Sydenham Strategic Working Group

Development Plan

2007 - 2009

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INTRODUCTION

1.1   The Department of Social Development, recognising the potential for Sydenham to further decline in social, economic and community terms, currently designates the Sydenham area in East Belfast as an Area at Risk.

1.2   As a result, the Department is keen that the area develops its own response to the outstanding issues impacting on the area that both accelerate decline and inhibit development of the local community. It is keen to work through the East Belfast Community Development Agency (EBCDA), as the umbrella group supporting the community sector in East Belfast as a whole.   EBCDA has the trust of the voluntary and community sector and statutory agencies to act as a catalyst for a community response EBCDA has helped to support the establishment of a Sydenham Working Group and produce a Development Plan for the Sydenham area.

1.3   The Development Plan outlined below has at its core the common aims to:

o   Shape policy and practice application in the Sydenham area;

o   Build the local community with a combination of empowerment and quick wins;

o   Promote active citizenship;

o   Prepare the area for advocacy on its own behalf as it edges closer to being a Neighbourhood Renewal Area.

The themes of capacity building, working together and resourcing the community are constant reference points in the Plan.

1.4   The Sydenham Working Group, an active amalgam of statutory, voluntary and church organisations from the area, has devised the Development Plan. **The Sydenham Working Group has collectively agreed the Plan as the way forward for the immediate future in the Sydenham area.**

BACKGROUND AND METHODOLOGY

1.5   The methodology for the Development Plan takes on board existing work in the area, existing physical and resource development agendas, the framework of statutory agencies, and the needs of the Sydenham community as identified through audits and existing research.

1.6   The methodology therefore included:

- o   Use of audits recently conducted looking at youth issues and the needs of the local Sydenham community;

- o   Interviews with all members of the Sydenham Working Group, the membership of which is attached as an appendix;

- o   Use of existing research material and strategic documents;

- o   Two half-day sessions with the Sydenham Working Group as a collective body.

2.3   The Development Plan seeks to address structural delivery mechanisms locally as well as identify a specific project-based approach that meets need.

SYDENHAM AREA

1.7   Sydenham ward is broadly situated in inner East Belfast but extends out and around the Sydenham by-pass area. It is located beside the by-pass, the City Airport, Victoria Park, and is in proximity to the Oval and the railway line.

1.8   In many ways Sydenham is located in both the best and worst of locations – close to some of the major facilities, yet with them still physically difficult to access and where they create significant environmental and quality of life issues. It is also sited off the main arterial routes meaning that it may be "out of sight and out of mind" for some.

1.2   Census and other administrative data reflect a number of relevant socio-economic indicators for the area.

1.3   The following table highlights some of the key socio-economic indicators for Sydenham in comparison with Belfast Local Government District, East Belfast Westminster area and Northern Ireland as a whole. Further tables profile wards, Super Output Areas and Output Areas.

Issue	Sydenham %	Belfast LGD %	Belfast East %	NI %
People aged under 16 years	20	22	20	24
People aged over 60 years	21	20	24	18
Average age of population	38.5 years	36.6 years	40.0 years	35.8 years
Roman Catholic community	4	47	10	44
Protestant community	90	49	85	53
Births to unmarried mothers	57	53	41	34
Degree or higher	12	19	19	16
Economically active	65	57	62	62
Unemployed	5	5	4	4
Long-term unemployed (of unemployed)	28	43	37	40
Free school meals	19	30	16	19
Income support	10	17	10	11
Incapacity benefit	10	13	10	11
Housing benefit	11	15	11	10
People with limiting long-term illness	24	24	23	20
Unpaid carers	11	12	13	11
Children (3-5 years) registered with dentist	56	58	65	62
Lone pensioner households	17	16	18	13

Lone parent households dependent children	10	11	7	8

1.4 As can be seen from the profile comparison of Sydenham with Belfast LGD, Belfast East Westminster area and Northern Ireland:

o Sydenham has an older than average population, other than for the rest of East Belfast;

o It has fewer people with high level educational qualifications;

o However, a higher percentage of people are economically active in Sydenham than all other comparative areas;

o Nearly half of 3-5 year old children are not registered with a dentist;

o 57% of births in Sydenham are to unmarried mothers, nearly twice as many as the Northern Ireland average.

1.5 The Noble Indicators are an updated and more accurate reflection of disadvantage in the Borough than the previous Robson measurement of disadvantage. The range of measurements including the following:

Income Deprivation;

Employment Derivation

Health Deprivation and Disability

Education, Skills and Training Deprivation

Geographical Access to Services
Social Environment

Housing Stress

The Sydenham area does however, rank highly in some of the Noble indices. It is:

o Ranked 40th worst for *Health Deprivation and Disability* out of 582 wards in Northern Ireland – worst 7%;

o   Ranked 123rd worst ward in Northern Ireland for *Education, Skills and Training* – worst 22%.

1.6   The table below summarises each of Sydenham's three Super Output Areas for their ranking in each of the deprivation measurement indices. Where the Super Output Area ranks in the top 20% most deprived for any particular index the ranking is given in bold. There are 890 Super Output Areas throughout Northern Ireland, allowing more detailed analysis of areas than at ward level.

SOA	Multiple deprivation	Income	Employment	Health & disab'y	Educ'n, skills & training	Proximity to services	Living environment	Crime & disorder	Income affecting children	Income affecting older people
Sydenham 1	**166**	244	**166**	**83**	**134**	502	304	684	313	292
Sydenham 2	431	525	392	**167**	413	642	453	388	455	623
Sydenham 3	259	302	381	**85**	193	795	375	**182**	212	469

1.7   As can be seen from the table above:

o   Each of the Sydenham SOA's are in the top 20% worst in Northern Ireland for *Health Deprivation and Disability*;

o   Indeed both Sydenham SOA 1 and 2 are in the worst 10% in Northern Ireland for *Health Deprivation and Disability;*

o   Sydenham SOA 1 has several multiple deprivation measures in the top 20% worst in Northern Ireland.

1.8   In addition the Census Output Area (COA) summaries are listed below. Census Output Areas are those areas of approximately 250-300 residents, allowing for even greater identification of socio-economic need on a sub-ward and a sub-SOA level. Only those Census Output Areas in the 10% most disadvantaged in Northern Ireland are highlighted – in other words where they are in the top 502 most disadvantaged for a particular economic deprivation ranking out of the 5,022 Census Output Areas in Northern Ireland.

COA	Ward/SOA	Economic deprivation	Income	Employment	Proximity to Services
95gg430001	Sydenham 1	372nd	473rd	386th	
95gg430002	Sydenham 1	479th		394th	

1.9   In addition other indicators include the following:

o   In Sydenham SOA 1 28% of people have a long-term illness compared to 20% for Northern Ireland and 24% for the Belfast Local Government District;

- o In COA 95gg430001 (in SOA 1) 19% are on incapacity benefit compared to 11% in Northern Ireland and 13% in the Belfast LGD;

- o In COA 95gg430002 (in SOA 1) 72% of households are rented compared to 30% in Northern Ireland and 44% in Belfast LGD.

Key Issues

1.10 Key issues include:

- o Sydenham has an older than average population;

- o The area also has a higher than average ratio of births to unmarried mothers;

- o It has a lower than average higher level qualification ratio;

- o Nearly half of all 3-5 year old children in Sydenham are not registered with a dentist;

- o *Health Deprivation and Disability* is a multiple deprivation indicator for which Sydenham is ranked in the worst 10% in Northern Ireland, and two of the three SOA's are ranked in the worst 10% in Northern Ireland;

- o *Sydenham SOA 1 should be a particular target of development work given its multiple ranking in the worst 10% for measurements of deprivation.*

2   COMMUNITY AUDITS

4.2   The feedback below highlights the main responses during that consultation by interview, consultation and open meeting feedback, community survey, and youth focus session.

4.1   The local community in Sydenham has recently been consulted though two specific audits:

- o   Youth Audit carried out for the Presbyterian Church in Sydenham;

- o   Community Audit carried out for the 166 House;

2.3   The community audit identified a number of key issues for the development of the Sydenham area including the following:

- o   **Identity** – the area was indistinct and sprawling, which was not conducive to a clear sense of what the Sydenham area constituted or a clear sense of a Sydenham identity that people associated with or that motivated people to be involved in their local area;

- o   **Weak community infrastructure** – the support offered to local communities through community organisations based in and representative of the area was weak. The lack of local community groups was considered a factor in a relative lack of response to the closure of Sydenham Youth Club and to lack of assertiveness of the needs of the local community;

- o   **Street litter/dog mess** – constantly recurring themes of needs in areas, but enhanced by the physical backdrop of Sydenham;

- o   **Better communication between agencies** - many agencies and funding organisations are engaged in their own productive and important work without significant co-ordination with other agencies and funding organisations. ;

- o   **Poor banking facilities** – the area has few retail or commercial outlets locally. It has no banking facilities, identified by local residents as making things more difficult in their every day lives;

- o   **Alcohol/substance abuse** – local people perceived alcohol and substance abuse to have increased and identified the issues particularly with young people. The potential for any abuse of this nature to lead to anti-social behaviour or youth causing annoyance is clear but none of the agencies or providers report any ASB or YCA of any significance in the area;

o   **Older peoples' health needs** – health is a major social need according to the statistical indicators, and was identified in the community audit. The target group of older people is relevant given the demographic profile of the ward;

o   **Mental health** – again reflecting the social indicators for Sydenham. High incidents of mental health problems and suicide rates are reported by local people, and recognised by statutory agencies such as the Belfast Health and Care Trust;

o   **Poor PSNI visibility** – A common issue and perceived need throughout Northern Ireland. People in Sydenham want to priorities police presence to reinforce their sense of security;

o   **Inverary/Sydenham divide** – the two areas of Inverary and Sydenham are in close proximity, but like many inner City area and estates, people identify with one area or the other and tend not to mix effectively with people in the other area. The community facility in Inverary is open to people from the Sydenham area but due to perception and distance few people from Sydenham would be active users;

o   **Isolation of older people** – the demographic profile indicates an older than average population, and a higher than average ratio of limiting long-term illness and of lone pensioner households (17% in the ward).

2.4   The youth audit identified the following key issues:

o   **Lack of youth facilities** – the closure of Sydenham Youth Club is still felt in the area, both as being of detriment to young people, and as a sign of local disempowerment and lack of commitment from public bodies. The lack of a major local response to the closure may be an indication of the weak community infrastructure in the area;

o   **Good practice outside the area** – part and parcel of the development of a community response to local issues, is in linking local practice with support, assistance and models outside Sydenham. A lack of knowledge of such good practice was identified and recommended as part of future development;

o   **Strength of church youth provision** – while the Sydenham Youth Club had closed, there is still significant youth provision through the main churches in the area. While obviously not attracting all youth, working with some youth who live outside the area, and often not working with the unattached youth, many young people from Sydenham still attend youth provision by the

churches.   The standard of such youth provision is generally considered high;

o   **Many youth do not go to church provision** – as indicated above many young people, and adults, will not participate in church activities due to perceptions or culture or lack of awareness;

o   **Unattached youth** – unattached youth are the hardest to reach potential young participants in youth provision generally. There is currently a low level of unattached youth work in the area, although Youth Service provides effective and committed youth workers operating from Avoniel Primary School.

o   **Lack of provision for older teenagers** – many times older teenagers slip through the net and the youth audit reflected that gap in provision for the Sydenham area;

o   **Lack of activities for young women** – the youth audit also identified that those activities for younger people tended to focus more on activities for boys/young men rather than girls/young women. This included sports activities;

o   **Poor communication between youth providers** – the audit also identified that of the many providers, communication and collaboration between the statutory agencies and church groups, and within each of those groups, could be enhanced. The church groups do report some collaboration and joined activities. There is also a developing relationship between the Belfast Education and Library Board Youth Service and the Presbyterian Church as the church progresses a new-build church and community facility in the area.

2.5   The audits were carried out independently of the Working Group and of the commissioning groups – the Presbyterian Church and 166 House. However, both parties made the audits available to the Sydenham Working Group and hope they will inform and shape the development of services in the area. Both parties may also use the audits for their own developmental programmes.

KEY ISSUES

2.6   Key issues include:

o   There is a lack of an agree identity within Sydenham that may lead to lack of motivation to get involved in community development work or inhibit civic pride;

o   Weak community infrastructure is evident through a lack of locally representative, constituted community organisations;

o   Many agencies are working energetically in the area but co-ordination and collaboration could be better;

o   Older people are a particular target group for community work, especially relating to isolation, health and vulnerability;

o   People generally and young people in particular feel there is a lack of youth facilities, including for older young people;

o   Poor communication exists between all existing providers of youth services in the area, and a degree of competitiveness or rivalry.

3   LINKAGE AND INTEGRATION

5.1   The development of the Sydenham area, it is widely recognised, needs to occur in partnership with key policy and funding bodies, with strategies and approaches that compliment the work of local organisations on-the-ground in Sydenham.

3.2   The plans and strategies of the main other relevant statutory and voluntary organisations are summarised below relative to community needs and the work of Sydenham Borough Council.

DSD – Neighbourhood Renewal

3.3   *People and Place* strategy will concentrate resources on disadvantaged neighbourhoods through 7-10 year Neighbourhood Renewal Vision Frameworks and three-year rolling action plans for Neighbourhood renewal areas.   A Physical Development Strategy will also incorporate Comprehensive Development, Environmental Improvement Schemes and Urban Development Grant.

3.4   Neighbourhood Renewal is defined as being about closing the gap between the quality of life of people in the most deprived neighbourhoods and the rest of society.   It has four interlinking strategic objectives:

o   **Community renewal** – to develop confident communities that are able and committed to improving the quality of life in their areas;

o   **Economic renewal** – to develop economic activity in the most deprived neighbourhoods and connect them to the wider urban economy;

o   **Social renewal** – to improve social conditions for the people who live in the most deprived neighbourhoods through better co-ordinated public services and the creation of safer environments;

o   **Physical renewal** – to help create attractive, safe, sustainable environments.

DSD - Voluntary and Community Unit

3.5   The Voluntary and Community Unit is a section of the Department of Social Development that provides a focus on voluntary and community activity in Northern Ireland. The Unit advise other Departments about the voluntary and community sector, and promotes volunteering and research.   It provides input to Neighbourhood Renewal and has developed a funding database.

3.6   The Unit also provides funding through a variety of EU Programmes, the Local Community Fund and the Community Investment Fund. It also coordinates the District Council Community Support Programme that can provide up to 50% assistance toward local authorities activities through their Community Support Plan. Belfast City Council's Community Support Plan is a critical support document for community development work and is referred to below.

3.7   The Unit produced a consultation document in December 2005 on supporting delivery of voluntary advice services in the community. The document suggests that a new strategy is needed due to lack of shared view on definitions of advice, lack of co-ordination between funders, and varied quality of advice offered in different areas.

3.8   The strategy suggests that at different levels of need, accessing, gaining interpretation and help to act on, information are the greatest advice needs. It recommends the establishment of a network of primary generalist providers {e.g. Citizens Advice Bureau} known as Area Hubs, and suggests that a pilot hub(s) will be tried in the next number of months.

3.9   The draft **DSD Advice Strategy** was published in December 2005, and the final strategy, concluded after consultation, has yet to be published. The draft strategy was produced to agree a shared view on definitions of advice, co-ordinate funding, help standardise the quality and geographic levels of service, and be more efficient in the use of stretched public funds.

3.10   The **Belfast City Council's** Community Support Plan was developed after extensive consultation with the voluntary and community sector throughout the City. It defines community development as "a range of practices dedicated to increasing the strength and effectiveness of community life, improving local conditions, especially for people in disadvantaged situations and enabling people to participate in public decision making and to achieve greater long-term control over their circumstances".

3.11   Amongst other things in the Plan the City Council wishes to support:

o   Collaboration and partnership working;

o   Helping to build sustainable and self sufficient communities;

o   Help communities to influence the decision making processes that affect their lives;

o   Empower people;

- o   Neighbourhood and city wide regeneration and development work;

- o   Build the skills and knowledge of local people and community organisations to empower and enable them to become actively involved in their communities.

3.12   The City Council provides some grant aid from its Community Support budget.

3.13   The **Belfast Education and Library Board** is responsible for Youth Service.   Youth Service wants to develop the personal, social and educational development of young people, making sure that just as any other section of the community, young people have a voice and are equitably treated.

3.14   Youth Service provides a number of youth centres in the City, and provides support to those centres.

3.15   The Sydenham area is serviced by the youth facility based at Avoniel Primary School.

3.16   The **Belfast Health & Social Care Trust** was established in April 2007 on the outworking of the Review of Public Administration within the health service. It replaces the former South & East Belfast Health and Social Services Trust, and the various hospitals trusts in one overall acute and community provider.

3.17   It services a population in Belfast of over a third of a million people, and spends over £1 billion per annum.   The Trust has a community development team that support community activity throughout the City, and that has been particularly active in East Belfast.   The Trust also operates the Community treatment and Care Centre (CTCC) at the Holywood Arches, close to Sydenham.   The CTCC aims to bring together all main health providers within the community in one location, making it easier to access. It seeks to build relationships with local communities, and link those communities with GP's.

3.18   **Belfast District Policing Partnership** is a partnership of Council, local voluntary and community organisations, and statutory agencies (principally the PSNI) to highlight community needs in policing in the City, and engage with the PSNI to provide input and challenge to their operation in the City. It seeks to make communities safer and policing even more effective.

3.19   **The Belfast Community Safety Partnership** has targeted youth projects, anti-social behaviour and youth causing annoyance as key groups and issues within its strategy.

3.20   The **Big Lottery Fund** administers and distributes funds for good causes, arising from a proportion of the Lottery spend every week. Of every £1 spent on the Lottery by members of the public up to 28 pence is allocated to good causes. The rest is largely allocated to prizes, Camelot and taxes to Government.

3.21   In Northern Ireland the Big Lottery is due to distribute around £90 million between 2006 and 2009 for programmes that include:

Awards for All – aimed at local communities with grants of up to £10,000;

Reaching Communities – with a five-year grant cycle for up to £500,000;

Safe and Well - £18 million in total to tackle health and safety issues;

Live and Learn – promoting well-being and learning opportunities;

Improving Community Buildings – offering help to refurbish existing community buildings.

3.22   The *Awards for All* funding stream is particularly accessible.

3.23   **Belfast Local Strategy Partnership** was established to administer the EU Special Peace and Reconciliation Programme for Northern Ireland. It has helped fund many projects under the Peace I and Peace II programmes, and now under the Peace II Extension Programme. The Peace II Extension programme has an enhanced focus on reconciliation outcomes.

3.24   The Peace II Extension funded programmes are due to be completed by summer 2008. Peace III will be administered directly through SEUPB in association with local authorities or other local delivery agents.

3.25   The **DETI Social Economy Unit** was established in 2002 to facilitate long-term partnerships to promote the social economy in Northern Ireland. It has focussed on putting in place structural support mechanisms and led the development of a cross-Departmental Strategic Plan for the social economy, "Developing a Successful Social Economy".

3.26   The **Community Relations Council (CRC)** was established in 1990 to promote better community relations between Protestants and Catholics in Northern Ireland and to promote recognition of cultural diversity. The Council aims to help people recognise and counter the effects of communal division, and do this through:

o   Providing support – financial, training, advice and information – for local groups and organisations;

o   Developing opportunities for cross-community understanding;

o   Increasing understanding about community relations work;

o   Encouraging greater acceptance of and respect for cultural diversity.

3.27   The CRC has core programme areas including communication and learning resources, cultural diversity, funding and development, and policy and development. A number of projects have been supported in the Sydenham Borough area.

3.28   The **Arts Council for Northern Ireland (ACNI)** is the lead development agency for the arts in Northern Ireland, and the main support organisation for artists and arts organisations.   The main functions of ACNI are to:

o   Promote and develop the arts;

o   Increase public access to and participation in, the arts;

o   Encourage and assist the provision of arts facilities and events.

It offers a number of funding opportunities including Lottery funding and has recently been appointed the lead organisation for the Re-Imaging Communities initiative. This initiative seeks to use funding to review and replace images in local communities that promote division or sectarianism, and promote new arts-related images looking at the future for areas such as Sydenham. Often Re-Imaging Communities is facilitated through local authorities. It is 100% funding by the ACNI.

3.29   The **Northern Ireland Housing Executive (NIHE)** has produced a number of documents relative to community relations, such as "Towards a Community relations Audit" in 1999 and in 2000 a "Community Relations – Community Safety" Plan.   The Executive recognises the issue, and the housing management aspect, including those relating to murals, graffiti and kerb stone painting.   It also acknowledges the development of more segregated housing, with more than 70% of housing estates in Northern Ireland now being deemed as segregated (no more than 10% of a type of community background).   The Executive recognises the perceptions associated with such developments in social housing areas, and recognises the intra community as well as cross community implications and needs.

3.30   The community relation's strategy of the NIHE includes the Executive as the lead body to bring together the "housing family" and other key

stakeholders to examine the potential for improving relations, and to maintain neutral working spaces. The NIHE also seeks to target the removal of sectional symbols, working with local residents and the community.

3.31 The **International Fund for Ireland** support community relation's development in a number of ways through the wide variety of programmes and projects it supports and funds. The main mechanisms include the Community Bridges Programme and the Wider Horizons Programme. The Community Bridges Programme seeks to enhance the capacity of local communities to address conflict related issues and divisions. It has at its root the need to increase the capacity of local groups to intervene positively in their own areas themselves. To tackle intimidation or sectarianism, empower marginalised youth and develop cross-border contacts.

3.32 The Wider Horizons Programme targets people less than 25 years of age, seeking to develop their skills and employability, while running on a cross-community and cross-border basis. It includes training and placements outside Ireland for groups of young people drawn from both communities in Northern Ireland and from Southern Ireland.

3.33 **East Belfast Community Development Agency** (EBCDA) aims to assess the needs of the community sector in East Belfast and work with other key organisations to draw up programmes, projects, plans, strategies that build capacity. EBCDA is an umbrella organisation with membership drawn from community groups throughout East Belfast.

3.34 **I**t seeks to support groups, add value and develop their capacity to help themselves. Its vision is to help East Belfast rediscover the energy, commitment and pride, which created much of its industrial past.

3.35 EBCDA is well respected within the local community, and by both statutory agencies and funding bodies.

3.36   Key issues include:

- o   DSD is committed to supporting community renewal, social renewal and physical renewal;

- o   DSD also through its support for Community Support Plan's within local authorities supports Belfast City Council in its work to support communities such as in the Sydenham area;

- o   Re-Imaging Communities initiative seeks to support art projects in areas that are keen to support arts projects in public portraying a positive image of that community's future, preferably through the local authority;

- o   Funding from Big Lottery and the Council's Community Support budget may also be relevant;

- o   EBCDA has a good reputation with the local community, funding organisations and public bodies;

- o   Linkage with the overall strategy of the Health Trust and local CTCC is important and may be facilitated through the health project about to be developed by EBCDA.

6   STRATEGIC KEY ISSUES

6.1   The secondary research and community consultation raised a number of issues that recurred frequently and that are summarised below and in the SWOT analysis below.

6.2   They are incorporated in the Development Plan below include those below as significant strategic issues:

o   Developing a plan that is consistent with the DSD's focus on community, social and physical renewal;

o   Overcoming the inhibiting nature of weak community infrastructure by empowering the local community and facilitating a local voice that can drive development and challenge existing providers through the Sydenham Strategic Working Group;

o   Developing a sense of identity and civic pride in the area;

o   Creating and sustaining communication tools with the local community, encouraging their involvement in the process;

o   Integrating delivery, given that a significant amount of physical change is to happen, recognising that collaborative, collective change can produce more change than disparate, individual change;

o   Recognising the critical role to be played by EBCDA as an honest broker, an advocacy body with weight and expertise, and as a potential employer of the Sydenham Community Empowerment Worker;

o   Maintaining the culture and "feel" of the area, encouraging older residents to stay healthy in their homes longer, while recognising the future of Sydenham as a popular residential area that will change for the better.

6.3   One of the themes for the Sydenham Working Group has been the absence of local representatives from community groups operating in the Sydenham area. The Sydenham Working Group is conscious of the absence and keen to correct it. They see the involvement of local people on the Sydenham Strategic Working Group as important to:

o   Sustain the process of identifying local issues and solutions;

o   Challenge positively statutory agencies and funding bodies on the Strategic Working Group about their contribution and thinking in the Sydenham area;

    o   Bring drive and enthusiasm from people living in the area;

    o   Enhance representativeness and local legitimacy to the Strategic Working Group;

    o   Develop skills and commitment in the local community that should be sustainable in the long-term;

    o   Help communicate with people in the Sydenham area.

6.4   Rather than risk duplication of effort the Strategic Working Group wish to bring local community representatives on to the existing Strategic Working Group. The Strategic Working Group recognises that their work is aimed at improving the quality of life of people in the Sydenham area, with initiatives involving local people and delivered by local people where appropriate. As such it wishes to keep open any options for the development of community groups and representation in the Sydenham area.

Strengths	Weaknesses
o The establishment of a Sydenham Strategic Working Group; o Existing role played by active and community-minded churches; o The actuality of the physical developments about to take place; o Location as a residential area; o Potential positive sense of identity; o Role of EBCDA now and in the future; o Support through existing recognition of needs by the DSD.	o Lack of strong identity and common agenda; o Lack of an existing community voice; o Lack of collaboration between key players; o Lack of political engagement despite the potential for heavy hitting involvement; o Area not recognised as highly disadvantaged although has the potential for such decline; o Location as a focus for community development/recognition.
Opportunities	**Threats**
o Potential achievements if all players work together; o Recognition as an Area at Risk; o Funding potential; o Engagement of political leaders and public bodies; o Real latent potential in the area; o Developing a sense of identity that recognises the progress in the area that will inevitably happen.	o The Sydenham Strategic Working Group goes its separate ways; o Lack of interest from the local community/apathy; o Physical development work due to occur does not due to change of policy or lack of funds; o Physical development work is carried out in isolation; o Lack of, or inappropriate, community leadership; o Political disengagement.

7   ACTION PLAN

7.1   The Action Plan below follows on from the key issues and themes identified through the consultation and research processes. It reflects a programme that:

- o   Meets local needs;
- o   Involves the voluntary and community sector in delivery on a partnership basis
- o   Identifies achievable targets to assist with assessment of its success;
- o   Allows for monitoring and review procedures to be built in to the Plan;
- o   Allows for a mechanism for further and ongoing consultation with and involvement of the voluntary and community sector;
- o   Fits with the priorities of all members of the Sydenham Working Group and has agreement of all members of the Working Group.

7.3   The Development Plan has the following key aims and objectives that tie closely to expectations regarding:

7.2   As a result of the Development Plan the Sydenham Strategic Working Group has identified key strategic challenges as indicated below:

Capacity Building
o **Building the capacity of local people including the planning process, basic skills and community leadership;**
o **Identifying and learning from good practice within and without the area;**
o **Leadership within the Strategic Working Group and its constituent members and within the community locally;**
o **Providing information on capacity and funding issues;**
o **Increasing contact of people with each other and with elected members;**
o **Recognising and sustaining development in the area.**

Networking
o **Developing partnerships with all statutory, funding and community bodies;**
o **Developing abilities to further influence local elected members and political leaders;**
o **Developing the co-ordinating and lobbying voice for the area;**
o **Developing relationships between some community and voluntary organisations;**
o **Improving communication between statutory agencies;**
o **Reaching agreement between key influencing players within the community.**

Resourcing the Community
o **Accessing information regarding funding;**
o **Prioritising assistance in areas of greatest social and economic need;**
o **Providing resourcing to facilitate initial development of a community group locally;**
o **Agreeing a joined up approach to renewal from within the Strategic Working Group.**

o   Developing the capacity and leadership of and within the community;

o   Improving communication and networking within the community and between the voluntary and community sector and public agencies;

o   Resourcing and supporting the community locally;

o   Targeting needs and "quick wins" for the local community;

o   Specific issues based programme support.

It is also designed to be consistent with the Neighbourhood Renewal themes and with Areas at Risk. The Neighbourhood Renewal themes are:

o   **Community renewal** – to develop confident communities that are able and committed to improving the quality of life in their areas;

o   **Economic renewal** – to develop economic activity in the most deprived neighbourhoods and connect them to the wider urban economy;

o   **Social renewal** – to improve social conditions for the people who live in the most deprived neighbourhoods through better co-ordinated public services and the creation of safer environments;

o   **Physical renewal** – to help create attractive, safe, sustainable environments.

8   MONITORING AND PERFORMANCE INDICATORS

8.1   The Performance Indicators outlined below, in many ways, are the most important elements of the Development Plan. They are the means by which implementation – the working part of the document – is measured. They should be used by the Working Group as a yardstick for implementation.

8.2   Performance Indicators will be identified as part and parcel of delivery of the Development Plan, and are summarised as outputs within the action plan attached. However, these should be further developed as performance indicators in association with potential partners and the community group.

SYDENHAM DEVELOPMENT PLAN ACTIONS

Aims and Objectives

Aim	Objective	Output	Outcome	Time	Cost (£)	Driver
Create local representative lobbying and delivery structures	1 Integrate the delivery of physical regeneration in Sydenham through the Sydenham Strategic Working Group	o Invite community representatives on to the Strategic Working Group; o Agree working relationship between those involved in physical delivery – school, BCC, 166 House, Presbyterian Church; o Chairperson/deputy; o Produce a heads of agreement on how the physical developments in the area will work together in providing services; o Host an open meeting; o Launch the findings of the audits and development plan; o Identify volunteers.	o Integration of plans; o More effective delivery for people on-the-ground; o Increased lobbying power together; o Produce tangible integrated agreement for school, churches, BCC facilities; o Increased sense of ownership of initiatives; o Challenge to statutory bodies increased; o Direct engagement on appropriateness of what is delivered in community's name; o Increased drive.	2007-2008	10,000	WG

Create and sustain a vision and identity for Sydenham as a self-sufficient progressive community and place to live	1 Deliver a five-year programme of environmental improvement	o Facilitate the provision of planting, hanging baskets and greenery throughout Sydenham; o Organise a competition for schools to design a Sydenham logo; o Agree on a "centre(s)" of the area and mark it with a symbolic piece of art or planting; o Ensure appropriate and informative signage within the immediate area and on the arterial routes; o Develop a programme to enhance commercial and community signage.	o Increase in pride in the area; o More attractive place to live – physical enhancement; o Quick win for a local groups; o Increased commercial interest; o Raised profile of community facilities.	2008- onwards	40,000	EBCDA WG Local group
As above	2 Establish and maintain communication with local residents to raise awareness of local activities, of the Strategic Working Group and the local group to increase support and involvement	o Produce and deliver a quarterly local Sydenham news publication; o Embark on a series of meetings with elected representatives; o Produce and update a Sydenham website; o Support volunteering by local residents.	o Increased sense of empowerment and hope for the future of Sydenham; o Increased involvement in community activities; o Increase in volunteering, targeting isolation, older people and youth.	2007- 2009	10,000	Local group

Enhance youth provision in Sydenham	1 Ensure opportunity of access youth provision for every young person in Sydenham	o Support the provision of community youth provision at the new-build Presbyterian community site; o Support existing youth provision with 166 House and Youth Service; o Establish a youth sub-group of the Working Group to focus on the collaborative way forward; o Support the re-use of Sydenham Youth Club for youth-oriented provision; o Specific youth projects organised involving all the providers on the Sydenham Strategic Working Group	o Personal development of young people from Sydenham; o Reduction in youth related incidents; o Increased buy-in from young people toward the community agenda; o Greater efficiency of services.	2007-2009	25,000	WG

Improve the health of local people and reduce isolation	1 Ensure older men and women have access to support within the community	o Link a health project to the development of EBCDA's HLC project; o Support a local men's group.	o Reduction in isolation; o Better health of local people; o Increase proportion of people able to stay at home longer; o Increase linkage between community and GP.	2007-2009	10,000	EBCDA Local group
Provide resourcing to deliver actions on-the-ground	1 Employ a Sydenham Community Support Worker	o Identify base and management; o Undertake recruitment procedure; o Provide support.	o Deliver actions on the ground both in facilitating a community structure and in delivering projects	2007-2009	105,000 + 30,000 project budget	EBCDA Local Group

Potential partner funders:

o Areas at Risk;
o Re-Imaging Communities;
o BIG Lottery and Awards for All;
o Belfast City Council;
o Youth Service;
o Belfast Health & Care Trust;
o District Policing Partnership Community Fund.

Sydenham Area Development Plan