



# Village Renewal & Development

THEMATIC WORKING GROUP REPORT AND CASE STUDIES

September 2010

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## A Word From The Chair

A Thematic Working Group was convened in September 2009 to explore current issues and practice relevant to the concept of Village Renewal and Development. Its membership was drawn from the seven Northern Ireland Local Action Groups (LAG's).

This initiative was timed to coincide with the delivery of Measure 3.5 of the Northern Ireland Rural Development Programme, which focused on opportunities available for individual Village Renewal and Development. In order to facilitate this process the Rural Network for Northern Ireland established a time-bound Working Group.

The main aims of the group were to debate any common Village Renewal and Development issues faced by the seven LAGs and to identify methods which could be considered by village communities to help them begin to address their locally identified needs and potential. This latter process was seen as being essentially driven by means of a "bottom-up" approach.

The Thematic Group worked closely within its own initial Terms of Reference to create a forum enabling the LAGs to share with each other any relevant aspects of successful practice and progress.

Each meeting was hosted in a different LAG area, thus allowing the group to become familiar with various successful integrated village projects and to meet with those whose inspiration and hard work drove them forward.

Regular working together in this way effectively addressed the emergent issues which arose as each of the LAGs began to roll out the delivery of their Village Renewal and Development measures. The recording of the significant facts which were gleaned during each of the study visits and the identification of associated learning potential proved to be a successful exercise. It was hoped that the collected information, in combination with the network of contacts made during the year, would be of real benefit to the many villages involved in developing their own Village Plans.

We are greatly indebted to the villages,

communities and individuals whose painstaking contribution and preparation made our study visits so worthwhile. The projects visited were in Stewartstown, Toome, Hillsborough, Markethill, Dromore (Co.Tyrone), Broughshane and Killyleagh.

During the study visits we were made aware of, not only the benefits and differences each project made to its local community, but of the plans currently in place to achieve continued future development. Just as significant as the description by project representatives of their achievements and successes was the learning they gained from overcoming their difficulties and frustrations.

In every case the development of each village evolved over many years of hard work, determination, commitment and the willingness of people to overcome their differences.

Each project demonstrated the positive results that could be achieved when all of the key individuals and agencies involved were willing to work together towards a common purpose. Their concerted effort to create and share an agreed vision and then to strive towards making that vision a reality was evident in all of the visits.

As far as the Working Group itself is concerned I would like to thank each of the members for their commitment, engagement and contribution to all that we have done during the past year. Hopefully, like me, they will have gained much from their involvement and will be in a position to share this with their Local Action Group and those communities whom they represent.

Finally, on behalf of the Working Group, I would like to convey our gratitude and appreciation to the Rural Network for Northern Ireland staff team for their skilful facilitation and co-ordination of the group's meetings and for providing excellent secretariat support.



**Bob Adams (GROW South Antrim)**  
**September 2010**

# An Overview of the Village Renewal & Development Thematic Working Group

The concept of Thematic Working Groups has been developed by the European Network for Rural Development as a mechanism for researching and sharing existing learning and experiences on specific themes across the EU with the aim of improving the effective delivery of the Rural Development Programme 2007-2013, and informing the development of future programmes.

The UK National Rural Network recognise the potential benefit of such an approach to identify and disseminate best practice in programme delivery at the UK level. As a result a number of Thematic Working Groups have operated and are proposed across the various UK regional Networks.

In Northern Ireland, the Village Renewal & Development Thematic Working Group was developed to support Local Action Groups in their work under Measure 3.5 Village Renewal & Development, a measure which is designed to enable

village communities to create a vision and an integrated village plan to ensure the full potential of their village is realised.

- The group, comprising representatives of Local Action Groups in Northern Ireland, was formed in September 2009 with Bob Adams of GROW (South Antrim) nominated as Chair.
- Supported by the Rural Network for Northern Ireland, which provided a secretariat role, the group was tasked with researching and sharing approaches and good practices to Village Renewal and Development and encourage their wider use.
- The work of the group took place over a total of 7 facilitated meetings over the course of the year. The meetings incorporated a range of approaches, including discussion papers, information sharing, guest speakers and study visits in order to identify best practice

in Village Renewal and Development and in particular integrated Village plans across Northern Ireland.

- Each LAG hosted a Best Practice study visit for the group as follows; Toome (GROW); Broughshane (North East Region); Stewartstown (SWARD); Dromore (ARC); Markethill (SOAR), Killyleagh (DRAP) and Hillsborough (LAGAN Rural Partnership); case studies on each visit are included in this report.
- The integration of relevant study visits into the meeting schedule was deemed as very beneficial allowing participants to get a 'feel' for grassroots development and gain insights into good practice. The group were able to learn from the experiences of others in the delivery of previous Village Renewal programmes, village planning and consultation exercises, and future trends in the role of villages within the broader rural community.

## Integrated Village Plans – Good Practice

*It's not what a plan is called that's important, but how it is developed and what it contains.*

**An Integrated Village Plan is a working document that has the support of the community. It is a document which assesses the needs and issues facing a community and, in association with the public and private sectors, identifies a prioritised and achievable range of actions which will directly address those needs or issues whilst also building on the strengths of the area and the opportunities that are available to it.**

It should provide a strategic framework to co-ordinate specific development actions within the village and its community over a set time period (normally 3-5 years) whilst also giving a broader vision for the long term development of the area.

### **An Integrated Village Plan should;**

- ✓ Be developed as part of a partnership approach to improving an area.
- ✓ Outline the process by which the plan was developed indicating why it has been developed and who has been involved.
- ✓ Include background information on the area (such as population and deprivation statistics, services available etc).
- ✓ Show what research and or consultation has been undertaken as part of the planning process and what the results were.
- ✓ Identify the aims and objectives for the plan, and all projects and/or actions which are proposed in order to meet the objectives.
- ✓ Identify a range of actions/projects across a wide range of issues e.g. economic regeneration, education,

health, community services, the environment, tourism, etc. as part of an integrated approach to developing the area.

- ✓ Contain an Action/Implementation Plan showing how any proposed actions and/or projects will be undertaken and by whom. This might include;
  - Aim/Objective to which the proposal applies
  - Project Description
  - Costs
  - Target outputs (what will be achieved)
  - Partners (who will be involved in implementing the proposal)
  - Current status of proposal (e.g. match funding in place, lease in place)
  - Match funding (where is the remaining funding being sought, and at what stage this is at)
  - Proposed Timescale for implementation

# Case Studies

## Village Renewal & Development In Action...

Over the course of their visits, the Thematic Working Group has been inspired time and again by the commitment and motivation of each community to develop their village. As a result, they have drawn together a summary profile of each of the villages which they hope will be of use to LAGs, rural communities and other support agencies engaged in Village Renewal and Development. They have found that successful Village Renewal and Development

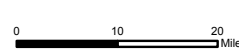
can take many forms and this booklet provides an opportunity to share experiences of each village visited. Over the next six pages each visit is profiled, in the form of a case study, giving a short summary of community development and regeneration in the village, contact details, and some of the key lessons that the Working Group have taken away from each visit. The map below illustrates the villages visited and their Local Action Group cluster.

### Village Renewal & Development

THEMATIC WORKING GROUP REPORT AND CASE STUDIES



- ARC North West
- North East Region
- Down Rural Area Partnership
- South West Action for Rural Development (SWARD)
- GROW South Antrim
- Southern Organisation for Action in Rural Areas (SOAR)
- Lagan Rural Partnership



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## Dromore, Co. Tyrone

### Location:

Situated in the west on the A32 main Omagh to Enniskillen Road

### Population:

Resident population of Dromore was 1,101 on census day 2001

### NISRA Classification:

Band "G" - Village

### Cluster:

Arc North West

### District Council:

Omagh District Council

### Contact:

Dessie McLaughlin

**Tel:** 028 8224 5321

### Their Experience:

Dromore 2000 was established in 1999 as a regeneration group for the village which was identified as a targeted settlement for the International Fund for Ireland (IFI) CRISP Programme. Through this programme the group secured £600,000 to redevelop a derelict site in the centre of the village and an associated Village Environmental Improvement Scheme.

In the last 11 years the village has also seen considerable public and private sector investment including a new bypass/link road, a new primary school, Church and new housing developments. St John's High School has also been successful in securing Specialist Schools status for Business and Enterprise and in obtaining considerable funding under the Big Lottery PE & Sport Programme for the development of a new Sports Complex on the school grounds.

In 2006, working closely with Omagh District Council, the Northern Ireland Rural Development Council (RDC) identified Dromore as one of three locations to participate in the IFI 'Vibrant Villages' programme, piloting a new approach to community engagement and village planning.

Over the following 18 months staff from RDC and Omagh District Council worked with the community to raise awareness of the process and to increase engagement in community development activity in the village through one to one meetings, interviews, public events and the establishment of a steering group, bringing together representatives from existing community organisations, schools, churches and the wider community.

As a result of this process an 'Integrated Village Plan' was devised, bringing together priority actions for the community across a range of issues and proposing projects from a number of different stakeholder organisations. A subsequent application to the 2001-2006 Rural Development programme under the Village Regeneration Measure secured funding for two projects identified as priorities within the plan; the development of a Community Park (led by Dromore 2000), and a Community Room (led by Dromore Community & Education Partnership).

These projects were implemented through the Village Steering Group, which also facilitated the involvement of other members of the community including local councillors and allowed for the discussion/progression of other projects and funding applications.

### Learning Points:

- *Village renewal is a long term process*
- *The commitment of a core number of individuals is critical in driving actions forward*
- *Even 'successful' areas continue to face many of the same problems such as loss of business and employment, lack of integration of new residents and continued dereliction*
- *The development of an economic project at the outset has been crucial in providing Dromore 2000 with the funds to develop further projects*
- *The support of local District council staff and councillors has been critical in providing a structure for broader regeneration programmes to develop*
- *The development of an identity or branding can help to develop a sense of history and community pride in an area*



## Hillsborough, County Down

### Location:

South of Lisburn  
off the main Belfast  
to Dublin Road

### Population:

Resident population of  
Hillsborough was 3,396  
on census day 2001

### NISRA Classification:

Band 'F': Intermediate  
Settlement

### Cluster:

Lagan Rural Partnership

### District Council:

Lisburn City Council

### Contact:

Hillsborough Village  
Centre, 7 Ballynahinch  
Road, Hillsborough,

**Tel:** 028 9268 3015

[www.hillsboroughvillagecentre.com](http://www.hillsboroughvillagecentre.com)

### Their Experience:

Following a public meeting in 1998, the priority for the village was the development of a local community centre in Hillsborough. At that time, the existence of 'satellite centre' funding from the local council provided a possibility to achieve this goal. An application for funding was submitted by local residents and a village centre committee was formed incorporating 2 representatives from all the groups within the village.

Work began to identify where the centre could be located and what it would be used for. One of the main obstacles was the identification of a suitable site in the village. The group consulted with South Eastern Education & Library Board and the idea of a shared site emerged with the centre sharing the one site with the new Downshire Primary School. Lisburn City Council legally owns the community element of the building, which the Village Centre group leases.

The centre and the school have established a relationship which works well and allows both to mutually benefit from the facilities that have been established, including a sports

hall and multi use games area. The centre was officially opened by Her Majesty the Queen in December 2005 and it has become a hub of activity and a community focal point which facilitates people of all ages, abilities and backgrounds. Activities are based on continual feedback from users and currently on average; approximately 4,000 people come through the Centre's doors every month. Sustainability is key for the centre and innovative ideas and approaches - such as the 'art wall' (payment for hosting paintings and a contribution if sold) and the renting of cupboard space to organisations using the collective space - have been adopted.

### Learning Points:

- *Necessity for mutual understanding of objectives between the various partners involved*
- *The idea of developing a shared service was key from the outset and integral in the design and development of the project*
- *Sustainability is a key component to the centre activities*
- *Good working relationships with other statutory and voluntary organisations*
- *Relationship with the local Council key*



## Markethill, County Armagh

**Location:**

Off the A28 Armagh –  
Newry Road

**Population:**

Resident population of  
Markethill was 1,290 on  
census day 2001

**NISRA Classification:**

Band “G” - Village

**Cluster:**

SOAR

**District Council:**

Armagh City & District  
Council

**Contact:**

SAVER/NAVER,  
Bingham house,  
43 Main St. BT60 1PH

**Tel:** 028 3755 2808

[www.saverver.com](http://www.saverver.com)

**Their Experience:**

Initially established as a victims support group, the visit host group SAVER NAVER have been operating for 10 years. Their work to date has been primarily support programme driven but the organisation has also developed a strong asset base of lettable property as part of a strategy to lead towards sustainability.

The group is also moving from a focus on victim support to include broader community development activity providing the opportunity for those who have benefitted from their work to help deliver services to others.

The primary regeneration group in the area is Markethill District Enterprises. The two groups have shared memberships over the years working together on various projects eg redevelopment of the courthouse into a venue, restaurant and tourist hub.

Markethill is one of 11 small towns and villages to have been supported by Armagh City & District Council in the development and implementation of a Village Plan.

Their village planning process was initiated by the Council through the appointment of a consultant to undertake a programme of community consultation and to draft the plan. This was further facilitated by the development of a steering group to co-ordinate applications for funding among three of the villages with a view to enhancing community relations and capacity as a result.

Under this plan, the village secured funding under the 2001-2006 RDP, Peace II and directly from Armagh City & District Council for a range of projects as diverse as community art, youth development, interpretive signage, and business promotion.

**Learning Points:**

- *Engaging with young people in developing and managing projects can have a significant impact in developing a sense of community, increasing trust and reducing anti-social behavior and vandalism*
- *The engagement of several organisations, both statutory and community/voluntary in developing a village plan is a critical factor in implementation and ownership of the actions*
- *Developing and/or implementing village plans as a cluster or as a part of a district ‘master plan’ can have many added benefits in bringing people together to share experiences, build community linkages and develop community relations and enable ‘economies of scale’ in administrative support*
- *The importance of architecture and the restoration of derelict property in maintaining the character of a village and bring derelict properties back in use*
- *Developing and celebrating the culture and history of a village can provide a strong basis for community pride and a strong brand for the ‘marketing’ of the area for tourism and retail*
- *Bringing people together in funded programmes develops capacity to engage in community development and is crucial in widening the range of people involved and the range of services on offer*
- *Developing a sustainable approach to community projects and facilities will be increasingly important in the future as funding becomes scarcer and more restrictive*



## Stewartstown, County Tyrone

### Location:

Situated between Cookstown and Coalisland, close to the western shores of Lough Neagh

### Population:

Resident population of Stewartstown was 608 on census day 2001

### NISRA Classification:

Band 'H': Small Village, Hamlet and Open Countryside

### Cluster:

SWARD

### District Council:

Cookstown District Council

### Contact:

Cookstown & Western Shores Area Network, Crieve Centre, Stewartstown, Co. Tyrone

**Tel:** 028 8773 8845

[www.cookstownwesternshores.com](http://www.cookstownwesternshores.com)

### Their Experience:

The history of the village dates back to the early 17th century when Stewartstown was founded under the terms of the Plantation of Ulster by Sir Andrew Stewart. The foundation of the village, consisting of a square and three streets, was laid out at that time.

Stewartstown has since grown to become a busy village and centre of activities for its residents and surrounding districts. It now offers a range of local amenities and services, such as a bank, post office, local schools, GP surgery, a range of shops and public houses. It is also catered for in terms of sporting organisations and has a very active and well known drama society. The village has a unique entrepreneurial spirit and has attracted significant private sector investment to date, including antique outlets and fireplace centres.

Stewartstown Development Association has been a catalyst in various projects to rejuvenate the village, such as the creation of the Crieve Centre facility which includes several business units and also houses the local Rural Support Network – Cookstown & Western Shores Area Network; and the provision of recreational facilities for the area. The Association established the Stewartstown Festival Committee which has staged many cross community festivals and pageants, including the very successful Stewartstown 2000 Pageant, engaging over 200 people from the village and surrounding area. This event and others have contributed to the continued good community relations within the village and also led to the creation of Stewartstown Dramatic Society.

This society annually presents a pantomime engaging the participation of many local people and entertains audiences, both local and from further afield.

Stewartstown Community Group offers a range of social activities for residents both young and old; organising walking events, summer events for children and a 'Wednesday club' for the elderly. The area also benefits from a very active historical society which has published three books on the history and folklore related to the village.

One major concern for the village is the threat of closure of one of the local primary schools and this key issue has united many residents who are opposed to the closure of this rural service. In terms of deprivation Stewartstown is ranked within the top 30% of the most deprived Super Output Areas in Northern Ireland.

### Learning Points:

- *Village renewal needs to emerge from real local need*
- *Encourage an ethos of volunteering and interest in community life*
- *A small number of people can make big thanks happen – it just takes effort*
- *Build on the history of the area as a starting point*
- *Ensure all ages are involved and catered for*
- *Don't rush projects – take time to plan and support*
- *Capacity takes a long time to build*
- *It takes time for natural local leaders to emerge*
- *Community buildings and economic projects can be the catalyst to enable other things to happen*



## Toomebridge, County Antrim

### Location:

Northwest corner of Lough Neagh

### Population:

Resident population of Toome was 722 on census day 2001

### NISRA Classification:

Band 'H': Small Village, Hamlet and Open Countryside

### Cluster:

GROW South Antrim

### District Council:

Antrim District Council

### Contact:

TIDAL, Toome House, 55 Main Street, Toomebridge, Co. Antrim.

**Tel:** 028 7965 9199

### Their Experience:

A small team of approximately 10 people came together over 16 years ago with the aim of providing much needed amenities and services for its local community, including the creation of employment opportunities within the area. At that time, the area was designated the 2nd most disadvantaged ward within its Council area.

Community consultations took place to identify priorities for action and one of the main priorities identified was to bring a local GP service to the area. This real community need motivated those involved and the eventual provision of this service encouraged residents to achieve other issues raised through the consultations. The environment was also seen as a major issue by the community and at this time the village of Toomebridge suffered from serious traffic disruption as it was the main thoroughfare linking Derry/Londonderry to Belfast. However, in 2004 after many years in the planning, Toome bypass opened, with estimates indicating that it now diverts over 22,000 cars daily, giving some indication as to the level of disruption this area endured.

Since the opening of the bypass the village has continued to develop and is now seen as a thriving rural area. The area has proved to be a great base for business, providing immediate access to main travel routes. It provides services and facilities to its local community, is identifying tourism opportunities, has rejuvenated its environment and is tackling issues of community relations and anti-social behaviour. Toome House, located in the centre of the village, in the TIDAL

Industrial Park, is an extremely well used community centre, which provides a base for many services and is used by, amongst others, Citizens Advice Bureau, Housing Executive, Ulster Farmers Union, Health Service and local community groups.

The village has won awards at Council level and also been recognised as category winners in the Calor Village of the Year 2008 and 2009 competitions.

### Future Plans:

A bigger vision for the village exists with two major projects in the pipeline which centre on the redevelopment of the Marina area and the potential purchase of the local police station to be developed as a community facility. Toomebridge are working towards a new Integrated Village Plan under Measure 3.5.

### Learning Points:

- Community audits and questionnaires are an essential tool when identifying the areas of concern for a village
- Priorities need to be established for the area, not all things can be achieved immediately
- Small projects can be a catalyst for many things in an area
- A small team of local people tend to be the driving force behind Village Renewal and Development
- It is extremely useful to visit other villages or areas that have embarked upon similar projects to those within your village
- Village Renewal is a long term endeavour – it has taken Toome 16 years to get to this point but still there are issues that need addressed and plans for the future
- Don't give up and don't expect thanks



## Broughshane, County Antrim

### Location:

On the A42 main  
Ballymena Road

### Population:

Resident population of  
Broughshane was 2,349  
on census day 2001

### NISRA Classification:

Band "F" – Intermediate  
Settlement

### Cluster:

North East Region

### District Council:

Ballymena

### Contact:

Valerie Blake

**Tel:** 028 258 62777

Email: [broughshane@nacn.org](mailto:broughshane@nacn.org)  
[www.antrim.net/broughshane](http://www.antrim.net/broughshane)

### Their Experience:

Community development activity in Broughshane dates back as far as 1969 when the Community Association was first formed with the aim of making Broughshane a "nice place to live". In the years since, the community of Broughshane has gone from strength to strength and is widely recognised as one of the most active village communities in Northern Ireland, comprising a total of more than 100 separate interest groups.

Initially focusing on the development of the community and community facilities the first significant development in Broughshane was the conversion of a former potato factory to create a community centre and sports pitch.

The Community Association continues to meet monthly and comprises;

- 2 representatives from each community of the 31 member organizations
- 5 councillors & PSNI representatives (advisory only)

A separate group, Broughshane Improvement Association was formed in 1987 to carry forward environmental improvements in the village.

Through significant volunteer effort, and with the support of Ballymena Borough Council, this group undertake regular village clean ups, plant and water flower beds, baskets, which has resulted in the Village receiving numerous awards over the years including their most recent as Ireland's Best Kept Small Town 2010.

The community is also strongly involved in the economic regeneration of the village with The Village Garden (Broughshane) Ltd developing the Houston's Mill Complex between 1998 and 2000 to provide community and training space, office accommodation and tourist accommodation all of which has helped

contribute to the sustainability of a staffed group office and to contribute towards other initiatives in the village. This group is also currently managing another major capital project in the village. Broughshane House will regenerate a major village centre property to provide a resource centre for the community including offices for the credit union, as well as further commercial rental accommodation. The project is currently on site with an anticipated completion date of January 2011.

Despite all their success to date, the community of Broughshane still believes it has much to do. Much of the work to date was based on a community audit carried out in 1996 and this was repeated again in 2008 with the new audit forming the basis of a Development Plan to guide the work of the community over the next 5 years.

As a different mark of success, in each community audit, questionnaires were issued to each household in the village. In 1996 a return of 31% was achieved. When the exercise was repeated in 2008 the rate of return had jumped to 93%!

### Learning Points:

- *Village Renewal is a long term and continual process.*
- *Young people are often the most difficult to reach*
- *It is important to give something back to the community in the form of events such as festivals, parties, etc*
- *Creating a sense of pride in individual properties through "best kept garden" competitions, etc helps encourage owners to maintain their own properties*
- *Bringing several groups together develops a much wider sense of ownership and responsibility in the development of the village*
- *The extent of volunteering within the community has been vital to much of the village's success to date, whether by attending meetings, completing application forms, weeding, picking up litter or watering flowers*



## for an effective Village Development Group

### 10 DO's ...

- DO involve a range of skills
- DO fundraise
- DO plan well
- DO let people know who you are
- DO the surveys & needs analysis
- DO get to know local support agencies and funders
- DO join local networks
- DO have a newsletter
- DO have a funday/festival
- DO be ambitious and enjoy!

### 10 DON'Ts ...

- DON'T raise expectations
- DON'T consult too long
- DON'T undertake projects too quickly
- DON'T go for the 'big one' straight away
- DON'T chase funds - have projects based on need
- DON'T ignore existing groups
- DON'T forget the young and old
- DON'T take yourself too seriously
- DON'T believe things will happen overnight
- DON'T give up!



The community groups which hosted the Village Renewal Thematic Group visits were a wealth of information on the processes of Village Renewal and Development. We thank them for their time and support throughout our journey. Some of their key observations and learning are noted below.

### Place

- Even 'successful' villages continue to face many of the same problems such as loss of businesses and employment, lack of integration of new residents, and continued dereliction
- The development of an economic project at the outset can help to provide funds to develop further projects
- The development of an identity or branding can help to develop a sense of history and community pride in an area
- Focus on assets and building community pride

### People

- Broad community support and a sense of ownership is essential
- The commitment of a core number of individuals is critical in driving actions forward
- There is a necessity for mutual understanding of objectives between the various partners involved
- The support of local council staff and councillors is critical
- Good working relationships with other statutory and voluntary organisations are essential
- It is extremely useful to visit other villages or areas that have embarked upon similar projects

### Process:

- Village Renewal and Development is a long term process – it is not a quick fix and must be based on real community need and interest
- Community audits, engagement and consultation are essential tools when identifying the areas of concern and priority for a village
- Integrated village plans provide a long term framework for development in an area
- An Integrated Village Plan is an outcome in itself and should last beyond any funding programme. It should be seen as a 'living document' continuously referred to and updated
- Priorities need to be established for the area, not all things can be achieved immediately
- Small projects can be a catalyst for many things in an area
- Not all development actions require funding

Thanks  
to...

The Rural Network NI team would like to take the opportunity to thank the Local Action Group members who participated in and contributed to the Village Renewal & Development Thematic Group during the course of the year. Our appreciation is extended to Bob Adams and Henry Cushinan (GROW); Mary Loughran and Majella Murphy (SOAR); Angus Carson and Pat Ward (Down Rural Area Partnership); Patsy Bradley and Edna Walmsley (North East Region); Wilbert Mayne and Francie Molloy (SWARD); Pat McDonnell and Brenda Morris (ARC North West); Margaret Tollerton, James Tinsley, Barrie Elkin and Henry Philips (LAGAN). We would also like to thank the guest speakers, various host villages and the Administrative Units staff within each Cluster area for all their assistance and support.



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