

Document Pack

Committee and Members' Services Section
3rd Floor, Adelaide Exchange
24-26 Adelaide Street
Belfast BT2 8GD



13th June, 2008

SPECIAL MEETING OF PARKS AND LEISURE COMMITTEE

Dear Councillor

The above-named Committee will meet in the Council Chamber, 3rd Floor, Adelaide Exchange on Monday, 23rd June, 2008 at 4.30 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

2. Grove Playing Fields (Pages 1 - 2)

Pursuant to the Committee's decision of 15th May, to receive from representatives of Crusaders and Newington Football Clubs a presentation in relation to concept plans for the development of a new stadium and sports complex at the Grove Playing Fields

3. Watch this Space Project

Pursuant to the Committee's decision of 15th May, to receive from representatives of the Greater Village Regeneration Trust a presentation in relation to the potential for the extension of the "Watch This Space" project to an area within the south of the City.

4. Connswater Community Greenway (Pages 3 - 33)

5. Draft Parks and Leisure Departmental Plan 2008/2009 (Pages 34 - 61)

Item No.**Belfast City Council**

Report to:	Special Parks and Leisure Committee
Subject:	Request from Crusaders FC and Newington FC to present concept plans for New Stadium and Sports Complex on Grove Playing Fields
Date:	23 June 2008
Reporting Officer:	Andrew Hassard, Director of Parks and Leisure, Ext. 3400
Contact Officer:	Stephen Walker, Principal Parks and Cemeteries Development Manager, Ext 3510

Relevant Background Information

The Committee will recall that at its meeting in May 2008 it was agreed to receive a presentation from representatives of Crusaders FC outlining a proposed concept plan for the development of a new stadium / sports complex on the existing Grove Site. The proposal comes from a partnership between Crusaders FC and Newington FC.

The proposal includes the development of a 4,000 capacity stadium; a soccer dome; third generation pitch facilities; car parking and associated office space and corporate facilities. These proposals together with background information will be provided in greater detail by the delegation.

Key Issues

The Committee is asked to note that:

1. There have been several exploratory meetings with representatives from both clubs at Officer level;
2. The existing land / facility at Grove is not considered by Officers to be surplus to operational requirements although this will become more clear when A Playing Pitch Strategy for the city is completed;
3. The facility at Grove is well used by local clubs and leagues on a cross community basis.

Resource Implications

Financial

There are no financial implications at this time.

Human Resources

There are no human resource implications at this time.

Asset and Other Implications

The proposals, should they receive approval, will have a significant impact on the existing facility.

Recommendations

The Committee is asked to receive the presentation and agree to receive a further report from Officers at a later date.

Key to Abbreviations

Documents Attached

Appendix 1 – Copy of correspondence from Crusaders



Belfast City Council

Report to:	Parks and Leisure Committee
Subject:	Connswater Community Greenway
Date:	23 rd June 2008
Reporting Officer:	Ciaran Quigley, Director of Legal Services
Contact Officer:	Colin Campbell, Principal Solicitor, Legal Services Department ext 6055

Relevant Background Information

At its meeting on 13th March 2008 the Parks and Leisure Committee agreed to support the Connswater Community Greenway Scheme by providing £4.2m capital funding, engaging officers in the scheme, and developing Heads of Agreement with East Belfast Partnership Board and other partners as required.

Current Position

The Council, East Belfast Partnership Board and The Big Lottery Fund have been engaged in negotiation on the terms of the Agreement. Agreement on the terms has now been reached to the satisfaction of The Big Lottery Fund, and a copy of the Agreement is appended to this report.

The Agreement deals with six broad areas, namely the Council Funding Contribution and Monitoring, the Duration and Structure of the Programme, the Land Acquisition Strategy, Capital Works and Management and Maintenance, General Roles and Responsibility of the Partnership and General Matters.

The first section of the Agreement, the Council's Financial Contribution and monitoring, is designed to protect the Council's financial contribution to the Connswater Greenway Project. It includes clauses analogous to those found in the Council's standard funding agreement, and sets out when the Council can withdraw or clawback funding.

The second section, Duration and Structure of the Programme, deals with the duration of the programme, its management structure and reporting mechanisms.

The third section. Land Acquisition Strategy deals with the acquisition of the land which is necessary to allow the project to succeed. Land acquisition shall be undertaken by the Council, and the land shall be acquired in the name of the Council.

The next section, Capital Works and Management and Maintenance, deals with the capital works contract that it will be necessary for the partnership to put in place to allow the Greenway to be constructed. Following construction of the Greenway the Council has agreed to be responsible for the management of same and this is also covered in this section.

The next section, General Roles and Responsibilities of the Partnership, dictates those roles which East Belfast Partnership must carry out in relation to the Greenway Project and include community and stakeholder engagement, accountability and the responsibility to ensure that there is adequate insurance in place for the project.

The last section, General, deals with boiler plate clauses such as termination and the consequences thereof.

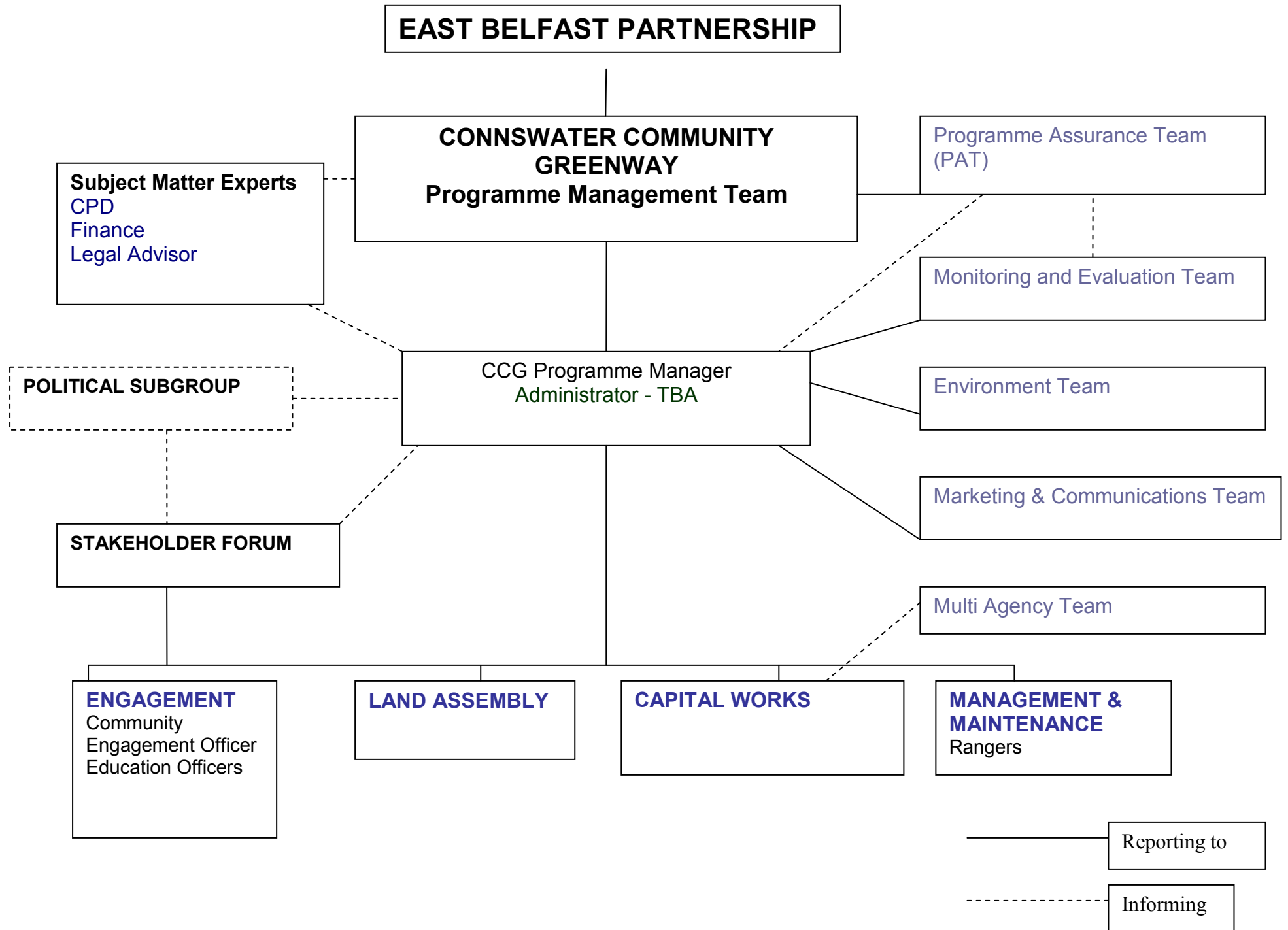
The position now is that, subject to Committee approval, the Director of Legal Services proposes to have the Agreement executed on behalf of the Council.

Resource Implications

The Council has agreed to commit the sum of £4.2m to this project to be paid over the life of the project and discussions are ongoing with East Belfast Partnership Board as to the manner in which the payments will be made. The Council has also agreed to manage and maintain the Connswater Greenway once it has been constructed, which will be a longer term commitment. The management and maintenance will be for a period of at least forty years.

Recommendation

The Committee is asked to note that the terms of the proposed Agreement have now been settled and the Committee is asked to grant the appropriate authority to the Director of Legal Services to have the Agreement executed on behalf of the Council and to arrange for execution by East Belfast Partnership Board.



Dated this _____ day of _____ 2008

002-43-5-CC

BELFAST CITY COUNCIL

AND

EAST BELFAST PARTNERSHIP

AGREEMENT

Connswater Community Greenway

Ciaran Quigley
Director of Legal Services
City Hall
Belfast
BT1 5GS

ARTICLES OF AGREEMENT made the day of 2008 Between **BELFAST CITY COUNCIL** of City Hall, Belfast of the one part and **EAST BELFAST PARTNERSHIP** (a company with charitable status and limited by guarantee with company number NI031146) having its registered office at 278-280 Newtownards Road, Belfast, BT4 1HE of the other part.

1 Interpretations

1.1 The rules of interpretation and definitions in this clause apply to this Agreement unless the context otherwise requires:

- (a) The headings in this Agreement are included for convenience only and shall not affect its interpretation.
- (b) Any reference to any statute shall be taken to mean any re-enactment, modification or amendment to it for the time being in force and shall include any regulation, order, direction, bye-law, permission, licence, consent, condition, scheme or other matter made under or pursuant to it.
- (c) Nothing in this Agreement shall be construed as creating any partnership or, contract of employment relationship of principal and agent between the parties.
- (d) Failure or delay by a party in exercising any right under this Agreement shall not constitute a waiver of that right and shall not affect the validity of this Agreement nor any part thereof or the right of the parties to enforce its terms.
- (e) In this Agreement unless the context otherwise requires:
- (f) clause headings are inserted for convenience only and shall not affect the construction of this Agreement;
- (g) All references to clauses or sub-clauses and Appendices are to clauses, sub-clauses and paragraphs of and Appendices to this Agreement;
- (h) Words denoting the singular number include the plural and vice versa;
- (i) References to persons include references to bodies corporate and unincorporated words importing any gender include every gender

“the Council” means Belfast City Council the first named party to this Agreement

“the Partnership” means East Belfast Partnership the second named party to this Agreement

“the Greenway” means Connswater Community Greenway as envisaged by the Programme

“the Programme” means the regeneration Programme more particularly described in clause 2 hereof

“Council Funding” means the sum of £4,235,252 of Council funds as referred to in clause 3.1 hereof

“the Land Acquisition Strategy” means the document setting out the Council’s strategy for the assembly of the lands required for the Programme as detailed in Appendix 3

“the PMT” means the Programme Management Team established by the Partnership, the Council and the Other Funders to manage the Programme

“the Other Funders” means BIG and DSD

“BIG” means The Big Lottery Fund

“DSD” means The Department for Social Development

“Programme Structure Document” the document attached hereto as Appendix 2

“Working Days” means any day except Saturdays Sundays and Bank Holidays.

“Deleterious Materials” means any materials considered at the time of specification to be unacceptable in general building practice in Northern Ireland for construction works similar to the works associated with the Programme

“the Programme Manager” means the manager appointed by the PMT to oversee the daily management of the Programme

2. Background

- 2.1 The Greenway is a regeneration Programme aimed at delivering a linear park, connecting existing green and open spaces along the banks of the Connswater, Loop and Knock rivers, from the Castlereagh Hills, through the centre of East Belfast, to Victoria Park in the Belfast Harbour Estates. The Programme has been developed and led by the Partnership as a response to need identified through research carried out by the Partnership. The Programme will reconnect the communities of East Belfast and restore the rivers as a living community asset. It will create some 9 kms of linear park for leisure, recreation and community events and activities. It is envisaged that a regeneration Programme of this scale will significantly increase the interconnections across East Belfast. The vision is to develop a safe, accessible sustainable Greenway which is an inspirational living landmark, improving the quality of life for the people of East Belfast now and for future generations. The successful delivery of the Greenway will be reliant upon the acquisition of the land over which the Greenway is to run, and the completion of all necessary capital works. The Greenway has been awarded funding through the Big Lottery Fund and a copy of BIG's terms and conditions of funding are attached hereto at Appendix 1. The Council has agreed to support the Programme as outlined in this document.
- 2.2 The purpose of this Agreement is to provide clarity in terms of accountability, policy, operational and reporting procedures between the Partnership and the Council and in particular details:
- the Council's financial and monitoring arrangements
 - the duration and structure of the Programme;
 - the Land Acquisition Strategy and the Council's role in this regard and with regard to the management and maintenance of the land once acquired and the contracts work is complete
 - the general roles and responsibilities of the Partnership

NOW IT IS HEREBY AGREED as follows:-

Council Financial Contribution and Monitoring

3. Funding Payments

3.1 The Council shall contribute £4,235,252 towards the total cost of the Programme estimated by the Partnership to be £32,014,273. Payment shall be made at times and in a manner to be agreed between the Council and the Partnership.

In addition the Council has agreed to make a further contribution made up of management and maintenance by the Council of the Greenway to a high quality for a period of a minimum of forty years. The Council currently maintains open space, which falls within the Greenway, and which is in its ownership to the estimated value of £1.2m per annum. The extent of additional management and maintenance emerging from the Greenway shall be in region of £200,000 per annum at 2008 costs. The Council shall develop a management plan for the Greenway to ensure high quality open space. The Council's draft Management and Maintenance Plan and a schedule of indicative costs are attached hereto at Appendix 4.

The Other Funders have agreed to fund the Programme in the following amounts:-

- Big Lottery Fund £23,531,285
- Department for Social Development £3,208,983

All funders shall be entitled to provide any of their funding by way of payment in kind subject to funder's procurement requirements.

3.2 The Council Funding shall not be increased in any circumstances except with the prior written consent of the Council.

3.3 The Partnership shall use the Council funding provided solely for the purposes of the implementation of the Programme

3.4 The Partnership must declare all other sources of funding for the Programme and proof of matching funds must be submitted to the Council.

4. Monitoring

The Council shall receive (at least) three quarterly reports from the Partnership which will (subject where necessary to the Council having appraised the Partnership of progress under the Land Acquisition Strategy) include the following information:-

- 4.1 Progress on the implementation of the Programme;
- 4.2 Any changes in the nature or scale of the Programme;
- 4.3 Up-dates on the prospects of the technical and commercial success of the Programme;
- 4.4 Up-dates on costs incurred in operating the Programme including any unanticipated factors having or likely to have an impact on costings;
- 4.5 All other information which may be relevant to the progress of the Programme and to the Council's continued commitment to the Programme; and
- 4.6 An outline of the outputs, impacts and expenditure relating to the Programme;

5. Inspection

The Council, through its authorised officers and agents, the Chief Local Government Auditor shall have uninhibited right to:-

- 5.1 Inspect the premises and equipment used for the purposes of the Programme;
- 5.2 Interview all participating staff and trainees;
- 5.3 Discuss all aspects of the Programme with the Programme Manager;
- 5.4 Inspect all financial and other relevant documents relating to expenditure incurred in connection with the Programme;
- 5.5 Initiate independent reviews to assess the performances of the Programme against stated performance standards.

6. Notification to Council

The Partnership shall forthwith give notice to the Council in the event that it should become aware of:-

- 6.1 Any threat to the future participation in the Programme of the Other Funders;

- 6.2 Any doubt as to the ability of the Other Funders to continue with their commitment to the Programme;
- 6.3 Any substantial deterioration in the financial position of the Partnership;
- 6.4 Any likelihood of the Partnership not being able to spend the funding in the time scale set out in this Agreement;
- 6.5 The happening or substantial likelihood of the happening of any of the circumstances set out in clause 8.2.

7. Withdrawal

The Council reserves the right to cease any further or continued commitment to the Programme if it should decide at its entire discretion that any of the circumstances described in Clause 8.2 shall have arisen or have become likely to arise.

8. Repayment of Funding

- 8.1 In the event that any of the circumstances described in Clause 8.2 should arise, the Council shall be under no obligation to pay further funding to the Partnership under this Agreement and the Partnership shall forthwith, upon the written demand of the Council, refund to the Council so much of the funding advanced pursuant to Clause 3 as has not yet then been spent.
- 8.2 The circumstances referred to in Clause 8.1 are the following:-
 - (a) That the Programme for whatever reason has been jeopardised as to its future continuance;
 - (b) That the progress of the Programme has become unsatisfactory;
 - (c) That there has been a substantial change in the nature, scale or timing of the Programme to an unacceptable degree;
 - (d) That there has been an increase in costs which no other contributor has agreed to meet;
 - (e) That any of the information furnished by the Partnership to the Council in respect of the Programme, transpires to have been materially incomplete, incorrect or misleading;
 - (f) That any of the monies provided by the Other Funders is not entirely applied for the purposes of the Programme.

(g) That the Partnership fails to comply with any of its obligations contained in this Agreement.

8.3 It will be a matter for the discretion of the Council, reasonably exercised and acting by its Director of Parks and Leisure, to determine whether any of the circumstances referred to in clause 8.2 have, at any time, come about.

8.4 The obligations of the Partnership to refund unspent monies under Clause 8.1 is without prejudice to the right of the Council to recover from the Partnership all the funding advanced by it by way of action for breach of the Partnership's contractual obligation (which the Partnership hereby acknowledges) to apply the funding for the purposes of the Programme.

9. New Sources of Funding

The Partnership must inform the Council of any new sources of funding which may arise after the date of this Agreement. The Council reserves the right to adjust the funding to be paid by it under this Agreement following notification of any new source of funding

10. Refund of Funding

Any funding provided by the Council to the Partnership which remains unspent at the expiration of this Agreement shall be refunded to the Council by the Partnership.

11. Retention/Disposal of Assets

The Partnership shall not, without the prior approval of Council, appropriate or dispose of assets acquired with assistance under this Agreement for any other purpose than that for which funding has been given.

12. Records

The Partnership shall retain all accounting and other records relating to the Programme in a secure place until 30th September 2022.

13. Contract

The Partnership shall award all Contracts, where appropriate, by open or selective competition

Duration and structure of the Programme

14. Duration

The Programme commenced on 01/04/2008 and the parties hereto will use all their respective reasonable endeavours to ensure that same is completed by 30/09/2015 (including retention period).

15. Structure and Management

15.1 The Programme shall be structured and managed in accordance with the Programme Structure Document – See Appendix 2. Amendments to the Programme Structure Document are to be agreed by the Programme Management Team.

15.2 The overall management of the Programme shall be the responsibility of the Partnership and undertaken by the PMT on its behalf. The PMT shall comprise representatives from the Partnership, the Council and the Other Funders and such other persons as the PMT may direct. The Council shall be entitled to have one representative on the PMT. The names of the initial members of the PMT and its terms of reference are set out in the Programme Structure Document.

15.3 Day to day management of the Programme shall be undertaken by the Programme Manager. The Programme Manager's duties shall include, but not be limited to, management and administration of the Programme, risk management, public relations and marketing, communications and liaising with funders.

15.4 Programme Assurance shall be provided by a Programme Assurance Team which shall consist of representatives from the Council and DSD and such other persons as shall be agreed by the Programme Management Team. The Council shall nominate the chair of the Programme Assurance Team which shall meet regularly as required.

15.5 The Programme Manager shall appoint such subject matter experts as are required to assist with the management and successful completion of the Programme as shall be agreed with the PMT. Procurement expertise shall be provided to the Programme by the Central Procurement Directorate (CPD). A copy of the CPD's 'Service Descriptions and Responsibilities' document is attached hereto at Appendix 5.

- 15.6 An Employer's Agent and Client Representative as required shall be appointed to assist in the management of the capital works element of the Programme. The capital works necessary for the Programme shall include, but not be limited to, the construction of the Greenway to include all bridges, footpaths, landscaping etc.

Land Acquisition Strategy

- 16.1 The Council agrees with the Partnership to undertake the land assembly services required to deliver the Programme in accordance with the Land Acquisition Strategy. The land will be purchased in the name of the Council.

- 16.2 The Partnership shall receive (at least) three quarterly reports from the Council which will include the following information:-

16.2.1 Progress on the implementation of the land assembly;

16.2.2 Updates on costs incurred in land assembly including capital payments to be made to land owners

16.2.3 All other information which may be relevant to the progress of the Programme as the Partnership may reasonably require.

- 16.3 The Council agrees with the Partnership to use all reasonable endeavours to ensure that the Council complies with the programme and commitments outlined in the Land Acquisition Strategy and, in particular, to ensure that the Partnership is not in breach of its commitments to the BIG. The CCG Land Acquisition is outlined in Appendix 3.

- 16.4 If in the reasonable opinion of the Council, after consulting the Partnership, it is impractical, unduly difficult or excessively expensive to deliver any part of the land assembly services required to deliver the Programme in accordance with the Land Acquisition Strategy, or to ensure that the Council complies with the programme and commitments outlined in the Land Acquisition Strategy (to include but not be limited to the purchase of individual plots of land or the securing of rights over same) then the Council and the Partnership shall work together to secure suitable alternative accommodation for the Greenway to the satisfaction of BIG.

Capital Works and Management and Maintenance

17. As soon as practicable after the signing of this Agreement, the Partnership shall commence a procurement process to procure the services of an employer's agent to manage the capital works element of the Programme. The Partnership shall be responsible for all procurement and contracts in respect of the capital works and shall enter into any necessary contracts in respect of same. The Council shall have a representative in an advisory capacity on any team that is configured to draft or review any of the said procurement documents and contracts. The Partnership warrants to the Council that it shall at all times be diligent and shall use all reasonable endeavours to ensure that the procurement processes are carried out and the capital works contracts are awarded and managed in a timely, efficient and professional manner that best secures the timely and cost-effective delivery of the Programme.
- 18 Without Prejudice to the generality of the foregoing, the Partnership shall ensure that the capital works are carried out and completed in alignment with the Land Acquisition strategy and:
- (a) In a good and workmanlike manner with good design practice using the materials specified in any design drawings and/or any building contract; and
 - (b) Where none are specified using good quality and suitable materials without using any Deleterious Materials;
 - (c) In such a manner that the rights of owners or occupiers of any adjoining or neighbouring property are not infringed;
 - (d) In accordance with any design drawings;
 - (e) In compliance with any necessary consents;
 - (f) In compliance with any building contract;
 - (g) In compliance with all Statutory Requirements and all other statutory provisions and every applicable instrument order direction regulation byelaw local act permission licence and consent;
 - (h) In accordance with all relevant British Standards Institution Standards and Codes of Practice;

- (i) Diligently and expeditiously and in accordance with any agreed programme
 - (j) In compliance with the CDM Regulations;
 - (k) In compliance with Health and Safety Legislation;
 - (j) In compliance with any Planning Permission granted;
 - (k) In accordance with the Joint Fire Code;
19. The Council through its Director of Parks and Leisure Services agrees to be responsible for the management and maintenance of the lands and assets acquired and constructed for implementation of the Programme. The Council's obligations in this regard shall commence immediately following the issue of a certificate of practical completion in respect of each element of the capital works pursuant to the works contract for construction on the said lands or a portion of same. The Council and the Partnership shall enter into a binding contract to allow for the management and maintenance of the said lands and assets acquired and constructed to include specifications in respect of the assets as to how they shall be maintained and managed. The Council and the Partnership shall ensure that the said contract satisfies any requirements of BIG.
20. The Partnership shall (if required by the Council) use reasonable endeavours to assist the Council in procuring a collateral warranty agreement in favour of the Council from each contractor and consultant appointed in respect of the capital works associated with the Programme.

General Roles and Responsibilities of the Partnership

21. Community and Stakeholder Engagement

The Partnership shall establish a communications plan for the Programme and also ensure that the following appointments are made and/or groups formed:-

- 21.1 a community engagement officer for the Programme to deliver the community engagement strategy agreed by the PMT and whose principal role is to engage with the community in respect of the Programme.
- 21.1 education officers whose role is to support the use by the community of the Greenway

21.3 a stakeholder forum and political sub group to ensure that the key stakeholders and local politicians are kept informed of developments in respect of the Programme.

22. Accountability

Overall accountability for the delivery of the Programme will rest with the Partnership save that the Council will be accountable for its own finances and ensuring that appropriate controls are in place in order to provide the necessary assurance.

23. Insurance

The Partnership shall ensure that adequate insurance cover in the form of employee liability insurance, public liability insurance and asset insurance as required is in place throughout the course of this Agreement in respect of the Programme and shall produce any such insurance policies to the Council on demand.

24. Big Lottery Funding

The Partnership and the Council shall both use their respective best endeavours to ensure that all the terms and conditions in the BIG letter of offer, attached hereto at Appendix 1, are met.

General

25. Liability

The Council accepts no responsibility, financial or otherwise for any expenditure or liabilities arising out of the Partnership's work or activities

26 Default and Early Termination

26.1 If either party (the 'defaulting party') is in material breach of any of its obligations under this Agreement and fails to remedy such breach within 10 Working Days of receipt of a written notice from the other party (the 'non-defaulting party') requiring him to do so the non-defaulting party may serve notice of its intention to terminate this Agreement . The parties' nominees shall meet within 10 Working Days with a view to resolving any dispute or difference relating to the material breach in good faith. If such material breach has not been remedied by the defaulting party within a further 10 Working Days the non-defaulting party shall be entitled to immediately terminate this Agreement upon written notice

26.2 Either party shall be entitled to terminate this Agreement upon 7 days' notice in writing to the other if:

- (a) The other enters into any arrangement or composition with or for the benefit of its creditors; or
- (b) The other suffers any distress or execution to be levied on a substantial part of its assets; or
- (c) An order is made or a resolution is passed for the winding-up of the other; or
- (d) The other enters into liquidation either voluntarily or compulsorily (except for the purposes of amalgamation or reconstruction); or
- (e) The other has a receiver appointed for a substantial part of its assets; or
- (f) The other suspends payment of its debts or ceases or threatens to cease to carry on its business or substantially the whole of its business.

27. Consequences of termination

27.1 Termination of this Agreement howsoever arising shall be without prejudice to the rights and remedies of either party in relation to any negligence, omission or default of the other prior to the termination.

27.2 The Council shall be entitled subject to the appropriate consent being obtained from the Other Funders to require the immediate assignment of the benefit of any contract entered into by the Partnership in respect of the Programme to the Council thereby enabling the Council to complete the Programme.

28. Variation

This Agreement or any part of it may be amended at any time by the mutual written agreement of both parties and any additional conditions or variations of the conditions contained in this Agreement which are agreed in correspondence and which make express reference to this clause are deemed to be incorporated in this Agreement

29. Law and Jurisdiction

29.1 This Agreement shall be governed by, and construed in accordance with, the laws of Northern Ireland.

29.2 The parties to this Agreement irrevocably agree that the courts of Northern Ireland shall have jurisdiction to hear and determine any suit, action or proceeding, and to settle any dispute which may arise out of or in connection with this Agreement, and for such purpose the parties irrevocably submit to the non-exclusive jurisdiction of the courts of Northern Ireland.

30. Indemnity

Without prejudice to any other rights of either party against the other, each party agrees to indemnify the other from and against the consequences of any breach by it of any of its obligations under this Agreement.

31 Notices

31.1 Except as otherwise provided for in this Agreement, all notices or other communications under or in respect of this Agreement to either party shall be deemed to be duly given or made when delivered (in the case of personal delivery or letter) or when despatched (in the case of facsimile) to the party addressed to it at the address appearing above (or at such address as the party may hereafter specify for this purpose to the other):

31.2 A written notice includes a notice by fax. A notice or other communication received on a non-working day or after business hours in the place of receipt shall be deemed to be given or made on the next following working day in that place.

32. Waiver

Failure or delay by a party in exercising any right under this Agreement shall not constitute a waiver of that right and shall not affect the validity of this Agreement nor any part thereof or the right of the parties to enforce its terms.

33. Severance

If any provision of this Agreement shall become or shall be declared by any court of competent jurisdiction to be invalid or unenforceable in any way such invalidity or unenforceability or declaration shall in no way impair or affect any other provision all of which shall remain in full force and effect.

34. Publicity

The Council reserves the right to publicly announce its participation in the Programme and the extent of its commitment thereto, but otherwise all information passing between the Council and the

Partnership in connection with the Programme shall be treated as confidential unless otherwise agreed.

IN WITNESS whereof the Council and the Partnership have executed this Agreement in manner hereunder appearing the day and year first herein **WRITTEN**

PRESENT when the Corporate Seal of **BELFAST CITY COUNCIL** was affixed hereto:-

LORD MAYOR

CHIEF EXECUTIVE)

EXECUTED AS A DEED
by **EAST BELFAST PARTNERSHIP**
by means of these authorised signatories

CHAIR

CHIEF EXECUTIVE

APPENDICES

1. Terms and conditions of Big Lottery Funding
 2. Programme Structure Document
 3. Land Acquisition Strategy
 4. Management and Maintenance Plan
 5. CPD Service Descriptions and Responsibilities
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APPENDIX 3 – CCG LAND ACQUISITION STRATEGY

1. Commitment:

Belfast City Council has agreed to coordinate the land acquisition and if necessary use its compulsory purchase powers to acquire lands to enable the Connswater Greenway Programme to proceed. Whilst Belfast City Council will be responsible for leading and coordinating the acquisition of the land for the Connswater Community Greenway the Connswater Community Greenway Programme Management Team (CCG PMT) in partnership with the Council has committed to assist where required throughout.

2. Objective:

The Council will secure rights over the land needed for the Greenway and shall be responsible for the management and maintenance of the land and any assets on the land. The Greenway must be accessible for 40 years to comply with the Big Lottery Fund letter of offer, although the intention is to secure rights for longer if possible.

3. Approach:

In broad terms the approach to achieving the above objective is as follows:

1. Identification of the land required
2. Identification of landowners
3. Communication with landowners
4. Acquisition of legal interest in the land
5. Co-ordination with contractor's construction programme including consultation with key statutory agencies
6. Strategy review with BIG as the process develops.

4. Initial Steps

1. Identification of land required

- BCC/CCG Programme Manager to meet to validate existing desk research and clarify the route and ancillary access land.
- BCC staff to walk the route.
- BCC to prepare 'third' series maps detailing areas of Greenway and type of rights to be acquired.

2. Identification of the Landowners

- From third series map BCC to further identify landowners
- BCC to categorise landowners as follows:
 - A- BCC
 - B- Other Public Sector
 - C- Other large organizations
 - D- Individual Owners
 - E- Unknown
- CCG PMT to seek Ministerial support at 2nd June meeting for co-operation from other public sector owners including an assurance that the acquisition of rights over public sector land will fall outside the normal disposal of public sector land process.
- BCC to continue in parallel with the next steps further search regarding unknowns.

3. Communication with Landowners

- BCC/ CCG PMT to host general meeting with public sector and other large organisations regarding general benefits to be followed up by individual discussion regarding details of acquisition/access.
- BCC on behalf of EBP to meet individual owners to explain CCG and seek co-operation on land issues. CCG PMT to assist as required.

4. Acquisition of legal interest in land

- Four steps approach to include in preferential order:
 1. Land Interest Acquisition by Agreement (*to include Wayleaves and Easements. Where new structures are to be constructed a freehold or leasehold interest of at least 40 years shall be obtained*)
 2. Rights of Way by Agreement/Access to the Countryside Order
 3. Compulsory Acquisition /Vesting (*Clarify with DSD the extent and applicability of their vesting powers*).
 4. Temporary access licenses for construction may also be required
- BCC in agreement with CCG PMT to adopt most appropriate methodology of acquisition depending upon ownership and type of interest required e.g. right of way, ancillary landscaping, construction access, etc.

5. Co-ordination with construction programme including consultation with key agencies

- BCC to meet with successful contractor on a regular basis to align construction methodology with land acquisition progress
- BCC and CCG PMT to establish contact with key agencies post 2nd June Ministerial meeting i.e. Roads Service, DSD, DANI, EHS, National Trust, Crown Estate, Shaftsbury Estate, and Sustrans.

6. Strategy Review with BIG as process develops

- Difficulties may arise with land acquisition which may impact adversely on the construction timetable and/or budget. In extreme circumstances this may entail variation to design and guidance will be sought on scope if major issues arise.

5. Timetable

The above strategy has a wide range of dependencies and it is impossible to set out succinct timelines for a number of the steps as they are interdependent and include a number of unknowns.

Step 1 – Identification of the land required is sufficiently within our control to target the end of July 2008 for completion of first of the initial steps.

Step 2 – Communication with landowners. This follows from landowner identification and with assistance from CCG PMT can be completed by September 2008.

Step 3 – Acquisition of legal interest in land. Details of this will depend on Step 1 and 2 outcomes but could be lengthy where vesting is required.

Step 4 – Co-ordination with construction programme including consultation with key agencies.

Step 5 – Strategy review with BIG as process develops. While the strategy will need constant review as events unfold, hopefully any major reverses requiring BIG intervention will be limited.

Discussion on the construction programme can only take place later this year as appointments are made. However, discussion with other agencies to begin post Ministerial meeting 02 June 2008.

APPENDIX 4 - CCG MANAGEMENT AND MAINTENANCE PLAN

Background

Belfast City Council is currently the largest single District Council in Northern Ireland. It owns approximately 10% of the land in the city and is the largest owner of open space.

With the removal of devolved government in Northern Ireland in the early 1970's and the establishment of large quangos many of the functions of local government were removed and positioned within Government Departments. Local Councils however retained responsibility for open space as a consequence, together with waste collection and Leisure provision, the management and maintenance of open space is one of the Council's principal functions. As a result, the Council currently allocates 15 – 20% of its total expenditure, equating to almost £20m per annum, on open space. It currently employs 302 staff to provide that service with the majority of that establishment engaged in grounds maintenance activities.

Unfortunately Northern Ireland has not shared in the priority given to open space by Central Government in GB, we have no equivalent in terms of Cabe or Greenspace. Consequently, open space in Northern Ireland as a whole and also in Belfast has not been progressed in parallel with other major cities. In management terms we lag behind on issues such as Green Flag Awards, there is no structure for this in Northern Ireland, and in the introduction of Management Plans.

However, the Council, through its Open Spaces Strategy is preparing management plans for 23 of its 50 parks during 2007/2008 with the remainder being completed in 2008/2009. These plans will outline in detail the management, maintenance and development plans for each individual park.

Management and Maintenance Standards

Within the Open Spaces Strategy there is recognition of the need for high quality open space. Central to this is management and maintenance. As indicated above, much of the Council's budget is allocated to the management and maintenance of its many open spaces. The delivery of this high quality open space is one of the primary functions of the Parks Service and is something we wish to improve upon.

The Council has a grounds maintenance schedule dating back to the requirements under the Compulsory Competitive Tendering process. This schedule sets out the standard of maintenance to be undertaken by the Council in relation to its open spaces and is applied to all open spaces to maintain a high standard of maintenance and upkeep. The schedule is detailed and is available upon request.

Connswater Greenway

The Council agreed at its meeting in April 2007 to take on the management and maintenance of the Community Greenway. The Council currently owns 44% of the land and will work with the Connswater Community Greenway Programme Management Team and its other partners to manage the development of the greenway and undertake its future management and maintenance.

Based on information received the Council has provided estimated costs of the management and maintenance at this time. These revenue costs will inevitably increase over time and will be absorbed within the Council's revenue estimates. The Council is also cognisant of future capital costs and these will be addressed through the Council's Capital Programme. The introduction of Management Plans will facilitate this process and will ensure the continued and ongoing involvement of the community in the Greenway.

Not all the land within the proposed greenway is currently under Council ownership, however, the Council will apply the same standard of management and maintenance to those parcels of land which are not currently in its ownership, but which form an integral part of the proposed greenway. Where appropriate the Council will support the transfer of land to its ownership or will work with external land owners to ensure its maintenance.

The frequency of maintenance activities varies from daily routine to annual activity depending on the nature of the feature and can be seen from the attached breakdown which again is applied to all our open spaces – see Table 1 attached. We currently estimate that the annual maintenance cost of the Greenway will be in the region of £190k. However, much of this will be programmed activity around grass cutting, litter collections, weed killing and site inspections, for playgrounds etc. It would not include repair to any of the features resulting from use, wear and tear or indeed vandalism, however, this work will be undertaken by the Council as part of its management and maintenance responsibilities as necessary.

Appendix 4 Table 1 CCG MANAGEMENT & MAINTENANCE

Maintenance Programme Connswater Community Greenway					
Description	Unit	Operation	Frequency	Cost	Total
Woodland Maintenance	5100	Litter Lift	52	£20	£1,061
		Climbing Weeds Removal	1	£2,000	£2,000
		Weedkill	2	£472	£944
		Pruning	1	£5,000	£5,000
Wild Flower	21681	Litter Lift	52	£86.72	£4,510
		Weedkill	1	£472	£472
		Cutting	2	£400	£800
		Scarification	1		£800
Hedge Planting	209	Cut	2	£66	£132
		Weedkill Base	1	£50	£50
Shrub Areas	15441	Weedkill	1	£1,428	£1,428
		Litter Lift	52	£62	£3,212
		Pruning	1	£15,441	£15,441
Ornamental Planting	6260	Weedkill	1	£579	£579
		Litter Lift	52	£25	£1,302
		Pruning	1	£600	£600
Grass Areas	14715	Cutting	25	£655	£16,363
		Litter Lift	52	£59	£3,061
		Feeding	2	£1,472	£2,943
		Weedkill	1	£1,361	£1,361
		Chemical Edge	4	£515	£2,060
		Chemical Edge(Walls and Fences)	2	£515	£1,030
Grass land Management	18080	Cut Grass (Flail)	5	£1,808	£9,040
		Litter Lift	52	£72	£3,761
Knot Weed	3470	Weedkill	3	£321	£963
Living Willow Fence	110	Tying In	1	£200	£200
		Clipping	2	£64	£128
Road Ways	67162	Sweeping	52	£1,457	£75,786
BMX Track	900	Inspect track	364	£33	£33
		Herbicide treatment	3	£77	£230
		Surface treatment	1	£25	£25
Skate Park	500	Inspect	364	£32	£32
		Litter Lift	52	£2	£104
Play Park		Inspect Equipment	364	£27,000	£27,000
		Litter Lift	364		
Furniture/ Fences.	272	Inspection	364	£5	£1,480
		Cleaning benches and seats	1	£2,863	£2,863
Specimen trees	774	Weedkill	2	£200	£400
		Pruning	1		
TOTAL Per Annum					£187,191

APPENDIX 5 CCG – CENTRAL PROCUREMENT DIRECTORATE SERVICES AND FEE ESTIMATE

1.0 CENTRAL PROCUREMENT DIRECTORATE (CPD)

The funding for this project is from Big Lottery and other Public Bodies to East Belfast Partnership (EBP) and is subject to compliance with the EU procurement requirements and specific elements of the Northern Ireland Public Procurement Policy.

The Department for Social Development (DSD) is the Government Department funder for the project. As required by the Northern Ireland Public Procurement Policy, CPD provide procurement and advisory services to DSD through a Service Level Agreement.

CPD provide project assurance on behalf of DSD throughout the procurement lifecycle of projects from identification of project need to disposal. This includes capital project assurance to assure that all of the requirements of the NI Procurement Policy are complied with. This assurance will focus on procurement, design quality, whole life costing and sustainability.

As Client Advisors, CPD will provide advice to DSD and EBP on:

- procedures required to adhere with EU Procurement Directives as implemented in the UK by ‘The Public Contract Regulations 2006.’
- Application of relevant aspects of the Northern Ireland Public Procurement Policy as summarised in the Policy Framework for Construction Procurement, including:
 - The Northern Ireland Practical Guide to the Green Book
 - Achieving Excellence in Construction
 - Project Organisation, roles and responsibilities
 - Project Procurement Lifecycle and Gateway Reviews
 - Risk and Value Management
 - Integrated Project Team
 - Procurement and Contracts Strategies
 - Whole-life Costing
 - Project Evaluation and Benchmarking
 - Design Quality

- Health and Safety
 - Sustainability
- Achieving Sustainability in Construction Procurement

The following advisory services will also be provided by CPD in ensuring that the best practice construction procurement approaches, as a requirement of the conditions of grant, are being adhered to.

- Assist in the appointment of the Client Representative, agreement of terms of reference, selection and appointment proceedings.
- Advise EBP Programme Manager and Client Representative on project assurance.
- Assist Client Representative with the collation, review and assessment of information from the Capital Works Steering Group on knowledge gained / lessons learned from similar projects.
- Assist Client Representative with project monitoring and evaluation and collection of Key Performance Indicator data.
- Assist Senior Responsible Owner with reviews of the Risk Register.
- Assist Senior Responsible Owner with completion of the Risk Potential Assessment and Quality, Cost, Time (QCT) Reviews / Gateway Reviews and Lottery Milestone Reviews.
- Advise EBP of construction Health and Safety responsibilities as required by the CDM 2007 Regulations.
- Participate in Value Management and DQI workshops
- Interface between Employers Agent and business areas within CPD as necessary, including: Contracts Branch, Quality Standards Branch, Centre of Excellence, and Supply Chain Management.
- Administration of procurement for the selection and appointment of the Employers Agent and Design and Build Contractor Team in accordance with legislative requirements and best practice guidance.
- Initiate Departmental and Statutory stakeholder liaison and report the EBP Programme Manager on project requirements and constraints.
- Attending Project Steering Group meetings as representative of DSD.

1.1 CPD FEE ESTIMATE

CPD conditions and delivery requirements for the services provided are as detailed in the Service Level Agreement with DSD. The current hourly charge rates applicable during 2007-2008 are as follows:

Grade	Hourly rate
PPTO/Grade 7	£68.50
SPTO/DP	£58

The rates are subject to annual review.

The current fee estimate for the advisory services provided by CPD is £175k.

An approximate breakdown of allocation during the project is provided below.

Year	Staff Allocation	Hours	Fee
to end March 08	PPTO/SPTO	200	£12,000
April 08 – March 09	PPTO/SPTO	1630	£99,200
April 09 – March 10	PPTO/SPTO	495	£30,600
April 10 – March 11	PPTO/SPTO	270	£16,600
April 11 – March 12	PPTO/SPTO	270	£16,600



Belfast City Council

Report to:	Special Parks and Leisure Committee
Subject:	(Draft) Parks and Leisure Departmental Plan 2008-09
Date:	23 June 2008
Reporting Officer:	Andrew Hassard, Director of Parks and Leisure – Ext 3400
Contact Officer:	Emer Boyle, Policy and Business Development Manager – Ext 3402

Purpose of the Report
<p>The purpose of this report is to;-</p> <ul style="list-style-type: none"> (i) Present the draft Parks and Leisure Departmental Plan 2008-09 to Members for review, comment and agreement; (ii) Outline for Members the approach which has been taking to developing the Plan; (iii) Explain how the Department proposes to develop and implement business planning and performance management frameworks which will support the ongoing long term development, review and reporting on the plan.

Relevant Background Information
<p>Since the Parks and Leisure Department was established on 1 April 2007, the Department has been working, through the Transition Board, on a number of key programmes of work in order to help develop the previous Leisure Service and Parks and Cemeteries Service into a modern Department which can actively contribute to the emerging corporate priorities of the Council. Some of the main programmes of work identified by the Transition Board include;</p> <ul style="list-style-type: none"> ▪ The development of Departmental and Service level VCMs; ▪ The implementation of robust business planning processes; ▪ The implementation of a performance management framework across the Department; and ▪ Improving communications. <p>The draft Departmental Plan for 2008-09 is the first plan which takes an integrated approach to setting departmental objectives and planning activities for the year ahead.</p>

Key Issues
<p>Development of the Plan</p> <p>The draft plan has been developed over the past five-six weeks in conjunction with a cross section of managers and officers from across the Department. As outlined in Section 3 and 4 of the plan, the Parks and Leisure Department have tried to adopt a similar approach to</p>

that taken for the development of the Council's Corporate Plan (2008-11) which is currently pending Council ratification.

Following the identification of the strategic themes suggested for the Council's Corporate Plan, the Parks and Leisure Department has defined 5 "Strategic Departmental Themes" which directly align to the Corporate Plan and transfer what the Corporate Strategic themes mean for the Parks and Leisure Department. The departmental themes demonstrate the significant role which the Parks and Leisure Department will play in the delivery of key objectives for the Council;-

<u>Corporate Themes</u>	<u>Parks and Leisure Themes</u>
City Leadership	Partnering and Leading
Regeneration, growth and prosperity	Pride in your Locality
Environmental responsibility	Protecting and Linking
People and places	Participation and Lifestyle
Value for money and customer focused services	People, Processes and Learning
An organisation fit to lead and serve	

Structure of the Plan

The draft plan is quite short and straight-forward. It is structured into the following eight distinct sections;-

- Section 1 - Purpose of the Plan
- Section 2 - Current Position
- Section 3 - Corporate Context
- Section 4 - Our Vision & Themes
- Section 5 - Our Finances
- Section 6 - Governance & Reporting 08/09
- Section 7 - Contact Information
- Section 8 - Appendices

Delegated Authority to the Director through the Departmental Plan

The Director aims to use the delegated authority afforded through the Council's Scheme of Delegation to undertake the specific projects detailed in Section 1 (under the Delegated Authority heading) and for delivering the lists of activities planned for 2008-09 as detailed in Section 4, (the "how we will do it") on pages 6 - 10.

How the Department proposes to develop and implement business planning and performance management frameworks

For each of the Departmental strategic themes and definitions we have identified a series of objectives, operational activities and key performance indicators (KPIs – see pages 6 - 10) ;-

- What we will do in the next year – our 2008-09 Objectives;
- How we will do it – our 2008-09 Activities; and
- How we will measure our success – our 2008-09 Key Performance Indicators.

In attempting to establish the current baseline of performance information we have used any data which exists within the Department at a service level. In practice this is currently collected in an ad-hoc fashion, at different times and at different yearly intervals. For example;

- Leisure Survey - Baseline data available for 2004 and an update due for completion in December 2008;
- Corporate Resident Survey - Baseline data available for 2007 and no date agreed yet for follow up;

- Parks Survey - Baseline data available for 2005 and 2007, part 2 of the 2007 Parks Survey should be completed by December 2008.

We are now beginning the process of establishing departmental baselines (where none already exist) and putting in place effective systems and processes to enable a more coherent approach to performance management across the Department. Further information explaining our proposed approach to reporting and governance is outlined in Section 6 of the draft Plan.

Implications of the Plan

The new Parks and Leisure Department, until now, has not defined and agreed a clear set of objectives and activities. This draft Plan will have the effect of providing a level of policy context and prioritisation of activities, matched to the budgetary provision for the year ahead. The Plan should help managers and officers in the Department to take decisions and allocate resources in line with the objectives and activities agreed. In the event that “new” or unplanned activities are identified to be undertaken, this may have an impact on the delivery of other activities outlined in the plan.

The draft Plan 2008-09 represent the first step on a longer path to developing and implementing robust planning, business development and performance management frameworks for the Department.

Resource Implications

Financial

Section 5 (pages 11-12) outline the detailed financial information relating to the Department, the challenges and key activities for the year ahead.

Where it has been possible at this stage to do so, Appendix 2 outlines the activities contained within the body of the plan, set clearly against the allocated budget / associated expenditure required to deliver the activity.

Human Resources

Delivery of most of the activities planned for the year ahead will require dedicated officer time. The Department will be undertaking a new approach to Business Planning and performance management to support the delivery of this plan and in order to be able to feed-in to the corporate KPIs outlined in the Council’s corporate plan. All of this will require the support of staff across the entire Department.

Recommendations

Members are asked to;

- (i) review the draft Departmental Plan proposed for 2008-09 and comment as appropriate;
- (ii) agree the draft Departmental Plan 2008-09 (subject to any amendments agreed).

Key to Abbreviations

VCM – Value Creation Map

Documents Attached

Draft Parks & Leisure Departmental Plan 2008-09



Parks & Leisure

Departmental Plan 08/09





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	Appendix 3	

For the Year 2008-09, the purpose of the Parks and Leisure Departmental Plan is threefold:-

- i. To clearly define for Members and staff the Departmental Vision and key priorities for the next year;
- ii. To outline for Members and staff how the Council's strategic priorities directly relate to the Parks and Leisure Department;
- iii. To "operationalise" the Department's Value Creation Map (VCM) into a clear set of agreed objectives and activities which we will be able to monitor and report on throughout the year.

Structure and People

The Parks and Leisure Department came into existence on 1 April 2007 following the break-up of the Community and Recreation Department and the re-organisation of its functions across the Council. The new Department is continuing to emerge from a number of years of ongoing change, including:-

- The retirement of the previous Director of Community and Recreation and the loss of significant senior management experience;
- Ongoing structural change which has continued since the removal of the Client / Contract split;
- The "interim" nature of parts of the Department such as business support;
- The development of a new vision for the new Department which has a revised focus and which can make a greater contribution to the corporate objectives of the Council.

Our Service Provision

The Department is responsible for the provision of a range of services (outlined in Section 2) managed and delivered by a number of different business units. This Departmental Plan is the first step on a long road to demonstrating a more co-ordinated departmental approach to contributing to the wider corporate and local policy agendas in those areas which directly affect the quality of lives of the citizens of Belfast such as:-

- Enhancing health, well-being and active living;
- Sharing, open and accessible parks and leisure facilities;
- Addressing anti-social behaviour and making our facilities safe and welcoming;
- Using the department's assets across the City to help regenerate local areas by engaging with local communities.

Delegated Authority to the Director through the Departmental Plan

In line with the specific objectives and activities detailed at pages 5-9, the Director will use the delegated authority afforded through the Council's Scheme of Delegation to undertake the following activities:-

- Complete the ongoing re-structuring reviews in liaison with the Council's BIS and HR Service;
- Engage the relevant consultancy expertise to carry out the strategic review of parks and leisure service provision;
- Complete the business case and final report on a multi-purpose Stadium for Belfast;
- Implement the individual operational reviews already commenced through the Transition Board (in line with the relevant consultation and liaison with Trade Unions and HR);
- Delivery of the Support for Sport and associate hospitality grants scheme;
- Delivery of Small Parks Community Events (routine, annual);
- Nominal entrance fees to the department's facilities through Council-delivered programmes e.g. summer schemes and interface programmes;
- Delivery of those activities listed in Section 4 (pages 5-9) of the plan;
- Engage any relevant consultancy expertise required to deliver the specific activities listed in Section 4 (pages 5-9) of the plan, subject to all of the Council's procurement protocols and the necessary estimates / budgetary provision having been made.

The Department's Key Achievements in 2007- 08 include:-

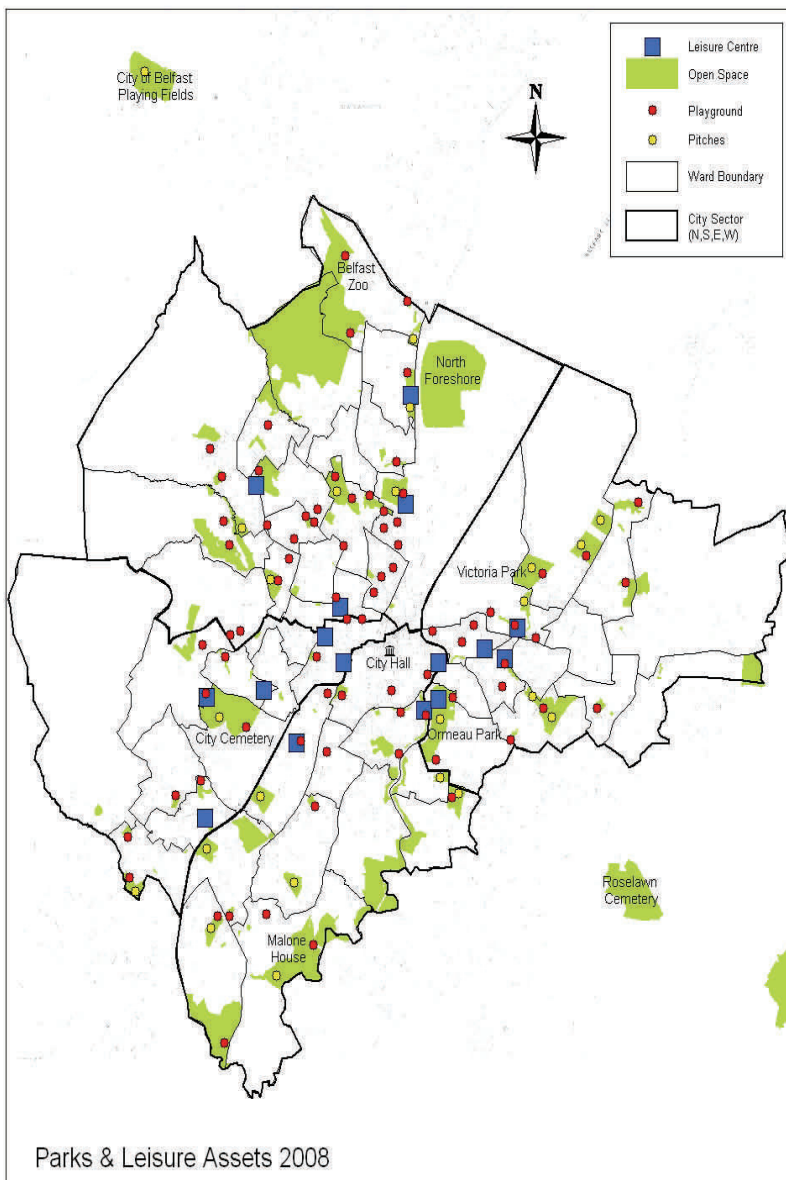
- Completion and opening of the Grove Well-Being Centre
- Increase in leisure centre usage through Boost Membership Scheme
- 15 new clubs developed through Support for Sport Scheme
- Trained 160 new coaches
- Almost 15,000 attended leisure centre summer scheme
- Delivery of the "Growing for Health" Programme
- Organised, managed and funded 170 Park events
- 5 Awards received by Zoo, including "Visitor attraction of Year"
- Charter Mark - Belfast Castle and Malone House
- Opening of new allotments at Blythefield
- Development of 13 parks management plans
- Introduced 1 new Multi-Use Games Area (MUGA)
- Implementation of crematorium review
- Ulster in Bloom Cities Award 2007
- Safer neighbourhood (ASB) pilot
- Playground Improvement - 17 sites
- Upgraded 12 pitches
- Creation of Wetland Habitat - Sir Thomas & Lady Dixon Park

The Parks and Leisure Department currently employs 618 employees.

- We own and operate 11 Leisure Centres across the city;
- We manage and maintain 48 parks and open spaces, 76 playgrounds, 120 sports pitches and 12 bowling pavilions; 1 golf course; 3 working cemeteries and the region's only crematorium, Belfast Castle and Malone House; the street trees throughout the City, 1 adventurous playground and 1 International rose garden.

A geographical representation of our service provision across the City and in each Electoral Ward can be seen below (Figure 1). Up until this point the Department has planned, budgeted and reported on a service specific basis - this Plan marks the first step in bringing the Department together in order to deliver better, more coordinated Parks and Leisure services across the city.

Figure 1:



Our Internal Organisation

In the last 5 years the Department has undergone an extremely high degree of change including:-

- The closure of the client / contract split and changes affecting 2 Departments;
- The move of the Waterfront and Ulster Halls to the Development Department;
- The retirement of the previous Director;
- Structural rationalisation including the removal of four different Heads of Service post (Grounds Maintenance, Parks and Cemeteries and Leisure - client and contract sides);
- The development of a new Department with a new vision to support strategic change.

The Departmental feedback from the 2007 staff satisfaction survey for the Department reflected the degree of change and uncertainty which has been ongoing for the past number of years. The main positives and negatives are outlined below and have directly informed many of the objectives and activities outlined in our Departmental theme 5, "People, Processes and Learning", which is detailed in Section 4.

Negatives;-

- Overall Departmental response rate of 17%;
- 47% are satisfied working for the Council;
- 39% believed that we worked well together to achieve common goals.

Positives;-

- 73% understand the overall Council objectives;
- 78% understand how their role contributes to the overall objectives of the Council;
- 90% take pride in doing their job well.

Our Challenges

Within the context of the historical and ongoing change, the Department's main challenges for the next year are:-

- Setting a clear agenda for the Year 2008-09 for the new Department;
- Developing and delivering a Departmental Plan which everyone feels part of, is well-communicated and provides a structure to deliver on the agenda;
- Developing more effective methods of both inter and intra-departmental working to deliver the thematic objectives and activities outlined on pages 5-9 (Our Departmental themes).

Setting the Departmental Plan in Context

For the period 2008-09 the Parks and Leisure Department has tried to adopt a similar approach to that taken for the Council's forthcoming Corporate Plan (2008-11). In line with the strategic themes suggested for the Council's Corporate Plan, the Parks and Leisure Department has defined 5 "Departmental Themes" which directly align to the Corporate Plan. The departmental themes demonstrate the significant role which the Parks and Leisure Department will play in the delivery of key objectives for the Council.

Corporate Plan: Outline Strategic Themes

(at date of writing the Corporate Plan has not been completed and agreed by Council)

- City Leadership;
- Regeneration, growth and prosperity;
- Environmental responsibility;
- People and places;
- Value for money and customer focused services;
- An organisation fit to lead and serve.

These themes are a reflection of the ambition which Members have expressed for the city.

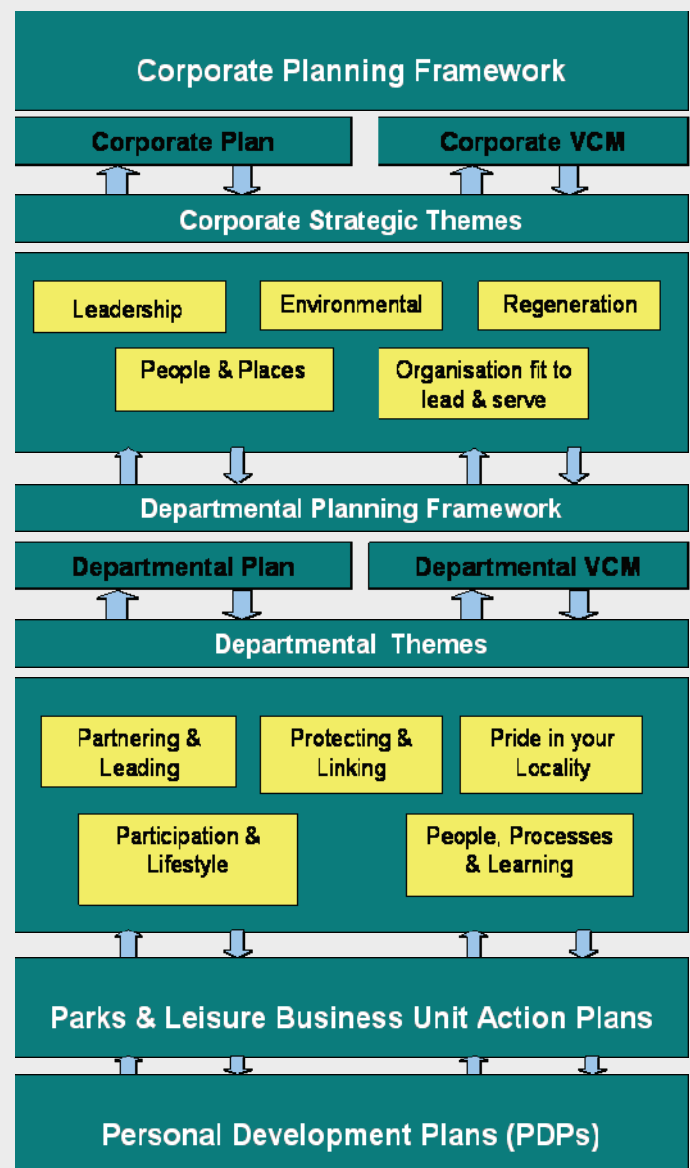
Within the context of these corporate themes, the Parks and Leisure Department has aligned its objectives and activities for the next year under the following Departmental Themes;-

- Partnering and Leading;
- Pride in your Locality;
- Protecting and Linking;
- Participation and Lifestyle;
- People, Processes and Learning.

We have worked across the Department to define meaningful objectives and activities which we can focus on in the next year and on which we can build the development of our next plan, a 3-year plan.

Figure 2 on the right illustrates the strategic alignment between Parks and Leisure departmental plan and the corporate approach and how the corporate objectives should "cascade" through the Departmental Plan to action plans and individual PDPs.

Figure 2:



In 2008-09 the Parks and Leisure Department is a key partner involved in the delivery of the following key corporate projects for the Council:-

- Strategic review of Leisure;
- Connswater Community Greenway;
- North Foreshore Regeneration;
- A new cemetery for the City;
- Contributing to the City's new SRFs (Strategic Regeneration Frameworks);
- Maximising the potential for Departmental Assets across the City;
- Development of the Loughside site.

The Departmental Value Creation Map (VCM) for the Parks and Leisure Department, outlines our vision as follows:-

“The Parks and Leisure Department contributes to the quality of life and wellbeing now and for future generations, for the people that live in, work in, or visit Belfast through the provision of quality parks, open spaces and leisure environments that people value and use.”

Our Vision

In 2007 the Department devoted a significant amount of time and effort to developing a departmental VCM - in line with the corporate VCM. This VCM outlined the underpinning values and aspirations on which the Department will build over the next number of years.

The values defined in the VCM (Figure 3) broadly cascade from the original corporate VCM and serve to unite the different Units across the Department in a cohesive approach.

The VCM represents a **framework** of core departmental values, which the Department has used to inform the development of it's operational action plans in order that they can clearly link with the corporate planning and performance management framework being implemented at a corporate level.

Figure 3:

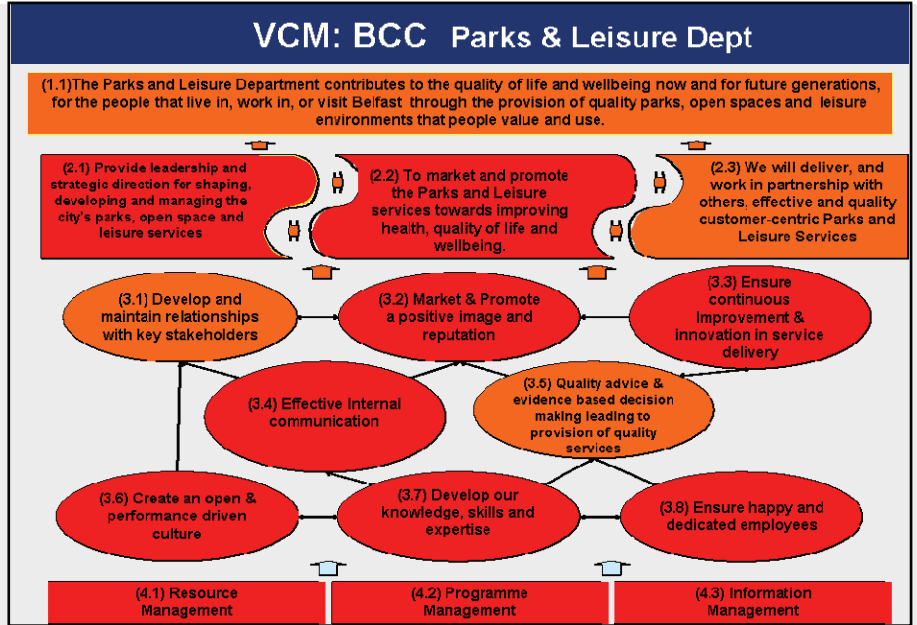
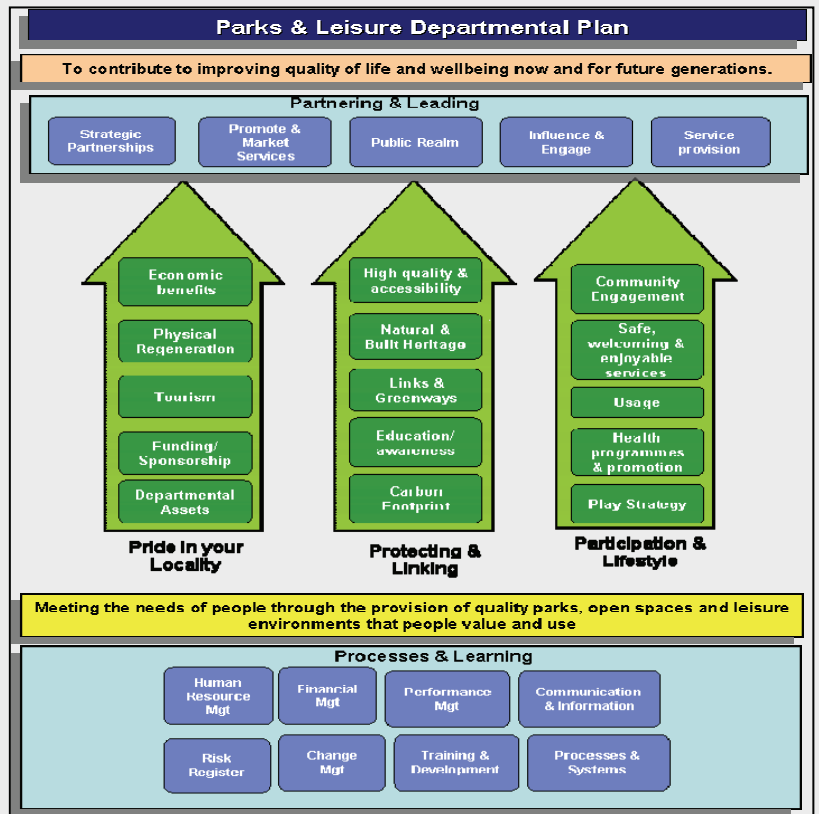


Figure 4:

VCM - the next stage of development

Building on the original VCM template, in developing the forthcoming Corporate Plan (2008-11) the Council has re-defined the VCM to demonstrate the new corporate strategic “themes”. These themes are more tangible, outcome-based aspirations in key areas which will make a difference in terms of “improving the quality of life” experience in the City. The Council’s (proposed) “new VCM” is attached for information at appendix 1.

In line with the re-definition of the corporate VCM into key “themes”, we have re-scoped our original VCM to align very clearly with the direction of activity at a corporate level (Figure 4).



Our Challenge - Communicating how the VCM has developed and underpins our Departmental Plan

Whilst the VCM demonstrates very clearly on one page how all of the themes and underpinning processes link with the Departmental vision, the role of the Departmental Plan is to “operationalise” the VCM, defining clearly for the Parks and Leisure Department;-

1. What the corporate Strategic Themes mean for the Parks and Leisure Department - **our Definitions;**
2. What our objectives are for the next year - **our 2008 - 09 Objectives;**
3. What we are going to do to achieve our objectives - **our 2008 - 09 Activities.**



In the Parks and Leisure Department in 2008-09 this theme is about:-

- **Demonstrating the strategic importance of our services in addressing the quality of life issues which affect our citizens;**
- **Establishing key partnerships internally and externally;**
- **Ensuring effective management, maintenance and use of the departments assets across the City.**

What we will do?

How we will do it?

<p>1.1 Lead and develop strategic direction for Parks & Leisure provision in the City</p>	<ul style="list-style-type: none"> • Review the open space strategy and agree an implementation plan • Develop an integrated leisure strategy for the City • Advocate for and influence government and external agencies with regard to key projects in the city (e.g. Giant's Park concept, Connswater community greenway and the stadium) • Continue to lead the new cemetery project • Lead in the delivery of the Physical Activity & Sports Development strategy
<p>1.2 Identify opportunities for strategic partnership approaches to service delivery</p>	<ul style="list-style-type: none"> • Identify key partnerships and stakeholders and develop a matrix • Actively engage with stakeholders, partners, and service users • Develop a strategic customer consultation process for the Dept
<p>1.3 Promote and market departmental services, facilities and open spaces and improve the image and reputation of the Parks & Leisure Department (internally & externally)</p>	<ul style="list-style-type: none"> • Develop a departmental marketing plan • Commence scoping the development of an integrated Parks & Leisure brand • Participate in the Council's revised capital and financial prioritization of projects • Create more effective intra and inter-departmental relationships (i.e. Intra - departmental theme working groups and Inter - particularly with the Health & Environmental Services and Development departments) • Develop a capital programme for the Department • Develop a prioritised building / asset upgrade programme • Contribute to the development of a Council asset strategy
<p>1.4 Ensure good provision of information</p>	<ul style="list-style-type: none"> • Review public accessibility to departmental information
<p>1.5 Influence the quality of public realm within the Council and the city</p>	<ul style="list-style-type: none"> • Identify local, regional and national initiatives / agendas that we need to influence (i.e. to improve the quality of public realm in the city)

Detailed information on associated expenditure, delivery date and lead officer can be found in Appendix 2.

We will establish Key Performance Indicator *baseline data and monitor and measure Key Performance Indicator data that exists;-

Key Performance Indicators (KPIs)	Baseline	Target (2008-09)
% residents very satisfied with provision and maintenance of 1. Outdoor sports facilities, 2. Parks (PS 2005)	1. 43% 2. 78%,	+ 10% - 1. 47% 2. 86%
% residents very satisfied with provision and maintenance of 3. Children's play areas (PS 2007)	3. 58%	+ 5% - 3. 61%
No. of unique visitors to departmental websites	429,713	+ 10% - 472,684
% of users who state it is very important that BCC provides leisure centres (LS 2004)	86%	+ 5% - 90%
No. of partnerships developed to support departmental delivery of programmes	*establish baseline	



In the Parks and Leisure Department in 2008-09 this theme is about:-

- **Developing a strong cultural and tourism experience;**
- **Ensuring that our services and facilities help make Belfast an attractive place to live in, work in, invest in and visit;**
- **Maximising the contribution that the Departments assets can make to stimulate economic investment and physical regeneration.**

What we will do?

2.1 Maximise the economic benefit of our parks and leisure facilities (i.e. tourism, income, events, funding)

2.2 Ensure Departmental involvement in neighbourhood renewal and regeneration activities in the City

2.3 Maximise funding / sponsorship opportunities for the department

How we will do it?

- Develop and deliver an annual programme of events and services across the department's venues and facilities
- Develop plans around a heritage trail for the city
- Develop partnerships with the Northern Ireland Tourist Board (NITB) and Belfast Visitor & Convention Bureau (BVCB) to promote tourism in parks, open spaces and leisure
- Ensure that Parks & Leisure strategies align with regeneration and development priorities in the City (e.g. Titanic Qtr, Connswater)
- Evaluate Belfast in Bloom programme
- Review Business Model for Belfast Zoological Gardens
- Actively participate in the development of the 5 strategic regeneration frameworks for the City
- Develop a customer profile and information database to influence planning and decision-making
- Review all major planning applications for quality and potential contribution to neighbourhood areas in terms of open space
- Pilot the implementation of green flag standard in 1 park
- Recruit departmental resource for securing external funds for delivery of departmental objectives
- Develop a funding strategy, review current funding availability, including future investment programmes, external funding sources, pricing policies and opportunities to raise additional revenue
- Complete Stage 2 application under "Live & Learn" Programme

Detailed information on associated expenditure, delivery date and lead officer can be found in Appendix 2.

We will establish Key Performance Indicator *baseline data and monitor and measure Key Performance Indicator data that exists;-

Key Performance Indicators (KPIs)	Baseline	Target (2008-09)
No. of funding applications made / managed: successful	27 : 15	30 : 20
Budgeted Total Income	£6.658m	£7.342m
No. of events organised / funded / facilitated	250	+ 20% - 300
No. attending events	101,500	+ 10% - 111,650
% satisfaction with events	* establish baseline	
Income from fees & charges	£5.608m	£6.210m



In the Parks and Leisure Department in 2008-09 this theme is about:-

- **Creating a cleaner, greener and healthier environment;**
- **Increasing public knowledge about environmental issues and promoting positive behaviours;**
- **Providing a network of Parks and Leisure facilities to enjoy and improve quality of life.**

What we will do?

3.1 Protect and promote high quality and accessible Parks & Leisure facilities

3.2 Protect and maintain the natural and built heritage within Parks & Leisure environments

3.3 Improve physical links and establish 'Greenways' between the city's parks, open spaces and leisure centres

3.4 Promote learning through landscape

3.5 Reduce departmental carbon footprint

How we will do it?

- Ensure the application of secure by design principles
- Develop a policy for dealing/managing public art in parks and open spaces
- Complete phase 2 of DDA actions (Disability Discrimination Act) including signage

- Commence the development of heritage catalogues in parks & open spaces
- Implement the environmental regeneration project – Greencare 3
- Implement Year 2 of the Biodiversity Action Plan
- Contribute to Council policy position on relevant environmental issues
- Develop a Countryside Recreation Action Plan
- Work with the Dog Warden Service on an educational programme to promote good dog ownership in Parks
- Review quality standards in relation to cleanliness - initially on play areas

- Develop greenways for safe walking and cycling access between parks & leisure services and in partnership with key stakeholders

- Develop 2 educational packs for schools (North and South West areas)
- Continue educational Pilot 'Watch this Space' (Falls and Woodvale Park)
- Carry out research into how our services and facilities can promote 'Learning outside the classroom' (The Commission for Architecture and the Built Environment C.A.B.E Engaging Places)

- Develop a plan to reduce parks & leisure carbon footprint (leisure centre resource usage, recycling, waste, compost)

Detailed information on associated expenditure, delivery date and lead officer can be found in Appendix 2.

We will establish Key Performance Indicator *baseline data and monitor and measure Key Performance Indicator data that exists:-

Key Performance Indicators (KPIs)	Baseline	Target (2008-09)
Departmental Energy Consumption	*establish baseline	
% of users who rate parks and open spaces as very important for Improving the natural environment (PS 2007)	92%	+ 5% - 96.6%
% of users who rate parks and open spaces as very important for health reasons and benefits (PS 2007)	93%	+ 5% - 97.7%
No. of schools visited	* establish baseline	
No. of children & adults involved in 'Watch this space' programme	1,709	+ 50% - 2,563
No. of "Outreach activities" (clean-ups, planting etc)	35	+ 50% - 53
Amount of compost used in parks	1,100 cubic metres	+ 5% - 1,155
Amount of sand used in parks	10,000 tonnes	+ 40% - 14,000



In the Parks and Leisure Department in 2008-09 this theme is about;-

- **Involving and encouraging the community to take pride in their environment;**
- **Harnessing the potential of the Departments assets to deliver health and well being in communities;**
- **Creating and maintaining safer places to visit and enjoy.**

What we will do?	How we will do it?
4.1 Involve the community in shaping the provision of Parks & Leisure services	<ul style="list-style-type: none"> • Create a database of community links • Establish a database to record ongoing consultations and outcomes (linking with corporate / CIT) • Facilitate the delivery of a range of community events • Deliver support for sports and events through Departmental funding programmes
4.2 Deliver high quality Parks & Leisure services which are safe, welcoming and enjoyable	<ul style="list-style-type: none"> • Complete ASB pilot, programme evaluation and mainstreaming • Deliver the Physical Activity programmes through leisure centres and parks • Develop a GIS map of ASB hotspots in parks & leisure • Develop a memorial / headstone safety inspection scheme • Official opening of Grove Well-Being Centre
4.3 Increase the number of people using Parks & Leisure facilities	<ul style="list-style-type: none"> • Complete parks user survey (Part 2) and Leisure survey
4.4 Improve play facilities in the Council's Parks & Leisure locations	<ul style="list-style-type: none"> • Review process of playground provision, develop a play strategy including safety and implement the playground improvement programme
4.5 Encourage and empower people to have a greater appreciation and understanding of the changing role and value of Parks, Open Spaces and Leisure	<ul style="list-style-type: none"> • Develop partnerships and evaluate the potential for recreation and exercise to take part in parks & open spaces (e.g. Circuits in the park / Green gym / Tai Chi in the park / health walks in parks)

Detailed information on associated expenditure, delivery date and lead officer can be found in Appendix 2.

We will establish Key Performance Indicator *baseline data and monitor and measure Key Performance Indicator data that exists;-

Key Performance Indicators (KPIs)	Baseline	Target (2008-09)
Throughput (Leisure Centres)	1,440,174	+ 5% - 1,440,174
No. of leisure centre members	27,657	+ 5% - 29,039
% of residents who use 1. parks & open spaces, 2. indoor leisure facilities, 3. outdoor sports grounds, 4. zoo and 5. play areas (CS 2007)	1. 50.5% 2. 25.8% 3. 12.8% 4. 21.3% 5. 16.1%	+ 10% - 1. 55% 2. 28% 3. 14% 4. 23% 5. 18%
% average users very satisfied with parks facilities (PS 2005)	70.9%	+ 10% - 78%
% of users satisfied / very satisfied with leisure centres (LS 2004)	97%	+ 1% - 98%
No. of reported incidents of ASB (total pilot sites)	1,032	Maintain or decrease
No. of ASB letters and contracts	33	Increase to 75
% of people who consider parks to be safe places to visit (PS 2005)	60%	+ 10% - 66%
% residents satisfied with the quality of 1. parks & open spaces, 2. indoor leisure facilities, 3. outdoor sports grounds, 4. cemeteries & crematorium, 5. zoo and 6. play areas (CS 2007)	1. 58.7% 2. 42.7% 3. 36.7% 4. 39.2% 5. 49.3% 6. 37.1%	+ 10% 1. 65% 2. 47% 3. 40% 4. 43% 5. 54% 6. 41%
% of users who rate parks and open spaces and leisure centres as an important community facility (PS 2007)	94 %	+ 2% - 96%



In the Parks and Leisure Department in 2008-09 this theme is about:-

- **Implementing the change and improvement programme;**
- **Getting our people onboard and involved in the new strategic direction;**
- **Improving the efficiency and effectiveness of departmental processes and systems.**

What we will do?

- 5.1 Align the previous Parks & Cemeteries and Leisure Services functions under a single departmental vision and strategy
- 5.2 Improve employee capacity and capability
- 5.3 Improve internal and external communication
- 5.4 Improve how we manage the department's finance and human resources
- 5.5 Develop a Departmental Programme to examine and (where necessary) implement improvements to the Department's processes and systems

How we will do it?

- Continue to review , develop and implement the Change Management Programme
- Implement recommendations from Departmental Reviews (Zoo, Parks Services, etc)
- Conduct an audit of all strategies and policies in place across the department
- Continue to develop the apprentice scheme and staff training
- Deliver "Leadership and Operational Management Skills" training
- Pilot 'Council Manager' initiative with Corporate Human Resources
- Develop and deliver customer care training programme
- Review departmental internal and external communications and develop a departmental communications plan
- Implement the gateway process for capital projects
- Review current financial management processes
- Improve the link between financial estimates and business plans
- Train and support all budget managers in their financial management role
- Establish an internal library and information database
- Digitize the council's cemetery records
- Ensure compliance with corporate complaints procedure
- Develop a policy for use of departmental assets for events
- Continue with consultation and engagement process with TU and put in place improvements
- Implement and manage the attendance policy
- Develop and implement a comprehensive planning and performance framework
- Review the use of IT systems in the department
- Monitor and manage risk register, review all risk assessment and develop a departmental approach to health & safety review
- Review work specification, establishing appropriate standards of service provision
- Develop a departmental plan for gaining IIP accreditation

Detailed information on associated expenditure, delivery date and lead officer can be found in Appendix 2.

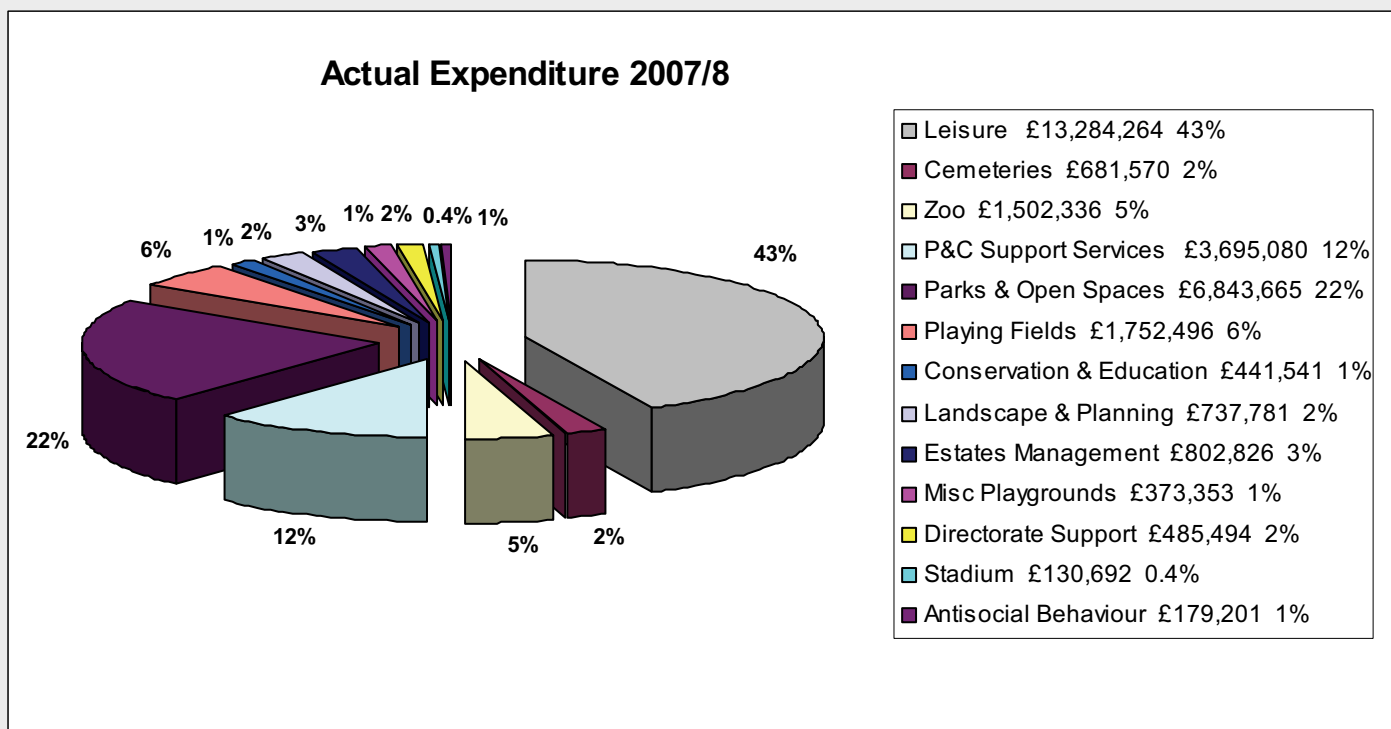
We will establish Key Performance Indicator *baseline data and monitor and measure Key Performance Indicator data that exists;-

Key Performance Indicators (KPIs)	Baseline	Target (2008-09)
Average no. of working days lost per FTE	17.7 days	15.59 days
% Staff satisfaction	47%	+ 10% - 52%
% Staff turnover	*establish baseline	
No. of PDPs completed within target date	*establish baseline	
No. of media coverage items	55	Increase to 60
No. of customer complaints received	271	Decrease by 10% - 244
No of quality awards achieved	17	Maintain this or increase

At a Departmental level, Parks and Leisure are responsible for an annual spend in 2008-09 of £30,989,433. The financial management in the Department is currently undertaken at a service-specific level with 1 budget for Directorate, 11 separate Leisure Centre budgets (+3 support budgets) and a large number of individual cost centres across the Parks and Cemeteries Service. At present 63% of the Department's budget is dedicated to staff costs and there is limited finance available for the delivery of service improvement projects.

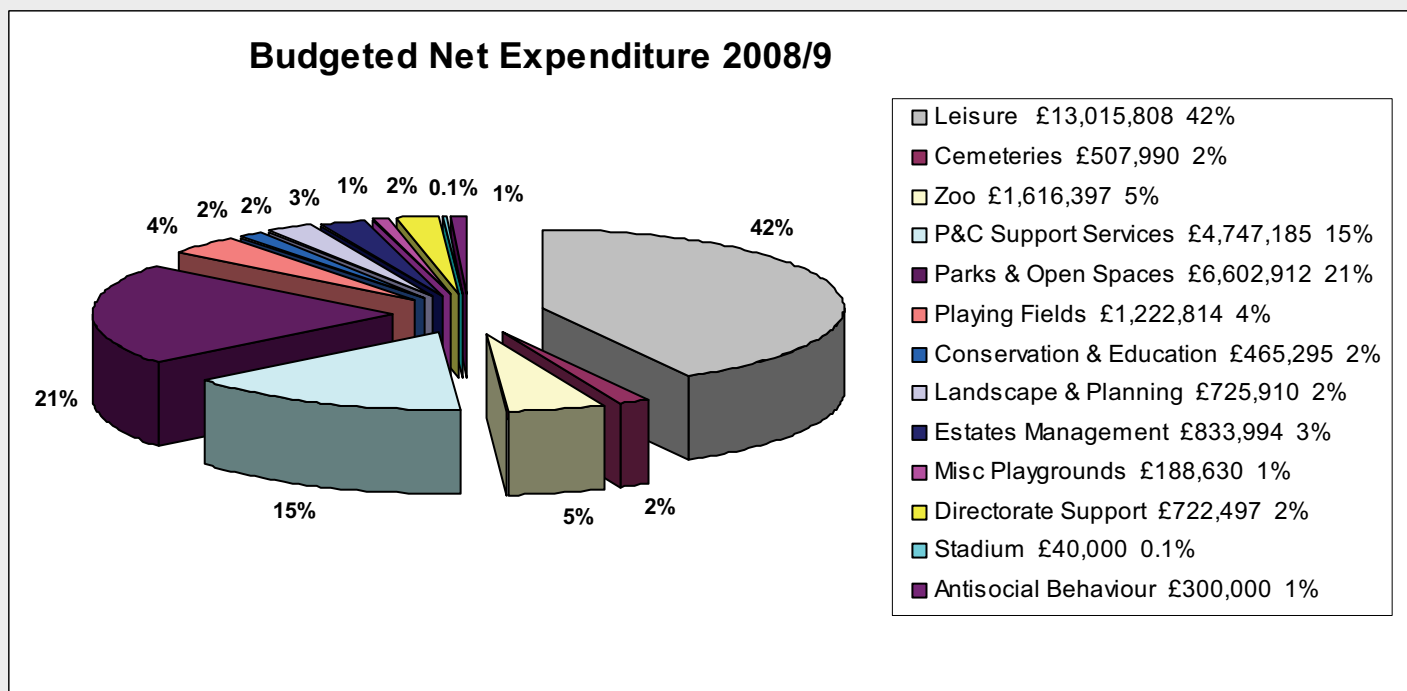
For the Year 2007-08 **Actual** Departmental spend on key services is outlined in Figure 5 below:-

Figure 5



For the Year 2008-09 our **Budgeted** Departmental spend is sub-divided as follows in Figure 6 below:-

Figure 6





Our Financial Challenges in 2007-2008

The key financial challenges of note for the last year were;-

- 30% rise in the cost of utilities;
- Management and control of property maintenance budgets, which amounts to 13% of the annual Departmental budget;
- Outstanding reviews with Parks which have impacted on use of agency and overtime;
- Stadium Business Case costs of £140k (with further work to be undertaken);
- Single Status implications were significantly increased due to the appeals process;
- Increased central / corporate service costs related to consultancy and services received;
- Continued operation of Beechmount Leisure Centre.

Our Financial Challenges for 2008-09

- The Council's move towards "thematic" planning will require a re-organisation / integration/ simplification of how the Department plans and manages its' financial resources;
- Development of a funding strategy to source and draw down external funds to enable delivery of the priorities outlined in the plan for 2008-09;
- Initiate a review to examine pricing policy for the Department;
- Implement the pricing review of charges for the cemeteries / crematorium;
- Investigate further income generating opportunities;
- Continuation with the roll out of SAP/SRM system to improve the "timeliness" of the provision of financial information to managers to ensure that financial disciplines and practices are embedded;
- We need to have a strong role in development of the asset management strategy;
- Planning and management of property maintenance and control of the associated charging;
- Carry out a prioritisation of the Department's Capital Programme to ensure the projects link to our strategic objectives;
- Develop the processes and systems required for a Work Scheduling/Asset Management System for Parks and Cemeteries;
- Reduce the levels of absence, overtime and agency staff;
- Rationalise the number of Parks & Cemeteries cost centres.

Financial Key Performance Indicators (KPIs)

As well as overcoming some of the financial challenges that arise in 2008-09, the Department has defined **Financial KPIs** to closely monitor and measure financial performance. Current financial baseline data that exists within the Department will be reported monthly to the Departmental Management Team and an annual report will be presented to Committee based on achievement of financial key performance indicator targets for 2008-09.

Where current financial baselines* are not in place, we are now beginning the process of establishing departmental baselines and putting in place effective systems and processes to more coherently manage and monitor financial performance across the Department. Financial KPIs are outlined below;-

Key Performance Indicators (KPIs)

Key Performance Indicators (KPIs)	Baseline	Target (2008-09)
Expenditure within budget	+ 1.8%	Within Budget
Budgeted Total Income	£6.658m	£7.342m
%agency staff Vs total employee costs	7%	5%
Training costs per FTE	£220	Maintain / Increase
Efficiency Savings	* establish baseline	
Income from fees & charges	£5.608m	£6.210m
Grants drawn down	* establish baseline	

The Director of Parks and Leisure has the responsibility of co-ordinating, monitoring and reporting the progress of the departmental plan against the objectives to be achieved in 2008-09.

The department is starting to put in place effective processes, databases and mechanisms for capturing valuable knowledge and information. This process will be rigorous and will take time to embed within the department. We will report on the progress of activities and key performance indicators through the current governance structures and the following reporting mechanisms which will be put in place over the next few months.

Governance Structure

The Members of the Parks and Leisure Committee are:-

Chairman	Councillor Bob Stoker
Vice Chairman	Councillor Tom Ekin
	Councillor Ian Adamson
	Councillor Tim Attwood
	Councillor Janice Austin
	Councillor David Browne
	Councillor Michael Browne
	Councillor Patrick Convery
	Councillor Márie Cush
	Councillor William Humphrey
	Councillor John Kyle
	Councillor Conor Maskey
	Councillor Francis McCann
	Councillor Nelson McCausland
	Councillor Margaret McClenaghan
	Councillor Margaret McKenzie
	Councillor Robin Newton
	Councillor Peter O'Reilly
	Councillor Ruth Patterson
	Councillor Christopher Stalford

Monitoring and Reviewing Key Performance Indicators (KPIs)

The Key Performance Indicators, baselines and targets for the department have been outlined on pages 5 - 9. Current baseline data exists within the Department at a service level and is collected in an ad-hoc fashion at different times and different yearly intervals. For example:

Leisure Survey - Baseline data available for 2004 and an update due for completion in December 2008.

Corporate Resident Survey - Baseline data available for 2007 and no date agreed for follow up.

Parks Survey - Baseline data available for 2005 and 2007, part 2 of the 2007 parks survey should be completed by December 2008.

We are now beginning the process of establishing departmental baselines (where there are none in place) and putting in place effective systems and processes to more coherently manage performance across the Department.

Reporting Mechanisms

Committee Reporting

The Director of the Parks and Leisure department will provide the Parks and Leisure Committee with a 6-monthly progress report on departmental activities and an annual update on the departments achievement of key performance indicator targets for 2008-09. The red, amber and green (RAG) system of reporting will be used to evaluate progress.

Corporate Reporting

The Director of Parks and Leisure department will provide COMT with departmental updates reporting on key performance indicators and corporate activities/projects and initiatives that are directly linked to corporate strategic themes (e.g. Connswater, North Foreshore).

Departmental Reporting

The Departmental Management Team (DMT) will meet quarterly to provide strategic and operational updates on the progress of departmental activities/projects and initiatives. Intra-departmental working groups will be set up to progress departmental projects/initiatives and activities. Inter-departmental workshops will be initiated to share information and identify synergies across department.

Business Unit Reporting

The departmental plan will be implemented through a series of business unit action plans. The Director, Management Team and Unit Managers will meet every 2 months to provide business unit progress updates. Business Unit action plans will be reviewed quarterly with necessary improvements implemented using the RAG system. Business Unit progress will be monitored and reviewed against objectives and targets at unit team meetings.

All of the levels of reporting will include detailed **Financial Reporting**.

Individual Reporting

Individual progress is reviewed against work objectives agreed during one-2-one meetings with Unit Managers.

The Key Performance Indicators which have been defined are outlined on pages 5 - 9. Once properly established we hope to monitor these on an annual basis.

Key Performance Indicators (KPIs) - Suitable KPIs have been developed that will effectively monitor and measure departmental performance;

Baseline (2007- 08) - Baseline data has been captured from valuable current information that exists within the department;

Targets (2008-09) - Realistic targets have been set for year ending 2008-09 based on current performance.

Directorate

Director of Parks & Leisure	Andrew Hassard	Ext: 3400 DL: 028 9027 0327
Secretary to the Director	Sarah Hewson	Ext: 3401
Business Support Manager	Jacqui Wilson	Ext: 3403 DL: 028 90270523
Policy & Business Development Manager	Emer Boyle	Ext: 3402
Anti-Social Behaviour co-ordinator	Laura Hamill	Ext: 3654 DL: 028 9091 8767

Parks & Cemeteries

Principal Parks & Cemeteries Services Manager	Fiona Holdsworth	Ext: 3432 DL: 028 9027 0349
Principal Parks & Cemeteries Development Manager	Stephen Walker	Ext: 3510
Area Manager (East)	Reg Maxwell	DL: 028 9031 4762
Area Manager (South/West)	Paul Magee	DL: 028 9038 1581
Area Manager (North)	Ricky Rice	Ext: 5255 DL:
Parks Services Support Manager	Agnes McNulty	Ext: 3698 DL: 028 9027 0546
Woodland / Recreation Manager	Alan McHaffie	Ext: 3433 DL: 028 90270351
Parks Estate Manager	Brendan Toland	DL: 028 9077 6925
Conservation & Education Officer	Robert Scott	Ext: 6651
Landscape Planning & Development Manager	Paul Barr	Ext: 4780 DL: 028 9027 0353
Bereavement Services Manager	John MacFarlane	Ext: 3443 DL: 028 9091 8736
Bereavement Admin Manager	Juliet Campbell	Ext: 6380
Cemeteries & Crematorium Manager	Sharon McCloy	Ext: 7004 DL: 028 9044 8342
Cemeteries Archive Project Manager	Margaret Tomlinson	Ext: 6362
Zoo Manager	Mark Challis	DL: 028 9077 6277
Finance and Systems Manager	Tony Holmes	Ext: 3431 DL: 028 9027 0355
Human Resources Manager	Wilma Todd	Ext: 3461 DL: 028 9037 3018

Leisure

Leisure Services Manager	Phil Kelly	Ext: 3555 DL: 028 9027 0339
(Acting) Leisure Services Manager	Katrina Morgan-Talbot	Ext: 3555 DL: 028 9027 0339
Leisure Operations Manager	Cormac McCann	Ext: 3421 DL: 028 9027 0342
Finance Manager	Pearse McCormick	Ext: 3426 DL: 028 9037 3030
Human Resources and Administration Manager	Karen Mooney	Ext: 3521 DL: 028 9027 0343
Andersonstown Leisure Centre Manager	Alison Foster	Ext: 7020 DL: 028 9062 5211
Avoniel Leisure Centre Manager	Ricky Darling	Ext: 7023 DL: 028 9045 1564
Ballysillan Leisure Centre Manager (Acting)	Brian Murphy	Ext: 4804 DL: 028 9091 8731
Beechmount Leisure Centre Manager	Iris McIlroy	DL: 028 9032 8631
Falls Leisure Centre Manager	Pat Seenan	Ext: 4733 DL: 028 9050 0510
Grove Well Being Centre Manager	Adrian Walker	Ext: 6648 DL: 028 9072 6363
Ozone Complex Manager	Mark McCashin	DL: 028 9045 8024
Loughside Recreation Centre	Mark McCashin	DL: 028 9078 1524
Olympia Leisure Centre Manager	Ron Fullerton	Ext: 4829 DL: 028 9091 8746
Shankill Leisure Centre Manager	Joe Smith	DL: 028 9091 8750
Whiterock Leisure Centre Manager	Roy Stitt	DL: 028 9023 3239

Appendices

Appendix 1

The Council's proposed new Value Creation Map (VCM) demonstrating the new strategic "themes".

Appendix 2

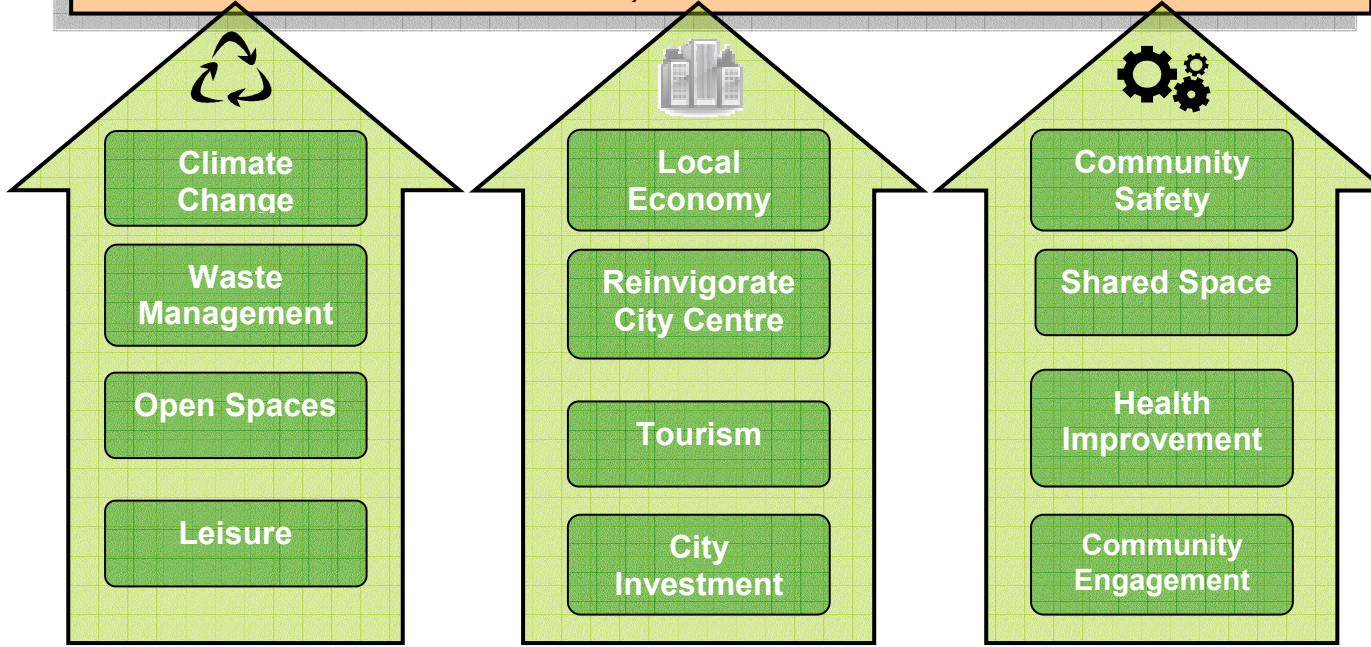
A more detailed breakdown of Section 4 pgs 5 - 9 detailing departmental themes, definitions, objectives, activities, associated expenditure, delivery dates and lead officer.

Appendix 3

A communication framework depicting departmental themes, objectives and activities. During consultation with staff within Parks and Leisure Department, some of the staff asked how the Departmental Plan would be communicated to all levels of staff within the Department. A clear one page, concise and simplistic framework has been created to be used as a communication tool to cascade the Plan to all staff and to have "on display" in the different Departmental locations.

Belfast City Council Strategy

The Council takes a leading role in improving quality of life now and for future generations for the people of Belfast by making the city a better place to live in, work in, invest in and visit.



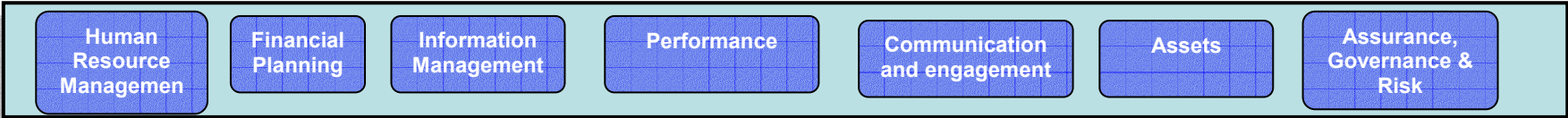
Environmental Responsibility

Regeneration, Growth and Prosperity

People and Places

Providing the leadership and strategic direction for shaping, developing and managing the city

Meeting the needs of local people through the effective delivery of value for money and customer centric services



An Organisation Fit to Lead and Serve

Departmental Theme 1: Partnering & Leading

Appendix 2

In the Parks and Leisure Department the Leadership Theme is about; -				
<ul style="list-style-type: none"> - Demonstrating the strategic importance of our services in addressing the quality of life issues which affect our citizens; - Establishing key partnerships internally and externally; - Ensuring effective management, maintenance and use of our assets across the City. 				
What we will do?	How we will do it?	Assoc Expenditure	Delivery Date	Lead Officer
1.1 Lead and develop strategic direction for Parks & Leisure provision in the City	- Review the open space strategy and put in place an implementation plan	Revenue (Officer time)	31/03/09	Policy & Business Development Manager
	<ul style="list-style-type: none"> - Develop an integrated leisure strategy for the City - Advocate and influence government and external agencies with regards to key projects in the city (i.e. Giant's park concept, Connswater greenway and the Stadium) - Provide alternative burial and cremation facilities within the City - Lead in the delivery of the Physical Activity & Sports Development strategy 	Revenue (Officer time) Within Capital programme and budget Within Capital programme Revenue (Officer time)	31/03/09 Business as usual Business as usual Business as usual	Director P & L Senior Mgt Team Director Leisure Services Manager
1.2 Identify opportunities for strategic partnership approaches to service delivery	<ul style="list-style-type: none"> - Identify key partners and stakeholders and develop a matrix - Actively engage with stakeholders, partners and service users - Develop a strategic customer consultation process for the Department 	Revenue(Officer time) Revenue(Officer time) Revenue(Officer time)	31/03/09 Business as usual 31/03/09	Policy & Business Development Manager
1.3 Promote and market departmental services, facilities and open spaces and improve the image and reputation of the Parks & Leisure Department (internally & externally)	- Develop a departmental marketing plan	Within existing marketing budget	31/03/09	Policy & Business Development Manager
	<ul style="list-style-type: none"> - Commence scoping the development of an integrated Parks & Leisure brand - Participate in the Council's revised capital and financial prioritization of projects - Create more effective intra and inter-departmental relationships 	Within existing marketing budget Revenue(Officer time)	31/03/09 Business as usual	Director
	<ul style="list-style-type: none"> - Develop a capital programme for the Department - Develop a prioritised building / asset upgrade programme - Contribute to the development of a Council asset strategy 	Revenue(Officer time) Revenue(Officer time) Revenue(Officer time)	Business as usual Business as usual Business as usual	Policy & Business Development Manager Director Director Director
	- Review public accessibility to departmental information	Revenue(Officer time)	31/03/09	Policy & Business Development Manager
1.4 Ensure good provision of information	- Review public accessibility to departmental information	Revenue(Officer time)	31/03/09	Policy & Business Development Manager
1.5 Influence the quality of public realm within the Council and the city	- Influence Corporate direction and identify local, regional and national initiatives/agendas that we need to influence (i.e. quality of public realm in the city)	Revenue(Officer time)	Business as usual	P & L Senior Mgt Team
How we will measure our success?				
KPI Definition	Baseline	Target (2008/09)	Actual (2008/09)	% Improvement
- % residents very satisfied with provision and maintenance of 1. Outdoor sports facilities 2. Parks (PS 2005)	1. 43% 2. 78%	Increase by 10% - 1. 47% 2. 86%.		
- % residents very satisfied with provision and maintenance of children's play areas (PS 2007)	3. 58%	Increase by 5% - 61%		
- No. of partnerships developed to support departmental delivery of programmes	* establish baseline			
- No. of unique visitors to departmental websites	429,713	Increase by 10% - 472,684		
- % of users who state it is very important that BCC provides leisure centres (LS 2004)	86%	Increase by 5% - 90%		

Departmental Theme 2: Pride in your Locality

In the Parks and Leisure Department the Wealth Creation / Regeneration Theme is about; -
 - Developing a strong cultural and tourism experience;
 - Ensuring our services are attractive places to live in, live near, work in, invest in and visit;
 - Maximising the Departments assets to stimulate economic investment and physical regeneration.

What we will do?	How we will do it?	Assoc Expenditure	Delivery Date	Lead Officer
2.1 Maximise the economic benefit of our parks and leisure facilities (tourism, income, events, funding)	<ul style="list-style-type: none"> - Develop and deliver an annual programme of events and services across the department's venues and facilities - Develop plans around a heritage trail for the city - Develop partnerships with the Northern Ireland Tourist Board to promote tourism in parks, open spaces and leisure - Ensure that Parks & Leisure strategies align with regeneration and development priorities in the City (e.g. Titanic Qtr, Connswater) - Evaluate Belfast in Bloom programme - Review Business Model for Belfast Zoological Gardens 	Within Unit Budgets	31/03/09	P & L Senior Mgt Team
		Revenue(Officer time)	31/03/09	Parks Services Manager
		Revenue(Officer time)	Business as usual	P & L Senior Mgt Team
		Revenue(Officer time)	Business as usual	P & L Senior Mgt Team
2.2 Ensure Departmental involvement in neighbourhood renewal and regeneration activities in the City	<ul style="list-style-type: none"> - Actively participate in the development of the 5 strategic regeneration frameworks for the City - Develop a customer profile and information database to influence planning and decision-making - Review all major planning applications for potential contribution to neighbourhood areas - Pilot the implementation of green flag standard in 1 park 	Revenue(Officer time)	31/03/09	Parks Services Manager
		Revenue(Officer time)	Business as usual	P & L Senior Mgt Team
		Revenue(Officer time)	31/12/08	Policy & Business Development Manager
		Revenue(Officer time)	Business as usual	Parks Services Manager
2.3 Maximise funding opportunities for the department	<ul style="list-style-type: none"> - Recruit departmental resource for securing external funds for delivery of departmental objectives - Develop a funding strategy, review current funding availability, including future investment programmes, external funding sources, pricing policies and opportunities to raise additional revenue 	Revenue(Officer time)	31/03/09	Parks Services Manager
		Revenue(Officer time)	31/12/08	Policy & Business Development Manager

How we will measure our success?

KPI Definition	Baseline	Target (2008-09)	Actual (2008/09)	% Improvement
- No. of funding applications made / managed : successful	27 : 15	30 : 20		
- Budgeted Total Income	£6.658m	£7.342m		
- No. of events organised / funded / facilitated	250	Increase by 20% - 300		
- No. attending events	100,000	Increase by 10% - 110,000		
- % satisfaction with events	* establish baseline			
- Income from fees and charges	£5.608m	£6.210m		

Departmental Theme 3: Protecting & Linking

In the Parks and Leisure Department the Environment Theme is about;-

- Creating a cleaner, greener and healthier environment;
- Increasing public knowledge about environmental issues and promoting positive behaviours;
- Providing a network of Parks & Leisure facilities to enjoy and improve quality of life.

What we will do?	How we will do it?	Assoc Expenditure	Delivery Date	Lead Officer
3.1 Protect and promote high quality and accessible Parks & Leisure facilities	- Ensure the implementation of secure by design principles	Within Yr 2 ASB pilot	31/03/09	Parks Services Manager
	- Develop a policy for dealing/managing public art in parks and open spaces	Revenue(Officer time)	31/03/09	Parks Services Manager
	- Complete phase 2 of DDA including signage	Revenue(Officer time)	31/03/09	Parks Services Manager
3.2 Protect and maintain the natural and built heritage within Parks & Leisure environments	- Commence the development of heritage catalogues in parks & open spaces	Revenue(Officer time)	31/03/09	Parks Services Manager
	- Implement the environmental regeneration project - Greencare 3	£225,000	31/03/09	Parks Services Manager
	- Implement the Year 2 Biodiversity Action Plan	Revenue(Officer time)	31/03/09	Parks Services manager
	- Contribute to council policy position on relevant environmental issues	Revenue(Officer time)	Business as usual	P & L Senior Mgt Team
3.3 Improve physical links and establish 'Greenways' between the city's parks, open spaces and leisure centres	- Develop a Countryside Recreation Action Plan	Revenue(Officer time)	31/03/09	Parks Services Manager
	- Work with the dog wardens on an educational programme to promote good dog ownership in parks	Revenue(Officer time)	31/03/09	Parks Services Manager
	- Review quality standards in relation to cleanliness - initially on play areas	Revenue(Officer time)	31/03/09	Parks Services Manager
	- Develop greenways for safe walking and cycling access between parks & leisure services and in partnership with key stakeholders	Subject to additional funds drawn down	Business as usual	Parks Services Manager
	- Develop and implement a learning through landscape curriculum pack for schools	Revenue(Officer time)	31/03/09	P & L Senior Mgt Team
3.4 Promote learning through landscape	- Continue educational pilot 'Watch this Space' (Falls & Woodvale Pk)	£63,000	31/03/09	Parks Services Manager
	- Develop 2 educational parks for schools (N and SW areas)	Revenue(Officer time)	31/03/09	Parks Services Manager
	- Carry out research into how our services and facilities can promote 'Learning outside the classroom' (C.A.B.E. Engaging Places)	Revenue(Officer time)	31/03/09	Parks Services Manager
3.5 Reduce departmental carbon footprint	- Establish a working group and develop a plan to reduce parks & leisure carbon footprint (leisure centre resource usage, recycling, waste, compost)	Revenue(Officer time)	31/03/09	P & L Senior Mgt Team

How we will measure our success?

KPI Definition	Baseline	Target (2008-09)	Actual (2008/09)	% Improvement
- Departmental Energy Consumption	* establish baseline			
- % of users who rate parks and open spaces as important for improving the natural environment (PS 2007)	92%	Increase by 5% - 96.6%		
- % of users who rate parks and open spaces as important for health reasons and benefits (PS 2007)	93%	Increase by 5% - 97.7%		
- Number of children and adults involved in Watch This Space partnership programme	1709	Increase by 50% - 2,563		
- No. of schools visited	*establish baseline			
- No. of 'Outreach activities' (clean ups, planting etc)	35	Increase by 50% - 53		
- Amount of compost used in parks	1,100 cubic metres	Increase by 5% - 1,155		
- Amount of sand used in parks	10,000 tonnes	Decrease by 40% - 14,000		

Departmental Theme 4: Participation & Lifestyle

In the Parks and Leisure Department the Community Involvement / Well being Theme is about:-

- Involving and encouraging the community to take pride in their environment;
- Harnessing the potential of the Departments assets to deliver health and well being in the communities;
- Creating and maintaining safer places to visit and enjoy.

What we will do?	How we will do it?	Assoc Expenditure	Delivery Date	Lead Officer
4.1 Involve the community in shaping the provision of Parks & Leisure services	- Create a database of community links	Revenue(Officer time)	31/03/09	Policy & Business
	- Establish a database to record ongoing consultations and outcomes (linking with corporate/CIT)	Revenue(Officer time)	31/03/09	Development Manager
4.2 Deliver high quality Parks & Leisure services which are safe, welcoming and enjoyable	- Facilitate the delivery of a range of community events	Small grants scheme	Business as usual	Parks Services Manager / Leisure Services Mgr
	- Deliver support for sports and events through Departmental funding programmes	£50,000 £150,000	31/03/09	Leisure Services Mgr
4.3 Increase the number of people using Parks & Leisure facilities	- Official opening of Grove Well-being Centre	Revenue(Officer time)	31/12/08	Leisure Services Mgr
	- Complete ASB Pilot and programme evaluation and mainstreaming	£300,000	31/03/09	Policy & Business
	- Deliver the physical activity programmes through the leisure centres and parks	Within physical activity budget £60,000	31/03/09	Development Manager
	- Develop a GIS map of ASB hotspots in parks & leisure	Revenue(Officer time)	31/03/09	Parks Services Manager / Leisure Services Mgr
4.4 Improve play facilities in the Council's Parks & Leisure locations	- Develop a memorial / headstone safety inspection scheme	Within service budget	31/03/09	Parks Services Manager
	- Complete parks user survey (Part 2) and Leisure survey	£25,000 / £27,000	31/12/08	P & L Senior Mgt Team
4.5 Encourage and empower people to have a greater appreciation and understanding of the changing role and value of parks, open spaces and leisure	- Review process of playground provision, develop a play strategy including safety and implement the playground improvement programme	£660,000	31/03/09	Parks Services Manager
	- Develop partnerships and evaluate the potential for recreation and exercise to take park in parks & open spaces (e.g. Circuits in the park / Green gym / Tai Chi in the Park / health walks in parks)	Revenue(Officer time)	Business as usual	P & L Senior Mgt Team

How we will measure our success?

KPI Definition	Baseline	Target (2008-09)	Actual (2008/09)	% Improvement
- Throughput (Leisure Centres)	1,440,174	Increase by 5% - 1,440,174		
- No .of Leisure centre members	27,657	Increase by 5% - 29,039		
- % of residents who use 1. parks & open spaces 2. indoor leisure facilities 3. outdoor sports grounds	1. 50.5% 2. 25.8%	Increase by 10% - 1. 55%		
4. Zoo and 5. play areas (CS 2007)	3. 12.8% 4. 21.3% 5. 16.1%	2. 28% 3.14% 4. 23% 5. 18%		
- % average users very satisfied with parks facilities (PS 2005)	70.9%	Increase by 10% - 78%		
- % of users satisfied/very satisfied with leisure centres (LS 2004)	Total 97%	Increase Total by 1% - 98%		
- No. of reported incidents of ASB (total pilot sites)	1,032	Maintain or decrease		
- No. of ASB letters and contracts	33	Increase to 75		
- % of people who consider parks to be safe places to visit (PS 2005)	60%	Increase by 10% - 66%		
- % residents satisfied with the quality of 1. parks & open spaces 2. indoor leisure facilities 3. outdoor sports grounds 4. cemeteries & crematorium 5. zoo and 6. play areas) (CS 2007)	1. 58.7% 2. 42.7%	Increase by 10% - 1. 65%		
	3. 36.7% 4. 39.2%	2. 47% 3. 40% 4. 43% 5. 54%		
	5. 49.3% 6. 37.1%	6. 41%		
- % of users who rate parks & open spaces as an important community facility (PS 2007)	94%	Increase by 2% - 96%		

Departmental Theme 5: People, Processes & Learning

In the Parks and Leisure Department our People and Processes Theme is about;-

- Implementing the change and improvement programme;
- Getting our people onboard and involved in the new strategic direction;
- Improving the efficiency and effectiveness of departmental processes and systems.

What we will do?	How we will do it?	Assoc Expenditure	Delivery Date	Lead Officer
5.1 Align the previous Parks & Cemeteries and Leisure Services functions under a single departmental vision and strategy	- Implement recommendations from Departmental Reviews (Zoo, Parks)	Revenue(Officer time)	31/03/09	P & L Senior Mgt Team
	- Conduct an audit of all strategies and policies in place across the department	Revenue(Officer time)	31/03/09	Policy & Business Development Manager
5.2 Improve employee capacity and capability	- Develop and implement the Change Management Programme	Revenue(Officer time)	31/03/09	P & L Senior Mgt Team
	- Continue to develop the apprentice scheme and staff training	Revenue(Officer time)	Business as usual	P & L Senior Mgt Team
5.3 Improve internal and external communication	- Deliver the Parks Management Programme "Leadership and Operational Management Skills"	Technical assistance of £60,000	31/03/09	Director
	- Pilot 'Council Manager' initiative with Corporate Human Resources	Revenue(Officer time)	31/03/09	Director
5.4 Improve how we manage the department's finance and human resources	- Develop and deliver customer care training programme	Within service training budget	31/03/09	Leisure Services Manager
	- Review departmental internal and external communications and develop a departmental communications plan	Revenue(Officer time)	31/03/09	Policy & Business Development Manager
5.5 Improve the department's processes and systems	- Implement the gateway process for capital projects	Revenue(Officer time)	31/03/09	Business Manager
	- Improve the link between financial estimates and business plans	Revenue(Officer time)	31/03/09	P & L Senior Mgt Team
5.5 Improve the department's processes and systems	- Train and support all budget managers in their financial manager role	Revenue(Officer time)	31/03/09	Business Manager
	- Review current financial management processes	Revenue(Officer time)	31/03/09	Business Manager
	- Establish an internal library and information database	Revenue(Officer time)	31/03/09	Policy & Business Development Mgr
	- Digitize the council's cemetery records	Revenue(Officer time)	Business as usual	Parks Services Manager
	- Ensure compliance with corporate complaints procedure	Revenue(Officer time)	31/03/09	P & L Senior Mgt Team
	- Develop a policy for use of departmental assets for events (including pricing)	Revenue(Officer time)	31/03/09	Policy & Business Development Mgr
	- Continue with consultation and engagement process with TU and put in place improvements	Revenue(Officer time)	31/03/09	P & L Senior Mgt Team
	- Implement and manage the attendance policy	Revenue(Officer time)	Business as usual	Business Manager
	- Develop and implement a comprehensive Planning and Performance framework	Revenue(Officer time)	31/03/09	Policy & Business Development Mgr
	- Review the use of IT systems in the Department	Revenue(Officer time)	31/03/09	Business Manager
- Monitor and manage risk register, review all risk assessment and develop a departmental approach to health and safety reviews	Revenue(Officer time)	31/03/09	P & L Senior Mgt Team	
- Review work specification, establishing appropriate standards of service provision	Revenue(Officer time)	31/03/09	Parks Services Manager	
- Develop a departmental plan for gaining IIP accreditation	Revenue(Officer time)	31/03/09	Business Manager	

How we will measure our success?

KPI Definition	Baseline	Target (2008-09)	Actual (2008/09)	% Improvement
- Average no. of working days lost per FTE	17.7 days	Decrease to 15.59 days		
- % staff satisfaction (CS 2007)	47%	Increase by 10% - 52%		
- % staff turnover	*establish baseline			
- No. of PDPs completed within target date	*establish baseline			
- % agency staff v's total employee costs	7%	Decrease to 5%		
- Total training cost per FTE	£220 per head	Maintain or exceed		
- No. of media / press releases	55	Increase to 60		
- No. of customer complaints received	271	Decrease by 10% - 244		
- No of quality awards achieved	17	Maintain this or increase to 20		

