

Public Document Pack

**Democratic Services Section
Chief Executive's Department
Belfast City Council
City Hall
Belfast
BT1 5GS**

18th October, 2016

MEETING OF STRATEGIC POLICY AND RESOURCES COMMITTEE

Dear Alderman/Councillor,

Please find attached an outstanding agenda item for the meeting due to be held at 9.30 a.m. on Friday, 21st October, 2016.

Yours faithfully,

SUZANNE WYLIE

Chief Executive

AGENDA:

4. Belfast Agenda

- (a) Belfast Agenda Update (Pages 1 - 52)

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Subject:	Belfast Agenda – Draft Document and Consultation Arrangements
Date:	21st October, 2016
Reporting Officer:	Suzanne Wylie, Chief Executive, ext 6001
Contact Officer:	Sharon McNicholl, Strategic Planning and Policy manager, ext 6009

Is this report restricted?	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>
Is the decision eligible for Call-in?	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>

1.0	Purpose of Report/Summary of Main Issues
1.1	This report provides Members with an update on progress towards production of the Belfast Agenda (Belfast’s Community Plan).
2.0	Recommendations
2.1	<p>The Committee is requested to:</p> <ul style="list-style-type: none"> consider the draft Belfast Agenda, with a view to the document being discussed further at the special SP&R meeting at 9.30am on 28th October 2016, to which all Members will be invited; and agree the proposed consultation plan.
3.0	Main Report
	Background
3.1	As Members will be aware, the Local Government Act (Northern Ireland) 2014, Part 10, placed a statutory duty on councils in relation to community planning. The legislation states that, as lead partner , the council (once consensus has been reached with community planning partners) must publish a community plan that sets out long term objectives for improving economic, social and environment wellbeing of its district, together with the actions and functions to be delivered to achieve these objectives.

3.2	<p>Members will be aware that, over the past 2 years, considerable engagement and work has been taking place with Members, partners, stakeholders and communities to build the 'Belfast Agenda', our first community plan.</p>
	<p>Draft Belfast Agenda</p>
3.3	<p>A draft Belfast Agenda document, which is the overarching community planning framework for the city, is being produced for agreement by Members and Community Planning Partners, so that it can be released for public consultation (the current draft of the document is attached at Appendix 1). The purpose of the consultation is to allow the public and other stakeholders to further improve and refine the framework in advance of its adoption and publication in Spring 2017. In addition, during the consultation period action plans will be further developed with partners using an outcomes based accountability approach.</p>
3.4	<p>Clearly, as the process moves forward, it will be necessary to consider the creation of more local and area-based plans within the context of the Belfast Agenda framework. It is proposed that council officers engage with Area Working Groups in order to consider how this part of the process should be taken forward.</p>
3.5	<p>It is proposed that at November's Committee meeting, Members will be asked to agree the version of the draft Belfast Agenda document which will be issued for consultation – the version that is attached to this report, therefore, is an early copy that has been shared with partners in order to move towards agreement of content for publication. There will be an opportunity for Members to discuss the document in detail at the Special SP&R Committee meeting at 9.30am on 28th October 2016, to which all Members are invited. Further work needs to be done to design the document and proof it for ease of understanding by a wide range of audiences.</p>
3.6	<p>At the meeting on 28th October 2016, Members will also be asked to provide direction on the way in which the Belfast Agenda framework should inform the council's new Corporate Plan. Members will recall that the Local Development Plan (LDP) is linked to the community plan in that it is intended that the LDP should be the spatial manifestation of the outcomes in the community plan. Therefore it is intended that Members will also receive an update on the LDP Preferred Options Paper and the timetable for consulting on the document. Council officers are working to ensure that the consultation processes for the Belfast Agenda Framework and the LDP are aligned and mutually reinforcing.</p>

3.7	<p>Members will be aware that City Strategies such as the Belfast Agenda have been important in driving forward regeneration and development within cities. Members have an important leadership role to play in ensuring that the Belfast Agenda drives inclusive growth for the city and its people. There, it proposed that officers will develop a programme to build the understanding of staff and Members about the most effective way to implement city strategy and ensure maximum benefit. A report will be brought back to the Committee in November outlining proposals.</p> <p>Consultation Plan</p>
3.8	<p>A 12 week public consultation on the Belfast Agenda to provide opportunity for stakeholders and communities to provide feedback is proposed. It is proposed that initial consultation/information events will commence before the end of November 2016, subject to agreement by Members. A summary of the key elements of the proposed consultation plan are included within Appendix 2.</p>
3.9	<p>Members are requested to agree this approach, and note that more detailed information including event dates and locations will be advised in due course once confirmed.</p> <p><u>Financial and Resource Implications</u></p>
3.10	<p>This next programme phase of the Belfast Agenda is included within current Council resources. Given the significant workload associated with supporting delivery of the Belfast Agenda consideration is being given, as part of the ongoing organisational development programme to the necessary alignment and organisation of staff to ensure effective delivery.</p> <p><u>Equality or Good Relations Implications</u></p>
3.11	<p>Equality and good relations implications are being considered in liaison with the Equality and Diversity Officer and will be included in the update to Committee in November before the document is issued for consultation.</p>

4.0	Documents Attached
4.1	<p>Appendix 1 - Draft Belfast Agenda Document</p> <p>Appendix 2: Draft Consultation Plan</p>

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Belfast

The Belfast Agenda

Your future city

A draft for consultation **Working draft**

What is the Belfast Agenda?

It is Belfast's community planning framework committed to the city and its long term success. It has been built by a partnership of organisations and led by Belfast City Council.

We need strong, collaborative leadership to create and deliver this Agenda. The political leadership of the city is committed across all political parties to making change happen.

It is our shared agreement to work better together for the good of everyone who lives here.

It is an ambitious inclusive vision for the future and a set of stretching goals for a better quality of life for all.

It sets out a leadership framework that will support inclusive economic growth, and improved residents and business-focused services. We want sustainable success for the city and we want to ensure this success can reach everyone who lives here.

The agenda identifies the work that we all need to focus on if we are to unleash the energy and ability that exists in our people and communities.

Its content is shaped by a substantial evidence base; by conversations with people across the city about the type of place they want Belfast to be; and by a deep understanding of the opportunities and challenges that we face.

It is an agenda for everyone – for all parts of Belfast and our diverse and talented communities as well as the many people beyond our boundaries who depend on the city's success for work.

It is still developing and in the coming months we want as many people as possible to tell us what they think about the direction being set, to make it better and ensure that our resurgent and dynamic city goes from strength to strength. It provides a framework within which we can create more detailed action plans using an outcomes-based accountability approach informed by a detailed shared evidence base.

The Belfast opportunity

A new vision for Belfast

Our focus for the next four years

Growing the economy

Living here

City development

Working and learning

Towards delivery

The community planning partners

The opportunity

Imagine yourself in 2035– what do you want to achieve? What are your hopes for you and your family? What kind of Belfast do you want to live in?

Now think – what might help and what might get in the way?

When we asked people what they wanted in a future Belfast they talked about a city where everyone has a good start in life, a good education and a good job. Where everyone has safe, good quality places to live, work and play; where people get on with each other.

They talked about Belfast as a place where we take care of each other, that celebrated youth and age and diversity and made sure no-one was left behind.

Belfast should have a vibrant cultural life and be a place that inspires innovation. A well connected place that you can move around easily. People wanted Belfast to be outward-looking and confident on the world stage, competitive and forward looking. They talked about the beauty of the city; its natural and built environment and the need to take care of the place now and for future generations.

Our conversations across the city confirmed that Belfast is already a place of energy, optimism and ambition.

Our city has a young and increasingly diverse population and is attracting people from across the world who are bringing new skills and vibrancy to our communities.

People want to come here to experience our city - tourism is growing year on year. Our success in economic growth areas such as tourism is making a vital contribution to the wider Northern Ireland economy. We are a major employer of people living in and outside the city. Our universities, Belfast Met and industries are important contributors to research and development, skills and trade. We have real talent and creativity, and are not shy of hard work. Such energy is a magnet for global companies who are attracted by, amongst other things, our talent and next generation digital connectivity.

We have a unique history of pioneering voluntary and community action with strongly embedded social capital across many of our communities.

The city has been transformed through physical and cultural regeneration. In recent years we have had over £2 billion investment in cultural facilities, retail, leisure and housing. Our revitalised city centre with its top class bars, restaurants and hotels are evidence of the many changes that have already taken place.

But there are also things that are getting in the way of connecting people to this success – health, educational and economic inequalities are too high and while certain people and parts of the city have benefited from economic growth, many others remain disconnected from wider success, unable to

reach their potential because they don't have the skills or have not had the right life opportunities.

Division and segregation continue to put a brake on the potential of many people and communities. We have many highly qualified and highly skilled people but we also need to address educational inequalities that mean too many of the population are without formal qualifications. Unemployment within the city ranges from 1% to 16% across wards with people facing multiple barriers to opportunity.

And we need to ensure that our urban infrastructure is renewed so that it meets the demands of a 21st century economy, including the need for effective, sustainable transport solutions.

The Belfast Agenda is about re-imagining our city, building upon our strong foundations – it is about creating opportunity and removing the barriers that stop people from fulfilling their potential.

The city is resurgent and re-energised. Now is our time – and every one of us needs to ensure that we can connect as many people as possible to Belfast's opportunities.

The community planning partners

A new vision for Belfast

Belfast will be a city re-imagined. A great place to live for everyone. It will energise and drive a successful economy where everyone can reach their potential. Beautiful and well connected, it will be a city shared and loved by all its people and admired around the world. It will be a producer of and magnet for talent, investment, innovation and creativity, a compassionate place where people create value and are valued.

To achieve this vision we will work towards these outcomes:

- Everyone in Belfast benefits from a thriving and prosperous economy
- Belfast is a welcoming, safe, fair and inclusive city for all
- Everyone in Belfast fulfils their potential
- Everyone in Belfast experiences good health and wellbeing
- Belfast is a vibrant, attractive, connected and environmentally friendly city

Our ambition for growth and opportunity

Success in achieving our vision will depend on hard work, ingenuity and collaborative commitment by all organisations and people with a stake in our city's future. There are many actions that we will need to do to make this vision a reality but we have identified **four challenging, over-arching long-term ambitions** that we feel need to be achieved in order to grow the city and ensure we create the opportunities for success that local people need.

However, we know from the experience of other cities that growing our population will be a fundamental factor in our city's success. We also know that the best route to better outcomes for most people is a good job. Therefore we want to put a figure on our ambition for population and jobs. Our aim is that by 2035 our city will be home to 70,000 more people and 50,000 more jobs.

We know that we will need to shape our city to ensure that this can happen in a sustainable way and that is why we are creating a Local Development Plan – to shape the physical future of the city – including housing, road and other infrastructure along-side our Belfast Agenda.

We've also set ambitions for the type of city we want to be – that every young person leaving school has a destination that fulfils their potential and that we reduce the gap in life expectancy between our most and least deprived neighbourhoods.

Our city is home to an additional

70,000

new residents by 2035

Our urban economy supports

50,000

more jobs by 2035

By 2035

50%

reduction in the life expectancy¹ gap between neighbourhoods

By 2035 every young person

100%

leaving school has a destination that fulfils their potential

These four sit alongside a basket of population indicators that we will use to measure progress towards all of our outcomes.

¹ Please note this is draft only, final measure to be determined.

More about our outcomes

The statements below set out more detail about the outcomes or 'conditions of wellbeing' people want in our city by 2035. They reflect the breadth of the collective aspirations of our residents as articulated during the 'Belfast Conversation' engagement programme over the last twelve months. The conversations were locally based engagement events where people talked about the present Belfast and what they wanted for the future.

We recognise that the outcomes are aspirational and delivering them will require long-term commitment. Many of the issues at play are subject to complex economic, social and environmental challenges, often requiring deep economic, societal and cultural changes. However, these shared outcomes have a strong power to bring partners together which we believe will provide the energy and enthusiasm to drive forward the Agenda.

Everyone in Belfast benefits from a thriving and prosperous economy

By 2035 Belfast will have a diverse and growing economy developing a bigger and more competitive business base, attracting visitors and investment. It will provide high levels of employment supported by a skilled workforce; and the city creates wealth that can be enjoyed by all.

Belfast is a welcoming, safe, fair and inclusive city for all

By 2035 Belfast will be a place where everyone feels welcome and safe, and are treated fairly with equality and respect in a city that values diversity/difference and encourages civic participation

Everyone in Belfast fulfils their potential

By 2035 everyone will be supported and enabled to reach their full potential to succeed and make a positive contribution to city life. Everyone has access to information, education, training, lifelong learning and can access jobs and opportunities to actively participate in all areas of life.

Everyone in Belfast experiences good health and wellbeing

By 2035 everyone will live a healthy lifestyle and experience the best possible physical and emotional health and wellbeing; health inequalities will be reduced and those who suffer poor health receive the care and support they need in a compassionate city.

Belfast is a vibrant, attractive, connected and environmentally friendly city

By 2035 everyone will enjoy attractive, well-serviced, clean neighbourhoods and a thriving city centre with a range of facilities, activities and things to do; a city that

protects and enhances its natural and built environments and is supported by excellent infrastructure.

Our shared values

Our agenda has been shaped by a set of shared values that has shaped its design and will continue to shape its delivery.

- **A focus on outcomes for people**
- **Partnerships for collaborative gain**
- **Decisions driven by evidence**
- **Inclusiveness, care and compassion**
- **Equality and Good Relations**
- **Resilience for the future**
- **Innovative, people-centred design and delivery**
- **Sustainable development**

Our focus for the next four years

Our vision and outcomes are long-term in nature, but we have identified a number of things we need to do right away to build momentum and act as catalysts for change. The four priorities where we think we can focus our collective energy and plan delivery are:

Growing the economy

Creating jobs and investment in the city

Living here

Creating a great city and neighbourhood living experience

City development

Creating the right infrastructure and regenerating our city

Working and learning

Supporting growth and connecting people to opportunities

For each priority we will set stretching goals and set in motion catalytic programmes of work that will create real progress towards achieving our vision. Our initial sense of what these should be is set out in this section.

Growing the economy

Together, we will:

- Create employment and opportunity
- Attract investment into Belfast
- Foster business growth in Belfast
- Strengthen business relationships and make it easy to do business
- Maximise the impact of the city region
- Increase tourism spend
- Reduce economic inequalities

Why this is a priority for Belfast

A thriving and prosperous economy is the engine of change for our city and the critical contributor to all of the outcomes that we wish to achieve.

As the region's capital city, major population centre and the hub for business and employment, Belfast is critical to Northern Ireland's economic future.

Growing a diverse economy inclusively and creating more and better jobs has consistently been the main priority raised by residents and other stakeholders. Inclusive economic growth means that as many people as possible contribute to and benefit from economic success. It is about more and better jobs, living standards and earnings, in-work progression and addressing barriers to employment. It is about improving life chances and therefore is something no one organisation or sector alone can deliver; we must do it together.

More than half of those employed in Belfast travel from outside the council boundary; the economic growth and prosperity of Belfast is spread well beyond the city. While there is uncertainty in the global economic market Belfast does not face this challenge alone. Business will continue as the city, and region as a whole, adapts to meet the new challenges locally and internationally. Belfast already has a proven track record in successfully attracting foreign investment. The city continues to offer favourable economic conditions including competitive labour costs; a pool of skilled graduates; and a growing international reputation as a venue for major events and tourist destination.

Global trends tell us of the importance of growth in new sectors including financial technologies, cyber-security, film and animation, and connected health. Our long term agenda must include plans for these shifts.

To build on our strengths and prepare for the future, the city has systemic issues that need to be addressed by all partners. For example, the city continues to suffer from high economic inactivity; and relatively low rates of business start-up. And whilst we do have high skill levels in some areas in others, too many people don't have the skills they need to succeed. There is still a substantial fiscal deficit demonstrating that the city needs higher levels of productivity. We still have an imbalance between the size of our private and public sectors.

As a result Belfast has shown limited improvement in its competitiveness in the past five years when compared to 40 European cities. To be competitive at an international level, Belfast needs to tackle these underlying and inter-connected issues with innovative and collective action.

Rebalancing the economy by encouraging private sector investment is essential for generating sustainable growth, increasing productivity and creating diverse and well paid jobs. Central to this is improving the skills and employability levels in the city. It is important that as many people as possible benefit from growth and the city's success.

We need to be a connected and cohesive city that extends its influence well beyond its boundaries but also delivers for the local population – therefore a balanced and sustainable programme of inclusive economic growth is required.

Our ambition

It is important that partners have a common basis from which to track the combined impact of our work. We want to quantify our ambition and set challenging goals that will act as a spur to collective action and innovation while also offering a basis for accountability to our residents and to business.

There is substantial work still to be done in order to refine these measures but broadly partners have agreed that the following will help us measure the success of our 'Growing the Economy' programmes.

Stretch goals – four years

Together, by 2021, we will:

1. Create 15,000 new jobs
2. Attract £1 billion of private sector Foreign Direct Investment
3. Support 4,000 small business start-ups
4. Double the economic value of out-of-state tourism
5. Welcome 1.5 million overnight tourist stays per year

Population indicators to 2035

For measuring our combined impact we also need to track our progress towards delivery of our long term outcomes by improving the following population indicators:

- The city's productivity
- Investment into Belfast
- Performance of the Belfast Urban Area economy
- The number of new business start ups versus the number of business deaths
- The proportion of the population living in relative poverty
- The proportion of working-age population in Belfast who are unemployed
- The employment rate of 16-64 year olds by deprivation quintile

- Skills barometer measure – the gap between current and future skill needs
- Economic inactivity rate (excluding students)
- Average earnings
- Total spend by external visitors
- Supply of suitable housing

Data development

The city also needs a number of new ways of measuring the growth in our economy. Partners will work together to create these new measures:

- A Belfast Inclusive Growth Monitor Scorecard
- A measure for the number of social enterprises
- A measure of city innovation
- A measure of Belfast's impact on wider regional economy
- A measure of Belfast's city competitiveness compared with other cities
- A measure for entrepreneurship

Building momentum- getting started

If the city is to address our priorities for economic growth and achieve the targets that we have set for the city, partners have identified a number of 'game-changing' programmes of work. These programmes will require long term collaborative commitment by many organisations.

Some of the proposals are already in an initiation phase but most will require significant development work over the coming months.

Establish a Belfast Economic Forum to develop and deliver an integrated approach to inclusive economic growth and investment across the city and the city-region

We want solid, partnership-based delivery of economic growth for the city and the city-region. We will establish an economic growth forum with the NI Executive to drive forward the achievement of our economic growth goals and develop joint solutions to shared challenges.

This partnership will create an effective economic strategy for Belfast and the city-region, which supports and complements the Executive's strategy for economic growth. It will build a coherent and evidence-based approach to improving city competitiveness, job creation and support for businesses.

It will deliver long term strategies for key growth sectors including retail, hotel, office development, financial tech and creative industries; and export-led strategies to support business growth.

Build the city's position as a magnet for Foreign Direct Investment (FDI)

We will work together with Invest NI to attract and support investment in the city. We will have a market-facing strategy for ensuring that Belfast is business and investor friendly.

This will include ensuring a welcome and network of professional and other services for those businesses, investors and developers new to the city as well as those indigenous businesses who are already committed and willing to grow and develop their business and investment in the city.

Develop an international relations framework

We will work with city partners, to create a new framework to maximise the city's new and existing international connections to drive trade, investment, and tourism; and to encourage cultural and other linkages.

Harnessing innovation to drive city growth

Information technologies and data science are powerful engines for the future economic growth of Belfast. Partners will work with our local universities, digital SMEs and the third sector to design and deliver a Smart Belfast framework that will build the necessary foundations required to generate innovative solutions to address major city challenges while also supporting our local SME sector to develop world class products.

Creating a resilient city

As part of the 100 Resilient Cities programme, founded by the Rockefeller Foundation, we will appoint a Belfast Commissioner for Resilience who will work with partners to develop a strategy to take a targeted approach to addressing those issues which pose the greatest risk to the city and its economy.

Drive city-region growth

We will explore with the NI Executive new financial mechanisms/models to enable better use of budgets by NI Departments, public bodies and councils to facilitate economic growth and the implementation of agreed priority schemes.

We will exploit the financial tools available to both central and local government to invest in capital schemes which can unlock major investment and development opportunities.

Developing an integrated and collaborative approach to raising entrepreneurship levels and business starts

We will make it easier for businesses to access the support they need by developing and branding a cohesive continuum of support from pre-enterprise awareness through to starting a business, growing a business and exports.

Develop an integrated inclusive growth approach

We will work with city partners to develop a Belfast-specific inclusive growth model that fosters an urban economy that better support our residents' ability to work – with easier routes into employment and a progression pathway through the labour market.

Sector specific support

We will work to create an environment that fosters local business start-ups. We've invested in a new Innovation Factory that joins other innovation hubs to enhance a growing city innovation eco-system. We will support and nurture business in the burgeoning creative and digital sector.

Living here

Together, we will:

- Improve neighbourhoods
- Improve the city living experience
- Improve community relations
- Reduce life inequalities
- Enable active, healthy and empowered citizens
- Provide fit-for purpose city services
- Support and care for people who face multiple challenges
- Focus on younger and older people

Why this is a priority for Belfast

Belfast must provide the opportunity for all of its residents to lead healthy, engaged, and fulfilling lives as part of vibrant, growing and welcoming, sustainable communities and neighbourhoods.

A thriving and healthy Belfast enables and empowers its residents to reach their full potential at every stage of life. It means providing the opportunity to lead a fulfilling life whether that is through employment, education, volunteering, learning for fun, sports, participating in the arts, culture, and heritage. Such a city is also economically more successful as it's likely to attract and retain individuals and families to work, study and live there and provides a more diverse and more attractive environment for visitors and investors.

For many people Belfast offers a high quality of life. It is a culturally rich city, playing host to a wide range of festivals, arts, music, sports and cultural events in which the majority of our citizens are actively engaged throughout the year.

Most of our residents are living longer, healthier lives. People over 60 already make up one fifth of our population and this is forecast to increase dramatically to over one third by 2050.

However, for many individuals, and across a significant number of neighbourhoods, the city is not performing well. Seven of the ten most deprived wards in Northern Ireland are in Belfast. This has a significant impact on the health and wellbeing of our residents. Suicide rates in the 10% most deprived areas are almost five times higher than the 10% least deprived. The gap in life expectancy between the 10% most and least deprived areas of Northern Ireland is approximately 10.7 years for males and 7.7 years for females. Joint working with our partners through delivery of the 'Making Life Better' strategy within the context of the Belfast Agenda is an important opportunity to make progress in addressing many of these inequalities and achieving improved wellbeing outcomes for the people of Belfast.

Housing is a key issue for creating liveable communities, affordable and safe housing is fundamental to quality of life for our residents. In 2015 there were over 6,900 people in housing stress in the city. The NIHE are a key community planning partner and social housing has an important role to play in creating the type of city we want Belfast to be in the future. We will therefore be working together to maximise the benefits of housing investment in the city, increasing the tenure mix, growing the population of the city centre and helping to create sustainable, safe and cohesive communities.

We are committed to making Belfast a place that is compassionate, safe and welcoming to everyone. We need to continue to work hard, maximising the impact of the NI Executive's Together Building United Communities strategy to transform a city known for division, into one shared by all. When we asked people across Belfast how satisfied they were with Belfast as a place to live – 92% answered the question positively; however only 51% felt that people from different religious and political backgrounds got on well. Many of our citizens continue to live parallel lives, with some communities still separated by physical barriers. It is no coincidence that the poorest neighbourhoods in Belfast continue to be those located in and around interfaces and flashpoint areas.

Building relationships across communities is central to achieving our vision for Belfast. In recent years, the population of Belfast has changed substantially. We've welcomed new people from other countries who have made Belfast their home. This diversity has enriched our culture and contributed to our prosperity.

Working through our Shared City partnership and within our individual organisations, we will build upon and refocus our collective work to deal with the issues of division and segregation that directly impact on individual life opportunities and the ability of organisations to delivery effective public services.

Our ambition

It is important that partners have a common basis from which to track the combined impact of our work. We want to quantify our ambition and set challenging goals that will act as a spur to collective action and innovation while also offering a basis for accountability to our residents.

There is substantial work still to be done in order to refine these measures but broadly partners have agreed that the following will help us measure the success of our 'Living Here' programmes.

Stretch goals – four years

Together, by 2021, we will:

1. Deliver £1 billion of physical investment in our neighbourhoods
2. Deliver 1,800 social housing units
3. Invest £1 million in communities to drive social innovation

Population Indicators - 2035

For measuring our combined impact we need to track our progress towards delivery of our long term outcomes by improving the following population indicators over the long term:

- Number of victims of any crime
- Number of hate-motivated crimes
- Proportion of people who feel safe
- Number of antisocial behaviour incidents
- Number of interfaces
- The number of people who agree that people from different background get on well together
- Proportion of population who believe the cultural identity is respected by society
- Healthy life expectancy at birth
- Gap in healthy life expectancy
- Preventable deaths
- Proportion of the population of adults and/or children who are obese
- Proportion of population who smoke
- Proportion of adults drinking above sensible drinking guidelines

- Proportion of people who rank themselves as having high levels of well-being
- Proportion of adults participating in moderate exercise at least three days per week
- Number of households in housing stress
- Proportion of population living in decent homes
- Proportion of the population volunteering
- Proportion of the population participating in culture, arts and sports

Data development

The city also needs a number of new ways of measuring improvements in 'living here'. Partners will work together to create these new measures:

- A respect Index
- Liveability index
- Mental health measure
- Access to and quality of open space
- Increase trust and confidence in public service
- Self-efficacy measure, ie, a measure of individual wellbeing
- Life satisfaction scores of our population
- Housing growth and target

Building momentum – getting started

We must deliver services differently, in a more integrated way that is focused on the needs of people. We will draw on the best examples of innovation to establish transformative ways of working that encourage communities, individuals and partners to design and deliver better services. We want to learn from these and then make them part of our day-to-day delivery.

To address our ‘living here’ priorities partners have identified a number of ‘game-changing’ programmes of work. These will require long term collaborative commitment by many organisations.

Some of these proposals are already in an initiation phase but most will require significant development work over the coming months:

Design and deliver a fully integrated, inter-agency approach to neighbourhood regeneration

Partners will design an integrated service delivery and intervention model that is aligned and responsive to the unique characteristics of communities and local areas.

We will work with communities design scalable, agile and innovative area-based interventions that maximises the potential of existing programmes, assets and investments by partners.

A key issue for local people is the connectivity between areas and across the city to get people to work and to enjoy all parts of the city. This will form an important part of the considerations of the Local Development Plan and an underpinning principle of what we are trying to achieve as we develop new assets, programmes and infrastructure.

Design and deliver a fully integrated, inter-agency approach to early intervention including early years support and family programmes

Building on the work already done by the Executive and partners we will work together to ensure we see the whole picture of a child’s development so that they have the support they need to reach their potential.

We will encourage a focus on support for families in the city, through an integrated family early intervention programme, integrated service provision to support families facing challenges, maximising the impact of the city’s ten Family Support Hubs.

Deliver a city and neighbourhood Community Safety programme

We will work with the Belfast Policing and Community Safety Partnerships to deliver an integrated programme of work to improve community safety across the city.

Ensuring an age-friendly Belfast

By the middle of this century it is estimated more than a third of Belfast's population will be over 60 years old; a proportion which is already true for a number of neighbourhoods across the city. We need to plan effectively to ensure the needs of people in the city are met.

As a member of the World Health Organisation's Global Network of Age-friendly Cities, we will work with the Healthy Ageing Strategic Partnership to deliver an active ageing programme that informs future partner service design and planning.

Design and deliver a Belfast City Shared Space, Peace IV and Interfaces programme(s)

We will work with the Shared City Partnership to deliver an integrated plan to improve good relations, developing a sustainable, transferable and scalable approach to management of shared space; and build leadership and networking opportunities. We will seek to develop an Interfaces Programme as well as securing Peace IV funding to deliver programmes for over 6,000 children and young people; Partners will also work with the NIHE and others to address segregated housing issues through the NIHE Community Cohesion Strategy, the NI Executive's Together Building a United Community Strategy to address segregation and integration, facilitating growth of sustainable shared neighbourhood estates where possible.

Maximising the impact of local assets and investment

Partners across the city are investing in important community assets and communities themselves are bringing forward and executing investment projects. Creating physical assets is not enough; they must in turn deliver outcomes for local people. Agencies need to work together to maximise the benefits of local assets and where possible use them as a means of making services more integrated and accessible. There are a number of programmes seeking to improve community assets as a driver for regeneration, including the Council's Local Investment and Belfast Investment Funds, Urban Villages and Building Sustainable Communities. It is important that we take a strategic overview to ensure that interventions are planned and managed in a way that maximises their benefit to local

people. In the years ahead community planning partners will be building houses, schools, health-care assets, new leisure centres and many other assets. The Belfast Agenda provides an opportunity to plan these better together, providing better services, saving money and achieving better outcomes for local people.

Deliver an integrated cultural and arts strategy

We will work with partners in the city to deliver a four year action plan 2016-2020 that will celebrate Belfast's distinctive culture by inspiring communities, attracting audiences and strengthening the sector. This plan will support increased access to arts and heritage providing opportunities for participation in activities, events and festivals across the city.

Integrated city programme to address health inequalities, including enhancing mental wellbeing and reducing social isolation

We will work with partners through the Belfast Strategic Partnership to ensure the design and delivery of programmes that maximise the impact of the regional Making Life Better strategy within Belfast addressing aspects of physical health (physical activity, active travel) and mental wellbeing (particularly issues of social cohesion, community vulnerability and isolation). We will also look for opportunities to maximise the health impact of Belfast's leisure transformation programme, and deliver the growing communities strategy, addressing food poverty, health and nutrition.

Maximising the benefit of our natural and built environment

People across the Belfast have told us that the natural environment is one of Belfast's great strengths and we need to work strategically to ensure that we maximise the benefit of our open and green spaces, our river and hills to achieve better outcomes. We will work with our partners to deliver an Open Spaces Strategy, taking forward Heritage Lottery Fund applications, exploring potential for delivery of a Neighbourhood Attractiveness programme for Belfast to tackle dereliction. We will also seek to take a sustainable approach to protecting and improving the city's natural and built environment for example through delivery of the city's Biodiversity action plan, Air Quality Action Plans, new Local Development Plan and in considering neighbourhood dimensions to the Belfast Resilience Programme.

Use social innovation to unlock service transformation

City partners will explore how to transform and improve the way we plan and deliver services at both the city and local level. We will test and adopt new socially innovative tools and techniques at neighbourhood level.

We want to find better ways of working at the local level – particularly in exploring how we can work with residents and partners to co-design and deliver more effective solutions that can be adopted at scale across the city.

City development

Together we will:

- Promote and position the city to compete
- Develop city's infrastructure and improve connectivity locally, nationally and internationally
- Drive the physical and cultural regeneration of the city centre
- Deliver key strategic physical projects and policies
- Attract more tourists
- Protect and enhance our environment and built heritage

Why this is a priority for Belfast

Belfast is at the heart of a metropolitan area with considerable ambition. The transfer of planning powers means that city partners can shape the city to deliver the outcomes in the Belfast Agenda. We can now shape spaces and places in our city in order to ensure sustainable growth.

Belfast has many natural and historical advantages that it can call upon to support growth, but there are still gaps in terms of key infrastructure, if the city is to grow.

The city centre is key to creating the economic growth we need. Belfast has done well in recent decades to create an economically dynamic and attractive city centre. It has however some way to go in comparison to other European cities of comparable size. It needs more; more people working and living in the centre, more visitors, more attractions, more commerce, more jobs, more street life and nightlife, more trees, more in-migrants and more development. A strong city core needs the right mix of offices, retail, hotels, tourist attractions, creative industries, universities and colleges, housing and social infrastructure. Only then can it drive regeneration for its surrounding communities and throughout the city.

Connectivity is vital, Belfast is the transport and logistical hub for the entire region. Its port is the second largest on the island of Ireland handling 17 million tonnes of freight each year and over 1 million passengers. George Best Belfast City Airport and Belfast International Airport carried over 7 million passengers between them in 2015. The Executive's ambitions to improve air connectivity to Northern Ireland will support Belfast's targets to grow the economy, increase FDI and visitor numbers. Infrastructure, particularly transport infrastructure, is vital to connecting our communities to opportunities for jobs and to each other. We must insure that community infrastructure such as schools, housing, transport, health and leisure facilities and parks and open spaces are planned in a way that connects to allow people to get the most from them.

Belfast has a large Travel to Work area with more than half its 230,000 workforce travelling from other areas. Over 44% rely on the private car for this journey with only 14% opting for public transport. Notwithstanding recent investment and in public transport there continues to be only a relatively small growth in passengers using public transport.

Digital connectivity is improving, nearly 100% of households in Belfast have access to optical fibre broadband. The city is rolling out free City WiFi. Belfast is part of a project providing the fastest connection from North America to Europe.

Water, sewage and energy infrastructure are in need of significant investment.

Belfast's household recycling levels have made significant progress to over 44%. Recycling levels are good compared to similar cities, but much reusable and economically useful material is still being lost to landfill and a figure of 70% should be possible. The circular economy is an under-exploited opportunity.

Our ambition

It is important that partners have a common basis from which to track the combined impact of our work. We want to quantify our ambition and set challenging goals that will act as a spur to collective action and innovation while also offering a basis for accountability to our residents.

There is substantial work still to be done in order to refine these measures but broadly partners have agreed that the following will help us measure the success of our 'City Development' programmes.

Stretch goals – four years

Together, we will:

1. Grow the rates-base by 5%
2. Create 1.5 million square feet of Grade A office accommodation
3. Create 5,000 new hotel bed spaces
4. Increase the use of sustainable transport by 15%
5. Reduce the level of household waste going to landfill to 35%
6. Increase the percentage of residents satisfied with the city-living experience
7. Move to 14 or higher in the UK retail ranking

Population Indicators - 2035

For measuring our combined impact we need to track our progress towards delivery of our long term outcomes by improving the following population indicators over the long term:

- Air quality
- Percentage of household waste that is recycled or composted
- Percentage of all journeys which are made by walking, cycling or public transport
- Visitor numbers
- Visitor satisfaction
- Renewable energy as a percentage of all energy consumed
- Number of miles of cycle lanes, footways and footpaths
- Proportion of homes that are energy efficient
- Satisfaction with Belfast as a place to live

Data development

The city also needs a number of new ways of measuring the impact of our focus on city development priorities. Partners will work together to create these new measures:

- Reduce the city's CO₂ emissions
- Increase the positive visitor perception of Belfast as a place to visit
- Reduce the average journey time on key economic corridors
- Draw down infrastructure investment in Belfast
- Measure and grow our international reputation against the national brand index
- Digital connectivity

Building momentum – getting started

We need to create the conditions for growth, with resilient infrastructure that can support city development and get people where they need to go. We also need to build on Belfast's distinctive sense of place and ensure the world knows about what it has to offer in order to attract investment, tourists and talent.

Creation of the Belfast Local Development Plan

City partners will ensure that the city's first spatial plan is designed to support regeneration and contribute to the Belfast Agenda's economic, social, environmental and sustainable development objectives.

Create a partnership and plan for sustainable urban infrastructure

Infrastructure planning for the Belfast city-region needs to be taken forward in a strategic and integrated way, not on a project by project basis. We will establish a new Strategic Infrastructure Group which will identify key infrastructure investment needs and work with the NI Executive with a view to shaping the NI Investment Strategy.

Develop an integrated city transport plan

Maximise the opportunities of the £150 million Belfast Transport Hub and Rapid Transport System. We will address under-use of public transport particularly in relation to commuter patterns. And work in partnership to progress key transport infrastructure including the York Street Interchange. We need to develop a comprehensive solution to city centre parking.

Deliver city centre regeneration and investment projects

We are committed to encouraging city-centre living and creating a vibrant, well-connected environment for people to enjoy. The City Centre Regeneration and Investment Framework already stands as an example of our shared ambition – jointly adopted by the Council and the Department for Communities. We will take forward a joint programme to advocate for and deliver key projects.

Build citywide commitment to Belfast place positioning

A strong sense of place and a clear statement of what the city has to offer is critical to attracting investment, tourism and talent. City partners will support and deliver a common shared Belfast narrative and implementation plan including a city ambassador programme and city marketing strategy in order to ensure international reach and help attract investment, tourism and talent.

We are committed to encouraging city-centre living and creating a vibrant, well-connected environment for people to enjoy.

Manage the city's resources and waste

Successful cities manage the impact of growth and ensure that it does not limit the quality of life of future generations; this includes reducing our consumption of non-renewable resources and minimising and managing waste effectively. With partners we will develop a strategy which ensures waste is managed effectively

and investigate the economic potential of the circular economy to re-imagine waste as an economic resource to increase skills, jobs and growth, including maximising the benefits of the Cleantech Hub at Giant's Park.

A city energy programme

We will work with partners to better manage energy usage across the city's public estate. We will build opportunities with all partners, including the private sector and local communities, to encourage investment and deployment of renewable sources in order to make the city more attractive to investors and to tackle fuel poverty.

Deliver the integrated tourism strategy

We will work with partners to support a range of aligned and mutually supportive work-streams in order to deliver on the ambition of doubling the value of tourism over the next few years.

Devolution of comprehensive development powers

We will work with the NI Executive to bring forward the devolution of comprehensive development powers to local government to enable critical city regeneration schemes to be brought forward; securing important investment and creating further employment opportunities.

A further world class visitor attraction

Scoping, financing, partnership, design, delivery of a world class city centre visitor attraction. There is substantial evidence that the city tourism offer would be transformed by a substantial attraction in the city centre – that would complement the existing offering including Titanic Belfast.

A Belfast Sustainable Development framework

In support of regional sustainable development objectives we will work with partners in the city and in Government Departments to develop a Belfast framework that support sustainable economic success particularly in addressing constraints relating to energy, transport and city water infrastructure.

Increase the supply of mixed tenure housing

Housing development and management can have a positive effect on the economy, supporting the construction industry, increasing demand for goods and services and supporting jobs. It also plays a vital role in growing the city's population.

Social housing is an important aspect of this. In 2015/16 NIHE spent almost £100million in Belfast. As a statutory partner the NIHE is committed to maximising the positive impact of housing investment in the local economy and its regenerative impact on local communities. This will include the use of social investment finance to support opportunities for social enterprise.

Working and learning

Together, we will:

- Address educational inequalities and increase skills attainment
- Address barriers to employment at structural and personal level
- Enhance and increase the skill levels of our residents and attract and retain even more skilled people
- Match people and skills to opportunities across Belfast
- Reduce poverty and economic inactivity

Why this is a priority for Belfast

Having a good job is the key route to improving opportunity and quality of life for people in Belfast. That is why improving the skills and employability of local people is key focus of the Belfast Agenda and out economic growth strategy.

Belfast is a vibrant 21st century city of enormous talent and a major contributor to our region's growing and important knowledge and creative industries. Belfast now supports over 210,000 jobs with 56% of these taken by people who commute from surrounding areas. The city is home to two universities and Belfast Met which between them have some 73,000 full and part-time students.

According to 2011 census figures, 28% of our working age resident population hold a university degree equivalent or higher. Recent work undertaken by the Centre for Cities reported that whilst Belfast was ranked 15th in the UK for having a highly skilled population, however, Belfast ranked second highest in terms of the share of the population with no formal qualifications. This has significant implications for the economic success of the city and the region. Skill levels in Belfast have a significant impact on regional competitiveness and in terms of attainment levels some of the highest levels of educational inequality in the region exist in the city.

Despite the relatively strong growth of the city economy, there is still a very marked polarisation of those who are well qualified and those who have no qualifications or who are low skilled. 17% of the total working age population in Belfast had no qualifications in 2015, according to the Labour Force Survey. Only 3.1% of those aged 16 years and over are self-employed. This is significantly lower than the 7.5% figure for Northern Ireland. This is also lower than in other UK cities such as Liverpool (10.8%), Manchester (14.4%), Newcastle (11.7%), Leeds (12.1%), and Sheffield (10.7%)

Economic inactivity is high compared with other cities and with the NI average. This problem is compounded as time goes on; the longer a person is out of work, the more their skills deteriorate, and the harder it becomes for them to find a way back into the labour market. Part time underemployment – i.e. working part-time hours but wishing to work more – is a particular problem for women and young people.

There are structural and personal barriers to employment that we need to address if we are take on the challenges facing people in our most deprived communities. For example, access to affordable child-care is a key issue – with average weekly childcare costs equate to 58% of the median wage at skill level 1. The Executive's new childcare strategy will have an important role to play in addressing this issue. This is a key issue for lone parents and low income families. Structural issues such as conditions related to welfare benefits also have an impact. Health is also a major barrier and the main reason for people leaving the labour market, speaking to the very inter-related nature of the outcomes in the

Belfast Agenda. The council and its partners will therefore work together with the Executive to find ways to overcome these barriers.

Evidence emerging from the work of the Joseph Rowntree Foundation and the Inclusive Growth Commission demonstrates a strong correlation between education and skills inequalities and poverty within society. This is an inter-generational challenge which requires a step change in approach. Through our Employability and Skills Framework we will try to connect people to jobs - ensuring they are job ready; upskilling and providing a pathway to employment and in-work career progression.

We will work with the city's anchor institutions – those larger organisations with a historic investment in the city's long term success to better leverage their economic power as employers, suppliers and contractors to build a resilient mutually supportive city economy.

In partnership we will develop new placed-based models which enable the widest range of people to participate fully in, and benefit from, economic growth. We will seek to better match the education and skill attainment levels among our resident population with the future business needs of key growth sectors and thereby better connecting people to employment opportunities.

Our ambition

It is important that partners have a common basis from which to track the combined impact of our work. We want to quantify our ambition and set challenging goals that will act as a spur to collective action and innovation while also offering a basis for accountability to our residents.

There is substantial work still to be done in order to refine these measures but broadly partners have agreed that the following will help us measure the success of our 'Working and Learning' programmes.

Stretch goals - four year

Further work is required by partners to develop four-year targets for the following indicators:

1. Reduce the proportion of the working age population with no qualifications
2. Increase the proportion of the working age population with Level 2 qualifications and above
3. Increase the proportion of the working age population with Level 4 qualifications and above
4. Increase the percentage of school leavers entering employment, education or training
5. Increase in proportion of graduates in STEM related subjects
6. Reduce the gap between percentage of school leavers and the percentage of FSME school leavers achieving at Level 2 or above including English and Maths

Population Indicators - 2035

For measuring our combined impact we need to track our progress towards delivery of our long term outcomes by improving the following population indicators over the long term:

- Proportion of population who have attained Level 2 or above
- Gap between percentage of school leavers and percentage of Free School Meals school leavers achieving at Level 2 or above including English or Maths
- Proportion of school leavers entering employment, education or training
- Proportion of care leavers who aged 19 were in education training or employment
- Proportion of children who have reached attainment at Key Stage 2 (up to 11 years)
- Proportion of pre-school children at the appropriate state of development
- School attendance rates
- Accessibility of services

Data development

The city also needs a number of new ways of measuring the city's progress in improving skills, employability and access to opportunity. Partners will work together to create these new measures:

- Increase the percentage of schools where provision for learning is good or better
- Number of people moving from education and training into employment
- Reduce the gap between current and future skill needs

Building momentum – getting started

Our skills base is vital to competitiveness, productivity, inclusiveness and growth. For people in Belfast to achieve their potential we need to take a more integrated approach to learning and skills.

Economic destiny is often shaped by the earliest years of life and we must work together to ensure that children are ‘school ready’ and that as they progress, they have the life skills set they need to get a job and progress in life.

To address our priorities for ‘Working and Learning’ and deliver on our ambitions, partners have identified a number of ‘game-changing’ programmes of work. These will require long term collaborative commitment by many organisations.

Some of the proposals are already in an initiation phase but most will require significant development work over the coming months.

Deliver an integrated approach to employment and skills

To create higher levels of business growth, employment and income for our communities, we need to realise the potential of Belfast’s people and its economy by transforming skills, employability and aspiration. We will progress development of the Belfast Skills and Employability Framework, establishing an Employment and Skills Board to take this work forward.

Deliver a ‘Belfast Works’ employability programme

Partners will work together to design and deliver a scalable integrated whole life programme that seeks to support those furthest from the labour market through to employment. We will work with employers to identify, plan and prepare for emerging job opportunities and to create effective pathways to employment.

Deliver an integrated city programme to address educational inequalities

Partners will work to build stronger links between schools, families, and local communities with support for numeracy and literacy issues, particularly, at transition between primary and post primary schools in the city. We will support the vital links between schools, families, local communities and employers.

Partners will come together when new schools are being developed in order to deliver for communities a more holistic and integrated package within a new build that would address educational, health, parental and family issues.

Maximise the benefits of our higher and further education offer

We have world class further and higher institutions the city and we will work to maximise their positive impact on the city and society, and that they attract talent not only from all parts of the city but from around the world.

Devolve funding to the city-region for the delivery of a large scale skills and employability programme

Partners will work with the NI Executive to co-design the policy framework for improving skills and employability (building on the scalable learning from the Belfast Works programme). We will seek involved powers and funding for skills and employment support. We want to maximise the potential of the apprentice levy; Outcomes led local commissioning.

Establish a city pledge for our young people and a commitment to being a learning city

City partners will establish a pledge that commits the city to developing coherent pathways for education, training and employment for our young people. Partners will support joint programmes of work to support lifelong learning as part of Belfast's commitment to being a learning city.

Leveraging the power of Belfast's anchor institutions and city partners

We will design and deliver a programme of work with the city's anchor institutions and city partners to leverage their economic power as employers, suppliers and contractors to build a resilient mutually supportive city economy.

Towards delivery

The Belfast Agenda represents a hugely ambitious programme of work for the city that will require the active participation of many organisations and individuals across many sectors. It will require new thinking in terms of collaborative planning, financing, data collection, performance management and programme delivery at the city and neighbourhood levels

Ensuring deep linkages with the delivery mechanisms for the Programme for Government will be a critical success factor. The Council and its partners will look for complementary opportunities for both plans not only in terms of measurement but in relation to resourcing and programme delivery.

The Council has significant experience in delivering multi-agency programmes and will draw on this expertise in the development of a supporting governance and delivery infrastructure for the Belfast Agenda. But it is recognised that there is substantial enabling work to be done by all partners to make the Agenda a reality. This includes:

- Agreement on governance structures that provides clear representation and accountability;
- Lightweight, responsive decision-making mechanisms at both a senior strategic level and at a programme management level;
- Collective performance management arrangements – that provide shared understanding of impact and the effectiveness of delivery;
- Mechanisms for organisations to shared evidence, research, and practice to inform decision-making;
- A shared means to foster and support scalable innovation and problem-solving on ‘intractable’ issues.

Public consultation

We are seeking the views of wider city partners, stakeholders and communities on this draft Belfast Agenda to inform the final version which will be published in 2017.

In addition to consulting on the draft Belfast Agenda, the Council and its partners are seeking views on the associated Equality Impact Assessment.

Key dates in the consultation process include:

- Approval of the draft plan by Committee in November 2016
- Twelve week programme of public and partner briefings, workshops and online engagement
- Consultation feedback analysis in early 2017
- Establishment partner agreement on the final draft of the plan document by March 2017
- Publication of the Belfast Agenda in April 2017

Further information on upcoming engagement events and how to respond to the consultation is available at www.belfastcity.gov.uk/belfastagenda or email communityplanning@belfastcity.gov.uk

Belfast's statutory community planning partners

- Belfast City Council
- Belfast Health and Social Care Trust
- Education Authority
- Health and Social Care Board
- Invest NI
- Northern Ireland Fire and Rescue Service
- Northern Ireland Housing Executive
- Police Service of Northern Ireland
- Public Health Agency
- South Eastern Health and Social Care Trust
- Tourism NI
- Council for Catholic Maintained Schools
- Libraries NI
- Sport NI

NI Government departments

- The Executive Office
- Department of Agriculture, Environment & Rural Affairs
- Department for Infrastructure
- Department for the Economy
- Department of Education
- Department of Finance
- Department of Health
- Department of Justice
- Department for Communities

A wide range of organisations and individuals from across Belfast have contributed to the development of this document over the past 18 months through the Belfast Conversation and other engagement. This has included representatives from our universities, Belfast Met, the business community and the voluntary and community sector.

We recognise that the Agenda is the continuation of a conversation about the priorities that will ensure better outcomes for the people of Belfast and builds on the positive work of many partnerships and agencies in the Belfast over the last number of decades.

Appendix I: Population indicators

Linked to our five outcome statements are a number of indicators which we will use to track change over the long term. Together they give us a sense of whether our city is heading in the right direction.

The Programme for Government has set a similar framework of indicators for Northern Ireland. The Belfast Community Planning Partners acknowledge the interdependencies between the Belfast Agenda and the Programme for Government. Our shared outcomes and indicators will help ensure closer working to improve the lives of local people.

In future when partners are co-designing programmes they will want to consider how their work can help move these indicators in the right direction.

Everyone in Belfast benefits from a thriving and prosperous economy

1. Investment into Belfast
2. Performance of the Belfast Urban Area economy (Centre for Cities metrics)
3. The number of new business start ups verses the number of business deaths (Business Churn Rate)
4. The proportion of the population living in relative poverty
5. The proportion of working-age population in Belfast who are unemployed
6. The employment rate of 16-64 year olds by deprivation quintile
7. Skills barometer measure – the gap between current and future skill needs
8. Economic inactivity rate (excluding students)
9. Average earnings
10. Total spend by external visitors
11. Supply of suitable housing

Belfast is a welcoming, safe, fair and inclusive city for all

12. Number of victims of any crime
13. Number of hate-motivated crimes
14. Proportion of people who feel safe
15. Number of antisocial behaviour incidents
16. Number of interfaces
17. The number of people who agree that people from different background get on well together
18. Proportion of population who believe the cultural identity is respected by society
19. Respect Index (data development)

Everyone in Belfast fulfils their potential

20. Proportion of population who have attained Level 2 or above
21. Gap between percentage of school leavers and percentage of Free School Meals school leavers achieving at Level 2 or above including English or Maths
22. Proportion of school leavers entering employment, education or training
23. Proportion of care leavers who aged 19 were in education training or employment
24. Proportion of children who have reached attainment at Key Stage 2 (up to 11 years)
25. Proportion of pre-school children at the appropriate state of development
26. School attendance rates
27. Proportion of the population volunteering
28. Proportion of the population participating in culture, arts and sports
29. Accessibility of services

Everyone in Belfast experiences good health and wellbeing

30. Healthy life expectancy at birth
31. Gap in healthy life expectancy
32. Preventable deaths
33. Proportion of the population of adults and/or children who are obese
34. Proportion of population who smoke
35. Proportion of adults drinking above sensible drinking guidelines
36. Proportion of people who rank themselves as having high levels of well-being
37. Proportion of adults participating in moderate exercise at least three days per week
38. Number of households in housing stress
39. Proportion of population living in decent homes
40. Self-efficacy measure (data development)

Belfast is a vibrant, attractive, connected and environmentally friendly city

41. Air quality
42. Percentage of household waste that is recycled or composted
43. Percentage of all journeys which are made by walking, cycling or public transport
44. Visitor numbers
45. Renewable energy as a percentage of all energy consumed
46. Number of miles of cycle lanes, footways and footpaths
47. Proportion of homes that are energy efficient
48. Visitor satisfaction
49. Satisfaction with Belfast as a place to live

Consulting on the draft Belfast Agenda – Continuing ‘the Belfast Conversation’: Consultation Plan Summary

1. Purpose of Consultation Programme:

The purpose of the proposed consultation programme is to seek views of all stakeholders across Belfast to inform the development of the Belfast Agenda – Belfast’s first Community Plan. As with previous Belfast Conversation events, elected Members will play a leading role in engaging with a consulting local people.

2. Timeframes

The key stages and proposed timeframes for engagement and consultation on the draft Belfast Agenda are summarised below.

Engagement with partners to agree the draft plan for consultation (BCC and CP partners)	Oct 2016
CP Partner agreement (Partnership meeting)	18 th Oct 2016
SP&R Committee update	21 st Oct 2016
BCC Member workshop (Special SP&R Committee meeting)	28 th Oct 2016
SP&R Committee agree final draft document	18 th Nov 2016
Stakeholder and public information sessions and consultation on draft plan	End Nov 2016 – mid Feb 2017
Analysing feedback and agreeing the final Belfast Agenda document	Feb – Apr 2017
Publication of final Belfast Agenda	Apr 2017

3. Consultation Questions

It is proposed that the consultation should take a high level approach to give as extensive a range of stakeholders as possible and the wider public the opportunity to contribute.

The proposed high level consultation questions would cover the following areas:

- Do you agree with **the vision and outcomes framework for 2035** (outcome statements and indicators for the city) or can you suggest improvements?
- Do you agree with **our shared values for the Belfast Agenda**?
- Do you agree with **the medium term priorities for Belfast’s community planning partners to focus on**?
- Do you agree with **our ‘stretch goals’ and proposals for ‘building momentum’**, or can you suggest improvements?

Engagement questions and approaches will be tailored to the groups/sectors/audiences being engaged via each method.

4. Consultation Methods

A summary of the proposed main elements of the consultation programme is provided below:

- a) **Consultation Launch** – opportunity to highlight Belfast Agenda consultation at 100 Resilient Cities conference on 15th November 2016, along with associated social media and communications opportunities.
- b) **Area Briefing Events (x4 – N, S, E & W)**
Information sessions to raise profile and inform about the Belfast contents, sign posting to consultation online and other workshop events, also to raise profile and provide information on Local Development Plan (LDP) and signpost to upcoming LDP Preferred Option Paper consultation.
- c) **Online consultation questionnaire on website**
Through the council’s consultation portal, “citizen space” - stakeholders and communities will be encouraged to provide their feedback and comments.
- d) **Consultation Workshop Events**
Facilitated discussion around the consultation questions from several perspectives. Targeted invites to key stakeholders and partners, including targeted engagement with the Voluntary and Community Sectors, around key themes and interests:
 - Indicators and Targets (Targeted to data/statisticians of relevant key CP Partners/Government Departments)
 - Business and Economy, Working and Learning
 - Living Here
 - City Development
- e) **Bespoke engagement activity/briefings with key partners/stakeholders/partnerships/s75 groupings as required (Nov- Feb)**
Briefing presentation and discussion with key stakeholder groups, partnerships and other organisations including s75 Equality Consultative Forum, Youth Forum, Seniors Forum, Belfast Strategic Partnership, PCSP, Shared City Partnership, BHSCT Partnership group, Integrated Care Partnerships and others.
- f) **Engagement within Council**
Elected Members will play a leading role in engagement across the city and the consultation period provides an important opportunity to discuss and refine the Belfast Agenda document further within the organisation. Therefore further party briefings and member workshops will be arranged as well as workshops with staff in the council as part of the development of the new corporate plan.