

Document Pack

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



10th January, 2013

MEETING OF DEVELOPMENT COMMITTEE

Dear Alderman / Councillor,

The above-named Committee will meet in the Lavery Room (Room G05), City Hall on Tuesday, 15th January, 2013 at 5.15 pm, for the transaction of the business noted below.

You are requested to attend.

Yours faithfully

PETER McNANEY

Chief Executive

AGENDA:

1. Routine Matters
 - (a) Apologies
 - (b) Minutes
 - (c) Declarations of Interest
2. Estimates of Expenditure 2013 - 2014 (report to follow)
3. Notice of Motion - Belfast as a Tourist Destination (Pages 1 - 2)
4. Presentation from University of Ulster - York Street Development
5. Belfast's Economy
 - (a) Request from Belfast City Centre Management (Pages 3 - 4)
 - (b) Belfast One City Conference (Pages 5 - 6)
 - (c) Integrated Economic Strategy (Pages 7 - 8)

(d) Sister City - Nashville (Pages 9 - 12)

(e) Review of Council-led Tours (Pages 13 - 20)

6. Neighbourhoods, Communities and People

(a) Benview and Ballysillan Play Centres (Pages 21 - 22)

(b) Pride of Place Awards (Pages 23 - 24)

(c) Community Toolkit (Pages 25 - 36)

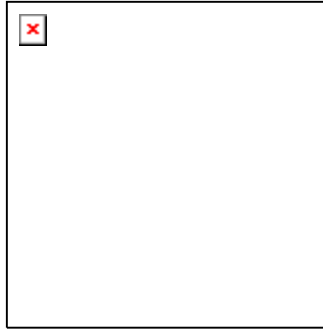


Belfast City Council

Report to:	Development Committee
Subject:	Notice of Motion – Belfast as a Tourist Destination
Date:	15 th January, 2013
Reporting Officer:	Mr. B. Flynn, Democratic Services Officer, ext. 6312
Contact Officer:	As above.

1.0	Relevant Background Information
1.1	<p>At the Council meeting on 7th January, the undernoted Notice of Motion was proposed by Alderman Newton and seconded by Alderman Rodgers:</p> <p>“This Council welcomes the news that the Tripadvisor website has ranked Belfast as a top 10 must-see attraction. This is very gratifying given the amount of energy which the Council has put into improving the city’s image and physical appearance over recent years. Making the city an attractive place to visit and experience has been a major objective within the Council’s strategic thinking.</p> <p>The Council welcomes the efforts of its partners in this joint venture including regional Government Departments, the Titanic Signature Project, the Northern Ireland Tourist Board, the Belfast Visitor and Convention Bureau and the Belfast Chamber of Trade and Commerce to name but a few. Our combined efforts have seen major improvements in our tourist offer over recent years. The number of visitors to Belfast has risen over the 6 years to 2011 by almost 1.5 million and the economic spend in the city has increased accordingly by almost £115million to £401 million. Overall in 2011 the tourism industry supported over 9,000 full-time equivalent jobs and the estimated economic impact of tourism was almost £506 million. It is also worthy of note that the hotel occupancy rate for September 2012 was 82.5%, up more than 10% from the previous September.</p> <p>Although these figures show that Belfast is a dynamic city which is attractive to tourists, the Council will not rest on its laurels and commits itself to continue to build upon this success by working even harder to ensure that Belfast is a world class tourist destination.”</p> <p>In accordance with Standing Order 11(e), the Lord Mayor indicated that the matter would be referred to the Development Committee without debate.</p>
2.0	Recommendation
2.1	The Committee is requested to consider the Notion of Motion and take such action thereon as may be determined.

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Belfast City Council

Report to:	Development Committee
Subject:	Belfast City Centre Management – request to make a presentation to Development Committee
Date:	15 January 2013
Reporting Officer:	John McGrillen, Director of Development, ext 3470
Contact Officer:	Shirley McCay, Head of Economic Initiatives, ext 3459

1	Relevant Background Information
1.1	Members will be aware that, at the 21 February 2012 meeting of the Development Committee, funding was agreed for the financial year 2012-2013, to contribute towards the delivery of a range of activities within Belfast City Centre Management's (BCCM) business plan. A financial commitment of £190,000 was approved.
1.2	Activity has been ongoing since that date and progress has been monitored through quarterly reports from BCCM, reporting on how targets have been met.
1.3	BCCM have now made a request to present to an upcoming meeting of the Development Committee, outlining their future plans for supporting the development of the city centre, and asking Belfast City Council to make a financial commitment towards the organisation's operating costs.

2	Key Issues
2.1	Belfast City Centre Management proposes to "deliver additional services in Belfast, on behalf of its core funders, which contribute in a measurable way to a cleaner, safer and more economically vibrant and accessible city centre".
2.2	A draft business plan for the period 2011-2013 developed in early 2011 was agreed by both BCCM's Board and the Development Committee, as well as the Department for Social Development (DSD) and Belfast Chamber of Trade and Commerce – the private sector partner in the organisation. It set out a series of

	<p>activities which are currently coordinated through three working groups, namely:</p> <ul style="list-style-type: none"> - Public space management - Safer city - Economic performance.
2.3	<p>The work of the organisation is wide-ranging and crosses a number of Council departments and services, principally within the Development and Health and Environmental Services Departments. The Director of Environmental Health chairs the Public Space Management group while the Director of Development and Head of Economic Initiatives – along with Elected Members – are represented on the board. Other officers across the Council are also represented on other working groups.</p>
2.4	<p>The organisation is currently working on a new business plan and this will be the focus of the presentation to the Development Committee.</p>

3	Resource Implications
3.1	<p>The resource implications for the overall programme of work, as well as the Belfast City Council contribution will be set out as part of the presentation to committee.</p>

4	Equality and Good Relations Considerations
4.1	<p>There are no specific equality or good relations implications attached to this report.</p>

5	Recommendations
5.1	<p>Members are asked to:</p> <ul style="list-style-type: none"> - Note and accede to BCCM's request to make a presentation to a future meeting of the Development Committee outlining their future plans for supporting the development of the city centre, and asking Belfast City Council to make a financial commitment towards the organisation's operating costs.

6	Decision Tracking
6.1	<p>Reporting timetable to be agreed once funding decision is taken.</p>

7	Abbreviations
	<p>BCCM – Belfast City Centre Management DSD – Department for Social Development</p>



Belfast City Council

Report to:	Development Committee
Subject:	Belfast One City Conference
Date:	15 January 2013
Reporting Officer:	John McGrillen, Director of Development, ext 3470
Contact Officer:	Shirley McCay, Head of Economic Initiatives, ext 3459

1	Relevant Background Information
1.1	The fourth annual Belfast One City Conference will take place on 9-10 May 2013 at venues across the city with the aim of the conference to showcase the very best of Belfast while promoting a shared and inclusive city and learning from best practice from across the world as exemplified by the prestigious guest speakers. The theme for the Conference will be "Lifting the City."
1.2	Previous speakers at the Conference have included Robert Walsh (Commissioner for Small Business Services New York City), Clive Dutton (Executive Director for Regeneration London Borough of Newham), Alasdair Allen (Scotland's Minister for Languages and Sciences), MPs Paul Maskey and Naomi Long, Ministers Danny Kennedy and Alex Attwood and Chair of Development Alderman Christopher Stalford.
1.3	In 2012, over 200 participants from across the public, private and voluntary sectors, came together to discuss the challenges and opportunities facing Belfast and sent out a powerful message that Belfast is ready for business.
1.4	Among those invited for the 2013 Conference are the Lord Mayor of Dublin (Naoise Ó Muirí), Congressman Joe Crowley (New York), Neale Coleman (Director of London 2012) and Nicola Sturgeon MSP (Deputy First Minister of Scotland and Cabinet Secretary for Infrastructure, Investment and Cities).

2	Key Issues
2.1	The Conference is the latest in a series of events debating the future of the City and considering new perspectives on its future development.
2.2	Belfast City Council has been invited to participate in the 2013 Conference through

	nominating speakers to participate in the conference sessions as well as encouraging attendance by Members and Officers at the various sessions that will take place at a variety of venues around the city including An Chultúrlann, Crumlin Road Gaol, Titanic Belfast, Belfast Met's E3 Campus and the residence of the US Consul General.
2.3	The Council have also been asked to consider a Platinum Business Partnership Package at a cost of £2,500, discounted from £5,000.

3	Resource Implications
3.1	A Platinum business partnership package would cost Council £2,500, discounted from £5,000.

4	Equality and Good Relations Considerations
4.1	No specific equality and good relations considerations attached to this report.

5	Recommendations
5.1	<p>It is recommended that Members;</p> <ul style="list-style-type: none"> I. Consider the request to support the Belfast One City Conference through a Platinum Business Partnership Package; II. Consider whether it wishes Council to make a presentation at the Conference.

6	Decision Tracking
A report on the Conference will be brought back for Committee's attention in June 2013.	
Timeframe: June 2013	Reporting Officer: Shirley McCay



Belfast City Council

Report to:	Development Committee
Subject:	Update on Integrated Economic Strategy
Date:	15 January 2013
Reporting Officer:	John McGrillen, Director of Development, ext 3470
Contact Officer:	Shirley McCay, Head of Economic Initiatives, ext 3459

1	Relevant Background Information
1.1	Members will recall that a proposal to develop an Integrated Economic Strategy (IES) was approved by the Development Committee on the 18 September 2012, subject to the establishment of a Project Steering Group comprising the Chairman and Deputy Chairman together with a representative from each of the remaining parties on the Council (or their nominees) to oversee the development and implementation of the IES.
1.2	The IES has been designed to respond to the identified need for a cohesive and integrated strategy for developing the economy of Belfast and to connect the policies and actions of the key players.

2	Key Issues
2.1	Further to the approval by Development Committee, Officers have been working with Officials from Invest NI to secure the match funding for the project and to approve the project specification in order to procure a contractor to develop the IES.
2.2	Match funding of £25,000 has now been secured from Invest NI and the specification for the project has been approved. The tender advertisement was placed in the local papers over the 14 and 17 December with a deadline for return of submissions of Friday 11 January 2013.
2.3	It is anticipated that the final draft report will be presented to Committee in May 2013.

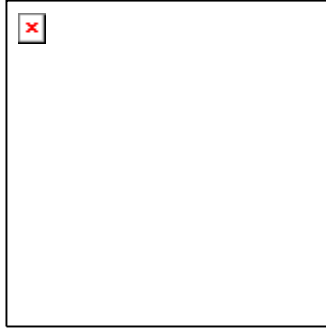
3	Resource Implications
3.1	The final budget for the work has been confirmed as £55,000 with the Council contribution to this being £30,000 and Invest NI contributing £25,000.

4	Equality and Good Relations Considerations
4.1	There are no specific equality and good relations considerations attached to this report.

5	Recommendations
5.1	Members are asked to: <ul style="list-style-type: none"> I. Note the contents of the update report II. Nominate a representative from each of the remaining parties on the Council to be represented on the project steering group along with the Chair and Deputy Chair; and III. Provide the Director of Development with delegated authority to award the contract to the successful contractor.

6	Decision Tracking
An update on progress will be brought back to Committee in March 2013.	

7	Key to Abbreviations
IES – Integrated Economic Strategy	



Report to:	Development Committee
Subject:	Sister City Nashville
Date:	15 January 2013
Reporting Officer:	John McGrillen, Director of Development, ext 3470
Contact Officers:	Shirley McCay, Head of Economic Initiatives, ext 3459

1	Relevant Background Information
1.1	Members will be aware that A Memorandum of Understanding was signed by the Mayor of Nashville and the Lord Mayor of Belfast in 1994 to promote cultural, tourism and business development opportunities between the two cities.
1.2	Belfast City Council's objectives in relation to Sister City Nashville are being aligned to the new Investment Strategy and Development Departmental Plan, and will be positioned within the context of the International Relations Strategy. However partners, in particular Queen's University, have continued to strengthen ties with Sister City Nashville.
1.3	At a meeting of the Development Committee on 21 February 2012, approval was given to accept the invitation from Queen's University Belfast to visit Nashville and attendance of the Chair and Deputy Chair, or their nominees, and one member of staff was agreed.
1.4	In order to maximise the benefits of being in the USA at SXSW and to reduce costs associated with a separate visit to Nashville, it was further agreed at a meeting of the Development Committee on 4 December 2012, that the two itineraries be combined where possible.

2	Key Issues
2.1	The Queen's University institutional visit to USA will take place from 12 March to 14 March 2013. The aims of this visit are driven by the following strategic priorities:

	<ul style="list-style-type: none"> - To enhance internationally recognised, globally competitive and sustainable research areas - To develop global citizens and address international challenges <p>2.2 And the following objectives:</p> <ul style="list-style-type: none"> - To establish fresh student recruitment links - To follow up on the 12 Action Points from Vanderbilt University visit to Queen's in September 2012, which solidifies the strategic partnership between the two Universities - To maximise the value of Queen's activities in the USA to create a strong profile and brand for Queen's and Northern Ireland to potential US students and researchers - To continue to raise Queen's profile in the USA through nurturing our relationship with the British Council and Consulates <p>2.3 Professor Shane O'Neill, Dean of the Faculty of Arts, Humanities and Social Sciences will lead the mission and support the achievement of these objectives. In attendance will be Professor John Thompson, Head of Creative Humanities Department and Mr Michael Gibbs, International Ambassador from the Vice Chancellor's Office.</p> <p>2.4 Queen's have also confirmed a plan to host a festival of creativity of the Creative Arts and Collaborative Humanities in relation to linkages between the two universities. This will include cultural tourism products developed in partnership with Belfast City Council, including the new Belfast Soundwalks project linked to Literary Belfast, Dept of English, Sonic Arts Research Centre, through the Institute of Collaborative Humanities. To this end, they will be accompanied by writers in the Seamus Heaney Centre and other colleagues working in the Creative Arts at Queen's.</p> <p>2.5 <u>Itinerary</u> Belfast City Council has not yet received the full itinerary from Queen's, but it will include the following events:</p> <p>2.6 <u>Ian Brick Alumni Dinner</u></p> <ul style="list-style-type: none"> - To reaffirm the commitment to the relationship between Queen's and the USA - To engage and involve alumni in the advancement of internationalisation <p>2.7 Vanderbilt University Meetings with Queen's and Belfast City Council in order:</p> <ul style="list-style-type: none"> - To maximise the profile and awareness of the launch of the SARC project, "Belfast Soundscapes", to strengthen relationships with a key strategic partner and to increase the number of students who attend Queen's in future years. To network and raise awareness of on-going work with Vanderbilt and to support Belfast City Council in development of their international agenda. - To develop the collaboration with Belfast City Council and to garner support at governmental level in Nashville for projects. - To increase publicity for on-going projects in country.
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3	Resource Implications
3.1	Approval was given by Committee on 21 February 2012 and been accounted for in the 2012/13 Tourism, Culture and Arts Budget.

4	Equality and Good Relations Considerations
4.1	There are no Equality and Good Relations Considerations attached to this report.

5	Recommendations
5.1	It is recommended that Members note the contents of this report.

6	Decision Tracking
There is no Decision Tracking attached to this report.	

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Report to:	Development Department
Subject:	Review of Council-led Tours
Date:	15 January 2013
Reporting Officer:	John McGrillen, Director of Development, ext 3470
Contact Officers:	Shirley McCay, Head of Economic Initiatives, ext 3459

1	Relevant Background Information
1.1	Council annually provides approximately £20,000 to fund a series of walking tours at peak times across the city. The format and delivery of these tours was established over 10 years ago and they are delivered through Blue Badge Guides and in partnership with the Northern Ireland Tour Guide Association (NITGA).
1.2	Tourism in Belfast has grown over the last decade and this has resulted in a high number of small/medium size enterprises and businesses offering tour based products. In general visitors are satisfied with the quality and quantity on offer, although as Members are aware, there have been some issues around some of the Bus Tour operators.
1.3	Current tours supported and delivered by Belfast City Council include Historic Pub and Historic Walking tours and Late Night Art. Tours delivered in partnership between Council and other organisations/individuals include CS Lewis, Literary, Belfast Bred and Music tours. The latter has been through low levels of seed funding.
1.4	<p>In February 2012 the Tourism, Culture and Arts unit sought an independent review and analysis of Belfast's Guided Tour products to:</p> <ul style="list-style-type: none"> – establish the current position – assess the potential and challenges faced – produce an action plan to drive the sector forward – agree role and remit of Belfast City Council

1.5	Business Tourism Solutions (BTS) were appointed and they undertook a series of consultations with guided tour operators and stakeholders including Belfast Visitor and Convention Bureau, Northern Ireland Tourist Board, independent tour guides, tour guide operators and Area Partnership Boards and venues. The Executive Summary of their report is attached as appendix 1. The full report is available from the Tourism, Culture and Arts Unit (Kerrie Sweeney ext 3586).
1.6	The consultations and business survey proved useful in understanding the importance of product development whilst taking into account the wide variety of independent commercial tours and excursions which operated by the private sector without Council support. Some of these tours are innovative, entrepreneurial and commercially self-sustaining.
1.7	The tour review benchmarked Belfast against five international destinations including Dublin; Edinburgh for its market maturity; Glasgow and Cardiff for their emerging tourism markets; Bilbao for its visitor attraction the Guggenheim Museum and Rotterdam as a port city. The benchmarked cities highlighted that most funded tours were provided through competitive funding (application based) or collaborative marketing initiatives.

2	Key Issues
2.1	In summary, the work undertaken by BTS confirmed that due to the strong range of commercial tours now on offer across the city, there is no longer a requirement for Belfast City Council to intervene in the provision of city tours directly. However BTS does identify a number of areas for Council to lead on so as to support the overall tour product across the city and provide a catalytic role to new product development. This includes:
2.2	– Council to establish an industry-led tour guide group for the city; the group will explore areas of common interest, facilitate workshops and develop a code of conduct.
2.3	– Undertake generic marketing of tours in the city. In partnership with BVCB, Council will develop consistent creative and promotional materials to promote the broad range of tours that are available across the city (to include the use of mobile technology)
2.4	– Establish a business development programme to support existing individuals / organisations to grow existing tours or develop new tours. This may target geographical gaps in the city to drive footfall into the local tourism destinations or target thematic gaps whereby tours may be used to support new product development themes.
2.5	– Council delivers tours linked to specific festivals/events or themes only if there is no uptake from the market.

2.6	It is therefore recommended that we stop the Blue Badge guided tours directly delivered by the Tourism, Culture and Arts Unit for 2013 and where we are working in partnership with other organisations agree an exit strategy whereby partners will be signposted to the business development programme once established. Members should note that these likely changes were raised with organisations as part of the consultation process.
2.7	Late Night Art will continue once a month, however again officers will scope an exit strategy to transfer delivery and ownership to the participating art galleries.
2.8	The budget (£20,000) previously used to deliver tours directly will be reinvested into the areas identified above under paragraphs 2.2 – 2.5.
2.9	BTS within their report also refer to the Northern Ireland Tourist Board's review of tour guiding in Northern Ireland. Northern Ireland Tourist Board (NITB) are recommending a new accreditation scheme to accommodate guides working in individual visitor attractions, city wide tours and regional tours. It has long been recognised that to become a Blue Badge Guide is time consuming and costly. There needs to be a more flexible system to accredit a whole range of guides that visitors will interact with and ensure consistency of quality. The scheme is still under review however once agreed, it will provide a framework of training and quality assurance for guiding across Northern Ireland.
2.10	In the interim, the Northern Ireland Tour Guide Association has identified an immediate gap in language provision and they are working with NITB to pilot an Introductory Guiding Course for students with languages. Language provision has been a regular concern raised at the Belfast Tourism Forum and with an increase in cruise visits and the World Police Fire Games taking place in 2013; it is becoming a significant issue for the city. The objectives of the course will be to bring a group of 25 language students up to a professional standard in guiding. NITB has secured funding for this and whilst at this stage there is no financial commitment from Council, we have been approached for in-kind support to promote the scheme, support the recruitment process and supply materials for training purposes on Belfast's tourism product.

3	Resource Implications
3.1	£20,000 has been included in the annual Tourism, Culture and Arts Unit over a number of years to support tours directly and is included in the budget estimates 13/14. It is recommended that this budget is retained but allocated towards establishing an industry led tour group, co-operative marketing and business development.

4	Equality and Good Relations Considerations
4.1	There are no Equality and Good Relations Considerations attached to this report.

5	Recommendations
5.1	<p>Members are ask to note the contents of the report and;</p> <ul style="list-style-type: none"> - agree that we stop the tours Council-led tours for 2013 - agree an exit strategy with partner-led tours and Late Night Art where appropriate - invest the existing tour budget into support the collective offer of tours across the city - support the sector to develop/address gaps through business development programmes - provide in-kind support and endorse the Introductory Guiding Course for language students.

6	Decision Tracking
Update on Council's approach to supporting tours.	
Timeframe: March 2014	Reporting Officer: Kerrie Sweeney ext 3586

7	Key to Abbreviations
<p>NITGA - Northern Ireland Tour Guide Association NITB - Northern Ireland Tourist Board BTS - Business Tourism Solutions</p>	

8	Documents Attached
Appendix 1 - Tour Guide Report – Executive Summary	



**Belfast Guided Tours
Review and Analysis
Executive Summary
June 2012**

1 Executive Summary

Belfast's appeal as vibrant city tourism destination has been supported and reinforced by the development of a range of guided tours, which explore the city's history and heritage, culture and diverse geographical districts. Belfast City Council has encouraged and supported the development of many of these guided tours, which variously contribute to the quality of visitor experiences of the city, generate footfall to cultural venues and add to the evening and week-end economy.

The Council was keen to explore the current position of guided tours in Belfast, outline the sector's needs, opportunities and challenges to cater for current and future visitors; in early 2012 the Council commissioned BTS to independently review and analyse Belfast's guided tours and produce an action plan on how to take the sector forward. Guided tour operators and stakeholders were consulted through face to face, telephone and electronic survey and Belfast benchmarked against guided tour developments in Dublin, Edinburgh, Glasgow, Cardiff, Bilbao and Rotterdam.

Guided Tours

In total, 58¹ guided tours were identified operating in Belfast, illustrating the depth and diversity of the product on offer. The mapping of tours highlights that walking tours, bus tours and taxi tours are the primary tour activity catered for visitors.

Belfast City Council Tourism, Culture and Arts currently or has supported some guided tours to develop the cultural tourism product – these include the Late Night Arts, C S Lewis, Literary, Belfast Bred, Music, Historic Pub and Historic Walking tours. The main report catalogues the tour participant numbers and revenues generated by each of these tours.

Operator and Stakeholder Views

Feedback from the consultations and business survey proved useful in understanding the importance of development funding of tours, strengths and weaknesses, opportunities and priorities for the future. Major conclusions are:

1. While development funding has been important in contributing to the growth of the cultural tourism product – and to innovation e.g. Belfast Bred - the commercial viability of some tours is questionable and would not be sustainable without Council intervention. The rationale for the Council's continuing support should be reviewed and these guided tour operators helped to commercialise, including banding together for mutual benefit (from e.g. joint marketing and sales).
2. Marketing, revenue/sales, seasonality, and not having enough visitors to generate revenues are the key challenges facing operators.
3. Some of the independent walking tours are innovative, entrepreneurial and commercial, operating without Council support. They undertake their own marketing, promotion and work collaboratively with other tourism businesses e.g. contacting and leafleting hotels independently. However, the marketing and promotion of many other guided tours is limited and there are few routes to market being exploited and limited opportunities for the visitor to purchase tickets. There needs to be greater collaboration, cross selling and marketing of the tours to increase footfall and revenues.
4. Guided tour operators are broadly optimistic that they will experience growth in 2012 – with the Titanic contributing to raised expectations. Half the operators consulted are planning new product development in 2012 as well, but there appears to be no mechanism for supporting them or for the City to capitalise (i.e. in promotional terms) on new developments.
5. The Council was important in helping initiate the Late Night Art tours, which help galleries extend their reach; some galleries integrate their exhibition programme with the tours, with one having the foresight to exhibit e.g. young artists who might not otherwise have an audience. But again more could be done to attract more visitors to the City and increase sales.
6. The high level of bus and taxi tours is good for Belfast, but some issues about quality assurance exist, to safeguard the quality of the visitor experience.

¹ Blue Badge Tour Guides and independent sightseeing tours and bus companies with several destination included in the itinerary were excluded from the analysis

Benchmarking Belfast

Guided tour developments in Dublin, Edinburgh, Glasgow, Cardiff, Bilbao and Rotterdam were looked to benchmark Belfast and see what lessons could be learnt. The report provides a summary table for each city. While there is some public support for a small number of tours, most is provided either through competitive funding (by application) or collaborative marketing. These destinations are big enough for most tours to be self sustaining commercially.

Opportunities were identified for Belfast: - ghost tours and venue tours (e.g. Scottish Parliament, Cardiff Millennium Stadium). Belfast does well in the “tours by locals” especially through the taxi tours. But the opportunities for cross-selling between operators, and active marketing collaboration are also not well developed in some of these benchmark cities. There is also limited evidence of commercial sponsorship for guided tours.

Recommendations

The research and consultation processes brought out a number of issues which need addressed if the potential for the guided tours sector to contribute to Belfast’s tourism product is to be fully realised. Council support has been pivotal to the success of many of the guided tours to date, but this support, if it continues to be available, should be used to help start-ups and product development and not for continuous subsidy.

There’s plenty of anecdotal evidence that satisfaction levels are high which is good for positive word of mouth and referral, as evidenced by e.g. Trip Advisor and the galleries’ continuing engagement. Some elements of the guided tours product are well developed, others have significant potential to be developed and are ideally placed to benefit from current trends towards greater interest in experiential tourism and a stronger visitor desire for authenticity.

The main challenges are:

1. To make it easier for visitors to identify what Belfast has to offer (in terms of tours); how this will add to their appreciation of the City and to find and book tours easily. It’s then up to the guides to offer the compelling, positive experience. So, marketing, promotion and selling are central to the recommendations.
2. Business development and acquisition of business skills amongst some guides and operators is important – to help them market and sell effectively and to help them make the tours sustainable in the long term.
3. Quality assurance is not, we think, as substantive issue - because visitor reactions are overwhelmingly positive. But QA penetration and uptake amongst operators is a sign of maturity and effective business management and will be a more effective marketing tool, while also helping ensure that rogue operators are discouraged.

Some of these challenges can be addressed co-operatively (e.g. joint marketing), but the pivotal role of the Council should be to focus on product development, innovation, marketing and business development. The full report includes a detailed 3 year Action Plan. Priorities in the next 12 months are:

1. BCC to adopt a catalytic role to developing new guided tours/ tourism products.
2. Establish an industry-led guided tours action group with representatives from the sector to drive actions forward.
3. Workshops to help independent tour guide operators collaborate and work more closely together.
4. Explore their interest and appetite to develop the suite of tours as an independent private sector led initiative.
5. Develop a business development programme to help guided tours commercialise, especially for Belfast Bred.
6. Bring local stakeholders in emerging City destinations together for product development and to avoid duplication and competition.
7. Help guided tour operators to market more effectively together and with accommodation sector.
8. Scope out the opportunity for Smartphone applications to help visitors orientate themselves and especially to help the night time economy.



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Belfast City Council

Report to:	Development Committee
Subject:	Benview and Ballysillan Play Centre Licence Renewal
Date:	15 January 2013
Reporting Officer:	John McGrillen, Director of Development, ext 3470
Contact Officer:	Catherine Taggart, Community Development Manager ext 3225

1	Relevant Background Information
1.1	Community Services has had a Licence Agreement with Benview/Ballysillan Tenant's Association since June 1997 to use part of the Benview Community Centre to run a Belfast City Council play centre. We are seeking to renew this Licence Agreement for a further 18 months from the 1 st July 2012.

2	Key Issues
2.1	Benview Community Centre is an independently owned and managed centre located in the Ballysillan area. It has served as a venue for the Council play service since the closure of Ballysillan Play Centre in 1998. Currently, Council's Play Service operates a number of projects in and from the centre as well as utilising office space as an administrative base. The Benview play service is a crucial aspect of our play service development.

3	Resource Implications
3.1	<u>Finance</u> This licence has operated with the council paying a licence fee to the Tenants Association of £4025.56 for partial use of their facility. The fee also covers all utility charges. This fee will be met from within existing budgets. The Council provides 19.5 hours per week of cleaning the premises.
3.2	<u>Human Resources</u> Officers from Legal Services and Estates Management Unit to complete Licence Agreement.

3.3	<u>Asset & Other Implications</u> None
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4	Equality and Good Relations Considerations
	There are no equality or Good Relations considerations.

5	Recommendations
	It is recommended that the Licence Agreement is renewed for a further 18 months at the existing rent of £4025.56 per annum. The Licence Agreement will be subject to the approval of the Strategic Policy and Resources Committee in accordance with Standing Orders 46 and incorporation of appropriate terms as confirmed/agreed by Legal Services.

6	Decision Tracking
	Director of Development to liaise with Director of Property and Projects with a view to bringing a report to the Strategic Policy and Resources Committee in due Course.



Belfast City Council

Report to:	Development Committee
Subject:	Pride of Place Celebration Event
Date:	15 January 2013
Reporting Officer:	John McGrillen, Director of Development, ext 3470
Contact Officer:	Catherine Taggart, Community Development Manager ext 3225

1	Relevant Background Information
1.1	The Pride of Place competition is run by Co-operation Ireland in partnership with the All Island Local Authority Steering forum, a forum which encourages strategic and sustainable approaches to cross-border co-operation by Local Authorities.
1.2	The competition recognises and celebrates the vital contributions that community partnerships make to society. The focus is on people coming together to shape, change and enjoy all that is good about their local area. It differs from other similar projects in that they specifically recognise the involvement of the local community in all aspects of rural and urban regeneration including, promoting social cohesion, involvement in planning, the promotion of heritage and environmental awareness.
1.3	This year marked the tenth year of the Pride of Place Competition. At this year's event Belfast won four prizes in the competition including Best Local Authority Award. Three local community groups nominated by Council won awards at the ceremony which was held in Limerick: they were Upper Andersonstown, Lower Ormeau, and Willowfield Parish.

2	Key Issues
2.1	It is proposed to hold a celebration event to mark the recent achievement by Belfast City Council and to acknowledge the 10 year anniversary of the Pride of Place competition.
2.2	It is proposed that the Lord Mayor be invited to host the event in City Hall inviting both the winners and runners up who received an award over the past 10 years.

3	Resource Implications
3.1	Costs will include catering, room hire and presentation certificates to a maximum cost of £1,500 which will be met within the existing service budget.

4	Equality and Good Relations Considerations
	There are no Good Relations implications

5	Recommendations
5.1	<p>Committee are asked to:</p> <ol style="list-style-type: none"> 1. Agree the proposal to host a ten year celebration event in City Hall in February 2013. 2. Agree the costs associated with the running of the event. 3. Agree that all winners and runners up over the past ten years are invited to attend the event.

6	Decision Tracking
	Catherine Taggart to implement Committee decision by March 2013.



Belfast City Council

Report to:	Development Committee
Subject:	Community Development Toolkit
Date:	15 January 2013
Reporting Officer:	John McGrillen, Director of Development, ext 3470
Contact Officer:	Catherine Taggart, Community Development Manager ext 3225

1	Relevant Background Information
1.1	During 2012, Community Services have been working on the development of a training and development toolkit for the community sector.
1.2	<p>The toolkit is an educational and training resource which aims to provide a framework for enhancing and developing the skills of the community sector across the city. The toolkit consists of training sessions concentrated around a number of core areas including;</p> <ul style="list-style-type: none"> - Basic Book Keeping - Basic Project Planning - Governing Documents - Basic Health & Safety - Supporting the community to plan in the future - Committee skills
1.3	The production of the toolkit is timely given the changing circumstances that communities and community groups currently find themselves in. The range of challenges which our recent economic difficulties present in many of the poorest communities in the city cannot be overstated. The toolkit will provide a resource by which committees can build their knowledge and skills, thereby strengthening their organisational structures and improving the opportunity for the sustainable development of local community support programmes, engagement and representation.

<p>1.4</p> <p>1.5</p> <p>1.6</p> <p>1.7</p>	<p>The publication will also assist the Council in implementing our recently published Community Development Strategy.</p> <p>As the Strategy states “It is long accepted that community development plays an important role in promoting active involvement of local communities in addressing local problems of disadvantage, poverty and inequality. Without it the work of any organisation seeking to deliver change in local areas becomes much more difficult.”</p> <p>The Toolkit complements the Community Services internal toolkit on Community Development Practice which is being delivered to a number of departments in Council including officers in Parks & Leisure.</p> <p>The service has also developed an Emergency Planning manual which has been compiled to provide a one stop resource for emergency planners in the event of an incident, severe weather, civil disturbance or other emergency situation.</p> <p>It has been long recognised that our community centres play a pivotal role in delivering services to the citizens of Belfast. This is particularly true in times of stress. By gathering together all of the important information regarding their location, occupancy, heating, car parking etc in one place, this manual will help to ensure that the most appropriate facilities can be chosen and that they are accessible in a way that enables a swift response to local needs.</p>
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<p>2</p>	<p>Key Issues</p>
<p>2.1</p> <p>2.2</p> <p>2.3</p> <p>2.4</p> <p>2.5</p>	<p>The publication of the toolkit is currently being finalised.</p> <p>It is proposed to formally launch the toolkit in spring 2013. Following the launch training sessions will be held with the Council’s Community Development Officer Team to provide them with the skills to deliver the training resource to the community sector. We hope to pilot this with the cohort of organisations who receive our capacity grant funding.</p> <p>Expressions of Interest will be sought from capacity funded groups and it is envisaged that the training programme will be delivered from March onwards.</p> <p>Following this pilot programme, we plan to add further community development modules to the toolkit, for example, consideration is currently being given to developing a module on effective volunteer management.</p> <p>Additionally, the toolkit will be used as a resource as part of the</p>

	transitional support to groups as part of the implementation of the Belfast Community Investment Programme (BCIP).
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3	Resource Implications
3.1	The Community Resources Unit will oversee the delivery of the toolkit training programme. Community Resources and Area Based Community Development Officers will deliver the programme to interested groups.

4	Equality and Good Relations Considerations
	The availability of the training will be offered to all capacity funded groups across the city.

5	Recommendations
5.1	Committee are asked to note progress to date and the proposed delivery plan for the toolkit to community development officers and interested groups as outlined above

6	Decision Tracking
	Catherine Taggart will implement as per the time-line outline above.

8	Documents Attached
	Appendix 1 – Extract from Community Development Toolkit Appendix 2 – Extract from Emergency Planning Manual

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Community Development

Training Toolkit



www.belfastcity.gov.uk/communitydevelopment



Foreword



As Chairperson of the Development Committee, I very much welcome the publication of this Community Development Toolkit and I commend Community Services for taking the initiative in developing such a valuable resource for the community sector across Belfast.

The toolkit is a training resource which aims to provide a framework for enhancing and developing the skills of the community sector across the city. Its production is timely given the changing circumstances that communities and community groups currently find themselves in. The range of challenges which our recent economic difficulties present in many of the poorest communities in the city cannot be overstated.

This publication will assist the council in implementing our recently published Community Development strategy. As the strategy states "It is long accepted that community development plays an important role in promoting active involvement of local communities in addressing local problems of disadvantage, poverty and inequality. Without it the work of any organisation seeking to deliver change in local areas becomes much more difficult." (pg4 para 2).

There is increasing recognition around the importance Community Development plays in enabling supporting, and encouraging communities.

The Community Development Toolkit will assist in this process by providing a best practice framework for enhancing the skills of the sector and providing best practice examples. The information is presented in an accessible style and is ideal for Community Development Professionals who are working with people based in local communities, particularly those who are "new" to community development. It can also be used for people who need a quick refresher. You will find a wide variety of learning tools which can be used to develop, support and strengthen community groups.

I recognise the enormous contribution that community based organisations make to our city and its citizens and I am sure this toolkit will contribute to and support the work of the council in working alongside local people to meet needs and foster stronger, more sustainable and more confident communities.

I would like to thank all those who helped prepare this publication and I am sure that the publication will provide a valuable resource in facilitating the future development of communities across the city.

A handwritten signature in black ink, appearing to read "Chris Stalford".

Alderman Christopher Stalford



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Session 1: Supporting a community to plan for the future

Session 2: Resource Audit

Session 3: Committee skills

Session 4: Governing documents

Session 5: Basic bookkeeping

Session 6: Making grant applications

Session 7: Basic Health and Safety

Session 8: Basic Project Planning

An introduction to your Community Development Training Toolkit

This toolkit has been designed by our Community Resources Unit.

It's intended as a practical resource for you as a community development professional to assist you in your work with local communities.

The toolkit aims to provide a "holistic" approach to helping groups and individuals to develop their ideas and activities. The toolkit is informed by organisational development principles and community development practice, and many of the exercises have been tried and tested in a range of settings and organisations.

The toolkit is a series of action learning sessions designed to provide Community Development Professionals with a 'jargon free' set of exercises to help lead to the following outcomes:

- assisting individuals and groups in clarifying their role and purpose.
- assisting individuals and groups to identify the knowledge and skills required to manage and direct their activities to encourage "best practice".
- assisting individuals and groups to address any skills and knowledge gaps.
- assisting individuals and groups through a process which will help them to work in a coherent and planned manner.

We want you to share your experience and learning as a result of using this toolkit, so that we can continue to improve our community development practice, so please send any feedback you have to community@belfastcity.gov.uk, or contact Bill McClinton on ext 3593 or Garret O'Fachtna on ext 3771.





Emergency

Emergency Planning Manual



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Community centres	Maximum occupancy	Page
North Belfast		
Ardoyne Community Centre	350	6-7
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Ligoniel Community Centre	330	12-13
North Queen Street Community Centre	400	14-15
Percy Street Community Centre	50	20
Woodvale Community Centre	200	16-17
South Belfast		
Donegall Pass Community Centre	475	24-25
Finaghy Community Centre	370	26-27
Markets Community Centre	250	28-29
Morton Community Centre	180	30-31
Olympia Community Centre	260	32-33
Sandy Row Community Centre	280	34-35
Shaftesbury Community Centre	330	38
Suffolk Community Centre	300	36-37
East Belfast		
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Dee Street Community Centre	378	42-43
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West Belfast		
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Glen Road Community Centre	320	54-55
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Highfield Community Centre	300	58-59
Horn Drive Community Centre	395	60-61
Whiterock Community Centre	120	62-63
Total:	7,890	

This Emergency Planning Manual has been compiled by the Community Resources Unit in Community Services to provide a one-stop resource for emergency planners in the event of an incident, severe weather, civil disturbance or other emergency situation.

We have 22 directly managed community centres and six independently managed centres situated across the city; north, south, east and west. It has long been recognised that our community centres play a pivotal role in delivering services to the citizens of Belfast. This is particularly true in times of stress.

By gathering together all of the important information regarding location, occupancy, heating, car parking etc in one place, this manual will help to ensure that the most appropriate facilities can be chosen and that they are accessible in a way that enables a swift and efficient response to local needs.

Belfast City Council Community Services contacts:

Community Facilities North and East
John Nelson Tel: 028 9032 0202 ext 3541
nelsonj@belfastcity.gov.uk

Community Facilities South and West
Yvonne Coyle and Brian Kelly
Tel: 028 9032 0202 ext 3543
coyley@belfastcity.gov.uk or kellybrian@belfastcity.gov.uk

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