The West Belfast Partnership Board
Strategic Plan
2012-2015
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Foreword

West Belfast has been the subject of numerous plans, regeneration frameworks and initiatives over the past 15 years¹. Despite the efforts of many local organisations and statutory agencies, the challenges facing the area remain reflected in statistics of multiple deprivation and in the levels of unemployment, educational attainment, health and community safety.

While the challenges facing west Belfast are significant, the area also has a very vibrant community spirit and infrastructure, with exciting new developments proposed under the Gaeltacht Quarter; capital projects including the Casement Park, Glen 10, St Comgall's; the tourism potential offered by the Belfast Hills and the cultural vibrancy embodied in the annual Féile and the recently upgraded Cultúrlann and Conway Mill.

The West Belfast Partnership Board (WBPB) was established in 1998 to act as a representative body to promote and support the regeneration of West Belfast. Over the past 12 years the Partnership has worked with community, statutory, political and business interests committed to improving the lives of those living in the west of the city and to getting a better deal for West Belfast, its people and places.

As a broadly based representative regeneration body the Partnership has delivered in the fields of economic development, education, health, environment and children and young people, responding to need and a rapidly changing environment.

In 2011, as part of it’s on going planning processes the Partnership Board agreed the need for a strategic review to inform the development of a new strategic and operational plan. It was intended that the new plan, building upon the Partnerships’ successful track record, will support and guide the Partnership at a time of considerable change and challenge.

Introduction

The current plan has been developed through a process of research, review and consultation which is set out in the review document\(^2\). The review process highlighted the ongoing challenges facing West Belfast and the most appropriate role for the Partnership in a changing environment recognising new structures and a changing funding environment.

The Plan sets out the Partnerships vision, purpose, values and priorities. While the Partnership seeks to respond to need it is aware of the need to balance expectations with resources and has prioritised its work identifying those issues /areas \textit{where it leads, others where it will offer support and other areas where the Partnership will hold a watching brief}. The priority themes agreed for the coming 3 years are \textbf{Building a Prosperous Community, Connecting People to Services and Developing Excellence}.

Our Vision

Our Vision of West Belfast is of a vibrant, confident, welcoming and prosperous community, at ease with itself and its neighbours and with the capacity to play its part in the regeneration of the city.

Our Purpose

The Partnership is the lead strategic body for West Belfast working in partnership with community, statutory, private and political interests. Our overall intention is to make life better for the people of West Belfast.

\(^2\) WBPB Review document April 2012
Our Values

<table>
<thead>
<tr>
<th>Values</th>
<th>Commitment</th>
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</thead>
<tbody>
<tr>
<td>Social and economic justice</td>
<td>We will articulate the community’s needs and concerns from a perspective of equality for all.</td>
</tr>
<tr>
<td>Inclusiveness</td>
<td>We will strive to create a community at ease with itself; an inclusive community where all have access to available resources and where government policy is aimed at addressing marginalisation.</td>
</tr>
<tr>
<td>Good relations</td>
<td>Our work will be informed by the need to build good relations with neighbouring communities and with others across the island of Ireland</td>
</tr>
<tr>
<td>Accountability</td>
<td>Our work will be open and made transparent to all.</td>
</tr>
<tr>
<td>Quality</td>
<td>We will ensure that its work meets quality standards and that all its resources are used efficiently and effectively for the benefit of all.</td>
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Our Role

As the lead strategic body for West Belfast, the Partnership is called upon to act in a number of roles, often leading on issues, at times offering support and on occasions holding a watching brief. We also have a responsibility to work collaboratively within West Belfast and across the City working in cooperation with the other Belfast Area Partnerships, identifying key issues that we can effectively take forward, either collectively as BAPs or with individual partnerships, for example with the Social Investment Fund (particularly with the Greater Shankill Partnership) or citywide structures such as the Belfast Health Strategic Partnership.

Strategic Priorities

Building a Prosperous Community
- Economic Development
- People and Places

Connecting People to Services
- Education
- Health
- Integrated Services for Children and Young People
- Community renewal
- City wide working

**Developing Excellence: Organisational Improvement**
- Internal Improvement
- Governance Review
- Strategic Financial Plan
- Communications Plan

**Our Principles**
We are committed to:
- Working collaboratively with and through local partners including the Neighbourhood Renewal Partnerships
- Working across the city, leading and supporting city wide initiatives working in collaboration with other BAPS and Belfast City Council
- Working in an integrated manner recognising the interdependence of our work in health, education and economic development.

**Our Delivery**
Much of the delivery of the Partnerships objectives will be through the Partnerships sub committees. We will act as an enabler, facilitator and co-ordinator of the sub committees, building on relationships with partners to develop a more co-coordinated area wide approach to achieving our objectives. The success of the strategy will be dependent on the development of a strong partnership approach by committee members who are committed to working to achieve change by combining and aligning their efforts behind shared strategic priorities and an operational plan that tailors its interventions and services in response to local needs and opportunities. Whilst we will deliver much of the strategic plan, its success will also depend on the work being taken forward by our many partners which is led within their individual organisations.

**Measuring Success**
WBPB has introduced measurable targets and outcomes as part of its strategic plan to demonstrate the added value of our work. We have developed management structures that will enable us to complete a continuous cycle of assessment and delivery on an annual basis. We will take an outcomes-focussed approach to our work using the Logic Model, which will be based on evidence to support action, be
driven by a desire to achieve results and deliver services in more innovative and cost effective ways and will be responsive to community needs and more collaborative across and within sectors.

**Resourcing the Plan**

WBPB’s strategic and operational targets are set on the basis that we will attract the required resources to fund the strategic plan - a significant challenge in the current funding climate. The current funding contracts and income sources the Partnership has secured for 2012-2013 are detailed in Appendix 4. The estimated costs which the Partnership will require to fully operationalise the strategic plan are set out in Appendix 5.

The Partnership will commit to a training programme which will further develop the skills and knowledge of our staff and member practitioners in urban regeneration and community development, ensuring quality and best practice standards.
Strategic Priorities

Priority 1. Building a Prosperous Community

Theme 1: Economic Development
West Belfast Partnership will continue to prioritise economic development in its strategic and operational plan 2012-15, providing effective leadership to ensure that west Belfast undertakes the best possible approach to tackling the current recession, stimulating local economic growth, tackling unemployment and securing resources commensurate with the task.

West Belfast Partnership will lead this strategic objective through its economic development sub committee – an effective development and advocacy group drawn from business, statutory agencies, further & higher education and training organisations, elected representatives and community based organisations.

Key strategic priorities of the Economic Development Committee are:
- To champion west Belfast as an attractive place in which to invest, trade and develop businesses.
- To develop and support measures to tackle unemployment.

Key Outcomes 2012-2015
- West Belfast will be a distinctive, attractive location to visit, invest, trade and do business.
- West Belfast Traders Forum will be a self sustaining member organisation which grows in strength, enhances its member’s business development and increases prosperity.
- West Belfast will further develop as a Creative Industries hub.
- West Belfast will have a robust employability programme for local residents which increases their access to employment in west Belfast and the city as a whole.
Priority 2. Connecting People to Services

Theme 1: Education
West Belfast Partnership will continue to place education and training at the heart of its regeneration programme. Driving the education agenda of the Partnership will be Education and Training Forum, a sub committee of the Partnership who are drawn from a range of education and training stakeholders in west Belfast. The Forum will address educational inequalities and contribute to transformative change in education and training outcomes in west Belfast through a collaborative value based approach which embraces and supports all learning opportunities and flexible education options.

The key Strategic priority of the Education and Training Forum will be:
To work collaboratively towards the goal that all children and young people in west Belfast will have the means to achieve their full potential at each stage of their development.

The Strategic Objectives are:
- To promote the development and implementation of an education and training strategy for west Belfast which aims to bring the area’s attainment levels up to a par with the Belfast average.
- To promote and implement practical measures which will enhance and improve learning and training pathways relevant to the needs of children, young people and their parents.
- To foster and promote the highest quality standards in local education and training.

Key Outcomes 2012-2015
- Education inequalities are reduced.
- Educational attainment levels and access to education and training are improved.
- The quality of education and training performance is monitored and improvement sustained.
Theme 2: Health
In early 2011 the Health Committee decided to re focus and limit it’s activity to two major objectives under the general heading of ‘Tackling Health Inequalities’. The Partnership was seen to have a clear role in mobilising the community of west Belfast and to engage with the different statutory stakeholders on a concrete proposal against which progress could be measured. To this end after a number of discussions, Cardi-vascular disease was identified as the area of health inequality to be addressed as it is the second largest contributor towards health inequalities. In addition the committee opted to focus on access to services particularly in view of the impact of the new Beechall Centre on existing services

The Key Strategic Priority for the Health Committee is:
Tackling Health Inequalities in West Belfast

The Strategic Objectives are:
1) To Improve Heart Health in West Belfast through the Healthy Hearts Initiative
2) To Improve access to Health and Social Care in West Belfast through:
   2.1 Mental Health Scoping Exercise
   2.2 Work on alternative models of provision in the community

Key Outcomes 2012-2015
• Increased awareness of Heart Disease risk factors in west Belfast.
• Better health outcomes through increased participation in physical activity programmes; community pharmacy hubs and Cardio rehab in west Belfast.
• Improved Mental health outcomes in west Belfast and the city as a whole.
• Enhanced access to health and well being services in west Belfast.
Theme 3: Integrated Services for Children and Young People Programme

West Belfast Partnership will continue to support the implementation of the Integrated Services for Children & Young People Programme in west Belfast (ISCYP). Delivered in conjunction with four local Neighbourhood Partnerships and the Shankill Partnership, ISCYP is an innovative approach to addressing the complex needs of children, young people and families. The programme works to improve the life chances of children and young people, by putting in place youth and family support services, building their emotional resilience, their health and well-being and supporting our young people through their education. This is achieved through an integrated model of delivery which focuses on children, young people and their families, through a whole family, wrap around approach.  

The Strategic Aim of Integrated Services for Children and Young People West Belfast is:

To improve the life Chances of Children and Young People and their families in west Belfast.

This will be achieved via a core team in West Belfast Partnership, three Full Services Community Teams, based in local Neighbourhood Renewal areas, and a West Belfast wide Alternative Education Team. The teams will work on themes of

- Family Support Services
- Education Ready Services
- Youth Development & Inclusion Services
- Health & Well being services, with a focus on Mental Health

The proposed outcomes for 2012-2015 are:

- An Improvement in the Life Chances Of Children And Young People
- Improved Opportunities To Enhance Academic Achievement And Learning
- Improved Physical And Emotional Health Of Children, Young People And Families
- Enhanced Access To Counselling And Other Services Which Promote Positive Mental Health

3 Please see full Strategic & operational Plan & Business plan for detail of ISCYP Programme.
Priority 3. Developing Excellence: Organisational Improvement

The review process undertaken on 2011/2012 indicated the need for a change management approach to be adopted by the Board and senior management team. The Partnership will deploy a change management model with a clear plan, leadership, resources and follow through. The strategic plan, while an important element is simply one aspect of change, without all the elements a plan will not deliver.

The review process highlighted the need for fundamental changes with respect governance and leadership of the organisation. Much of this work has already been developed by the Partnerships strategy and governance Task and Finish groups and the Chairperson and Chief Executive and is set out in detail in the supporting operational plan.

Key Outcomes 2012-2015

- An effective Board and management structure.
- An effective reporting, monitoring and evaluation framework.
- An effective communication plan.
- Building the sustainability of the organisation.
# Appendix 1

## List of Staff and Board Members

### WBPB Staff

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
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<tbody>
<tr>
<td>Geraldine McAteer</td>
<td>Chief Executive</td>
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<tr>
<td>Callie Persic</td>
<td>Strategic Regeneration Manager</td>
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<tr>
<td>Angela Mervyn</td>
<td>ISCYP Programme Manager</td>
</tr>
<tr>
<td>Marie McIlwee</td>
<td>Finance Officer</td>
</tr>
<tr>
<td>Rowan Davison</td>
<td>Community Planning Officer: Health &amp; Well-Being</td>
</tr>
<tr>
<td>Janice McHenry</td>
<td>Education Officer</td>
</tr>
<tr>
<td>Lianne Carlile</td>
<td>Office and Administration Manager</td>
</tr>
<tr>
<td>Michael Donnelly</td>
<td>Finance Assistant</td>
</tr>
<tr>
<td>Stephanie Vallely</td>
<td>Receptionist with Administration Duties</td>
</tr>
<tr>
<td>Roisin McManus</td>
<td>Communications &amp; Website Officer</td>
</tr>
<tr>
<td>Francis Shaw</td>
<td>Liaison Officer West Belfast Healthy Hearts</td>
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## WBP Board Members

<table>
<thead>
<tr>
<th>Name:</th>
<th>Organisation:</th>
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<tbody>
<tr>
<td>Mr Gerry McConville (Chairperson)</td>
<td>Falls Community Council</td>
</tr>
<tr>
<td>Mrs Renee Crawford, (Secretary)</td>
<td>Lenadoon Neighbourhood Partnership</td>
</tr>
<tr>
<td>Ms Tish Holland, (Treasurer)</td>
<td>Upper Andersonstown Neighbourhood Partnership</td>
</tr>
<tr>
<td>Councillor Caomhín MacGiolla Mhin</td>
<td>Sinn Fein</td>
</tr>
<tr>
<td>Councillor Colin Keenan</td>
<td>SDLP</td>
</tr>
<tr>
<td>Councillor Jim McVeigh</td>
<td>Sinn Fein</td>
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<tr>
<td>Councillor Matt Garrett</td>
<td>Sinn Fein</td>
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<tr>
<td>Councillor Steven Corr</td>
<td>Sinn Fein</td>
</tr>
<tr>
<td>Councillor Tim Attwood</td>
<td>SDLP</td>
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<tr>
<td>Councillor Tom Hartley</td>
<td>Sinn Fein</td>
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<tr>
<td>Mr Danny Power</td>
<td>Greater Falls Neighbourhood Partnership</td>
</tr>
<tr>
<td>Ms Annie Armstrong</td>
<td>Colin Neighbourhood Partnership</td>
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<tr>
<td>Mr Richard May</td>
<td>Upper Springfield Neighbourhood Partnership</td>
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<tr>
<td>Mr Alec McRitchie</td>
<td>Bombardier Aerospace</td>
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<tr>
<td>Mr Geoff Beattie</td>
<td>Belfast Regeneration Office</td>
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<tr>
<td>Mr Jim Carlin</td>
<td>Northern Ireland Housing Executive</td>
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<tr>
<td>Mr John McGeown</td>
<td>BHSCT</td>
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<tr>
<td>Mr Michael Culbert</td>
<td>Coiste na n-larchimi</td>
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<tr>
<td>Mr Seamus O’Prey</td>
<td>ORTUS</td>
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<tr>
<td>Mr Sean Mitchell</td>
<td>Mitchell Kane Associates</td>
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<tr>
<td>Mr Seiorse Caldwell</td>
<td>Belfast City Council</td>
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<tr>
<td>Mr Terry Murphy</td>
<td>CCMS</td>
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<tr>
<td>Mrs Tish Hegarty</td>
<td>DEL</td>
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<tr>
<td>Mr Tom Armstrong</td>
<td>Christian Brothers School</td>
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<tr>
<td>Ms Susan McCrory</td>
<td>Falls Women’s Centre</td>
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<tr>
<td>Ms Sybil Skelton</td>
<td>SEELB</td>
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<tr>
<td>Claire Ferris</td>
<td>Workwest</td>
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<tr>
<td>Gerard O’Neill</td>
<td>Sinn Fein</td>
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Appendix 2
Staff & Organisational Chart

WEST BELFAST PARTNERSHIP BOARD

Chief Executive Officer

Strategic Regeneration Manager
Community Planning Officer Health
ISCYP West Belfast Programme
Office Manager / P.A.
Finance Officer

Housing and Regeneration Assistant
Healthy Hearts Liaison Officer
Education Development Officer
Communications & Website Officer

Receptionist / Administrator
Administration Officer / PA
Organisational Chart

WEST BELFAST PARTNERSHIP BOARD

Advisory Committee
- Environment Housing & Planning Subgroup
- Education & Training Forum
- ISCYP West Belfast
- Health & Wellbeing Subgroup
- Economic Development Subgroup
- Neighbourhood Renewal Forum

Personnel & Finance Committee

Strategic Planning Task & Finish Group

Governance Task & Finish Group