20th April, 2017

MEETING OF STRATEGIC POLICY AND RESOURCES COMMITTEE

Dear Alderman/Councillor,

The above-named Committee will meet in the Lavery Room - City Hall on Friday, 21st April, 2017 at 9.30 am, for the transaction of the business noted below.

You are requested to attend.

Yours faithfully,

SUZANNE WYLIE
Chief Executive

AGENDA:

1. **Routine Matters**
   (a) Apologies
   (b) Minutes
   (c) Declarations of Interest
   (d) Extension of Sunday Trading Hours – Request to address the Committee (Pages 1 - 4)

2. **Restricted Items**
   (a) Proposed Re-Structuring of the Fleet Management Unit (Pages 5 - 8)
   (b) Proposed Reorganisation of the Security Unit (Pages 9 - 16)
   (c) Andersonstown Mobilisation – Update (Pages 17 - 22)
   (d) Redevelopment of the Belfast Telegraph Site (Pages 23 - 28)
   (e) Organisational Design - Update (To Follow)
3. **Matters Referred Back from Council/Notices of Motion**
   (a) Notice of Motion re Stained Glass Window – LGBT Community (Pages 29 - 32)

4. **Governance**
   (a) Council Constitution (Pages 33 - 200)

5. **Belfast Agenda**
   (a) Industrial Strategy for Northern Ireland; (Economy 2030) - Draft Consultation Response (Pages 201 - 294)
   (b) Belfast Economic and Social Policy (Pages 295 - 302)

6. **Physical Programme and Asset Management**
   (a) Peace IV – Update on Capital Projects under Theme 3.1 - Shared Spaces and Services (Pages 303 - 306)
   (b) Leisure Transformation Programme - Assets Update (Pages 307 - 318)
   (c) Area Working Update (Pages 319 - 336)

7. **Finance, Procurement and Performance**
   (a) Contracts for Award (Pages 337 - 340)

8. **Equality and Good Relations**
   (a) Draft Policy on Linguistic Diversity (Pages 341 - 394)
   (b) Minutes of the Meeting of the Shared City Partnership (Pages 395 - 412)
   (c) Belfast Pride Parade- Employee Participation (Pages 413 - 416)

9. **Operational Issues**
   (a) Minutes of the Meeting of the Budget and Transformation Panel (Pages 417 - 420)
   (b) Minutes of the Meeting of the Active Belfast Board (Pages 421 - 434)
   (c) Minutes of the Meeting of the North Foreshore Steering Group (Pages 435 - 442)
   (d) Business in the Community’s Responsible Business Awards June 2017 (Pages 443 - 444)
   (e) Requests for use of the City Hall and the Provision of Hospitality (Pages 445 - 450)
Subject: Extension of Sunday Trading Hours – Request to address the Committee

Date: 21st April, 2017

Reporting Officer: Stephen McCrory, Democratic Services Manager

Contact Officer: Jim Hanna, Senior Democratic Services Officer

Restricted Reports

Is this report restricted? Yes [ ] No [x]

If Yes, when will the report become unrestricted?

- After Committee Decision
- After Council Decision
- Sometime in the future
- Never

Call-in

Is the decision eligible for Call-in? Yes [x] No [ ]

1.0 Purpose of Report or Summary of main Issues

1.1 To consider a request from the area organiser of the Union of Shop, Distributive and Allied Workers (Usdaw) to address the Committee in relation to the consultation on the extension of Sunday trading hours.

2.0 Recommendations

2.1 The Committee is asked to

   - Consider the request and take such action thereon as may be determined.

3.0 Main report

3.1 The Committee will be aware that, at its meeting on 21st October, 2016, it had agreed to
consult (by way of a public notice) on designating the entire area of Belfast City Council or specific part(s) of the area as a holiday resort under Article 6 of the Shops (Sunday Trading & c) (Northern Ireland) Order 1997, which would allow shops to extend their Sunday trading hours.

3.2 The 8 week consultation period is due to end on 5th May and a report submitted to the Committee for consideration on 19th May. Members will wish to note that officers also undertook a 4 week pre-consultation engagement exercise when they met a range of stakeholders, including Michala Lafferty on behalf of the Union of Shop, Distributive and Allied Workers (Usdaw).

3.3 Correspondence (copy attached) has been received from Michala Lafferty, Area Organiser, Usdaw seeking permission to address the Committee to present evidence, on behalf of its Members, as to why the Union is opposed to the extension of Sunday trading hours.

3.4 The Committee is asked to consider the request.

Financial & Resource Implications

3.5 None associated with this report.

Equality or Good Relations Implications

3.6 None associated with this report.

4.0 Appendices – Documents Attached

Appendix 1 - Copy of correspondence from the Area Organiser, Usdaw.
Dear Ms Wylie

My name is Michala Lafferty and I am an Area Organiser with Usdaw based in our Belfast office.

You will no doubt be aware that Belfast City Council are currently holding a public consultation on the topic of the ‘Extension of Sunday Trading hours in Belfast’ that is due to end on 5th May 2017.

I am given to understand that the Strategic Policy & Resources Committee will have the analysis of that consultation at their meeting later on in the month of May, but as yet I am unaware of the date.

Given that the proposals would have a direct and significant impact on Usdaw’s members in the Belfast City Council area and beyond, I would respectfully ask that Usdaw be given the opportunity to make a presentation to the Committee to explain our evidence in full as to why we oppose the extension.

I trust you find the request in order and I look forward to your response.

Yours sincerely,

Michala Lafferty
Area Organiser
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By virtue of paragraph(a) 4 of Part 1 of Schedule 6 of the Local Government Act (Northern Ireland) 2014.

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<table>
<thead>
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<th>Subject:</th>
<th>Proposed reorganization of the Security Unit</th>
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<tr>
<td>Date:</td>
<td>21st April 2017</td>
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<tr>
<td>Reporting Officer:</td>
<td>Gerry Millar, Director of Property &amp; Projects</td>
</tr>
<tr>
<td>Contact Officer:</td>
<td>George Wright, Head of Facilities Management (Ext.5206)</td>
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**Restricted Reports**

**Is this report restricted?**

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<tr>
<th>Yes</th>
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**If Yes, when will the report become unrestricted?**

- After Committee Decision
- After Council Decision **X**
- Some time in the future
- Never

**Call-in**

**Is the decision eligible for Call-in?**

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<thead>
<tr>
<th>Yes</th>
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**1.0 Purpose of Report or Summary of main Issues**

To seek the Committee’s endorsement of the proposals in respect of the reorganization of the Security Unit.

**2.0 Recommendations**

It is recommended that the Committee notes and endorses the operational changes set out herein and agrees the recommended option for managing the city centre venues and keeping spend to within budget.

**3.0 Background**

**3.1** Members will recall that a report was tabled at the Committee’s meeting in March 2017 in respect of the operation of the new Exhibition Area (opening May 2017). Part of that report dealt with proposed changes to the operations of the Security Unit, in the light of the new demands being made on the service by the Exhibition and the occupation of the new building at 9 Adelaide. It was considered that it would make operations more straightforward...
and robust if our in-house security staff could cover all of the city centre buildings. In addition the council has set a very rigid efficiency target for the next number of years.

3.2 After discussion, the Committee agreed to defer any decision on the matters raised in relation to the Security Unit, in order to allow parties to receive a fuller briefing on what was being proposed. The following information is a summary of a number of issues raised at the briefings:-

3.3 **In-house v. contracted services (Duncrue site)**

The Security Unit has an annual operating budget of **£1.427m** per annum, of which a total of **£940,457** relates to in-house staffing costs (excl. supervision but incl. on-costs & O/T). A further **£538,317** is spent on externally-contracted security provision at a range of sites, divided into ‘core’ (covered every day for 52 weeks per year) and ‘optional’ (covered as needed) sites. The ‘core’ sites are as shown opposite.

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<tr>
<th>Site</th>
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<tr>
<td>Wilmont House</td>
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<tr>
<td>Digital Services</td>
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<tr>
<td>Malone House</td>
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<tr>
<td>Belfast Castle</td>
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<tr>
<td>St. George’s Market</td>
</tr>
<tr>
<td>Smithfield Market</td>
</tr>
<tr>
<td>Waste Transfer Station</td>
</tr>
<tr>
<td>Dunbar Link</td>
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<tr>
<td>Belfast Zoo</td>
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<tr>
<td>Gasworks</td>
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Overall, therefore, a total of **£1.478m** is currently spent on the physical security of council assets each year, split between the in-house Security personnel (64%) and externally-contracted cover (36%) provided by the current provider, Sword Security Ltd, and this has been the situation for many years.

3.5 The use of private-sector resources has been a routine aspect of the overall security processes and arrangements for many years and so is not something new or unique, and in fact the number of properties covered by contracted services is much larger than those covered by the in-house team. What is being proposed currently is simply that the Duncrue site be added to the list of ‘core’ locations above, and the BCC staff instead redeployed to the city-centre, to provide the necessary cover in the new Exhibition Area and also the 9 Adelaide building.

3.6 Whilst the additional demands would require additional budget, this can be minimised and offset if Sword Security is engaged at Duncrue and if 3 potential vacant posts (created by post-holders leaving / VR or redeployment) are not filled at the present time (this includes one post at Raphael Street car park which is being fitted with an automatic barrier). There will be no compulsory redundancies. In addition if demand is greater than expected then a budget for these posts can be developed as part of the rate setting process for next year. There would be no changes to the existing terms and conditions or pay & grading arrangements for Security Operative staff; all pay and existing entitlements would remain
exactly as at present. In addition, the proposed changes would mean that each member of
staff would work 27 fewer night shifts per annum and only one additional week-end day
(either a Saturday or Sunday), thus creating a significantly enhanced work/life balance
situation for staff.

In terms of alternative approaches to the need for cover at the Exhibition and 9 Adelaide
(which must, of course, be covered) it has been suggested that 4 additional Security
Operative posts should be created. This would be an additional approx. £134,000 per
annum, accost which has not been accounted for in the 2017/2018 revenue estimates.
Alternatively, the Sword staff could be deployed to the Exhibition and 9 Adelaide rather than
Duncrue, leaving the existing staffing arrangements untouched and requiring additional
expenditure of approx. £76,440 per annum (not currently budgeted for).

During the consultative process the trade union representatives also suggested another
possible approach. This would involve splitting the 8 staff assigned to Duncrue (the site is
covered by 2 staff at all times) and thus to continue to cover the site on a 24/7 basis with 4
staff, while releasing the other 4 to cover the Exhibition and 9 Adelaide on a revised rota.

However, in assessing this and all other options the role of ‘pool’ staff must be properly
considered. For a number of years the Security Unit rotas have required ‘pool’ working,
meaning that on certain shifts staff are not allocated a specific location/shift but are
deployed as needed to cover sickness, leave and other absence. This is necessary in order
to manage overtime costs effectively, but for operational reasons there is currently only one
unallocated pool shift available, meaning that overtime costs are substantially over budget.

In terms of the management proposal set out herein, the rota has been adjusted to provide
two additional unallocated ‘pool’ posts, in addition to the other benefits set out. This is the
level necessary to manage overtime effectively, and if the trade union proposal were to be
accepted it would be necessary, at a minimum, to add these 2 additional posts to the
existing establishment of 27, making a total of 29 staff and additional rate-borne costs of
£67,000 per annum (not budgeted for – but also note the pool issue below.)

In addition, the ratio of ‘pool’ to allocated posts in the proposed 25-person model is
considered to be optimum, so if this level is to be maintained the current proportion of ‘pool’
to allocated staff (13.64%) in a new structure this would in fact require an additional ‘pool’
post to be created, taking the overall staffing requirement to 30 Security Operatives (i.e. 3
new posts). This would involve additional rate-borne costs of approx. £100,500 in total per
annum.
Quite apart from the additional costs associated with the trade union option, the implementation of permanent lone-working in Duncrue would be a considerable health and safety concern as we do not have the resources to provide regular night-time mobile patrolling support in the way that Sword and other companies routinely do. Staff based at Duncrue on night shift would therefore be entirely alone each night, with no colleagues or supervisors on hand and no immediate means of support in the event of an incident etc.

OPTIONS AVAILABLE

In summary, 4 distinct options exist for the Committee’s consideration. These options and the associated costs are as set out below. Option 1 is recommended as the management side position.

1) adopt the management proposals which would see the BCC Security staff from the Duncrue site redeployed to the city-centre;
2) keep all existing structures and rotas exactly as at present and cover the new Exhibition and 9 Adelaide building using the contracted supplier at an additional cost as set out below;
3) create a minimum of 4 additional posts to provide the cover at the new locations while continuing to cover all existing locations as at present at an additional cost as set out below; or
4) split the 8 staff currently allocated to the Duncrue site, and continue to cover the site with 4 BCC staff on a lone-working basis and use the 4 staff freed up to cover the Exhibition & 9 Adelaide (although not recommended for health and safety reasons).

In summary the financial implications of each option in terms of additional rate-borne expenditure requirements are as follows:-

<table>
<thead>
<tr>
<th>Management option</th>
<th>Sword option (at City Hall and 9 Adelaide)</th>
<th>Additional staff option</th>
<th>Duncrue lone-working option</th>
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<tbody>
<tr>
<td>£0</td>
<td>£76,400</td>
<td>£134,000</td>
<td>£67,000</td>
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NB: all options above assume that the potential savings of £30,750 at Raphael St and that the 2 vacant security posts are not filled at this point. Note the above costs do not include reducing the over-expenditure or overtime.

As can be seen, the management proposal (including the Raphael St savings) would allow all city-centre locations to be covered by BCC security staff with the Duncrue site covered by Sword, at no additional cost to the rate-payer.
The option to use Sword at the Exhibition and 9 Adelaide would cost up to £76,440 in additional rate-borne expenditure while the additional staffing model would cost £134,000 (and it is likely that this cost would be even greater, as an enhanced ‘pool’ would inevitably be needed to cover a growth in the base work-force numbers) The option suggested by the trade union representatives would involve at least £67,000 of additional expenditure (and potentially up to £100K if the proportion of ‘pool’ to allocated staff were to be maintained).

The management proposal offers the following benefits;

- full cover at all required locations including Duncrue, Exhibition & 9 Adelaide at no additional cost to the rate-payer;
- better site management and much-improved access to the Raphael St car-park in the evenings and week-ends for staff based in 9 Adelaide/CWB;
- significant reductions in overtime costs, which are currently substantially over-spent;
- improved work-life balance for staff based on having to work 27 fewer night-shifts per person per annum (and no transport difficulties getting to/from the site);
- improved ‘pool’ cover to reduce overtime, and Exhibition cover provided on normal as opposed to enhanced time (i.e. O/T); and
- Exhibition and 9 Adelaide covered by BCC staff and not external contractors.

Although not part of the above overall package in relation to numbers and rotas etc, it is also proposed to externalise the alarm-monitoring work currently carried out in the Control Room. The existing Bold/Gemini monitoring system in use is now obsolete and the supplier will no longer support it. A new system would cost approx. £26,000 to procure, plus an annual licensing fee estimated to be £8,600. Over a typical 5-year period this would involve additional rate-borne costs of approx. £70,000.

The alarm-monitoring function is labour-intensive, often creates false alarms which have to be dealt with by Control Room staff and also involves significant alarm-testing work at various sites.

With the introduction of new CCTV systems terminating in the Control Room from the Exhibition & 9 Adelaide, and the increased involvement for staff in access-control (e.g. Raphael St and later City Hall) it is felt that the staff time in the Control Room should be diverted to more value-adding activities, while at the same time securing a reduction in expenditure. Consequently, the Unit sought competitive prices from the private sector for the provision of alarm-monitoring services, and can obtain these services for an annual fee in the order of £5,500 for all 155 sites. The respondent companies all offer Gold level response
and are fully compliant with BS 5979:2007. This would secure a nett saving of approx. £42,500 over a 5-year period, and would involve no changes to staff numbers or staff terms & conditions in the Control Room.

Other issues arising from the briefings

(a) Training & development, and career-path progression

All Security staff have recently been provided with the training necessary to obtain accreditation by the Security Industry Authority (SIA) and all have successfully acquired this. Both the initial training and the annual licensing costs have been paid by the department. Although not a mandatory requirement for public-sector staff the Unit regards this as a useful baseline for the development of a professional security team and has chosen to provide it. Other specialist training around threat & risk assessment is currently being developed for staff, in addition to the standard council training carried out for all staff (e.g. Equality/Diversity, Health & safety etc).

With regard to career progression, there are relatively few opportunities within the Unit as it consists of a fairly small team with few layers or tiers. Where opportunities arise in which in-house staff can gain supervisory experience through ‘acting-up’ this is pursued wherever feasible (one such opportunity exists at present), and of course all Security staff have the opportunity to engage in a personal development planning process with their line manager, which can allow them to acquire new qualifications etc which may assist them in seeking a change of career direction and/or promotion within the council.

(b) Allocation of Overtime

It is the Unit’s practice to offer all overtime first to BCC in-house Security staff, and this has been the standard approach for a number of years. However, it is unfortunately the case that, in certain very rare circumstances (e.g. on foot of very high sickness levels at a particular time) there is just no alternative but to use one of the council’s contracted suppliers to provide short-term cover. This is however exceptionally rare, and is only ever done in the most difficult of circumstances.

The Unit has no plans to change the current approach to the allocation of overtime, and has recently introduced an ‘overtime ladder’ to try to ensure that all overtime is allocated fairly and equitably among the in-house team.

More broadly, it must be noted that overtime does carry significant costs for the organization and the rate-payer, and does clearly therefore need to be effectively managed. At present, the Unit’s overtime budget for the full year is almost £131,000 but a significant over-spend of
£73,300 exists in the last financial year due in very large part to the mandated requirement to cover Saturdays and Sundays in the City Hall. Under the proposals set out at 3.3 above these costs will cease, as all necessary week-end cover will be built in to the revised rotas on normal time following the substitution of the Exhibition and 9 Adelaide sites for Duncrue etc.

4.0 Main report

4.1 Key Issues

The key issues are as follows:-

- the approach which the Committee wishes to take in relation to providing the necessary Security cover at the Exhibition, 9 Adelaide and Duncrue sites as set out in 3.3 above (i.e. to adopt the management proposal, to use Sword at the Exhibition & 9 Adelaide, to adopt the trade union proposal splitting the Duncrue staff complement or to create additional permanent posts within the Security Unit);
- the Committee is asked to note the implementation of electronic access-control at the Raphael St car-park site and also the use of a private-sector partner to provide alarm monitoring services.

4.2 Financial & Resource Implications

The financial implications of the four principal options are as set out at 3.15 above. It should be noted that the council has set out an efficiency target of £2.5m per year for the next two years.

4.3 In addition, the use of a private-sector partner to provide alarm monitoring services would generate savings of approx. £43,000 over a 5-year period.

Equality or Good Relations Implications

There are no direct equality or good relations issues arising from this report.

5.0 Appendices – None.
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### Subject: Andersonstown Mobilisation – update

**Date:** 21 April 2017

**Reporting Officer:** Nigel Grimshaw, Director City & Neighbourhood Services Department

**Contact Officer:** Nigel Grimshaw, Director City & Neighbourhood Services Department

### Restricted Reports

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If Yes, when will the report become unrestricted?

- After Committee Decision
  - Yes
- After Council Decision
  - ☐
- Some time in the future
  - ☐
- Never
  - ☐

### Call-in

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### 1.0 Purpose of Report or Summary of main Issues

1.1 To consider the Notice of Motion in relation to the re-development of Andersonstown Leisure Centre which, in accordance with the Standing Orders, was referred to Committee by the Council at its meeting on 3 April 2017. The following is an update report on the current position however a full report on the mobilisation plan will be brought to Committee in May.

1.2 Committee should also note a request for a deputation to the Committee has been received from the Unite and NIPSA Unions. The normal procedure for deputations is for the Committee to consider a request at one meeting and for the deputation to be received at
the next. Given that the full report on the mobilisation plan is to be submitted in May, the Committee is asked whether it wishes to receive the deputation at that meeting.

2.0 Recommendations

2.1 The Committee is asked to:
- Consider the issues set out in the update report.
- Consider the request for a deputation from the Unite and NIPSA unions

3.0 Main report

3.1 Key Issues

At the meeting of Council on 3 April 2017, Councillor Collins, seconded by Councillor Heading, proposed the following Notice of Motion:

“This Council recognises the upcoming redevelopment of Andersonstown Leisure Centre and the positive potential which this investment could bring to the City.

It also notes concerns which have been raised by Trade Union representatives about jobs during and after the redevelopment. The Council is opposed to any job losses as part of the redevelopment. It also believes that any displacement process should be done transparently and equitably, to ensure that current staff are treated fairly during this process.

Finally, the Council considers it crucial that all current staff should be afforded the right to return to Andersonstown Leisure Centre after the redevelopment and under their current employment contracts, with no changes to their terms and conditions, if they so wish to. The Council calls upon GLL to work with Council staff, elected representatives and the relevant Trade Unions to ensure that action is taken which leads to the best possible deal for leisure workers.”

3.2 This was referred without debate to the Strategic Policy and Resources Committee. It should be noted that raising this notice of motion and the referral to SP&R does not constitute any form of agreement to the issues by the Council and it is for SP&R to decide whether to consider the issues raised.
### Update

**3.3** At its meeting in January, Committee noted that Council officers and GLL were working to the agreed date of 28 May 2017 as the date the old centre will close to the public. This is in order to facilitate a full decant by mid-June. The site can then be prepared and ready for hand-over to the contractor by 1 August 2017. The re-opening is scheduled for Summer 2019.

**3.4** Early in March, the Chief Executive and Directors met with GLL senior management to discuss the demobilisation plan for the facility. In discussion, it was agreed that, both the Council and GLL will work together to do everything possible to mitigate against any compulsory redundancy, and there is a high level of confidence that this can be achieved in the context of the city-wide Leisure Transformation Programme.

**3.5** In light of this, over the past weeks, GLL has put in place a recruitment freeze, in order to create space across the estate, as well as having carried out a series of one-to-one meetings with the directly affected staff at Andersonstown to ascertain redeployment options.

**3.6** Subsequent to this, GLL met with the Chief Executive and Directors again, where it was agreed that GLL should proceed to initiate a city-wide Expression of Interest process for a voluntary redundancy scheme. This was without commitment on the part of either organisation, but would allow GLL to scope the level of interest and therefore the business need and affordability of implementing a scheme across all centres.

**3.7** In relation to redeployment, GLL has committed to re-deploy staff by agreement and will offer the same role and the same number of hours in another centre, with TUPE conditions protected (on the basis of like for like i.e. hourly rate, number of hours, and calculation methodology for shift/weekend working). It should be noted however, that this may not be on the same work pattern in all instances but will be accommodated as far as possible. This will be discussed on a one-to-one basis as these are finalised, in appropriate consultation with the Trade Unions.

**3.8** In parallel, the Council has requested that GLL proceed to develop the new roles, responsibilities and structure at Andersonstown post-development required for this unique specialist water experience. Given that we are still to reach the final stages of detailed physical design, the narrative on the new structure will likely only be at a high-level at this stage. However, this will give some indication of the new roles and additional training which
will be required. The staffing roles will of course, be different to the current roles, which relate to a standard leisure centre offer. For example, the new lifeguard role will be multi-dimensional; managing a flow-rider, enlarged toddler water space, as well as a standard 25m tank.

Given these variables, we have asked GLL to consider the legal and resource implications of offering redeployed staff a preferential option to return to the redeveloped Andersonstown, subject to their agreement to fulfil all necessary training and skills enhancement requirements, along with a commitment to appropriate flexibility in terms of the new roles. Similar to Olympia there will be a comprehensive training programme provided to ensure that staff are appropriately upskilled to meet all requirements. GLL has indicated they will engage with the Trade Unions in discussions around this, to take account of the commitment to offer new opportunities to all staff city wide balanced against the request for such a preferential option.

In addition, GLL have committed to ensure there is no pay detriment, as has already happened for anyone moving to a “GLL role”. GLL have agreed to have detailed discussions with Trade Unions regarding specific aspects of GLL terms and conditions which are perceived to be detrimental, but it is understood that both GLL and the Unions have agreed it will not be possible to conclude this before the necessary redeployment of staff in June 2017.

Overall, it remains both the Council's and GLL's longer term aim to encourage income growth in order to create more jobs and training opportunities for local people. Given the recent successful mobilisation at the new Olympia, we are confident that this is achievable. Some of the headline achievements include:

- Net growth of 5 new roles in the new centre and continued employment opportunities through growth in pools and sports programmes;
- No reliance on agency staff, and a significant increase in staff training hours;
- There were 18 internal staff transferred and promoted into the new centre;
- Launch of new products for the city in Better Spa experience and Coffee corner;
- Double the number of leisure centre members in the first three months compared to the old centre;
- Double the amount of swimming lessons available in the first three months; and
- A pool programme to facilitate public casual swimming from 6am-10pm, alongside
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<td>3.12</td>
<td>swim club users – a first in any Belfast leisure centre. Finally, Council officers have emphasised to GLL the importance of working closely with the Trade Unions to give assurance to staff in this period of change. Council officers will continue to ensure that TUs are regularly updated, in order to work in partnership. A mobilisation workshop for the West Area Working Group and Budget Panel members is being arranged in advance of the May SP&amp;R meeting, in order for GLL to present its overall mobilisation plans, including its engagements with sports clubs and users.</td>
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<td>3.13</td>
<td>Financial &amp; Resource Implications None at present – under active consideration</td>
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<tr>
<td>3.14</td>
<td>Equality or Good Relations Implications None at present – under active consideration</td>
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<td>3.15</td>
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<tr>
<td>4.0</td>
<td>Appendices – Documents Attached None</td>
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By virtue of paragraph (a) 3 of Part 1 of Schedule 6
of the Local Government Act (Northern Ireland) 2014.

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1.0 Purpose of Report or Summary of main Issues

1.1 To consider a notice of motion in relation to a ‘Stained Glass Window – LCBT Community’ which, in accordance with standing orders, was referred to the Committee by the Council at its meeting on 3rd April.

2.0 Recommendations

2.1 The Committee is asked to
   - Consider the notice of motion and to take such action thereon as may be determined.
Key Issues

At the meeting of the Council on 3rd April, the following notice of motion was proposed by Councillor Campbell and seconded by Councillor McAllister.

“This Council acknowledges the positive role which the LGBT community plays in our City, whose visibility creates a more welcoming and vibrant City. Recognising that one of the Council’s primary aims is to make the environment of the City Hall more balanced, inclusive and reflective of all of the citizens of the City, the Council agrees to commission a stained glass window to celebrate the contribution of our LGBT citizens and install this in an appropriate location in the City Hall.”

In accordance with Standing Order 13(f), the motion was referred, without discussion, to the Strategic Policy and Resources Committee

By way of background and to assist the Committee in making a decision on the way forward, it might be beneficial if the Members were apprised of previous decisions and of the current position in relation to recent motions on stained glass windows and the subsequent progress.

Over the previous four years the Committee has considered four other motions in relation to the installation of stained glass windows in the City Hall. These were the Spanish Civil War; Role of Women in the City; the Health Service in Belfast; and the contribution which sport has made to Belfast and to Northern Ireland.

Spanish Civil War

This motion was initially referred to the Diversity Working Group, which established a smaller group to progress the matter. The installation of a window was subsequently commended by the Group to the Committee which approved the design and installation with a budget of £25,000.

The window was unveiled in November, 2015.

Role of Women in the City

The committee agreed to refer this proposal to the Women’s Steering Group which considered the proposal, scope and potential cost. It recommended that the project be
progressed with a budget of up to £25,000 and the Committee concurred with this recommendation.

The window was unveiled in March, 2016.

**Health Service in Belfast**

3.7 The motion on a stained glass window to recognise the Health Service in Belfast was referred to the Diversity Working Group by the Council in May 2016. The Group made no specific proposal for this window but agreed that it and the potential for a criteria for stained glass windows and other commemorative artefacts should form part of the discussion on the grounds of the City Hall.

3.8 A meeting of the Party Group Leaders on a Review of the City Hall Grounds was held on 30th September, 2016 and this was considered at that meeting.

3.9 The last meeting of the Diversity Working Group was held on 8th September, 2016 and it has since been abolished. No further discussion has taken place on the window since.

**Contribution which Sport has made to Belfast and to Northern Ireland**

3.10 A motion on the above was referred in the first instance to the Diversity Working Group by the Committee in June, 2015.

3.11 The Group agreed to defer consideration of the matter to enable further development of the sports section in the memorabilia exhibition to take place. The exhibition is almost completed and is due to be opened in May.

**Financial & Resource Implications**

3.12 None associated with this report.

**Equality or Good Relations Implications**

3.13 None associated with this report.
<table>
<thead>
<tr>
<th>4.0</th>
<th>Appendices – Documents Attached</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>None.</td>
</tr>
</tbody>
</table>
### Subject:
Annual updates to the Council Constitution documents (including the Scheme of Delegation)

<table>
<thead>
<tr>
<th>Date:</th>
<th>21st April 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reporting Officer:</td>
<td>John Walsh, Town Solicitor</td>
</tr>
<tr>
<td>Contact Officer:</td>
<td>Sarah Williams, Programme Manager</td>
</tr>
</tbody>
</table>

#### Restricted Reports

<table>
<thead>
<tr>
<th>Is this report restricted?</th>
<th>Yes</th>
<th>No</th>
<th>✗</th>
</tr>
</thead>
</table>

If Yes, when will the report become unrestricted?
- [ ] After Committee Decision
- [ ] After Council Decision
- [ ] Sometime in the future
- [ ] Never

#### Call-in

<table>
<thead>
<tr>
<th>Is the decision eligible for Call-in?</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>✗</td>
<td></td>
</tr>
</tbody>
</table>

### 1.0 Purpose of report or summary of main issues

#### 1.1

The purpose of this report is to submit for approval updates to the Council Constitution and its appendices, specifically:
- Council Constitution
- Standing Orders
- Roles and Functions of Committees
- Scheme of Delegation
## 2.0 Recommendations

### 2.1 The Committee is asked to:
- Approve the proposed amendments

## 3.0 Main report

### 3.1 Background
As Members will be aware, the Council approved its Constitution in April 2015 which included key governance documents including the Standing Orders and Scheme of Delegation. In order to reflect recent organisational changes in the Council, the NI Executive departments and new legislation, these documents have been updated. Tracked changes versions of all the updated documents are set out as appendices to this report.

### 3.2 Key Issues

#### Constitution
Some minor amendments have been made to the Constitution to reflect internal and external changes. This updated document is set out in Appendix 1 to this report.

#### Standing Orders
Some minor amendments have been made to the Standing Orders to reflect organisational changes and new legislation. This updated document is set out in Appendix 2 to this report.

#### Roles and Functions of Committees
Some minor amendments have been made to this document to reflect internal changes. The updated document is set out in Appendix 3 to this report.

#### Scheme of Delegation
A summary of the amendments which have been made are set out below and an updated document is at Appendix 4 to this report.
Recent organisation and legislative changes

- New Director of City & Neighbourhoods
- New Director of City Centre Development
- Move of Parks & Leisure
- Move of Building Control
- Move of Community Services
- Establishment of Belfast Waterfront and Ulster Hall Limited
- Establishment of Innovation Factory
- Updated references to legislation, statutory guidance and bye-laws

Please note that the powers relating to newly-vacant post of Director of Organisational Development can be delegated by Chief Executive. A report outlining the re-assignment of these powers will be brought to Members at a later date.

3.7 In addition, a clause has been added allowing the Town Solicitor to make minor amendments to the Scheme of Delegation to reflect organisational or legislative changes (see 3.3.12) without having to bring the full Scheme of Delegation to Committee for approval. Significant amendments to the Scheme of Delegation will continue to be brought to Strategic Policy & Resources Committee for approval.

3.8 Planning-related changes in order to improve service delivery

These changes have been proposed to ensure that the Planning Committee can operate more efficiently. At present the Planning Committee considers on average 17 applications (12 local and five major) each month. The key changes proposed would reduce the average number of local applications considered at each meeting from 12 to four. This would mean the Committee would deal with an average of nine applications (five major and four local). The ability of Members to bring matters before the Planning Committee is unaffected.

<table>
<thead>
<tr>
<th></th>
<th>Current</th>
<th>Proposed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Local</td>
<td>12</td>
<td>4</td>
</tr>
<tr>
<td>Major</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>Total</td>
<td>17</td>
<td>9</td>
</tr>
</tbody>
</table>

3.9 The Planning Committee at their meeting on 14th March 2017 agreed to recommend the proposed changes. For clarity, the proposed changes have been set out in a table in Appendix 5 of this report.
<table>
<thead>
<tr>
<th>3.10</th>
<th>Licensing-related changes to give effect to the Pavement Café Act 2014</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>A new provision for the granting, renewal and variation of pavement café licences has been added. The Licensing Committee at their meeting on 14th December 2016 agreed to recommend the proposed changes. (See 3.8.8 l)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>3.11</th>
<th>Building control-related changes for dealing with dual-language street signs</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Following a judicial review of a Council decision not to erect a dual-language street sign, the Scheme of Delegation has been updated to provide the power for refusing an application where the required survey quota is not met and no exceptional circumstances have been submitted. Where the submitted exceptional circumstances relate to matters other than the carrying out and processing of the survey, the matter will be presented to Committee. (See 3.8.8 m and n)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>3.12</th>
<th>Next steps</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>If these changes are approved by Members, the changes would take effect after the next Council meeting except the Standing Orders which must be passed at one Council meeting and confirmed at the next.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>3.13</th>
<th>Financial &amp; Resource Implications</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>The key aim of the proposed changes the powers delegated to the Director of Planning and Place is to improve the efficiency and service delivery of the Planning function.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>3.14</th>
<th>Equality or Good Relations Implications</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>None</td>
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<table>
<thead>
<tr>
<th>4.0</th>
<th>Appendices – Documents Attached</th>
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<tbody>
<tr>
<td></td>
<td>Appendix 1 – Constitution</td>
</tr>
<tr>
<td></td>
<td>Appendix 2 – Standing Orders</td>
</tr>
<tr>
<td></td>
<td>Appendix 3 – Roles and Functions of Committees</td>
</tr>
<tr>
<td></td>
<td>Appendix 4 – Scheme of Delegation</td>
</tr>
<tr>
<td></td>
<td>Appendix 5 – Summary of proposed changes to Director of Planning and Place’s delegated powers</td>
</tr>
</tbody>
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<td>(b) Composition of the council, the scheme of ordinary elections for members of the Council and their terms of office</td>
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<td>(c) Rights and responsibilities of residents of the Council’s district</td>
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<td>(d) Roles and Functions of chairperson of the Council (Lord Mayor)</td>
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<td>(e) Scheme of Allowances for Members of the Council</td>
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<td>(f) Rules and procedures for management of the Council’s financial, contractual and legal affairs</td>
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<tr>
<td>(c) Joint Arrangements</td>
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<td>15</td>
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<td><strong>Officers</strong></td>
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<tr>
<td>(b) Roles and functions of the Clerk to the Council and the Chief Financial Officer</td>
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<tr>
<td>(c) Management Structure</td>
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<tr>
<td>(e) Code of Conduct for Officers and protocol in respect of relationships between members and officers of the Council</td>
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<td>4.</td>
<td>18</td>
</tr>
<tr>
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<td>(a) Meetings of the Council</td>
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<tr>
<td>(b) Decision making</td>
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</table>

**Appendices**
Appendix 1 - Scheme of Allowances
Appendix 2 – Financial Regulations
Appendix 3 - Standing Orders
Appendix 4 - Roles and Functions of Committees
Appendix 5 - Scheme of Delegation
Appendix 6 - Management Structure
Appendix 7 - Rules governing recruitment, appointment, dismissal and disciplinary action for officers
Appendix 8 – Code of Conduct for Officers
Appendix 9 - Protocol for relationship between Officers and Members
BCC CONSTITUTION

SECTION 1:
THE COUNCIL
1. The Council

(a) Summary, purpose and content of the Constitution

Summary

A Council is required, under Section 2 of the Local Government Act (Northern Ireland) 2014, to prepare and keep up to date a Constitution.

The Constitution sets out how the Council conducts its business, how decisions are made and the procedures that are followed to ensure that these decisions are effective, efficient and transparent to local people.

Purpose

The purpose of the Constitution is to:

(a) enable the Council to provide clear leadership to the community, in partnership with citizens, businesses and other organisations;
(b) support the active involvement of citizens in the process of Council decision-making;
(c) help councillors represent their constituents more effectively;
(d) enable decisions to be taken efficiently and effectively;
(e) create a powerful and effective means of holding decision-makers to public account;
(f) ensure that no one will review or scrutinise a decision in which they were directly involved;
(g) ensure that those responsible for decision-making are clearly identifiable to local people and that the decision-makers explain the reasons for decisions; and
(h) provide a means of improving the delivery of services to the community.

(b) Composition of the Council, the scheme of ordinary elections for members of the Council and their terms of office

Composition

The Council comprises 60 members, called Councillors. Councillors are elected by the voters of each District Electoral Area (DEA) in accordance with a scheme drawn up by the Electoral Office of Northern Ireland. Where an individual ceases to be a Councillor, whether by resignation or through other circumstances, the vacancy on the Council will be filled by the co-option of an individual nominated by the political party in whose name the previous individual stood at the last local general election.
Only registered voters of the district or those living or working there will be eligible to hold the office of Councillor.

The Council is comprised of 60 elected representatives across the following 10 DEAs. Full details of current Councillors is available online.

Councillors provide leadership and oversee the day-to-day running of Belfast City Council. They play a key role in representing the interests of their constituents and electoral areas. They are responsible for ensuring that the views of the people of Belfast are reflected in the decisions that the Council takes and in the way by which services are delivered.

<table>
<thead>
<tr>
<th>District Electoral Area</th>
<th>Electoral wards</th>
<th>Number of Elected Representatives</th>
</tr>
</thead>
<tbody>
<tr>
<td>Balmoral</td>
<td>Belvoir, Finaghy, Malone, Musgrave and Upper Malone</td>
<td>5</td>
</tr>
<tr>
<td>Black Mountain</td>
<td>Andersonstown, Ballymurphy, Beechmount, Colin Glen, Falls Park, Shaw’s Road and Turf Lodge</td>
<td>7</td>
</tr>
<tr>
<td>Botanic</td>
<td>Blackstaff, Central, Ormeau, Stranmillis and Windsor</td>
<td>5</td>
</tr>
<tr>
<td>Castle</td>
<td>Bellevue, Cavehill, Chichester Park, Duncairn, Fortwilliam and Innisfayle</td>
<td>6</td>
</tr>
<tr>
<td>Collin</td>
<td>Dunmurry, Ladybrook, Lagmore, Poleglass, Stewartstown and Twinbrook</td>
<td>6</td>
</tr>
<tr>
<td>Court</td>
<td>Ballygomartin, Clonard, Falls, Forth River, Shankill and Woodvale</td>
<td>6</td>
</tr>
<tr>
<td>Lisnasharragh</td>
<td>Cregagh, Hillfoot, Merok, Orangefield, Ravenhill and Rosetta</td>
<td>6</td>
</tr>
<tr>
<td>Oldpark</td>
<td>Ardoyne, Ballysillan, Cliftonville, Legoniel, New Lodge, and Water Works</td>
<td>6</td>
</tr>
<tr>
<td>Ormiston</td>
<td>Belmont, Garnerville, Gilnahirk, Knock, Sandown, Shandon and Stormont</td>
<td>7</td>
</tr>
<tr>
<td>Titanic</td>
<td>Ballymacarrett, Beersbridge, Bloomfield, Connswater, Sydenham and Woodstock</td>
<td>6</td>
</tr>
</tbody>
</table>
Election and terms of Councillors

The regular election of Councillors will be held on the first Thursday in May every four years. The next local government election is scheduled to be held in 2019. The term of office of Councillors will start on the fourth day after being elected and will finish on the fourth day after the date of the next regular election.

(c) Rights and responsibilities of residents of the Council’s district

Residents’ rights

Residents and others who avail of the Council’s services have the following rights in relation to the operation of the Council.

Information

(a) Citizens have the right to:

(i) attend meetings of the Council and its committees except where confidential or exempt information is likely to be disclosed, and the meeting is therefore held in private;

(ii) view Council meetings online – see link to webcasting site http://www.belfastcity.public-i.tv/core/;

(iii) see and request copies of reports, background papers and minutes of any decisions made by the Council, except where these have been restricted under the Council’s publication scheme; http://www.belfastcity.gov.uk/government/index.asp (the Council’s equality scheme ensures that we consider requests for other languages when providing information and delivering services).

Complaints

(b) Citizens have the right to complain to:

(i) the Council itself under its complaints scheme; or

(ii) the Northern Ireland Commissioner for Complaints in respect of an allegation that a Councillor (or former Councillor) has failed, or may have failed, to comply with the Northern Ireland Local Government Code of Conduct for Councillors. Guidance on making a complaint to the Northern Ireland Local Government Commissioner for Complaints Standards is available on their website for the Office of the Northern Ireland Commissioner for Complaints https://nipso.org.uk/nilgcs/making-a-complaint/make-a-complaint/
The contact point for complaints at the Council, and the contact details for the Northern Ireland Public Services Ombudsman are as follows.

**Online**

Fill in our online complaint form ([Online Complaint Form](#)).

Download a complaint form ([Download Complaint Form](#)).

**By email**

Email us at [complaints@belfastcity.gov.uk](mailto:complaints@belfastcity.gov.uk).

**By telephone**

Call **028 9032 0202** and ask to be put through to the relevant department or service. Or call our central complaints helpline on **028 9027 0270** if you aren't sure who to speak to.

**By text phone**

Contact us on **028 9027 0405**.

**By letter**

Fill in a standard complaint form (available from all our venues) and send it to:

Corporate Complaints
Belfast City Council
FREEPOST
BT1 5BR

If you are not happy with our final response, you can contact the Northern Ireland Public Services Ombudsman. If required you may email the Ombudsman at [ombudsman@ni-ombudsman.org.uk](mailto:ombudsman@ni-ombudsman.org.uk) or visit their website: [https://nipso.org.uk/nipso/making-a-complaint/how-do-i-make-a-complaint-to-nipso/](https://nipso.org.uk/nipso/making-a-complaint/how-do-i-make-a-complaint-to-nipso/).

**By email**

[nipso@nipso.org.uk](mailto:nipso@nipso.org.uk)

**By letter**

The Northern Ireland Public Services Ombudsman
Freepost BEL 1478
Progressive House
33 Wellington Place
Belfast
BT1 6HNBR

Residents’ responsibilities
Residents must not be violent, abusive or threatening to Councillors or Officers and must not willfully harm things owned by the Council, Councillors or Officers.
(d) Roles and Functions of chairperson of the Council (Lord Mayor)

Role and function of the Lord Mayor

The Lord Mayor is a Councillor who is elected by the Council at its annual meeting in June. The term of office for the Lord Mayor is one year. The office of Lord Mayor cannot be held by a Councillor for more than two consecutive years.

The Lord Mayor usually does not continue to sit on any committees during the period of the Mayorship.

The Lord Mayor of the Council and, in their absence, the Deputy Lord Mayor will have the following roles and functions:

- presiding over Council meetings and, in the case of equality of votes, have a second or casting vote
- promoting and raising awareness of the Council’s main objectives and priority issues
- encouraging and supporting all aspects of life in Belfast by attending civic and public events
- receiving distinguished visitors to the city
- acting as host on behalf of the council and the citizens of Belfast at civic functions
- acting as a spokesperson to the local, national and international media
- providing an appropriate response on behalf of Belfast at times of local, national and international catastrophe
- supporting and encouraging charitable and other appeals as appropriate
- promoting Belfast’s business, commercial, cultural and social life
- promoting Belfast as a place of excellence in which to do business and as a tourist destination.

Role of the Deputy Lord Mayor

The Deputy Lord Mayor is a Councillor who is also elected by the Council at its annual meeting in June. The term of office for the Deputy Lord Mayor is one year.

The Deputy Lord Mayor will assist and deputise for the Lord Mayor in carrying out the governance and civic responsibilities of that office.

In contrast to the Lord Mayor, the Deputy Lord Mayor usually continues to serve on Council committees during their year in office, combining this work with civic engagements.
Role of the High Sheriff

The High Sheriff is appointed by the Secretary of State for Northern Ireland, usually upon the recommendation of the Council. The High Sheriff's term in office is from January until December.

The High Sheriff will:

- attend civic functions hosted by the Lord Mayor;
- undertake specific functions on behalf of the Council;
- attend functions in place of the Lord Mayor; and
- provide general support to the Lord Mayor.

The High Sheriff is also invited to greet a member of the Royal Family or Head of State visiting the County Borough, unless the visit is a private or purely working one. The High Sheriff and his or her spouse are introduced after the Lord Mayor.

Working together

The three civic dignitaries, Lord Mayor, Deputy Lord Mayor and High Sheriff, work closely together on projects and initiatives that enhance the profile of the City.

(e) Scheme of Allowances for Members of the Council

The scheme of allowances for Members of the Council is set out in Appendix 1 to this Constitution.

(f) Rules and procedures for management of the Council’s financial, contractual and legal affairs

Financial and Contract management

The management of the Council’s financial affairs will be conducted in accordance with the Financial Regulations set out in Appendix 2 of this Constitution.

Legal proceedings by and against the Council

The Council has a dedicated Legal Services team which provides comprehensive legal advice to the Council and is authorised to institute, defend or participate in legal proceedings on behalf of the Council.
(g) Rules and procedures for review and revision of council constitution

Review of the Constitution

Review of the Constitution will take place on a regular basis as the component elements may be revised at any time. Any subsequent amendments will be brought to the relevant Committee for approval.

Amendments to the Constitution will also be necessary should the Council changes from one form of governance to another.

Changes to the Constitution

All proposed changes to the Constitution will be debated and agreed by a majority of the Council.
BCC CONSTITUTION

SECTION 2:
FUNCTIONS
2. **Functions**

(a) **Roles, membership and functions of committees**

The Council has decided to operate a traditional committee form of governance with five standing committees.

A standing committee is a group of Councillors appointed by the Council who meet to review, scrutinise or make decisions on a range of functions within its particular remit. Decisions made by committees are ratified at the next full Council meeting.

There are three Principal Committees (Strategic Policy and Resources; City Growth and Regeneration; and People and Communities) and two Regulatory Committees (Planning and Licensing). There will also be an Ad-Hoc Committee established as and when required to deal with any decisions which have been called in on procedural grounds. Another committee has been established (Belfast Waterfront and Ulster Hall Shareholders’ Committee).

<table>
<thead>
<tr>
<th>Committee Name</th>
<th>Number of Councillors</th>
<th>Quorum</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategic Policy and Resources Committee</td>
<td>20</td>
<td>5</td>
</tr>
<tr>
<td>City Growth and Regeneration Committee</td>
<td>20</td>
<td>5</td>
</tr>
<tr>
<td>People and Communities Committee</td>
<td>20</td>
<td>5</td>
</tr>
<tr>
<td>Licensing Committee</td>
<td>20</td>
<td>5</td>
</tr>
<tr>
<td>Planning Committee</td>
<td>14</td>
<td>4</td>
</tr>
<tr>
<td><strong>Ad-Hoc Committee (call-in)</strong></td>
<td><strong>10</strong></td>
<td><strong>3</strong></td>
</tr>
<tr>
<td><strong>Belfast Waterfront and Ulster Hall Shareholders' Committee</strong></td>
<td><strong>14</strong></td>
<td><strong>4</strong></td>
</tr>
</tbody>
</table>

The party make-up of the committees and the allocation of Chairs and Vice Chairs of the committees reflect the overall weighting of each party in the Council. Officers advise Councillors on issues addressed by Committees.

Committees sit at least monthly with the exception of July. The rules which set out, and govern, Committee responsibilities are contained in the Standing Orders set out in Appendix 3 of this Constitution.

The roles, membership and functions of the council committees are set out at Appendix 4 of this Constitution.
(b) Functions of the Council which are discharged by an officer of the Council

The functions of the council which are discharged by an officer of the Council are set out in the Scheme of Delegation which is attached at Appendix 5 of this Constitution.

(c) Joint arrangements

Joint arrangements

Under Section 9 of the Local Government Act (Northern Ireland) 2014, two or more councils may establish arrangements for the discharge of any of their functions jointly or by a joint committee of councils.

Belfast City Council are members of Arc 21, the umbrella waste management group for 6 councils in the east of Northern Ireland. Belfast City Council have three elected members serving on the Joint Committee of Arc21.

link to Arc21 website and Joint Committee details
BCC CONSTITUTION

SECTION 3:
OFFICERS
3. **Officers**

(a) **Role of officers in supporting council**

The officers of the Council are directly employed by the Council in a variety of administrative, professional technical and operational roles. Depending on these roles, they advise the Council on all aspects of its functions, put into effect decisions that are taken by councillors, and provide day to day management of the Council’s services.

Officers are politically neutral; they advise committees and Full Council, and implement Council decisions.

(b) **Roles and functions of the Clerk to the Council and the Chief Financial Officer**

**Clerk to the Council**

The Clerk to the Council (Chief Executive) is the Chief Officer within the Council – with overall responsibility for the management and implementation of Council services. The Clerk is responsible to the Council for the corporate and overall strategic management of the authority and will also advise the Council about any actual or potential breaches of the law or any maladministration, and ensure that procedures for recording and reporting key decisions are operating effectively.

The Chief Executive also acts as the Council’s principal advisor on policy matters and has responsibility for ensuring that all delegations are consistent with Council policy. Anything delegated to a Chief Officer is also delegated to the Chief Executive who has authority to act on their behalf and to exercise any relevant function accordingly.

**Chief Financial Officer**

The Chief Financial Officer within the Council is a key member of the Leadership Team, helping it to develop and implement strategy and to resource and deliver the authority’s strategic objectives sustainably and in the public interest.

The Chief Financial Officer must be actively involved in, and able to bring influence to bear on, all material business decisions to ensure immediate and longer term implications, opportunities and risks are fully considered, and alignment with the authority’s financial strategy; and must lead the promotion and delivery by the whole authority of good financial management so that public money is safeguarded at all times and used appropriately, economically, efficiently and effectively.
(c) **Management Structure**

The Management Structure of the Council is attached at Appendix 6 of this Constitution.

(d) **Rules governing recruitment, appointment, dismissal and disciplinary action for officers**

The rules governing recruitment, appointment, dismissal and disciplinary action for officers are attached at Appendix 7 of this Constitution.

(e) **Code of Conduct for Officers and protocol in respect of relationships between members and officers of the Council**

The Code of Conduct for Officers and the protocol in respect of relationships between members and officers of the Council are attached at Appendix 8 of this Constitution.
BCC CONSTITUTION

SECTION 4:
MEETINGS AND INFORMATION
4. **Meetings and Information**

(a) **Meetings of the Council**

There are three types of Council meeting:

(a) the annual meeting;
(b) ordinary meetings; and
(c) extraordinary meetings

and they will be conducted in accordance with the Council Standing Orders as set out in Appendix 3 of this Constitution.

(b) **Decision making**

The Full Council is the overarching decision-making body.

Each of the committees submits draft budget proposals to the Strategic Policy and Resources Committee as part of the annual budget-setting process. The decision of the Strategic Policy and Resources Committee is in turn subject to approval by the full Council.

The full Council considers the decisions of the Standing Committees at each of its monthly meetings. The Council can adopt the decisions or amend them. In practice, most decisions by committees are approved by full Council but it would be usual each month for a small number of decisions to be either rejected or amended or referred back to the relevant committee for further consideration.

The rules governing how Council meetings should be conducted and how decisions are approved and can be amended are contained in the Standing Orders as set out in Appendix 3 of this Constitution.

Decisions are contained in the Council minutes. These can be accessed on the Council’s website [http://www.belfastcity.gov.uk/government/index.asp](http://www.belfastcity.gov.uk/government/index.asp) or can be obtained in hardcopy by request.

**Delegated decisions**

The Licensing Committee and the Planning Committee can each make certain decisions without the approval of full Council. These decisions are called delegated decisions.

The purpose of delegating decisions is to speed up the decision-making process for these specific day-to-day issues.

The Council’s Standing Orders set out the various areas of delegated decision-making business which are
allocated to the various Committees.

Some decision-making powers have also been delegated to Chief Officers (the directors of the Council departments). Delegated decisions are set out in the Scheme of Delegation at Appendix 5 of this Constitution.

**Decisions to be taken by a qualified majority**

The decisions of a Council that must be taken by a qualified majority, i.e. where not less than 80 per cent of the Councillors present and voting shall be required for the decision to be carried, are set out in the Council Standing Order Number 25 as set out in Appendix 3 of this Constitution.

**Decision-making by the Council**

The Council meeting will follow the Council Standing Orders set out in Appendix 3 of this Constitution when considering any matter.

**Decision-making by other committees established by the Council**

Council committees will follow those parts of the Council Standing Orders set out in Appendix 3 of this Constitution as apply to them.

**Reconsideration of decisions**

Decisions of the Council or a committee of the Council will be subject to reconsideration if 15 per cent of the members of the Council present to the clerk of the Council a requisition on either or both of the grounds specified in section 41(1) of the Local Government Act (Northern Ireland) 2014. These are:

- that the decision was not arrived at after a proper consideration of the relevant facts and issues;
- that the decision would disproportionately affect adversely any section of the inhabitants of the district.

The procedures to be followed in relation to a requisition for the reconsideration of a decision are set out in the Council Standing Orders number 47 as set out in Appendix 3 of this Constitution.
BELFAST CITY COUNCIL
2015

Standing Orders

24th March 2015 [new date]

Version 32 - Amended by the Council - 5th January, 2016 [date of Council meeting]
Effective from 1st March, 2016 [effective date]
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**Introduction**

These Standing Orders are for the purpose of regulating the conduct of business at the Council and Committee meetings of the Belfast City Council.

In order to make the Standing Orders more easily understood and applied, they have been divided into Sections 1, 2 and 3. Section 1 is for the purpose of regulating the business conducted at meetings of the full Council. Section 2 is for the regulation of business at meetings of Standing Committees. Section 3 contains other miscellaneous Standing Orders.

The Standing Orders contain elements which are mandatory as a result of the Local Government Act (Northern Ireland) 2014 – “the 2014 Act” - and the Local Government (Standing Orders) Regulations (Northern Ireland) 2015. These mandatory elements are marked as such.

The Standing Orders should be read in conjunction with the Council’s Constitution, Financial Regulations and Scheme of Delegation. In the case of any conflict, the Standing Orders will prevail, subject to legal advice to the contrary.

As the Licensing and Planning Committees operate with delegated authority and in a quasi judicial environment, specific protocols regulating meetings of those Committees appear at [**Appendices 1 and 2**](#) to these Standing Orders.
SECTION 1 - THE COUNCIL

Explanatory note

In Section 1 of these Standing Orders the phrase “notice of motion” refers to such a motion submitted under the provisions of Standing Order 13. The phrase “motion” refers either to a notice of motion or to a motion moved by the Chairperson of a Standing Committee to approve and adopt the proceedings of a Committee, as appropriate.

1. Annual and monthly meetings

The Annual Meeting of the Council will be held each year in June unless that year is a local election year. In a local election year, the Annual Meeting will be held within 21 days of the election day.

Monthly meetings of the Council will be held on the first working day of each month except in August. Monthly Meetings shall not, however, take place on a Bank or Public Holiday, Friday, Saturday or Sunday, but shall be held on the next following weekday instead.

2. Time of meeting

The Annual Meeting and other monthly meetings of the Council shall be held in the Council Chamber at 6.00 o'clock p.m. except where otherwise fixed by statute or by special summons.

3. Allocation of seats

Seating of Members in the Council Chamber shall be through mutual arrangement between the various political parties and any independent Members. Any points of dispute shall be decided by the Council.

4. Quorum

The quorum is one-quarter of the membership of the Council, i.e. 15 Members.

5. Attendances

The Chief Executive shall record the names of all Members present at meetings of Council.

6. Declarations of interest

The Lord Mayor will remind Members of their obligation to declare any interest they may have in respect of matters under consideration at the meeting. Such declarations will be recorded by the Chief Executive.
7. **Count out**

If the attention of the Lord Mayor is called by a Member of Council or the Chief Executive to the fact that there is not a quorum present, the division bell shall be rung and the Chief Executive shall call the roll of Members, and if there is not a quorum present, the Lord Mayor shall declare the meeting of Council at an end, and the names of those who are present and those who are absent shall be recorded on the minutes of the Council.

8. **Deputations to the Council**

Deputations will normally only be admitted to the Council if the Chief Executive shall have received seven days previous written notice of the intended deputation and its purpose. Deputations shall not comprise of more than 3 persons and shall be restricted to making not more than two short speeches of not more than 10 minutes in total duration. If the matter upon which the Deputation wishes to address the Council falls within the remit of a Committee, the Lord Mayor may direct that the Deputation shall be heard at that Committee rather than at the Council meeting.

9. **Admission of the public to the Council meeting**

The public may attend only in the public gallery of the Council, unless specially excluded by a resolution of the Council under the provisions of Standing Order 10, during the whole or part of the proceedings at the meeting, subject to the following conditions -

(a) They must remain seated and no expression of opinion or noise of any kind shall be permitted;

(b) Admission of the public will be subject to compliance with safety requirements.

(c) The use of mobile phones or recording devices of any kind will be strictly prohibited.

The Lord Mayor may exclude any member of the public in breach of these conditions.

10. **Exclusion of the public from the Council meeting**

(a) The public shall be excluded from a meeting of the Council whenever it is likely that, during the transaction of an item of business, confidential information would be disclosed to them in breach of an obligation of confidence.

(b) The Council may by resolution exclude the public from a meeting of the Council (whether during the whole or part of the proceedings at the meeting) for such special reasons as may be specified in the resolution, being reasons arising from the nature of the business to be transacted or of the proceedings at the meeting.

(c) The Lord Mayor may at any time during the meeting, if he/she thinks it necessary to secure order, direct the removal of any individual or group of individuals from the Council Chamber, or order the Council Chamber to be wholly cleared of members of the public.

(d) The Council, having excluded the public, shall only consider the matter referred to it by the resolution. If it should be deemed necessary to consider any matter not included in the resolution, the public shall be re-admitted and the Lord Mayor may
ask leave of the Council to take up the consideration of such additional matters as may be deemed desirable.

(e) The Council, having excluded the public, shall not have the power to adjourn its own sittings or to adjourn a debate to a future sitting. If the business referred to in the resolution is not transacted, the Council may be resumed and a Member of the Council may propose that the Council again exclude the public on a future day to deal with the business specified in the resolution which was not transacted.

(f) If the Council, with the public excluded, has transacted part of the business referred to it, without being able to reach a decision on all the business so referred, a Member of the Council may, with leave of the Council, report on the progress to that point and ask the Council’s permission to sit again.

(g) When the Council transacts business with the public excluded, a motion for adoption relating to that item of business may be proposed but without further questions or discussion.

(h) In the event the public are excluded the reason for doing so will be recorded by the Chief Executive.

11. Order of business

At the commencement of each Meeting of the Council the Lord Mayor may read a short passage from the scriptures. Thereafter, subject to any Statutory requirements to the contrary, the order of business at every Monthly Meeting of the Council shall be as follows:-

(a) Confirmation of the minutes of the Council meeting(s);
(b) Official announcements or memorials;
(c) Deputations;
(d) Minutes of the proceedings of the several Committees and their recommendations, excluding any matters successfully called-in under the provisions of Standing Order 47;
(e) Matters previously called-in under the provisions of Standing Order 47 and which have either been considered by the Ad-Hoc Committee established for that purpose or which have been referred to a practising Barrister or Solicitor and for which a legal opinion has been received;
(f) Notices of Motion.

12. Council minutes to be confirmed

The minutes of the Council to be confirmed shall be taken as read, provided that a copy of the minutes shall have been sent to each Member of the Council at least five days previously, and no discussion shall be allowed upon the minutes except as to their accuracy, and any objection upon that ground must take the form of a proposal which shall require to be seconded before it may be discussed.

13. Notices of motion

(a) All notices of motion shall be given in writing to the Chief Executive not later than seven days at least before the Council meeting. Such notices shall clearly state the nature of the motion intended to be submitted to the Council and shall bear the names of the proposer and seconder.
(b) Every notice of motion shall be relevant to some matter in relation to which the Council has powers or duties or which directly affects the City and its citizens. Such notices shall be dated and numbered as received.

(c) Notices of motion shall be entered in their proper place by the Chief Executive on the Summons Paper in the order in which they were received.

(d) The Lord Mayor may exclude from the Council Summons any notice of motion which may be out of order or may make such clerical corrections as will bring it into a proper form.

(e) A Member shall have not more than one notice of motion on the Summons Paper at the same time.

(f) If the subject matter of any motion of which notice has been given falls within the remit of any Committee it shall, upon being proposed and seconded, stand referred without discussion to that Committee, or to such other Committee as the Council may determine, for consideration and report, subject to the provision that the Lord Mayor may, due to the urgency of the matter, allow it to be discussed at the Council meeting rather than it being referred to a Committee.

(g) If a notice of motion fails to be considered at a meeting of the Council such notice of motion will only be included on the Summons Paper for the following meeting if submitted in writing to the Chief Executive by the Member concerned not later than seven clear days, at least, before the date of that Council meeting.

(h) Any notice of motion which fails to be considered at two consecutive meetings will not be accepted for inclusion on the Summons Paper for a period of six months from the date of the second meeting at which the matter has failed to be considered.

(i) A notice of motion may be withdrawn or altered by the proposer and seconder with the consent of the Council and it shall not be permissible for any Member to speak upon such motion after the proposer and seconder have asked permission to withdraw or alter it, unless such permission shall have been refused.

(j) Any Member who has spoken to an original notice of motion shall also have the right to speak on any amendment to the motion; and the proposer of every original notice of motion, but not of any amendment, shall have the right to reply at the end of the debate on the motion. In this reply the proposer shall not introduce any new matter, but shall confine himself/herself strictly to answering previous observations. The right of reply shall not extend to the proposer of an amendment which, having been carried, has become a substantive motion.

(k) The decision of the Council on any notice of motion not referred to a Committee of the Council under Standing Order 13(f) shall be subject to call-in under the provisions of Standing Order 47.

(l) No notice of motion seeking to commit the Council to expenditure not previously agreed through the Committee process will be considered but shall instead stand referred to the appropriate Committee for consideration and report. This standing order will not apply when the Lord Mayor, in consultation with the Chief Executive, rules that the matter is one of emergency or is otherwise of such urgency that it would be impracticable or prejudicial to the Council’s interests to require compliance. In this case, a report outlining specific details of the purpose of such
expenditure and the budget from which the expenditure would be drawn from shall be put before Members.

14. **Committee minutes to be submitted**

In order to give sufficient time for the production of the minutes and for their perusal by the Members of the Council, minutes of meetings of a Committee held later than seven clear days before the meeting of the Council shall not be submitted to that meeting for approval except in case of extreme urgency to be decided by the Committee in question and recorded in its minutes.

It shall be the duty of a Committee, through the Chairperson or his/her representative, when its minutes are submitted for approval, to call the attention of the Council to any matter of an unusual or special character contained therein.

15. **Discussion on committee minutes**

The Chairpersons of each of the Standing Committees shall propose that the minutes of the proceedings of the Committee for which they are the Chairperson are “approved and adopted” and the Lord Mayor shall immediately thereafter seek a seconder for that motion.

Any amendment to be moved by any Member in relation to that motion shall be about a matter which is included in the minutes submitted to the meeting. Where possible, amendments to be moved should be sent to the Chief Executive in advance of the meeting of the Council.

Any Member who wishes to receive further information regarding any matters appearing in the minutes submitted to the Council for approval shall where possible put requests in writing to the Chairperson of the Committee concerned before the commencement of the Council meeting and he/she shall be entitled to a reply when the proceedings of the particular Committee are submitted for approval.

Once the Council has concluded any debate on a particular matter contained within the minutes of a Committee and has dealt with any amendments properly proposed and seconded and has moved on to another item, the Lord Mayor shall not permit any further discussion on that matter.

16. **Amendments**

When a notice of motion or a motion to approve and adopt the proceedings of a Committee is under debate at any meeting of the Council an amendment or further motion shall not be received, except the following:-

(a) To amend the motion; or
(b) That the Council meeting is adjourned; or
(c) That the debate is adjourned; or
(d) That the question under debate is immediately put to a vote; or
(e) That the Council proceeds to the next business.

(a) to amend the motion
An amendment must be legitimate. It must not be a mere negative; must be relevant to the motion which it seeks to amend, and not inconsistent with anything already agreed upon at the same meeting. An amendment must relate solely to the motion which it seeks to amend, and not be in effect a new proposition on a different matter.

An amendment to a motion moved by the Chairperson of a Committee that the minutes of the proceedings of the Committee are “approved and adopted” must not lay any greater financial burden on the meeting than the decision in the Committee minutes.

When an amendment upon an original motion has been proposed and seconded, a second or subsequent amendment shall not be accepted until the first amendment is dealt with. If an amendment is carried, the motion as amended shall take the place of the original motion, and shall become the question upon which any further amendment may be moved.

A Member shall not be entitled to move an amendment if he/she has previously spoken to the motion, or to move more than one amendment to any motion, nor shall more than one amendment be moved with the same or similar intention.

(b) that the Council meeting is adjourned

Any Member of the Council who has not already spoken on any motion or amendment then under debate may propose “that the Council meeting is adjourned”. Such a proposal must be seconded, but it need not be submitted in writing. The proposer and seconder shall not speak beyond formally proposing and seconding the motion, which shall be put to the vote without debate.

If the proposal for the adjournment is carried, the Lord Mayor shall (unless stated in the proposal) fix the date for the adjourned meeting for the continuation of the debate on the motion or amendment under discussion at the time of the adjournment, and for the transaction of the remaining business (if any) on the agenda for the meeting so adjourned.

If the proposal fails, a second proposal “that the Council meeting is adjourned” shall not be made within half-an-hour, unless in the opinion of the Lord Mayor the circumstances are materially altered.

(c) that the debate is adjourned

Any Member of the Council who has not already spoken to any motion or amendment then under debate may propose “that the debate is adjourned”. Such a proposal must be seconded, but it need not be submitted in writing. The proposer and seconder shall not speak beyond formally proposing and seconding it.

Before putting to the meeting a proposal “that the debate is adjourned”, the Lord Mayor shall invite the proposer of the motion or amendment under discussion to reply on the question of adjournment and, after such reply, which will not prejudice the right of the proposer of a motion to reply on the original question, shall put the proposal for adjournment of the debate to the vote without further debate.
If the proposal is carried, the Council shall proceed to the next business on the agenda, and the discussion of the adjourned debate shall be resumed at the next monthly meeting of the Council unless a special meeting of the Council shall be called for that purpose. On resuming an adjourned debate, the Member who proposed its adjournment shall be entitled to speak first.

If the proposal fails, a second proposal “that the debate is adjourned” shall not be made within half-an-hour. A Member shall not move or second more than one proposal for the adjournment of the same debate.

(d) that the question under debate is immediately put to the vote

Any Member who has not already spoken to any motion or amendment then under debate may propose “that the question under debate is immediately put to the vote”. Such a proposal must be seconded, but it need not be submitted writing. The proposer and seconder shall not speak beyond formally proposing and seconding it.

If the Lord Mayor is of the opinion that the matter under debate has been sufficiently discussed, he/she shall put the proposal “that the question under debate is immediately put to the vote” to the vote without debate and if this is carried the motion or amendment under discussion shall be put to the Council. If the Lord Mayor is of the opinion that the matter under debate has not been sufficiently discussed then the debate shall continue and the Lord Mayor’s ruling on such matters shall not be open to discussion.

If the proposal fails, a second proposal “that the question under debate is immediately put to the vote” shall not be made on the same matter within half-an-hour. A Member shall not move or second more than one proposal “that the question under debate is immediately put to the vote” on the discussion of the same matter.

(e) that the Council proceeds to the next business

Any Member of the Council who has not already spoken to any motion or amendment then under debate may propose, “that the Council proceeds to the next business”. Such a proposal must be seconded, but it need not be submitted in writing. The proposer and seconder shall not speak beyond formally proposing and seconding the motion which shall be put to the vote without debate.

If the proposal is carried the matter under discussion shall be considered as dropped.

If the proposal fails, a second proposal “that the Council proceeds to the next business” shall not be made on the same matter within half-an-hour. A Member shall not move or second more than one proposal “that the Council proceeds to the next business” on the discussion of the same matter.

17. Amendments to be submitted in writing and seconded

All notices of motion shall appear on the agenda for the Council meeting. All amendments to amend a notice of motion and all amendments to amend a motion that the proceedings of a Committee are approved and adopted shall, where practicable, be
submitted to the Lord Mayor in writing by the proposer, and read to the meeting, and such amendment shall not be discussed by anyone other than the proposer until it has been seconded.

18. Reserving speech

A Member of the Council may formally second an original motion or amendment and reserve the right to make his/her speech on the matter later in the debate rather than at the time of seconding.

19. Duration of speeches

In submitting a notice of motion, the proposer shall not speak for more than ten minutes, except with the permission of the Council, and in replying for not more than five minutes. Other speakers shall each be allowed five minutes.

In moving an amendment to a motion that a set of Committee minutes are approved and adopted, the proposer and any other Member addressing the amendment shall not speak for more than five minutes.

20. Points of order

A Member, whether or not he/she has previously spoken to the motion or amendment under debate, may call the attention of the Lord Mayor to a point of order which shall be immediately ruled upon by him/her. Such points of order must be strictly related to an alleged breach of the Standing Orders.

21. Explanations

A Member who has been referred to by another Member during a speech and has had ascribed to him/her an opinion which they feel to be inaccurate may, with the consent of the Lord Mayor, give a short explanation of the matter at the conclusion of the speech in which they are referred to, regardless of whether or not they have already spoken on the matter under discussion. This explanation must deal solely with the issue at hand, must not introduce new arguments and not in effect be a new speech on the matter. A Member giving such an explanation must resume their seat if the Lord Mayor shall so direct. The Lord Mayor should permit an explanation to be provided if improper conduct or an improper motive has been alleged against the member wishing to give the explanation.

22. Members to speak once only

Subject to the previous Standing Orders, a Member shall not address the Council more than once on the same motion or amendment.

23. Adjournment of meeting after five hours’ continuous sitting

Any meeting of the Council which has lasted continuously for five hours shall stand adjourned unless the Council shall by resolution decide to continue sitting.
In the event of such adjournment, the Lord Mayor shall fix the date for the adjourned meeting for the continuation of the debate on the motion or amendment under discussion at the time of the adjournment and for the transaction of the remaining business (if any) on the agenda for the meeting so adjourned.

24. Voting and divisions

Subject to any statutory provisions to the contrary, any matter to be decided by the Council will be by simple majority, conducted by show of hands.

If, before a vote is called, any Member present at the meeting requests it, the names for and against the proposal or amendment and those abstaining from voting will be taken down in writing and recorded in the minutes of the meeting. Upon such a request being received, the division bell shall be rung, and a period of one minute shall be allowed to elapse, when the doors of the Council Chamber shall be closed and no one admitted until the vote has been taken.

During the taking of the votes Members shall remain seated.

In the case of an equality of votes, the Lord Mayor shall have a second and casting vote.

25. Qualified majority voting (mandatory)

Any decisions in relation to:

(a) the adoption of executive arrangements or prescribed arrangements as the Council’s form of governance (Section 19 of the 2014 Act);
(b) the adoption of the Sainte Lague method for filling positions of responsibility (Paragraph 3(2) of Schedule 1 of the 2014 Act);
(c) the adoption of a Single Transferable Vote election as the method for filling positions of responsibility (Part 2 of Schedule 1 of the 2014 Act);
(d) the adoption of the Droop Quota method for appointing councillors to Committees (Paragraph 3(3) of Schedule 2 of the 2014 Act);
(e) a call-in made in accordance with Section 41(1)(b) of the 2014 Act, i.e. on the grounds of adverse community impact; and
(f) the suspension of Standing Orders, other than Standing Orders 25, 34, 35 and 47 which cannot be suspended;

shall be taken by a qualified majority where not less than 80% of the Members present and voting shall be required for the decision to be carried.

Any vote on a decision where a qualified majority is required shall be by way of a recorded vote where the names of the Members voting for and against the question shall be taken down in writing and recorded in the minutes of the meeting.

26. Rescinding of decisions within six months

A motion to alter or rescind a decision of the Council shall not be competent within six months from the date of such decision unless:-
27. Questions decided twice in same financial year

A matter which within any financial year has twice been decided by the Council in the same way shall not in the same financial year again be submitted for the Council’s consideration, and this Order shall not be evaded by the substitution of any motion which is differently worded, but in principle the same.

28. Code of conduct

Members must have due regard to the provisions of the Northern Ireland Local Government Code of Conduct for Councillors in relation to their conduct during the whole of the proceedings of a meeting of the Council and particularly so in relation to the provisions as set out in Standing Orders 29 to 32.

29. Mode of address

Members of Council shall be seated, except when addressing the Lord Mayor, and shall address other Members by their respective title of “Lord Mayor”, “Chairperson”, “Alderman” or “Councillor”. When a Member is called to speak he/she shall rise and address the Lord Mayor and he/she shall not be interrupted except as provided for in these Standing Orders.

The Lord Mayor shall determine the order of speaking by the Members. When the Lord Mayor rises, a Member shall not continue standing or speaking, nor shall any other Member rise until the Chair be resumed.

30. Offensive expression

A Member shall not impute motives or use offensive expression in reference to any Member of the Council.

31. Disorderly conduct

(a) If at a meeting any Member of the Council, in the opinion of the Lord Mayor, misconducts himself/herself by persistently disregarding the ruling of the Chair, or by behaving irregularly, improperly, or offensively, or by wilfully obstructing the business of the Council, the Lord Mayor or any other Member may move “That the Member named be not further heard”, and the motion if seconded shall be immediately put to a vote without discussion.

(b) If the Member named continues his/her misconduct after a motion under paragraph (a) has been carried:-
(i) the Lord Mayor or any other Member may move “That the Member named immediately leave the meeting” (in which case the motion shall be put and determined without seconding or discussion);

(ii) the Lord Mayor may adjourn the meeting of the Council for such period as he/she in his/her discretion shall consider expedient.

(c) When the Lord Mayor is of the opinion that the due and orderly dispatch of business is impossible, he/she in addition to any other power vested in him/her may, without discussion, adjourn the meeting of the Council for such period as he/she considers necessary.

32. Ruling of the Lord Mayor

The ruling of the Lord Mayor upon all questions of order, and of matters arising in debate, shall be final, and shall not be open to discussion.

33. Suspension of Standing Orders

For the purpose of affording greater freedom of debate, any of the Standing Orders may be suspended at any meeting of the Council. Upon a motion duly proposed, seconded, and carried by a weighted majority vote such standing orders shall be suspended for that item of business. Previous notice of any such motion shall not be necessary. This standing order shall not apply in respect of those standing orders that are mandatory under the provisions of the Local Government (Standing Orders) Regulations (Northern Ireland) 2015.

MANDATORY STANDING ORDERS IN RELATION TO THE PROCEEDINGS OF THE FIRST ANNUAL MEETING OF THE COUNCIL FOLLOWING THE LOCAL ELECTIONS

34. Positions of responsibility, etc. – time limits (mandatory)

(1) Subject to sub-paragraph (2) of this standing order, in relation to positions of responsibility selected in accordance with paragraphs 2(1) and 2(2) or paragraph 4(1) or paragraphs 6(1) and 6(2) of Schedule 1 to the 2014 Act, the period specified for –

(a) the nominating officer to select a position of responsibility and the term for which it must be held; and

(b) the person nominated to accept the selected position

is 15 minutes.

(2) An extension to the period specified in sub-paragraph (1) of this standing order may be granted subject to the approval of the Council. Such an extension may be requested by –

(a) the nominating officer;

(b) the person nominated to hold the selected position; or

(c) another member.
35. Appointment of more than one committee (mandatory)

(1) Where the Council appoints more than one committee at the same meeting in accordance with paragraph 5 of Schedule 2 to the 2014 Act, for the purposes of determining the number of places that must be allocated across the parties and independent members of the Council, it must agree –

(a) the number of committees to be appointed; and
(b) the number of councillors that shall constitute the membership of each committee.

(2) The total number of places to which a nominating officer of a party may nominate members who stood in the name of that party when elected must be calculated in accordance with paragraphs 2 to 4 of Schedule 2 to the 2014 Act and any resolution of the Council made thereunder.

(3) A nominating officer’s function under paragraph 2(1)(b) of Schedule 2 to the 2014 Act shall be exercised in such manner as to ensure that –

(a) all the members of a committee are not nominated by the same nominating officer;
(b) a nominating officer of a party may nominate members who stood in the name of that party to fill the majority of places on a committee, if the majority of members stood in the name of that party; and
(c) subject to (a) and (b), the number of members nominated by each nominating officer of a party, in so far as is reasonably practicable, bears the same proportion to the number of places on that committee as is borne by the number of members who stood in the name of that party.

(4) Nominations made in accordance with sub-paragraph (3) of this standing order shall take into account any positions of responsibility on a committee held by a member who stood in the name of the party.
SECTION 2 - STANDING COMMITTEES

36. Standing Committees

The following shall be the Standing Committees of the Council:

(a) Strategic Policy and Resources
(b) City Growth and Regeneration
(c) People and Communities
(d) Licensing
(e) Planning
(f) Belfast Waterfront and Ulster Hall Ltd Shareholders’ Committee

37. Duties of committees

The Standing Committees shall be responsible to the Council for the matters described hereunder and shall control the various Departments which carry out the functions of the Council, that is to say

(a) Strategic Policy and Resources Committee

The Strategic Policy and Resources Committee will be responsible for setting the strategic direction of the Council through the development of its corporate plan and other key corporate and cross cutting strategies and policies. It will also ensure effective use of resources and value for money for ratepayers, and oversee the Council’s relationship with a number of key agencies and partners.

This includes:-

• working with partners to lead the development of the community plan

• Supporting the development, implementation and monitoring of the Physical Investment Strategy

• Developing and implementing the organisation’s Good Relations & Equality Strategies

• Allocating resources based on the corporate and city priorities

• Managing and monitoring performance against the achievement of the council objectives and those agreed in the community plan

• Developing the council’s finance strategy and all matters relating to its implementation including; all revenue and capital financing and borrowing, the annual revenue and capital budgets and the rate to be levied, monitoring of financial performance

• Developing the council’s organisational development strategy and all matters relating to its implementation including; governance and organisation structures,
organisational improvement initiatives, member and officer capacity building and monitoring of organisational performance

- Developing the internal strategies to ensure the smooth running of the council including; asset management, procurement, grants, human resources, diversity, communications and accommodation

- Managing and maintaining the corporate land bank and city assets, including the City Hall

- Agreeing the Local Development Plan with the Planning Committee

- Overseeing the delivery of the internal council services listed below:

  - Human Resources; Corporate Communications; Legal Services; Democratic Services; Corporate Policy and Strategic Planning; Finance and Performance; Digital Services and Audit Governance and Risk Services. Property and Projects will also report on Procurement; Contract Management; Programme Management; Estates Unit and Facilities Management. *Equality and Good Relations* will also be the responsibility of this committee.

(b) City Growth and Regeneration Committee

The City Growth and Regeneration Committee will be responsible for the development and implementation of strategies, policies, programmes and projects directed to the regeneration and growth of the city in the context of the outcomes agreed in the community and corporate plans and other corporate strategy.

This includes:

- Influencing and contributing to regional regeneration and growth strategies and activities

- Developing and implementing city-wide economic strategies and policies

- Managing and maximising the impact of major physical developments in the city

- Coordinating and promoting major city wide events

- Sourcing and providing support to attract and utilise European and other grants which contribute to the growth of the city

- Providing support for economic development initiatives

- Supporting the development of culture, heritage and the arts

- Working with other agencies to promote Belfast as a key investment and tourism opportunity

- Developing programmes and actions to support local businesses and attract inward investment

- Managing the Council’s markets and maximising their benefit to the city

- Influencing and contributing to strategies and policies affecting skills, employability, transportation and energy in the City
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- Overseeing the delivery of the following services
  
  Economic Development, Urban Development, Tourism, Culture and Arts, European and International Relations, City Markets, City Events, Belfast Castle, Malone House, Belfast Zoo, and the transferring car parks, City Centre Development.

(c) People and Communities Committee

The People and Communities Committee will be responsible for the development and implementation of strategies, policies, programmes and projects aimed at improving life at a local level in the context of the outcomes agreed in the community and corporate plans and other corporate strategy. This includes

- Developing and delivering programmes, events and activities to promote health, safety and well being at a local level
- Administering and enforcing the Council’s powers and duties under the Public Health Acts and all environmental health and building related legislation and regulations
- Securing and providing adequate provision for the recycling, treatment and disposal of commercial and domestic waste including bulky waste and the collection and disposal of abandoned motor vehicles.
- Exercising the Council’s powers for improving local environmental quality in relation to housing legislation, managing controlled waste, emergency planning and community safety and anti-social behaviour, clean neighbourhoods and other environmental or regulatory issues not falling within the remit of any other Committee.
- Managing, maintaining and maximising the benefit of the Council’s parks, pitches, playgrounds and other public spaces as well as community centres and other indoor facilities
- Developing and implementing activities to ensure the delivery of corporate strategies and initiatives in respect of the promotion of health and physical activity, environmental protection, community safety and other such areas under the domain of this Committee.
- Overseeing the delivery of the Council’s frontline services and associated community assets including:
- Overseeing the delivery of the Council’s frontline services and associated community assets including:
  
  Environmental Health Services; Cleansing; Waste Management; Parks and Cemeteries-Leisure service (excluding Belfast Zoo, Malone House and Belfast Castle); Neighbourhood and Development Services; Community Services; Community Safety and Emergency Planning; Building Control.

(d) Licensing Committee
The Licensing Committee shall be responsible for the consideration of all matters pertaining to policy and legislation in relation to licensing issues. The Licensing Committee shall have delegated authority for determining the following matters:

(i) **The Local Government (Miscellaneous Provisions) (Northern Ireland) Order 1985**

   **Entertainment Licences**
   
   Applications for the grant of outdoor licences  
   Applications for the grant, renewal, transfer or variation of licences where objections are received  
   Suspension and revocation of licences  
   Applications for a waiver to permit entertainment involving striptease or nudity.

   **Sex Establishments**
   
   Applications for the grant of licences  
   Applications for the renewal, transfer or variation of licences  
   Revocation of licences

(ii) **The Betting, Gaming, Lotteries and Amusements (Northern Ireland) Order 1985**  
    (as amended by the Betting and Gaming (Northern Ireland) Order 2004).

   Applications for the grant of amusement and pleasure permits  
   Applications for the renewal of amusement permits where adverse representations have been made  
   Registration of Societies in relation to the running of lotteries.

(iii) **Street Trading Act (Northern Ireland) 2001**

   Designation of streets or part thereof  
   Applications for the grant of licences  
   Applications for the renewal, transfer or variation of licences where objections are received  
   Revocation of licences  
   Setting of licence fees

(iv) **administration of the provisions of the Licensing (Northern Ireland) Order 1996 and the Registration of Clubs (Northern Ireland) Order 1996 relating to entertainments and liquor licensing in licensed premises and registered clubs.**

(v) **Licensing of Pavement Cafes Act (Northern Ireland) 2014**

   Applications for the grant, renewal or variation of licences where adverse representations are received.  
   Compulsory variation of licences.  
   Revocation of licences.  
   Setting of licence fees.  
   Suspension of licences except where in the public interest the Director of Planning and Place, in consultation with the Town City Solicitor, considers that there are particular circumstances which make it necessary to suspend a licence immediately.
(vi) such other licensing matters as the Director of Health and Environmental Services Planning and Place considers appropriate to be addressed by the Licensing Committee.

Whilst the Committee has full delegated authority in relation to licensing decisions it may reconsider any decision referred to it by the Director of Health and Environmental Services Planning and Place in consultation with the Director of Legal Services Town City Solicitor.

(e) Planning Committee

The Planning Committee shall be responsible for all the Council’s planning functions, excepting those matters which are expressly delegated to officers or reserved to full Council.

Specific responsibilities include:

- Exercising the Council’s powers and duties in relation to local planning policies, plan strategies, the statement of community involvement and any other development plan documents in conjunction with the Strategic Policy and Resources Committee who will consider all of the said policies and plans to ensure that they are consistent with the broader strategic objectives of the Council;

- Reconsideration of local planning policies, plan strategies, the statement of community involvement and any other development plan documents in respect of which the Strategic Policy and Resources Committee considers to be inconsistent with the broader strategic objectives of the Council;

- Deciding applications for planning permission and whether to impose any condition, limitation or other restriction on an approval, consent, licence or permission;

- Revoking, amending, modifying or varying any approval, consent, licence or permission;

- Determining any matters related to the exercise of permitted development rights as set out in the Planning (General Development) Order (NI) 1993 or any other legislation relating to such rights;

- Exercising the Council’s powers and duties in relation to development control;

- Determining applications for the display of advertisements and whether to impose any condition, limitation or other restriction on such advertisements;

- Determining applications for planning permission or consents for listed buildings and exercising any related powers and duties; including the revocation or modification of such a consent;

- Exercising the Council’s powers in relation to the preservation of trees;

- Dealing with any other planning related matter that a meeting of Council or any other Committee considers appropriate to be referred to the Planning Committee;

- Responding to consultations on local planning policies, plan strategies the statement of community involvement and any other development plan documents in adjoining authorities;
• Responding to consultations issued by the Department of Social Development for Communities, or any other Department, in relation to planning matters;

• Responding to consultations in relation to regionally significant or major applications to be determined by the Department of Social Development for Infrastructure

(f) Belfast Waterfront and Ulster Hall Ltd Shareholders’ Committee

The Belfast Waterfront and Ulster Hall Ltd Shareholders’ Committee will make the decisions required by the Shareholders’ Agreement and ensure that the Company complies with the contract for the operation of the Belfast Waterfront and Ulster Halls. This includes

• Holding the Belfast Waterfront & Ulster Hall Ltd Chairperson and Managing Director to account on contract and business performance issues;

• Scrutinising the quarterly finance and performance reports, ensuring a social and financial return on the Council’s and other funders’ investments;

• Controlling and make decisions on reserved matters on behalf of the shareholders, as set out in the Shareholders’ Agreement (e.g. authorising the company to take out a loan);

• Authorising the annual business plan, ensuring alignment with Council’s economic, social and environmental objectives;

• Agreeing and monitoring performance framework targets, including decreasing dependency on Council subsidy;

• Agreeing distributions of available profits in relation to its shareholdings;

• Recommending the appointment of the Chairperson and non-executive Directors to the Board of the BWUH Ltd and agreeing remuneration;

• Acting in the interests of the shareholders in the removal of non-executive Director/s, where there is evidence of under-performance or failure to comply with legal duties; and

• Considering business improvement requests for investment in the Council’s assets, for recommendation to Strategic Policy and Resources Committee or agreement under delegated authority.

In practice, the Committee will be responsible for:

• Agreeing the annual business plan;

• Agreeing the annual financial plan, in line with the budget allocation from the Strategic Policy and Resources Committee;

• Setting performance targets and monitoring quarterly reports;

• Agreeing any amendments to the Council’s specification at review periods;

• Authorising any capital investment proposals which enhance the asset portfolio of the Council;
• Agreeing in-year service improvement plans *(in the scenario where there is under-performance)* ; and

• Agreeing distribution of surpluses/reduced deficits

38. **Membership of Standing Committees**

The membership of the Standing Committees shall be made in accordance with the provisions of Schedule 2 to the 2014 Act.

39. **Quorum**

The quorum of every Committee shall be five, with the exception of the Planning Committee and the Belfast Waterfront and Ulster Hall Ltd Shareholders’ Committee where the quorum shall be four.

40. **Meetings of Standing Committees**

Committees shall normally meet on a monthly basis or as often as determined by the Committee.

Unless in cases of emergency, the Committees of the Council shall not meet during the month of July in any year. During that month the business of the Council managed by the Committees shall, where circumstances render it necessary, be discharged by the Chief Executive or, in her absence, her Deputy acting upon recommendations made by the Directors of Departments. If, however, any matter arises which in the opinion of the Chief Executive or her Deputy ought properly to be placed before a Committee for consideration, the Chief Executive or her Deputy, in consultation with the Chair or in his or her absence the Deputy Chair of the Committee concerned, shall call a meeting of the Committee for that purpose.

41. **Other Members may attend committees**

Members of the Council who wish to attend Committees other than those of which they are Members shall be at liberty to do so. They may be permitted by the Chairperson to speak on any question before the Committee, but not to vote or take any other part in the proceedings.

42. **Admission of the public to committee meetings**

The public may attend only in the part of the Committee Room set aside for that purpose, unless specially excluded by a resolution of the Committee under the provisions of Standing Order 43, during the whole or part of the proceedings at the meeting, subject to the following conditions -

(a) They must remain seated and no expression of opinion or noise of any kind shall be permitted;
(b) Admission of the public will be subject to compliance with safety requirements
(c) The use of mobile phones or recording devices of any kind will be strictly prohibited.
The Chairperson may exclude any member of the public in breach of these conditions.

**43. Exclusion of the public from committee meetings**

(a) The public shall be excluded from a meeting of a Committee whenever it is likely that, during the transaction of an item of business, confidential information would be disclosed to them in breach of an obligation of confidence.

(b) The Committee may by resolution exclude the public from a meeting of the Committee (whether during the whole or part of the proceedings at the meeting) for such special reasons as may be specified in the resolution, being reasons arising from the nature of the business to be transacted or of the proceedings at the meeting.

(c) The Chairperson may at any time during the meeting, if he/she thinks it necessary to secure order, direct the removal of any individual or group of individuals from the Committee Room, or order the Room to be wholly cleared of members of the public.

(d) The Committee, having excluded the public, shall only consider the matter referred to it by the resolution. If it should be deemed necessary to consider any matter not included in the resolution, the public shall be re-admitted and the Chairperson may ask leave of the Committee to take up the consideration of such additional matters as may be deemed desirable.

(e) The Committee, having excluded the public, shall not have the power to adjourn its own sittings or to adjourn a debate to a future sitting. If the business referred to in the resolution is not transacted, the Committee may be resumed and a Member of the Committee may propose that the Committee again exclude the public on a future day to deal with the business specified in the resolution which was not transacted.

(f) If the Committee, with the public excluded, has transacted part of the business referred to it, without being able to reach a decision on all the business so referred, a Member of the Committee may, with leave of the Committee, report on the progress to that point and ask the Committee’s permission to sit again.

(i) When the Committee transacts business with the public excluded, a motion for adoption relating to that item of business may be proposed but without further questions or discussion.

(ii) In the event that the public are excluded for any item of business the reason for doing so will be recorded.

**44. Order of business**

Subject to any Statutory requirements to the contrary, the order of business at every Committee Meeting shall be as follows:-

(a) Routine Matters

(b) Apologies

(c) Declarations of Interest

(d) Deputations

(e) Any matter successfully called-in and referred back to the Committee for reconsideration under the provision of Standing Order 47(C)(7)

(f) Officers’ Reports
(g) Matters specifically requested to be included on the agenda by an elected Member under the provision of Standing Order 45.

45. Request for a matter to be included on an agenda

Any Member who wishes to have a particular matter included on the agenda for a meeting of a Committee shall make such request in writing to the appropriate Chief Officer. If the subject matter of the request falls within the remit of the Committee and the action proposed to be taken is lawful, the Chief Officer shall, after informing the appropriate Chairperson, arrange for that matter to be included on the agenda for the next available monthly meeting of the Committee, indicating the name of the Member who will be speaking to the issue at the meeting.

The issue in question will either simply appear on the agenda against an individual Member's name or, if the appropriate Chief Officer considers that it would be helpful to the Committee in considering the matter, a short covering report may be prepared which highlights that a named Member has asked that the issue is raised and give some important factual information. No significant resources, including officer time, will be committed to such preparatory work. Resources will only be committed once the Council has decided to take action.

46. Voting

All questions at a Committee shall be decided by a majority of the Members present and voting by show of hands, unless otherwise resolved by the Committee before a vote is taken. The Chairperson may vote and shall, in addition, have a casting vote in the case of equality of votes.

47. Call-in process (mandatory)

(a) Decisions subject to call-in

(1) The following decisions may be subject to call-in in such manner as is specified in these standing orders—
   (a) a decision of the executive;
   (b) an executive decision taken under joint arrangements in accordance with section 26 of the 2014 Act;
   (c) a key decision taken by an officer or officers of the council;
   (d) a decision taken by a committee under delegated authority in accordance with section 7 of the 2014 Act; and
   (e) a decision taken by a committee to make a recommendation for ratification by the council.

(2) The following decisions shall not be subject to call-in—
   (a) a decision on a regulatory or quasi-judicial function which is subject to a separate appeal mechanism;
   (b) a decision which is deemed to be a case of special urgency in accordance with regulation 26 of the 2014 Executive Arrangements Regulations;
   (c) a decision where an unreasonable delay could be prejudicial to the council's or the public's interests;
   (d) a decision taken by an officer or officers which is not a key decision;
   (e) a decision by the executive which serves only to note a report from or the actions of an officer or officers.
(3) No decision shall be subject to call-in more than once for each of the reasons specified in section 41(1) of the 2014 Act.

(b) Call-in admissibility

(1) A call-in shall be submitted in writing to the clerk by 10am on the fifth working day following publication of the decision to which the call-in relates. If a call-in is received after the specified deadline, it shall be deemed inadmissible.

(2) A call-in shall—
   (a) specify the reasons why a decision should be reconsidered; and
   (b) subject to sub-paragraph (5) of this standing order, be deemed to be inadmissible if the reasons are not specified.

(3) In the case of a call-in submitted under section 41(1)(b) of the 2014 Act, members shall state in the reasons specified under sub-paragraph (2) of this standing order—
   (a) the community that would be affected by the decision; and
   (b) the nature and extent of the disproportionate adverse impact.

(4) Within one working day of receipt of a call-in, the clerk shall confirm that—
   (a) it has the support of 15 per cent of the members of the council; and
   (b) the reasons for the call-in have been specified.

(5) Where the reasons have not been specified on the requisition the clerk shall notify the members making the requisition that it shall be considered inadmissible if reasons are not specified in writing within the specified deadline.

(6) Within one working day of receipt of an admissible call-in submitted under section 41(1)(b) of the 2014 Act, the clerk shall seek the opinion of a practicing solicitor or barrister in accordance with section 41(2) of the 2014 Act.

(7) Where the legal opinion obtained in accordance with section 41(2) of the 2014 Act confirms that the call-in has merit, the clerk shall—
   (a) furnish the opinion to members; and
   (b) include the decision on the agenda for the next available meeting of the council, at which it will be taken by a qualified majority.

(8) Where the legal opinion obtained in accordance with section 41(2) of the 2014 Act indicates that the call-in does not have merit, the clerk shall—
   (a) furnish the opinion to members; and
   (b) make arrangements for the decision to be implemented or tabled for ratification by the council, as appropriate.

(c) The call-in process: committee arrangements

(1) For the purposes of reconsideration of a decision pursuant to a call-in the minutes of a committee which record a decision—
   (a) taken under delegated authority; or
   (b) for ratification by the council
   shall be published within two working days of the conclusion of the meetings. This date shall be regarded as the date of publication for the purposes of a call-in.

(2) If a call-in is not received by the deadline specified in paragraph (b)(1) of this standing order, the decision specified in—
   (a) paragraph (c)(1)(a) of this standing order shall be implemented; or
(b) paragraph (c)(1)(b) of this standing order shall be tabled for ratification by the council.

(3) The tabling for ratification of a decision specified in paragraph (c)(1)(b) of this standing order, or the implementation of a decision specified in paragraph (c)(1)(a) of this standing order, shall be postponed (unless the total level of support for the call-in falls below 15 per cent of the members) until the call-in has been resolved. The decision maker may rescind the decision at any time prior to the call-in being resolved.

(4) If an admissible call-in is made in accordance with paragraph (b)(2) of this standing order and section 41(1)(a) of the 2014 Act, the council shall appoint an ad hoc committee of the council, the membership of which will be—
   (a) the chairpersons of all committees of the council; and
   (b) the deputy chairpersons of all committees of the council to consider the process adopted by the decision-making committee.

(5) The chairperson and deputy chairperson of the committee which was responsible for the decision which is the subject of the call-in shall not have voting rights at a meeting of the council appointed in accordance with sub-paragraph (4) of this standing order.

(6) The members who submitted the call-in, or a member on their behalf, shall be invited to attend the meeting at which the decision subject to the call-in is considered and may, upon the request of the chairperson, address the meeting, but shall not have voting rights.

(7) A committee appointed in accordance with sub-paragraph (4) of this standing order may—
   (a) refer the decision back to the decision maker;
   (b) in the case of a decision taken under delegated authority, support the decision; or
   (c) in the case of a decision for ratification by the council, refer the decision to the council.

(8) Where a decision has been supported in accordance with sub-paragraph (7) of this standing order, that decision shall—
   (a) be approved;
   (b) be inserted in the Register of Decisions; and
   (c) become operative from the date of the meeting at which the committee confirmed support for the decision.

48. Code of Conduct

Members must have due regard to the provisions of the Northern Ireland Local Government Code of Conduct for Councillors in relation to their conduct during the whole of the proceedings of a meeting of a Committee.

49. Mode of address, offensive expression and disorderly conduct

The provisions of Standing Orders 29 to 32 shall apply in relation to the meetings of Committees, subject to the provision that a Member may remain seated when speaking and that the word “Committee” be substituted for the word “Council” and the word “Chairperson” for the words “Lord Mayor” as appropriate.
50. Ruling of the Chairperson

The ruling of the Chairperson of the Committee upon all questions of order, and of matters arising in debate, shall be final, and shall not be open to discussion.
SECTION 3 - MISCELLANEOUS STANDING ORDERS

51. Corporate Seal

The Corporate Seal of the Council shall be kept in a safe place at all times when not in use.

(a) Every document sealed shall be attested and a record kept in a book containing particulars of the documents sealed.

(b) The Corporate Seal shall not be set to any document unless a resolution of the Council shall be passed in that behalf or unless the Council shall have passed a resolution authorising any particular Committee to affix the Common Seal to any particular documents; but a resolution of the Council (or of a Committee approved by the Council) authorising the acceptance of any tender, the purchase, sale, letting, or taking of any property, the issue of any stock, the presentation of any petition, memorial or address, the making of any contract, or any other matter or thing, shall be sufficient authority for the Lord Mayor or his/her Deputy or Chief Executive and Town Clerk to affix the Corporate Seal to any document necessary to give effect to such resolution.

PROPERTY, PURCHASES, LEASING

52. Notification of acquisition or disposal of property

Consent for the acquisition, disposal or development of land must be obtained from the Strategic Policy and Resources Committee.

Consent to reappropriate land held or obtained for a particular purpose will require the consent of that Committee also. Such reappropriation to include the holding of land for the development or future development of the district.

53. Notification of surplus land

Declarations that land has become surplus must be reported and approved by the Strategic Policy and Resources Committee.

CONTRACTS

INTRODUCTION

In these Standing Orders:-

(a) the expression ‘the Council’ shall include where appropriate a Committee or person acting in accordance with delegated authority on behalf of the Council.

(b) ‘Chief Officer’ shall mean the Director of any Department concerned with any particular contract or the Town City Solicitor

(c) ‘the statutory amount’ shall mean £30,000 (exclusive of VAT) or such other amount as shall be determined from time to time by the Department of the Environment for Communities for Northern Ireland under Section 100 (1) of the Local Government Act (Northern Ireland) 1972.
54. **Compliance**

Every contract governed by these Standing Orders shall comply with the relevant requirements of national and European Community legislation.

55. **Exceptions**

Exceptions from Standing Orders relating to contracts can only be allowed:

(a) by direction of the Council acting on a recommendation of a Chief Officer that the exception is justified in special circumstances; or

(b) by a Chief Officer certifying that there is an extreme urgency, and provided that he/she has first consulted the Chairman of the appropriate Committee and the Director of Corporate ServicesFinance & Resources, and that the action is subsequently reported to the next meeting of that Committee;

In either case exceptions will only be permissible if the Chief Officer has consulted the TownCity Solicitor and the proposed exception has been agreed.

56. **Estimates**

Before entering into a contract for the execution of work which is likely to cost more than the statutory amount, the Chief Officer shall obtain a written estimate of the probable expense and also, where practicable, an estimate of annual maintenance expenses.

57. **Tendering**

Every contract for the supply of services, goods or materials, or the execution of work, and which is likely to exceed the statutory amount in value shall, subject to permitted exceptions, be made subject to tender in accordance with one of the following procedures:

(i) **Open tenders**

At least ten days’ public notice must be given in more than one local newspaper circulating in the Council's district and in any other newspapers or trade journals as the Chief Officer considers appropriate. The advertisement must state the nature and purpose of the contract, and indicate a date by which tenders must be received. Where appropriate, the advertisement of contracts must comply with the requirements of European Community procurement legislation in regard to advertising in the Official Journal.

(ii) **Special select list**

Public notice must be given in respect of a particular contract in the manner set out in paragraph (i) inviting applications from interested persons to be placed on an approved list.

(iii) **Standing select list**
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Tenders must be invited from amongst a list of persons who have been invited by public notice given in similar manner as in paragraph (i) to have their names placed on a list of persons able and willing to tender for contracts for the supply of goods or materials of specified categories, values or amounts, or for the execution of specified categories of works. This select list shall:-

(a) be compiled and maintained by the Chief Officer;

(b) contain the names of all persons who wish to be included in it and who are approved by the Council;

(c) indicate whether a person whose name is included in it is approved for contracts for all, or only some, of the specified categories, values or amounts; and

(d) be amended as required from time to time and reviewed following public notice in the manner set out in paragraph (i) at intervals not exceeding five years. Where practicable, each person whose name appears on an existing list shall be asked if he/she wishes his/her name to remain in the reviewed list.

Where a Select List is formed, invitations to tender for the contract shall be sent to not less than four of the persons included in the list, to be selected by the Chief Officer and approved by the Council, or if fewer than four persons have applied and are considered suitable to all those persons. It shall be a condition of tendering, and of inclusion or retention on a Select List, that a contractor shall not be an unqualified person for the purposes of Sections 41 to 43 of the Fair Employment (Northern Ireland) Act 1989.

A Register of Tenderers and Contractors shall be kept recording the names of tenderers and contractors who have withdrawn their tenders after acceptance or who have committed a serious breach of their contracts, together with details of the facts. The Register shall be consulted when tenders are being considered in order that any record therein of a tenderer shall be taken into account when considering his tender.

In appropriate cases the selection of a contractor may be made on the basis of a call off contract or framework agreement subject to the Chief Officer obtaining legal advice confirming that such action is lawful and reporting the matter to Strategic Policy & Resources Committee.

58. Engagement of consultants

(a) It shall be a condition of the engagement of any architect, engineer, surveyor or other consultant (who is not an officer of the Council) who is retained to supervise a contract on behalf of the Council that he/she will:

(i) comply with these Standing Orders;

(ii) produce for inspection to the Chief Officer on request all records kept by him/her in relation to the contract.

(b) An architect, engineer or other consultant on contracts shall not receive any payment in commission or fees on any extra work over the approved contract price unless the Council approves the extra work beforehand.

59. Advertising and receipt of tenders
(a) All Council advertisements inviting tenders or inviting applications to be included on a Select List shall be signed by the Director/Chief Officer to whom all tenders shall be addressed.

(b) Advertisements shall state -
   (i) that a tender will only be considered if it is received in a plain sealed envelope marked 'Tender for (subject)', with no marking on the envelope to indicate the identity of the sender;
   (ii) that tenders sent by post should be registered or sent by recorded delivery;
   (iii) that tenders must reach the office of the Director/Chief Officer by a certain time.

(c) Any tender received after the specified time shall be returned promptly to the tenderer. The tender may be opened to ascertain the name of the tenderer but no details of the tender shall be disclosed. However, a tender may be considered where the Director/Chief Officer is satisfied that there is evidence of posting in time for delivery by the specified time in the normal course of postal delivery.

(d) As soon as a tender is received, a numbered receipt shall be given and recorded by the Director/Chief Officer and the receipt number shall be marked on the tender. Pending their opening, all tenders shall be kept securely in the custody of the Director/Chief Officer.

(e) Tenders for any contract shall be opened by the Director/Chief Officer in sufficient time to enable them to be considered by the Committee concerned. Every tender shall be checked against the register of receipts to ensure that all tenders received have been accounted for and shall be initialled by the person opening same. The tenders shall then be submitted for consideration by the Committee.

(f) Where examination of tenders reveals errors or discrepancies which would affect the tender figure(s) in an otherwise successful tender, the tenderer must be given details of such errors and discrepancies and afforded an opportunity of confirming or withdrawing his/her offer. If the tenderer withdraws, the next tenderer in competitive order is to be examined and dealt with in the same way. Any exception to this procedure may only be authorised by the Council after consideration of a report by the Chief Officer.

(g) A tender other than the lowest tender, if payment is to be made by the Council, or the highest tender, if payment is to be received by the Council, shall not be accepted until the Council shall have considered a report from the Chief Officer as to the reasons for his/her recommendation.

60. Sealing, damages and bonds

(a) Every contract which exceeds the statutory amount in value shall be made under the Corporate Seal.

(b) Every written contract shall specify -
   (i) the work to be done, or the services to be provided, or the goods or materials to be supplied;
   (ii) the price to be paid, with a statement of discounts or other deductions; and
   (iii) the time or times within which the contract is to be carried out.
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(c) Every contract which exceeds the statutory amount in value and which is for the execution of works (or for the supply of goods or materials by a particular date or series of dates) shall provide for liquidated damages or the making good by the contractor of any loss incurred by the Council in case the contract is not duly performed.

(d) Where a contract is estimated to exceed a statutory amount in value and is for the execution of works (or for the supply of goods and materials by a particular date or series of dates), a Performance Bond or other adequate security shall not be required unless there are sound commercial reasons for their use.

61. Specifications and standards

(a) All tenders for the execution of works or the supply of goods or materials shall be based so far as possible, except to the extent that the Council in a particular case otherwise decides, on a definite specification.

(b) All written contracts shall require, as a minimum, that goods and materials shall be in accordance with the relevant British Standards Institution and European Community standards and specifications.

62. Other contract conditions

Every written contract for the execution of works or for the supply of goods and services and having a value exceeding the statutory amount shall provide that the Council can cancel the contract and recover any resulting losses if the contractor or his/her employees or agents with or without his/her knowledge:

(a) does anything improper to influence the Council to award him/her the contract; or

(b) commits an offence under the Prevention of Corruption Acts 1889 to 1916, the Bribery Act 2010 or Sections 46 or 47 of the Local Government Act (Northern Ireland) 1972 or any other criminal offence relating to the procurement and execution of the contract.

63. Contracts with Members or officers of council

The Chief Executive shall report to the Council any case where it comes to his/her notice that a Member or officer of the Council has any interest in any transaction with the Council.

GENERAL

64. Amendment to Standing Orders and repeals

These Standing Orders may be altered or rescinded by resolution of the Council passed at one meeting and confirmed at another.
ADOPTION, REVISIONS AND AMENDMENTS

Version 1  Adopted by the Shadow Council 24th March, 2015
Effective from 1st April, 2015

Version 2  Adopted by the Council 5th January, 2016

Amendments to Standing Orders 36, 37 and 39 to take account of the
Establishment of the Belfast Waterfront and Ulster Hall Ltd Shareholders’
Committee
Effective from 1st March, 2016

Version 3  Adopted by the Council [date of meeting]

______________________
Amendment to Standing Order 37 to add Licensing of Pavement Café Act
(Northern Ireland) 2014
Minor amendments to reflect organisational changes in the Council and in the
NI Executive.

______________________
Effective from [insert date]
Appendix 1

Protocol for decision-making by the Licensing Committee

Introduction

1. The following protocol has been developed for use by the Licensing Committee (‘the Committee’). It should be read alongside relevant provisions of the Council’s Standing Orders and the Code of Conduct for Councillors and is not intended to replace either document. The key aims of the protocol are to ensure that:

   i. Those who apply for, or object to, licences or permits before the Committee are able to make informed representations and know the case which they have to meet; and
   
   ii. The Committee makes decisions in a soundly based, lawful, fair and transparent way.

Representations to Committee

2. Applicants, statutory consultees, and objectors (‘the parties’) to an application will be present whilst representations are being made in relation to that application. That is subject to the following conditions:

   i. Deputations shall be heard in the following order:
      a. Statutory consultees or other notice parties;
      b. Objectors and/or their representatives;
      c. Applicant and/or their representatives and/or those supporting the application.

   ii. Where more than one application is received in relation to a street trading site, deputations will be heard in alphabetical order according to the surnames of the applicants. Every applicant will be admitted to the meeting for the time during which deputations are made in respect of the site;

   iii. Such deputations, unless otherwise agreed in advance by the Committee, shall consist of no more than 3 persons. Where there are more than 3 objectors or groups of objectors they will be required to arrange a single deputation to express their representations;

   iv. The privilege of such deputation shall be confined to the presentation of a statement and the making of a short address either by each member of the deputation or, should they so wish, by their nominated spokesperson or legal adviser;

   v. Each deputation shall be permitted. So far as is reasonably practicable, a maximum of 5 minutes to address the Committee. Where more than one person wishes to make representation the 5 minutes should be shared between the members of the deputation;
vi. All members of a deputation must continue to be seated and remain silent whilst other deputations are being made to the Committee;

vii. Cross-examination between persons making representations to Committee shall not be permitted;

viii. Once all deputations have been made, the parties shall be permitted an opportunity to clarify any issues which may have arisen from the oral representations of another deputation. This will be strictly limited to responding to any such issue and will not be another opportunity to rehearse their representations;

ix. The Committee may, upon advice from officers, exclude any deputation from being present during the whole or part of the time when any other deputations are being made due to:-

- the confidential nature of information relevant to the application to be discussed; or
- For such other reasons as may be appropriate;

x. The Committee may seek clarification from those who have spoken on any issues raised by them but should not enter into a debate with them;

xi. Officers can address any issues raised during the course of representations from any deputation and the Committee can question officers; and

xii. The Chairman may agree to accept representations outside these procedures under exceptional circumstances upon advice from officers.

Submission of representations to Council

3. Each deputation shall submit a prepared statement in advance of the meeting in a format as required by the Committee.

4. The statement, along with any other supporting information, must be provided in sufficient time which, unless circumstances dictate otherwise, shall be 3 weeks prior to the date of the Committee at which the matter is to be considered and the statement shall be included in the report to Committee.

5. Save for exceptional circumstances, all material supplied to the Committee will be shared with the parties. In particular;

i. Objectors will receive the material supplied on behalf of the applicant or representatives in support of an application;

ii. Applicants will receive the material supplied on behalf of objectors in opposition to an application; and

iii. All parties to an application shall be supplied with the report and all appendices thereto which is to be presented to Committee apart from any information which is restricted by virtue of the confidentiality provisions in the Council’s publication policy.

6. Any relevant information which was not made available for inclusion in the report to Committee in advance of the meeting must be received by the Building Control Service (in writing or by email) no later than 12.00noon two working days prior to the meeting. Any such information may then be verified or investigated and must also be supplied to all the parties to an application in advance of the meeting. Failure to do
so may result in either the documentation being disregarded or the hearing being deferred.

7. Any documentation which is provided directly to any members of the Council must also be copied to the Building Control Service so as to ensure that the issues raised can be fully investigated by officers prior to the Committee hearing. Failure to do so may result in either the documentation being disregarded or the hearing being deferred.

**Role of Committee Chairman**

8. It is the role of the Committee Chairman to chair the proceedings in such a way as to facilitate decisions which are consistent with the Committee’s aims and to ensure that licensing decisions are properly debated.

9. The Chairman will ensure that those making representations to the Committee adhere, as far as is practicable, to any time limits fixed for such presentations. These time limits will have been communicated to those making representations in advance of the meeting.

10. The Chairman may at any time during the hearing of deputations, if s/he thinks it necessary to secure order, direct the removal of any individual from the meeting, or order that the meeting be cleared of all deputations.

11. When hearing deputations, the Chairman will only permit questions to be put to persons appearing before the Committee and will require members engaging in debate to desist, until such time as all relevant information has been received.

12. The Chairman may bring the questioning of any person appearing before the Committee to a close provided s/he is satisfied that all relevant issues have been addressed. The Chairman may also prevent duplication of questions being put.

13. In any circumstances in which relevant information has been omitted from the information presented to the Committee, or the information appears to be deficient or appears to require further clarification or investigation, the Committee should consider deferring consideration of the matter to the subsequent monthly meeting of the Committee to allow the relevant information to be brought before it.

14. The Chairman may permit any member of Council who is not a member of the Committee to appear before the Committee and make representations but the member cannot vote or take any other part in the proceedings.

15. If a member of the Committee moves that the question be put to a vote and the Chairman is of the opinion that the application before the Committee has been sufficiently discussed, s/he shall put the motion to the vote.

16. The Chairman shall, if necessary, seek clarification on any proposal put by any member before a motion is put to a vote.

**Role of Committee Members**

17. The Committee’s aim will be to make decisions which are sound, lawful, fair and transparent. In particular, members of the Committee should ensure that they take into account all relevant considerations and leave out of account irrelevant considerations.
18. Members must act fairly and be seen to act fairly. This means that they must have an open mind when considering an application and not pre-determine, or appear to pre-determine, an application before all of the evidence has been heard.

19. In considering any application only those members of Committee that have been present to consider representations from all deputations and any other information presented in relation to that application shall be permitted to vote on the matter.

20. Members of the Committee who have any pecuniary interest or other personal interest in a particular decision of the Committee should declare same and withdraw from the meeting.

21. Any member of the Committee who feels they cannot remain impartial and wishes to support an applicant or objector at a Committee meeting can do so in their capacity as a local Councillor. If they do so, they can appear before the Committee and make representations but the member cannot vote or take any other part in the proceedings.

22. Only those members sitting on the Committee will be permitted to engage in the questioning of those giving presentations or making representations to the Committee.

23. If legal advice is provided by Legal Services, the Committee must have regard to any such advice before reaching a decision.
Appendix 2

Operating protocol Belfast City Council Planning Committee

INTRODUCTION

1. The following protocol has been developed for use by the Planning Committee ('the Committee'). It should be read alongside relevant provisions of the Council’s Standing Orders and the Code of Conduct for Councillors and is not intended to replace either document. The key aims of the protocol are to ensure that:

   a) Those who apply for, or object to, applications before the Committee are able to make informed representations and know the case which they have to meet; and
   b) The Committee makes decisions in a sound, lawful, and transparent way and in a timely and efficient manner.

REMIT OF THE COMMITTEE

2. The primary roles of the Committee will include:

   a) Exercising the Council’s powers and duties in relation to local planning policies, plan strategies, the statement of community involvement and any other development plan documents;

   b) Exercising the Council’s powers in relation to listed buildings;

   c) Consideration of applications for planning permission and development management in accordance with the Council’s Scheme of Delegation;

   d) Responding to consultations issued by the Department of Environment, or any other Department, in relation to planning matters;

   e) Responding to consultations in relation to regionally significant or major applications to be determined by the Department of Environment;
f) Scrutiny of the Council’s delivery of planning functions, to include development management, enforcement, etc.

3. More detailed terms of reference can be found on the Council's [website](#).

**FREQUENCY & TIME OF MEETINGS**

4. It is recommended that the Committee should meet every month; though there should be flexibility for additional meetings if required.

5. Dates and times will be advertised at least 5 days in advance on the Council website.

**SCHEME OF DELEGATION**

6. As per the requirements of Section 31 of the Planning Act (NI) 2011 the Council will operate a scheme of delegation for planning outlining delegation both to the Committee and officers (this can be found on the Council’s [website](#)). The overall objective is to ensure that arrangements for decision-making on applications for local developments are efficient whilst ensuring that proposals that raise strong local views or sensitive issues for the local environment can be dealt with by elected members. Delegating determination of some planning applications to officers is also seen as a critical factor affecting the overall performance of the development management process as it helps ensure that decisions are taken at the most appropriate level, procedures are clear and transparent, costs are minimised and members have more time to concentrate on complex applications.

7. In respect of development management, authority is delegated to appointed officers for local, generally non-contentious, applications.

8. Enforcement activities are also delegated to appointed officers. However the Committee will receive periodical reports on enforcement activities.

9. Arrangements are also in place within the scheme that allow members to request that an application, which would normally fall within the scheme of delegation, be referred to the Committee for determination.

10. Major applications, applications made by the Council or an elected member of the Council, and applications relating to land in which the Council has an interest in, cannot be delegated.
FORMAT OF MEETINGS

11. Committee meetings (dates, times and papers) will be published on the Council’s website at least 5 calendar days in advance.

12. Papers will include the following:
   a) Minutes of the previous meeting for approval as a complete record;
   b) Details of delegated applications for noting only by the Committee;
   c) Details of proposed pre-determination hearings;
   d) Details of non-delegated applications (including those brought back following deferral) for consideration by the Committee;
   e) Details of applications of regional significance with an impact upon the Council area in respect of which the Council is a statutory consultee or where it may wish to make representations;
   f) Papers relating to the development of policy.

13. All members of the Council will receive a weekly list of all applications which are delegated to officers in accordance with the Council’s Scheme of Delegation.

14. If a member wishes to request that a delegated application is brought before the Committee this must be done, in writing or by email, within 14 days of the application being publically advertised. Members should notify Democratic Services of this request stating clearly their reasons, which must be material considerations. Democratic Services will then liaise with the Town City Solicitor’s office and the authorised senior planning officer to determine whether the reasons which have been set out are material considerations and are of significant weight to allow the application to be referred to Committee. The Town City Solicitor or authorised senior planning officer will advise the relevant member of their decision.

15. The Town City Solicitor, in consultation with the authorised senior planning officer, may refer a decision back to Committee for the purposes of reconsideration.

16. A quorum, as outlined in the Council’s standing orders, is required for the Committee to convene.
17. Councillors will be required to declare an interest in any item on the agenda at the beginning of the meeting and must then leave the meeting for that item. Members will then be invited to return to the meeting room and notified of the Committee’s decision before the meeting recommences.

18. The Committee will discuss those applications that have not been delegated before taking a vote on one of the following options:
   a) Approve the application with conditions as recommended;
   b) Approve the application with amendments to the recommended conditions;
   c) Refuse the application for the reasons recommended;
   d) Refuse the application with additional or different reasons;
   e) Refuse the application contrary to officers recommendations;
   f) Return the application to officers with a direction for additional information or clarification.

19. The Committee can defer consideration of an application to a subsequent meeting for further information, further negotiations or a site visit. As deferrals have an adverse effect on processing times, and the applicant can lodge an appeal when the Council has not made a decision, the Committee will generally only defer an application once. The member proposing deferral must provide clear reasons as to why a deferral is necessary.

20. The Chair has a casting vote.

21. Members must be present for the entire item, including the officer’s introduction and update; otherwise they cannot take part in the debate or vote on that item.

PUBLIC REPRESENTATIONS

22. Meetings of the Committee will be open to the public; however, numbers will be limited according to the meeting venue capacity and associated fire and safety regulations.

23. Seating for the applicant, objectors and statutory consultees will be reserved but only for the time in which their application is being considered.

24. Only those who have made written submissions in respect of the application shall be permitted to make oral representations before the Committee.
25. Each deputation who wishes to appear before the Committee shall submit a prepared statement in advance of the meeting in a format as required by the Council.

26. The statement, along with any other supporting information, must be provided in sufficient time which, unless circumstances dictate otherwise, shall be 2 weeks prior to the date of the Committee at which the matter is to be considered and the statement shall be included in the report to Committee. Speakers will not be permitted to circulate papers to members at the Committee meeting.

27. The Committee may agree to accept representations outside these procedures but will only do so in exceptional circumstances.

28. All Committee papers will be available online. However, access to some documentation may be restricted by virtue of the Council’s publication policy. Information which is determined to be exempt by virtue of Schedule 6 of the Local Government (Northern Ireland) Act 2014 may be published where the Council considers that the public interest in disclosing same outweighs the public interest in maintaining the exemption.

29. Any documentation which is provided directly to any members of the Council in relation to a particular application must also be copied to the Committee clerk/planning section so as to ensure that the issues raised can be fully investigated by officers prior to the Committee hearing. Failure to do so may result in either the documentation being disregarded or the hearing being deferred.

30. Deputations shall be heard in the following order:
   a. Statutory consultees¹;
   b. Objectors and/or their representatives;
   c. Applicant and/or their representatives and/or those supporting the application.

31. Statutory consultees shall only be invited to attend Committee where they have objected to an application. If a member requires the attendance of a statutory consultee in other circumstances, this must be done at least one week in advance of the Committee meeting.

¹ As per Articles 13 &14 and Schedule 3 of the Planning (General Development Procedure) Order (Northern Ireland) 2015
32. Deputations, unless otherwise agreed in advance by the Committee, shall consist of no more than 3 persons. Where there are more than 3 objectors or groups of objectors they will be required to arrange a single deputation to express their representations.

33. Deputation shall be confined to the presentation of a statement and the making of a short address either by each member of the deputation or, should they so wish, by their nominated spokesperson or legal adviser.

34. Each deputation shall be permitted a maximum of 5 minutes to address the Committee. Where more than one person wishes to make representation the 5 minutes should be shared between the members of the deputation.

35. All members of a deputation must continue to be seated and remain silent whilst other deputations are being made to the Committee.

36. Cross-examination, discussion or any type of debate between persons making representations to Committee shall not be permitted.

37. Once all deputations have been made, the parties shall be permitted an opportunity to rebut any factual inaccuracies which may have arisen from the oral representations of another deputation and in respect of which they have not had an opportunity to comment. This will be strictly limited to responding to any such issue and the party will not be permitted to rehearse any representations which have already been made.

38. The Committee may, upon advice from officers, exclude any deputation from being present during the whole or part of the time when any other deputations are being made due to the confidential nature of information relevant to the application to be discussed; or for such other reasons as may be deemed appropriate.

39. The Committee may seek clarification from those who have spoken on any issues raised by them but should not enter into a debate.

40. Officers can address any issues raised during the course of representations from any deputation and the Committee may seek clarification from officers.

41. The Chair will ensure that those making representations to the Committee adhere to the time limits set out in this Protocol. These time limits will have been communicated to those making representations in advance of the meeting.
42. The Chair may at any time during the hearing of deputations, if they think it necessary
to secure order, suspend the meeting and direct the removal of any individual from the
meeting, or order that the meeting be cleared of all deputations.

43. When hearing deputations, the Chair will require members engaging in debate to
desist, until such time as all relevant information has been received.

44. The Chair may bring the questioning of any person appearing before the Committee to
a close provided s/he is satisfied that all relevant issues have been addressed. The
Chairman may also prevent duplication of questions being put.

45. If a member of the Committee moves that the question be put to a vote and the Chair
is of the opinion that the application before the Committee has been sufficiently
discussed, he shall put the motion to the vote.

**DECISIONS CONTRARY TO OFFICER RECOMMENDATION**

46. The decision as to whether to grant an application lies with the Committee and it is
entitled to come to a decision contrary to officer recommendations.

47. Any such decision may be subject to legal challenge and members must therefore
ensure that the rationale for the decision are fully explained and based on proper
planning considerations.

48. The senior authorised planning officer and/or the Council’s solicitor should always be
given the opportunity to explain the implications of the Committee’s decision prior to a
vote being taken on any such proposal.

49. The reasons for the decision contrary to the officer’s recommendation must be formally
recorded in the minutes and a copy placed on the planning application file / electronic
record.

**DECISIONS CONTRARY TO PLANNING POLICY**

50. In general, planning decisions should be taken in accordance with the local
development plan and any other associated planning policy documents. If a
Committee member proposes, seconds or supports a decision contrary to the local
development plan they will need to clearly identify and understand the planning
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reasons for doing so, and clearly demonstrate how these reasons justify departure from the local development plan. The reasons for any decisions which are made contrary to the development plan must be formally recorded in the minutes and a copy placed on the planning application file / electronic record.

MANDATORY PRE-DETERMINATION HEARINGS

51. The Committee must hold pre-determination hearings for those major developments which have been subject to notification (i.e. referred to the Department but returned to the Council for determination)\(^2\) prior to the application being determined.

52. Paragraph 22-43 of this Protocol shall also apply to pre-determination hearings.

53. In deciding whether to hold a pre-determination hearing, members should take into account the following factors (please note this list is not exclusive):
   a) the relevance of the objections in planning terms;
   b) the extent to which relevant objections are considered to be representative of the community, particularly in the context of pre-application community consultation;
   c) the potential of causing undue delay in the decision making process; and
   d) the numbers of representations against the proposal in relation to where the proposal is and the number of people likely to be affected by the proposal.

54. The Committee may also hold a pre-determination hearing, at their own discretion, where they consider it necessary, to take on board local community views as well as those in support of the development.

55. The applicant and any other person who makes representations to the Council in respect of the application will be afforded an opportunity to appear before the Committee.

56. Any hearing will take place after the expiry of the period for making representations on the application but before the Committee hears the application. The Council will endeavour to hold pre-determination hearings on a separate date from the Committee meeting at which it will be considered; however this may not always be possible.

\(^2\) Regulation 7 of the Planning (Development Management) Regulations (NI) 2015
57. For these hearings the case officer will produce a report detailing the processing of the application to date and the planning issues to be considered. If the Committee decides to hold the hearing on the same day as it wishes to determine the application the report to councillors will also contain a recommendation.

PREPARATION OF PLANNING POLICY DOCUMENTS

58. Planning policy documents include the local development plan, local planning policies, plan strategies, the statement of community involvement and any other development plan documents or guidance.

59. The Committee should have a high level of involvement in the preparation and approval of planning policy documents.

60. Once approved by the Committee, planning policy documents will be referred to the Council's Strategic Policy and Resource Committee who will assess the document to determine whether it consistent with the broader strategic objectives of the Council.

61. If Strategic Policy and Resource Committee considers any of the said planning policy documents to be inconsistent with those objectives, the Committee will reconsider the relevant document in light of the issues raised by the Strategic Policy and Resource Committee.

62. Once the Committee has reconsidered the relevant document it shall be reported to the Strategic Policy and Resource Committee and will be subject to ratification by full Council.

SITE VISITS

63. Site visits may be arranged subject to Committee agreement. They should normally only be requested where the impact of the proposed development is difficult to visualise from the plans and other available material and the expected benefit outweighs the delay and additional costs that will be incurred.

64. Only members of the Committee and officers should attend organised site visits.

65. Members will not carry out their own unaccompanied site visits as there may be issues around permission to access the land, they will not have all of the relevant information
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from the relevant planning officer and, if a councillor is seen with an applicant or objector, it might lead to allegations of bias.

66. A nominated officer will record the date of the visit, attendees and any other relevant information.

67. The Chair, or Vice Chair in the Chair’s absence, will ensure that the site visit is conducted in accordance with this protocol and the Code of Conduct for Councillors.

68. A statement will be read out by the Chair before the commencement of the site visit to remind members of the purpose of the visit and the terms of this protocol. The planning officer will then remind members of the proposal and the main issues.

A nominated officer will prepare a written report of the members’ site visit which should then be presented to the Committee meeting at which the application is to be determined.
Appendix 3

Guide to Council Standing Orders

The following notes are aimed at explaining the more commonly used Standing Orders in a user friendly way. The notes do not amend or replace any of the Standing Orders themselves.

At Meetings of the Monthly Council

Order of Business – Standing Order 11

At the Council meeting the order of business will be as follows:

1. The Lord Mayor may read a passage from the scriptures – at the discretion of the Lord Mayor.
2. The Chief Executive will read out the summons for the meeting.
3. The Lord Mayor will propose that the minutes of the last meeting(s) of the Council are approved as a correct record.
4. The Lord Mayor and/or the Chief Executive will make the Council meeting aware of any official announcements – such as news of any marriages, births or deaths affecting Members of Council or other persons associated with the Council or the City.
5. If requests have been received in accordance with Standing Order 8 for any deputations to be heard then the Council will be requested to agree to receive them.
6. The minutes of the meetings of the Standing Committees will be approved and adopted.
7. Any matters previously called-in under the provisions of Standing Order 47 or 13(k) will be dealt with. A separate section within the Minute Book will be set aside for such matters.
8. Notices of Motion submitted in accordance with Standing Order 13 will then be considered.

Council Minutes to be Confirmed – Standing Order 12

The minutes of the previous meeting of the full Council need to be approved as a correct record. The minutes do not need to be adopted so no amendments can be made to them.

Committee Minutes to be Submitted and Discussed – Standing Orders 14 & 15

The minutes of the Committee meetings which have taken place since the last Council meeting will have been circulated to Members in advance of the meeting as part of the minute book.

- The Chairperson of each Committee will propose that “the minutes of the proceedings of the ……..Committee are approved and adopted. What they are really doing is asking that all of the decisions recorded in the minutes of that Committee meeting are rubber-stamped and that officers are authorised to act on those decisions.
- Any Member who wishes to change or reject any one of the decisions recorded in those minutes can move an amendment and they must state what decision they are trying to change and what the effect of the change is.
- This must be relevant to the original decision but must not try to lay a greater financial burden than the original decision contained in the minute of the Committee.
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- Only one amendment on that Committee decision can be considered at a time in order to avoid confusion.
- After the amendment has been seconded and discussed, the Council will vote on the amendment.
- If the majority of Members vote for the amendment then this has the effect of changing the Committee’s decision on the matter.
- When all of the discussion on a set of minutes has been completed and any amendments have been voted on, then the minutes (together with any amendments made to them at the Council meeting) are approved and adopted.

This process is applied for each of the Committees of the Council in turn as listed on the agenda. Please note that any decisions of the Planning and Licensing Committees which are taken under authority delegated to them by the Council (basically any decision in relation to a Planning Application or a Licence Application) cannot be amended at the full Council.

Notices of Motion – Standing Order 13

All Notices of Motion will be recorded in full on the Summons for the Council meeting in the order in which they were received. To be valid a Motion must state the name of the proposer and the seconder.

The Motion must be about something that the Council has power to do or be about something which directly affects the City and its citizens.

If the Motion is about a matter which falls under the remit of one of the Council Committees (see Standing Order 37) then the Lord Mayor will have been advised of this and it will be referred to that Committee for discussion after it has been formally proposed and seconded at the Council meeting and no-one else will be able to speak about that Motion.

It will not be acceptable for a Notice of Motion to be submitted which asks the Council to spend money if that has not been previously agreed by a Committee of the Council (Standing Order 13(l)). The reason for this is to prevent the Council being committed to spend money without full consideration having been given at the appropriate Committee. The Lord Mayor can overrule this restriction having consulted with the Chief Executive if the matter is one of such urgency that there would not be time for the issue to first be discussed at Committee.

Amendments – Standing Order 16 & 17

The types of amendments that can be proposed during a debate on a Committee minute or on a Notice of Motion are set out in Standing Order 16.

The general rule is that an amendment must relate directly to the decision which it is seeking to change. An amendment which tries to add a greater financial burden on the Council than that contained in the minutes of a Committee meeting will not be acceptable.

Normally all amendments should be written down and handed to the Lord Mayor. This is to ensure that the Lord Mayor is clear about the exact wording of the amendment and so that the Chief Executive can read the amendment to the meeting before a vote is taken. This is not always necessary if an amendment is straightforward, for example to do something that was defeated at a vote at a Committee meeting and where the wording is contained in the Committee minute. However, it is usually better to write out amendments that you wish to propose before the meeting starts so that you have them to hand if required.

Points of Order – Standing Order 20
Points of Order may be raised by any Member at any stage during a Council meeting if a Member feels that the rules of debate have been breached. Points of Order should not be used to merely interrupt another Member’s speech or to seek to make an observation about the general debate or what a specific Member has said during their speech. The Lord Mayor will ask a Member raising a point of order to explain how they feel the rules of debate have been breached. When the Lord Mayor rules on a point of order, the ruling is final and the Member must take their seat.

Explanations – Standing Order 21

If a Member is referred to during another Member’s speech and they feel that their position has been misrepresented by that Member, then at the conclusion of that Member’s speech they may seek permission to give a short explanation of their position and how they feel it has been misrepresented. This should not be a new speech on the matter but merely deal with the perceived misrepresentation.

Members to speak once only- Standing Order 22

This standing order applies in respect of any single item on the agenda or contained in the minutes. There is no requirement to reserve the right to speak on other matters if they are contained in the same set of minutes. Members often reserve the right to speak on other matters contained within the same set of minutes in the belief that they are required to do so when this is not in fact the case.

Voting – Standing Order 24

Most votes at a Council meeting are taken by a show of hands. When the Lord Mayor calls for a show of hands Members must be in their seats and should clearly raise their hands until the staff counting the votes have concluded the count.

If a Member asks for a vote to be recorded, then the division bell will be rung for 1 minute. The doors to the Council Chamber will then be locked and a Member will not be able to gain access to the Chamber until the vote is concluded. The Staff will call each Member’s name and they should respond “For”, “Against” or “No Vote”. The manner in which each Member voted will be recorded in the minutes of the meeting. Members are reminded to speak clearly when voting so that staff can accurately record the vote.

Any vote that is required to be taken by Qualified Majority, where 80% of the Members present and voting will be required in favour of a decision, will be taken by way of a recorded vote.

Rulings of the Lord Mayor – Standing Order 32

The Lord Mayor is responsible for the conduct of business at a Council meeting. The rulings of the Lord Mayor on any points of order or any other matter are final and are not open to question at the Council meeting.

Frequently asked Questions

Here are a few frequently asked questions about the conduct of business at monthly Council meetings.

When will the papers for the Council meeting be available?

The summons and the Council minute book will be published electronically 5 days before the date of the Council meeting.
How do I submit a Notice of Motion?

An individual Member of Council can submit a notice of motion – so long as it bears the name of the proposer and the seconder and is received by the Chief Executive or the Democratic Services Manager at least 7 days before the date of the meeting. That means that if the Council meeting is at 6.00pm on a Monday evening, then any notices of motion must be received by 6.00pm the previous Monday.

Members of political parties on the Council may wish to discuss the subject of any notice of motion with their party colleagues before submitting it to officers. The Democratic Services Manager will be happy to assist any Member in the submission of a notice of motion to ensure that it is competent and that it is in proper order.

How do I get a Committee Decision amended at the Council meeting?

Again, a Member will probably wish to discuss any amendment that they wish to propose with their party colleagues in advance of the Council meeting.

If you wish to propose an amendment, then you should try to set it out in writing so that the wording is clear and so that it can be handed to the officials at the meeting. The Democratic Services Manager is available to assist any Member in preparing amendments.

The amendment must be about a matter which appears in the minutes of a Committee before the Council for consideration. It must not seek to commit the Council to additional expenditure over and above that agreed in the original Committee decision.

Are there any things I need to remember when speaking at a Council meeting?

Members should address their comments through the Lord Mayor and should refrain from addressing any other Member directly.

The correct form of address when speaking to the Lord Mayor is “Lord Mayor” and when referring to another Member they should be referred to as “Alderman” or “Councillor”.

A Member will usually have a time limit of 5 minutes when addressing the meeting (the only exception is when proposing a Notice of Motion when the limit is 10 minutes). The green light on the Lord Mayor’s desk and on the walls of the Council Chamber will illuminate when the Member has 1 minute of their allotted time remaining. The lights will switch to red when the time is up and the Member should immediately resume their seat.

Members should at all times abide by the Code of Conduct and should refrain from using offensive expressions in reference to any Member of the Council.

If the Lord Mayor should stand during a Member’s speech, the Member should immediately be seated until the Lord Mayor resumes his/her seat. The rulings of the Lord Mayor on any matters of order at a meeting are final and should not be questioned by any other Member.
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Belfast City Council

2015-2017

Standing Committees

Roles and Terms of Reference

March 2015 - May 2017
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APPENDIX 1 – MEMBERSHIP OF COMMITTEES
STANDING COMMITTEES

ROLES AND TERMS OF REFERENCE

SECTION 1:
ROLE OF CHAIR/DEPUTY CHAIR
SECTION 1: ROLE OF CHAIR/DEPUTY CHAIR

1.1 All Councillors must act in accordance with the Northern Ireland Local Government Code of Conduct for Councillors in their role as Committee members. A Committee Chair will lead the Committee by:

1.2 Working with relevant officers to:
   - ensure appropriate planning of Committee activities.
   - receive all appropriate advice to inform effective Committee decision making.

The role of the Chair will also involve:

1.3 Establishing and maintaining effective working relationships with other Councillors, including the Chairs and members of other Committees and of Working Groups

1.4 Supporting Committee Members to take-up any relevant learning and development opportunities

1.5 Developing a constructive and mutually respectful relationship with officers

1.6 Chairing meetings and ensuring procedures, rules and protocols are followed in accordance with the Council’s Standing Orders

1.7 Ensuring all contributions from Councillors, officers and where appropriate, members of the public, are considered in accordance with agreed procedures

1.8 Encouraging open and informed debate

1.9 Supporting the Committee in reaching decisions, based on the available information

1.10 Presenting Committee minutes to Council for ratification

1.11 Taking responsibility for the outcomes of meetings and monitoring progress of recommendations

1.12 Representing the Council in dealing with the public, media and other bodies in respect of the business of the Committee
1.13 The Deputy Chair of a Committee will:

- Assist and work with the Chair in delivering their responsibilities to the Council.
- Exercise, in the absence of, or at the request of, the Chair, any of his or her duties and responsibilities.

1.14 Both the Chair and the Deputy Chair of a Committee must attend the Ad Hoc Committee for call in decisions. The Chair and Deputy Chair of the Committee which was responsible for the decision subject to call in shall not have voting rights at the Ad Hoc Committee but must attend.

1.15 In order to effectively undertake their roles, Committee Chairs and Deputy Chairs should:

- Demonstrate excellence in Leadership – e.g. by being well prepared, inspiring trust and gaining commitment to policies and decisions, working across political and organisational boundaries and building effective relationships;
- Establish effective facilitation skills - including effectively chairing meetings to facilitate open discussion;
- Encourage and promote evidence based decision making – e.g. by identifying relevant evidence by analysing and understanding complex issues;
- Encourage Improvement - by monitoring and managing the performance of decisions taken by the Committee and encouraging constructive feedback;
- Communicate effectively – within the Committee, by listening effectively and checking for understanding and outside the Committee, when engaging with the media or others on the Committee's decisions as required.
STANDING COMMITTEES

ROLES AND TERMS OF REFERENCE

SECTION 2:

PRINCIPAL COMMITTEES
SECTION 2: PRINCIPAL COMMITTEES

2.1 Strategic Policy and Resources Committee

The Strategic Policy and Resources Committee is responsible for setting the strategic direction of the Council through the development of its corporate plan and other key corporate and cross cutting strategies and policies. It works to ensure the effective use of resources and value for money for ratepayers and oversees the Council’s relationship with a number of key agencies and partners.

Its specific functions include;

2.1.1 Agreeing strategies for effective partnership working with key stakeholders to lead the development of the community plan

2.1.2 Setting the strategic direction of the council and agreeing its corporate priorities through the development of the corporate plan

2.1.3 Implementing those corporate priority actions, strategies and programmes as set out in the corporate plan.

2.1.4 Agreeing the Local Development Plan with the Planning Committee

2.1.5 Managing and monitoring performance against the achievement of the council’s objectives including those agreed in the community, corporate and other plans and strategies

2.1.6 Supporting the development, implementation and monitoring of the Physical Investment Strategy

2.1.7 Developing and implementing the organisation’s Good Relations and Equality Strategies

2.1.8 Responding to consultation documents on issues with significant corporate and/or financial implications

2.1.9 Developing the council’s finance strategy and matters relating to its implementation including; revenue and capital financing and borrowing, annual revenue, capital budgets and the rate to be levied
2.1.10  Setting and approving draft financial estimates of revenue expenditure and income for the next financial year including any financial implications and ensuring they adhere to approved policies.

2.1.11  Monitoring quarterly performance and financial performance reports and year end reports

2.1.12  Approving all capital and revenue purchases of works, goods or services which exceed or are likely to exceed the statutory amount (currently £30,000) and subject to tender

2.1.13  Overseeing the AGRS Strategy and plan of work to ensure that the Council meets its legislative responsibilities for internal control, risk management and internal audit

2.1.14  Reviewing reports on the Audit and Risk Panel’s findings, conclusions and recommendations concerning the adequacy and effectiveness of the Council’s governance, risk management and internal control frameworks; financial reporting arrangements, and internal and external audit functions

2.1.15  Monitoring reports on the Audit and Risk Panel’s performance in relation to the terms of reference and the effectiveness of the Panel in meeting its purpose

2.1.16  Monitoring the operation of the council Constitution

2.1.17  Preparing and keeping updated the Standing Orders and instructions for regulating the proceedings of the Council and its Committees

2.1.18  Developing the Council’s organisational development strategy and all matters relating to its implementation including; governance and organisation structures, organisational improvement initiatives, member and officer capacity building and monitoring organisational performance

2.1.19  Managing and maintaining the corporate land bank and city assets, including the City Hall

2.1.20  Developing internal strategies to ensure the smooth running of the Council including; asset management, procurement, grants, human resources, diversity, communications and accommodation.

2.1.21  Dealing with all matters relating to land and buildings owned, rented or proposed to be acquired by the Council, including the land development strategy and review of property holdings in a regularly updated Asset Management Plan

2.1.22  Making provision for advising all Committees of the Council in respect of valuation and purchases of property and other matters relating thereto
Exercising the Council’s functions in relation to:

- Human Resources
- Corporate Communications;
- Legal Services
- Democratic Services
- Corporate Policy and Strategic Planning
- Finance and Performance
- Digital Services
- Audit Governance and Risk Services
- Property and Projects (including Procurement)
- Contract Services Management
- Programme Management
- Estates Unit and Facilities Management
- Equality and Good relations.
2.2 City Growth and Regeneration Committee

The City Growth and Regeneration Committee is responsible for the development and implementation of strategies, policies, programmes and projects directed towards regeneration and growth of the city in the context of outcomes agreed in the community and corporate plans and other corporate strategy decisions.

Its specific functions include:

2.2.1 Setting the overall strategic direction for the Council in the areas of cultural and economic regeneration and growth

2.2.2 Influencing and contributing to regional regeneration and growth strategies and activities

2.2.3 Developing and implementing city-wide economic strategies and policies

2.2.4 Managing and maximising the impact of major physical developments in the city

2.2.5 Coordinating and promoting major city wide events

2.2.6 Considering draft financial estimates for the Committee together with such statements, reports and recommendations as required

2.2.7 Monitoring quarterly performance and financial reports and year end reports

2.2.8 Approving all revenue purchases of works, goods or services relevant to this Committee which exceed or are likely to exceed the statutory amount (currently £30,000) and subject to tender

2.2.9 Monitoring reports on matters that are of direct relevance to the responsibility of this Committee

2.2.10 Sourcing and providing support to attract and utilise European and other grants which contribute to the growth of the city

2.2.11 Providing support for economic development initiatives

2.2.12 Supporting the development of culture, heritage and the arts

2.2.13 Working with other agencies to promote Belfast as a key investment and tourism opportunity

2.2.14 Developing programmes and actions to support local businesses and attract inward investment
2.2.15 Managing Council owned properties including the maintenance and repair of Council buildings, properties and vehicles

2.2.16 Managing the Council’s markets and maximising their benefit to the city

2.2.17 Influencing and contributing to strategies and policies affecting skills, employability, transportation and energy in the City

2.2.18 Considering Year end and mid-year review of key corporate risks

2.2.19 Exercising the Council’s functions in relation to:

- Economic Development
- Urban Development
- Tourism
- Culture and Arts
- European and International Relations
- Car parks
- Waterfront and Ulster Halls
- City Markets
- City Events
- Belfast Castle
- Malone House
- Belfast Zoo
- City Centre Development
2.3 People and Communities Committee

The People and Communities Committee is responsible for the development and implementation of strategies, policies, programmes and projects aimed at improving life at a local level in the context of the outcomes agreed in the community and corporate plans and other corporate strategy decisions.

Its specific functions include:

2.3.1 Developing and implementing activities to ensure the delivery of corporate strategies and initiatives in respect of the promotion of health and physical activity, environmental protection, community safety and other such areas under the domain of this Committee

2.3.2 Developing and delivering programmes, events and activities to promote health, safety and well being at a local level

2.3.3 Administering and enforcing the Council's powers and duties under the Public Health Acts and all environmental health and building related legislation and regulations

2.3.4 Securing and providing adequate provision for the recycling, treatment and disposal of commercial and domestic waste including bulky waste and the collection and disposal of abandoned motor vehicles.

2.3.5 Managing, maintaining and maximising the benefit of community centres, play centres and other indoor facilities.

2.3.6 Managing, maintaining and maximising the benefit of the Council's parks, pitches, playgrounds and other public spaces

2.3.7 Exercising the Council's powers for improving local environmental quality in relation to housing legislation, managing controlled waste, emergency planning and community safety and anti-social behaviour, clean neighbourhoods and other environmental or regulatory issues not falling within the remit of any other Committee.

2.3.8 Considering draft financial estimates for the Committee together with such statements, reports and recommendations as required

2.3.9 Monitoring quarterly performance and financial reports and year end reports
2.3.10 Approving all revenue purchases of works, goods or services relevant to this Committee which exceed or are likely to exceed the statutory amount (currently £30,000) and subject to tender

2.3.10 Monitoring reports with the approval of the SP&R Committee on matters that are of direct relevance to the responsibility of this Committee e.g. year-end and mid-year reviews for key corporate risks

2.3.11 Exercising the Council’s functions in relation to:

- Environmental Health Services
- Cleansing
- Waste Management
- Building Control
- Parks and Cemeteries Leisure Service (excluding Zoo, Malone House and Belfast Castle)
- Neighbourhood and Development Services
- Community Services,
- Community Safety
- Emergency Planning
STANDING COMMITTEES

ROLES AND TERMS OF REFERENCE

SECTION 3:
REGULATORY COMMITTEES
SECTION 3: REGULATORY COMMITTEES

3.1 Planning Committee

The Planning Committee is responsible for all of the Council’s planning functions, excepting those matters which are expressly delegated to officers or reserved to full Council.

Specific responsibilities include:

3.1.1 Exercising the Council’s powers and duties in relation to local planning policies, plan strategies, the statement of community involvement and any other development plan documents in conjunction with the Strategic Policy and Resources Committee who will consider all of the said policies and plans to ensure that they are consistent with the broader strategic objectives of the Council.

3.1.2 Reconsidering local planning policies, plan strategies, the statement of community involvement and any other development plan documents in respect of which the Strategic Policy and Resource Committee considers to be inconsistent with the broader strategic objectives of the Council.

3.1.3 Deciding applications for planning permission and whether to impose any condition, limitation or other restriction on an approval, consent, licence or permission.

3.1.4 Revoking, amending, modifying or varying any approval, consent, licence or permission.

3.1.5 Determining any matters related to the exercise of permitted development rights as set out in the Planning (General Development) Order (NI) 1993 or any other legislation relating to such rights.

3.1.6 Exercising the Council’s powers and duties in relation to development control.

3.1.7 Determining applications for the display of advertisements and whether to impose any condition, limitation or other restriction on such advertisements.

3.1.8 Determining applications for planning permission or consents for listed buildings and exercising any related powers and duties; including the revocation or modification of such a consent.
3.1.9 Exercising the Council’s powers in relation to the preservation of trees

3.1.10 Dealing with any other planning related matter that a meeting of Council or any other Committee considers appropriate to be referred to the Planning Committee

3.1.11 Responding to consultations on local planning policies, plan strategies the statement of community involvement and any other development plan documents in adjoining authorities

3.1.12 Responding to consultations issued by the Department of Social Development for Communities, or any other Department, in relation to planning matters

3.1.13 Responding to consultations in relation to regionally significant or major applications to be determined by the Department of Social Development for Infrastructure
3.2 Licensing Committee

The Licensing Committee shall be responsible for the consideration of all matters pertaining to policy and legislation in relation to licensing issues. The Licensing Committee shall have delegated authority for determining the following matters:

3.2.1 The Local Government (Miscellaneous Provisions) (Northern Ireland) Order 1985

Entertainment Licences
- Applications for the grant of outdoor licences
- Applications for the grant, renewal, transfer or variation of licences where objections are received
- Suspension and revocation of licences
- Applications for a waiver to permit entertainment involving striptease or nudity.

Sex Establishments
- Applications for the grant of licences
- Applications for the renewal, transfer or variation of licences
- Revocation of licences

3.2.2 The Betting, Gaming, Lotteries and Amusements (Northern Ireland) Order 1985 (as amended by the Betting and Gaming (Northern Ireland) Order 2004).
- Applications for the grant of amusement and pleasure permits
- Applications for the renewal of amusement permits where adverse representations have been made
- Registration of Societies in relation to the running of lotteries.

3.2.3 Street Trading Act (Northern Ireland) 2001
- Designation of streets or part thereof
- Applications for the grant of licences
- Applications for the renewal, transfer or variation of licences where objections are received
- Revocation of licences
- Setting of licence fees
3.2.4 Administration of the provisions of the Licensing (Northern Ireland) Order 1996 and the
Registration of Clubs (Northern Ireland) Order 1996 relating to entertainments and liquor licensing
in licensed premises and registered clubs

3.2.5 Licensing of Pavement Cafes Act (Northern Ireland) 2014

   Applications for the grant, renewal or variation of licences where adverse representations
   are received.
   Compulsory variation of licences.
   Revocation of licences.
   Setting of licence fees.
   Suspension of licences except where in the public interest the Director of Planning and
   Place, in consultation with the Town City Solicitor, considers that there are particular
   circumstances which make it necessary to suspend a licence immediately.

3.2.6 Such other licensing matters as the Director of Health and Environmental Services Planning and
Place considers appropriate to be addressed by the Licensing Committee

   Whilst the Committee has full delegated authority in relation to licensing decisions, it may
reconsider any decision referred to it by the Director of Health and Environmental Services
Planning and Place in consultation with the Town City Solicitor
STANDING COMMITTEES

ROLES AND TERMS OF REFERENCE

SECTION 4:
STATUTORY COMMITTEES
SECTION 4: STATUTORY COMMITTEES

4.1 Ad Hoc Committee to Consider Call in

Section 41 of the Local Government Act (NI) 2014 provides that a Council’s Standing Orders must make provision requiring reconsideration of a Committee decision (call in) if 15% (9 Members in BCC) present to the Chief Executive a requisition that a decision was not arrived at after proper consideration of the relevant fact and issues (Procedural Grounds).

Following publication of the draft minutes, or a decision register of the Principal Committees, if an admissible call in has been made the Chief Executive shall arrange a meeting of the Ad Hoc Committee. This Committee will comprise the Chair and Deputy Chairs of all other Committees to consider if the call in request is a valid one. The Chair and Deputy Chair of the committee which was responsible for the decision which is the subject of the call in shall not have voting rights at this meeting.

Specific responsibilities include:

4.1.1 Inviting the Councillor who submitted the call-in, or a Councillor on their behalf, to attend the meeting.

4.1.2 Considering the process adopted by the decision-making Committee and whether the call in request is valid, concluding either;

- That the request is valid and refer the decision back to the Committee which made it for reconsideration or;
- That the request is not valid and, in the case of a decision for ratification by the Council, refer the decision to the Council or;
- That the request is not valid and, in the case of a decision taken under delegated authority, support the decision.
STANDING COMMITTEES

ROLES AND TERMS OF REFERENCE

SECTION 5:
OTHER COMMITTEES
SECTION 5: OTHER COMMITTEES

5.1 Belfast Waterfront and Ulster Hall Ltd Shareholders’ Committee

The Belfast Waterfront and Ulster Hall Ltd Shareholders’ Committee will make the decisions required by the Shareholders’ Agreement and ensure that the Company complies with the contract for the operation of the Belfast Waterfront and Ulster Halls. This includes:

- Holding the Belfast Waterfront & Ulster Hall Ltd Chairperson and Managing Director to account on contract and business performance issues;
- Scrutinising the quarterly finance and performance reports, ensuring a social and financial return on the Council's and other funders’ investments;
- Controlling and make decisions on reserved matters on behalf of the shareholders, as set out in the Shareholders’ Agreement (e.g. authorising the company to take out a loan);
- Authorising the annual business plan, ensuring alignment with Council’s economic, social and environmental objectives;
- Agreeing and monitoring performance framework targets, including decreasing dependency on Council subsidy;
- Agreeing distributions of available profits in relation to its shareholdings;
- Recommending the appointment of the Chairperson and non-executive Directors to the Board of the BWUH Ltd and agreeing remuneration;
- Acting in the interests of the shareholders in the removal of non-executive Director/s, where there is evidence of under-performance or failure to comply with legal duties; and
- Considering business improvement requests for investment in the Council's assets, for recommendation to Strategic Policy and Resources Committee or agreement under delegated authority.

In practice, the Committee will be responsible for:

- Agreeing the annual business plan;
- Agreeing the annual financial plan, in line with the budget allocation from the Strategic Policy and Resources Committee;
- Setting performance targets and monitoring quarterly reports;
- Agreeing any amendments to the Council’s specification at review periods;
- Authorising any capital investment proposals which enhance the asset portfolio of the Council;
- Agreeing in-year service improvement plans (in the scenario where there is under-performance); and
- Agreeing distribution of surpluses/reduced deficits.
APPENDIX 1

MEMBERSHIP OF COMMITTEES
APPENDIX 1 – MEMBERSHIP OF COMMITTEES

Strategic Policy and Resources Committee
Please click here for an up-to-date list of the Members of this Committee.

City Growth and Regeneration Committee
Please click here for an up-to-date list of the Members of this Committee.

People & Communities Committee
Please click here for an up-to-date list of the Members of this Committee.

Planning Committee
Please click here for an up-to-date list of the Members of this Committee.

Licensing Committee
Please click here for an up-to-date list of the Members of this Committee.

Belfast Waterfront and Ulster Hall Ltd Shareholders’ Committee
Please click here for an up-to-date list of the Members of this Committee.
BELFAST CITY COUNCIL

2015-2017

Scheme of Delegation

tTo Chief Officers

March 2015 - May 2017
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<td>- Organisational and legislative changes</td>
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<td>- Planning-related changes</td>
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<td>- Licensing-related changes</td>
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<td>- Recent organisational changes agreed at SP&amp;R in November 2016 and January 2017</td>
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<td></td>
<td>- A new clause to provide clarity on Building Control powers related to dual-language street signs</td>
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<td>- An amended clause to enable Environmental Health to cancel the registration of a number of food businesses as required under the new Food Law Code of Practice (Northern Ireland) 2016</td>
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SCHEME OF DELEGATION

SECTION 1:
PURPOSE AND INTERPRETATION
Section 1: Purpose and Interpretation

Purpose of the Scheme of Delegation

1.1 Part 8, paragraph 49(2) of the Local Government Act (Northern Ireland) 2014 requires local authorities to maintain a list:

(a) specifying those powers of the council which are exercisable by officers of the council; in pursuance of arrangements made under this Act or any other statutory provisions for their discharge by those officers; and
(b) stating the title of the officer by whom each of the powers so specified is so exercisable

except in cases where the arrangements for discharge by officers are for a specified period not exceeding six months.

1.2 In addition Section 31(1) of the Planning Act (Northern Ireland) 2011 also requires a council to produce a separate Scheme of Delegation detailing planning application decisions that can be delegated to officers; planning applications that must be decided by Committee and; arrangements for requesting applications to be brought to Committee that might otherwise be delegated. The delegations to the Licensing and Planning Committees are contained within the Committee terms of reference in the Council’s Standing Orders documentation.

1.3 By delegating responsibility for specific duties to Chief Officers, Members will have more opportunity to concentrate on the most important strategic decisions of council policy including both corporately significant decisions and service delivery issues. This will allow officers to deal with operational issues in a more expedient way and reduce the overall administrative burden on the political process. Delegated authority is designed to aid the integrated management of the organisation, the effective deployment of resources and the efficient delivery of services and this Scheme should therefore be considered in that light.

1.4 The purpose of the Scheme is, therefore, to set out the decisions and authorisations which Members agree Chief Officers can make or grant without any further reference to Council or Committees. This authorisation will be conditional upon Committees receiving regular assurance on the application of the Scheme as set out in the reporting section ahead.

1.5 Decisions made by officers under delegated authority are not subject to reconsideration under ‘Call-in’ Part 7, paragraph 41 of the Local Government Act (NI) 2014, which applies only to decisions made by the Council or a Committee of the Council, the procedure for which is detailed in Standing Orders paragraph 47.
1.6 The delegations in this Scheme should be interpreted widely to assist with the smooth running of the organisation, the effective deployment of resources, the efficient delivery of services, and the achievements of the Council’s goals.

**General Principles of delegation**

The Chief Executive and Chief Officers are empowered, through this Scheme, to make decisions on behalf of the Council in accordance with the following general principles:

**Chief Officers - Rules on application of the Scheme of Delegation**

1.7 The term ‘Chief Officer’ includes those titled officers as defined in Appendix A. Authority to take decisions and other actions under the Scheme should be exercised in the name of the delegated officer but not necessarily personally by them. In the absence or unavailability of the officer to whom a function is delegated, the function may be exercised by the officer(s) responsible for the performance of their duties during such absence.

1.8 In a case where the exercise of a delegated power involves considerations within the remit of another Chief Officer, the Chief Officer exercising the power shall consult with that other Chief Officer prior to taking any final decision.

1.9 A Chief Officer may only exercise a delegated function under this Scheme subject to, and in accordance with -

- the agreed plans (including but not limited to Community, Corporate, Departmental and Improvement Plans), strategies, policies, programmes and objectives approved by the Council
- the Standing Orders, Financial Regulations, Equality Scheme, Codes of Conduct and other relevant governance policies contained within the Council’s Constitution
- the agreed estimates for their Department.

1.10 In exercising these delegated powers the officers concerned shall have broad discretion to use the most efficient and effective means available, including the deployment of staffing and other resources within their control and the procurement of other resources as considered necessary.

1.11 Authority to exercise any delegated power includes the authority to take all reasonable necessary actions of an incidental or consequential nature and to take all operational decisions, within agreed policies, in relation to the services for which they are responsible.
Scheme of Delegation – May 2017

1.12 Chief Officers may, if they choose, and notwithstanding their power of delegation, refer any delegated matter to the relevant Committee in any case. Any decision which would otherwise be delegated under the Scheme should be reported to the relevant Committee if it is politically contentious, sensitive, significant or if it is otherwise in the public interest to do so.

1.13 Any reference in the Scheme to a statutory enactment should be taken to include any subsequent modification, re-enactment, regulations or subordinate legislation made thereunder.

1.14 Chief Officers shall consult with the Chief Executive in respect of agreeing any city partnership arrangements.

1.15 Chief Officers shall maintain a record of delegations and any sub-delegations pertaining to each of their Departments.

Members – Assurances on the application of the Scheme

1.16 The Council and its Committees shall retain authority for decisions on matters of significant strategic policy.

1.17 The Scheme does not delegate to Chief Officers –
- any matter reserved to full Council and which by law may not be delegated - that is, the power of setting the district rate, or of borrowing money or of acquiring, holding or disposing of land;
- the adoption of any new policy, or major change to an existing agreed Council policy.

1.18 Delegation to deal with any matter shall not supersede the Council’s power, or that of relevant Committees, to call for a report on any decision or action taken under the Scheme.

1.19 Where the exercise of a delegated function requires consultation with the Chairman of a Committee, the Deputy Chairman may act in the absence or non-availability of the Chairman.

1.20 The TownCity Solicitor shall be responsible for ensuring that assurance is provided to Members on the use of the Scheme of Delegation and that any developments and amendments to the Scheme are correctly recorded so that it remains relevant and up to date.

1.21 The council has an Assurance Framework in place which provides information on compliance with the various elements of the Council’s governance framework, including performance reports, health and safety reports, finance reports, internal audit reports and risk management reports. The various ‘in year’ and ‘year end’ reports arising from the Assurance Framework are reviewed and approved by both the Audit & Risk Panel and Strategic Policy and Resources Committee annually.
1.22 Delegated matters are governed by robust policies covering financial regulations, procurement, human resources, IT etc. The assurance framework covers these areas and policy owners are responsible for ensuring that there is a framework in place for compliance monitoring, with any instances of non compliance being reported to the Director of Finance and Resources and to Members. Key policy areas are subject to periodic internal audit and external audit review. In addition the governance framework is reviewed and reported annually in the Annual Governance Statement which forms part of the published financial statements. Chief Officers will also be required to provide assurance on the implementation of this Scheme within their departments. A more detailed assurance process will be developed requiring Chief Officers to sign quarterly assurance statements with a review against compliance recommended after year 1.
SCHEME OF DELEGATION

SECTION 2:
GENERAL DELEGATED FUNCTIONS
Section 2: General Delegated Functions

All Chief Officers, as listed in Appendix A, have delegated authority to exercise the following general functions:

2.1 General management

All of the delegations listed below should be exercised in line with relevant Council policies.

2.1.1 Taking all necessary action for the effective day-to-day management, administration and supervision of the department, services and land and property assets for which the Chief Officer is responsible.

2.1.2 Implementing those strategies, programmes, actions, events and initiatives which the Chief Officer is responsible for, as set out in agreed Council plans (as outlined in paragraph 1.9).

2.1.3 Responding on behalf of the organisation, to consultation documents on operational and service specific matters that do not have corporately significant policy or financial implications.

2.1.4 Making initial applications for grant funding from external bodies (provided there is no financial commitment from the Council) where time constraints prohibit Council approval.

2.1.5 Developing and implementing specific promotions, schemes and events, waiving fees, offering refunds and taking other such action as may be required to take account of market conditions and/or to promote and protect the reputation of the Council.

2.1.6 Instructing the Town City Solicitor, where necessary, to take legal proceedings in relation to the recovery of debt, the enforcement of contractual rights, the service of notices, the prosecution of statutory offences and the instituting and defending of claims and proceedings affecting the Chief Officer's department.

2.1.7 Entering into arrangements with other public authorities or bodies for the provision of services.

2.1.8 Approving the use of marketing and promotional measures to attract and retain users and members of Council's services as considered useful.
2.2 Finance

All of the delegations listed below should be exercised in line with relevant Council policies and in particular should take account of the requirements of the Financial Regulations which reflect best practice and provide a practical source of advice to assist all Officers in the discharge of their duties.

2.2.1 Each Chief Officer should consult the Director of Finance & Resources in relation to any matter within his/her area of responsibility which is likely to have a material impact on the finances of the Council before either incurring any commitment or liability, whether provisional or otherwise, or by reporting the matter to a Committee in accordance with paragraph A9 of the Financial Regulations.

2.2.2 Each Chief Officer is responsible for ensuring that their Department receives all income and that it does not spend more than the amount of expenditure it has estimated in accordance with paragraph G1 of the Financial Regulations.

2.2.3 Chief Officers will exercise control over estimates at the level of both services and cost/profit centres. Chief Officers may incur any expenditure on matters for which the Council approved the estimates in accordance with Paragraph G2 of the Financial Regulations.

2.2.4 Chief Officers are responsible for agreeing in-year virements within their service revenue accounts within delegated limits as set out Paragraph G23 of the Financial Regulations.

2.2.5 Chief Officers must submit proposals for virement to the Director of Finance & Resources who may either approve the request or refer it to the Strategic Policy & Resources Committee in accordance with the guidelines contained in Paragraph G23 of the Financial Regulations.

2.2.6 Paying the cost of an employee’s professional fees where it is legally necessary for the employee to perform their duties.

2.2.7 Writing off any loss of money (including bad debts) and loss of stores and obsolete equipment and materials in accordance with the limits outlined in the Financial Regulations.

2.2.8 Authorising employees to attend training and development events, technical visits and courses, including conferences, exhibitions, workshops and seminars and meetings of appropriate professional associations.

2.2.9 Authorising appropriate payments to employees in their department in respect of telephone, travel and subsistence allowances, standby and call out allowances, overtime, additional duties, costs of study courses and removal and relocation expenses.
2.2.10 Granting of small scale hospitality pursuant to section 33 of the Local Government Finance Act (Northern Ireland) 2011 subject to the financial limits set.

2.2.11 Authorising spend of available funding in accordance with the requirements of an external funder where time constraints would not allow advance notification to be made to the relevant Committee, subject to reporting at the next Committee meeting.

2.2.12 Fixing new charges (where none previously existed) subject to statutory provision, in consultation with the relevant Committee Chair.

2.3 Emergencies and cases of urgency

All of the delegations listed below should be exercised in line with relevant Council policies.

2.3.1 Taking such measures, including incurring expenditure\(^1\) and initiating legal action, as may be required in emergency situations or cases of urgency, subject to advising the appropriate Chair.

2.3.2 Where such measures involve the Council incurring expenditure of an amount that is likely to result in the Committee’s expenditure exceeding its approved estimate, then the Chief Officer should advise the Director of Finance and Resources.

2.4 Management of Land & Property Assets

The exercise of the following delegated powers is in relation to the management of the land and property assets (e.g. leisure centres, community centres, parks and open spaces, Belfast Castle, Malone House and Belfast Zoo) but excluding the City Hall for which the Directors of Organisational Development and Property and Projects have responsibility. The use of these delegated powers is subject to Para 1.7 above that there is no disposal, holding or acquisition of land involved.

All of the delegations listed below should be exercised in line with relevant Council policies.

2.4.1 Permitting the use of such assets by Council departments and services and outside organisations.

2.4.2 Varying the opening times of, or restricting access to, or closing such assets in special circumstances (for example to permit maintenance or other operational reasons) in consultation with the Chairman of the relevant Committee.

2.4.3 Approving the holding of non-controversial events, conferences and promotions in such assets and applying any necessary hire and/or admission charges or discounted pricing.

\(^1\) In accordance with Paragraph G16 of the Financial Regulations.
Follows consultation with Party Group Leaders and Chairs of the relevant Committee, approving requests received in respect of potentially controversial events and activities in such assets where there is not sufficient time for Council approval to be obtained.

Granting temporary licences for the use of Council assets for the purpose of events/car parking or other temporary uses on appropriate commercial terms, subject to consultation with the Director of Property and Projects and the TownCity Solicitor.

2.5 Procurement

The exercise of the following delegated powers is subject to consultation with the Director of Property & Projects to ensure that decisions are taken in accordance with any relevant Council policies and protocols, including Standing Orders and the Financial Regulations.

Under Standing Order 60(a) any contract that exceeds the statutory amount (currently £30,000 (exclusive of VAT)) needs to be made under the Corporate Seal. Under Standing Order 51(b) the Corporate Seal can only be affixed when there is a resolution of the Council.

All of the delegations listed below should be exercised in line with relevant Council policies.

2.5.1 Procuring goods, services or works under the statutory limit of £30,000 where the procurement

(1) is in relation to matters of a routine or recurring nature; or

(2) is in relation to the operational requirements of the Department provided that it is not of an unusual or controversial nature; or

(3) is contained within an agreed Council plan.

2.5.2 Authorising a contract for the procurement of goods, services or works over the statutory limit of £30,000, following a tender exercise, where the Council has approved the invitation to tender and the award of the contract is made in accordance with the predetermined award criteria.

2.5.3 Authorising a contract for the procurement of goods, services or works up to the statutory limit of £30,000.

2.5.4 Approving the changing of sureties by contractors provided the Council's interests remain fully protected.

2.5.5 Determining a contract awarded by the Council where the contractor is in breach of contract and unable or unwilling to proceed therewith, subject to prior consultation with the Chairman of the relevant Committee and the TownCity Solicitor.
2.5.6 Taking action to ensure contract compliance and negotiating claims and contract variations.

2.5.7 Signing maintenance agreements subsequent to capital acquisitions agreed by the Council subject to consultation with the Town City Solicitor.

2.5.8 Subject to the Procurement rules, making arrangements for the supply of goods and services pursuant to Section 105 of the Local Government Act (Northern Ireland) 1972.

2.5.9 Negotiating an interim arrangement with a supplier in circumstances where a contract is being terminated.

2.5.10 Signing of certain contracts which are not subject to Sealing.

2.6 Human Resources

2.6.1 Appointing successful applicants to agreed establishment posts below Head of Service level as recommended by the selection panel.

2.6.2 Agreeing to a one month overlap period for the appointment of employees, provided that this can be accommodated within budget.

2.6.3 Allowing or disallowing all requests for leave, of any kind, in accordance with the Schemes of Conditions of Service adopted by the Council.

2.6.4 Approving other paid or unpaid leave of absence.

2.6.5 Taking action, including terminating or varying contracts of employment in respect of employees below Head of Service level within their departments following consultation with the Director of Organisational Development and the Town City Solicitor as appropriate.

2.7 Small Grant Schemes

2.7.1 Approving the allocation of small grants in line with the award criteria (up to a maximum level of £10,000), where the Committee has established and/or administers a scheme and has authorised the Chief Officer to manage its implementation.
SCHEME OF DELEGATION

SECTION 3:
SPECIFICALLY DELEGATED FUNCTIONS
Section 3: Specifically delegated functions to individual Chief Officers

3.1 Chief Executive

The Chief Executive acts as the Council’s principal advisor on policy matters and has responsibility for ensuring that all delegations are consistent with Council policy. Anything delegated to a Chief Officer is also delegated to the Chief Executive who has authority to act on their behalf and to exercise any relevant function accordingly.

In addition to the above the exercise of the following functions, in line with relevant council policies, is therefore delegated to the Chief Executive:

3.1.1 Undertaking all matters associated with the professional management of the Council

3.1.2 Allocating or reallocating responsibility for exercising particular powers to any officer of the Council in the interests of effective corporate management as she sees fit.

3.1.3 Authorising a Chief Officer to act in respect of a function, power or responsibility that has not been specifically reserved to the Council or Committee and lies within his or her remit to act.

3.1.4 Authorising any Chief Officer to act on behalf of any other Chief Officer as required in order to discharge their delegated functions as authorised in this Scheme

3.1.5 Taking any operational decision, within agreed Council policies, in relation to the services for which any Chief Officer is responsible.

3.1.6 Requiring any officer of the Council to refer a matter to a Committee and/or Council even in instances where the officer may have delegated authority to deal with that matter.

3.1.7 Issuing a direction, as he or she considers appropriate, that any officer shall not exercise a delegated function.

3.1.8 Making a decision on the applicability of any delegated power in any specific case.

3.1.9 Acting, or nominating a Chief Officer to act, in instances where there may be doubt over responsibility for the exercise of any particular delegated power.
3.1.10 Developing and implementing appropriate city partnership arrangements to take forward the Council’s plans and objectives (including establishment, membership, operation and committing of resources).

3.1.11 Settling, in consultation with the Deputy Chief Executive and Town City Solicitor, any points requiring interpretation or clarification on the practical application of this Scheme.

3.1.12 Signing legal documents on behalf of the Council and authorising the affixing of the Corporate Seal as required.

3.1.13 Invoking, and making whatever arrangements are necessary, for action under the Council’s Emergency Plan.

3.1.14 Confirming the decisions of any Categorisation Panels or Joint Appeals Boards established under any of the Council’s procedures.

3.1.15 Making purchases of artefacts or other items deemed appropriate for display within the City Hall up to a limit of £10,000 per annum.

3.1.16 Approving the provision of hospitality up to a limit of £500 per occasion.

3.1.17 Approving the attendance of the Chairman and Deputy Chairman (or nominees) of any of the Committees at any conference or seminar held in Northern Ireland where there is insufficient time for Committee approval to be obtained.

3.1.18 Approving the attendance of the Lord Mayor, Deputy Lord Mayor or the High Sheriff at events or visits on receipt of invitations.

3.1.19 Acting as the Deputy Returning Officer for local elections in the Belfast City Council area with responsibility for making the arrangements for Council elections in Belfast.
SECTION 3 - SPECIFICALLY DELEGATED FUNCTIONS TO INDIVIDUAL CHIEF OFFICERS

3.2 Deputy Chief Executive

The exercise of the following functions, in line with relevant council policies, is delegated to the Deputy Chief Executive:

3.2.1 Exercising, in the absence of or at the request of the Chief Executive, any of the delegated powers for which he or she has responsibility as listed in Section 3.1.
SECTION 3 - SPECIFICALLY DELEGATED FUNCTIONS TO INDIVIDUAL CHIEF OFFICERS

3.3 **Town City** Solicitor

The exercise of the following functions, in line with relevant council policies, is delegated to the **Town City** Solicitor:

3.3.1 Defending all claims made, or legal proceedings instituted against the Council, including the power to compromise or settle them, as appears necessary or desirable in the best interests of the Council.

3.3.2 **NEW:** Conducting of appeals to the Planning Appeals Commission and planning-related public inquiries.

3.3.3 Instituting legal proceedings on behalf of the Council, acting on the instructions of Council or of the relevant Chief Officer.

3.3.4 Authenticating of documents pursuant to Section 124 of the Local Government Act (Northern Ireland) 1972.

3.3.5 Signing legal documents on behalf of the Council and authorising the affixing of the Corporate Seal as required.

3.3.6 Briefing Counsel and taking Counsel’s opinion.

3.3.7 Engaging external legal assistance as required.

3.3.8 Engaging such expert witnesses or commissioning such expert reports as may be required.

3.3.9 Authorising venues deemed as suitable places at which marriage ceremonies can be held.

3.3.10 Agreeing the involvement of outside agencies in any fraud investigation.

3.3.11 Taking any steps or measures necessary in an emergency or other situation of urgency, and in consultation with the Chief Executive, to preserve or defend the Council's legal interests.

3.3.12 **NEW:** Making minor amendments to the Scheme of Delegation to reflect organisational, functional or legislative changes.
SECTION 3 - SPECIFICALLY DELEGATED FUNCTIONS TO INDIVIDUAL CHIEF OFFICERS

3.4 Director of Development

The exercise of the following functions, in line with relevant council policies, is delegated to the Director of Development:

3.4.1 Allocating stalls and pitches at St George’s Market and any other Council run markets.

3.4.2 Approving a ‘Grant of Licence’ to markets in the case of -

(1) Car boots sales with less than 20 persons trading
(2) A market which is considered to be de minimus and/or
(3) Any market which is carried out solely for charitable purposes

3.4.3 Approving the holding of a market in special circumstances where there is not sufficient time for the procedural requirement of four months notice under the Markets Policy.

3.4.4 Enforcing all bye-laws made for the protection of Council's markets.

3.4.1 In connection with the operation and management of the Waterfront and Ulster Halls, the exercise of the following functions is delegated to the Director of Development:

(1) Entering into commercial arrangements with promoters for the promotion of artistic performances at the Halls.
(2) Entering into contracts with performers and/or their agents for the holding of performances at the Halls up to an amount in any one case of £50,000.
(3) Entering into contracts on appropriate commercial terms for the holding of conferences, exhibitions and other events at the Halls.
(4)(1) Entering into arrangements or contracts beneficial to the financing of the operation of the Halls, whether in the nature of advertising, sponsorship, or otherwise.

3.4.5 NEW: Approving variations to the agreed Business Plan and agreements with Belfast Waterfront and Ulster Hall Limited, in line with the politically agreed objectives of the associated agreements and managing the operation of the company on a day to day basis.

3.4.6 NEW: Making, or referring to Committee as appropriate, any decisions relating to Belfast Waterfront and Ulster Hall Limited, which may be required in respect of reserved matters.

3.4.7 NEW: Approving variations to the agreed Business Plan and agreements with the Innovation Factory operator, in line with the politically agreed objectives of the associated agreements.
3.4.8 NEW: Entering into contracts on appropriate commercial terms in relation to the Innovation Factory.
SECTION 3 - SPECIFICALLY DELEGATED FUNCTIONS TO INDIVIDUAL CHIEF OFFICERS

3.5 Director of Finance and Resources

The exercise of the following functions, in line with relevant council policies, is delegated to the Director of Finance & Resources.

3.5.1 Making safe and efficient arrangements for proper administration of financial affairs pursuant to Section 1 of the Local Government Finance Act (Northern Ireland) 2011.

3.5.2 Due administration associated with the issue of mortgages including the fixing of interest rates to reflect prevailing market conditions.

3.5.3 Due administration of all unfunded pensions to former employees of Belfast Corporation and Belfast City Council.

3.5.4 Due administration of Council reserves.

3.5.5 Approving increase in sums of a capital scheme as provided for under the Financial Regulations.

3.5.6 Making appropriate transfers between the various bank accounts of the Council.

3.5.7 Approving the transfer of funds from one budget heading to another within Committee in accordance with Financial Regulations.

3.5.8 Approving requests for car loans to approved car users.

3.5.9 Authorising employees, in liaison with the relevant Director and the Director of Organisational Development, to attend international training and development events, technical visits and courses, including conferences, exhibitions, workshops and seminars and meetings of appropriate professional associations.

3.5.10 Making payment of expense claims to Council Officers in line with the Council’s Travel and Subsistence Policy and in accordance with paragraph V1 of the Financial Regulations.

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2 The Director of Finance & Resources is, for the purpose of Section 1 of the Local Government Finance Act (Northern Ireland) 2011, the designated Officer responsible for the proper administration of the Council’s financial affairs. The Director of Finance & Resources may, subject to Standing Orders and any resolutions of the Strategic Policy and Resources Committee or the Council, do all things necessary to secure the proper administration of the Council’s financial affairs.
3.5.11 Approving travelling and subsistence expenses for employees in excess of those generally approved by the Council in special circumstances where expenses in excess of allowances are unavoidable.

3.5.12 Making payments to Members, including co-opted Members of the Council or its Committees of travelling or other allowances in accordance with paragraph V3 of the Financial Regulations.

3.5.13 Reviewing from time to time the rates of subsistence allowances paid to elected Members and employees attending conferences etc both within and outside the United Kingdom.

3.5.14 Reimbursing Member or employee expenses on an actual cost basis, in exceptional circumstances, subject to the submission of vouchers or receipts, where this exceeds the relevant allowance.

3.5.15 Reviewing, from time to time, the limits for small scale hospitality.

3.5.16 Effecting (but not cancelling nor refusing to effect) registrations and maintaining a register of small lottery societies.

3.5.17 Making arrangements for the supply of computer software and services to other persons pursuant to Article 20 of the Local Government (Miscellaneous Provisions) (Northern Ireland) Order 1985.
3.6 Director of Health & Environmental City and Neighbourhood Services

The exercise of the following functions, in line with relevant Council policies, is delegated to the Director of Health and Environmental City and Neighbourhood Services:

3.6.1 The functions listed at (a) to (q) below in relation to the legislation set out in Appendix B and to the legislation made thereunder for which the Health and Environmental Services relevant Committee or the Licensing Committee has responsibility:

(a) enforcing all regulations, orders and bye-laws made under the said legislation;

(b) issuing and serving certificates and notices;

(c) granting, (but not withdrawing, suspending and or refusing) authorisations, approvals and consents, and rejecting plans;

(d) exercising all powers in relation to the issue (but not refusal) of certificates, permits and licences;

(e) Deeming as refused, any Entertainments Licence application where all of the necessary supporting documentation, including a Fire Risk Assessment, has not been provided to the Council within six weeks from the date of receipt of that application or if the application is otherwise incomplete, inaccurate or falsified. [This has been moved to Director of Planning for Building Control]

(f) effecting (but not cancelling or refusing to effect) registrations and maintaining statutory registers

(g) instituting legal proceedings, in consultation with the Town City Solicitor, and making legal applications on behalf of the Council;

(h) authorising persons and officers pursuant to relevant legislation for the purpose of exercising statutory powers;

(i) dispensing with or relaxing, or refusing to dispense with or relax, Building Regulations and inviting representations thereon. [This has been moved to Director of Planning for Building Control]
(j) executing works where the responsible party is in default of compliance with any notice or Order and in an emergency where empowered by statute and recovering costs;

(k) generally enforcing all other statutory powers conferred on the Council or pursuant to any arrangement made under Section 104 or 105 of the Local Government Act (NI) 1972.

(l) Making Orders for the charges to be paid in connection with the use of an off-street parking place;

(m) Appointing such persons as may be necessary for the superintendence of parking spaces;

(n) Making Orders for the use of any parking place and the conditions on which it may be used;

(o) Making Orders restricting the use of a specified parking place;

(p) Making Orders to authorise the use of a part of an off-street parking place or places for the collection of recyclable material, for advertising or for displaying information to the public;

(q) Making Orders for the suspension of the use of a parking place or any part of it for specified occasions or circumstances and in consultation with the Town City Solicitor, entering into arrangements for the use of the said parking place.

(r) Generally enforcing all other statutory powers connected to the exercise of the functions in the City & Neighbourhood Services Department which have been conferred upon the Council. [delete as provided for by (k)]

3.6.2 Authorising under Article 22 (2)(c)(i) of the Health and Safety at Work (Northern Ireland) Order 1978 on behalf of the Council, suitable persons to accompany inspectors who have been appointed by the Council under Article 21 of the said Order.

3.6.3 Lodging objections, in consultation with the Town City Solicitor, in relation to notices of applications received under the following legislation:

- The Betting, Gaming, Lotteries and Amusements (Northern Ireland) Order 1985
- The Licensing (Northern Ireland) Order 1996
- The Registration of Clubs (Northern Ireland) Order 1996.

[Building Control - moved to Director of Planning]

3.6.4 Arranging burials and cremations under Section 25 of the Welfare Services Act (Northern Ireland) 1971.
3.6.4.5 Detaining a dog or causing a dog to be disposed of, sold or destroyed in accordance with Articles 23 or 48 of The Dogs (Northern Ireland) Order 1983.

3.6.5.5 Approving exceptions to the imposition of charges for the collection of commercial waste where such waste appears to be arising from premises occupied for charitable purposes and the temporary nature of occupation prevents the granting of relief from the payment of rates under Article 41(2)(C) of the Rates (Northern Ireland) Order 1977.

3.6.6.6 Applying an appropriate charge for the collection of commercial waste where traders require an evening or weekend collection.

3.6.7.6 Revising the prices and charging structure for the commercial waste collection service.

3.6.8.6 Agreeing any transfer or assignment of enforcement responsibility under Regulation 7 and Regulation 8(1) of the Health and Safety (Enforcing Authority) Regulations (Northern Ireland) 1999.

3.6.9.6 Exercising powers under Article 18 of the Local Government (Miscellaneous Provisions) (Northern Ireland) Order 1985 in relation to the removal or obliteration of graffiti, placards or posters.

3.6.9.10 Authorising persons, other than officers of the Council, for the purposes of Section 10(2) of the Noise Act 1996.

3.6.10.11 Signing on behalf of the Council, licence agreements for the use of lands to be utilised for the installation of mini-bring recycling facilities.

The below are from the Director of Parks and Leisure and are unchanged:

3.6.12 Enforcing all bye-laws made for the protection of the Council’s parks and other amenity facilities.

3.6.13 Allocating allotment plots and terminating lettings and providing financial or ‘in kind’ support for the development or running of community gardens or allotments in line with Council policy in consultation with the Town City Solicitor.

3.6.14 Purchasing, selling and exchanging animals for the Zoological Gardens up to a limit of £30,000 for each transaction.

3.6.15 Approving variations to the agreed work plan and agreements with the leisure trust and its strategic operating partner, in line with the politically agreed objectives of the associated agreements and managing the operation of the Trust of a day to day basis.

3.6.17 Maintaining a Register of Burials.

3.6.18 Allocating grave spaces and issuing grants of right of burial.

3.6.19 Undertaking cremations at the City of Belfast Crematorium.

3.6.20 Making arrangements for the appointment of a medical referee to the city of Belfast Crematorium in line with Council policy and procurement practices.

3.6.21 Protecting public rights of way and generally enforcing the Access to the Countryside (Northern Ireland) Order 1983.

3.6.22 Enforcing the provisions of the High Hedges Act (NI) 2011 and carrying out a series of functions associated with performing the Council’s statutory role under the High Hedges legislation. These are:

- Enforcing all Regulations or Acts made and remedial notices under the High Hedges Act (NI) 2011
- Issuing and serving remedial notices
- Exercising all powers in relation to the High Hedges Act (NI) 2011
- In conjunction with Legal Services, instituting legal proceedings and making legal applications on behalf of Belfast City Council
- Authorising individual officers for the purpose of exercising any statutory power under the High Hedges Act (NI) 2011.

3.6.23 Approving of the repeat hosting of an annual event for a specified number of years subject to the event remaining broadly similar over time.

3.6.24 NEW: Approving the holding of small-scale events in the Council’s parks and open spaces subject to a suitable agreement being put in place, in consultation with the Town City Solicitor, and the recovery of expenses and administration costs. This includes the waiving of fees and permission to raise funds where events are non-commercial, subject to a satisfactory business case being presented and statutory requirements met by the organisers.
SECTION 3 - SPECIFICALLY DELEGATED FUNCTIONS TO INDIVIDUAL CHIEF OFFICERS

3.7 Director of Organisational Development

The exercise of the following functions, in line with relevant Council policies, is delegated to the Director of Organisational Development.

3.7.2 Undertaking service reviews and approving all establishment changes proposed by the relevant Director, in respect of posts below the level of Head of Service, including the deletion of permanent posts and the creation of new permanent posts provided that there is no increase in the Department's approved staffing establishment and/or staffing budget for permanent posts.

3.7.3 Dealing with requests for the payment of honoraria for all posts

3.7.4 Approving, in consultation with the Town Solicitor, requests for approval of outside interests or employment made by employees.

3.7.5 Dealing with requests for the extension of half pay entitlement under the various occupational sick pay schemes.

3.7.6 Considering requests, in consultation with the Director of Finance and Resources, to extend the twelve month time limit for members of the Local Government Pension Scheme to make an option to aggregate two periods of LGPS membership, where it is in the employers’ interest to do so or in circumstances where an LGPS member missed the time limit for reasons beyond their control.

3.7.7 Undertaking, in consultation with the relevant Chief Officer and the Chair of the relevant committee, the long listing and short listing of candidates for Chief Officer and Head of Service, prior to interview and appointment by the Strategic policy and Resources Committee

3.7.8 Authorising recruitment and retention incentives, in consultation with the Director of Finance and Resources, including relocation expenses schemes and approving other arrangements that allow flexibility in the recruitment process, (for example, extend timescales, relax criteria etc) subject to satisfying Inland Revenue requirements where Tax and NI deductions are concerned.

3.7.9 Determining requests for the release of pension benefits on compassionate grounds in consultation with the Director of Finance and Resources

3.7.10 Determining requests for early and flexible retirement in consultation with the Director of Finance and Resources.

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3 Staff management changes resulting in an increase in approved Departmental staffing establishment and/or staffing budget for permanent posts and/or those which effect any changes to posts at third tier and above (Head of Service level) are subject to approval by the Strategic Policy and Resources Committee.
3.7.11 Determining essential and casual car user status for all Council employees.

3.7.12 Creating new temporary posts provided that there is no increase in approved staffing establishment and/or staffing budget.

3.7.13 Determining the grading of posts.
SECTION 3 - SPECIFICALLY DELEGATED FUNCTIONS TO INDIVIDUAL CHIEF OFFICERS

3.8 Director of Parks and Leisure

[These have been moved to Director of C&NS]

The exercise of the following functions, in line with relevant Council policies, is delegated to the Director of Parks and Leisure:

3.8.1 Enforcing all bye-laws made for the protection of the Council’s parks and other amenity facilities.

3.8.2 Allocating allotment plots and terminating lettings and providing financial or ‘in kind’ support for the development or running of community gardens or allotments in line with Council policy in consultation with the Town City Solicitor.

3.8.3 Purchasing, selling and exchanging animals for the Zoological Gardens up to a limit of £30,000 for each transaction.

3.8.4 Approving variations to the agreed work plan and agreements with the leisure trust and its strategic operating partner, in line with the politically agreed objectives of the associated agreements and managing the operation of the Trust on a day to day basis.


3.8.6 Maintaining a Register of Burials.

3.8.7 Allocating grave spaces and issuing grants of right of burial.

3.8.8 Undertaking cremations at the City of Belfast Crematorium.

3.8.9 Making arrangements for the appointment of a medical referee to the City of Belfast Crematorium in line with Council policy and procurement practices.

3.8.10 Protecting public rights of way and generally enforcing the Access to the Countryside (Northern Ireland) Order 1983.
3.8.11 Enforcing the provisions of the High Hedges Act (NI) 2011 and carrying out a series of functions associated with performing the Council’s statutory role under the High Hedges legislation. These are:

• Enforcing all Regulations or Acts made and remedial notices under the High Hedges Act (NI) 2011
• Issuing and serving remedial notices
• Exercising all powers in relation to the High Hedges Act (NI) 2011
• In conjunction with Legal Services, instituting legal proceedings and making legal applications on behalf of Belfast City Council
• Authorising individual officers for the purpose of exercising any statutory power under the High Hedges Act (NI) 2011.

3.8.12 Approving of the repeat hosting of an annual event for a specified number of years subject to the event remaining broadly similar over time.
SECTION 3 - SPECIFICALLY DELEGATED FUNCTIONS TO INDIVIDUAL CHIEF OFFICERS

3.93.8 Director of Planning and Place

The exercise of the following functions, in line with relevant Council policies, is delegated to the Director of Planning and Place and the relevant reporter, unless otherwise stated:

Planning (tracked changes showing amendments following Planning Committee in March 2013)

3.8.1 An elected Member of the Council may request that an application that relates to a site within their District Electoral Area or within an adjoining District Electoral Area or within the City Centre⁴ is referred to the Planning Committee provided that the request is made in writing or by email to Democratic Services within 21 days of the application being publicly advertised. The Member shall clearly state their reason/s for requesting referral of the application to the Planning Committee, which must be material planning considerations. The Director of Planning and Town City Solicitor shall determine whether the reason/s are material planning consideration/s and of significant weight to allow the application to be referred to Committee. The Director of Planning and Place Democracy Services will advise the relevant Member of their decision. If the decision is not to refer the application to the Planning Committee, then the decision shall be delegated to the Director of Planning and Place. Democratic Services will notify all Members within the DEA to which the application relates as to the outcome of the request to refer the application to the Planning Committee. Where an application is referred to the Planning Committee under this provision the Planning Service shall notify the applicant and any objector at least five calendar days before the application is discussed by the Planning Committee.

3.8.2 The functions listed below in relation to the legislation set out in Appendix B and legislation made thereunder for which the Planning Committee has responsibility. The thresholds set out at paragraph 3.8.2 (a) only apply where a representation⁵ has been received which conflicts with the Planning Officer’s recommendation. Where no representations have been received that conflict with the Planning Officer’s recommendation, the thresholds do not apply and the decision is delegated to the Director of Planning & Place.

(a) determining applications for the following categories of local developments⁶, including building, engineering and other operations and material changes of use:

i. housing schemes up to and including 12 units other than proposals for change of house type on an approved scheme below 50 units

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⁴ City Centre as defined by the Belfast Metropolitan Area Plan 2015
⁵ Representation means a consultation response received during the consultation period including, but not limited to, responses from technical consultees, neighbours and the public. Conflict must be related to material planning considerations. Correspondence from an applicant is not deemed to be a Representation.
⁶ The definition of local development is provided for by section 25 of the Planning Act (Northern Ireland) 2011
ii. retailing below 500 square metres gross floor space outside the City Centre or District Centres; or below 2,500 square metres gross floor space within the City Centre or District Centres

iii. office space below 5,000 square metres gross floor space

iv. business, light industry, general industry and storage and distribution below 2,500 square metres gross floor space

v. community-related scheme up to 500 square metres gross floor space

vi. recreation and culture below 1,000 square metres gross floor space outside town centres or below 5,000 square metres gross floor space within town centres

vii. hotels and hostels below 50 beds

viii. purpose-built student accommodation below 50 beds

(b) determining applications for minor works such as works required for the purposes of providing disability access; the erection of smoking shelters etc.;

c) determining applications for alterations and extensions to residential property and ancillary and incidental residential development within the curtilage of residential property;

d) determining applications for landscaping, car parking and other minor works to the main use of the land on which they are to be located;

e) determining applications for change of use but excluding those relating to purpose-built student accommodation of 50 beds or more; houses in multiple occupation unless the site is located within an HMO node in BMAP; and amusement arcades.

(f) varying or removing conditions except when the variation or removal relates to, or constitutes, a major development;

(g) refusing, any application, other than an application for major development, where all of the necessary supporting documentation has been reasonably requested but not provided, without reasonable excuse, to the Council within 28 days from the date of the request;

(h) determining applications for discharge of conditions

(i) determining applications for a non-material change

(j) determining applications for works to, or demolition of, buildings or structures in conservation areas and areas of townscape character, except where it involves full demolition of a main building (excluding buildings which are ancillary or incidental)

(k) determining applications for listed building consent, excluding partial or full demolition

(l) temporary listing of buildings in urgent cases;

(m) determining applications for the display of advertisements;

(n) determining applications for certificates of lawful development (existing and proposed);

(o) exercising the Council’s powers in relation to the preservation of trees;

(p) determining Pre-Application Notifications

(q) the making of a screening opinion or scoping opinion under the Planning (Environmental Impact Assessment) Regulations (Northern Ireland) 2015 (or any order legislation re-enacting that legislation with or without modification)

(r) enforcing all regulations and orders made under the said legislation and issuing and serving of notices;
3.8.3 Negotiating, contributions from developers subject to obtaining Committee consent in respect of those agreements in which the contribution exceeds £30k.

3.8.4 The delegated functions set out above do not apply to the following planning applications:
   (a) Those made by elected members of the Council;
   (b) Those made by Council staff at senior management grade (PO12) or above and all staff in Planning and Place Department and Legal Services;
   (c) Those made by the Council;
   (d) Those in which the Council has an estate;
   (e) Proposals for major development;
   (f) There is an objection from a statutory consultee and the recommendation of the Planning Officer is to approve
   (g) Purpose built student accommodation

3.8.5 All other applications or permissions which are not specifically listed in paragraph 3.8.1, and which are not applications for major development shall be deemed to be delegated unless otherwise provided for within this Scheme.

3.8.6 Where a function is normally delegated but raises issues which the Director believes should be considered by the Committee, that application will be referred to the Committee.

3.8.7 The TownCity Solicitor, in consultation with the Director, may refer a decision back to Committee for reconsideration.
3.8.8 The functions listed below in relation to the legislation set out in Appendix B and legislation made thereunder for which the Licensing Committee and the People and Communities Committee has responsibility:

(a) Enforcing all regulations, orders and bye-laws made under the said legislation

(b) Issuing and serving certificates and notices

(c) Granting, withdrawing, suspending and refusing authorisations, approvals and consents and rejecting plans

(d) Exercising all powers in relation to the issue (but not refusal) or permits and licences

(e) Deeming as refused Refusing any Entertainments Licence application where all of the necessary supporting documentation, including a Fire Risk Assessment, has not been provided to the council within six weeks from the date of receipt of that application or if the application is otherwise incomplete, inaccurate or falsified

(f) Effecting (but not cancelling or refusing to effect) registrations and maintaining statutory registers

(g) Instituting legal proceedings, in consultation with the Town City Solicitor, and making legal applications on behalf of the Council

(h) Authorising persons and officers pursuant to relevant legislation for the purposes of exercising statutory powers

(i) Dispensing with or relaxing, or refusing to dispense with or relax, Building Regulations and inviting representations thereon

(j) Executing works where the responsible party is in default of compliance with any notice or Order and in an emergency where empowered by statute and recovering costs [remove as this is presumed]

(k) Generally enforcing all statutory powers conferred on the Council or pursuant to any arrangement made under Section 104 or 105 of the Local Government Act 1972

(l) NEW: exercising all powers in relation to the issue, but not refusal, of pavement café licences, excluding provisions relating to:

i. applications for the grant, renewal, transfer or variation of licences where adverse representations are received.
ii. compulsory variation of licences

iii. revocation of licences

iv. setting of licence fees

v. suspension of licences except where in the public interest the Director, in consultation with the TownCity Solicitor, considers that there are particular circumstances which make it necessary to suspend a licence immediately

(m) NEW: Refusing any Dual Language Street Sign application where all necessary survey actions have been carried out, the application does not receive the support of two thirds of those on the electoral register in the street as set out in the Street Naming Policy, and no exceptional circumstances have been submitted by the applicant.

(n) NEW: For any Dual Language Street Sign application which does not meet the two thirds quota an applicant may provide exceptional circumstances why the quota was not met. Where these circumstances relate only to the processing of a survey, the Director, in conjunction with the City Solicitor, will determine whether such exceptional circumstances exist to refer the matter to Committee. Where exceptional circumstances relate to matters other than the processing of a survey the matter will be presented to Committee.

3.8.9 Lodging objections, in consultation with the TownCity Solicitor, in relation to notices of applications received under the following (and any other subsequent amending or substituting) legislation:

- The Betting, Gaming, Lotteries and Amusements (Northern Ireland) Order 1995
- The Licensing (Northern Ireland) Order 196
- The Registration of Clubs (Northern Ireland) Order 1996

3.8.10 Issuing Property Certificates
SECTION 3 - SPECIFICALLY DELEGATED FUNCTIONS TO INDIVIDUAL CHIEF OFFICERS

3.9 Director of Property and Projects

The exercise of the following functions, in line with relevant Council policies, is delegated to the Director of Property and Projects:

3.10.1 Consenting to lessees’ requests for assignments, sub-lettings, permission to mortgage or charge, changes of use, new buildings, alterations, signage and other matters requiring the Council’s consent under the terms of existing leases and amendments of covenant affecting premises and the granting of utility wayleaves and short term licences/temporary easements (in the event that a licence or easement of more than six months in duration is sought, same will require to be brought to Committee for approval) in respect of all Council sites or properties.

3.10.2 Approving the affixing of the corporate seal to any documents to record formally the Council’s consent to assignments, sub-lettings, permission to mortgage or charge, changes of use, new buildings, alterations, signage and any other matters requiring the Council’s consent under the terms of the existing leases and amendments of covenant affecting premises, granting of utility wayleaves and short term licences/temporary easements and rent reviews at all Council sites or properties.

3.10.3 Approving adjusted rents in respect of leases at Council sites or properties, following the completion of the rent review process in accordance with the provisions of the leases.

3.10.4 Agreeing terms in relation to the lettings at Smithfield Market, including prior possession in cases of urgency, subject to consultation with the Chairman of the Committee.

3.10.5 Approving, when necessary, the use of the Reception Room by the Lord Mayor to cater for groups of visitors to the City Hall which may be too excessive for the Lord Mayor’s personal suite of offices.

3.10.6 Agreeing reduced charges for the acceptance of clays and soils associated with the development works of the North Foreshore.

3.10.7 Appointing arbitrators/independent experts as appropriate in the case of disputes arising in regard to rent reviews and other property matters.
3.10.8 Permitting the use of the City Hall and the City Hall grounds by Council departments or service units.

3.10.9 Approving, in consultation with the Chair of the Strategic Policy and Resources Committee, urgent requests for the use of the City Hall, its grounds and the Cecil Ward Building, where these are considered to be within the established criteria approved by the Committee.
SECTION 3 - SPECIFICALLY DELEGATED FUNCTIONS TO INDIVIDUAL CHIEF OFFICERS

3.10 NEW: Director of City Centre Development

The exercise of the following functions, in line with relevant council policies, is delegated to the Director of City Centre Development:

3.10.1 NEW: Negotiating, in liaison with the Director of Planning & Place, contributions from developers, insofar as it relates to city centre development, subject to obtaining Committee consent in respect of those agreements in which the contribution exceeds £30k.

3.10.2 NEW: Managing the City Centre Regeneration Fund and developing and bringing forward funding applications where required

3.10.3 NEW: Commissioning specialist services to support the implementation of the city centre regeneration framework

3.10.4 NEW: Undertaking masterplanning to support proposals for city centre regeneration
Appendix A – Definition of Chief Officer

In this Scheme the expression Chief Officer means:

- Chief Executive
- Deputy Chief Executive
- Director of City and Neighbourhood Services
- Director of City Centre Development
- Director of Development
- Director of Finance & Resources
- Director of Organisational Development
- Director of Health and Environmental Services
- Director of Parks and Leisure
- Director of Planning and Place
- Director of Property & Projects
- TownCity Solicitor
Appendix B – Legislation in respect of which functions are delegated to Chief Officers

Note that these are the principal pieces of legislation under which the Council derives its functions. This list is not exhaustive.

Any delegation to an officer to take action under a particular statutory provision, or relevant local authority bye-law, shall be deemed to authorise action under any statutory re-enactment or amendment of that provision, and any statutory regulations, order, or direction made under that provision both before and after the date of this Scheme. References to statutory requirements in this scheme include relevant European legislation and directives as applicable.

- The Anti-social Behaviour (Northern Ireland) Order 2004
- Belfast Corporation Act 1911
- Belfast Improvements Act 1878
- Belfast Local Acts 1845-1948
- The Betting, Gaming, Lotteries and Amusements (Northern Ireland) Order 1985
- The Building Regulations (Northern Ireland) Order 1979
- The Building Regulations (Northern Ireland) 2012
- The Burial Grounds Regulations 1992
- Bye-laws made by Belfast City Council pursuant to Section 90 of the Local Government Act (NI) 1972 for:
  - Control of the Business of Tattooing 1987
  - Control of the Practice of Acupuncture 1987
  - Control of the Business of Ear-piercing and Electrolysis 1987
  - Regulation of Parks 1992
  - Regulation of Playing Fields 1993
  - Regulation of Open Parks 1994
  - Regulation of Small Neighbourhood Parks and Open Spaces and Public Walkways 1994
  - Childrens’ Playgrounds 1997
  - Good Rule and Government – City Hall Grounds 1997
  - Belfast Zoological Gardens 1998
  - St George’s Market 2000
Scheme of Delegation – May 2017

- Control of Business of Semi-permanent Skin-colouring 2007
- Control of Business of Cosmetic Piercing 2007
- Consumption of Intoxicating Liquor in Designated Places 2012

Bye-laws made by Castlereagh Borough Council pursuant to Section 90 of the Local Government Act (NI) 1972 for:
- Consumption of Intoxicating Liquor in Designated Places 1996

Bye-laws made by Castlereagh Rural District Council pursuant to Section 36 of the Local Government (Ireland) Act 1898
- Pleasure Grounds 1969

Bye-laws made by Lisburn Borough Council pursuant to Part VI of the Local Government Act (NI) 1972 for:
- Lisburn Leisure and Activity Centres 1989
- Regulation of Small Neighbourhood Parks, Open Spaces and Public Walkways 1998
- Regulation of Enclosed Parks 1998
- Recreational Facilities and Aberdelghy Golf Course 1996
- Regulation and Management of Playgrounds 1988

Caravans Act (Northern Ireland) 49632011

The Children and Young Persons (Protection from Tobacco) (Northern Ireland) Order 1991

The Cinemas (Northern Ireland) Order 1991

Clean Air (Northern Ireland) Order 1981

Clean Neighbourhoods and Environment Act (Northern Ireland) 2011

Consumer Protection Act 1987

Control of Greyhounds etc. Act (Northern Ireland) 1950

Dangerous Dogs Compensation and Exemption Schemes Order (Northern Ireland) 1991

The Dangerous Dogs (Northern Ireland) Order 1991

Dangerous Substances and Explosive Atmospheres Regulations (Northern Ireland) 2003

The Dog Control Orders (Prescribed Offences and Penalties, etc) Regulations (Northern Ireland) 2012
The Dogs (Northern Ireland) Order 1983

Dogs (Amendment) Act (Northern Ireland) 2001

Dogs (Amendment) Act (Northern Ireland) 2011

The Dogs (Northern Ireland) Order 1983

The Dogs (Guard Dog Kennels) Regulations (Northern Ireland) 2013

The Dogs (Specified Maximum) (Belfast) Order 2012

The Energy Performance of Buildings (Certificates and Inspections) Regulations (Northern Ireland) 2008

The Environment (Northern Ireland) Order 2002

European Communities Act 1972

Explosives Act (Northern Ireland) 1970

Food Act 1984 – remove as agreed at H&ES Committee 8/10/08

Food and Environment Protection Act 1985

The Food (Northern Ireland) Order 1989 – remove as agreed at H&ES Committee 8/10/08

Food Hygiene Rating Act 2016

The Food Safety (Northern Ireland) Order 1991

The Fouling of Land by Dogs (Belfast City Council) Order 2012

Free Printed Matter (Belfast) Designation Order 2012

The General Product Safety Regulations 2005

Hairdressers Act (Northern Ireland) 1939

Health Act 2009

The Health (2009 Act) (Commencement No.1) Order (Northern Ireland) 2012
Health and Personal Social Services (Northern Ireland) Order 1978

Health and Safety at Work (Northern Ireland) Order 1978

Health & Social Care (Reform) Act (Northern Ireland) 2009

High Hedges Act (Northern Ireland) 2011

Housing (Amendment) Act (Northern Ireland) 2011

The Housing (Northern Ireland) Order 2003

The Housing (Northern Ireland) Order 1992

Housing (Northern Ireland) Order 1981

The Licensing (Northern Ireland) Order 1996

Licensing of Pavement Café Act (Northern Ireland) 2014

The Litter (Northern Ireland) Order 1994 – Excluding Article 10

Local Government Act (Northern Ireland) 1972

The Local Government (Miscellaneous Provisions) (Northern Ireland) Order 1985 - excluding provisions relating to the issue of all sex establishment licences and those entertainments licences where adverse representations have been made.

The Local Government (Miscellaneous Provisions) (Northern Ireland) Order 1992


The Local Government (Miscellaneous Provisions) (Northern Ireland) Order 2002?

The Local Government (Northern Ireland) Order 2005

Noise Act 1996 (as amended)

Petroleum (Consolidation) Acts (Northern Ireland) 1929

Petroleum (Transfer of Licences) Acts (Northern Ireland) 1937
Scheme of Delegation – May 2017

The Petroleum (Consolidation) Act (Amendment of Licensing Provisions) Regulations (Northern Ireland) 2012

The Planning (Northern Ireland) Order 1991

Poisons (Northern Ireland) Order 1976

Pollution Control and Local Government (Northern Ireland) Order 1978

The Pollution Prevention and Control (Industrial Emissions) Regulations (Northern Ireland) 2013

The Private Tenancies (Northern Ireland) Order 2006

Psychoactive Substances Act 2016

Public Health Acts 1878 to 1971

Public Health and Local Government (Miscellaneous Provisions) Act (Northern Ireland) 1949

Rats and Mice Destruction Act 1919

The Registration of Clubs (Northern Ireland) Order 1996

Rent (Northern Ireland) Order 1978

The Road Traffic Regulation (Northern Ireland) Order 1997

The Roads (Northern Ireland) Order 1993

Roads (Miscellaneous Provisions) Act (Northern Ireland) 2010

The Road Traffic Regulation (Northern Ireland) Order 1997

The Safety of Sports Grounds (Northern Ireland) Order 2006

The Shops (Sunday Trading &c.) (Northern Ireland) Order 1997

The Smoking (Northern Ireland) Order 2006

Street Trading (Regulation) Act (Northern Ireland) 1929 (repealed in part)

Street Trading Act (Northern Ireland) 2001
The Energy Performance of Buildings (Certificates and Inspections) Regulations (Northern Ireland) 2008 [moved]

The Fire and Rescue Services (Northern Ireland) Order 1996-2006 (but only where permitted by Memorandum of Understanding in force between Northern Ireland Fire and Rescue Services and Belfast City Council).

The Health (2009 Act) Commencement No 1 Order (Northern Ireland) 2012

The Planning (Northern Ireland) Order 1991 [moved]

The Roads (Northern Ireland) Order 1993

The Road Traffic Regulation (Northern Ireland) Order 1997 [deleted as duplicate]

Sunbeds Act (Northern Ireland) 2011

Tobacco Advertising and Promotion Act 2002

Tobacco Retailers Act (Northern Ireland) 2014

Town Improvement Clauses Act 1847

The Traffic Management (Northern Ireland) Order 2005

Volatile Organic Compounds in Paints, Varnishes and Vehicle Refinishing Products 2012

The Waste and Contaminated Land (Northern Ireland) Order 1997

Welfare of Animals Act (Northern Ireland) 2011

The Welfare of Animals (Dog Breeding Establishments and Miscellaneous Amendments) Regulations (Northern Ireland) 2013

Welfare Services Act (Northern Ireland) 1971
Appendix C – Legislation in respect of which functions are delegated to Director of Planning and Place

Note that these are the principal pieces of legislation under which the Council derives its planning, licensing and building control functions. This list is not exhaustive.

Any delegation to an officer to take action under a particular statutory provision, or relevant local authority bye-law, shall be deemed to authorise action under any statutory re-enactment or amendment of that provision, and any statutory regulations, order, or direction made under that provision both before and after the date of this Scheme. References to statutory requirements in this scheme include relevant European legislation and directives as applicable.

Caravans Act (Northern Ireland) 2011
The Conservation (Natural Habitats, etc) Regulations (Northern Ireland) 1995
The Enterprise Zones (Northern Ireland) Order 1981
The Land Acquisition and Compensation (Northern Ireland) Order 1973
The Land Compensation (Northern Ireland) Order 1982
The Land Development Values (Compensation) Act (Northern Ireland) 1965
Lands Tribunal and Compensation Act (Northern Ireland) 1964
Planning (Northern Ireland) Act 2011
The Planning Reform (Northern Ireland) Order 2006
The Planning (Amendment) (Northern Ireland) Order 2003
The Conservation (Natural Habitats, etc) Regulations (Northern Ireland) 1995
Planning (Compensation, etc.) Act (Northern Ireland) 2001
Planning (Northern Ireland) Order 1991
The Planning and Building Regulations (Amendment) (Northern Ireland) Order 1990
The Planning (Amendment) (Northern Ireland) Order 1982
The Land Compensation (Northern Ireland) Order 1982
The Planning Blight (Compensation) (Northern Ireland) Order 1981
The Enterprise Zones (Northern Ireland) Order 1981

The Private Streets (Northern Ireland) Order 1980

The Planning (Amendment) (Northern Ireland) Order 1978

The Land Acquisition and Compensation (Northern Ireland) Order 1973

The Planning (Northern Ireland) Order 1972

Planning and Land Compensation Act (Northern Ireland) 1971

The Land Development Values (Compensation) Act (Northern Ireland) 1965

Lands Tribunal and Compensation Act (Northern Ireland) 1964

Caravans Act (Northern Ireland) 1963

Licensing of Pavement Cafés Act (Northern Ireland) 2014

The Private Streets (Northern Ireland) Order 1980
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### Scheme of Delegation 2015

<table>
<thead>
<tr>
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#### 3.9.53.8.1 NEW: An elected Member of the Council may request that an application that relates to a site within their District Electoral Area or within an adjoining District Electoral Area or within the City Centre\(^1\) is referred to the Planning Committee provided that the request is made in writing or by email to Democratic Services within 21 days of the application being publicly advertised. The Member shall clearly state their reason/s for requesting referral of the application to the Planning Committee, which must be material planning considerations. The Director of Planning and Town Solicitor shall determine whether the reason/s are material planning consideration/s and of significant weight to allow the application to be referred to Committee. The Director of Planning and Place will advise the relevant Member of their decision. If the decision is not to refer the application to the Planning Committee, then the decision shall be delegated to the Director of Planning and Place. Democratic Services will notify all Members within the DEA to which the application relates as to the outcome of the request to refer the application to the Planning Committee. |

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\(^1\) City Centre as defined by the Belfast Metropolitan Area Plan 2015
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\(^2\)Representative means a consultation response received during the consultation period including, but not limited to, responses from technical consultees, neighbours and the public. Conflict must be related to material planning considerations. Correspondence from an applicant is not deemed to be a Representation.

\(^3\)The definition of local development is provided for by section 25 of the Planning Act (Northern Ireland) 2011
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<td></td>
</tr>
<tr>
<td><strong>vii.</strong> hotels and hostels below 50 beds</td>
<td></td>
</tr>
<tr>
<td><strong>viii.</strong> purpose-built student accommodation below 50 beds</td>
<td></td>
</tr>
</tbody>
</table>

(b) minor alterations and extensions to, residential, community/civic, commercial or industrial premises; Remove as incorporated into (a) above

(c) determining applications for minor works such as works required for the purposes of providing disability access; the erection of smoking shelters etc; No change

Re-order as (b)
<table>
<thead>
<tr>
<th><strong>Scheme of Delegation 2015</strong></th>
<th><strong>Proposed changes recommended by the Planning Committee on 14(^{th}) March 2017</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>(d) determining applications for the alteration and extension for residential purposes to existing residential units to include residential garages or sheds within the curtilage of an existing dwelling;</td>
<td>(c) determining applications for alterations and extensions to residential property and ancillary and incidental residential development within the curtilage of residential property;</td>
</tr>
<tr>
<td>(e) determining applications for developments of up to four dwellings;</td>
<td>Remove as incorporated in (a) above</td>
</tr>
</tbody>
</table>
| (f) determining applications for the display of advertisements; | No change
Re-order as (m) |
<p>| (g) determining applications for change of use excluding those relating to purpose build student accommodation, houses of multiple occupation, amusement arcades and hot food bars; | (e) determining applications for change of use but excluding those relating to purpose built student accommodation of 50 beds or more; houses in multiple occupation unless the site is located within an HMO node in BMAP; and amusement arcades; Re-order as (e) |
| (h) | NEW: determining applications for discharge of conditions |
| (i) determining applications for works to buildings or structures in conservation areas and areas of townscape character; | (i) NEW: determining applications for a non-material change |
| (j) determining applications for works to, or demolition of, buildings or structures in conservation areas and areas of townscape character, except where it involves full demolition of a main building (excluding buildings which are ancillary or incidental) Re-order as (j) |</p>
<table>
<thead>
<tr>
<th>Scheme of Delegation 2015</th>
<th>Proposed changes recommended by the Planning Committee on 14th March 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>(j) determining applications for listed building consent, excluding demolition;</td>
<td>(k) determining applications for listed building consent, excluding partial or full demolition; Re-order as (k)</td>
</tr>
<tr>
<td>(k) determining applications for landscaping, car parking and other minor works to the main use of the land on which they are to be located;</td>
<td>No change Re-order as (d)</td>
</tr>
<tr>
<td>(l) enforcing all regulations, orders and bye-laws made under the said legislation;</td>
<td>(r) enforcing all regulations and orders made under the said legislation and issuing and serving of notices; Re-order as (r)</td>
</tr>
<tr>
<td>(m) instituting legal proceedings, in consultation with the Town Solicitor, on behalf of the Council;</td>
<td>(t) instituting legal proceedings, in consultation with the Town City Solicitor, on behalf of the Council; Re-order as (t)</td>
</tr>
<tr>
<td>(u) authorising officers pursuant to relevant legislation for the purpose of exercising statutory powers;</td>
<td>No change Re-order as (u)</td>
</tr>
<tr>
<td>(v) issuing and serving certificates of lawful development;</td>
<td>(n) determining applications for certificates of lawful development (existing and proposed); Re-order as (n)</td>
</tr>
<tr>
<td>(w) varying and removing conditions except when the variation and removal relates to, or constitutes, a major development;</td>
<td>(f) varying or removing conditions except when the variation or removal relates to, or constitutes, a major development; Re-order as (f)</td>
</tr>
<tr>
<td>(p) exercising all powers in relation to the issue and renewal (but not Remove as is not required</td>
<td></td>
</tr>
<tr>
<td>Scheme of Delegation 2015</td>
<td>Proposed changes recommended by the Planning Committee on 14th March 2017</td>
</tr>
<tr>
<td>------------------------------------------------------------------------------------------</td>
<td>----------------------------------------------------------------------------</td>
</tr>
<tr>
<td>refusal) of permits and licences except those permits or licences that relate to, or constitute, a major development</td>
<td></td>
</tr>
<tr>
<td>(q) effecting (but not cancelling or refusing to effect) registrations and maintaining statutory registers;</td>
<td>(w) administering statutory registers;</td>
</tr>
<tr>
<td>Re-order as (w)</td>
<td></td>
</tr>
<tr>
<td>(r) registering notices and charges in the Statutory Charges Register;</td>
<td>(x) registering and removing notices and charges in the Statutory Charges Register, in consultation with the Town City Solicitor;</td>
</tr>
<tr>
<td>No change</td>
<td>Re-order as (x)</td>
</tr>
<tr>
<td>(s) exercising the Council’s powers in relation to the preservation of trees;</td>
<td>No change</td>
</tr>
<tr>
<td>Re-order as (o)</td>
<td></td>
</tr>
<tr>
<td>(p) NEW: determine Pre-Application Notifications</td>
<td>(q) NEW: the making of a screening opinion or scoping opinion under the Planning (Environmental Impact Assessment) Regulations (Northern Ireland) 2015 (or any order legislation re-enacting that legislation with or without modification)</td>
</tr>
<tr>
<td>Re-order as (p)</td>
<td>Re-order as (q)</td>
</tr>
<tr>
<td>(t) executing works in default of compliance with any notice or order and in an emergency where empowered by statute and recovering the costs of so doing;</td>
<td>No change</td>
</tr>
<tr>
<td>Re-order as (s)</td>
<td></td>
</tr>
<tr>
<td>Scheme of Delegation 2015</td>
<td>Proposed changes recommended by the Planning Committee on 14th March 2017</td>
</tr>
<tr>
<td>--------------------------</td>
<td>---------------------------------------------------------------------</td>
</tr>
<tr>
<td>(u) temporary listing of buildings in urgent cases;</td>
<td>No change</td>
</tr>
<tr>
<td>(v) lodging objections, in consultation with the Town Solicitor, in relation to planning applications where the Council has been notified as part of the neighbourhood notification scheme;</td>
<td>(v) lodging representations including objections, in consultation with the Town City Solicitor, in relation to planning applications where the Council has been notified as part of the neighbourhood notification scheme or where the Council’s interests are likely to be affected by the application;</td>
</tr>
<tr>
<td>(w) deeming as refused, any application where all of the necessary supporting documentation has been reasonably requested but not provided, without reasonable excuse, to the Council within six weeks from the date of receipt of that application;</td>
<td>(g) refusing, any application, other than an application for major development, where all of the necessary supporting documentation has been reasonably requested but not provided, without reasonable excuse, to the Council within 28 days from the date of the request;</td>
</tr>
<tr>
<td>(x) generally enforcing all other statutory powers connected to the exercise of the planning functions which have been conferred upon the Council.</td>
<td>Remove as not used</td>
</tr>
<tr>
<td></td>
<td>(y) NEW: Conducting of appeals to the Planning Appeals Commission and planning-related public inquiries</td>
</tr>
<tr>
<td>Scheme of Delegation 2015</td>
<td>Proposed changes recommended by the Planning Committee on 14th March 2017</td>
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<tr>
<td>---------------------------</td>
<td>--------------------------------------------------------------------------</td>
</tr>
<tr>
<td><strong>3.9.2</strong> Negotiating contributions from developers subject to obtaining Committee consent in respect of those agreements in which the contribution exceeds £30k.</td>
<td><strong>No change</strong></td>
</tr>
<tr>
<td><strong>3.9.3</strong> The delegated functions set out above do not apply to the following planning applications:</td>
<td><strong>3.8.3</strong> The delegated functions set out above do not apply to the following planning applications:</td>
</tr>
<tr>
<td>a) Those made by elected members;</td>
<td>(a) Those made by elected members of the Council;</td>
</tr>
<tr>
<td>b) Those made by Council staff;</td>
<td>(b) Those made by Council staff at senior management grade (PO12) or above and all staff in Planning and Place Department and Legal Services;</td>
</tr>
<tr>
<td>c) Those made by the Council;</td>
<td>(c) Those made by the Council;</td>
</tr>
<tr>
<td>d) Those in which the Council has an interest or estate.</td>
<td>(d) Those in which the Council has an estate;</td>
</tr>
<tr>
<td><strong>3.8.4</strong> All other applications or permissions which are not specifically listed in paragraph 3.9.1 shall be deemed to be delegated unless otherwise provided for within this Scheme.</td>
<td><strong>3.8.4</strong> All other applications or permissions which are not specifically listed in paragraph 3.9.1, and which are not applications for major development, shall be deemed to be delegated unless otherwise provided for within this Scheme.</td>
</tr>
<tr>
<td><strong>3.9.5</strong> Where a function is normally delegated but raises issues which the Director believes should be considered by the Committee,</td>
<td><strong>No change</strong></td>
</tr>
<tr>
<td>Scheme of Delegation 2015</td>
<td>Proposed changes recommended by the Planning Committee on 14th March 2017</td>
</tr>
<tr>
<td>--------------------------</td>
<td>--------------------------------------------------------------------------</td>
</tr>
<tr>
<td>that application will be referred to the Committee.</td>
<td></td>
</tr>
<tr>
<td><strong>3.9.6</strong> The Town Solicitor, in consultation with the Director, may refer a decision back to Committee for reconsideration.</td>
<td>3.8.6 The <em>Town City</em> Solicitor, in consultation with the Director, may refer a decision back to Committee for reconsideration.</td>
</tr>
</tbody>
</table>
Subject: Industrial Strategy for Northern Ireland; “Economy 2030” - Draft Consultation Response

Date: 21 April 2017

Reporting Officer: Donal Durkan, Director of Development

Contact Officer: Lisa Toland, Head of Economic Initiatives & International Development

1.0 Purpose of Report

1.1 The purpose of the report is to consider and agree a response to the consultation document from the Department for the Economy on the draft Industrial Strategy for Northern Ireland – “Economy 2030”. The strategy sets out a vision for Northern Ireland as a “globally competitive economy that works for everyone”.

1.2 The draft response builds on the Council’s position in relation to the draft Programme for Government 2016-2021, which was approved in January 2017, as well as the pre-consultation “Call for Evidence on Refocusing the Northern Ireland Economic Strategy” which was approved in October 2016. In compiling the response, feedback has been gathered from officers across Council and members of the Economic Growth Forum.

There is clear alignment between the regional ambitions in the draft Industrial Strategy and
1.3 the Belfast Agenda and Local Development Plan. The Belfast Agenda’s social and economic ambitions for growth are that by 2035:
- Belfast will be home to an additional 70,000 new residents
- Our urban economy will support 50,000 more jobs
- There will be a 50% reduction in the life expectancy gap between the most and least deprived neighbourhoods
- Every young person leaving school will have a destination that fulfils their potential

The consultation closes on 25 April 2017 and the document, equality screening and summary of evidence are available online at: [https://www.economy-ni.gov.uk/consultations/industrial-strategy](https://www.economy-ni.gov.uk/consultations/industrial-strategy) An online questionnaire is also available at [https://consultations.nidirect.gov.uk/dfe/industrial-strategy-for-northern-ireland/](https://consultations.nidirect.gov.uk/dfe/industrial-strategy-for-northern-ireland/).

1.4

1.3

1.4

2.0 Recommendations

2.1 The Committee is asked to:
- Consider and approve the draft response to the draft Industrial Strategy for Northern Ireland (Economy 2030).

3.0 Main report

3.1 Key Issues

The Industrial Strategy is a high level strategy that sets out the main policy commitment for growing the economy and creating jobs. In general, the proposals are in line with commitments contained within the Belfast Agenda and are likely to contribute positively towards growing the economy in an inclusive manner.

3.2 The draft Strategy provides contextual information about the economy, its recent performance, and how the region compares to other similar economies. It sets out the vision for 2030 for Northern Ireland to be “a globally competitive economy that works for everyone”.

3.3 It contains commitment to outcomes-based accountability, in line with the Programme for Government. It also includes a number of headline milestones, namely:
- **By 2021**: 50,000 new jobs will be created; 18,000 economically inactive people will be helped back to work; Northern Ireland will be the number 1 FDI destination outside London
By 2025: 380,000 qualifications at level 3 and above will be awarded; the value of sales outside of Northern Ireland will increase by 80%; the amount of spend by tourists from outside NI will be doubled.

By 2030: private sector output will grow by 35%, creating 80,000 new jobs; NI will be in top 3 most competitive small advanced economies; 80,000 jobs will be created in the knowledge economy; annual R&D spend will be increased to £1.5billion and the level of wellbeing in UK will remain the highest among all regions.

To deliver improvements in regional competitiveness, five Pillars for Growth have been identified. The pillars are interdependent and actions will be required across each pillar to achieve the vision. The five pillars are:

- Accelerating innovation and research
- Enhancing education, skills and employability
- Driving inclusive, sustainable growth
- Succeeding in global markets
- Building the best economic infrastructure.

There are some areas where the strategy lacks detail. For example, there is little reference to engaging with local government and there is limited information about the resources, particularly finances, which will be used to deliver the ambitions. Many of the activities within the five pillars require support or are led by government departments other than the Department for the Economy (DfE), yet this is identified as a DfE strategy. It is not clear that there is a mechanism for securing buy-in and support from other government departments and external agencies – let alone making any financial contribution to the delivery of the priority areas.

The draft response from Belfast City Council seeks to reaffirm the importance of Belfast to the wider region and includes the high level issues which Belfast City Council views as critical for growing the economy, as reflected in the Belfast Agenda and Local Development Plan. It emphasises the critical importance of inclusive growth in delivering the strategy and highlights the need to put in place resources to measure the impact of interventions. Finally, the response outlines the value of a place-based approach to maximise the benefits for the whole region. It also contains several of the key “asks” which the Council has developed over recent months and emphasises the opportunities to co-design and deliver in partnership with government and other partners.

In compiling the response, feedback has been gathered from across Council services, as well
as the core participants of the Economic Growth Forum. The draft response attached as Appendix 1. In summary, the response highlights:

- The absence of a place-based approach to growth and limited reference to engagement for local authorities with no reference to new forms of government/decision-making (particularly City Growth Deals). A key element of the draft UK Industrial Strategy is that it seeks to reinforce and strengthen the role of cities and localities in driving growth through a strong devolution agenda, yet there is no reference to this in the draft Northern Ireland Strategy.

- The draft strategy references “inclusive growth” but it is not clear what is meant by this or how this is being defined. One of the key economic challenges in Belfast is economic inactivity and the social exclusion that this creates for residents within the city. It is important to set an agreed set of outcomes to measure inclusive growth – and then to establish a range of interventions that can help deliver an inclusive growth. This will require the involvement of a number of agencies – and will require flexible approaches that are different to current practice.

- There are limited references to the role of investment in infrastructure to support economic growth and connectivity. This can include investment in office space to accommodate projected future jobs growth in key growth sectors as well as investment in roads, rail and transport to improve access and connectivity. A key emphasis of the Local Development Plan that the Council is consulting on is to ensure that there is sufficient level of infrastructure to help deliver economic growth in the city and beyond.

- Recognition that the public sector will continue to play a vital role in delivering services and helping to enable private sector growth. The role of procurement and Social Value Procurement should be recognised but the strategy does not make reference to these.

- Harnessing innovation to drive growth – there are limited references to the use of information technology and better data management to support future economic growth. The SMART Cities approach is both scalable and transferable to other cities and towns across the region and should be included in the new strategy.

- While the “Succeeding in Global Environments” pillar recognises the role of attracting business tourism and conferencing, there is also a key opportunity to emphasise the importance of attracting and retaining international students which is a key priority for both universities.

- While we support the focus on priority sectors, we consider that there are also emerging opportunities in the clean tech sector (supported by our investment the North Foreshore) as well as the tourism/hospitality sector. The latter currently employs more than 17,000 people in Belfast and, with future investment planned in new leisure facilities as well as
hotel accommodation, there are opportunities to grow the sector significantly

- While the Northern Ireland Tourism Strategy is still being developed, tourism is a key economic and employment sector for Northern Ireland. Tourism has a vital role in driving inclusive growth and creating employment opportunities and is predicted to be a major employment generator in the coming years
- The role of academia and the education sector more generally should be strengthened; the regional centres of excellence are driven by university/industry collaboration.

The Strategy retains its focus on regionally balanced growth. This is likely to be at odds with its focus on those growth sectors which are likely to be attracted to urban environments. Belfast is the top global destination for financial technology investments and Europe’s leading destination for software development and technology support investment (fDi Markets 2015). It is important to build on these assets: if they are successful, they can bring benefit across the region.

Good economic growth must be sustainable and Belfast still needs to grow to compete. It is essential that the whole region continues to benefit from the impetus provided by a competitive and successful city that can attract talent and investment, generate regional employment and opportunity and drive forward further growth and clustering in the key sectors. The need for a place-based approach to growth and recognition of the role of cities in driving growth is imperative; yet it is totally absent from the draft strategy. The Council response draws attention to the draft UK Industrial Strategy which is also currently out for public consultation and places a strong emphasis on the further devolution of powers to cities as being essential to economic growth.

It is worth noting that unlike the previous Economic Strategy for Northern Ireland, this is a document from Department for the Economy, not the NI Executive. This is reflected in the relatively narrow view of the economic growth agenda – for example, no consideration of how to use business rates/incentives to support economic growth, limited information on the importance of infrastructure investment.

The consultation document asks a series of questions and the draft response to the questions, along with the opening narrative which highlights the key issues for the Council, is included in Appendix 1.
<table>
<thead>
<tr>
<th>3.12</th>
<th>There are no direct financial or resource considerations for the Council.</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.13</td>
<td><strong>Equality or Good Relations Implications</strong></td>
</tr>
<tr>
<td></td>
<td>There are no direct equality or good relations implications for the Council. The draft Industrial Strategy has been subject to an equality screening exercise.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>4.0</th>
<th><strong>Appendices – Documents Attached</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td><strong>Appendix 1</strong> - 'A consultation on an Industrial Strategy for Northern Ireland “Economy 2030” - draft response**</td>
</tr>
<tr>
<td></td>
<td><strong>Appendix 2</strong> - Industrial Strategy for NI – Consultation Document</td>
</tr>
</tbody>
</table>
Appendix 1: Draft Response
Consultation on an Industrial Strategy for Northern Ireland (Economy 2030)

Belfast City Council (the Council) welcomes the opportunity to respond to the development of an Industrial Strategy for Northern Ireland.

Given the growing trend towards greater globalisation and economic uncertainty, there is an opportunity and pressing need to develop new integrated approaches to ensure that the region remains competitive on an international scale, that we continue to attract investment and that we connect economic growth and social wellbeing.

Overview and alignment of ambitions
We believe that there are real benefits that can be achieved by adopting a place-based approach to inclusive growth. We also consider that there is an opportunity to maximise the synergies of local and regional ambitions by developing productive and collaborative working relationships between central and local government.

The Council’s first community plan (Belfast Agenda) currently out to consultation. It includes a number of ambitious and challenging targets for economic and social growth. These include:
By 2035, we will:
- Belfast will be home to an additional 70,000 new residents
- Our urban economy supports 50,000 more jobs
- There will be a 50% reduction in the life expectancy gap between the most and least deprived neighbourhoods
- Every young person leaving school has a destination that fulfils their potential.

We have also committed to deliver on a number of priority targets over the next four years. By 2021; together with our city partners we will:
- Create 15,000 new jobs
- Attract £1 billion of private sector Foreign Direct Investment
- Support 4,000 small business start-ups
- Reduce the gap between Belfast’s economic inactivity rate and the NI average
- Double the economic value of out-of-state tourism
- Welcome 1.5m overnight tourist stays per year.

This is supported through the delivery of a number of city strategies including the City Centre Regeneration and Investment Strategy (2015-2030), the Employability and Skills Framework (2015-
Clearly there is alignment in our ambitions for growth and we would be keen to work closely with government departments to understand how Belfast can make a meaningful contribution to deliver the regional economic milestones.

The consideration of an ‘Industrial Strategy Partnership’ to advise and assist with the implementation of the Strategy is encouraging in that it will involve government, local government, industry, third sector and trade union representatives. We are keen to input to this.

Inclusive, Sustainable Growth
While there are clear signs of recovery in the Belfast economy, a number of economic challenges remain. These include an over reliance on public sector jobs; an under-developed business start-up environment with low entrepreneurship levels; a workforce which is strongly divided between the highly educated and the unskilled; and an ageing city urban infrastructure that requires significant investment if it is to meet the demands of a twenty-first century economy.

The Council has previously stressed the importance of addressing the employability and skills challenges as this is a brake on city and regional competitiveness. We are encouraged that enhancing education, skills and employability is included as a one of the pillars for growth. However, we consider that there is a need for greater collaboration between and engagement between the Department for Education and the Department for Economy to ensure that limited resources are utilised to best effect.

The Council’s approach to inclusive economic growth focuses not only on stimulating economic growth and creating jobs through investment in infrastructure and service provision, but also in ensuring that as many people as possible have access to those jobs through employability and skills initiatives. Tourism is a prime example as a key economic and employment sector for Northern Ireland and should be referenced within the regional Industrial Strategy; particularly as many of the priority sectors included are high tech and unlikely to create opportunities for those furthest from the labour market – tourism has a vital role in creating these opportunities. We believe that this approach supports the outcomes based approach, working across government and with local government and businesses to take a fresh approach to the economic growth ambitions of the region; particularly as we adapt to planning within a new global economic environment.

External engagement and input
The Council is establishing an Economic Growth Forum to bring together key influencers, business leaders and agencies to challenge and drive the development of a successful city-region economy. Our intention is that this Forum will inform an effective economic strategy for Belfast and the city-region, which supports and complements the regional Industrial strategy. It will build a coherent and evidence-based approach to improving city competitiveness, job creation and support for business. It will deliver long-term strategies for key growth sectors, as well as export-led strategies to support business growth. Alongside the expertise and guidance provided as part of our involvement in the 100 RC initiative, there is the potential for these senior level strategic advisors engage with the Economic Advisory Group in order to strengthen the city-regional alignment and delivery.

**Place-based approaches to deliver regional growth**

It is timely to compare this NI draft strategy with the recently announced Draft UK Industrial Strategy, particularly given the intention to establish Ministerial Forums with each of the Devolved Administrations comprising of all relevant UK Government Departments and the Devolved Administration. These Ministerial Forums will consider how the UK Industrial Strategy can best address key productivity barriers in Scotland, Wales and Northern Ireland. A key element of the draft UK Industrial Strategy is that it seeks to further reinforce and strengthen the role of cities and localities in driving growth through a strong devolution agenda. This permeates through the draft UK Strategy and explicitly includes a commitment to explore ‘further devolution deals for our largest cities’ where they will increase economic growth and ongoing work with Scottish and Welsh cities to secure City Deals. Belfast City Council would welcome the opportunity to input to this process.

Successful cities have become the main source of both national and global economic productivity. A successful Belfast city-region is vital to the future wellbeing of everyone living in Northern Ireland. Belfast provides key networking and connectivity functions for the region as a whole. Belfast is the regional employment hub, with over 30% of all jobs based in the city and with 58% of people travelling from outside the Belfast City Council area to work in the city. Therefore the economic growth created within Belfast is distributed across the region.

Other city regions are growing at pace and recent studies show the impact of the city region approaches in effectively attracting foreign investment, small business clustering, matching skills to employers needs connecting people to opportunity, and putting in place vital infrastructure necessary to compete. This is evidenced by the UK Government’s promotion of the Northern Powerhouse and the investment in high speed rail projects (HS2 and HS3), and on the island of Ireland with the significance of Dublin as the engine for growth for the rest of the country. It is important that the connections between cities (e.g. Belfast, Derry/Londonderry, Newry and Dublin) and key economic
drivers, such as the Eastern Corridor, are strengthened if the economic benefits and associated growth are to be delivered.

Belfast has its own functional metropolitan economic area extending to the adjacent councils of Lisburn & Castlereagh, Mid and East Antrim, Antrim and Newtownabbey, and Ards and North Down, accounting for over 51.6% of the total population of Northern Ireland, 57% of all jobs and 57% of the region’s GVA. Creating a city-region focus at this scale will better enable the economic milestones outlined in the draft Industrial Strategy to be achieved.

Belfast is therefore a vital asset with the most potential to drive the regional economy. However, in terms of growth and productivity the statistics show that Belfast is not maximising its potential, and consequently lags behind other cities in the UK, Europe and other developed countries. If current levels of performance are maintained Belfast and, in turn, Northern Ireland will fall further behind its global competitors.

We would like to see a much stronger commitment, in this draft strategy, to working with local councils as the facilitators and drivers of local and inclusive economic growth. In short, we would also like to take this opportunity to redesign how we work and to create a new collaborative partnership between central and local government to stimulating and securing inclusive economic growth.

Role of Local Government
Belfast City Council and its Elected Members have set out ambitious targets for supporting the continued investment in the city and stimulating the economic growth and prosperity of Belfast and the wider city region. The Council is currently delivering £400million+ physical investment programme including, including:

- £185m capital programme currently being delivered across the city
- £105m Leisure Transformation Programme – to enhance leisure services and facilities across the city
- £27m Belfast Investment Fund – to support landmark capital schemes
- £18.8m City Centre Investment Fund – to support projects that will revitalise city centre
- £9m Local Investment Fund – to support community-based regeneration projects
- £4m Social Outcomes Fund – to support Social Enterprise Growth

It will be important that we seek to align and maximise the synergies with the investment priorities for the city and seek to integrate, where possible, with established Council funding streams.
The Council is already working in partnership with central government to deliver a number of regional priorities including its recent designation as the delivery agent for a range of capital projects funded under a number of external initiatives including Building Successful Communities (BSC), Urban Villages (UV) and the Social Investment Fund (SIF). These requests recognise both the successful track record of the Council as a delivery agent for capital projects and also the uniquely placed role of the Council as a civic leader in the city.

The Council has a demonstrable track record in delivering and supporting major projects over the last five years – Belfast Waterfront; Girdwood Community Hub; Innovation Factory; and many others – all of which impact across the ambitions in the draft Industrial Strategy.

**Specific opportunities for collaboration**

The Council has identified a number of priority areas where we would wish to work collaboratively with government departments to co-design and deliver on the pillars for growth identified in the draft NI Industrial Strategy and thereby maximise our ability to achieve the economic milestones contained within the document. These are summarised below and focus on areas where local government could develop its role to lead, coordinate, or facilitate by applying local knowledge expertise, experience and resources in partnership with Government and key stakeholders.

<table>
<thead>
<tr>
<th>Key Pillars</th>
<th>Overview of Priority Asks and Co-Design Opportunities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accelerating Innovation and Research</td>
<td>- <strong>Harnessing innovation to drive growth</strong> – use of information technology and better data management to support future economic growth. The SMART Cities approach is both scalable and transferable to other cities and towns across the region. The Council is currently working with partners to develop a ‘Smart Belfast’ Framework and would welcome the opportunity to work with government departments to further development this</td>
</tr>
<tr>
<td></td>
<td>- <strong>Maximising assets/clusters to accelerate growth</strong> – Belfast is home to a number of assets (Catalyst Inc, Innovation Factory etc.) that act as a focal point for innovation and investment. It is critical that investment is focused on developing these assets in order to support future economic growth</td>
</tr>
<tr>
<td></td>
<td>- <strong>Enhanced economic development powers</strong> – with the transfer of enterprise powers to local authorities, Belfast City Council is committed to improving both the volume and value of business starts in the city. We recognise the need for collaboration with a range of partners</td>
</tr>
</tbody>
</table>
involved in this area of work and are committed to developing greater cooperation among partners in order to make progress against the stated ambitions within the Belfast Agenda.

| Enhancing Education, Skills and Employability | - Design and implement an **employability pipeline model** – we have committed to developing a coherent employability pipeline, focusing on those furthest from the labour market. We recognise the need to engage with the Department for the Economy and the Department for Communities – with other partners – to make this intervention effective and improve outcomes  
- **Potential devolution of funding** – in line with our work on the City Deals approach, we would be keen to work with government to support local employment and skills development including any opportunities presented by the Apprenticeship Levy. |

| Driving Inclusive, Sustainable Growth | - **Inclusive Growth Programme** – our Belfast Agenda contains an explicit commitment to inclusive growth. We are keen to work with government to ensure that there is a shared articulation of this commitment across all agencies  
- **Supporting business start-up /growth, entrepreneurship & innovation** – given the transfer of some economic development functions to councils in 2015, and taking account of the need to see a step-change in business start-up and productivity performance, the Council is keen to work with government and other delivery partners to develop targeted approaches against agreed targets, and to avoid duplication  
- **Circular Economy** – we recognise the opportunities presented to transform our approach to waste management; supporting economic growth, innovation and job creation. |

| Succeeding in Global Markets | - Belfast is the regional magnet for FDI and has in place many of the assets required by investors in terms of skills and infrastructure. We want to work with government to ensure that investment continues to be focused on maintaining these assets in order to ensure a pipeline of investment opportunities, particularly given market volatilities that may present in the coming years |
- We are in the process of developing a new Festivals and Events Strategy: this will look at how the Council and its partners can invest to maximise the value of events, as part of a wider programme of city promotion and tourism development. Belfast has committed to work with partners to help bring the Rugby World Cup 2023 and is exploring a joint bid for European Capital of Culture 2023

- **New World Class Visitor Attraction** – the Council wishes to work in partnership to bring forward a second major world class tourism attraction (the Belfast Story) to the region which will give visitors new reasons to holiday and stay longer in Northern Ireland.

| Building the Best Economic Infrastructure | **Invest in infrastructure to support the growth of Belfast as the regional driver** – we consider that the growth ambitions in this strategy will only happen if investment is prioritised on a number of major infrastructure schemes. This may include the need for an Infrastructure Plan for City-Region and Economic Corridors – linked to the regional framework

- **Agree prioritisation and joint financing models** to bring forward the key schemes outlined in the City Centre Regeneration & Investment Strategy (including new Tourism Infrastructure, North East Quarter, Belfast Streets Ahead, East Bank, North Foreshore, Grade A Office Space and Hotels)

- **Digital Connectivity** – while connectivity is of a good quality, it is critical that investment continues to future-proof the digital infrastructure if the high growth ambitions of this strategy are to be achieved. This is also essential to support social inclusion and inclusive economic growth. |
Comments on Specific Consultation Questions

Question 1 – Do you agree with the proposed vision for the Northern Ireland economy? In particular, do you agree with the twin emphasis on competitiveness and inclusiveness

The Council believes that an ambitious strategy that works for everyone is essential to growing the Northern Ireland economy. A forward and outward looking approach that builds on strengths and addresses our persistent economic challenges will be essential to position Northern Ireland globally.

The Council believes that rebalancing the economy by encouraging private sector investment and supporting market diversification is essential for generating sustainable growth, increasing productivity and creating diverse and well paid jobs not only in Belfast but across the region. Central to this is improving the skills and employability levels. It is important that as many people as possible benefit from growth and the city’s success – extending well beyond the city boundaries.

There is clear alignment of the ambitions contained in the draft Industrial Strategy and the Belfast Agenda. We want to work alongside our partners including government departments to ensure delivery and bring significant benefit to the wider city-region.

We believe that adopting a place-based approach to the draft regional Industrial Strategy would provide the opportunity to maximise the synergies of local and regional ambitions by redesigning the productive and collaborative working relationships between central and local government. This would enable areas to build on the economic strengths while also enhancing connectivity and access across Northern Ireland and further afield in order to ensure the benefits of economic growth are felt across the region.

In an increasingly competitive global environment, the Industrial Strategy for Northern Ireland must remain relevant and take account of the changing economic environment such as the impact of the EU Referendum and the new US Presidency, the increasing move towards technology and SMART solutions and the growing commitment to devolution in the UK.

Question 2 – Do you agreed with the proposed five Pillars for Growth?

The economy doesn’t operate in isolation and we note that the five pillars are inter-dependent and mutually supportive. Therefore, the Council is broadly in agreement with the proposed pillars. Given the persistent challenges around economic inactivity and the skills levels /gap within Northern Ireland it is encouraging that education, skills and employability is identified as one of the five pillars.
Adopting the outcomes-based approach requires a whole systems approach across each of the proposed programmes and actions. Therefore it is essential that the Industrial Strategy is truly connected and co-ordinated with other policies and strategies; particularly in terms of tourism, education, skills and infrastructure. In the final strategy, we would like to see a much clearer description as to how progress will be monitored and managed across the various departments to ensure that all five pillars are delivered successfully.

Given the economic uncertainties as a result of the EU Referendum result, the strategy must be agile enough to adapt to circumstances as soon as possible when the direction of travel has more clarity.

Finally, it will be essential that there is clarity provided as to the resources to be allocated to delivery of this strategy. Otherwise, the objectives set out in the strategy will not be realised.

**Question 3 – Do you agree with the proposed economic milestones?**

We welcome the broad range of milestones, covering issues including jobs created, qualifications achieved and private sector output grown. However, while the strategy focuses on achieving inclusive growth, there are no clear milestones that reflect this.

Developing economic milestones that define and encompass the inclusive growth agenda are complex and a balanced approach is required. We would encourage an economic milestone for 2030 to reflect a continuum of commitment to achieving the ambition such as that contained in the Belfast Agenda; namely that every young person leaving school has a destination that fulfils their potential. Belfast City Council is exploring appropriate measurements for inclusive growth: we would be keen to ensure that other government partners buy into this approach.

Further clarity on the economic milestones for 2030 would be helpful in terms of whether the milestones are exclusive of each other and enabling further constructive engagement, for example:

- By 2021 - create 50,000 new jobs across Northern Ireland;
- By 2030 - create 80,000 new jobs and create 80,000 jobs in the knowledge economy

It is also worth noting that, given the dominance of micro and small businesses (96% of businesses in Belfast); combined and renewed efforts will be required to support the growth of indigenous business to enable them to grow specifically in export markets to deliver on the export milestone by 2025.
**Question 4 – Do you agree with the importance of continuously benchmarking NI against other small advanced economies?**

The Council is supportive of continuously benchmarking NI with other small advanced economies. Benchmarking evidence and expert experience combined will support the work of the NI Executive to drive improvements and increase the competitiveness of our cities and region as a whole. The key lessons from best practice are useful points for reference for the growth of the regional economy in Northern Ireland.

We would be supportive of the work of the Economic Advisory Group informing this approach. Our recently-established Belfast Economic Growth Forum could provide a useful platform for engagement with the EAG, focusing on the role of cities within the growth agenda and looking at how Belfast’s role as economic driver for the region can be maximised. Given the focus on knowledge economies, it is likely that cities are key drivers of these benchmarks and that investment is focused on these key assets, as a means of fuelling growth in the wider economy.

**Question 5 – Do you agree that the Industrial Strategy should now move towards a rebalancing focus?**

The Council is supportive of growing the private sector. The Belfast Agenda also recognises that rebalancing the economy by encouraging private sector investment is essential for generating sustainable growth, increasing productivity and creating diverse and well paid jobs. It is also important that as many people as possible benefit from this growth and the city’s success which necessitates the importance of removing barriers to employment including improving skills and employability levels.

Rebalancing Northern Ireland’s economy will take a multi-faceted approach and we would suggest that this draft industrial strategy needs to expand beyond its focus on a sectoral growth strategy if this goal is to be achieved. This will need sub-regional strategies, governance and support mechanisms to deliver many aspects of this goal. Differentiation of approach will be needed on a geographic basis, as well as on a rural/urban level, if impact is to be maximised. The challenges and levers of change across Northern Ireland are not homogeneous, and therefore different interventions and approaches will be required at a local level. It is therefore essential that mechanisms are put in place to enable placed-based solutions.

Whilst Northern Ireland has a population of 1.8million, a regional Assembly and nine newly formed government departments, there has to be a specific economic focus on cities and in particular Belfast to drive specific aspects of this growth agenda in a way that will benefit the wider region to achieve
the desired outcomes. Belfast still needs to grow to compete and its future competitiveness and ability to compete against other cities will impact on regional prosperity.

We support the need to rebalance the economy from the public to the private sector and encourage growth and employment in high value industries where NI has the ability to compete globally. However, further detail in terms of the analysis underpinning the strategy would be helpful in relation to the following:

- **Employment figures**: it is unclear from the current draft what the breakdown of job types is. We would suggest that the use of the ‘Better Jobs Index’ in the future will allow a more detailed analysis of the value-added of specific sectors and may also allow further analysis of the links between jobs growth and productivity improvements.

- **Exports**: the export figure appears positive but is likely to be dominated by exports to ROI – a more detailed analysis of destinations would be useful. Given the uncertainties regarding the impact of Brexit on trade, as well as the potential of trade barriers to USA, it will be important to keep these figures under review and to consider the impact on support systems to businesses seeking to grow their export base.

**Question 6 - Do you agree that our Industrial Strategy should support sectors where Northern Ireland is world class or where we have the potential to be world class?**

The Council supports the need to concentrate on sectors with world class potential. It is also important that this is kept under review and updated regularly to take encourage innovation in new emerging industries and that resources are focused to support those sectors that will generate the best return for the region. This aligns to commitments contained in the Belfast Agenda which highlights the need for long term growth strategies for those key sectors which will drive city-region growth and competitiveness; the importance of sector-specific support and the value of supporting the SME sector to develop globally-competitive products and services.

The Council pleased to note that the work of the MATRIX Panels have been taken account of in providing the evidence base for market opportunities and the recognition given to the case studies which includes the ambition to grow the cyber security to support over 5,000 jobs.

Belfast is the top global destination for financial technology investments and Europe’s leading destination for software development & technology support investment (fDi Markets 2015). Its key growth sectors have been identified in the draft Industrial Strategy where Northern Ireland has world class capabilities: Financial Services/Technology, Legal Services, Digital/Creative Technologies including cyber security, Life and Health Sciences and Advanced Manufacturing and Materials Engineering.
There are some notes of caution that need to be factored into considerations around the degree of focus on those sectors where Northern Ireland has world class capabilities:

- The need to secure Northern Ireland’s position as world class as a sector matures through its life cycle. The region must remain agile, outward focused and innovative, with an eye to emerging needs and market changes.

- It will be important to encourage successful sectors to utilise local supply chains and consideration should be given to incentivising this which would help deliver against the inclusive growth agenda.

- Northern Ireland is the second fastest growing Knowledge Economy region in the UK. However, in reality, the majority of that activity takes place in the key cities – and within specific locations within those cities. Policy and investment decisions need to ensure an ongoing focus on these locations in order to maintain this positive position.

- Belfast is successfully participating in the Rockefeller 100 Resilient Cities programme and our intention is to focus on economic resilience. We believe this is a real opportunity for the city and the region and we would be happy to work closely with Government to deliver and share recommendations from this work.

**Question 7 – Five Pillars for Growth**

Do you agree with:

- what we want to achieve
- what we plan to do to deliver
- how we plan to measure progress
Pillar 1 - Accelerating Innovation and Research

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<th>Do you agree with:</th>
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<tr>
<td>(i) what we want to achieve;</td>
<td>YES</td>
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<tr>
<td>(ii) what we plan to do to deliver</td>
<td>We broadly agree with the plan to deliver; however, it will be necessary to consider the implications of Brexit for EU funded research</td>
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<tr>
<td>(iii) how we plan to measure progress</td>
<td>YES</td>
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The Council supports the ambitions around enterprise and entrepreneurship. We believe that there is a need for focused investment to encourage entrepreneurship from an early age and would be keen to work with government to look at how this can be done more consistently.

The Council is currently working with partners to deliver a ‘Smart Belfast’ framework and would welcome the opportunity to work with central government to further develop this approach.

The Council believes that investment in infrastructure to encourage and support innovation including innovation hubs / co-working space is essential. There are opportunities to look at how this can be achieved – including in partnership with the private sector. Such infrastructure can also provide a ‘soft-landing’ space for new FDI and can therefore encourage collaboration between local and international businesses. The Council would reference by way of good practice the recent investment in a new Innovation Factory within the city.

Given the success demonstrated by the region’s universities in accelerating research and innovation in a variety of fields, we consider that the role and contribution of academia should be strengthened in this strategy. We also consider this this support needs to be underpinned by appropriate resource allocations in order to ensure that the institutions remain globally competitive.

We welcome the commitment to additional investment to support high growth potential spin outs from the research base. Since April 2015, Councils have had statutory responsibility for supporting business start-ups. To deliver the Belfast Agenda we are aiming to deliver a step change to make new businesses starting up and those who wish to grow more productive and competitive. This will require new ways of working with government, universities, business and the third sector. We already support college and university-based start-ups through our Belfast Enterprise Academy and we would be keen to work with partners to expand this activity.
### Pillar 2 - Education, Skills & Employability

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<tr>
<td>(ii) what we want to achieve;</td>
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<tr>
<td>(iii) what we plan to do to deliver</td>
<td>We broadly agree; however we would stress:</td>
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<td></td>
<td>- the need for continuing research into industrial and technological trends to help create the right educational environment</td>
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<td></td>
<td>- continued investment in education and skills</td>
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<td></td>
<td>- the importance of a greater collaboration across key partners focusing on economy, education and health to maximise resource and impact</td>
</tr>
<tr>
<td>(iii) how we plan to measure progress</td>
<td>YES</td>
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The need for a more collaborative approach working with a range of stakeholders and cross departmental working is essential to address the complexity of the employability and skills issues facing the region. In supporting those furthest from the labour market, the Council would highlight that health related issues are among the biggest barriers to entering employment, and it would therefore be important that Department of Health is also engaged as a key partner.

Research indicates that in future only one in six jobs will require no or low skills in future therefore this will be a key area of investment to ensure sustainable economic growth. The importance of early intervention and engagement with schools is key to deliver ‘an education system that provides our young people with the right skills’. This directly aligns to the Belfast Agenda ambition that all young people leaving school will have a destination that fulfils their potential by 2035. We consider that there is a need for greater collaboration between the Department for Education and Department for the Economy to maximise the resource and impact of skills training. A significant proportion of the skills budget is currently being utilised to fund essential skills training, supporting individuals who have not achieved basic skills levels after twelve years of primary and secondary education.

Effective careers education and advice along with a joined up approach between government, industry/business and education will be essential to ensure that skills training and investment is targeted and appropriately joined up to maximise impact. Consideration may also be given to
encouraging a ‘lifelong learning’ culture to enable a more flexible and adaptable workforce to meet the changing needs of the economy in future.

The Belfast Agenda recognises the need to encourage employability & skills for those furthest from the labour market and the need to upskill those already in employment. The Belfast Employability & Skills Framework (2015-2025) includes a number of relevant actions and the Council would be keen to input to the development of programmes/approaches identified in the draft Strategy such as:

- Proactively support those furthest from the workforce, removing barriers, providing access to skills and encouraging participation
- Design & implement an ‘employability pipeline’ model and establish an Employability Forum in each council area
- Support businesses wishing to upskill their workforce.

Aligning skills provision with economic priorities is welcome and the work on the Northern Ireland Skills Barometer is commended. The Council would be keen to engage with the Department on a sub-regional analysis of the Skills Barometer to focus efforts and maximise the resources and ensure that efforts are appropriately aligned and directed to achieving the regional ambitions and addressing the relevant gaps.

We welcome the commitment to an expanded Apprenticeships provision, particularly focusing on the key growth sectors identified within the strategy. We consider that this will require a significant cultural change to broaden the appeal of vocational and professional learning. We also consider that the Apprenticeships provide opportunities to create pathways and progression routes through work-based learning: this can be an important element of securing inclusive economic growth.

Pillar 3 - Inclusive Sustainable Growth

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<tr>
<td>(iii) what we want to achieve;</td>
<td>YES</td>
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<tr>
<td>(iv) what we plan to do to deliver</td>
<td>We broadly agree and Council would be keen to ensure that collaborative and innovative approaches are adopted to further develop the commitments.</td>
</tr>
<tr>
<td>(iii) how we plan to measure progress</td>
<td>YES – we believe that business start-up levels are a key barometer of a city’s competitiveness levels. We would be keen to be involved the development and use of the ‘better jobs index’</td>
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</table>
We believe that local government has a key role to play in driving inclusive, sustainable growth; particularly through the development of community plans and in supporting community level engagement. One of the key economic challenges in Belfast is economic inactivity and the social exclusion this creates for residents within the city. This is a persistent challenge for the city which requires a radical approach. Further clarity would be helpful in terms of the action to “provide support for communities and individuals facing disadvantage”. Consideration needs to be given to what will be done differently to deliver a change resulting in ‘inclusive growth’. We believe that there are opportunities to look at innovative approaches through social innovation and co-production models.

The limited references to tourism are a missed opportunity throughout the strategy. While we acknowledge that the Northern Ireland Tourism Strategy is being developed, tourism is a key economic and employment sector for Northern Ireland and therefore should be referenced in the regional Industrial Strategy. Many of the priority sectors referenced are high tech and are unlikely to create opportunities for those furthest from the labour market therefore tourism has a vital role in driving inclusive growth and creating employment opportunities.

The reference to working closely with local councils, education colleges and schools to provide support for entrepreneurs at all stages is noted. Our experience suggests that Invest NI currently provides a good service for businesses once they become established and the Council has a history of delivering entrepreneurial support at pre and early enterprise stages and for which we have statutory responsibility. We would welcome further discussion to ensure effective management and alignment and would like to explore the potential for further enhancing economic development powers and resource at a council level to support enterprise and business growth.

We welcome the recognition of the Innovation Factory within the strategy. The Council made this investment as a means of supporting inclusive growth: increasing the number of high growth start-ups and small businesses. We note the commitment to develop new “enterprise parks” and “digital hubs”. We would be keen to explore opportunities for co-investment in these initiatives in relevant locations in Belfast.

The complexity of the employment and business support environment creates barriers for provision and makes it difficult to clearly identify gaps in provision. To resolve this position, the Council has established an Enterprise Forum. While this structure is in its infancy, it has the commitment from all partners to not only share information in order to improve signposting but also to look how resources can be channelled to address the deficit in business start up numbers and also to look at how business competitiveness and productivity can be enhanced.
Given our statutory responsibility for social economy support, the Council would welcome working with the Department to create a joined up approach to supporting future social enterprise development.

We consider that the step-change required in the business start-up levels and in the attitude to starting a business will require significant investment across all of the curriculum, from primary school upwards. This cultural change will require sustained investment over a period of time – beyond traditional funding cycles – and we would welcome the opportunity to explore with government departments how this investment can be achieved.

The Council welcomes the commitment to developing the circular economy. The proposals provide an opportunity for entry to the labour market and those with low skills levels while supporting and expanding the manufacture base in NI. Designed well, the circular economy offers a considerable opportunity to rebalance the economy; however, to have maximum impact it may need supported by policy and/or economic instruments to stimulate changes in business practices/business models.

The Council is supportive of the data development agenda and is keen to be involved in this process, in particular the development and use of the ‘better jobs index’. It would be useful to see further details on the proposals for this.

**Pillar 4 - Succeeding in global markets**

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<th>Do you agree with:</th>
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<tr>
<td>(iv) what we want to achieve;</td>
<td>YES</td>
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<tr>
<td>(v) what we plan to do to deliver</td>
<td>We broadly agree with the content; however, we would suggest that the role of tourism is strengthened as a key driver</td>
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<tr>
<td>(iii) how we plan to measure progress</td>
<td>YES</td>
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We recognise that our international ambitions rely on strong collaboration with a range of partners including the Executive Office, Invest NI, universities, further education colleges and a range of bodies with shared ambitions to attract investment, tourism, conferences, students etc.
While recognising the role of the region in the global context; the role of cities should also be recognised as key to attracting commercial, economic and academic interest. There is value in highlighting the distinct and unique features of the region’s cities and places which have successfully attracted international trade, investment, students and visitors in order to strengthen the position of the region as a whole. The Council’s and city’s experience and extensive networks, both locally and internationally, would therefore be a useful asset in delivering the ambition of building our international reputation. We welcome the new International Trade Plan for Northern Ireland and would be keen to work with government partners to look at how the enhanced international presence can not only help export performance but also support the international profiling of the city and the region as an investment location. We are currently developing materials to support this and are keen to work closer with Invest NI and partners in this regard.

We agree with the sharpened trade and investment proposals, focusing on “profit-centred” inward investment opportunities. Many of these existing investments are based in Belfast and we are keen to work with government and the private sector to ensure that there is adequate and appropriate investment in infrastructure such as Grade A accommodation and high-speed broadband, as well as ongoing investment in higher levels skills, as a means of consolidating the positive profile of Belfast as an investment location in growing markets.

The Economic Advisory Group’s recently-published Competitiveness Report states that Northern Ireland’s performance has improved in the previous 5 years in terms of FDI job creation and that Northern Ireland businesses are becoming more externally focused. Indeed, the attractiveness of Belfast as a business investment destination is already evidenced through accolades such as:

- Belfast is the number 1 destination for financial technology investments (FT Fdi Markets 2016)
- Belfast is Europe’s leading destination for new software development projects (FT FDi Markets 2015)
- Belfast named as the most Business Friendly City of its size and is in the Europe’s top 10 cities for business friendliness of any size (FT FDi Cities of the Future 2015 and 2016)

The Belfast Agenda recognises the value of working collaboratively with city partners to offer a holistic support, advice and incentive service to attract and secure business start-up, growth and foreign owned investment in the city.

Accelerating investment in Belfast will require greater collaborative campaigns at regional and local levels to enhance the region’s attractiveness and to focus on the distinct advantages at a sub-
regional level. Local Councils can play a vital role in supporting this work in terms of investment, skills and sectoral support for businesses.

We believe that the role of Tourism could be strengthened as it is responsible for in excess of 5.2% of GDP in Northern Ireland and supports approximately 43,000 jobs; 17,000 of which are in Belfast alone. Belfast has become a popular European city destination and the weakness of Sterling over recent months has boosted the city’s appeal. In addition, the new Belfast Waterfront as a global convention centre and the plans to reduce Corporation Tax will demand an increase in hotel accommodation - CBRE reports that there are currently 27 hotel developments (3747 bedspaces) in the planning process in Belfast to meet the projected demand. This not only serves to support the ambition to be a location of choice to visit but also has significant employment and economic potential.

We support the commitment to “Invest in experiences and products infrastructure that will give external visitors new reasons to holiday and stay longer in NI”. The City Centre Regeneration & Investment Strategy identified the need for a second major visitor attraction in Belfast to complement Titanic Belfast to further significant boost to the region as a major tourist destination. Consequently, we look forward to continuing to work with Government in the development of the new “Belfast Story” Visitor Attraction.

The significant benefits and success of a collaborative approach between central/ local government and the private sector has already been proven with the success of the Titanic Signature Project which has experience record visitor numbers and was recently winning ‘World Leading Tourism Attraction’ at the prestigious World Travel Awards. Titanic Belfast is making a significant contribution to the regional economy and to a positive profile of Northern Ireland across the world.

Delivering events of scale provide a significant opportunity to showcase Northern Ireland on the global stage. The Giro d’Italia was a huge success securing 56m global viewing audience and over 227,000 spectators over 3 days across the region. More recently, Belfast welcomed the Tall Ships Races 2015 which attracted 520,000 visitors over the 4 day event and reported an economic impact of £17m. Building on this success, Belfast has committed to work with partners to help bring the Rugby World Cup 2023 to the island of Ireland and is exploring a joint bid with Derry City and Strabane District Council for European Capital of Culture 2023.

**Pillar 5 - Building the best economic infrastructure**

Do you agree with:
(i) what we want to achieve;  YES; and would ask that the more holistic term waste management replaces the reference to waste disposal

(ii) what we plan to do to deliver  We broadly agree; however we would emphasise:
- the need for a collaborative approach to identifying the infrastructure investment to support the growth of Belfast
- the importance of Belfast city centre as a regional gateway, an investment location and key driver for economic growth
- the York Street Interchange proposal to be recognised as a key infrastructure project for the region
- the importance of digital connectivity and infrastructure for economic growth

(iii) how we plan to measure progress  YES; however, there is scope to consider additional metrics such as journey times on main economic corridor routes or access to market

The Council strongly believes that if Belfast and Northern Ireland is to compete on a global scale there is a need for targeted investment in the physical, economic and social infrastructure of the city-region. Having modern infrastructure in place will enable and support economic growth and ensure that the city-region remains competitive in terms of being an attractive place to live, work and invest. It is also important in terms of supporting future development and plans for growth.

This pillar appears light in terms of the infrastructure in supporting economic growth and connectivity e.g. investment in office space etc to accommodate future growth and the investment in roads, rail and transport to improve access and connectivity. We had hoped to see much more on significant projects to boost connectivity across the region including road connection to Londonderry/Derry, East to West connections, the York Street Interchange, Rapid Transit Scheme and the Transport Hub.

The importance of the city centre as a regional gateway, an investment location and key driver for economic growth cannot be overlooked. It is the face we present to the world and provides the impetus to those thinking of investing, living and starting businesses here. Its success drives the prosperity of the whole city and region.

The Belfast City Centre Regeneration and Investment Strategy sets out our ambition for the continued growth and regeneration of the city core and its surrounding areas up until 2030 and sets
the key drivers change and investment priorities. It seeks to deliver transformational change by co-
ordinating major capital projects mobilising available funding to address areas of market failure.

It is recognised that the York Street Interchange proposal will alleviate a significant bottleneck at the
M2/Westlink junction which adversely impacts on city centre traffic volumes and congestion on a
daily basis. The Council believes that this scheme is critical in supporting regional economic growth
and competitiveness, accommodating 100,000 vehicles each day – mostly commuters to and from
Belfast – as well as connecting freight /haulage transport through the port of Belfast to the strategic
road network throughout the wider region. Given the significance of this scheme to supporting the
regional economy and improving connectivity between Belfast (and Port) to the rest of the region,
the Council believes that this £160million scheme should be explicitly referenced as a key
infrastructure project.

The Council would want to work with government to agree prioritisation and joint financing models
to bring forward the key schemes outlined within the Strategy which will impact on the prosperity
of both the city and the wider region and would request that these investment opportunities find
expression in the emerging NI Industrial and Investment Strategies.

- **The North East Quarter (Royal Exchange)** – would seek to develop a partnership
  with the private sector to ensure delivery of high quality investment into this currently
  underdeveloped but key strategic gateway into the city. The project will integrate the
  mixed use plans with Belfast city centre’s wider retail, leisure and cultural offer and link
  the established Victoria Square and CastleCourt shopping centres.

- **Delivery of Belfast Streets Ahead Phase 3** – £32million regeneration scheme which
  will revitalise the city centre, creating new streetscape, open space and connect with
  other key developments including the Ulster University scheme. The Council has
  already committed £5m contribution towards the redevelopment of Cathedral Gardens.

- **East Bank** – working with partners, including the private sector to maximise the
  investment potential of this key development area (which includes Queen’s Quay and
  Sirocco). There is an opportunity to attract significant investment and jobs into this
  area and to reconnect what was once a thriving industrial site with the city centre,
  Titanic Quarter, the Harbour as well as to the adjoining neighbourhoods and
  communities.

- **North Foreshore** – 340 acres (138ha) former landfill site. Largest regeneration site in
  Belfast. £9.5million infrastructure investment nearing completion (part ERDF funded)
  and future potential around cleantech hub/environmental resource park and private
  sector lead commercial leisure/mixed use scheme (200acres). £20m investment in
  new Film Studio currently underway.
- Addressing the deficit of **Grade A office accommodation** – recent studies indicate that the pipeline of supply is inadequate to meet future demand. The Council understands that there are some structural and financial barriers impacting investment decisions and is keen to look at how the public and private sector can work together to bring forward these investments which are critical to ensuring the future economic success of the city and the wider region.

Digital infrastructure and connectivity is important for driving economic growth and competitiveness and enhancing the region’s international connectivity and proposition as an investment location. It is also critical for the development of the knowledge-based and technology start-ups. The region also has a strong record of staying at the forefront of communications technology and it is therefore a core element of the economic infrastructure. It is critical that this infrastructure is future-proofed to ensure that it remains a significant selling point to investors. We welcome the commitment to a new Digital Infrastructure Strategy and would be keen to ensure that this focuses not only on coverage but also on speed and reliability. Likewise, we consider that there is much to do to help small businesses in particular to understand how technology (in particular superfast broadband) can change their business model and make them more productive. Given our engagement with SMEs, we would be keen to work with government partners to roll out appropriate awareness-raising and business transformation initiatives.

The Council has been selected to join the Rockefeller Foundation’s 100 Resilient Cities who will support the city to create its first resilience strategy. This work will draw upon world-class expertise to explore the long term critical social, environmental and economic resilience issues in the city including unemployment, social unrest, energy, transport systems and water management. This is a key opportunity for the region to benefit from this expertise and the Council would wish to work in partnership with central and local government to bring this work forward and share any emerging learning and new approaches.

The Council would also welcome input to the development of an Energy Strategy. We will work with partners to better manage energy usage across the city’s public estate and support better acquisition, management and finance of energy. We will build opportunities with 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.
Since our previous Strategy was launched in 2012, Northern Ireland has emerged from the deepest downturn in living memory and begun the process of rebalancing our economy. Unemployment has fallen, economic inactivity is down, exports are growing, tourism visitor numbers and spending are on the increase and innovation expenditure is rising. But we should not simply settle for better than it was. It is a truly transformed economy that we must set our sights upon.

An economy where more of our companies have an international outlook exporting their goods, products and services outside of our region.

An economy where an increasing number of businesses realise their high growth potential and scale up from small to medium sized companies employing more people in the process.

An economy where entrepreneurship and enterprise are endemic and reflected in our growing status as a start-up region.

An economy where innovation is embedded in the DNA of every company and across the public sector.

An economy where government is business’s biggest backer, putting in place financial, infrastructural and policy support to ensure our economy thrives.

I am pleased to present Economy 2030, the Department for the Economy’s proposals for a new Industrial Strategy. It is my ambitious, long term vision to transform Northern Ireland into a globally competitive economy that works for everyone.
An economy where we build industries on the back of where we are genuinely world class in academic research.

An economy where our people possess knowledge and the skills they need to improve their lives and drive economic growth.

An economy where we better equip our children with a solid educational foundation of core skills from early years to post-primary education.

And – above all – an economy that grows inclusively.

We may be a small region, but I have global ambitions for our economy. This proposed new Industrial Strategy sets out our plan to turn Northern Ireland into one of the world’s most innovative and competitive small advanced economies. We will build a globally competitive economy on the pillars of innovation, enhanced skills and employability, an international outlook and the best economic infrastructure we can build. We will prioritise and support the sectors of our economy that are already world class and those where we can become world class. And we will strive, at all times, to ensure that everyone, everywhere in Northern Ireland feels the benefits of an improving economy with more jobs and rising incomes.

The road to economic transformation is a long, difficult one. While we have taken the important first steps, the next stages will be tough. But I believe in the people of Northern Ireland, the ability of our businesses to innovate and reinvent themselves and our collective capacity to overcome challenge.

I am proud of Northern Ireland’s industrial heritage. But I firmly believe that our best is not behind us. I am inspired by what our businesses, big and small, indigenous and inward investor and in all sectors, are doing every single day. The potential of Northern Ireland to become an economic powerhouse again is palpable. Economy 2030 sets out our proposals to build on that success and turn that promise into product. Please join us on our journey to transform Northern Ireland into the globally competitive economy we know that it can be.

Simon Hamilton MLA
Minister for the Economy
January 2017
Northern Ireland needs a long term vision that points towards a transformation of our economy. This vision must establish purpose and direction, and help to prioritise effort. It should provide a focus around which all our partners in delivering this Industrial Strategy can coalesce. Our aim is to seize the opportunity of a new draft Programme for Government to set a long term vision for Northern Ireland’s economy that combines ambition and inclusivity. We will set our sights on competing on the world stage. And we will ensure that all parts of our society can benefit from economic growth, whilst retaining the characteristics that make Northern Ireland a great place to live. We propose the following vision:

“To be a globally competitive economy that works for everyone”

We believe this vision embraces the twin themes of competitiveness and wellbeing, whilst establishing the high level ambition to which we aspire. It aligns with the overall purpose established by the Northern Ireland Executive for its draft Programme for Government. Simply delivering better performance on economic indicators which do not bear any relevance to the daily lives of our citizens does not represent success. Our call for evidence highlighted the need to ensure that growth is inclusive and that the Industrial Strategy is for everyone. We need to transform our economic competitiveness, grow the private sector and increase our wealth, but this must be achieved in a manner which benefits all our people.

“A globally competitive economy...”

Turning Northern Ireland into a leading, internationally competitive economy is essential if we are to deliver the economic outcomes that we want for our people such as increased employment and rising incomes. Competitiveness will drive export-led growth and for a small economy like Northern Ireland we need to sell beyond our shores to generate wealth. Many other economies are larger, have greater resources and possess more powers than we do. However, we can succeed if we can unleash the creativity and talents of our people and businesses. We cannot be insular. We need to look across the globe to those economies that lead the field in key areas that drive competitiveness. The Economic Advisory Group has published a comprehensive Competitiveness Scorecard (2016)\(^1\)

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setting out where Northern Ireland sits in an international context on key indicators. We perform well on quality of life indicators and business performance, with an excellent record on foreign direct investment job creation. While our skills and employment levels have been improving, other countries are moving ahead even faster.

1.4 A key long-term indicator of our competitive position is, and will continue to be, productivity. Productivity measures how efficient we are at producing economic outputs. Our relative position on this measure has been the subject of detailed recent research by, for instance, the Nevin Institute\(^2\), the CBI\(^3\) and the Ulster University Economic Policy Centre\(^4\). These studies illustrate that key sectors such as manufacturing and retail perform well when compared with United Kingdom productivity levels. However, overall we are below the United Kingdom average which itself is not an international pace setter. It is not enough for us simply to do better than we have in the past. It is the pace of our improvements in an international setting across productivity and broader competitive measures on which we must focus. In developing our proposals for this Industrial Strategy, we are benchmarking ourselves against the world’s leading, small advanced economies to learn from their success. We explore this further in Chapter 2.

...that works for everyone”

1.5 There is growing evidence of the importance of ensuring that economic growth, if it is to be sustainable, must be allied with an approach that is fair and inclusive across all sections of society. The Legatum Prosperity Index\(^5\) highlights that success is about more than narrow measures of wealth such as Gross Domestic Product (GDP). The Prosperity Index goes beyond GDP to measure countries’ success against a broad set of metrics covering areas such as health, education, opportunity, social capital and personal freedom. The latest report demonstrates that countries such as Norway, Switzerland, New Zealand and Sweden have achieved real prosperity which provides opportunities for all their citizens, something to which we must aspire.

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2 www.nerinstitute.net/research/productivity-and-the-northern-ireland-economy/
3 www.cbi.org.uk/insight-and-analysis/unlocking-regional-growth/
4 www.ulster.ac.uk/_data/assets/pdf_file/0008/118385/Understanding_productivity_in_Northern_Ireland_27_Sepember_2016.pdf
5 Legatum Institute (2016), *The Legatum Prosperity Index Rankings 2015*
Many of these countries also rank as the happiest on earth according to the World Happiness Report\(^6\), demonstrating how inclusive growth can improve the everyday lives of those who struggle to get by.

1.6 Becoming the globally competitive economy to which we aspire should not mean sacrificing what makes Northern Ireland special. The Personal Wellbeing Survey\(^7\) measures life satisfaction, happiness, anxiety and how worthwhile people feel their lives are across different parts of the United Kingdom. This work shows that our citizens have a satisfaction with life that surpasses that of their counterparts in England, Scotland and Wales. We may look enviously at the economic performance of London and the South East, but these regions look at us with the same envy on personal wellbeing. We must protect and preserve what positively sets us apart with the same effort and enthusiasm that we invest into bringing more and better jobs to Northern Ireland and increasing our competitiveness.

1.7 Too many of our people still face limited economic prospects and suffer from economic and social disadvantage, as evidenced, for example, by our historically high levels of economic inactivity. We are determined to ensure that, in implementing our Industrial Strategy, all our people and all regions in Northern Ireland will have the opportunity to fulfil their potential. Manufacturing and service businesses alike have an ongoing demand for skills. Assisting people everywhere to access the labour market through the provision of effective employment and skills support, and securing balanced regional growth, will help address poverty and social exclusion wherever it exists and improve people’s life chances. We also recognise the interdependencies between this Industrial Strategy and the Executive’s commitments in the new draft Programme for Government to address health and education inequalities, environmental sustainability and diversity.

1.8 This Industrial Strategy is not just about building a better economy, but is about securing benefits for everyone, everywhere in Northern Ireland. We want economic growth, not for growth’s sake, but for the common good. As we pursue our economic goals, we must never lose sight of the need to make the benefits of growth something that everyone experiences. Inclusive growth is central to our vision.

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Ambition

1.9 A recurring theme that emerged from many quarters during the preparation of this draft Industrial Strategy is that we must be ambitious. As Chapter 3 highlights, Northern Ireland no longer needs to look back to rebuilding our economy in the aftermath of the global downturn. Our focus must now be on creating an inspiring vision of the future with inclusive growth, prosperity and rebalancing our economy at its core. This draft Strategy is centred on ambition. Ambition to seize the opportunity presented by our new approach to developing and delivering the draft Programme for Government, with its focus on partnership and long-term outcomes. Ambition to secure a step change in performance in areas which, while improving, are not progressing fast enough to mark us out as world class. And ambition on the part of business to invest and improve productivity in response to our decision to reduce Corporation Tax, thereby delivering growth and jobs.

Framework for Growth

1.10 Our proposed Framework for Growth is presented in Figure 1 on page 9 and expanded upon in Chapter 5. To support the delivery of our vision, we propose five Pillars for Growth. These are:

1.11 Based on extensive research, including international benchmarking, we have concluded that this is the most appropriate framework to achieve our ambitions for growth and competitiveness. This has been substantiated through our consultation and engagement to date, including the feedback received as part of our call for evidence.
Strategic coherence

1.12 Our Industrial Strategy will support the outcomes in the draft Programme for Government and complement the Investment Strategy and Social Strategy. Together these plans will drive the prioritisation of the budget both now and over the longer term and ensure that our successful manufacturing and service companies continue to grow.

1.13 We must ensure strategic coherence across the full range of our economic development policies. Northern Ireland has strategies in place for innovation, skills and exports, and a range of associated policies. Our new Industrial Strategy does not mean that we tear these up and start again. We will align all our supporting strategies and policies across each of the five Pillars for Growth with the vision outlined in this Industrial Strategy.

Supporting strong and emerging sectors

1.14 For Northern Ireland’s Industrial Strategy to be successful it must establish a clear strategic positioning of how we are to compete in the global economy. Small economies cannot be experts or world class in every area. Our research shows that they recognise the need to prioritise on the basis of well structured choices to deliver their desired outcomes.

1.15 Every sector is vital to our economy and will be assisted but support will be strongest for those sectors and sub-sectors where we are already world class and where we can become world class. Northern Ireland leads the way in a number of advanced manufacturing and service sectors and we want to build on this excellence.

1.16 We will offer enhanced investment and support to those market opportunities that are most likely to lead to strong and sustained economic growth. We recognise that Northern Ireland companies cannot compete successfully at the pinnacle of every global market and across all sectors and technologies, but we know our companies can compete successfully at the highest level in a number of areas. Therefore we need to concentrate on sectors and niches with world class potential.

Delivering our strategy

1.17 Achieving our ambitious vision for the Northern Ireland economy will require partnership working across the whole of our economy as well as an alignment of effort and a shared commitment to drive forward change.
Priorities

Our firms competing on the basis of their innovation across all sectors of the economy
A culture which supports, prioritises and celebrates innovation, creativity and entrepreneurship
Thousands more Northern Ireland companies engaging in innovation
Agile government able to respond quickly and appropriately to the needs of industry
A more entrepreneurial public sector
A place where innovation, creativity and entrepreneurship are embedded across our entire education system, supporting skills development to meet the needs of industry

Priorities

An education system that provides our young people with the skills for life and work
Access to timely, relevant and comprehensive careers advice
Help for those furthest away from work
A high quality, efficient and responsive system for delivering professional and technical skills
A pipeline of graduates who have the skills, knowledge and capabilities to excel
A strong and relevant supply of skills for economic growth

Priorities

A more enterprising region
A higher level of business start-up activity with an emphasis on technology and high potential start ups
Growth in sectors and technologies where we have strengths and capabilities
Prosperity across the region
An economy where an increasing number of businesses scale up employing more people in the process
An economy where entrepreneurship and enterprise is endemic and reflected in a growing status as a start-up region

Priorities

A strong global presence as the location of choice to invest, do business with, visit, study and live
Competing globally through trade by driving improvements in our commercial success in overseas markets
Competing globally for investment by promoting across the world as the top United Kingdom region from which to do business
Competing globally as a destination by strengthening our international reputation to attract investment, develop strategic partnerships, grow tourism and attract key events

Priorities

Key Investments in energy, water, transport and connections, digital communications, waste disposal networks and facilities
Prioritising our investment projects to provide the physical and digital connectivity to enable our business to thrive globally.
Recognising our major cities and population centres as drivers for economic growth and supporting this through investment in our infrastructure
Investment in better access to major population and business centres and rural hinterlands through our strategic road and public transport network

ACCELERATING INNOVATION AND RESEARCH

ENHANCING EDUCATION, SKILLS AND EMPLOYABILITY

DRIVING INCLUSIVE, SUSTAINABLE GROWTH

SUCCEDING IN GLOBAL MARKETS

BUILDING THE BEST ECONOMIC INFRASTRUCTURE

Figure 1 – Framework for Growth

PF6 PURPOSE: Improving wellbeing for all – by tackling disadvantage and driving economic growth

Increased Competitiveness

Inclusive Growth

VISION FOR 2030

“To be a globally competitive economy that works for everyone”

PFG PURPOSE:

Improving wellbeing for all – by tackling disadvantage and driving economic growth

Increased Competitiveness

Inclusive Growth
Only by Government working alongside the wider public sector, the voluntary and community sector, trade unions and business will we be able to realise our vision of strong and sustainable growth which works for everyone. To advise and assist with the implementation of the Strategy, we will consider the creation of an Industrial Strategy Partnership involving government, local government, industry, third sector and trade union representatives.

**Monitoring progress**

1.18 Chapter 6, Measuring Success, sets out in detail how we will monitor the progress of our Strategy to ensure that the actions we are taking will contribute to the outcomes we wish to see and, importantly, align with the indicators agreed as part of the draft Programme for Government. We also set out here a number of key economic milestones as we work towards achieving the longer term outcomes.

**QUESTIONS**

1. Do you agree with the proposed vision for the Northern Ireland economy? In particular, do you agree with the twin emphasis on competitiveness and inclusiveness?

2. Do you agree with the proposed five Pillars for Growth?

3. Do you agree with the proposed economic milestones?
THE NORTHERN IRELAND ECONOMY: 2017–2030 MILESTONES

By 2021, we will have

- Created 50,000 new jobs across Northern Ireland
- Helped 18,000 economically inactive people get back into the workplace
- Made Northern Ireland the No.1 FDI destination outside London

By 2025, we will have

- Grown the value of sales outside Northern Ireland by 80%
- Grown the number of qualifications at level 3 and above by 380,000
- Doubled the amount spent here by tourists from outside Northern Ireland

By 2030, we will have

- Created 80,000 jobs in the knowledge Economy
- Grown Private Sector output by 35%
- Maintained the highest level of wellbeing in the UK
- Increased the annual spend on R&D to £1.5bn
- Put Northern Ireland in the TOP 3 most competitive small advanced economies
- Grown Private Sector output by 35%
- Created 80,000 new jobs
Learning from Global Best Practice

2.1 In seeking to become a leading, internationally competitive economy it is important to examine economies which face similar challenges and opportunities to ourselves, not least those that have small domestic markets and are peripheral geographically. Our research has considered in detail how Northern Ireland compares against eight of the most relevant, best-in-class small advanced economies.

Figure 2: Small Advanced Economy Competitiveness Rankings

Source: Department for the Economy (forthcoming), Benchmarking Northern Ireland’s Competitiveness against Small Advanced Economies

Note: Ranked 1-9 where 1 = most competitive
2.2 Northern Ireland’s competitiveness is similar to that of Estonia, New Zealand and Israel (see Figure 2). But our ambition should not stop there. We want to be more competitive with countries such as Finland, Denmark and Singapore and, closer to home, Scotland and the Republic of Ireland. We also have to acknowledge that these economies are not standing still. As we improve, so too do they and the gap does not necessarily close. It is not enough to do better than before. We must set our sights on being the best. We will only do this by building a unique competitive proposition that works for Northern Ireland.

2.3 While we must learn from the success of others it is not sufficient simply to copy an economic model that has worked elsewhere. Northern Ireland is unique and we must build on our own strengths with the aim of being a global leader on each dimension. We are already an internationally engaged small economy (see Figure 3) through an attractive foreign direct investment proposition and strong export.

Figure 3: Competitive Ranking by Theme

<table>
<thead>
<tr>
<th>Economic Outcomes</th>
<th>9</th>
<th>8</th>
<th>7</th>
<th>6</th>
<th>5</th>
<th>4</th>
<th>3</th>
<th>2</th>
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<tbody>
<tr>
<td></td>
<td>EST</td>
<td>ISR</td>
<td>NIR</td>
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<td>SCO</td>
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<td>ROI</td>
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<tr>
<td>International Engagement</td>
<td>ISR</td>
<td>NZL</td>
<td>FIN</td>
<td>DNK</td>
<td>NIR</td>
<td>EST</td>
<td>SCO</td>
<td>ROI</td>
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</tr>
<tr>
<td>Innovation &amp; Human Capital</td>
<td>NIR</td>
<td>ROI</td>
<td>NZL</td>
<td>EST</td>
<td>SCO</td>
<td>SGP</td>
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<td>Labour Supply</td>
<td>ROI</td>
<td>FIN</td>
<td>NIR</td>
<td>ISR</td>
<td>EST</td>
<td>DNK</td>
<td>SCO</td>
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</tr>
<tr>
<td>Business Environment</td>
<td>ISR</td>
<td>FIN</td>
<td>NZL</td>
<td>EST</td>
<td>NIR</td>
<td>DNK</td>
<td>SCO</td>
<td>ROI</td>
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</tr>
</tbody>
</table>

SCO = Scotland  
NIR = Northern Ireland  
EST = Estonia  
ISR = Israel  
NZL = New Zealand  
SGP = Singapore  
DNK = Denmark  
FIN = Finland  
ROI = Republic of Ireland

Source: Department for the Economy (forthcoming), Benchmarking Northern Ireland’s Competitiveness Against Small Advanced Economies

Note: Ranked 1-9 where 1 = most competitive
base, delivering for both manufacturing and services. However, we want to do even better in this area while substantially improving our standing in other areas too. **We propose that Northern Ireland should set itself the target of becoming one of the three most competitive of these nine economies by 2030.**

2.4 In ranking ourselves against the best, we look to Finland’s innovation and skills base. We look to how Denmark has delivered economic prosperity alongside equality and wellbeing. We look to how Singapore has established itself as a hub for international businesses, supported by one of the world’s most business friendly environments. We look to how the Republic of Ireland has used its international positioning to deliver substantial improvements in productivity and living standards. We look to how New Zealand has overcome significant geographical challenges to develop a globally competitive agri-food sector. We look to how Scotland has become one of the leading United Kingdom regions and developed world class expertise in sectors such as renewable energy and video game development.

In terms of shifting the pace of economic change we look to the strong policy fundamentals that Estonia has now put in place allowing it to catch and, in some cases, overtake much more established developed economies from a low base. We look to how Israel has built a high-tech start up nation with a leading finance system for growth businesses. This outward looking focus will permeate our approach as we move forward to ensure that what we are doing can be considered world class.

2.5 In reviewing how these economies have achieved their success, a number of common lessons emerge (see Box 1). Our proposals reflect these themes but we need to supplement this with a singular focus on prioritisation.

2.6 As part of its forward agenda, we will invite the Economic Advisory Group to examine in more depth specific dimensions of the Competitiveness Scorecard particularly in relation to understanding how to improve Northern Ireland’s productivity position. Learning from global best practice, we will ask the Economic Advisory Group to make recommendations for the development and delivery of policy interventions in Northern Ireland that will improve our competitiveness ranking.
Box 1

Key Lessons from Best Practice in Small Advanced Economies

**Strategic Coherence.** Small economies need to be crystal clear about their strategic direction, ensuring that policies are coherently aligned around a deliberate strategy which supports a globally competitive national value proposition.

**Prioritisation.** Small economies cannot be world class at everything, and need to build on distinctive strengths in a small number of areas where there is genuine potential to be internationally recognised as the best.

**International Engagement.** Without a large domestic market to rely on, it is essential that small economies look outwards to attract investment and sell into larger and more diverse external markets.

**Innovation and Human Capital.** Successful small economies make the most of the limited resources available to them, and focus on knowledge to build a distinct competitive advantage.

**Enterprise.** Mature firms make a vital contribution to small economies, but domestic policy is now increasingly focusing on a small number of high growth potential companies which can become global leaders in their field.


**QUESTION**

Do you agree with the importance of continuously benchmarking Northern Ireland against other small advanced economies?
Introduction

3.1 Our current Strategy was developed at a time when Northern Ireland was still suffering from the effects of the global economic downturn. Economic output was falling with consequential impacts for unemployment, jobs and our employment and inactivity rates. Rightly, the immediate priority at that time was on rebuilding the economy by ensuring that people did not become permanently detached from the labour market. Alongside that, work was taken forward to rebalance the Northern Ireland economy so that the private sector was significantly stronger and there was less dependence on the public sector.

Size of the Economy

- £2,600m estimated economic growth from 2012 to 2015

Additional Jobs

- 53,000 additional jobs created by the private sector from 2012 to 2016

Unemployment

- -46% claimant count has almost halved from early 2013 to August 2016

Exports

- 21% Increase on exports

Innovation

- 750 record number of R&D companies

Skills

- 145,650 qualifications gained in STEM at Level 2 & above from 2011/12 to 2014/15
Private sector is driving growth

3.2 In 2016, our economic landscape is markedly different and we have, overall, been on a path of growth (Figure 4). We are benefitting from our rebuilding approach while also rebalancing the economy towards a stronger private sector which has been leading recent growth.

Figure 4: Economic Growth

Source: Northern Ireland Composite Economic Index
Labour market strengthening

3.3 Since 2012, just over 40,000 employee jobs have been added to the economy with private sector employee jobs growth of over 50,000, more than offsetting a reduction of around 13,000 employee jobs in the public sector (Figure 5). Employee jobs have now returned to pre-downturn levels and are on par with the June 2008 peak (Figure 6). The Annual Business Register and Employment Survey shows that this private sector employment growth has also been evident across each of the local council areas, growing between 3.5% and 13.3% from 2012 to 2015. The most recent Annual Business Register and Employment Survey, published September 2016, also shows growth of 4.1% in employee jobs in the Manufacturing sector and 4.8% in the Construction sector between September 2014 and September 2015. The latest quarterly employment survey (September 2016) also shows a significant increase in service sector employment, up 6% from June 2012.

Figure 5: Index of Public and Private Sector Jobs

![Graph showing index of public and private sector jobs](https://example.com/graph)

Source: Quarterly Employment Survey
3.4 Unemployment has fallen steadily from a peak of around 65,000 claimants in early 2013 and is now down to 32,700. These declines have also been experienced across all local council areas, ranging from a fall of between over 35% to just under 65%. Similarly, the unemployment rate is moving firmly in the right direction reducing from over 8% in 2012 to 5.6% now, much lower than the Republic of Ireland (7.3%) and the European Union average (8.3%).

3.5 Our employment rate reached its highest level on record during 2016 sitting at around 70%. However, more remains to be done to increase it further which will add economic capacity and best deploy all our talents.

3.6 Overall economic inactivity has been declining and reached an all time low of below 26% during 2016. While inactivity here remains higher than the United Kingdom average, our ambition is to reduce this further particularly within the context of an economic inactivity rate excluding students. It is vitally important that those who are inactive have the opportunity to shape and share fully in the economic transformation on which we have set our sights so that growth benefits everyone.
Income and earnings

3.7 Ensuring that work pays is essential for inclusive growth. Our aim is to do all that we can to get more people into work and earning more so that everyone has the opportunity to share in the gains of growing prosperity, consistent with the Executive’s ambition of having more people in better jobs. There has been an increase in earnings for Northern Ireland employees in recent years (see Figure 7). Median gross weekly earnings for full-time employees in 2016 were up by 2.2% from 2015 levels. This increase was the same as that of United Kingdom employees overall and the second consecutive annual increase which exceeded the rate of inflation. Those employees with lower income levels witnessed even stronger growth in their earnings over the period.

3.8 Increasing the proportion of people in Northern Ireland working in good jobs is a priority for the Executive. A ‘Better Jobs’ Index, currently under development, will measure the key dimensions of job quality that are important for employee wellbeing. Earnings quality is a key determinant of a good job. Wages received by workers

Figure 7: Index of Northern Ireland full time median earnings

![Figure 7: Index of Northern Ireland full time median earnings](image)

Source: Annual Survey of Hours and Earnings (ASHE)
in their jobs contribute to their individual wellbeing, and the level of overall earnings provides a key benchmark for assessing living standards in the economy. Moreover, we propose that the ‘Better Jobs’ Index should also include other more qualitative aspects of employment that contribute to employee wellbeing and satisfaction.

**Exports, innovation and skills increasing**

3.9 External sales of goods and services to markets outside Northern Ireland reached a record high in 2014, rising to £22.5 billion. In addition, more recent data from the Regional Trade Statistics (goods only) show a 12% growth in goods exports for Northern Ireland between the third quarter of 2014 and the third quarter of 2016. These increases have been higher than all other the United Kingdom countries (see Figure 8). Building on this success, to be world class and be recognised as a globally active exporting economy, we need to increase further the number of manufacturing and services businesses engaged in exporting and the volume of sales to markets outside of Northern Ireland. Our Export Matters Strategy

**Figure 8: Goods Exports Growth, 2014 Q3 – 2016 Q3**

![Goods Exports Growth Chart](chart.png)

Source: HMRC RTS
Aims to ensure that the conditions and behaviours are in place to help us achieve these goals and that all our trade and export support mechanisms are aligned and coordinated to make them as effective as possible.

3.10 Innovation expenditure by companies is increasing. The most recent figures from 2015 show that total expenditure on research and development was £750 million, the highest figure on record. Encouragingly, the number of companies engaging in research and development has also increased to over 700. However, further significant improvement is needed if we are to close the gap with top performing economies and to realise our ambition of establishing Northern Ireland as an innovation powerhouse on a global stage.

3.11 At the same time, the local skills profile has been improving. Between 2012 and 2015 the proportion of the working age population with level 4 and above qualifications has increased from 27.4% to 29.6% while the proportion with no qualifications decreased from 18.4% to 16.3%. While moving in the right direction, the Northern Ireland skills profile remains behind many OECD and European Union countries, particularly in terms of the high proportions here with low or no qualifications. Improving the skills and employability of those who face the greatest barriers to accessing the labour market will remain a priority so that all can share in the benefits of growth.

Commitment towards rebalancing

3.12 Northern Ireland has emerged from the worst effects of the global economic downturn. There have been positive developments across the economy, in the labour market, and on exports, innovation and skills. While some focus on rebuilding must remain especially in respect of addressing issues surrounding economic inactivity and those furthest from the workplace, we believe that this suggests our Strategy can now move further towards a focus on rebalancing, one which drives further private sector growth and jobs, one which benefits all our people and one which is regarded as world class.

Question

Do you agree that the Industrial Strategy should now move towards a rebalancing focus?
4.1 A core lesson from international research on successful, small advanced economies is a clear understanding and acceptance that such economies cannot be expert or world class in every area. These economies recognise the need to focus and prioritise on well structured choices in order to deliver the desired economic outcomes. Mapping high value capabilities onto existing and/or emerging global market opportunities has acted as an engine for economic growth in places like Singapore and Switzerland. To do so requires such economies to become specialised in niche areas and sectors, and for policy levers and investment to be targeted accordingly.

4.2 We have identified six broad sectors of the economy, across both manufacturing and services, where Northern Ireland has world class capabilities. These are:

- Financial, Business and Professional Services;
- Digital and Creative Technologies;
- Advanced Manufacturing, Materials and Engineering;
- Life and Health Sciences;
- Agri-Food; and
- Construction and Materials Handling.

4.3 The work of the MATRIX Panel also provides a robust evidence base of current and future market opportunities (see Figure 9) where Northern Ireland already has competitive advantage and, importantly, has capacity and capability to compete successfully in global markets.

4.4 The reduction in the rate of Corporation Tax will also open up opportunities in other sectors such as pharmaceuticals.

4.5 A sectoral approach enables efforts to be focused on the needs of similar clusters of companies, while addressing the issues impacting on them, whether that be skills, productivity including manufacturing processes, infrastructure, energy, innovation or access to markets. Sectoral strategies and action plans are in place or are being developed for aerospace, life and health sciences, agri-food, digital and advanced manufacturing and advanced materials.

4.6 In 2014 the Northern Ireland Partnering for Growth Strategy set out a ten year plan for the development of the aerospace, defence, security and space industry with growth targets of doubling annual turnover from £1 billion to £2 billion and increasing direct employment from 8,000 to 12,000. Work is being taken forward under six strategic themes including supply chain excellence and sales, exports and marketing. In the first two and a half years of the strategy’s...
implementation, significant progress has been made and it was announced on 5 September 2016 that annual turnover in the sector has increased to £1.3 billion and overall employment is now almost 10,000.

4.7 Within the life and health sciences sector, Northern Ireland has competitive advantage in niche areas including precision medicine and diagnostics (see case study 1), medtech and digital health as well as clinical trials.

A strategic action plan is being developed to deliver greater connectedness across business, government, clinicians, health professionals and academia to provide a continuum of support from early stage research through to commercialisation and high value job creation. The plan is to create an environment and supporting infrastructure that will improve health outcomes through the adoption of new health innovations, meet current and future skills needs and facilitate growth within the sector.
In 2013 the Agri-Food Strategy Board published Going for Growth, a Strategic Plan for the sector with targets of profitably growing turnover by 60% to £7 billion by 2020. Substantial progress has been made, with turnover increasing by nearly 23% to £4.6 billion in 2015, but clearly more needs to be done if we are to meet the 2020 target. There has also been significant progress in the food and drink processing industry with employment increasing by 8% from 2010 to 23,500 in 2015. The aim is to transform the industry into an ambitious, outward looking and globally competitive sector. At its core the sector aims to have a world class supply chain focused on exploiting global opportunities.

The MATRIX Panel report on Advanced Manufacturing, Materials and Engineering (AMME) highlights that manufacturing still lies at the heart of business and industry in Northern Ireland. It has a diverse range of sub sectors from aerospace, automotive, electronics, pharmaceuticals and chemicals to heavy plant, agri-tech equipment and construction. These make a significant contribution to the local economy with approximately 2,050 companies, 44,000 highly skilled employees and high levels of productivity. AMME businesses are export intensive with 80% of sales occurring outside of Northern Ireland. In 2014 sales and exports of AMME goods totalled £7.2 billion.
4.10 The AMME sector in Northern Ireland is leading the way with significant investment in innovation, research and development and exports to global markets. With continued targeted support we can build on the success of this rich and varied sector, not only for AMME companies, their supply chains and employees, but for the Northern Ireland economy as a whole. With this support the AMME sector in Northern Ireland can grow to 3,000 companies employing 67,000 people and sales of £21 billion by 2030.

4.11 The MATRIX Digital ICT foresight report, launched in February 2016, identified four areas – software engineering, advanced networks and sensors, data analytics and cyber security – in which Northern Ireland is already, or has the potential to be, world class. It matched those strengths to specific fast growing global markets with the proposition that, if we develop the skills base and have our strategic approach correctly aligned, we can take full advantage of emerging opportunities in major areas including: data analytics, machine learning, the internet of things and cyber security.

4.12 Currently the digital-ICT sector in Northern Ireland employs 13,000 people, with a further 15,000 digital-ICT specialists working in non-ICT companies. The sector accounted for £870 million of economic output in Northern Ireland in 2013, a figure which represents 32% growth over five years. It is anticipated that growth will accelerate in the years ahead. Similarly, exports from the sector in Northern Ireland totalled £283 million in 2014, marking a 25% increase over the preceding three years with growth anticipated to accelerate.

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**Case Study 2**

**Cyber Security**

Building on our world recognised strengths and capabilities the cyber security sector in Northern Ireland has grown by 30% in the last twelve months and is now estimated at around 1,100 jobs. Belfast now has the highest concentration of cyber security jobs in Europe and includes companies such as Proofpoint, IBM, Rapid, WhiteHat and Alert Logic. This rapid expansion is supported by the Centre for Secure Information Technologies (CSIT) in Belfast, which is the United Kingdom’s National Innovation and Knowledge Centre for Cyber Security. We will make Northern Ireland a global innovation hub for cyber security supporting over 5,000 jobs in this highly specialised area.
4.13 It is in areas such as these where Northern Ireland is already or can be world class that we need to maximise our efforts and resources. Sectoral strategies and action plans provide a model for prioritising our support in the future to identify and help build globally competitive businesses. We will align each of these sectoral strategies with the 2030 horizon set out in this Strategy.

4.14 Northern Ireland has gained a global reputation in the creative industries with notable success in the TV and film industry as well as the burgeoning animation sector. High profile, large scale TV and film productions like HBO’s Game of Thrones, shot on location here, provide significant investment in the local economy and promote Northern Ireland to global audiences. We will continue to work with NI Screen and other key stakeholders to build and expand on the success achieved to date.

4.15 We recognise that global markets are continually evolving and new and enhanced technological opportunities are emerging. Digital technologies will have a transformative and disruptive effect across all aspects of the economy. We need to ensure our companies understand the potential impact of emerging digital technologies and the opportunities that these bring. We must continue to support the development and exploitation of breakthrough technologies and new to market products. We will review how we support our companies to be more productive and to enhance their capabilities in crucial enabling technologies such as data analytics, robotics, automation, Industry 4.0, machine learning, artificial intelligence, augmented reality, advanced materials and production techniques, and exploit the growth opportunities these hold for the local economy.

4.16 We will prioritise efforts and funding on high-value advanced manufacturing and services recognising the interdisciplinary nature of such businesses and the need for greater collaboration and clustering of companies within and across traditional boundaries.

4.17 We will enhance infrastructure capability and collaboration across sectors building on the Competence Centres already established in connected health, energy, agri-food and advanced composites and materials. We will run competitive calls with a focus on building collaboration and interdisciplinary development of new innovative products or processes.

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8 Industry 4.0, Challenges and solutions for the digital transformation and use of exponential technologies, Deloitte 2015
Clusters

4.18 Clusters play a key role in supporting firms to achieve critical mass and economies of scale and to compete in larger, more diverse and more competitive markets than they could if they were to act alone. By concentrating on core competencies and creating a network of specialist suppliers and partners, firms can develop their unique assets, remain flexible and adaptable and at the same time respond to the demands of the global market. Networks allow businesses to share costs and risks which have become too high for those working in isolation. They can contribute to a foundation of knowledge and help stimulate technological innovation, as is seen in the technology clusters in California’s Silicon Valley and Bangalore in India.

4.19 Most small economies only have a limited number of world class clusters. In Northern Ireland we have significant clusters in agri-food, aerospace, polymer processing and materials handling companies in the mobile crushing and screening industry. Clusters are also emerging from fintech, legal services and cyber security. We must continue to support the growth of these clusters and others in our niche areas. In particular we will concentrate on supporting our firms to become integrated into international clusters.

Case Study 3

The Aero, Defence, Space and Security cluster

The success of the aero, defence, space and security (ADS) sectoral cluster clearly demonstrates the benefits to be gained from working together at a strategic level.

The ADS cluster is a sophisticated, mature, organised cluster in Northern Ireland, with a number of key characteristics:

- NI aerospace is a $1.6 billion industry;
- Formally clustered;
- Europe’s 8th largest aerospace region in revenue terms;
- Over 44 ADS companies in Northern Ireland, 16 of which (employing 9,253) are in the top 200 AMME in Northern Ireland; and
- A mature and diversified supply chain.

QUESTION

Do you agree that our Industrial Strategy should support sectors where Northern Ireland is world class or where we have the potential to be world class?
5.1 We aim to improve the competitiveness of the Northern Ireland economy. Competitiveness remains the international benchmark against which advanced economies continue to be measured. To that end we are determined to become a truly world class economy that works for all. We believe that competitiveness will in turn support the levels of export led growth which will be essential to deliver increasing employment and wealth for everyone in Northern Ireland.

5.2 In order to deliver the necessary improvements in competitiveness we will target resources under five Pillars for Growth described below. We will bring forward actions and interventions aimed at increasing the size and strength of our private sector. These will strengthen the ability of our local businesses to compete successfully in global markets. These Pillars are interdependent and mutually supportive, and action will be required across each to achieve our vision. As part of our framework for growth, our priority Pillars are:

- Accelerating Innovation and Research
- Enhancing Education, Skills and Employability
- Driving Inclusive, Sustainable Growth
- Succeeding in Global Markets
- Building the Best Economic Infrastructure
Our ambition is to transform the Northern Ireland economy into one that is underpinned by innovation and creativity and is recognised as the best place in the world to grow a business. The evidence shows that businesses that innovate and collaborate are more productive, more inclined to export and employ more highly qualified people. Innovation is about actions which convert ideas into value. That conversion of ideas can be facilitated by research and development, new machinery, new processes, new systems or new training, but fundamental to successful innovation is people – people with vision and a willingness to embrace change, to test new ideas, to collaborate with others and to give leadership. As we work to transform our economy we will support people to engage in innovation.

Building on a legacy of innovation

Northern Ireland has a proud and rich history of innovation and entrepreneurship. That legacy persists to the modern era. Whether it is Wrightbuses on the streets of the world’s leading cities or First Derivatives software supporting financial trading across the globe, Northern Ireland innovation can be seen throughout the world. But to transform our economy into one that is knowledge based, with more people employed in better jobs and Northern Ireland taking the lead in new markets, the evidence shows that we need many more companies engaging in innovation than at present.

This was the core message of the Northern Ireland Executive’s Innovation Strategy published in September 2014, and that message remains relevant. We are making positive progress in implementing that strategy. But to deliver the ambition set out in the Innovation Strategy we must accelerate its implementation, in particular in three key areas:

• Driving cultural change;
• Strengthening the innovation ecosystem; and
• Supporting research excellence.

Driving cultural change

Innovations occur where the right conditions exist. The research on leading innovative regions shows that
they all have a strong innovation culture, one where individuals across all sectors - private, public and voluntary - feel that they have the necessary support to be creative and engage in innovation. Our focus therefore will be on creating the environment, within our education system and within our private and public sectors, that will stimulate creativity and entrepreneurship.

**Strengthening the innovation ecosystem**

5.7 Our approach to innovation must be broadened to strengthen innovation capacity throughout the region. Innovation requires much more than novel technology or research. Good ideas are the starting material, but progressing these needs people with the right skills and access to resources, including finance, expertise and facilities. This is the innovation ecosystem. It is important that our local businesses are facilitated to take advantage of innovation support structures beyond Northern Ireland including, for example, the services offered by Innovate UK and the Catapult network. Our focus will be on ensuring that all our companies are integrated into that ecosystem, so that they can quickly access the right support, at the right time and from the right source.

5.8 Driving innovation within and from the public sector will strengthen the innovation ecosystem. Through programmes such as the Small Business Research Initiative, we have successfully demonstrated how public sector procurement can de-risk innovation and research and development for local businesses, particularly micro business, helping them bring break through products to market and at the same time improve public services. We will therefore increase our usage of such programmes particularly in the health and social care sector.

**Supporting research excellence**

5.9 Supporting our universities and research institutes to focus on research excellence has enabled Northern Ireland to be recognised as world class in a number of research fields. This has helped underpin economic growth, attracting high value foreign direct investment, enabling local businesses to develop and exploit new, cutting edge technologies leading to new products and services for global markets and providing a platform for the development of world-leading clusters. We must build on this and ensure that our universities and other institutes have the necessary support to deliver on their ambitions for research excellence.
To help ensure local research has global impact, we must maximise opportunities for international collaboration, such as the US-Ireland Research and Development Partnership Programme between Northern Ireland, the Republic of Ireland and the United States. This partnership is strategically important in terms of delivering research that attracts developing and growing businesses, leverages further international funding, enhances our international reputation, and produces a highly educated and relevant workforce in demand by industry and academia.

5.10 We will strengthen the linkages between the research base and local businesses and encourage the greater commercialisation of publicly funded research. This will include encouraging increased licensing of intellectual property and increasing the number of high growth potential spin-outs from the research base, including from our universities, by applying innovative approaches such as ‘lean launch-pad’ to support research to move from the lab to the market.
ACCELERATING INNOVATION AND RESEARCH

Ambition

An economy where:

- Entrepreneurship and enterprise is endemic and reflected in a growing status as a start-up region;
- Innovation is embedded in the DNA of every company;
- We build industries on the back of where we are genuinely world class in academic research.

What do we want to achieve?

- Our firms competing on the basis of their innovation across all sectors of the economy;
- A culture which supports, prioritises and celebrates innovation, creativity and entrepreneurship;
- Thousands more Northern Ireland companies engaging in innovation and competing globally;
- Agile government able to respond quickly and appropriately to the needs of industry;
- A more entrepreneurial public sector playing a proactive role in economic development as an investor and partner for growth;
- A place where innovation, creativity and entrepreneurship are embedded across our entire education system, supporting skills development to meet the needs of industry;
- More businesses driving competitiveness through use of e-business.

What are we going to do?

We will:

- Examine options such as a specific ringfenced fund or a science funding agency to help develop and promote global research excellence, foster greater industry/academic collaboration and better align research with economic opportunities and our sectoral strategy;
- Create a new post of Chief Scientific and Technical adviser to drive science, research and innovation in the economy;
- Work with industry to develop new tech and science parks and campuses to create networks and facilities that encourage clustering and accelerate innovation;
- Create a range of prizes and challenges to encourage collaboration on resolving challenges in the economy, society and the environment and using them as an opportunity for growth;
- Increase efforts in supporting non-innovative companies to engage in innovation;
- Undertake a new extensive innovation branding campaign including the introduction of a new Investors in Innovation accreditation;
- Establish a permanent Innovate UK presence in Northern Ireland;
- Prioritise investment in a smaller number of key sectors such as cyber security and personalised medicine in order to create sufficient scale to compete more successfully in global markets;
- Strengthen the linkages and between industry and the education sector;
- Increase the focus on public sector innovation through, for example, the creation of a new Northern Ireland Innovation Fund;
- Support the local research base, including universities, to increase the number of sustainable spin out companies in Northern Ireland;
- Develop a strategy focused on making Northern Ireland a pioneering region in capitalising on emerging artificial intelligence, robotics, automation technologies and internet of things;
- Establish new international research and development partnerships to build on the success of initiatives such as the US-Ireland Research and Development Partnership Programme.

How will we know we are on target?

<table>
<thead>
<tr>
<th>Indicator</th>
<th>What this looks like</th>
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<tbody>
<tr>
<td>United Kingdom Regional Innovation Ranking</td>
<td>Increased innovation in our economy</td>
</tr>
<tr>
<td>NI Research and Development Survey</td>
<td>Increased total spend on Research and Development</td>
</tr>
<tr>
<td>Knowledge Economy Jobs</td>
<td>Increased employment in the knowledge economy</td>
</tr>
<tr>
<td>Business start up rates</td>
<td>Increased number of new businesses</td>
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</table>
Our people are the driving force of our economy. It is their talent, creativity and hard work that attracts investors to Northern Ireland, helps local businesses to thrive and grow and generates ideas for new enterprises. Our task is to:

- equip all our people with the education and skills that will allow them to achieve their full potential;
- ensure that we have a skills pipeline that meets, and responds in an agile way to, the changing demands of business and the economy; and
- support those who need our help to access the skills that will help them compete for employment opportunities.

We have many partners in this endeavour. Within Government, the Department for the Economy will work closely with the Department of Education, the Department for Communities and the Department of Agriculture, Environment and Rural Affairs to ensure that our education, skills and employability policies and programmes are coherently aligned, with clearly signposted pathways for people to progress up the skills ladder and comprehensive information to facilitate appropriate choices at every level. We will work with the school, further education and university sectors to ensure that provision is both excellent and relevant, and give businesses a strong voice in helping to shape skills provision and outcomes that meet their needs. We will work closely with our many partners in the private, voluntary and community sectors who deliver skills and employability training to equip our people for work. And we will underpin this with a commitment to provide high quality, effective careers education and advice that supports appropriate careers choices.

Our proposals under this Pillar focus on three areas:

- improving educational outcomes from an early age;
- supporting those furthest from the workforce; and
- ensuring we have the necessary skills pipeline to meet business needs now and in the future.
Improving educational outcomes from an early age

5.14 Our education system must serve our young people effectively and efficiently, especially those most at risk of underachieving. We must ensure that all learners acquire the greatest benefit from that provision. Our young people will be supported to acquire and develop a wide range of skills and knowledge to allow them to compete nationally and internationally for opportunities in education and employment. We will encourage entrepreneurship and innovation from an early stage, build on a strong foundation of core skills and offer pathways and progression towards chosen careers. Focusing on the statutory curriculum, we will raise standards in literacy, numeracy and science capabilities, areas where the Competitiveness Scorecard shows that Northern Ireland remains behind the best international performers. The Programme for International Student Assessment (PISA) provides a global benchmark of 15 year old student performance in science, mathematics and reading. It provides a clear indication of the scale of ambition that is required if we are to close the gap with the world’s leading economies.

5.15 The careers education and guidance system will support our people to gain the skills they need to improve their lives and drive economic growth. The Preparing for Success Strategy sets out a coherent, forward thinking and comprehensive vision for the careers system in Northern Ireland. In implementing this strategy, we will transform the careers system and deliver the twin goals of supporting individuals to realise their full potential and contributing to our economic prosperity, by raising awareness of employment growth sectors. We will increase the extent and pace of school to employer engagement to help young people prepare for the world of work and inform their career choices. Working through the Careers Advisory Forum, we will facilitate employers to become more actively engaged with schools as Business Ambassadors.

Supporting those furthest from the workforce

5.16 Northern Ireland has an historic problem of a consistently high rate of economic inactivity. This drags down our competitiveness as a region, and excludes many people from sharing in the wealth created in the economy.
For many, it represents wasted opportunity and potential. Tackling economic inactivity has the potential to make a huge difference to many people, both economically and socially. It will help the lives of those individuals who wish to overcome their personal barriers and make the journey towards the labour market. To support people in the transition from economic inactivity to employment we will work with the Department for Communities and other partners in building on Enabling Success, the strategy to reduce economic inactivity.

5.17 While we have been successful recently in reducing the rate of youth unemployment, marginalised young people continue to find difficulties entering the labour market. Building on the Pathway to Success Strategy, we will work with partners across government to attune support to young people who face barriers to participation in the labour market.

Ensuring we have the necessary skills to meet business need

5.18 Employers require a workforce with the right sets of skills to deliver their business objectives now and in the future. Our new Skills Barometer provides us with a valuable tool to help understand the Northern Ireland skills landscape and to identify growth sectors, skills shortages and future skills needs. This and other research points to the importance of developing our skills base and the employability of our people and, in particular, the importance of skills in Science, Technology, Engineering and Mathematics (STEM). With a significant increase in demand from a number of sectors expected to avail of the opportunities offered by a lower Corporation Tax rate, we need to apply the appropriate policy instruments to deliver that talent pipeline for business.

5.19 Through our higher education policies, we will work with our universities to ensure that Northern Ireland’s graduates have the skills, knowledge and capabilities that will support them to compete in the international graduate labour market. We will support flexible, part-time higher education provision, alongside the more traditional full-time provision. We will develop a more coherent education policy for those in the 14 to 19 age group to ensure that all follow appropriate education and training routes to maximise their learning potential.
5.20 We are reforming our professional and technical skills offering, through new systems of youth training and apprenticeships, that will create genuinely attractive and alternative pathways for individuals to the higher level skills and qualifications needed to support business growth, and will give business a strong voice in shaping that provision. Through the Apprenticeships/Youth Training Strategic Advisory Forum and Sectoral Partnerships we will bring employers, further education colleges, the universities and other key stakeholders together to ensure provision meets the needs of employers and the wider economy. As part of our Apprenticeship Strategy we are developing a range of Higher Level Apprenticeships to enable participants to earn while they learn and gain nationally recognised, professional qualifications across a broad range of occupations. Opportunities are available from Foundation Degree to PhD, with progression routes, and offer an alternative pathway to university.

Case Study 4

Higher Level Apprenticeships

The Higher Level Apprenticeship programme currently has over 600 participants working across over 400 employers in a range of occupational areas including Accounting Technician, Life Sciences, Business Technology, Engineering and ICT. Jill is pursuing a career with Norbrook Laboratories completing her Higher Level Apprenticeship in Life Sciences. Jill said: “The Higher Level Apprenticeship in Life Science has been a fantastic experience for me. I am working towards achieving a Foundation Degree qualification as well as gaining very valuable hands on experience in a laboratory within Norbrook. This programme allows me to earn while I learn, without the expense of going to university.” Elizabeth Moran, Learning and Development Manager, Norbrook said: “We are delighted at how successful the Higher Level Apprenticeship programme has been for both Norbrook and the apprentices. The success of the programme can be attributed to collaboration between Norbrook and the Southern Regional College before the programme commenced, along with the high calibre of apprentices who have demonstrated excellent commitment to the programme.”
5.21 We will meet the bespoke upskilling needs of employers by deploying the resources of our further education colleges and universities to deliver agile and customised programmes such as Assured Skills and specialised ‘academies’. We will provide both potential inward investors and existing businesses with a pipeline of talent for in-demand skills sectors, particularly in high growth, high technology areas such as data analytics, cyber security, cloud computing and software engineering, whilst enhancing the skills of lecturers in new cutting edge technologies important to business growth. In this way we will strengthen the digital capacity and capability of our people and ensure that the skills pipeline meets and anticipates the economy’s growing need for transformative digital skills.

Case Study 5
Assured Skills – HighWire Press

Recently Assured Skills arranged the design and delivery of a five week pre-employment training programme for HighWire Press, a new foreign direct investor based in Silicon Valley. This was a bespoke training programme designed in a matter of weeks jointly with the company to their specification and involved training in software development and quality assurance. All 18 trainees recruited onto the programme were employed by HighWire at the end of the programme.

Case Study 6
Assured Skills – Fin Tru

FinTrU, a financial services company, approached Invest NI in March 2014 about the prospect of opening a centre of excellence in Belfast as an inward investment project. In partnership with Belfast Metropolitan College and Ulster University, a bespoke four week academy was quickly designed to meet the training needs of the company, with the first graduates commencing work in September 2014. A further three academies developed and run in association with FinTrU have resulted in 58 academy graduates securing employment with the company.
Growing such a talent pool will include stimulating and supporting the acquisition of coding skills from an early age.

5.22 Our overall ambition in taking forward these activities is to ensure that local businesses have access to a workforce which is amongst the most appropriately skilled internationally. The latest OECD International Survey of Adult Skills\(^9\) shows that our literacy and numeracy levels have been improving with an increasing proportion of our people performing at the higher standards. Nonetheless, more remains to be done if we are to become truly world class. By upskilling our workforce with even greater pace and by moving people up the skills ladder we will aim to move further up the international standings closing the gap with leading performers such as Japan, Finland, New Zealand and the Netherlands.

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\(^9\) Organisation for Economic Co-operation and Development, 2013, Survey of Adult Skills First Results: England and Northern Ireland (UK)
ENHANCING EDUCATION, SKILLS & EMPLOYABILITY

Ambition
An economy built on talent, which delivers excellence and relevance in education and skills and where everyone is supported to achieve their full potential.

What do we want to achieve?

- An education system that provides our young people with the skills for life and work;
- Access to timely, relevant and comprehensive careers advice;
- Help for those furthest away from work so that they can take full advantage of employment opportunities and share in Northern Ireland’s future prosperity;
- A high quality, efficient and responsive system for delivering professional and technical skills, with strong input from business in shaping provision;
- A pipeline of graduates who have the skills, knowledge and capabilities to excel;
- A strong and relevant supply of skills for economic growth.

What are we going to do?

We will:

- Radically reform careers advice on the employment opportunities available both now and in the future and work with industry to develop a new ‘Business Ambassadors’ scheme for local schools;
- Align education, skills and employability policies and funding models to ensure a skills pipeline, pathways and progression to underpin our economic ambition;
- Improve educational outcomes from an early age and, focusing on the statutory curriculum, raise standards in literacy, numeracy and digital capabilities;
- Strengthen the current and future talent pool of digital skills by building capacity and capability through the ‘academy model’, focusing initially in the areas of analytics and cyber security, as well as supporting and encouraging more coding academies for young people;
- Proactively support those furthest from the workforce, removing barriers, providing access to skills and encouraging participation;
- Increase the number of economically inactive claimants taking up formal programmes of support to develop and improve their skill levels and help them into work;
- Design and implement an “employability pipeline” model and establish an Employability Forum in each council area to better match supply and demand for work, through the Community Planning process;
- Strengthen collaboration across government and with industry, education and academia;
- Better prepare our young people to compete for work and to match them with employers’ needs;
- Work with our further and higher education institutions, Invest NI and training providers to align skills provision with our economic priorities;
- Deliver new models of youth training and apprenticeships which facilitate progression up the skills ladder across a wide range of occupational areas;
- Support businesses wishing to upskill their workforce.

How will we know we are on target?

<table>
<thead>
<tr>
<th>Indicator</th>
<th>What this looks like</th>
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<tbody>
<tr>
<td>% of school leavers achieving at level 2 or above including English and maths</td>
<td>Improved educational outcomes</td>
</tr>
<tr>
<td>% of schools found to be good or better</td>
<td>Improved quality of education</td>
</tr>
<tr>
<td>% of the workforce in employment qualified to levels 1+, 2+, 3+ and 4+; the proportion of graduates qualifying from a NI Higher Education Institution with an economically relevant STEM qualification; number of companies new to productivity skills development; % of companies confirming a positive productivity impact post project</td>
<td>Improved skills profile of the population</td>
</tr>
<tr>
<td>Economic inactivity rate excluding students</td>
<td>Reduced economic inactivity</td>
</tr>
<tr>
<td>Proportion of local graduates from local institutions in professional or management occupations or in further study six months after graduation</td>
<td>Increased proportion of graduates moving into employment or on to further study</td>
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</table>
5.23 We are committed to ensuring that all parts of Northern Ireland and all sections of our society share equally in the benefits of sustainable economic growth. We want to build a labour market that promotes opportunity across our cities, towns and rural areas.

5.24 Private sector businesses are the engine for growth. We want new business start-ups and enterprise to flourish right across Northern Ireland and will take steps to support people everywhere, including those who face particular barriers, so that they are equipped to access employment opportunities. Through the measures under our Education, Skills and Employability Pillar, we will work with our partners in the voluntary and community sectors and in local councils in all parts of Northern Ireland to assist people who need support to acquire the skills they need to access employment opportunities.

5.25 Our well-developed network of regional colleges, with campuses geographically spread across Northern Ireland, provides a valuable resource for people everywhere to secure the necessary skills and qualifications to enhance their employment prospects and progress up the career ladder. Our colleges will continue to provide comprehensive support for those who may have special needs in pursuing their further education studies because of illness or disability. Colleges will also tailor their programmes and interventions in such areas as product development to meet the specific needs of businesses in their local areas to support sub-regional growth.

5.26 We want to ensure that manufacturing and services businesses operating in all regions and communities across Northern Ireland can prosper. We recognise the importance of cities as drivers of economic growth, as well as the value of our rural economy, with a third of our population living in rural areas. Ensuring that the benefits of city growth have wider positive impacts for businesses based across the region, that infrastructure allows ease of worker mobility and that the opportunities of economic corridor development are realised will be essential to ensure growth is shared across Northern Ireland. We will work closely with local councils, in their capacity as leaders of community planning, in their respective areas to promote social and economic
development at local level to support their efforts in ensuring that social and economic disadvantage is addressed wherever it exists and that those who need most help in accessing the labour market receive it.

5.27 The Fresh Start Agreement contains a specific commitment from the Executive to support the regional development work of the North West Gateway Initiative, which includes a focus on economic growth and investment to promote regional growth. We will continue to support the North West Gateway Initiative.

5.28 Northern Ireland has historically had a comparatively low business birth rate compared to the rest of the United Kingdom. In 2014, there were 4,805 new enterprises started in Northern Ireland. This equates to a business birth rate of 8.7% which is significantly below the overall United Kingdom birth rate of 13.7%. However, Northern Ireland’s business birth rate compares favourably to places like Finland and Sweden. Our two year business survival rate stood at 68.9% for businesses started in 2012, and was higher than Estonia, Finland and Denmark. Our ambition is to become a more dynamic and enterprising economy, driving up the rate of new business start-ups and creating an environment that actively fosters and supports entrepreneurship. We will work with local councils, universities, further education colleges and schools to provide support for entrepreneurs at all stages. In particular, we will work closely with local councils, as they implement their new responsibilities for enterprise activities, in encouraging new business start-ups, creating an enterprise support infrastructure and in tailoring actions to encourage young entrepreneurs and women in business. In recognition of its contribution to the provision of employment opportunities and economic activity in local communities, we will continue to provide support to the social enterprise sector.

5.29 Large firms matter in small advanced economies. They provide critical mass, scale and specialisation that might be difficult to generate otherwise. Growing our businesses is therefore a priority. The profile of businesses in Northern Ireland shows that the vast majority of businesses (89.2%) have less than nine employees, and only 2% of businesses have more than 50 employees.

5.30 Research from across Europe shows that the bulk of private sector employment growth is generated from a small group of high growth companies.
This aligns with our own research in Northern Ireland which illustrates the importance of their contribution in supporting employment, particularly during the prolonged recession. That research also highlighted the diverse nature of our high growth firms which are neither concentrated in any one particular sector, nor unduly concentrated in any one particular part of Northern Ireland. Some of the strongest performance of high growth firms has been observed in mid-Ulster, and in the west and south of Northern Ireland.

5.31 Encouraging more companies in Northern Ireland to scale up and/or achieve high growth is therefore a key element in creating more employment opportunities. Invest NI will increase its scaling initiative to identify and provide targeted support to greater numbers of firms with the highest growth potential to scale up, diversifying to include smaller companies with high growth potential.

5.32 Research highlights the importance of dense collaborative networks of businesses to the economic success of a region. Collaboration in clusters between businesses and associated institutions with common interests, such as universities, trade associations
and public authorities, can result in a more competitive, productive and innovative environment.

5.33 Agriculture and the agri-food sector is our largest employer and provides regional employment throughout Northern Ireland. We will work to improve the productivity and sustainably grow the sector by implementing key recommendations arising from the Going for Growth Strategy. We will ensure that the sector continues to innovate through closer collaboration between the Agri Food and Biosciences Institute (AFBI), our universities and private sector employers. We will work to upskill the agricultural sector and transfer key skills through the work of the College of Agriculture, Food and Rural Enterprise (CAFRE) both through the education of young people and the use of business development groups. The Department of Agriculture, Environment and Rural Affairs (DAERA)’s Rural Development Programme 2014-2020 is an important policy intervention aimed at supporting the sustainable growth of the agri-food sector, protecting and improving the natural environment and developing the rural economy. Its objectives are important in delivering economic growth and improving the competitiveness of Northern Ireland’s rural areas, and its implementation will remain a priority.

5.34 If we are to make progress towards the goal of sustainable economic growth then we must embrace the concept of a circular economy, one that businesses have already started exploring today. A circular economy is an alternative to a traditional linear economy (make, use, dispose) in which we keep resources in use for as long as possible, extract the maximum value from them whilst in use, then recover and regenerate products and materials at the end of each service life.

5.35 The latest MATRIX report in Advanced Manufacturing Materials and Engineering emphasises how a circular economy can encourage innovation, deliver job creation and improve resource efficiency and material productivity. Reducing our reliance on imported goods can help businesses to remain competitive in the global market as well as assisting efforts to tackle climate change and protect valuable ecological assets.

5.36 To help develop the circular economy, the Department for the Economy will work with DAERA to develop a circular economy strategy for Northern Ireland.
5.37 It is important to create the right conditions that will allow businesses to grow and flourish, such as access to appropriate and affordable finance. Having a local banking sector that meets the needs of both consumers and businesses, and provides bank lending on a competitive basis to local Small and Medium sized Enterprises (SMEs), is vital to sustaining economic recovery. In addition, venture capital and early stage equity investment play a vital role in helping many high growth, knowledge based firms secure the funding they need to start and grow, funding that is often not provided through traditional debt finance from banks.
5.38 Much progress has been made in recent years to improve the availability and affordability of finance for businesses in Northern Ireland but there remains more to be done. Research carried out by the Department for Enterprise, Trade and Investment in 2015 noted that the market in Northern Ireland for early stage and growth finance remains relatively small and faces a number of challenges. Invest NI has put in place a £170 million Access to Finance Initiative to ensure that companies with high growth potential are not held back because they cannot access finance. This suite of support is helping to ensure that SMEs at all stages of the development cycle have access to financial support through a range of equity investment and debt financed models.

5.39 Fundamental to supporting business growth is an effective regulatory regime, which maintains appropriate and necessary protections, while minimising the regulatory burden on business. We will progress a comprehensive regulatory reform programme which will contribute to supporting business growth and reducing red tape. Planning has a key role to play in delivering sustainable development and business growth. Much progress has been delivered through a recent comprehensive planning reform initiative. Planning policy and performance are subject to ongoing review in order to inform improvements to the newly established system.
DRIVING INCLUSIVE, SUSTAINABLE GROWTH

Ambition
An economy which delivers for people across all parts of Northern Ireland with more people in employment, more companies being established and more inward investment being attracted.

What do we want to achieve?

- A more enterprising region, with a culture of new business development;
- A higher level of business start-up activity with an emphasis on technology and high potential start ups across all areas;
- Growth in sectors and technologies where we have strengths and capabilities matched to national and international opportunities;
- Economic prosperity and opportunity across the region;
- An economy where an increasing number of businesses realise their high growth potential and scale up from small to medium sized companies employing more people in the process;
- An economy where entrepreneurship and enterprise is endemic and reflected in a growing status as a start-up region.

What are we going to do?

- Put in place a new Business Growth Initiative that helps high growth potential SMEs to scale up;
- Work with the small business sector in Northern Ireland to create a collaborative network for family owned businesses;
- Develop six “Enterprise Parks” across Northern Ireland with superfast broadband, quick and affordable electricity connections and a package of rates support;
- Create six SME digital hubs across Northern Ireland to support more companies engage in e-business and benefit from digitisation;
- Implement the key recommendations of the Going for Growth Strategy;
- Enhance the Northern Ireland entrepreneurship ecosystem in partnership with all key stakeholders to provide an infrastructure that supports entrepreneurs at each stage of their journey;
- Support a new region wide women’s entrepreneurship programme;
- Increase investment in innovation activities, particularly supporting open innovation and enhancing Catalyst Inc provision outside Belfast;
- Explore opportunities to replicate in other locations initiatives such as the new Innovation Factory in Belfast;
- Increase business cluster and innovation support across Northern Ireland;
- In partnership with local government, deliver a new programme for business start-up support;
- In conjunction with local councils and the Department for Communities, provide support for communities and individuals facing disadvantage;
- Increase opportunities and support for business collaboration regionally, nationally and internationally;
- Monitor access to both bank and non-bank finance, including seeking to increase the supply and demand of early stage and growth finance;
- Progress a new ‘Open for Business’ strategy aimed at comprehensive regulatory reform programme which will contribute to supporting business growth and reducing red tape;
- The Department for the Economy will work with the Department of Agriculture, Environment and Rural Affairs to develop a Circular Economy Strategy for Northern Ireland.

How will we know we are on target?

<table>
<thead>
<tr>
<th>Indicator</th>
<th>What this looks like</th>
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</thead>
<tbody>
<tr>
<td>Seasonally adjusted employment rate (16-64)</td>
<td>Increased proportion of people in work</td>
</tr>
<tr>
<td>A Better Jobs Index</td>
<td>Increased proportion of people working in better jobs</td>
</tr>
<tr>
<td>Employment rate by geographic area</td>
<td>Improved regional balance of economic prosperity through increased employment</td>
</tr>
<tr>
<td>The employment rate of 16-64 year olds by deprivation quartile</td>
<td>Increased economic opportunity for our most deprived communities</td>
</tr>
<tr>
<td>Jobs promoted via business start programme</td>
<td>Increased number of business start-ups</td>
</tr>
<tr>
<td>Annual turnover of businesses</td>
<td>Increased numbers of businesses of scale</td>
</tr>
<tr>
<td>Total early-stage entrepreneurial activity rate</td>
<td>Increased entrepreneurial activity</td>
</tr>
</tbody>
</table>
Over the last two decades world trade has increased fourfold, world foreign direct investment has increased fivefold and world tourism has more than doubled. Economic success for Northern Ireland must embrace an outward facing approach. International engagement will be at the core of our economic policy, and this Pillar concentrates on three key aspects of that engagement.

Competing globally through trade

Having externally focused businesses thriving in international markets is crucial for generating strong economic outcomes in small economies like Northern Ireland. We need to trade beyond a domestic market that is too small to get the required business scale, specialisation and growth.

Exporting remains central to our Industrial Strategy and, with a changing economic landscape on the horizon as a result of exiting the European Union, it is vital that we are responsive and adaptable in the ways we seek to achieve our objectives on trading globally. We are already taking forward new approaches to drive improvements in our commercial success in overseas markets and this will continue and evolve as uncertainty around the future diminishes, and as new trading opportunities emerge in the future.

Competing globally for investment

Foreign direct investment plays a vital role in small open economies in driving international expansion as well as contributing significantly to raising productivity and innovation activity. The international activity of these firms is a central part of strong external engagement by small advanced economies, and so competing effectively for inward investment is a key ambition for this Industrial Strategy.

Our inward investment proposition to the world will be coherent and integrated, built on talent, value and tax. We will integrate a lower rate of Corporation Tax into our enhanced proposition, building in a focus on current successful sectors and clusters and targeting new types of higher profit, higher value-added activities. Our proposition to inward investors will also be backed up by a targeted and responsive skills offering tailored through our Employer Support Programme.

Opportunities exist for attracting investment for major infrastructure
projects especially from places like China and the Middle East. We will work with local government and the private sector to develop a comprehensive infrastructure ‘pitch book’.

5.46 Northern Ireland benefits from a strong diaspora spread around the world. We will build on the success of Northern Irish Connections to utilise the power of people with an affinity to Northern Ireland to promote our region internationally.

Competing globally as a destination

5.47 With successful small economies being characterised by active international engagement it is important to understand how Northern Ireland is viewed and regarded by other countries. Developing an international focus on our key areas of economic potential, and actively promoting Northern Ireland as a good place to interact with economically, commercially and academically, will be crucial to our success in a highly competitive world.

5.48 As part of this we will launch and implement a new strategy to unlock the full potential of tourism in Northern Ireland and secure our place on the world map as a must-see destination. The strategy will place a clearer focus on the key markets of USA, Canada, Australia and mainland Europe, as well as focusing on the significant potential, as yet unrealised, within the Republic of Ireland market. Our aim is for an internationally competitive tourism sector, based upon an inspiring visitor destination of which we are all proud, with an ambitious goal to double external revenue to £1 billion by 2025. In doing so we will also contribute to other priorities by supporting local communities and creating regionally dispersed employment opportunities.

5.49 We will also exploit the increasing international orientation of our local educational institutions. Attracting international students and staff is an important aspect in developing the international reputation of our universities as another type of exporting activity. We will aim to build on the success we have achieved in this area in recent years. In addition, our further education colleges have become increasingly focused on the need to operate in an international arena and to equip students and staff with the skills required to work and compete in the global economy. We will work with our universities, further education colleges, boarding schools and English language training organisations to find new ways to increase enrolments of international students and the supply of educational services by our institutions overseas. This will include participation in trade missions, organising inward visits to Northern Ireland, exhibiting at international trade fairs and availing of support from in-market experts.
SUCCEEDING IN GLOBAL MARKETS

Ambition

Northern Ireland will be viewed across the world as the location of choice within the United Kingdom to do business from, and to do business with.

What do we want to achieve?

We want to see:
• Much greater commercial success for our companies in overseas markets;
• Northern Ireland becoming the top United Kingdom region for attracting foreign direct investment;
• Our tourism industry flourishing and delivering on its potential.

What are we going to do?

We will:
• Develop a new International Trade Plan for Northern Ireland to capitalise on recent export success and encourage more first time exporters;
• Enhance international awareness of Northern Ireland as a place to do business with;
• Lower corporation tax and promote Northern Ireland internationally as a top destination for inward investment within a strong United Kingdom proposition;
• Target new export-intensive and “profit centred” inward investment opportunities, building upon existing strengths within sectors and clusters;
• Prepare our skills pipeline for the needs of inward investors of the future;
• Increase support for export market diversification and additional support to target Great Britain and Republic of Ireland as first destination markets for our businesses;
• Work closely with the Department for International Trade to capitalise on emerging trading opportunities;
• Engage with emerging markets to secure market access for our agri-food products;
• Within a new Tourism Strategy, deliver events of scale that can enhance our international reputation;
• Develop our international position as a destination for learning, attracting the best academic staff and collaborating on research;
• Identify opportunities for exploiting education services as an export and a means to enhance our international reputation;
• Invest in experiences and products infrastructure that will give external visitors new reasons to holiday and stay longer in Northern Ireland;
• Under the rural tourism element of the Rural Development Programme, invest £10m in projects to increase the number of out-of-state visitors.

How will we know we are on target?

<table>
<thead>
<tr>
<th>Indicator</th>
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<tr>
<td>Broad Economy Exports Measure</td>
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</tr>
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<td>Broad Economy Exports Measure</td>
<td>More local businesses selling outside Northern Ireland</td>
</tr>
<tr>
<td>Total spend by external visitors</td>
<td>Improved attractiveness as a destination</td>
</tr>
<tr>
<td>National Brand Index</td>
<td>Improved international reputation</td>
</tr>
<tr>
<td>Number of external businesses and employment in those businesses</td>
<td>Increased amount of Foreign Direct Investment in Northern Ireland</td>
</tr>
</tbody>
</table>
5.50 A region’s infrastructure is both a key enabler and driver of economic growth. Investment in our infrastructure is a significant and long term commitment that lays the foundations of our future economic and social wellbeing and competiveness. It requires long term planning and a sustained focus on delivery to meet the anticipated needs of society a generation ahead, as well as to tackle any shorter term issues which arise.

5.51 Investment in our infrastructure is vital to provide the physical and digital connectivity to allow Northern Ireland to compete on the global stage. That connectivity needs to be regionally balanced to ensure a level playing field of opportunity in terms of access to market and the ability to establish and grow businesses across all parts of Northern Ireland. It also needs to take account of the specific current and future economic needs of the region.

5.52 Importantly our approach to infrastructure needs to encompass both those elements which are publicly owned and run and those which are in the hands of the private sector. The part Government can properly play in these sectors will differ, but the need for an all-encompassing overall strategic approach across them is clear. The Industrial Strategy will align with the Investment Strategy for Northern Ireland, which will set out in more detail the Executive’s priority areas for investment in the years ahead and is intended to assist Government and our private sector partners to plan ahead for the challenge of delivering an infrastructure investment programme across the region.

5.53 Energy is central to the quality of our lives and for the functioning of modern economies. The energy sector provides essential services along with employment, investment, infrastructure, technological advances, knowledge and skills, that can be highly beneficial to the wider economy in general.

5.54 Energy policy is at the core of economic, environmental and social activity. Determining energy policy is about making a realistic assessment of the energy challenges we face. There will always be tensions between pursuing economic, social and environmental objectives and the associated cost implications of each. This is the so-called “energy trilemma”. The challenge for Northern Ireland,
as elsewhere, is balancing this trilemma to ensure security of supply, cost control and the achievement of affordable decarbonisation.

5.55 We will develop a new Energy Strategy that will seek to address both our short to medium term needs and also position us to meet the longer term challenges out to 2030 and beyond.

5.56 While telecoms remain a reserved responsibility, we will continue to work with the United Kingdom Government to deliver the Universal Service Obligation which is intended to give people the right to request a broadband connection with speeds of 10Mbps, no matter where they live, within a reasonable cost threshold by 2020. We will also continue to intervene in the market where it can stimulate competition and choice from the industry. We will work to keep the regulatory environment aligned with other regions and international standards and norms. This recognises the importance that our telecoms infrastructure and services play in sustaining and growing our economy. Our goal is to ensure that there is no digital divide between rural and urban areas.
BUILDING THE BEST ECONOMIC INFRASTRUCTURE

**Ambition**

Northern Ireland will be recognised as having world class economic infrastructure supporting the growth of a modern, dynamic, connected and competitive economy.

**What do we want to achieve?**

- Investments in energy, water, transport and connections, digital communications, waste disposal networks and facilities, as key components for a competitive modern economy.
- Investment in key infrastructure projects to provide the physical and digital connectivity to enable our business to thrive globally;
- Investment both in better access to major population and business centres through our strategic road network in the West and in tackling significant drainage and flood risk issues in Belfast and other regional centres.

**What are we going to do?**

We will:

- Become Europe’s best connected region for broadband by 2030 by further extending broadband coverage through the Northern Ireland Broadband Improvement Project and Superfast Rollout Programme, and further new interventions that will enhance broadband speeds and mobile coverage across Northern Ireland as part of a new Digital Infrastructure Strategy;
- Invest in infrastructure to support the growth of Belfast as a regional driver and Londonderry as the driver of the North West;
- Enhance the security, sustainability and cost-efficiency of our energy supply;
- Develop a new Energy Strategy to meet Northern Ireland’s medium and longer term energy needs;
- Invest in the connections to our ports to enhance our access to global markets and the efficiency of our supply chains.

**How will we know we are on target?**

<table>
<thead>
<tr>
<th>Indicator</th>
<th>What this looks like</th>
</tr>
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<tbody>
<tr>
<td>• Proportion of NI premises with access to broadband services at speeds at or above 30Mbps</td>
<td>• Improved internet connectivity</td>
</tr>
<tr>
<td>• % change in security of supply margin as measured by SONI’s Generation Capacity Statement</td>
<td>• Enhanced security, sustainability and cost-efficiency of our energy supply</td>
</tr>
</tbody>
</table>
QUESTIONS

For each of the 5 Pillars for Growth:

- Do you agree with what we want to achieve;
- What we plan to do to deliver; and
- How we plan to measure progress?
MEASURING SUCCESS

Indicator Framework

6.1 We will monitor the progress of our Industrial Strategy to ensure that the actions we are taking will contribute to the outcomes that we wish to see and, ultimately, to our economic vision.

6.2 To remain consistent with the new draft Programme for Government framework we propose to adopt an outcomes based approach to the indicator framework for this Strategy. Through delivery of the key activities associated with each of our Pillars for Growth we have identified the key economic indicators in which we want to see improvements and which we believe will ultimately lead to improvements in our overall economic competitiveness.

6.3 The table below proposes the two high level goals and indicators, and the associated measures, that we will use. Our final Strategy will establish targets for those indicators, subject to the views of respondents in this consultation, and these will be set over three time horizons – 2020, 2025 and 2030.

6.4 Improving the competitiveness of the Northern Ireland economy, in all its facets, is our overarching aim. Economic competitiveness can be defined as ‘the set of institutions, policies and factors that determine the level of productivity of a country’. The level of productivity sets the prosperity that a particular economy can achieve, the return from investments and ultimately the rate of economic growth. In addition to our proposed framework of indicators and measures, in order to measure and assess the overall competitive position of our economy over time, we also propose to use the reports on competitiveness which will be published regularly by the Economic Advisory Group, built on the Competitiveness Scorecard which it first published in July 2016.
<table>
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<tr>
<th>INDICATOR</th>
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<th>INDICATOR</th>
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<tbody>
<tr>
<td>Rate of Innovation activity</td>
<td>Increased innovation in our economy</td>
<td>% of school leavers achieving at level 2 or above including English and maths</td>
<td>Improved educational outcomes</td>
<td>Seasonally adjusted employment rate (16 – 64)</td>
<td></td>
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<tr>
<td>Northern Ireland Research and Development Survey</td>
<td>Increased total spend on Research and Development</td>
<td>Proportion of workforce in employment qualified to levels 1+, 2+, 3+ and 4+</td>
<td>Improved skills profile of the population</td>
<td>Interdepartmental business Register</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>Proportion of graduates qualifying from Northern Ireland Higher Education Institutions with an economically relevant STEM qualifications</td>
<td></td>
<td>Number of business £1m - £2m annual turnover</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>Number of Invest NI companies new to productivity improvement skills development</td>
<td></td>
<td>Number of business £2m - £10m annual turnover</td>
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<tr>
<td></td>
<td></td>
<td>% of Invest NI companies confirming a positive productivity impact, post project</td>
<td></td>
<td>Number of business £10m - £100m annual turnover</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Improved educational outcomes</td>
<td></td>
<td>Number of business £100m - £1bn annual turnover</td>
<td></td>
</tr>
<tr>
<td>Number of knowledge economy jobs</td>
<td>Increased employment in the knowledge economy</td>
<td>Proportion of local graduates from local institutions in professional or management occupations or in further study six months after graduation</td>
<td>Increased proportion of graduates moving into employment or on to further study.</td>
<td>Employment rate by geographic area</td>
<td></td>
</tr>
<tr>
<td>Business start-up rates</td>
<td>Increased number of new businesses</td>
<td>Economic Inactivity rate excluding students</td>
<td>Reduced economic inactivity</td>
<td>The employment rate of 16-64 year olds by deprivation quartile</td>
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<td></td>
<td></td>
<td>% of schools found to be good or better</td>
<td>Improved the quality of education</td>
<td>Jobs promoted via business start programme</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>A Better Jobs Index [to be developed]</td>
<td></td>
<td>Total early-stage entrepreneurial activity rate</td>
<td></td>
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</table>
## INDUSTRIAL STRATEGY INDICATORS

### INDICATOR: COMPETITIVENESS SCORECARD - INCREASE COMPETITIVENESS AND WELLBEING

<table>
<thead>
<tr>
<th>DRIVING INCLUSIVE, SUSTAINABLE GROWTH</th>
<th>SUCCEEDING IN GLOBAL MARKETS</th>
<th>BUILDING THE BEST ECONOMIC INFRASTRUCTURE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>WHAT THIS LOOKS LIKE</strong></td>
<td><strong>INDICATOR</strong></td>
<td><strong>WHAT THIS LOOKS LIKE</strong></td>
</tr>
<tr>
<td>Increased proportion of people in work</td>
<td>Broad Economy Exports Measure</td>
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<td>Improved regional balance of economic prosperity through increased employment</td>
<td>Number of external companies and employment in those firms</td>
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</tr>
<tr>
<td>Increased economic opportunity for our most deprived communities</td>
<td>National brand index</td>
<td>Improved international reputation</td>
</tr>
<tr>
<td>Increased the number of business start-ups</td>
<td>Total spend by external visitors</td>
<td>Improved attractiveness as a destination</td>
</tr>
<tr>
<td>Increased entrepreneurial activity</td>
<td></td>
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<td>Increase the proportion of people working in better jobs</td>
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<tr>
<td></td>
<td></td>
<td>Enhanced security, sustainability and cost-efficiency of our energy supply</td>
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</tbody>
</table>
7.1 This consultation document sets out our proposals to refocus our economic priorities up to 2030 and invites views on those proposals. The responses to this consultation, alongside the responses to consultation on the wider draft Programme for Government, will inform the development of a final Industrial Strategy.

Consultation

7.2 The public consultation on the Industrial Strategy is open for the next twelve weeks until 25th April 2017. Throughout this document a number of issues have been specifically highlighted for comment and feedback. A summary of these questions is included at the end of the document. However, contributions to the consultation should not be restricted to these issues, and all inputs will be welcomed.

A copy of the consultation document is available on the Department for the Economy’s website: https://www.economy-ni.gov.uk/consultations/industrial-strategy

You can respond to this consultation on-line at the Northern Ireland Hub – Citizen Space. https://consultations.nidirect.gov.uk/dfe/industrial-strategy-for-northern-ireland

Responses to this consultation should be sent to: NI-Economic-Strategy@economy-ni.gov.uk

Alternatively you can write to us at:

Strategic Policy Division
Department for the Economy
Room 124
Netherleigh
Massey Avenue
Belfast
BT4 2JP
Disclosure of information

7.3 The paragraphs below explain the policy on the Disclosure of Information and provide guidance on the legal position about any information given in response to this consultation.

7.4 The Freedom of Information Act provides the public with the right to request access to information held by public authorities including Government Departments. This includes information provided in response to consultations.

7.5 Following the end of the consultation, we will publish details of the responses received on the Department for the Economy website. Information you provided in your response, including personal information, could be published or disclosed under the Freedom of Information Act 2000.

Equality Screening

7.6 The draft Industrial Strategy has been subject to an equality screening exercise. The outcome of this screening exercise will shortly be published, as part of this consultation, and will be available on the dedicated Northern Ireland Economic Strategy Website.
### SUMMARY OF QUESTIONS

<table>
<thead>
<tr>
<th></th>
<th>Question</th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>Do you agree with the proposed vision for the Northern Ireland economy?</td>
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<td></td>
<td>In particular, do you agree with the twin emphasis on competitiveness and</td>
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<tr>
<td></td>
<td>inclusiveness?</td>
</tr>
<tr>
<td>2</td>
<td>Do you agree with the proposed five Pillars for Growth?</td>
</tr>
<tr>
<td>3</td>
<td>Do you agree with the proposed economic milestones?</td>
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<tr>
<td>4</td>
<td>Do you agree with the importance of continuously benchmarking Northern</td>
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<tr>
<td></td>
<td>Ireland against other small advanced economies?</td>
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<tr>
<td>5</td>
<td>Do you agree that the Industrial Strategy should now move towards a</td>
</tr>
<tr>
<td></td>
<td>rebalancing focus?</td>
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<tr>
<td>6</td>
<td>Do you agree that our Industrial Strategy should support sectors where</td>
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<tr>
<td></td>
<td>Northern Ireland is world class or where we have the potential to be</td>
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<tr>
<td></td>
<td>world class?</td>
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<tr>
<td>7</td>
<td>For each of the 5 Pillars for Growth:</td>
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<td></td>
<td>• Do you agree with what we want to achieve;</td>
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<tr>
<td></td>
<td>• What we plan to do to deliver; and</td>
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<tr>
<td></td>
<td>• How we plan to measure progress?</td>
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</tbody>
</table>
## 1.0 Purpose of Report or Summary of main Issues

### 1.1 The Belfast Agenda sets out an ambition for growth and opportunity that includes four headline goals to focus collaborative efforts on economic and social growth of Belfast so that by 2035:

- Our city is home to an additional 70,000 new residents
- Our urban economy supports 50,000 more jobs
- There will be a 50% reduction in the life expectancy gap between the most and least deprived neighbourhoods
- Every young person leaving school has a destination that fulfils their potential

In an increasingly competitive global environment, Belfast must emphasise its distinct
1.2 competitive advantage if it is to continue to compete and successfully attract FDI, and tourists to the city as well as encouraging more businesses to start and support those existing businesses to grow in the city. Members have emphasised the importance of continuing to attract and support FDI to Belfast and the Council has been delivering on the Tourism Strategy Action Plan, developing a ‘Go to Market’ plan and working with city stakeholders in the development of the International Relations Framework which seeks to promote the profile of Belfast internationally as a place to visit, live and invest.

1.3 To focus our efforts on growing a sustainable, inclusive economy a number of targets have also been set for 2021 along with key programmes of work (see draft Belfast Agenda). This report focuses primarily on the issue of city deals and economic and social progress in the context of Brexit. It needs to be noted that significant other pieces of work sit alongside this paper on job creation, skills development, liveability and neighbourhood regeneration.

2.0 Recommendations

2.1 The Committee is asked to:

(i) note the current programme of work underway which seeks to position Belfast as a competitive place and key attractor for people to visit, live, learn and invest;

(ii) consider and agree the proposed next steps as set out at paragraph 3.3.4 below.

3.0 Main report

3.1 Key Issues

3.1.1 The Council is increasing its ambition around positioning the city to attract international investment from developers, FDI and institutional investment and the recent success at MIPIM 2017, along with the International relations Framework 2016-2021 provide fresh impetus to consider how the City can begin to embed and sustain this collaborative and outward-focused approach to deliver on the City ambitions in the Belfast Agenda.

3.1.2 Central to promoting growth and positioning the city is the Council’s role in supporting and adding value to the work of key city partners in their efforts to increase the number of international students in the city, grow tourism investment and support more Foreign Direct Investment as well as helping local businesses to become more active in international export markets.

3.1.3 In the context of the Belfast Agenda, Members have already commissioned or agreed a range of work, currently underway, to drive forward growth and position the city in a time of increasing economic and political flux. Some examples include:
• **International Relations Framework** – including the development of sister city relationships with Boston, Nashville and Shenyang.

• **Strengthening private sector relationships** as demonstrated by the recent success of MIPIM and the strong public/private sector approach adopted (e.g. in access of 70 private sector representatives as part of the Belfast delegation and £240,000 private finance secured).

• Refocus the **Belfast-Dublin MOU** to enhance collaboration on economic, tourism, education & investment programmes.

• Exploring the development of a mutually beneficial **city-to-city programme of co-operation and collaboration between Belfast and the City of London**, in the interests of galvanising and stimulating both cities as growth engines, particularly as the UK exits the European Union.

• Launch of the **Belfast-London Business Network** in February 2017 with over 150 delegates attending providing a platform to pitch the real estate investment opportunities available in Belfast as well as promoting the opportunities for foreign direct investment, particularly the emerging and growing specialisms such as cyber security, legal services and business and professional services.

• The Council is developing a detailed programme of support, interventions and incentives to support business start-ups, existing businesses wishing to grow and foreign owned businesses that might consider Belfast as an investment location with a view to establishing a bespoke ‘City Investment Advice/Concierge Service that supports and enhances the work of key city partners.

• Belfast part of the **100 Resilient Cities Network** and is in the process of appointing a Chief Resilience Officer (CRO) whose role is to work with city stakeholders to develop a Resilience Strategy which will seek to address the inter-related issues of economic, social & environmental resilience.

• The development of a **City Growth Deal** for the Belfast City-Region is moving into a detailed feasibility study and financial modelling phase. This work will focus not only on the delivery of key city infrastructure priorities but also how the principles of inclusive growth can be integrated within a city growth deal so that communities across the city benefit. Intensive engagement will take place with both elected Members and city and regional partners to define what is possible.

There is no doubt that there has been a growing recognition and support for the Council’s leadership role in promoting economic growth and positioning the city on a regional, national
and international basis as evidenced in the engagement and feedback received on the Belfast Agenda.

**Brexit**

Given the changing and uncertain global economic environment, there is a growing focus in other city-regions across the UK on the importance of place and ensuring that local government have the necessary financial levers and powers to support inclusive economic growth. There has been a reaffirmed commitment to devolution and introduction of growth deals covering all parts of GB but not Northern Ireland.

It will be important that the Council and Members continue to proactively seek to ensure that such similar freedoms, including a Growth Deal, are at the heart of any negotiations around Brexit and form part of the specific asks being developed by political parties and government. Whilst the detailed feasibility study will help to identify potential opportunities and evidence the financial and social benefits around a growth deal and further double devolution asks, it will be critical that this is supported by a strong political strategy/manifesto which gives focus and intent to the Councils engagement with relevant stakeholders and influencers.

Correspondence recently received from NILGA, attached at Appendix 2, outlines some the approaches being taken by other councils in relation to forward planning around Brexit including, for example, the commissioning of joint research pieces and entering into MOU type arrangements with cross-border council colleagues. NILGA is strongly advocating that an evidence-based and collegiate approach is taken to further strengthening NI council’s position and in securing the best fiscal, legislative and policy outcomes associated with Brexit. Whilst it will be important that we continue to work with our local government colleagues including NILGA, it will be critical that we build upon the current momentum of growth and position Belfast to maximise the potential opportunities which may emerge around Brexit.

It is also important that the social implications of Brexit are understood and that plans to ensure ‘inclusive growth’ take account of these impacts.

**Next steps – creating an integrated and strategic approach and establishing “quick wins”**

Given the changing economic, political and social landscape, it is vital that the Council continues to show leadership in driving inclusive economic growth. As detailed in this report,
Members have led and commissioned a number of significant interventions which have successfully raised the profile of the city and started the process of effective advocacy around securing the powers and resources needed to deliver inclusive growth for the city-region.

There is now a need to ensure we draw these strands together to ensure that they are mutually reinforcing and underpinned by clear evidence and messaging so that Members can effectively influence on behalf of the city and that this leadership is visible to city stakeholders. Key linked strategic pieces which will have the continued leadership and oversight of the committee moving forward will be:

- City-region growth deal
- Place positioning;
- International relations framework;
- City Resilience
- An inclusive growth model

In terms of city marketing, it is important that we seek to build upon the momentum created at MIPIM and the successful relationships Members have built with the private sector to position and market Belfast at a time of flux when businesses are making location decisions. We must also consolidate and build upon to the relationships which Members have built with our surrounding councils and with other cities such as London and Dublin in line with our growth strategy.

In order to take this forward Members are asked to consider and agree the following:

(i) Members to lead and fully engage in the next stage of feasibility work on the city growth deal proposition including the specific deliverables (asks) and funding model.

(ii) Develop and implement a political lobbying strategy which gives focus and intent to the Council’s engagement with relevant stakeholders and influencers; and seeks to inform the negotiations and forward planning around Brexit.

(iii) Develop a strong and strategic marketing piece, in partnership with the private sector including developers, agents and investors, anchor institutions and the public to position Belfast in a post Brexit context as a place to live, visit and invest

(iv) Engage and potentially co-commission specific research pieces with the City of London and Dublin City Council & Dublin Chamber of Trade and Commerce to identify opportunities of mutual benefit including e.g. joint marketing, trade and
3.2.5

A cross-discipline project team of council officers is being established, chaired by the Chief Executive, to assist Members in bringing forward these strands of work in an integrated way so as to further enhance the city leadership role of Members and regular updates will be brought to the Committee.

**Financial & Resource Implications**

Within budget estimates for 2017/18.

**Equality or Good Relations Implications**

Inclusive growth is intended to reduce inequalities and improve relations in the city.

### 4.0 Appendices – Documents Attached

Appendix 1 – Correspondence from NILGA
Dear Suzanne,

Request for Socio-economic impact evidence – Brexit

NILGA, as the representative body for councils in Northern Ireland, is engaged in a series of early stage interventions and meetings at national and transnational levels, on Brexit, in order to strengthen the fiscal, legislative and policy outcomes associated with it for all councils in NI.

As such, we are grateful to those councils who have provided some high level information and reports regarding the impact of Brexit, so that evidential material can be summarised and collated for local government’s benefit in the crucial period ahead. Our own early stage Information Piece on Brexit, whilst freely available, is attached here, for ease of reference.

Whilst this stage of proceedings is underpinned by uncertainty, discussions at regional, national and transnational level are formative, things as you know will move to more analytical, transactional, and negotiation oriented platforms quite quickly, around matters like

- Alternative investment channels / funding
- Repatriation of powers
- Legislative and regulatory transfer
  and
- Devolution

NILGA is firm in its belief that a collegiate approach to this work will strengthen councils’ position, in the various platforms we will be engaged in, including (from NILGA’s perspective) the UK Local Government Association Brexit Group, The All-Island Civic Forum in Dublin and our meetings with DEXEU Ministers which will benefit from council involvement, as they develop.

Notwithstanding the absence of a functioning NI Assembly, NILGA seeks the development of an all council, collegiate approach, and therefore requests that your council’s corporately approved reports and related information on Brexit (other than those received to date*) are forwarded at your earliest convenience.
In parallel, NILGA wishes to develop in partnership a fully representative local government sector team, working on a dynamic, task and finish basis, to ensure that a strong position evolves, based on integration of effort and pooling of knowledge / resources. Such an initiative will also contribute to developing strategic, key messages and actions – communicated within the council sector and, where it’s appropriate to do so, to those structures and partners we are working with.

We will consult dynamically with councils and SOLACE to get the best regional mechanism and outcomes, but we would emphasise the urgency of the matter, not least because national and devolved level Local Government actions are happening productively in neighbouring jurisdictions and NILGA is in a position to bring our councils’ views and requirements directly to those with political and official influence. NILGA also fully appreciates and respects the work and positions taken by specific councils, with particular investment and community emphases.

Thank you in anticipation of your constructive follow up. Please contact Derek McCallan, NILGA’s CEO, or any of the undersigned, to enable your corporate views to influence this work.

Our resolve to work together and seek your co-operation is demonstrated by the consensus shown by the Association’s Office Bearers, as signatories to this communication.

Yours sincerely,

Cllr Seán McPeake
Sinn Fein
NILGA President

Cllr Freda Donnelly
DUP
NILGA Vice-President

Ald Arnold Hatch
UUP
NILGA Vice President

Cllr Dermot Curran
SDLP
NILGA Vice-President

Ald Alan McDowell
Alliance
NILGA Vice-President

Enc.
* (i) Brexit Information Piece
* (ii) Brexit – Border Corridor Briefing (January 2017)
* (iii) Initial Analysis Report – Derry City & Strabane & Donegal County Council (February 2017)
1.0 Purpose of Report or Summary of main Issues

1.1 Members will recall that the Council agreed on 1 September to act as partner for delivery of Shankill Women’s Centre and Black Mountain Shared Space Project which were being submitted for Peace IV funding under theme 3.1 Shared Space and Services. Both the Black Mountain Shared Space and Shankill Women’s Centre have now been advised by SEUPB that their relevant proposal has now being progressed to Stage 2 of the Peace IV funding process following successful completion at Stage 1.

1.2 Members are asked to note that 13 applications out of 33 have been successful in reaching Stage 2 of the application process under this call for funding. This includes one other Belfast based project – the Greater Whitewell Community Surgery for a project at the...
former Ballygoland Primary School. **Members will be aware this theme remains extremely competitive and the total of the shortlisted bids is approx. £90m and that there is only £45m available under the theme. It should therefore be noted that progression to Stage 2 is not a guarantee of funding and that no grant has been allocated yet to any projects including the Shankill Women’s Centre and the Black Mountain Shared Space Project.**

### 2.0 Recommendations

#### 2.1 The Committee is asked to note

- the update on the current status of the **Peace IV capital projects and that three Belfast based projects have been shortlisted through to Stage 2.** This includes the Shankill Women’s Centre and the Blackmountain Shared Space projects which the Committee has previously agreed that the Council will act as the delivery partner for

- Note that this **funding stream remains extremely competitive and that progression to Stage 2 is not a guarantee of funding and that no grant has been allocated yet to any projects**

- that officers will **continue to work with the Shankill Women’s Centre and Black Mountain Shared Space to facilitate the development of their Stage 2 applications**

- note that the agreement is that the Council acts as the delivery agent for these projects – no Council budget has been allocated to these projects and the conditions under the Letter of Offer will remain with the individual groups as Led Partner

- further updates will be brought back to Committee as required

### 3.0 Main report

#### 3.1 Key Issues

- Members are asked to note that each Group is now required to **complete a Stage 2 application form for submission by Monday 16 May 2017.** Council Officers will provide assistance to the groups in completion of these Stage 2 applications. To help inform this a workshop for successful applicants took place on Thursday 30 March 2017 attended by both Groups and their appointed Council Project Sponsor Officer.

- In relation to each project SEUPB have requested a number of specific issues to be further addressed as part of the Stage 2 applications. These issues are pertinent to each project and includes issues such as clarification on costs and how the scheme may be scaled back (Blackmountain) and further details on programming and consultation (Shankill Women’s Centre). The Groups are currently working through these issues and Council officers are advising where this is appropriate

- Members will be aware that the Council has only agreed to act as **delivery partner for these projects.** There are also a number of general issues which have been raised in regard to the
delivery of projects including the need for a robust legal agreement with each group if projects are successful at Stage 2, contract novation for the construction phase of each project and VAT which Council officers from Property & Projects are currently working through with both Financial Services and Legal Services.

3.4 A general issue in relation to what happens in the scenario that the construction costs exceed budget has also been raised by SEUPB. Members are asked to note that these projects will continue to be led by the applicant organisation as the lead partner and that the Council is acting as the delivery agent. The Council has not agreed any funding for these projects and therefore if costs are exceeded then it will be the responsibility of the lead applicant to manage this within the overall governance of the project.

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<thead>
<tr>
<th>Financial &amp; Resource Implications</th>
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<tr>
<td>3.5 Resources – ongoing resources from Property &amp; Projects Department together with Legal Services and Financial Services</td>
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<tr>
<th>Equality or Good Relations Implications</th>
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<tr>
<td>3.6 Peace IV is administered through SEUPB and all equality/good relations considerations are part of their role as the funders</td>
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<tr>
<th>4.0 Appendices – Documents Attached</th>
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1.0 Purpose of Report or Summary of main Issues

1.1 This report updates Members on the development and implementation of the £105m leisure assets capital programme.

2.0 Recommendations

2.1 The Committee is asked to:

Programme level – Planning

- note that planning was approved by the Planning Committee on Tuesday 11th April for the two new major leisure facilities at Brook and Robinson and the planning...
application for Andersonstown was submitted at the end of March

Specific projects

Members are asked to -

Brook

- note the updates as outlined at 3.4 in respect of the planned pop-up gym facility in part of the main sports hall at Brook and on the basis of the information provided to consider if they wish this to progress. In considering this Members are asked to note that officers investigated the potential of using space upstairs but that this is not feasible; that discussions have taken place with all affected groups and that all groups/activities can continue to be supported in the remaining part of the Hall or can be re-arranged elsewhere and the Centre can continue to act as an evacuation point if this is required.

Andersonstown -

- note the feedback from the additional Stage 2 - consultation exercise which was undertaken prior to the submission of the planning application at Appendix 1

- note after lengthy discussion Members agreed not to relook at the agreed facilities mix given the implications on the cost, design, planning and programme but requested officers to bring back an options paper to a future meeting which would consider all options available for securing the required additional resources for a moveable floor to be included within the existing proposal including details in respect of discussions with the DfC regarding community benefit monies and the mobilisation budget. Members are asked to note this is currently under development with an update to be brought in due course.

- note that a mobilisation workshop will be scheduled in advance of May SP&R.

3.0 Main report

Programme level - Planning

3.1 Planning approval for the redevelopment of the £20m Robinson and the £15m Brook was approved by the Planning Committee at its meeting on 11th April. This represents a significant step forward for the overall programme with works due to commence on site in the summer. Planning for Andersonstown was submitted at the end of March following a further round of consultation on the proposed changes to the centre (see 3.7). Members are asked to note that any changes to the design could have an impact on planning which in term will impact the overall programme

Project level

Brook – Pop-up gym facility
3.2 Members have expressed their desire to start construction on the new Andersonstown as soon as possible and subject to a positive planning decision it is envisaged that construction will commence on the new facility in August 2017. As part of the business continuity planning for Andersonstown Members endorsed a proposal in February that a **pop up gym facility would be set up in part of the main hall at Brook**. It is proposed that this will be a 50station gym and would use the existing equipment from Andersonstown when this closed. The rationale for this was to ensure continuity of provision for existing Andersonstown gym members and also to help attract new members to the centre thereby providing a platform from which to market the new centre prior to its opening in 2019.

3.3 Since this time a number of concerns have been expressed including the impact on

- groups who currently use the main hall
- use of the centre as an Emergency Rest Centre
- current car parking as the car park is already very busy at peak times

Members at a special West AWG on the 6th April therefore asked **officers to consider these issues and also to check if it was feasible for the area upstairs which is currently used for changing facilities to be used as a gym area**.

3.4 Officers have now investigated the concerns raised and Members are asked to note -

- **Feasibility of using the upstairs space as gym space** – Officers along with GLL undertook a site visit on 10 April to ascertain the feasibility of using this space rather than the main hall. This space is currently used as changing provision and would **require additional works to be undertaken in order to facilitate their use for gym equipment including the removal of internal walls and additional electrical works**. On the basis of the site visit it should be noted that these areas would only accommodate up to ten additional items of gym equipment (vs 50 stations downstairs). Given the additional works that would be required it is questionable if this would represent value for money. It would also not represent a quality customer experience. In light of this officers advice is that it is **not feasible for the area to be turned into additional gym facilities**.

- **Impact on groups currently using the Hall** – There are currently a range of groups who have regular bookings in the Hall including a Surestart and a judo club together with some regular activities including ballet/dance and 5-a-side. GLL have met with all potentially affected user groups over the past week. In relation to each affected group the current position is outlined below

  - Judo club – can continue to be accommodated in the remaining space in the main hall. It should also be noted that the new judo mats in Andersonstown are scheduled to be transferred to Brook which means the Club will no longer have to
bring their own mats which the Club have welcomed

- **Surestart** – the day to day activities can continue to be accommodated in the remaining space in the main hall. They have highlighted that there are number of larger seasonal events that they deliver including a summer sports day & Christmas celebration event. Officers and GLL are looking at alternative venues for hosting these e.g. other centres or local schools. Any costs associated with this will be come out of the mobilisation budget

- **Ballet/dance activities** – this will require some minor equipment which can be accommodated in the fit out from the mobilisation budget if agreed

- **5-a-side activities and community programme** – it has been emphasised that there is still significant community space and the current 5-a-side bookings can be reprogrammed to the 3G pitch outside or to an alternative centre. Again any costs associated with this would be funded through the mobilisation monies.

- All the groups had queries in relation to wall partitions and safeguarding. These have been addressed through the concept designs and a walkthrough with groups on the site. Members are therefore asked to note that all the groups affected can either continue to be accommodated if the gym proposal is taken forward and/or alternative provision will be secured for them. Any costs associated with this will be met from the mobilisation budget.

  - **Use as an Emergency Rest Centre** – Members are asked to note that Brook has been opened once as an Emergency Rest Centre since the Council took it over under LGR. On this occasion there were no attendees to the centre. From an Emergency Planning perspective the Council’s preferred option during emergency responses in the area is the Sally Gardens Community Centre. However the Emergency Planning Team has confirmed that they would still like to have the option of activating Brook if required. They have been given an overview of the proposals and are content that this still allows for the centre to be used as a fall back option if required.

  - **Car parking** – It has been noted that the current car parking at Brook is under pressure at peak times on 3G & grass pitches particularly in the evening and Saturday mornings. Members will be aware that additional car parking is being provided under the plans for the new centre however in the interim it is proposed that the situation is kept under review and if required further options will be brought back to Members in due course.

3.5 **In light of the above Members are asked to consider if they wish to proceed with the proposed pop-up gym facility in the Main Hall at Brook Andersonstown**
Members are asked to note that the Planning Service recommended that additional consultation was undertaken in respect of Andersonstown before the submission of the planning application. This was to reflect the changes to the facilities mix and design following the initial Stage 2 consultation in October which were agreed by Committee in November 2016 (i.e. the exclusion of the sports hall, moveable floor in the pool, geo-dome over the pitch and the BMX track in order to increase in the size of the leisure waters).

2 further consultation sessions were therefore undertaken in early March together with an online survey. In total there were over 750 responses to the consultation and the key findings are summarised below (the full consultation results are attached at Appendix 1) -

- 96.5% expressed support for the redevelopment
- Most popular comments were as follows:
  - Supportive of design and excited about the project (188 responses)
  - Request for a movable floor to be included in the 25m pool (172 responses)

The exclusion of the movable floor element from the main pool has raised a number of concerns particularly from the local water polo clubs. This was considered at the special meeting of the West AWG on 6th April at which Cathal Brugha Swimming and Water Polo club put forward a case for the consideration of re-instating the moveable floor.

After lengthy discussion Members agreed not to relook at the agreed facilities mix given the implications on the cost, design, planning and programme but requested officers to bring back an options paper to a future meeting which would consider all options available for securing the required additional resources for a moveable floor to be included within the existing proposal including details in respect of discussions with the DfC regarding community benefit monies and the mobilisation budget. Members are asked to note this is currently under development with an update to be brought in due course.

Members are also asked to note that a mobilisation workshop on Andersonstown has been scheduled for May.

Financial & Resource Implications

Brook – the ‘pop-up gym’ facility if agreed will be funded out of the mobilisation monies. Any costs associated with displacement will also be funded from the mobilisation budget.

Andersonstown – note that any changes to the design at this stage could compromise the overall programme and have a significant cost impact.

Equality or Good Relations Implications
| 3.12 | There are no direct equality implications |
| 4.0  | **Appendices – Documents Attached** |
|      | Appendix 1 - Andersonstown – Summary of feedback – Stage 2 further consultation |
LEISURE TRANSFORMATION PROGRAMME

ANDERSONSTOWN LEISURE CENTRE

STAGE 2 - FURTHER CONSULTATION REPORT - March 2017
1. Executive Summary

In line with the Council’s agreed three stage consultation approach for capital projects officers completed Stage 2 consultation with respect to the redevelopment of Andersonstown Leisure Centre in September 2016.

The feedback from this initial Stage 2 consultation resulted in several refinements to the original concept designs which included:

- Increase in size of family fun leisure waters;
- Removal of moveable floors from 25m and learner pools;
- Removal of sports hall;
- Removal of cover from 5 a side pitch;
- Removal of BMX track.

As a result of these refinements and following advice from the Planning Service it was decided to carry out some further Stage 2 consultation in order to give stakeholders the opportunity to comment on these revisions.

The consultation consisted of two open sessions at Andersonstown Leisure Centre (held on 7th and 8th March 2017) and an online consultation which was open for seven days. During this consultation respondents were presented with the updated concept designs for the new centre and asked to give their comments. An overview of these responses is as follows:

Overview of responses

- 21 responses from the two public sessions
- 737 online responses
- 96.5% expressed support for the redevelopment
- Most popular comments were as follows:
  - Supportive of design and excited about the project (188 responses)
  - Request for a movable floor to be included in the 25m pool (172 responses)
  - Request for additional spectator seating (43 responses)
  - Request for starting blocks to be included in 25m pool (35 responses)
- Of all responses 91.5% were from individuals and 8.5% from clubs or organisations
- There was a large response from the three Water Polo clubs in the area (Cathal Brugha, Clonard and Sentanta) which is reflected in some of the comments highlighted above.
2. Introduction

With much of the existing leisure estate aging and in need of major remedial works, the Council has committed to an ambitious £105 million investment in its leisure provision. Driven by need and with clear links to health and community outcomes, the investment programme offers a once in a generation opportunity to improve the health and well-being of the people of Belfast and deliver a step-change in the access residents are afforded to modern, vibrant, leisure facilities.

With major new leisure developments at Girdwood Hub and Olympia recently opened, the Council has identified the existing facilities and areas in most immediate need of investment and transformation. The next phase of the programme involves the creation of three brand new state of the art leisure developments for the city by replacing the current facilities at Andersonstown Leisure Centre, the Robinson Centre and Brook Activity Centre.

In line with the Council’s consultation policy for capital projects, these developments emerging from the Leisure Programme will be informed by a three stage consultation process. This process, outlined below, is designed to engage with local communities and other key stakeholders in order that the new facilities fully reflect local need.

Stage 1 Consultation
- Used to identify need, develop & test options and establish proposed focus for project;
- Consultation at this stage will help develop the concept design.

Stage 2 Consultation
- Used to test the concept design with stakeholders;
- Consultation at this stage will help develop the final design.

Stage 3 Information Sharing
- Used to inform stakeholders of the final design, timescales and construction impacts.

Following Stage 1 and Stage 2 consultation, which took place in November 2015 and September 2016 respectively, officers have recently completed an additional period of Stage 2 consultation with respect to Andersonstown Leisure Centre. This consultation was necessary due to several design changes which were implemented following an analysis of feedback from the original Stage 2 consultation in 2016.

This further period of consultation involved two public consultation sessions delivered in the existing Andersonstown Leisure Centre on 7th and 8th March 2017 (one afternoon session and one evening session). In addition an online survey was also designed to capture feedback from those unwilling or unable to attend the public sessions.

At this stage of consultation respondents were presented with the revised designs for the new centre and asked to give their feedback in terms of whether or not they were supportive of the overall redevelopment, which facilities in the new mixes they would be most likely to use and any other relevant comments.

This report provides a brief summary of the main findings of the consultation.
3. Summary of responses

A total of 758 responses were received with respect to Andersonstown across the public sessions and online survey. Of these 45.5% were from male respondents and 46.3% from female with the remainder not supplying this information.

<table>
<thead>
<tr>
<th>Age profile of respondents</th>
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<tbody>
<tr>
<td>65+</td>
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<td>55-64</td>
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<td>45-54</td>
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<td>35-44</td>
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<td>25-34</td>
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<tr>
<td>18-24</td>
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<tr>
<td>under 18</td>
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Q1. Do you support the redevelopment?

These responses were on the whole extremely positive and constructive with 702/758 indicating their support for the redevelopment of the centre.

| Yes | 92.60% |
| No | 7.40% |

Q2. Which of the new facilities are you most likely to use?

In terms of the facilities which respondents were most likely to use the swimming pools were most popular (88.3%), café (58.7%), fitness suite (54.6%) and exercise studios (38%). The Spin studio was least popular however 30% of respondents still indicated they would use this facility.

<table>
<thead>
<tr>
<th>Facility</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>swimming pool</td>
<td>88.3%</td>
</tr>
<tr>
<td>café</td>
<td>58.7%</td>
</tr>
<tr>
<td>fitness suite</td>
<td>54.6%</td>
</tr>
<tr>
<td>exercise studio</td>
<td>38.0%</td>
</tr>
<tr>
<td>5 a side</td>
<td>30.60%</td>
</tr>
<tr>
<td>spin studio</td>
<td>29.10%</td>
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</table>
Q3. General Comments

A wide range of general comments were received from respondents with the most common being positivity around the design and development in general. The next most popular comments were related to the inclusion of items such as a moveable floor (25m pool), more viewing and provision of starting blocks reflecting the large response from the three local water polo clubs.

- Positive about design: 24.8%
- Moveable floor: 22.7%
- More viewing: 5.7%
- Starting blocks: 4.6%
- Sports hall: 2.1%
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Subject: Area Working Update

Date: 21 April 2017

Reporting Officer: Gerry Millar; Director of Property & Projects

Contact Officer: Sinead Grimes; Programme Manager

Restricted Reports

Is this report restricted? Yes ☐ No ☒

If Yes, when will the report become unrestricted?

- After Committee Decision ☐
- After Council Decision ☐
- Some time in the future ☐
- Never ☐

Call-in

Is the decision eligible for Call-in? Yes ☒ No ☐

1.0 Purpose of Report or Summary of main Issues

1.1 To update Members on a number of area related issues for Members’ consideration.

2.0 Recommendations

2.1 The Committee is asked to:

AWG minutes

- Approve the most recent round of Area Working Group (AWG) Minutes (South – 20th March; North – 29th March; East – 6th April and West – 6th April) as attached at Appendix 1.

Local Investment Fund

- note that the East AWG approved a minor change to ELIF2-14 The Dock Titanic Quarter in respect of its location
3.0 Main report

KEY ISSUES

AREA WORKING GROUP UPDATES

3.1 Members agreed in June 2016 that the Area Working Group minutes would be taken into the SP&R Committee for approval going forward in line with the Council’s commitment to openness and transparency and to ensure a consistent approach with other Member-led Working Groups. Members are asked to approve the most recent round of AWG Minutes (South – 20th March; North – 29th March; East – 6th April and West – 6th April) as attached at Appendix 1.

3.2 Members are asked to note that the West AWG on 6th April was a special to consider the new leisure facilities at Brook and Andersonstown. A separate update on these issues is contained in the Leisure Update report which is also on the agenda for consideration at today’s Committee.

LOCAL INVESTMENT FUND UPDATE

North AWG – The North AWG at its meeting on 29th March approved a minor change in scope in relation to NLIF2-17/NLIF072 - Ballysillan Youth for Christ project so that the funding could be used for new build equipment and to upgrade fixtures and fittings as additional funding for the project had been received under Urban Villages.

East AWG - Members are asked to note that the East AWG at its meeting on the 6th April approved a minor change in relation to ELIF2-14 The Dock Titanic Quarter in respect of its location as the Group had been advised by Titanic Quarter that the proposed premises were no longer available.

3.3 FINANCIAL & RESOURCE IMPLICATIONS

- Financial – no implications arising
- Resource - Officers time to deliver projects.

Equality or Good Relations Implications

No implications

4.0 Appendices – Documents attached

Appendix 1a – Minutes of the North Area Working Group
Appendix 1b – Minutes of the South Area Working Group
Appendix 1c – Minutes of the East Area Working Group
Appendix 1d – Minutes of the West Area Working Group
North Belfast Area Working Group

Wednesday, 29th March, 2017

NORTH BELFAST AREA WORKING GROUP

Members present: Councillor McCabe (Chairperson);
The Deputy Lord Mayor, Councillor Campbell;
Alderman Browne, Convery, McKee and Spence;
Councillors Clarke and Magee.

In attendance: Mr. N. Grimshaw, Director of City and
Neighbourhood Services;
Mrs. C. Taggart, Community Development Manager;
Mr. D. Rogan, Head of Contracts;
Mr. G. Dickson, Policy Analyst; and
Miss E. McGoldrick, Democratic Services Officer.

Apologies

Apologies were reported on behalf of Aldermen L. Patterson and Councillor
McAllister.

Minutes

The minutes of the meeting of 28th February were agreed as an accurate record
of proceedings.

Declaration of Interest

No declarations of interest were reported.

Decision Tracker

The Group noted that the Decision Tracker document had been emailed to
Members before the meeting and provided the Working Group with a brief overview of
actions since the last meeting held on 28th February.

Girdwood Community Forum - Update

The Working Group was reminded that, at its last meeting, it had agreed that a
report be submitted for consideration regarding the setup of the Girdwood Community
Trust, to include the recent proposals to refresh the community engagement
arrangements, review the terms of reference and the membership of the Girdwood
Community Forum to ensure clarity of roles and responsibility and effective engagement.,
together with details of the engagement and consultation that had taken place by
Strategem with North Belfast Councillors regarding the management of Girdwood.
The Community Development Manager provided the Working Group with an overview of the report which included the final draft proposals presented to the Girdwood Community Forum in February to refresh the community engagement arrangements for the Girdwood development project, including the Girdwood Community Hub.

She explained that she was the Chairperson of the monthly Forum meetings, which had a voluntary membership and remained open to other relevant organisations, as invited by the Chairperson. She advised that, in 2015, the Forum had agreed to review the terms of reference and the membership of the Forum to ensure clarity of roles and responsibilities and effective engagement. In order to facilitate the review process, Stratagem had been appointed in August, 2015 to work as the independent facilitators working with Forum members to ascertain their views, to revisit the Community Forum Terms of Reference and membership, to ensure open and transparent representation of all communities in the surrounding area and address any inconsistencies. She advised that this engagement with the community representatives and stakeholders took place over several months.

She confirmed that the Stratagem paper was shared with the Forum in September, 2016 which included political engagement. She advised that responses had been received from Elected Representatives, as follows:
- William Humphrey and Nelson McCausland (MLA);
- Cllr JJ Magee;
- Cllr Julie-Anne Corr-Johnston;
- The Lord Mayor, Alderman Brian Kingston;
- Nigel Dodds MP; and
- Nicola Mallon MLA.

She advised that further facilitated sessions by Stellar Leadership had taken place and confirmed that, at each stage of the process, the recommendations were amended to reflect stakeholder comment. She advised that a final draft proposal, which summarised the conversation to date and outlined proposals to refresh the community engagement arrangements, was formally considered by the full Forum at its meeting in February, 2017. She pointed out that once the Forum was content with the proposal, it would be submitted to the appropriate Committee for approval.

She outlined the future community engagement arrangements proposal which illustrated amendments to the current model and the roles and remit of the proposed planning and oversight groups. It made recommendations in relation to the membership and frequency of meetings for the proposed groups, and the development of a communications plan to identify support channels.

She summarised the proposed two focused structures – one with a Girdwood Park planning remit and one with a Girdwood Hub and Pitches delivery remit. She highlighted that the proposal reflected the need to retain the identified best practice of the Forum whilst also addressing the need for an operational group to address the ‘day to day’ aspects of the facility which was managed by Greenwich Leisure Limited (GLL).

She reminded the Working Group that some community forum members had raised concerns around the potential to dilute the role of the Forum and others had continued to support the formal community feedback which supported a need for an operational group to co-ordinate the work of the various operational partners within the Girdwood Community Hub. She advised that GLL had indicated that any operational group would report back to the Girdwood Community Forum to record progress, alleviating any concerns.
She advised that the outcome of the full Forum meeting in February, noted the aforementioned concerns, however, had agreed to adopt the proposal on an interim basis subject to an ongoing review, including a ‘lessons learnt’ and outcome based planning workshop planned for April, 2017.

She highlighted that Community representatives also suggested that the model should be built upon and would be strengthened by the involvement of Belfast City Councillors on the Forum and that this request would be submitted in the Girdwood Community Hub progress report at the People and Communities Committee in April.

During discussion, the Working Group noted the success of the project illustrated by the recent celebration event ‘Spring into Girdwood’. They also raised the issue of anti-social behaviour at Girdwood and agreed that any assistance by Park Wardens or GLL would be helpful.

After discussion, the Working Group noted the contents of the report and agreed to recommend to the People and Communities Committee that Councillors representing the Oldpark District Electoral Area be invited to attend the Girdwood Community Forum meetings, in the first instance.

**Local Investment Fund Update**

The Head of Contracts provided an overview of the report which included an update on the progress of those projects which had yet to be completed under the Local Investment Funds (LIF phase 1 and LIF phase 2).

He advised that there were three projects still under consideration under LIF 2, as follows:

- Ardoyné Shankill Health Partnership;
- North Belfast Alternatives and Good Morning North Belfast; and
- Girls Model.

During discussion, it was noted that there had been a request to change the scope of the Ballysillan Youth for Christ project so that the funding could be used for new build equipment and to upgrade fixtures and fittings.

He advised that the Cavehill Bowling Club project also required an additional £17,000.

After discussion, the Working Group agreed to the change in scope of the Ballysillan Youth for Christ project and noted the additional amount required by Cavehill Bowling Club for future consideration.

**Belfast Investment Fund**

The Head of Contracts provided a brief overview in relation to the Belfast Investment Fund (BIF). He tabled a document which illustrated the status and progress of the North Area projects.

Noted.
Future Agenda Items

The Working Group also noted the following future deputations and agenda items:

- Alexandra Park Steering Group – Wednesday, 26th April;
- Greenwich Leisure Limited Annual Report – Tuesday, 30th May;
- Queens University – Outreach Programmes -Tuesday, 30th May;
- Information sessions on Inner North Belfast Projects;
- Belfast Hills;
- Zoo Update;
- Harbour Commissioner Update;
- Yorkgate Interchange Update; and
- Update on the work of the support services/youth workers implemented by the DPCSP.

Chairperson
South Belfast Area Working Group

Monday, 20th March, 2017

MEETING OF SOUTH BELFAST AREA WORKING GROUP

Members present: Councillor Dudgeon (Chairperson); and Councillor Craig.

In attendance: Mr. D. Rogan, Head of Contracts; and Mr. H. Downey, Democratic Services Officer.

Apologies

Apologies were reported on behalf of Councillors McAteer and Nicholl.

Minutes

The minutes of the meeting of 27th February were approved.

Matters Arising

Shaftesbury Square

The Working Group noted that a letter had now been forwarded to the agent acting on behalf of the owner of the former public toilets in Shaftesbury Square requesting the removal of the fencing/hoardings around that building.

Declarations of Interest

No declarations of interest were reported.

Presentation – Belfast Transport Hub

The Chairperson welcomed to the meeting Mr. C. Conway, the Chief Executive of Translink, and Mr. L. McComb, Programme Director, who were in attendance to provide an update on the Belfast Transport Hub.

Mr. Conway informed the Members that the eight hectare city neighbourhood development, which would be delivered as part of the Belfast Transport Hub, had recently been named ‘Weavers Cross’, to reflect the views expressed by local communities and organisations in terms of the heritage and geography of the area. He provided details of the nature and scale of the £175 million project, which would include a new hub building and civic square, both of which would be named in due course, and confirmed that it would:

- provide the main transport gateway to cities/towns and airports across the region and beyond;
• comprise over 100,000 m² of flexible mixed use space and significant residential and amenity space;

• support tourism and provide an attractive and unique investment opportunity;

• provide 460 – 560 construction jobs and further employment in the longer term, as adjacent sites became more attractive for regeneration; and

• increase social cohesion and community connectivity with, for example, the new Ulster University campus, Queen’s University/Urban Villages, the City Hall/Linen Quarter and the Grosvenor Road/RVH.

He explained that Translink had, as part of the formal planning process, adopted a two stage consultation approach, the first of which had been launched in November 2016. In terms of the key findings, 88% of respondents had, in principle, supported the hub proposals, 82% had supported the creation of the new civic square and 56% had been satisfied with the overall proposals and design. A number of recurring themes had been identified around disability access, cycling and parking provision, building design and noise and air quality and those had been reflected within the second consultation, which had been launched in February.

In terms of the timescale associated with the project, he confirmed that, once the second phase of the consultation had been concluded and the responses evaluated, the project would proceed to the formal planning stage. He drew the Members’ attention to an announcement which had been made in January by Mr. C. Hazzard, the former Minister for Infrastructure, which had confirmed that the hub building element of the project would require to be ‘called in’ for determination by that Department. Mr. Conway pointed out that an additional application, covering the remainder of the scheme, would be required to be submitted to the Council. It was envisaged that, should both applications be approved before the end of this year, the development brief would be released early in 2018 and be followed by the appointment of a developer partner, with the facility being fully operational by late 2020.

He concluded by outlining the work which was being undertaken to address a number of issues which had been raised by the Members around streetscaping, cycle and parking provision and traffic modelling and was thanked by the Chairperson.

After discussion, the Working Group noted the information which had been provided. It was agreed that the Head of Contracts would, for its next meeting, obtain clarification around the requirement for two separate planning applications to be submitted for the project and that it would, if necessary, recommend that the Chief Executive forward to the Department for Infrastructure a letter requesting that the matter be placed wholly in the hands of the Council.

**Other Business**

**Belfast Investment Fund**

The Head of Contracts reminded the Working Group that, in September, 2016, it had received from representatives of Linfield FC, the Belfast Battalion of the Boys’
Brigade and Belvoir FC details of a joint project to develop a community sports hub within the Belvoir Park. The following month, it had agreed to add this as a Stage 1 – Emerging Project, under the Belfast Investment Fund, and to ring-fence £250,000 of the additional £500,000 which the Council had made available for projects in those areas which had been transferred in from Lisburn and Castlereagh under Local Government Reform.

He informed the Working Group that a number of technical issues had since emerged with the project and that officers were, as part of the due diligence process, examining the possibility of adopting a phased approach for its delivery.

After discussion, the Working Group endorsed that course of action, should that be feasible.

**Locality Planning – Visit to Belvoir/Milltown Area**

The Working Group noted that information on the forthcoming locality planning visit to the Belvoir/Milltown area, which was scheduled to take place at 4.30 p.m. on Thursday, 27th April, would be forwarded to Members in the lead up to the visit.

**Date of Next Meeting**

The Working Group noted that its next meeting would take place at 4.30 p.m. on Monday, 24th April.

Chairperson
MEETING OF EAST BELFAST AREA WORKING GROUP

Members present: Alderman Haire (Chairperson); Aldermen McGimpsey, Rodgers and Sandford; and Councillors Copeland, Dorrian, Graham, Howard, Hussey, Johnston, Jones, Long, Milne and Newton.

In attendance: Mr. N. Grimshaw, Director of City and Neighbourhood Services; Mrs. R. Crozier, Assistant Director; Mr. D. Rogan, Head of Contracts; Miss E. McGoldrick, Democratic Services Officer.

Apologies

Apologies for inability to attend were reported from Councillors Milne and O'Neill.

Minutes

The Working Group agreed that the minutes of the meeting of 13th March, 2017, were an accurate record of proceedings.

Declarations of Interest

Councillor Long declared an interest in Item 5. Belfast Investment Fund Update, in that he was a Board Member of Lead Hill School.


(Mr. G. Kirk, Regional Director, attended in connection with this item.)

Mr. Kirk tabled a document which reviewed Greenwich Leisure Limited’s (GLL) achievements for 2016, under its four strategic elements of Better Business, Better Communities, Better People and Better Services and provided a comparison with the previous year. He advised that the review had included the following key points:

- the number of centres being managed by GLL had risen from 12 in 2015 to 14 in 2016;
- total memberships had risen from 8,452 to 16,515 between 2015 and 2016;
- 2,100 memberships had been generated online;
- 49% of customers had booked services using the online booking facility;
the number of children who had enrolled in the Better Swim School had risen from 1,250 in 2015 to 2,750 in 2016;

the GLL Foundation had supported 57 athletes;

the MacMillan ‘Move More’ Cancer Programme had been launched in leisure centres; and

108 new staff had been appointed to permanent, temporary and seasonal posts.

In terms of 2017, Mr. Kirk confirmed that GLL was expecting to see further increases in activity through, for example, the opening of the new Olympia Leisure Centre, the introduction of new programme and career opportunities and improved communication with customers and that it would continue to support its Sports Foundation and other initiatives and organisations.

During discussion, Mr. Kirk highlighted the aquatic strategy across the city and clarified the reasons for different swimming pool temperatures for various activities. He advised that the new swimming pool at Olympia Leisure Centre would accommodate parent and baby sessions. He also confirmed that private swimming instructor arrangements were working well.

After discussion, the Working Group noted the information which had been provided.

Presentation – Queens University

The Working Group was advised that representatives of Queen’s University Belfast were in attendance to present details of the University’s contribution to the Belfast Agenda. Accordingly, Mr. D. Corbett, Community Engagement Manager, Ms. A. Cummins, Community Impact Officer and Mr. R. Feeney, Head of Public Engagement, were welcomed by the Chairperson.

Mr. Feeney outlined the vision and values of the University and informed the Working Group that Queen’s University had gained a global reputation as a centre of teaching excellence and innovative research. The Members were then provided with a presentation, which outlined the role which the university played at a local and strategic level, together with its notable achievements, future plans and the main challenges which it faced. During the presentation, the following points emerged:

- East Belfast accounted currently for 774 of the University’s student population and for 6,760 of its alumni;
- at a community level, 11,000 students were involved in clubs and societies, 3,000 students were involved in volunteering and 17 homework clubs for children and young people were being facilitated;
- Easter camps and summer revision schools were also being considered;
- the University had established a unique pilot Pathways Opportunity Programme, which offered those groups which were under-represented currently within the student population an alternative entry route into the University;
the University was working with the Northern Ireland Executive to address the issue of underfunding in third level education in Northern Ireland, which was currently the lowest in the United Kingdom;

should funding levels continue to be cut, there were be 2,000 fewer student places available in the University by 2020;

in 2015/2016, 37% of UCAS students in Northern Ireland had enrolled in universities overseas; and

the University would be launching a Social Charter in May and was currently developing a Corporate Plan, which would in due course be presented to the Council and emailed to Members.

During discussion, the Working Group noted that further information would be provided by Mr. Feeney regarding the impact of Brexit to the University, the East Belfast schools currently involved in the Pathway programme, and a detailed analysis of what action was being taken to engage with school children in East Belfast. The Working Group also noted that a tour of the University would be helpful.

Mr. Feeney concluded by emphasising the importance of continued partnership working between Queen’s University and the Council through, for example, the Belfast Agenda and the Local Development Plan and, having been thanked by the Chairperson, the representatives left the meeting.

The Working Group noted the information which had been provided.

**Local Investment Fund**

The Head of Contracts provided an overview of the report which included an update on the progress of those projects which had yet to be completed under the Local Investment Funds (LIF phase 1 and LIF phase 2).

He advised that the Dock TQ project was presented to the LIF Due Diligence Group on 9th February for the Dock Market. However, subsequently the Titanic Quarter Ltd had advised that they were unable to stand over their letter of support or meanwhile lease due to a commercial offer being received for the premises occupied by the Dock Market. He confirmed that the group was now asking for the funding to be provided towards the upgrade of the current location of the Dock Café to allow the market (which was being moved as above) to take place there on a regular basis.

After discussion, the Working Group agreed to the proposed change in project location, as recommended by the Due Diligence process on 23rd March.

**Belfast Investment Fund (Outer East)**

The Head of Contracts provided the Working Group with an update on the 6 Emerging Projects (Stage 1) for the £2million which had been ring-fenced for the Outer East area under the Belfast Investment Fund (BIF):

- TAGIT Boxing Club;
- Hanwood Centre;
- Braniel Church;
- Castlereagh Presbyterian Church;
- Tullycarnet Community Support Services; and
- Lisnasharragh Community Schools Project (including Cregagh Primary School, Knockbreda Primary School, St Bernard’s Primary
School, Lisnasharragh Primary School, Lead Hill Primary School, Lough View Integrated Primary School and Our Lady and St Patrick’s College Knock).

During discussion, Members expressed concern that they were behind on their decision making process for allocation of BIF and the necessity for further information and a potential timeline of completion for the projects to be produced.

The Working Group agreed that a detailed status update and delivery timeline for completion of all of the BIF projects be submitted for consideration at the next meeting and that the options appraisal, previously agreed to, be expanded to link with the outcomes which had been previously identified at the recent planning workshop.

**Dates of Future Meetings**

The Area Working Group noted that the next meeting would be held on Thursday, 4th May at 5pm.

Chairperson
West Belfast Area Working Group

Thursday, 6th April, 2017

SPECIAL MEETING OF WEST BELFAST AREA WORKING GROUP

Members present: Councillor Magennis (Chairperson); Councillors Attwood, Austin, Bell, Bunting, Collins, Corr, Garrett, Heading, McConville, O’Hara and Walsh.

In attendance: Mr. G. Millar, Director Property and Projects; Mr. N. Grimshaw, Director of City and Neighbourhood Services; Mrs. R. Crozier, Assistant Director; Mr. G. Dickson, Policy and Performance Analyst; and Mrs. S. Steele, Democratic Services Officer.

Apologies

Apologies were reported on behalf of Councillors Beattie, Carson and McVeigh.

Declarations of Interest

No declarations of interest were reported.

Update –Andersonstown Leisure Centres

The Chairperson welcomed Mr. P. Kelly, representing Cathal Brugha Swimming and Water Polo Club, to the meeting.

Mr. Kelly advised the Working Group that Cathal Brugha Club had been in existence since 1932. Initially, the aim of the club had been to provide a swimming teaching facility for young people, however, it soon had developed into a competitive outfit in both swimming and water polo. Competitive swimming and water polo had complimented each other until the early 1970s when the club had started to almost exclusively concentrate on water polo.

The representative referred the Members to details in respect of a partial floating floor which he reported was the club’s preferred option for the new swimming pool proposed for the Andersonstown Leisure Centre.

He then proceeded to outline what Cathal Brugha Club perceived to be the benefits of a partial floor as follows:

- it would provide a ‘multi-functional water space’ as oppose to fixed;
- it would provide all-inclusive access as it would accommodate individual swimmers and non-swimmers of all ages and abilities;
• it would provide access to all swimming groups with varying water depth needs;
• it would enable the centres activity programme to be able to better react to future aquatic trends;
• it would provide significant opportunity to teach more people to swim and therefore contribute substantially to the health and wellbeing of the community; and
• there would be a short ‘pay back’ period for the initial investment.

The representative outlined that Cathal Brugha Club had estimated that the Council would be required to make an initial investment of £200,000 and he drew the Members’ attention to details of a simple desktop payback exercise that the club had undertaken.

The Chairperson thanked Mr. Kelly for his presentation and he left the meeting.

The Members considered and discussed the various advantages and disadvantages of a Partial Floating Floor during which the Director of Property and Projects reported that it was estimated the inclusion of a partial floating floor into the existing plans would cost in the region of £300,000 and he stressed that no provision had been made for this expenditure.

A Member suggested that a compromised offer in respect of the agreed leisure waters might be a solution in terms of adhering to the allocated budget.

Another Member stated that he did not wish for the existing proposal to be compromised in any way.

Proposal

Detailed discussion ensued following which it was:

Moved by Councillor Garrett,
Seconded by Councillor Walsh,

That a paper be submitted to a future meeting which would consider all options available for securing the required additional resources for a partial floating floor to be included within the existing proposal. This should include detail in respect of discussions with the Department for Communities regarding community benefit monies in respect of Casement Park and the mobilisation budget.

Amendment

Moved by Councillor Attwood; and
Seconded by Councillor Heading,

That officers investigate and cost a compromised option in respect of the agreed leisure waters in order to try and adhere to the agreed budget.
On a vote by show of hands two Members voted for the amendment and eight against and it was declared lost.

Accordingly the Committee agreed to adopt the original proposal.

**Brook Activity Centre**

A Member raised some concerns regarding the proposal to install a pop up gym within the hall at the Brook Activity Centre to ensure continuity of provision for users during the redevelopment of Andersonstown Leisure Centre. During discussion the following issues were highlighted:

- the displacement of current groups using the hall;
- it was noted that the hall was also used as a temporary evacuation facility for the local area in the event of an emergency; and
- the existing car park was already full, therefore there was concerns that there would be no capacity for the additional usage that might be generated by the pop up gym.

The Director of City and Neighbourhood Services advised that a full communications and engagement plan was being drawn up around the business continuity arrangements and that officers would ensure that all users were kept fully appraised of the proposed changes.

Following discussion, it was agreed that officers would liaise with GLL to examine the potential of the space upstairs (currently used as a changing area) to be converted into a pop-up gym facility (instead of the gym hall) and submit an update report for the Working Group’s consideration as soon as possible.
### Subject: Contracts for Award

**Date:** 21 April 2017

**Reporting Officer:** Ronan Cregan, Deputy Chief Executive and Director Finance and Resources  
Gerry Millar, Director of Property and Projects

**Contact Officer:** Donal Rogan, Head of Contracts

#### Restricted Reports

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<td><strong>If Yes, when will the report become unrestricted?</strong></td>
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#### Call-in

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### 1.0 Purpose of Report

#### 1.1 The purpose of this report is to:

- Seek approval from Members to the advancement and award of the tenders as outlined in Appendix 1 in accordance with the Scheme of Delegation.

### 2.0 Recommendations

#### 2.1 The Committee is asked to:

- Approve the public advertisement and acceptance of tenders as listed in Appendix 1, Table 1, through the Council’s electronic procurement system
- Grant delegated authority to the appropriate Director, using pre-agreed criteria the most economically advantageous tender, and allow extensions where contracts are under review as per Table 2.
### 3.0 Main report

#### 3.1 Key Issues

Section 2.5 of the Council’s Scheme of Delegation outlines that under Standing Order 60(a) any contract that exceeds the statutory amount (currently £30,000) needs to be made under the Corporate Seal. Under Standing Order 51(b) the Corporate Seal can only be affixed when there is a resolution of the Council.

#### 3.2 The tenders submitted for approval in Appendix 1 have been forwarded by Departments for approval. Departments have been required to provide assurance that provision for the expenditure has either been made within their departmental budgets or approval has been sought from the Director of Finance and Resources that this expenditure has been provided for within a corporate budget.

#### 3.3 As part of this process, Departments have also provided assurance that appropriate resources are available within their departments in order to effectively administer and management any contract(s).

#### 3.4 In accordance with Standing Orders these tenders shall comply with the relevant requirements of national legislation and European directives and be overseen by Corporate Procurement Services.

#### 3.5 This report relates to corporate as well as departmental supplies and services only. The procurement of services and works contracts relating to the capital procurement is dealt with under the Capital Programme reports in accordance with the approved stage approval process.

#### 3.6 Financial & Resource Implications

The financial resources for these contracts will be met within the current departmental budgets and the proposed departmental estimates process which are taken forward through the rate setting process.

#### 3.7 Equality or Good Relations Implications

No specific equality or good relations implications.

### 4.0 Appendices - Documents Attached

Appendix 1 – Contracts For Award, Schedule of tenders for consideration
## Appendix 1 - Schedule of tenders for consideration

### Table 1 – New tenders

<table>
<thead>
<tr>
<th>Title of tender</th>
<th>Senior Responsible Officer</th>
<th>Proposed contract duration</th>
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<tbody>
<tr>
<td>Supply of Mobile Video Screens for BCC annual events and possible one-off partner events</td>
<td>Donal Durkin</td>
<td>1 year with the option to renew on an annual basis for a further 3 years</td>
</tr>
<tr>
<td>Supply of ancillary equipment for BCC annual events and one-off events</td>
<td>Donal Durkin</td>
<td>4 years</td>
</tr>
<tr>
<td>Supply of Production Management Services for the Council’s annual events programme and possible one-off partner events</td>
<td>Donal Durkin</td>
<td>1 year with the option to renew on an annual basis for a maximum of 4 years.</td>
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<tr>
<td>Supply of PA Staging, Lighting, Audio Visual Equipment for the Council’s annual events programme and possible one-off partner events</td>
<td>Donal Durkin</td>
<td>1 year with the option to renew on an annual basis for a maximum of 4 years.</td>
</tr>
<tr>
<td>Maintenance and Repair of Grounds Maintenance Equipment</td>
<td>Nigel Grimshaw</td>
<td>1 year with the option to renew on an annual basis for a further 4 years.</td>
</tr>
<tr>
<td>City Hall upgrade CCTV systems &amp; cameras</td>
<td>Gerry Millar</td>
<td>3 months</td>
</tr>
<tr>
<td>Duncrue Complex replace existing heating boilers</td>
<td>Gerry Millar</td>
<td>3 months</td>
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### Table 2 – Contracts for extension of contract period

<table>
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<th>Title of tender</th>
<th>Director Responsible</th>
<th>Proposed extension</th>
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<tbody>
<tr>
<td>Measured Term Contract for repair &amp; maintenance of fire and intruder alarms systems</td>
<td>Gerry Millar</td>
<td>Month by month until new contract is in place</td>
</tr>
<tr>
<td>Measured Term Contract for installation of new soft flooring</td>
<td>Gerry Millar</td>
<td>Month by month until new contract is in place</td>
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<th>Subject:</th>
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<td>Date:</td>
<td>21 April 2017</td>
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<tr>
<td>Reporting Officer:</td>
<td>John Walsh, City Solicitor</td>
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<tr>
<td>Contact Officer:</td>
<td>Lorraine Dennis, Equality &amp; Diversity Officer</td>
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### Restricted Reports

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<td>After Council Decision</td>
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<tr>
<td>Some time in the future</td>
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<tr>
<td>Never</td>
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### Call-in

| Is the decision eligible for Call-in? | Yes | No | ☒ |

### 1.0 Purpose of report or summary of main issues

#### 1.1
To request approval of the draft *Policy on Linguistic Diversity* for public consultation, including staffing resource.

### 2.0 Recommendations

#### 2.1
The Committee is asked to:

- Approve the draft *Policy on Linguistic Diversity* (attached at Appendix 1) for consultation.
- Consider the staffing resource element of the policy i.e.: (i) staff member dedicated to the promotion of the Irish Language (currently included in the draft *Policy on Linguistic Diversity*); or (ii) a staff member dedicated to the promotion of Linguistic Diversity (not currently included in the draft *Policy on Linguistic Diversity*). Or (iii) an
Irish Language Officer and a post covering wider language promotion (perhaps at a later date)

- Agree the outline consultation plan and next steps

### 3.0 Main report

#### 3.1 Background

The original Language Policy was adopted by Council in 2006. The Joint Diversity Group (of Party Group Leaders and the Historic Centenaries Working Group) agreed that it should be up-dated and refreshed in line with legal advice on the Council’s compliance with all relevant legal obligations.

Denise Wheatley of Policy Arc consultants was commissioned in March 2013 to prepare a scoping paper, as she had experience of preparing the Equality Schemes for both *Foras na Gaeilge* and the Ulster-Scots Agency, she had also assisted Magherafelt District Council with the EQIA of their recent Irish Language Policy.

The opinion of Richard Gordon QC of Brick Court Chambers in London was sought since he had extensive experience in advising on human rights issues and his advice, including references to both local and international law, was submitted to the Joint Diversity Group at its meeting on 21 May 2013 along with a draft language policy.

Following discussion at the Joint Diversity Group, 18 October 2013, an enquiry was made to the Equality Commission for Northern Ireland (ECNI) regarding Newry & Mourne Council’s Language Policy. ECNI responded:

‘We have commented that Newry & Mourne has a clear policy in place to promote the Irish Language and the Commission has provided advice, when requested, in relation to the implementation of the policy. In general we consider the language rights issue to be more a human rights issue than an equality issue although there is an intersection with employment and good relations aspects’.

ECNI also summarised their response to Committee of Experts on the European Charter for Regional and Minority Languages:

‘Our response had made the point that the notion that providing equality or protection for one group limits their availability for another is both unfounded in itself and acts to the detriment of all who seek to live in a society that is fair and equitable and should be
avoided in the drafting of public policy.'

At that time no agreement was reached and the demands of Local Government Reform prioritised work streams in that area, consequently the 2006 Language Policy remained in place. In late 2016 a decision was made to revisit the 2006 Language Policy and following refreshed engagement with key stakeholders the draft *Policy on Linguistic Diversity* is presented.

3.2 In developing the draft *Policy on Linguistic Diversity* the Council was mindful of various legal positions including Counsel’s opinion and International and domestic legal obligations and standards. The development was also informed by demands for minority languages and feedback from consultation.

Developments in linguistic diversity in central government laid out principles reflected in our draft policies, particularly in relation to:

- The *Strategy to Enhance and Protect the Development of the Irish Language over the period 2015-2035*
- The *Strategy to Enhance and Develop the Ulster-Scots Language over the period 2015-2035*

In 2016 the Department of Culture, Arts and Leisure opened a public consultation on a *Sign Language Framework*, with the ECNI response providing important insight to the particular challenges the Framework was designed to address, including:

- A report into educational inequalities in Northern Ireland reported that whilst statistics show that attainment for disabled children generally is rising, deaf children’s attainment is actually falling.
- Lack of provision could be met through the establishment of Deaf Cultural and Linguistic Centres in Belfast and Derry
- The lives of deaf people could be improved by addressing aspects of direct and indirect discrimination

Following on from recommendations made in the scoping report on the revision of the 2006 Language Policy the draft *Policy on Linguistic Diversity* is a comprehensive strategic approach which will explore the connections between all different languages written and spoken in Belfast, whilst being mindful of our legal obligations with respect to Irish and Ulster-
Scots. The key recommendation was to develop a framework, with three correlated policies:

- Irish Language Policy
- Ulster-Scots Language Policy
- Other Languages Policy

This approach is in line with the ECNI response to the Consultation by the Department of Culture, Arts and Leisure on Proposals for an Irish Language Bill, May 2015:

‘An important aspect of language policy is the interrelationship between individuals or groups that speak different languages. Any duty placed on public authorities should ensure that the development of provisions to protect and promote the language is viewed within the context of the duty to have due regard to the need to promote equality of opportunity and to have regard to the desirability of promoting good relations within the provision of public services. Public authorities should consider aspects of mutual understanding, co-operation, communication and partnership between different ‘language communities’, including engagement with relevant communities to seek to explore and take reasonable account of concerns or perceptions about the promotion of minority languages.’ (Para 11)

3.3 Key Issues

a. Framework
The draft Policy on Linguistic Diversity presented at Appendix 1 includes the proposed Language Framework and drafts of the three policies within it:

- Irish Language Policy
- Ulster-Scots Language Policy
- Other Languages Policy

b. Staff
Members are asked to consider the issue of a dedicated staff member. In line with our obligations to promote the Irish Language under Part III, Article 10 of the Charter for Regional and Minority Languages there is a dedicated staff resource in the draft Irish Language Policy (p.17 draft Policy on Linguistic Diversity). Under ‘Council staff, it states: ‘pending the outcome of the review by Foras na Gaeilge, appointment of an Irish Language Officer to promote Irish within the Council and in the Council area, with responsibility for the development of an action plan to ensure the promotion of Irish language can be effectively provided by Council,
including awareness raising and language training’. The Irish Language Officer would develop two work streams, internal and external. Internally focused work would be aimed at training staff in Irish and supporting staff in translations and providing services in Irish. The external work stream would provide support for Irish language groups in the city with training and support.

During the party briefings however there were a number of options discussed as follows:

- Staff Member dedicated to the promotion of the Irish Language Policy (as currently included in the draft Policy on Linguistic Diversity and identified as a specifically required role by Irish Language groups)

  OR

- Staff Member dedicated to the promotion of Linguistic Diversity (not currently included in the draft Policy on Linguistic Diversity)
- A combination of both of the above (i.e. 2 posts)

Based on the outline details provided below it is likely the post as presented in the draft policy (one Irish Language Officer) would be approved between PO1 and PO4 (salary of £29,323 and £39,177 from April 2017). A full assessment of the post would have to be undertaken and full economic cost to include employers NI contributions and pension included. Further details on the options are presented below:

Foras na Gaeilge opened consultation on ‘The Irish Language Officers Scheme in Local Government in the North’ in early March 2017. In reviewing the successes of previous schemes which supported officers, the consultation document notes: ‘under the scheme recognition is given to the language throughout the councils by providing comprehensive information and services in Irish, and through a range of work which would not be done if it were not for the Irish language officers in the local councils’. The consultation document outlines four options, summarised below:

a. Do nothing – and to have no funding scheme again aimed at councils in the north.

b. Offer 50% of the employment costs for appointing Irish language officers for 3 years. Match funding could be offered to 3 successful councils under this choice.

c. Provide support for councils to prepare an ‘Irish language development strategy’
through expert consultation. All councils could be funded under this choice.

d A special fund aimed at councils in the north to provide relevant activities which would support Irish speaking and learning communities within their administrative areas. Applications from all councils could be catered for under this choice.

3.4 c. Consultation

Both the documents are presented in draft as a period of public consultation is required before they are finalised. The body of statute and case law relating to consultation is increasing with regard to the need to consult the public before final decisions are made.

When Council have approved the draft Policy on Linguistic Diversity, and/or recommended any changes, the documents will be opened for a period of public consultation running from 26 May until 18 July 2017. The recent debates on the appropriate period of consultation are fully acknowledged and the extent of consultation already undertaken provides rationale for the eight week period recommended.

An outline plan of the consultation follows:

- Two public meetings on the draft Policy on Linguistic Diversity
- Four targeted focus groups on each of the individual strands (i) Irish Language Policy; (ii) Ulster-Scots Language Policy; (iii) Two separate events for the Other Languages Policy a. New-comer communities; b. Deaf and partial hearing loss community.
- Questionnaire on Citizen Space
- Internal engagement with HR, staff and Trade Unions

The consultation document will reference how any changes in compliance related to the Irish Language Act may impact on planned implementation and the scope of the draft policy.

The following resources are required to support the consultation:

- Budget for catering / alterative formats/signers/translator s at four meeting = £250 x 6 = £1500
- Staff resources: Support required re: Citizen Space questionnaire design and analysis, communications and engagement of consultation, development of action
3.5 Timeline for next steps
It is planned to issue the draft *Policy on Linguistic Diversity* for an 8-week public consultation from May 2017. The table below outlines the next steps:

<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
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<tr>
<td>23 May – 18 July 17</td>
<td>8 week public consultation - events and questionnaire open</td>
</tr>
<tr>
<td>10 August 17</td>
<td>Budget panel: draft SP&amp;R report</td>
</tr>
<tr>
<td>11 August 17</td>
<td>Final reports issued for SP&amp;R</td>
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<tr>
<td>18 August 17</td>
<td>SP&amp;R debate report</td>
</tr>
<tr>
<td>4 Sep 17</td>
<td>Council ratify SP&amp;R decision</td>
</tr>
<tr>
<td>Sep 17 – Aug 18</td>
<td>Delivery of Year One Action Plan</td>
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3.6 Financial & Resource Implications
The following resources are required to support the consultation:

- Budget for catering / alternative formats/signers/interpreters at six meetings/focus groups = £250 x 6 = £1500
- Staff resources: Support required re: Citizen Space questionnaire design and analysis, communications and engagement of consultation, development of action plan (internal).
- External consultant for co-facilitation: 5 days @ £450 per day = £2250

**TOTAL = £3750**

Following the period of public consultation final documents and a costed one year action plan will be presented. Dependent on the scope of the action plan the financial resource implications may be significant.

3.7 Equality or Good Relations Implications
A draft comprehensive screening of the policy has been undertaken and will form part of the...
public consultation. This screening report is in draft form which will enable us to engage more fully with key stakeholders, internal and external, during that process.

<table>
<thead>
<tr>
<th>4.0 Appendixes – Documents Attached</th>
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<tr>
<td>Appendix 1 – Draft <em>Policy on Linguistic Diversity</em></td>
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Access to Information

As part of our commitment to promoting equality of opportunity and good relations, we want to ensure that everyone is able to access the documents we produce. We would therefore be happy to provide any of the information in this document in alternative formats on request. If you have any queries about this document, and its availability in alternative formats (including Braille, disk and audio cassette, and in minority languages to meet the needs of those who are not fluent in English) then please contact:

Equality and Diversity Officer, Legal and Democratic Services

Belfast City Council, Belfast, City Hall BT1 5GS

Direct Line: 028 9027 0511 Freephone: 080 0085 5412 Text phone: 028 9027 0405

Email: equality@belfastcity.gov.uk
1. **Purpose of the report**

The Council adopted the current Language Policy in 2006. In 2013 the Council agreed that the policy needed to be revised and updated and consultation was undertaken with representatives of the Irish language, Ulster-Scots and Black and Minority Ethnic (BME) sectors to discuss the priorities for the promotion of minority languages. A draft revised policy was then developed and considered by the party political groups but no decision was taken at that time.

This paper sets out background information and details of recent developments and proposes an approach to the revision of the Language Policy consisting of an overarching Language Framework which will allow for the development of three separate policies on Irish, Ulster-Scots and Other Languages (including sign languages). A first draft of the overarching Language Framework is included at Appendix 1.

2. **Current policy**

As a result of guidance from the Department of the Environment Local Government Division, the Council agreed in December 2002 to take certain actions to ensure compliance with Part III (Article 10) of the European Charter for Regional or Minority Languages (‘the European Charter’), in relation to the use of the Irish language. These included providing translation services and guidance for staff. (Article 10 is reproduced in Appendix 2 for reference).

Subsequently, in September 2006, the Council adopted a wide ranging Language Policy (see Appendix 3) addressing the use of languages other than English in Council business, with specific references to Irish, Ulster-Scots, other minority languages and sign languages.

In 2013 the Council considered revising and updating the Language Policy as a result of the legal opinion of Mr Richard Gordon QC on the extent to which the existing policy might be open to legitimate criticism. There had been significant developments in the way that the needs of users of minority languages had been addressed over the intervening years and the Council had made a number of additional decisions affecting minority language users, including the provision of bilingual external signage in certain locations and circumstances (see Appendix 4).
3. Recent developments
There are a number of developments which lead to the conclusion that the current policy needs to be revised and updated. Brief details are set out below and additional information is provided in appendices.

3.1 Legal position
(a) Counsel’s opinion
In January 2013 the Council sought the opinion of Mr Richard Gordon QC, who is widely recognised as a leading counsel on constitutional, administrative, public and civil liberties law. Mr Gordon was asked to advise:

- whether the Council is in any legal conflict with the provisions of the European Charter and whether the current policies in relation to the use of Irish meet with the spirit and requirements of the Charter;
- whether the current language policies are open to legitimate criticism.

Mr Gordon advised that there would be potential for judicial review in relation to allegations of the Council’s non-compliance with the European Charter and recommended that the Council should – as a minimum – have in place a clear strategy which can be shown to be implemented for facilitation of the Irish language so as to meet all the requirements of Article 10 of the European Charter. He suggested that the Council should reformulate the Language Policy in a comprehensive and easily accessible form and should attempt to itemise in the clearest terms what is being done to implement the policy.

(b) High Court ruling
In December 2014, the High Court ruled on an application for judicial review by Eileen Reid of a decision taken by Belfast City Council to refuse to erect an additional street name plate in Irish at Ballymurphy Drive, Belfast. The application was made on five grounds, one of which was that the Council’s street naming policy was inconsistent with its commitment to act in accordance with the European Charter. The ruling stated that, as a general proposition, international treaties or agreements which have not been incorporated into national law are not enforceable and went on to say:

‘a public authority … cannot be obliged to treat itself as bound to act in compliance with international obligation. Even where it does so it is clear from the authorities that the courts will adopt a very light touch review which will not extend to ruling on the meaning or effect of the International Treaty.’
(c) **International and domestic legal obligations and standards**

In addition to the European Charter, there are several international and domestic legal obligations and standards that are relevant to the use of minority languages, including:

- the Belfast/Good Friday Agreement;
- the Northern Ireland (St Andrew’s Agreement) Act 2006;
- the Framework Convention for the Protection of National Minorities;
- the EU Charter of Fundamental Rights;

Brief details are set out in Appendix 5.

(d) **Judicial Review Application Conradh Na Gaeilge March 2017**

The High Court found that the Executive Committee of the NI Assembly had failed to comply with obligations flowing from the NI Act 1998 requiring it to adopt a strategy in respect of the Irish language and that consideration was not sufficient to discharge the duty arising under the Act.

3.2 **Demand for minority languages**

The 2011 Census includes information on the main languages spoken by residents of Belfast and knowledge of Irish and Ulster-Scots, and the School Census 2014/15 provides information on the number of schools in the Belfast City Council area providing teaching through the medium of Irish. The figures (which relate to the Council’s extended boundary) show that:

- 13.45% of the Belfast population (aged 3+) have some ability in Irish, compared with 10.65% of the population of Northern Ireland as a whole;
- over 16,000 people in Belfast speak, read, write and understand Irish;
- just under 3,000 pupils receive education through the medium of Irish in the Council area;
- 5.23% of the Belfast population (aged 3+) have some ability in Ulster-Scots, compared with 8.08% of the population of Northern Ireland as a whole;
- just over 2000 people in Belfast speak, read, write and understand Ulster-Scots;
- 5.47% of people in Belfast are deaf or have partial hearing loss – 18,261
- 4.94% of Belfast households contain at least one person who does not have English as a main language and in 2.71% of Belfast households, no-one has English as a main language;
- the most commonly spoken languages in Belfast (excluding English and Irish) are Polish, Chinese, Tagalog/Filipino and Slovak.¹

¹ NISRA have indicated that all Chinese languages are grouped together for the purposes of the 2011 Census.
The relevant data are set out in Appendix 6.

It should also be noted that the Council is co-operating with the DSD in respect of the resettlement of refugees from Syria and surrounding countries under the Syrian Vulnerable Persons Relocation Scheme. The first group of 51 refugees from Lebanon arrived in Belfast on 15th December 2015. For most of the refugees resettled under this scheme, the main language will be Arabic; research by the Multi-Cultural Resource Centre in 2006 showed that, after the Chinese languages, Arabic is probably the second most used minority ethnic language in Northern Ireland, with up to 1000 speakers in Belfast.

3.3 Feedback from consultation
As part of the review of the Council’s language policy in 2013, the Joint Diversity Group met separately with representatives from the Irish language sector and the Ulster-Scots sector and the Strategic Policy & Resources Committee received a presentation from POBAL on the use of the Irish language in public life. Officers also met with representatives from the relevant sectors to discuss minority language issues. The purpose of each meeting was to seek the views of the various groups on what actions they considered should be a priority for the Council in promoting minority languages.

The key points raised were:
- there is a need for greater clarity on the services which the Council can provide in minority languages;
- there is a desire for greater support (including access to Council venues) for minority language and cultural events;
- there is a need for staff to be more aware of minority language issues.

Further details are set out in Appendix 7.

3.4 Central Government Strategies

Structural changes within central government have resulted in this work being taken forward by the Department of Communities.

(a) Irish Language Strategy
In January 2015, the Department of Culture, Arts and Leisure (DCAL) published a Strategy to Enhance and Protect the Development of the Irish Language over the period 2015-2035 (Straitéis le Forbairt na Gaeilge a Fheabhsú agus a Chosaint).
The key aims of the strategy are:

- support quality and sustainable acquisition and learning of the Irish language;
- enhance and protect the status and visibility of the Irish language;
- deliver quality and sustainable Irish language networks and communities; and
- promote the Irish language in a way that will contribute towards building a strong and shared community.

In relation to the delivery of public services, the strategy envisages that public authorities will facilitate the use of Irish both orally and in writing and will produce and adhere to a Code of Courtesy that meets the needs of those who wish to conduct their business through Irish. The strategy notes that language awareness and language training programmes need to be provided so that a higher proportion of public service staff can effectively deliver services in Irish to customers who seek them.

Local councils will be expected to:

- adopt Irish language policies and plans and appoint Irish language officers;
- initiate or expand facilities for the use of Irish in their council and committee meetings;
- increase the visibility of the Irish language by publicising the availability of their Irish language services;
- provide an Irish or bilingual version of publications, official documents and forms in line with the approach of the Strategy and the European Charter for Regional or Minority Languages;
- facilitate the proper preservation and signposting of Irish place-names and the naming of new housing developments; and
- encourage tourism and cultural initiatives through Irish.

(b) Consultation on proposed Irish Language legislation

In accordance with the Strategy, DCAL is working towards introducing legislation to secure legislative protection of the Irish language and issued a consultation document in February 2015 setting out the provisions that might appear in an Irish Language Act. The consultation period closed in May 2015 but the results have not yet been published. Some of the key proposals are summarised below:

- Irish will be defined as an Official Language in Northern Ireland in such a way as to guarantee services through Irish on a par with those available through English.
- There will be provision to create the position of an Irish Language Commissioner whose functions would include approving language schemes and providing advice to the public and public bodies.
- The Irish Language Commissioner would have the power to instruct public bodies to draft language schemes.
Public bodies, including district councils, will have a statutory duty:
- to ensure that correspondence sent to them in Irish is replied to in Irish without undue delay;
- to ensure that when information is provided to the public, the communication is in Irish and English;
- to publish simultaneously in Irish and English documents setting out public policy proposals, annual reports, audited accounts or financial statements etc.;
- to agree language schemes with the Irish Language Commissioner and to implement the commitments of such statutory schemes; and
- to undertake public consultation exercises to assist in the preparation of language schemes.

(c) Ulster-Scots Strategy
In January 2015 DCAL also published a Strategy to Enhance and Develop the Ulster-Scots Language, Heritage and Culture over the period 2015-2035 (Roadin furtae Bring Forrits an Graith tha Ulstèr-Scotch Leid, Heirskip an Cultùr).

The strategy has four key aims:

- promote and safeguard the status of, and respect for, the Ulster-Scots language, heritage and culture;
- build up the sustainability, capacity and infrastructure of the Ulster-Scots community; and
- foster an inclusive, wider understanding of the Ulster-Scots language, heritage and culture in a way that will contribute towards building a strong and shared community.

In relation to public services, the strategy indicates that Departments, councils and public bodies need to:

- facilitate and encourage the use of Ulster-Scots in public life;
- increase awareness and visibility of the Ulster-Scots services they provide;
- encourage the promotion of Ulster-Scots cultural and heritage tourism initiatives;
- ensure that respect for Ulster-Scots within the context of cultural diversity is an element of their commitment to good relations;
- facilitate the proper preservation and signposting of Ulster-Scots place names.

The strategy also says that awareness training for relevant staff needs to be a good practice requirement.
(d) Sign languages
DCAL set up a Sign Language Partnership Group in 2005 which produced best practice
guidance on providing public services to deaf people who use British Sign Language (BSL) or
Irish Sign Language (ISL). Speaking in the Assembly on 1\textsuperscript{st} December 2015, the Minister for
Culture, Arts and Leisure said that the Partnership Group had contributed much to
improving the lives of sign language users and their families but that she was convinced of
the need to do much more. She indicated that the Deaf community had made it clear that
they want legislation to safeguard their rights as a cultural and linguistic minority. The
Minister said that she would take initial steps to address this issue before responsibility
transfers to the Department of Communities in 2016. A draft Sign Language Framework was
opened for public consultation in 2016.

3.5 Guidance from Foras na Gaeilge
In March 2015 Foras na Gaeilge (the statutory body charged with the promotion of the Irish
Foras na Gaeilge has been assisting councils to develop their service provision in Irish since
2006, principally through the Irish Language Officers’ Scheme. Under this scheme, joint
funding for a three year period is provided towards the salary of an Irish Language Officer,
provided that a Council Action Plan is prepared in collaboration with Foras na Gaeilge. The
most recent scheme ran from 2013-2016. Foras na Gaeilge has advised that a review of the
Scheme has been initiated to take account of the changed environment following local
government reorganisation. A consultation on the Scheme will be carried out in early 2017.

Foras na Gaeilge recommends that each council should include the Irish language in their
Community Plans, adopt a strong Irish Language Policy and adopt a strategy for the
development of Irish both within the council and in the community. They suggest that
development of a strategic approach should be based on:

- consultation with local Irish speaking communities to gather information on which
  Irish language services would be beneficial to them and which they would be most
  likely to use; and
- an audit of the Irish language skills of existing staff.

The Guidance Document sets out examples of good practice in terms of support for
minority languages and offers practical advice on ways to support and promote the Irish
language; these are set out as a ‘menu’ ranging from the simplest actions to a more
comprehensive approach. (This section of the guidance document is reproduced at
Appendix 8 for reference.)
3.6 **Guidance from the Ulster-Scots Agency**

The Ulster-Scots Agency has highlighted that it is essential that, when public authorities are undertaking actions to promote Ulster-Scots, they reflect the situation of the language, in accordance with the European Charter. The Ulster-Scots Agency has adopted the Fishman Model for reversing language shift, which sets out an eight stage process for language development. The Model states that efforts should be concentrated on the earlier stages of restoration until they have been consolidated before proceeding to the later stages. The stages are:

1. Acquisition of the language by adults, who in effect act as language apprentices (recommended where most of the remaining speakers of the language are elderly and socially isolated from other speakers of the language).
2. Create a socially integrated population of active speakers (or users) of the language (at this stage it is usually best to concentrate mainly on the spoken language rather than the written language).
3. In localities where there are a reasonable number of people habitually using the language, encourage the informal use of the language among people of all age groups and within families and bolster its daily use through the establishment of local neighbourhood institutions in which the language is encouraged, protected and (in certain contexts at least) used exclusively.
4. In areas where oral competence in the language has been achieved in all age groups encourage literacy in the language but in a way that does not depend upon assistance from (or goodwill of) the state education system.
5. Where the state permits it, and where numbers warrant, encourage the use of the language in compulsory state education.
6. Where the above stages have been achieved and consolidated, encourage the use of the language in the workplace (lower worksphere).
7. Where the above stages have been achieved and consolidated encourage the use of the language in local government services and mass media.
8. Where the above stages have been achieved and consolidated encourage use of the language in higher education, government, etc.

3.6 **Policies of other councils**

It should be noted that, since April 2014, three councils have adopted formal language policies and one is in the process of doing so:

- Fermanagh & Omagh DC has adopted an overarching Linguistic Diversity Policy;
- Derry City & Strabane DC has introduced separate policies on Irish and Ulster-Scots;
• Newry, Mourne & Down DC has adopted a Bilingual Language Policy to facilitate and encourage the promotion and use of both the Irish language and English language in the Council area;
• Mid Ulster DC adopted an Irish Language Policy in December 2015 and has conducted an EQIA on a proposed Ulster-Scots policy.

Appendix 9 contains background information on language policies in Wales, Scotland and the Republic of Ireland.
4. **Recommendations**

The Council, by reason of the commitments made in 2002 and 2006, has created an expectation that it will implement the relevant standards of Article 10 of the European Charter in respect of the Irish language. Ulster Scots is accorded status under part 2, Article 7 of the Charter relating to the promotion of language and culture. The NI Executive has adopted 20 year strategies on both Irish and Ulster-Scots. In recent years the Council has made ad hoc decisions which also go beyond the scope of Article 10, particularly in relation to bilingual signage.

In view of recent developments, there is clearly a need for the Council to revise and update its Language Policy to meet the needs of all minority language users and anticipate the likely requirements of future legislation. The opportunity therefore arises to provide both clarity in terms of the services that the Council will provide in minority languages and a clear statement of commitment to recognise the needs of all minority language users and the promotion of related cultures and heritage. It is recommended that the Council should develop an overarching Language Framework setting out this commitment and the principles deriving from it and subsequently develop three separate policies on the Irish, Ulster-Scots and other minority languages (including sign languages). The Framework and the policies should reflect the principles set out in the DCAL strategies, the ambitions of users and stakeholders and take account of best practice guidance.

Three separate policies should be developed to meet the current needs and priorities of each sector as established and gleaned in the course of the Council’s consultation with key stakeholders. The Irish Language Policy focuses primarily on the enhancement and protection of the language whilst the Ulster-Scots Language policy looks more to the promotion of the language and the cultural and heritage aspects of the language rather than the need for translation of documents and interpretation services. The third policy on other minority languages focuses on ensuring good communication and increasing awareness and understanding of minority cultures.

The development of an over-arching framework and three separate policies would allow the Council to articulate its commitment to supporting minority languages whilst allowing the different needs of speakers of Irish, Ulster-Scots and other minority languages to be addressed effectively. The consultation carried out in 2013 and subsequent engagement has shown that different sectors have very different needs and priorities. It will also provide clarity in terms of the services that the Council will provide in minority languages.

It should be noted that street naming is addressed in a separate policy which meets the obligations set out in the Local Government (Miscellaneous Provisions) (NI) Order 1995. Consideration could be given to the development of additional and complimentary policy guidance relating to the naming of streets or places/areas having a special connection with
minority language users without application of the thresholds of consensus currently required by the Council policy on dual street naming.

5. Draft Language Framework
A proposed Language Framework is attached at Appendix 1.

It is suggested that the Council should adopt a Language Framework and progress towards the development of three separate policies in parallel. Under the provision of the Council’s Equality Scheme, it will be necessary to screen both the Language Framework and the individual policies and it is suggested that it would be beneficial to screen the three policies collectively rather than individually.

6. Further information
Detailed background on the issues listed above are set out in Appendices 2-9 as follows:

Appendix 2: European Charter for Regional or Minority Languages
Appendix 3: Belfast City Council Language Policy 2006
Appendix 4: Other Council policies and decisions
Appendix 5: International and domestic legal obligations
Appendix 6: Demand for minority languages
Appendix 7: Feedback from consultation (2013)
Appendix 8: Examples of good practice from Foras na Gaeilge Guidance Document
Appendix 9: Language legislation in the UK and RoI
Appendix 1

Proposed Language Framework

1. **Overarching principles**

1.1 Belfast City Council appreciates the linguistic diversity which exists in the city and recognises the importance of respect, understanding and tolerance in relation to linguistic diversity. We acknowledge that the creation of a climate of tolerance and dialogue is necessary to enable cultural diversity to be a source, not of division, but of enrichment for our society.

1.2 The Council is committed to recognising and respecting the rights, traditions and culture of users of minority languages, to promoting and supporting the continued use of such languages and increasing awareness of the heritage and culture of linguistic minorities.

1.3 The principal language of the Council is English and our approach to the use of other languages in Council business is based on a proportionate response to the needs and demands of users of those languages. The Council will take all reasonable steps to address these needs and demands, within the resources available.

1.4 The Council considers that the protection and encouragement of minority languages should not be to the detriment of the English language and the need to learn it.

1.5 The Council wishes to ensure that everyone who uses its services is able to communicate and access information in their language of choice and that users of minority languages are afforded equality of opportunity. We recognise that people can express their views and needs better in their preferred language.

1.6 The Council is mindful that the right to use a regional or minority language in private and public life is an inalienable right conforming to the principles embodied within international and domestic law, including human rights law. We are committed to implementing the requirements of the European Charter for Regional or Minority Languages in the provision of public services to users of the Irish language and in helping to develop and strengthen the Ulster-Scots language, heritage and culture insofar as is reflected within the language policy. We are also committed to respecting the ethnic, cultural, linguistic and religious identity of each person within Belfast belonging to a national minority in line with the Framework Convention for the Protection of National Minorities and to increasing
awareness and tolerance of minority cultures at a time when the diversity of the city is increasing.

2. **Principal and minority languages**

2.1 The term ‘minority languages’ encompasses all other languages spoken by people who live in, work in or visit Belfast, whether this is their main language or their language of choice. The Council is mindful of the number of people in Belfast with ability in Irish, which is particularly high in the west of the city where there is an established Gaeltacht area. The Council is also mindful of the status of the Ulster-Scots language, heritage and culture within the city and the number of people who associate with it. The Council is also aware that there is a significant percentage of the population for whom English is not the main language and that a wide range of languages are spoken within the city.

2.2 The Council recognises that sign language is a language in its own right and will address the needs of those who use British Sign Language (BSL) and Irish Sign Language (ISL) as their principal means of communication.

2.3 The Council also recognises the particular needs of those with literacy problems and those for whom the written word may not always be fully accessible.

3. **Aims of the Language Framework**

3.1 To establish a transparent set of principles for promoting, protecting and enhancing the linguistic diversity of the city.

3.2 To increase the visibility of minority languages and awareness and understanding of minority cultures and traditions.

3.3 To respond appropriately to local language communities in the development and integration of minority languages into mainstream civic life.

3.4 To enhance good relations within the city through the promotion of linguistic diversity and celebrate the significance of minority languages in the history and culture of the city.

4. **Corporate approach to linguistic diversity**

4.1 The Council will continue to support a range of Irish, Ulster-Scots and other minority traditions, cultural activities and languages in practical ways, for example, by providing use
of the City Hall, or by providing grant-aid for significant events and projects where they meet the funding criteria.

4.2 The Council will proactively seek opportunities to work with the Irish language, Ulster-Scots and minority language sectors to promote minority traditions through exhibitions and publications.

4.3 The Council will respect the right of the public, Members of Council and staff to use their name in the language of their choice and to express their linguistic identity.

4.4 The Council will give consideration to linguistic diversity when planning events and promote inclusion of and participation from members of different linguistic communities in these events.

4.5 The Council will encourage tourism and cultural initiatives that reflect the linguistic diversity of the city.

4.6 The Council will continue to provide welcome information for newcomers and visitors to Belfast giving information on the Council’s services in a user-friendly way and will translate this into other languages as requested.

4.7 As opportunities arise to renew existing signage in Council properties, text will be supplemented by pictorial and tactile signage.

4.8 The Council will continue to provide tours of the City Hall in Irish and develop tours of other Council venues in Irish and other minority languages as appropriate.

5. Development of supporting policies

5.1 Within the overall context of the Language Framework, the Council will develop and implement three separate policies on Irish, Ulster-Scots and Other Languages (including sign language). Each policy will include an action plan, which will be reviewed on an annual basis, and will be resourced appropriately.

5.2 The Council is aware of the Executive’s strategies on Irish\(^2\) and Ulster-Scots\(^3\) and will take full account of these when developing policies under this Framework. We will also take

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\(^2\) Strategy to Enhance and Protect the Development of the Irish Language over the period 2015-2035 (Straitéis le Forbairt na Gaeilge a Fheabhsú agus a Chosaint), DCAL Jan 2015

\(^3\) Strategy to Enhance and Develop the Ulster-Scots Language, Heritage and Culture over the period 2015-2035 (Roadin furtae Bring Forrits an Graith tha Ulstèr-Scotch Leid, Heirskip an Cultùr), DCAL Jan 2015
account of best practice guidance such as that published by Foras na Gaeilge and the Ulster-Scots Agency.

5.3 The development of individual policies will allow the different needs of speakers of Irish, Ulster-Scots and other minority languages to be addressed effectively. The development process will include consultation and engagement with interested parties and will take full account of views expressed to the Council in recent years.

6. Irish Language Policy

6.1 The Irish Language Policy will be developed in line with the proposals in the Executive’s Strategy and will take account of best practice guidelines published by Foras na Gaeilge.

6.2 The aims of the Irish Language Policy may include:

- to increase the visibility and use of the Irish language in Belfast as appropriate through Council services, facilities and events;
- to publicise the fact that the Council will facilitate the use of the Irish language in the provision of its services as appropriate;
- to encourage tourism and cultural initiatives through Irish.

6.3 The development of the policy will enable consideration of the Council’s approach to the following services:

Documents – documents are provided in either bilingual (English and Irish) format on request or as a matter of course when likely to be used primarily by the Irish speaking community.

Communication – correspondence and telephone calls received in Irish are responded to in Irish.

Translation and interpretation – requests from the Irish speaking public to use Irish in face-to-face discussions are welcome if notice is given so that simultaneous interpretation services can be made available.

Signage and Branding – the use of Irish whenever the Council’s title and emblem appear on stationery, publications, signs, buildings and other contexts in which it will be seen primarily by users of Irish.
Council meetings – recognise the practice of speaking Irish in the Council Chamber. Individual Members may speak in Irish and subsequently provide an English translation (within the allocated time), acknowledging the principal language of the Council is English. We will facilitate the use of Irish at Council and Committee meetings by public delegations, including the provision of interpreting services.

Development of Website/social media – in the first instance, the development of an Irish language microsite and material on Facebook as appropriate.

Irish language media – the provision of an Irish language or bilingual version of press statements to the Irish language media as appropriate.

Irish in the community – support for the use of the Irish language within communities in Belfast within appropriate resources, including the provision of information.

Support for Irish medium schools – the provision of Irish versions of information generally provided to schools in relation to all Council services and events.

Council staff – pending the outcome of the review by Foras na Gaeilge, appointment of an Irish Language Officer to promote Irish within the Council and in the Council area, with responsibility for the development of an action plan to ensure the promotion of Irish language can be effectively provided by Council, including awareness raising and language training.

Irish in the community - The Council will support Irish cultural, educational heritage and tourism activities by facilitating events within Council buildings and venues where practicable and in line with Council policy.

Belfast City Council will promote opportunities for the promotion of Irish by encouraging grant-aid applications for Irish initiatives to current and future schemes as appropriate.

7. Ulster-Scots Language Policy

7.1 The Ulster-Scots Language Policy will be developed in line with the proposals in the Executive’s Strategy and will take account of advice from the Ulster-Scots Agency.

7.2 The aims of the Ulster-Scots Language Policy may include:

- to increase the visibility and use of the Ulster-Scots language in Belfast as appropriate.
• to publicise the fact that the Council will facilitate the use of the Ulster Scots language as appropriate
• to encourage the promotion of Ulster-Scots cultural and heritage, educational and tourism initiatives;

7.3 The development of the policy will enable consideration of the Council’s approach to the following services:

**Documents** – the provision of documents which are either bilingual (English and Ulster-Scots) or as a matter of course when likely to be used by the Ulster Scots speaking community.

**Communication** – Council will accept written correspondence in Ulster-Scots and where possible, will reply in Ulster-Scots.

**Translation and interpretation** – requests from the Ulster-Scots speaking public to use Ulster-Scots in face-to-face discussions are welcome if notice is given so that simultaneous interpretation services can be made available.

**Signage and Branding** – the use of Ulster-Scots whenever the Council’s title and emblem appear on stationery, publications, signs, buildings and other contexts in which it will be seen primarily by users of Ulster-Scots.

**Council meetings** – recognise the practice of speaking Ulster-Scots in the Council Chamber. Individual Members may speak in Ulster-Scots and subsequently provide an English translation (within their allocated time), acknowledging the principal language of the Council is English. We will facilitate the use of Ulster-Scots at Council and Committee meetings by public delegations, including the provision of interpreting services.

**Development of Website/social media** – the development of an Ulster-Scots language microsite and material on Facebook as appropriate.

**Ulster-Scots language media** – the provision of an Ulster Scots language or bilingual version of press statements to the Ulster Scots language media as appropriate.

**Ulster Scots in the community** - The Council will support Ulster-Scots cultural, educational heritage and tourism activities by facilitating events within Council buildings and venues where practicable and in line with Council policy.

Belfast City Council will promote opportunities for the promotion of Ulster-Scots by encouraging grant-aid applications for Ulster-Scots initiatives to current and future schemes as appropriate.
Council staff – development of an action plan to ensure that Ulster-Scots language services can be effectively provided by the Council including awareness raising and language training.

8. Other Languages Policy (including sign language)

8.1 The Other Languages Policy will be developed in line with best practice advice from appropriate sources and will take into account the increasing ethnic diversity of the city, as well as the communication needs of some disabled people. However, it will also emphasise the importance of using plain English at all times in the delivery of goods, services and facilities.

8.2 The aims of the Other Languages Policy may include:

- to ensure that residents and customers who have difficulty communicating in English are not disadvantaged in accessing key Council services;
- to ensure good practice is observed in producing information for people with sensory disabilities and make appropriate provision for those with learning disabilities;
- to support community cohesion and good relations by seeking to remove the barriers to the development of positive relationships that arise from inability to communicate in a common language;
- to publicise the fact that the Council will facilitate the use of minority languages as appropriate to encourage the promotion of cultural and heritage tourism initiatives through minority languages and traditions.

8.3 The development of the policy will enable consideration of the Council’s approach to the following services:

Documents – continue to publicise the commitment in the Council’s Equality Scheme to provide information in alternative formats on request, where reasonably practicable, by ensuring that appropriate information to this effect is included in all documents. All service providers to consider the need for translation of documents in relation to the specific nature of their service.

Translation and interpretation – requests from speakers of minority languages to use minority languages in face-to-face discussions are welcome if notice is given so that simultaneous interpretation services can be made available.

Council meetings – facilitation of the use of minority languages by public delegations at Council and Committee meetings, including the provision of interpreting services.
Website – ensuring that the Council’s website is written in plain English, that the Google Translate tool is readily available and that the website contains information on the Council’s minority language services, events and initiatives.

Welcome guides – provision of up-to-date information on Council services for newcomers/visitors in a range of languages.

Events – promotion of inclusion and participation from members of different linguistic communities in all Council events and the provision of interpretation where appropriate.

Council staff – development of an action plan to ensure that minority language services can be effectively provided by the Council where appropriate, including the development of linguistic diversity guidelines, awareness and language training and the provision of language identification cards and hearing loop induction at customer service reception desks.

Minority Languages Forum – establish a forum of organisations representing people from ethnic minority backgrounds and people with disabilities.

9. Implementation of the Language Framework

9.1 The Council will develop the three policies outlined above as a matter of priority. The Council will consult and engage with interested parties and ensure that the implications for the promotion of equality of opportunity and good relations are properly addressed.

9.2 The Council will publicise the adoption of the Language Framework and ensure that all staff and suppliers are made aware of it. The Council’s commitment to linguistic diversity will be appropriately addressed within the corporate plan and other high level strategies.

9.3 The Council will ensure that adequate resourcing is available to implement the Language Framework effectively.

9.4 The implementation and effectiveness of the Language Framework will be monitored and reviewed on an annual basis.
European Charter for Regional or Minority Languages

The Charter applies to Irish and Ulster-Scots and Part III to Irish only. Part II places a general duty on the state to facilitate and/or encourage the use of regional or minority languages, in speech and writing, in public and private life, but does not place any obligations directly on district councils.

However, Part III of the European Charter extends to public services under public control. In this context, the European Charter states (in Article 10) that services need to be able to be provided in the specified language (in this case, Irish) and users of the language need to be able to submit requests for services in this language. Article 10 makes it clear that public authorities should have a capacity for translation and interpretation, allow or encourage the use of traditional forms of place-names and family names, draft documents in the specified language, facilitate oral and written applications in the language, facilitate the use of the language in debates, and allow people to submit requests in the language.

Article 10 is reproduced in full below. It should be noted that the UK Government have signed up to nine paragraphs within this Article: 1a (iv); 1c; 2b; 2e; 2f; 2g; 3c; 4a; 5, they are shaded in the full Article below:

**Article 10 – Administrative authorities and public services**

1. Within the administrative districts of the State in which the number of residents who are users of regional or minority languages justifies the measures specified below and according to the situation of each language, the Parties undertake, as far as this is reasonably possible:

   a. to ensure that the administrative authorities use the regional or minority languages; or

   i. to ensure that such of their officers as are in contact with the public use the regional or minority languages in their relations with persons applying to them in these languages; or

   iii. to ensure that users of regional or minority languages may submit oral or written applications and receive a reply in these languages; or

   iv. to ensure that users of regional or minority languages may submit oral or written applications in these languages; or
v. to ensure that users of regional or minority languages may validly submit a document in these languages;
b. to make available widely used administrative texts and forms for the population in the regional or minority languages or in bilingual versions;
c. to allow the administrative authorities to draft documents in a regional or minority language.

2. In respect of the local and regional authorities on whose territory the number of residents who are users of regional or minority languages is such as to justify the measures specified below, the Parties undertake to allow and/or encourage:
   a. the use of regional or minority languages within the framework of the regional or local authority;
   b. the possibility for users of regional or minority languages to submit oral or written applications in these languages;
   c. the publication by regional authorities of their official documents also in the relevant regional or minority languages;
   d. the publication by local authorities of their official documents also in the relevant regional or minority languages;
   e. the use by regional authorities of regional or minority languages in debates in their assemblies, without excluding, however, the use of the official language(s) of the State;
   f. the use by local authorities of regional or minority languages in debates in their assemblies, without excluding, however, the use of the official language(s) of the State;
   g. the use or adoption, if necessary in conjunction with the name in the official language(s), of traditional and correct forms of place-names in regional or minority languages.

3. With regard to public services provided by the administrative authorities or other persons acting on their behalf, the Parties undertake, within the territory in which regional or minority languages are used, in accordance with the situation of each language and as far as this is reasonably possible:
   a. to ensure that the regional or minority languages are used in the provision of the service; or
   b. to allow users of regional or minority languages to submit a request and receive a reply in these languages; or
   c. to allow users of regional or minority languages to submit a request in these languages.

4. With a view to putting into effect those provisions of paragraphs 1, 2 and 3 accepted by them, the Parties undertake to take one or more of the following measures:
a. translation or interpretation as may be required;
b. recruitment and, where necessary, training of the officials and other public service employees required;
c. compliance as far as possible with requests from public service employees having a knowledge of a regional or minority language to be appointed in the territory in which that language is used.

5. The Parties undertake to allow the use or adoption of family names in the regional or minority languages, at the request of those concerned.
Appendix 3

BELFAST CITY COUNCIL LANGUAGE POLICY

September 2006

GENERAL PRINCIPLES

All employees should understand the Council’s obligations in relation to language and respond positively to all our customers or clients, who are entitled to be treated with courtesy and respect.

This is in line with the Council’s stated commitments to:

- equality in the delivery of our services, as set out in our Equality Scheme
- compliance with the European Charter for Regional or Minority Languages
- customer focus, one of the key elements within our improvement agenda
- improving communication and access to Council services and
- our corporate objective of promoting good relations, which includes celebrating cultural diversity.

The principal language of the Council is English and its approach to the use of other languages in Council business is based on need and demand, balanced with consideration of the resources available to deliver services.

SIGN LANGUAGE

In line with official government policy, the Council recognises that sign language is a language in its own right. The Reception staff in the City Hall and Cecil Ward Building have been trained in sign language and other staff should make appropriate arrangements to provide sign language for customers if requested.

SOURCES OF GUIDANCE

There are two primary sources of guidance on language.

The first of these is our Equality Scheme, approved by the Equality Commission in April 2001, which commits the Council to making information available on request in minority languages to meet the needs of those “who are not fluent in English”. This is increasingly important as our city becomes more diverse.

The second relevant document is a circular from the Local Government Division, issued as guidance to all District Councils in NI in 2002, which relates to the European Charter for Regional or Minority Languages.
The European Charter is an international agreement designed to protect and promote regional and minority languages; it places emphasis on the cultural dimension of the language in all aspects of the life of its speakers and in Northern Ireland relates to Irish and Ulster-Scots.

To ensure compliance with Part III of the European Charter, the Council agreed to adopt certain recommendations in relation to the use of Irish at its meeting in January 2003. This includes accepting requests/applications in Irish (oral and written) and providing translation or interpretation when required.

The Council is also committed to the active promotion of Ulster-Scots as an expression of cultural heritage and identity, as Ulster-Scots is recognised under Part II of the European Charter at this time.

The Council’s procedures are set out below.

**TRANSLATIONS – WRITTEN CORRESPONDENCE**

The Council uses the translation service within the Linguistic Operations Branch of the Department of Culture, Arts and Leisure (DCAL), which co-ordinates translation services for all government departments for all other languages. All Council Departments have a designated person within Business Support to take responsibility for translations and the current system is operating well.

When someone chooses to write to the Council in Irish, the Council will reply in Irish.

**INTERPRETATION**

The Council will also provide interpreters for small meetings or in individual interview situations if required, provided advance notice is given. Please contact the Good Relations Unit for details.

**TELEPHONE CALLS**

A Language Line telephone interpreting service has been established to assist with telephone enquiries from those who are not fluent in English. Currently this service is available only within the Office of the Registrar of Births, Deaths, Marriages and Civil Partnerships; please contact the Good Relations Unit for details if required.

An Irish Voicemail service is available as an extension from the main switchboard; guidance has been issued to staff on its use.

**NAMES and ADDRESSES**

The Council will respect the wishes of anyone who wants to use the Irish form of their name or address and use those in correspondence or official business.

**STREET NAMING**

The Council provides dual language street names, if two-thirds of the residents of the street request this.
PERSONAL STATIONERY for ELECTED MEMBERS of COUNCIL

The Council has provided dual language personal headed notepaper, business cards and compliment slips in English/Irish and English/Ulster-Scots for elected Members of Council, as requested, for the past ten years.

SUPPORT for HERITAGE and TRADITIONS

The Council will continue to support a range of Irish and Ulster-Scots traditions, cultural activities and language in practical ways, for example, by providing use of the City Hall, or by providing grant-aid for significant events and projects as appropriate.

The Ulster-Scots bodies agree that this type of support for their work is more beneficial and cost-effective than simply translating written documents into Ulster-Scots.

IRISH MEDIUM SCHOOLS

The Council is aware that the Irish medium schools represent a fast growing sector and all correspondence to Irish medium schools will be in Irish. We will provide information in Irish on request for pupils who visit Council properties for educational/study purposes e.g. the Zoo, the City Hall etc. Information on major Council initiatives or policies may also be provided in Irish where schools are considered key target audiences.

SIGNAGE in COUNCIL PROPERTIES

Fixed signage at and in Council properties is either pictorial, tactile or in English. A ‘Welcome’ sign may be provided, at a reception area or other appropriate place, in a number of languages, including Irish, Ulster-Scots and other languages e.g. Filipino/Polish to reflect Belfast’s growing diversity and multi-cultural composition.

RECRUITMENT

The Council is an equal opportunities employer and welcomes applications from all sections of the community. We currently offer a Careline telephone number (9027 0396) giving assistance to job applicants whose first language is not English.

WELCOME PACK

A Welcome Pack for newcomers and visitors to Belfast is being prepared. This will provide information on the Council’s services in a user-friendly way and will be translated into other languages as requested.

COUNCIL WEBSITE

The Council website is designed to be as accessible as possible, with current on-line information in plain English (we aim to have the Plain English Internet Crystal Mark by April 2007). The Council will keep this under review and may provide information in other languages as requested.
ADVERTISEMENTS

Council advertisements will be in English.

LANGUAGE TRAINING

Departments may choose to organise basic conversational level language classes for appropriate staff, where management decides it will be useful to improve service delivery and increase local customer response.

OTHER FORMATS

Major Council policies, strategies and publications (e.g. City Matters) may be made available in other formats on request, e.g. Braille, audio or large print.

CONSULTATION

This policy was circulated to the relevant Irish and Ulster-Scots language bodies in Belfast i.e. the official North-South Language Body, made up of Foras na Gaeilge, which promotes the Irish language and the Ulster-Scots Agency (tha Boord o Ulster-Scotch), which promotes the Ulster-Scots language and culture; also Pobal and the Ulster-Scots Heritage Council.

We have also consulted with the Council’s Equality Consultative Forum and appropriate representatives of minority ethnic groups in the Belfast area.

Any comments received have been incorporated into this policy.

MONITORING and REVIEW

The policy will be monitored and reviewed in due course, in line with Council procedure.

GUIDANCE and ENQUIRIES

Comprehensive guidance on language issues and translation arrangements was circulated to all Departmental Business Support Managers in May 2005. This will be re-circulated along with this policy when adopted and training will be provided for appropriate Council staff.

If you have any queries regarding this policy or our arrangements with DCAL, please contact the Good Relations Unit, extension 6025.

Adopted by Policy & Resources Committee 22 September 2006
Appendix 4

Other Council Policies and Decisions

The Council’s current Language Policy was adopted in September 2006. However, the Council has also has in place other policies and has made a number of ad hoc decisions which have a bearing on the language policy, mainly in relation to signage. The following paragraphs summarise the decisions made.

1. Street naming power
The Council has a statutory power under Article 11 of the Local Government (Miscellaneous Provisions) (NI) Order 1995 to erect nameplates expressing street names in English and any other language. When exercising this power, the Council must have regard to any views on the matter expressed by the occupiers of premises in that street. The Council has a well-established street naming policy which allows anyone to request a dual language sign; the Council will carry out a survey and erect dual language signs if two-thirds of the occupiers in the street are in support. The relevant Committee (formerly Health and Environmental Services) has the power to review the street naming policy at any time; it was last reviewed in February 2012 when the Committee agreed that it should not be changed.

In December 2014, the High Court ruled on an application for judicial review by Eileen Reid of a decision taken by Belfast City Council to refuse to erect an additional street name plate in Irish at Ballymurphy Drive, Belfast. The Court ruled that the Council’s policy and process were not unlawful and the application failed.

2. Signage
On 7 December 1999 the Parks & Amenities Sub-Committee agreed that a welcome sign in English and Irish should be installed at the entrance of Falls Park.

On 18 May 2012 the Strategic Policy & Resources Committee agreed that hoardings and signs relating to the delivery of the Investment Programme projects in the Gaeltacht Quarter should be bi-lingual (English/Irish).

On 7 September 2012 the Strategic Policy & Resources Committee agreed that the Nollaig Shona sign (donated by An Cultúrlann) be erected again at the East entrance to the City Hall.

It should be noted that the Council considered a draft policy on dual language (English/Irish) signage in November 2007 but decided that signage should be in English only, with the exception of multi-lingual welcome signs where there is appropriate demand.
3. **Equality Scheme**

The Council’s Equality Scheme (approved in 2012), which sets out the Council’s arrangements for complying with the equality duties under Section 75 of the Northern Ireland Act 1998, includes a commitment to providing information in alternative formats on request, where reasonably practicable. The Scheme states that alternative formats may include Easy Read, Braille, audio formats (CD, mp3 or DAISY), large print or minority languages to meet the needs of those for whom English is not their first language (Para. 6.3). The same commitment is included in the draft Equality Scheme 2015.
Appendix 5

International and Domestic Legal Obligations

1. Belfast/Good Friday Agreement
Strand three of the Agreement contains a series of commitments in respect of economic, cultural and social issues, including a general provision relating to minority languages:

‘All participants recognise the importance of respect, understanding and tolerance in relation to linguistic diversity, including in Northern Ireland, the Irish language, Ulster-Scots and the languages of the various ethnic communities, all of which are part of the cultural wealth of the island of Ireland.’

The Agreement was concluded before the European Charter and it is clear that the commitments in strand three were focusing on the transitional period prior to the ratification of the European Charter by the UK.

2. Northern Ireland (St Andrews Agreement) Act 2006
This Act places a duty on the Northern Ireland Executive to adopt a strategy for the enhancement and protection of the Irish language.

3. Framework Convention for the Protection of National Minorities
Unlike the European Charter (which focuses on languages) the Framework Convention focuses on linguistic minority groups. It does not place any directly enforceable obligation on local councils, but includes a number of provisions in relation to minority languages. In particular, Article 11 requires the state to recognise that every person belonging to a national minority has the right to use his or her surname (patronym) and first names in the minority language. The article also requires the state to facilitate the display of traditional local names, street names and other topographical indications in the minority language, where there is a sufficient demand and in areas traditionally inhabited by substantial numbers of persons belonging to a national minority.

4. EU Charter of Fundamental Rights
The EU Charter provides simply that “the Union shall respect cultural, religious and linguistic diversity.” The EU Charter has been incorporated into domestic law.
5. **European Convention on Human Rights (ECHR)**

The ECHR and the general case law of the European Court of Human Rights in Strasbourg place a general obligation on the state to respect linguistic pluralism and minority rights. The ECHR has also been incorporated into domestic law.
Appendix 6

Demand for Minority Languages

1. Irish

Table 1 shows that 13.45% of the Belfast population (aged 3+) have some ability in Irish, compared with 10.65% of the population of Northern Ireland as a whole. Over 16,000 people speak, read, write and understand Irish and this is the group most likely to benefit from the provision of services in Irish.

<table>
<thead>
<tr>
<th></th>
<th>Belfast</th>
<th>Northern Ireland</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>No.</td>
<td>%</td>
</tr>
<tr>
<td>Understand but cannot read, write or speak Irish</td>
<td>15,069</td>
<td>4.70</td>
</tr>
<tr>
<td>Speak but do not read or write Irish</td>
<td>6,129</td>
<td>1.91</td>
</tr>
<tr>
<td>Speak and read but do not write Irish</td>
<td>1,555</td>
<td>0.49</td>
</tr>
<tr>
<td>Speak, read, write and understand Irish</td>
<td>16,440</td>
<td>5.13</td>
</tr>
<tr>
<td>Other combination of skills</td>
<td>3,913</td>
<td>1.22</td>
</tr>
<tr>
<td><strong>Total - Some ability in Irish</strong></td>
<td>43,106</td>
<td>13.45</td>
</tr>
</tbody>
</table>

Table 2 shows the percentage of people in the four Assembly Areas/Parliamentary Constituencies (Belfast East, North, South and West) who have some ability in Irish; however, it should be noted that these areas do not coincide exactly with the new city council boundary and include approximately 60,000 people who live outside the Belfast boundary. Figures are much higher in the Belfast West constituency which includes the established Gaeltacht area.

<table>
<thead>
<tr>
<th></th>
<th>East</th>
<th>North</th>
<th>South</th>
<th>West</th>
</tr>
</thead>
<tbody>
<tr>
<td>Understand but cannot read, write or speak Irish</td>
<td>1.49</td>
<td>4.19</td>
<td>4.69</td>
<td>7.05</td>
</tr>
<tr>
<td>Speak but do not read or write Irish</td>
<td>0.47</td>
<td>1.77</td>
<td>1.41</td>
<td>3.41</td>
</tr>
<tr>
<td>Speak and read but do not write Irish</td>
<td>0.15</td>
<td>0.46</td>
<td>0.52</td>
<td>0.69</td>
</tr>
<tr>
<td>Speak, read, write and understand Irish</td>
<td>1.26</td>
<td>4.3</td>
<td>4.97</td>
<td>8.15</td>
</tr>
<tr>
<td>Other combination of skills</td>
<td>0.38</td>
<td>1.10</td>
<td>1.33</td>
<td>1.69</td>
</tr>
<tr>
<td><strong>Total - Some ability in Irish</strong></td>
<td>3.75</td>
<td>11.72</td>
<td>12.92</td>
<td>20.98</td>
</tr>
</tbody>
</table>
2. **Irish Medium Education (IME)**

Table 3 provides information on the number of pupils receiving education through the medium of Irish. The data is drawn from the School Census 2014/15.

**Table 3**

<table>
<thead>
<tr>
<th>Establishment Type</th>
<th>No. of establishments</th>
<th>No. of pupils 2014/15</th>
</tr>
</thead>
<tbody>
<tr>
<td>Naíscoileanna (Nursery/Pre-School Units)</td>
<td>13</td>
<td>442</td>
</tr>
<tr>
<td>Gaelscoieanna (Primary Schools/Units)</td>
<td>9</td>
<td>1,194</td>
</tr>
<tr>
<td>Gaeloideas Dara Leibhéil (Secondary Stream)</td>
<td>1</td>
<td>580</td>
</tr>
<tr>
<td>Youth club provision</td>
<td>7</td>
<td>760</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>2,976</strong></td>
</tr>
</tbody>
</table>

There are also 16 secondary schools teaching Irish within the Council area.

3. **Ulster-Scots**

Table 4 shows that 5.23% of the Belfast population (aged 3+) have some ability in Ulster-Scots, compared with 8.08% of the population of Northern Ireland as a whole. Just over 2000 people speak, read, write and understand Ulster-Scots and this is the group most likely to benefit from the provision of services in Ulster-Scots.

**Table 4**

<table>
<thead>
<tr>
<th>Skill Description</th>
<th>Belfast No.</th>
<th>Belfast %</th>
<th>Northern Ireland No.</th>
<th>Northern Ireland %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Understand but cannot read, write or speak Ulster-Scots</td>
<td>11,028</td>
<td>3.44</td>
<td>92,040</td>
<td>5.30</td>
</tr>
<tr>
<td>Speak but do not read or write Ulster-Scots</td>
<td>889</td>
<td>0.28</td>
<td>10,265</td>
<td>0.59</td>
</tr>
<tr>
<td>Speak and read but do not write Ulster-Scots</td>
<td>575</td>
<td>0.18</td>
<td>7,801</td>
<td>0.45</td>
</tr>
<tr>
<td>Speak, read, write and understand Ulster-Scots</td>
<td>2,205</td>
<td>0.69</td>
<td>16,373</td>
<td>0.94</td>
</tr>
<tr>
<td>Other combination of skills</td>
<td>2,061</td>
<td>0.64</td>
<td>13,725</td>
<td>0.79</td>
</tr>
<tr>
<td><strong>Total - Some ability in Ulster-Scots</strong></td>
<td>16,758</td>
<td>5.23</td>
<td>140,204</td>
<td>8.08</td>
</tr>
</tbody>
</table>

Table 5 shows the percentage of people in the four Assembly Areas/Parliamentary Constituencies (Belfast East, North, South and West) who have some ability in Ulster-Scots.
Table 5

<table>
<thead>
<tr>
<th></th>
<th>East</th>
<th>North</th>
<th>South</th>
<th>West</th>
</tr>
</thead>
<tbody>
<tr>
<td>Understand but cannot read, write or speak Ulster-Scots</td>
<td>4.87</td>
<td>3.28</td>
<td>4.40</td>
<td>1.60</td>
</tr>
<tr>
<td>Speak but do not read or write Ulster-Scots</td>
<td>0.36</td>
<td>0.27</td>
<td>0.34</td>
<td>0.14</td>
</tr>
<tr>
<td>Speak and read but do not write Ulster-Scots</td>
<td>0.26</td>
<td>0.16</td>
<td>0.25</td>
<td>0.05</td>
</tr>
<tr>
<td>Speak, read, write and understand Ulster-Scots</td>
<td>0.82</td>
<td>0.89</td>
<td>0.68</td>
<td>0.46</td>
</tr>
<tr>
<td>Other combination of skills</td>
<td>0.87</td>
<td>0.57</td>
<td>0.91</td>
<td>0.25</td>
</tr>
<tr>
<td>Total - Some ability in Ulster-Scots</td>
<td>7.18</td>
<td>5.17</td>
<td>6.57</td>
<td>2.51</td>
</tr>
</tbody>
</table>

4. Main languages spoken

Table 6 shows that 4.94% of Belfast households contain at least one person who does not have English as a main language and in 2.71% of households, no-one has English as a main language.

Table 6

<table>
<thead>
<tr>
<th></th>
<th>Belfast</th>
<th>Northern Ireland</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>No.</td>
<td>%</td>
</tr>
<tr>
<td>All people aged 16+ years in household have English as a main language</td>
<td>134,567</td>
<td>95.06</td>
</tr>
<tr>
<td>At least one but not all people aged 16+ years in household have English as a main language</td>
<td>2,734</td>
<td>1.93</td>
</tr>
<tr>
<td>No people aged 16+ years in household but at least one person aged 3-15 years has English as a main language</td>
<td>433</td>
<td>0.31</td>
</tr>
<tr>
<td>No people in household have English as a main language</td>
<td>3,833</td>
<td>2.71</td>
</tr>
</tbody>
</table>

The Census showed that the most commonly spoken languages in Belfast (excluding English and Irish) are Polish (1.22%), Chinese (0.30%), Tagalog/Filipino (0.24%) and Slovak (0.17%).

The Northern Ireland Statistics and Research Agency (NISRA) has recently published data on language use for Northern Ireland as a whole which shows that very high proportions of residents whose main language is Tagalog / Filipino (99%), Irish (98%) or Malayalam (92%) can speak English well or very well. However, the figures are much lower for those who speak mainly Chinese (61%), Lithuanian (62%), Slovak (64%), Polish (66%), Russian (66%), Hungarian (68%), Latvian (71%) or Portuguese (73%).
There are also variations in terms of age group with over 50% of those whose main language is not English aged between 25-44, compared with 28% of those whose main language is English.

5. Communication difficulties

Table 7 provides information on people with deafness (or partial hearing loss), blindness (or partial sight loss) and other communication difficulty. The Northern Ireland Census does not provide information on users of sign language or readers of Braille, but DCAL estimates that approximately 5,000 people in Northern Ireland use sign language as the preferred means of communication, with 3,500 using BSL and 1,500 using ISL.

Table 7

<table>
<thead>
<tr>
<th></th>
<th>Belfast</th>
<th>Northern Ireland</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>No.</td>
<td>%</td>
</tr>
<tr>
<td>People with deafness or partial hearing loss</td>
<td>18,261</td>
<td>5.47</td>
</tr>
<tr>
<td>People with blindness or partial sight loss</td>
<td>6,729</td>
<td>2.02</td>
</tr>
<tr>
<td>People with a communication difficulty</td>
<td>6,460</td>
<td>1.93</td>
</tr>
</tbody>
</table>
Feedback from consultation (2013)

1. Irish language sector
Various practical suggestions to build on currently available services were made, including:

- information on services currently available for Irish speakers could be provided on the Council’s website together with a link from the homepage to Irish language and culture sector websites; key Council documents could also be provided in Irish on the website;

- there could be better promotion of the availability of tours of the City Hall in Irish and an increase in the number of such tours available; consideration could also be given to making tours of other venues available in Irish;

- greater access to Council venues and facilities for Irish language and culture events could be facilitated and opportunities to present joint heritage exhibitions could be pursued;

- initiatives should be implemented to raise awareness among Council staff of the current language policy and the practical issues around translation; staff could also be made more aware of the work of the Irish language sector in Belfast;

- the possibility of appointing an Irish Language Officer could be considered.

2. Ulster-Scots sector
The sector representatives indicated that Irish and Ulster-Scots were at different stages of development and the use of the Ulster-Scots language was not received in Belfast in the same way as in other parts of Northern Ireland. There was an underlying prejudice with the use of Ulster-Scots and there was a need for wider cultural engagement with Ulster-Scots heritage as well as language and for celebration of the culture in a more open way.

The sector representatives wished to see a focus on the cultural and heritage aspects of the language rather than promote the need for translation services. They welcomed the Council’s commitment to support Ulster-Scots traditions and cultural activities in practical
ways; however, they were concerned that the promotion of any language might be seen to be political and lead to division.

3. **Minority ethnic languages**

The BME sector representatives suggested that:

- the Council’s Welcome Pack should be more widely publicised and an electronic link to the Welcome Pack could be included in a regular electronic update circulated to appropriate organisations;

- Council staff should be made more aware of the Big Word interpreting service and trained in how to use it;

- a leaflet could be made available to Council staff so that they can assist service users to identify the language translation required;

- the Council could support initiatives to promote the heritage and traditions associated with different languages spoken in Belfast.
Appendix 8

Examples of Good Practice from Foras na Gaeilge Guidance
Document: Irish Language Services in the New Councils

Branding

2. The Council emblem and title appear in Irish and English as mentioned under No. 1 and in other contexts in which it will be seen by users of Irish (leisure centres, vehicles, other resources) in areas where there are communities of Irish-speakers.
4. The Foras na Gaeilge website (www.gaeilge.ie/treoir) gives comprehensive guidance on international good practice in bilingual signage for minority languages. It includes the following:
   a. The same typeface is used for both languages.
   b. Irish is positioned first (above or to the left). Because all Irish speakers can read English, the Irish text would be superfluous if placed second.
   c. Irish has equality with English so as not to suggest to the Irish-speaking public that they are less important than English-speakers.
   d. The colour of the Irish text makes it as legible and as visible as the English text.

Documents in Irish

1. The documents most used by the public are available bilingually in electronic format.
2. The documents most used by the public are available bilingually in both hard copy and electronic format.
3. Customers are asked what is their language of choice: Irish or English.
4. Corporate documents, forms (internal and external) and other Council documents are available bilingually, in hard copy or electronic format.

Council Staff with Irish

1. A short-term implementation plan exists to help move towards providing services to the Irish-speaking public.
2. Job applications from Irish speakers are welcomed.
3. Specific staff members are nominated to provide Irish-language support to all Council departments who deal with the Irish-speaking community.
4. Irish is desirable for a certain percentage of new employees.
5. Irish is required for a certain percentage of new employees.
6. There are staff members with competency in Irish in each department.
7. An Irish Language Officer is employed to promote Irish within the Council and in the Council area.
8. The Communications Officer has competency in Irish.

Other Ways to Provide Services in Irish

1. People are invited to send emails in Irish, which are replied to in that language.
2. An Irish-speaking staff member is available to answer calls made in Irish.
3. Each department has a dedicated telephone line for Irish speakers and a staff member capable of answering calls in Irish. The option to use Irish can be given either automatically or by the receptionist.
4. Calls made in Irish are answered in Irish by having a nominated staff member available when the call is made.

Correspondence

1. A standard acknowledgement in Irish is sent thanking correspondents and informing them how long it will take to answer their correspondence in Irish.
2. Correspondence in Irish is welcomed and is replied to by a staff member with that responsibility.
3. Correspondence in Irish is welcomed and responded to in Irish and a dedicated email address exists, e.g.: gaeilge@derrycity.gov.uk.
4. Correspondence in Irish is welcomed and responded to in Irish and staff members are available to that end in each department.

Services for the Irish Language Media

1. A spokesperson with Irish is provided on request.
2. Irish press statements are made available to the Irish language media where the subject relates to Irish or to the Irish-speaking community.
3. Irish language version or bilingual version of all press statements are made available to the Irish language media.
4. A spokesperson with Irish is available to the media and all press statements are issued bilingually.
Services for Irish language Social Media.

1. Bilingual material on Facebook and Twitter.
2. Material about Irish and related matters appears in Irish on Facebook and Twitter.
3. Material in Irish appears on Facebook and Twitter regularly and often.
4. The Council works closely with the Marketing and Communications Department in order to process requests from Irish language media, they are in regular contact with the Irish language broadcast, print and online media. There is a contacts database for Irish language media.

Website

1. Some bilingual information on the Council website – headings and information relating to Irish language events and activities.
2. Some bilingual information on the website, on the home page and on other pages with material about Irish and related matters.
3. A choice of languages, English/Irish, on the home page and two parallel Irish and English languages sites.
4. An Irish-language microsite featuring an archive of forms, applications and publications as well as information on events and initiatives.

Training in Irish – It is recommended that the European Certificate in Irish (TEG) system be followed.

1. The issue is discussed with the Human Resources Department.
2. An audit is held to establish ability in Irish among Council staff.
3. Employees are given information on classes.
4. DCAL is invited to give a presentation on Líofa and employees are encouraged to register with Líofa.
5. A training certificate is provided for any Irish language course completed.
6. Gaeilchultúr is engaged to provide specialist training to employees with specific Irish language duties.
7. Gaeilchultúr is engaged to provide specialist training to general employees.
8. Irish language classes at every level are available to Council staff and to Council members on a weekly basis within working hours, at lunchtime or after work.
9. Support and funding are made available to the staff for training in linguistic diversity.
10. Gaeltacht scholarships are available to staff.
Irish-Language Awareness for Staff

1. Training in Language Awareness is included in the induction programme for new staff.
2. Should such a course not be available within the Council, employees are encouraged to attend an awareness course run by another Council.
3. An Irish-language booklet and information leaflets are prepared for the Council in collaboration with Irish-language organisations such as Foras na Gaeilge or Conradh na Gaeilge.
4. An Irish Language Awareness Scheme for staff is initiated which describes the Council’s obligations under the European Charter for Regional or Minority Languages and training under this scheme is made available to every employee on a regular basis.

Internal Signage in Irish (within the Council)

1. Bilingual signage is available on request and if there is a demand from the public, according to Foras na Gaeilge guidance (www.gaeilge.ie/treoir) and in keeping with international good practice.
2. All signage is bilingual according to the Foras na Gaeilge guidance and in keeping with international good practice.

Irish Language Signage outside the Council

1. Bilingual signage is available where there is demand.
2. Bilingual signage where there is an IM nursery school or centre. Directions to these are also in Irish.
3. The Council’s policy mentions signage in Irish in a way that incorporates streetnames, road nameplates, etc.

Street and Placename Service

It is recommended that the placename heritage is used to promote awareness of Irish and that, in co-operation with the Environmental Services Directorate, translations of street and placenames are provided. It is recommended that a bilingual database of streetnames is created and made available on line.
1. The use of addresses in Irish is welcomed.
2. The use of addresses in Irish is welcomed and advice given on placenames.
3. In collaboration with the appropriate bodies, the public is given advice on local street names and placenames.
4. The public are encouraged to use the Irish form of their address.
Translation and Interpreting Service (at Council meetings)

1. Translation and interpreting services are available if a member of Council staff is available to provide this.
2. Translation and interpreting services are available by demand.
3. Requests from the Irish-speaking public to use Irish are welcome if notice is given, so that a translation/simultaneous interpreting service can be made available and translation and interpreting services are provided to the public.
4. Councillors wishing to use Irish are welcome if notice is given so that a translation/simultaneous interpreting service can be made available.
5. Translation and interpreting services are provided from a panel of translators.
6. The Council employs a translator/interpreter or an Irish-speaking employee is available to provide translation and interpreting.
7. An interpreting system and translation software is made available in the Council for use by nominated officers.

Approaches towards the Development of Irish in the Council Area

1. The Irish language is recognised in the funding criteria for Council support schemes.
2. Some publications are made available, where there is demand.
3. All publications are made available bilingually.
4. A quarterly newsletter is published with a section (in English) about Irish language events, information about Irish-medium schools in the area, etc.
5. A quarterly newsletter is published with a section in Irish to publicise details of events and other relevant information.
6. An Irish language newsletter is published regularly to publicise the Council’s Irish language services, information about Irish language events (*Seachtain na Gaeilge*, etc.), and Irish-medium education in the Council area.

Irish Language Awareness for the Public

1. Irish language events are supported and the holding of such events in Council buildings is welcome.
2. Officers from *Liofa* are invited to give a presentation about the initiative.
3. Information is provided about Irish-language classes in the Council area (in collaboration with Gael Linn).
4. Links with the Irish-speaking community in the Council area are developed through a database of contact people.
5. A series of Irish-language events and events about Irish is organised on a yearly basis.
6. An online language-awareness scheme for Irish is developed for the public with a link to Connect 3 [http://www.connect-3.co.uk](http://www.connect-3.co.uk) for children.
7. An Irish-Language Community Forum is co-ordinated to discuss and assess the development of Irish in the area and to develop a language plan.
8. The establishment of a community radio station is supported with support from Raidió Fáilte.
9. Gaeltacht or summer-college scholarships are provided for school pupils and families.

Services for the Public

1. Irish documents are available for registration of births, marriages, civil partnerships, deaths etc. according to demand.
2. Bilingual documents are available for registration of births, marriages, civil partnerships, deaths etc. according to demand.
3. Computer systems are compatible with receiving information from the public in Irish (accents; preset selection lists for language choice; inflected forms of surnames; placenames and case-sensitive computer settings).
4. Staff with competency in Irish for registration of births, marriages, civic partnerships, deaths etc.).
5. Staff with competency in Irish are available to provide these services to the public on an appointment basis.
6. All customers are given the option to use the Irish language for registration services.

Support for Irish-medium Education and other Schools

1. The public is provided with information on Irish-medium schools and are directed to Comhairle na Gaelscolaíochta (the Irish-medium education council).
2. Workshops, schemes and information packs are provided in Irish to Irish-medium schools as is done with English-medium schools, about Council services and events, e.g. Recycling, Biodiversity, Equality and Good Relations, Christmas Scheme (children in Irish-medium schools are welcome to write to Santa Claus in Irish) and Seachtain na Gaeilge (contact and co-operation with Irish-medium and English-medium schools for its duration).
3. All information, contacts and schemes made available to English-medium schools and their pupils are made available to Irish-medium schools and their pupils.
4. Scholarships for Gaeltacht courses are provided for pupils in English- and in Irish-medium schools.
An Irish-language Policy

1. Develop a courtesy code for the Irish language.
2. Develop a policy that meets the requirements of the European Charter and the needs of the Irish-speaking community.
3. Develop, in consultation with the Irish-speaking community, a comprehensive policy that covers all aspects of the Irish language both in the Council and among the community in the Council area.
4. Develop, in consultation with the Irish-speaking community, a strategic plan that will cover all aspects of Irish in the Council area – service provision, the development of Irish in the community and in the Council itself and enabling the Council to provide Irish-language services.
Appendix 9

Language Legislation in the UK and RoI

1. Wales

The Welsh Language Act 1993 established the principle that, in the conduct of public business and the administration of justice in Wales, the Welsh and English Languages should be treated on the basis of equality. Public bodies, including local councils, are required to prepare a Welsh Language Scheme to outline the Welsh language services they will provide and state how and when those Welsh services will be available.

The Welsh Language (Wales) Measure 2011 replaced many of the provisions of the Act and established official status for the Welsh language in Wales. The Measure created a new legislative framework to impose a duty on public authorities to comply with standards relating to the Welsh language, with these standards replacing existing Welsh Language Schemes over time. The purpose of introducing standards was to provide greater clarity to public authorities regarding their duties and to Welsh speakers about the services they could expect to receive in Welsh. Standards will also ensure greater consistency of Welsh language services and improve their quality. The Measure also required public authorities to use the Welsh language in a reasonable and proportionate manner.

Local councils in Wales have had Welsh Language Schemes in place for a number of years. Typically, these cover three specific areas:

- Dealing with the Welsh speaking public (including correspondence, meetings and by telephone);
- The Council’s public image (including corporate identity, signs, publications, forms, advertising, news releases, exhibitions, surveys, public notices and recruitment advertisements);
- Staffing issues (including recruitment, language training and vocational training).

2. Scotland

The Gaelic Language (Scotland) Act 2005 established the status of the Gaelic language as an official language of Scotland, commanding equal respect with the English language. It also established Bòrd na Gàidhlig as a public body with responsibility for preparing a National Plan for Gaelic every five years. The Bòrd has powers to require public authorities, including local councils, to draft and implement a Gaelic Language Plan. Each individual plan must
take into account the National Plan and the extent to which Gaelic is used within, and in relation to, the work and services of the public authority.

The Bòrd has identified four core areas of service delivery that it wishes public authorities to address when preparing Gaelic Language Plans. These are:

- Identity (including corporate identity and signage);
- Communication (including reception, telephone, mail and e mail, forms, public meetings and complaints procedures);
- Publications (including public relations and media, printed material, websites and exhibitions);
- Staffing (including training, language learning, recruitment and advertising).

3. Republic of Ireland

The Irish Constitution establishes that the Irish language is to be regarded as the first official language, while the Official Languages Act 2003 provided the public with the right to conduct business with the state solely through Irish. The Act requires the preparation by public authorities of Irish Language Schemes, specifying which services will be provided exclusively in Irish, exclusively in English and through the medium of both languages. Each scheme must set out the measures that the public authority will adopt to ensure that any services that are not currently provided in Irish will be so provided over a period of time. In developing its scheme, the public authority may take into account the underlying level of demand for specific services in the Irish language and the resources and capacity to develop or access the necessary language capability.
1.0 Purpose of Report or Summary of main Issues

1.1 The purpose of this report is to report to committee on the key issues discussed at the Shared City Partnership meeting held on 10 April 2017.

2.0 Recommendations

2.1 That the Strategic Policy and Resources Committee approve the minutes from the Shared City Partnership Meeting held on 10 April 2017 including the following recommendations:

- Note the feedback from Shared City Partnership workshop in relation to the Belfast Agenda and LDP.
- Approve the use of delegated authority to approve applications under the Bonfire and Cultural Expression Programme; and approve the
recommendation that Rev. Bill Shaw be appointed to the role of independent assessor on the Programme Review panel.

- Approve the proposal to review the current approach to St. Patrick’s Day Celebration Grants and undertake a consultation and screening process with current grants recipients and adopt, in principle, option 3, subject to further information being provided in due course.
- Note the award of funding totalling £142,940 to 31 organisations through the Good Relations small grants programme, Tranche 1.

3.0 Main report

Key Issues

3.1 The Shared City Partnership (formerly known as the Good Relations Partnership) is a Working Group of the Strategic Policy and Resources Committee which consists of Elected members and representatives from various sectors across the city. The minutes from the Partnership are brought before the Committee for approval on a monthly basis.

3.2 The key issues on the agenda at the April meeting were:
- Presentation from Belfast Youth Forum
- Report on workshop on Belfast Agenda and SCP
- Update on the Bonfire and Cultural Expression Programme
- Review of St Patrick’s Day Celebration Grants
- Good Relations Small Grants Tranche 1 17/18
- Update on Peace IV programme (verbal)
- External venue for next Shared City Partnership meeting

3.3 More details regarding the above issues and recommendations are included in the minutes of the meeting on 10 April attached to this report.

3.4 Financial & Resource Implications

The draft Good Relations Action Plan which was submitted to TEO to deliver the District Council Good Relations Programme (DCGRP) 17/18 includes £220,000 to support the Good Relations Small Grants Programme, £50,000 to support the Bonfire and cultural expression programme and £30,000 to support approaches to St Patrick’s day celebrations. These awards are in line with allocations in previous plans for similar programmes of work. No confirmation from the Executive Office of the funding award has yet been received, officers have requested an update from TEO in relation to a date by which this will be received. Council provides 25% of the funding for the DCGRP and the
<table>
<thead>
<tr>
<th></th>
<th>costs which have been incurred to date will be taken from the agreed council budgets.</th>
</tr>
</thead>
</table>
| 3.5 | **Equality or Good Relations Implications**  
The recommendations of the Partnership promote the work of the Council in promoting good relations and will enhance equality and good relations impacts. |
| 4.0 | **Appendices – Documents Attached** |
|     | Appendix 1 - Copy of the minutes of the Shared City Partnership of 10 April 2017. |
Apologies

Apologies were reported on behalf of Councillor Kyle (Chairperson), Mrs. O. Barron and Mr. P. Mackel.

Minutes

The minutes of the meeting of 6th March were taken as read and signed as correct.

Declarations of Interest

No declarations of interest were reported.

Presentation – Belfast Youth Forum

The Partnership was reminded that, at its meeting on 9th January, it had agreed to receive at a future meeting a presentation from representatives of the Belfast Youth Forum on the work of the Forum.

Accordingly, Ms. A. Hargey and Ms. A. McLaughlin, the Council’s Young People’s Officer and Play Development Officer, respectively, together with Mr. R. Harrison, secretary of the Belfast Youth Forum, were welcomed by the Chairperson.

The Young People’s Officer informed the Partnership that the Belfast Youth Forum had been established by the Council in 2006 to provide a mechanism for engaging with young people between the ages of thirteen and eighteen on a wide range of issues. In 2016, four young people, including some from Section 75 groups, from each of the ten District Electoral Areas across the City had been appointed to serve on the Forum for a two-year period. She provided an overview of the work which it had undertaken to date, which had included the publication of a Young People’s Manifesto, the submission of
comments in response to consultations on the Belfast Agenda and the Local Development Plan and the delivery of campaigns around homelessness, mental health, poverty and shared space. She added that the Youth Forum would, on 10th May, be launching in the City Hall a research report, to which the Partnership would be invited, which would set out a number of recommendations aimed at eradicating poverty and that, in order to raise awareness of its work amongst Elected Members, it would be publishing a newsletter in the near future and was seeking to hold regular meetings with each of the Political Parties.

Mr. Harrison stated that he had been a member of the Belfast Youth Forum for the past three years and that he now fulfilled the role of secretary. He outlined his experiences with the group and highlighted, in particular, his involvement in the development of a Shared Space campaign, which had been initiated in response to requests from young people for a ‘youth friendly’ space to be provided within the City centre. That had involved the compilation of a survey, which had been completed by 350 young people, and of a research report, and had culminated in the introduction in April, 2016 of a one month pilot initiative. Under that initiative, a ‘youth hub’ bus, offering a varied range of indoor and outdoor activities, had been placed on four Thursday evenings and four Saturday mornings in locations such as Bank Square, the Cathedral Quarter and outside the City Hall. He added that the initiative had been endorsed by the many young people who had participated and that consideration was being given to repeating the exercise.

The representatives then provided clarification on a number of issues which had been raised by the Partnership and were thanked by the Chairperson for their contribution.

The Partnership noted the information which had been provided.

**Update on Belfast Agenda/Local Development Plan Workshop**

The Senior Good Relations Officer reported that, on 6th March, a workshop had been held to provide the Partnership with an opportunity to examine ways of strengthening the priority of good relations within both the Belfast Agenda and the Local Development Plan, given their importance in terms of influencing the priorities of the Council and its partners on a number of key areas which impacted upon people’s lives.

She provided a brief overview of the workshop and confirmed that those who had attended had agreed that the final Belfast Agenda document should seek to:

- prioritise good relations issues, which should be placed front and centre in recognition of the ongoing need to support and enhance good relations across the city, make reference to the Shared City Partnership and the role which it can play;

- recognise the unique history of Belfast and make reference to that context in the plan and ‘stretch goals’;
celebrate the diversity and range of cultures that exist within Belfast and further promote cultural diversity and shared/different identities in the City;

ensure that aims in relation to shared spaces and their use make particular reference to areas of high deprivation; and

include an effective and ambitious monitoring and evaluation framework for good relations.

She explained that the consultation period on the draft Belfast Agenda document had been extended from 9th March till 20th April, which would allow for a series of information events and briefings to take place with key stakeholders and groups and for comments to be submitted via an online questionnaire on the Council’s website. Any feedback received, including from the Shared City Partnership, would be used to improve and refine the final document, in advance of its publication in the autumn.

Noted.

Update on Bonfire and Cultural Expression Programme

The Senior Good Relations Officer informed the Partnership that, on 14th March, an information workshop had been held for potential participants in this year’s Bonfire and Cultural Expression Programme. Representatives of over forty groups had been provided with an overview of the programme and discussions had taken place around the cultural networks which would be developed to support its outcomes, in terms of promoting a positive celebration of culture. Initial meetings of networks in each of the four areas of the City were planned for the first two weeks in April and there would be engagement with other groups who had expressed an interest in participating in the initiative.

She confirmed that the application process for this year’s programme had commenced on 3rd April and would close on 28th April. It was proposed that, as had been the case in 2016/2017, authority be granted to the Director of City and Neighbourhood Services to approve applications. That would enable Letters of Offer to be issued to groups at an early stage, to allow them to commence the engagement process and would ensure that the aims of the programme’s framework, particularly around the collection of materials, were met.

The Senior Good Relations Officer reminded the Partnership that, at its meeting on 13th February, it had agreed that a panel, comprised of both elected and external members on the Partnership, should be established to review the involvement of groups in the Bonfire and Cultural Expression Programme and how they had met the good relations outcomes. At its meeting on 6th March, in discussing the matter further, the Partnership had been invited to consider the merit of appointing an independent assessor to that panel in order to provide it with independent advice on the issues being faced by groups in attempting to meet the objectives of the programme and to monitor the decision-making process to ensure that it was robust and was being applied consistently and fairly. She explained that, as had been suggested by the Partnership, those groups which had attended the workshop on 14th March had been consulted on the matter and
had identified Rev. Bill Shaw of the 174 Trust as someone who could fulfil that role, given his experience in peace and reconciliation work over a number of years. Rev. Shaw had since agreed to take up that position, subject to the necessary approval being obtained.

Accordingly, she sought the Partnership’s approval to recommend to the Strategic Policy and Resources Committee:

i. that authority be delegated to the Director of City and Neighbourhood Services to approve applications under the Bonfire and Cultural Expression Programme; and

ii. that Rev. Bill Shaw be appointed to the role of independent assessor on the panel which would be established to review the involvement of groups in the Programme.

The Partnership granted the approval sought.

**Review of St. Patrick’s Day Small Grants Programme**

The Senior Good Relations Officer submitted for the Partnership’s consideration the following report:

“1.0 Purpose of Report or Summary of Main Issues

1.1 To seek the views of members on the recent Good Relations audit findings in relation to the allocation of resources towards Good Relations activities around the St. Patrick’s Day period. Subsequent to the audit, this proposal is being forwarded to enable Members to look at a number of options on how to better achieve the desired Good Relations outcomes through an alternative use of such resources currently deployed through a small grants scheme and to recommend to the Strategic Policy and Resources Committee on one option.

2.0 Recommendations

2.1 That the Partnership:

1. Notes the proposal in this report to review the current approach of St. Patrick’s Day Small Grants

2. Considers the 4 options being put forward and agrees on one of the options to be recommended to the Strategic Policy and Resources Committee for approval

3. Notes that a consultation and screening process will be undertaken with current grants recipients following any decision of Council and that a final report will be brought back to Members informing them of the outcome of the consultation process."
3.0 Main Report

3.1 Key Issues

In 2007, the Council undertook the running of the annual St. Patrick's day carnival parade through the City Centre and the follow-up events in Custom House Square, making them an annual event within the Civic Calendar of events. At that stage, the Council provided funding for the organization and delivery of the carnival parade, preparation work with groups wishing to participate, resources for costumes, the acts in Custom House Square and all of the logistical arrangements required to stage such a large scale event. This funding was from the Development Department and has become an annual event within the annual calendar since, with Good Relations staff ceasing involvement in the organization and community engagement elements around the events in 2012.

3.2 In addition, the Council, through it's Good Relations Fund, ring-fenced £32,000 to make provision for a small grants scheme, the purpose of which was to enable local groups undertake their own St. Patrick’s Day event, within their community. The rationale was that some groups would not feel comfortable engaging with the Council’s Civic events and so the small grants enabled them to put on an event in their local area.

3.3 Good Relations Audit and Current Issues

Within the Council’s recent Good Relations audit, discussion and consultation sought to ascertain if the current approach to promoting Good Relations around the St. Patrick’s period is best served through the delivery of the grants scheme. Within the findings of the audit, the following suggested action is put forward for consideration:

“Opportunity for unifying the city through St Patrick’s Day celebrations, which is a huge attraction in other parts of the world. The council aims to use events like St Patrick’s Day to be a positive celebration of culture. To make the city more vibrant, to encourage people to come to the city, attain more investment, which will then emanate to neighbourhoods. Delivery should seek to enhance good relations outcomes”.

3.4 The results of the audit would indicate that this proposed outcome is not achievable through the current small grants process. Within the current Outcomes that are being delivered within the Executive Office's Good Relations
programmes, the focus is on attitudinal change, shared space, safe communities and cultural expression. For most of the groups in receipt of the small grants around St. Patrick’s Day, the events and activities delivered tend to be a social party or an excursion for a group of people from predominantly one community, with little overall Good Relations interaction involved. Groups only receive a small amount of funding to stage isolated small events for a relatively small number of people within a small local area. There is no coordination of these small scale events and the resource requirement of officers in administering and monitoring this grants scheme is disproportionate to the quality of the outcomes achieved. There has also been a reduction in the number of applicants to this grants programme of around 25 – 30% since the programme came under the on-line applications system run by the Council’s Central Grants Unit; the main reasons being difficulties expressed by prospective applicants in using the system. However, even within this, there is very little challenge in relation to improving attitudes, developing safe and shared spaces and promoting positive expressions of culture.

3.5 In addition, the Millward Browne Ulster survey and evaluation of the civic St. Patrick’s Day events in Belfast, carried out periodically (latest evaluation carried out in 2016), points to a number of aspects of peoples experiences of St. Patrick’s Day in Belfast that would indicate the potential to adopt a fresh approach to the programming around the main Civic events. For example, the 2016 evaluation has pointed up that:

- 94% of people feel that the events in Belfast for St. Patrick’s day are a family day out and 76% of those who come into the City do so specifically for the St. Patrick’s Day events organised by the Council

- Once the civic events have ended or passed, there are no other options or product on offer within the City

- Suggested improvements in the 2016 evaluation were to have more floats (19%), more activities for children (14%) & more street entertainment (12%)

- In looking at potential future themes for the St. Patrick’s Day events, the vast majority of those who indicated that there should be a theme suggested that a theme should be around Irishness or Irish history and that events could be more culturally authentic
- 86% of attendees were under 55 year of age

- There is also an anecdotal need to develop additional activity to divert young people from engaging in anti-social behaviour within the City Centre after the civic events have ended.

3.6 The Council is currently undertaking a Festival and Events review and there is also a corporate review of grants. However, this proposal seeks to add value to that which is already delivered on St. Patrick’s Day in order to create a more culturally authentic feel to the City for this important day and achieve the outcomes within the current regional strategic framework in which the Council’s Good Relations Action Plan operates. Therefore, in order to bring forward recommendations contained within the audit, a proposal to develop more cultural events within Belfast that provide additionality to what the Council already delivers is now being proposed for consideration. The proposal centres on supporting a number of hubs across the City for events that would incorporate activities such as music, dance, poetry, prose reading and other relevant activities that would create a more authentic cultural feel to the City for St. Patrick’s Day.

3.7 Through funding from the Development Department, Féile an Phobail delivered a pilot of additional events within the City for St. Patrick’s Day 2017. This project is part of wider Council support to Orangefest and Culture Night to create a greater tourism offering and increase economic activity through large public celebrations. This proposal will take into consideration an evaluation of this project once available and any recommendations could be incorporated into any final plans around this particular Good Relations approach and proposal.

3.8 There is also significant merit in the events that bring together the mostly elderly groups that avail of the small grant scheme in having a celebratory event to mark the Saints Day and the events do generate a positive sense of celebration and community for those who participate in them. The events that are currently funded, while mainly social and participatory, do provide an important focal point for people to get together, for a specific seasonal occasion. Within these proposals, it is crucial that these opportunities are maintained for those participants who currently avail of this aspect of the Council’s programme delivery.
3.9 **OPTIONS**

Therefore, in light of the requirement to ensure that those groups are not adversely effected in their desire to participate in a celebratory event around St. Patrick’s Day, and to also ensure that the findings of the recent audit to create events that will make the City more vibrant around this time and promote a shared city identity, the following options are proposed:

1. **Do nothing. Continue with the grants scheme in its current format.**

   This option would mean that the Council rejects the findings of the audit and that the small scale projects would continue, with little Good Relations outcomes in terms of improving attitudes, creating shared and safe spaces and promoting positive cultural expression. It would mean officers continue to be tied up in the assessment and monitoring of another grants scheme, the outcomes of which are disproportionate to the resources required in its administration and monitoring. On the positive side, doing nothing would remove the requirement to change the Council’s approach which could generate some negative reaction and also mean that groups would not lose out on any funding opportunities. Cost would be at £30,000 as is currently the case.

2. **Cease with the grants scheme and channel the available budget into local groups to deliver programmes in and around St. Patrick’s Day at a local level on a north, south, east and west basis that would become local hubs for Irish culture, music and heritage for that short period. This would be a positive celebration of culture, make the city more vibrant, and encourage people to come to the city for a more authentic and culturally sound product which would not just end after the parade has passed. This would attract more investment from families and individuals and support events within local neighbourhoods. The negative aspect of this approach would be the withdrawal of the grants scheme to local groups for their celebration events. The cost would be simply a diversion of the current £30,000 into this scheme, to be led by 4 local organisations.**
3. Dispense with the small grants scheme but channel funding to create celebratory events at a number of local community facilities in the north, south, east and west of the City, along with the Greater Shankill area, which would be open to those groups who currently avail of the St. Patrick’s Day small grants scheme, to deliver the current outcomes of those small scale local events that are currently funded. In addition, provide resources to local cultural organisations at a local level on a north, south, east and west basis to deliver programmes in and around St. Patrick’s Day that would become local hubs for Irish culture, music and heritage for that short period. This would mean that those groups currently in receipt of the small grants would not be adversely effected by the closure of the open grants programme, they would not have to undergo the application process, which for many has become too burdensome, and still, groups would be able to participate in a celebratory event, as they have done through the grants programme funding. Providing funding to local hubs to deliver events around St. Patrick’s Day would also mean that there would be a positive celebration of culture, make the city more vibrant, and encourage people to come to the city for a more authentic and culturally sound product which would not just end after the parade has passed. This would attract more investment from families and individuals, and support events within local neighbourhoods. The cost would be in the region of £30,000: 5 X £3,000 for community based projects and £15,000 for cultural hub activity.

4. Dispense with the current grants scheme but channel the existing available budget to deliver a St. Patrick’s Day ceilí in the Ulster Hall for all those groups who have traditionally availed of the St. Patrick’s Day funding scheme, providing an event on the afternoon of the 17th March for those groups. Transport would be required as well as the event itself. In addition, provide resources to local groups at a local level on a north, south, east and west basis to deliver programmes in and around St. Patrick’s Day that would become local hubs for Irish culture, music and heritage for that short period. This would mean that those groups currently in receipt of the small grants would not be adversely effected by the closure of the open grants programme, they would not have to undergo
the application process, which for many has become too burdensome, and still, groups would be able to participate in a celebratory event, on a city-wide basis. Providing funding to local hubs to deliver events around St. Patrick’s Day would also mean that there would be a positive celebration of culture, make the city more vibrant, and encourage people to come to the city for a more authentic and culturally sound product which would not just end after the parade has passed. This would attract more investment from families and individuals, and support events within local neighbourhoods. The cost would be in the region of £30,000: £10,000 for a tea dance and transport and £20,000 for local hub activities.

**Officers would recommend Option 3 for the following reasons:**

− it would more adequately reflect the findings of the recent audit

− it would remove the burden placed on (low capacity) groups to undergo the more complicated applications process, many of whom have already walked away from the application process in any case

− it would lessen the burden required in the administration and monitoring of a grants programme that is disproportionate to the groups and officers

− it maintains the space for such groups to enjoy a celebratory event to mark the occasion. Indeed this past St. Patrick’s Day saw events in Community Centres. One such was in the Glen Community Centre, attended by the Lord Mayor, which brought 5 different groups from various parts of the City to a wonderful event which was cross community

− it would bring groups together on a local basis where they can meet other groups and build new relationships, as opposed to each small group delivering celebratory events in isolation

− it would provide resources to various groups in the city to act as hubs for culture, music and heritage activity that would develop a more authentic and culturally sound environment to the day
it would provide opportunities and choices to visitors and residents to continue their St. Patrick’s Day celebrations after the main civic events in the City Centre have finished and create a positive atmosphere which would contribute to minimising the potential for any anti-social behaviour around the City Centre

If option 3 is agreed by Members, officers will undertake a consultation exercise with previous recipients of the St. Patrick’s Day small grants. Following this a report will be brought back to the Partnership.

It is the desire to deliver any changes for March 2018. St Patrick’s Day grants are currently advertised through the Tranche 2 call for funding which opens in May 2017. A decision on the future delivery of the programme for 2018 would be required by this time.

3.10 Financial and Resource Implications

There are no financial implications contained within any of the 4 options. £30,000 has been included in the current Good Relations Action Plan for delivery of outcomes around the St. Patrick’s Day period. There would be positive human resource implications for the Central Grants Unit and Good Relations Officers in not having to deliver the assessment and monitoring required within a grants programme.

3.11 Equality or Good Relations Implications

An equality screening exercise will be undertaken with current and former grants recipients on any proposals recommended to assess whether there could be a negative impact on older peoples groups and some groups within the Unionist Community on these proposed changes.”

After discussion, the Partnership agreed:

i. to adopt recommendations 1 and 3, as set out within the report;

ii. in terms of recommendation 2, that the Strategic Policy and Resources Committee be recommended to adopt, in principle, option 3, as set out within paragraph 3.9 of the report, subject to further information being provided in due course around the detail of that proposal; and
iii. that discussions be held with the Council’s Events Unit, with a view to enhancing and maximising participation in the St. Patrick’s Day Parade.

**Good Relations Small Grants Scheme 2017/2018**

The Partnership was reminded that the Good Relations Grant-Aid Fund was funded jointly by the Executive Office (75%) and the Council (25%), through the District Council Good Relations Programme. The Senior Good Relations Officer reported that the first call for applications for funding under the 2017/2018 Fund, to undertake activities between April and September, 2017, had closed on 20th January. She explained that, by that date, a total of forty-nine applications had been received, requesting in total £286,240. Those had been assessed by Good Relations Officers, using pre-agreed criteria, following which thirty-one organisations had been recommended for funding totalling £142,940. A sample of submissions had then been assessed by an independent panel comprised of three officers from outside the Good Relations Unit, which had confirmed that they had been evaluated and scored in line with the criteria.

She informed the Partnership that, whilst the Council had yet to receive from the Executive Office confirmation of the level of funding which it would receive under the Good Relations Action Plan, it had allocated £220,000 towards two tranches of funding under the Good Relations Small Grants Programme.

The Senior Good Relations Officer reported further that the Strategic Policy and Resources Committee, at its meeting on 17th February, had adopted a recommendation by the Partnership that, in line with the findings contained with a recent independent audit of the Council’s Good Relations function, authority should be delegated to the Director of City and Neighbourhood Services to approve grants administered by the Good Relations Unit. Accordingly, she recommended that the Partnership note the following list of thirty-one organisations which had been approved for funding totalling £142,940 by the Director, details of which would be submitted also to the Strategic Policy and Resources Committee for notation:

<table>
<thead>
<tr>
<th>Ref No</th>
<th>Organisation</th>
<th>Recommended Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>South Belfast Partnership Board</td>
<td>7,185</td>
</tr>
<tr>
<td>2</td>
<td>Kabosh</td>
<td>4,890</td>
</tr>
<tr>
<td>3</td>
<td>East Belfast Community Development Agency</td>
<td>4,075</td>
</tr>
<tr>
<td>4</td>
<td>Whiterock Childrens Centre</td>
<td>3,075</td>
</tr>
<tr>
<td>5</td>
<td>Lower Ormeau Residents Action Group (LORAG)</td>
<td>6,390</td>
</tr>
<tr>
<td>6</td>
<td>South Belfast Alternatives</td>
<td>3,662.25</td>
</tr>
<tr>
<td>7</td>
<td>Barnardo’s Family Learning And Integration Project</td>
<td>2,015</td>
</tr>
<tr>
<td>8</td>
<td>Conway Education Centre</td>
<td>4,865</td>
</tr>
<tr>
<td>9</td>
<td>The Fellowship Of Messines Association</td>
<td>4,020</td>
</tr>
<tr>
<td>10</td>
<td>Hannahstown Heritage &amp; Cultural Society</td>
<td>7,400</td>
</tr>
<tr>
<td>11</td>
<td>Falls Women’s Centre</td>
<td>10,000</td>
</tr>
<tr>
<td>12</td>
<td>Charter For Northern Ireland</td>
<td>6,692</td>
</tr>
<tr>
<td>13</td>
<td>St. Peters Immaculata Youth Centre</td>
<td>10,000</td>
</tr>
<tr>
<td>14</td>
<td>South Belfast Roundtable</td>
<td>3,350</td>
</tr>
</tbody>
</table>
The Partnership adopted the recommendation.

**Update on PEACE IV Programme**

The Senior Good Relations Officer provided the Partnership with an update on the status of the Council’s application for funding under the PEACE IV programme. She reported that the Stage 2 application and business plan for the Local Peace Action Plan had, on 10th February, been submitted to the Special European Union Programmes Body and that it had, subsequently, obtained clarification from Council officers on a number of finance and programming matters.

She explained that the Programmes Body had indicated that the Steering Committee, which was responsible for assessing applications submitted under the PEACE IV programme, was scheduled to meet in July and that the Council’s final application and all additional information would be considered at that time.

The Partnership noted the information which had been provided and that it would receive a further update on the application at its meeting in May.

**Venue for Next Meeting**

The Partnership was reminded that it had agreed previously to hold a minimum of three meetings a year outside of the City Hall.

Accordingly, it agreed to hold its monthly meeting in May in the offices of the Suffolk Lenadoon Interface Group, subject to that venue being available.

Chairperson
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### Purpose of Report or Summary of main Issues

1.0  **Purpose of Report or Summary of main Issues**

1.1  This report is to ask Committee to agree to interested council employees participating annually in the Belfast Pride Parade with initial participation in the 2017 event on Saturday 5 August 2017.

### Recommendations

2.0  **Recommendations**

2.1  The Committee is asked to:

   - Agree to interested employees participating annually in the Belfast Pride Parade, with initial attendance at the 2017 event being held on Saturday 5 August 2017.
### Main report

#### Key Issues

##### Belfast Pride

Belfast Pride, a major city event, is embraced by many people who support the lesbian, gay, bisexual and transgender (LGB&T) community. It attracts audiences of up to 50,000 people each summer. Belfast City Council has, through the Community Festivals Fund which is match funded by the Department for Communities, regularly supported the Belfast Pride festival.

##### Equality and Diversity Network

The council’s Equality and Diversity Network champions and steers the council’s strategy on matters relating to diversity and equality in both service delivery and employment and in particular feeds into the development of the council’s diversity action plans. An LGB&T sub-group of the Equality and Diversity Network is tasked with assisting the council address key issues around promoting positive attitudes, respect; and inclusion of people from the LGB&T community relating to our workforce and our customers. It also is tasked with the revision and development of our LGB&T action plan.

##### Lesbian, gay, bisexual and transgender (LGB&T) staff network

In addition, as part of our LGB&T action plan, an LGB&T employee network was established last year. It brings together, across all areas of the council, individuals who identify as belonging to the LGB&T community, along with their allies and other supporters, to meet and share ideas and also to feed into the LGB&T action plan.

Both the sub-group and the employee network are keen that, as part of our LGB&T action plan going forward, council employees participate in the annual Belfast Pride Parade, either by entering a walking group or a float i.e. using a council vehicle along with an accompanying walking group.

##### Financial & Resource Implications

It is not anticipated that the associated costs (i.e. entry costs and promotional material to include the council logo) will exceed £1000. These costs will be met from the organisational development budget.
### 3.6 Equality or Good Relations Implications

Participation in the event will be viewed positively as it will demonstrate the council is an inclusive organisation embracing diversity and supportive of the LGB&T community and its LGB&T staff.

### 4.0 Appendices – Documents Attached

None
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Minutes of Budget and Transformation Panel Meeting
13 April 2017

Attendance

Members:
Councillor Billy Hutchinson
Councillor Michael Long
Councillor Deirdre Hargey (For Cllr Jim McVeigh)
Councillor Lee Reynolds

Apologies: Alderman Browne, Councillor Hussey (Chair), Cllr McVeigh

Officers:
Suzanne Wylie, Chief Executive
John Walsh, City Solicitor
Phil Williams, Director of Planning and Place
Nuala Gallagher, Director of City Centre Development
Siobhan Toland, Assistant Director City and Neighbourhood Services
Mark McBride, Head of Finance and Performance
Emer Husbands, Strategic Performance Manager (secretariat)

In attendance for item 1
Lorraine Dennis, Equality and Diversity Officer

1. Draft Policy – Linguistic Diversity

An update draft policy on Linguistic Diversity was circulated and the Chief Executive outlined the amendments that had been made following Party Group Briefings. The draft policy would be presented to April SP&R and if approved would be issued for an eight week consultation from May 2017. The final document would then come back to committee for approval in August 2017.

2. Capital of Culture

The Chief Executive referred to a report which was approved at the April meeting of the City Growth and Regeneration Committee updating members on progress in relation to the City of Culture bid. Members asked for some information on the timeline for the bid and were informed the initial proposal needed to be submitted in October 2017. Given the tight timescales members would receive regular updates on the bid.
3. Peace IV

The Assistant Director of City and Neighbourhood Services updated the panel on the Peace IV revenue bid which the council had submitted. She informed them that the Council was continuing to work with SEUPB to provide additional information and levels of assurance given the significant level of the bid. A decision on the outcome and possible levels of funding was not now expected until July 2017.

In relation to the capital bid the Chief Executive advised that three Belfast based projects have been shortlisted through to Stage 2. This includes the Shankill Women’s Centre and the Blackmountain Shared Space projects which the Council has previously agreed to act as the delivery partner for. An update report would be presented to the April SP&R Committee.

4. Bel Tel and Wider Masterplan

The Chief Executive provided the Budget Panel with a project update on the redevelopment of the former Belfast Telegraph building and the ongoing work on an Inner North West Masterplan. A report including timelines would be considered by April SP&R Committee.

5. City Development Forum and Community Engagement Framework

A report and draft operating protocols on the operation of a possible City Development Forum were circulated and the Director of City Centre Development provided information on how these forums operate in other cities. It was agreed that both the City Development Forum and Community Engagement Framework would be discussed at the next Party Group Briefings with a view to taking final reports to committee in May 2017.

6. Belfast Economic and Social Policy

A briefing note was circulated to the panel outlining the various pieces of work that were currently underway to support the development of the Belfast Economy, in particular how to grow a sustainable, inclusive economy and position the city in a time of increasing economic and political flux. The members agreed the need to continue and augment this work and in particular to forge closer links with other surrounding and border councils to secure the best deal that supports the region as a whole. Further work was also being proposed with London City and Dublin Chamber of Trade and Commerce to explore areas of mutual benefit in terms of, for example, marketing, investment, trade, etc.
7. Council Constitution
   The City Solicitor outlined a number of updates to the council constitution which were being
   presented to April SP&R for approval. These changes had been made in the main to
   reflect changes in the organisational structure and also to provide the Director of Planning
   and Place with increased delegation to support improvements in the planning process.

8. Planning Updates
   The Director of Planning and Place informed the panel of the applications that were being
   presented to the Planning Committee this month.

9. City Hall Exhibition
   The Chief Executive reminded the panel that a walk-through of the new exhibition in the
   City Hall had been arranged for 25th April at 5.30pm.

10. AOB
    Security Review
    An update report on the review of the Security Unit would be presented to SP&R in April
    following the recent party group briefings.

    Leisure Update
    The mobilisation workshop for Andersonstown was being scheduled and the intention was
    to have this in advance of May SP&R meeting.

    Party Leaders Forum – 27th April 2017
    Agenda items – Harbour Commissioners and Organisational Development

11. Organisational Development – All Officers except CX left the meeting
    The Chief Executive discussed with members options for future organisational structures.
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ACTIVE BELFAST LIMITED BOARD

Tuesday, 21st March, 2017

MEETING OF ACTIVE BELFAST LIMITED BOARD

(Held in the Grove Wellbeing Centre)

Attendees

Directors: Mr. J. McGuigan (Chairperson)
Councillor Boyle
Councillor Corr
Councillor Long
Councillor Reynolds
Mr. P. Boyle
Mr. J. Higgins
Mr. M. Keenan (Unite the Union)
Mr. C. Kirkwood
Ms. K. McCullough
Mr. M. McGarrity
Mr. N. Mitchell
Mr. K. O’Doherty (NIPSA)
Mr. G. Walls and
Mr. C. Webster.

Officers: Mrs. R. Crozier, Assistant Director,
City and Neighbourhood Services;
Mr. N. Munnis, Partnership Manager; and
Mr. H. Downey, Democratic Services Officer.

GLL: Mr. G. Kirk, Regional Director and
Mr. G. Holland, Partnership Manager.

Apologies

An apology was reported on behalf of Mr. R. Stewart.

Minutes

The minutes of the meeting of 16th January were approved.

Matters Arising

Induction Training

The Board noted that the Partnership Manager was working with Pinsent Masons to identify a suitable date in April to provide induction/refresher training for Directors, details of which would be circulated.
Update on Performance and Contract Compliance

The Board noted comments by the Unite the Union representative that the pay proposals referred to within paragraph 3.3.3.3 of the report had been rejected by GLL staff and that the issue had yet to be resolved.

The Partnership Manager informed the Board that the financial data alluded to within paragraph 3.3.4.3 of the report was being collated and would be uploaded to Sharepoint in due course.

Noted.

Declarations of Interest

Mr. Mitchell declared an interest in that he was a volunteer coach with St. Brigid’s GAC and a volunteer with the City of Belfast Swimming Club, which required discussions periodically with GLL around the use of Council facilities and resources.

GLL Annual Customer Satisfaction Survey

Mr. Holland submitted for the Board’s consideration the following report:

“1.0 Purpose of Report

1.1 To confirm receipt and present the board with details of the 2016/17 Customer Satisfaction Survey (CSS) as required under contract Clause 38.3.

2.0 Recommendations

2.1 The Board is requested to note receipt of the 2016/2017 CSS as evidence of compliance with Contract Clause 38.3.

2.2 The Board is requested to consider the headline findings from the 2016/2017 CSS and the resulting 2016/2017 centre improvement action plans.

3.0 Main Report

3.1 GLL conducted a comprehensive customer satisfaction survey throughout September 2016. The survey sought the views of centre users in relation to levels of satisfaction with the facilities and services provided.

3.2 The survey was conducted at twelve of the fourteen leisure centres currently managed by GLL.

3.3 Both Brook Activity Centre and Loughside Recreation Centre did not participate in the 2016/2017 CSS.

3.4 The survey questionnaire was comprehensive and provided data on respondent demographics and their level of satisfaction with a wide range of facility and service measures.”
A copy of the full questionnaire has been circulated to the Board. The questionnaire comprised a total of 62 questions. 6 questions relating to respondent demographics and 56 directly related to satisfaction levels with specific service areas.

3.5 Response data was collated for each individual centre. A total of 942 responses were recorded across the service. The following table shows the response rates for each centre:

<table>
<thead>
<tr>
<th>Centre</th>
<th>Respondents 2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Andersonstown Leisure Centre</td>
<td>139</td>
</tr>
<tr>
<td>Avoniel Leisure Centre</td>
<td>125</td>
</tr>
<tr>
<td>Ballysillan Leisure Centre</td>
<td>64</td>
</tr>
<tr>
<td>Belvoir Activity Centre</td>
<td>33</td>
</tr>
<tr>
<td>Brooke Activity Centre</td>
<td>n/a</td>
</tr>
<tr>
<td>Falls Leisure Centre</td>
<td>90</td>
</tr>
<tr>
<td>Girdwood Community Hub</td>
<td>51</td>
</tr>
<tr>
<td>Grove Wellbeing Centre</td>
<td>152</td>
</tr>
<tr>
<td>Gym Connswater</td>
<td>68</td>
</tr>
<tr>
<td>Indoor Tennis Centre and Ozone Complex</td>
<td>35</td>
</tr>
<tr>
<td>Loughside Recreation Centre</td>
<td>n/a</td>
</tr>
<tr>
<td>Olympia Leisure Centre</td>
<td>75</td>
</tr>
<tr>
<td>Shankill Leisure Centre</td>
<td>55</td>
</tr>
<tr>
<td>Whiterock Leisure Centre</td>
<td>55</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>942</strong></td>
</tr>
</tbody>
</table>

3.6 Response rates were down by 181 between 2016/2017 (942) and 2015/2016 (1,123). This will be an area that will be focussed upon heavily during the 2017/2018 CSS.

3.7 For practical purposes Board members are presented with the headline service wide findings as follows:

DEMOGRAPHICS (Respondents)

<table>
<thead>
<tr>
<th>Gender</th>
<th>Male (56%)</th>
<th>Female (44%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Age category</td>
<td></td>
<td></td>
</tr>
<tr>
<td>16-30 (16%)</td>
<td>31-60 (71%)</td>
<td>O 60 (13%)</td>
</tr>
<tr>
<td>Frequency of participation in 30 minutes of moderate exercise</td>
<td>&lt;3 p/w (73%)</td>
<td>1-2 p/w (21%)</td>
</tr>
<tr>
<td>Considered to have a health condition or disability</td>
<td>Yes (21%)</td>
<td>No (71%)</td>
</tr>
<tr>
<td>Employment status</td>
<td>Employed (64%)</td>
<td>Unemployed (7%)</td>
</tr>
</tbody>
</table>
CENTRE RELATED:

SAMPLE SATISFACTION SCORES

<table>
<thead>
<tr>
<th>How would you rate the centre overall? Good/Excellent response</th>
<th>Combined Service</th>
<th>Top 2 centre scores</th>
<th>Bottom 2 centre scores</th>
</tr>
</thead>
<tbody>
<tr>
<td>All centres average (66%)</td>
<td>Belvoir (100%)</td>
<td>Olympia (64%)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Gym Connswater (97%)</td>
<td>ITC Ozone (67%)</td>
<td></td>
</tr>
</tbody>
</table>

- An excellent performance from both Belvoir a local community activity centre and Gym Connswater
- It is important to note that these surveys were completed in September 2016 and the old Olympia closed to the public shortly afterwards, in December 2016

<table>
<thead>
<tr>
<th>How would you rate the activities overall? Good/Excellent response</th>
<th>Combined Service</th>
<th>Top 2 centre scores</th>
<th>Bottom 2 centre scores</th>
</tr>
</thead>
<tbody>
<tr>
<td>All centres average (70%)</td>
<td>Gym Connswater (94%)</td>
<td>Ballysillan (56%)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Girdwood (84%)</td>
<td>Shankill (62%)</td>
<td></td>
</tr>
</tbody>
</table>

- it is a clear highlight to see two new facilities receive such excellent feedback from their customers and testament to the overall programming at the centres to receive such a high score
- it is interesting to see Ballysillan and Shankill as two of the older centres with the lowest responses in terms of activities. A coordinated approach to review their programmes and improve their scores year on year will be undertaken

<table>
<thead>
<tr>
<th>How would you rate the level of cleanliness overall? Good/Excellent response</th>
<th>Combined Service</th>
<th>Top 2 centre scores</th>
<th>Bottom 2 centre scores</th>
</tr>
</thead>
<tbody>
<tr>
<td>All centres average (78%)</td>
<td>Belvoir (98%)</td>
<td>Olympia (61%)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Girdwood (89%)</td>
<td>Grove (63%)</td>
<td></td>
</tr>
</tbody>
</table>

- it is extremely positive to see Belvoir and Girdwood, both small and large facilities, in the top 2 for cleanliness across the city.
the old Olympia closed shortly after the CSS was undertaken but a strong response to cleaning standards and their improvement has been seen at Grove since the production of the CSS.

<table>
<thead>
<tr>
<th>How would you rate the centre staff overall? Good/Excellent response</th>
</tr>
</thead>
<tbody>
<tr>
<td>Combined Service</td>
</tr>
<tr>
<td>All centres average (85%)</td>
</tr>
<tr>
<td></td>
</tr>
</tbody>
</table>

this result is a clear contrast between a new facility coming into operation at Better Gym Connswater and the ability for staff at Belvoir to adapt to be able to change and work positively and provide an excellent service to its customers.

GLL has operated additional customer service courses and has worked closely with staff within Shankill and ITC Ozone but this does represent this score in terms of staff at both centres and does clearly replicate the challenges we face at both centres in terms of flexibility and change.

<table>
<thead>
<tr>
<th>How likely would you be to recommend the centre?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Respondents rated on a scale of 1 – 10 with centre scored + or -.</td>
</tr>
<tr>
<td>Excellent = +30 or above</td>
</tr>
<tr>
<td>Satisfactory = 0 to +10</td>
</tr>
<tr>
<td>Very Poor = -21 or below</td>
</tr>
<tr>
<td>Combined Service</td>
</tr>
<tr>
<td>All centres average (-2%)</td>
</tr>
<tr>
<td></td>
</tr>
</tbody>
</table>

both Belvoir and Girdwood have received good or excellent scores for recommendation of their centres from their customers.

it will be very interesting to see the difference in score between both old and new Olympia Leisure Centre and one which I'm sure will change significantly based upon the feedback that has been received to date.
BELFAST PARTNERSHIP:

Summary Headlines

<table>
<thead>
<tr>
<th>Area</th>
<th>Measure</th>
<th>2015 (Jan – Dec)</th>
<th>2016 (Jan – Dec)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall</td>
<td>How would you rate your overall experience</td>
<td>82%</td>
<td>81%</td>
</tr>
<tr>
<td></td>
<td>How would you rate the centre overall</td>
<td>81%</td>
<td>81%</td>
</tr>
<tr>
<td>Staff</td>
<td>Being well presented, efficient &amp; professional</td>
<td>85%</td>
<td>82%</td>
</tr>
<tr>
<td></td>
<td>Answering the phone promptly</td>
<td>81%</td>
<td>80%</td>
</tr>
<tr>
<td>Information</td>
<td>Range of activities</td>
<td>80%</td>
<td>77%</td>
</tr>
<tr>
<td></td>
<td>Opening hours</td>
<td>82%</td>
<td>79%</td>
</tr>
</tbody>
</table>

Outcome:

Excellent: 80%+
Good: 70% - 79%
Satisfactory: 60% - 69%
Poor: 40% - 59%
Very poo: Under 39%

Overall:

- The overall experience of our customers has dropped slightly by 1% the overall centre rating has remained the same year on year.

- An ongoing focus will be applied throughout 2017 to training of staff teams and service improvement.

Staff:

- Across the service there have been challenges over the last year in regards to staffing presentation and answering telephone calls, this has been addressed centre by centre, and is an ongoing challenge around flexibility of staff.

- GLL have operated training courses in customer services and actively challenge staff presentation within the centres and will continue to do so to improve this area of performance.

Information:
Whilst the range of activities has shown a decline year on year GLL have actively introduced a number of new activities within the centres since this report was completed and are comfortable that this performance measure will improve in 2017.

A review of opening hours across all centres in the city has been undertaken and at a number of centres operating hours have been extended, which shows you there is extended opening hours city wide.

3.8 It is clear from the survey design and the report statistics that the process is comprehensive and robust. In relation to this particular CSS the following observations are presented for discussion:

3.8.1 For future reports, it will be important to deliver an increased overall response rate with a prescribed minimum number of respondents for individual centres.

3.8.2 The service wide averages indicate that GLL method statements and resourcing strategies are appropriate to drive real improvements in service delivery and customer satisfaction. This is supported by the excellent scores achieved by the top performing centres.

3.8.3 Scores for bottom performing centres indicate an inconsistency in service standards and an opportunity to drive improvements.

3.8.4 The individual centre CSS action plans developed by GLL go beyond contractual obligations and demonstrate a real commitment to listening to our customers and driving continuous improvement.

3.9 The CSS is designed to be an integral part in the service continuous improvement plans. Particularly in pursuit of the key contract objective of a ‘5* service at 3* prices’ it is important that the data collected through the CSS is both robust and relevant. The results should be accepted as providing evidence of opportunities for improvement in service and customer communications. Resulting from the survey GLL have developed bespoke centre improvement action plans focused on the CSS scores specific to each centre. The Partnership Manager is in receipt of all twelve centre action plans. An example action plan for Andersonstown Leisure Centres had been forwarded to the Board for information.”

Mr. Holland provided details around the format of the customer satisfaction survey and pointed out that the Brook Activity Centre and the Loughside Recreation Centre had
not been included within the survey, since the low footfall in those centres would have made it difficult to generate a meaningful number of respondents.

During discussion, the two Trades Union representatives on the Board identified a number of staffing issues, primarily in older centres, which had failed consistently to be addressed by GLL and highlighted the need, amongst other things, for a survey to be undertaken to provide staff with an opportunity to formalise those issues.

In response, Mr. Kirk informed the Board that GLL representatives met with staff on a regular basis and that they were fully aware of the issues and challenges to which the Trades Union officials had referred.

The Assistant Director confirmed that she noted the concerns which had been raised by the Board and pointed out that, whilst staff were contracted to GLL and the issues which had been raised were operational matters and should be resolved between both parties, there was an onus on the Board to assure itself that staff were treated appropriately and that there was no impact upon GLL’s ability to fulfil its contractual obligations to the Council.

The Board acknowledged receipt of GLL’s Annual Customer Satisfaction for 2015/2016, together with the associated findings. The Board agreed that the Trades Union representatives should, within fifteen working days, submit to the Assistant Director a joint document, setting out in detail the staffing issues which they had alluded to and that it be forwarded immediately upon receipt to both the Board and to GLL. It was agreed further that GLL’s response to the issues raised by the Trades Unions should be documented and circulated to the Board in advance of its next monthly meeting.

**GLL Review of 2016**

Mr. Kirk reminded the Board that GLL had, since January, 2015, been operating leisure centres across Belfast on behalf of the Council. He submitted for its consideration a document which reviewed GLL’s achievements for 2016, under its four strategic elements of Better Business, Better Communities, Better People and Better Services and provided a comparison with the previous year. The review had included the following key points:

- the number of centres being managed by GLL had risen from 12 in 2015 to 14 in 2016;
- total memberships had risen from 8,452 to 16,515 between 2015 and 2016;
- 2,100 membership sales had been generated through online registration;
- 49% of customers had booked services, courses and classes using the online booking facility;
- the number of children who had enrolled in the Better Swim School had risen from 1,250 in 2015 to 2,750 in 2016;
- the GLL Foundation had supported 57 athletes;
• the MacMillan ‘Move More’ Cancer Programme had been launched in leisure centres; and

• 108 new staff had been appointed to permanent, temporary and seasonal posts.

In terms of 2017, Mr. Kirk confirmed that GLL was expecting to see further increases in activity through, for example, the opening of the new Olympia Leisure Centre, the introduction of new programmes and career opportunities and improved communication with customers and that it would continue to support its Sports Foundation and other initiatives and organisations.

After discussion, the Board noted the information which had been provided.

**Synthetic Pitch Pricing Policy**

The Partnership Manager submitted for the Board’s consideration the following report:

“1.0 Purpose of Report

1.1 To update the Board on a decision taken by Council on 1st February, 2017 to reduce the hourly rate for Council operated synthetic pitches by 25%.

1.2 To open discussion on the potential impact on synthetic pitches operated by GLL and to consider whether or not a change in the agreed 2017/2018 schedule of charges is required/appropriate.

2.0 Recommendations

2.1 That the Board considers the potential impact of a reduction in the hire charge for synthetic pitches

2.2 That the Board reaches a decision in relation to the hourly rate for synthetic pitches operated by GLL for the 2017/2018 financial year.

3.0 Main Report

3.1 Belfast City Council owns eleven full size synthetic pitches. Five are managed directly by the Council or through a variety of local partnership arrangements. Six are operated by GLL within the terms of the partnership contract agreement.

3.2 In 2016/2017, it was agreed that pricing across the council operated and GLL operated synthetic pitches should be aligned and a hire charge of £82.00 per hour was set. At its meeting on 5th December 2016, the Board agreed the schedule of charges for 2017/2018, within which the hourly rate was retained at £82.00. The pricing proposal for 2017/2018 was adopted by the Council in January, 2017.
3.3 A proposal was presented in October, 2016 through the Council’s People and Communities Committee to reduce the hourly hire rate for Council operated synthetic pitches by 20%-25%. The proposal was further considered at a number of subsequent Committee meetings, which resulted in a decision to reduce the hourly rate by 25% being ratified by the Council on 1st February 2017. As it currently stands, this means that, from 1st April 2017, the hourly rate for Council operated pitches will be £61.50 and be £82.00 for GLL operated sites.

3.4 Belfast City Council’s pricing policy includes a junior concession price set at 50% of the headline rate. As it currently stands, this means that, from 1st April 2017, the hourly rate for Council-operated pitches will be £61.50 for adults and £30.75 for juniors while GLL operated pitches will be charged at £82.00 for adults and £41.00 for juniors.

3.5 Based on the £82.00 headline rate, GLL has anticipated the overall income from synthetic pitches for the 2017/2018 financial year to be £233,000. If the 25% reduction was to be applied to the GLL operated pitches, the reduction in income based on existing booking levels would be approximately £58,250.

3.6 Possible impacts and points to consider include:

3.6.1 If the reduction is not applied, there may be a loss of income through loss of GLL bookings to less expensive Council operated sites.

3.6.2 If the reduction is not applied, it would mean that Council pricing across the city would no longer be consistent/aligned, resulting in some communities paying 25% more for the same service. This is likely to raise political, equality and good relations issues.

3.6.3 If the 25% reduction is applied, the loss of income (circa £52k) would impact on GLL’s net operating deficit.

3.6.4 If the 25% reduction is applied, what opportunities exist to increase bookings at the reduced rate to offset the reduction in income per booking?

3.6.5 If the 25% reduction is applied and results in a loss of income for GLL, how will the reduction be funded?

3.6.6 Any change in pricing to be applied from 1st April 2017 will require time for internal GLL communication alongside reprogramming of the point of sale software. This would need to be in place before the end of March 2017.

3.7 GLL is aware of the Council’s decision and the potential implications and will be in attendance to present its position.”
The Partnership Manager provided an overview of the report and undertook to circulate to the Board details of the locations of the twelve full size synthetic pitches which were owned by the Council.

In response to a number of questions, the Assistant Director confirmed that the shortfall in income resulting from the Council’s recent decision to reduce the hourly rate for the hire of synthetic pitches which it operated by 25% would be met from within existing Council budgets.

She added that, should the Board agree to a similar reduction for GLL operated synthetic pitches, the matter would need to be referred to the Strategic Policy and Resources Committee, with a recommendation that it consider the financial impact of that decision upon GLL’s overall operating position and potential funding options for covering the deficit.

During discussion, several Directors pointed out that the Board had, in 2015/2016, in establishing its pricing structure for the hire of synthetic pitches, agreed that it should be aligned to that of the Council. They suggested, therefore, that the Board should reduce the hourly rate for GLL operated pitches also by 25%, in order to maintain that position and in light of the potential political, equality and good relations implications referred to within the report.

**Proposal**

Moved by Councillor Long,
Seconded by Mr. McGarrity,

That the Board agrees to maintain its current policy of aligning the hourly rate for the hire of synthetic pitches operated by GLL with those of the Council and, accordingly, agrees that the GLL rate be reduced also by 25%, that is, to £61.50 for adults and £30.75 for juniors.

**Amendment**

Moved by Mr. Higgins,

That the Board agrees to defer consideration of the matter until its next scheduled meeting on 20th April, to allow GLL to identify ways of offering additional enhancements to those customers hiring its synthetic pitches, with a view to minimising the financial impact, should a decision be taken to align hire charges with those of the Council.

As there was no seconder for the amendment, it was not put to the Board.

Accordingly, the Board agreed to adopt the proposal which had been moved by Councillor Long and seconded by Mr. McGarrity and noted that the decision would now be placed before the Strategic Policy and Resources Committee for consideration.
Update on the Aquatics Strategy

The Partnership Manager reminded the Board that it had, over a number of meetings, been advised of the progress being made towards the delivery of a Belfast-wide Aquatics Strategy.

He reported that the Aquatics Strategy Working Group, which had been tasked with developing the Strategy, would meet again on 30th March, by which time the vision statement and the strategic principles should be finalised for inclusion in the documents/presentations to be issued under the first round of stakeholder consultations. He provided an overview of the eight principles which the Working Group had agreed should underpin the Strategy and pointed out that those would be reviewed, once this phase of the consultation process had been concluded. It was the intention that the initial consultation and the collation of comments would be completed by the end of May and that it would be followed in July and in late August/early September by two further consultation exercises, with the final document being submitted to the Board in January, 2018 for approval.

The Board noted the information which had been provided.

Review of Active Belfast Limited Business Plan 2017 - 2020

The Board was reminded that, at its meeting on 5th December, it had agreed an outline plan for the formulation of the Active Belfast Limited business plan for 2017-2020. The Partnership Manager reported that the Working Group which had been established to oversee the development of the plan had met on a number of occasions since then in order to ensure that the final document could be presented to the Board for approval at this meeting.

He informed the Directors that the business plan had been developed in 3-4 stages and that it was based around seven key strategic priorities and an associated action plan, which focused upon delivering the outputs, as set out within the service specification and tri-partite partnership contract. Following each meeting of the Working Group, a draft plan had been circulated to all Board members for comment. He drew the Board’s attention to a final draft of the document, a copy of which had recently been circulated, which contained a few minor changes from the previous version. He added that, should any further amendments be suggested, those would be incorporated into a revised document for final approval by the Board at its next scheduled meeting on 20th April and would be submitted to the Strategic Policy and Resources Committee thereafter.

After discussion, the Board approved the Active Belfast Limited business plan for 2017-2020.

Equality and Diversity Policy Alignment

The Partnership Manager reminded the Board that, at its meeting on 16th January, it had agreed the following programme for the evaluation and reporting of key compliance and policy alignment assurance statements for six policy areas, with a view to ensuring that GLL’s operating policies and procedures were aligned to those of the Council:
# Quarterly Schedule

<table>
<thead>
<tr>
<th>Quarter Schedule</th>
<th>Policy and Operating Procedure</th>
<th>Pilot Timeframe</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quarter 1</td>
<td>• Health and Safety (including Safeguarding)</td>
<td>Q1 2017/2018</td>
</tr>
<tr>
<td>Quarter 2</td>
<td>• Human Resources</td>
<td>Q2 2017/2018</td>
</tr>
<tr>
<td></td>
<td>• Belfast Brand Platform</td>
<td></td>
</tr>
<tr>
<td>Quarter 3</td>
<td>• MoU for Emergency Support</td>
<td>Q3 2017/2018</td>
</tr>
<tr>
<td></td>
<td>• PSNI/BCC Protocol for Managing Public Safety</td>
<td></td>
</tr>
<tr>
<td>Quarter 4</td>
<td>• Equality and Diversity</td>
<td>Q4 2016/2017</td>
</tr>
</tbody>
</table>

He reported that an initial meeting had been held on 6th February between key officers from the Council and GLL to commence the work which would lead eventually to the preparation of a policy alignment assurance statement for Equality and Diversity. Overall, the meeting had been very positive, with discussions having focused primarily upon Section 75 strategies and staff training around equality and diversity awareness and operating procedures. Whilst it was apparent that the existing policies, operating practices and activity programming of both organisations were broadly aligned, two key areas had been identified where some background work and the exchange of material would be required. Those related to GLL equality and diversity staff training around the Section 75 legislative framework and evidence of activity programming service delivery models and output monitoring.

The Partnership Manager explained that it had been agreed that officers from the Council and from GLL should meet separately before the end of March to consider these two key areas. However, both groups were confident that the outcome would confirm a strong policy alignment at both a policy and an operational level. He added that it was envisaged that the Board would, at its meeting on 20th April, receive for its consideration a definitive policy alignment assurance statement for Equality and Diversity.

Noted.

### Other Business

**Olympia Leisure Centre**

In response to a query from a Director, Mr. Kirk undertook to forward to the Board information on the pricing policy for the use of the spa facilities in the new Olympia Leisure Centre.
Grove Wellbeing Centre

At the conclusion of the meeting, several Directors undertook a tour of the facilities provided within the Grove Wellbeing Centre.

Date of Next Meeting

The Board noted that its next meeting would take place at 4.30 p.m. on Thursday, 20th April in the Lavery Room, City Hall.

Chairperson
NORTH FORESHORE MEMBERS’ STEERING GROUP

Minutes of Meeting of 20th March, 2017

Members Present: Alderman Convery (Chairperson); Aldermen Browne, L. Patterson and Spence; and Councillors Copeland, Hutchinson, Jones, Mullan and McCabe.

In Attendance: Mr. C. Reynolds, Estates Manager; Mr. G. Graham, Democratic Services Assistant.

Apologies

Apologies were reported on behalf of Alderman L. Patterson.

Minutes

The minutes of the meeting of 14th November were taken as read and signed as correct.

Declarations of Interest

No declarations of interest were reported.

Update of Physical Works

The Estates Manager submitted the undernoted report highlighting the capital infrastructure work which had been undertaken at the North Foreshore:

“1 Update on Physical Works

1.1 NFS ERDF Infrastructure Project

This is now complete and provides the roads, services and the first layer of capping to the development sites in the Environmental Resource Park located in the southern portion of the site.

1.2 NFS Entrance and Landscaping

The landscaping and entrance works are almost complete at both the primary and secondary access roads leading off Dargan Road. Final works to be completed includes the installation of the panels between the feature trees and corten steel columns.

Automated gates at the secondary entrance (i.e. the existing entrance) have also recently been installed and commissioned.
1.3 Additional Capital Infrastructure Works

An additional storm drain has been installed to alleviate flooding to the north of the Environmental Resource Park and Film Studio lands. Additional works are also underway to design and install a gas ring main to service the development sites in the southern portion of the site.

There has also been ongoing liaison with the Film Studio developers in relation to the co-ordination and facilitation of works associated with utility connections, accesses and boundary treatments etc. A landfill gas connection has also been installed to permit the Film Studio landfill gas abstraction system to connect to the NFS site’s landfill gas system.

2 Environmental Resource Park Update

2.1 Marketing / Developers Interest Update

Following the ongoing marketing campaign, discussions are currently underway with a number of interested parties. Non-Disclosure Agreements have been issued to 11 potential developers who responded to the marketing and this allowed them access, via the appointed agents (Lisneys) data room facility to a range of technical data, guidance and draft legal documents relating to the site. In addition draft Heads of Terms have been issued to 5 potential developers. These Heads of Terms provide additional information on how these sites are being offered by the Council and we are actively seeking further information and firm proposals to allow for commencement of a due diligence process.

2.2 Whilst the Heads of Terms have been forwarded to 5 potential developers and further discussions are also underway with other interested parties none of these parties have finalised an offer as yet that could be brought back into Council for approval. Discussions remain ongoing however with these potential developers. The potential developers have also asked for confidentiality pending making any formal offer to the Council.

2.3 The key interest come from companies in the following sectors:

- Anaerobic Digestion
- Bio-Gas
- CHP
- Waste Management
- Food Processing by-product
- Energy Security
2.4 **Challenges / Market Factors**

As advised to the Steering Group previously the development of these lands remains challenging both from a technical development perspective as well as the impact of recent market factors that are likely to adversely impact on demand and viability, particularly for renewable energy projects. These include:

- Given the nature of the ground there are significant additional costs and technical challenges in development as there are strict environmental and planning controls and standards associated with developing on a former landfill site, with the sites requiring a geo-membrane developmental cap and piled foundations. Detailed technical developers guidance notes have however been prepared to assist developers and to ensure that all potential developers are aware of the requirements associated with developing on a former landfill site.

- The current lack of market incentivisation, especially the pending abolition of Renewable Obligation Certificates (ROC's) has led to a change in the market dynamic and the prior market interest shown by developers in this sector appears to have fallen away somewhat. ROC’s incentive is to be withdrawn from 31st March 2017 and no further applications will be accepted after this date. In order to qualify for ROCs suitable renewable energy schemes were required to be accredited by having a functioning facility capable of generating and exporting energy by the cut-off date of 31st March 2017. However, whilst the ROC’s was a significant incentive the market has had to adapt schemes that are not wholly reliant upon it to sustain a financially viable project by focusing upon other ‘by-products’ to add value to proposals. There is evidence of this happening with some developers registering an interest with such proposals in the 'post-ROC’s' era, to replace others that were reliant upon this subsidy.

- Grid connection is another barrier as NIE have now effectively closed their application process to any new projects across the province for the foreseeable future given the backlog with current applications. The electricity distribution network, operated by NIE Networks Ltd (NIEN), is under increasing pressure from renewable energy generators for capacity to export. This pressure resulted in delays and cost increases for generators. NIEN eventually introduced a “gate approach” whereby grid connection was closed for new applications, and would open only for short windows of time. However, BCC retain the surplus export capacity at the NFS from the existing grid connection created by the natural decrease in landfill gas operation and can redistribute any spare capacity to other renewable projects. This minimises this particular risk somewhat in terms of the NIEN embargo on ‘new’ grid applications.
• Certain electricity generation projects require a waste supply contract and this has been identified by some as being difficult to procure. However there still appears to be a degree of developer confidence with projects that require a waste supply although proof will be required under the Council’s due diligence process to ensure that any prospective developers business model is sufficiently robust to deliver a financially sustainable project.

2.5 ERDF Funding Conditions

As part of the ERDF conditions of funding there are a number of performance indicators and deliverables that the Council must adhere to or potentially risk clawback of grant funding. The most critical condition is that of a ‘functioning project’ which means the following matters have to be completed to the satisfaction of Invest NI, on or before 31st March 2019:

(i) the Development Work on the Site has been completed; and
(ii) the construction of a minimum of one building on the Site has been completed and leased on terms and conditions satisfactory to Invest NI.

2.6 Whilst the Development Work has been completed the critical issue now is to ensure that at least one development site is leased and a facility constructed prior 31.3.2019 and hence the ongoing marketing campaign and negotiations with prospective developers are vitally important in order to try and secure development on site by this date.

2.7 In addition there are a number of performance indicators where the Council has to demonstrate that all reasonable endeavours have been made to achieve these within a prescribed time frame – primarily by 31st March 2024. These include creation of a target number of construction and green collar jobs; leasing and securing options agreements in respect of a proportion of the site; leverage of private sector investment; stimulation of supply chain benefits and promotion of innovation at the site. In line with other ERDF funded projects governance and monitoring arrangements are being put in place corporately within the Council to manage and report on these post delivery performance indicators in order to ensure grant funding compliance and importantly to deliver on the project objectives.

3 Renewable Power Systems Ltd

3.1 At their meeting on 17th February 2017, the Strategic Policy and Resources Committee considered a report in relation to proposals that had been brought forward by the Council’s existing joint venture partner, Renewable Power Systems Ltd (RPS) at the NFS in relation to the utilisation of additional biogas fuel in order to generate additional electricity. RPS currently operate plant for the production of electricity from landfill gas at the NFS and this recent proposal
from RPS to utilise additional biogas fuel, imported from alternative landfill gas/anaerobic digestion projects, will augment income to the Council derived from the decreasing on-site methane fuel source created by the former landfill use.

3.2 A copy of the Strategic Policy and Resources Committee report is enclosed at Appendix 4. Committee granted approval to the Director of Property and Projects to enter into such additional legal agreements with RPS Ltd, subject to detailed terms to be agreed by the Estates Manager and the City Solicitor, that would maximise returns to the Council whilst protecting the longer term requirement to attract other viable Cleantech developers to the Giant’s Park, North Foreshore.

4 Commercial Leisure Led / Mixed Use Development Brief

4.1 The Expression of Interest marketing prospectus for the commercial leisure led /mixed use development for the northern and western portions of the site was released on the open market by GVA (the Council’s appointed agent) and there has subsequently been extensive marketing of this by way of targeted direct marketing, via Estates Gazette (a national property publication), local press advertisements, GVA website and by way of a large advertising board at the site itself. This development opportunity is also being promoted at MIPI, the world’s largest international property conference event being held in Cannes 14 – 17 March 2017 and one of the targeted Belfast real estate events at MIPI includes a presentation specifically on Giants Park and this development opportunity.

4.2 This Expression of Interest marketing exercise is Stage 1 of a proposed 2 part staged process. The Stage 2 process will only be made available to those who submit a proposal at Stage i.e it is not intended to further release this to the open market after this date so it is important to capture as much interest as possible at Stage 1 to allow it to progress to a more refined and detailed bid for the Stage 2 process. It was intended that the submissions in respect of this Stage 1 Expression of Interest should be submitted by 31 March 2017 but on the advice of our marketing agents and following feedback from various potential interested parties / developers, it is now proposed that this date is extended into early or mid May 2017 instead. Given the scale of the site and the number of issues involved prospective developers have indicated they would need further time to consider and work up any submission. Based on this feedback as well as the fact that any interested parties that might pick up on it at MIPI will have a very small window of opportunity to provide a detailed submission back to the Council an extension for return of submissions is being recommended in order to optimise interest.

4.3 As also noted below it is proposed to have a further media launch / marketing event for the NFS site generally and this could be
combined with a targeted marketing promotion in respect of this Development Brief opportunity.

5 Economic Development / Employment Opportunities and Circular Economy

5.1 Work is underway by the Council's Economic Development Section, working with Property and Projects to develop an employment initiatives programme targeted at the various sectors proposed for the NFS. In terms of the clean tech/environmental sector there is limited progress that can be made at this initial stage pending further clarification on the nature of the actual companies that are to locate there and obtain a more detailed understanding of what type of job opportunities will arise from the development. Some initial scoping has however commenced and it is felt that any employability initiative for this particular sector could potentially adopt a tiered approach given the potential high tech nature of the likely businesses and could therefore consider both the lower level job opportunities as well as higher level opportunities for unemployed graduates for example. However the detail of this can only be considered when there is more certainty around companies that may develop on site.

5.2 In addition, given that the film studio development is almost complete some initial work has commenced in scoping the existing education and training provision for the film and television sector in Belfast. NI Screen run a new entrant training scheme to attract and retain talent in the Northern Ireland media industry. The ‘AIM HIGH’ programme is a paid, 18-month training scheme to give a new generation the chance to work on local and network television and radio programmes. The BBC also runs a number of placements/internships to help people to kick-start a career in broadcasting and media. Discussions are also underway with NI Screen to scope any potential job opportunities associated with the film studio. NI Screen is currently drafting their filming schedule for 2017/18 and has agreed to liaise with the Council on employability and skills opportunities that might arise from this. These discussions are still at an early stage but it is hoped to develop this work further over the forthcoming months pending there being an occupier at the film studio and updates will be brought back to the Steering Group as appropriate.

5.3 In terms of the wider work around the Circular Economy Members may wish to note that there is a future roundtable meeting planned involving Catalyst Inc and BCC City & Neighbourhood Services/Waste Management and the Director of Property & Projects to consider some of the key issues from a city wide perspective but also in the context of the Environmental Resource Park at the NFS. Future updates will be bought back to the Steering Group as appropriate.

6 Media Launch / Site Marketing
6.1 Given that the ERDF infrastructure project has now completed and there are two separate ongoing marketing campaigns to attract potential developers /occupiers to the site it is felt that this is an opportune time to have a further media launch at the NFS. This would mark completion of the ERDF project and also launch the NFS as ‘open for business’ in terms of the opportunities that now exist in relation to the Commercial Leisure /Mixed Use Development opportunity and the Environmental Resource Park. It would also provide a good opportunity to further promote the Commercial Leisure/Mixed Use Development opportunity in advance of the proposed extended closing date.

6.2 Subject to the view of Members it is proposed that this could take place in the week prior Easter and Corporate Comms has provisionally indicated a date of the morning of 13 April. If this date is suitable further arrangements can be made around the detail of this event.”

The Steering Group noted the information provided in the foregoing report and requested that further information in respect of the nature of the uses by potential developers be submitted to a future meeting. Concern was raised in regard to the fact that the N.I.E. had closed the grid application process to new renewable energy projects. There was concern also in respect of the pending abolition of Renewable Obligation Certificates (R.O.C.’s). Following discussion in relation to the high cost of developing the land at the North Foreshore due to the requirement to cap the site prior to development, Members requested that officers report back to the Steering Group, in due course, with details of land values and site development costs. The Steering Group requested that it be provided with an update from an economic development perspective in relation to the development of the site, including potential employment opportunities arising from any future investment and requested also that officers from the Council’s Economic Development Unit be invited to attend its next meeting, to provide the Steering Group with an update on employability and economic development opportunities in respect of the North Foreshore.

The Steering Group highlighted the need for the N.I.E. electricity grid to be provided with additional capacity, given the Government’s commitment to Renewable Energy schemes and requested that the matter be referred back to a future meeting of the City Growth and Regeneration Committee.

Giant’s Park North Foreshore – Landfill Gas Powered Electricity Generation Facility

The Estates Manager submitted a report which had been presented previously to the Members of the Strategic Policy and Resources Committee, at its meeting on 17th February, 2017. The Steering Group noted the information provided, including the potential opportunities for income generation to the Council, associated with the production of electricity from imported bio-gas.

Date of Next Meeting

The Steering Group agreed that its next meeting be held on Monday, 24th April at 12.30 p.m.
Chairperson
1.0 Purpose of Report or Summary of main Issues

1.1 The purpose of this report is to seek permission for the council to attend Business in the Community’s Responsible Business Awards on 1 June 2017.

1.2 Following an application to the Business in the Community’s Responsible Business Awards 2017 in the “Wellbeing at Work” category, the Council has been shortlisted as a finalist and invited to the awards ceremony to be held in the Belfast Waterfront on 1 June 2017.

2.0 Recommendations

2.1 The Committee is asked to;
- Agree to the council’s attendance at this year’s awards ceremony and to approve the allocation of five guests.

- If attendance at the awards ceremony is approved, it is proposed that the Chair of Strategic Policy & Resources Committee, Councillor John Hussey, Deputy Chair of Strategic Policy & Resources Committee, Councillor Tim Attwood (or nominees) and three relevant senior officers attend.

<table>
<thead>
<tr>
<th>3.0</th>
<th>Main report</th>
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<tr>
<td>3.1</td>
<td>Every year, Business in the Community’s Responsible Business Awards capture inspiring stories of businesses as a positive force for change, and tell them to a local, national and international audience. Open to companies of any size, sector and scale, the entries are rigorously assessed by a select judging panel.</td>
</tr>
<tr>
<td>3.2</td>
<td>Following the success of the council’s Health and Wellbeing Strategy, which is considered exemplar within the public sector, council submitted an application to the “Wellbeing at Work” category of the awards.</td>
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<tr>
<td>3.3</td>
<td>The Council has been successfully shortlisted in this category, together with Bank of Ireland, Queen’s University, Belfast Lagan Construction, BT, Coca-Cola and the Belfast Health and Social Care Trust.</td>
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<tr>
<td>3.4</td>
<td>The winner will be announced at a gala awards ceremony in Belfast Waterfront on 1 June 2017, and it is proposed that the Chair of Strategic Policy &amp; Resources Committee, Councillor John Hussey, Deputy Chair of Strategic Policy and Resources Committee, Councillor Tim Attwood (or nominees), and three relevant senior officers attend.</td>
</tr>
</tbody>
</table>
| 3.5 | **Financial & Resource Implications**  
The cost of attending the gala awards ceremony is £495 and will be covered by the council’s OD budget. |
| 3.6 | **Equality or Good Relations Implications**  
There are no implications. |

<table>
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<tr>
<th>4.0</th>
<th>Appendices – Documents Attached</th>
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<tr>
<td>None</td>
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</table>
Subject: Requests for use of the City Hall and the provision of Hospitality

Date: 21st April 2017

Reporting Officer: Gerry Millar, Director of Property & Projects

Contact Officer: George Wright, Head of Facilities Management

Restricted Reports

Is this report restricted? Yes [ ] No [x]

If Yes, when will the report become unrestricted?

- After Committee Decision
- After Council Decision
- Some time in the future
- Never

Call-in

Is the decision eligible for Call-in? Yes [x] No [ ]

1.0 Purpose of Report or Summary of main Issues

1.1 Members will be aware that the Committee, at its meeting of 6th January 2017, agreed to modify the criteria governing access to the City Hall function rooms for external organisations. The Committee also agreed to the implementation of hire charges for some categories of function, and also revised the approach to the provision of civic hospitality for functions. Some further modifications to this approach were then agreed in March 2017.

1.2 The Committee will also be aware that responsibility for the administration of function booking requests has transferred to the Civic HQ Unit of the Facilities Management Section, with effect from 1st April 2017. This report and attached schedule are therefore the first to be based solely on the criteria and approaches set out below.
2.0 Recommendations

2.1 The Committee is asked to;
- Approve the recommendations as set out in Appendix 1 to this report.

3.0 Main report

3.1 The attached schedule contains the recommended approach in respect of each of the requests received in March 2017 and which appear to comply with the criteria established by the Committee.

3.2 In terms of the provision of civic hospitality it will be noted that only one of the events is recommended to be offered hospitality, namely the Belfast Hospital School event which deals with long-term hospitalised children. This hospitality would be in the form of tea/coffee and soft drinks etc, to the value of £2 per person.

3.3 In terms of charging, three of the recommended events would attract a charge. Two of these, the NI Kids Ltd and Belfast Health & Social Care Trust event would be charged the lower evening rate of £300, while the Marks & Spencer 50th Anniversary Ball event would attract the full evening ‘commercial’ charge of £825 given its scale and scope, in line with the new criteria and charging mechanisms.

3.4 There are no recommended applications of the once-in-three-years rule in respect of these applications.

3.5 One application has been received in respect of a function scheduled for 2018, which has been included here in order to provide the organizers with ample time to plan their event.

Key Issues

3.6 The revised criteria and scale of charges have been applied to the requests received and recommendations are herein offered to the Committee on this basis.

Financial & Resource Implications

3.7 The implementation of charging for external functions has now commenced, in line with the Committee’s decisions in the matter.

Equality or Good Relations Implications

3.8 There are no direct good relations or equality implications arising from this report.

4.0 Appendices – Documents Attached

Appendix 1 - Schedule of Function requests received in April 2017
This page is intentionally left blank
<table>
<thead>
<tr>
<th>NAME OF ORGANIZATION</th>
<th>FUNCTION DATE</th>
<th>FUNCTION DESCRIPTION</th>
<th>CRITERIA MET</th>
<th>CHARGE</th>
<th>HOSPITALITY OFFERED</th>
<th>CIVIC HQ RECOMMENDATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Conway Education Centre</td>
<td>20 June 17</td>
<td>Reception to present adult students with qualifications/certificates gained and formal thank you to volunteers</td>
<td>Yes – c &amp; d</td>
<td>No charge (charity)</td>
<td>No</td>
<td>Allow No charge No hospitality</td>
</tr>
<tr>
<td>NI Kids Ltd</td>
<td>7 July 17</td>
<td>Awards Ceremony to recognize organization and special individuals who put families and young children at the heart of this business.</td>
<td>Yes –b &amp; c</td>
<td>£300</td>
<td>No</td>
<td>Allow Charge £300 No hospitality</td>
</tr>
<tr>
<td>Walkway Community Association</td>
<td>25 August 17</td>
<td>A showcase of Walkway projects and reception to celebrate their volunteers</td>
<td>Yes – a, c &amp; d</td>
<td>No charge (community)</td>
<td>No</td>
<td>Allow No charge No hospitality</td>
</tr>
<tr>
<td>OMNI (Malayalis NI)</td>
<td>3 September 17</td>
<td>A Cultural dinner and entertainment programme to celebrate PONNONAM.</td>
<td>Yes – d</td>
<td>No charge (community)</td>
<td>No</td>
<td>Allow No charge No hospitality</td>
</tr>
<tr>
<td>Marks &amp; Spencer’s 50th Anniversary Ball</td>
<td>30 September 17</td>
<td>Commemorate 50 years of trading in NI with 200 staff and suppliers.</td>
<td>Yes – a &amp; c</td>
<td>£825</td>
<td>No</td>
<td>Allow £825 No hospitality</td>
</tr>
<tr>
<td>Belfast Hospital School</td>
<td>19 October 17</td>
<td>Night of Celebration and Prize giving for pupils who attend Belfast Hospital School; children who are unable to attend school because of physical or mental illness.</td>
<td>Yes – c</td>
<td>No charge (charity)</td>
<td>Yes – Tea, Coffee (£2 per head)</td>
<td>Allow No charge Hospitality Tea/ Coffee/ Biscuits reception £2 per head</td>
</tr>
</tbody>
</table>
## Appendix 1

<table>
<thead>
<tr>
<th>Belfast Health &amp; Social Care Trust</th>
<th>23 November 17</th>
<th>Belfast Trust has staff of 22,000 and the Chairman’s Awards recognize, award and celebrate the achievements of some of these staff.</th>
<th>Yes –c</th>
<th>£300.00</th>
<th>No</th>
<th>Allow £300</th>
<th>No hospitality</th>
</tr>
</thead>
<tbody>
<tr>
<td>NOW Group Graduation</td>
<td>28 February 18</td>
<td>Annual Graduation ceremony and celebration for trainees supported by NOW Group – not for profit organization providing support to people with barriers to employment &amp; learning.</td>
<td>Yes – c &amp; d</td>
<td>No charge (charity)</td>
<td>No</td>
<td>Allow No charge No hospitality</td>
<td></td>
</tr>
</tbody>
</table>