



ceathrú gaeltachta **gaeltacht quarter**

**Bunú Bord Forbartha
agus Ceisteanna Bainteacha**
**The Establishment of a Development
Board and Related Issues**

Tuarascáil Dheireanach don
Roinn Cultúir, Ealaíon agus Fóillíochta, An Roinn
Forbartha Sóisialta agus An Roinn Fiontar, Trádála agus
Infheistíochta
Final Report to the Department of Culture, Arts and Leisure,
Department for Social Development and the Department of
Enterprise, Trade and Investment

Clive Dutton





“Le deis uathúil, ar údar dí cúinsí neamhgnácha, is éigean cur chuige samhlaitheach.”

**Clive Dutton, Stiúrthóir athghiniúint,
Gallagher Estates**

“Is oidhreacht í an Ghaelige dóibh siúd uilig a rugtar ar oileán na hÉireann. Tá fáil anois againn. Le bunú an Cheathrú Ghaeltachta in Iarthar Bhéal Feirste, míanach cruthaitheach an acmhainn seo a scaoileadh agus a úsáid chun leas Phobal Bhéal Feirste trí chéile. Tapaímis an deis.”

**Gearóid MacAdaimh Feisire do Bhord
Gearóid MacAdaim Teachtaireacht do Bhord
Sealadach an Cheathrú Ghaeltachta, Iúil 2004**

“Tá an cultúr bunúsach d’ár ndaonnacht agus ní féidir féiniúlacht nó éagsúlacht a cheiliúreadh gan chultúr. Tá an culture cultúr go smíor ionainn agus s’é an cultúr spiorad an phobal agus spiorad na cathrach.”

**Pleán Comhairle Bheal Feirste
um Cultúr agus na h-ealaíon 2003 - 2006**

“Gníomh diongbháilte chun an teanga a chur chun cinn.”

Comhaontú Aoine an Chéasta

“An extraordinary opportunity, borne of extraordinary circumstances, demands an extraordinary approach.”

**Clive Dutton, Director of Regeneration,
Gallagher Estates**

“The Irish Language is a shared heritage for everyone who is born on the island of Ireland. We now have an opportunity, with the establishment of the Gaeltacht Quarter in West Belfast, to tap into the creative potential of this rich resource for the benefit of this rich resource for the benefit of all the citizens of Belfast. Let us seize this opportunity.”

**Gerry Adams MP Message to Gaeltacht
Quarter Shadow Board, July 2004**

“Culture is fundamental to our humanity and is vital to the celebration of identity and diversity. Culture is the very essence of who and what we are and is the spirit of the people and the city.”

**Belfast City Council
Culture & Arts Plan 2003-2006**

“We must take resolute action to promote the language.”

Good Friday Agreement



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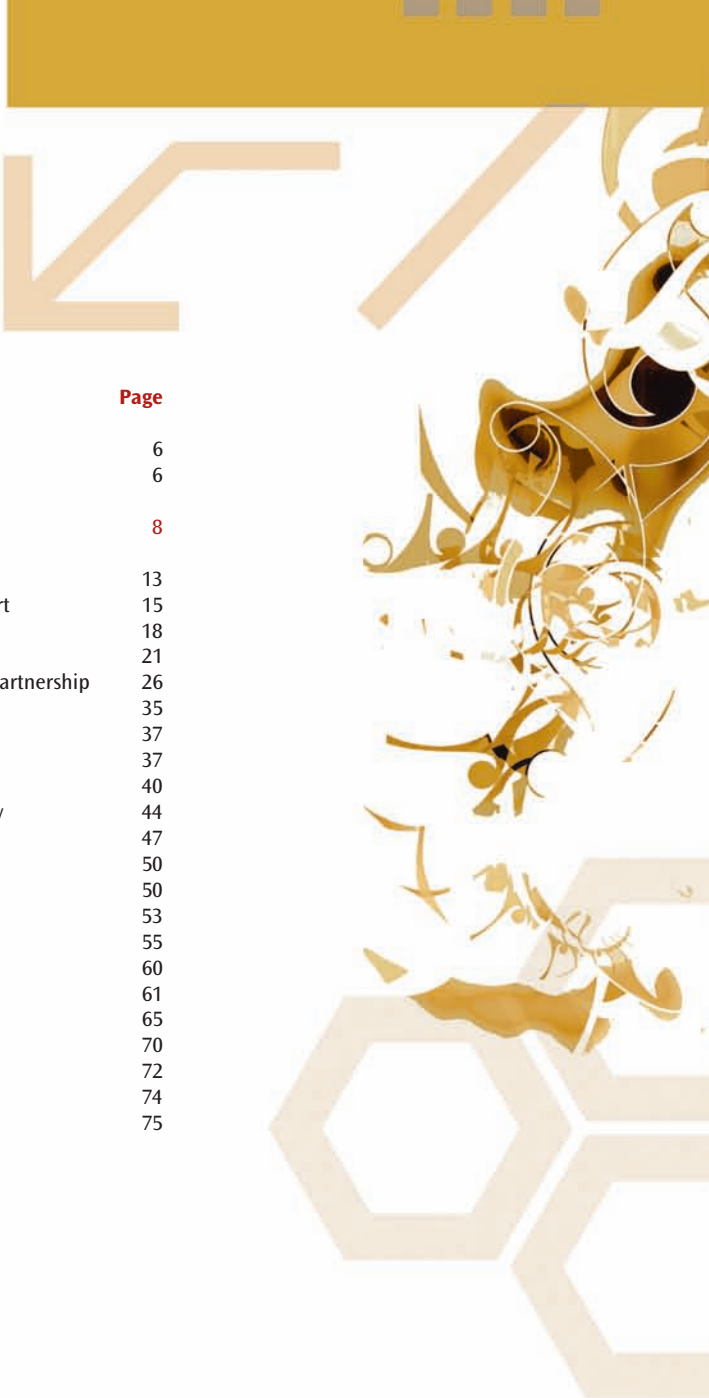


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na téarmaí tagartha

- 1.1 Chomhchoimisiúnaigh An Roinn Cultúir, Ealaíon agus Fóillíochta, agus Spórt, An Roinn Forbartha Sóisialta agus An Roinn Fiontair, Trádála agus Infheistíochta tuarascáil chun scrúdú a dhéanamh ar na hábhair a leanas agus moltaí a thabhairt orthu, ag cur san áireamh na straitéisí atá ag teacht chun cinn d'fhorbairt an Cheathrú Gaeltachta:
 - Ról agus freagrachtaí Bhord Forbartha an Cheathrú Gaeltachta;
 - Struchtúr agus comhdhéanamh an Bhoird;
 - uiscint ar na hacmhainní atá de dhíth ar an Bhord;
 - Socruithe rialaithe don Bhord.

an cur chuige



- 2.1 Is doiciméad é seo atá ann le cabhrú le díospóireacht agus le cuidiú chun comhaontú a bhaint amach.
- 2.2 Is é seo a leanas an cur chuige do na téarmaí tagartha:
 - a) Sraith caibidlí a dhéanamh le comhaltaí aonaracha an Scáth-Bhoird agus le daoine eile a bhfuil suim agus ról acu i dtodhchaí an Cheathrú Gaeltachta. Le liosta teagmhála a fháil féach ar 'Buíochas' ag deireadh na tuarascála seo.
 - b) Taithí a fháil ar athnuachan agus ar cheisteanna bainteacha i mBéal Feirste go ginearálta agus i mBéal Feirste Thiar go háirithe.
 - c) Cásanna staidéir féideartha a aimsiú agus ábhair foinse eile a thugann deis chun foghlaim ón chleachtas.
 - d) Tabhairt faoi phlé a éascófar leis an Scáth-Bhord.
 - e) Torthaí ó na gníomhartha thuas a mheas agus anailís a dhéanamh orthu agus an tuarascáil seo a fhoilsiú. Thug sraith dréachtaí deis le caibidlí struchtúrtha a dhéanamh ag cruinnithe Scáth-Bhoird arbh í an tuarascáil seo an toradh a bhí orthu.

the brief

- 1.1 The Department of Culture, Arts & Leisure, the Department for Social Development and the Department of Enterprise, Trade and Investment have jointly commissioned a report to examine and make recommendations on the following areas, taking into account the emerging strategy for the development of the Gaeltacht Quarter:
 - The role and responsibilities of the Gaeltacht Quarter Development Board;
 - The structure and composition of the Board;
 - An indication of the resources required for the Board;
 - The governance arrangements for the Board.

the approach

- 2.1 This is a document to aid discussion and help a consensus to be reached.
- 2.2 The approach to the brief has been as follows:
 - a) To conduct a series of discussions with individual Shadow Board members and others with an interest and role in the future of the Gaeltacht Quarter. For a list of contacts please refer to 'Acknowledgements' at the end of the report.
 - b) Familiarisation with regeneration and associated issues in Belfast generally and West Belfast in particular.
 - c) To identify potential case studies and other source materials that provide an opportunity to learn from practice.
 - d) To undertake a facilitated discussion with the Shadow Board.
 - e) To assess and analyse the findings from the above actions and produce this report. A series of drafts have enabled structured discussions at Shadow Board meetings culminating in this final report.

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- 2.3 Cuireann an tuarascáil seo síos ar shraith roghanna agus measann sí iad chomh maith. Leanann sí léi le cur síos a dhéanamh ar na ceisteanna oibríochtúla féideartha ar torthaí iad ar an rogha léirshamhail páirtíochta is fearr a mholfar.
- 2.4 Bheadh sé neamhréalaíoch léirshamhlacha a sholáthar a dtiocfadh le gach duine glacadh leo láithreach. Leis sin féin, soláthraíonn an tuarascáil seo "spreagadh" don chineál díospóireachta struchtúrtha atá de dhíth le rud a bhaint amach a dtig le gach duine a bheith sásta leis le leas fadtéarmach an Cheathrú Gaeltachta amach anseo agus le leas gach duine a chónaíonn ann, a oibríonn ann, a thugann cuairt air agus a infheistíonn ann.

- 2.3 This report describes and assesses a series of options. It then goes on to describe the potential operational issues that are a consequence of the choice of the recommended preferred partnership model.
- 2.4 It would be unrealistic to achieve a model that all can sign up to at the first attempt. Nonetheless this report provides a "prompt" for the character of structured discussion necessary to achieve something everyone is content with in the best interests of the long term future of the Gaeltacht Quarter and all who live, work, visit and invest there.

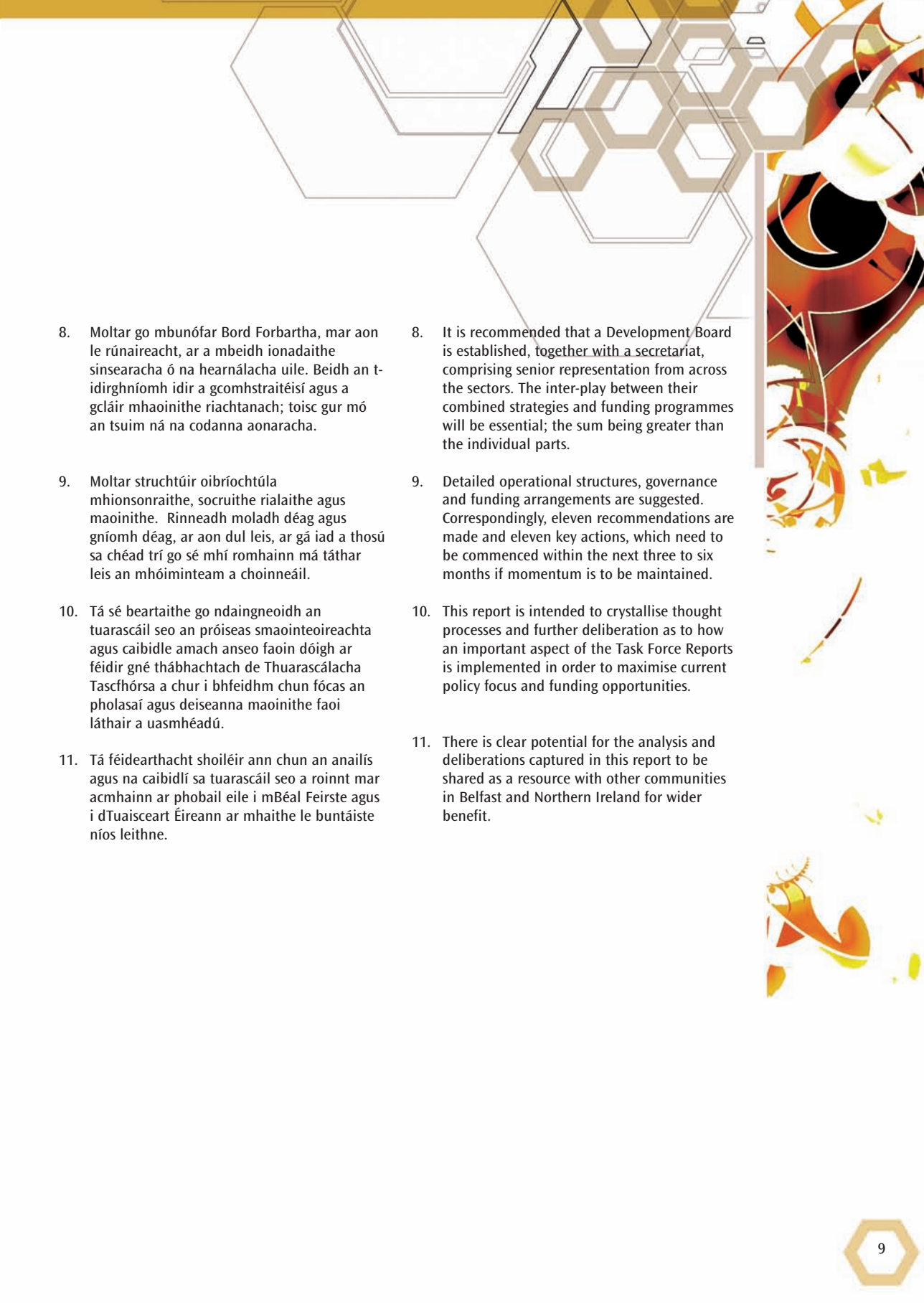


achoimre an choiste Feidhmiúcháin

1. Mhol Tuarascáil Chomh-Thascfhórsa Bhéal Feirste Thiar/Mhórcheantar na Seanchille Ceathrú Gaeltachta a fhorbairt agus Bord Forbartha a bhunú chun forbhreathnú a dhéanamh ar an soláthar.
2. Chomhchoimisiúnaigh an RCEF, RFTI agus RFS an tuarascáil seo, a scrúdaíonn an cineál feithicil soláthair áitiúil a d'fhéadfadh a bheith inoibrithe agus "oiriúnach don chuspóir".
3. Fiosraíodh réimse roghanna leis an Scáth-Bhord a mheasann gur chóir "Mionchuideachta Athnuachana Uirbí" chroschineálach a bhunú.
4. Ba chóir go mbeadh a leithéid de chuideachta freagrach as forbairt straitéise a chinnteoidh go ndéanfar saibhreas laistigh de cheann de na codanna is mó faoi dhíothacht i dTuaisceart Éireann, trí na deiseanna eacnamaíocha a thugann grúpa, a bhfuil borradh faoi, d'fhiontair agus de ghníomhaíochtaí Gaeilge agus Cultúrtha a uasmhéadú, a bhfuil féidearthachtaí suntasacha breise turasóireachta leo.
5. Tugadh sainmhíniú ar an Cheathrú mar dhorchla a cheanglaíonn lár Chathair Bhéal Feirste le Baile Andarsan. Is féidir leis an Cheathrú riachtanais eacnamaíocha na gCeathrúna Titanic, Ardeaglaise, Banríona agus Ó Thuaidh, a chomhlánú mar a dhéanadh mol agus spóca, ar mhaithe le buntáiste foriomlán eacnamaíoch Bhéal Feirste amach anseo.
6. I measc na luath-thionscadal a d'fhéadfaí a chur san áireamh bheadh tionscadal Bhealaí Artaireacha Chomhairle Cathrach Bhéal Feirste agus tionscnaimh chun na tionscail chultúrtha a bhunú in Ard na bhFeá.
7. Beidh gá le gealltanais fadtéarmach ó réimse comhpháirtithe poiblí, príobháideacha agus ó na hearnálacha deonacha chun athrú inbhuanaithe an cheantair a bhaint amach.

executive summary

1. The Joint West Belfast/Greater Shankhill Task Force Report recommended that a Gaeltacht Quarter be developed and a Development Board be established to oversee delivery.
2. DCAL, DETI and DSD have jointly commissioned this report, which examines the type of local delivery vehicle that could be "fit for purpose" and workable.
3. A range of options have been explored with the Shadow Board which conclude that a hybrid "mini Urban Regeneration Company" should be established.
4. Such a company should be responsible for promoting a strategy which secures wealth creation within one of the most deprived parts of Northern Ireland, by maximising the economic opportunities provided by a growing cluster of Irish Language and Cultural based enterprises and activities, which additionally have significant tourism potential.
5. The Quarter has been defined as a corridor connecting Belfast City Centre to Andersonstown. The Quarter has potential to complement, as in the form of a hub and spoke, the economic imperatives of the Titanic, Cathedral, Queens and Northside Quarters to Belfast's overall future economic advantage.
6. Early projects could include Belfast City Council's Arterial Routes project and initiatives to establish the cultural industries at Beechmount.
7. The overall approach will require a long term commitment by a range of public, private and voluntary sector partners to achieve a sustainable transformation of the area.

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8. Moltar go mbunófar Bord Forbartha, mar aon le rúnaireacht, ar a mbeidh ionadaithe sinsearacha ó na hearnálacha uile. Beidh an t-idirghníomh idir a gcomhstraitéisí agus a gcláir mhaoinithe riachtanach; toisc gur mó an tsuim ná na codanna aonaracha.
 9. Moltar struchtúir oibríochtúla mhionsonraithe, socrúithe rialaithe agus maoinithe. Rinneadh moladh déag agus gníomh déag, ar aon dul leis, ar gá iad a thosú sa chéad trí go sé mhí romhainn má táthar leis an mhóiminteam a choinneáil.
 10. Tá sé beartaithe go ndaingneoidh an tuarascáil seo an próiseas smaointeoireachta agus caibidle amach anseo faoin dóigh ar féidir gné thábhachtach de Thuarascálacha Tascfhórsa a chur i bhfeidhm chun fócas an pholasaí agus deiseanna maoinithe faoi láthair a uasmhéadú.
 11. Tá féidearthacht shoiléir ann chun an anailís agus na caibidlí sa tuarascáil seo a roinnt mar acmhainn ar phobail eile i mBéal Feirste agus i dTuaisceart Éireann ar mhaithe le buntáiste níos leithne.
8. It is recommended that a Development Board is established, together with a secretariat, comprising senior representation from across the sectors. The inter-play between their combined strategies and funding programmes will be essential; the sum being greater than the individual parts.
 9. Detailed operational structures, governance and funding arrangements are suggested. Correspondingly, eleven recommendations are made and eleven key actions, which need to be commenced within the next three to six months if momentum is to be maintained.
 10. This report is intended to crystallise thought processes and further deliberation as to how an important aspect of the Task Force Reports is implemented in order to maximise current policy focus and funding opportunities.
 11. There is clear potential for the analysis and deliberations captured in this report to be shared as a resource with other communities in Belfast and Northern Ireland for wider benefit.

cochairMholtaí

Is iad a leanas na heochairmholtaí sa tuarascáil seo:

Moladh 1

Is tábhachtach an scóip agus an limistéar a chomhaontú a chumhdaíonn an Cheathrú Gaeltachta a mholtar i Rannóg 5 agus sna léarscáileanna a théann léi.

Moladh 2

Eochairthasc luath a bheadh ann chun staidéar cuimsitheach bonnlíne na Ceathrún a choimisiúnú.

Moladh 3

Is gá go mbeidh an léirshamhail Bord Forbartha inmhiannaithe don Cheathrú Gaeltachta bunaithe ar phrionsabail láidre páirtíochta, a bhfuil baint ag lucht labhartha na Gaeilge, ag na hearnálacha poiblí, príobháideacha agus deonacha agus ag an mhórpobal léi.

Moladh 4

Go mbunófar Feithicil Soláthair Áitiúil chuí don Cheathrú Gaeltachta.

Moladh 5

Tá buntáistí ag léirshamhail "Mionchuideachta" Athnuachana Uirbí thar na roghanna eile sa mhéid go ndíríonn sí an fócas go géar ar fhorbairt an Cheathrú Gaeltachta agus go bhfuil stádas agus taisece aige chun gealltanais láidir a mhealladh ó ghníomhaireachtaí reachtúla. Tá a bhunú indéanta láithreach/go gearrhéarmach.

Moltar, mar rogha inmholta, an léirshamhail mhionsonraithe seo a chur le chéile.

Moladh 6

Go nglacfar leis na rólí agus na freagrachtaí, i bprionsabal, mar a leagadh amach i Rannóg 10 iad agus go n-úsáidfear iad chun clár oibre an Bhoird a fhorbairt.

Moladh 7

Is é an rud atá ann:

- Go nglacfar leis an Struchtúr atá léirithe i léaráid A.
- Go mbeidh ballraíocht shinsearach ann ag leibhéal Stiúirthóra uathu siúd a leanas:
 - RCEF

key recommendations

The key recommendations contained in this report are as follows:

Recommendation 1

It is important to agree the scope of the area covered by the Gaeltacht Quarter suggested in Section 5 and in the accompanying maps.

Recommendation 2

A key early task should be to commission a comprehensive baseline study of the Quarter.

Recommendation 3

The preferred Development Board model for the Gaeltacht Quarter must be based on robust principles of partnership, involving the Irish speaking community and the public, private and voluntary sectors and the wider community.

Recommendation 4

That an appropriate Local Delivery Vehicle is established for the Gaeltacht Quarter.

Recommendation 5

A "mini" Urban Regeneration Company model has the advantages over other options in that it provides sharp focus for the development of the Gaeltacht Quarter and status and cache to attract strong commitment from statutory agencies. Its establishment is also achievable in the immediate/short term.

It is recommended that this model is worked up in detail as a preferred option.

Recommendation 6

That the roles and responsibilities set out in Section 10 are accepted in principle and used to develop the Board's work programme.

Recommendation 7

That:


- The Structure shown in diagram A is adopted.
- That there is senior membership at Director level from the following:
 - DCAL

- RFTI
- RFS
- ROTÉ
- REF
- Foras na Gaeilge (mar an eagraíocht náisiúnta chun an Ghaeilge a chur chun cinn)
- Comhairle Cathrach Bhéal Feirste
- Pobal (mar scátheagraíocht do lucht labhartha na Gaeilge)
- Forbairt Feirste (mar Ghrúpa Eacnamaíochta na Gaeilge)

- c) Go n-ainmneoidh Coláiste Ollscoile Naomh Muire OBBF, mar institiúid mhór acadúil agus mar fhostóir suntasach sa Cheathrú Gaeltachta, ball.
- d) Go n-ainmneoidh an Grúpa Ríoga Ospidéal, mar an fostóir is mó sa cheantar, ball ag leibhéal Príomh-Fheidhmeannaigh.
- e) Go gcomhthoghfaidh Páirtíocht Bhéal Feirste Thiar Stiúrthóir amháin ar an Bhord.
- f) Go mbunófar Fóram Gnó, a mbeidh sé de cheart acu ina dhiaidh, a fhad le beirt Stiúrthóirí a cheapadh ar an Bhord.
- g) Go mbunófar Fóram Páirtithe Leasmhara ar a mbeidh eagraíochtaí reachtúla agus neamhreachtúla (féach Aguisíní Páirtithe Leasmhara ag deireadh na tuarascála seo), agus a mbeidh sé de cheart acu, a fhad le beirt Stiúrthóirí a cheapadh.
- h) Go mbeidh sé de cheart ag an Phobal Gaeilge Neamhrialtasach a fhad le triúr Stiúrthóirí a cheapadh ar an Bhord.
- i) Go mbunófar Fóram Pobail (cónaitheoirí), nó de rogha air sin, go bpléifear le fóraim reatha mar is cuí, a mbeidh sé de cheart acu, a fhad le beirt Stiúrthóirí a cheapadh.
- j) Go mbeidh sé de cheart ag Comhairle Cathrach Bhéal Feirste a fhad le beirt Stiúrthóirí a chomhthoghadh ar baill tofa ar na Coistí Forbartha agus Ealaíon agus Cultúir iad.
- k) Gurb iad (a) go dtí (j) thuas ballraíocht an Bhoird mar aon le Cathaoirleach – mar atá léirithe i léaráid A.

- DETI
- DSD
- DENI
- DEL
- Foras na Gaeilge (as the national organisation for promoting the Irish language)
- Belfast City Council
- Pobal (as the umbrella organisation for the Irish speaking community)
- Forbairt Feirste (as the Irish Language Economic Group)

- c) A member at Director level is nominated by St Mary's University College QUB, as a major academic institution and significant employer in the Gaeltacht Quarter.
- d) A member, preferably at Chief Executive level, is nominated by the Royal Group of Hospitals, as the largest employer in the area.
- e) That the West Belfast Partnership co-opt one Director to the Board.
- f) That a Business Forum is established which in turn has the right to appoint up to two Directors to the Board.
- g) That a Stakeholder Forum comprised of statutory and non-statutory organisations (see Stakeholders Appendices at the end of this report) is established which has the right to appoint up to two Directors.
- h) That the non-Governmental Irish Language Community have the right to appoint up to three Directors to the Board.
- i) That a Community Forum (residents) is established, or alternatively existing community fora are engaged as appropriate, which have the right to appoint up to two Directors.
- j) That Belfast City Council have the right to co-opt up to two Directors, being elected members of the Development and Arts and Culture Committees.
- k) That the composition of the Board is comprised of (a) to (j) above plus a Chair – as illustrated in diagram A.

- 
- l) Go mbeidh Comhdháil an Cheathrú Gaeltachta ann dhá uair sa bhliain ar a laghad, ar a mbeidh gach ball den Bhord chomh maith leis an Fhóram Gnó, Fóram Páirtithe Leasmhara agus Fóram an Phobail. Ba chóir go mbeadh seo oscailte do gach duine ar mian leo freastal uirthi.
 - m) Go mbunóidh an Bord socruithe bainistíochta ar an chéad dul síos bunaithe ar an struchtúr atá léirithe i léaráid B.
 - n) Go mbunóidh an Bord socruithe feidhmeannaigh bunaithe ar an struchtúr atá léirithe i léaráid C.
 - o) Go mbeidh an rúnaireacht lonnaithe sa Cheathrú Gaeltachta.
 - p) Go dtabharfaidh an Scáth-Bhord faisnéisithe luatha agus go bhfaighidh sé tuairimí ó eagraíochtaí atá luaite thuas mar iad siúd a bhfuil ról acu ar an Bhord.
- l) That a Gaeltacht Quarter Conference comprising all members of the Board together with the Business Forum, Stakeholder Forum and Community Forum shall be held at least twice a year. This should be open to all who wish to attend.
 - m) That the Board establishes management arrangements initially based on the structure shown in diagram B.
 - n) That the Board establishes executive arrangements based on the structure shown in diagram C.
 - o) That the secretariat is based in the Gaeltacht Quarter.
 - p) That the Shadow Board give early briefings and take soundings of organisations referred to above as having a role on the Board.

Moladh 8

Go nglacfar leis na socruithe rialaithe mar a breacadh síos i Rannóg 12 iad agus go bhforbrófar iad mar chuid de chlár oibre an Bhoird.

Moladh 9

Go n-iarrrar riachtanais chroímhaoinithe mar atá leagtha amach i Rannóg 13 mar íosriachtanas agus gur chóir don Bhord straitéis mhaoinithe mhionsonraithe a fhorbairt mar chuid dá Phlean Gnó.

Moladh 10

Go ndéanfar na Chéad Chéimeanna Eile mar a chuirtear síos orthu i Rannóg 14 a ghníomhú taobh istigh de trí mhí ó dháta foilsithe na tuarascála seo.

Moladh 11

Go ndéanfar machnamh láithreach ar shocruithe bainistíochta eatramhacha, trí dhuine (dhaoine) ar iasacht ar leibhéal sinsearach cuí ó cheann de na heagraíochtaí a ndéanfar ionadaíocht orthu ar an Bhord.

Recommendation 8

That the governance arrangements outlined in Section 12 are accepted and developed further as part of the Board's work programme.

Recommendation 9

That the core funding requirements set out in Section 13 are sought as a minimum requirement and that a detailed funding strategy should be developed by the Board as part of its Business Plan.

Recommendation 10

That the Next Steps described in Section 14 are actioned within three months of the date of publication of this report.

Recommendation 11


That immediate consideration be given to interim management arrangements, possibly by way of an appropriate senior level secondment(s) from one of the organisations to be represented on the Board.

réamhrá

- 3.1 Tá gach áit difriúil - agus tá gnéithe, riachtanais, deiseanna agus acmhainneacht dá gcuid féin ag gach baile, gach cathair agus ag gach comharsanacht iontu.
- 3.2 Le go n-éireoidh le hathnuachan uirbeach bíonn gá le réitigh curtha in oiriúint do chúinsí ar leith gach pobail agus gach áite. Is amhlaidh atá an cás i dtaca le lár cathrach Bhéal Feirste Thiar go ginearálta, áit a n-imiríonn iolrachas agus castacht tionchar ar an suíomh uirbeach, agus go háirithe i dtaca leis an Cheathrú Gaeltachta féideartha.
- 3.3 Is tacar cúinsí uathúla iad a chomhthéacs. Is cinnte nach leor freagra téacsleabhair.
- 3.4 Ní dhéanfaidh ach intinní oscailte agus cur chuige cruthaitheach, agus leoga, cur chuige misniúil agus uaimhianach freastal iomlán ceart ar riachtanais agus ar acmhainneacht an cheantair ag an am seo, sin agus an fuinneamh féideartha breise a uasmhéadú a sholáthraíonn an Ciste Forbartha Comhtháite (CFC) agus an comhthéacs Eorpach um theanga a fhorbairt.
- 3.5 Ar an dóigh chéanna, tá faill ann do leibhéil chomhpháirtíochta éifeachtaí a oibríonn nach bhfacthas roimhe, atá ar aon tuairim le barúil an Rialtais faoi láthair. Is fearr seo a achoimriú trí fhís RCEF: "Is é an fhís atá againn, sochaí a fhorbraíonn agus a thagann faoi bhláth, a éiríonn níos eolaí agus a bhíonn bródúil as a féiniúlacht cultúir; sochaí ina scaoilimid saor ár gcruthaitheacht fholáigh, chun éirí níos bríomhaire agus níos muiníní amach anseo", agus arb é a misean "ár gcaipiteal cultúrtha a chosaint, a chothú agus a fhás don lá atá inniu ann agus don lá amárach".
- 3.6 Is tionscnamh í an Cheathrú Gaeltachta a phreabann le cuisle croí Chathair Bhéal Feirste. Baineann sí le cultúr agus le stair na ndaoine agus an fhéidearthacht chun tionchar dearfach a imirt fud fad Thuaisceart Éireann, oileán na hÉireann, agus go hidirnáisiúnta - mar thionscnamh eiseamláireach, trí thógáil ar mholtaí, agus trí chur i ngníomh moltaí Chomh-Thuarascáil Thascfhórsa Bhéal Feirste Thiar agus Mhórchéantar na Seanchille.

introduction

- 3.1 Everywhere is different - every town, every city and every component neighbourhood has its own individual characteristics, needs, opportunities and potential.
- 3.2 Successful urban regeneration requires solutions tailored to the individual and specific circumstances of each community and of each place. Particularly so in relation to inner city West Belfast in general, where diversity and complexity drive the urban condition, and to the potential Gaeltacht Quarter in particular.
- 3.3 Its context is a unique set of circumstances. Certainly, no textbook response will suffice.
- 3.4 Only open minds and an inventive, and indeed, courageous and ambitious approach will do full justice to the needs and potential of the area at this time, and to maximise the additional potential impetus provided through the Integrated Development Fund (IDF) and the European context for the development of language.
- 3.5 Equally, there is opportunity for unprecedented levels of effective partnership working, chiming with current Government thinking. This is best encapsulated by DCAL's vision: "Our vision is a society that develops and flourishes, becoming more informed and proud of its cultural identity; a society where we unlock our latent creativity, to become more vibrant and confident in the future", and whose mission is "to protect, nurture and grow our cultural capital for today and tomorrow".
- 3.6 The Gaeltacht Quarter is a project that relates to the heartbeat of the City of Belfast. To the history and culture of the people and the potential to achieve positive effect across Northern Ireland, the island of Ireland, and internationally - as a beacon initiative, by building on and implementing the recommendations of the joint West Belfast and Greater Shankhill Task Forces Report.

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- 3.7 Is dócha nach féidir a leithéid d'acmhainneacht a bhaint amach ina hiomláine don Chathair mura gcuirtear cur chuige athraitheach maidir le hathnuachan uirbeach ag díriú ar na téamaí uathúla de theanga agus de chultúir in oiriúint don chuid áirithe seo de Bhéal Feirste Thiar.
- 3.7 Such potential is only likely to be maximised for the City if an inspirational and transformational approach to urban regeneration focusing on the unique themes of language and culture is adopted to this particular part of West Belfast.
- 3.8 Is féidir go dtiocfaidh athrú tairbheach buan le hinfheistíocht fhadtéarmach i dtodhchaí an Cheathrú Gaeltachta. Thiocfadh leis faoi dheireadh, caighdeán saoil mhuintir na háite, ar pobal de na pobail is mó faoi dhíothacht sa Bhreatain agus in Éirinn iad, a athrú, le mórleas na cathrach ina hiomláine.
- 3.8 Long term investment in the future of the Gaeltacht Quarter can provide lasting beneficial change. It could ultimately transform the quality of life for those who live there, who are some of the most deprived communities in Britain and Ireland - to the wider benefit of the city as a whole.
- 3.9 Is é atá de dhíth aitheantas agus gealltanais cuimse ó na heochaireagraíochtaí straitéiseacha a bhfuil ról le himirt acu chun an deis seo a uasmhéadú. Ba í teanga Thuarascáil an Tascfhórsa ná "tiomáint ar aghaidh" – dá bhí sin tá gá le fócas agus le héifeacht ar leith ó na meicníochtaí chun dul chun cinn a stiúradh.
- 3.9 All that is required is recognition and unparalleled commitment from the key strategic organisations who have a role to play in order to maximise this opportunity. The language of the Task Force report was "driving forward" – therefore the mechanisms required to steer progress will need to be particularly focused and effective.
- 3.10 Is minic a bhíonn sé meallacach agus compordach dearcadh ar thionscadail den chineál céanna mar theimpléad chun muinín a chothú i roinnt de na páirtithe leasmhara, agus dóibh siúd dá bhfuil siad freagrach. Níl a leithéid ann don Cheathrú Gaeltachta - obair cheannródaíoch atá anseo.
- 3.10 It is often tempting and indeed comforting, to look to comparable projects as templates to provide confidence for some stakeholders, and those to whom they are accountable. For the Gaeltacht Quarter there are none - this is pioneering work.
- 3.11 Is mór an rud an tráthúlacht, is rithábachtach an t-am, ar na cúiseanna mínithe sa tuarascáil seo.
- 3.11 Timing is everything, and it is suggested that time is of the essence, for the reasons explained in his report.
- 3.12 Tugann an téacs a leanas míniú níos mine ar an chomhthéacs agus leagann sé amachroinnt roghanna faoin bhealach chun tosaigh. Molann sé ansin, cad é mar is féidir tairbhe iomlán a bhaint as an dúshlán féideartha athnuachana uirbí is suntasaí ar féidir teacht air áit ar bith i láthair na huair.
- 3.12 The following text describes the context further and sets out some options for a way forward. It then recommends how one of potentially the most significant urban regeneration challenges to be found anywhere at this time can be optimised.
- 3.13 D'fhéadfaí gurbh fhéidir tátail na Tuarascála a chur i bhfeidhm ar an dóigh chéanna in áiteanna eile sa chathair, le leas gach duine.
- 3.13 The Report's conclusions also might have the potential to be similarly applied to other parts of the city, to the benefit of all.

cúlra

- 4.1 Freagra díreach atá sa tuairisc seo ar eochaircheisteanna i dtuarascáil chomh-Thascfhórsaí Iarthar Bhéal Feirste/Mhórcéantar na Seanchille a foilsíodh i mí Feabhra 2002.
- 4.2 Sa bhliain 2001, thug Sir Reg Empey, a bhí an t-am sin ina Aire Fiontraíochta, Trádála agus Infheistíochta, agus Maurice Morrow, an tAire Forbartha Sóisialta, coimisiún do Thascfhórsaí Iarthar Bhéal Feirste agus Mhórcéantar na Seanchille. Leagadh de chúram ar na Tascfhórsaí moltaí a tharraingt le chéile a dhíreodh ar laghdú na dífhostaíochta agus na bochtaineachta i Mhórcéantair Iarthar Bhéal Feirste agus na Seanchille.
- 4.3 I mí Feabhra 2002 foilsíodh tuairisc Thascfhórsaí Iarthar Bhéal Feirste agus Mhórcéantar na Seanchille, ina raibh breis agus 150 moladh a chlúdaigh réimse eochaircheisteanna a bhí dírithe go háirithe ar infhostaíocht agus ar fhostaíocht.
- 4.4 Ba é a dhearbhaigh an Tuairisc,

"Creidimid go bhfuil deis iontach ann anois chun ceathrú Gaeltachta bríomhar agus cumhachtach in iarthar na Cathrach a chothú, bunaithe ar an Ghaeilge, ar an chultúr agus traidisiúin ar féidir leis cur le héagsúlacht Bhéal Feirste ar mhaithe lena muintir féin agus lena cuairteoirí araon. Bheadh ionchur dearfach leis seo le hionmhá Bhéal Feirste mar áit le dul a obair agus le dul a chónaí ann.


Tá roinnt mhór tionscadal Gaeilge agus ealaíne, ceardaíocht agus ceoil ar féidir iad a chothú agus a fhorbairt chun fíor-dheiseanna post a sholáthar i mBéal Feirste Thiar agus níos faide anonn.

setting the scene

- 4.1 This report is a direct response to key recommendations in the Joint West Belfast Task Force/Greater Shankill Partnership report published in February 2002.
- 4.2 The West Belfast and the Greater Shankill Task Forces' were commissioned in 2001 by the then Minister for Enterprise, Trade and Investment, Sir Reg Empey and Maurice Morrow Minister for Social Development. The Task Forces' were charged with the responsibility of bringing forward recommendations aimed at reducing unemployment and poverty in the West Belfast and Greater Shankill areas.
- 4.3 The Report of the West Belfast and Greater Shankill Task Forces was published in February 2002 and contained over 150 recommendations across a range of key issues with its main focus on employability and employment.
- 4.4 The report stated,

"We believe that there is now an outstanding opportunity to foster a powerful and vibrant Gaeltacht Quarter in the West of the City, based on the Irish Language, culture and traditions and which could add to the rich diversity of Belfast for the enjoyment of its citizens and visitors alike. This would contribute positively to the image of Belfast as an attractive location in which to work and live.

There are a myriad of Irish Language projects as well as arts, crafts and music initiatives which can be nurtured and developed to provide real job opportunities in West Belfast and beyond.



Creideann an Tascfhórsa gur sócmhainn luachmhar chultúrtha í agus sócmhainn ollmhór eacnamaíochta í an Ghaeilge de Bhéal Feirste Thiar agus de Bhéal Feirste ina hiomláine. Tá cuid mhór le hofráil ag pobal na Gaeilge, a bhfuil a chroí geografach in iarthar na cathrach, i dtaca le hathghiniúint agus cruthaíocht post.

Creideann an Tascfhórsa go bhfuil idirchaidreamh láidir idir cruthú pobal cultúrtha agus próiseas athnuachana uirbí, go bhfeidhmíonn gníomhaíochtaí cultúrtha bríomhaire mar thiomaint agus mar spreagadh agus go bhfuil gá le haitheantas polasaí níos forleithne don ionchur cultúrtha seo.

Is rud fíor-shuntasach ar fad iad na braislí Gaeilge agus tionscadail atá láraithe san Iarthar.

Tá a lán de na tionscadail sin le feiceáil ar léarscáil 4 níos faide anonn sa tuairisc seo.

4.5 I dtaca le cruthú post cultúrthunaithe, mhol tuarascáil an Tascfhórsa, inter alia, gur chóir:

"An Ghaeilge, an cultúr agus na healaíona a shaothrú ar bhealach straitéiseach i gcomhpháirtíocht leis an Rialtas agus le leas Bhéal Feirste Thiar chun an próiseas athnuachana a thiomáint ar aghaidh.

Go mbunófar agus go maoineofar Bord Forbartha ionadaíoch na Ceathrún Gaeltachta chun an bhraisle chultúrtha a fhorbairt i mBéal Feirste Thiar le go ndéanfar Ceathrú Gaeltachta ainmnithe de lena lárphointe fisiceach ar Bhóthar na bhFál ach leis an Ghaeilge ag a chroí.

Beidh gá le maoiniú suntasach, tacaíocht agus comhoibriú na n-údarás reachtúil, Foras na Gaeilge san áireamh, RFS, Comhairle na Cathrach agus an Chomhairle Ealaíon. Cuid bhríomhar den chathair nua a bheidh sa Cheathrú Gaeltachta, ag nascadh trasna na bpobal agus ag cothú tionscnamh athnuachana amhail Ceathrú na hArdeaglaise, an Cheathrú Titanic agus Cois an Lagáin. Stiúrfaidh an Bord Forbartha an tionscnamh ag tabhairt na teanga, na n-

The Task Force believes that the Irish Language is a valuable cultural and immense economic asset of West Belfast and of Belfast in its entirety. Belfast's Irish Language community, with its geographical focus in the west of the city has much to offer in terms of regeneration and job creation.

The Task Force believes there is a strong inter-relationship between the creativity of cultural communities and the process of urban renewal, that vibrant cultural activities act as an economic driver and stimulus and that this cultural contribution needs greater policy recognition.

A cluster of Irish language and Irish cultural projects centred on the West is truly impressive."

Many of projects appear on map 4 later in this report.

4.5 The Task Force report recommended, inter alia, regarding culture based job creation, that:

"The Irish language, culture and arts be exploited in a strategic way in a partnership with Government and to the benefit of West Belfast in order to drive forward the process of regeneration.

A representative Gaeltacht Quarter Development Board be established and resourced to develop the cultural cluster in West Belfast into a designated Gaeltacht Quarter with its physical hub on the Falls but with Irish language at its heart.

This will require the significant resourcing, support and co-operation of the statutory authorities, including Foras na Gaeilge, DSD, City Council and the Arts Council. The Gaeltacht Quarter will be a vibrant part of the new city, linking across communities and feeding into regeneration initiatives such as the Cathedral Quarter, Titanic Quarter and Laganside. The Development Board will steer the initiative bringing together language, arts, crafts, creative industries, businesses and

ealaíon, na gceirdeanna, na dtionscal cruthaitheach, na ngnóthaí agus an oideachais le chéile chun forbairt eacnamaíoch, turasóireacht agus athnuachan a spreagadh."

education to drive economic development, tourism and regeneration."

- 4.6 B'fhadálach mar a lean an dul chun cinn ar a lán de na bunmholtáí nó gur cuireadh beocht úr sa phróiseas nuair a d'fhógair Ian Pearson i mí an Mhárta 2003 Ciste Forbartha Comhtháite (CFC) £50m a ceapadh le táirgeadh agus le feidhmiú stráitéisí aontaithe cuimsitheacha a éascú le ceantair agus pobail phiólótacha roghnaithe a fhorbairt agus a athnuachan ar bhealach comhtháite.

- 4.6 Progress on many of the original recommendations remained slow until the process was re-invigorated by Ian Pearson's announcement in March 2003 of a new £50m Integrated Development Fund (IDF) which is designed to facilitate the production and implementation of agreed comprehensive strategies to develop and rejuvenate selected pilot areas and communities in an integrated way.

deis an cheathrú gaeltachta a shainmhíniú

- 5.1 Tá lárphointe fisiceach an Cheathrú Gaeltachta lonnaithe i gceantar ina bhfuil thart faoi mhíle cearnach amháin ach ina bhfuil a lárionad ar Bhóthar na bhFál. Téann Bóthar na bhFál trína lár, a sholáthraíonn an bealach artaireach a cheanglaíonn Lár na Cathrach le mórcheantar Bhéal Feirste Thiar.
- 5.2 Is é a bheidh i ndán do chineál na Ceathrún:
- Deiseanna nua chun saibhreas a dhéanamh: i gceantar sainmhínte Bhéal Feirste Thiar bunaithe ar bhraisle tionscadal eacnamaíoch agus oideachasúil bunaithe ar an Ghaeilge agus ar an chultúr Gaelach, lena mbeidh, i dteannta a chéile, acmhainneacht shuntasach turasóireachta.
 - Athnuachan uirbeach: ag dul chun sochair do bhardaí Chluain Ard, Ard na bhFeá, na bhFál agus na Carraige Báine agus na 20,395 duine atá ina gcónaí ann, móide iad siúd a oibríonn, a dhéanann infheistíocht ann agus a chaitheann a gcuid ama shaoir ann.
 - Fíorthionscnamh agus "tionscnamh fíorúil" Gaeilge agus cultúir Ghaelaigh; sínfidh spócaí ón "mhol" spásúil chuig codanna difriúla de Chathair Bhéal Feirste, chuig pobail eile i dTuaisceart Éireann agus ar oileán na hÉireann.
- 5.3 Chuidigh Tuarascáil Thascfhórsa Bhéal Feirste Thiar le cur síos a dhéanamh ar scóip na Ceathrún trí shaintagairt a dhéanamh do réimsí áiseanna agus tograí a dhéanann "braisle". Tá siad liostaithe sa sliocht ag deireadh na Rannóige seo.
- 5.4 Is trí na léarscáileanna a leanas is fearr a dhéanfar cur síos agus léiriú ar scóip an Cheathrú Gaeltachta.²
- 5.5 Taispeánann na léarscáileanna/léaráidí a leanas:

defining the gaeltacht quarter opportunity

- 5.1 The physical hub of the Gaeltacht Quarter is concentrated on an area of around one square mile but with its focal point the Falls. It is bisected by Falls Road, which provides the arterial route connecting the City Centre to the wider West Belfast area.
- 5.2 The Quarter's future will be characterised by:
- New opportunities for wealth creation: in a defined area of West Belfast based on a cluster of economic and educational projects based on Irish language and culture, which in combination will also have significant tourist potential.
 - Urban renewal: benefiting the wards of Clonard, Beechmount, Falls and Whiterock and the 20,395¹ people who live there, plus those who work, invest and spend leisure time there.
 - An actual and "virtual" Irish language and culture initiative; spokes from the spatial "hub" of which will extend to the different parts of the City of Belfast, to other communities in Northern Ireland and the island of Ireland.
- 5.3 The West Belfast Task Force Report helped describe the scope of the Quarter by making specific reference to a range of facilities and projects forming a "cluster". These are listed in the extract at the end of this Section.
- 5.4 The best way of describing and illustrating the scope of the Gaeltacht Quarter is by the following mapping exercise.²
- 5.5 The following maps/diagrams show:

¹Daonáireamh Thuaisceart Éireann 2001

²Northern Ireland Census 2001

³Buíochas d'Ailtirí Ciaran Mackel.

⁴Acknowledgement to Ciaran Mackel Architects.

Léarscáil 1 - Comhthéacs Cathrach

Taispeánann seo comhthéacs na Ceathrún maidir le limistéar Cathrach Bhéal Feirste. Taispeánann sí suíomh an Cheathrú Gaeltachta ó lár na cathrach (ceantar Shráid na Banríona) ag síniú mar "dhing" lár cathrach Bhéal Feirste a fhad le hÍochtar na bhFál agus Bóthar na bhFál i dtreo Bhaile Andarsan, a chumhdaíonn Gleann na Foinse agus an Nasc Thiar ar a theorainn ó dheas.

Léarscáil 2 - Ceathrúna na Cathrach agus Comharsanachtaí

Léiríonn seo cuid de na braislí eacnamaíocha agus cultúrtha faoi láthair laistigh den chathair a thaispeánann scóip leathan spásúil an Cheathrú Gaeltachta agus a suíomh maidir le Ceathrúna suntasacha eile cathrach.

Léarscáil 3 - Moltaí Cultúrtha agus Eacnamaíocha

Taispeánann seo sraith moltaí cultúrtha agus eacnamaíocha agus deiseanna. Baineann cuid mhór leis an Ghaeilge. Léiríonn siad iad siúd a bhfuil tagairt déanta dóibh i dtuarascáil Thascfhórsa Bhéal Feirste Thiar agus i dtuarascálacha eile. Baineann cuid acu seo le tograí forbartha féideartha amach anseo.

Léarscáil 4 - Moltaí agus Deiseanna

Taispeánann seo cuid tograí "bua ghasa" atá laistigh de na polasaithe agus cláir páirtithe leasmhara reachtúla faoi láthair agus tá deiseanna féideartha eile ann is féidir a chur i bhfeidhm sa chéad trí bliana eile. Díríonn siad ar thograí geata, feabhas timpeallachta ar bhealaí artaireacha, eochairshuímh agus suímh chomhordaithe d'ealaínn phoiblí agus do chomharthaí. Is ábhar imthairisceana cuid acu chuig an CFC faoi láthair ó Chomhairle Cathrach Bhéal Feirste faoi réir a cláir Bealaí Artaireacha i limistéar Bhéal Feirste Thiar agus i Mórcheantar na Seanchille.

5.6 Má tá le héirí leis an Cheathrú Gaeltachta beidh uirthi plé a dhéanamh le Ranna Rialtais ar bhonn cothrom. Agus seo á dhéanamh beidh ar an tionscnamh a léiriú gur mó é ná tionscnamh féideartha suimiúil agus "saintionscadal" eisiach. Beidh air a léiriú gurb é athnuachan ceantair faoi dhíothacht an aidhm, agus gur uirlis thábhachtach í an

Map 1 - City Context

This shows the context of the Quarter in relation to the Belfast Metropolitan area. It shows the relationship of the Gaeltacht Quarter from the city centre (Queen Street area) extending as a "wedge" of inner city Belfast along the lower Falls and Falls Road towards Andersonstown, embracing Springvale and bounded to the south by West Link.

Map 2 - City Quarters and Neighbourhoods

This illustrates some of the existing cultural and economic clusters within the city demonstrating the broad spatial scope of the Gaeltacht Quarter and its relationship to other significant city Quarters.


Map 3 - Cultural and Economic Proposals

This shows a series of cultural and economic proposals and opportunities. Many are related to Irish Language. It illustrates those referred to in the West Belfast Task Force report and others. A number of these relate to potential future development projects.

Map 4 - Proposals and Opportunities

This shows some "quick win" projects currently within the policies and programmes of statutory stakeholders and other potential opportunities which could be implemented over the next three years. These focus on gateway projects, environmental enhancement of arterial routes, key and co-ordinated locations for public art and signage. Some of these are currently the subject of a bid to IDF by Belfast City Council under its Arterial Route programme in the West Belfast and Greater Shankill areas.

5.6 If the Gaeltacht Quarter is to be successful it will need to engage influential Government Departments equally. In doing so the initiative will need to demonstrate that it is more than a potentially interesting and exclusive "niche" project. It will need to demonstrate that the revitalisation of a very deprived area is the aim, and that Gaeltacht is



Ghaeltacht chun é seo a bhaint amach le leas na cathrach iomláine. Beidh ar a leithéid d'athnuachan bheith bainte amach ar bhealach atá comhoiriúnach agus comhlántach le haimsiú geografach eile, amhail an Cheathrú Titanic, Ceathrúna na hArdeaglaise agus na Banríona agus comhthurasóireacht - mar sin de go bhfuil acmhainneacht ann chun saibhreas a dhéanamh i ngach ceann acu - go haonarach agus le chéile araon.

Le déanaí bhí Comhdháil ar "Todhchaí na Cathrach" ag Comhairle Cathrach Bhéal Feirste. Tuigtear gur toradh amháin a bhí ar an ócáid seo ná an moladh faoi léirshamhail spásúil "lár cathrach" a bhfuil feithicil soláthair mórchathrach ann a d'fhéadfaí a chur chun tosaigh chun cur i bhfeidhm a stiúradh. Tá acmhainneacht ag an léirshamhail seo, má leantar léi, chun an tsineirgíocht iomlán agus an bhaint idir na ceantair uirbeacha chomhcheangailte a chlúdach, an Cheathrú Gaeltachta san áireamh mar atá luaite thuas.

Gan amhras déarfadh roinnt daoine go bhfuil baoil agus dúshlán bainte leis seo atá ródheacair le machnamh a dhéanamh orthu faoi láthair. Mar an gcéanna, thiofadh leo a mhaíomh gur chóir na huailmhianta faoi láthair don Cheathrú a dhírú go hiomlán ar an liosta de thograí "stairiúla" i dTuarascáil Thascfhórsa Bhéal Feirste Thiar amháin. Foilsíodh sin níos mó ná dhá bhliain ó shin, áfach. B'ionann é sin amháin a dhéanamh agus gan an deis shuntasach seo a thapú anois; chaillfí go háirithe an scóip fhéideartha de thionscnamh athraitheach fadtéarmach, eacnamaíoch, sóisialta agus comhshaoil don Cheathrú, á uasmhéadaíonn an polasaí reatha agus an fócas maoinithe atá i bhfeidhm ag leibhéal Eorpach agus leibhéal náisiúnta chomh maith le leibhéal áitiúil. Uaidh sin, is uailmhianaí arís cineál agus scóip chuid shuntasach atá fágtha den tuarascáil seo.

Moladh 1

Is tábhachtach scóip an cheantair a chumhdaíonn an Cheathrú Gaeltachta mar atá molta thuas agus sna léarscáileanna a théann leis seo a chomhaontú.

an important tool to achieve this to the benefit of the city as a whole. Such revitalisation will need to be achieved in a manner which is compatible with and complementary to other geographical targeting, such as the Titanic, Cathedral and Queens Quarters, and the joint tourism - and therefore wealth creating potential - of each; both individually and collectively.

Belfast City Council has in recent months hosted, a "Future of the City" Conference. It is understood that one outcome of this event was the proposition of a "centre city" spatial model, with a city wide delivery vehicle possibly being promoted to direct implementation. This model, if pursued, has the potential to embrace the overall synergy and relationship between interconnected urban quarters, including the Gaeltacht Quarter as referred to above.

No doubt some will say that all this involves risks and challenges too difficult to contemplate at this time. They might similarly suggest that current ambitions for the Quarter should be concentrated entirely on the "historic" list of projects in the West Belfast Task Force report, and no more. However, that was published over two years ago. To do only that would be a major missed opportunity at this time. Particularly missing the possible scope of a transformational, economic, social and environmental long term initiative for the Quarter maximised by the current policy and funding focus currently taking place at a European and national level as well as the local level. Hence the more ambitious character and scope of the remaining substantial portion of this report.

Recommendation 1

It is important to agree the scope of the area covered by the Gaeltacht Quarter as suggested above and in the accompanying maps.

cochairthréithe na ceathrún

- 6.1 Tá chúig ghné le príomhthréithe an Cheathrú Gaeltachta.
- 6.2 **Ar an chéad dul síos**, is ceantar é breac le hildíothacht.
- 6.2.0 Tá dhá cheann dá cheithre bharda ar na trí bharda is mó faoi dhíothacht i dTuaisceart Éireann; na Fálta (2ú) agus an Charraig Bhán (3ú). Is iad an 20ú (Cluain Ard) agus an 29ú (Ard na bhFeá), an dá bharda eile, as 50 san iomlán. (Féach an Tábla ar an chéad leathanach eile).³
- 6.2.1 Is bunfhadhbanna iad bochtaineacht páistí agus dífhostaíocht fhadtéarmach.
- 6.2.2 Tá cáilíocht saoil lagaithe go suntasach.
- 6.2.3 Is gá cruthú níos mó saibhris, a bheith ina thosaíocht, mar sin de, le leas gaoh duine.
- 6.3.0 **Ar an dara dul síos**, déantar ildíothacht a chothromú le saibhreas a saolaíodh as cúlra achranach. Is beag cosúlacht atá idir oidhreacht shóisialta agus pholaitiúil an cheantair agus an domhan idirnáisiúnta. Is cultúr ar leith é cultúr an cheantair. De réir a chéile is ceantar meallcach é don iliomad daoine a thugann cuairt air ó áiteanna i gcéin.
- 6.3.1 Is féidir le Ceathrú Gaeltachta tionchar dearfach a imirt ar mhargadh turasóireachta a bhfuil borradh mór faoi agus an tairbhe is mó a bhaint as. In 2002 thug 3.6 milliún duine cuairt ar Bhéal Feirste, agus as seo d'fhan 630,000 thar oíche, ag tacú le 15,800 post. Chuir siad £366 milliún le geilleagar na Cathrach.⁴

key characteristics of the area

- 6.1 The main characteristics of the Gaeltacht Quarter are fivefold.
- 6.2 **Firstly**, it is an area synonymous with multiple deprivation.
- 6.2.0 Two of its four wards are amongst the three most deprived wards in Northern Ireland; Falls (2nd) and Whiterock (3rd). The other two wards are 20th (Clonard) and 29th (Beechmount), out of 50 in total. (see the Table on following page).³
- 6.2.1 Child poverty and long term unemployment are fundamental problems.
- 6.2.2 Quality of life is significantly impaired.
- 6.2.3 Greater wealth creation, to the benefit of all, therefore, has to be the priority.
- 6.3.0 **Secondly** multiple deprivation is counterbalanced by a richness borne out of a troubled past. Internationally the social and political heritage of the area has few parallels. The culture of the area is distinctive. Increasingly, to many who visit from afar, it is compelling.
- 6.3.1 The Gaeltacht Quarter can positively influence and be a net beneficiary of a burgeoning tourism market. In 2002 3.6 million people visited Belfast, of which 630,000 were overnight visitors, supporting 15,800 jobs. They injected £366 million into the City's economy.⁴

³Foinse: Pleananna Athnuachan Ceathrú Comharsanachta Dréachta RFS Eanáir 2004.

⁴Comhairle Cathrach Bhéal Feirste: Próifíl Bonnlíne Phríomhchathair Bhéal Feirste 2003/04

⁵Source: DSD Neighbourhood Renewal Draft Implementation Plan January 2004.

⁶Belfast City Council: Belfast Capital City Baseline Profile 2003/04

Sprioc-Bhardaí agus Ceantair Áirimh

Bardaí san áireamh leis an 10% is measa

Ainm Barda	Ceantar Rialtas Áitiúil	Ord	Daonra
Cromghlinn	Béal Feirste	1	4,027
Na Fálta	Béal Feirste	2	5,553
An Charraig Bhán	Béal Feirste	3	6,238
Naomh Anna	Béal Feirste	4	3,758
Baile Mhic Gearóid	Béal Feirste	5	5,096
Gleann na Coille	Béal Feirste	7	3,422
An Lóiste Nua	Béal Feirste	8	6,467
An Cnocán	Béal Feirste	9	4,503
Seanchill	Béal Feirste	10	4,120
Cluanaigh Uachtair	Béal Feirste	11	7,172
Ard Eoin	Béal Feirste	12	7,534
Shaftesbury	Béal Feirste	14	5,640
Oibreacha uisce	Béal Feirste	16	5,869
Dún Cairn	Béal Feirste	19	3,987
Cluain Ard	Béal Feirste	20	5,328
Woodstock	Béal Feirste	26	4,927
An Ladhar	Lios na gCearrbhach	28	2,545
Ard na bhFeá	Béal Feirste	29	5,308
Abhainn Bheara	Béal Feirste	32	4,657
Gleann Cairn	Béal Feirste	35	4,147
Oileán	Béal Feirste	37	4,128
Gleann Collainn	Lios na gCearrbhach	38	11,572
Glencolin	Béal Feirste	48	8,332
Tulaigh Charnáin	An Caisleán Riabhach	53	2,155
Braden	Baile na Mainistreach	56	2,271
Iomlán			129,783

Foinse: Noble

Target Wards and Enumeration Districts

Wards included in the worst 10%

Ward Name	Local Government District	Rank	Population
Crumlin	Belfast	1	4,027
Falls	Belfast	2	5,553
Whiterock	Belfast	3	6,238
St Annes	Belfast	4	3,758
Ballymacarrett	Belfast	5	5,096
Woodvale	Belfast	7	3,422
New Lodge	Belfast	8	6,467
The Mount	Belfast	9	4,503
Shankill	Belfast	10	4,120
Upper Springfield	Belfast	11	7,172
Ardoyne	Belfast	12	7,534
Shaftesbury	Belfast	14	5,640
Waterworks	Belfast	16	5,869
Duncairn	Belfast	19	3,987
Clonard	Belfast	20	5,328
Woodstock	Belfast	26	4,927
Twinbrook	Lisburn	28	2,545
Beechmount	Belfast	29	5,308
Blackstaff	Belfast	32	4,657
Glencairn	Belfast	35	4,147
Island	Belfast	37	4,128
Colin Glen	Lisburn	38	11,572
Glencolin	Belfast	48	8,332
Tullycarnet	Castlereagh	53	2,155
Braden	Newtownabbey	56	2,271
Total			129,783

Source: Noble

6.3.2 Is deis eisceachtúil é leas a bhaint as an bhród suntasach laistigh den phobal chun athnuachan eacnamaíoch, sóisialta agus timpeallachta an cheantair a dhírú agus a thiomáint chun tosaigh.

6.3.3 Is amhlaidh is fearr sin a dhéanamh trí shainiúlacht an cheantair a bhaineann le húsáid ilchineálach na Gaeilge ag méadú de réir a chéile; trí oideachas, foghlaim ar feadh na tsaoil, an geilleagar áitiúil agus, ag méadú de réir a chéile, deiseanna eile fostaíochta. Is é bhraisle gníomhaíochta cultúrtha, gnó agus turasóireachta bainte leis an Ghaeilge Pointe Uathúil Díolacháin an cheantair (PUD). De réir a chéile tá sé ag éirí ina dhúshraith láidir ar a dtóghfar athnuachan uirbeach.

6.3.4 Is iomaí togra Gaeilge rathúil de chineálacha difriúla a bunaíodh fud fad thuaisceart na hÉireann. Bíonn pointe teagmhála i gcónaí ar leibhéal éigin le pobal na teanga ceannasaí agus is minic cur agus cúiteamh idir smaointe agus fhuinneamh mar thoradh air seo.⁵

6.3.5 Agus seo á dhéanamh tá acmhainneacht ag Ceathrú Gaeltachta rathúil agus bhríomhar éirí ina chatalaíoch athnuachana le dul chun sochair mhórcheantar Bhéal Feirste agus le cur go mór le hathnuachan mharthanach na cathrach ina hiomlán. Tá na buntáistí leiththeadacha d'ílfheidhmiú na Gaeilge mar mheán laethúil trí thuilleadh forbartha na mbráislí cruthaitheacha agus na ngréasán, ar a bhfuil a toadhcháil ag brath, ag éirí ina gcritéar d'athrú an cheantair cheana féin.

6.3.6 Tá OTI Bhéal Feirste per capita 40% níos lú ná ceann London. Tá tábhacht, mar sin, le hidirghabháil dhearfach atá i gcomhréir le doimhneacht an dúshláin chun an OTI foriomlán sa chathair a ardú.

6.3.7 Mar a deir An tOllamh Michael Parkinson ina thuarascáil le déanaí "Béal Feirste: Cathair Iomaíoch" tá gá ann, agus tá deis ann, chun acmhainní a úsáid agus straitéisí fadtéarmacha a chur i bhfeidhm a dhíríonn inter alia ar chruthaitheacht agus nuáil agus san iomlán a chuidíonn le Béal Feirste "a láidreacht a léiriú".

6.3.2 Harnessing the significant pride within the community is an exceptional opportunity to direct and drive forward the economic, social and environmental revitalisation of the area.

6.3.3 No more so than through the distinctiveness of the area related to the increasingly multi-varied use of the Irish language; through education, lifelong learning, the local economy and increasingly, other employment opportunities. The cluster of cultural, educational, business and tourism activity related to the Irish language is the area's Unique Selling Point (USP). It is increasingly becoming a strong foundation for urban renewal upon which to build.

6.3.4 Many successful Irish language projects of different sorts have been established throughout the north of Ireland. These projects always interface at some level with the dominant language community and this often results on a two-way exchange of ideas and energy.⁵

6.3.5 In doing so a successful and thriving Gaeltacht Quarter has the potential to become a regenerative catalyst to benefit the wider West Belfast area and add significant value to the sustained revitalisation of the city as a whole. The wide ranging benefits of the multiple application of the Irish language as a daily medium through further development of the creative clusters and networks, upon which its future is dependant, are already becoming a touchstone for the transformation of the area.

6.3.6 Belfast GDP per capita is 40% below that of London. Positive intervention proportionate to the depth of the challenge of helping to raise overall GDP in the city is therefore important.

6.3.7 As Professor Michael Parkinson says in his recent report "Belfast: A Competitive City?" there is a need, and opportunity, to mobilise resources and implement long term strategies that, inter alia focus on creativity and innovation and overall help Belfast "punch its weight".

⁵ Foinse Pobal

⁵ Source Pobal



- 6.3.8 Cé go bhfuil tús déanta chun dúshraitheanna eacnamaíocha a chur síos sa Cheathrú Gaeltachta is gá iad a dhaingniú má tá acmhainneacht iomlán an cheantair le tabhairt i gcrann. Má táthar le sochar eacnamaíoch pobail atá níos mó, níos doimhne agus níos fadtéarmaí a sholáthar níos leithedaí agus níos gaiste ná mar ab amhlaidh a bheadh an cás, ní mór cur chuige níos straitéisí agus níos dírithe a iarraidh.
- 6.3.9 Ní mór don Cheathrú teacht i dtír ar an treocheathach in airde reatha d'athlonnuithe gnónna agus gnónna ag tosú i mBéal Feirste. Cuireann an baraiméadar gnó is déanaí de chuid The Royal Mail, a ríomh na 100 suíomh is fearr gnó sa RA, Béal Feirste ar an bharr. Thosaigh 487 gnó san iomlán a thrádaíl sa chathair i 2003, ráta fáis 4.7% thar an bhliain roimhe.
- 6.4.0 **An tríú rud**, an Grúpa Ríoga Ospidéal agus an campas tríú leibhéal oideachais bheith suite sa limistéar, tugann sin deiseanna móra fostaíochta agus torann coise don Cheathrú, chomh maith le céannacht láidir bhreise don cheantar.
- 6.5.0 **Ar an cheathrú dul síos**, is domhain amach riachtanais eacnamaíocha, shóisialta agus fhíisceacha an cheantair. Ní leor réiteach amháin nó réiteach simplí. Beidh gá le cur chuige comhordaithe, ilchisealach bunaithe ar théarmaí coiteanna comhsheasmhacha.
- 6.5.1 **Ar an cuigú dul síos**, Má tá an réiteach le bheith inbhuanaithe beidh gá le straitéis fhadtéarmach agus gealltanais comhfheagrach.
- 6.5.2 Ní leor luath-shocruithe gearrthéarmacha, bunaithe ar cláir phoiblí ad hoc, cé gur féidir leo siúd spreagadh tábhachtach a thabhairt, chun "cúnamh airgeadas tionscnaimh" a thabhairt do ghníomhaíochtaí.
- 6.5.3 Dá bhrí sin, beidh gá le compháirtíochtaí éifeachtacha fadtéarmacha leis an raon eagraíochtaí eanála poiblí. Gan seo ní uasmhéadófar na deiseanna laistigh den cheantar.
- 6.5.4 Dá bhrí sin, tá cur chuige fadtéarmach le haghaidh straitéise agus maoinithe poiblí riachtanach.
- 6.3.8 Whilst the economic foundations are beginning to be laid in Gaeltacht Quarter they need significant further strengthening if the potential of the area is to be fully realised. If greater economic, and correspondingly deeper, and lasting community benefit, is to be delivered more extensively and more quickly than would otherwise be the case then a more strategic and focused approach will be called for.
- 6.3.9 The Quarter needs to capitalise on the current positive upward trend of business relocations and start-ups in Belfast. The Royal Mail's latest business barometer, which calculates the UK's top 100 business locations places Belfast in the top slot. A total of 487 businesses started trading in the city in 2003, a growth rate of 4.7% on the previous year.
- 6.4.0 **Thirdly**, the significant presence in the locality of the Royal Group of Hospitals and the third level education campus provide major employment opportunities and footfall to the Quarter, as well as providing further strong identity to the area.
- 6.5.0 **Fourthly**, the economic, social and physical needs of the area are profound. No single or simple solution will suffice. A co-ordinated, multi-layered approach based on common and consistent themes will be required.
- 6.5.1 **Fifthly**, if the solution is to be sustainable it will need a long-term strategy and corresponding commitment.
- 6.5.2 Short term, quick fixes, based on ad hoc public programmes, will be insufficient - although these can provide an important stimulus, to "pump-prime" activity.
- 6.5.3 Effective long term partnerships with the range of public sector organisations will therefore be essential. Without this the opportunities within the locality will not be maximised.
- 6.5.4 A long term approach to strategy and public funding is therefore essential.



6.6.0 Tá sé ríthábhachtach go mbunófar bunachar sonraí cuimsitheach, thar ceann an 'Ráiteas Riachtanais', a léiríonn tréithe socheacnamaíocha chomh maith le tréithe cultúrtha agus acmhainneacht fholáigh an cheantair. Beidh sé tábhachtach tuairisc a choinneáil ar na treochtaí déimeagrafacha agus staidéar cuimsitheach bunlíne a fhoilsiú.

6.7.0 Is gá an bhunlíne a leanúint le hanailís, chun bearnaí i sonraí a aimsiú agus is tábhachtach eochairtháscairí a bhunú lena dtig monatóireacht a dhéanamh ar fheidhmiú agus ar athrú le himeacht ama, agus lena dtig athbhreithniú a dhéanamh ar fhreagraí polasaí agus iad a réiteach ar an bhealach.

Moladh 2:

Is é an t-eochairthasc luath gur chóir staidéar bunlíne cuimsitheach ar an Cheathrú a choimisiúnú.

6.6.0 It is vital that a comprehensive database, beyond the current 'Statement of Need', is established which captures the socio-economic, as well as cultural characteristics and latent potential of the area. It will be important to track demographic trends and to produce a comprehensive baseline study.

6.7.0 The baseline needs to be followed by an analysis, to identify gaps in data and importantly to establish a set of key indicators by which performance and change can be monitored over time, and policy responses reviewed and adjusted along the way.

Recommendation 2:

A key early task should be to commission a comprehensive baseline study of the Quarter.



uasmhéadú rannpháirtíocht gach comhpháirtí leasmhair i bPáirtíocht

7.1 Is mar seo a shainmhíneann an ECEF (1990) páirtíochtaí:

Córais chomhoibríthe fhoirmiúil, bunaithe ar shocrúithe atá ina gceangal dlí nó ar thuiscintí neamhfhoirmiúla, caidrimh chomhoibrítheacha agus pleananna comhghlactha i measc roinnt institiúidí. Is é atá i gceist ná comhaontuithe ar chuspóirí polasaí agus cláir chomh maith le freagracht, acmhainní, baol agus sochair a chomhroinnt thar thréimhse ama shonraithe.

7.2 Léiríonn bunú páirtíochtaí sa RA gur próiseas iltaobhach é beartas poiblí agus riarachán go ginearálta ina bhfuil idirghníomh cinntí déanta a dhéanann gníomhaireachtaí ar leibhéal áitiúil, réigiúnach agus náisiúnta agus ar leibhéal fornáisiúnta.

7.3 Le breis agus deich mbliana anuas, d'éirigh oibriú páirtíochta in athnuachan uirbeach leitheadach, idir na hearnálacha poiblí, príobháideacha agus deonacha. Thug an Rialtas spreagadh breise eile dó trí Pháipéar Bán Uirbeach (2000) agus trí na coinníollacha lena leithdháiltear maoiniú athnuachana.

7.4 Tá léirshamhlacha éagsúla ann agus déantar cur síos orthu níos faide anonn sa pháipéar seo mar roghanna féideartha le machnamh a dhéanamh orthu maidir leis an Cheathrú Gaeltachta (Rannóg 9 ar aghaidh)

7.5 Mar sin féin, ar an chéad dul síos is tábhachtach coinníollacha na comhpháirtíochta a aontú sula bhfiosrófar an léirshamhail is fóirsteanáí.

Moladh 3:

Ní mór léirshamhail inmholta an Bhord Forbartha don Cheathrú Gaeltachta bheith bunaithe ar phrionsabail láidre pháirtíochta, a bhaineann le lucht labhartha na Gaeilge agus leis na hearnálacha poiblí, príobháideacha agus deonacha agus leis an mhórfhobal.

maximising the involvement of all stakeholders in partnership

7.1 The OECD (1990) defines partnerships as:

Systems of formalised co-operation, grounded in legally binding arrangements or informal understandings, co-operative working relationships and mutually adopted plans among a number of institutions. They involve agreements on policy and programme objectives and the sharing of responsibility, resources, risks and benefits over a specified period of time.

7.2 The formation of partnerships in the UK represents an acknowledgement that public policy and administration generally is a multi-faceted process which involves the interplay of decisions made by agencies at local, regional and national and supranational level.

7.3 Over the past ten years and more, partnership working in urban regeneration between the public, private and voluntary sector has become the norm. It has been further encouraged by Government through the Urban White Paper (2000) as well as through the conditions by which regeneration funding has been allocated.

7.4 There are various models and some of these are described later in this paper as possible options to consider in relation to the Gaeltacht Quarter (paragraph 9 onwards)

7.5 However, firstly it is important to agree upon the conditions for partnership before exploring the most appropriate model.

Recommendation 3:

The preferred Development Board model for the Gaeltacht Quarter must be based on robust principles of partnership, involving the Irish speaking community and the public, private and voluntary sectors and the wider community.

7.6 Beidh gealltanas fadtéarmach na hearnála poiblí, na hearnála príobháidí, na hearnála deonaí agus an phobail – ag oibriú i gcompháirtíocht thairbheach agus éifeachtach – ina chomhábhar riachtanach chun an acmhainneacht eacnamaíoch agus acmhainneacht níos leithne an Cheathrú Gaeltachta a uasmhéadú. Tá ionchur gach earnaíla tugtha chun suntais mar a leanas;

Earnáil Reachtúil

7.7 Tá sineirgíocht ag tionscadal an Cheathrú Gaeltachta le heochairthionscnaimh bheartais an rialtais a leanas:

- Cur i bhfeidhm Chomhaontú Aoine an Chéasta ba chúis, inter alia, le:
 - a) Bunú Thascfhórsa Bhéal Feirste Thiar;
 - b) Forbairt na Gaeilge (agus bunú Fhoras na Gaeilge) a dhéanamh riachtanach ;
 - c) Bunú an Chiste Forbartha Comhtháite (CFC);
- Cur i bhfeidhm Thuarascáil Thascfhórsa Bhéal Feirste Thiar, a mhol forbairt an Cheathrú Gaeltachta agus cur chuige comhdhírthe le dul i ngleic le díothacht sa cheantar;
- Cur i bhfeidhm an Chairt Eorpach um Chur Chun Cinn Teangacha Mionlach, le saintagairt don Ghaeilge; agus;
- Straitéis Athnuachan Comharsanachta na Roinne um Fhorbairt Shóisialta (RFS).

Is suntasach gur thug an RFS faoi ghníomh comhairliúcháin ar a Plean Cur i bhFeidhm Athnuachan Comharsanachta a moladh. Cuireadh deireadh leis seo ar 15 Márta 2004. Táthar ag fanacht leis na torthaí. Leagann an plean léirshamlacha molta do Pháirtíochtaí Comharsanachta (feicfear a thuilleadh níos moille).

- Straitéisí eacnamaíocha agus cultúrtha Chomhairle Cathrach Bhéal Feirste, ar mian leo sraith ceathrúna cultúrtha a bhunú laistigh den chathair. Tá acmhainneacht sa Cheathrú Gaeltachta cur le tionscnaimh mhóra reatha chun Ceathrúna na hArdeaglaise, Titanic agus na Banríona agus an Taobh Thuaidh a bhunú.

7.6 The fulsome long term commitment of the statutory public sector, the private sector, the voluntary sector and the community – working in effective and productive partnership – will be an essential ingredient in maximising the economic and broader potential of the Gaeltacht Quarter. Each sector's contribution is highlighted as follows;

Statutory Sector

7.7 The Gaeltacht Quarter project has synergies with the following key government policy initiatives:

- The implementation of the Good Friday Agreement, which inter alia:
 - a) Established the West Belfast Task Force;
 - b) Required the promotion of the Irish language (and the formation of Foras na Gaeilge);
 - c) Led to the establishment of the Integrated Development Fund (IDF);
- The implementation of the West Belfast Task Force report, which recommended the development of the Gaeltacht Quarter and a concerted approach to tackling deprivation in the area;
- The implementation of the European Charter for the Promotion of Minority Languages, with specific reference to the Irish language; and;
- The Department of Social Development (DSD) Neighbourhood Renewal Strategy.

Significantly, DSD recently undertook a consultation exercise on its proposed Neighbourhood Renewal Implementation Plan. This concluded on 15 March 2004. The conclusions are awaited. Plan sets out suggested models for Neighbourhood Partnerships (see more later).

- Belfast City Council's economic and cultural strategies, which seek to establish a series of cultural quarters within the city. The Gaeltacht Quarter has the potential to supplement current major initiatives to establish the Cathedral, Titanic and Queens Quarters and Northside.



Ina theannta sin, bhí Comhdháil "Todhchaí na Cathrach" ar na mallaihbh ag Comhairle Cathrach Bhéal Feirste a thug chun solais, is cosúil, an acmhainneacht do choincheap "lár cathrach" a chumhdódh gach Ceathrú dá leithéid mar mhórhionscnamh polasaí. Tá Máistir-Phlean Bhéal Feirste 2004-2020 bainteach i dtaca leis seo agus nasc á dhéanamh idir an Cheathrú Gaeltachta agus an clár le haghaidh gnímh a bhfuil cuntas tugtha air sa Mháistir-Phlean, a chuireann leanúint "cur chun cinn eacnamaíoch comtháite" chun tosaigh. Molann sé forbairt tionscal cruthaitheach agus aimsíonn sé bailiú braislí tionscal léiritheach (ceol, ealaíona léirithe etc) agus tionscail na meán agus tionscail eolais (scannán, fógraíochta, craoladh etc) a bhfuil baint ag an bheirt acu le forbairt an Cheathrú Gaeltachta.

- 7.8 Oireann tráthúlacht na tuarascála seo agus a moltaí do pholasaí agus do shainriachtanais Rialtais agus a ghníomhaireachtaí éagsúla.
- 7.9 Is cuí mar sin cineál agus comhdhéanamh na sineirgíochta seo a spionadh amach, trí bhéim a chur orthu, ar mór an fhéidearthacht go mbeadh an Cheathrú Gaeltachta ag cur leo, agus leoga á gcomhlíonadh. Seo iad mar a leanas:

• Comhaontú Aoine an Chéasta

Treisióinn an comhaontú - sa Rannóg a bhaineann le ceisteanna eacnamaíoch, sóisialta agus cultúrtha - iolrachas teangach agus, gur páirt de shaibhreas cultúrtha oileán na hÉireann í an Ghaeilge.

Maíonn sé go ndéanfaidh Rialtais na Breataine, nuair is cuí é agus nuair is mian le daoine é, maidir leis an Ghaeilge:

"gníomhú daingean chun an teanga a chur chun cinn;"⁶

Léiríonn an téarmaíocht seo Cuid II den Chairt Eorpach do Theangacha Mionlach nó Réigiúnacha.

Moreover, recently Belfast City Council recently held its "Future of the City" Conference which apparently highlighted the potential for a "centre city" concept embracing all such Quarters as a possible major policy initiative. The Belfast Master Plan 2004-2020 is also relevant in this regard and connectivity of the Gaeltacht Quarter with the emerging programme for action outlined in the Master Plan, which promotes the pursuit of "integrated economic promotion." It also advocates the development of creative industries and identifies clustering of expressive industries (music, performing arts etc) and media and information industries (advertising, film, broadcast etc) both of which are relevant to the development of the Gaeltacht Quarter.

- 7.8 The timing of this report and its proposals is in harmony with the policy and prerogatives of Government and its various agencies.
- 7.9 It is therefore appropriate to draw out, by way of emphasis, the character and nature of these synergies, upon which the Gaeltacht Quarter has great potential to complement, and indeed, fulfil. These are as follows:

• The Good Friday Agreement

The Agreement emphasises - in the section relating to economic, social and cultural issues - linguistic diversity and, that the Irish language is part of the cultural wealth of the island of Ireland.

It states that the British Government will, in relation to Irish language, where appropriate and where people desire it:

"take resolute action to promote the language;"⁶
This terminology reflects Part II of the European Charter for Regional or Minority Languages.

⁶ Foinsce: Comhaontú Aoine an Chéasta "Cearta, Coimircí agus Comhionannas Deiseanna ailt 2, 3 & 4
⁶ Source: Good Friday Agreement "Rights Safeguards and Equality of Opportunity paras 2, 3 & 4

• **An Chairt Eorpach do Theangacha Mionlach nó Réigiúnacha**

I mí Iúil 2001 dhaingnigh Rialtas na Breataine An Chairt Eorpach do Theangacha Mionlach nó Réigiúnacha. Daingníodh tríocha a sé sain-airteagal faoi Chuid III den Chairt don Ghaeilge. Ina measc siúd tá:

"socruithe a dhéanamh chun teagasc na staire agus an chultúir a chuireann an Ghaeilge in iúl a chinntiú"

"Maidir le gníomhaíochtaí agus áiseanna cultúrtha – leabharlanna go háirithe, físeabharlanna, ionaid chultúrtha, músaeim, cartlanna, amharclanna agus pictiúrlanna, chomh maith le hobair liteartha agus foilsíú scannán, cora cainte, féilte agus na tionscail chultúir, úsáid teicneolaíochta nua inter alia curtha san áireamh – tiomnaíonn na Páirtithe, laistigh den chríoch ina n-úsáidtear na teangacha úd agus a mhéad atá na húdaráis inniúil, go mbíonn cumhacht acu nó go mbíonn ról acu sa réimse seo:

- *Cineálacha léirithe agus tionscnaimh a bhaineann go háirithe leis an Ghaeilge a spreagadh agus na dóigheanna difriúla rochtana ar shaothair a táirgeadh i nGaeilge a chothú."*
- *"A chinntiú go gcuireann comhlachtaí atá freagrach as gníomhaíochtaí cultúrtha de chineálacha éagsúla a eagrú nó tacú leo san áireamh cuimsiú eolas agus úsáid na Gaeilge agus an chultúir i ngnóthais a gcuireann siad tús leo nó a dtugann siad tacaíocht dóibh."*
- *Bearta a chur chun cinn le cinntiú go mbíonn foireann ar fáil ag na comhlachtaí a bhfuil freagracht orthu as tacú le gníomhaíochtaí cultúrtha nó as iad a eagrú, a bhfuil lánliofacht Gaeilge acu, chomh maith le teanga(cha) an chuid eile de na daoine;"*
- *Rannpháirtíocht dhíreach a spreagadh ag ionadaithe úsáideoirí Gaeilge i soláthar áiseanna agus i bpleanáil gníomhaíochtaí cultúrtha;"*
- *"Cruthú comhlachta nó comhlachtaí a spreagadh agus/nó a éascú a bheadh freagrach as saothair Ghaeilge a bhailiú, a choinneáil, a choipeáil, a chur i láthair nó a fhoilsiú;"*

• **European Charter for Regional or Minority Languages**

In July 2001 the British Government ratified the European Charter for Regional or Minority Languages. Thirty-six specific clauses under Part III of the Charter were ratified for Irish. These include:

"to make arrangements to ensure the teaching of the history and culture which is reflected by the Irish language"

"With regard to cultural activities and facilities – especially libraries, video libraries, cultural centres, museums, archives, theatres and cinemas, as well as literary work and film production, vernacular forms of cultural expression, festivals and the culture industries, including inter alia the use of new technologies – the Parties undertake, within the territory in which such languages are used and to the extent that the public authorities are competent, have power or lay a role in this field:

- *To encourage types of expression and initiative specific to the Irish language and foster the different means of access to works produced in Irish."*
- *"To ensure that the bodies responsible for organising or supporting cultural activities of various kinds make appropriate allowance for incorporating the knowledge and use of Irish language and cultures in the undertakings which they initiate or for which they provide backing."*
- *"To promote measures to ensure that the bodies responsible for organising or supporting cultural activities have at their disposal staff who have a full command of the Irish language concerned, as well as the language(s) of the rest of the population;"*
- *"to encourage direct participation by representatives of the users of Irish of language in providing facilities and planning cultural activities;"*
- *"to encourage and/or facilitate the creation of a body or bodies responsible for collecting, keeping a copy of and presenting or publishing works produced in Irish;"*



I ndiaidh dhréachtú an tuarascáil mhonatóireachta ag Coiste Saineolaithe Chomhairle na hEorpa ar an Chairt i Márta 2004, luaigh Rialtas na Breataine a rannpháirtíocht sa Cheathrú Gaeltachta⁷:

"Tá ranna laistigh de Thuaisceart Éireann (RCEF san áireamh) ag plé le hionadaithe an pobail áitiúil agus leis an earnáil phríobháideach maidir le bunú Ceathrú Gaeltachta i mBéal Feirste Thiar bunaithe ar theanga, chultúr agus thraidisiúin na Ghaeilge."

• Stát-Rúnaí Thuaisceart Éireann⁸

Mhaigh Paul Murphy FP "nár chóir go gcaillfeadh pobail a d'fhulaing tionchar na dTrioblóidí na sochair shóisialta agus eacnamaíocha a thug 'díbhinn na síochána' dá lán dár saoránaigh".

• An Roinn Forbarta Sóisialta⁹

Maíonn polasaí an RFS go bhfuil "roinnt eochaircheisteanna móra a gcaitear tabhairt fúthu má táimid le dul i ngleic le díothacht i ndáiríre:

- Is gá dúinn an díothacht is géire a aimsiú
- Is gá dúinn cur chuige comhtháite a ghlacadh
- Is gá dúinn oibriú i gcomhpháirtíocht
- Is gá dúinn pobail a chumasú
- Is gá dúinn difear a dhéanamh"

• An Roinn Cultúir, Ealaíon agus Fóillíochta (RCEF)

Is é gnó RCEF, mar atá leagtha amach ina straitéis chorparáideach 2004-2007, caipiteal cultúrtha a sholáthar don lá inniu, ach infheistíocht a dhéanamh ann chomh maith sa dóigh go mbuanófar a fhiúntas don todhchaí. Léirítear caipiteal cultúrtha i ndaoine, i mbonneagar agus i dtáirgí/seirbhísí. I measc na spriocanna a leag RCEF amach sa tóir ar a misean caipitil cultúrtha tá, meas agus ceiliúradh na hilghnéitheachta a spreagadh, cur ar chumas a oiread daoine agus is féidir taithí a fháil ar agus a mhór a dhéanamh d'ardchaidheán feabhais sócmhainní cultúrtha Thuaisceart Éireann agus bainistíocht inbhuanaithe a bhonneagair cultúrtha a chinntiú chun táirgí agus seirbhísí cultúrtha d'ardcháilíocht a fhorbairt agus a sholáthar.

Following the drafting of the monitoring report by the Council of Europe Committee of experts on the Charter in March 2004, the British Government cited involvement in the Gaeltacht Quarter⁷:

"Departments within Northern Ireland (including DCAL) are currently in discussions with representatives of the local community and the private sector regarding the establishment of a Gaeltacht Quarter in West Belfast based on Irish language, culture and traditions."

• Secretary of State for Northern Ireland⁸

Paul Murphy MP has stated that "Communities which have suffered the impact of the Troubles must not lose out on the social and economic benefits that the 'peace dividend' has brought to many of our citizens".

• Department of Social Development (DSD)⁹

DSD policy states that "there are some strong key issues to be addressed if we are to really tackle deprivation:

- We must target the most acute deprivation
- We must take an integrated approach
- We must work in partnership
- We must empower communities
- We must make a difference"

• Department of Culture, Arts and Leisure (DCAL)

DCAL's business, as set out in its corporate strategy 2004-2007, is to produce cultural capital for today, but also to invest in it so that its value is sustained for the future. Cultural capital is manifested in people, infrastructure and products/services. Among the goals that DCAL has set in pursuit of its cultural capital mission are to encourage respect for and celebration of diversity, to enable as many people as possible to experience and appreciate the excellence of Northern Ireland's cultural assets and to ensure the sustainable management of its cultural infrastructure and to develop and deliver quality cultural products and services.

⁷ Foinsce: Tuarascáil Choiste Saineolaithe Chomhairle na hEorpa: Márta 2004

⁷ Source: Council of Europe Report of Committee of Experts: March 2004

⁸9 Foinsce: "Daoine agus Áit" Straitéis do Athnuachan Comharsanachta RFS leathanach 19: Meitheamh 03

⁸9 Source: DSD "People and Place" A Strategy for Neighbourhood Renewal page 19: June 03

- **I gcomhpháirt: An Roinn Cultúir, Ealaíon agus Fóillíochta (RCEF) , An Roinn Oideachais (RO), An Roinn Fostaíochta agus Foghlama (RFF), An Roinn Fiontar, Trádála agus Infheistíochta (RFTI) agus Invest NI¹⁰**

Maíonn an tionscnamh "Ag Scaoileadh Amach Cruthaitheachta" – Réigiún Cruthaitheach" comhghéalltanais:

"Acmhainní ár ndaoine uile le haghaidh cruthaitheachta agus nuála a fhorbairt, agus mar sin, folláine shóisialta, chultúrtha agus eacnamaíoch Thuaisceart Éireann a chothú agus a bhuanú" agus le gealltanais a dhéanamh do: "ghníomhaíocht shamhlaíoch le torthaí atá bunúsach agus fiúntach."

- **Comhairle Cathrach Bhéal Feirste¹¹**

Níl an Chomhairle Cathrach go nuige seo chomh lánghníomhach sa phróiseas le tionscnamh an Cheathrún Gaeltachta a thabhairt ar aghaidh agus ba chóir di. Tá a gealltanais pholasaí soiléir agus pragmatach – agus tá baint dhíreach acu.

Maíonn Straitéis Turasóireachta Cultúrtha Chomhairle na Cathrach: "Socróidh Béal Feirste é féin ar bhealach follasach inbhuanaithe, le caighdeán taitní cuairteora a chuireann in iúl agus a thugann síamsa trí chur i láthair agus trí thaispeántas cultúrtha atá dílis agus is féidir a fheiceáil go soiléir go mbaineann sé leis an chathair as a dtagann sé.

Beidh sé dírithe le freastal ar riachtanais an turasóra agus cuirfidh sochair na turasóireachta isteach arís sna pobail a thacaíonn leis an deis."

Maíonn Plean Ealaíon agus Cultúir Chomhairle na Cathrach¹²:

"Tá sé mar aidhm ag an Chomhairle gníomhaíocht chultúrtha a spreagadh, atá bainteach go díreach le muintir Bhéal Feirste agus a chlúdaíonn iomlán mhuintir Bhéal Feirste, ag cur chun cinn meas ar a n-éagsúlacht féiniúlachtaí, ag cloí leis an Straitéis Dea-Chaidrimh."

- **Jointly: Department of Culture, Arts and Leisure (DCAL) , Department of Education (DE), Development of Employment and Learning (DEL), Department of Enterprise, Trade and Investment (DETI) and Invest NI¹⁰**

The initiative "Unlocking Creativity"—A Creative Region" states a joint commitment:

"To develop the capacities of all our people for creativity and innovation, and so promote and sustain the social, cultural and economic well-being of Northern Ireland" and to commit to: "imaginative activity with outcomes that are original and of value."

- **Belfast City Council¹¹**

The City Council has not to date been as fully engaged in the process of taking forward the Gaeltacht Quarter initiative as it should. Its policy commitments are lucid and pragmatic – and directly relevant.

The City Council's Cultural Tourism Strategy states: "Belfast will position itself in an overtly sustainable way, a quality of visitor experience that informs and entertains through cultural presentation and exhibition that is authentic and clearly seen to be relevant to the city from which it arises.

It will be focussed on meeting the needs of the tourist and will put the benefits of tourism back into the communities that support the opportunity."

The City Council's Culture and Arts Plan states¹²:

"The Council aims to encourage cultural activity, which is relevant to and inclusive of all of Belfast's people, promoting respect for their many diverse identities, in line with the Good Relations Strategy."

¹⁰ Foinsce: RCEF/RO/RFF/RFTI/Invest NI "Ag Scaoileadh amach Cruthaitheachta" 2004

¹⁰ Source: DCAL/DE/DEL/DETI/Invest NI "Unlocking Creativity" 2004

¹¹ Foinsce: Comhairle Cathrach Bhéal Feirste "Turasóireacht Chultúrtha –Ag Forbairt Deiseanna Bhéal Feirste "2004"

¹¹ Source: Belfast City Council "Cultural Tourism – Developing Belfast's Opportunity "2004"

¹² Foinsce: Comhairle Cathrach Bhéal Feirste: "Plean Cultúir agus Ealaíon 2003/06"

¹² Source: Belfast City Council: "Culture and Arts Plan 2003/06"



Ina theannta sin geallann Plean Forbartha Geilleagrach Áitiúil Chomhairle na Cathrach 2002-2006:

"Ag oibriú le réimse comhpháirtithe, aimseimid agus forbróimid sraith "mol" cruthaitheach trasna na cathrach, chun deiseanna rochtana don earnáil a mhéadú agus Béal Feirste a léiriú mar "chathair chruthaitheach".¹³

agus

"Láidreacht phríomhbhealaí artaireacha na cathrach a fheabhsú trí chlár athbheochana fadtéarmach a fhorbairt."

Maíonn doiciméad Chomhairle na Cathrach "Príomhchathair 2003/06" i gcuipóir 5.1 **"cultúr Bhéal Feirste a chur chun cinn agus an t-eispéireas atá le tairiscint ag an chathair a dhíol."** San áireamh ina n-eochairspríocanna comhfheagracha go ceann trí bliana tá:

- **úsáid iomlán a bhaint as uathúlacht Bhéal Feirste agus íomhá dhearfach Bhéal Feirste a chur chun cinn go náisiúnta agus go hidirnáisiúnta;**
- **ionad feabhais do chuairteoirí a dhéanamh de Bhéal Feirste;**
- **clár a chruthú chun tacú le feabhas cultúrtha**

7.10 Mar sin féin, beidh sé tábhachtach a aithint nach rachaidh tionscnamh an Cheathrú Gaeltachta i ngleic le deacrachtaí uile an cheantair. Beidh gá le sineirge idir é agus tionscnaimh eile Rialtais agus Cathrach a tharla mar thoradh ar chur i bhfeidhm cuid de pholasaithe na hearnála poiblí luaithe anseo.

7.11 An Earnáil Phríobháideach

Níor chóir a bheag a dhéanamh den acmhainneacht chun caibidlíocht agus infheistíocht shuntasach ón earnáil phríobháideach – mar a léiríonn cuid de na cás-staidéir is déanaí ó áiteanna eile. Go deimhin, caithfidh sé bheith ina bhunsprioc gur gá é a bhuanú.

Beidh éagsúlacht rannpháirtíochta ann; cuid acu bainteach le gnónna reatha agus a n-acmhainneacht chun fáis, agus na cinn eile

In addition the City Council's Local Economic Development Plan 2002-2006 commits to:

"Working with a range of partners, we will identify and develop a series of creative "hubs" across the city, to increase opportunities for access to the sector and to profile Belfast as a "creative city".¹³

and

"Enhancing the vitality of the main arterial routes of the city by developing a long-term regeneration programme."

The City Council's "Capital City 2003/06" document states in objective 5.1 **"to promote Belfast's culture and market the experience the city has to offer."** Its corresponding key goals over the next three years include:

- **making full use of Belfast's uniqueness and promote a positive image of Belfast nationally and internationally;**
- **making Belfast a centre of excellence for visitors**
- **creating programmes to support cultural excellence**

7.10 Nevertheless, it will be important to recognise that the Gaeltacht Quarter initiative will not tackle all of the area's difficulties. Synergy will be needed between it and other Government and City initiatives resulting from the roll out of some of the public sector policies referred to here.

7.11 Private Sector

The potential for significant engagement and investment by the private sector must not be underestimated – as some of the later case studies from elsewhere illustrate. Indeed, it needs to be a fundamental goal that must be sustained.

Such involvement will come in a variety of forms; some related to existing businesses and their potential for growth, and others related to the

¹³ Foinse: Comhairle Cathrach Bhéal Feirste: "Ag Cothú Buntáiste Iomaíochta" Plean Forbartha Rialtais Áitiúil 2002/06

¹³ Source: Belfast City Council: "Sustaining Competitive Advantage" Local Government Development Plan 2002/06

bainteach le tarraingt deiseanna nua a spreagann fíís úr, shoiléir agus uailmhianach atá á leagan don cheantar. Is dócha go dtarlódh a leithéid de rannpháirtíocht chomh maith maidir le talamh, maoin agus forbairt. Na cinn eile maidir le bailiú braislí tionscal cruthaitheach, na meán agus an eolais atá le feiceáil níos minice agus a bhfuil tagairtí déanta dóibh i straitéisí RFTI agus Chomhairle na Cathrach. Beidh an tionscal turasóireachta ina imreoir tábhachtach.

Is é an buntáiste breise a théann le rannpháirtíocht na hearnála príobháidí i gcomhoibriú ná praiticiúlacht agus fiúntas tráchtála an togra/na dtograí a thástáil. Is é a bheidh san infheistíocht ná luamhán tábhachtach airgeadais, a ligfeadh b'fhéidir, agus a chuirfeadh le chomh maith, aimsiú leithdháileadh acmhainní riachtanacha na hearnála poiblí ar thograí agus ar chláir fhéideartha amach anseo sa Cheathrú.

7.12 An Earnáil Dheonach agus Phobail

Tá earnáil ghníomhach phobail agus dheonach ag Béal Feirste. I nGréasán Pobail Bhéal Feirste tá níos mó ná 340 grúpa. Beidh cuid acu seo i mbun gníomhaíochtaí a bhaineann leis an Cheathrú Gaeltachta – nó thíocfadh leo bheith amach anseo, má thagann na pleananna atá ag teacht chun cinn faoi bhláth.

Tá sé riachtanach go mbíonn ról ríthábhachtach chun an bhaint seo – agus tuilleadh forbartha den earnáil – a spreagadh má tá forbairt na Ceathrún le bheith suntasach agus má tá sé le cur le caighdeán saoil na ndaoine áitiúla.

Ag deireadh na tuarascála seo tá samplaí de na grúpaí agus na heagraíochtaí áitiúla san áireamh ar an liosta de pháirtithe leasmhara neamhreachtúla. Ní liosta uileghabhálach iomlán é seo.

Is tábhachtach an ní é go soláthraíonn an earnáil seo agus an gnáthphobal comhábhar tábhachtach – pragmatachas agus "seiceáil réaltachta".

Beidh gá le comhlíonadh dualgas má tá baint agus caibidlíocht iomlán le baint amach.

attractiveness of new opportunities stimulated by a fresh, clear and ambitious vision being set for the area. Such involvement may also occur in relation to land, property and development. Others in relation to the clustering of creative, media and information industries which are increasingly in evidence and further aspired to in the strategies of DETI and the City Council. The tourist industry will clearly be another important player.

The private sector involvement in partnership working brings the added benefit of testing the practicality and commerciality of the proposition(s). Its investment will be important financial leverage to potentially enable, as well as complement, the necessary public sector resource allocation towards possible future projects and programmes in the Quarter.

7.12 Community and the Voluntary Sector

Belfast has an active community and voluntary sector. The Belfast Community Network represents over 340 groups. Some of these will be engaged in activity which relates to the Gaeltacht Quarter – or possibly could be in the future, if the emerging plans are realised.

Encouraging such involvement – and further development of the sector – must play a vital role if the Quarter's development is to be relevant and add value to the quality of life of local people.

Examples of some of the current local groups and organisations are included in the list of non-statutory stakeholders at the end of this report. This list is not intended to be exhaustive.

Importantly this sector and the community at large provide a most important ingredient – pragmatism and "reality checking".

A full and responsible role will be called for if true involvement and engagement is to be achieved.



Breathnuithe

- Trí oibriú i gcomhpháirtíocht éifeachtach tá acmhainneacht mhór ann chun an fhéidearthacht le straitéis inbhuanaithe dhíríthe fhadtéarmach a sholáthar ar mhaithe le forbairt an Cheathrú Gaeltachta. Beidh gá le dul i ngleic go hiomlán leis an pholasaí, leis na cláir agus maoiniú RCEF, RSF, RFTI, Invest NI, RO agus Chomhairle Cathrach Bhéal Feirste agus grúpaí eile.
- Cibé comhpháirtíocht agus léirshamhail soláthair a roghnófar beidh orthu "páirteachas iomlán" díograiseach a bhaint amach ó na páirtithe leasmhara reachtúla.
- Beidh sé tábhachtach plé go hiomlán le Comhairle Cathrach Bhéal Feirste ag leibhéal na mball agus ag leibhéal na n-oifigeach sinsearach mar thosaíocht luath agus ar bhonn leanúnach – tá gá láithreach chun easpa rannpháirtíochta braite go nuige seo a réiteach. Is comhpháirtí suntasach í Comhairle na Cathrach.
- Tá sé tábhachtach "réamheolaire" don Cheathrú Gaeltachta a sholáthar, mar sin de, ag tabhairt deise do lucht dáilte maoinithe reachtúla ceangal go héasca lena bpolasaithe agus lena gláir féin. Ní mór gur mó an tsuim ná na codanna ar leith.

Observations

- Through working in effective partnership there is great potential to maximise the potential for developing and delivering a long term focused sustainable strategy for the development of the Gaeltacht Quarter. This will require fully engaging with the policy, programmes and funding of DCAL, DSD, DETI, Invest NI, DENI and Belfast City Council and others.
- The eventually selected partnership and delivery model must achieve enthusiastic "buy in" from the statutory stakeholders.
- It will be important to fully engage with Belfast City Council at member and senior officer level as an early and on-going priority – there is an immediate need to remedy a perceived lack of involvement to date. The City Council are a significant partner.
- It is important to develop a "prospectus" for the Gaeltacht Quarter thus providing the opportunity for statutory funders to readily connect to their own policies and programmes. The sum needs to be greater than the individual parts.

Feithiclí Soláthair Áitiúla (FSÁ)

- 8.1 Tá na Feithiclí Soláthair Áitiúla d'athnuachan uirbeach thart le tamall anuas, i bhfoirmeacha éagsúla. Tagraíonn an tuarascáil seo d'éagsúlacht FSÁanna, idir Bhardais Forbartha Uirbí agus Iontaobhaithe Forbartha agus Pháirtíochtaí Comharsanachta.
- 8.2 Le dhá bhliain anuas i Sasana chonacthas cruth, cineál agus láidreacht na FSÁanna ag teacht i réim. Faoi láthair tá siad i "spotsolas" an pholasaí uirbigh de réir mar a thugann gníomhaireachtaí athnuachana, eacnamaíocha agus údarás áitiúla faoin bhealach is cuí, is éifeachtaí agus is inghlactha chun a gcuid de Phlean Inbhuanaithe Pobal OLPA (foilsíodh Feabhra 2003) a sholáthar. Tá seans ann le foghlaim ón chleachtas reatha Sasanach, ar mhaithe le hiarrachtaí athbheochana i dTuaisceart Éireann go ginearálta, agus i mBéal Feirste go háirithe.
- 8.3 Tá FSÁanna á gcruithú le socruithe bunreachtúla difriúla. Tá cineálacha éagsúla ann a thiteann, go ginearálta, isteach i ndá chatagóir:
- Comhpháirtíochtaí Dleathacha, mar a bhfanann gach cumhacht leis na comhpháirtithe (mar shampla, páirtíochtaí dliteanais theoranta, cuideachtaí faoi theorainn ráthaíochta); agus
 - Comhlachtaí reachtúla le roinnt cumhachtaí díreacha agus caidrimh shoiléire le daoine eile a bhfuil cumhachtaí bainteacha acu (mar shampla Bardais Forbartha Uirbí agus gníomhaireachtaí Athnuachana Uirbí).
- 8.4 I gcuid de na cásanna is féidir nach mbeidh san FSÁ ach páirtíocht neamhfhoirmiúil, gan struchtúr dlíthiúil ar bith ann ach i ngach cás beidh ar an FSÁ, ar an chéad dul síos "plean gnó le haghaidh soláthair" a sholáthar mar thosaíocht.

Local delivery vehicles (LDVs)

- 8.1 Local Delivery Vehicles for urban regeneration have been around for some time, in various forms. This report refers to a variety of LDVs, from Urban Development Corporations to Development Trusts and Neighbourhood Partnerships.
- 8.2 In England the last two years have seen the shape, character and potency of LDVs very much in the ascendancy. They are currently in the urban policy "spotlight" as regeneration and economic agencies and local authorities apply their minds to the most appropriate, most effective and acceptable way to deliver their part of the ODPM Sustainable Communities Plan (published February 2003). There is an opportunity to learn from current English practice, to the benefit of regeneration efforts in Northern Ireland in general, and Belfast in particular.
- 8.3 LDVs are being formed, with different constitutional arrangements. There are various types that fall broadly into two categories:
- Legal Partnerships in which all powers remain with the partners (for example, limited liability partnerships, companies limited by guarantee); and
 - Statutory bodies with some direct powers plus clear relationships with other holders of relevant powers (for example Urban Development Corporations and Urban Regeneration agencies).
- 8.4 In some cases an LDV may be simply an informal partnership, with no legal structure but in all cases the LDV will need to produce, in the first instance, as a priority, a "business plan for delivery."

- 8.5 Is é bunchuspóir amháin a bheidh leis an phlean gnó ná muinín infheisteoirí a ardú. Déanfaidh infheisteoirí fiúntas, cumhachtaí agus tionchar FSÁanna a cheistiú agus a mhionscrúdú. Má chinneann siad gur breiseanna bacacha do bhonneagar institiúideach iad déarfadh siad é, déanfaidh siad iarracht bealach thart orthu a fháil nó seachnóidh siad infheistíocht i gceantar i bhfabhar áiteanna eile.
- 8.5 One principal purpose of the business plan will be to increase investor confidence. Investors will question and probe the value, powers and influence of the LDVs. If they decide they are unhelpful additions to institutional infrastructure they will say so, attempt to circumvent them or avoid investment in an area in favour of other places.
- 8.6 Is iad a leanas na sé ghné inmhianaithe FSÁ¹⁴:
- Coiste aonchuspóireach geallta don "sárfhás" inbhuanaithe
 - An chumhacht chun talamh a bhailiú
 - An chumhacht, i gcúinsí ar leith chun luachanna maoinne a ghabháil
 - Smacht nó tionchar ar dhéanamh pleananna
 - Go leor acmhainní mionsonraithe agus an cumas chun maoiniú mór fadtéarmach a chruinniú; agus
 - Trédhearcacht agus freagracht
- 8.6 The six desirable features of an LDV are¹⁴:
- A single purpose body committed to sustainable "super growth"
 - The power to assemble land
 - The power, in some circumstances to capture development values
 - Control or influence over plan-making
 - Sufficient detailed resources and the ability to raise large scale long term funding; and
 - Transparency and accountability
- 8.7 Mar a luadh, is iomaí foirm atá le FSÁanna – is é an rud atá riachtanach ná go mbíonn siad "oiriúnach don fheidhm" agus "go gcuireann siad le fiúntas".
- 8.7 As mentioned, LDVs can take many forms – the essential requirement being that they are "fit for purpose" and "add value".
- 8.8 Déanann an rannóg seo a leanas cur síos ar Fheithiclí Soláthair Áitiúla éagsúla.
- 8.8 The following section describes a variety of Local Delivery Vehicles.
- 8.9 Is iontach, ach is beag acu atá ann i dTuaisceart Éireann. Is mar seo a chuirfear síos orthu sin sa Rannóg a leanas (m.sh. Bardas Forbartha Chois Lagáin agus CAU Ilex), i gcomhthéacs níos leithne. B'fhiú a rá gur bunaíodh cineál d'fheithicil soláthair chun moladh tábhachtach, a sheol an tAire ar 29 Márta 2004, i dtuarascáil Thascfhórsa Bhéal Feirste Thiar – an Bord Seirbhísí Fostaíochta – a fhorbheathnú, a chomhordú agus a sholáthar. Is fasach suimiúil é seo a ndéanfar tagairt dó níos moille sa tuarascáil seo.
- 8.9 Surprisingly, few exist in Northern Ireland. Those that do are described in the following section (e.g. Laganside Development Corporation and Ilex URC), in a wider context. It is also worthy of note that a type of delivery vehicle was established to oversee, co-ordinate and deliver an important recommendation in the West Belfast Task force report – the Employment Services Board – which was launched by the Minister on 29 March 2004. This is an interesting precedent which will be referred to again later in this report.
- 8.10 Thiocfadh leis na roghanna a ndéantar cur síos orthu sa rannóg a leanas bheith ina gcuidiú agus thiocfadh leo cur le hathnuachan áitbhunaithe eile in áiteanna eile i mBéal Feirste.
- 8.10 The options described in the following section could potentially assist and contribute to other area based regeneration in other parts of Belfast.

Moladh 4:

Go mbunófar Feithicil Soláthair Áitiúil chuí don Cheathrú Gaeltachta.

Recommendation 4

That an appropriate Local Delivery Vehicle is established for the Gaeltacht Quarter.

¹⁴ Foinsé: John Walker – Town and Country Planning Association – Márta 2004

¹⁴ Source: John Walker – Town and Country Planning Association – March 2004

roghanna léirshamhlacha Páirtíochta

- 9.1 Tá roinnt FSÁanna agus léirshamhlacha comhpháirtíochta féideartha ar gá iad a thástáil agus ar a ndéanfaidh an Scáth-Bhord machnamh. D'fhéadfadh go mbeadh an fhéidearthacht ag cuid acu go dtiocfadh le daoine eile iad a scrúdú i dtaca le hathnuachan in áiteanna difriúla den chathair.
- 9.2 Is iad na teisteanna deiridh ná cé acu a leanfaidh foirm (an Bhord Páirtíochta) feidhm (athnuachan inbhuanaithe an Cheathrú Gaeltachta) nó nach leanfaidh.
- 9.3 Déantar cur síos ar ocht rogha léirshamhlacha mar a leanas:

Rogha 1. Bardas Forbartha Uirbí (BFU)

Ba fheithicil soláthair iad Bardais Forbartha Uirbí a thug an Rialtas isteach a úsáideadh i Sasana sna 1980í le dul i ngleic le limistéir athnuachana fisicí agus eacnamaíche. Is é an chéad cheann Ceantar Dugaí Londan agus Bardas Forbartha Merseyside (Leagan 1). Tháinig a thuilleadh lena chois, san áireamh bhí Black Country, Bristol, Birmingham, Bristol, Tyne & Wear, Teesside agus Trafford Park agus Cois Lagáin go mall sna 1980í (Leagan 2). An Rialtas a chruthaigh iad le reacht agus tugadh cumhachtaí pleanáilte dóibh, cumhachtaí éigeantacha ceannaigh agus an cumas acu talamh faoi úinéireacht phoiblí a dhílsiú.

Is cuid suntais é, (tagairtí tugtha níos moille sa tuarascáil seo), ina theannta sin arís, gur bunaíodh "Mion-Bhardais" Forbartha go luath sna 1990í in Plymouth, Lár Mhanchain agus in Leeds (Leagan 3). Bhí na cumhachtaí céanna acu is a bhí ag na BFCanna lánfhorbartha, ach gur lú a gceantair agus gur gairide a gcláir ama. Chumhdaigh siad achair mhóra de thalamh dearóil agus bhí bailiú cuimsitheach talaimh i gceist. B'eochairthosaíochtaí iad soláthar feabhsúcháin agus bonneagair chun infheistíocht tithíochta agus tráchtála a mhealladh.

Bhí BFCanna gearrthéarmach/meántéarmach. Bhí éagsúlacht idir na faid saoil ann, idir cúig bliana agus cúig bliana déag. Bhí buiséid gheallta ilmhíliún acu a mheall agus a chuir brú ar infheistíocht phríobháideach shubstaintiúil, mar gheall air sin.

partnership model options


- 9.1 There are several potential LDV and partnership models that need to be tested and for the Shadow Board to consider. Some may have the potential to be explored by others in relation to the regeneration in different parts of the city.
- 9.2 The ultimate tests will be whether form (of the Partnership Board) will follow function (sustained revitalisation of the Gaeltacht Quarter).
- 9.3 Eight model options are described as follows:

Option 1. An Urban Development Corporation (UDC)

Urban Development Corporation's were a Government imposed delivery vehicle utilised in England in the 1980's to tackle areas of acute physical and economic regeneration. The first being London Docklands and Merseyside Development Corporation (Mark 1). These were later followed by more including Black Country, Bristol, Birmingham, Bristol, Tyne & Wear, Teesside and Trafford Park and Laganside in the late 1980's (Mark 2). They were created by Government by statute and were given planning powers, compulsory purchase powers and the ability to vest land in public ownership.

Notably, (given references later in this report), still further "mini" Development Corporations were established in the early 1990's in Plymouth, Central Manchester and Leeds (Mark 3). They had the same powers as full blown UDC's, but with tighter geographical areas and shorter timescales. They covered large areas of derelict land and involved comprehensive land assembly. Remediation and infrastructure provision were key priorities to attract housing and commercial investment.

UDCs were short/medium term. Lifetimes varied between five to fifteen years. They had dedicated, multi-million pound budgets which in turn attracted and levered substantial private investment.



Roghnaigh agus cheap an Rialtas an Bord (thart faoi dháréag comhalta) go díreach. Go hoibríochtúil bhí Príomh-Fheidhmeannach agus buiséid fhorleathana ag BFCanna, cuid acu le foireann idir seachtó agus céad duine ag brath ar an obair (meascán d'fhoireann bhuan agus foireann ar conradh agus comhairleoirí téarmacha).

Cruthaíodh aon Bhardas Forbartha Uirbí i dTuaisceart Éireann thart faoin am céanna; Bardas Forbartha Chois Lagáin leis na téarmaí tagartha chun Cois Cuain Bhéal Feirste a athnuachan.

Feidhmíonn sé go dtí an lá inniu, athnuachan Cheathrú na hArdeaglaise san áireamh ina théarmaí tagartha. Go teoiriciúil níl fáth ar bith ann nach féidir cur lena théarmaí tagartha chun an Cheathrú Gaeltachta a chur san áireamh mar "cheantar satailíte" ar leith. Tá fasaigh ann dó. Mar shampla cuireadh le ceantar Bardais Forbartha na Tíre Duibhe dhá bhliain i ndiaidh a bhunaithe, chun ceantar ar leith "satailíte" a thabhairt san áireamh in Wolverhampton, Buirg Cathrach tadhach.

Tá ballraíocht de dheichniúr ar Bhord Chois Lagáin, a cheap an Rialtas, agus acmhainn shuntasach fheidhmeannach.

I Sasana, d'fhoilsigh Oifig an Leas-Phríomhaire an Plean Pobal Inbhuanaithe i Feabhra 2003, chun ceantair tithíochta straitéiseacha a chur chun cinn i Lár Tíre Shasana Theas, Sasana Thoir agus Thoir Theas (mar aon le polasaithe le dul i ngleic le teip margaidh sa Thuaisceart). Mar thoradh díreach air sin is iomaí feithicil soláthair áitiúil atáthar a dhréachtú agus a bhunú chun beartas Rialtais a chur i bhfeidhm. Le cuid de na feithicilí tá beagán "athbhreithnithe" le déanamh leis an léirshamhail Bardas Forbartha Uirbí den chéad uair le breis agus deich mbliana anuas. Is é Bardas Forbartha Uirbí Thurrock (Leagan 4) an chéad BFU "nua" atá le bunú ag Geata na Tamáise. Gairid ina ndiaidh leanfaidh BFU Geata Thames London agus BFU Northampton. Cé gur bunaíodh iad le reacht tá a gumhachtaí "lách" i gcomparáid le léirshamhlacha Leagan 1, 2 agus 3 ar a ndearnadh cur síos níos luaithe.

The Board membership (usually around twelve members) were selected and appointed directly by Government. Operationally UDCs had a Chief Executive and extensive operational budgets, some with teams of between seventy to a hundred personnel depending on the operation (a mix of permanent and contracted staff and term consultants).

In Northern Ireland one Urban Development Corporation was created around the same time; Lagside Development Corporation with a remit to regenerate the Belfast Waterfront.

It still operates today, its brief including regeneration of the Cathedral Quarter. In theory there is no reason why its remit cannot be extended to embrace the Gaeltacht Quarter as a "satellite area". There are precedents for this. For example the original Black Country Urban Development Corporation area was extended two years after establishment, to include a separate "satellite" area in Wolverhampton, an adjoining Metropolitan Borough.

Lagside has a Board membership of ten, appointed by Government, and a considerable executive resource.

In England, the Office of the Deputy Prime Minister published the Sustainable Communities Plan in February 2003, to promote strategic housing growth areas in the South Midlands, East and South East of England (together with policies to tackle market failure in the North). As a direct result many new local delivery vehicles are being devised and established to orchestrate implementation of Government policy. Some such vehicles involve "dusting-off" the Urban Development Corporation model for the first time in over a decade. The first "new" UDC to be established is Thurrock Urban Development Corporation (Mark 4) in the Thames Gateway. Shortly these will be followed by London Thames Gateway UDC and Northampton UDC. Whilst established through statute their powers are "benign" compared to the Mark 1, 2 and 3 models described earlier.

Mar an gcéanna, sa mhéid agus gur "forchuireadh" na samhaileacha sna h-Ochthóidí ar bun i gceantracha na h-údarásí áitiúla ag rialtas, leis na samhaileacha reatha (atá ar aon i dtréimhse iompair) tá cur chuige ar bun a dtéann i gcomhairle go h-íomlán leis na h-údarásí áitiúla a bhfuil siad a bhfeidhmíú iná gceantracha. Leoga b'é an teist luath dá gcruthúchán ná tacaíocht a bheith acu ón údarás áitiúil.

Tá, in Agusín 1 san achomaireacht a théann leis an tuarascáil seo, ábhar bainteach leis an léirshamhail nua is déanaí Bardas Forbartha Uirbí, BFU Thurrock, atá ag feidhmíú i nGeata na Tamaise.

Buntáistí leis an Léirshamhail BFU

- Tá próifíl shuntasach agus acmhainní dírithe ag na feithiclí sin chun infheistíocht a mhealladh, toisc gur cruthaíodh iad le reacht.
- Tá cumhachtaí dírithe acu atá bainte le pleanáil/rialú forbartha agus bailiú talún go háirithe.
- Baineann siad tairbhe as a bheith i dtosaíocht le haghaidh cinnteoireachta agus maoinithe ón Rialtas.
- Tá áit shuntasach acu ar "scáileán radair" an Rialtais láir.
- D'fhéadfadh an Cheathrú Gaeltachta bheith ina "ceantar satailíte" de BFU Chois Lagáin. Tá fasaigh ann dá leithéid.

Míbhuntáiste leis an Léirshamhail BFU

- Baineann na léirshamhlacha BFU nua go mór le hathnuachan athraitheach ar scála fo-réigiúnach agus le hidirghabhálacha móra sa mhargadh bhfuil ina gá le soláthar fisiceach, eacnamaíoch agus bonneagair ar mhórsála.
- Ní dócha go nglacfaidh an Rialtas le cur chuige den chineál sin don Cheathrú Gaeltachta mar tá an scála difriúil (tá an Cheathrú i bhfad níos lú ná BFU coiteann) agus baineann an straitéis athnuachana don Cheathrú, sa chéad dul síos, le hathnuachan níos grinne, le tionscnaimh oideachasúla agus le spreagadh an gheilleagair trí chur chun cinn gnónna bainte leis an Ghaeilge agus leis an chultúr Gaelach.
- Is dócha gur uirlis é atá rómhaol do na miondifríochtaí cruinne tionscal cultúrtha, tionscnamh oideachasúil agus athnuachan comharsanachta.

Also, whereas the 1980's models were "imposed" by Government in local authority areas, the current models (both of which are in their gestation periods) involve approaches which wholesomely engage the local authorities in whose areas they operate. Indeed local authority support was an early "test" in their formation.

Appendix 1 in the compendium accompanying this report contains material relating to the latest new model Urban Development Corporation, Thurrock UDC, now operating in the Thames Gateway.

Advantages of the UDC Model

- Such vehicles have significant profile and dedicated resources to attract investment, having been created through statute.
- They have dedicated powers particularly related to planning/development control and land assembly.
- They benefit from prioritisation for decision-making and funding from Government.
- They figure significantly on Central Government's "radar screen".
- Potentially, the Gaeltacht Quarter could become a "satellite area" of the Lagside UDC. There are precedents for this.

Disadvantages of the UDC Model

- The new UDC models largely relate to transformational regeneration on a sub-regional scale and major interventions in the market where major, physical, economic and infrastructure provision on a considerable scale is required.
- It is unlikely that the Government would entertain such an approach for Gaeltacht Quarter because the scale is different (the Quarter being considerably smaller than a typical UDC) and the regeneration strategy for the Quarter in the first instance relates to finer-grained urban renewal, educational initiatives and stimulation of the economy through promotion of businesses related to Irish language and culture.
- It is probably too blunt an instrument for the finer grain subtleties of cultural industries, education initiatives and neighbourhood renewal.



- Dá n-éireodh an Cheathrú ina "satailít" tá an baol ann go nglacfaí isteach i ngníomhaireacht í a bhfuil a croighníomhaíocht áit éigin eile.
- Ghlacfaidh sé thart faoi dhá bhliain chun Bardas Athnuachana Uirbí nua a bhunú, go fiú le tacaíocht ó na Ranna agus na hAirí.

Tuairim:

Ní mholtar go rachfaí ar aghaidh leis an rogha Bardas Athnuachana Uirbí ag an am seo, ach go bhfanfaidh an Bord airdeallach faoi mhórdhíospóireacht polasaí maidir le feithiclí soláthair nua féideartha sa chathair go fadtéarmach.

Rogha 2. Cuideachta Athnuachana Uirbí

Is feiniú nua iad Cuideachtaí Athnuachana Uirbí (CAUanna) a chuir an Rialtas chun cinn agus a bhunaigh comhpháirtithe áitiúla, chun straitéis athnuachana dhírthe chomhtháite a bhaint amach do chodanna d'eocharbhailte agus d'eochairchathracha Sasanacha (láir bhailte agus chathracha go minic). Soláthraíonn siad fis shoiléir amháin de thodhchaí a gceantair iomlán, soláthraíonn siad Plean Gníomhaíochta agus déanann siad a chur i bhfeidhm a chomhordú. Le blianta beaga anuas, bunaíodh seachtar déag de na comhlachtaí úd i Sasana.

Ina measc tá Corby, Cambourne & Redruth, Derby, Hull, Leicester, Learpholl, Manchain Thoir, Sandwell, Sheffield, Sunderland, Tees Valley, Swindon, Walsall, Bradford, Newport, West Lakes (Cumbria) agus Gloucester.

Is cuideachtaí scartha, príobháideacha agus dlíthiúla iad. Tá siad ar lorg athrú radacach, fisiceach dá gceantair trí chur i bhfeidhm a gcomhfhíse ar bhealach nach féidir a bhaint amach trí chinntí aonarach ad hoc.

Is trí chur chuige laissez-faire a rinneadh na CAUanna a ainmniú in áit cur chuige deachtóireach an Rialtais maidir le bunú BAU sna 1980í. Is é an treoir a tugadh i Sasana ná gur chóir go mbeadh trí chuideachta dá léithéid i ngach réigiún. Is faoi na comhpháirtithe, ní amháin an suíomh agus na cúinsí is cur a chinntiú, ach cé acu atá an toil ann laistigh den Údarás Áitiúil don chur chuige nó nach bhfuil. Dá bhrí sin, is trí theacht ar réiteach i

- If the Quarter became a "satellite" it may risk being subsumed within an agency that has its core activity elsewhere.
- The establishment of a new Urban Development Corporation, even backed by the Departments and Ministers, would take around two years.

Comment:

It is not suggested that the Urban Development Corporation option is pursued at this time, but that the Board remain alert to broader policy debate regarding such a potential new delivery model in the city over the longer term.

Option 2. An Urban Regeneration Company

Urban Regeneration Companies (URCs) are a more recent phenomena, having been promoted by the Government and established by local partners, in order to achieve a focused, integrated regeneration strategy for parts of key English towns and cities (often town and city centres). They produce a coherent single vision for the future of their entire area, produce an Action Plan and then co-ordinate its implementation. Over the last few years, some seventeen such companies have been established in England.

These include Corby, Cambourne & Redruth, Derby, Hull, Leicester, Liverpool, East Manchester, Sandwell, Sheffield, Sunderland, Tees Valley, Swindon, Walsall, Bradford, Newport, West Lakes (Cumbria) and Gloucester.

The companies are separate, private and legal entities. They seek to achieve a radical, physical transformation of their areas through implementation of their shared vision in a way that could not be achieved through individual ad hoc decisions.

Rather than the rather dictatorial approach of Government towards the establishment of UDCs in the 1980's, the designation of URCs has been much more through a laissez-faire attitude. In England guidance is that there could be three such companies per region. It is up to the local partners to determine not only the most appropriate location and set of circumstances, but also whether or not there is an appetite within the

measc Údarás Áitiúil agus na ngníomhaireachtaí Rialtais bainteacha a thiocfaidh an cinneadh ar léirshamhail CAU a leanfar. Tá formhuiniú deiridh ón Rialtas Láir riachtanach. I Sasana níl gá le reachtaíocht speisialta chun CAU a bhunú.

Is saineolaithe ina gceantair iad CAUanna i Sasana, agus tá páirt thábhachtach ag an údarás áitiúil, fostóirí áitiúla, grúpaí cosanta conláistí agus ionadaithe pobail, déanann na Gníomhaireachtaí Forbartha Réigiúnaí (GFRanna) comhthéacs réigiúnach a thabhairt agus tugann Comhpháirtithe Sasanacha an ghné náisiúnta. Comhordaíonn siad pleananna infheistíochta ón earnáil phoiblí agus ón earnáil phríobháideach araon agus meallann siad infheistíocht trí chur chun cinn agus trí athnuachan dhílis shamhlaíoch a gceantar. Cuirtear croimhaoiniú oibríochtúil (foireann, obair indéantacht áitribh, máistirphleanáil) ar fáil trí dháilte trípháirteacha ón Gníomhaireacht Forbartha Réigiúnaí agus ó Pháirtíochtaí Sasanacha (is eagraíochtaí neamhspleácha stáit de chuid an Rialtais iad) agus ón Údarás Áitiúil bainteach.

Tá boird neamhfeidhmiúcháin acu ar a mbíonn thart faoi dhéag ball agus coiste feidhmiúcháin lántiomnaithe, faoi stiúir an Phríomh-Fheidhmeannaigh.

Níl acmhainní lántiomnaithe acu do thograí agus do chlár. Déantar tograí a mhaoiniú trí ord tosaíochta a dhéanamh de chlár agus de chistí tionscnaimh ó eochaireagraíochtaí maoinithe. Cuidíonn na CAUanna, mar sin de, le tionchar a imirt ar chlár dhaoine eile a dhéanann ord tosaíochta dá n-acmhainní agus iad a shocrú toisc go n-amharctar ar na CAUanna mar fhócas athnuachana ina gceantar. Bíonn croífhóireann ag gach CAU agus fógraíodh ceapacháin de Phríomh-Fheidhmeannaigh ar bhonn pacáistí de £137,000 sa bhliain ar a mhéad.¹⁵

Le roinnt seachtainí anuas chuir an tAire Pleanála (OLCA) agus Stáitseirbhísigh shinsearacha (OLCA) ar taifead gur féidir agus gur chóir go dtiocfadh tuilleadh CAUanna i Sasana a chosaint.

Níl i dTuaisceart Éireann ach aon Chuideachta Athnuachana Uirbí amháin faoi láthair. Is i nDoire atá sí. Níor bunaíodh ach ar na malláibh an eagraíocht darb ainm ILEX. Thosaigh Príomh-

Local Authority for such an approach. Therefore the decision to pursue the URC model is very much through a meeting of minds between the Local Authority, and relevant Government agencies. Final endorsement is required from Central Government. In England URCs do not require special legislation to be established.

In England URCs are experts in their local areas, and the local authority, local employers, amenity groups and community representatives play an important part, with the regional context represented by the Regional Development Agencies (RDAs) and the national dimension by English Partnerships. They co-ordinate investment plans from both the public and private sectors and attract new investment through the purposeful and imaginative promotion and regeneration of their areas. Core operational (staffing, premises feasibility work, master planning) funding is provided by tripartite allocations from the Regional Development Agency and English Partnerships (both Government quangos) and the Local Authority concerned.

They have non-executive boards usually comprising around a dozen members and a dedicated executive, directed by a Chief Executive.


They have no dedicated resources for projects and programmes. Projects are funded by the prioritisation of programmes and project funds from the key funding organisations. The URCs therefore help to influence and orchestrate the programmes of others who prioritise their resources because the URCs are seen as a regeneration focus within their area. Each URC will have a small core team of staff and recent recruitments of Chief Executive's have been advertised on the basis of packages of up to £137,000 per year.¹⁶

In recent weeks the Planning Minister (ODPM) and Senior Civil Servants (ODPM) have gone on record as suggesting more URC's in England could and should be justified.

In Northern Ireland there is currently only one Urban Regeneration Company. This is in Derry. The organisation, named ILEX, has only recently been established. A Chief Executive took up

¹⁵ Walsall URC

¹⁶ CAU Walsall



Feidhmeannach ag obair i Mí na Nollag agus tá buiséad oibríochtúil agus struchtúr feidhmiúcháin á gcur le chéile faoi láthair. Dáréag ar fad atá ar bhord na cuideachta a cheap an Céad-Aire. Cuireadh béim ar thacair scileanna maidir le hathnuachan Dhoire sa roghnúchán bainteach. Is é atá ar bhallaíocht an Bhoird ná tromlach d'ionadaithe sinsearacha gnó, stiúrthóirí ón earnáil phoiblí, OCALCA san áireamh, Invest Northern Ireland, Ollscoil Uladh agus Comhairle Cathrach Dhoire.

Bheadh ábhar iontais ann dá gcuirfí teorainn dhírialta ar líon na gCAUanna i dTuaisceart Éireann i bhfeidhm. I ndiaidh na samplaí Sasanacha, is cinnte gur chóir go mbeadh acmhainneacht shuntasach ann chun idirbheartaíocht a dhéanamh dá leithéid de léirshamhail má bhíonn cás an-láidir ann agus má bhíonn borradh tacaíochta taobh thiar de chur chuige den chineál seo. Le roinnt seachtainí anuas, thagair Comhdháil "Ríocht na Cathrach" de chuid Chomhairle Cathrach Bhéal Feirste do léirshamhail fhéideartha, ar fud na cathrach, agus arís gurbh fhéidir go mbeadh an Cheathrú Gaeltachta ina comhpháirt di.

Aguisín 2 In achomaireacht 1 a théann leis an tuarascáil seo leagtar amach eolas ar CUAanna maidir le:

- Ceisteanna coitianta faoi léirshamhail Shasana. Foinse: Páirtíochtaí Sasanacha.
- Comhaontú Bhaill CUA – Foinse : OLPA.
- Míreanna Léirshamhlacha Comhcheangail CUA - Foinse: OLPA.
- Léirshamhail Meabhrán Comhcheangail CUA - Foinse: OLPA.

Soláthraíonn Aguisíní 1, 2, agus 3 d'achomaireacht 2 tuilleadh eolais ó OLPA ar threoir agus ar chritéir cháilíochta agus ar mheastóireacht phróisis. Mar aon le hionstraim reachtúil Thuaisceart Éireann do bhunú Cuideachta Athnuachana Uirbí Ilex i nDoire (agus roinnt nótaí cás-staidéir). Foinse: OCALCA.

Buntáistí CUA

- Is léirshamhail í atá san fhaisean cuid mhór i láthair na huairé i réimse na hathnuachana.
- Is lárionaid fócais iad na CUAanna maidir le déanamh polasaí ar bhonn náisiúnta, réigiúnach nó áitiúil agus is iad an pointe aonair teagmhála i dtaca le cinntí infheistíochta i limistéar.

appointment in December and is currently putting together an operational budget and executive structure. The full board of the company comprises twelve individuals appointed by the First Minister. The emphasis for selection was related to skill sets related to the regeneration of Derry. The chemistry of the Board's membership includes a majority of senior business representatives, directors from the public sector, including OFMDFM, Invest in Northern Ireland, the University of Ulster and Derry City Council.

It would seem surprising if an arbitrary cap on the number of URCs in Northern Ireland were to be applied. Certainly, following English examples, there ought to be significant potential to negotiate for such a model if a compelling case and a groundswell of support is behind such an approach. In recent weeks the Belfast City Council "State of the City" Conference included reference to such a potential model, city wide, of which, again, potentially, Gaeltacht Quarter could comprise a component part.

Appendix 2 in the compendium 1 accompanying this report sets out information on URC's regarding:

- Frequently Asked Questions of the English URC model. Source: English Partnerships
- URC Members Agreement – Source : ODPM
- URC Model Articles of Association – Source: ODPM
- URC Model Memorandum of Association – Source: ODPM

Appendices 1, 2 and 3 of compendium 2, provides further information from ODPM on guidance and qualification criteria and process evaluation. Plus the Northern Ireland statutory instrument for the establishment of Ilex Urban Regeneration Company in Derry (and some case study notes.) Source – OFMDFM

Advantages of a URC

- This is a model very much in vogue in the current regeneration arena.
- URCs are focal points for national, regional and local policy making and funding allocations, and they are a single point of contact for investment decisions in an area.

- Is páirtíocht é leis an údarás áitiúil agus le Rialtas trína Ranna agus trína Ghníomhaireachtaí.
- Mar léirshamhail tuilleann sé an-dianmhachnamh go háirithe agus an easpa fheithicilí soláthair atá ann i dTuaisceart Éireann (níl ach ceann amháin ann faoi láthair).
- Is fusa iad a bhunú ná BFU ní riachtanas é go mbeadh reacht de dhíth – cé gur leanadh an bealach seo maidir le CUA Ilex i nDoire.

Míbhuntáistí CUA

- Níl airgead ná cumhacht ag CUAanna. Bíonn siad ag brath ar eagraíochtaí straitéiseacha Rialtais ag cosaint acmhainní do chostais oibríochtaí na cuideachta – a ndéanann an t-aonán bainistiú orthu – agus d'acmhainní le haghaidh tionscnamh agus clár a sholáthraíonn an eagraíocht mhaoinithe. Is é atá sa CUA mar sin eagraíocht ina bhfuil 'cairde sa chúirt' agus a mbraitheann sí orthu. Is mó a chloíonn an eagraíocht le meon na páirtíochta agus an chomhoibríthe ná mar a dhéanann an léirshamhail BFU.
- Is é a bheadh de dhíth le cás an-láidir a dhéanamh ar son CUA don Cheathrú Gaeltachta ná:
 - a) Costas – anailís sochair ar thionscnamh na Ceathrún.
 - b) Machnamh maidir le morlimistéar geografach na cathrach – amháil é sin a chlúdaíonn Tascfhórsaí Bhéal Feirste Thiar agus na Seanchille – murb ionann agus an chathair iomlán. D'fhéadfadh an dara rogha a bheith mar ábhar mórdhíospóireachta ag an Chomhairle agus an Rialtas i ndiaidh chomhdháil "Todhchaí na Cathrach".
- Thiocfadh moill dho-ghlactha a bheith ar dhul chun cinn na Ceathrún le himeacht na dhíospóireachta seo.

Tuairim:

Tá machnamh cúramach tuillte ag an rogha Cuideachta Athnuachana Uirbí, go háirithe i gcomhthéacs léirshamhla croscineála mar a mhaítear i Rogha 8 den rannóg seo den tuarascáil.

- It is a partnership with the local authority and Government through its Departments and Agencies.
- As a model it warrants very serious consideration especially in view of the dearth of such delivery vehicles in Northern Ireland (there being only one at present).
- They are easier to establish than a UDC and do not necessarily require statute - although this route was followed in relation to Ilex URC in Derry.

Disadvantages of a URC

- URCs have no money and no powers. They are dependant upon strategic Government organisations ring-fencing resources for both the operational costs of the company -which are then directly managed by the entity - and for resources for projects and programmes, which are then delivered by the funding organisation concerned. Therefore a URC is an organisation that is made up and dependant upon "influential friends". It is an organisation much more in the spirit of partnership and co-operation than the UDC model.
- To make a compelling case for a URC for the Gaeltacht Quarter would require:
 - a) Cost – benefit analysis of the Quarter initiative.
 - b) Consideration in relation to a wider geographic area of the city - such as that covered by the West Belfast and Shankill Task Forces - if not city-wide. The latter option may now be the subject of wider discussion by the Council and Government following the "Future of the City" conference.
- Progress of the Quarter could be unacceptably delayed whilst this debate is played out.

Comment:

The Urban Regeneration Company option warrants careful consideration, but particularly in the context of a local hybrid model suggested in Option 8 of this section of the report.



Rogha 3: Cuideachta Forbartha Chroschineálach

Is é a bheadh i gceist leis an léirshamhail seo eagraíocht talún agus maoinne go príomha – cuideachta le dliteanas teoranta - a dhíreodh ar athnuachan fhisiceach agus eacnamaíoch an cheantair trí úsáid dhíríte buanna forbartha agus airgeadais.

Is samplaí den chur chuige seo iad Barra an Teampaill i mBaile Átha Cliath agus Comhlacht Cheathrú an Titanic i mBéal Feirste.

Cuirtear síos ar Bharra an Teampaill thíos as siocair go bhfuil sé seanbhunaithe agus go bhfuil Titanic i dtús fáis.

Is iad na pleananna sna 1980í chun stáisiún ceann cúrsa bus náisiúnta i limistéar Bharra an Teampaill a spreag "feithicil sainsoláthair" comhordaithe go straitéiseach. Roimh na moltaí seo bhí fiche bliain de mheath ann. Bhailigh siad siúd a chuir an stáisiún bus chun tosaigh talamh agus maoin don chúis sin, a lig ar cíos aonaid bheaga thráchtála go príomha ar léasanna gearrhéarmacha go dtí go dtiocfadh leis an tionscadal dul ar aghaidh. San idirlinn thosaigh an Cheathrú seo ag forbairt go horgánach, agus d'fhorbair atmaisféar cultúrtha a chloígh le meon an cheantair arbh é an toradh a bhí air sin borradh faoin daonra agus méadú gníomhaíochta i mBarra an Teampaill.

Faoi 1985 soláthraíodh tuairisc ag cur síos ar an bhgairt a bheadh ann dá rachfaí ar aghaidh le hathfhorbairt chuimsitheach an cheantair (a bhain leis an stáisiún ceann cúrsa bus) don Cheathrú i dtús fáis. Bunaíodh Comhairle Forbartha Bharra an Teampaill a rinne stocaireacht leis an Rialtas agus an Chomhairle Cathrach le stop a chur le plean an stáisiún bus, agus ina áit, ceathrú chultúrtha a bhunú. Agus iad ag díriú ar na deiseanna a tháinig le tairiscint rathúil Chathair Eorpach Cultúir i 1991 rinne na húdaráis reachtúla pleananna chuige sin.

Chumhachtaigh Acht Athnuachan Bharra an Teampaill 1991 na nithe a leanas:

- Cuideachta Maoine Bharra an Teampaill Teoranta (MBT)

Option 3: A hybrid development company

This model would involve a primarily land and property based organisation – a limited liability company – focused on the promotion and implementation of a physical and economic regeneration of the area by focused use of development and financial prowess.

Examples of this approach are Temple Bar in Dublin and the Titanic Quarter Company in Belfast.

Temple Bar is described below given that it is very well established and Titanic is embryonic.

The stimulus for a strategically co-ordinated "special delivery vehicle" were plans in the 1980's to develop a national bus terminal in the Temple Bar area. These proposals had been preceded by two decades of decline. The bus station promoter had assembled land and property for the purpose, but letting out primarily small commercial units on short term leases until such time that the overall project could proceed. In the intervening period this Quarter of the city began to develop organically, and a cultural atmosphere developed synonymous with the area which led to population growth and greater activity in Temple Bar.

By 1985 a report was produced articulating the threat that comprehensive redevelopment of the area (related to the bus terminal) would have to the embryonic Quarter. The Temple Bar Development Council was established which lobbied Government and the City Council to stop the bus station plan, and instead, to strategically develop a cultural quarter. Targeting the opportunities provided by a successful European City of Culture bid in 1991, plans were formulated by the statutory authorities to this end.

The Temple Bar Renewal Act 1991 empowered the following:

- Temple Bar Properties Company Limited (TBP)

Le hiasachtaí ar thacaigh an Rialtas leo ba é a príomhchuspóir talamh agus maoin a chruinniú. Agus í ag úsáid a cumhachtaí fuair sí talamh agus maoin ba leo siúd a chuir chun cinn an stáisiún bus, agus sócmhainní eile maoin a bhí de dhíth leis na pleananna Ceathrún a fhorbairt agus a sholáthar. Bhí sí in ann maoiniú suntasach AE a fháil maidir leis seo.

Ba é an Taoiseach i dtosach an t-aon scairshealbhóir a bhí ag an chuideachta, agus le himeacht na mblianta tugadh an stádas seo don Roinn Comhshaoil, agus chuig an áit a bhfuil sé anois leis an Chomhairle Cathrach i réim.

Lena gcuid feidhmeanna a chur i bhfeidhm cheap an Rialtas Bord beag ar a raibh daoine le saineolas maidir le maoin, caomhnú, ealaíona agus airgeadas ag gníomhú le leas na cuideachta, seachas ionadaithe na n-eagraíochtaí a bheadh ann lena leas féin.

• Cuideachta Athnuachana Bharra an Teampaill Teoranta (ABT)

Ag obair go dlúth le MBT, ba é an cuspóir a bhí léi dreasachtaí cánach deich mbliana a riar (go dtí 2001) chun go meallfaí infheistíocht phríobháideach.

Bhí Bord ag ABT ar a raibh an Chomhairle (pleanáil), gnónna áitiúla, cónaitheoirí áitiúla agus an tArd-Mhéara.

Riarann an Chomhairle Cathrach a oidhreacht anois.

I measc chomhchlár gach comhlachta bhí:

- comórtais ailtireachta
- clár forbartha
- tráchtáil, spás poiblí, agus tionscnaimh mhiondiola

Tugann fóram débhlantúil an deis do pháirtithe leasmhara agus do chónaitheoirí le ceisteanna a phlé maidir leis an Cheathrú.

With Government backed borrowings its prime purpose was to assemble land and property. Utilising its compulsory purchase powers it acquired land and property in the ownership of the bus station promoter and other property assets required to develop and deliver the Quarter plans. It was able to secure substantial EU funding in this regard.

The sole shareholder of the company was initially the Taoiseach, and over subsequent years this status was passed to the Department of the Environment, to the current position where the City Council prevails.

To exercise its functions a small Board was appointed by Government comprising individuals with expertise in property, conservation, arts and finance, acting in the best interests of the company, as opposed to representatives of organisations representing their particular interests.

• Temple Bar Renewal Company Limited (TBR)

Working seamlessly with TBP, its purpose was to administer ten year tax incentives (to 2001) in order to attract private investment.

TBR had a Board comprising the Council (planning), local business, local residents and the Lord Mayor.

Its legacy is now administered by the City Council.

The joint programme of both bodies included:

- architectural competitions
- a development programme
- marketing, public space and retail initiatives

A bi-annual forum provides the opportunity for stakeholders and residents to discuss issues related to the Quarter.

Is mórtábhseach na haschuir le deich mbliana anuas nó mar sin agus orthu siúd tá30¹⁶:

The outputs over the past decade, or so, are impressive and include¹⁶:

Cónaitheoirí Residents	1991	2003
Sócmhainní maoine a choinníonn an Stát Assets in property held by the State	€ 50m	€ 80m
Gnónna athlonnaithe/bunaithe Businesses relocated/established	0	400
Daoine a úsáideann an Cheathrú ar bhonn laethúil People using the Quarter on a daily basis	15,000	40,000
Tionscail chultúrtha Cultural industries	0	50
Fostaithe i dtionscail chultúrtha Employed in cultural industries	0	650

Buntáistí

- Gníomhaíochtaí cultúrtha a chnuasach i limistéar beag amháin, a chruthaíonn líon mórtábhachtach, atmaisféar cruthaitheach, timpeallacht thacúil ag tarraingt lucht leanúna le chéile.
- Dírithe go hiomlán ar fhorbairt na hacmhainneachta agus na n-áiseann laistigh den cheantar cultúrtha.
- Ag feidhmiú mar ghnó le leas an phobail.
- Claonadh i dtreo aschuir agus torthaí.
- Géarchúiseach ar bhonn tráchtála.
- Cumhachtaí bailithe talún agus dreasachtaí cánach.
- Solúbthacht struchtúir agus eagraíochta leis an deis a thapú.

Míbhuntáistí

- Tá Acht Parlaiminte de dhíth lena bhunú.
- Níl na socruithe riaracháin go hiomlán cuimsitheach.
- Ní thugann sé go díreach faoi ildíothacht.
- Níl croílár an tionscnaimh dírithe ar athnuachan eacnamaíoch cultúr bhunaithe.

Tuairim:

Mar ábhar machnaimh, is léirshamhail shuimiúil, éifeachtach agus ábhartha an Chuideachta Forbartha chroschineálach. Beidh codanna dá struchtúr rathúil, téarmaí tagartha agus cur chuige baointeach le tabhairt isteach sa léirshamhail shainoiriúnaithe don Cheathrú Gaeltachta – b'fhéidir trí chumhachtaí agus áiseanna comhpháirtithe earnála reachtúla a úsáid le straitéis bunaithe ar pháirtíocht a chur i bhfeidhm don limistéar.

Ina ainneoin sin, ní mheastar gur fearr a luíonn an léirshamhail féin leis an chur chuige oiriúnaithe atá de dhíth le freastal ar na dúshláin agus ar na deiseanna a thugann an Cheathrú.

Advantages

- The clustering of cultural activities in one small area, creating critical mass, a creative atmosphere, a supportive environment attracting audiences together.
- Entirely focused on developing the potential and resources within the cultural quarter.
- Operated as a business providing public benefit.
- Outputs and outcomes orientated
- Commercially astute.
- Land assembly powers and tax incentives
- Flexibility in structure and organisation to respond to opportunity.

Disadvantages

- It requires an Act of Parliament to establish.
- Its administrative arrangements are not wholly inclusive.
- It is not directly addressing multiple deprivation
- It is not focused at its core to culturally based economic regeneration.

Comment:

The hybrid Development Company is an interesting, effective and relevant model to bear in mind. Elements of its successful structure, terms of reference and approach will be relevant to draw into the necessarily customised model for the Gaeltacht Quarter - possibly by using statutory sector partner's powers and resources to implement a partnership derived strategy for the area.

Notwithstanding this, the model itself is not considered the best 'fit' with the tailored approach received to meet the specific challenges and opportunities offered by the Quarter.

Rogha 4: Iontaobhas Forbartha

Is é is aidhm do na Iontaobhais Forbartha athnuachan shóisialta eacnamaíoch a thabhairt i bhfeidhm. Tugtar faoi seo trí fhiontraíocht phobail.

As measc na n-éagsúlachtaí ar léirshamhail an Iontaobhais tá, Páirtíochtaí Dliteanais Theoranta agus Cuideachtaí Infheistíochta Pobail; cuireann na tuairimí thíos gach gné san áireamh faoin chur chuige Iontaobhais.

Is eagraíochtaí fiontraíochta pobaltreoirithe iad Iontaobhais Forbartha, a oibríonn i mbailte móra, i gcathracha, agus i gceantair faoin tuath ar fud na RA, a chomhcheanglaíonn gníomh pobaltreoirithe le saineolas gnó. Is é is sainiúil fúthu, go bhfuil Iontaobhais Forbartha ag iarraidh bogadh níos faide anonn ná soláthar seirbhísí leasa, trí fhiontair a bhunú (gnónna sóisialta) a spreagann féinchuidiú agus a laghdaíonn spleáchas. Imríonn siad tionchar meon fiontraíochta na hearnála príobháidí ar fhadhbanna a bhíonn ann do na pobail. Is eagraíochtaí pobalbhunaithe, ní ar son brabúis iad. Oibríonn siad in éineacht leis an earnáil dheonach ag roinnt na luachanna seirbhíse poiblí agus sochair phobail. Mar dhéantóirí brabúis, bíonn fócas na hearnála príobháidí ar luach déanta saibhris acu. Tá Iontaobhais Forbartha, mar sin de, ag cuidiú chun roinnt de na pobail is fiontraí sa RA a chruthú áit a dtiomnaíonn cultúr na hindéantachta an t-athrú áitiúil.

Bunaithe ar thairbhí a gcuid ball creideann an Cumann Iontaobhas Forbartha go n-éiríonn le gach Iontaobhas Forbartha ar dhá chúis:

- Nach féidir le hathnuachan feidhmiú ach amháin má thugtar deis do na daoine iad féin, na cónaitheoirí áitiúla, ar mhó an tionchar a bhí imeartha orthu athrú a bpobail a threorú.
- Cothaíonn an cultúr pobal/fiontarbhunaithe féinchuidiú agus laghdaíonn sé spleáchas agus is é is bonn mar sin le pobail mhúiníneacha, bhriomhara, ghníomhacha.

Sampla amháin d'Iontaobhas Forbartha a bhfuil na ceisteanna céanna acu agus atá ag an Cheathrú Gaeltachta is ea Ceathrú Thionscail Chruthaitheacha Sheffield (CTC). Is é an ról atá aige

Option 4. A Development Trust

Development Trusts aim to bring about social economic and environmental renewal. This is undertaken through community enterprise.

Variations on the Trust model include Limited Liability Partnerships and Community Investment Companies; however, the following comments embrace all under the Trust approach.

Development Trusts are community-led enterprise organisations, working in towns, cities and rural areas across the UK, combining community-led action with business expertise. Distinctively, Development Trusts seek to move beyond provision of welfare services, by setting up enterprises (social businesses) which encourage self-help and reduce dependency. They bring the entrepreneurial spirit of the private sector to the problems facing the communities. They are community based, not for profit organisations. They work alongside the voluntary sector and the public sector sharing the values of public service and community benefits. As profit makers, they share the private sector focus on the value of wealth creation. Development Trusts therefore are helping to create some of the most enterprising communities in the UK where a can-do culture is driving local change.

Based on the experience of its members the Development Trust Association believes that Development Trusts are successful for two reasons above all:

- Regeneration can only work if the people that are most effected, local residents are given the opportunity to themselves to steer the transformation of their community.
- The community/enterprise led culture fosters self-help and reduces dependency and therefore is the basis for confident, thriving, active communities.

One example of a Development Trust with comparable issues to that of the Gaeltacht Quarter is the Sheffield Creative Industries Quarter (CIQ). Its role is to be the focal point and custodian of a



a bheith mar phointe fócais agus mar choimeádaí cur chuige páirtíochta chun dlúthchnuasach táirgeachta cruthaíthí laistigh de limistéar _ míle chearnaigh i gcoilár Sheffield. Is beaichte a chuirtear síos air in Aguisín 5 (achomaireacht ar leith).

Sampla eile d'iontaobhas Forbartha is ea iontaobhas Ouseburn in Tyneside. Bunaíodh an iontaobhas mar "chuideachta faoi theorainn ráthaíochta" le cúnadh le forbairt limistéir ar leith geografacha nó é a fhorbairt féin. Is é a mheasann an iontaobhas riamh anall go leathnaíonn a limistéar sochair níos faide ná limistéar ar leith geografach. Bíonn an bhallaíocht oscailte do dhuine ar bith a chónaíonn, a oibríonn nó atá ina bhall den Chumann Pobail sa limistéar sainmhínte. Tá ballaíocht chomhlach oscailte do dhuine ar bith a bhfuil aidhmeanna an iontaobhais acu.

Is eagraíochtaí ilchuspóireacha iontaobhais Forbartha. Is é atá sna comhghníomhaíochtaí forbairt pobail, traenáil, forbairt agus bainistiú maoinne, feabhsuithe timpeallachta, forbairt gnó, athchóiriú foirgneamh, agus spás oibre bainistithe.

Bhí iontaobhas Ouseburn ina chúis le Páirtíocht Ouseman a chruthú agus ba thairiscint rathúil do mhaoiniú Buiséad Athnuachana Aonaraí Rialtais a bhí mar thoradh air sin. Cuireadh ar a gcumas, dá thairbhe seo, clár cúig bliana athnuachana a bheith curtha i bhfeidhm sa limistéar.

Is ceist thábhachtach í d'iontaobhais go bhfuil maoiniú sócmhainní agus aistriú sócmhainní mar dhlúthchuid dá socrúithe. Is é atá iontaobhas Forbartha ag iarraidh a dhéanamh mar sin ná bonn sócmhainní a thógáil agus ioncam a dhéanamh lena ngníomhaíochtaí a choinneáil ag dul san fhadtéarma. Is eagraíocht de chineál ar leith iontaobhas Forbartha. Bhunaigh daoine é atá ní amháin buartha faoi mheath fisiceach, timpeallachta, sóisialta agus eacnamaíoch limistéir áitiúil ach atá díogbháilte leis an phróiseas a stopadh nó a athrú.

Is é atá san achomaireacht a théann leis an tuarascáil seo eolas breise ar iontaobhais Forbartha: Aguisín 4 (Foinse: Páirtíochtaí ar líne).

partnership approach to promote a concentrated cluster of creative production within a _ square mile area in the heart of Sheffield. It is described in more detail in Appendix 5 (separate compendium)

Another example of a Development Trust is the Ouseburn Trust on Tyneside. The Trust is established as a "company limited by guarantee" to develop or assist in the development of the specific geographical area. However the Trust has always considered that its area of benefit extends far beyond a specific geographical area. Membership is open to anyone living, working or being a member of the Community Association in the defined area. Associated membership is open to anyone who shares the aims of the Trust.

Development Trusts are multi-purpose organisations. Common activities include community development, training, property development and management, environmental improvements, business development, building restoration and managed workspace.

The Ouseburn Trust was instrumental in creating the Ouseburn Partnership and leading to a successful bid for Government Single Regeneration Budget funding. This enabled a five year regeneration programme to be implemented in the area.

An important issue for Trusts is that asset funding and asset transfers are a component of their arrangements. A Development Trust therefore seeks to build an asset base and generate income to sustain its activities in the long term. A Development Trust is a distinctive type of organisation. It is established by people who are not only concerned about the physical, environmental, social and economic decline of a locality but are also determined to halt and reverse the process.

Additional information on Development Trusts is contained in the compendium to this report: Appendix 4 (Source: Partnerships on-line.)



Buntáistí

- Eagraíocht fhorfheidhmithe atá in ann tionscadail eacnamaíocha, shóisialta agus timpeallachta a fhorbairt agus a mheallann raon acmhainní breise.
- Modh le riachtanais mhaoinithe Rialtais nó Eorpacha chun páirtíocht agus rannpháirtíocht phobail a chomhlíonadh.
- Eagraíocht nach n-éileodh, b'fhéidir, tacaíocht ioncaim go fadtéarmach.
- Struchtúr a thiofadh a shainoiriúnú le freastal ar riachtanais áitiúla maidir le rialú agus le freagracht na bpáirtithe leasmhara.
- B'fhiú go mór lontaobhas Forbartha a scrúdú a thuilleadh da mba é réimse na Gaeilge agus chultúr na hÉireann teorainn thionscnamh an Cheathrú Gaeltachta.
- Feithicíl den scoth a bheadh ann, mar shampla, trína bhforbhreathnóidh agus trína gcuirfí chun cinn tionscadal Ard na bhFeá.

Míbhuntáistí

- Ní uasmhéadóidh sé acmhainneacht straitéiseach an Cheathrú Gaeltachta.
- Ní ardóidh sé stádas an tionscnaimh le dul i bhfeidhm chomh mór sin ar thosaíochtaí polasaí agus maoinithe Rann Rialtais.
- Féidearthacht ann go mbeadh sé spleách ar dheontais.
- Am agus acmhainní atá de dhíth leis an lontaobhas a bhunú.
- Coimhíntí ama ina dhiaidh maidir le ballraíocht Boird agus le hidirchaidreamh.
- Smacht díreach ar thionscnaimh a chailleadh.
- Bagairt áirithe fhéideartha do pholaiteoirí áitiúla.

Tuairim:

Is fiú an rogha é le haghaidh machnaimh, cruthú lontaobhas Forbartha bunaithe mar chuideachta faoi theorainn ráthaíochta, le stádas carthanachta, nó a chroschineál dá leithéid d'fheithicil. Is iad na ceisteanna le breithniú ná: an mbaineann sé le limistéar sainmhínte go grinn, a bhaineann go bunúsach leis an Ghaeilge agus leis an chultúr Gaelach nó, an mó agus an cuimsithí an cur chuige a leantar dírithe ar athnuachan uirbeach bunaithe ar shainbhuntáiste na Gaeilge agus an chultúir Ghaelaigh.

Advantages

- A "do it" organisation able to develop economic social and environmental projects and attract a range of extra resources.
- A means of fulfilling Government or European funding requirements for partnership and community participation.
- An organisation which may not require revenue support in the long term.
- A structure which can be tailored to meet local needs for control and accountability of different interests.
- A Development Trust would be well worth examining further if the limit of the Gaeltacht Quarter initiative was tightly constrained to purely Irish language and culture.
- It would, for example, be an excellent vehicle by which the Beechmount project is overseen and progressed.

Disadvantages

- It would not maximise the strategic potential of the Gaeltacht Quarter
- It would not elevate the status of the initiative to register significantly in the policy and funding priorities of Government Departments.
- Potential to become grant dependant.
- The time and resources needed to establish the Trust
- Subsequent time commitments in Board membership and liaison.
- Loss of direct control over projects.
- A possible perceived threat to local politicians.

Comment:

The creation of a Development Trust established as a company limited by guarantee, with charitable status, or a hybrid of such a vehicle is an option worth considering. The issues to be considered are whether it relates purely to a tightly defined geographic area, which is essentially about promoting the Irish language and culture, or whether or not a larger more comprehensive approach to urban renewal founded on the unique selling point of the Irish language and culture is pursued.



Rogha 5: Cumann Neamhchorpraithe

Go bunúsach is grúpáil de pháirtithe leasmhara í an léirshamhail seo as measc na n-earnálacha poiblí, príobháideacha agus deonacha a thagann le chéile le leas na Ceathrún a thabhairt chun tosaigh. Ní bheadh seasamh dlíthiúil ná stádas straitéiseach aige agus mar sin ní bheadh ann ach eagraíocht i measc na gceann eile a úsáideann eagraíochtaí san earnáil phoiblí sa phróiseas comhairliúcháin i réimse polasaí atá plódaithe agus casta.

Ba theoranta an mhaise dó tionchar a imirt ar threoir na Ceathrún amach anseo agus í a bhainistiú.

Dá leanfaí leis, thiocfadh leis a bheith paróisteach agus nach mbeadh sé in ann acmhainneacht folaigh a bhaint amach ach sa bheag. Ní chomhlíonfadh sé sin na huaimhianta agus na hionchais atá leagtha amach i dTuarascáil Thascfhórsa Bhéal Feirste Thiar.

I gcanúint mheastóireacht na roghanna, is ionann sin agus an rogha "chun dada a dhéanamh".

Tuairim:

Ní mholtar go leanfaí le léirshamhail chumann neamhchorpraithe.

Rogha 6: Páirtíocht Comharsanachta

I Meitheamh 2003 d'fhoilsigh an Roinn Forbartha Sóisialta straitéis le haghaidh athnuachan chomharsanachta dár teideal "Pobal agus Áit".

Ba é ba bhunús leis an straitéis na caoga barda is mó faoi dhíothacht i dTuaisceart Éireann a aimsiú, mar aon leis na ceantair chomhairimh uirbhig lasmuigh de na caoga barda uirbeach is mó faoi dhíothacht.

Mar a luadh cheana sa tuarascáil i Rannóg 5, tá dhá bharda ann as na trí bharda atá laistigh den Cheathrú Gaeltachta i measc na dtrí bharda uirbeacha is mó faoi dhíothacht i dTuaisceart Éireann. Tá na ceithre bharda ina bhfuil an Cheathrú Gaeltachta iomlán lonnaithe i measc na naoi mbarda fichead de na bardaí is mó faoi dhíothacht i dTuaisceart Éireann. Cuireann an straitéis síos ar ghealltanais an Rialtais maidir le dul

Option 5: An Unincorporated Association

This model is basically a grouping of interested parties from across the public, private and voluntary community sectors, who come together to take forward the best interests of the Quarter. It would have no legal standing or strategic status and therefore at best would be just one of a number of such organisations that would be used in the consultative process by public sector organisations in a crowded and complex policy landscape.

It would have limited ability to influence and manage the future direction of the Quarter.

By so doing, it could ultimately become parochial and only partially fulfil latent potential. This would not fulfil the ambitions and aspirations set out in the West Belfast Task Force Report.

In the language of options appraisal, this is the equivalent of the "do nothing" option.

Comment:

It is not recommended that an unincorporated association model is pursued.

Option 6: A Neighbourhood Partnership

In June 2003 the Department for Social Development published a strategy for neighbourhood renewal entitled "People and Place".

The basis for the strategy was to identify the fifty most deprived wards in Northern Ireland, together with the 10% most deprived urban enumeration districts outside the fifty most deprived urban wards.

As mentioned earlier in this report at Section 5 two of the wards comprising the Gaeltacht Quarter area are within the three most deprived urban wards in Northern Ireland. All four wards containing the Gaeltacht Quarter are within the twenty-nine most deprived urban wards in Northern Ireland. The strategy describes the Government's commitment to tackling multiple deprivation and the role of the Department for Social Development in leading and

i ngleic le hildíothacht agus ar ról an Roinn Forbartha Sóisialta i dtaca le stiúradh agus le comhordú an Chláir Athnuachana Comharsanachta ar fud an Rialtais. Is mó atá an bhéim ar iarrachtaí ar fud na n-earnálacha poiblí, príobháideacha agus deonacha a "cheangal", ag obair leis an phobal, le leas eacnamaíoch, sóisialta agus timpeallachta a fhorbairt ar bhonn inbhuanaithe sna bardaí seo is mó faoi dhíothacht.

Ar 16 Eanáir d'fhoilsigh RFS páipéar comhairliúcháin maidir le feidhmiú An Phlean Athnuachan Chomharsanachta.

Cuireann sé síos ar ghrádlathas, faoi mhaoirseacht RFS, ina bhfuil páirtíochtaí straitéiseacha athnuachan chomharsanachta ar leibhéal fo-réigiúnach, ag comhordú gníomhaíochtaí sraith pháirtíochtaí comharsanachta a oibreoidh ag leibhéal an bharda (teaghlaim bardaí le comhtheorannacha).

Éilítear ar na páirtíochtaí comharsanachta Pleananna Gníomhaíochta Comharsanachta a bhunú:

- a spreagann infheistíocht agus athnuachan fhisiceach;
- a ardaíonn gnóthachtáil oideachasúil;
- a fheabhsaíonn rochtain ar fhostaíocht; agus
- a chruthaíonn pobail atá slán agus sláintiúil.

Ní mór do na páirtíochtaí fíis seacht go deich mbliana a dhearadh dá limistéar agus aontú ar na tosaíochtaí le haghaidh soláthair ar bhonn trí bliana.

Is ar an pháirtíocht atá béim straitéis RFS;

"Ní fhéadann eagraíocht aonair amháin na fadhbanna a réiteach leo féin ach is é a bheadh i dteaghlaim d'eagraíochtaí agus an pobal ag comhoibriú le chéile ná seans i bhfad Éireann níos fearr go n-éireodh leo."

Maíonn an doiciméad straitéise go mbeidh i measc na gcoinníollacha áitiúla:

- leagan amach comhfhíse agus comhphlean le haghaidh athraithe;
- baint amach chomhaontú agus ghealltanas na n-eochairdhaoinne agus na n-eagraíochtaí a bhfuil suim acu sa limistéar; agus

co-ordinating across Government the Neighbourhood Renewal Agenda. The emphasis is very much upon "joining up" the efforts across the public, private and voluntary sector, working with the community, to sustainably improve the economic, social and environmental well-being within these most deprived wards.

On 16 January DSD published a consultation paper regarding the implementation of the Neighbourhood Renewal Plan.

It describes a hierarchy, overseen by DSD, which involves neighbourhood renewal strategic partnerships on a sub-regional level, co-ordinating the activities of a series of neighbourhood partnerships which will operate at ward level (a combination of wards with co-terminus boundaries).

Neighbourhood Partnerships are required to establish Neighbourhood Action Plans which:

- Encourage investment and physical regeneration;
- Raise educational achievement;
- Improve access to employment;
- Create safe and healthy communities

The Partnerships have to devise a seven to ten year vision for their area and agree the priorities for delivery on a three year basis.

The emphasis of the DSD strategy is on partnership;

"No single organisation can begin to solve the problems on their own but a combination of organisations and the community working co-operatively represents a far greater chance of success."

The strategy document suggests that local conditions will include:

- Setting out an agreed vision and plan for change;
- Securing the agreement and commitment of all the key people and organisations having a stake in the area;



- pleananna a chomhaontú chun oiliúint a chur orthu siúd atá bainteach leis na scileanna agus leis an eolas atá de dhíth orthu a fháil.

Maíonn an straitéis gur den riachtanas é:

- Go mbeidh ionadaithe ó earnálacha difriúla ann;
- Go mbeidh siad oscailte agus freagrach do phobail áitiúla;
- Go mbeidh mórionadaíocht phobal ar bhoird pháirtíochta ann;
- Go mbeidh gach comhpháirtí geallta don phróiseas;
- Nach "n-imeallaítear" grúpaí beaga áitiúla;
- Nach mór dóibh feidhmiú de réir rialacha agus polasaithe a bhaineann le hoiriúnacht agus crionnacht in úsáid airgid phoiblí;
- Struchtúr grádlathach chun páirtíochtaí comharsanachta a bhunú molta ag an RFS. Ba chóir tabhairt faoi deara go n-aimsítear a leithéid de pháirtíocht chomharsanachta don limistéar ina bhfuil an Cheathrú Gaeltachta.

Maíonn dréacht-Phean Forfheidhmithe RFS dhá pháirtíocht chomharsanachta ar leith a bhaineann leis an Cheathrú Gaeltachta. Ceann amháin le hÍochtar na bhFál, Cluain Ard agus Ard na bhFeá a chumhdach agus ceann amháin leis An Charraig Bhán (agus Cluanaigh Uachtair) a chumhdach.

De thairbhe gurbh é an toradh a bheadh ar an socrú seo dhá chuid a dhéanamh den Cheathrú Gaeltachta faoi choimirce an dá pháirtíocht maítear gurbh fhiú an dá limistéar a mholfá a chomhcheangal agus páirtíocht amháin chomharsanachta a dhéanamh de.

Is é atá in Agusín 5 san achomaireacht a cuireadh leis an tuarascáil seo sleachta ó dhoiciméad comhairliúcháin an RFS.

Buntáistí

- Is é a oireann go tráthúil le polasáí RFS.
- Cuireann sé athbheochan chuimsitheach agus iomlánaíoch chun tosaigh le haghaidh "comharsanachta" sainmhínithe.
- Tógann sé fis 7-10 mbliana do chomharsanachtaí.
- Tá sé go huile cuimsitheach.

- Agreeing plans to equip those involved with the skills and knowledge they need;

The strategy states that it is essential that:

- There must be representatives of different sectors;
- They be open and accountable to local communities;
- Communities must have major representation on partnership boards;
- Each partner must be committed to the process;
- Small local groups must not be "crowded out";
- They must operate in accordance with rules and policies that apply to propriety and economy in the use of public money;
- A hierarchical structure for the establishment of neighbourhood partnerships is proposed by DSD. It should be noted that such neighbourhood partnership is identified for the area encompassing the Gaeltacht Quarter.

The DSD draft Implementation Plan suggests two separate neighbourhood partnerships affecting the Gaeltacht Quarter. One to cover Lower Falls, Clonard and Beechmount and one to cover Whiterock (and Upper Springfield).

As this arrangement would result in splitting the Gaeltacht Quarter within the auspices of two partnerships it is suggested that there would be merit in combining the two proposed areas and having a single neighbourhood partnership.

Appendix 5 in the compendium supplementing this report contains extracts from the DSD consultation document.

Advantages

- It is a timely 'fit' with DSD policy
- It promotes comprehensive and holistic revitalisation for a defined "neighbourhood".
- It builds a 7-10 year vision for neighbourhoods
- It is fully inclusive.

Míbhuntáistí

- Ní bheadh sé go hiomlán dírithe ar choincheap na Gaeltachta amháin.
- Bheadh sainchearta an Cheathrú Gaeltachta folaithe i mórchlár.
- Éilíonn sé ionadaíocht leathan.

Tuairim

Is tionscnamh tábhachtach polasaí a rachadh chun sochar dearfach an limistéir bunú Páirtíochtaí Comharsanachta ag an RFS i limistéar ina bhfuil cuid den Cheathrú Gaeltachta. Meastar nach mór do léirshamhail Pháirtíocht Ceathrú Gaeltachta bheith eolach ar an fhóras seo agus go n-aithníonn sí gur féidir sochair a bhaint as seo agus as a bheith ag snámh leis an eas.

Maítear de bhreis air go meallfaí RFS chun an dá limistéar athnuachana a mholfá a chomhcheangal in aon pháirtíocht chomharsanachta amháin, ar chosúla é leis an limistéar Gaeltachta mar a chuirtear síos air i Rannóg 5 den tuarascáil seo.

Ainneoin a bhfuil thuas, ní mheastar go mbeadh an pháirtíocht chomharsanachta dírithe go leor chun na sochair bhreise eacnamaíocha agus chultúrtha a d'fhéadfadh teacht le forbairt na Ceathrún a uasmhéadú.

Ní mholtar go leanfar leis an léirshamhail seo maidir le Bord Forbartha Ceathrún, cé gur chóir do Bhord ar bith dá leithéid comhoibriú agus idirchaidreamh a dhéanamh leis a bheadh comhthairbheach.

Rogha 7: Páirtíocht Chomharsanachta Cheathrú Gaeltachta

Is croschineál an léirshamhail fhéideartha seo.

Chomhcheanglódh sé eilimintí sin an Iontaobhais Forbartha (Rogha 4) luaithe le dul chun cinn na Gaeilge agus an chultúir Ghaelaigh, i gcomhthéacs páirtíocht chomharsanachta aonair a chuirfeadh an RFS chun cinn (Rogha 6). Ar an dóigh sin, is í athnuachan uirbeach an fhoraidhm agus is í an Ghaeltacht PUD na páirtíochta chomharsanachta.

Disadvantages

- It would not be totally Gaeltacht focused.
- The Gaeltacht Quarter prerogatives become subsumed in a wide agenda.
- It requires very broad representation

Comment

The establishment of Neighbourhood Partnerships by DSD is an important policy initiative which will be to the positive benefit of the area within which part of the Gaeltacht Quarter lies. Irrespective of the future of the Gaeltacht Quarter, the Neighbourhood Partnership model advocated by DSD will be established. It is considered that any Gaeltacht Quarter Partnership model has to be cognisant of this fact and recognises the benefits that can be derived from this and working with the grain.

It is further suggested that DSD are encouraged to combine the two proposed renewal areas in a single neighbourhood partnership, more synonymous with the Gaeltacht area described in Section 5 of this report.

Notwithstanding the above, it is not considered that a neighbourhood partnership would be sufficiently focused to maximise the added economic and cultural benefits that the development of the Quarter can bring.

It is not recommended that this model is pursued in relation to a Quarter Development Board, although any such Board, should effectively co-operate and liaise with it to mutual benefit.

Option 7: Gaeltacht Quarter Neighbourhood Partnership

This potential model is a hybrid.

It would combine those elements of a Development Trust (Option 4) dedicated to the promotion of the Irish language and culture, in the context of a single DSD promoted neighbourhood partnership (Option 6). That way, urban renewal is the overarching objective and Gaeltacht is the neighbourhood partnership's USP.



Thiocfadh le bardaí Chluain Ard, na bhFál, Ard na bhFeá agus na Carraige Báine, - arb ionann iad agus an Ghaeltacht - an comhthéacs geografach a thabhairt, in áit an dá pháirtíocht chomharsanachta a mholann an RFS a chruinníonn na bardaí ina n-aonáin -

1. Cluain Ard, na Fálta agus Ard na bhFeá agus
2. An Charraig Bhán (agus Cluanaigh Uachtair).

Bheadh an pháirtíocht freagrach do Bhord Páirtíochta Bhéal Feirste Thiar sa chéad dul síos – mar atá leagtha amach i ngrádlathas athnuachana comharsanachta RFS léirithe ar na leathanaigh roimhe.

Ba chóir a leithéid de Pháirtíocht a chruthú a luaithe is féidir, chun plean forfheidhmithe an RFS a aithint i dtús báire le haghaidh straitéis athnuachana comharsanachta agus ar an dara dul síos chun fíс chomtháite agus gníomh a ullmhú don phlean sa dóigh go dtapófaí an deis maoiniú riartha athnuachana comharsanachta agus, inter alia, maoiniú CFC a tharraingt chucu.

Buntáistí

- D'fhéadfadh an léirshamhail seo iomláine an tionscnaimh Ghaeltachta a thabhairt slán ach san am céanna í a lonnú sa straitéis Rialtais is déanaí agus sna chlár phríomhshruthaithe le haghaidh athnuachana chomharsanachta.
- Rachadh CFC le hacmhainní athnuachana comharsanachta.
- D'fhéadfadh a leithéid d'acmhainní (CFC agus athnuachan chomharsanachta le chéile) na nithe a leanas a sholáthar:
 - Dúshraith chun Bord agus a Phríomhfhéidhmeannas taca a bhunú.
 - Síneirgíocht le Páirtíocht Bhéal Feirste Thiar; agus
 - Dearbhú ó Ranna Rialtais.
- Le himeacht aimsire d'fhéadfaí an léirshamhail a athrú le freagairt do chúinsí a athraíonn; cuirtear i gcás, mar shampla, cuid riachtanach de Chuideachta Athnuachana Uirbí a dhéanamh di. Ba chóir sin a mheas, áfach, mar cheist fhadtéarmach/mheántéarmach gan í teacht salach ar shainchearta láithreacha.

Míbhuntáistí

- Mhaolódh sé an dhearbhfhócas ar an Ghaeilge

The geographic context could be the wards of Clonard, Falls, Beechmount and Whiterock – synonymous with Gaeltacht, in lieu of the two neighbourhood partnerships advocated by DSD which group of the wards into entities –

1. Clonard, Falls and Beechmount and
2. Whiterock (and Upper Springfield)

The Partnership would be accountable to the West Belfast Partnership Board in the first instance – as set out in the DSD neighbourhood renewal hierarchy indicated on the previous pages.

Such a Partnership would need to be created as soon as possible, firstly in recognition of the DSD implementation plan for the neighbourhood renewal strategy and secondly, to prepare a cohesive vision and action for the plan in order to strengthen the opportunity to draw down DSD administered neighbourhood renewal funding and inter alia, IDF funding.

Advantages

- This model could secure the integrity of the Gaeltacht initiative but embed the project in latest Government strategy and mainstreamed programmes for neighbourhood renewal.
- IDF would supplement neighbourhood renewal resources.
- Such resourcing (IDF and neighbourhood renewal combined) could provide:
 - A foundation for the establishment of a Board and its supporting Executive;
 - Synergy with the West Belfast Partnership;
 - Endorsement from Government Departments;
- Over time the model could be adapted to respond to changing circumstances; hypothetically forming an integral part of an Urban Regeneration Company for example. However, that should be considered as a possible medium term/long term issue and not distract from immediate pre rogatives.

Disadvantages

- It would dilute the absolute focus on Irish language and culture. It would be vital that

agus ar an chultúr Gaelach. Bheadh sé ríthábhachtach nach ndéanfadh an cur chuige a leithéid, toisc gurb é sin an PUD d'athnuachan an limistéir athnuachana comharsanachta a moladh sa rogha seo.

- Ní hionann teorainneacha páirtíocht chomharsanachta agus an Cheathrú.
- Bheadh ceisteanna na Ceathrún folaithe i mórchlár.

Tuairim:

Ní mholtar go bhfiosrófaí a thuilleadh léirshamhail chroschineálach Páirtíocht Chomharsanachta Ceathrú Gaeltachta mar an rogha is fearr ar na cúiseanna céanna agus atá sa fhreagairt do Rogha 6, agus gurb é go measann RFS go bhfuil sí do-ibrithe.

Rogha 8: "Mionchuideachta" Athnuachana Uirbí

Agus na tuairimí i Rannóg 8 den tuarscáil seo mar threoir maidir le Feithicilí Áitiúla Soláthair, is é is tábhachtaí, b'fhéidir, ní an dóigh a ndéanann tú rangbháil ar an léirshamhail athnuachana, ná leoga, cad é a thugann tú uirthi – ach cad é atá le baint amach aici de réir fháth a bunaithe.

Is claonadh nádúrtha é "lípéadú" chun plé le gach freagairt soláthair áitiúil de réir catagóirí léirshamhlacha atá san fhaisean ag am áirithe. Agus sin á dhéanamh cealaíonn roinnt tionscnamh limistéir iad féin – agus soláthar atá dírithe, in ord tosaíochta agus comhordaithe de dhíth go géar orthu – óir ní luíonn siad go nádúrtha leis an réimse polasáí réamhchinnithe is déanaí. Is táimhe dhocrach a d'fhéadfadh bheith mar thoradh air i roinnt limistéir lárchathrach agus thiofadh leis an Cheathrú Gaeltachta titim isteach sa chatagóir seo gan stró.

B'fhéidir nár chúí é Bardas Forbartha Uirbí nó Cuideachta Athnuachana Uirbí (CAU) lánfhorbartha, mar shampla, mar gheall ar scála agus ar chineál na léirshamhlacha úd atá le sonrú i dTuaisceart Éireann faoi láthair. Spreagfadh CAU lánfhorbartha de réir gach cosúlachta díospóireacht polasáí náisiúnta/cathrach gan chríoch gan toradh cinnte agus lucht déanta polasáí ag ceangal gach feithicil soláthair áitiúil féideartha i gcomhthéacs cathrach Bhéal Feirste.

Lena chois, is é an fócas le fírinne atá ag léirshamhail CAU mar a cuireadh síos uirthi ní ba

the approach did not, as that is the USP for the regeneration of the neighbourhood renewal area proposed in this option.

- The neighbourhood partnership boundaries are not synonymous with the Quarter.
- The Quarter's issues would become subsumed in a wide agenda

Comment:

It is not recommended that a hybrid Gaeltacht Quarter Neighbourhood Partnership model is explored further as the preferred option for the same reasons as the response to Option 6, and the fact that DSD consider it unworkable.

Option 8: A "mini" Urban Regeneration Company

Taking the lead from the observations in Section 8 of this report regarding Local Delivery Vehicles, the important thing perhaps is not how you categorise the regeneration model, or indeed what you call it – but what it is set up to achieve.

"Pigeon-holing" is a natural tendency to earmark every local delivery response to typecast categories of models that are in vogue at a particular time. In so doing some area initiatives – whilst desperately requiring focused, prioritised and co-ordinated delivery – rule themselves out because they are not a natural fit with the latest pre-determined policy landscape. This can result in damaging inertia in some inner city areas and the Gaeltacht Quarter could easily fall into this category.

A full-blown Urban Development Corporation or Urban Regeneration Company (URC) for example, would perhaps be inappropriate given the scale and character of those models evident in Northern Ireland at this time. A full-blown URC would in all likelihood prompt an interminable national/ city policy debate with an uncertain outcome whilst policy makers first mapped all potential local delivery vehicles in a metropolitan Belfast context.

Also, the URC model as described earlier really focuses on land and property based revitalisation.



luaithe ná athnuachan mhaoinbhunaithe. Cé go mbeadh méid suntasach forbairt maoine de dhíth, níl an Cheathrú Gaeltachta chomh spleách agus atá áiteanna eile roghnaithe do stádas iomlán CAU ar an chur chuige seo; is iomaí ceann acu a bhaineann le ceisteanna lár cathrach nó le dearóile ar mhórsála agus le tearcúsáid talún.

Cur chuige níos simplí, áfach, is ea machnamh a dhéanamh ar chroschineál nach mbeadh ina chnámh spairne; an chéad "Mhionchuideachta" Athnuachana Uirbí.

Is iad na gnéithe is tábhachtaí limistéar agus téarmaí tagartha sainmhínithe agus stádas lonnaithe i gceathrú polasaí gach Roinn Rialtais agus an Chomhairle Cathrach.

Féadtar an limistéar sainmhínithe a fháil ón chur síos agus ó léarscáileanna leagtha amach i Rannóg 5 sa tuarascáil seo.

Ní mór an stádas a dhaingniú trí chomhaontú gach Roinn Rialtais (RCEF, RFS agus RFTI i gceannas) agus an Chomhairle Cathrach. Bunú aonáin dhlíthiúil a chomhaontú agus a aontú le chéile (cuideachta faoi theorainn ráthaíochta) agus gurb iad na páirtithe leasmhara agus na scairshealbhóirí maidir lena leithéid d'aonán.

Ní bheadh achtú de dhíth ar an léirshamhail leis an chomhlacht a bhunú, mar a bhí sé i gcás CFU Chois Lagáin agus CAU Illex. [Dála an scéil, níl achtú de dhíth ar CAUanna i Sasana.]

Ba dhaingne agus ba dhírthe an léirshamhail seo chun na téarmaí tagartha i leith Ceathrú Gaeltachta a sholáthar, mar a leagadh amach iad i moltaí Thuarascáil Thascfhórsa Bhéal Feirste Thiar, ná léirshamhail sin na hathnuachana comharsanachta. Is léir go mbeadh comhoibriú de dhíth leis an léirshamhail seo. Tá fasaigh Shasana ann dá leithéid; mar shampla, forluíonn Páirtíochtaí Athnuachana Comharsanachta Sandwell le teorainneacha CUA Sandwell.

Tá comhchosúlacht shuntasach aige leis an chur chuige i mbunú an Boird Seirbhísí Fostaíochta – moladh eile de chuid Thuarascáil Thascfhórsa Bhéal Feirste.

B'ionann an treoir le haghaidh bunú CUA a chuirfí i bhfeidhm mar atá leagtha amach sa Rogha iomlán CUA (féach Aghuisíní 2 agus 3, leis). Is follasach go bhfuil deis ann don "mhion-CUA" le

Whilst a not insignificant amount of property development will be required, the Gaeltacht Quarter is not so dependent upon this approach as other places selected for full URC status; many of which relate to city centre issues or large scale dereliction and under utilisation of land.

However, a rather more simple approach is to consider a non-contentious hybrid; the first "mini" Urban Regeneration Company.

The essential ingredients are a defined area and brief and a status embedded in the policy framework of all Government departments and the City Council.

The defined area can be taken from the descriptions and maps set out in Section 5 of this report.

The status needs to be secured by an agreement of all Government Departments (led by DCAL, DSD and DETI) and the City Council. To jointly and severally, agree to the establishment of a legal entity (a company limited by guarantee) and that they would be key stakeholders and shareholders in such an entity.

The model would not require an enactment to establish the body, as was the case with Lagside UDC and Illex URC. [Incidentally, URCs in England do not require enactment.]

This model would be more focused and robust to deliver the brief set out for the Gaeltacht Quarter in the West Belfast Task Force Report recommendations than that of a neighbourhood renewal model. Clearly it would require joint working with this model. There are English precedents for this; for example, The Sandwell Neighbourhood Renewal Partnerships overlap boundaries with the Sandwell URC.

It also has notable similarity with the approach to the recent establishment of the Employment Services Board – another West Belfast Task Force report recommendation.

Guidance for the establishment of a URC would be equally applicable as set out in the full URC option (see also Appendices 2 and 3). Significantly, there is the opportunity for the "mini"

bheith ina léirshamhail chuimsitheach seachas Structúr Boird eisiach de CUA foirmiúil. Tá an struchtúr a mholfar le sonrú níos faide anonn sa tuarascáil seo (Rannóg 11).

Buntaistí

- Is maith a oiriúnaíonn sé leis an 'ghníomh daingean' mar a chuirtear síos air i gComhaontú Aoine an Chéasta.
- Ní éilíonn sé ionstraim reachtúil agus mar sin seachnaíonn sé moill maidir lena bhunú.
- Freagairt soláthair áitiúil a bheadh ann den chineál a ndéantar tagairt dó i bpolasaithe Roinne agus iontu siúd den Chomhairle Cathrach.
- Bheadh an fhreagairt eacnamaíoch, fhisiceach, timpeallachta, chultúrtha agus turasóireachta níos dírithe ar cheisteanna na Ceathrún ná mar a bheadh an léirshamhail athnuachana.
- D'fhóirfeadh sí go héasca le léirshamhail athnuachana comharsanachta don chuid seo de Bhéal Feirste Thiar mar chomh-ranníocaí agus mar chomhlacht comhoibríthe.
- D'fhéadfadh sé luí go dlúth le tírdhreach na lárchathrach don chathair agus d'fhéadfadh sé bheith ina spreagadh dá leithéid d'idirghabhálacha i gcodanna eile den chathair mar shampla Mórcheantar na Seanchille.
- Páirtíocht nua atá inbhainte amach go héasca agus léirshamhail de dhea-chleachtas a bheadh ann.
- Is féidir go mbeadh an struchtúr oibríochtúil níos cuimsithí i gcomparáid le léirshamhail eisiach (bord beag ceaptha) na CAU.
- D'fhéadfadh sé gur mó a bheadh na gníomhaireachtaí reachtúla i bhfách léi de bhithín nach bhfuil reachtaíocht chumasaithe de dhíth uirthi.
- Rinne an Bord seirbhísí Fostaíochta fasach sláintiúil don chineál seo cur chuige.

Míbhuntáistí

- De thairbhe go bhfuil sí nua agus gur croschineálach de léirshamhlacha atá níos aitheanta é d'fhéadfadh roinnt gníomhaireachtaí bheith faiceallach.
- Níl cumhachtaí díreacha ar bith pleanála agus cumhachtaí cruinnithe talún aici, agus í ag brath ar eagraíochtaí reachtúla a dhéanann a leithéid. Ach is amhlaidh atá an cás le gach léirshamhail luaite roimhe, ach amháin CAU.

URC to be an inclusive model as opposed to the small exclusive Board Structure of a formal URC. The proposed structure appears later in this report (Section 11).

Advantages

- It provides a good fit with the 'resolute action' described in the Good Friday Agreement.
- It does not require a statutory instrument and therefore avoids delay in establishment.
- It would be a localised delivery response of the kind alluded to in Departmental policies and those of the City Council.
- It would be a more focused economic, physical, environmental, cultural and tourism response to the issues of the Quarter than the neighbourhood renewal model.
- It could sit harmoniously with the neighbourhood renewal model for this part of West Belfast as a co-contributor and collaborative body.
- It could fit seamlessly into the inner city landscape for the city and become a catalyst for similar interventions in other parts of the city, such as Greater Shankill.
- It would be a readily achievable new partnership and model of best practice.
- It has the potential to be a more inclusive operational structure compared to the exclusive model (small appointed board) of the URC.
- It may be more palatable to the statutory agencies as it does not require enabling legislation.
- The Employment Services Board has already set a healthy precedent for this type of approach.

Disadvantages

- Because it is 'new' and a hybrid of more recognised models some statutory agencies may be cautious.
- It has no direct planning or land assembly powers, being dependent on statutory organisations that do. But that is the same for all models recited previously, except a UDC.

Moladh 5

Tá buntáistí ag "Mionchuideachta" Athnuachana Uirbí ar na roghanna eile sa mhéid go soláthraíonn sí fócas géar d'fhorbairt an Cheathrú Gaeltachta mar aon le stádas agus taisce chun gealltanas láidir a mhealladh ó na gníomhaireachtaí reachtúla. Tá a bunú inbhainte amach go gearrthéarmach nó gan mhoill.

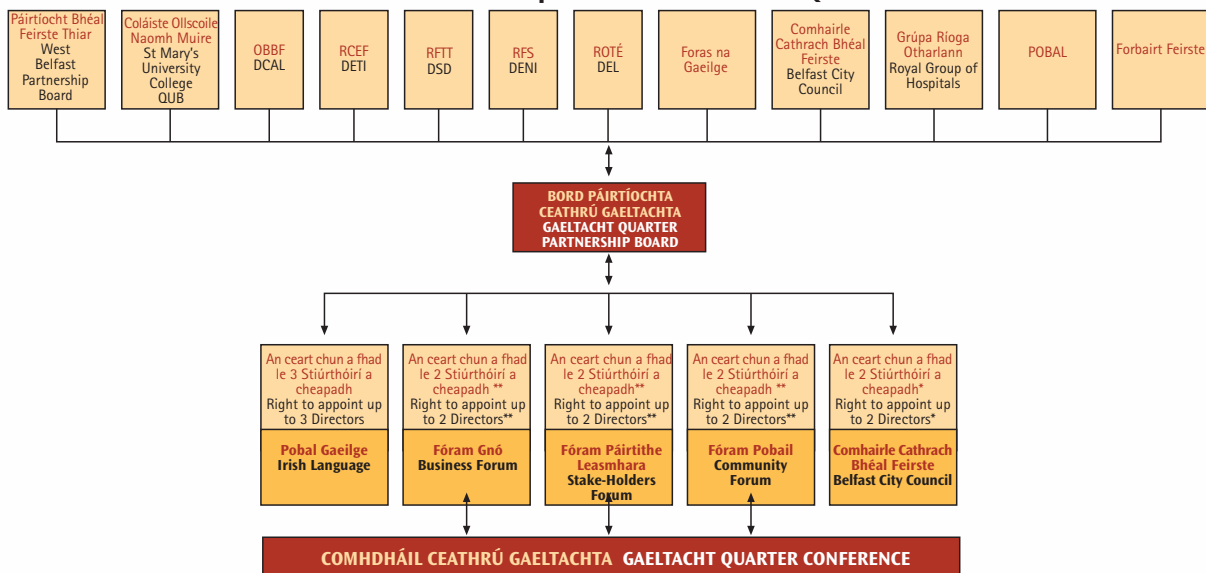
Moltar an léirshamhail seo a chur le chéile go beacht mar an rogha is fearr.

Recommendation 5

A "mini" Urban Regeneration Company model has the advantages over other options in that it provides sharp focus for the development of the Gaeltacht Quarter and a status and cache to attract strong commitment from statutory agencies. Its establishment is also achievable in the immediate/short term.

It is recommended that this model is worked up in detail as a preferred option.

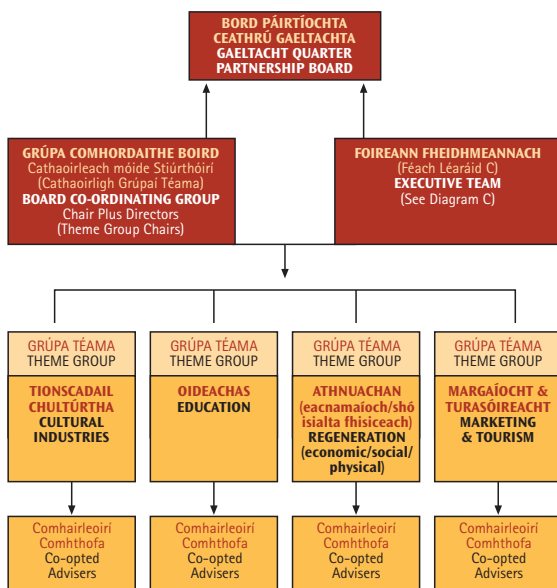
Struchtúr Féideartha agus Comhdhéanamh Mionchuideachta AU Ceathrú Gaeltachta Possible Structure and Composition of a Gaeltacht Quarter Mini URC



- * Ionadaithe an Choiste Forbartha agus an Choiste Ealaíon agus Cultúir.
- ** Representatives of the Development Committee and the Arts and Culture Committee
- ** Stiúrthóirí amháin ar a laghad le bheith ón Pobal Gaeilge.
- ** At least one Director to be from the Irish Language Community.

Socruithe Féideartha Bainisteoireachta do Mhionchuideachta AU Ceathrú Gaeltachta
Possible Management Arrangements for a Gaeltacht Quarter Mini URC

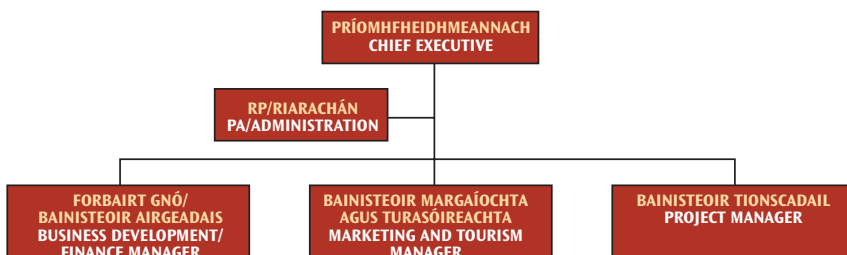
b



Note: Irish Language to be a cross cutting theme across all Groups.
 Tabhair faoi deara: Is téama lárnach ar fud gach Grúpa an Ghaeilge.

c

Socruithe Féideartha Feidhmeannais Tosaigh
Possible Initial Executive Arrangements



10.0 Ról agus Freagrachtaí

Maítear ar fhreagrachtaí an Bhoird faoin rogha a mholtar go mbeadh na nithe a leanas:

- Iad a bheith mar thosaitheoirí, choimirceoirí agus chothaitheoirí Físe don Cheathrú Gaeltachta;
- Athnuachan inbhuanaithe, eacnamaíoch, fhisiceach, agus shóisialta an Cheathrú Gaeltachta;
- An pointe fócais eagraíochtúil aitheanta foriomlán a bheidh ann don Cheathrú Gaeltachta;
- An scátheagras a bheidh ann d'eagraíochtaí agus do leasa a bhaineann leis an Cheathrú Gaeltachta;
- Obair a dhéanamh i bpáirtíocht tháirgiúil le Rialtas, agus le heagraíochtaí eile reachtúla agus neamhreachtúla agus le páirtíochtaí bainteacha;
- Comhordú a dhéanamh ar ghníomhaíochtaí gach páirtí leasmhair le go gcuirfear luach leis an tionscnamh san iomlán;
- Le bheith freagrach as maoiniú a fháil, a bhainistiú agus a chomhordú agus straitéis infheistíochta a dhéanamh chun maoiniú inbhuanaithe a bhaint amach le himeacht aimsire seachas a bheith spleách ar dheontais;
- Na nithe a leanas a fhorbairt:
 - Fís 7-10 mbliana don limistéar
 - Máistirphlean fisiceach
 - Plean gnó
 - Plean gníomhaíochta
 - Plean forfheidhmithe
 - Staidéar bonnlíne
 - Tabhairt faoi mhonatóireacht agus athbhreithniú tréimhseach
- A leithéid de staidéir indéantachta, taighde agus eolas anailiseach agus ábhar nó doiciméadú eile a choimisiúnú de réir mar is gá;
- Príomhfheidhmeannach agus foireann bainisteoireachta a earcú;
- Measúnú riosca agus tionchair ar chomhionannas, ar dhlúthú pobail, ar eacnamaíocht agus ar thimpeallacht a dhéanamh;
- Straitéis margaíochta agus turasóireachta don limistéar a dhéanamh agus a chur i bhfeidhm; agus
- Athrú céimithe a bhaint amach.

10.0 Roles and Responsibilities

It is suggested that the responsibilities of the Board under the recommended option would include the following:

- To be the originators, guardians and promoters of a Vision for the Gaeltacht Quarter.
- To secure the sustainable economic, physical and social regeneration of the Gaeltacht Quarter.
- To be the recognised over-arching organisational focal point for the Gaeltacht Quarter.
- To be the umbrella group for organisations and interests related to the Gaeltacht Quarter.
- To work in productive partnership with Government, other statutory and non-statutory organisations, and allied partnerships.
- To co-ordinate activities of all stakeholders in the interest of adding value to the initiative overall;
- To be responsible for securing, managing and co-ordinating funds and producing an investment strategy to achieve sustainable funding over time as opposed to being grant dependant;
- To develop:
 - A 7-10 year vision for the area
 - A physical master plan
 - A business plan
 - An action plan
 - An implementation plan
 - A base line study
 - To undertake periodic monitoring and review
- To commission such feasibility studies, research and analytical information and other material or documentation as required;
- To recruit a Chief Executive and a management team;
- To produce equality, community cohesion, economic environmental impact and risk assessments;
- To effectively manage assets vested in the partnership;
- To produce and implement a marketing and tourism strategy for the area;
- To be ambassadors for the Gaeltacht Quarter;
- To achieve a step-change.

Moltaí

Go nglacfar i bprionsabail leis na ról agus leis na freagrachtaí leagtha amach i Rannóg 10 agus go n-úsáidfead iad le clár oibre an Bhoird a fhorbairt.

11.0 Struchtúr agus Comhdhéanamh

11.1 Ba chóir go leanfadh an leagan amach an fheidhm. Má tá an léirshamhail leis an Cheathrú Gaeltachta a athnuachan comhaontaithe mar a chuirtear síos air i Rannóg 8 Rogha 8 agus go bhfuil na ról agus na freagrachtaí ann mar a chuirtear síos orthu i Rannóg 10 máitear mar sin go bhfuil struchtúr agus comhdhéanamh féideartha an Bhoird de réir mar atá léirithe sna léaráidí ar leathanaigh 56-57;

- A) Struchtúr agus Comhdhéanamh;
- B) Socruithe Bainisteoireachta; agus
- C) Socruithe Feidhmiúcháin.

11.2 Is minic a bhíonn róbhéim ar líon ballraíochta a shrianadh de réir uasmhéide nó íosmhéide, agus struchtúir chuí páirtíochtaí á socrú. Cruthaíonn sé seo freagairt dhochrach i gcónaí maidir le heisiámh.

11.3 Is é is bonn leis an tuarascáil seo nach bhfuil an líon tábhachtach – má tá sé ceart (má leanann an leagan amach an fheidhm) – oibreoidh sé (ag brath ar Chathaoirleach agus ar Phríomhfheidhmeannach maith a bheith ann). Tiomnóidh na socruithe bainisteoireachta i léaráid B an tionscnamh chun tosaigh le ról forbhreathnaithe ag an Bhord. Thiomnóidh saineolaithe le heolas ar an cheantar agus ar a cheisteanna bainteacha an próiseas a shuífeadh leis na grúpaí téamacha léirithe i léaráid B agus a thabharfadh tuarascáil ar ais don mhórghrúpa, a bhuaifeadh le chéile níos annaimhe.

11.4 Tá na struchtúir a leanas bunaithe ar na prionsabail ballraíochta a leanas:

- cuimsiú;
- freagracht;
- barr go bun agus bun go barr; agus
- gach eochairimreoir ar fud na n-earnálacha a dhéanamh páirteach.

Recommendations

That the roles and responsibilities set out in Section 10 are accepted in principle and used to develop the Board's work programme.

11.0 Structure and Composition

11.1 Form should follow function. If the model for regenerating the Gaeltacht Quarter is as agreed described in Section 9 Option 8 and the roles and responsibilities are as described in Section 10 then it is suggested that the potential structure and composition of the Board is as illustrated in the preceding diagrams on pages 56-57:

- A) Structure and Composition;
- B) Management Arrangements;
- C) Executive Arrangements

11.2 Often, in determining appropriate partnership structures, over emphasis is given to restricting membership numbers by minima or maxima. This always generates adverse reaction regarding exclusivity.

11.3 The premise of this report is that numbers are irrelevant – if it is right (if form follows function) – it will work (subject to a good Chair and a good Chief Executive). The management arrangements in diagram B will drive the initiative forward with the Board undertaking an overseeing role. Specialists with knowledge of the area and its associated issues sitting on the thematic groups illustrated in diagram B would drive the process and report back to the larger group, which would meet less frequently.

11.4 The following structures are based on the following membership principles:

- inclusivity;
- accountability;
- top down and bottom up;
- engaging all the key players across the sectors.



11.5 Beidh sé tábhachtach go bhfuil rannpháirtí le saineolas ar an Ghaeilge a chur chun tosaigh ag gach grúpa téamach.

11.6 Is é is tábhachtaí do rath na socruithe Boird ceapachán Cathaoirligh agus Príomhfheidhmeannaigh d'ardcháilíocht araon. Ní bhfaighfear iarrthóirí eisceachtúla ach amháin má tá an tsinsearach agus an choimitmint de Stiúrthóirí earnála poiblí ar an Bhord rathaithe.

11.7 Beidh sé tábhachtach go bhfuil an rúnaireacht (an Fhoireann Fheidhmiúcháin) bunaithe in áitreabh cuí laistigh den Cheathrú Gaeltachta. Ní amháin gur siombail a bheadh ann ach go mbeadh seirbhís "aon uaire" ar fáil don Cheathrú atá ionrochtaine agus iontach sofheicthe, ag cur leis an fhócas agus le cnuasghrúpáil na dtionscnamh sa limistéar máguaird. Ba é a d'imreodh tionchar ar thionscadail agus ar pháirtíochtaí a thioctaidh ina dhiaidh.

Moladh 7

Is é atá molta ná:

- a) Go nglactar leis an struchtúr leagtha amach in (A) a théann leis seo.
- b) Go mbeidh ballraíocht shinsearach ag leibhéal Stiúrthóra uathu siúd a leanas;
 - RCEF
 - RFTI
 - RFS
 - ROTÉ
 - ROF
 - Foras na Gaeilge (mar eagraíocht uile-Éireann leis an Ghaeilge a chur chun cinn)
 - Comhairle Cathrach Bhéal Feirste
 - POBAL (mar scátheagraíocht don phobal labhartha Gaeilge)
 - Forbairt Feirste (mar an Grúpa Eacnamaíochta Gaeilge)
- c) Go n-ainmneoidh Ollscoil Naomh Muire mar rinstitiúid mhór acadúil agus mar fhostóir suntasach sa Cheathrú Gaeltachta ball ag leibhéal Stiúrthóra.
- d) Go n-ainmneoidh an Grúpa Ríoga Ospidéal, mar an fhostóir is mó sa limistéar, ball inmholta más ag leibhéal Príomhfheidhmeannaigh atá sé nó sí.

11.5 It will be important that each thematic group has a participant with expertise in promoting the Irish Language.

11.6 Key to the success of the Board arrangements will be the appointment of both a high calibre Chair and Chief Executive. Exceptional candidates will only be secured if the seniority and commitment of public sector Directors on the Board is guaranteed.

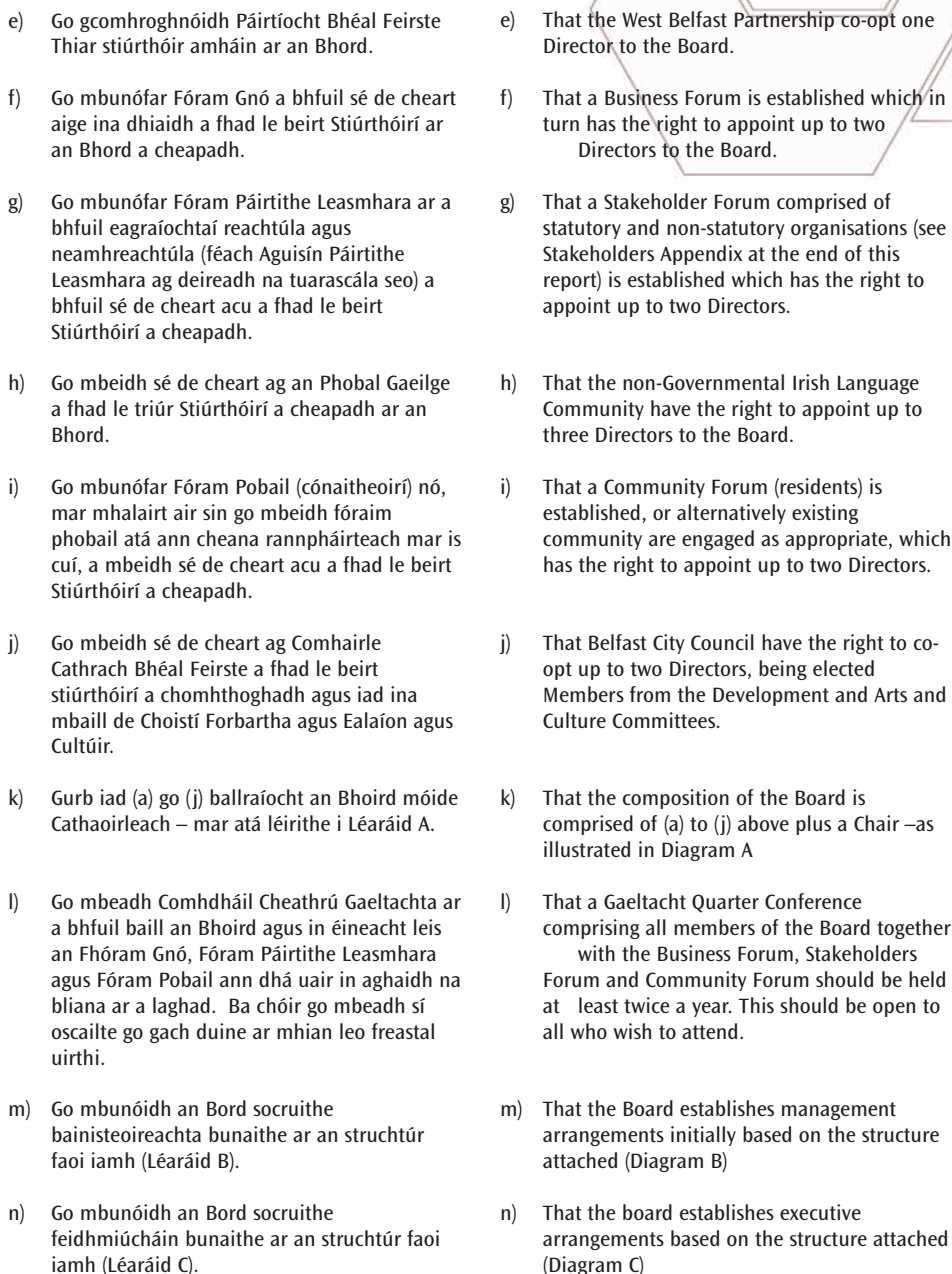
11.7 It will be important that the secretariat (the Executive Team) is based in suitable premises within the Gaeltacht Quarter. This will not only be symbolic but will also provide an accessible and highly visible "one-stop-shop" service to the Quarter, adding to the focus and clustering of initiatives in the immediate locality. It will set the tone for projects and partnerships that will follow.

Recommendation 7

It is recommended that:

- a) The Structure set out as attached (A) is adopted.
- b) That there is senior membership at Director level from the following:
 - DCAL
 - DETI
 - DSD
 - DENI
 - DEL
 - Foras na Gaeilge (as the all Ireland organisation for promoting the Irish language)
 - Belfast City Council
 - POBAL (as the umbrella organisation for the Irish speaking community.)
 - Forbairt Feirste (as the Irish Language Economic Group)
- c) A member at Director level is nominated by St Mary's University as a major academic institution and significant employer in the Gaeltacht Quarter.
- d) A member, preferably at Chief Executive level, is nominated by the Royal Group of Hospitals as the largest employer in the area.



- 
- e) Go gcomhroghnóidh Páirtíocht Bhéal Feirste Thiar stiúirthóir amháin ar an Bhord.
- f) Go mbunófar Fóram Gnó a bhfuil sé de cheart aige ina dhiaidh a fhad le beirt Stiúirthóirí ar an Bhord a cheapadh.
- g) Go mbunófar Fóram Páirtithe Leasmhara ar a bhfuil eagraíochtaí reachtúla agus neamhreachtúla (féach Aguisín Páirtithe Leasmhara ag deireadh na tuarascála seo) a bhfuil sé de cheart acu a fhad le beirt Stiúirthóirí a cheapadh.
- h) Go mbeidh sé de cheart ag an Phobal Gaeilge a fhad le tríúr Stiúirthóirí a cheapadh ar an Bhord.
- i) Go mbunófar Fóram Pobail (cónaitheoirí) nó, mar mhalairt air sin go mbeidh fóraim phobail atá ann cheana rannpháirteach mar is cuí, a mbeidh sé de cheart acu a fhad le beirt Stiúirthóirí a cheapadh.
- j) Go mbeidh sé de cheart ag Comhairle Cathrach Bhéal Feirste a fhad le beirt stiúirthóirí a chomhthoghadh agus iad ina mbaill de Choistí Forbartha agus Ealaíon agus Cultúir.
- k) Gurb iad (a) go (j) ballraíocht an Bhoird móide Cathaoirleach – mar atá léirithe i Léaráid A.
- l) Go mbeadh Comhdháil Cheathrú Gaeltachta ar a bhfuil baill an Bhoird agus in éineacht leis an Fhóram Gnó, Fóram Páirtithe Leasmhara agus Fóram Pobail ann dhá uair in aghaidh na bliana ar a laghad. Ba chóir go mbeadh sí oscailte go gach duine ar mhian leo freastal uirthi.
- m) Go mbunóidh an Bord socruithe bainisteoireachta bunaithe ar an struchtúr faoi iamh (Léaráid B).
- n) Go mbunóidh an Bord socruithe feidhmiúcháin bunaithe ar an struchtúr faoi iamh (Léaráid C).
- e) That the West Belfast Partnership co-opt one Director to the Board.
- f) That a Business Forum is established which in turn has the right to appoint up to two Directors to the Board.
- g) That a Stakeholder Forum comprised of statutory and non-statutory organisations (see Stakeholders Appendix at the end of this report) is established which has the right to appoint up to two Directors.
- h) That the non-Governmental Irish Language Community have the right to appoint up to three Directors to the Board.
- i) That a Community Forum (residents) is established, or alternatively existing community are engaged as appropriate, which has the right to appoint up to two Directors.
- j) That Belfast City Council have the right to co-opt up to two Directors, being elected Members from the Development and Arts and Culture Committees.
- k) That the composition of the Board is comprised of (a) to (j) above plus a Chair –as illustrated in Diagram A
- l) That a Gaeltacht Quarter Conference comprising all members of the Board together with the Business Forum, Stakeholders Forum and Community Forum should be held at least twice a year. This should be open to all who wish to attend.
- m) That the Board establishes management arrangements initially based on the structure attached (Diagram B)
- n) That the board establishes executive arrangements based on the structure attached (Diagram C)



- o) Go mbeidh an rúnairacht lonnaithe sa Cheathrú Gaeltachta.
 - p) Go dtabharfaidh an Scáth-Bhord faisnéisithe luatha agus go n-iarrfaidh siad barúlacha ar na heagraíochtaí a ndéantar tagairt dóibh thuas mar iad siúd a bhfuil ról suntasach acu ar an Bhord.
- o) That the secretariat is based in the Gaeltacht Quarter.
 - p) That the Shadow Board give early briefings and take soundings of organisations referred to above as having a significant role on Board.

12.0 Socruithe Rialaithe

- 12.1 Meastar gur chóir go mbeadh an Pháirtíocht ina cuideachta faoi theorainn ráthaíochta le stádas carthanachta.
- 12.2 Maítear gur cóir go mbeadh ar an Pháirtíocht:
- Cathaoirleach; agus
 - An méid sin de bhaill eile agus atá sonraithe i Rannóg 11.
- 12.3 Ba chóir an Cathaoirleach a cheapadh trí phróiseas a bhainfeadh le gairmí a fhiach agus/nó le fógraíocht phoiblí ar bhonn náisiúnta.
- 12.4 Agus ceapacháin á ndéanamh beidh sé tábhachtach:
- Go gcinnteofar go bhfuil taithí ag gach ball ar an réimse gníomhaíochta a bhaineann le feidhm na páirtíochta a chur i bhfeidhm; agus
 - nuair atá an duine mar ionadaí ó roinn, ghníomhaireacht nó eagraíocht phoiblí go bhfuil an duine sin ina Stiúrthóir nó ina Phríomhfheidhmeannach ar an eagraíocht sin.
- 12.5 Is gá go mbeidh Meabhráin agus Airteagail Chomhlachais ullmhaithe ag aturnaetha a cheapfaidh an Bord.
- 12.6 Is gá go gcumhdóidh Meabhráin:
- Réimse sochair
 - Réada
 - Cumhachtaí
 - Srianadh ar chur i bhfeidhm maoinithe
 - Dlíteanais theoranta
 - Clabhsúr
- 12.7 Is gá go n-áireofar in airteagail:
- Baill chomhlachta
 - Soláthar ballraíochta
 - Cruinniú ginearálta
 - Vótáil ag CCB/CGU
 - Stiúrthóirí
 - Briseadh Stiúrthóirí as a bpost
 - Coimhlint leasa
 - An Bord
 - Cathaoirleach
 - Coiste agus Grúpaí Oibre
 - Forálacha Riaracháin

12.0 Governance Arrangements

- 12.1 It is considered that the Partnership should be a company limited by guarantee with charitable status.
- 12.2 It is suggested that the Partnership shall consist of:
- A Chair; and
 - Such number of other members as specified in Section 11.
- 12.3 The Chair should be appointed through a process of head hunting and/or public advertisement nationally.
- 12.4 In making appointments it will be important to:
- Ensure that each member has experience in the field of activity relevant to the discharge of the function of the partnership;
 - Where that person is representing a public department, agency or organisation it will be the Director or Chief Executive of that organisation;
- 12.5 Memoranda and Articles of Association will need to be prepared by solicitors to be appointed by the Board.
- 12.6 Memoranda will need to cover:
- Area of benefit
 - Objects
 - Powers
 - Restriction on application of funds
 - Limited liabilities
 - Winding Up
- 12.7 Articles will need to include:
- Company members
 - Membership provision
 - General meeting
 - Voting at AGMs/EGMs
 - Directors
 - Removal of Directors
 - Conflict of Interest
 - The Board
 - Chair
 - Committee and Working Groups
 - Administration Provisions



12.8 Maítear go gcomhaontófaí prionsabail pháirtíochta. Ar na gealltanais a d'fhéadfadh a bheith ann:

- Obair le stíl chuimsitheach agus thrédhearcach;
- A chinntiú go bhfuil cumarsáid, riarachán agus ceannasaíocht éifeachtach ann ag gach leibhéal laistigh den Pháirtíocht;
- An struchtúr a chur in oiriúint le straitéis;
- A chinntiú go bhfuil an pháirtíocht ag obair ar mhaithe le gach ball agus nach n-áirítear é bheith faoi thionchar baill amháin nó ag tacú le ball amháin ar bith de bharríocht; agus
- Próiseas soiléir plean oibre a leagan amach le córais éifeachtacha le haghaidh monatóireachta, tuairiscithe, meastóireachta agus athbhreithnithe.

12.9 D'fhéadfadh soláthar samplach rialaithe na nithe a leanas a chur san áireamh:

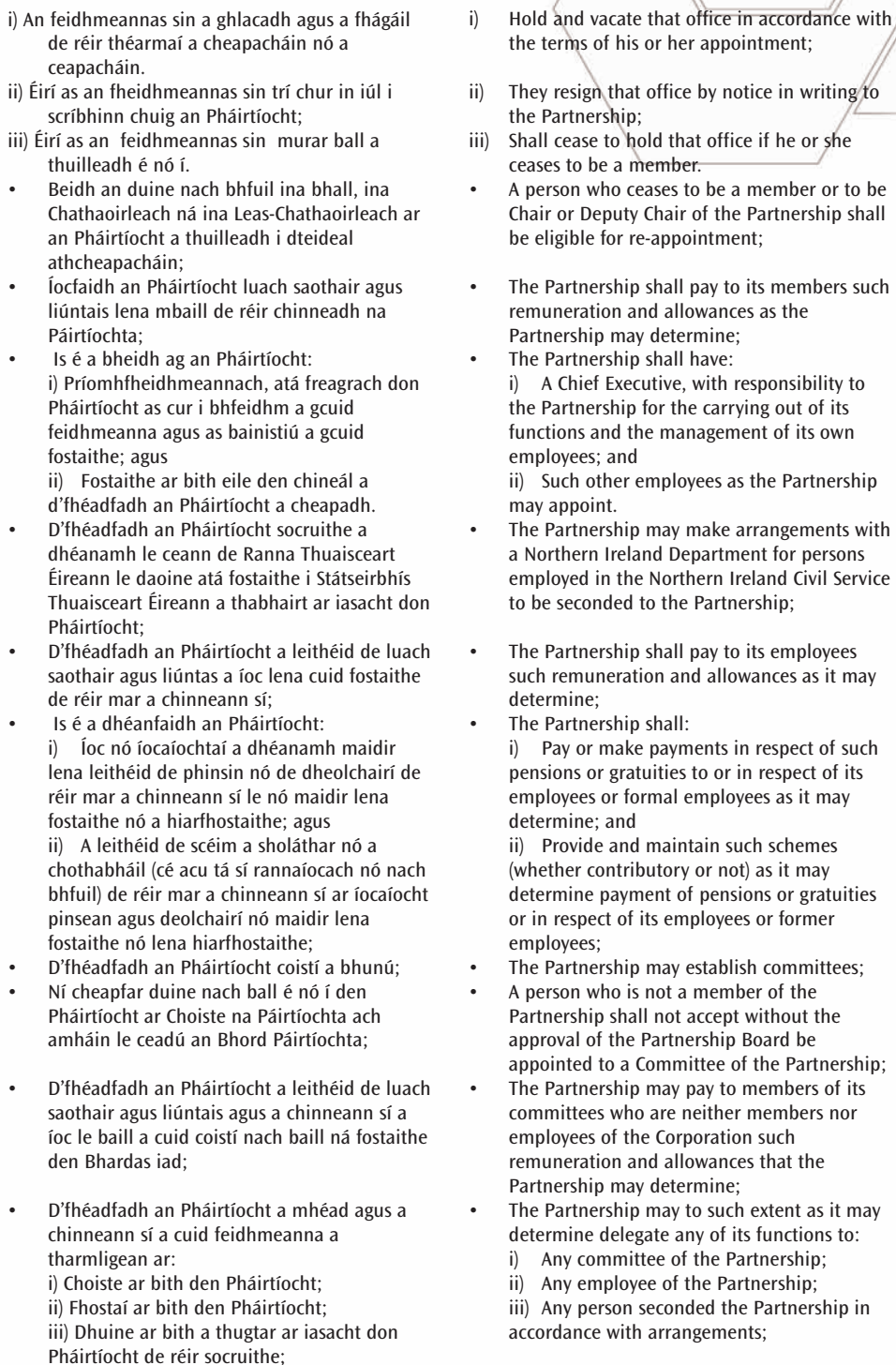
- Ní mór aird a dhíriú ar inmhianaitheacht seirbhísí daoine a fháil a bhfuil saineolas acu ar an cheantar máguaird;
- A mhéad atá sé praiticiúil beidh baill na páirtíochta ionadaíoch ar an phobal i dTuaisceart Éireann;
- Go mbeidh ball amháin ar a laghad ceaptha i ndiaidh dul i ndáil chomhairle leis an Chomhairle Cathrach;
- Go bhféadfadh an Pháirtíocht ball de na baill a cheapadh mar Leas-Chathaoirleach na Páirtíochta;
- Go mbeadh sé de dhualgas go mbeidh an Scáth-Bhord sásta sula gceapfaidh sé duine le bheith ina bhall den pháirtíocht, nach mbeadh leas airgeadais nó eile ag an duine le baint as a d'imreodh tionchar dochrach ar fheidhmiú a chuid nó a cuid feidhmeanna mar bhall;
- É féin a shásamh ó am go chéile maidir le gach ball nach bhfuil a leithéid de shuim aige nó aici;
- Ba chóir do bhall an post a choinneáil nó a fhágáil de réir théarmaí a ceapacháin nó a cheapacháin;
- Nár chóir do dhuine a bheith ceaptha mar bhall ar feadh níos mó na cúig bliana in aon seal;
- Go bhféadfadh duine éirí as an fheidhmeannas s'aige nó s'aici mar bhall trí chur in iúl i scríbhinn don Pháirtíocht;
- Ba chóir don duine a cheapadh mar Chathaoirleach nó mar Leas-Chathaoirleach;

12.8 It is suggested that partnership principles are agreed. These could include commitments to:

- Operate with an inclusive and transparent style;
- Ensure there is effective communication, administrative and leadership at all levels within the Partnership;
- Align structure with strategy;
- Ensure the partnership operates for the benefit of all members and is not perceived to be overly influenced by, or supportive of, any one member.
- Develop a clear process of setting a work plan with effective systems for monitoring, reporting, evaluation and review.

12.9 Sample governance provisions might include the following:

- Regard will be had to the desirability of securing the services of people having specialist knowledge of the locality;
- As far as practicable members of the partnership will be representative of the community in Northern Ireland;
- At least one of the members will be appointed after consultation with the City Council;
- The Partnership may appoint one of the members as Deputy Chair of the Partnership;
- It shall be the duty that the Shadow Board satisfies itself before it appoints a person to be a member of the partnership, that person will have no such financial or other interest as is likely to affect prejudicially the performance of his or her functions as a member;
- To satisfy itself from time to time in respect to each member that he or she has no such interest;
- A member should hold or vacate this in accordance with the terms of his or her appointment;
- A person should not be appointed as a member for more than five years at a time;
- A person may at any time resign his or her office as a member by notice in writing to the partnership;
- A person appointed as Chair or Deputy Chair of Partnership should:

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- i) An feidhmeannas sin a ghlacadh agus a fhágáil de réir théarmaí a cheapacháin nó a ceapacháin.
- ii) Éirí as an fheidhmeannas sin trí chur in iúl i scríbhinn chuig an Pháirtíocht;
- iii) Éirí as an feidhmeannas sin murar ball a thuilleadh é nó í.
- Beidh an duine nach bhfuil ina bhall, ina Chathaoirleach ná ina Leas-Chathaoirleach ar an Pháirtíocht a thuilleadh i dteideal athcheapacháin;
 - Íocfaidh an Pháirtíocht luach saothair agus liúntais lena mbaill de réir chinneadh na Páirtíochta;
 - Is é a bheidh ag an Pháirtíocht:
 - i) Príomhfheidhmeannach, atá freagrach don Pháirtíocht as cur i bhfeidhm a gcuid feidhmeanna agus as bainistiú a gcuid fostaithe; agus
 - ii) Fostaithe ar bith eile den chineál a d'fhéadfadh an Pháirtíocht a cheapadh.
 - D'fhéadfadh an Pháirtíocht socruithe a dhéanamh le ceann de Ranna Thuaisceart Éireann le daoine atá fostaithe i Státseirbhís Thuaisceart Éireann a thabhairt ar iasacht don Pháirtíocht;
 - D'fhéadfadh an Pháirtíocht a leithéid de luach saothair agus liúntas a íoc lena cuid fostaithe de réir mar a chinneann sí;
 - Is é a dhéanfaidh an Pháirtíocht:
 - i) Íoc nó íocaíochtaí a dhéanamh maidir lena leithéid de phinsin nó de dheolchairí de réir mar a chinneann sí le nó maidir lena fostaithe nó a hiarfhostaithe; agus
 - ii) A leithéid de scéim a sholáthar nó a chothabháil (cé acu tá sí rannaíochach nó nach bhfuil) de réir mar a chinneann sí ar íocaíocht pinsean agus deolchairí nó maidir lena fostaithe nó lena hiarfhostaithe;
 - D'fhéadfadh an Pháirtíocht coistí a bhunú;
 - Ní cheapfar duine nach ball é nó í den Pháirtíocht ar Choiste na Páirtíochta ach amháin le ceadú an Bhord Páirtíochta;
 - D'fhéadfadh an Pháirtíocht a leithéid de luach saothair agus liúntais agus a chinneann sí a íoc le baill a cuid coistí nach baill ná fostaithe den Bhardas iad;
 - D'fhéadfadh an Pháirtíocht a mhéad agus a chinneann sí a cuid feidhmeanna a tharmligean ar:
 - i) Choiste ar bith den Pháirtíocht;
 - ii) Fhostaí ar bith den Pháirtíocht;
 - iii) Dhuine ar bith a thugtar ar iasacht don Pháirtíocht de réir socruithe;
- i) Hold and vacate that office in accordance with the terms of his or her appointment;
- ii) They resign that office by notice in writing to the Partnership;
- iii) Shall cease to hold that office if he or she ceases to be a member.
- A person who ceases to be a member or to be Chair or Deputy Chair of the Partnership shall be eligible for re-appointment;
 - The Partnership shall pay to its members such remuneration and allowances as the Partnership may determine;
 - The Partnership shall have:
 - i) A Chief Executive, with responsibility to the Partnership for the carrying out of its functions and the management of its own employees; and
 - ii) Such other employees as the Partnership may appoint.
 - The Partnership may make arrangements with a Northern Ireland Department for persons employed in the Northern Ireland Civil Service to be seconded to the Partnership;
 - The Partnership shall pay to its employees such remuneration and allowances as it may determine;
 - The Partnership shall:
 - i) Pay or make payments in respect of such pensions or gratuities to or in respect of its employees or formal employees as it may determine; and
 - ii) Provide and maintain such schemes (whether contributory or not) as it may determine payment of pensions or gratuities or in respect of its employees or former employees;
 - The Partnership may establish committees;
 - A person who is not a member of the Partnership shall not accept without the approval of the Partnership Board be appointed to a Committee of the Partnership;
 - The Partnership may pay to members of its committees who are neither members nor employees of the Corporation such remuneration and allowances that the Partnership may determine;
 - The Partnership may to such extent as it may determine delegate any of its functions to:
 - i) Any committee of the Partnership;
 - ii) Any employee of the Partnership;
 - iii) Any person seconded the Partnership in accordance with arrangements;



- D'fhéadfadh coiste ar bith de chuid na Páirtíochta feidhmeanna ar bith de chuid an Choiste a tharmligean a mhéad a chinneann an Coiste ar:
 - i) Fhostaí de chuid na Páirtíochta; nó
 - ii) Dhuine ar bith a tugadh ar iasacht don Pháirtíocht de réir socrúithe.
 - Is féidir leis an Pháirtíocht na nithe a leanas a rialú:
 - i) A nós imeachta féin (Córam san áireamh); agus
 - ii) An nós imeachta (Córam san áireamh) ina cuid coistí.
 - Soláthróidh an Pháirtíocht i gcomhair Córaim do chruinnithe a cuid coistí ar a mbeadh ar a laghad ball nó fostaí amháin de chuid na Páirtíochta;
 - Nochtfaidh ball ar bith a leas bíodh sin díreach nó indíreach in ábhar ar bith a bheidh faoi mhachnamh ag cruinniú na Páirtíochta agus déanfar taifead den nochtadh i miontuairiscí an chruinnithe;
 - Nuair a dhéanann ball ar bith a leithéid de nochtadh maidir le hábhar ar bith, ní ghlacfaidh sé nó sí páirt i bplé nó i gcinneadh de chuid na Páirtíochta ar an ábhar má chinneann an Pháirtíocht go n-imreodh an leas i gceist tionchar claonta ar mhachnamh an bhaill ar an ábhar;
 - Is é a dhéanfaidh an Pháirtíocht:
 - i) Cuntais agus taifid chuí a choinneáil; agus
 - ii) Ráiteas cuntas do gach bliain airgeadais a ullmhú.
 - A luaithe atá sé praiticiúil ag deireadh gach bliain airgeadais foilsoidh an Pháirtíocht agus scaipfidh go forleathan tuairisc ar chur i bhfeidhm a cuid feidhmeanna i rith na bliana sin;
 - Tionólfaidh an Pháirtíocht uair amháin in aghaidh na bliana ar a laghad Comhdháil Cheathrú Gaeltachta ag am agus ag áit agus chineál le cinntiú ag an Bhord;
 - Níl iomlán na socrúithe rialaithe anseo agus is é a bheidh de dhíth orthu mionmhachnamh ón Bhord Páirtíochta agus é bunaithe ag brath ar chomhairle chuí dhlíthiúil a choimisiúnóidh an Bord.
- Any committee of the Partnership may to such extent as the Committee may determine delegate any functions of the Committee to:
 - i) An employee of the Partnership; or
 - ii) Any person seconded to the Partnership in accordance with arrangements;
 - The Partnership may regulate:
 - i) Its own procedure (including Quorum); and
 - ii) The procedure (including Quorum) on its committees
 - The Partnership shall make provision for a Quorum for meetings of its committees to include at least one member or employee of the Partnership;
 - A member who is in any way directly or indirectly interested in any matter which is to be considered by the Partnership shall disclose the nature of his or her interest at a meeting of the Partnership and the disclosure shall be recorded in the minutes of the meeting;
 - Where such disclosure is made by any member in relation to any matter, he or she shall not take part of any deliberation or decision of the Partnership of the matter if the Partnership decides that the interest in question might prejudicially affect the members consideration of the matter;
 - The Partnership shall:
 - i) Keep proper accounts and records; and
 - ii) Prepare a statement of accounts for each financial year;
 - As soon as practical at the end of each financial year the Partnership shall publish and widely circulate a report on the carrying out of its functions during that year;
 - The Partnership shall no less than once in any one year hold a Gaeltacht Quarter Conference at a time place and character to be determined by the Board;
 - These governance arrangements are not exhaustive and will require to be considered in detail by the Partnership Board once established and subject to appropriate legal advice, which will be commissioned by the Board.

12.10 Is é an taithí atá ag Pobal agus an chéim forbartha faoi láthair de bhearta deartha leis an Ghaeilge a chur chun tosaigh agus a chosaint, gur gá cur chuige ilchuspóireach a

12.10 Pobal's experience suggests that because of the current stage of development in measures designed to protect and promote the Irish language, comprehensive multi-faceted

thógáil ag gach leibhéal sna ráitis mhisin, sna struchtúir, san earcaíocht, sna próisis agus i gcleachtais na gcomhlachtaí sin a bhfuil ról acu i dtionscnaimh Ghaeilge a fhorbairt laistigh de chreatlach Béarla-Gaeilge. Maidir leis an Cheathrú Gaeltachta is léir go mbeidh saincheisteanna teanga le tabhairt fóthu.

12.11 Maidir le forbairt an tionscnaimh fhoriomláin ní mór, leis, machnamh a dhéanamh ar an dóigh a gcinnteofar an t-ualú ceart tionscadal laistigh den limistéar sonraithe agus an dóigh a bhforbrófar iad, agus an dóigh a mbeidh an Ghaeilge príomhshruhaithe trí gach gné den fhorbairt.

12.12 Ní mór an dátheangachas a dhearbhu ní amháin sa ghearrthéarma ach amach anseo chomh maith i dtaca le plé leas an phobail de. I gcás thionscadail na Gaeilge ní bheadh deacracht ar bith ann, ach d'fhéadfaí go mbeadh sainriachtanais forbartha ann, foinsí maoinithe a chur in ord tosaíochta sa áireamh. I gcás eagraíochtaí a bhfuil éiteas Béarla go príomha acu, d'fhéadfaí roinnt beart a chur i bhfeidhm lena chinntiú go dtuigfeadh siad agus go mbeadh siad réidh le bearta agus cláir a chur i bhfeidhm a chinnteodh leanúnachas agus forbairt an ábhair Ghaeilge dá gcuid tionscadal. D'fhéadfaí seo a dhearbhu, cuirtear i gcás, trí fhorbairt scéimeanna Gaeilge ar aon dul leo siúd sa Bhreatain Bheag. Ní mór a aithint, áfach, go bhfuil dualgas reachtúil ann d'eagraíochtaí cloí le scéimeanna Teanga.

12.13 Maidir le limistéar sainmhínithe foriomlán ní mór céatadáin a mheas agus spriocanna céatadáin de thionscadail Ghaeilge a bhunú leis an chóimheas ceart a chinntiú.

12.14 Thacódh léirshamhlacha idirnáisiúnta deachleachtais leis an chás go gcuirfí i bhfeidhm feidhmeanna dá leithéid de Bhord mar a chuirtear síos orthu tríd an fhócasteanga le háiseanna comhuaineacha aistriúcháin.

12.15 Ní mór machnamh cúramach a dhéanamh ar na ceisteanna seo.

approaches need to be built at all levels into the mission statements, structures, recruitment, processes and practices of bodies whose role is to develop Irish language initiatives within an English-Irish speaking framework. In relation to the Gaeltacht Quarter it is clear that there will be specific linguistic issues to be addressed.

12.11 In relation to the development of the overall initiative consideration must also be given to how the correct mix of projects within the designated area will be determined and developed, and how the Irish language will be mainstreamed through all aspects of the development.

12.12 In terms of the interface with the public, bilingualism must be assured not just in the short term, but also for the future. In the case of Irish language projects continuity of language will not be a difficulty, but there may be specific developmental needs including the prioritising of funding sources. In the case of organisations that currently have a predominantly English speaking ethos, a range of measures may need to be put into place to ensure that they understand and are prepared to implement measures and programmes that will ensure the continuity and development of the Irish language content of their projects. This might, for instance, be assured through the development of Irish Language schemes similar to those in Wales. It must be recognised, however, that in Wales, there is a statutory duty for organisations to comply with Language schemes.

12.13 In relation to the overall designated area balances must be carefully weighed and perhaps percentage targets of Irish language projects established to ensure the correct mix.

12.14 International models of best practice would support the case for the functions of such a Board as advocated in this report being carried out through the focus language with simultaneous translation facilities.

12.15 Careful thought will need to be given to these issues.

Moltaí 8

Go nglactar le socruithe rialaithe mar a leagtar amach iad i Rannóg 12 agus go bhforbrófar iad mar chuid de chlár oibre an Bhoird.

riachtanais acmhainní

13.1 Titeann acmhainní atá de dhíth don Bhord isteach i ndá chatagóir:

- i) Costais Oibríochtúla
- ii) Costais Tionscadail

13.2 Is féidir gurb é an 'acmhainn' is tábhachtaí a gheofar ná Cathaoirleach atá carasmatach agus iontach éifeachtach agus ceannasach.

13.3 Maidir le costais oibríochtúla ar na nithe a bheidh ann beidh:

- Costais earcaíochta le Príomhfheidhmeannach agus croífhoireann a fháil;
- Tuarastal agus/nó costais do Phríomhfheidhmeannach. Maítear go soláthrófar cur síos poist agus sonraíocht phearsanra agus go ndéanfar meastóireacht go neamhspleách ar an phacáiste tuarastail agus go ndéanfar tástáil mhargaíochta air. Leis an ról seo bheifí ag dúil go mbeadh tuarastal amach is isteach ar £60,000 sa bhliain ag dul leis agus bunaithe ar thionscnaimh chomhionanna (nach mbeadh chomh dúshlánach leis). Ba chóir go mbeadh níos mó ar fáil le hiarrthóir eisceachtúil a cheapadh.
- Tuarastal agus costais bhreise croífhoire (féach struchtúrchairt C). Maítear go mbeidh tuarastal thart ar £40,000 sa bhliain ag na tríúr bainisteoirí a mholfar, móide costais bhreise. D'fhéadfadh an dara duine bheith ina rogha do roinnt nó do gach post dara sraith.
- Áitreabh, cíos, rátaí, teas agus cumhacht, gutháin, páipéarachas, trealamh, troscán, taisteal etc.
- Buiséad margaíochta

Recommendations 8

That the governance arrangements outlined in Section 12 are accepted and developed further as part of the Board's work programme.

resource requirements

13.1 Resources required for the Board basically fall within two categories:

- i) Operational Costs
- ii) Project Costs

13.2 Potentially the most important 'resource' to secure is a charismatic and extremely effective and influential Chair.

13.3 With regard to operational costs this will include:

- Recruitment costs for securing a Chief Executive and core staff;
- Salary and/or costs for a Chief Executive. It is suggested that a job description and person specification is produced and that the salary package is independently evaluated and market tested. Based on similar (but less challenging) current initiatives in England, the role would attract a salary in the region of £60,000 per annum. More should be available to attract an exceptional candidate.
- Salary and on-costs of core staff (see structure chart C). It is suggested that the three managers recommended attract salaries of circa £40,000 per annum, plus on-costs. Secondees may be an option in some or for all second tier positions.
- Premises rental, rates, heat and power, phones, stationery, equipment, furniture, travel etc.
- A marketing budget

• Buiséad oibríthe:

- Do thionscadail le bua gasta
- D'obair ar "Fhís"
- Do mháistirphleanáil
- Do phleanáil gnó
- Do chostais ball boird.

13.4 Moltar buiséad oibríochta tosaigh bliantúil de £220,000 ar a laghad. Tá sé seo faoi iamh leis an tairiscint CFC a chuir an Scáth-Bhord faoi bhráid an Chomhghrúpa Oibre agus a bhfuil cinneadh le déanamh uirthi go fóill.

13.5 Ba chóir an áit don Fhoireann Boird agus Feidhmeannais a lonnú i suíomh d'ardphóifil ar Bhóthar na bhFál in áit a bheadh sofheicthe don méid is mó agus ionrochtaine.

13.6 Maidir leis an bhuiséad tionscnaimh d'fhéadfadh go mbeadh teaghlaim ann de na nithe a leanas:

- An £750,000 comharthaithe do mhaoiniú caipitil sa tairiscint CFC – a bhfuil cinneadh le déanamh air go fóill.
- Cistí Athnuachana Comharsanachta (RFS).
- Príomhchláir ROTÉ/RFTI/RCEF/Foras na Gaeilge agus Comhairle Cathrach Bhéal Feirste
- Tionscadail CFC a mholfar a imríonn tionchar ar an limistéar:
 - Bealaí artaireacha: feabhsúcháin Bealach Isteach Chomhshaoil
 - Gníomhchrios Oideachais
- 'Giaráil' a bhaineann le tionscadail CFC eile a mholfar sa limistéar
 - Iarsmalann Staire Beo Naomh Comhghall
 - Muileann Mhic Con Midhe

13.7 Maidir le measúnú riosca, má tharlaíonn sé nach n-éiríonn le tairiscint CFC, nó go mbaintear den mhaoiniú a iarrtar faoi láthair, glactar leis go mbeidh an CFC, ag leithdháileadh roinnt acmhainní ar Bhéal Feirste go fóill agus is féidir go mbeidh a leithéid úsáideach mar phointe toisithe do pleananna malartacha ar bith.

Moladh 9

Go n-iarrfar na riachtanais chroímhaoinithe atá leagtha amach i Rannóg 3 mar íosriachtanais agus gur chóir go bhforbródh an Bord mionstraitéis mhaoinithe mar chuid dá Phlean Gnó.

• An operating budget for:

- Quick win projects
- "Visioning" Work
- Master Planning
- Business Planning
- Board member expenses.

13.4 An initial annual operating budget of at least £220,000 is recommended. This is included in the IDF bid which the Shadow Board have submitted to the Joint Working Group and which has yet to be determined.

13.5 The base for the Board and Executive Team should be in a high profile position on Falls Road for maximum public visibility and ease of access.

13.6 With regard to project budget this can be a combination of the following:

- The £750,000 earmarked for capital funding in the IDF bid – which has yet to be determined.
- Neighbourhood Renewal Funds (DSD).
- DENI/DETI/DCAL/Foras na Gaelige and Belfast City Council main programmes
- Proposed IDF projects affecting the area:
 - Arterial routes: Environmental Gateway improvements
 - Education Action Zone
- 'Leverage' related to other proposed IDF funded projects committed in the area.
 - St Congalls Living History Museum
 - Conway Mill

13.7 In terms of risk assessment, in the event that the IDF bid is unsuccessful, or is paired back from funds currently sought, the IDF will, it is assumed, still be allocating some resources to West Belfast and this may prove a useful starting point for any alternative plans.

Recommendation 9

That the core funding requirements set out in Section 13 are sought as a minimum requirement and that a detailed funding strategy should be developed by the Board as part of its Business Plan.

na chéad chéimeanna eile

14.1 Tá roinnt moltaí sa tuarascáil seo. Moltar ar a mbarr go ndíreodh an Scáth-Bhord ar agus go mbainfeadh siad amach na 11 tosaíocht a leanas sa chéad trí mhí eile – cuirtear chun tosaigh iad uile go comhthreomhar:

1. Léirshamhail chúí a chomhaontú (cuireann an tuarascáil seo spreagthacht chun tosaigh chun an réiteach inmhianaithe a bheachtú);
2. Cathaoirleach a cheapadh ar a mbeadh meas agus tionchar aige nó aici ar leibhéal ard polaitiúil. Ba chóir go ndearcfaí ar an duine mar dhuine atá eolach ar na ceisteanna ach san am céanna mar dhuine neamhspleách. Is éigeantach fíorambasadóir don tionscadal, agus is ríthábhachtach oibiachtúlacht agus bua an ghnó (sa chiall is leithne). D'fhéadfaí an ceapachán a dhéanamh trí ghairmí a fhiach nó trí fhógraíocht nó tríothu beirt.
3. Príomhfheidhmeannach a cheapadh. Is é is tábhachtaí gairmí athnuachana uirbí le taití agus a chothaíonn meas. Moltar meascán de ghairmí a fhiach agus d'fhógraíocht. Ní mór don phacáiste luach saothair scóip an dúshláin a aithint. Ní mór cothroime a fháil le pacáistí iomaíocha d'fheithiclí soláthair athnuachana i Sasana. Ba chóir go ndéanfaí machnamh ar threoir thuarastail £60,000 móide costais bhreise don phost seo bunaithe ar an ráta margáochta do ról leis an chastacht agus an fhreagracht seo.
4. Staidéar bonnlíne cuimsitheach a choimisiúnú.
5. Doiciméad a sholáthar a dhéanfadh an tionscnamh intuigthe i measc lucht éagsúil a léite agus é a úsáid mar uirlis mhargaíochta;
6. Plean gnó a choimisiúnú a chuireann isteach raon cuimsitheach soláthar acmhainní féideartha. Ba chóir a chur san áireamh leis seo maoiniú athnuachana, maoiniú athnuachana poiblí príomhchláir, maoiniú poiblí eile amháil an Crannchur Náisiúnta, agus ar bhonn tábhachtach, airgeadas eárnála

next steps

14.1 There are a number of recommendations contained in this report. It is further recommended that the Shadow Board focus on and achieve the following 11 priorities over the next three months – all progressed in parallel:

1. Agree an appropriate Partnership model (this report promotes a stimulus for refining the preferred solution);
2. Appoint a Chair who has respect and influence at a high political level. He or she should be seen to have a knowledge of the issues but be seen to be independent. A real ambassador for the project is essential, whilst objectiveness and business acumen (in the broadest sense) are vital. The process of appointment can be through headhunting or advertisement, or both.
3. Appoint a Chief Executive. An experienced and respected urban regeneration professional is key. A combination of head hunting and advertisement is suggested. The remuneration package needs to reflect the scope of the challenge. Parity needs to be sought with competitive packages for regeneration delivery vehicles in England. A salary guide of £60,000 plus on costs should be considered for this post based on the market rate for roles of this complexity and responsibility.
4. Commission a comprehensive baseline study.
5. Produce a document that will enable the initiative to be well understood by a variety of audiences and used as a marketing tool;
6. Commission a business plan which factors in a comprehensive range of potential resource procurement. This should include special public regeneration funding, main programme public regeneration funding, other public funding such as Lottery, and importantly, private sector finance. It should anticipate

príobháidí. Ba chóir dó bheith réidh do bhainistiú sócmhainní roimh ré. Ba chóir dó cur síos ar aschuir agus torthaí tuartha go gearrthéarmach, go meántéarmach agus go fadtéarmach. Ba chóir measúnú riosca a chur san áireamh.

7. Ullmhúchán doiciméadú achoimre agus tairisceana a choimisiúnú le haghaidh comórtas idirnáisiúnta maidir le:
 - Plean Creatlaí Uirbí don Cheathrú Gaeltachta
 - Tionscadal Ard na bhFeá
8. An obair feasachta le haghaidh forbairt ionad cuairteora léirmhínteach POBAL do chuairteoirí Ceathrú Gaeltachta a chur chun tosaigh.
9. Réamheolaire a sholáthar le fíis, polasaithe agus clár na Ceathrún a aimsiú lena dhéanamh níos fusa d'infheisteoirí – poiblí nó príobháideach – le roghanna a dhéanamh agus le "cuid a cheannach".
10. Buanna gasta a aimsiú agus a phoiblíú a thig a mhaoiniú ó acmhainní Rialtais sa chéad bhliain go dtí an chéad trí bliana eile.
11. Mar gheall ar a thábhachtaí atá an tionscnamh agus an t-uainiúchán – go dtabharfar faoi fhaisnéisithe ag leibhéal Aireachta;
- 14.2 Ba chóir go mbeadh sé réidh do na tionscnaimh nua Rialtais a d'fhéadfaí bheith bainteach le rath na Ceathrún. Mar shampla, tionscnamh Chathair Eorpach na Fiontraíochta a d'fhógair an Seansailéir le gaird le tarlú ag an am céanna agus Uachtaránacht RA an AE i 2005. Agus an chéad bhabhta eile de thairiscintí CFC.
- 14.3 Aithnítear gur clár oibre uailmhianach é seo don bhord nua agus gur cóir machnamh a dhéanamh ar shocrúithe láithreacha bainisteoireachta idirthréimhsí. Ba chóir gur machnamh práinneach é an fhéidearthacht go mbeadh bainisteoirí sinsearach a cuí ar iasacht ghearrthéarmach ó cheann amháin ar a laghad de na heagraíochtaí le bheith ionadaithe ar an Bhord. Go háirithe má éiríonn le tairiscint CFC don Cheathrú is gá cuid shuntasach den tairiscint clár a sholáthar roimh Mhárta 2005.

asset management. It should describe anticipated outputs and outcomes over the short, medium and long term. It should include risk assessment.

7. Commission the preparation of a brief and tender documentation for international competitions in regard to:
 - an Urban Framework Plan for the Gaeltacht Quarter
 - the Beechmount project.
8. Progress the feasibility work for the development of POBAL's visitor interpretative centre for Gaeltacht Quarter visitors.
9. Produce a prospectus identifying the vision, policies and programmes of the Quarter to make it easy for investors - public or private - to make funding choices and to "buy into".
10. Identify and publicise quick wins that can be funded from Government resources over the next one to three years.
11. Undertake briefings at a Ministerial level – such is the significance of the initiative and its timing;
- 14.2 It should also anticipate possible new Government initiatives that may be relevant to the success of the Quarter. For example, the European City of Enterprise initiative recently announced by the Chancellor to coincide with the UK presidency of the EU in 2005. And the next round of IDF bidding.
- 14.3 It is acknowledged that this is an ambitious work programme for the new Board and consideration should therefore be given to immediate interim management arrangements. The possibility of appropriate short-term senior management secondments, possibly from at least one of the organisations to be represented on the Board should be an urgent consideration. Not the least because if the IDF bid for the Quarter is successful a substantial part of the programme bid will need to be delivered before March 2005.

Moladh 10

Go gcuirfead i ngníomh na chéad chéimeanna eile mar a chuirtear síos orthu i Rannóg 14 laistigh de thrí mhí ó dháta foilsithe an fhoilseacháin seo.

Buíochas

Sonas ar na daoine a leanas as ucht a gcúnamh i soláthar na tuarascála seo:

Mairtín Ó Muilleoir*	Preasghrúpa Bhaile Andarsan
Shirley Mc Cay	Comhairle Cathrach Bhéal Feirste
Marie Cochrane*	RCEF
Victor Douglas*	RCEF
Bryan Davis	RCEF
Jackie Henry	Deloitte
Barry Clarke	RFTI
Mike Maxwell	RFTI
Frank Duffy	RFS
Veronica McKenna*	RFS
Carol Jackson*	Féile an Phobail
Ferdie Mac an Fhailigh	Foras na Gaeilge
Pilib Mac Cathmhaoil*	Forbairt Feirste
Seán Mitchell	Forbairt Feirste
Jake MacSiacais*	Forbairt Feirste
Ciaran Quinn*	Oifig Ghearáid Mhic Adhaimh
Gerard Finnegan	CAU ILEX Doire
Bill Montgomery*	Invest Northern Ireland
Ciaran Mackel*	Mackel Doherty Ailtirí
Michael Flannigan*	Michael Flannigan Aturnaetha
Alan Maitland	OCALCA
Shane Campbell	An Ómaigh 2010
Janet Muller*	POBAL
Annette Nugent	Maoine Bharra an Teampaill
Geraldine McAteer	Bord Páirtíochta Bhéal Feirste Thiar
Pádraic White	Tascfhórsa Bhéal Feirste Thiar

*Baill Scáth-Bhoird an Cheathrú Gaeltachta

Recommendation 10:

That the Next Steps described in Section 14 are actioned within three months of the date of publication of this report.

ACKNOWLEDGEMENTS

Thanks to the following for their assistance in the production of this report:

Mairtín O'Muilleoir*	Andersonstown News Group
Shirley Mc Cay	Belfast City Council
Marie Cochrane*	DCAL
Victor Douglas*	DCAL
Bryan Davis	DCAL
Jackie Henry	Deloitte
Barry Clarke	DETI
Mike Maxwell	DETI
Frank Duffy	DSD
Veronica McKenna*	DSD
Carol Jackson*	Feile an Phobal
Ferdie Mac an Fhailigh	Foras na Gaeilge
Pilib Mac Cathmhaoil*	Forbairt Feirste
Seán Mitchell	Forbairt Feirste
Jake MacSiacais*	Forbairt Feirste
Ciaran Quinn*	Gerry Adams Office
Gerard Finnegan	ILEX URC Derry
Bill Montgomery*	Invest Northern Ireland
Ciaran Mackel*	Mackel Doherty Architects
Michael Flannigan*	Michael Flannigan Solicitors
Alan Maitland	OFMDFM
Shane Campbell	Omagh 2010
Janet Muller*	POBAL
Annette Nugent	Temple Bar Properties
Geraldine McAteer	West Belfast Partnership Board
Padraic White	West Belfast Task Force

*Gaeltacht Quarter Shadow Board Members

PÁIRTHITHE LEAMHARA STAKEHOLDERS

EAGRAÍOCHTAÍ REACHTÚLA STATUTORY ORGHANISATIONS

An Roinn Ealaíon, Cultúir agus Fóillíochta (DCAL)
Department of Culture, Arts and Leisure

An Roinn Forbartha Sóisialta: Oifig Athnuachana
Bhéal Feirste
Department of Social Development (DSD): Belfast
Regeneration Office

An Roinn Fiontair, Trádála agus Infheistíochta:
Invest TÉ
Department of Enterprise Trade and Investment:
Invest NI

An Roinn Oideachais
Department of Education

Oifig an Chéad Aire
Office of the First Minister

Tascfhórsa Bhéal Feirste Thiar
West Belfast Task Force

Páirtíocht Straitéiseach Bhéal Feirste Thiar
Belfast Strategic Partnership

Comhairle Cathrach Bhéal Feirste
Belfast City Council

Coláiste Ollscoile Naomh Muire: Áisaonad Lán-
Ghaeilge na Roinne Oideachais: Mórfhostóir
St Mary's University College: Department of
Education Resource Unit for Irish Medium Schools –
Major Employer

Otharlann Ríoga Victeoiria: Mórfhostóir
Royal Victoria Hospital – Major Employer

Páirtíocht Bhéal Feirste Thiar
West Belfast Partnership

Comhairle Áitiúil Fiontair Bhéal Feirste Thiar
West Belfast Local Enterprise Council

Groundwork TÉ
Groundwork NI

Institiúid Bhreis- agus Ardoideachais Bhéal Feirste
Belfast Institute of Further and Higher Education

Ollscoil Uladh
University of Ulster

Feidhmeannas Tithíochta Thuaisceart Éireann
Northern Ireland Housing Executive

Ionad Taighde Eorpach um Shíocháin agus
Athmhuintearas
European Research Centre for Peace and
Reconciliation

Bord Leabharlainne Bhéal Feirste
Belfast Library Board

Iontaobhas Sláinte Bhéal Feirste – Crios Gnímh ar
Shláinte
Belfast Health Trust – Health Action Zone

Crios Gníomh ar Oideachas
Education Action Zone

Oifig Turasoireachta Thuaisceart Éireann
Northern Ireland Tourist Office

PRÍOMH-EAGRAÍOCHTAÍ NEAMHREACTÚLA **Indicative non-statutory organisations**

Forbairt Feirste – gníomhaireacht forbartha eacnamaíochta Gaeilge (1)
Irish Language Economic Development Agency

POBAL – scathghrúpa d’eagraíochtaí Gaeilge (2)
Umbrella group for Irish language organisations

Foras na Gaeilge – comhlacht freagrach as an Ghaeilge a chur chun cinn ar fud oileán iomlán na hÉireann
Body responsible for promotion of Irish Language across the whole island of Ireland

Féile an Phobail – Féile Pobail Bhéal Feirste Thiar ina bhfuil: Draíocht (Féile Ealaíon Páistí), Éigse an Phobail (Scoil Gheimhridh), Fáilte go Féile (Triple FM) agus Féile Scannaíochta Bhéal Feirste Bhéal Feirste

West Belfast Community Festival, incorporating: Draíocht (Childrens Arts Festival, Elgse an Phobail (Winter School) Fáilte go Feile (Triple FM) and West Belfast Film Festival

Meánscoil Feirste – Meánscoil Ghaeilge (3)
Irish Language Medium Secondary School

Cultúrlann Mac Adam Ó Fiach – Ionad Ealaíon na Gaeilge
Irish Language Arts Centre

Páirtíocht Ard na bhFeá –Grúpa Stiúrtha Forbartha Ard na bhFeá (ina bhfuil 1,2,3,4,5 thuas)
Beechmount Partnership – Beechmount Development Steering Group {comprised of 1,2,3,4,5 above

Gaeloiliúint- Comhairle do Ghaelscoileanna faoi chothabháil
Council for Irish maintained schools

An Teilann – Gnó pobail aistriúcháin
Translation community business

Cumann na Fuiséige-grúpa Gaeilge iar-chimí
Ex-prisoners Irish language group

Ionad Uíbh Eachach – áisionad teaghlaigh Gaeilge
Irish medium family resource centre

Glór na nGael – Grúpa cothaithe na Gaeilge
Irish Language promotional group

Cumann Chluain Ard –Club sóisialta Gaeilge
Irish Lanangauhe Social Club

Iontaobhas Ultach Nua –clár traenála na meán a mholfar
Proposed media training programme

Iontaobhas na Gaelscolaíochta – gníomhaireacht forbartha Gaeilge
Irish language educational development agency

Lá – nuachtán seachtainiúil Gaeilge
Weekly Irish Language Newspaper

Fiontair Mhuileann Mhic Con Midhe –gníomhaíochtaí ceirde agus ealaíon
Crafts and arts activities

Súil Aduaidh – Cuideachta déanta scannán Gaeilge
Irish medium film making company

Amharclann na Carraige - amharclann pobail: suíomh grúpa amharclainne JUSTUS
Community theatre: home to JUSTUS theatre group

Fáilte Feirste Thiar – Tionscnamh turasoíreachta Bhéal Feirste Thiar
West Belfast tourism initiative

Scoil Cheoil Thraidisiúnta agus Chomhaimseartha Bhaile Andarsan agus Scoil Cheoil McPeake-scoileann ceoil thraidisiúnta
Andersonstown Traditional and Contemporary Music School and McPeake School of Music – traditional music schools

Comhairle Phobal na bhFál
Falls Community Centre

Tionscadal Iarsmalann Bheo Naomh Comhghall
St Comgall Living Museum Project

Gnó sa Phobal Thuaisceart Éireann
Business in the Community Northern Ireland

Roinn Cultúir, Ealaíon agus Fóillíochta

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