Volume 3
Implementation & Delivery

1.0   Implementation and Delivery

Implementation & Delivery

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1. Implementation & Delivery

1.1 Programme Management and Implementation

This section describes the programme management and implementation arrangements. A multi-level structure of governance and implementation arrangements is envisaged, as follows:

1. A structure at national level bringing together the officials from the key Government departments and statutory agencies;

2. Partnership-based structures at city level bringing together the key stakeholders, centred on the role of the local authority driving the strategy and overseeing implementation. This structure will be linked to the establishment of the statutory-based Socio-Economic Committee (SEC) for the Limerick City and County Council, as proposed in Government's reform of local government and alignment of local government and local development;

3. Partnership-based structures at the level of the local regeneration communities; and

4. Structures for community participation and involvement in the local communities.

1.1 Programme Structures, Composition and Roles: Overall Strategy and Community Consultation

The key structures, their composition and roles in oversight and implementation of the regeneration programme are described below. First, the overall structure linked to the setting up of the Socio-Economic Committee (SEC) for the local authority administrative area (city and county) is described.

1.1.1 Socio-Economic Committee: Limerick Local Authorities

A key element of the reform of local government is the establishment of Socio-Economic Committees (SECs) within each local authority area. These will be formed as public-private partnerships of socio-economic interests, comprising representatives of local authorities and other state agencies, local community interests, civil society and economic and social partners. The composition of the SEC will fit with the requirements under the local development provisions, Community-Led Local Development, in the EU Structural and Investment Funds (2014-2020), such that SECs can act as a vehicle for accessing EU Structural and Investment Funds. This means that

representation of non-public stakeholders (local and community development, social, economic and community interests) will be in the majority. Over time, it is proposed that SECs will be vested with responsibility for co-ordination, governance, planning and oversight of all publicly-funded local and community development interventions (Putting People First, 2012).

SECs will have responsibility for developing five-year city and county local and community plans, encompassing, on an area basis, all local and community development spending from the range of different programmes and structures. TheLimerick Regeneration Framework Implementation Plan (LRFIP) is one of the sub-strategies to be pursued under the direction of, and monitoring by, the SEC. On the regeneration pillar, the procedures and approval processes are required to follow statutory defined planning and appeal procedures, capital appraisal and rules related to public procurement. The Department of the Environment, Community and Local Government (DoECLG) is the key Government department in this respect.

The precise details of the SEC structure and operation (membership, working arrangements etc.) and model for Limerick local authority area have not been fully developed as yet. The Alignment Steering Group proposed that SECs should have "tightly defined" membership, with the number of SEC members not exceeding 15, and a target of 10-12 recommended in most cases. The City and County Manager will be responsible for establishing the SEC in consultation with the principal local stakeholders and within the broad guidelines set by the DoECLG. As well as requirements related to balance of representation between public and "private" stakeholders (socio-economic partners) stakeholders, balance of representation across the territory of local authority administrative area of city and county will be required. The Chairperson of the SEC will be selected by majority decision from amongst the members of the SEC. The local authority will provide administrative and secretariat support to the SEC.

Taking into consideration the range of territorial and thematic programmes to be driven and / or directly implemented by the new Limerick local authority, the SEC could propose the setting up of other partnership-based structures to provide strategic / advisory input

to the SECs on specific themes – e.g., an Economic Forum, Ageing Well, Culture etc. The overall structure is shown in Figure 1 across.

1.1.2 Regeneration: National / Central Government

In order to support the integrated approach applied in the LRFIP for the regeneration areas, the key Government departments and statutory agencies at national level, similar to the situation under the regeneration programme 2007-2011, will be brought together in the Programme Delivery Group (PDG). The PDG involves representatives drawn from senior civil and public servants. This structure will be chaired by a senior official (Assistant Secretary level) of the Department of Environment, Community and Local Government (DoECLG). The precise terms of reference and meeting schedule of the PDG will be agreed when the structure is re-convened.

The role of the PDG will be enhanced compared with the past. This is at a time when key areas of government policy relevant to this plan (children and families, labour market activation policy, local Government and local development) are in a process of institutional and policy reform. The role of the PDG involves bringing Government's reform agenda into the local regeneration programme (the LRFIPs). It will also promote a coordinated approach across the various aspects (social, economic, physical) of the LRFIPs. Specific tasks are:

- To promote coordinated / integrated planning and delivery from national through to local level. This includes coordination in mainstream programme budgets allocated to the local level. This especially applies in the social regeneration programme.
- To promote "bending" of mainstream programmes – i.e., more flexibility in delivery of actions and methods of delivery - to better meet local needs. Again, this applies mainly to the various policy fields within the social programme (e.g., education, health, children and families, youth justice, labour market activation).
- To oversee the programme strategy and progress with implementation, drawing on monitoring and evaluation of the LRFIPs. The PDG will receive progress reports (e.g. Annual Implementation Report) and provide feedback on this to the Local Strategic Advisory and Monitoring Group - (See below).
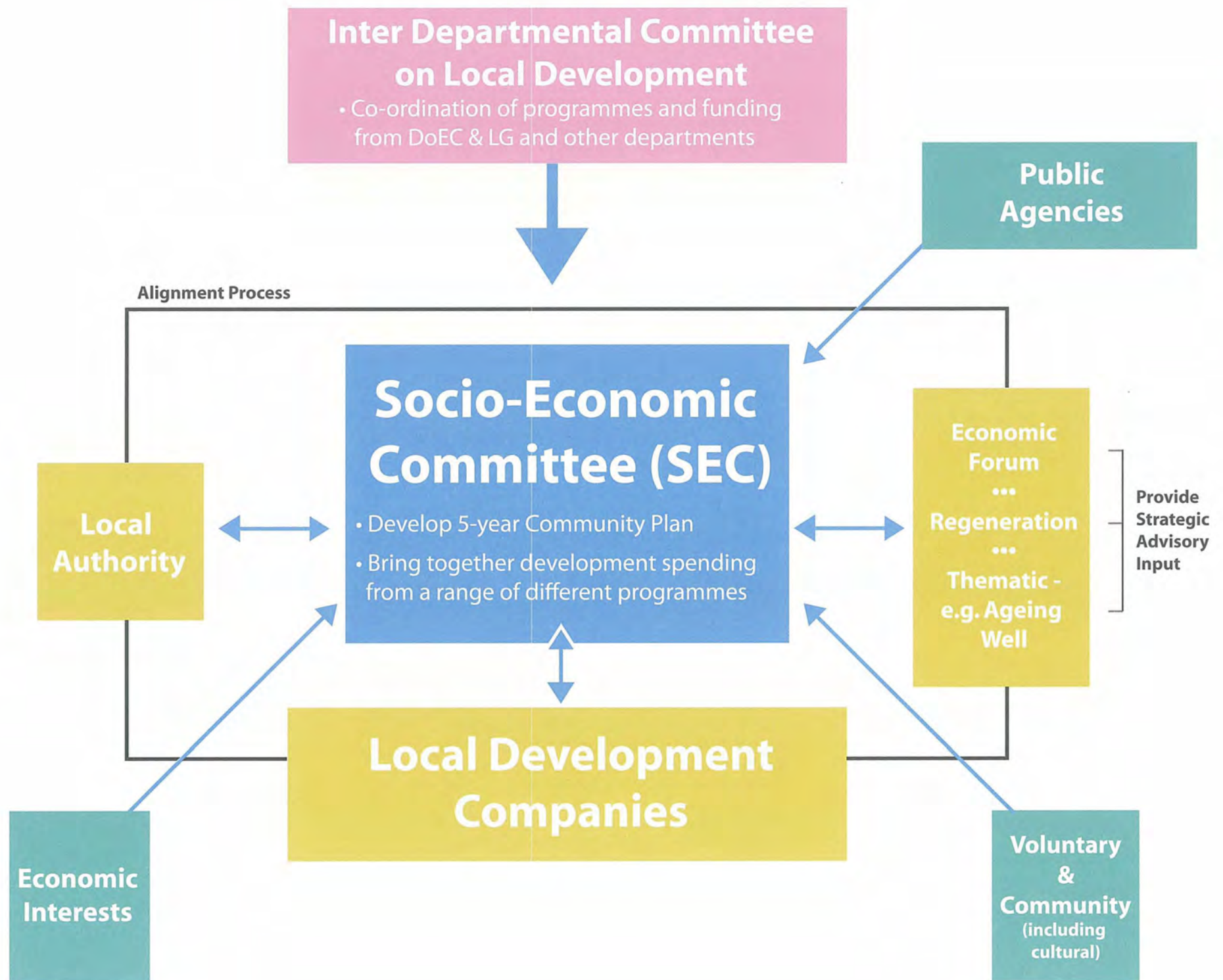- To promote a strengthening of the evidence-

Inter Departmental Committee on Local Development
• Co-ordination of programmes and funding from DoEC & LG and other departments

Public Agencies

Alignment Process

Socio-Economic Committee (SEC)
• Develop 5-year Community Plan
• Bring together development spending from a range of different programmes

Local Authority

Economic Forum
•••
Regeneration
•••
Thematic - e.g. Ageing Well

Provide Strategic Advisory Input

Local Development Companies

Economic Interests

Voluntary & Community (including cultural)

Figure 1: Socio-Economic Committee Limerick Local Authorities

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informed approach to policy and service delivery (supporting positive outcomes for the regeneration areas and the population of those areas).

1.1.3 Local Authority / City

The local statutory partners and other agencies and interests in Limerick City will be brought together into the structure of the Local Strategic Advisory and Monitoring Group. The membership and representation of stakeholders on this group will be agreed in consultation with the relevant public and non-public stakeholders on the SECs (those concerned with the city) and statutory agencies and socio-economic and community organisations involved in the implementation of the regeneration programme (e.g., Department of Education and Skills, HSE, Limerick and Clare Education and Training Board, Garda Síochána, PAUL Partnership, other community and voluntary sector organisations). Details in terms of representation, number of members, balance across the stakeholders, the method of recruiting members to represent the various interests and selection of the chairperson and operating arrangements will be agreed locally following consultation. The membership will include the Director of Regeneration and a senior official from the Economic Directorate of the local authority. A schedule of quarterly meetings is proposed.

This partnership will oversee the physical, economic and social regeneration strategies, as elaborated in the LRFIPs. The partnership will be responsible for the following:

- Approval and on-going review of the strategy and the programme, to be implemented by the local stakeholders. This will involve review of expenditures, outputs and results achieved under the programme, based on a system of periodic progress reporting and an Annual Implementation Report.
- The Local Strategic Advisory and Monitoring Group will approve the Annual Implementation Report.

The partners will review the structures and procedures of the programme to ensure that they are working effectively and efficiently, working up to central government, across the partnership of statutory agencies and other organisations at city level involved in coordination and implementation, and into local communities. For instance, they will review the implementation arrangements (focusing on the

effectiveness of the key agencies tasked with programme implementation and effectiveness of coordination) and suggest improvements, as appropriate.

A secretariat to the group will provide administrative support such as preparing minutes of meetings, agreed by the Chair prior to wider circulation, convening of meetings etc.

1.1.4 Expert Advisory Input

It may be appropriate to set up advisory / working groups on an *ad hoc* basis to inform the development of specific aspects or themes supported by the LRFIPs. For instance, it is envisaged that an advisory group on economic regeneration (which is starting from a low base) could be set up. This could include representatives of the private sector including people with expertise and experience of entrepreneurship generally and in disadvantaged communities and experts and practitioners in areas of particular relevance to the economic regeneration pillar (e.g., social enterprise, social innovation, corporate social responsibility).

1.1.5 Local Communities

Local Regeneration Committees will operate in each of the regeneration communities – Moyross, St. Mary's Park, Kincora and Carew Park, Southill, O'Malley Park and Keyes Park, Southill and Ballinacurra Weston. A Community Consultative Forum will operate across the regeneration communities. The latter will bring together representatives of local communities from the regeneration areas, as outlined above under the Priority titled Community Participation, Empowerment and Civic Engagement.

As in the past, the Community Consultative Forum will be coordinated by the PAUL Partnership, convening and acting as the secretariat to the Forum.

The Local Regeneration Committees will involve representatives of the statutory agencies in the city and local residents and have independent chairpersons. A designated secretary will prepare minutes of meetings, to be agreed by the Chairperson of the Local Regeneration Committee before wider circulation.

The role of the Local Regeneration Committees is to provide a forum for exchange of information and views to and from the regeneration communities. They

will address issues related to forward planning of action and proposals, service delivery issues, progress or lack of progress with programme implementation, provide feedback to statutory agencies on needs and issues of concern to the communities and to communicate information to residents.

Drawing on activities supported under the Priority Community Participation, Empowerment and Civic Engagement, it will be appropriate to review the operation of the community-based structures, membership and representation, terms of reference to suggest improvements and apply any adaptations recommended accordingly.

1.2 Executive / Implementation Structures and Procedures

TheExecutive Office of Limerick Regeneration is within the structure of the Limerick City and County Local Authority. The Department of the Environment, Community and Local Government (DoECLG), as such, is the parent department. Together with key specialist agencies such as the National Development Financing Agency, the DoECLG has the key role in assessment and approval of the physical infrastructural, housing and other major capital projects. Physical infrastructure projects, however, may also come under the remit and funding from other Government departments (e.g., Department of Education and Skills, Department of Health).

However, mainstream interventions under the various themes of the social programme (education, health) will be led by the statutory agencies with the remit to operate in the relevant areas. The Economic Directorate of the local authority will work closely with the Office of Regeneration on matters related to the economic pillar in the regeneration areas, linking with partners in the LCETB/ SOLAS.

The lead agencies, other partners and coordination mechanisms have been identified above in relation to specific activities under the priority themes of the social programme. Coordination mechanisms are already in place in certain areas to facilitate integrated planning and delivery of services – in particular, the Limerick City Children's Services Committee in relation to services for children and families in the city. For instance, interventions to support children and families cross-cut the various themes of the plan, and are especially strongly represented in Education and Learning, Health and Well-Being, and Families and Youth at Risk. In other areas related to different sections of the population – e.g., adult education and learning, employability / activation - local inter-agency coordination mechanisms across social and economic / employment development policies will need to be strengthened.

1.2.1 Office of Regeneration: Local Authority

The Office of Regeneration,within the local authority, is responsible for the day-to-day management and implementation of the LRFIPs (physical, social, economic) working closely within the local authority with the Economic Development Directorate, and with Environment and Planning. The various structures of

the programme, as outlined above, will promote wide stakeholder involvement and local coordination in delivery. This is especially important, for instance, for effective implementation of the social programme.

The financing of the physical regeneration will come largely from public funding sources accessed from the Department for Environment, Community and Local Government (DoECLG) (but also from the Department of Education and Skills in the case of schools capital projects, and similarly, Department of Health in the case of capital projects in health infrastructure). Depending on the funding models, other parties (e.g., EU, philanthropic, private investment) could be involved in financing capital projects.

Financing of the economic and social pillars will require a mix of funding. For instance, the social plan is structured on a three-tier structure of funding:

1. The specific additional funds for Limerick Regeneration from DoECLG.

2. Mainstream funding from central Government / statutory agencies.

3. Philanthropic funding.

The economic regeneration plan will require access to public, private and philanthropic funding sources and could include experimentation with new sources of funding to support enterprise development.

The local authority is accountable to Government for the additional funds made available, through the Department for the Environment, Community and Local Government (DoECLG), to the Limerick City and County authorities for the LRFIPs.

The strategy, as outlined in the social programme, aims to influence how mainstream funds are applied to social policy interventions to address social exclusion in Limerick, with the specific focus on the regeneration areas. The strategy also aims to improve the coordination of the overall package of State funding into policy interventions in the regeneration areas. This is part of the "whole of government" approach, at the foundations of the LRFIPs.

The organisational arrangements for the Executive, Office of Regeneration and functions of the various parts are outlined below. There are three elements to the organisational set up, namely:

(i) A Policy and Operations Unit in City Hall which includes the absorption of Supporting Social Inclusion in Regeneration in Limerick (SSIRL) into the Local Authority Office for Regeneration;
(ii) Community-based offices in the northside and southside regeneration areas;
(iii) Close working relationship with the Economic Development Directorate in matters relevant to economic development of the regeneration areas (in regeneration areas and city-wide development with a strong impact on the regeneration areas).

The organisational structure and role and key tasks of the Policy and Operations Unit of the Office of Regeneration are as follows:

1. Director of Regeneration, based at Limerick City Hall, as part of the role of the Director of Services for Home and Communities, Limerick City and County Councils. This will enable the linkage of regeneration into the wider policy framework of the local authority as well as visibility of regeneration as an important priority for the city.

2. A small team at City Hall dealing with overall financial and administrative matters, including contractual matters and procurement. Specific tasks will include the following:

- Providing a secretariat function to support the work of the Local Strategic Advisory and Monitoring Group.
- Support to the set up and operation of the various structures of the programme, support for the Programme Delivery Group, liaison with the Department of the Environment, Community and Local Government (lead Department) and the Local Regeneration Committees – e.g., consultation on / agreeing representation, ensuring meeting schedules are prepared, servicing structures with progress and implementation reports (Annual Implementation Reports), responding to issues as they arise.
- The administration of the Social Intervention Fund including set up and delivery systems, overseeing and ensuring correctness of the procedures for appraisal / evaluation of grant applications, administration of grants (making payments, monitoring expenditures / audit trail, issuing contract / service level agreements) and monitoring financial and physical progress (outputs and results) of spending.
- The collation of the Annual Implementation

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Report. The Annual Implementation Report will be based on: (i) review / up-date on contextual issues affecting the strategy / programme implementation; (ii) periodic progress reports on expenditures and physical indicators of implementation related to the additional funding provided by Government for Limerick Regeneration (projects, outputs); (iii) progress /review report from the Economic Development Directorate within the local authority and from the key / lead agencies on the wider body of social policy interventions (mainstream) in support of the target areas / population. The progress reporting should provide an approximation of the resources (funding), output and result indicators, drawing on those identified under the implementation arrangement for the LRFIPs. This wider framework for progress reporting should facilitate local coordination and the "whole of government" approach.

- Communication and publicity on the LRFIPs and its implementation. This will include maintaining the website, making documentation available to the wider public (newsletters, briefings, lists of beneficiaries, agreed minutes of meetings, Annual Implementation Reports) and working in cooperation with the team in the community-based offices to keep communities and residents informed of issues and progress. The approach of making the documentation related to progress, feedback on community issues, decisions made etc., will produce a high level of openness and transparency to the decision-making processes.
- With reference to the social programme, the SSIRL (Supporting Social Inclusion in Regeneration in Limerick) programme, co-funded by Atlantic Philanthropies, Government through the Office for Regeneration, and the University of Limerick, was established under the first phase of regeneration (2007-2011). From January 2014, SSIRL will be absorbed into the Office for Regeneration and all programmes grant-assisted by SSIRL will transfer to the Social Regeneration Programme. The intention is to align initiatives funded under SSIRL with initiatives funded by the Social Intervention Grant (the fund to Limerick Regeneration from DoECLG to invest in and support projects in the regeneration areas including those with an impact on the regeneration communities). In regeneration to date, SSIRL initiatives are funded under their Programme Innovation and Delivery Fund (PIDF). The PIDF is supporting three multi-agency

consortia: Children and Families; Ageing Well and Civic Engagement. Investments under the PIDF model have a strong focus on the mainstream. The process has involved appraisal of multi-agency plans and promotion of learning and capacity building through research and evaluation of local practice. The model emphasises a joined-up approach in mainstream services, maximising the outcome from mainstream budgets and replication and scaling up of good practice.

3. A team at City Hall responsible for planning, engineering and architectural aspects of regeneration – i.e., the physical regeneration. This team works closely with the team in the community-based offices in the regeneration areas and the team in the Economic Development Directorate of the local authority.

4. The organisational arrangement and role / tasks of the community-based offices of Limerick Regeneration as follows:

- Office of Regeneration at Southill, based at Limerick Enterprise Development Partnership, and at Moyross (Watch House Cross) with sub-offices at St. Mary's Park (northside) and Ballinacurra Weston (southside).
- Staff at these offices are the key personnel interacting with the community on an on-going basis, communicating with residents, and resident and community-based organisations and encouraging / supporting coordination in public service delivery. Within the senior staff of the community offices, in addition to the area-based brief, there is a division of responsibility between social (one officer leading on social) and economic (one officer leading on economic).
- In 2013, this team has supported the roll-out of the Social Intervention Fund in the communities, providing information to potential applicants and the organisation of appraisal of proposals and supporting administration of the approval and payments process.
- This team is responsible for liaising with the teams in City Hall who are responsible for administration and financial management systems and the physical regeneration.
- They support the communication strategy of Limerick Regeneration in the regeneration areas and to the wider community of the city.

1.2.2 Project Team: Central and Local Government
A Project Team involving key officials from the Department of the Environment Community and Local Government (DoECLG) and the Office of Regeneration in the local authority will be responsible for executive decisions related to roll-out of implementation of the FIPs. This will particularly focus on the operational side of the physical programme including planning, appraisal, approvals and financing of physical build schemes including housing retrofitting and new build. Procurement processes will also be a key issue to be addressed by this team.

A schedule of monthly meetings is proposed combined with more regular contact on specific issues of day-to-day operations, as they arise.

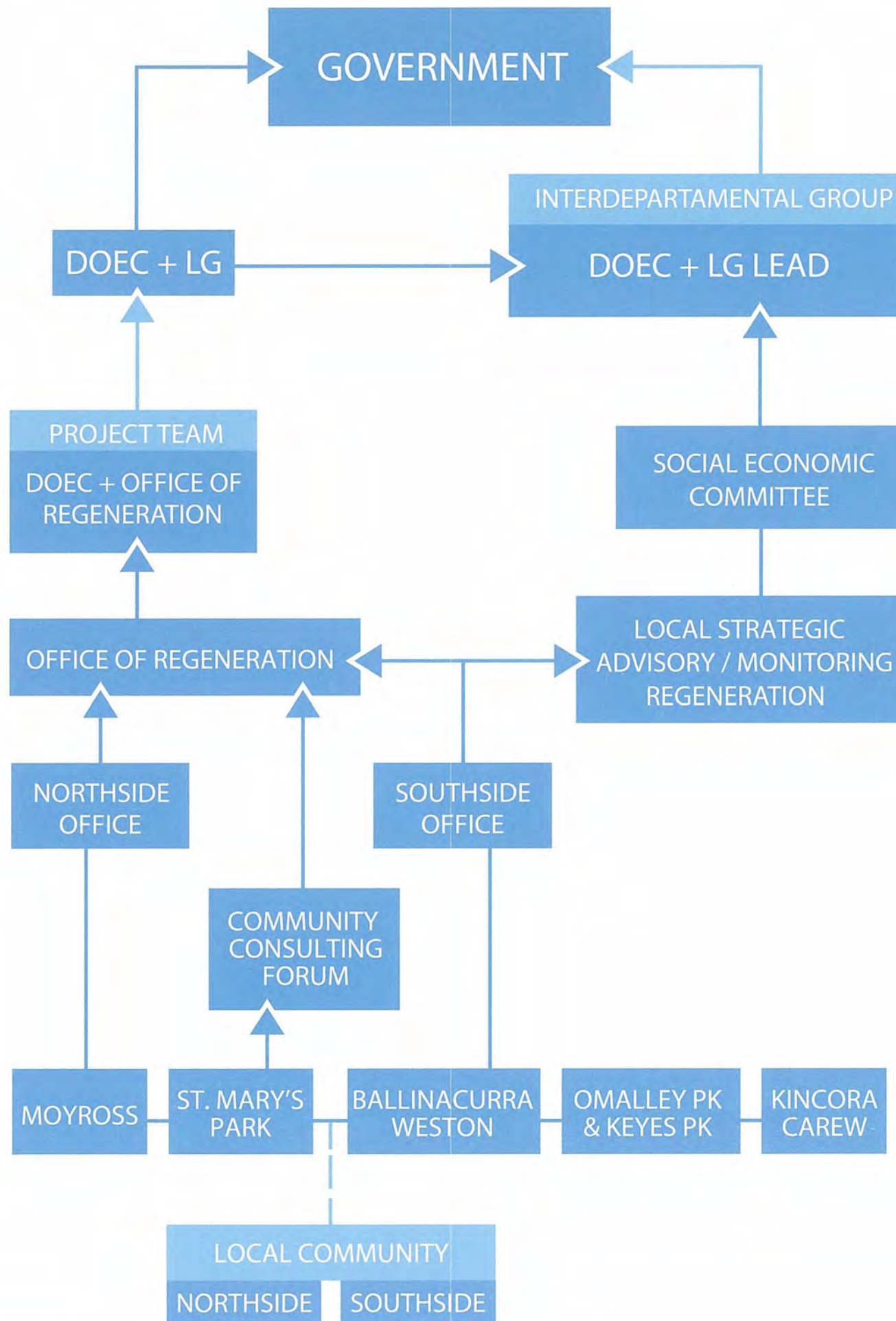The organisational structure for regeneration is shown across.

Figure 2: Organisational Structure for Limerick Regeneration

GOVERNMENT

INTERDEPARTAMENTAL GROUP

DOEC + LG

DOEC + LG LEAD

PROJECT TEAM

DOEC + OFFICE OF REGENERATION

SOCIAL ECONOMIC COMMITTEE

OFFICE OF REGENERATION

LOCAL STRATEGIC ADVISORY / MONITORING REGENERATION

NORTHSIDE OFFICE

SOUTHSIDE OFFICE

COMMUNITY CONSULTING FORUM

MOYROSS

ST. MARY'S PARK

BALLINACURRA WESTON

OMALLEY PK & KEYES PK

KINCORA CAREW

LOCAL COMMUNITY

NORTHSIDE

SOUTHSIDE

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1.3 Monitoring the Regeneration Programme

Section 1.3 of Volume 3 relates to Monitoring the Regeneration Programme. The finalised Social, Economic and Physical Framework Implementation Strategies proposes target outcomes in the form of indicators and interventions in the form of key projects. This level of detail will assist in measuring and monitoring change over time (i.e. increase/decrease in levels measured) and ultimately assist in formulating policy based on the change experienced. Significant research has already been undertaken as part of the previous regeneration programme and it is intended that future phases of evaluation will be developed over the course of the regeneration programme. The Limerick Regeneration Framework Implementation Plan acknowledges that the plan will be reviewed over time which may result in changes to the plan as the needs of the community evolve.

It is felt that the more descriptive the statistic the better the level of information collected and enabling comparison not only between key indicators over time but also the ability to relate changes in the regeneration areas in Limerick to other regeneration areas nationally and other comparator neighbourhoods. The variety of indicators listed can also be analysed to determine key relationships over multiple variables. For example, an increase/decrease on crime rates can be measured against how this may affect health issues such as mental and physical health.

It is intended that data collection methods would encompass both qualitative and quantitative research methods and include household surveys, secondary and administrative data (CSO, Council statistics), focus groups and statistical analysis. Statistical analysis (regression/multiple analysis) will be used to unpick factors explaining why any given group of residents is more likely to experience a particular condition than another group.

Qualitative assessment will be used to measure attitudes and awareness levels and this form of survey is particularly useful in establishing residents perceptions of overall change in their area in tandem with more quantitative assessments.

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Theme	Indicators		Source of Monitoring	Key Projects
Housing and Physical Environment	**Promoting Healthy Communities** • Increased house prices • Improved satisfaction with services and facilities • Improved environment and levels of satisfaction with environment • Increased new residential development within a sustainable catchment of services and facilities (800m -10 minutes walk) • Increased rate of completed retail, office, residential and community related uses in regeneration areas • Decreased level of vacant floorspace/residential units in regeneration areas • Increased rate of ground floor active frontage • Increased number of retail uses within designated district and local centres • Increased community and healthcare uses • Increased level of functional active and passive public open space within 800m (10 minutes walk) of regeneration areas • Increased level of active play facilities for those under the age of 15 within 800m (10 minutes walk) of regeneration area **Requiring Good Design** • Increased number of the number of smaller scale sites progressed for replacement housing rather than large scale housing projects (i.e.schemes <35 units) to ensure balanced, incremental development. • Increased level of reused existing buildings • Increased number of connections from the regeneration areas to the wider community • Increased level of diverse and high quality architectural design • Increased number of higher density developments (>50 units per hectare) at local and district centres subject to good urban design principles • Increased number of medium density developments (35-50 units per hectare) within residential zones of the regeneration areas **Promoting Sustainable Movement** • Increased use of public transport • Increased delivery of cycleways/cycle lanes **Meeting the Challenge of Climate Change and Flooding** • Decreased level of level of carbon dioxide emissions • Increased level of use of SUDS • Decreased level of domestic water consumption (litres/day/household) • Decreased level of water leakage rates • Decreased level of household waste • Increased level of household waste recycled **Deliver a Wide Choice of High Quality Homes** • Improved housing quality / resident satisfaction with accommodation • Increased mix of dwellings by tenure (owner-occupied, local authority tenanted, voluntary etc.) • Decreased level of dwellings that are vacant • Decreased level of dwellings that are difficult to let		• Limerick City Council (various internal departments) • Surveys • Smarter Travel Unit • Department of Transport • CSO POWCAR data • SEAI • SEAI national database • Buildings at Risk database • Design Steering Group within City Council • Focus groups/Household surveys	• Environmental improvement projects • Physical redevelopments – new build and replacement housing • New and upgraded greens, open spaces and parks • Transport – public, community and related projects • New playgrounds/areas • Housing management/services • New and improved community facilities • Property acquisition and demolition • Road improvements and safety • Housing retrofit and new housing construction tospecific energy efficient rating • Re-use of derelict buildings

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Theme	Indicators	Source of Monitoring	Key Projects
Housing and Physical Environment	• Decreased level of the number of local authority and private dwellings in the regeneration areas that fall below the BER rating 'C' • Increased level of energy efficiency rating of homes • Increased level of the number of specialist units (elderly housing, single person units) to meet existing and future demographics of the regeneration areas • Increased level of the number of unoccupied dwellings in the regeneration areas that are brought back to residential use **Conserve and Enhance the Natural Environment** • Increased level of enhancement to areas of high landscape value e.g. by the River Shannon and Abbey River • Increased level of the protection of individual natural features as part of development proposals • Increased level of areas using native or seed/fruit species • Net gain in biodiversity **Conserve and Enhance the Historic Environment** • Decreased level of vacant and derelict Protected Structures within the regeneration areas.	• Limerick City Council (various internal departments) • Surveys • Smarter Travel Unit • Department of Transport • CSO POWCAR data • SEAI • SEAI national database • Buildings at Risk Database • Focus groups/Household surveys • Contractor surveys	• Environmental improvement projects • Physical redevelopments – new build and replacement housing • New and upgraded greens, open spaces and parks • Transport – public, community and related projects • New playgrounds/areas • Housing management/services • New and improved community facilities • Property acquisition and demolition • Road improvements and safety • Housing retrofit and new housing construction to specific energy efficient rating • Re-use of derelict buildings
Employment and Enterprise	• Higher participation rates in activation • Higher participation rates in FET • Improved work-related qualification • Higher numbers in employment • Reduced unemployment rates • Reduction in workless households • Reduction in welfare dependence • Increased local work opportunities through public procurement (e.g., construction) • Investment in economic activity in regeneration areas • New thematic areas of enterprise in / adjacent to regeneration areas (e.g., green economy, unskilled / semi-skilled manufacturing, horticulture) • Increased use of space / buildings for economic purposes and employment • Increased employment opportunities for residents of regeneration areas • Increased number of social and community enterprises • New models of social innovation • Increased business support/growth/activity • Increased earnings and income levels • Increased access to, and removal of, barriers to employment • Increased employment opportunities for those suffering from disadvantage in the employment market (direct employment from supported programmes and economic structures)	• Limerick City Council (various internal departments) • Private / Public service providers • Limerick City Council Economic Development Unit • CRO data and monitoring by Economic Development Unit • Enterprise Ireland • Economic Development Unit training and mentoring hours • Economic Development Unit – monitor of take up of incentives programme • CSO Data • Economic Development Unit capacity building and training monitor • Dept. of Social Welfare/ • Labour Force Survey/ National Quarterly Household Survey • Focus groups/Household surveys • Contractor surveys	• Labour market intervention programme Northside and Southside regeneration areas • Additional supports for most vulnerable groups in the labour market • Flexible FET programmes targeted to needs and supporting progression • Proactive and coordinated liaison with employers in the city to develop work opportunities and support work placements • Strategic use of public procurement • Marketing site • Thematic enterprise development supports (space, training, advice / mentoring, financial incentives)

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Theme	Indicators	Source of Monitoring	Key Projects
Employment and Enterprise	• Decreased lone parents dependant on income support • Increased use of existing underutilised land/buildings for temporary uses • Business start-up rates through regeneration specific enterprise development programmes • Increased business survival rates • Increased level of employment generating uses applying for planning permission • Increased amount of land supply for employment generating uses • Increased level of investment to communication infrastructure (high speed broadband etc.) • Increased level of digital literacy skills and inclusion within the regeneration areas • Increased level of programmes within the regeneration areas to assist disabled people to access digital content • Improvement on score in Deprivation Index • Level of shift from unskilled to higher skilled employment	• Limerick City Council (various internal departments) • Private / Public service providers • Limerick City Council Economic Development Unit • CRO data and monitoring by Economic Development unit • Enterprise Ireland • Economic Development Unit training and mentoring hours • Economic Development Unit – monitor of take up of incentives programme • CSO Data • Economic Development Unit capacity building and training monitor • Dept. of Social Welfare/ • Labour Force Survey/ National Quarterly Household Survey • Data from Pobal • Focus groups/Household surveys • Contractor surveys	• Training and enterprise hubs in regeneration areas • National CSR (Corporate Social Responsibility) Engagement Centre • Proactive and coordinated employer liaison (to develop work opportunities / placements) • Increased number of social and community enterprises increased turnover / income generation in community / social enterprises • Increased employment; new models of social innovation • New businesses/self employment • Childcare related project • Skills training programme • ICT strategy/project • Construction industry related project/initiative
Crime and Community Safety	• Reduced crime • Improved community safety • Reduced fear of crime • Improved confidence in policing and estate management (LA) • Improved social environment of neighbourhood • Reduced burglary • Reduced anti-social behaviour • Reduced vehicle crime • Reduced youth crime • Attitudes of police towards regeneration communities /residents of regeneration communities (inclusion, equality of treatment)	• Limerick City Council (various internal departments) • Community Surveys • An Garda Siochana/PULSE • CSO • Focus groups/Household surveys	• Policing: city-wide continuing to target serious crime community policing in regeneration areas • Garda engagement with partners in community safety campaigns and to improve estate management • Drug search activities • Anti-social behaviour orders • Garda diversion activities for young people • Garda involvement in restorative justice • Increased Garda numbers & activity • Increased level of CCTV • Increased level of street lighting

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Theme	Indicators	Source of Monitoring	Key Projects
Health (Life-Cycle Perspective: Children, Adults, Older People)	• Reduced emotional and behavioural problems in children • Reduced rates of chronic physical and mental illness and improved self-assessed health. • Health promotion: Improved awareness and application of positive lifestyle practices diet, exercise, mental health and well-being • Improved access and satisfaction with health services • Reduce smoking • Reduce teenage pregnancy • Improved access to drug and alcohol misuse services and treatment • Reduction in substance misuse	• Secondary data (census) and research (e.g., community surveys) • Research (including community surveys) • Focus groups/Household surveys	• Health awareness & promotion programmes (general and targeted); sport and recreational programmes; early years support programmes; access to treatment for positive mental health, addiction problems; full extended school service; health and well-being programme addressed to ageing; capacity building of partnerships of healthcare providers and community • Leisure, sport or exercise project/facility • Drug/ alcohol abuse project/ worker/services • Health services availability/accessibility • Specific community-based health projects: food & nutrition project, older people's project, teenage pregnancy project
Families and Youth At Risk	• Reduced emotional and behavioural problems in children • Reduced rates of physical and mental illness • Improved retention, reduced absenteeism and improved attainment in school • Improved work-related qualification • Participation in mainstream activities • Improved community safety	• Secondary data (reporting results by FET providers / ETBs) • Follow-up surveys (reporting results by FET providers / ETBs) • Secondary data, statistical • Focus groups/Household surveys	• Local Assessment of Needs System; • Family support programmes offering high intensity support • Quality Assurance Framework (Children's Services Committee); outreach & integration plans for youth at risk; • Restorative justice targeted and preventive strands • Youth facilities and services (universal)

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"Safe and sustainable communities where people of all ages enjoy a good quality of life with decent homes and feel a strong pride of place. Well serviced and attractive neighbourhoods will be fully integrated with the social, economic and cultural life of Limerick."

Theme	Indicators		Source of Monitoring	Key Projects
Education	• Improved oral language acquisition / school competency from pre-school • Improved qualification base in the population • Improved attainment in school • Reduced early school leaving • Improved progression to FET and third level • Higher participation in FET and learning • Improve school attendance/reduce exclusion • Improve literacy and numeracy • Investment in ICT infrastructure • Improved ICT connectivity		• Research • Secondary data from schools (anonymised) • Secondary data (DES) • Secondary data from schools (anonymised); statistical data DES; research • Secondary data • Secondary data (from VEC) • Secondary data (reporting results by FET providers / ETBs) • Focus groups/Household surveys	• Parenting support programmes in cooperation with schools /pre-schools • Literacy / numeracy initiatives in DEIS schools homework / afterschools activities • Additional support for professional development of teachers • FET programmes for adults and specific target groups (e.g., young lone parents) using appropriate outreach • Capacity building of partnerships and learning networks • Strategic connections to wider road / movement network • Local connecting roads and pathways (walk ways, cycle paths) within and adjoining regeneration areas • Public transport • ICT strategy/project • Educational facility – St Kieran's integrated campus
Community	• Higher rates and greater diversity of participation in community / voluntary organisations • Improved satisfaction with neighbourhood • Increased satisfaction with Limerick City Council • Increased satisfaction with key service providers • Increased level of community influence in decision making and service delivery		• Research • Limerick City Council (various internal departments) • Focus groups/Household surveys	• Estate management structures and community consultative forum • Local regeneration committees • Community based service delivery (centres) • Capacity building programme for civic engagement and community development

1. Implementation & Delivery

1.4 Physical Framework Implementation and Delivery Plan

The Physical Framework Implementation and Delivery Strategy sets out the key physical and infrastructural projects for the four regeneration areas with key agencies for implementation identified and indicative timescales proposed.

The Physical Regeneration Framework will be delivered in short (<3 years), medium (3-6 years) and long term phases (6 years +). Much work is already underway, and much has already been achieved, in particular:

- The recent success of the residential scheme at Cliona Park in Moyross;
- The construction, at present, of an elderly housing scheme in Southill and Vizes Court
- Commitment to funding from the Department of Environment, Community and Local Government has been achieved for sites for replacement homes in Southill, St Mary's Park and Moyross.

The physical implementation programme contains the following key objectives:

- Allow for replacement housing in the short to medium term within the regeneration areas for those tenants and residents directly affected by the regeneration programme
- Provide sites for replacement housing in close proximity to existing community hubs
- Identify key enabling works and infrastructural projects
- The current economic conditions are having a severe effect on the property market. However, it is important to remember that the regeneration programme is ongoing and the current down-turn provides the opportunity to plan for the up-turn.

The Office of Regeneration has a key role in de-risking projects and ensuring that proposals are more attractive to developers, key funders and investors. Adding value by undertaking preparatory works such as planning, financial and feasibility analysis will provide certainty and place projects in a position to secure funding quicker and be delivered faster. The current down-turn also presents an opportunity to take advantage of lower land values and assemble sites in order to further expedite development.

It is likely that each phase of the physical implementation plan will be broken down into a number of smaller development parcels to promote the principle of balanced incremental development (ie less than 35 residential units) and ensure effective delivery. It should be noted that the phasing plan is flexible and is subject to market and funding conditions.

It is vital to build and maintain momentum in the regeneration areas to ensure confidence in the process. In addition to sites that have been given commitment to funding and those sites that are under construction, there are a number of projects that can be progressed rapidly to provide ongoing regeneration benefits:

- Socio-economic programmes and initiatives as set in the Social and Economic Framework Plan
- Public realm improvements
- Upgrading of existing water infrastructure network in St. Mary's Park
- Creative re-use of underutilised land/buildings for a mix of 'meanwhile uses' (alternative uses of a temporary nature)
- Introduction of local food growing initiatives and community allotments, in light of recent successes underway in Moyross and Southill.

Southill	Key Projects	Key Agency Involvement	Timeframe			
			Immediate	Short	Medium	Long
Movement 1	**M7 Access link route** Route identification and selection Cost Benefit Analysis Route Construction	NRA/Limerick City Council/Limerick County Council	●	●	●	●
2	Environmental improvement works to existing roads at: Rosbrien Road, Roxborough Road Roundabout (radius tightening, signalised junction etc) Childer's Road	Limerick City Council/ Limerick County Council	●	●	● ●	
3	Improve permeability and connections throughout Southill at the following locations: a) A better connection from Roxboro roundabout (through the 'Galvone Arms' site) to the heart of Southill – the community hub containing the Church, Health Centre and Southill Area Centre	Limerick City Council/ Limerick County Council	●	●		
	b) New north-south connection from Childers Road to O'Malley Park through the Fulflex site			●		
	c) New north-south connection from Childers Road through the LEDP site and the Aldi Discount Store to connect with Kincora and Carew Park				●	
	d) New east-west connection from Maigue Way in Carew Park, south of Southill House, to the Roxborough Road				●	
	e) New east-west connection from Elm Place, Rathbane through Toppin's Field to John Carew Park Links Road				●	
	f) New north-south connection from O'Malley Park through site adjacent to Greyhound Waste facility to the Childers Road				●	
	g) New east-west connection from Bawnmore Road to Kilmallock Road				●	
	h) New east-west connection from Pike Rovers Football Club to Kilmallock Road				●	
	i) New north-south connection from Kennedy Park, adjacent to proposed Integrated Educational Campus at St Kieran's, to Childers Road				●	
	j) New east-west connection, south of Rose Court, Keyes Park from the Roxborough Road to the community hub			●		
	k) New east-west connection from John Carew Park to Yeats Avenue			●		
	l) New north-south connection through the green at Carew Park to improve accessibility		●	●		

1. Implementation & Delivery

Southill	Key Projects	Key Agency Involvement	Timeframe			
			Immediate	Short	Medium	Long
4	Improve local connections converging on the community hub at the following locations: a) Pedestrian link from Markievicz Drive across Collins Avenue to the community hub	Limerick City Council/ /Limerick County Council		●		
	b) New street at eastern boundary of Churchfields site to the Church			●		
	c) New street through the centre of the Churchfields site to the Southill Area Centre			●		
	d) Removal of bollards/rock armoury at Lilac and Aster Court			●		
5	Retain the general arrangement of streets and services infrastructure as existing with the following exception: a) Realignment of road north of Churchfields site in a southwards direction to allow for a frontage development with sufficient depth to be realised on the land immediately south of the Galvone Industrial Estate			●		
6.	Provide crossings for pedestrians and cyclists which will provide direct and convenient access between local amenities at the following locations: a) At Childers Road: from O'Malley Park to Kennedy Park and the new Integrated Educational Campus at St. Kieran's			●		
	b) At Roxboro Cross: From Roxborough Road to the District Centre (Roxborough Shopping Centre)			●		
	c) At Keyes Park to the community hub			●		
	d) At Collins Ave from Keyes Park to Southill House			●		
	e) At Collins Ave from Lilac Court in Keyes Park to Markievicz Drive in Kincora Park			●		
7	Provide new traffic-calming measures to O'Higgins Drive in Carew Park to improve safety for pedestrians and cyclists and slow traffic speeds.		●	●		
8	Provide on street parking along existing and new streets where feasible.			●		
9	Explore the potential to re-establish and environmentally improve the west-east link through the Galvone Industrial Estate from the Roxborough Road to the Kilmallock Road				●	●
10	Explore the potential for a link road (medium-long term objective) from Bawnmore Road to Kilmallock Road providing a direct link eastwards to Plassey Park Road (University of Limerick and National Technology Park).				●	●
Land Use	Thermally upgrade existing housing units where possible within Kincora, Carew, Keyes and O'Malley Park		●	●		
	Promote a higher quality residential built environment, with a greater mix of units and increased densities, in greenfield/brownfield sites proposed for replacement at Churchfields and Palm Court		●	●		

Southill	Key Projects	Key Agency Involvement	Timeframe			
			Immediate	Short	Medium	Long
	Promote mixed and employment generating uses along key strategic routes at Childers Road, Roxborough Road and John Carew Park Road, allowing for a higher efficiency of existing land resources.	Limerick City Council/ Limerick County Council			●	●
	Enhance the junction of Childers Road and Roxboro Road as a District Centre in order to fulfil its role as the commercial and retail hub serving Southill and the wider area.			●		
	Expand the footprint of the Southill Area Centre to improve the quality and choice of community focused uses available			●		
	Upgrade the Galvone Industrial Estate as a mixed use, employment generating area			●	●	
	Promote an integrated educational campus with shared facilities in one location at Roxboro Cross			●	●	
	Provide an alternative location for Traveller halting sites at Clonlong and Toppin's Field to allow the areas to be acquired for mixed and employment generating uses.			●	●	
	Promote mixed and employment generating uses at Kilmallock Road Enterprise Centre				●	
	Consider alternative uses for St. Enda's School and Southill Junior School.		●	●	●	●
Open Space	Subject to the further consultation, maintain the southernmost boundary of O'Malley Park (land once occupied by Castle Oaks View and Country View) as fallow ground in the short-term.			●		
	Retain O'Malley Park (Oisin Drive, Rose View Drive, Larkin Drive, Mountainview) as fallow ground in the medium term with a view to redevelopment in the longer-term for private housing.				●	●
	Create a new community park at the centre of the community hub to provide recreation and play facilities in a safe, overlooked location and provide a focus for local events and celebrations.			●		
	Provide opportunities for increased community interaction by encouraging local management of open space.		●	●	●	●
	Promote the retention of existing trees on proposed sites for development.		●	●	●	●
	Implement a programme of street tree-planting within the private curtilage of homes to ensure better management of the tree stock.			●	●	●
	Minimise run-off to the existing drainage infrastructure through the integration of Sustainable Urban Drainage System (SUDS) technologies on a site-by-site basis as appropriate, i.e. swales, porous paving etc.			●	●	
	Enhance Kennedy Park with further active recreational facilities and landscaping and provide a direct and safe access to O'Malley and Keyes Park.			●	●	

1. Implementation & Delivery

Southill	Key Projects	Key Agency Involvement	Timeframe			
			Immediate	Short	Medium	Long
	Maintain the following clubs as sporting facilities: • Hogan Park • Old Christians GAA • Pike Rovers • Carew Park AFC • Rathbane Golf Course	Limerick City Council/ Limerick County Council		●	●	●
	Retain and enhance the environmental characteristics of Barry's Field.			●	●	
	Restrict development of an old limestone rock quarry, directly east of the Roxborough Road and immediately south of Salvia Court which was used as a landfill site and filled with domestic refuse.		●	●	●	
	Explore the potential to reuse a derelict cottage (Sutherland Cottage) and adjacent lands south of the landfill site to provide a community farm/ allotment plots			●	●	
	Provide for a variety of functional, appropriately scaled and well overlooked public open spaces (both active and passive) within a suitable walking distance for residents of Southill			●	●	
	Provide for active playspace facilities for children below 15 years throughout Southill			●		
Housing	Develop sites for replacement homes at the following locations • Palm Court • Churchfields • Infill corner site at Lilac Court • Infill sites to south of Rose and Aster Court • Infill site to rear court at Markievicz and Yeats Avenue • Infill corner site at Maigue Way • Infill site at De Vere Court		●	●		
	Develop sites for housing other than replacement housing (i.e. Private, Voluntary, Social rented, Local Authority)				●	●

Moyross	Key Projects	Key Agency Involvement	Timeframe			
			Immediate	Short	Medium	Long
Movement 1	Support the construction of the Coonagh-Knockalisheen bypass, providing a new western entrance to Moyross to eliminate existing cul-de-sac layout.	NRA/Limerick City Council /Limerick County Council			●	●
2	Extend the existing Moyross Avenue to link with the new western entrance of the Coonagh-Knockalisheen bypass.	NRA/Limerick City Council /Limerick County Council			●	●
3	Upgrade the existing Moyross Avenue where the needs of pedestrians, cyclists and public transport users are prioritised and opportunities to front buildings onto the avenue are maximised.	Limerick City Council/ Limerick County Council		●	●	
4	Provide new and improved connections to improve permeability throughout Moyross at the following locations: a)A safe pedestrian/cycle link from Sarsfield Gardens through existing bridge underpass to Moyross Avenue			●		
	b) Improved existing access from Moyross to Cratloe Road				●	
	c) Improved access from the existing community hub of Moyross to Thomond Park/Cratloe Road				●	
	d) Provide a new connection between Moyross Avenue and Cratloe Road			●		
	e) Create a new connection between LIT and the District Centre at Watch House Cross			●		
	f)Improved access to Watchouse Cross from Ballynanty			●		
	g) Create a new street between Cosgrave Park and Maintenace Depot to eliminate existing cul-de-sac layout			●		
	h) Provide a new connection from LIT to the proposed linear park			●		
5	Provide new and improved crossings for pedestrians and cyclists which will provide direct and convenient access between local amenities at the following locations: a) At Moyross Avenue from College/Cliona Park to the community hub			●		
	b) At Moyross Avenue linkinging the linear park			●		
	c)At Moyross Avenue linking Cosgrave Park to Watchouse Cross			●		
	d) At Cratloe Road			●		
	e) At Killeely Road			●		
6	Provide on-street parking along existing and new streets where feasible.			●	●	
Land Use Strategy 1	Retain and refurbish existing housing units and develop new replacement housing units within Moyross			●		

1. Implementation & Delivery

Moyross	Key Projects	Key Agency Involvement	Immediate	Short	Medium	Long
2	Promote a higher quality residential built environment, with a greater mix of units and increased densities, in greenfield/brownfield sites proposed for replacement housing fronting onto Moyross Avenue at Delmege Park, College Avenue, Cliona Park, Cosgrave Park and Dalgaish Park	Limerick City Council/ Limerick County Council		●		
3	Enhance Watchouse Cross as a District Centre in order to fulfil its role as the commercial and retail hub serving Moyross and the wider area.			●	●	
4	Expand the footprint of the Moyross Community and Enterprise Centre to improve the quality and choice of community focused uses available.			●	●	
5	Reinforce existing Employment & Enterprise Uses at Moyross Enterprise Centre			●	●	
6	Promote the relocation of the Limerick City Council Maintenance Depot at Cosgrave Park		●	●		
7	Promote the redevelopment of the 'Bays' site to add additional local capacity and contributes to the formation of a natural training cluster.		●	●		
Open Space Strategy	Explore the potential for ecologically sensitive leisure uses as part of a strategic linear park from the river Shannon, through the heart of Moyross to Caherdavin.			●	●	
	Provide opportunities for increased community interaction by encouraging local management of open space.		●	●		
	Promote the retention of existing trees on proposed sites for development.		●	●		
	Implement a programme of street tree-planting within the private curtilage of homes to ensure better management of the tree stock.			●	●	
	Enhancing biodiversity through habitat improvements, compensatory habitat and native planting strategies within Moyross			●		
	Retain and enhance the existing active playing pitches associated with LIT, St. Nessan's Community Colllege and Thomond Park RFC as sporting facilities.			●	●	
	Restrict development of the landfill sites at Long Pavement Road.			●	●	
	Provide for active playspace facilities, based on the existing and expected child population projections generated by the existing and future need.			●	●	
Housing Strategy	Develop sites for replacement homes at various locations including: Cosgrave Park, Hartigans Villas, College Avenue, Cliona Park Dalgaish Park, Delmege Park		●	●		

Moyross	Key Projects		Key Agency Involvement	Timeframe			
				Immediate	Short	Medium	Long
	Refurbishment of both privately owned and local authority tenanted homes will be carried out to achieve a BER rating of C			●	●		
	Develop sites for housing other than replacement housing (i.e. Private, Voluntary) once replacement housing need has been satisfied					●	●

St.Mary's Park	Key Projects		Key Agency Involvement	Timeframe			
				Immediate	Short	Medium	Long
Movement Strategy 1.	Improve permeability and connections from St Mary's Park to its wider context at the following locations: a) At Island Road: to improve connectivity from St Mary's Park to the Medieval Quarter		Limerick City Council/ Limerick County Council		●		
	b) To the northwest of St Mary's Park: to improve connectivity to the New Road, Thomond Park and beyond.					●	●
	c) To the southeast of St Mary's Park to improve connectivity to Grove Island and beyond.					●	●
2.	Improve local connections converging on the existing St Mary's Park Community Centre at the following locations: a) a one-way link road from the Toll House to Verdant Place. This proposal recognises the restricted dimensions between the Toll House and the Bridge and the lack of pedestrian footpaths in the area.				●		
	b) a new street, at Island Gate, from Verdant Place to Dominick Street.				●		
3.	Provide on street parking along existing and new streets where feasible.				●		
4.	Provide crossings for pedestrians and cyclists which will provide direct and convenient access between local amenities at the following locations: a) At Star Rovers Football Club;				●		
	b) At the proposed connection to the northwest of St Mary's Park;					●	●
	c) At the proposed connection to the southeast of of St Mary's Park;					●	●
	d) At the Primary Health Care facility at Island Road;				●		
	e) At St Mary's Community Centre, Verdant Place.				●		
5.	Environmentally improve the existing street network of St Mary's Park to provide a safe, attractive, accessible and well-designed network of streets				●		

1. Implementation & Delivery

St. Mary's Park	Key Projects	Key Agency Involvement	Timeframe			
			Immediate	Short	Medium	Long
6.	Upgrade the existing water network within St Mary's Park			●		
7	Maintain and augment the existing embankment walkway.			●	●	
Land Use Strategy	Promote employment growth in King's Island and St. Mary's Park through the re-use of underutilised sites, derelict buildings and the upgrading of sites that already have employment use.		●	●	●	
	Support the creation of an identity for Nicholas Street, the main commercial street within King's Island and St. Mary's Park.		●	●	●	
	Regenerate unutilised or underutilised land and buildings in St Mary's Park and King's Island by considering alternative uses of a temporary nature, 'meanwhile uses', to ensure a productive use.		●	●	●	
	Promote the vitality and viability of the city centre by encouraging small scale shops, financial/ professional services and food and drink uses within King's Island		●	●	●	
	Support the provision of an extended multi-use community centre at St Mary's Park Community Centre to provide flexible and accessible spaces adaptable to the communities' needs			●		
Open Space Strategy	Restrict development on the strip of land east of St. Munchin's Street which was used as a landfill site and filled with domestic refuse.	Limerick City Council/ Limerick County Council		●	●	
	Return the eastern side of St Munchin's Street to parkland once demolition of the area has taken place.			●		
	Provide opportunities for increased community interaction and employment by encouraging local management of open space			●		
	Implement a programme of street tree-planting within the private curtilage of new and refurbished homes to ensure better management of the tree stock.		●	●		
	Explore the potential to upgrade Eel's Weir to provide a cycle and pedestrian link to the New Road and beyond.			●		
	Provide opportunities to maximise the educational value of the passive open space surrounding St Mary's Park.			●	●	
	Provide for active playspace facilities, based on the existing and expected child population projections generated by the existing and future need.			●		

St.Mary's Park	Key Projects	Key Agency Involvement	Timeframe			
			Immediate	Short	Medium	Long
	Protect and enhance the existing biodiversity value of St Mary's Park		●	●	●	●
	Manage the existing and future flood risk to St Mary's Park by: • Protecting the integrity of the existing flood defences and embankments • Incorporate flood resistant and flood resilient measures appropriately • Utilise sustainable urban drainage systems (SUDS) • Establish flood warning and emergency procedures		●	●		
Housing Strategy	Develop sites for replacement homes at the following locations • Googoo's Hill • Sheep Street/Athlunkhard Street • Gaol Lane		●	●		
	Refurbishment of both privately owned and local authority tenanted homes within St. Mary's Park and King's Island will be carried out to achieve a BER rating of C			●		
	Develop sites for housing other than replacement housing (i.e. Private, Voluntary) once replacement housing need has been satisfied				●	●

1. Implementation & Delivery

Ballinacurra Weston	Key Projects	Key Agency Involvement	Timeframe			
			Immediate	Short	Medium	Long
Movement Strategy	Improve permeability and connections from Ballinacurra Weston to its wider context at the following locations in the short-medium term: a) New street from Beechgrove Avenue to Crecora Avenue	Limerick City Council/ Limerick County Council		●		
	b) Remove the community wall to the side of the Church at Hyde Avenue to allow for physical and visual access			●		
	c) Construct a new pedestrian connection between the Church car-park and Crecora Avenue			●		
	Improve permeability and connections from Ballinacurra Weston to its wider context at the following locations in the long term: a) Provide a new vehicular connection from Clarina Avenue to Byrne Avenue. The lack of permeability at this location has resulted in high incidences of anti-social behaviour and crime.					
	b) Upgrade the existing laneway (Alley Lane) to allow greater access to Prospect Hill and Rosbrien Road to the north.					
	c) Provide a new vehicular connection from Clarina Park to Lenihan Avenue.					●
	Provide on street parking along existing and new streets where feasible.			●		
	Encourage shared use of the car parking adjacent to Our Lady of Lourdes Church with the Community Centre.			●		
	Provide new and improved crossings for pedestrians and cyclists which will provide direct and convenient access between local amenities at the following locations: a) At Rosbrien Road, to the west of Our Lady of Lourdes Community Centre.			●		
	b) At Childers Road, north of Our Lady of Lourdes Primary School.			●		
	c) At Hyde Road from Lenihan Avenue to Hyde Villas.			●		
	d) At Hyde Road from Crecora Avenue.			●		
	e) At Byrne Avenue from Clarina Park.					●
	Environmentally improve the existing street network of Ballinacurra Weston to provide a safe, attractive, accessible and well-designed network of streets in tandem with ensuring the optimum location of street lighting and CCTV.		●			
Land Use Strategy	Promote employment growth in Ballinacurra Weston through the re-use of underutilised sites at the existing local centre, Our Lady of Lourdes Community Centre and lands associated with the ESB Depot and Adapt House.			●		

Ballinacurra Park	Key Projects	Key Agency Involvement	Timeframe			
			Immediate	Short	Medium	Long
	Consider the creation of a community garden and horticulture training centre within the existing Our Lady of Lourdes Community Centre to offer training opportunities in the area of horticulture for future incorporation in landscaping / estate management			●		
	Consider the provision of hospitality industry training within the existing Our Lady of Lourdes Community Centre for local jobs in hotels and restaurants.			●		
	Promote the vitality and viability of the Local Centre at Punches Cross by encouraging small scale shops, financial/ professional services and food and drink uses			●	●	
	Support the provision of multifunctional spaces at Our Lady of Lourdes Community Centre to provide flexible and accessible spaces adaptable to communities' needs.			●		
	Consider the development of a Primary Healthcare Centre at a vacant site west of the Our Lady of Lourdes Community Centre to meet local need.				●	
Open Space Strategy	1. Protect and enhance the existing mature trees in Ballinacurra Weston located at the following locations: • To the rear of Beechgrove Avenue • To the rear of Adapt House • Along Childers Road	Limerick City Council/ Limerick County Council		●	●	
	Provide opportunities for increased community interaction and employment by encouraging local management of open space			●		
	Implement a programme of street tree-planting within the private curtilage of new and refurbished homes to ensure better management of the tree stock.			●		
	Retain the active recreation facilities located at Our Lady of Lourdes Community Centre.			●		
	Provide appropriate public art (as part of the % for Art scheme) in the proposals for redevelopment to reinforce the creation of a distinct identity for Ballinacurra Weston.			●		
Housing Strategy	Develop sites for replacement homes at the following locations • Clarina Avenue • Beechgrove Avenue • Crecora Avenue • Hyde Avenue		●	●		
	Refurbishment of both privately owned and local authority tenanted homes within Ballinacurra Weston will be carried out to achieve a BER rating of C		●	●		
	Develop sites for housing other than replacement housing (i.e. Private, Voluntary) once replacement housing need has been satisfied				●	●

1. Implementation & Delivery

1.5 Economic Framework Implementation and Delivery Plan

The Economic Framework Implementation and Delivery Strategy sets out the key economic projects for the four regeneration areas with key agencies for implementation identified and indicative timescales proposed.

Key Projects	Timeframe	Key Agency Involvement
Thematic Development	Immediate	Economic Enterprise Unit Office of Regeneration Enterprise Ireland Third level partners Local enterprise and employment groups Social Partners
Marketing of Sites	Immediate	Economic Enterprise Unit Office of Regeneration Enterprise Ireland
National Social Innovation Hub	Immediate	Economic Enterprise Unit Office of Regeneration Enterprise Ireland Third level partners Philanthropic groups Multinationals Local enterprise and employment groups
Micro Enterprise Incentive programme	Immediate	Economic Enterprise Unit Office of Regeneration Local enterprise and employment groups
Green Industry Hub	Immediate to medium term	Economic Enterprise Unit Office of Regeneration Enterprise Ireland Third level partners Local enterprise and employment groups Local business groups
Training & Enterprise Hubs – Moyross & Southill	Immediate to medium term	Economic Enterprise Unit Office of Regeneration Enterprise Ireland Third level partners Local enterprise and employment groups
Sector Specific Training & Employment Programmes	Immediate	Economic Enterprise Unit Office of Regeneration Third level partners Local enterprise and employment groups
Philanthropic & Public Partnership project	Medium to long term	Third level partners Local enterprise and employment groups Philanthropic groups
National CSR Engagement Centre Private Sector	Immediate to medium term	Third level partners Philanthropic groups
Strategic Use of Public Procurement	Immediate	Training agency Local enterprise and employment groups Economic Enterprise Unit Office of Regeneration
e-inclusion	Medium to long term	Private sector Economic Enterprise Unit Office of Regeneration

1.6 Social Framework Implementation and Delivery Plan

Priority Themes, Activities, Key Projects, Agencies Coordination and Timeframe for Implementation: Social Programme

Priority Theme and Activity	Key Projects Coordination	Key / Lead Agencies	Other Partners / Stakeholders	Coordination	Implementation Timeframe
Priority 1: Education & Learning 1.1. Early Years Learning & School Readiness		HSE / Child and Family Support Agency	Limerick City Childcare Committee, PAUL Partnership, Mary Immaculate College, SSIRL, schools / pre-schools, crèches	Children's Services Committee	
	Start-Right, Southside: • Planning • Implementation • Evaluation				On-going from 2011
	Full Extended Service School Model (St. Kieran's Project) Southside • Planning / Coordination • Capital project (new school build) • Service integration – implementation • Roll-out good practice to other areas				Planning: on-going from 2011 Capital build project: Medium-term Service integration: Medium-term Good practice – medium-term / longer-term
	Capacity building across Early Years including links between formal and informal providers				Short-term, medium-term
Priority 1: Education & Learning 1.2. School Attendance & Retention		DES / Education agencies including NEWB, School Completion Programme / Child and Family Support Agency	DEIS schools, Third Level Institutions (access initiatives), PAUL Partnership, HSE	Children's Services Committee	
	Parenting Support Programmes (e.g., Incredible Years) in schools and community-based settings				On-going
	Additional support services (e.g., behavioural, psychological support, creative learning), homework / activity clubs in schools and community				On-going Further development of integrated service model: short- to medium-term

1. Implementation & Delivery

Priority Theme and Activity	Key Projects Coordination	Key / Lead Agencies	Other Partners / Stakeholders	Coordination	Implementation Timeframe
Priority 1: Education & Learning 1.3. Literacy, Numeracy & Educational Attainment in School		DES / DEIS Schools	Mary Immaculate College, Limerick Education Centre, SSIRL	Children's Services Committee	
	Additional support for Continued Professional Development (Teachers) in DEIS Schools				On-going from 2012
	Roll-out of literacy and numeracy initiatives for pupils in DEIS schools				On-going
	Homework / after-schools clubs, summer programmes in schools / community-based settings				On-going
Priority 1: Education & Learning 1.4. Further (Adult) Education & Community Learning		City of Limerick VEC / SOLUS	FAS / SOLUS, Local Employment Service, PAUL Partnership, community and voluntary organisations / local adult education	VEC / SOLUS / Education and Training Boards	
	Community-based outreach to attract and support learners and their progression				On-going
	Further education programmes (FETAC 1-3 and 4-5) with integrated supports to learners (guidance, counselling, personal development etc.)				On-going
	Capacity building: strengthen partnerships and networks to plan, promote and deliver learning and roll-out good practice				Short- to medium-term

Priority Theme and Activity	Key Projects Coordination	Key / Lead Agencies	Other Partners / Stakeholders	Coordination	Implementation Timeframe
Priority 2: Health & Well-being 2.1. Public Health		HSE / Health Promotion / Primary Care	LCC, Limerick Sports Partnership, PAUL Partnership, DES, Limerick Youth Services, community and voluntary organisations	HSE / Health Promotion	
	Health education and health promotion in community-based settings including Positive Mental Health promotion				Short-term
	Sport and recreational activities (including music and dance) in community-based settings				On-going
	Access to treatment programmes to address addiction problems				Short- to medium-term
	Capacity building: strengthen partnerships and networks to promote and delivery better health & well-being				Short- to medium-term
Priority 2: Health & Well-being 2.2. Child & Youth Mental Health		HSE / Child and Family Support Agency	HSE Primary Care, DES, SSIRL, schools, voluntary and community organisations including Headstrong / Jigsaw	Children's Services Committee	
	Full Service Extended School Model (St. Kieran's), as above 1.1 and community "wrap around" Extend good practice to other areas				Planning & Development: On-going Implementation: Medium-term Extend practice: Medium-term / long-term
	Accessible youth-focused and integrated service to support better youth mental health (e.g., Headstrong / Jigsaw)				Planning & Development: On-going from 2011/12 Implementation: Medium term (contingent on funding availability)
	Capacity building: Strengthen partnerships and networks to promote better child and youth mental health				Short- to medium-term

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Priority Theme and Activity	Key Projects Coordination	Key / Lead Agencies	Other Partners / Stakeholders	Coordination	Implementation Timeframe
Priority 2: Health & Well-being 2.3.Adult Mental and Physical Health		HSE / Primary Care	HSE specialist care, community and voluntary organisations, Department of Social Protection, FAS / SOLUS (Community Employment), LCC	HSE / Primary Care	
	Information and support services to promote access to services, focused on Primary Care				On-going
	Care plans and pathways to recovery for people with disabilities, chronic illness conditions and mental ill-health and support groups				Short to medium-term
	Educational programmes and qualification for staff / volunteers in health care / social care in community-based settings (including new technologies in health)				Short- to medium-term
	Capacity building: strengthen partnerships and networks to promote better adult physical and mental health				Short- to medium-term
Priority 3: Ageing Well: Health & Well-being of Older People 3.1 Planning for an Age Friendly City & Neighbourhoods		LCC	HSE Primary Care / Older People's Services, Social Protection, academic institutions, ETB / SOLUS, local development companies, community and voluntary organisations, businesses, Forum for Older People	LCC / Alliance of Ageing Well City	
	Partnership-based structures including representation of older people and strategy for an age-friendly city / neighbourhoods, support for "Get Vocal"				

Priority Theme and Activity	Key Projects Coordination	Key / Lead Agencies	Other Partners / Stakeholders	Coordination	Implementation Timeframe
Priority 3: Ageing Well: Health & Well-being of Older People 3.2 Specific actions in support of health and well-being of older people		HSE / Primary Care / Older People's Services	LCC (housing and environment), ETB / SOLUS (education and community employment), Citizen's Information Service, transport services, community and voluntary organisations, schools, sports services and clubs	HSE / Primary Care / Older People's Services	
	Social connectedness of older people in communities and across the city				On-going
	Support for participation of older people in education and learning, health and well-being, planning for housing provision, community safety etc.				Short-term
	Information and advisory services for older people				Short-term / medium-term
	Inter-generational activities				Short-term
Priority 4: Employability & Work 4.1. Labour Market Intervention Programme - Northside and Southside		FAS / City of Limerick VEC (ETB / SOLUS), PAUL Partnership / LES, NEES	Limerick City Enterprise Board / LCC Economic Development Directorate, community and voluntary organisations including Jobsclubs, childcare provision	City of Limerick VEC (ETB), SOLUS and NEES	
	Flexible further education and training programmes in new / developing sectors of work opportunities, with integrated literacy / numeracy				Short-term / medium-term
	Single points of access (Northside, Southside) to information on opportunities, eligibility including community-based outreach				Short-term / medium-term
	Additional advice, guidance and mentoring services / action plan providing pathways to work including work placement				Short-term / medium-term

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Priority Theme and Activity	Key Projects Coordination	Key / Lead Agencies	Other Partners / Stakeholders	Coordination	Implementation Timeframe
	Programme to develop work placements / work opportunities targeting potential employers (private, public and voluntary sector)				Short-term / medium term
	Capacity building: partnerships and networks including coordinated planning, delivery of services and tracking results				Short-term / medium term
Priority 4: Employability & Work 4.2. Addressing Additional Barriers to Economic Inclusion: Most Vulnerable Groups		City of Limerick VEC (ETB), SOLUS, LCC Economic Development Directorate, PAUL Partnership / LES, NEES	Young Person's Probation, Garda Youth Diversion Projects, HSE (Child and Family Support Agency), community and voluntary organisations	FAS / City of Limerick VEC (SOLUS) and NEES; GYD and YPP	
	Outreach to most vulnerable groups				Short-term / medium term
	Additional advice / guidance and support including on-going and aftercare support plans				Short-term / medium term
	Coordinated work placement / linkage programme with potential employers (private, public, voluntary sector) – as above				Short-term / medium term
Priority 5: Families & Youth at Risk 5.1 Assessment of Needs & Intervention Pathways for Family Support		HSE (Child and Family Support Agency)	Irish Youth Justice, Schools, community and voluntary organisations	Children's Services Committee	
	Implementation and Roll-Out of Local Assessment of Needs System / Common Assessment Framework				On-going
	Integrated pathways of care plans for children assessed on Hardiker Scale 2-4				Short-term / medium-term
	Family Support Services delivered in communities (using community-based outreach) by voluntary / community-based organisations				On-going

Priority Theme and Activity	Key Projects Coordination	Key / Lead Agencies	Other Partners / Stakeholders	Coordination	Implementation Timeframe
	Development and roll-out of Quality Assurance Framework (Children's Services Committee)				Short-term / medium-term
Priority 5: Families & Youth at Risk 5.2 Improved Outcomes for Youth at Risk		Irish Youth Justice Service / Young Person's Probation	HSE (Child and Family Support Agency), Garda Youth Diversion, SSIRL, community and voluntary organisations	Children's Services Committee	
	New methods of outreach to engage with young people at greatest risk (e.g., child / young offenders) including out-of-hours and extended services				Short-term
	Reintegration plans and enhanced services for young offenders (innovative, evidence-based services)				Short-term / medium-term
	Restorative Justice, Le Chéile - Targeted Strand: targeting young offenders				Short-term / medium-term
Priority 5: Families & Youth at Risk 5.3. Supporting Youth: Connecting and Participating in Community and Society		Limerick Youth Services	Irish Youth Justice, Schools, Limerick Sports Partnership, community and voluntary groups / organisations	Children's Services Committee	
	Youth facilities and services including out-of-hours / extended hours provision and engaging youth from across the city				On-going
	Young people in decision-making and giving young people from regeneration communities a voice				Short-term / medium-term
	Restorative Justice – Preventive Strand : education-based approach in schools and involving a whole-school approach				On-going / further development in short-term / medium-term

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Priority Theme And Activity	Key Projects Coordination	Key / Lead Agencies	Other Partners / Stakeholders	Coordination	Implementation Timeframe
Priority 6: Community Participation, Empowerment and Civic Engagement 6.1 Community organisation / estate management and local service delivery		LCC, PAUL Partnership	Community and Voluntary Organisations (tenant / resident associations), key statutory organisations in the city (Gardai, HSE, VEC / ETB etc)	LCC / PAUL Partnership (Community Consultative Forum, on the part of local voluntary / community organisations)	
	Estate Management Structures in regeneration areas and Community Consultative Forum				On-going
	Local Regeneration Committees (community and statutory representatives), giving local communities a voice				On-going
	Enhanced capacity of community-based services to respond to needs of residents (improvements to facilities, infrastructure, services)				Short-term / medium-term
Priority 6: Community Participation, Empowerment and Civic Engagement 6.2 Capacity Building Programme		LCC, PAUL Partnership	Community and voluntary organisations (tenant / resident associations), key statutory organisations in the city (Gardaí, HSE, VEC / ETB etc),	LCC / PAUL Partnership (Community Consultative Forum, on the part of local voluntary / community organisations)	
	Civic Participation Charter				Short-term / medium-term
	Capacity-building / support programme for residents, community organisations, local Regeneration Committees (training needs assessment and training delivery), community-based planning and review system				Short-term / medium-term

1.7 Delivering Tenure Diversification

Limerick City Council will work with approved housing bodies housing associations and private sector partners to deliver tenure diversification in a phased approach. 'Tenure diversification' and 'mixed tenure' is a widely accepted policy designed to tackle problems of social exclusion in disadvantaged neighbourhoods. The phraseology can mean different things to different people related to ownership status, household structure and size, house style, income mix, and de-concentrating deprivation. The aim of this report is to provide a comprehensive look at the issue of tenure diversity and to relate national and local government policy to the aims and objectives of the Limerick Regeneration Framework and Implementation Plan.

In this section a broad meaning is adopted which covers all of the above interpretations and realises that tenure diversification is an important element in the development of sustainable communities.

1.7.1 Existing Mechanisms

In advance of consideration of potential strategies for tenure diversification within the Regeneration Areas, it is first necessary to review the existing mechanisms available which seek to encourage and facilitate such diversification at a national and local level.

Incremental Purchase Scheme

The core objective of housing policy in Ireland is to enable every household to have available an affordable dwelling of good quality, suited to its needs, in a good environment and, as far as possible, at the tenure of its choice[1]. The Housing Policy Statement 2011 recognises and refers to "the high and often disproportionate value placed on owner-occupation that has been so detrimental to Ireland's society and economy". Yet a lot of the focus by Government in building sustainable communities is to encourage those eligible for social housing to acquire a stake in their home. At a national level it is considered that facilitating low income families to acquire a home can give greater stability for communities, allows for greater tenure mix, and encourages a sense of ownership and personal autonomy.

Under Part 3 of the Housing (Miscellaneous Provisions) Act, 2009, the Incremental Purchase Scheme has been introduced as a new purchase option to meet the needs of those requiring long term housing support and assist those households with low-incomes to

make a start on the route to home ownership. The main aspects of the scheme are as follows:

- The house is sold at a discounted price and the purchaser becomes the full owner at the time of sale.
- The Incremental Purchase Scheme applies to new build houses and unsold affordable houses but does not include apartments/flats.
- The purchaser is responsible for maintaining the house and ensuring that it is adequately insured to the satisfaction of the Council.
- A reducing charge equal to the amount of discount given is placed on the property. The charge (or the money owed to the Council on re-sale) is reduced by 2% each year, except for the first five. At the end of the 5th year, the charge is reduced by 10% and 2% thereafter until the charge period expires or until nothing is due back to the Council. The length of the charge will depend on the amount of discount given.
- Purchasers may undertake improvement works only with the agreement of the local authority.
- A house bought under this scheme can be re-sold, however the remaining charge (which is the discount given) based on the market value at the time of resale must be paid to the local authority from the proceeds of the sale. Also the local authority has the first option to buy the house.
- The local authority may also refuse to consent to an IPS house being re-sold where it believes the house is being sold below the current market value.

Given the limited level of new build envisaged in the Regeneration Areas it is unlikely that this scheme will significantly influence the extent of home ownership. With limited new housing stock being introduced under the LRFIP, what could be perhaps of more interest to communities within the Regeneration Areas is the intention to introduce legislation (July 2013) to underpin a new scheme for the sale of existing local authority houses to tenants on incremental purchase principles.

The proposed scheme will mean that tenants will have the option of buying the house they currently occupy under the incremental purchase model. However, there is little detail available on this scheme to date. Home ownership within the four regeneration areas is generally comparable with the city-wide figure of 60 percent, but well below the State figure of 69 percent,

with almost 55 percent of the houses in St. Mary's Park owner occupied, 64 percent in Southill owner occupied and 59 percent in Ballinacurra. The only area where home ownership is substantially below the norm at half the national rate is in Moyross (33%). It is clear from these figures that potential purchase schemes are important within the Regeneration Area, particularly with a view to bringing home ownership in line with the State norm.

Furthermore the Limerick City Development Plan (2010-16) (p.55) states that it hopes to change the tenure structure within the Regeneration Areas from its existing status of 52 percent private ownership and 48 percent rental to 80% private ownership to 20% rental. The 2011 CSO figures[2] already confirm a positive shift in the tenure ownership figures in the Regeneration Areas as 60 percent of houses are now owned (+8%) and 40 percent of houses are rented (-8%). However it is envisaged that achieving the 80:20 split will be a challenge, particularly having regard to current housing policy and approach influenced by the current economic climate.

Policy at national level (Housing Policy Statement 2011) recognises that approved Housing Bodies are uniquely placed to help overcome vertical segregation in housing. The move from capital funded programmes of construction and acquisition by approved housing bodies to more revenue funded options presents challenges for the sector in light of the termination of the Capital Loan and Subsidy Scheme. However, national policy believes that the use of loan finance (from both commercial lending institutions and the Housing Finance Agency) has the potential to develop a stronger, more sustainably funded voluntary and cooperative housing sector, playing a much more active role in the supply of social housing without reliance on capital funding from the Exchequer. It is also recognised as having the potential to further promote the evolution of mixed tenure communities through the provision of housing for market sale and rent as well as social renting and offers a new path to ownership via sales to tenants under incremental purchase arrangements.

Out of the four Regeneration Areas Moyross is the only area with any significant level of voluntary housing activity with 3 percent of all housing in the area rented from a housing body. The rate of rental in other areas from such bodies is less than 1 percent. This demonstrates the significant potential for voluntary

1   DOEHLG, Delivering Homes: Sustainable Communities, (2007) p. 17
2   Small Area Population Statistics CSO 2011

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housing bodies in these areas. A marked feature of the voluntary housing sector of course is that many associations also offer non-housing services such as group meals, social activities and welfare advice, thereby providing an additional level of support to communities in the Regeneration Areas. Approved housing bodies are at the heart of the Government's vision for housing provision and will therefore form a significant element of regeneration in Limerick and in creating tenure fluid neighbourhoods.

New Housing Supply
The Limerick City Development Plan 2010 - 2016 sets out Limerick City Council's policies for the development of Limerick City to 2016 and beyond including the regeneration areas. The core strategy is set within the CDP and articulates a medium to longer term quantitative based strategy for the spatial development of the regeneration areas ensuring that policies and objectives of the LRFIP and the CDP relating to private housing demand and tenure mix are entirely consistent with national and regional development objectives.

The CDP proposes an additional 9,149 residential units in the city by 2022. Existing undeveloped land in the city (excluding Regeneration Areas) has the potential to accommodate 5,678 units and the CDP states that the regeneration areas have an indicated capacity of 4,400 additional units (133 hectares). The CDP states that "given the compactness of the city it is not possible to prioritise areas other than the regeneration areas" and have committed the provision of 2,000 additional units prior to 2016 with the balance of 2,400 provided in the period after that. The Regeneration Programme is therefore particularly critical to redirecting population growth into Limerick City and to the success of the Gateway overall.

Whilst the Regeneration Areas may have the land capacity to theoretically accommodate the provision of 2,400 new private housing units the practical delivery of such units needs to be questioned. Having regard to the current economic climate, the residential slowdown and a lack of available and necessary stimulus / intervention packages, market conditions do not support the PPP model and it is therefore unlikely that these targets will be reached. This is a serious issue that does need addressing within the CDP

particularly having regard to population decline (-4.5%) in the city in the last inter censal period (2006 – 2011) and the need to fulfill population growth in line with the City's gateway status and implement national and regional policy.

Notwithstanding concerns with practically implementing the core strategy as set out in the CDP, the LRFIP does recognise that it has a role to play in facilitating population increase in the city and does seek to comply with the requirements of the core strategy by putting in place suggested mechanisms to stimulate private development within the Regeneration Areas.

1.7.2 Tenure and Social Mix
The provision of tenure fluid neighbourhoods is a critical component of any regeneration strategy and this is advocated in policy at national and local level[3], generally provided through the construction of a mix of house types and sizes. Providing a mix of tenure options is of course only one part of ensuring sustainability in household mix. Social mixing is also required which relates to the interaction between people of different social and tenure backgrounds. Studies have shown that the greatest social interaction between groups takes place around children as children provide the common ground that brings people together[4]. It is thus important to provide for family homes. In fact, a mix of household sizes is equally important to achieve diversity of population, provide choice, and allow people to remain in a community throughout their life cycle. Young people who move out of home may want to rent apartments locally, or buy their first family home or later in life trade down to a smaller unit when their children have grown up.

Whilst tenure and social mixing is advocated at national and local level, recent changes in national housing policy[5] would suggest a move away from the direct provision of additional local authority housing. Thus, whilst the Regeneration Programme will provide for replacement units there will be little new additional housing provided by the local authority in the Regeneration Areas. It is thus critical that some element of private house building or housing provided by a housing body is encouraged and facilitated as part of the Regeneration Programme with strong policies to

engineer mix and balance.

As acknowledged in the Housing Policy Statement 2011 "a balanced housing sector requires a strong, vibrant and well regulated private rented sector" and this is an element of tenure type that is largely missing within the Regeneration Areas. The threat from this sector of course is that policies facilitating a mix of tenure and social balance could be undermined by private renting.

Therefore new management and partnering arrangements which embrace private renting need to be deployed with private landlords supporting cohesive neighbourhood services and policies.

1.7.3 Current Realities
The main focus in terms of supports provided by Government will be on meeting the most acute housing support needs of those unable to provide for their accommodation from their own resources. Priority will be focused on the improvement of the quality of existing social housing stock through regeneration and improvement works programmes, and the return of vacant stock to effective use[6]. Existing national financial parameters rules out a return to very large capital funded construction programmes by local authorities. A restructuring of the social housing investment programme to allow for the delivery of new social housing through more flexible funding models will provide key sources of delivery in the period ahead. Nationally it has been confirmed that the social housing leasing initiative and, in particular, the Rental Accommodation Scheme (RAS), will continue as long-term social housing supports.

Market conditions do not support the Public Private Partnership (PPP) model at present and so there is a greater reliance than ever on the Exchequer to support large scale regeneration projects such as that in Limerick City. Against this background, there is a need for new flexible models to sustain regeneration in the current crisis and in particular to promote investment in these areas. Although times are challenging, standards must be maintained and high quality development that improves the built environment and fosters mixed and balanced communities will continue to be promoted as the core policy objective in the LRFIP

3   Delivering Homes Sustaining Communities 2007; Towards 2016; Policy H.3 Limerick City Development Plan 2010
4   Delivering Homes Sustaining Communities 2007
5   Housing Policy Statement 2011
6   Housing Policy Statement 2011

1.7.4 New Approaches
New approaches to regeneration must be explored as capital funded construction programmes delivered by local authorities present a void. New approaches must be explored to ensure that:

+ New housing is delivered in the Regeneration Areas in line with the core strategy as set out in the Limerick City Development Plan 2010-2016
+ Adequate social and tenure mix is accommodated and delivered within the Regeneration Areas in the absence of the provision of new social housing by the local authority; and
+ Those eligible for social housing are encouraged to acquire a stake in their home under the Incremental Purchase Scheme by providing new homes within the Regeneration Areas.

Research[3] shows that mixing private tenures (owner-occupied, private rented) with local authority tenanted, voluntary and shared ownership/incremental purchase housing schemes (intermediate housing) reduces the concentration of income poverty and disadvantage and increases the potential for a better social mix. Research also shows that the range of incomes associated with each tenure type outlined above will vary and thus increase the level of income mix within an area.

Creating a mix of tenure types is a central plank of current Government policy towards creating successful neighbourhoods. Furthermore, creating flexible and fluid paths to home-ownership through the various tenure types is promoted by Government. The Housing Policy Statement 2011 states that it will "further promote the evolution of mixed tenure communities through the provision of housing for market sale and rent as well as social renting and will offer a new path to ownership via sales to tenants under incremental purchase arrangements."

The Incremental Purchase Scheme, at present, allows for social housing applicants and social housing tenants to purchase designated new local authority and approved housing body houses. For the first time, this scheme provides a mechanism for approved housing bodies (i.e. voluntary housing) to offer new houses for sale, thereby improving the potential for a better tenure mix. The new Tenant Purchase of Apartments Scheme, introduced in 2012, also gives local authority apartment tenants an opportunity to purchase their apartments.

It has been well documented in research that mixed neighbourhoods have become broadly successful places where people want to live and work. Improving the mix of tenure types with mechanisms to promote paths to home ownership within each type will assist in area stabilisation by bringing substantial benefits in terms of improved area image, reduced stigmatisation, sustained commercial, community and educational services, balance household mix and increased property values. [4]

Whilst some initiatives can be spear-headed by the local authority as outlined above other initiatives will require holistic consideration at national level.

Temporary Use of Lands / Building
In the current economic climate a flexible approach must be adopted in the use of brownfield and undeveloped areas within the Regeneration Areas and also in the use of vacant units. This flexible approach must be embraced from the outset and translated into relevant land use zoning and policy in the City Development Plan. This flexible approach must also be communicated with the communities to ensure that temporary measures do not become long term expectations. For example large areas of undeveloped land could be utilised for active recreational purposes, for the hosting of community events or for weekly farmers' markets, pending development / redevelopment. The existing Creative Limerick – Connect the Grid Initiative used to promote the city centre and occupy vacant spaces could be extended into the St. Mary's Park / Kings Island Regeneration Area. Similarly existing industrial units could be used for theatre groups or indoor recreational facilities. The underlying ethos is that the uses are temporary pending redevelopment / commercial occupation and as a result flexibility needs to be adopted and built into the overall policy approach.

Promoting the Private Rental Sector
The promotion of the private rental sector within the Regeneration Areas could help to deliver the number of housing units committed under the core strategy in the Limerick City Development Plan 2010 – 2016 and facilitate adequate tenure and social mix. Although such an initiative would not in the first instance contribute to the 80:20 tenure mix within the Regeneration Areas promoted in the Development Plan, it could be a temporary initiative used to facilitate private development and additional housing provision within the Regeneration Area.

A recent initiative in the UK is the 'Build to Rent Fund' which was launched to stimulate new private rented housing supply and to provide opportunities for new institutional investment in the sector. The fund is a fully recoverable, commercial investment where Government will share risk or bridge finance to allow schemes to be built, managed and let. The investment could be used to cover development costs such as land, construction or management costs. Once the scheme is fully let the developer will sell on its interest or re-finance and repay the loan/equity.

Maximising Existing Government Investment
With Government spending likely to be severely constrained for the foreseeable future, there is an onus on all public bodies and agencies to maximise the benefit of future investment particularly in the area of education, health services, recreation and social services. There are many multi-million euro public building programmes that could have much greater regenerative impacts within communities than they do now.

Schools offer particular advantages as 'regenerators', not only as educational providers but also as critical catalysts in facilitating social mixing and community interaction. The Department of Education & Skills recently undertook a pilot project in Limerick which sought to evaluate existing primary and post primary facilities in the city and to identify existing and new sites for expansion / development in the city. Such a project could offer a life-line to some of the Regeneration Areas through the provision of strategically located and clustered schools particularly in St. Mary's Park and Southill. Effectively, the Building Schools Programme for Limerick could act as a catalyst and focal point for regeneration within the city. Furthermore, the co-location of several community facilities, including schools, offers particular opportunities for creating added value.

De-Risking Investment
In order to encourage any level of private sector regeneration, greater emphasis must be placed on 'de-risking' potential regeneration projects by dealing with major factors that may be in the control of the local authority. The process could go even further in creating 'oven ready' sites for private development which could include cleaning up contaminated land and supplying the land with basic services. Site assembly is an integral part of most regeneration schemes, whether for securing site access or achieving

3   Allen, C, Camina, M, Casey, R, Coward, C and Wood, M (2005) Mixed Tenure, Twenty Years On: Nothing Out of the Ordinary. York: Joseph Rowntree Foundation
4   Tunstall, R, and Fenton, A (2006) In the mix: A review of mixed income, mixed tenure and mixed communities: what do we know? Housing Corporation, Joseph Rowntree Foundation, English Partnerships

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critical mass. It often involves significant time, cost and associated risk, particularly where ownership is heavily fragmented. The use of compulsory purchase orders (CPOs) can sometimes be the only way to assemble sites that may hold the key to the regeneration of an area. Active use of these powers will be required if private investment is to be encouraged / facilitated within the Regeneration Areas.

Joint ventures between the public and the private sector are going to become increasingly important as a means of achieving a better spread of risk/reward. An efficient and effective means of drawing on the skills, experience and resources of each investor and sharing risk, joint ventures can take many different forms. At one end of the spectrum, local authorities can contribute their land at little or no cost, and then share in the longer term upside as the development is delivered and land values recover. At the other end, there are good resource-led examples. Where land is transferred into a joint venture, the developer manages the planning process and develops a number of the consented sites, with the remaining consented sites sold on to other parties. In the current economic climate, local authorities and developers should be looking at all such options for maintaining development pipelines, and using publicly owned assets, covenants and balance sheets to leverage in additional private sector funding and investment for regeneration.

Tax Increment Financing
Funding the infrastructure needed to support major regeneration projects has been a longstanding concern, but is even more of a hurdle in the current economic climate. With the recent introduction of the Local Property Tax in Ireland, it is considered that an American model for funding regeneration, tax increment financing, could help finance infrastructure projects in the Regeneration Areas. This model is currently being piloted by the Scottish Government. The overarching goal of Tax Increment Financing (TIF) is to support and guide the increasingly limited public finances available for assisting regeneration and helping to lever in additional private sector capital. TIF works on the principle that the supply of new or improved infrastructure usually leads both to new development and to an increase in the value of surrounding property, both of which serve to increase the level of property taxation in the area. Within a

designated TIF district, this anticipated increased taxation (the 'tax increment') is captured and used to fund the infrastructure that has been provided. Increased tax revenues are used to finance the debt issued to pay for the project over a defined period of time. The key criteria for allowing the creation of a TIF are that it supports a project that promotes regeneration and that the project would be unviable without the use of TIF. For local authorities, the advantage of TIF is that it can raise money for redevelopment without having to deplete general revenues and they will enjoy higher property tax revenues when the bonds are retired. Developers see it as a way for the local authority to make a commitment to redevelopment through public improvements or through write down of the cost of land. Private investors have a tax exempt bond that generates tax free returns, while residents and homeowners may see it as a way of funding redevelopment from taxes collected. Furthermore, property owners in the district may see their property values rise after the development occurs. The TIF scheme has the ability to create jobs, to generate private housing and provide better public spaces and services. A pilot TIF scheme could be initiated through Limerick Regeneration.

JESSICA Funding
JESSICA, which stands for the 'Joint European Support for Sustainable Investment in City Areas', is an urban development initiative set up by the European Commission in conjunction with the European Investment Bank (EIB) to support investment in urban regeneration with particular emphasis on an integrated and project-focused approach. JESSICA is designed to facilitate better alignment of European Regional Development Funds (ERDF) and private funds to maximise the effective delivery of structural programmes. There is no new or additional money available but it allows utilisation of EU grant funding to be invested in a regeneration delivery partnership known as an Urban Development Fund (UDF). In establishing the urban development funds, the JESSICA funding can be used as equity, loans and/or guarantees, and must be supplemented by matched funding, which can be contributed by way of cash or land assets. This fund would be managed on a commercial basis with the intention of generating returns to all investors, including the ERDF, allowing the monies to be recycled into further projects in the future. Whilst there are always regeneration projects

that will only be viable if supported by grant finance, the 'evergreen' nature of this investment is a highly efficient means of investing in enabling regeneration infrastructure in a sustainable manner. A scoping study should be undertaken to ascertain the feasibility of using the JESSICA instrument in Ireland to fund regeneration programmes within the context of existing regulatory constraints such as planning structures and funding.

1.8 Delivering the LRFIP through the Planning Process
This Limerick Regeneration Framework Implementation Plan formulates a revised plan for the four regeneration areas in Limerick. It is proposed that the LRFIP will be placed on public display for adoption by the elected members of Limerick City Council.

Once the LRFIP has been adopted, the agreed key planning and development objectives of the LRFIP will then be incorporated as part of the development plan process.

Ecological studies have been carried out to shape the Implementation Strategy. An Appropriate Assessment (AA) Screening in line with the Habitats Directive has been prepared as has a Strategic Environmental Assessment Screening on the Implementation Strategy. This is outlined further within the appendices.

A programme through the planning process is highlighted in the table and key steps adjacent.

Timeframe to Adopt the LRFIP as a Policy Document of Limerick City Council

Framework Implementation Plans: Project Programme		June	July	August	Sept.	Oct.	Nov.	Dec.	Jan. 2014	Feb. 2014
Stage 1	**Fip Review And Endorsement**									
a	First Draft of Framework Implementation Plans for DECLG & LCC Departmental review	■								
b	Issued to DECLG & LCC Departmental review (6 June 2013)	■								
c	Review and amend final document in light of comments		■							
d	Resend in light of comments received for final endorsement			■						
e	Endorsement by DECLG & LCC			■						
f	Preparation of document for launch			■						
g	Preparation of document for public consultation				■					
h	Agreement at Council meeting for LRFIP to go on public display				■					
Stage 2	**Process For Adoption Of LRFIP By Elected Members Non Statutory Timeframe**		Council meetings suspended for July/August							
a	Initiation of Public Consultation Period					■				
b	Preparation of Manager's Report on submissions/ observations received Present Manager's Report to elected members Pre-briefing presentation on Manager's report to elected members					■	■			
c	For final adoption at Council meeting by elected members end of November 2013.						■			

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1.8.1 Key Steps

The key steps outlined adjacent to adopt the LRFIP as a statutory document will provide certainty that key projects (physical, social and economic) will materialise.

Throughout the process to formal adoption of the LRFIP, the Office of Regeneration will maintain momentum by consulting with key stakeholders and the communities on taking forward early intervention projects (social, physical and economic).

MARCH/APRIL 2013
PUBLIC CONSULTATIONS ON PROPOSALS FOR REDEVELOPMENT

↓

APRIL TO JULY 2013
PROPOSALS FOR REDEVELOPMENT AMENDED TO REFLECT COMMUNITY FEEDBACK

↓

SEPTEMBER 2013
PUBLIC LAUNCH OF LIMERICK REGENERATION FRAMEWORK IMPLEMENTATION PLAN (LRFIP)

↓

Further Opportunity to Have Your Say on the Limerick Regeneration Framework Plan

Two methods will be used to notify the communities at this key stage:
- Local Press Advertisment: Inviting submissions and observations by a certain date and details of where the plan can be publically viewed
- Publicity Leaflet: An information leaflet will be distributed to all households in the four regeneration areas.

→

SEPTEMBER TO OCTOBER 2013
OBSERVATIONS AND SUBMISSIONS INVITED BY THE GENERAL PUBLIC TO ADOPT THE LRFIP AS A PLAN