



Department for
**Social
Development**
www.dsdni.gov.uk

People & Place

Neighbourhood Renewal in Derry/Londonderry

Implementation Plan

A Report on the Consultation Process

Contents

INTRODUCTION	2	SECTION TWO	21
SECTION ONE	4	4. RESPONDING TO ISSUES	21
1 THE CONSULTATION PROCESS	4	ANNEXES	
1.1 Background	4	1 Index of Submissions on the Discussion Paper	32
1.2 Method and Scope	5	2 Neighbourhood Workshop Presentations	33
2 FEEDBACK FROM SUBMISSIONS AND WORKSHOPS	7	3 Participation at Neighbourhood Workshops	34
2.1 Neighbourhood Renewal Areas	7	4 Presentation at Ebrington Centre	35
2.2 Priorities for Neighbourhood Renewal	11	5 Glossary of Terms	36
2.3 Delivery Structures and Implementation Issues	12		
2.4 Equality and Neighbourhood Renewal	18		
3 CONSULTATION WITH DERRY CITY COUNCIL	19		
3.1 Presentation to Council	19		
3.2 Council Members' Responses	19		

INTRODUCTION

In June 2003, the Department for Social Development published *People and Place*, a Strategy for Neighbourhood Renewal, which aims to tackle the complex, multi dimensional nature of deprivation in Northern Ireland's most disadvantaged urban neighbourhoods. *People and Place* sets out the goals and objectives for Neighbourhood Renewal. It describes the key principles for identifying Neighbourhood Renewal Areas and outlines the implementation structures for delivery.

The overarching strategic framework for Neighbourhood Renewal, as presented in *People and Place*, resulted from extensive consultation and evaluation of the Government's approach to urban regeneration thus far. However, the Department recognised that Implementation Plans for Derry/Londonderry, Belfast and the Regional Towns and Cities would need to be tailored to take account of the local context within which neighbourhood problems have emerged and the programmes and initiatives that have evolved to address these problems. As a consequence, the North West Development Office commenced a local consultation exercise in August 2003 inviting discussion on its proposed approach to the implementation of Neighbourhood Renewal in Derry. This involved the publication of a Discussion Paper, the facilitation of four

neighbourhood workshops, discussions with key stakeholders in the city and a presentation to a specially convened meeting of Derry City Council.

This Report describes the scope and extent of the consultation exercise undertaken in Londonderry. It summarises the main themes of discussion and collates the responses and comments received in Section One. The North West Development Office's response to issues raised during the consultation are then set out in Section Two. We have attempted to capture and synthesise, as far as possible, the wide range of views and opinions put forward. Given the diversity and detailed nature of many submissions, we are unable to relate all aspects of the debate within this paper. This Report is posted on the Department for Social Development's website www.dsdni.gov.uk. The website also hosts the main Strategy document and associated Working Papers and Discussion Documents.

The consultation process has demonstrated clearly the level of commitment in the city to contributing to and becoming actively involved in the ongoing process of urban regeneration. The North West Development Office would like to thank all those who took the time to respond to the Discussion Paper or who participated in the neighbourhood workshops and/or other presentations

involving Development Office staff. We also wish to acknowledge the important contribution of Dr Brendan Murtagh of Queen's University, Belfast for his input to the consultation exercise, particularly in relation to the facilitation of the workshops. We are very grateful for the level of engagement and the high quality of debate and discussion generated. The wide range of views and opinions received will not only contribute to the preparation of the Implementation Plan for Neighbourhood Renewal in Derry/Londonderry, but will assist the Department in the practical delivery of the Strategy.

SECTION 1

1 THE CONSULTATION PROCESS

1.1 Background

Following the launch of *People and Place*, the Department declared its intention to engage with the public, private and community/voluntary sectors on how it was proposing to implement Neighbourhood Renewal in Northern Ireland's cities and towns. A Discussion Paper, setting out proposals for the implementation of Neighbourhood Renewal in Derry/Londonderry, was subsequently launched by the Minister with responsibility for the Department for Social Development, Mr John Spellar MP, on 18 August 2003. This Paper, prepared by the North West Development Office, aimed to stimulate debate and facilitate discussions on these proposals, by:

- Providing a summary of the wider Neighbourhood Renewal Strategy for Northern Ireland;
- Reviewing the development of urban regeneration policy in Derry;
- Outlining the proposed target neighbourhoods and the rationale for their inclusion;
- Setting the roles and responsibilities of the proposed implementation structures;
- Considering how the implementation of the Strategy would be reviewed and measured and how it would make links with existing organisations involved in regeneration activities within the target neighbourhoods;

- Outlining the process for local engagement and consultation.

The Discussion Paper posed several questions for consideration, relating to four key themes, as set out below.

1 Proposed Neighbourhood Renewal Areas:

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

2 Priorities for Neighbourhood Renewal in Derry:

- Section 2.3.2 [of the Discussion Paper] sets out the typical activities to be addressed by Neighbourhood Renewal. Are these relevant to the problems experienced within your local neighbourhoods? Should any other activities be included?

3 Proposed Implementation Arrangements:

- What is your opinion of the proposed implementation arrangements within Government and at neighbourhood level?
- What might be done to facilitate a quick transition to the new structures?

- What organisations do you feel are best placed to be involved in the delivery of Neighbourhood Renewal at the local level?
- What skills/sectors is it important to have represented?
- How do you think we can best utilise the expertise and resources of the community and voluntary sector to implement the Neighbourhood Renewal Strategy locally?

4 Linking with other Urban Regeneration Programmes and Activities

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

1.2 Method and Scope

From the outset, the Department was keen to facilitate and stimulate widespread discussion and debate on its proposals, by engaging with individuals and groups from within the city and further afield involved in, or concerned about, regeneration in Londonderry. This approach entailed extensive dissemination of the Discussion Paper, the widespread distribution of an Equality Questionnaire, the organisation of participative workshops, meetings with key organisations involved in existing area-based approaches to regeneration, and presenting the proposals to a special meeting of Derry City Council. The process was designed to ensure that the views of a wide range of people, organisations and sectors in the city could be articulated. The main elements of the process are described below:

1.2.1 Dissemination of the Discussion Paper

The launch of the Discussion Paper, undertaken by the Minister, was given wide coverage by the local and regional press. A Public Notice was also placed in the local and regional newspapers to publicise the availability of the Paper and the commencement of the discussion process. Following the launch, some 1,200 copies of the Paper were issued to individuals, groups and organisations, and elected representatives, in the city and further afield. The Paper was also publicised and made available on the Department's web site.

In response to the Discussion Paper, a total of 39 written submissions were received, most of which came from the community and voluntary sector. It should also be noted that a number of existing partnership structures undertook extensive consultation, including discussion forums, within their respective areas and provided a single written response on behalf of the groups and organisations that they represent. Annex 1 lists the organisations that responded to the document.

1.2.2 Equality Questionnaire

In addition, a consultation pro-forma on Equality Issues was issued to recipients of the Discussion Document. Participants at the workshops were also invited to complete these questionnaires. Only seven in total were returned to the North West Development Office.

1.2.3 Neighbourhood Workshops

In November/December 2003, the North West Development Office hosted four workshops, relating to each of the proposed

target areas for Neighbourhood Renewal. Letters inviting participation were issued to a total of 670 individuals and organisations. Public advertisements were placed in the local and regional newspapers to promote and provide information on the workshops. A number of existing area-based partnerships also actively encouraged their constituent groups to attend.

The workshops were held as follows:

Outer North Workshop 28 Nov 2003
The Delacroix, Buncrana Road

Cityside Workshop 3 Dec 2003
The Tower Hotel, Butcher Street

Waterside Workshop 5 Dec 2003
The Everglades Hotel, Prehen Road

Outer West Workshop 11 Dec 2003
The Delacroix, Buncrana Road

Each of the four followed a similar programme. The workshops were introduced and facilitated by Dr Brendan Murtagh (Queen's University, Belfast). A presentation on the background to Neighbourhood Renewal, and the Department's proposals for implementation in Derry, was made by the North West Development Office. This was followed by a presentation from representatives of other statutory/partnership organisations currently involved in neighbourhood renewal activities. The latter related largely to case studies of existing neighbourhood structures (as described in the Discussion Paper pages 28-30) that are piloting spatially-targeted, partnership approaches to addressing local needs. The workshop speakers are listed at Annex 2.

Participants at each of the workshops then split into groups and were asked to give detailed consideration to four key themes. The North West Development Office posed a series of questions, for discussion, under these themes. These were as follows:

1. Proposed Neighbourhood Renewal Areas:

- (i) Have we captured the range of areas that we want the Implementation Plan to address?
- (ii) Each proposed Neighbourhood Renewal Area is made up of a cluster or clusters of deprived electoral wards and enumeration districts (EDs). Does the cluster of wards and EDs, as outlined in the map¹, represent a workable area? Is this proposed area a workable size? Does the proposed area make sense to the people who live here?

2. Priorities for Neighbourhood Renewal:

Section 2 of the Discussion Paper sets out the typical activities to be addressed by Neighbourhood Renewal?

- (i) How relevant are these to the problems experienced within this neighbourhood?
- (ii) Should any other activities be included?

3. Proposed Implementation Arrangements:

- (i) What is your opinion of the proposed role of the Neighbourhood Renewal Programme Group (NRPG)?
- (ii) What is your opinion of the proposed role of the Neighbourhood Partnership Boards and how should these be established?

4. Resourcing and Equality:

- (i) What are your views on how Neighbourhood Renewal should be resourced?

¹ The Discussion Paper provided a map of each of the four target areas.

- (ii) What do you think are the key equality impact issues of our proposals as set out in the Discussion Paper?

Representatives from the Department/North West Development Office and the guest speakers addressed comments and questions raised.

A total of 158 people took part in the workshops. Additional information on the attendance and participation at the workshops is attached in Annex 3.

1.2.4 Other Discussions

Staff from the North West Development Office also undertook a series of discussions with a number of key organisations, including statutory bodies and organisations involved at a strategic level in area-based regeneration. These included the Department for Employment & Learning (DEL), Derry City Council (DCC), the Local Strategy Partnership (LSP) for the Derry City Council Area, the Northern Ireland Housing Executive (NIHE), the Outer North (Greater Shantallow) Integrated Development Initiative, Triax (the pilot Neighbourhood Renewal Taskforce for the Bogside/Brandywell/Fountain/Bishop Street/Creggan areas of the city), the Western Education & Library Board (WELB) and the Western Health & Social Services Board (WHSSB).

At the request of the Waterside Rural Community Forum, the North West Development Office presented its proposals to a group of 26 people at the Ebrington Centre on 21 January 2004. The list of organisations represented is provided in Annex 4. Representatives from the North

West Development Office also attended a number of meetings, at the request of local community organisations and other groups, to provide information on the Department's proposals for Neighbourhood Renewal.

1.2.5 Special Meeting of Derry City Council

Declan O'Hare, North West Development Officer, addressed a special meeting of Derry City Council on 9 February 2004. His presentation outlined the Department's proposals for Neighbourhood Renewal in Londonderry and detailed the main proposals contained in the Department's Discussion Paper. This was followed by a wide-ranging discussion, an account of which is contained in Section One (Part 3) of this report.

2 FEEDBACK FROM SUBMISSIONS AND WORKSHOPS

There was broad endorsement of the Department's intention to move away from the short-term, project-based approach, which has hitherto been adopted in the regeneration of deprived urban areas, to a longer-term strategy based on planned programmes. Furthermore, the approach taken by the North West Development Office in relation to consultation, particularly the participative nature of the workshops, was widely welcomed.

2.1 Neighbourhood Renewal Areas (NRAs)

There were a number of general comments received in relation to the area-based approach and the perceived limitations of using the 'Noble Index' to define target areas. Considerable discussion also took place in relation to the four Neighbourhood Renewal Areas proposed for the city.

2.1.1 Area-based Approach

The spatial targeting of deprived urban neighbourhoods, as adopted by *People and Place*, was welcomed by a wide range of organisations and groups. However, a number of concerns were expressed relating to this approach:

- It does not take account of the needs of single-issue groups and disadvantaged people that do not have a geographic constituency, such as the elderly and people with disabilities. It was felt that organisations representing and supporting such groups of people - and which often operate from a city-centre or regional base - may be unable to access funding as their activities do not relate to a specific target area. It was widely felt that mechanisms were required to provide continued support for such organisations. This was also considered as an equality issue (see Part 2.4).
- The Discussion Paper, although recognising that conditions may be at risk of deteriorating within some areas not targeted by Neighbourhood Renewal, did not describe clearly how the Department would support such communities and neighbourhoods. It was argued that cities are constantly changing and that external influences, such as a factory closure, could have an immediate negative impact on an area. The Department was urged to ensure flexibility in its Strategy in order to address such issues.
- The Strategy should not encourage communities to be inward looking, but rather focus on the re-integration of the city.

2.1.2 Identification of Areas using Noble

There was considerable interest in the proposed Neighbourhood Renewal Areas, as identified using the Noble Index. It was felt by many that the Paper captured broadly the range of areas which should be targeted under Neighbourhood Renewal. However, the following concerns were raised:

- It was felt that greater consideration should be given to the definition of areas and the establishment of boundaries. It was pointed out that the maps provided were unclear and out-of-date. Moreover, the proposed areas were based upon dated electoral ward data². It was contended that a number of clearly disadvantaged parts of the city were excluded, either because they are located within larger areas that do not score highly on the Noble Index of Deprivation or because new public housing estates were built after the data used by Noble was collected. It was suggested that the Department should consider additional data, as well as Noble, to help refine the proposed NRA boundaries, for example new GIS data available from NISRA which relates to 'Census Output Areas'.
- Many organisations and groups stated that their activities extended beyond the geographic NRA and were concerned that they would no longer be able to provide their services to disadvantaged people, including the elderly and young families, who may live outside the proposed boundaries. A similar argument was raised in relation to projects and service providers located outside the NRAs but whose work impacts on one or more of the proposed areas. Many argued that the NRAs should

² At the workshops, NWDO clarified that the areas illustrated on the maps reflected the top 10% deprived wards and EDs as identified using Noble. However, they did not reflect the actual NRA boundaries, the refinement of which would require further consideration and discussion.

not have definite boundaries and flexibility should be accommodated in relation to the delivery of services, particularly near the edges of the targeted areas.

- It was also felt that consideration should be given as to how the proposed NRAs relate to each other, the rural hinterland and the city as a whole. It was stressed that a city-wide approach to tackling spatial deprivation was required and that attention is paid to cross-area and cross-partnership working in tackling problems that can best be addressed by a more strategic approach. The Neighbourhood Renewal Programme Group (NRPG) was seen as instrumental in ensuring that Neighbourhood Renewal is delivered in an integrated manner.
- A number of respondents noted that rural estates within the Derry City Council Area were not included in the Strategy. It was felt that a number of these, such as Lettershandoney, exhibit social and economic problems comparable to urban estates and the needs of such areas are neither addressed by government bodies with a remit for urban regeneration nor those with responsibility for rural development.

2.1.3 Proposed Neighbourhood Renewal Areas for the City

With the exception of the Waterside, the proposed NRAs were generally welcomed and, subject to being allowed some flexibility, it was felt they could be workable and make sense to local people. However, it was widely contended that the 'workability' of an area would depend on the availability of resources and the capacity and skills

within the proposed new structures for the implementation of Neighbourhood Renewal. Some concern was expressed that the capacity to deliver the Strategy within the Outer West and Waterside NRAs was significantly lower than for the other two areas. The need was therefore identified to invest in capacity building within these neighbourhoods. There was also some questioning of the 'working titles' given to the maps and target areas.³

During the consultation process, specific comments were raised about the proposed areas. These included the following:

The Cityside NRA

- Triax contended that the 'Cityside' NRA included two EDs (one in each of the Diamond and Strand wards) that were commercial in nature and their inclusion would not make sense to local people. It was also felt that commercial interests could have an opportunity to access resources targeted at this NRA at the expense of disadvantaged people on whom the Strategy was focused.
- Representatives from this area contended that city centre issues are very different from Neighbourhood Renewal issues. For instance, it was felt that hostels and flats in John Street, Bishop Street and Foyle Road are occupied by a largely transient population, whose needs differ greatly from local people. It was contended that any attempts to measure the impact of Neighbourhood Renewal activities within this NRA could be distorted and difficult to track due to the continuous movement of residents in and out of the two commercial EDs in the city centre. However, it was

³ At the workshops, NWDO acknowledged that the 'working titles' of the maps used in the Discussion Paper may have caused confusion.

stated that Triax would be keen to explore with the North West Development Office how people living within these two EDs might be facilitated by the Triax strategy and their needs accommodated by service delivery.

- It was widely agreed that this NRA could be workable if the city centre issue was resolved and adequate resources were made available.

The Outer North NRA

- Representation was made from the Greater Shantallow Area to include new estates such as Cornshell Fields, Earhart Park and Amelia Court within the 'Outer North' NRA. Concern was expressed that the maps used were out of date and did not show the Rossnagalliagh, Ferndale and Fernabbey estates. The construction of a number of public housing estates in the Greater Shantallow Area took place after the data, used by Noble, was collected and it was contended that these areas suffer from multiple disadvantage to the same extent as many areas included in the target neighbourhood. It was argued that smaller pockets of deprivation, such as Ballyarnett, Greenhaw Avenue, Ballynagard and Coshquin, should also be included in the Outer North NRA. It was suggested that the population figure for this NRA should be around 17,500 compared with the figure of 13,877 identified in the Discussion Paper.
- Although some representation from Galliagh pointed out that 'Galliagh is a single identifiable area', it was felt that the area defined as the 'Outer North' could

make sense to local people if the working title of the NRA was reconsidered to include 'Galliagh', and if local people were adequately represented on decision-making structures. Some concern was expressed that Galliagh could be marginalised.

- It was broadly welcomed that this proposed target neighbourhood was a homogenous, geographic area as compared to the Outer West and the Waterside.

The Outer West NRA

- It was generally welcomed that the 'Outer West' NRA should comprise the Ballymagroarty/Hazelbank, Glen and Rosemount areas. It was acknowledged that the North West Development Office had taken on board local representation regarding the composition of this neighbourhood. The NRA should, however, be a coherent geographic area and should not be made up of two individual pockets of deprivation bridged by an area incorporating industrial and educational land uses. It was widely felt that Coshquin should be included in this neighbourhood. Some workshop participants also proposed the inclusion of St Eithne's Park.
- Concern was raised regarding the impact of new and proposed public housing developments, not taken account of by Noble, on resources made available under Neighbourhood Renewal. It was also stated that a number of important land use issues, associated with the relocation of Foyle and Londonderry College, the closure of Templemore School and the closure of Rosemount Police Station, would impact on this area.

- Specific challenges associated with this NRA were identified – it comprises relatively new housing, is located on the edge of the city and interfaces with rural areas both within Derry City Council and with Donegal.

Waterside NRA

- Strong lobbying was received from the ‘Waterside’ for the proposed area to be significantly enlarged to include pockets of deprivation, such as Lincoln Courts, part of Caw/Nelson Drive, the Triangle, Bonds Street and Chapel Road, within the Waterside NRA. It was felt that other areas, such as Hollymount, Prehen, Ardnabrockey, Drumahoe, Lettershandoney and Newbuildings, should also be included. Given their location on the periphery of the city, it was contended that confusion often arises amongst funders as to whether these areas are considered urban or rural. As a consequence, some participants felt that such areas loose out.
- Furthermore, it was contended that the Waterside as a whole is faced with unique challenges, which need to be taken into account by the Department. In addition to the fragmented nature of deprivation, as identified in the Discussion Paper, this part of the city contains a number of areas of weak community infrastructure, not taken account of by the Noble indicators. It was also argued by some that the target population in the Waterside should be increased to provide parity with the cityside.
- It was widely agreed that the area did not make sense to local people, largely as a result of the fragmentation and lack of geographic cohesion associated with the pockets of deprivation identified using Noble. Particular concerns were raised about the ‘workability’ of this NRA, particularly if people on one side of a street could avail of services resourced under Neighbourhood Renewal, whilst those on the other could not on the basis that they live within a different and more affluent area. It was felt that the inclusion of Clooney in the Department’s proposals, whilst Lincoln Courts was omitted, and the inclusion of only part of the Caw/Nelson Drive area in the Strategy, would only cause further marginalisation within small communities.
- Some Workshop participants stressed that the Department would have to ensure that commercial interests could not access resources targeted at Neighbourhood Renewal to the detriment of deprived communities. This issue also arose in the context of the proposed ‘Cityside’ NRA.
- A number of consultees drew attention to physical regeneration opportunities in the Waterside, including Ebrington Barracks, Ebrington Primary School and Lisneal College (Clondermot). It was suggested that linkages should be developed between strategic investment sites and this NRA for the benefit of local residents. The role of Spencer Road in the wider regeneration of the Waterside was also raised.

2.2 Priorities for Neighbourhood Renewal

There was broad agreement that the four strategic objectives and illustrative activities, set out in the Discussion Paper, were very relevant for Neighbourhood Renewal within each of the proposed target areas. It was agreed that the objectives/themes were sufficiently broad in their definition to allow

a wide variety of issues to be addressed. These priorities were seen to reflect the work already being undertaken within the target areas, as well as the objectives and themes of many other existing or draft strategies such as the NI Housing Executive Derry/Londonderry Housing Strategy, the Derry LSP Integrated Strategy and the Derry City Council Community Support Plan.

It was suggested that priorities should be considered at two levels. At the citywide level, the Neighbourhood Renewal Programme Group was considered as having an important function in determining strategic linkages and priorities. In the neighbourhood context, the Neighbourhood Partnership Boards should identify local priorities. It was felt that priorities could only be established, however, through the neighbourhood visioning and action planning process. It was stated that Plans should clearly reflect local needs and recognise locally distinctive issues and priorities. What might be relevant in one area may not be appropriate in another and so flexibility is needed in interpreting the four objectives in each set of circumstances. Feedback highlighted that guidance was required on how the four broad themes for Neighbourhood Renewal might be translated into Ten Year Visions and Three Year Action Plans, as well as specific projects and programmes of activity.

It was emphasised that the four objectives for Neighbourhood Renewal should not be considered as stand-alone, rather thought should be given as to how they are inter-linked and inter-dependent, for instance health and well-being was considered an underlying theme of all four. A number of

other potential objectives/themes were forwarded for consideration, including the social economy, cultural activities, family/childcare, sport and recreation and the environment. Some written submissions proposed a series of issues which could be considered under the four headings. A number of responses drew attention, in particular, to the important role of early years provision and support of the family, and of recreational and sporting activities, in addressing the needs of deprived communities. It was felt that these provide a distinctive contribution to neighbourhood renewal that needs to be supported and given greater consideration in plans aiming to tackle deprivation and disadvantage at a neighbourhood level.

2.3 Delivery Structures and Implementation Issues

The Discussion Paper described structures for the delivery of *People and Place* within Government at the Northern Ireland level, as well as the local level within the North West Development Office. It also explained the Department's proposals for establishing new delivery structures and governance arrangements at city and neighbourhood level.

There was little disagreement regarding the structures being proposed. Rather, debate centred on the composition of the structures, how membership would be decided and how the structures would work in practice.

2.3.1 Structures within Government

A number of issues were raised in relation to the proposed structures for delivery within Government at the Northern Ireland level, as set out below:

- In order to ensure the success of the Strategy, the importance of joined-up public sector delivery and meaningful statutory engagement was emphasised. The role of the Department for Social Development in ‘pump-priming’ Neighbourhood Renewal, and persuading and influencing other Departments and statutory organisations, was highlighted. It was felt that the Cross-Departmental Ministerial Group would play an important function in securing cross-departmental ‘buy-in’. At one of the workshops, a call was made to ensure that the community/voluntary sector from the city was adequately represented on the Neighbourhood Renewal Advisory Group referred to in *People and Place*.
- Some concern was expressed about the Department’s Voluntary and Community Unit using the District Councils to deliver capacity building training under the Community Support Programme. It was recommended that if this approach was used, monitoring systems should be put in place to ensure the monies were used as additional to other funded programmes delivered by the Councils.

2.3.2 Local Delivery Structures

The Discussion Paper proposed a number of local delivery structures for the implementation of Neighbourhood Renewal in Derry. Much of the debate at the workshops centred on these proposed structures. A number of general issues were raised:

- It was pointed out that the diagrammatic representation of the delivery structures in the Paper appeared ‘top down’, illustrating insufficient engagement with the

Neighbourhood Partnership Boards (NPBs) in particular.

- It was widely articulated that the structures should represent an equal partnership between government/statutory bodies and the community/voluntary sector. This would require changes in the ‘working cultures’ both within public/statutory organisations and the community/voluntary sector.
- It was recognised that not only does the private sector have a role in developing local economies and providing employment, but that it also has an important function in the transfer of knowledge, skills and resources to the community sector. The difficulty of securing and maintaining private sector involvement was widely recognised. It was suggested that community-based businesses/social economy initiatives could be representative of the business sector on the proposed structures.

Neighbourhood Renewal Programme Group (NRPG)

- It was acknowledged that this Group should consider Neighbourhood Renewal at a strategic level within the city and should therefore involve key stakeholders, such as statutory organisations, with resources (skills and expertise as well as money), influence, authority and strategic responsibility.
- Community sector responses emphasised that committed statutory sector involvement at all levels was needed. This required the involvement of statutory representatives with the power to implement change. A number of comments were made that fund holders are often not based in Londonderry which

could lead to the possibility of local proposals being rejected. There was a call for senior officials in relevant public bodies to be required to join the NRPG.

- Whilst there was endorsement of the need for this Group to include statutory representation, there was strong lobbying that the community sector also be represented. It was suggested that each Neighbourhood Partnership Board (NPB) should have at least one representative on the NRPG whilst some consultees pressed for the community sector to comprise 50% of Group membership. Calls were made for an open and transparent process to determine membership of the NRPG.
- A number of organisations referred to ‘partnership overload’ and ‘partnershipitis’, raising concerns about the additional workload for partners in the new structures. The need for representatives on these structures to be aware of their responsibilities, and the level of commitment required, was highlighted. Some recommended that a streamlined approach was needed, using existing structures where possible.
- The Local Strategy Partnership for the Derry City Council Area submission suggested that it could use its existing structures to become the NRPG and thereby avoid a transition stage in the establishment of a new body. Although also supported by Derry City Council, there was little evidence of wider support for this proposal.
- At a number of the workshops, discussion took place around the inclusion of political representatives on the NRPG. There were

diverging opinions on this matter. It was also suggested that local councillors should be involved on the Neighbourhood Partnership Boards. Some workshop attendees expressed their disappointment at the fact that elected local representatives were not present.

- A potential conflict was envisaged if the NRPG was given a role in approving Vision Frameworks and Neighbourhood Action Plans. It was stated that clear guidance and training would be required regarding the function and the operation of this Group.

Local Neighbourhood Renewal Unit (LNRU)

- The importance of the Unit being adequately resourced to deliver the Neighbourhood Renewal Strategy was pointed out. It was contended at the Workshops that staff shortages have delayed the processing of funding applications by the North West Development Office over the past two years.
- The LNRU should be a support mechanism for the Neighbourhood Renewal Programme Group and the Neighbourhood Partnership Boards. It was also suggested that the Unit should have a research function.

Neighbourhood Partnership Boards (NPBs)

- There was general agreement that representation to these Boards should be determined locally and not by Government. The process for determining representation should be set out clearly and should be open and transparent. A number of models were suggested for making appointments to the Boards - the

election process as used by the LSP, the 'New Deal for Communities' Boards in England and Wales where elections for community representatives were held, and the process undertaken by Triax. The composition of these Boards was considered an equality issue by some consultees.

- Some feedback indicated that smaller groups and organisations have, in the past, felt excluded from decision-making structures with places usually taken by a small number of key players. However, it was recognised that members should be skilled at articulating the areas' needs and negotiating funding. Other members should represent relevant public/statutory organisations, service providers, and the private sector.
- Some respondents suggested that a place should be made available on NPBs for groups and bodies representing single issues and ethnic minorities. It was felt that this was important from an equality perspective.
- It was requested that the role and function of the NPBs be clearly defined by the Department. Suggestions included that the Boards should have adequate authority to ensure action plans are delivered, that they have a similar role to the Peace II Sub-committees involving the judging of applications and awarding of funding, and that they should have budgetary responsibilities. Practical matters also require consideration regarding, for instance, the legal status of the NPBs and how they will be resourced.
- It was said that the NPBs would require support with visioning and strategic planning, as well as project design, financial management and monitoring. It was suggested that the Department should provide guidance and/or a framework covering the key training needs for a NPB.
- It was proposed that the city's four NPBs form a network to co-ordinate activities and collaborate on programmes and projects where appropriate, and to exchange information and transfer best practice. It was felt that many issues were common across areas and that economies of scale could be achieved by delivering services and facilities across neighbourhoods.
- A number of respondents stated that existing organisations, such as area partnerships, could be audited to determine whether they could be modified or developed to take up the role of an NPB. It was felt that Neighbourhood Renewal should build upon existing initiatives such as the Peace 2.11 structures. Where these do not exist, it was suggested that the North West Development Office could facilitate the establishment of Boards through consultation with the community/voluntary sector.
- Calls were made for the provision of transitional funding arrangements to enable the establishment and development of the new structures in each of the target areas.
- In written submissions, a number of organisations presented cases to bring forward the establishment of NPBs in their respective areas. Triax was discussed as a possible embryonic structure for the **Cityside** Neighbourhood Renewal Area. This was largely uncontested, although

some representation from the Diamond ward area expressed concern regarding adequate representation on the NPB. In relation to the **Outer North**, the Greater Shantallow Area Partnership submission proposed that its existing structure could be developed as the NPB for this area.

At the workshops, it was recognised that significant lessons had been learned from the Outer North (Greater Shantallow) Integrated Development Initiative model but some concern was expressed regarding community representation on the over-seeing body. The Ballymagroarty/Hazelbank Community Partnership advised that it has identified representation for the **Outer West** NPB. Finally, the Waterside Area Partnership submission made a case for building upon its existing structures to form the **Waterside** NPB. During consultation, the North West Development Office emphasised that Neighbourhood Partnership Boards must be inclusive structures, and should be able to demonstrate that steps have been taken to represent the interests of all residents of the designated areas.

2.3.3 Implementation Issues

A number of key issues were raised which, it was commonly felt, would be instrumental to the successful implementation of the Neighbourhood Renewal Strategy. These relate to resourcing and delivering the Action Plans, linking with other strategies and initiatives, and measuring the impact of the Strategy.

Resourcing and Delivering the Structures and Action Plans

- Comments were made that Northern Ireland was significantly under funded compared with Great Britain in relation to area-based regeneration. A call was made

at one of the workshops for additional 'new' monies to be ring-fenced as a percentage of the Northern Ireland Block Grant for Neighbourhood Renewal.

- It was widely stated that the Strategy would not succeed without additional funding being directed at disadvantaged neighbourhoods. However, it was recognised that the Department alone could not resource Neighbourhood Renewal and that financial commitments were required from other Departments and statutory bodies with budgetary powers. Concern was expressed about the lack of definite commitment from other Departments and agencies regarding mainstreaming. The question was asked as to whether other public bodies would or could target their resources to the defined NRAs, phrased as 'bending the spend'.
- Submissions questioned how budgets would be allocated to the targeted areas - by population, by taking account of existing resources/programmes being delivered, by identifying the service delivery needs of local residents. It was widely articulated that areas/local delivery structures should not be competing for resources.
- The closure of the Londonderry Regeneration Initiative (LRI) at the end of March 2004 generated some discussion. It was suggested that commitments made under LRI should be incorporated into the new strategy where they meet Neighbourhood Renewal criteria. Furthermore, there was concern within the community and voluntary sector that groups could go out of existence, and key skills and expertise lost, if transitional

funding arrangements were not put in place as a matter of urgency. It was stated that the transition from existing expenditure programmes needed to be well managed.

- It was also suggested, however, that Neighbourhood Renewal need not only be about securing more funding, but also about spending existing funding more effectively. Making better use of school buildings in the evening for community purposes, as suggested in the Discussion Paper, was highlighted as an example.
- It was agreed that the important issue for Neighbourhood Renewal is the effective delivery of services and not who actually delivers the services. It was suggested that partnerships and consortia could be established to deliver local services, for instance to families, young people and the elderly. However, it was stated that where community organisations were best placed to deliver services, core funding was required, linked to the realistic pricing of service delivery. Where there are existing delivery structures, there was a need to dovetail with and not duplicate these.
- The approach involving long-term vision frameworks and rolling three-year action plans was welcomed. This, it was felt, would provide greater security within the community and voluntary sector and enable the adoption of strategic and planned development. However, it was also stressed that plans and programmes need to be flexible to accommodate changing circumstances and respond to new issues, problems and funding opportunities. Furthermore, the aims and objectives of programmes should not be

lost through pressure to achieve results when funding deadlines are close.

- It was suggested that the Action Plan should become the mechanism for the draw down of funding, rather than having to complete separate applications for each project set out in the Plan. Concern was expressed at the amount of bureaucracy currently associated with applying for and drawing down funding, in particular EU monies.
- A number of submissions suggested that a Communications Strategy was required to disseminate information on the new structures and how these link with other initiatives and programmes. A newsletter and website could enable the sharing of information and exchange of 'best practice'.

Linking with other Strategies and Initiatives

- There was some concern about the perceived lack of co-ordination between various strategies, programmes and initiatives that impact at either the city-level or within disadvantaged areas. It was suggested that the Neighbourhood Renewal Programme Group would play an important over-seeing role and would provide links to other organisations with a remit for urban regeneration such as Ilex Urban Regeneration Company, the LSP, Derry City Council and the NI Housing Executive.
- The relationship between the deprived neighbourhoods and the city centre was considered by some. It was felt that Neighbourhood Renewal would need to ensure the integration of the target areas with jobs, training, services and facilities provided in the Central Business District for the wider city and its hinterland.

- It was also felt that, in order for Neighbourhood Renewal to be successful, other Departments and statutory bodies would need to adjust their strategies and plans. Otherwise, scarce resources would continue to be dissipated if various organisations continued to target different areas and adopt different funding timescales for project and programme delivery. It was felt that work needed to be undertaken to map other programmes and initiatives to the proposed NRAs. Effective joined-up strategic planning and implementation, involving ‘bending the spend’ by government departments and statutory bodies, would add real value to resources coming into deprived neighbourhoods.

Measuring the Impact of the Strategy

- There was concern about the way in which the Strategy would be monitored and evaluated. It was felt that impact needed to be assessed from a social as well as economic perspective and should take into account qualitative as well as quantitative indicators. For instance, targets/indicators should incorporate a measure of attitude change.
- It was also pointed out that the population of many disadvantaged areas was transitional and changing. For example, improvements in the lives of people through education and training might, in some instances, cause outward movement from the area. This leakage would make it difficult to assess the impacts, especially in terms of social and demographic indicators. These issues should be addressed in the local needs analysis and in the targets set for the area as part of the action planning process.

2.4 Equality and Neighbourhood Renewal

In conjunction with the Discussion Paper, the North West Development Office issued a ‘Consultation Response Pro Forma on Equality Issues’ aimed at helping individuals and groups submit a written response, on equality issues, to the Paper. Given the very small number of questionnaires returned (seven in total), it was difficult to ascertain the likely impact of the proposals from an equality perspective.

Of the seven questionnaires returned, only two indicated that the proposals contained within the Discussion Paper would impact negatively on equality of opportunity. Moreover, four responses stated that the proposed Neighbourhood Renewal Areas and delivery structures for Derry were unlikely to have an adverse impact on the Section 75 equality categories⁴ identified under the Northern Ireland Act 1998. As reflected during consultation, concerns raised in the questionnaire responses related to the impact of the area-based approach on single-issue groups, disadvantaged areas omitted from Neighbourhood Renewal and areas of weak community infrastructure.

As described in the Discussion Paper, equality screening exercises will be applied during the preparation of Neighbourhood Renewal Vision Frameworks and Neighbourhood Action Plans in all target areas. This approach was widely welcomed during consultation. It was also acknowledged by consultees that the Neighbourhood Renewal Programme Group and the Neighbourhood Partnership Boards should have primary responsibility for the attainment of equality objectives in their structures and plans. Guidance was

⁴ Age, Gender, Marital Status, Religious Belief, Racial Group, Disability, Dependents, Political Opinion and Sexual Orientation.

requested from the Department regarding how the Vision Frameworks and Action Plans could contribute to equality aims.

3 CONSULTATION WITH DERRY CITY COUNCIL

3.1 Presentation to Council

The North West Development Officer, Declan O'Hare, addressed a specially convened meeting of Derry City Council on 9 February 2004. He described the aim and objectives of the Neighbourhood Renewal Strategy to the meeting, and outlined the key principles for the identification of Neighbourhood Renewal Areas. He explained the proposals for the implementation of the Strategy in Londonderry, as set out in the Discussion Paper. These included the proposed target areas for Neighbourhood Renewal in the city and proposed delivery structures. He posed the question as to how Neighbourhood Partnership Boards (NPBs) should be established.

Mr O'Hare drew attention to a number of key issues for implementation of the Strategy. These were as follows:

- Neighbourhood Action Plans should focus on providing ways out of social exclusion;
- Neighbourhood Renewal is about the delivery of services and not about who delivers them;
- In order for the Strategy to work, other Department/Agencies must buy-in and the Department for Social Development, through the cross-Departmental Ministerial Group and the Development Office, will work to secure that buy-in;
- For the North West Development Office, the new Strategy will mean the closure of the Londonderry Regeneration Initiative with future funding being focused on neighbourhood renewal activities.

Following this presentation, Members were invited to comment on and respond to the proposals and issues raised.

3.2 Council Members' Responses

The comments, observations and responses to the presentation are summarised below:

- Members from all political parties on Council welcomed the Neighbourhood Renewal Strategy, which they saw as a key vehicle for addressing disadvantage in the city.
- Whilst acknowledging the importance of the new Strategy being targeted at the most disadvantaged neighbourhoods, some Councillors urged the Department to ensure that funding also be made available to support areas outside those defined using the Noble Index. There was a strong lobby in favour of allowing some flexibility in defining the boundaries of target neighbourhoods.
- For the Strategy to be successful, Members agreed that joined-up public sector delivery and meaningful engagement by all key stakeholders was required. The importance of the Housing Executive's role in regeneration within the target neighbourhoods was highlighted.
- A number of Members expressed concern that the Department had been slow to deliver funding under recent programmes,

and called for early implementation of the new Strategy in a way that would release funds as soon as possible. Several Councillors stressed the importance of Council aligning its own Community Services budget with the Department's new Strategy.

- All parties regarded the proposed delivery structures as evidence of a commitment by the Department to an inclusive approach and expressed willingness to participate in the new Neighbourhood Partnerships Boards (NPBs). Council felt it was important that these new structures should, where possible, build upon existing neighbourhood partnerships, but also expressed concerns about the effectiveness of some of these. The Council welcomed an undertaking by the North West Development Office that, where neighbourhoods failed to agree on membership of the new NPBs, the Department would pursue alternative arrangements to ensure delivery of the Strategy.
- Members supported the Department's proposal that elected Councillors be invited to participate in the new Neighbourhood Partnership Boards and that a senior official of Council be invited to participate on the proposed Neighbourhood Renewal Programme Group.

SECTION 2

4. RESPONDING TO ISSUES

Section One of this Report sets out the wide range of views and opinions expressed as part of the consultation process. There was a large measure of agreement between the various participants and contributors to this process on a number of issues. This section summarises the North West Development Office's response to these issues and considers how comments and suggestions, where possible, will be incorporated into the Implementation Plan for Derry/Londonderry.

During consultation, a number of comments and concerns were raised relating to the Department's general proposals for the implementation of *People and Place*, and are not specific to the local context. These include representation on the Neighbourhood Renewal Advisory Group, the role of District Councils in the delivery of capacity building training under the Community Support Programme and the resourcing of Neighbourhood Renewal in Northern Ireland. These comments have been forwarded to the Department's Neighbourhood Renewal Unit for consideration at a strategic level.

ISSUE RAISED	DEPARTMENT RESPONSE
<p>1. Area-based Approach & Equality The area-based approach adopted by '<i>People and Place</i>' does not take account of the needs of single-issue groups and disadvantaged people that do not have a geographic constituency. Mechanisms are required to provide continued support for such organisations.</p> <p>The Department's proposals do not indicate how the needs of communities and neighbourhoods, within which conditions are at risk of deteriorating, will be addressed.</p>	<p>Neighbourhood Renewal is an area-based programme that targets complex deprivation where it is most concentrated. However, the Department recognises the important role that single-issue groups and organisations play in addressing the needs of disadvantaged people. Furthermore, we acknowledge that there are some pockets and clusters of deprivation within our towns and cities that do not fall within the target areas (worst 10% urban wards and EDs) as defined using the Noble Index. The Department will therefore introduce a support programme to address the needs of other deprived areas and communities not selected for Neighbourhood Renewal. This will also include provision for social needs initiatives, such as special interest/single issue groups, that target particular types of disadvantage and for those aimed at improving weak community infrastructure.</p> <p>It should also be noted that organisations that address specialist issues or whose work impacts directly on one or more of the targeted areas may be eligible for Neighbourhood Renewal funding, provided they can demonstrate how their work or services benefit residents in the target areas.</p>

ISSUE RAISED	DEPARTMENT RESPONSE
<p>The Strategy should not encourage communities to be inward-looking.</p> <p>Consideration should be given as to how NRAs relate to each other, the rural hinterland and the city as a whole. A citywide approach is required that ensures attention is paid to cross-area and cross-partnership working to tackle problems at the strategic level.</p> <p>2. Defining Target Areas</p> <p>The areas identified in the Discussion Paper are unclear in that the maps are out-of-date and new estates and developments are not shown.</p> <p>A number of disadvantaged parts of the city are not included in the proposed target areas, either because they are located within larger areas that do not score high on the Noble Index of Deprivation or because new housing estates were built after the data used by Noble was collected. It was suggested that additional data to Noble should be considered to help refine the areas boundaries, for example new GIS data available from NISRA which relates to 'Census Output Areas'.</p> <p>Some flexibility should be allowed in defining the boundaries of target neighbourhoods.</p>	<p>The Department sees the Neighbourhood Renewal Programme Group (NRPG) as a key vehicle in ensuring that Neighbourhood Renewal integrates with other strategies and initiatives in the city. This Group will also encourage collaborative work between neighbourhoods where economies of scale can be achieved and will facilitate networking, the exchange of information and the transfer of 'best practice' between areas.</p> <p>The Department acknowledges that the maps used are out-of-date and, for the Implementation Plan, will use the most recent available maps to illustrate the target areas. The 'Noble Index' of Multiple Deprivation in Northern Ireland was used as an objective method of identifying concentrations of deprivation. Whilst the Department recognises that there are some limitations associated with the use of Noble to establish Neighbourhood Renewal Area boundaries, it is the only statistical tool currently available to define and measure multiple deprivation. It is therefore used as a 'guide' to determine where Neighbourhood Renewal Areas should be established. The precise boundaries of these areas will be informed through a process of local discussion and the consideration of other available statistical data. Clearly local choice, knowledge and research will play an important role in agreeing NRAs. The final boundaries for the Derry NRAs – and the titles/names given to the 'neighbourhoods' - will be agreed between the Neighbourhood Partnership Boards, when established, and the Department. These will also require the endorsement of the Neighbourhood Renewal Programme Group. There may be scope for further consideration of the NRA boundaries when a review of</p>

ISSUE RAISED	DEPARTMENT RESPONSE
<p>Further consideration should be given to 'working titles'/names of the NRAs.</p> <p>The inclusion of part of the commercial core of the city within the Strategy caused some concern. Commercial interests, and organisations with a remit for the wider city area and hinterland, could have opportunity to access resources targeted at NRAs at the expense of disadvantaged people on whom the Strategy is focused.</p> <p>The continuous movement of residents in and out of the city centre means they have often little affinity with the 'neighbourhood' and attempts to measure the impact of Neighbourhood Renewal activities could be distorted and difficult to track.</p> <p>Neighbourhoods should be coherent geographic areas and should not comprise fragmented clusters of deprivation.</p>	<p>statistical measures of deprivation in Northern Ireland is published in 2005. In addition, organisations or projects impacting on areas outside those initially targeted by Neighbourhood Renewal may be eligible for funding under the new support programme referred to previously.</p> <p>Any actions supported under Neighbourhood Renewal must demonstrate that they address the needs of local people within the target areas and are in the keeping with the goals and objectives of <i>People and Place</i>. They must also relate to the priorities identified in the Vision Frameworks and Neighbourhood Action Plans prepared at the local level. Any activities that impact on more than one NRA will be considered as joint initiatives between the relevant neighbourhoods and will be resourced accordingly. The Neighbourhood Renewal Programme Group (NRPG) will be instrumental in ensuring the coordination and integration of such projects and activities.</p> <p>The aim of <i>People and Place</i> is to help close the gap between the quality of life for people in the most deprived neighbourhoods and the rest of society. The Department recognises that different sections of the community and areas within the neighbourhoods may have differing needs, but that it is important that these needs are addressed in an inclusive manner within the context of 'neighbourhood'. The preparation of Vision Frameworks and Action Plans by Neighbourhood Partnership Boards will involve local needs analyses and the identification of targets and performance indicators that take account of the unique challenges and circumstances faced by particular neighbourhoods.</p> <p>Within the Waterside NRA in particular, the Noble indicators have identified a number of clusters or pockets of deprivation. The Department recognises the unique challenges faced within this part of the city and</p>

ISSUE RAISED	DEPARTMENT RESPONSE
<p>The Strategy should take account of important land use issues associated with key development sites located within or adjacent to NRAs, and the opportunities and challenges that these present for local people.</p> <p>3. Priorities for Neighbourhood Renewal</p> <p>Priorities for Neighbourhood Renewal should be considered at both the city and neighbourhood level. Local priorities can only be identified through the preparation of the Vision Frameworks and Neighbourhood Action Plans.</p>	<p>acknowledges that the delivery of Neighbourhood Renewal must adopt an integrated and co-ordinated approach, using economies of scale where possible. It is considered that additional discussion and negotiation will be required with local groups and key stakeholders in order to resolve these boundary issues.</p> <p>The Neighbourhood Renewal Programme Group will comprise public sector representatives and fund holders in the main, including officers from the Department, Ilex Urban Regeneration Company, the International Fund for Ireland and Derry City Council. This will ensure the integration and coordination of Neighbourhood Renewal with other strategy forums for the city, and will provide local neighbourhood representatives on the Group with the opportunity to influence proposals for key development sites.</p> <p>The Department recognises that the success of Neighbourhood Renewal will depend upon addressing inter-related community, economic, social and physical issues in a planned and integrated manner, involving the active participation of the people that live within target areas and the organisations that work in or deliver services to these neighbourhoods. The objectives for Neighbourhood Renewal, set out in <i>People and Place</i>, will be addressed at both city and neighbourhood level. The Neighbourhood Renewal Programme Group (NRPG) will have a key function in determining linkages with strategies and programmes being delivered by other public and statutory bodies, and in encouraging joint initiatives between target areas. At the neighbourhood level, priorities will be</p>

ISSUE RAISED	DEPARTMENT RESPONSE
<p data-bbox="276 824 694 1016">4. Structures and Relationships Joined-up public sector delivery and meaningful statutory engagement is required for the Strategy to be successful.</p> <p data-bbox="276 1485 730 1720">The diagrammatic representation of the delivery structures in the Discussion Paper appears ‘top down’, illustrating insufficient engagement with the Neighbourhood Partnership Boards (NPBs) in particular.</p> <p data-bbox="276 1776 738 1966">It was widely articulated that delivery structures should represent an equal partnership between government/statutory organisations and the community/voluntary sector. Whilst</p>	<p data-bbox="778 539 1452 775">determined through the preparation of the Neighbourhood Renewal Vision Frameworks and the Neighbourhood Action Plans. These should clearly reflect local needs and recognise locally distinctive issues and priorities. The Department will provide guidance on the preparation of the Vision Frameworks and Action Plans.</p> <p data-bbox="778 869 1455 1435">The Department will drive Neighbourhood Renewal forward and seek genuine reforms in the way public services are delivered at three levels. A cross-Departmental Ministerial Group has been formed to provide strategic direction and secure the commitment of all parts of government to the successful implementation of the Strategy. At the city level, the Neighbourhood Renewal Programme Group will ensure strategic linkages and coordination and will consider the resource implications for departments and statutory organisations. At the neighbourhood level, operational staff from public and statutory bodies will serve in an advisory capacity to Neighbourhood Partnership Boards, ensuring dialogue at the local level and integration between neighbourhood plans and strategic initiatives.</p> <p data-bbox="778 1485 1455 1597">A revised diagrammatic representation of the relationship between the proposed delivery structures will be presented in the Implementation Plan.</p> <p data-bbox="778 1776 1417 1966">Instrumental to the successful implementation of Neighbourhood Renewal will be the development of structures at city level (the Neighbourhood Renewal Programme Group) and at neighbourhood level (the Neighbourhood Partnership Boards) to identify, prioritise</p>

ISSUE RAISED	DEPARTMENT RESPONSE
<p>there was endorsement of the need for the Neighbourhood Renewal Programme Group to consider Neighbourhood Renewal at a strategic level within the city and to therefore involve key stakeholders, such as statutory and funding bodies, there was strong lobbying for the community sector/local people to also be represented. It was suggested that each Neighbourhood Partnership Board (NPB) should have at least one representative on the NRPG.</p> <p>Representation on the NPBs should be determined locally. Existing organisations, such as area partnerships, could be audited to determine whether they could be modified or developed to take up the role of an NPB. Triax was discussed as a possible embryonic structure for the Cityside area. It was recognised that significant lessons had been learned from the Outer North EPF model but some concern was expressed regarding community representation on the over-seeing body. Local groups have given consideration to representation to the Outer West NPB. The Waterside Area Partnership has made a case for building upon its existing structures to form the Waterside NPB.</p> <p>Some feedback indicated that smaller groups and organisations have felt</p>	<p>and oversee the delivery of actions and services within the target areas. Although membership of the NRPG will largely comprise public sector representatives and fund-holders, the Department recognises that local people have an important role to play on this body. It is therefore proposed that each Neighbourhood Partnership Board will be represented on the NRPG by its respective Chairperson. This approach was endorsed by Derry City Council and discussions are underway to identify potential public sector/statutory representation.</p> <p>The Department recognises that decisions on Neighbourhood Renewal should be taken as close to local people as possible. We do not wish to impose structures but will support and facilitate the establishment of NPBs as appropriate. It is proposed that Triax, currently operating as a pilot partnership structure, will be built upon to form the NPB for the Cityside NRA. The EPF Integrated Planning Group, which has been in place for three years, will form the basis of the Outer North NPB although concerns regarding community representation will need to be addressed. A fledgling consortium, established to progress the Outer West NPB, will require some facilitation and development. In the Waterside, the Department will work along with the Waterside Area Partnership, the Peace II Sub-committees and other key stakeholders to form the NPB for this area.</p> <p>The Boards must be inclusive structures, and must be able to demonstrate that steps have been taken to represent</p>

ISSUE RAISED	DEPARTMENT RESPONSE
<p>excluded from partnership structures in the past. Places should be made available on NPBs for representatives of single issue and ethnic minority groups.</p> <p>The role and function of the NRPB and the NPBs should be clearly defined by the Department. Guidance, support and training (where appropriate) should be provided for members of the new structures.</p> <p>5 Resourcing and Delivering the Strategy</p> <p>The Department alone cannot resource Neighbourhood Renewal. Financial commitments are required from other Departments and statutory bodies with budgetary powers. Work is required to ‘map’ other programmes and initiatives to the target neighbourhoods. Effective joined-up strategic planning and implementation, involving ‘bending the spend’ by other Departments and agencies, would add real value to resources coming into deprived areas.</p>	<p>the interests of all residents of their respective areas. Where neighbourhoods fail to agree on membership of the new NPBs, the Department will pursue alternative arrangements to ensure delivery of the Strategy. Derry City Council has endorsed this approach. The NPBs will comprise, in the main, local community sector leaders and elected Councillors. Operational officers from public and statutory bodies will serve in an advisory capacity as required. Private sector involvement will also be encouraged.</p> <p>The Department will provide guidance on the role and function of the NRPB and NPBs. Staff from the Local Neighbourhood Renewal Unit will support the establishment and operation of these structures. Training needs will be identified and training provided as required. The Department will also provide guidance relating to the preparation and content of Vision Frameworks and Neighbourhood Action Plans.</p> <p>Government Departments, agencies and public bodies spend substantial amounts of money on programmes aimed at improving the social, economic and environmental well being of deprived areas. The cross-Departmental Ministerial Group will ensure that all Government Departments remain committed to targeting funding at the needs of the most deprived neighbourhoods and to making public services as effective as possible by improving the co-ordination of statutory agencies and the targeting of resources. At the city level, the Neighbourhood Renewal Programme Group will largely comprise public sector representation and fund holders with budgetary</p>

ISSUE RAISED	DEPARTMENT RESPONSE
<p>Questions were asked during consultation as to how the Department would resource Neighbourhood Renewal. As the establishment of new structures and the preparation of Vision Frameworks and Action Plans could take some time, the transition from expenditure programmes (such as the Londonderry Regeneration Initiative) to Neighbourhood Renewal needs to be well managed. Concern was expressed within the community and voluntary sector that groups could go out of existence, and key skills and expertise lost, if transitional funding arrangements were not put in place.</p> <p>There are different levels of capacity for delivery of the Strategy within the four neighbourhoods. The need was identified to invest in capacity building within less developed neighbourhoods.</p>	<p>responsibilities who will consider the resource implications of the Vision Frameworks and Action Plans for agencies, Departments and other key stakeholders.</p> <p>As part of resourcing Neighbourhood Renewal, the Department has refocused its urban regeneration resources to give priority to the new Strategy. The Londonderry Regeneration Initiative has been closed and the Neighbourhood Renewal Investment Fund introduced to ensure the smooth transition to Neighbourhood Renewal. This will provide funding to stimulate and support community, economic, social and physical activity within the designated Neighbourhood Renewal Areas. In order to ensure a smooth transition from current arrangements to Neighbourhood Renewal, the Department will implement the Strategy in three phases.</p> <p>Phase 1 will operate from 1 April 2004 until 31 March 2005 and is designed to provide bridge funding for projects operating within or impacting directly upon the target areas. Phase 2 is designed to assist Neighbourhood Renewal Areas move towards full implementation of the Strategy as quickly and effectively as possible. It will provide funding to assist with the formation of Neighbourhood Partnership Boards, and the creation of Vision Frameworks and Neighbourhood Action Plans. Funding will also be provided for projects that improve the economic, social and physical conditions within NRAs and the processes of community renewal, and for projects that build and sustain the infrastructure necessary to implement the Neighbourhood Renewal Strategy at regional, city/town and neighbourhood level. Commencement of the implementation of the Neighbourhood Action Plans will</p>

ISSUE RAISED	DEPARTMENT RESPONSE
<p>Although the approach involving long-term vision frameworks and rolling three action plans was welcomed, plans and programmes need to be flexible to accommodate changing circumstances and respond to new issues, problems and funding opportunities.</p> <p>Action Plans should become the mechanism for the draw down of funding to help address the amount of</p>	<p>complete the transition to the final phase (Phase 3) of Neighbourhood Renewal. Throughout the implementation of the Strategy, programmes will take account of the need to develop the capacity of communities to deliver Neighbourhood Renewal.</p> <p>To supplement the funding that will be directed to the NRAs by mainstream Government Departments and Agencies, DSD will continue to make use of EU and other funding sources such as the International Fund for Ireland. The possibility of securing additional resources will also be explored.</p> <p>The Vision Frameworks and Action Plans will identify how the needs and priorities of people within the designated areas will be addressed. These will be developed by the NPBs in conjunction with local residents. They will seek to maximise the effectiveness of public services and resources, which may be delivered through a range of statutory, community and private organisations. Alongside overseeing the activities to be undertaken in their neighbourhoods, the Neighbourhood Partnership Boards will monitor the programmes and impact of those activities and ensure that approval is sought for revisions to Plans and programmes which may be required as the implementation process progresses. The Neighbourhood Renewal Programme Group will have responsibility for monitoring the progress of <i>People and Place</i> across the city and for making recommendations for changes. The monitoring and evaluation of the implementation of the Strategy by the Department will also be an integral part of its delivery.</p> <p>The implementation of <i>People and Place</i> will require projects and programmes to be developed within the timescales set out in the Neighbourhood Action Plans. All</p>

ISSUE RAISED	DEPARTMENT RESPONSE
<p>bureaucracy currently associated with applying for and drawing down funding.</p> <p>A Communications Strategy should be put in place to disseminate information on Neighbourhood Renewal, including the exchange of 'best practice'.</p> <p>The impact of Neighbourhood Renewal needs to be assessed from a social as well as economic perspective and should take account of qualitative as well as quantitative indicators. Furthermore, the population of many disadvantaged areas is transitional and changing, which will make it difficult to assess the impact of the Strategy, particularly in terms of social and demographic indicators.</p>	<p>public money must be fully and accurately accounted for. This means that the Department (and other public sector organisations and funding bodies) will be responsible for assessing, appraising and approving any use of their own resources on Neighbourhood Renewal activities. Accountability also demands that financial management systems be set in place to ensure that money is not only spent accurately, but also efficiently and on time. Adherence by projects to audit and financial controls, which are an essential requirement to the way in which public money is spent, will be necessary.</p> <p>The Department acknowledges the benefits of introducing a communications strategy and is considering ways to take this forward within the context of the overarching Neighbourhood Renewal Strategy for Northern Ireland.</p> <p>Monitoring the progress of Neighbourhood Renewal against precise objectives will demand a range of indicators that measure financial inputs, activities, outputs and outcomes. In particular, the Department sees the ability of local plans to lever in additional resources from the statutory, private and voluntary sectors as vital to the way in which we measure success. But we also want to know the effect that the new approach has on 'processes' involved in local development, community participation and on 'social' as well as physical and economic capital within disadvantaged neighbourhoods. The real test of Neighbourhood Renewal will be whether conditions in the identified areas change. For this reason, Illustrative Core Output Indicators and Proposed Neighbourhood Renewal Targets that can record the outcome of the Neighbourhood Action Plans have been identified by the Department and published in <i>People and Place</i>. However, alternative or additional</p>

ISSUE RAISED	DEPARTMENT RESPONSE
<p>6. Equality and Neighbourhood Renewal</p> <p>From an equality perspective, concerns raised during consultation related largely to the area-based approach adopted by <i>People and Place</i> and to the formation and composition of the delivery structures.</p>	<p>indicators can be identified as part of the neighbourhood visioning or action planning processes in specific Neighbourhood Renewal Areas to suit their individual circumstances and needs.</p> <p>As stated above, the Department will introduce a support programme to provide funding for other disadvantaged areas and groups that will not be supported under Neighbourhood Renewal. We will also work within the neighbourhoods to assist with the establishment of partnership structures which must be open, accountable and inclusive in respect of their communities, demonstrate a broad level of support within the ‘neighbourhood’ and represent the interests of smaller groups as well as the larger organisations within the area.</p> <p>The comments and opinions received during consultation have helped the Department to prepare the Draft Implementation Plan for Derry/Londonderry and associated Draft Equality Impact Assessment (EQIA). There is further opportunity for feedback on the equality aspects of the Draft Plan, which will issue with the Draft EQIA for consultation. These documents will be hosted at the Department’s website at www.dsdni.gov.uk.</p>

Annex 1

Index of Submissions on the Discussion Paper

Community and Voluntary Sectors

Age Concern
 An Gaelaras
 Association of Independent Advice Centres
 Ballymagroarty/Hazelbank Community Partnership
 Citizens Advice Bureau
 Creggan Childcare & Family Support Forum
 Creggan Enterprises Limited
 Diamond Development Association
 Family Information Group
 Fernabbey & Glendale Community Association
 Galliagh Community Development Group
(2 written responses received)
 Glenview Community Association
 Greater Shantallow Area Partnership
 Greater Shantallow Community Arts
 Groundwork NI
 Lettershandoney & District Development Group
 Lifestart Foundation Ltd
 Mencap in Northern Ireland
 Old Library Trust
 Priorians Ladies Hockey Club
 Rosemount Resource Centre
 Sustrans
 Tidy Northern Ireland
 Triax Taskforce
 Trojans Youth & Community Development Group
 Ulster Prisoners Aid
 Waterside Area Partnership
 Western Area Childcare Partnership

Statutory Sector

Derry City Council - Deputy Chief Executive
 Derry City Council - Recreation & Leisure Department
 Local Strategy Partnership for the Derry City Council Area
 Northern Ireland Housing Executive - Waterside District
 Manager
 Northern Ireland Housing Executive - Western Area Manager
 Western Education & Library Board – Chief Executive
 Western Education & Library Board – Library Service
 Western Health & Social Services – Investing for Health
 North West Institute of Further & Higher Education

Others

Anonymous

Annex 2

Neighbourhood Workshop Presentations

WORKSHOP	SPEAKER	TOPIC
Outer North	Declan O'Hare North West Development Officer	Background to Neighbourhood Renewal and Department's proposals for implementation in Derry
	Sean Mackie Western Area Manager NI Housing Executive	Involvement in the <i>Outer North Integrated Development Initiative</i> and role in wider neighbourhood renewal activities
Cityside	Declan O'Hare North West Development Officer	Background to Neighbourhood Renewal and Department's proposals for implementation in Derry
	Charles Lamberton Chairperson Triax Taskforce	Lessons and experiences gained from the establishment and work of the <i>Triax Pilot Taskforce</i>
Waterside	Declan O'Hare North West Development Officer	Background to Neighbourhood Renewal and Department's proposals for implementation in Derry
	Des Rainey Former Co-Chairperson Derry Local Strategy Partnership	Benefits of area-based partnership approach as experienced in set up and operation of <i>Peace II Sub-Committees</i>
Outer West	Martin Quigg Head of Local Neighbourhood Renewal Unit, NWDO	Background to Neighbourhood Renewal and Department's proposals for implementation in Derry
	Brendan Bonner Investing for Health Manager Western Health and Social Services Board	Community based approach to improving health and well-being within deprived areas

Annex 3

Participation at Neighbourhood Workshops

Location	No of Females	No of Males	Total
Outer North	24	31	55
Cityside	10	35	45
Waterside	13	21	34
Outer West	11	13	24
Total	58	100	158

Participating Organisations

Ailleagh Womens Centre
 Age Concern
 Ballymagroarty/Hazelbank Community Partnership
 Bob Harte Memorial Trust
 Bogside and Brandywell Womens Group
 Bogside/Brandywell Initiative
 Brickfield North & West Tenants Association
 Cathedral Youth Club
 City Centre Enterprises Ltd
 Clooney Hall
 Common Purpose Foyle
 Community Restorative Justice
 Creggan Enterprises Limited
 Creggan Neighbourhood Partnership
 Creggan Pre-School and Training Trust
 Department of Education & Learning Childcare Co-Ordinator
 Department of Education and Learning
 Department for Social Development (DSD)
 Derry City Council
 Derry Healthy Cities Project
 Derry Youth and Community Workshop
 Destined Drop in Centre
 Family Information Group
 Fernabbey & Glendale Community Association
 Foyle Day Care
 Foyle Newpin Fathers Project
 Foyleview School
 Galliagh Community Development
 Galliagh Integrated Advice Services
 Galliagh Womens Group
 Gasyard Development Trust
 Glen Community Development
 Greater Shantallow Community Arts
 Greater Shantallow Area Partnership
 Groundwork NI
 Hazelbank Residents Action Association
 Health Action Zone
 Hillcrest House
 International Fund for Ireland
 Investing for Health (WHSSB)
 Irish Street Community Association
 Jack & Jill Community Playgroup
 Learning City
 Lettershandoney & District Development Group
 Lincoln Courts Community Association
 Local Strategy Partnership
 Long Tower Youth Club
 Naiscoil Na Rinne
 N I Housing Executive
 North West Institute of Further & Higher Education
 Derry Northside Development Trust
 Priors Ladies Hockey Club
 Queens University
 Riverview Residents Association
 Rosemount Resource Centre
 Saipak
 Sean Dolan's GAA
 Shantallow Community Restorative Justice
 Shantallow Family Group
 Shantallow Residents Association
 St Brigids Womens Group
 St. Cecilia's College
 St. Columb's Cathedral
 The Old Library Trust
 Top of the Hill 2010
 Triax Taskforce
 Tullyally & District Development Group
 Ulster Prisoners Aid
 Wapping Community Association
 Waterside Area Partnership
 Waterside Development Trust

Annex 4

Presentation at Ebrington Centre – 21 January 2004

Participants

Name	No. Of Reps.
Police Service of Northern Ireland	7
Prehen Residents	4
Prehen Historical & Environmental Society	2
Tullyally & District Development Group	2
Newbuildings Community Association	1
Twilight Zone Youth Project	1
Cross Community Women's Group Association	1
Glendermott Parish Church (Tullyally)	1
Irish Street Community Association	1
Ardnabrockry Residents Association	1
Currynierin Community Association	1
Drumahoe Village Community	1
Ulster Prisoners Aid	1
Rural Estates Programme	1
Derry City Council (Councillor)	1
Total	26

Annex 5

Glossary of Terms

Term	Definition
Local Neighbourhood Renewal Unit (LNRU)	A central Unit within the North West Development Office which will be responsible for taking forward the local implementation of People and Place. Staff will support neighbourhood structures in the preparation of Neighbourhood Renewal Vision Frameworks (NRVF) and Neighbourhood Action Plans (NAPs). The Unit will also take the lead in negotiating programmes with other agencies, Departments and sector for the Neighbourhood Renewal Areas (NRAs).
Neighbourhood Action Plans (NAPs)	Rolling 3 year Plans containing a list of costed initiatives, programmes and projects required to implement the Neighbourhood Renewal Vision Framework for the regeneration of a Neighbourhood Renewal Area.
Neighbourhood Partnership Board (NPB)	A body, comprising representatives of a Neighbourhood Renewal Area (NRA), the providers of key public services and other key stakeholders, which will oversee the preparation and implementation of a Neighbourhood Renewal Vision Framework and related Neighbourhood Action Plans for the renewal of their NRA.
Neighbourhood Renewal Area (NRA)	A deprived urban area, targeted for assistance under the Strategy, comprising a collection of area-based activities, services and facilities clustered around residential and other land uses.
Neighbourhood Renewal Advisory Group (NRAG)	A body, appointed by DSD, to provide analysis and advice in relation to the implementation and review of the Strategy, including the development of best practice and community capacity building. Membership includes urban regeneration and community development practitioners, academics, local neighbourhood representatives and other key stakeholders.

Annex 5 *continued*

Glossary of Terms

Term	Definition
Neighbourhood Renewal Programme Group (NRPG)	This Group will be established by the North West Development Office to enable consistency in the implementation of <i>People and Place</i> and to ensure that key stakeholders demonstrate resource commitment to the Neighbourhood Renewal Vision Frameworks and the Neighbourhood Action Plans. It will include representation from the statutory, private and community/voluntary sectors in the city.
Neighbourhood Renewal Strategy (<i>The Strategy</i>) ' <i>People and Place</i> '	An overarching document setting out the strategic direction for the renewal of the most deprived neighbourhoods in urban areas of Northern Ireland.
Neighbourhood Renewal Unit (NRU)	This Unit will be established by DSD and will have responsibility for overseeing the delivery of <i>People and Place</i> . It will work closely with the Development Offices and other Government Departments, and will ensure that baseline statistical information is provided for each Neighbourhood Renewal Area, will monitor progress and promote best practice, training and other services to build understanding and develop skills in regeneration and renewal.
Neighbourhood Renewal Vision Framework (NRVF)	A document, to be prepared by the Neighbourhood Partnership Board following a community-led assessment of local needs, which will set out a 7-10 year vision for the regeneration of the Neighbourhood Renewal Area.



INVESTOR IN PEOPLE

September 04