centre or heart. Analysis of the area highlights the nature and timeframes of the various developments across the area over four decades. Colin developed without a real centre.
- Consultation with residents, community representatives and representatives of the various statutory bodies continuously state the lack of heart as a core issue within the Colin area. Through analysis, discussion and consultation, it is concluded that within the physical constraints, availability of appropriate sites and accessibility issues, the former Dairy Farm complemented by the Stewartstown Road area present the best opportunity for a Colin Town Centre.

Present perception of the site, the building and the facilities is very poor and in order to raise the profile of this matter, a very rough sketch and series of proposals were produced highlighting some of the physical changes which could assist in a comprehensive revitalisation of this centre.

The key proposal area is outlined in the attached drawing and proposal schedule (Map 5/0124/D-07) at the back of this document.

A key recommendation of this strategy is that a comprehensive and economic feasibility study, dealing with land ownership issues should be carried out.

3.7.1 Creating a Sense of Place

Colin is a place in which there is a growing sense of belief and commitment to the regeneration of the neighbourhood. In implementing the Colin Neighbourhood Strategy, it will be important that the of the Colin concept is developed further in order to encourage and support its continued growth and credibility, both within the community and beyond. This ‘creating a sense of place’ could be enhanced by the appropriate marketing strategy as identified in Section 10.

3.7.2 The Name

Since the developments at Twinbrook, Poleglass and more recently Lagmore all of these constituent neighbourhoods have been referred to in terms of their own area name. In other words, there has not been a collective name for the study area.

However, since due to early discussions of various interested parties across the area, including environmentalists, religious leaders, political leaders and community representatives, the Colin title has surfaced.

Colin has begun to gain momentum and recognition across the immediate community and beyond. Colin represents and symbolises many things including:

- **New Start:** including a new image which shakes off some of the failures of the past. During the course of this strategy development, the Dairy Farm name was replaced with the Colin Centre and the Public Library within the centre is now deemed as ‘Colin Library’;
- **Collective title:** which reflects the whole of the area;
- **New Image:** which shakes off the old ‘baggage’ and represents new pride, confidence and self belief; and
- **Engagement:** of local groups and bodies with statutory and other key bodies.

3.8 Overview

A large number of strategic proposals have been identified. It is anticipated that these will be taken forward by a wide variety of community and statutory organisations. Each will require consideration in its own merits, in terms of its physical feasibility, community support and funding context. While each may provide limited benefit in isolation, together they will have to create a clarity of structure and a quality of physical environment which will assist in the regeneration of the Colin Neighbourhood.

3.9 Theme: Colin Town Centre

Theme	Colin Town Centre
Profile	<ul style="list-style-type: none"> - <i>Failure of Dairy Farm is seen as a symbol of failure of Colin;</i> - <i>Lack of Town Centre;</i> - <i>Lack of real and meaningful neighbourhood/town centre is dispiriting;</i> - <i>Lack of meaningful physical links across Colin creates lack of cohesion; and</i> - <i>No existing external sports facilities in Lagmore and none currently proposed.</i>
Consultation	<ul style="list-style-type: none"> - <i>Lack of facilities is a key community issue;</i> - <i>Lack of acceptable "town centre" compounds the lack of facility Issue;</i> - <i>Insufficient appropriate play facilities for children;</i> - <i>Community perception of access to facilities located in other neighbourhoods; and</i> - <i>Prevailing view that more and better facilities will help to alleviate many of the other issues by keeping young people occupied.</i>
Issues	<ul style="list-style-type: none"> - <i>The development of four large neighbourhoods, each developed in different decades, in unlinked sites and without a natural or agreed centre has created an area without a vibrant economic heart; and</i> - <i>The visual, physical and practical issues with the Dairy Farm.</i>
Need	<ul style="list-style-type: none"> - <i>There is a clear need to develop a physical centre "Town Centre" which can be the focus of community activities i.e. economic, leisure and community.</i>
Objectives	<ul style="list-style-type: none"> - <i>To seek to develop the Colin Town Centre (former Dairy Farm) and Stewartstown Road as a centre for the Colin Community. To ensure the success of the Colin Centre through a comprehensive feasibility study and appraisal which assesses need and sustainability; and</i> - <i>To ensure that all current amenities can show that they are socially and economically viable.</i>

Target	CCT1	–	<i>Identify the key stakeholders who need to be part of the decision making by December 2003;</i>
	CCT2	–	<i>Identify the range and scale of activities which can feasibly take place at the Colin town centre by March 2004; and</i>
	CCT3	–	<i>To commission and complete a comprehensive feasibility study and economic appraisal of the Town Centre site identified in the physical proposals by June 2004.</i>

Actions			Who Actions
Short	CCA1	–	<i>To commission and complete a comprehensive feasibility study and economic appraisal of the Town Centre site identified in the physical proposals.</i> CNI BRO Key Investors Trustees of Dairy Farm Lisburn City Council
	CCA2	–	<i>To put in place a procedure for monitoring Planning Applications to ensure that the Town Centre site is protected from inappropriate development.</i> CNI Trustees of Dairy Farm

3.10 Theme: Housing, Land Environment and Transportation

Shaping Our Future and Belfast Metropolitan Area Plan 2015

Shaping Our Future is about preparing a Regional Development Strategy which offers a strategic and long-term perspective on the future development of Northern Ireland up to the year 2025. It has been prepared in close consultation with the community and seeks to define an agreed vision for the Region and to frame an agenda which will lead to its achievement.

The Issues Paper produced as part of the Belfast Metropolitan Area Plan process sets out the key questions to be addressed to accommodate housing growth. In particular the distribution of housing allocation across different areas, integration with employment and public transport and the creation of balanced communities are presented as critical issues. The plan-making process will be underpinned by an urban capacity study to identify the potential for new housing within the urban limits in the BMAP area.

The significant existing and proposed developments across Colin but more recently in the Lagmore area present issues of environmental, physical infrastructure and social infrastructure for the Colin, West Belfast and Lisburn City communities.

In the process of developing this strategy, a submission was made to BMAP outlining initial concepts and ideas of the Colin community. As the strategy is implemented the initial concepts and ideas are revised, CNI would seek to work in partnership in ensuring that BMAP represents the needs and aspirations of the wider Colin community. In particular, CNI will highlight that future housing must be matched by appropriate facilities infrastructure including shops, Medical clinics etc.

Recognising the need for further housing within the area, CNI will play a key role in ensuring that the development of the broader Colin area reflects and respects the natural heritage of Colin.

Theme***Housing, Land Environment, Transportation******Profile***

- *High level of social housing in Colin community;*
- *Over 6,000 households in the Colin Community;*
- *Twinbrook, Poleglass and Lagmore have suffered stress due to isolation from rest of West Belfast;*
- *Inward looking housing clusters mean main roads dominate the area;*
- *Plans for 1,000 new developments in Lagmore over the next 5 years;*
- *Apart from Lagmore area the majority of housing is rented, some of this will have been purchased under Right to Buy. Generally mix of tenure is poor;*
- *Physically on the periphery;*
- *Socially and psychologically on the periphery;*
- *Statutory impasse between physically located in Belfast but under Lisburn local authority;*
- *Poor transportation opportunities between different neighbourhoods within the area; and*
- *Very attractive landscape setting on side of Belfast Hills.*

Consultation

- *Consensus that overall quality of housing is good;*
- *Too much housing, not enough amenities;*
- *Lack of leisure and recreation amenities raised as major issue by community;*
- *The continued development of Lagmore without appropriate facilities is major challenge to all concerned;*
- *The environment surrounding some of the existing housing is very poor;*
- *Transportation Issues:*
 - *remoteness of Colin/accessibility; and*
 - *linking estates is important.*
- *Environmental Issues:*
 - *Litter and general area management is key issue; and*
 - *When cleaned , Colin is an attractive and scenic area.*
- *General Colin area is perceived as significant environment and conservation area: Colin Forest Park, Colin Golf Club, Belfast Hills;*
- *Too many areas dominated by car use, lack of provision for pedestrians & cyclists; and*
- *The current nature of the Stewartstown road is not acceptable.*

Issues	<ul style="list-style-type: none"> - Within the next 5 years an additional 4,200 units are required in the west Belfast area; - Land is at a premium in (Catholic/Nationalist) West Belfast; - Houses with amenities; - Colin area consists of potential "Whitelands development space"; - There is significant demand for development land in the study area. Recognises key conservation/green areas. This poses key challenges: <ul style="list-style-type: none"> • Pressure to build as many houses as possible without appropriate amenities; • Unresolved transport linkages across the area and outside of the area; and • Decreasing availability of quality open space.
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Need	<ul style="list-style-type: none"> - In the next 5 years, the housing needs of West Belfast will put focus on possible development sites, Colin presents a range of sites to developers. There is a clear need to balance social housing with private housing, and very importantly new housing needs to be matched with provision of appropriate facilities; and - To agree a land, environment and transportation framework which: <ul style="list-style-type: none"> • Sets out designated community areas; • Identifies key transport routes; and • Recognises key conservation/green areas.
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Objectives	<ul style="list-style-type: none"> - To ensure that all new developments in Colin area reflect community need and are matched with appropriate facilities; - To agree a Land, Environment and Transportation framework which is used as the framework for the land usage in the Colin area for the next ten years; - To enhance and maximise the quality and amenity of the existing landscape environment particularly in relation to the watercourses running East to West; and - Encourage a greater mix of housing tenure throughout the area.
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Target	HPT1	- Position Colin Neighbourhood Initiative at centre of planning and development consultation by Colin area by March 2004;
	HPT2	- To use the Colin Neighbourhood strategy as a framework for planning and development issues within Colin area (March 2004 onwards); and
	HPT3	- To achieve acceptance by Planning Authorities of the main guiding principles contained within the Colin Neighbourhood strategy by March 2004.

Actions			Who Actions
Short	HPA1	– To seek to develop neighbourhood and enlarge centres as contained in Colin Neighbourhood Strategy by 2005.	CNI BRO LCC DOE/DRD
	HPA2	– Establish Planning and Development Committee by March 2004.	CNI
	HPA3	– Seek and win support for relevant Community Facility Appraisal (Lagmore by December 2003).	CNI Relevant area community organisations BRO LCC
	HPA4	– Subject to appropriate assessments start development of Lagmore Neighbourhood Centre by February 2004.	LCF LCC
	HPA5	– Planning and Development Committee to become a lobby body with credibility by March 2004.	DRD/DoE/LC C
	HPA6	– Establish Environmental Community Business by March 2004 which will seek to address the Litter/area management issues as part of a community/statutory approach to key local issue.	CNI
	HPA7	– To ensure the roll out of Environmental Improvement Schemes i.e. Common Ground across the Colin Area over the 2003-2006 year period.	CNI NIHE
	HPA8	– Commission feasibility studies of key sites along the Stewartstown Road for landscape and environmental improvements.	CNI BRO LCC DRD/DoE
	HPA9	– Lobby roads department to construct traffic calming measures in the locations identified in the physical proposals.	DoE/DRD
Medium	HPA10	– Lobby Translink to improve the regularity and quality of Bus Service, bus stops etc.	Translink
	HPA11	– To ensure that the circuit bus route proposal within the Colin Neighbourhood strategy is implemented by 2005.	CNI Translink
	HPA12	– To ensure the CNI is central to local input into planning and development in the area.	DoE DRD LCC
	HPA13	– Lobby DRD/DoE to improve street lighting particularly in relation to the Town Centre and Local neighbourhood centres.	DoE DRD LCC

4. STRUCTURE

4.1 The Role

- It is proposed that the role of the CNI will be primarily a co-ordinating and lobbying body for the area. Within that context it is imperative that the organisation represents the views and opinions of the wider community.

However Colin Neighbourhood Initiative will also play a **leadership role** and this will involve:

- assessing the strategic needs of the community;
- identifying who is responsible for addressing those needs; and
- monitoring the performance of those with responsibility for addressing the needs.

It is proposed that CNI should only seek to deliver initiatives or projects where there is no other organisation in the area which has the capacity and or competence to deliver that service.

CNI should not seek to replace or in any way duplicate the activities of another organisation within the area.

4.2 Reflecting Neighbourhood Needs

In the first instance, CNI should seek to address the ‘big’ picture of Colin and work in support of those organisations which are addressing neighbourhood and/or single issues.

However within that framework CNI must also recognise the needs of its constituent neighbourhoods, particularly where there are significant infrastructural issues which need to be addressed.

4.3 Key Focus: Linking People and Place

- The Colin Strategy is based upon two areas of focus, which are considered fundamental to addressing the social, economic and personal well being of its residents. These are summarised below.

4.3.1 A Focus on Family and Households

Disadvantage and deprivation affects people. Often, disadvantage affects different generations of the same family. As a consequence, disadvantage is concentrated in certain households, which find it difficult to break out of the cycle. An area becomes disadvantaged because it has a significant number of disadvantaged families/households concentrated in that designated area. If the disadvantage of an area is to be addressed, there is a clear need to assist families and households break the inter-generational cycle of deprivation.

- This means that the strategy needs to focus on supporting families and households, especially the young people in those families and households, to help break the cycle. As households and particularly young people within such units are supported and empowered the overall level of disadvantage in the area can decrease. Subsequently as a positive upward spiral of vibrancy and prosperity takes hold, a sense of confidence and renewal replaces takes hold.

The Colin Neighbourhood Initiative will consider the impacts of its activities in relation to how it can contribute to addressing the needs of families and households within the area.

Among the key bodies which can impact most effectively across the families and households are the health and caring providers and those responsible for education and training.

4.3.2 A Focus on Physically Regenerating the Area

Many aspects of the physical design and appearance of the Colin neighbourhood make it a difficult place to live in and contribute to the lack of civic pride, belonging or ownership among many of the area's residents. The people who live in the area can feel that if no one cares about how the area looks e.g the litter issue as raised in consultation, no one must care about them and if no one cares about them, why should they care about anyone or anything else?. As a result, a cycle is created where people no longer respect their surroundings and a spiral of decline results. In the USA, this is called the 'broken windows syndrome'. This theory proposes that if no one fixes broken windows quickly, people perceive the area to be unimportant and lose respect for it. As a consequence, minor offences or irritations lead to more serious problems.

To deal with this problem, the strategy should address the physical appearance of the area and invest substantially in making the Colin Neighbourhood and better place to live. This will give the residents a strong indication that their area is cared for and that it is somewhere to be proud of. As this sense of civic pride, belonging and ownership develops, many of the other social and economic problems, which are manifestations of its absence, should decline.

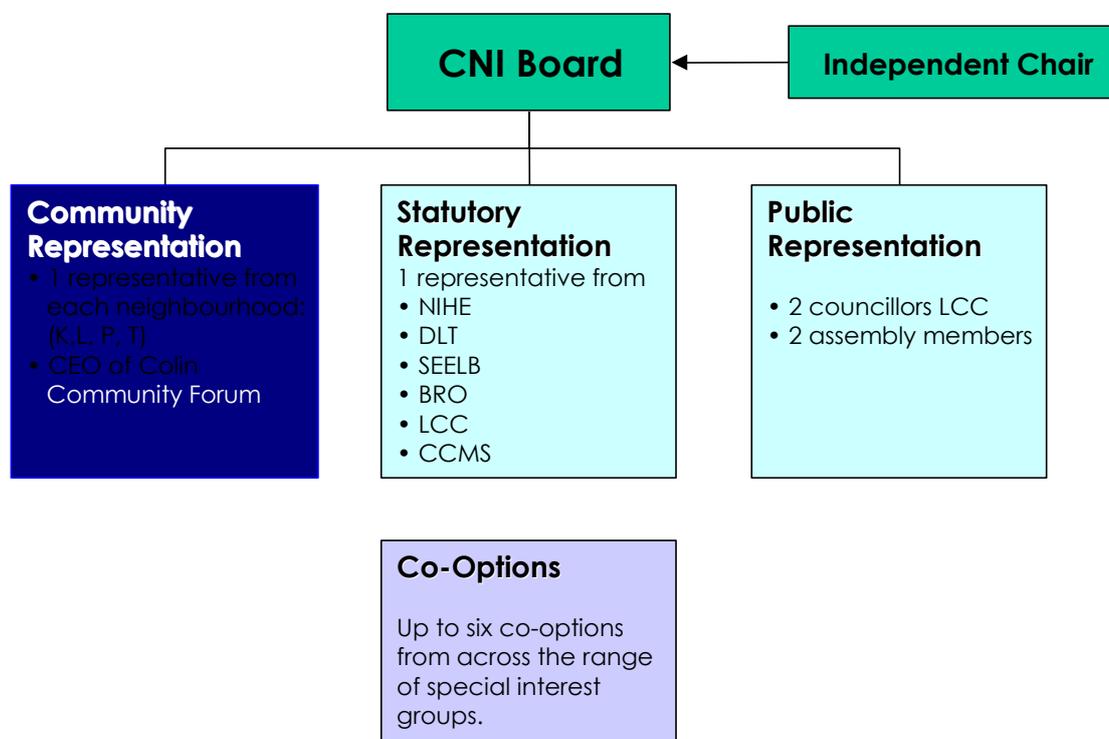
4.4 The Corporate Structure

- Colin Neighbourhood Initiative as a corporate entity will consist of representatives from the Community, Voluntary and Public Representatives which have a commitment and/or legal responsibility to the Colin community.

This structure will reflect the needs of the various local neighbourhoods across the Colin area i.e Poleglass, Twinbrook, Kilwee and Lagmore. Through local community consultation within each of these areas, a delegate will be elected to serve of the CNI Board. In order to ensure representativeness and transparency it will be a key criteria that a nominee from one of the local neighbourhoods must live within the neighbourhood.

Figure 11.1 outlines a proposed structure and make up of the Colin Neighbourhood Board.

Figure 11.1
Board Structure



Sources: Deloitte/CNI

Statutory Representatives:

- Northern Ireland Housing Executive;
- Down Lisburn Trust;
- South Eastern Education Library Board;
- Belfast Regeneration Office;
- Lisburn City Council; and
- Council for Catholic Maintained Schools.

Community and Voluntary Group Representation:

- four community representatives (as per attached diagram); and
- Chief Executive of Colin Community Forum.

Political Representatives:

- two Public Representative from Lisburn City Council; and
- two Public Representatives from the Assembly.

Co-Options:

- six places for special interest groups.

4.5 Independent Chairperson

It is agreed that CNI will seek an independent chair. The key role of this post will be to ensure the establishment of the corporate body and the strategy's implementation over the first three years.

It is proposed that the post will be filled by an individual with negotiation and communication skills. It is recognised that the post will require a 'can do' approach to community regeneration.

4.6 Staff

CNI proposes a lobbying and co-ordinating approach across the Colin neighbourhood. In order to ensure that the strategy is delivered, it is proposed that a small team lead by Chief Executive Officer (CEO) with appropriate administrative support should be put in place. It is recommended that the CEO role would be at principal officer grade, thus reflecting the importance of the role in the context of strategy delivery. It is recommended that the CEO will report through the chair, to the CNI Board.

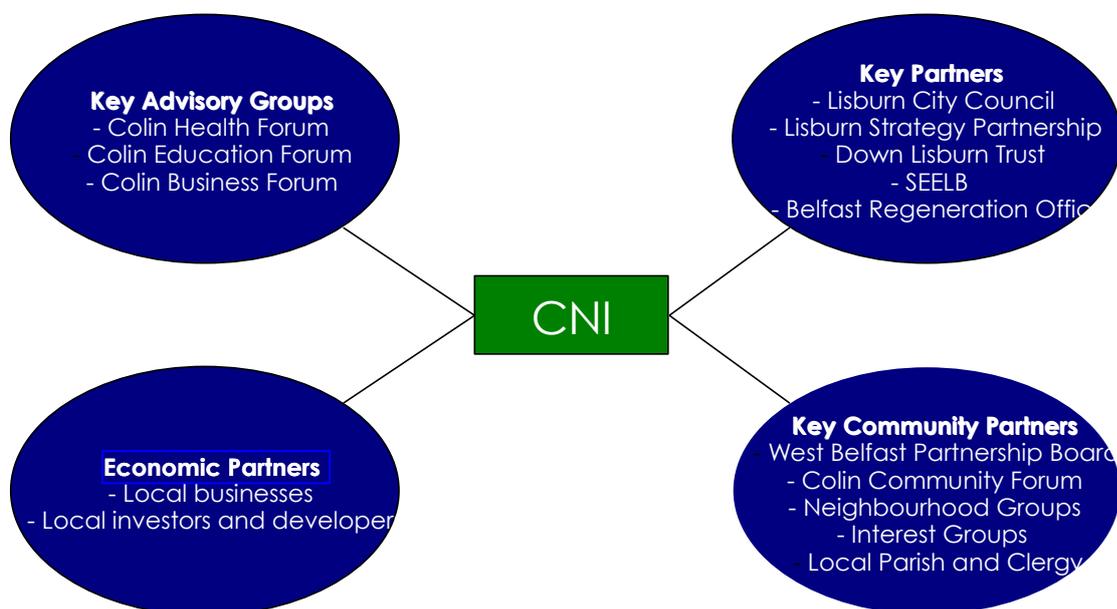
4.7 Relationships

In order to make the strategy real and meaningful it will be important that relationships are developed both within and beyond the Colin community. These relationships should ensure that Colin is placed at the centre of the decision-making processes. We outline below some of the key relationships.

4.7.1 Relationships across the Colin Area

The Colin Neighbourhood Strategy has been developed with a clear focus on driving and delivering significant positive change for the residents and other key stakeholders in the area. To this end CNI will seek to work with a range of other organisations which exist within the area.

Figure 11.2
Key Relationships



Source: Deloitte/CNI

Voluntary and Community Sector

Recognising the significant needs across the area, CNI will seek to support those local groups which represent the views of local communities, interest groups and those providing services which complement those of the statutory bodies.

In addition CNI will seek to ensure that the resources allocated to these voluntary and community organisations result in good quality and efficient and effective services.

Statutory Sector

CNI will work to ensure that the needs of the area are being met by those bodies which have statutory responsibility to do so. CNI is confident that at an operational and local delivery level, many of the statutory bodies do make serious efforts to fulfil their obligations. However, the lack of co-ordination and co-operation can lead to gaps in provision of services. Through active engagement with those bodies represented on CNI and with those other bodies and agencies with responsibility for services in the area, CNI is confident of its ability to effect real and meaningful change.

4.7.2 Relationships Beyond Colin

CNI proposes an outward and positive approach to Neighbourhood Renewal and aims to ensure that the Colin area becomes an area of good practice in this regard. A key component of this approach is through the development of key relationships beyond the immediate area. There are several key relationships which can contribute to this.

Lisburn City Council

Through the development of this strategy significant steps have been taken to ensure that the Colin community engages positively and pro-actively with the local authority. The Colin community is committed to ensuring that this relationship is developed and secured over the coming years. The representation of Council on the CNI board presents confirmation of serious intent. CNI looks forward to building a basis of trust, mutual respect and a sense of being an integral part of Lisburn City Council while acknowledging respect for diversity.

Lisburn Partnership Board

As the key body responsible for the delivery of specific measures under PEACE II, the Colin Strategy presents a significant opportunity for the Partnership to support real and effective change in some of the most deprived wards in Northern Ireland. In addition, given the context within which Colin has developed, there is little doubt that its development should be assisted by funds which aim to address the legacy of the conflict.

CNI will positively engage with the LSP to ensure that grass roots initiatives and projects can bring real and meaningful peace to Colin and wider Lisburn areas can be identified and supported.

West Belfast Partnership Board

- Colin sits within the West Belfast Parliamentary Constituency and the vast majority of residents consider Colin to be part of Greater West Belfast. As previously identified, this community link exists through the social, economic and physical life of the Colin community.

As the CNI strategy is implemented the new organisation will continue to work closely with those key bodies which have supported and encouraged its development over the past number of years. In particular, the links with the West Belfast Partnership Board and other key community bodies will serve as a key source of experience and expertise.

Areas in which the Colin Neighbourhood could draw on the expertise of the WBPB include:

- initial set up of structures;
- planning advisory services re: establishing the CNI as a key reference document for planning; and
- assistance in providing opportunities for CNI to present its case to other key stakeholders i.e. elected representatives, statutory bodies etc.

West Belfast and Greater Shankill Task Forces

Significant investment of time and resources has been committed to the Task Forces and across the West Belfast and Greater Shankill communities. There are expectations that the recommendations will have real and meaningful impact on the lives of local residents. In particular, CNI will work with the Task Forces to attract put in place the mechanisms which can:

- improve the employability of local people;
- provide meaningful and sustainable opportunities locally;
- support the development of cultural and tourism activities;
- assist in the development of the Social Economy; and
- provide infrastructure and planning support for the Colin area.

Department for Social Development and Belfast Regeneration Office

In terms of statutory bodies, CNI will continue to work closely with the Department for Social Development and specifically Belfast Regeneration Office (Outer West Team). As the CNI develops, it will require core support and funding towards the establishment and initial running costs of its core team. It is anticipated that CNI will make a bid for Neighbourhood Renewal Funding and that this will be enhanced on project by project basis across other funders including the International Fund for Ireland, Invest NI, New Opportunity Funds and specialist EU programmes.

5. MARKETING

5.1 The Challenge

- One of the findings of the community consultation was the belief that the general Colin area and some neighbourhoods in particular are synonymous with car crime, anti-social behaviour and general social decline. While the reality for most of the residents within the area may be different from this perception, it is clear that the area suffers an image problem. This problem is reflected in how the community perceives itself and how it is perceived by people beyond the area.

5.2 The Marketing and Promotional Plan

- There is a need to challenge the image problem and a key part of that will be addressed through the development of an integrated Marketing Plan for the Colin area. This Marketing Plan should include an integrated approach to the development of a Colin brand and associated marketing and public relations activities.

Aims

The primary aim of the CNI Marketing Plan is to create awareness of the positive aspects and assets of the Colin Neighbourhood.

- A secondary aspect is the development of a ‘sense of belonging’ of the Colin community within the community itself.

The Brand: Colin

- As previously indicated over the past number of years the Colin concept has evolved from a vague aspiration and name to one which is now perceived as defining the community and place which is Kilwee, Lagmore, Poleglass and Twinbrook. On this basis it is proposed that the name should be developed into a strong brand which represents both its own area and as a practical example of Neighbourhood Renewal in practice. The establishment of the brand will require certain actions and these are detailed in Table 12.2

Public Relations

Ongoing public relations activities will play a key role in ensuring that Colin, its people and activities are presented in a positive light both within and beyond the Colin area. Key personnel involved in public relations activities will include the Chair, staff and where appropriate CNI board members.

This outline Market Plan including a set of clear key objectives, actions and outputs as proposed in Table 12.1.

- Table 12.1
- **The Marketing Plan**

Opportunities	Activities	Timeframe
Brand Development	See 12.2	
Launch	To launch the Colin Strategy within the wider context of Urban Renewal Programme. The Launch to include: High Profile Event; Key Stakeholders Present; Key Departmental Endorsement; and Television, Press and Radio coverage	November 2003-ongoing
Promotional Activities and Materials	Publication of Strategy Document. Publication and Distribution of Summary Document across Colin Neighbourhood. Distribution of documents across departments and agencies. CNI to make presentations to the key potential partners including statutory and community and voluntary bodies. CNI logo and branding to be included on activities, projects and programmes which are being initiated within the area.	November 2003-ongoing
Ongoing Events	Where appropriate key events within the Colin Neighbourhood should be endorsed and supported by CNI.	
Press Relationships	Key Press Relationships with Lisburn Star; Andersonstown News; Irish News; Newsletter; Radio Feile; and Radio Ulster. Key Press Opportunities will include: Launch of Strategy; Presentations with Statutories; Appointment and ratification of new Board; Appointment of New Staff; and Opening of New Premises.	November 2003 - ongoing
Spokesperson	An agreed protocol in dealing with issues in which CNI has an interest should be agreed. The protocol should minimise the risk of mixed signals being presented to the wider community The key spokesperson should be agreed, perhaps the Chairperson of the organisation, at the earliest opportunity.	May 2003-ongoing

Table 12.2

Colin: The Brand

Actions / Activities	Usage	
Agree the title of the Organisation e.g. CNI, Colin Trust, Colin Community.	Letterhead.	November 2003
Agree the title and strapline for the strategy e.g. Building the Community.	Letterhead. Documentation.	November 2003
The agreed title for signage and promotional materials: Colin Community.	Signage and key access points to the area.	March 2004
Control of Logo and brand.	CNI needs to ensure that the brand is promoted as a community asset and is not abused or used for any other purpose than the promotion of the Colin area.	Ongoing
Promotional Materials - In order to build the brand a series of materials should be developed which can be used by organisations and residents within the Colin community. These might include: Stickers; Pins / Badges; Flags bearing logo; Signage (street and building signs); and Community activities.	These materials could be used as part of the activities of local organisations i.e schools, sports clubs, community activities.	Ongoing
Web Presence - Consideration should be given to the development of a Web Presence and key information point within the Colin community.		Ongoing

6. MEASURING THE SUCCESS OF THE STRATEGY

6.1 Measuring Impact

The main measure of impact and success relates to ensuring that the activities detailed under themes are achieved.

The CNI strategy includes a range of performance measures and indicators at various levels; mission, objectives, priorities and specific theme targets and actions. This raises the question:

‘How will the impact of the success of the Colin Strategy be measured?’

There are several key stages which might be used as indicators of the progress and success of the Colin strategy.

6.2 Formal Establishment

CNI recognises the need to establish a robust and representative board which is directed by an independent chair and supported by key staff resources. In tandem with basic establishment matters the new body will require premises, initial capital equipment and running costs for years one to three.

In addition, the commitment of statutory bodies to working with and as part of CNI will be very important.

In essence these factors will set the baseline of the Colin strategy and will give an early indicator of its potential for long term impact.

6.3 Year 1 Targets

- In addition to the formal establishment stage, there are a series of targets and actions which have been identified for the first year of operations. These are summarised in Table 13.1 and Table 13.2.

6.4 Year 2- 5 Targets

- Within this strategy there are a series of key measures which should be monitored and reviewed on an ongoing basis.

6.5 Years 5- 9 Targets

- Over the period of years, the impacts of measures such as early years intervention, improvement in educational achievement, the establishment of the Colin Town Centre and the general perception of the area should become clear. While some measures may be quantifiable others may be based on perceptions and general sense of well being in the area.

6.6 Formal Evaluation

- These measures both quantitative and qualitative need to be considered an overall evaluation of the implementation of the strategy. It is recommended that CNI

should seek the support of an independent trust or funder to assist in measuring the real time implementation of the strategy and the post implementation impact.

Table 13.1
Implementation Plan - Establishment and Governance: Year 1

Action	Key Actions	By Whom	
Establishment of Board	Formal Agreement of Structure Submission for formal ratification Appointment of Board Inaugural Board Meeting	CNI	December 2003
Corporate Logo	Needs to be agreed in advance of launch	CNI	Agreed
Identification and Appointment of Chair	Make informal approaches to key individuals	CNI	Agreed
Appointment of Staff	Agree level Agree Specification Agree Criteria Advertise Recruitment and Selection Process	CNI/ Belfast Regeneration Office	March 2004
Office Accommodation	Identify Site Identify Funding	CNI	March 2004
Funding Sources	Open negotiations with key funders Staff: Belfast Regeneration Office Marketing: Local Strategy Partnership	CNI	Ongoing

Table 13.2

Implementation Plan - Themes: Priorities Year 1

Theme	Action	Stakeholders	
Colin Town Centre	Feasibility Study and Economic Appraisal.	CNI; Investors; Trustees; Tenants; BRO	2004
Health and Caring	Discussion with Colin Community Health Forum Re: Key actions in the Strategy. Healthy Living Centre (Appraisal in the context of Town Centre Development). Discussion with DLT re: Needs Indices and allocation of resources. Discussion re: Anti drugs strategy.	CNI/ Health Forum/ Well Being	January 2004
Health and Caring	Discussion with Colin Community Health Forum Re: Key actions in the Strategy. Healthy Living Centre (Appraisal in the context of Town Centre Development). Discussion with DLT re: Needs Indices and allocation of resources. Discussion re: Anti drugs strategy.	CNI/ Health Forum/ Well Being	June 2004
Education	Establishment of Education Forum. Review and Identification of Need re: Educational Psychologist. Speech and Language Teacher (Therapist). 1 Family (Child / Parent) counsellor. Support for Support for the Families.		March 2004
Training for Employment	Establish Economic Development Forum. Establish Key Linkages with LSP. Refine and Confirm Targets. Adult Numeracy, Literacy and ICT programmes		March 2004
Employment	Business Development Paper.		March 2004

	Property Development Scheme; seek Feasibility and Economic Appraisal.		
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Table 13.2 (cont'd)

Implementation Plan - Themes: Priorities Year 1

Social Economy	<p>Establish Social Economy Co-Ordinator.</p> <p>Feasibility and Business in place by April 2004.</p> <p>Assess Social Economy Fund.</p>		March 2004
Recreation	<p>Establishment of Colin Sports Association.</p> <p>Sports Development Officer.</p> <p>Sports Development Plan.</p> <p>Establishment of Key Play Facilities.</p>		September 2004
Housing Land and Transportation	<p>Position CNI at the centre of local planning consultation.</p> <p>Colin Strategy as basis for development in the area on an ongoing basis.</p>		Ongoing
Justice, Crime and Community Safety	<p>CNI Community Safety Committee.</p> <p>Establishment of co-ordinated anti drugs strategy within Colin.</p>		Ongoing

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