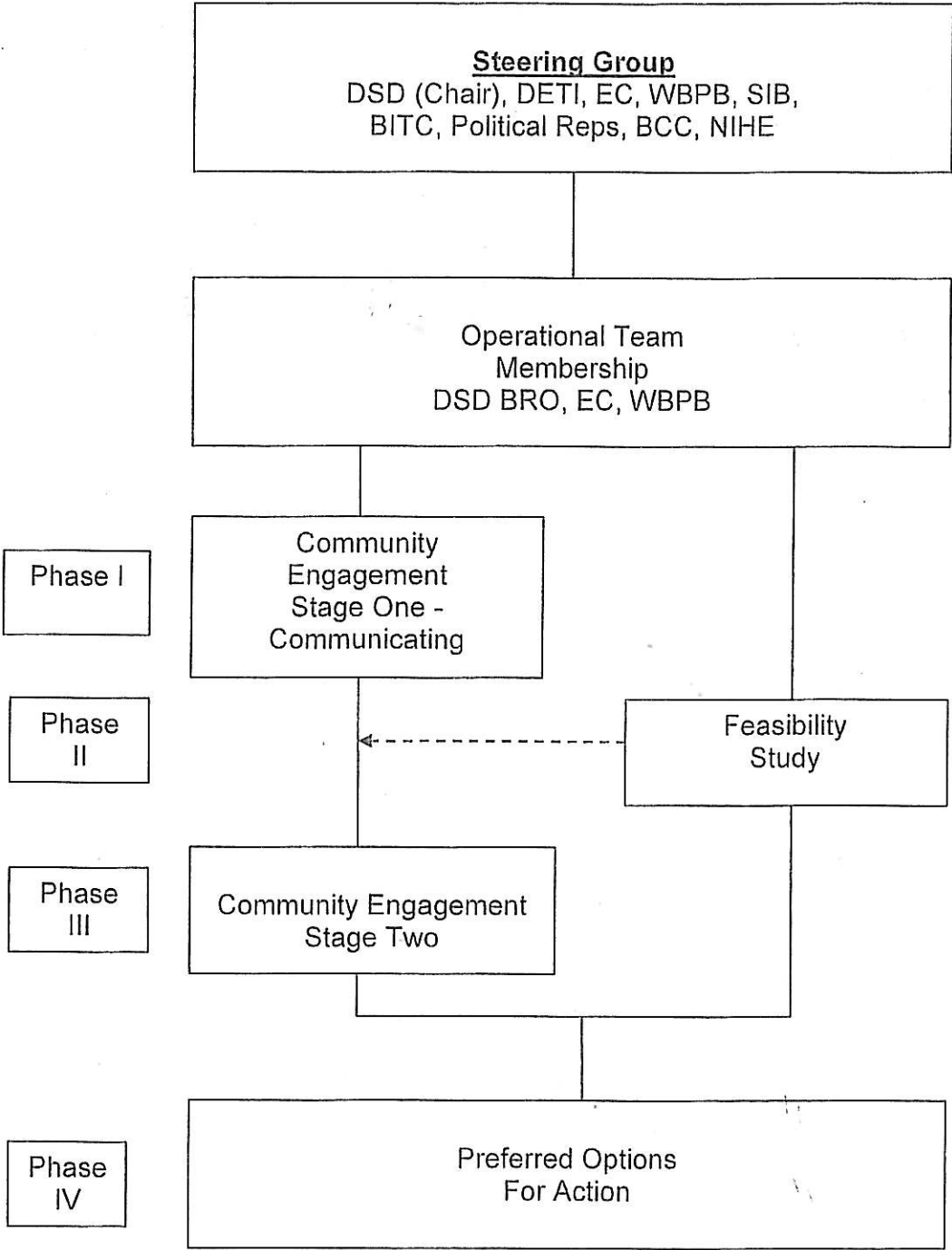


APPENDIX 1

ANDERSONSTOWN GATEWAY FEASIBILITY STUDY

GOVERNANCE STRUCTURE AND PROCESS



THE ANDERSONSTOWN GATEWAY PROJECT FEASIBILITY STUDY

Proposition: To explore the feasibility of creating a commercial hub within the boundaries of Kennedy Way, Glen Road and the Upper Section of the Falls Road.

The DSD recognises the need to provide an economic regeneration stimulus in the area which is described as the Andersonstown Gateway. The desire is to influence the future development of this important gateway through a number of 'opportunity sites' and possible 'change of use sites' which will raise the vision in terms of this area and provide real sustainable investment opportunities that will benefit all the people of West Belfast.

The DSD proposes to commission a study into the feasibility of developing a commercial hub in the Andersonstown Gateway Area

Background

The recently re-established devolved Executive has agreed economic development as its primary focus. It has been widely recognised both nationally and internationally that economic regeneration can support the wider regeneration of areas suffering from multiple deprivation.

2. All of the recently completed Neighbourhood Partnership Action Plans in West Belfast have pointed to the need to have more job creation and greater strategic focus on attracting investment into their areas. It has been recognised by the Neighbourhood Partnerships that economic regeneration is pivotal in closing the deprivation gap and raising the esteem of their areas.
3. The focus on economic regeneration supports the findings in the West Belfast and Greater Shankill Task Force reports. The Task Forces Report very clearly signalled the need to have a comprehensive approach to economic regeneration and recognised that West Belfast risked falling behind the rest of the City if inward investment and the growth of new and existing indigenous businesses weren't adequately addressed.
4. Following the recent decision by the Carvill Group not to proceed with the development brief for the Andersonstown Barracks Site an opportunity was identified for a more strategic approach to the Andersonstown Gateway Area which encompasses the

Barracks Site. The original purchase of the Barracks site by DSD was for the purpose of shaping and attracting private sector investment to add value to West Belfast and its community. It was recognised that this was a site of key importance to the area lying as it does at the confluence of two arterial routes. The importance of the site could be enhanced if a more comprehensive economic regeneration approach was taken in the wider area. The views of the local community will be an important element in any decisions flowing from the feasibility study. Engagement with the local community both during the period of the study and following its findings will be achieved through a separate strand of activity.

The West Belfast and Greater Shankill Enterprise Council

5. The West Belfast and Greater Shankill Enterprise Council was established following a recommendation to do so in the Task Forces Report. Its purpose is to support enterprise and business growth throughout the West Belfast and Greater Shankill districts. To that end it is embarking on a concept planning exercise across West Belfast and Greater Shankill which will begin in the near future. An opportunity exists for a complementary study focussing in on the Andersonstown Gateway. Cooperation with the Council would mitigate either study operating in isolation and utilise the skills and experience of this local organisation which is charged with developing economic growth in the area.

6. The opportunity for closer working with the West Belfast and Greater Shankill Enterprise Council on this proposition and taking advantage of the greater local focus on economic regeneration should be explored.

The Andersonstown Gateway Commercial Hub Study

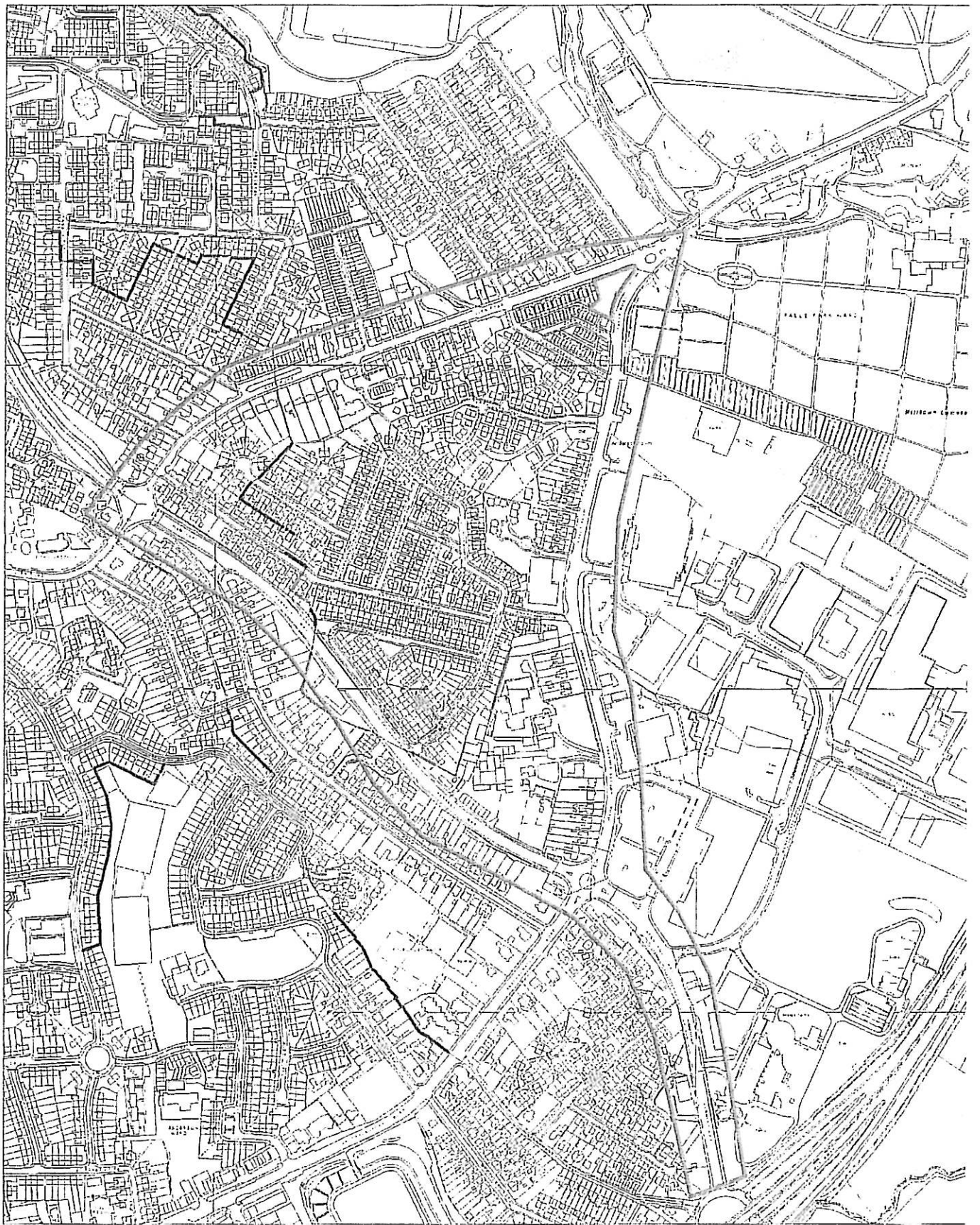
7. The purpose of the study will be to explore the feasibility of creating a commercial hub as a means to attracting sustainable investment into the Andersonstown Gateway area. The geographic parameters of the study area identified in the attached map, however there should be an open remit applied to all thinking on 'opportunity sites' or 'change of use sites'.

8. It will be important for the study to consider any previous relevant material and ongoing studies or consultation affecting the area. Any social, technical or infrastructure issues associated with the Study area or impacting upon it including new businesses or business failure should be considered.

Among the possible site for consideration are:

- The sewage treatment works at the bottom end of Kennedy Way
- The derelict service station at the bottom of Kennedy Way
- Unused properties and land in the Blackstaff industrial estate
- The redundant BCC utility site at the upper end of Kennedy Way
- The Andersonstown Barracks Site
- The Falls Bus Depot
- The Falls Park
- The Gransha Shops

9. The outcome from the study will be a set of strategic proposals which will be used as the basis for consultation, including those people in the immediate vicinity of the former Andersonstown Barracks site, on the Andersonstown Gateway Area and any of the sites within the geography of the study.



Terms of Reference

THE ANDERSONSTOWN GATEWAY PROJECT: COMMUNITY ENGAGEMENT STRAND

Background

In November 2007 the Minister for Social Development announced her intention to commission a feasibility study that would explore the potential for creating a commercial hub in the Andersonstown Gateway Area. At that time the Minister also signalled her intention to engage with the local community as a separate but related strand of activity.

2. The Department for Social Development now wishes to commission a suitably qualified and skilled individual or organisation to take forward this community engagement. This engagement will have a particular focus on those residents in the district immediately adjacent to the site of the former Andersonstown Police Station. The work will be undertaken in tandem with the Gateway Feasibility Study which is being taken forward by the West Belfast and Greater Shankill Enterprise Council (WB&GSEC).

Objectives of Community Engagement Initiative

3. The community engagement initiative has three main objectives:
- To **inform** those residents in the vicinity of the Andersonstown Gateway of the detail around the planned feasibility study including; the objectives of Feasibility Study; the geography to be covered by the Study; the methodology, the likely sequencing of events; and the communication which should be expected.
 - To **reassure** residents in the district adjacent to the site of the former Andersonstown Police Station that there is no preordained outcome for the site and that the Feasibility Study will help inform any decision on the future development of the site.
 - To **ensure appropriate communication** in the lead up to, throughout and on completion of the Feasibility Study and coordination of activity with the work being undertaken through the WB&GSEC.

Methodology and Outputs

4. The detailed methodology for the engagement, including generation of key messages, will be developed by the individual or organisation commissioned to carry out this work. It is proposed however that it will have two key stages; one preceding the beginning of the work on the feasibility study and a second stage following the completion of the feasibility study. The feasibility study is expected to be completed within a 16 week period commencing June 2006. There will also be a requirement for dialogue/updating with the community throughout this period. The number of occasions for this element of the engagement will be proposed by the individual or organisation commissioned to carry out this work.

5. It will be important for the links and interdependencies between the community engagement activity and the feasibility study to be reflected in the governance structures for both strands of work. A schematic of the outline governance structures and process is attached at Appendix 1.

6. Planning and execution of the community engagement initiative will be the responsibility of the individual or organisation commissioned to carry out this work. It is expected however that activities included in the table below will be undertaken. A map indicating respective groupings of residents is attached.

	Face to face engagement	Information Leaflet	Web page and e-mail address	Public notice advertising	Presentation to community
Resident Grouping (A)	X	X	X	X	X
Resident Grouping (B)			X	X	X
Stage I	X	X	X	X	
Stage II			X	X	X

7. It is expected that the appointed individual or organisation will provide an analysis of the 'added value' of the community engagement so as to inform future decision making on policy development or initiation, renewing, expansion or re-orientation of existing

programmes or projects which would result in a measurable benefit and/or cost saving to the public.

Core Messages

8. The core messages supporting all of the work on community engagement will be;
- the community should be able to help inform decisions on the future development of the site;
 - a commercial use is not the only possible outcome for the Barracks site;
 - engagement with the community will focus people's attention on options that are viable, sustainable and strategic in terms of regeneration of the area, and will not present them with a blank canvas;
 - existing structures within the community will be utilised where possible ; and
 - research will be of a professional standard, will be free from undue influence of any local community or political interests and will not duplicate any existing or proposed research.

Necessary Skills and Experience

9. The skills and experience required for taking forward the community engagement strand will be:

- a track record of communication with community groups and individuals;
- qualitative data analysis;
- planning and project management;
- experience of working with community interests on issues of contention;
- highly developed presentation skills;
- track record of successful working with the public sector;
- evidence of innovative approaches to working with the public; and
- an understanding of urban regeneration issues in Belfast.

Timing and Sequencing

10. As indicated in the attached schematic at Appendix 1, co-ordination of the community engagement and the feasibility study will be critical in achieving a successful outcome to both these pieces of work. Stage one of the community engagement should commence before the formal work on the feasibility study begins. It will also be important

to initiate stage two as quickly as possible after the final draft of the feasibility study to avoid a communication vacuum occurring.

Post Project Evaluation

11. The success of the community engagement will be measured by the level of understanding the residents in the vicinity of the Gateway have in terms of the processes for both strands and the options for action set out in the Feasibility Study. Project planning for the community engagement strand should include a post project evaluation including formal presentation of the analysis of the 'added value' of the community engagement. The form of communicating the analysis should be proposed by the appointed individual or organisation.