

**LAGANSIDE
NEW TSN ACTION PLAN
(Apr 2003- Mar 04)
As of 4th June 2003**

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Foreword

New Targeting Social Need (TSN) is now in its third year and still remains at the forefront of the Northern Ireland Executive's priorities, as set out in "Building on Progress 2003-2006" which itself focused on priorities endorsed by the Executive and Assembly in their Programme for Government. Laganside's New TSN Action Plan 03-04 reflects that of The Department for Social Development (DSD) a foremost New TSN department, and will contribute to the achievement of DSD's aim "together, tackling disadvantage, building communities." I will ensure that New TSN will continue to permeate all of Laganside's programmes and actions.

In its first ten years, Laganside has played an important role in the regeneration of Belfast. It has created a new economic space in the city first by tackling the environmental problems of the River Lagan and then by creating residential, civic and commercial developments along the riverbank. In partnership with other public, private, voluntary and community sector organisations, the regeneration of the Lagan creates a new opportunity to integrate the Laganside area, which is largely neutral, into the rest of the city and in particular into the communities, many of which suffer from multiple deprivation and social exclusion.

Laganside is committed to New TSN and skewing its resources as related to Laganside's specific aims and objectives. This document sets out what Laganside plans to achieve in implementing New TSN in the period April 2003 – March 2004

Kyle Alexander

Chief Executive, Laganside Corporation.

Background

Introduction

Through New Targeting Social Need (New TSN) the Government aims to tackle social need and social exclusion in Northern Ireland by targeting its efforts and available resources on people, groups and areas in greatest social need. New TSN targets social need objectively, wherever it is found, and does not favour, or discriminate against, any section of the community.

New TSN was announced in the Partnership for Equality White Paper (Cm 3890), which was published in March 1998, as part of the Government's wider agenda for making Northern Ireland a more fair, just and prosperous society. It was identified in the Belfast Agreement as one of the Government's key socio-economic commitments. The then Secretary of State, the Rt Hon Dr Marjorie Mowlam MP, formally launched New TSN on 28 July 1998.

The earlier Targeting Social Need policy had been introduced in 1991 with the intention of redirecting resources in Government programmes towards areas and people objectively defined as being in greatest social need. Dr Mowlam had reviewed the policy in the light of the Government's priorities. In so doing she considered comments and recommendations on Targeting Social Need arising from an extensive review of employment equality published by the Standing Advisory Commission on Human Rights (SACHR) in 1997.

The Partnership for Equality White Paper endorsed Targeting Social Need's rationale and general objectives, but concluded that a more vigorous approach was required. It recommended that the policy needed a stronger focus and that mechanisms should be put in place to ensure its effectiveness and transparency.

Partnership for Equality therefore indicated that New TSN would have a particular focus on combating the problems of unemployment and on

increasing employability. It would also tackle inequalities in other areas such as health, education and housing and would include Promoting Social Inclusion (PSI), a co-ordinated approach to tackling the causes of social exclusion.

The White Paper allocated to the Secretary of State explicit responsibility for the political direction and oversight of New TSN, with individual Ministers driving it forward within their respective Departments. Every Northern Ireland Department and the Northern Ireland Office (NIO) developed an Action Plan showing how it intended to implement New TSN over a 3-year period.

To ensure transparency and to enhance public accountability, Departments consulted on their first New TSN Action Plans before adopting them and had consultation about the first issues to be tackled under PSI. Reports arising from PSI were published and progress on all aspects of New TSN covered in each Departments Annual Reports.

New Targeting Social Need

Social Need and Social Exclusion

People who are in social need can be disadvantaged in various ways. They may for example be poorly skilled, unemployed, living on a low income or coping with difficult home circumstances. They might live in poor housing or in areas blighted by crime. Those living in rural areas may have difficulties in accessing the types of services that other people take for granted.

Some areas and communities are subject to higher than average rates of unemployment and are more deprived than others. In Northern Ireland deprivation is most concentrated in areas of Belfast, and in the West and South of the Province. New TSN recognises this and commits Departments, where appropriate, to target such areas for special attention. Programmes such as the Belfast Regeneration Office Teams, the Londonderry Initiative,

the Rural Development Programme and other area-based interventions are particularly relevant in this regard.

Promoting Social Inclusion

The factors, which cause social need and social exclusion, do not always fit comfortably within the areas of responsibility of individual Government Departments. Furthermore, there are some groups within society whose members tend to be less well-off or more at risk of exclusion than others and whose needs must be tackled in a coherent way, e.g. Travellers and other minority ethnic people, young people with limited skills, those most affected by the Troubles and older people on low incomes.

PSI involves Departments working together and with their partners outside Government to identify and tackle factors, which can contribute to exclusion, and which are best dealt with in a co-ordinated way. This element of New TSN concentrates and addresses a small number of issues at any one time. It emphasises prevention, co-ordination and evidence-based decision making.

PSI is unique to Northern Ireland and was designed to tackle the particular problems which arise here. In developing it, however, account was taken of the Prime Minister's new approach to tackling social exclusion in England and the establishment of a Social Exclusion Unit within the Cabinet Office.

Targeting Resources

New TSN is not a spending programme. There is no special fund set aside for it and it should not be assumed that extra money will be made available for it in the future. Rather, New TSN is a theme which runs through spending programmes. It involves giving greater priority to the needs of disadvantaged people within a programme's objectives so that a greater proportion of the available funding can be channelled towards people, groups and areas in greatest social need. This might be done by, for example:

- building New TSN principles into the formulae used for funding service provision to the statutory sector and the criteria for support to the voluntary and community sector
- taking appropriate account of New TSN in economic appraisals
- setting aside part of a programme budget to provide additional assistance to those in greatest need
- focusing the availability of grants or services more closely on those in greatest social need.

Targeting Efforts

New TSN is not just about money. It is also about targeting efforts. This means changing the way things are done so that policies, programmes and services are organised and delivered in ways which are more helpful to disadvantaged people. This can be possible even when there is no opportunity substantially to change the way in which resources are distributed. This type of targeting is important because, while disadvantaged people often have greater need for support from public services, they may have particular difficulty in accessing them.

Laganside New TSN Action Plan

1. Introduction

Laganside Corporation is a Non-Departmental Public Body (NDPB) established under the Laganside Development (Northern Ireland) Order 1989, and is responsible to the Department for Social Development. Part III of the Order sets out the Corporation's objectives as follows: *"The object of the Corporation shall be to secure the regeneration of the designated area.*

The object is to be achieved in particular by the following means:

- *Bringing land and buildings into effective use.*
- *Encouraging public and private investment and the development of existing and new industry and commerce.*
- *Creating an attractive environment.*
- *Ensuring that the housing, social, recreational and cultural facilities are available to encourage people to live and work in the area. “*

Laganside Corporation is a catalyst for development of inter-related sites at a key location within Belfast and Northern Ireland. It has invested £123 million in the Laganside designated area (203 ha), during the period 1989 (when it was incorporated) to March 2003. This investment has resulted in; £762 million total investment in the area, 11,240 permanent jobs, 609 housing units, 170,640m² of office accommodation, 51,090m² of leisure and retail, 15.54 ha of public realm and 4,613m of pathways.

The Laganside designated area (203ha) is illustrated on page 14. “Local communities” for Laganside, in the strict sense of the term, could logically mean those within the designated area. However, Laganside has taken a wider view and has extended the definition of it’s “local communities” to include the 14 wards in / adjoining the Laganside area - ten of which were considered to be TSN wards by Government at Feb 97 i.e. Duncairn, Island, Ballymacarrett, Woodstock, Rosetta, Botanic, Shaftesbury, Falls, Shankill, New Lodge (see page 15).

Laganside’s Mission statement also has a commitment to the revitalisation of Belfast and Northern Ireland and will attempt to monitor it’s effect on TSN accordingly.

Relevance of New TSN and Progress to Date

Laganside's mission is:

“Contributing to the revitalisation of Belfast and Northern Ireland by transforming Laganside to be attractive, accessible and sustainable, recognised as a place of opportunity for all.”

The mission statement recognises that the Laganside initiative contributes to wider development strategies for Belfast and Northern Ireland, achieved through the development of a positive international image, encouragement of investment, tourism and by providing significant long-term economic, social and recreational benefits for the citizens of Northern Ireland. In the local Belfast context this includes securing the regeneration of Laganside within the framework of a Belfast regeneration strategy. It also involves the engagement with, and participation of, local communities in the regeneration process to ensure equality of opportunity. The aim's and objectives of Laganside's Corporate Plan ('03/'04) mirror Government's commitment to the principles of inclusion, partnership and mutual respect, as set out in Section 75 of the Northern Ireland Act 1998.

Laganside is committed to New TSN and skewing it's resources as related to Laganside's specific aims and objectives. In relation to New TSN and Section 75 of the Northern Ireland Act 1998, Laganside aspires to be an example of best practice within the confines of its designated area. The Corporation is primarily concerned with physical regeneration but its integrated approach recognises the importance of economic and social aspects of regeneration. The urban regeneration, undertaken by Laganside to date, has already secured significant improvements in physical conditions, particularly in disadvantaged areas within the designated boundary. In achieving this, Laganside has also had a social impact and it aims to pursue New TSN objectives by targeting efforts and available resources on groups and areas in

greatest social need in and adjacent to the Laganside area. The Corporation is constrained by geography - it has a designated area defined by legislation - and hence it is limited in its ability to skew resources to socially excluded communities outside its boundary. Although limited by its designated area, the adoption of New TSN as a strategic theme in the regeneration of the Laganside area will bring significant benefits to its hinterland, Belfast and Northern Ireland. Allocation of resources by Laganside must directly relate to the regeneration of the Laganside area.

Laganside's New TSN Action Plan reflects that of the Department for Social Development (DSD). The latter has identified its primary focus of social need as; poverty, lack of decent housing or employment, social exclusion and poor neighbourhood environment characterised in the Action Plan by:

- Disadvantage among individuals, groups and areas
- Unemployment and unemployability
- Multiple disadvantage and social exclusion

Laganside's New TSN Action Plan initially covered a two year period (Apr 01-Mar 03) to bring it into line with Government departments. This report will cover a one-year period (Apr 2003-Mar 2004) while OFMDFM carry out a New TSN evaluation. Thereafter it will be for a three-year period.

3. Targeting

Actions and available resources are targeted at particular groups and areas using objective statistical indicators such as the Noble Measures of Deprivation, published in June 2001. Noble looks at the degree, extent and intensity of deprivation in areas using a combination of seven indicators which comprises of income, employment, health deprivation and disability, education, skills and training, geographical access to services, social environment and housing. Because the Noble Measures of Deprivation uses

other information as well as Census data, there is scope for monitoring change.

Laganside has used the Noble indicators to produce a report on the “Measures of Deprivation in Northern Ireland as Relates to Laganside” which will help target need effectively.

4. Laganside’s New TSN Action Plan

The New TSN objectives that are set out in the attached tables contribute to the delivery of the Corporate Plan, demonstrating the priority accorded to the targeting of social need in Northern Ireland. They define the actions required to meet particular social needs. Where possible, objectives and targets in the New TSN Action Plan have been quantified and given a time limit, so that progress and success can be measured. In line with DSD, Laganside aims to be flexible and responsive in targeting social need, and will keep its New TSN Action Plan under review consulting, where appropriate, with stakeholders and representative groups. The Laganside Community Officer (Coordination and Liaison) has been given responsibility for the implementation of the Action Plan, and a Committee, comprising senior Laganside staff and chaired by the Chief Executive, monitors and ensures effective implementation of the Plan. As information is gathered, some of the objectives and targets may be subject to change.

In recognition that certain groups in Northern Ireland experience multiple disadvantage, the objectives have been developed in terms of themes rather than purely internal departmental structures. This will ensure a more “joined up” approach by Laganside and DSD.

5. Themes in the New TSN Action Plan

Four key themes apply across the Department for Social Development. Some of them are more relevant to Laganside than others. In addition, there is a fair degree of overlap between the themes: for example, it will be important to work with communities in tackling poverty and reducing social exclusion; and promoting equality of opportunity will also contribute to reducing social exclusion.

Theme 1: Tackling poverty. Government believes that a job with a decent wage is the best way to overcome poverty. Laganside is not directly involved in preparing people for employment, but is a catalyst endeavouring to ensure that training schemes are in place enabling the unemployed to access the many jobs arising in the Laganside area. To date 11,240 permanent jobs have been created in the Laganside area. Laganside has supported both “Area Based Employability Programmes” and “Pre-recruitment Training Programmes” relating to the employment opportunities arising in its designated area.

Theme 2: Promoting equality of opportunity. Laganside is committed to promoting equality of opportunity between people of different religious belief; political opinion; racial group; age; marital status or sexual orientation; between men and women generally; between persons with a disability and persons without; between persons with dependents and persons without. Laganside recognises that this duty is more than just the absence of discrimination: it means taking active and positive steps to reduce inequalities in economic and social well-being between the advantaged and disadvantaged across all groups and communities in Northern Ireland. Laganside has assessed identified policies for differential impact across the above categories.

Theme 3: Addressing Social Exclusion. By social exclusion we mean, among other things, the problems that people face in accessing services that many others take for granted. This can happen when people or areas suffer from a combination of linked problems such as unemployment, poor skills, low incomes, poor housing, high crime environments, bad health and family breakdown. Laganside recognises that as well as facing all the difficulties associated with modern western societies, Northern Ireland has many unique problems. The need to promote social inclusion applies to all areas of Laganside's business i.e. to bring about urban regeneration (social, economic and physical). In doing so Laganside will partner with relevant agencies (public, private, voluntary and community sectors) to address disadvantage in communities adjacent to the Laganside area.

Theme 4: Working in partnership with communities. Laganside will work with locally based partnerships, community groups and others to deliver its services in the most coherent and responsive way. A number of partnerships already exist e.g. locally based housing associations co-operate in the provision of good quality social housing in the Laganside area.

Whilst Laganside is responsible for the provision of information and advice about policy or operations, organisations in the private, public, voluntary and community sectors are often well placed to augment this. Major policy developments will therefore be subject to consultation with the groups most likely to be affected. It is essential that the views of communities, especially those that represent groups in social need, are made known to Laganside.

6. Laganside and delivery of New TSN Action Plan

A committee composed of the heads of department within the Corporation has been set up, under the chairmanship of the Chief Executive of Laganside, to monitor and review the implementation of Laganside's New TSN Action Plan. The committee is comprised of senior Laganside staff that are representative

of Laganside's Development (includes community), Marketing and Finance Teams, and meet on a quarterly basis.

Laganside Board approval will be sought where appropriate. The Laganside Board is made up of representatives of a range of interests, appointed by the DSD.

LAGANSIDE NEW TSN ACTION PLAN 2003 – 2004

Business Area:	LAGANSIDE
Social Need to be tackled:	Disadvantage among individuals, groups and areas
Desired outcome:	Effective implementation of New TSN within LAGANSIDE
New TSN objectives	Targets or actions and time-scales
LAG 1	<p>To demonstrate commitment to New TSN throughout LAGANSIDE</p> <ul style="list-style-type: none"> • (a) To maintain and raise staff awareness of New TSN through annual training, and the staff team briefing system. Notes from the steering group meeting are circulated to all staff. • (b) To incorporate New TSN in induction training for all new staff, by April 2003 • (c) To inform the LAGANSIDE board through the LAGANSIDE Community Sub-committee of New TSN developments. • (d) To report quarterly to the Management Review meeting on New TSN developments. • (e) To continue to meet quarterly with the New TSN steering committee, chaired by LAGANSIDE's Chief Executive, to drive forward New TSN. • (f) To continue to incorporate New TSN as a specific objective in Corporate and Annual Plans.

		<ul style="list-style-type: none"> • (g) To incorporate New TSN activities as a specific objective in relevant Lagside strategic and business plans, throughout the period of this plan. • (h) To provide ongoing advice to Lagside staff on New TSN, throughout the period of this plan. Lagside's Community Officer (Coordination and Liaison) has been designated to drive forward and deal with queries relating to the operation of the Plan. • (i) To further identify information requirements and resources needed to effectively monitor and evaluate the change in conditions brought about by Lagside's effective implementation of New TSN Action Plan, by Dec 2003. • (j) To review the funding formula of the Community-led Regeneration grant incorporating New TSN weighting, by June 2003 • (k) To aim to support through the Community-led Regeneration Grant 4 projects per year. • (l) To review the funding formula of the Activity Grant incorporating New TSN in to the criteria, by June 2003. • (m) To aim to support through the Activity Grant 20 projects per year. Produce an action plan based on findings by Jan 2004. (Internal use only)
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		<ul style="list-style-type: none">• (n) To develop a Community Strategy which contributes positively to the promotion of social inclusion, by April 2003. This will be monitored through the Community Grant Scheme and pre-recruitment training programmes
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Business Area:	Laganside	
Social Need to be tackled:	Unemployment and Unemployability	
Desired outcome:	Endeavour to ensure that jobs arising in Laganside are accessible to those in need / socially excluded.	
New TSN objectives	Targets or actions and time-scales	
LAG 2	To increase the number of unemployed securing jobs in Laganside.	<ul style="list-style-type: none"> • (a) Target future pre-recruitment programmes, in line with equality guidelines, towards long-term unemployed and other marginalised groups, throughout the period of this plan. • (b) Aim to engage 10 local community groups from disadvantaged areas in / and adjacent to Laganside in promoting training programmes, in keeping with equality guidelines, throughout the period of this Plan. • (c) To continue to monitor the uptake of training programmes and related jobs, bearing in mind equality guidelines. • (d) Produce a training report examining the uptake of Laganside supported training programmes, by Dec 2003 • (a) To continue to Work with partners to ensure Belfast GEMS (a 3-year pilot employability scheme focusing on deprived inner-city
LAG 3	To increase the long-term employability of the disadvantaged.	

	<p>(i.e. improve their self respect, their skills, their experience and their motivation)</p>	<p>communities in south and east Belfast) focuses on the unemployed, particularly long-term unemployed, from the local deprived communities to access the anticipated job opportunities arising in Laganaside.</p> <p>Between 01-04 the project aims to recruit 600 unemployed/long-term unemployed, of whom 290 will be placed in to employment, 155 into education and 155 into training.</p> <ul style="list-style-type: none"> • (b) To annually review and evaluate Belfast GEMS efforts to focus on the unemployed, particularly long-term unemployed, from the local deprived communities to access the anticipated job opportunities arising in Laganaside. • (c) To provide support for the development of a similar “GEMS” type initiative based on the job opportunities arising in the Laganaside area for local communities in inner north, west and Shankill areas of Belfast, throughout the period of this Plan. • (d) To support training initiatives in the Laganaside area which reach 250 unemployed people annually by that focuses on skilling-up local unemployed, particularly long-term unemployed, for higher skilled jobs arising in Laganaside, throughout the period of this plan. • (e) To establish an employers forum
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		<ul style="list-style-type: none"> • (f) To endeavour to increase the involvement of Lagside employers by engaging 20 annually. • (g) To aim to support 5 groups (who offer opportunities to target social need) in the provision of Managed Workspace to foster innovation, creativity, arts, culture, skills and enterprising businesses in the Cathedral Quarter. • (h) Work in partnership with relevant statutory, private, voluntary and community sector organisations to support other potential Area Based employment programmes, particularly those focusing on the long-term unemployed, relating to the Lagside area throughout the period of this plan. • (i) Monitor and evaluate impact of future area based employability programmes, taking into account relevant research, throughout period of this plan. • (j) Employ a dedicated member of staff to deal with employment and employability opportunities arising in the Lagside designated area, by April 2003.
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LAG 4	To research and facilitate further potential training and employment schemes relating to the Laganside area.	<ul style="list-style-type: none"> • (a) Seek to encourage developers and employers to recruit employees from disadvantaged areas. Prepare an action plan based on findings by Feb 2004. • (b) Explore the possibility of promoting and supporting 2 community employment projects in the Laganside area, throughout the period of the Action Plan. • (c) To improve information dissemination on training and employment opportunities arising in the Laganside area, by Jan 2004. • (d) Support the establishment of a sustainable community enterprise projects in the Laganside area, throughout the period of the Plan. • (e) Promote Ormeau Enterprise's local enterprise awareness initiative to 10 local community groups. • (f) Facilitate implementation of community business initiative within Pottingers Quay development by assisting an Economic Appraisal, by May 2003.
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		<ul style="list-style-type: none">• (g) Partner with public, private, voluntary and community sector organisations to secure funding and co-ordination of schemes to improve job opportunities of local deprived areas.• (h) To work in partnership with DETI and DEL in order to make best use of available resources and maximise results.
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Business Area:	Laganside	
Social Need to be tackled:	Multiple Disadvantage and social exclusion	
Desired outcome:	Reduction in multiple disadvantage and social exclusion	
New TSN objectives	Targets or actions and time-scales	
LAG 5	To affirm New TSN considerations into the development programmes and area regeneration strategies.	<ul style="list-style-type: none"> • (a) To ensure New TSN considerations are part of any strategy appraisals such as Cathedral Quarter, Quays, Linkage and River Strategies.
LAG 6	To engage people from disadvantaged areas to access and benefit from Laganside	<ul style="list-style-type: none"> • (a) To continue to assess the effectiveness of Laganside's community strategy to date concerning Lagan Watersports and training schemes. Prepare action plan based on findings, by Dec 2003. • (b) To continue to assess effectiveness of Laganside's efforts to attract the Laganside Local Community to the Lagan Lookout. Prepare action plan based on findings, by Dec 2003. • (c) To continue Laganside's annual independent attitudinal focus groups, taking into account New TSN issues, throughout period of this plan.

LAG 7	To promote New TSN externally	<ul style="list-style-type: none"> • (a) To continue to inform the public and other external interests about New TSN developments (e.g. “Laganlines” distributed 180,000 copies, throughout the period of this plan). • (a) To continue to monitor and encourage a 1:4 ratio of social to private housing in the Laganside area, throughout the period of this plan. • (b) To complete transfer of land to Belfast Community Housing Association by Mar 2004 and facilitate the provision of dwellings for one bedroom apartments at Ravenhill Reach, by Dec 2005 subject to statutory approval. • (c) To facilitate Belfast Improved Housing to include provision for Chinese community at the Gasworks. • (d) To continue to investigate with the Housing Executive the demand for social housing and identify potential opportunity sites. • (e) Research affordable rented accommodation in the Cathedral Quarter. Prepare an action plan based on findings by Dec 2003.
LAG 8	To encourage the supply of social housing within Laganside	

