

## Structure

### The Role

It was proposed that the role of CNP would be primarily a coordinating and lobbying body for the area. Within that context, the organisation needed to represent the views and opinions of the wider community.

However, Colin Neighbourhood Partnership would also play a leadership role and this would involve:

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

It was proposed that CNP 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.

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

### Reflecting Neighborhood Needs

In the first instance, CNP would 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, CNP must also recognise the needs of its constituent neighbourhoods, particularly where there are significant infrastructural issues that need to be addressed.

### Key Focus: Linking People and Place

The Colin Strategy was 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.

#### **A Focus on Family and Households**

Disadvantages and deprivation affect people. Often, disadvantage affects different generations of the same family. Consequently, the 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 needed 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 were supported and empowered the overall level of disadvantage in the area

would decrease. Subsequently, as a positive upward spiral of vibrancy and prosperity takes hold, a sense of confidence and renewal replaces would take hold.

Colin Neighbourhood Partnership would consider the impacts of its activities about how it could contribute to addressing the needs of families and households within the area.

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

### **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 the 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 offenses or irritations lead to more serious problems.

To deal with this problem, the strategy would address the physical appearance of the area and invest substantially in making the Colin Neighbourhood a better place to live. This would 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, would decline.

### **The Corporate Structure**

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

This structure would 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 would be elected to serve on the CNP Board. To ensure representativeness and transparency, it would be a key criterion that a nominee from one of the local neighbourhoods must live within the neighbourhood.

### **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 and
- Chief Executive of Colin Community Forum.

### **Political Representatives:**

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

### **CNP Board Independent Chair**

- 1 representative from each neighbourhood:  
(K,L, P, T)
  - CEO of Colin
  -

### **Statutory Representation Representation**

1 representative from

- NIHE
- DLT
- SEELB
- BRO
- LCC
- CCMS

### **Public Representation**

- 2 councillors Lisburn City Council
- 2 assembly members

### **Co-Options:**

Up to six co-options from across the range of special interest groups.

### **Independent Chairperson**

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

It was proposed that the post would be filled by an individual with negotiation and

communication skills. It was recognised that the post would require a 'can do' approach to community regeneration.

#### Staff

CNP proposed a lobbying and coordinating approach across the Colin neighbourhood. To ensure that the strategy was delivered, it was proposed that a small team led by a Chief Executive Officer (CEO) with appropriate administrative support should be put in place. It was 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 was recommended that the CEO would report through the chair, to the CNP Board.

#### Relationships

To make the strategy real and meaningful it would be important that relationships are developed both within and beyond the Colin community.

These relationships would ensure that Colin is placed at the center of the decision-making processes.

#### Relationships across the Colin Area

The Colin Neighbourhood Strategy would be 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, CNP would seek to work with a range of other organisations which exist within the area.

#### Voluntary and Community Sector

Recognising the significant needs across the area, CNP would seek to support those local groups which represent the views of local communities, interest groups, and those providing services that complement those of the statutory bodies. In addition, CNP would seek to ensure that the resources allocated to these voluntary and community organisations would result in good quality and efficient and effective services. Statutory Sector CNP would work to ensure that the needs of the area are being met by those bodies which have a statutory responsibility to do so. CNP was 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 coordination and cooperation can lead to gaps in the provision of services. Through active engagement with those bodies represented on CNP and with those other bodies and agencies with responsibility for services in the area, CNP was confident of its ability to effect real and meaningful change.

#### Relationships Beyond Colin

CNP 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 would be the development of key relationships beyond the immediate area.

#### Lisburn City Council

Through the development of this strategy, significant steps were taken to ensure that the Colin community engages positively and proactively with the local authority. The Colin community was committed to ensuring that this relationship is

developed and secured over the coming years. The representation of the Council on the CNP board presents confirmation of serious intent. CNP looked 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 (LSP)**

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 was little doubt that its development would be assisted by funds that aim to address the legacy of the conflict.

CNP would positively engage with the LSP to ensure that grassroots initiatives and projects can bring real and meaningful peace to Colin and that wider Lisburn areas can be identified and supported.

### **West Belfast Partnership Board (WBPB)**

Colin sits within the West Belfast Parliamentary Constituency and most 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 CNP strategy was implemented the new organisation would 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 would 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 CNP as a key reference document for planning; and
- assistance in providing opportunities for CNP 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 had been committed to the Task Forces and across the West Belfast and Greater Shankill communities. There were expectations that the recommendations would have a real and meaningful impact on the lives of local residents. CNP would work with the Task Forces to 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, CNP would continue to work closely with the Department for Social Development and specifically Belfast Regeneration Office (Outer West Team). As CNP develops, it would require core support and funding towards the establishment and initial running costs of its core team. It is anticipated that CNP would make a bid for Neighbourhood Renewal Funding and that this would be enhanced on a project-by-project basis across other funders including the International Fund for Ireland, Invest NI, New Opportunity Funds, and specialist EU programmes.

## **Marketing**

### **The Challenge**

One of the findings of the community consultation was the belief that the general Colin area and some neighbourhoods were 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 was clear that the area suffered an image problem.

This problem was reflected in how the community perceives itself and how it was perceived by people beyond the area.

### **The Marketing and Promotional Plan**

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

### **Aims**

The primary aim of the CNP Marketing Plan would be to create awareness of the positive aspects and assets of Colin Neighbourhood. A secondary aspect would be the development of a 'sense of belonging' of the Colin community within the community itself.

### **The Brand: Colin**

As previously indicated over past years the Colin concept had evolved from a vague aspiration and name to one which was now perceived as defining the community and place which is Kilwee, Lagmore, Poleglass, and Twinbrook. On this basis, it was proposed that the name should be developed into a strong brand that represents both its own area and as a practical example of Neighbourhood Renewal in practice.

### **Public Relations**

Ongoing public relations activities would play a key role in ensuring that Colin, its people, and its activities are presented in a positive light both within and beyond

the Colin area. Key personnel involved in public relations activities would include the Chair, staff, and where appropriate CNP board members.

## **Measuring The Success of the Strategy**

### **Measuring Impact**

The main measure of impact and success would be to ensure that the activities detailed under themes are achieved.

The CNP strategy would include a range of performance measures and indicators at various levels; mission, objectives, priorities, and specific theme targets and actions. Several key stages could be used as indicators of the progress and success of the Colin strategy.

### **Formal Establishment**

CNP recognised the need to establish a robust and representative board that was directed by an independent chair and supported by key staff resources. In tandem with basic establishment matters, the new body would 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 CNP would be very important. In essence, these factors would set the baseline of the Colin strategy and would give an early indicator of its potential for long-term impact.

### **Year 1 Targets**

In addition to the formal establishment stage, there would be a series of targets and actions which have been identified for the first year of operations. Within this strategy, there would also be a series of key measures which would be monitored and reviewed on an ongoing basis.

### **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 would become clear. While some measures may be quantifiable others would be based on perceptions and a general sense of well-being in the area.

### **Formal Evaluation**

These measures both quantitative and qualitative would be considered an overall evaluation of the implementation of the strategy. It was recommended that CNP 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.



This strategy was sponsored by the Belfast Regeneration Office (BRO) and the Department of Social Development. This strategy was facilitated by Deloitte in association with Smith Scott Mullan Associates.