

Document Pack

**Committee and Members' Services Section
Chief Executive's Department
Belfast City Council
City Hall
Belfast
BT1 5GS**



2nd March, 2010

MEETING OF STRATEGIC POLICY AND RESOURCES COMMITTEE

To which all Members of the Council are invited in connection with item. 3(a).

Dear Councillor,

The above-named Committee will meet in the Lavery Room (Room G05), City Hall on Friday, 5th March, 2010 at 12.30 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
 - (b) Minutes
2. Security Unit Update (Pages 1 - 4)

To consider further that portion of the minute of the meeting of 19th February under the heading 'Security Unit Update' insofar as it relates to the Control Room which, at the request of Councillor Rodway, was referred back to the Committee for further consideration by the Council at its meeting on 1st March

3. Major Projects
 - (a) Titanic Signature Project (Pages 5 - 40)
4. Transition Committee Business
 - (a) Review of Public Administration (Pages 41 - 50)

5. Human Resources

- (a) Standing Order 55 - Employment of Relatives (Pages 51 - 52)

6. Asset Management

- (a) Beechvale Farm Letting (Pages 53 - 56)
- (b) Glen Road - Rent Review (Pages 57 - 60)
- (c) Appropriation of Clara Street Civic Amenity Street (Pages 61 - 64)
- (d) Use of City Hall Grounds - Red Bull Formula 1 Event (report to follow)
- (e) Emergency Repairs to Bay Walls at Waste Transfer (Pages 65 - 68)

7. Cross-Cutting Issues

- (a) City Centre Beat Initiative (Pages 69 - 74)
- (b) Fuel Stamps Scheme (Pages 75 - 78)
- (c) Consultation - Belfast Health and Social Care Trust, Excellence and Choice (Acute In-Patient Mental Health Services) (report to follow)

To: The Chairman and Members of the Strategic Policy and Resources Committee

Extract from minutes of -

STRATEGIC POLICY AND RESOURCES COMMITTEE

19th FEBRUARY, 2010

—
“Human Resources

Security Unit Update

(Mr. G. Wright, Head of Facilities Management, attended in connection with this item.)

The Committee considered the undernoted report:

“Relevant Background Information

The Committee may recall that, during its meeting of October 2009, a number of questions were raised by individual members in respect of matters concerning the security unit. These questions related to the provision of CCTV in the City Hall, working conditions in the Control Room and more general issues surrounding the unit's operations. As a consequence, the Head of Facilities Management agreed to bring a report in early 2010 updating the Committee on all relevant issues and the relevant details are set out below.

Industrial Relations

Members will recall that a package of changes to numbers, working hours, duties, locations, pool cover, pay & grading and contractual overtime arrangements etc. was developed and put to staff by way of ballot in late 2009. The Security Officer grade (30 staff) voted overwhelmingly to accept the proposal and it was duly implemented. The Control Room grade (8 staff) initially rejected the proposal - largely due to issues around the requirement for some modest lone-working in the new shift structures - but in a subsequent ballot have recently also voted to accept the package, which has now been implemented. These changes will not only result in enhanced efficiency and flexibility but will also reduce overall overtime expenditure by approx. £75,000 per annum.

CCTV infrastructure

Most of the CCTV cameras in place inside the City Hall until 2007 were removed during the recent refurbishment. The opportunity was also taken at that time to enhance cabling in order to permit the use of IP-based CCTV cameras (meaning that the images could be viewed using standard internet protocols from anywhere with a broadband connection) and a provision of £225,000 was made in the capital programme to purchase replacement cameras and associated infrastructure and hardware.

However, in the light of emerging financial constraints and the consequent need to re-prioritise the projects within the capital programme, the CCTV item was removed following discussions with the then Director of Corporate Services.

This in turn meant that, for a relatively brief period of time, the building has had to operate with a 'skeleton' CCTV system which is limited in coverage and is clearly not ideal. However once this situation arose it became necessary to consider possible alternatives, and it has been identified that the BCC Waste Transfer Depot at Duncrue has a modern, relatively new and fully functional CCTV control matrix and associated equipment which has recently been decommissioned, as this property has now transferred to the corporate land-bank.

We have sought and obtained permission to transfer this CCTV equipment to the City Hall, and this will allow us to provide CCTV coverage both inside and outside the building, providing coverage almost as comprehensive as before, and for a revenue cost of just £18,000 (including the purchase of some new high-resolution monitors etc). This equipment is IP-compatible and will therefore allow us to improve the system over time by means of relatively modest additional revenue expenditure without the need for a large capital financing requirement, and this is obviously a highly desirable outcome as it has resulted in a saving to the council of nearly £1/4m.

Control Room

It is also our intention to proceed with a fairly significant refurbishment of the Control Room area, in order to render it more useable for staff. This will involve increasing the size of the area by opening up the adjacent room (formerly the emergency management room) and re-designing the area to re-position and improve kitchen and other facilities.

It is recognized that the Control Room is not an ideal location for staff as it is located in the basement, has no natural light and can be quite restrictive in terms of its size and layout. This project will make significant improvements in terms of increased size, enhanced kitchen and washroom facilities, better lighting and air-conditioning, rationalized layout and the removal of old cabling and infrastructure etc, but it must be emphasized that it is not a complete refurbishment as it is constrained by the available revenue funding of approx. £80,000. Control Room staff will be consulted about design and layout issues before the plans are signed off and work commences, which we anticipate will be mid-April 2010.

New Security Manager

Members will be aware that we have had no Security Manager in post for quite some time, and that this role has been covered by temporary arrangements of various types, with varying degrees of success. We are therefore very pleased to confirm the appointment of Mr Maurice Baillie, formerly Security Manager at Queens University, to the post. Mr Baillie commenced employment on 8th February 2010.

Key Issues

The Committee is asked to note and endorse the actions, planned improvements and associated expenditure as set out above.

Resource Implications

The costs associated with the installation of the transferred CCTV equipment and some additional procurement of monitors and cameras will be approx. £18,000. The building and associated work necessary on foot of the refurbishment of the Control Room will be in the order of £80,000.

Both sums are provided for in the relevant revenue budgets of the Section, and it will not now be necessary to seek capital funding for the replacement of the CCTV back-office infrastructure.

Recommendations

It is recommended that:-

- (a) the Committee notes and endorses the transfer of existing CCTV equipment to the City Hall together with the associated expenditure; and
- (b) the Committee approves the carrying out of a substantial refurbishment programme in the Control Room area, together with the associated expenditure.

Decision Tracking

If approved the new CCTV system should be fully operational by 31st March 2010, and the refurbishment of the Control Room should commence in April and be complete by June 2010."

Several Members expressed concern that the installation of the closed circuit television equipment had not been included within the contract for the refurbishment of the City Hall and sought clarification in this regard.

In response, the Head of Facilities Management pointed out that while, the procurement of monitors, cameras and other equipment had not been included in the contract, the rewiring associated with the installation of the equipment had. He explained that the Waste Transfer Depot at Duncrue had been declared surplus to requirements and therefore the equipment at that property was no longer required. The closed circuit television equipment which was being relocated to the City Hall was approximately two and half years old but contained all the features which were necessary in order to offer adequate protection to the City Hall.

With regard to a number of questions in relation to the re-staffing of the Security Unit, he indicated that the operational changes and associated financial settlement had resulted in a one-off buy-out cost of approximately £250,000. However, this would effect savings of approximately £100,000 in the first year, with savings of £75,000 to £80,000 per annum thereafter. He explained that the new structure provided sufficient cover for a standard working week but that overtime payments would be required to be paid depending on the types of events and functions which were being held in the City Hall.

After further discussion, the Committee adopted the recommendations.



Belfast City Council

Report to:	Strategic Policy and Resources Committee
Subject:	Titanic Signature Project Update
Date:	5th March 2010
Reporting Officer:	Peter McNaney, Chief Executive
Contact Officer:	Kevin Heaney (ext 6202)
1.0	<u>BACKGROUND</u>
1.1	<p>Members will recall that on 19th February 2010 the Committee agreed that a Special Meeting would be held, with Members of the Development Committee in attendance, to receive a progress update on the Titanic Signature Project and the Memorandum of Understanding with Titanic Quarter Limited. The key issues to be covered include:</p> <ul style="list-style-type: none"> i) to receive an update on the Titanic Signature Project construction process; ii) to discuss the Memorandum of Understanding and associated governance arrangements; and iii) to receive an update on the emerging proposals with regard to marketing and tourism activities in 2012 around the Titanic Signature Project.
1.2	<p>Members have previously noted that for legal and tax reasons, a charitable company known as Titanic Foundation Limited (TFL) has been formed to oversee the building and operation of the Titanic Signature Project. The TFL Board consists of seven independent trustees. The present Chairman of the board is Jonathan Hegan, a past chairman of RPS Consulting Engineers. The acting Chief Executive of TFL is Brian Gregory and he will attend the Committee meeting to update the Committee on progress. Titanic Foundation Limited is required by the legal agreements to regularly keep the funders updated on progress and TFL has confirmed it will be happy to address the Committee on a regular basis to keep the Council apprised of the progress of the project.</p>
1.3	<p>Titanic Quarter Limited (TQL) is the company taking forward the development of the Titanic Quarter in a joint venture with the owners of the land, Belfast Harbour Commissioners. As a condition of the legal agreements, TQL entered into a Memorandum of Understanding with the Council, which sets out its commitment to actively work with the council, key government departments and the community to optimize the city and community benefits of the development of the Titanic Quarter. Mike Smith, the Chief Executive of TQL, will be present at the meeting to update Members on the work of TQL on engaging with the community.</p>
2.0	<u>KEY ISSUES</u>
	CONSTRUCTION UPDATE (Design & Build)
2.1	<ul style="list-style-type: none"> ▪ Work on the Titanic Signature Project commenced on site on 28th May 2009 at risk by Titanic Quarter Limited and Harcourt Construction. ▪ Financial commitments from funders secured, legal agreements and construction contracts signed on 27th November to enable the TSP to go live. ▪ Work is progressing well and construction is now emerging above ground level. ▪ There is a rigorous project management regime in place, and the project is on

	<p>programme for delivery by 31st March 2012 in time for RMS Titanic's centenary.</p> <ul style="list-style-type: none"> ▪ The Director of the Council's Property and Projects is represented on the TSP Project Board which is overseeing the design and build construction contract. The Committee will be kept fully informed of project progress and costs. ▪ Harcourt Construction has been proactive in implementing the social benefit clauses in accordance with the contract requirements. ▪ Six out of the seven work packages let relating to the TSP have been placed with local companies. ▪ The focus is now on the content of the build and main exhibition. A Storyline and Content Working Group has been established, which includes representation from the Council (i.e. Tourism, Culture and Arts). ▪ A specialist advisor on the operation of major visitor attractions has been appointed to review the operational aspects of the design and to assist in the appointment of an operator. ▪ The procurement process for the appointment of an operator will be two stages, namely 1. Pre-qualification; and 2. Tender. The anticipated timescales are: <ul style="list-style-type: none"> ○ Publication of OJEU Notice - early March 2010 ○ Pre-qualifications returns - April 2010 ○ Short-listing and invitation to tender - April/May 2010 ○ Operator appointment - October/November 2010 ▪ A specialist branding/communications company has been appointed by Titanic Foundation Limited (TFL) to develop its brand and positioning of the TSP.
2.2	Brian Gregory, the Chief Executive of Titanic foundation Limited, will be in attendance at the Committee to present to Members a detailed update.
	MARKETING AND TOURISM UPDATE
2.3	The Northern Ireland Tourism Board (NITB) has established a Working Group to develop and agree a Marketing and Communications Plan for Titanic in 2012. The group representatives from Belfast City Council (Tourism, Culture and Arts as well as Events Units), Belfast Visitor and Convention Bureau, National Museums Northern Ireland, Tourism Ireland Limited and Titanic Foundation Limited.
2.4	An initial meeting took place in January 2010 and a draft Marketing and Communications Plan is currently being finalised. A further meeting is scheduled for 5 th March 2010. Once agreed the Plan will run from now until (and throughout) 2012 as part of the Integrated Tourism Plan for the City.
2.5	Additionally, Belfast City Council, NITB and DSD are discussing the development of a Maritime Heritage Plan for Belfast as part of the Integrated Tourism Plan for the City to ensure that the Titanic Signature Project connects to the wider Maritime Heritage assets across the City. The aim is to complete this work by end of June 2010.
2.6	As referred to above, a Storyline Working Group has been established (including representation from Belfast City Council) to input into the development of interpretation within the TSP. These meetings will be scheduled every 6 weeks up to the end of October 2010 and will look at the overall storylines within each of the galleries and how this is communicated to the visitor.

	MEMORANDUM OF UNDERSTANDING WITH TQL
2.7	Attached at Appendix 1 is a copy of the briefing on the Memorandum of Understanding (MoU) provided to Members on 30 October. The MoU, entered into by Titanic Quarter Limited and the Council, sets out a clear commitment from both parties to actively work towards creating the necessary conditions to optimise the city and community benefits of the TQ development.
2.8	<p>The MoU sets out the proposed governance structure and management arrangements for taking this process forward and the associated oversight and scrutiny role of the Council within the process. Whilst the covering MOU agreement between Titanic Quarter and the Council has been endorsed and signed, the thematic action plans attached are indicative at this stage and cover six priority areas of:</p> <ol style="list-style-type: none"> 1) Employment, Education and Skills (<i>TQ Work</i>) 2) Accessibility and Transport (<i>TQ Access</i>) 3) Housing (<i>TQ Housing</i>) 4) Community outreach (<i>TQ Outreach</i>) 5) Tourism development and promotion (<i>TQ Tourism</i>) 6) Quality Open Space and Public Art (<i>TQ Space</i>)
	<u>Governance Arrangements and oversight role of the Council</u>
2.9	The Memorandum of Understanding sets out a three tier governance structure to take forward the work on the thematic action plans. The purpose of the structure is to try and bind all the key stakeholders who will need to continue to the delivery of the objectives set out in the action plans.
2.10	Essentially this involves a Strategic Advisory Board, a Co-ordinating Steering Group and Thematic Action Groups. Crucially the Council will exercise an oversight role to ensure that the benefits of the Memorandum of Understanding are fully realised. This will involve detailed reports being brought to Committee twice a year setting out progress against the action plan and the contribution being made by the key stakeholders. TQL have indicated that they will be happy to attend Committee on these occasions to discuss progress. Finally, the MOU itself provides for an annual review.
2.11	At the Committee meeting on the 19 February, it was agreed that Party Group Briefings would be offered in relation to the Memorandum of Understanding. In the first instance, we thought it would be helpful to give Members a broad overview of the project and Party briefings will then be arranged during March, so that the matter can be further considered at the Committee's meeting in April. We will also have to discuss the roles of the Development Committee and the Strategic Policy and Resources Committee in taking the various work streams forward. It is suggested that the Development Committee should take the primary role in relation to the implementation of the MoU, in the key areas of employability, access and transport, arts and tourism. The Strategic Policy and Resources will be required to exercise oversight of the construction and funding elements. Given the significance of the project for the city, it is also suggested that joint meetings of both Committees (to which all Councillors should be invited) should be held twice a year to exercise oversight and influence over all the key stakeholders who will need to work together to ensure that the development of the Titanic Quarter benefits all of the city.
	<u>Resources</u>

2.12	<p>Council officers have been engaged in ongoing discussions with Titanic Quarter Limited, community representatives and relevant Government Departments (e.g. DETI, DEL, DE etc) to firm up the governance and management arrangements for the MOU and to examine the potential to realign mainstream activities/programmes (e.g. access to employment and training initiatives) and resources to support the implementation of the MOU. This has resulted in:</p> <ul style="list-style-type: none"> ▪ Secondment from the Department for Employment and Learning (DEL): funding has been secured from DEL to employ a full-time fixed term secondee (Roisin Sloan) who is located within the Council’s Economic Development Unit and is proactively working with all relevant stakeholders to support and co-ordinate the developmental work around the employment, education and skills thematic action plan. Exploring and maximising existing and upcoming opportunities (e.g. Premier Inn coming on site in November creating 50/60 Jobs) for long-term unemployed gaining access to employment opportunities. Lisa Toland, the Economic Development Manager, will be at the special meeting and the briefings with Party Groups. ▪ Departmental involvement in the delivery of the MOU: A letter has been issued to all relevant Government Departments seeking their participation in both the Strategic Advisory Board and Thematic Action Groups. The successful implementation of the MOU will be dependant upon the level of engagement and commitment provided by the relevant Central Government Departments in terms of the thematic areas identified for action. ▪ Financial commitment from TQL of £100K: TQL has committed a minimum of £100K per annum, made up of both cash and in-kind support, to assist in enabling the full benefit of the MOU and thematic action plans to be realised. ▪ Service Level Agreement (SLA) with the East Belfast Partnership Board: A SLA has been put in place with the East Belfast Partnership (refer to Appendix 3) to act as a managing agent on behalf of the BAPs, to assist with the overall coordination of the MOU process at an operational level and to facilitate wider city-wide community engagement processes. Titanic Quarter Limited has agreed to fund the total £30K support cost for the SLA with the East Belfast Partnership Board in addition to its other funding commitments as part of the MOU.
	<p><u>City-wide Context</u></p>
2.13	<p>To ensure that the opportunities which emerge as part of the Memorandum of Understanding process and the development of the Titanic Quarter is made fully accessible to all parts of the city, as requested by Elected Members as a condition of any Council funding committed to the TSP project, the East Belfast Partnership Board has put in place an agreed protocol of engagement with the other Area Partnership Boards.</p>
2.14	<p>This protocol provides for an effective mechanism to ensure that relevant stakeholder groups (including neighbourhood partnership boards) across the city are kept fully engaged in the process and that emerging opportunities are considered within an overall city-wide context.</p>
2.15	<p>The BAPs (as a collective forum) have nominated a lead Partnership Board, to participate, on behalf of all the Partnership Boards, on each of the Thematic Groups i.e.</p> <ul style="list-style-type: none"> ○ Employability - North Belfast Partnership Board ○ Access and Transport - West Belfast Partnership Board ○ Housing -East Belfast Partnership Board

	<ul style="list-style-type: none"> ○ Tourism - South Belfast Partnership Board ○ Art and Open Space - Greater Shankill Partnership Board
2.16	The lead Partnership Board will be responsible for ensuring that the key issues emerging from the local discussions /engagement undertaken by each of the Partnership Boards across the city inform the discussions within the Thematic Groups and that the emerging decisions and opportunities are communicated.
2.17	This approach provides the opportunity to effectively engage, disseminate information and seek local views on the Memorandum of Understanding and wider Titanic Quarter development; optimising already established structures and avoiding the need to create anything new.
3.0	Resource Implications
	<p><u>Financial and Human Resources</u></p> <ul style="list-style-type: none"> ▪ There will clearly be resource implications in terms of the Council committing both officer and member time in engaging and overseeing the established governance arrangements for both the TSP and MOU. This resource would be secured through the realignment of existing activities.
4.0	Recommendations
4.1	The Committee is asked to note the contents of this report. Further note that Party Group Briefings on the operation of the Memorandum of Understanding will be conducted during March and that a further report will be brought back to Committee in April.
5.0	Appendices
	<ol style="list-style-type: none"> 1) Briefing on the Memorandum of Understanding (MoU) provided to Members on 30 October 2) Signed Memorandum of Understanding 3) SLA with East Belfast Partnership Board

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30 October 2009
Update Report of the Chief Executive

Titanic Signature Project
Memorandum of Understanding

- 1 At the Strategic Policy and Resources Committee meeting on 23 October, the Committee considered the report on the Titanic Signature Project contained at Appendix 1. The Committee noted that the Northern Ireland Executive had now signed off its funding commitment to the project and that DETI had written to the Council confirming that the Council would not be required to carry any funding commitment (operational or capital) beyond its £10 million donation. After discussion the Committee agreed to recommend to full Council that the formal legal documentation for the project could now be signed by the Council.
- 2 The Committee further requested that details of the Memorandum of Understanding, setting out how communities in the City might benefit from the development of the site, should be circulated to all Members prior to the Council meeting. This report sets out the relevant details.
- 3 When the Committee initially considered making a financial contribution to the project, at its meeting on 29 February 2008, the Committee agreed that active consideration should be given to investing £10 million in the project, subject to a full due diligence review being undertaken. As part of the work of this review, consideration was given to how the communities might benefit from the overall development of Titanic Quarter. Accordingly at a further meeting of Committee on 28 May 2008, it was recommended that as a condition of funding Titanic Quarter Limited should develop a Memorandum of Understanding with the Council “to optimise the city and community benefits to be realised from the development to the Titanic Quarter Area”.
- 4 The full Due Diligence Review was considered by Committee at its meeting on 16 December 2008, and details of the draft Memorandum of Understanding were presented for approval. A copy of the relevant extract of the Report is contained at Appendix 2. Members will note that six priority themes had been identified and that the Memorandum of Understanding sets out a clear commitment from Titanic Quarter Limited and the Council to actively work towards creating the necessary conditions to optimise the city and community benefits of the Titanic Quarter development. The report further set out details of the £100K financial commitment Titanic Quarter Limited would make to assist the benefit of the Memorandum of Understanding to be realised; the need to establish a co-ordinating Steering Group and that the Area Partnership Boards had agreed that the East Belfast Partnership would act as managing agent for the other Partnership Boards to assist with the overall co-ordination and support for the Thematic Working Group. Finally the Committee noted that work was ongoing with government departments to seek their commitment to making the Memorandum of Understanding work.
- 5 A copy of the fully developed Memorandum of Understanding is attached at Appendix 3. The Memorandum of Understanding is part of a suite of legal

documents negotiated between the partners, including a Funders Agreement, Mutual Co-operation Agreement and Security Trust and Interfunder Agreement. Members will note that draft thematic action plans have now been developed to deliver on the six priority areas of:

- 1) Employment, Education and Skills (*TQ Work*)
- 2) Accessibility and Transport (*TQ Access*)
- 3) Housing (*TQ Housing*)
- 4) Community outreach (*TQ Outreach*)
- 5) Tourism development and promotion (*TQ Tourism*)
- 6) Quality Open Space and Public Art (*TQ Space*)

Work is ongoing in regards to finalising the necessary governance arrangements for taking this work forward and in further developing the associated Action Plans with realistic, deliverable and measurable actions and associated performance indicators being agreed.

6 Resources

Council officials have been engaging in ongoing discussions with Titanic Quarter Limited, community representatives and relevant Government Departments (e.g. DETI, DEL, DE etc) over the past number of months to firm up the resource and governance arrangements attached to the Memorandum of Understanding and to examine the potential to realign mainstream activities/programmes to support this process. This has resulted in:

- **Secondment from the Department for Employment and Learning (DEL):** funding has been secured from DEL to employ a full-time fixed term secondee who will be located within the Council's Development Department and will work with all relevant stakeholders to support and co-ordinate the developmental work around the employment, education and skills thematic action plan. The commencement date for this secondment is the middle of November 2009.
- **Departmental involvement in the delivery of the MEMORANDUM OF UNDERSTANDING:** A letter has been issued recently to all relevant Government Departments seeking their participation in both the Strategic Advisory Board and Thematic Action Groups. The successful implementation of the Memorandum of Understanding will be dependant upon the level of engagement and commitment provided by the relevant Central Government Departments in terms of the thematic areas identified for action.
- **Financial commitment from TQL of £100K:** TQL has committed a minimum of £100K per annum, made up of both cash and in-kind support, to assist in enabling the full benefit of the Memorandum of Understanding and thematic action plans to be realised.

- **Council support:** Clearly there are synergies between the development of the Titanic Quarter and the priorities and objectives of the Development Department in terms of supporting tourism development, economic development and regeneration activity within the city. Accordingly, an internal co-ordination resource has been made available within the Department (through the realignment of resources and activity) to undertake the necessary developmental work and operational management of the Memorandum of Understanding process including monitoring progress and reporting to elected Members.

- **Service Level Agreement (SLA) with the East Belfast Partnership Board:** The Council is currently in the process of finalising negotiations with the East Belfast Partnership in relation to entering into an SLA with the Council to act as a managing agent on behalf of the Belfast Area Partnership Boards, to assist with the overall coordination of the Memorandum of Understanding process at an operational level and to facilitate wider city-wide community engagement processes.

The draft SLA attached at Appendix 2 is to be considered by the Executive Committee of the East Belfast Partnership Board on 10th November 2009. Early indications (based on previous discussions at the Executive Committee) would suggest that the SLA will be accepted and would come into effect from 1st December for a 1 year period subject to review.

Titanic Quarter Limited has agreed to fund the total £30K support cost for the SLA with the East Belfast Partnership Board in addition to its other funding commitments.

7 City-wide Context

To ensure that the opportunities which emerge as part of the Memorandum of Understanding process and the development of the Titanic Quarter is made fully accessible to all parts of the city, as requested by Elected Members as a condition of any Council funding committed to the TSP project, the East Belfast Partnership Board has put in place an agreed protocol of engagement (attached at Appendix 4) with the other Area Partnership Boards.

This protocol provides for an effective mechanism to ensure that relevant stakeholder groups (including neighbourhood partnership boards) across the city are kept fully engaged in the process and that emerging opportunities are considered within an overall city-wide context.

The Belfast Area Partnership Boards (as a collective forum) have nominated a lead Partnership Board, to participate, on behalf of all the Partnership Boards, on each of the Thematic Groups i.e.

- Employability – North Belfast Partnership Board

- Access and Transport – West Belfast Partnership Board

- Housing –East Belfast Partnership Board
- Tourism – South Belfast Partnership Board
- Art and Open Space – Greater Shankill Partnership Board

The lead Partnership Board will be responsible for ensuring that the key issues emerging from the local discussions /engagement undertaken by each of the Partnership Boards across the city inform the discussions within the Thematic Groups and that the emerging decisions and opportunities are communicated.

This approach provides the opportunity to effectively engage, disseminate information and seek local views on the Memorandum of Understanding and wider Titanic Quarter development; optimising already established structures and avoiding the need to create anything new.

8 Governance Arrangements and oversight role of the Council

The Memorandum of Understanding sets out a three tier governance structure to take forward the work in the thematic action plans. The purpose of the structure is to try and bind in all the key stakeholders who will need to contribute to the delivery of the objectives set out in the action plans. Essentially this involves a Strategic Advisory Board, a Co-ordinating Steering Group and Thematic Action Groups. Terms of Reference for the groups are being established and will be reported to Committee. Crucially the Council will exercise an oversight role to ensure that the benefits of the Memorandum of Understanding are fully realised. This will involve detailed reports being brought to Committee twice a year setting out progress against the Action Plan and the contribution being made by the key stakeholders.

TQL have indicated that they will be happy to attend Committee on these occasions to discuss progress. Finally, the Memorandum of Understanding itself provides for an Annual Review.

- 9 Finally I enclose, at Appendix 5, a copy of the community benefit clauses which have been incorporated in the legal documentation, which are the clauses recommended by Government Central Procurement Directorate and relate to training and skills development, employment, promotion of equality and sustainability.
- 10 A further update report will be brought to Committee, suggesting how the Council may wish to exercise its continued oversight of the project which in general terms will recommend that the Development Committee exercises the oversight roles over the Memorandum of Understanding and the development of the tourist attraction elements of the project and that Strategic Policy and Resources exercises oversight over the construction and funding elements.



Memorandum of Understanding



Between Titanic Quarter Limited & Belfast City Council To Promote PARTNERSHIP AND REGENERATION

1. Purpose

Titanic Quarter Limited and Belfast City Council recognise that the Titanic Quarter is a key economic asset and a future catalyst for high quality investment which will support the continued revitalisation of Belfast and Northern Ireland.

There are clearly significant benefits to be realised through a more collaborative approach to taking forward the regeneration of Titanic Quarter. We seek to ensure that everyone within the city has fair access to the opportunities which emerge and that investors have direct access to the human resources and skills base available in Belfast.

This document outlines the declaration, objectives and principles that together form the basis of a mutual partnership agreement between Titanic Quarter Limited and Belfast City Council.

2. Declaration

In signing this Memorandum of Understanding both parties are committed to working in partnership with public, private, voluntary and community sector organisations to create the necessary conditions **to optimize the city and community benefits of the Titanic Quarter development, to demonstrate good corporate citizenship and provide a recognised route for Titanic Quarter Limited's engagement with the city and community.**

3. Objectives

The practical outcomes sought from the execution of the MOU include:

1. To promote Titanic Quarter as a prime employment option for local people and improve the skills of local people in accordance with employers' needs
2. To ensure that appropriate mechanisms are put in place to improve community awareness, engagement and ownership of the Titanic Quarter development
3. To plan and deliver, with support from other relevant bodies, a comprehensive package of regeneration benefits for local people and communities including the adjoining East Belfast.
4. To develop better connectivity/linkages between the Titanic Quarter, the city centre and local communities.
5. To ensure that the Titanic Quarter contributes to enhancing the wider tourism product of the city.
6. To ensure a focus on achieving sustainable outcomes that contribute to the enhancement of environmental, social, cultural and heritage values of the city.
7. To support the establishment of sustainable communities through the adequate provision of affordable and social housing and the provision of necessary social infrastructure.

4. Principles

The following principles will underpin the Memorandum of Understanding and guide the activities of the co-signatories.

- **Leadership:** recognise that successful cities demonstrate a quality of strategic leadership that nurtures a shared commitment to a strong, clear vision of the future
- **Partnership:** recognise that we cannot deliver everything on our own and are committed to working in partnership to ensure co-ordinated solutions are developed in response to the challenges facing the city
- **Engagement:** recognise that effective community involvement and development is essential for successful regeneration. Local people should continue to be at the heart of the process
- **Commitment:** ensure that everyone has fair access to the economic, social, environmental and physical regeneration benefits to emerge from the development of Titanic Quarter
- **Transparency:** ensure greater openness and communication with key stakeholder groups on relevant issues
- **Integration:** ensure that the regeneration of the Titanic Quarter supports and complements the wider regeneration of the city
- **Sustainability:** ensure that the investment decisions and infrastructure we build today leave a lasting legacy for future generations

5. Priority Themes for Action

In order to achieve the objectives set out within the Memorandum of Understanding there are a number of priority areas which need to be taken forward. These include:

- 1) Employment, Education and Skills
- 2) Accessibility and Transport
- 3) Community outreach
- 4) Housing
- 5) Tourism development and promotion
- 6) Quality Open Space and Public Art

6. Process

A suite of six detailed **Thematic Action Plans** will be developed, in partnership with other key stakeholders including the community sector and relevant statutory service providers, for each of the priority themes identified above and will be attached as an addendum to the MOU with its implementation monitored.

Refer to Appendix 1 for initial working drafts of the Thematic Action Plans with indicative actions identified.

7. Management Arrangements

A three tier governance structure comprising of a Strategic Advisory Board, a Co-ordinating Steering Group and Thematic Working Groups, will be established to take forward the development, implementation and monitoring of an overall Implementation Plan and its sub-component action plans.

7.1 Strategic Advisory Board

Comprise of key representatives from the community sector, Government Departments, Belfast City Council and Titanic Quarter Limited

Roles and Responsibilities

- Provide an overall guiding body and a forum for constructive dialogue to discuss and resolve issues/conflicts as they arise.
- Provide strategic guidance and advice.
- Liaise and feedback to the TQL Board, Belfast City Council and NI Executive as required
- Oversee, monitor and scrutinise the agreed outputs in the Implementation Plan

7.2 Co-ordinating Steering Group

Comprise of officials from Titanic Quarter Limited, Belfast City Council and lead representative on behalf of the Belfast Area Partnership Boards.

Roles and Responsibilities

- Drive forward and manage the MOU.
- Monitor progress.
- Review and update Implementation Plan
- Undertake risk assessment to identify barriers and opportunities.
- Identify tasks and delegate to Working Groups
- Evaluate information from the Working Groups
- Resolve issues arising
- Feedback to Strategic Advisory Board and Thematic Working Groups

7.3 Thematic Working Groups

Comprise of representatives from relevant Government Departments, statutory service providers, the community sector, officials from Belfast City Council and Titanic Quarter Limited.

Roles and Responsibilities

- Development of a programme of work and detailed action plan
- Co-ordinate the implementation of the projects and programmes arising from the action plan
- Engage relevant partners and support the integration and alignment of existing mainstream programmes
- Review the work plans periodically and feedback to the Co-ordinating Steering Group on a quarterly basis.

8. Monitoring & Review

To provide further transparency within the process, Belfast City Council will have nominated elected representatives on the proposed Strategic Advisory Board which has responsibility for overseeing, monitoring and scrutinising the agreed outputs in the Implementation Plan and ensure that the benefits underpinning the MOU are realised.

Both Titanic Quarter Limited and Belfast City Council will designate a lead liaison officer who will be the central point of contact between both parties and who will participate on and support the work of the Co-ordinating Steering Group.

9. Legal Status

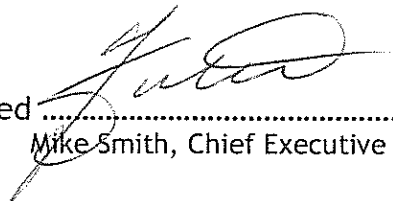
The Memorandum of Understanding will be incorporated as a condition of Belfast City Council's funding as set out within the overall Funding Agreement to be entered into by Titanic Quarter Limited, the Northern Ireland Tourist Board, the Department of Enterprise, Trade and Investment and Belfast City Council in relation to the Titanic Signature Project.

The MOU shall operate upon signature by both parties and shall remain in effect for a maximum of 5 years. The MOU will be reviewed by the parties annually and may be amended or terminated by written agreement between the parties.

Any disagreement arising from the interpretation of this MOU should be considered within the spirit implicit in the co-operation arrangements. Sensible negotiation of disputes assures continuation of the development and prevents the collapse of the project and consequently the waste of public funding.

Whilst it is intended that the arrangements in this MOU should apply generally, it is recognised that some circumstances will require special handling. Nothing in this MOU prevents the making of arrangements to meet specific exceptional needs.

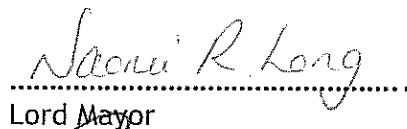


Signed 
Mike Smith, Chief Executive

Date: 9 / June / 2009



Signed for and on behalf of Belfast City Council


Lord Mayor

Date: 25 / June / 2009


Chief Executive

Date: 25 / June / 2009

Appendix 1: DRAFT Thematic Action Plan

1.0 'TQ Work' - Employment, Education and Skills

Titanic Quarter (TQ) presents one of the most significant employment and business opportunities facing the city during its construction and subsequent operation. It is anticipated that the regeneration of TQ will result in more than 20,000 new jobs within the city comprising of a huge variety of employment opportunities. Titanic Quarter are committed to ensuring that local people have the necessary skills to avail of the job opportunities which arise from Titanic Quarter

Action	Expected Outcomes / Targets	Project Lead	Project Support	Timescale
1. TQ Work				
1.1) Employment outcome analysis: commission an analysis of current and planned employment numbers and types on the site - to be updated annually.	<ul style="list-style-type: none"> ▪ Analysis completed ▪ 'TQ Work' updated/revised, if necessary 	DEL	DEL/BCC/TQL	Oct 2009 Nov 2009
1.2) Develop 'TQ Work', an Employment, Education and Skills Strategy which seeks to enable people to access the employment opportunities which will emerge on TQ.	<ul style="list-style-type: none"> ▪ Draft 'TQ Work' circulated to all relevant partners for input and discussion ▪ Feedback received, discussed and where necessary incorporated into final document. 	TQL/BCC /DEL	DETI;BMC;TQL Employers;BAPS, East Rep.	June 2009 Sep 2009
1.3) Establishment of an inter-agency 'TQ Work' Group to take forward the actions and commitments set out within the 'TQ Work' Strategy.	<ul style="list-style-type: none"> ▪ Initial 'TQ Work' Information Meeting ▪ Draft Terms of Reference for TQ Work Group ▪ Establishment of 'TQ Work' Group 	TQL/BCC/DEL	DETI; BCC; BMC; TQL; TQL Employers; BAPS; East rep.	Nov. 2008 June 2009- Oct 2009
1.4) To raise awareness among existing employers, and all new TQ Employers, about 'TQ Work' and seek their commitment to its delivery.	<ul style="list-style-type: none"> ▪ 75% percentage of existing employers signed-up to the delivery of 'TQ Work' ▪ 75% percentage of new employers signed-up to the delivery of 'TQ Work' 	TQL TQL	Existing TQ Employers; BITC; DEL New TQ Employers	From June 2009 Ongoing
1.5) DEL Staff resource to champion 'TQ Work'	DEL secondee appointed, focusing on championing delivery of 'TQ Work'	DEL	BCC	Sep 09

Employment, Education and Skills

2. Pre-Employment Programmes		DEL	DEL	Ongoing
2.1) Ensure understanding of all DEL provision and the relevance to TQ Employers.	<ul style="list-style-type: none"> DEL representative to keep TQ, BCC and other interested parties fully aware of DEL provision. DEL representative to work with all interested parties to ensure that where appropriate DEL provision used/adapted to suit needs of employers and individuals. 	DEL (to lead on demand led training and support programmes)	TQL, BMC, CITI	Apr 2010
2.2) Design, implement and manage pre-recruitment training schemes which provide a bespoke response to the needs of current/ prospective employers in TQ and the long-term unemployed and economically inactive people in the Belfast City Council area.	<ul style="list-style-type: none"> Development and implement a pre-recruitment training schemes for financial service industry Develop and implement a pre-recruitment training schemes for creative media sector Develop and implement pre-recruitment training schemes for the hospitality and tourism sector 	DEL (to lead on demand led training and support programmes)	TQL, BMC, NI Screen, DCAL	Dec 09
3. Apprenticeships		DEL (to lead on demand led training and support programmes)	TQL, BMC, HART	Dec 09
3.1) Encourage uptake of apprenticeships schemes within TQ	<ul style="list-style-type: none"> Titanic Signature Project: The contractor agrees to recruit one apprentice, either directly or through the supply chain, for each £2M of project value Research establishment of 'apprenticeship pool' for TQ construction companies Explore opportunities for apprenticeships within the wider permanent employers 	DEL DEL	TQL, Harcourt Construction, DEL, Construction Sector Skills Council; Construction Skills Training Board Training for Success providers, CITB, BMC	Dec 09 Dec 2009
4. Access to Employment				

<p>4.1) To have 20,000 permanent jobs and 15,000 construction jobs in TQ by 2025</p>	<ul style="list-style-type: none"> To have 1,500 permanent jobs located at TQ. To have 300 no. Construction jobs located at TQ. 	<p>TQ</p>	<p>Invest NI, SIB</p>	<p>Dec 09 Dec 09</p>
<p>4.2) Create an awareness of the range of employment opportunities available to unemployed people and the economically inactive.</p>	<ul style="list-style-type: none"> TQ vacancies to be advertised by DEL through its Jobs & Benefits Offices, Job Centres and through DEL kiosks in the intermediary labour market providers and Jobcentre Online and make full use of DEL Employer Contact Managers 75% of TQ employers to register on the Jobcentre's Employers' Online System 	<p>DEL</p>	<p>TQ</p>	<p>Ongoing</p>
<p>4.3) Focus activity towards those areas of the city with high levels of unemployment, long-term unemployment, economic inactive and low-skilled employment.</p>	<ul style="list-style-type: none"> Titanic Signature Project: The contractor agrees to secure the creation of employment opportunities for one long-term unemployed person, either directly or through the supply chain, for each £5M of project value. 	<p>TQ</p>	<p>DEL, BCC, LEMIS</p>	<p>Dec 09</p>
<p>4.4) To work alongside BMC to supply its graduates to TQ Employers via existing programmes e.g. 'Collaborate' and 'JobClub'</p>	<ul style="list-style-type: none"> Specific programme put in place to support student engagement 	<p>DEL</p>	<p>Belfast Metropolitan College/TQ/ TQ Employers</p>	<p>Ongoing</p>
<p>4.5) Work alongside BMC to supply undergraduates to TQ Employers via existing programmes e.g. 'Placement' projects.</p>	<ul style="list-style-type: none"> 5% of undergraduate student placements to be secured within Titanic Quarter 	<p>TQ / TQ Employers</p>	<p>Belfast Metropolitan College</p>	<p>Ongoing</p>
<p>4.6) Pursue the provision of appropriate and adequate childcare provision within TQ site</p>	<ul style="list-style-type: none"> Consider appropriate models for childcare provision, based on estimated employment figures 	<p>TQ/DEL</p>	<p>Employers for Childcare, DEL, DE</p>	<p>Ongoing</p>
<p>5. Supporting collaborative inter-agency planning and intervention to maximise engagement of Target Groups</p>				
<ul style="list-style-type: none"> Promote to TQ Employers the 'Employers for Childcare' scheme. 	<p>TQ/DEL</p>	<p>Employers for Childcare</p>	<p>Ongoing</p>	

5.1)TQL to actively participate in inter-agency planning and intervention to maximise engagement with the unemployed, long-term unemployed and economic inactive.	<ul style="list-style-type: none"> ▪ Raise awareness of the 'TQ Work' to the city wide network of employment support services and associated employers. ▪ TQL to engage with and be represented on appropriate forums and to provide regular updates on employment opportunities emerging on TQ. 	DEL	TQL/ Employment Support Services / Department for Employment and Learning	Ongoing
6. Education				
6.1)Address the issues of pupils leaving school without formal qualifications and to ensure adequate education provision for TQ residents and the local areas.	<ul style="list-style-type: none"> ▪ Support the development of 'Vocational Enhancement Programme' which seeks to enhance education and training for 14-19 year old to ensure that young people are aware of the choices available to them. ▪ Presentations to school career teachers on the employment opportunities emerging from TQ. 	TQL /DEL	DE; DETI; BMC; Business in the Community	Ongoing
6.2)Support the provision of local facilities or the potential for the future development in the TQ area, particularly, childcare, nursery or primary provision	<ul style="list-style-type: none"> ▪ Demonstrate that steps have been taken to support the provision of local facilities or the potential for the future development in the TQ area. ▪ Ensure ongoing planning with DE re: anticipated future resident numbers 	TQL	DE	Ongoing
7. Marketing and Promotion				
7.1)Develop and implement a media and promotional programme to raise awareness of 'TQ Work' and the employment/training opportunities arising within TQ	<ul style="list-style-type: none"> ▪ TQ website to be re-branded as the main resource for information for MOU and develop TOR for standards (e.g. integrity, openness, transparency etc) ▪ Regular updates of TQ website to ensure 'TQ Work' and outputs are available ▪ Ensure that minutes from all meetings related to MoU are included on the website ▪ Development of a detailed promotional circulation database which includes relevant stakeholders, community representatives and TQ Employers 	TQL	DEL/BCC	Dec 2009
		TQL	DEL/BCC	Ongoing
		TQL	DEL/BCC	Ongoing
		TQL;BCC	BAPs,	Sep 2009

	<ul style="list-style-type: none"> ▪ Promote 'TQ Work' via press/TV/publications/TQL email alerts 'ezines' at minimum 3/ per year ▪ Production and circulation of an employment and employability flyer for TQ employers ▪ Production and circulation of employability flyers targeted at encouraging those who are unemployed and economically inactive to avail of the job and training opportunities arising in TQ. ▪ Deliver presentations to relevant groups on (5/ per year) 	<ul style="list-style-type: none"> ▪ Update reports provided to key stakeholders on Strategic Advisory Board and Co-ordinating Steering Group ▪ 'TQ Work' annual progress report produced (e.g. employment/ training outputs) 	<p>TQL</p> <p>TQL/DEL</p> <p>DEL</p> <p>TQL</p>	<p>TQL</p> <p>DEL/TQL/ TQ Employers</p> <p>DEL</p> <p>TQL</p>	<p>Ongoing</p> <p>Nov 2009</p> <p>ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Annually</p>
<p>8. Monitor and Review</p> <p>8.1) Review and monitor progress of 'TQ Work' on a regular basis and provide feedback to interested stakeholders</p>		<p>'TQ Work' Group</p> <p>'TQ Work' Group</p>	<p>BCC to provide strategic oversight of the action plan.</p> <p>TQL; DEL; BCC</p>		

DRAFT Thematic Action Plan

2.0 TQ 'Access' - Accessibility and Transportation

Titanic Quarter is situated within a 'shatter zone' fragmented from both the city centre and its surrounding communities by transportation infrastructure. Enhancing the connectivity and linkages to Titanic Quarter will be fundamental to ensuring that the opportunities arising from this key economic driver are accessible to the whole community. There should be a choice of routes forming a network and providing connections for all modes of transport. Furthermore, accessibility must be considered within the context of future residents accessing local facilities.

Action	Expected Outcomes / Targets	Project Lead	Project Support	Timescale
2.1) Develop 'TQ Access', a TQ accessibility and transportation strategy, which seeks to give access for all to TQ.	<ul style="list-style-type: none"> ▪ Draft 'TQ Access' circulated to all relevant partners for input and discussion ▪ Feedback received, discussed and where necessary incorporated into final document 	TQL/BCC	DRD; DOE; BCC;SIB;BAPs;East rep.	Sep 09 Dec 09
2.2) Establishment of an inter-agency 'TQ Access' Group to take forward the actions and commitments set out within 'TQ Access'	<ul style="list-style-type: none"> ▪ Draft terms of reference for 'TQ Access' Group ▪ Establishment of 'TQ Access' Group 	TQL/BCC	DRD; DOE; BCC;SIB;BAPs;East rep.	Sep 09 Sep 09
2.3) TQL to engage with Translink in early discussions and planning for the introduction of a high frequency metro bus service which links TQ with the City Centre.	<ul style="list-style-type: none"> ▪ Whilst it is anticipated that the metro service would be in place and fully functional by 2010, in line with the relocation of the Belfast Metropolitan College onto Titanic Quarter consideration should be given to the earlier introduction of the service (albeit at a reduced level) to enable access to the site for potential employees and visitors 	DRD	Translink; Department for Regional Development; Department of Environment	2010

Accessibility and Transportation

<p>2.4) TQ to undertake a comprehensive "Transport Assessment" which would influence and inform the form of infrastructure provided and the timescales for delivery.</p> <p>Access and connectivity to both the surrounding neighbourhoods and wider city should be considered as part of this assessment and factored into the overall development of the site.</p> <p>On completion this "Transport Assessment" would form the basis of TQ's engagement with relevant agencies (e.g. DRD, NIR, Translink) regarding the provision of adequate infrastructure and access to TQ.</p>	<ul style="list-style-type: none"> ▪ TQ to be included as part of the Translink's "Metro Inner City Travel Zone" which would result in reduced fares for those travelling from City Centre. ▪ Increased update in the use of public transport which has associated environmental benefits. ▪ Completion of a comprehensive "Transport Policy" for TQ which supports its connection to the wider city. 	<p>TQL</p>	<p>Translink; Department for Regional Development; Department of Environment</p>	<p>TBC</p>
<p>2.5) TQL to commit to those measures which promote the physical connectivity of the site to the city centre and adjacent neighbourhoods, for other than car. The inclusion of cycle routes through and within TQ including, for example, the riverfront walkway is a good example of such connections. Other options for connecting to the existing infrastructure should be pursued e.g. rail, bus routes etc.</p>	<ul style="list-style-type: none"> ▪ TQL to provide clarification of the phasing for the specific transportation proposals identified within the TQ Regeneration Framework and the early initiation and funding of public transport requirements and pedestrian and cycle access. ▪ The inclusion of cycle routes through and within the TQ including the riverfront walkway will contribute to the overall connectivity of the site. 	<p>TQL</p>	<p>Translink; Department for Regional Development; Department of Environment; Strategic Investment Board; Belfast City Council</p> <p>Translink; Department for Regional Development; Department of Environment; Strategic Investment Board; Northern Ireland Rail</p>	<p>TBC</p>
<p>2.5) TQL to commit to those measures which promote the physical connectivity of the site to the city centre and adjacent neighbourhoods, for other than car. The inclusion of cycle routes through and within TQ including, for example, the riverfront walkway is a good example of such connections. Other options for connecting to the existing infrastructure should be pursued e.g. rail, bus routes etc.</p>	<ul style="list-style-type: none"> ▪ The inclusion of cycle routes through and within the TQ including the riverfront walkway will contribute to the overall connectivity of the site. 	<p>TQL</p>	<p>Translink; DRD; DOE; SIB; NIR; Sustrans</p>	<p>Ongoing</p>

	Development and implementation of a "cycle to work scheme"	TQ/BCC	TQ Employers	2010
<p>2.6) Encourage TQ employers to participate in a "Cycle to Work" scheme similar to BCC</p>	<ul style="list-style-type: none"> Development and implementation of a "cycle to work scheme" 	TQ	Translink; DRD	TBC
<p>2.7) TQ to examine with DRD the potential for connecting TQ with the existing Belfast Urban Area Park and Ride sites - TQ being designated as a "destination" for "Park and Ride" travellers coming into the city.</p>	<ul style="list-style-type: none"> TQ designated as a "destination" for "Park and Ride" travellers e.g. look at how existing Park and Ride routes such as Sprucefield to Belfast City Centre could be extended to TQ. 	TQ	Translink; DRD	TBC
<p>2.8) TQ to engage with the ongoing work of the Strategic Investment Board in taking forward the development of the "East Belfast Infrastructure Led Regeneration Strategy" (formally referred to as the "Shatter Zone" project) which it is intended will "improve the physical connectivity for the residents of East Belfast, Titanic Quarter and Belfast City Centre".</p>	<ul style="list-style-type: none"> Active engagement and commitment of TQ to the "East Belfast Infrastructure Led Regeneration Strategy" 	EBPB	SIB;EBPB	2010
<p>2.9) Opportunities exist to improve linkages and release development opportunities through the provision of new 'street' connections between Titanic Quarter and adjacent communities. For example:</p> <ul style="list-style-type: none"> Templemore Avenue (linking across the Sydenham By-pass/Railway from the junction at Newtownards Road into Titanic Quarter) Dee Street - straightening the street and improving the capacity of the bridge 		EBPB	DRD; DOE; SIB	2010
<p>2.10) TQ to engage with DRD, at an early stage, regarding the upgrading of the primary road access to TQ - discuss future provision and expansion requirements.</p>	<ul style="list-style-type: none"> Active discussion between TQ and DRD Upgrade primary road access to TQ 	TQ	DRD	2010

<p>2.11)TQL to engage with DRD, at an early stage, regarding the upgrade of the Queens Quay entrance to a boulevard.</p>	<ul style="list-style-type: none"> ▪ Active discussion between TQL and DRD ▪ Queens Quay upgrade 	TQL	DRD	2010
<p>2.12)TQL to engage with DRD at an early stage regarding the remodelling of the Sydenham bypass and the potential to provide a new footpath/cycle lane.</p>	<ul style="list-style-type: none"> ▪ Active discussion between TQL and DRD ▪ Ensure that the provision of the footpath/cycle land is integrated with the development of TQ. 	TQL	DRD	2010
<p>2.13)TQL to progress discussions with NIR, at an early stage, concerning the upgrading of Bridge End rail halt</p>	<ul style="list-style-type: none"> ▪ Upgrading and modernising of Bridge End station linked to the enhancement of a connection from TQ to adjacent community. 	TQL	NIR	2010
<p>2.14)TQL will inform and if required participate in forums concerning projects which will improve the local and immediate road infrastructure for planning purposes</p>	<ul style="list-style-type: none"> ▪ TQL will provide 'support- in- kind' to relevant projects e.g. Connswater Greenway Project; Newtownards Road 2012 to regenerate and link into Belfast's busiest arterial routes etc.. 	TQL	DRD; DOE;SIB	2010
<p>2.15)TQL to mutually agree with Connswater Community Greenway proposals for the provision of a "Landmark Bridge" with pedestrian/cycle provisions connecting TQ with the Connswater Greenway Project.</p>	<ul style="list-style-type: none"> ▪ Agreed scheme to connect TQ with the Connswater Greenway Project 	EBPB	TQL;Connswater Community Greenway; BCC; DSD	2010

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3.0 TQ 'Housing'

Titanic Quarter offers a unique opportunity to provide a mixed tenure and mixed income development as part of the regeneration mix aimed at creating a sustainable and vibrant community. The provision of affordable and social housing should be considered as an integral part of the overall residential development of the Titanic Quarter.

Action	Expected Outcomes / Targets	Project Lead	Project Support	Timescale
3.1) Develop 'TQ Housing', a TQ affordable housing strategy.	<ul style="list-style-type: none"> ▪ Draft 'TQ Housing' circulated to all relevant partners for input and discussion ▪ Feedback received, discussed and where necessary incorporated into final document 	TQL/BCC	NIHE; Housing Assoc Rep, DSD; BAPs; East rep.	Oct 09 Jan 10
3.2) Establishment of an inter-agency 'TQ Housing' Group to take forward the actions and commitments set out within 'TQ Housing'	<ul style="list-style-type: none"> ▪ Draft terms of reference for 'TQ Housing' Group Establishment of 'TQ Housing' Group	TQL/BCC	NIHE; Housing Assoc Rep, DSD; BAPs; East rep.	Oct 09
3.3) A minimum of 15% of the residential accommodation shall be allocated for affordable housing of which a minimum of 10% shall be allocated within the Phase 2 area in compliance with the Design Principles document date stamp received 18 June 08. The remainder of the affordable housing provision may be in 'off-site' locations in the Belfast Metropolitan Area. All of the 'off-site' affordable housing shall be provided prior to the occupation of 70% of the residential accommodation located within Phase 2.	<ul style="list-style-type: none"> ▪ See attached phasing map, which is part of the planning approval for Phase 2. ▪ TQ will engage with DSD, NIHE and relevant housing associations to ensure the planned delivery of its commitment to providing integrated affordable and social housing. 	TQL	NIHE; Housing Assoc rep; DRD; DOE	2012

Housing

<p>3.4) Similar provisions for affordable housing will be incorporated within future phases</p>	<p>▪</p>	<p>TQL</p>	<p>NIHE; Housing Assoc rep; DRD; DOE</p>	<p>2012</p>
<p>3.5) TQL will accommodate community facilities and provision of local services through the identification and reservation of sites within the overall Titanic development. Facilities should include local retail, business support facilities, health care, educational, crèches and day nurseries.</p>	<p>▪ The provision of local facilities and amenities or the opportunity for provision which cater for residents and provide support services for the business population of TQ</p>	<p>TQL</p>		<p>2012</p>

DRAFT Thematic Action Plan

4.0 TQ 'Outreach' - Community Outreach

It is important that the views of local communities and their aspirations are given a high level of priority when taking forward major regeneration projects within the city. For regeneration projects to be owned by communities, people need to be consulted and involved.

Action	Expected Outcomes / Targets	Project Lead	Project Support	Timescale
4.1) TQL to establish a 'Strategic Advisory Board' which will act as a community sounding board regarding the development of proposals for the Titanic Quarter.	<ul style="list-style-type: none"> Strategic Advisory Board established 	TQL/BCC	BCC reps; BAPs; Statutory Service Providers; Government Department	Dec 2009
4.2) TQL to develop a programme of events which improves engagement and communication with local communities.	<ul style="list-style-type: none"> TQ Annual Information Event to be held. Invites to be circulated to all BAPs community contacts. 	TQL/BCC		2010
	<ul style="list-style-type: none"> TQL to host relevant community events at Titanic Quarter - minimum of 2 events/per year 	TQL		2009
	<ul style="list-style-type: none"> TQL to have exhibitions at relevant community events (e.g. jobfairs, community information sessions etc) - minimum 5 events /per year 	TQL		2009
	<ul style="list-style-type: none"> TQ to deliver presentations to the community - minimum of 5/per year 	TQL		2009
4.3) TQL to provide clarity on its intentions for the provision of community related facilities as part of the overall Titanic Quarter development.	<ul style="list-style-type: none"> Statement of intent for the provision of community facilities within Titanic Quarter 	TQL		2010
4.4) TQL to establish a 'Community Fund' with an annual value of £100,000 to support relevant community related and employability projects which are connected to Titanic Quarter.	<ul style="list-style-type: none"> Establishment of Community Fund. 	TQL		Jan 09

DRAFT Thematic Action Plan

1.5 TQ 'Tourism' - Tourism and Promotion

Titanic Quarter should be both a tourism attraction and support the wider tourism project of the city and that of adjacent communities.

Action	Expected Outcomes / Targets	Project Lead	Project Support	Timescale
5.1) Develop 'TQ Tourism', a TQ tourism development and promotional strategy, linked to citywide and provincewide tourism activities.	<ul style="list-style-type: none"> ▪ Draft 'TQ Tourism' circulated to all relevant partners for input and discussion ▪ Feedback received, discussed and where necessary incorporated into final document ▪ TQ to be centrally featured in Belfast City Council's new Integrated Tourism Development Strategy for Belfast ▪ Detailed programme of activities put in place which enhances the tourism potential of TQ and its connection to the wider industrial and maritime heritage of Belfast. 	TQL/BCC	BVCB; NITB; BAPs; Community Representatives	Sep 09 Dec 09 2009 2009
5.2) Establishment of an inter-agency 'TQ Tourism' Group to take forward the actions and commitments set out within 'TQ Access'	<ul style="list-style-type: none"> ▪ Draft terms of reference for 'TQ Tourism' Group ▪ Establishment of 'TQ Tourism' Group 	TQL/BCC	DRD; DOE; BCC; SIB; BAPs; Community Representatives	Sep 09 Dec 09
5.3) In partnership with the BVCB, BCC and NITB, develop a programme of tourism trails which promote the maritime and industrial heritage of TQ and connects with other cultural and tourism landmarks within the city	<ul style="list-style-type: none"> ▪ Enhanced programme of tourism trails which promote the maritime and industrial heritage of TQ and connects with other cultural and tourism landmarks within the city 	NITB	NITB, BVCB, BCC, TQL, EBPB, Titanic Trail	2010

Tourism Development and Promotion

<p>5.4) Engage with relevant representatives from adjacent communities to examine the potential role of TQ in supporting community tourism development and integrating the Titanic offering into existing and/or emerging community tourism trails and itineraries.</p>	<ul style="list-style-type: none"> ▪ Enhanced programme of Community Tourism activities ▪ Linkage to wider facility and signature structures. 	<p>NITB</p>	<p>TQL; BCC; Community Representatives; EBPB BVCB; NITB</p>	<p>2010</p>
<p>5.5) Provide and maintain Belfast City Council signage/information boards throughout the TQ area to promote the cities tourism offering.</p>	<ul style="list-style-type: none"> ▪ Tourism signage and information boards located in TQ maintained 	<p>BCC</p>		<p>2009</p>
<p>5.6) Restoration of the Thompson Dock and Thompson Pump-house as a key visitor attraction and events location. TQL will continue to work with the Northern Ireland Science Park to develop the Titanic heritage trail.</p>	<ul style="list-style-type: none"> ▪ Restored Pump-House and creation of new visitor facility ▪ Enhanced programme of tourism trails which promotes the maritime and industrial heritage of TQ and connects with other tourism landmarks within the city. 	<p>TQL</p>	<p>NI Science Park; Belfast Visitor & Convention Bureau; NI Tourist Board; NI Science Park; Belfast City Council</p>	<p>Completed</p>
<p>5.7) Using leading edge technology (e.g., via the multi-media virtual guided tour "The Titanic Trail") TQL will extend the reach and accessibility to its tourism offering and ensure, where possible, its connection with Belfast's rich industrial and maritime heritage.</p>	<ul style="list-style-type: none"> ▪ Keep updated multi-media node ▪ Enhanced cultural and tourism offering to those who live in, work in, study in and visit Belfast. 		<p>NI Science Park; Belfast Visitor & Convention Bureau; NI Tourist Board; NI Science Park; Belfast City Council</p>	<p>2012</p>

<p>5.8) TQ is committed to supporting the development of a Titanic Signature Project which will be a major tourism attractor. It is estimated that the Titanic Signature Project would bring:</p> <ul style="list-style-type: none"> ▪ An average of 400,000 visitors annually ▪ 165,000 new visitors to Belfast ▪ Annual visitor spend of £30 million in the local economy 	<p>Department of Enterprise Trade and Investment</p>	<p>Department of Enterprise Trade and Investment; NI Tourist Board; Belfast City Council; Titanic Quarter Limited; Belfast Harbour Commission</p>	<p>2012</p>
<p>5.9) TQ to engage with Invest NI to raise international awareness of the Titanic Quarter through media and promotion programme to encourage inward investment</p>	<p>Department of Enterprise Trade and Investment</p>	<p>Invest NI/ DETI / NITB/ BVCB / BCC</p>	<p>Ongoing</p>
<p>▪ Titanic Signature Project agreed and implemented.</p>	<p>▪ Increased awareness among international communities of Belfast and the TQ area in particular as an attractive investment location.</p>		

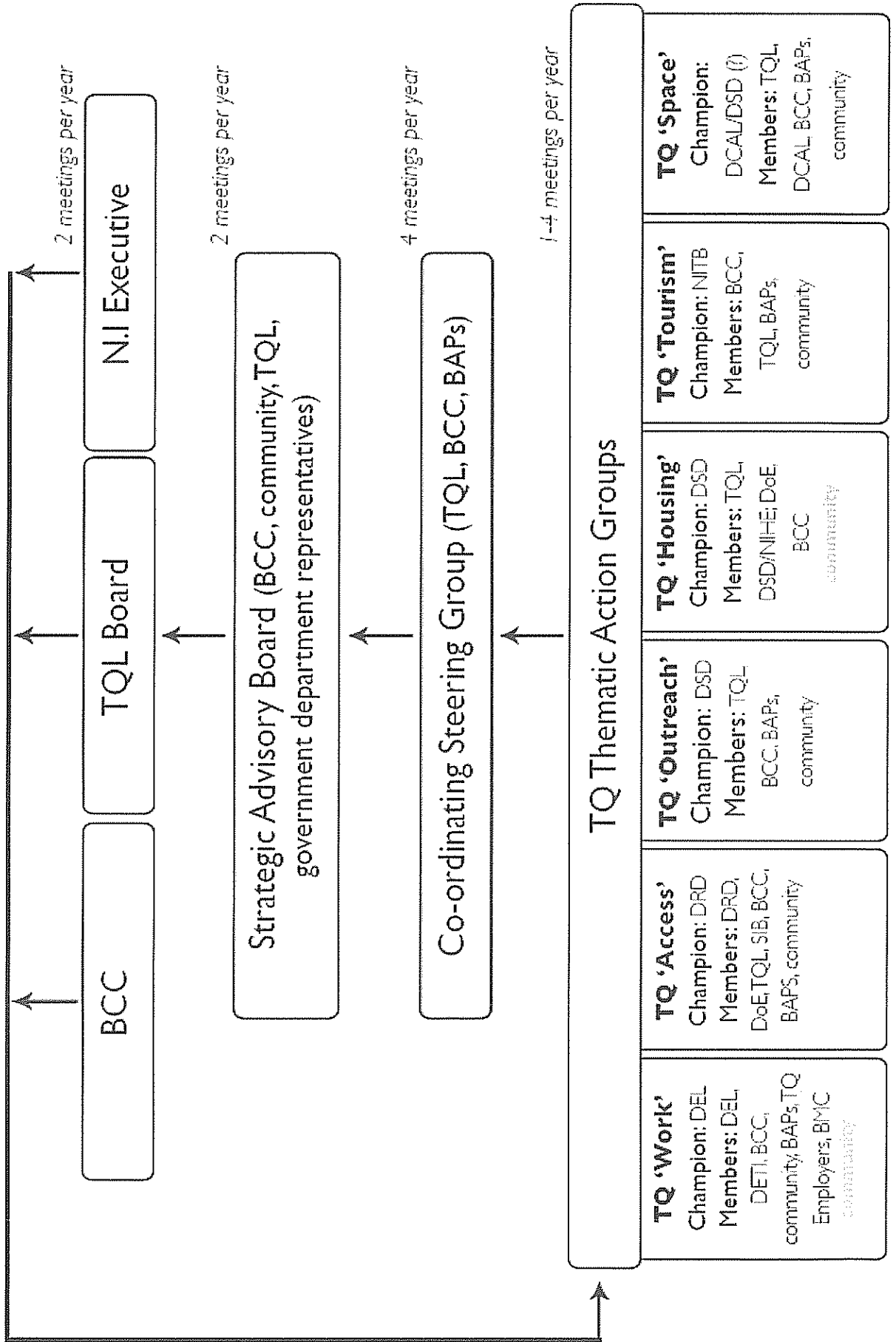
DRAFT Thematic Action Plan

6.0 TQ 'Space' - Quality Open Space and Public Art

Quality Open Space and Public Art contribute to the prosperity and quality of life of local people and can be a catalyst to support regeneration activity within an area.

Action	Expected Outcomes / Targets	Partners	Timescale
6.1) Develop 'TQ Space', TQ's open space and public art strategy, which seeks to create quality spaces at TQ.	<ul style="list-style-type: none"> ▪ Draft 'TQ Space' circulated to all relevant partners for input and discussion ▪ Feedback received, discussed and where necessary incorporated into final document 	TQL/BCC	Oct 09 Feb 10
6.2) Establishment of an inter-agency 'TQ Space' Group to take forward the actions and commitments set out within 'TQ Space'	<ul style="list-style-type: none"> ▪ Draft terms of reference for 'TQ Space' Group ▪ Establishment of 'TQ Space' Group 	TQL/BCC	Oct 09
6.3) Provision of quality Open Space and Public Art	<ul style="list-style-type: none"> ▪ The promotion of locally sourced art within the premises of TQ Employers as well as in the open spaces of the TQ area. ▪ Public Art procured locally through open competition and supported by TQL ▪ Areas of open space to be designated and there potential use stated (e.g. public realm, recreational, public space, trails and parkways etc 	TQL	2010
6.4) Provision of recreational facilities	<ul style="list-style-type: none"> ▪ Provision of necessary recreation facilities to assist in improving the health and well being of local residents and employees within the Titanic area. ▪ Children play areas to be designated as part of the overall residential development on Titanic Quarter 	TQL	2011

Quality Open Space and Public Art



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Dated this day of 20

SERVICE LEVEL AGREEMENT

**between
Belfast City Council and Titanic Quarter Ltd
and
East Belfast Partnership**

Service Level Agreement outlining the partnership between Belfast City Council and Titanic Quarter Ltd and East Belfast Partnership in the management of the Community Stakeholder input into the development of Titanic Quarter.

1. Background

Belfast City Council and Titanic Quarter Ltd. have signed a Memorandum of Understanding (MoU) to ensure optimum community benefit from and input to the development of Titanic Quarter.

A management structure has been put in place comprising a Strategic Advisory Board (SAB), a Coordinating Steering Group (CSG) and a series of six Thematic Action Groups (TAGs).

In order to manage and maximise community input into the MoU, Belfast City Council and Titanic Quarter Ltd has appointed East Belfast Partnership (EBP) to carry out a community stakeholder management role. Community Stakeholders are defined in this instance, as the members of Partnership Boards, the Neighbourhood Partnership Boards, their relevant sub-committees and relevant private, public, voluntary and community sector representatives.

2. Aim and Objectives

Aim

To ensure the effective engagement of key Community Stakeholders across the city in the implementation of the Titanic Quarter MoU.

Objectives

1. To ensure that Community Stakeholder engagement is effective, efficient, coherent and structured
2. To put in place a coherent process to raise awareness of the Titanic Quarter development across the city
3. To ensure that the Titanic Quarter development is aligned with the Partnerships 'Strategic Regeneration Frameworks' (SRFs)
4. To ensure that collaboration across the city is improved with regard to inputting into and benefiting from the Titanic Quarter development.

3. Tasks

The Strategic Regeneration Officer (SRO) within East Belfast Partnership will carry out the following tasks:

1. Liaison with Belfast Area Partnerships (BAPs) representatives to identify issues/opportunities from their area that require input to the Thematic Action Groups
2. Support and update the BAPs representatives participating in Thematic Action Groups
3. Co-ordinate and provide regular progress reports for BAPs Forum, BCC & TQL on work of Thematic Action Groups and Strategic Advisory Board
4. Assist BAPs with dissemination of information to the Community Stakeholders.
5. Support BAPs to consult on particular issues relating to the MOU
6. Act as a single point of contact for BAPs, BCC and TQL with regard to Community Stakeholder input and feedback.
7. Liaise with BCC and TQL co-ordination officers to collate and monitor progress on MOU.

8. Provide briefings for BAPs representative for MOU Co-ordinating Steering Group and Strategic Advisory Group
9. Assist BAPs to deliver 6 Thematic Stakeholder Forums per annum based on each theme on a city-wide basis.
10. Co-ordinate 5 no. initial Titanic Quarter 'Information Sessions' in each Partnership area, outlining the MOU and methods of information sharing.
11. Attend relevant city-wide community stakeholder meetings, to update on progress at TQ in relation to community engagement

Key Programme Targets

Dec 09 – Feb 10

- Identify Issues from each BAP relating to Thematic Action Groups (as relates to each BAP's Strategic Regeneration Framework)
- Assist BCC in the BAPs responsibilities within TAG's Terms of References
- Establish liaison protocols and priorities for BAPs, BCC & TQL, as relates to MOU
- Prepare draft literature for Community Stakeholder use
- Prepare draft web site/ web links for Community Stakeholder use

Mar – May 10

- Organise TQ site visit with BAPs & BCC
- Deliver 5 TQ Community Stakeholder information events to take place in each of the PB's areas
- Finalise and deliver PR literature and web site/link

Jun- Aug10

Sep- Nov 10

- Deliver 6 TQ Thematic stakeholder forums, summarising progress to date on a citywide basis

4. Responsibilities of BAPS

The East Belfast Partnership Chief Executive will represent the BAPs on the Coordinating Steering Group and the Strategic Advisory Group

BAPs representative's will be nominated, from the BAPS Forum, through an expression of interest process and BAPs consensus, to sit on each Thematic Action Group. The role of these nominees is to represent the 5 PB's and their Community Stakeholders, on each Thematic Action Group.

5. Responsibilities of Titanic Quarter Ltd

Titanic Quarter Ltd undertakes to finance the agreement for period 1st Dec 09 - 30 Nov 10. The total cost of this work is agreed at £25,000 max. This is further broken into £20K Salary & Office Costs, based on EBP staff working 2.5 days/week on MOU, based at East Belfast Partnership. It also includes £5k max for specific MOU related Project Costs (e.g. to deliver Community Stakeholder events, literature etc). All proposed Project Costs must be approved in advance by Titanic Quarter Ltd. Payments will be paid retrospectively by Titanic Quarter Ltd on receipt of itemised invoices, in four instalments as follows:

1 Mar 10	£5K
1 Jun 10	£5K
1 Sep 10	£5K
1 Dec 10	£5K
Total	£20K (& additional £5K max in approved Project Costs, as arise)

6. Responsibilities of Belfast City Council

Belfast City Council will be responsible for the administration of the management structure. Council officers will provide the secretariat for all groups within the structure (i.e. SAG, CSG & TAGs) and will be responsible for follow-up between meetings and for coordination between Thematic Groups and other groups in the structure.

Belfast City Council will be responsible for monitoring the delivery of the MOU. This includes reporting on progress being made by the Thematic Action Groups and the organisations represented.

7. Duration of the Agreement

This agreement is for 12 months, subject to review. It will come into operation for the period 01 December 2009 – 30 November 2010

8. Signatures

For **Belfast City Council**

.....

DIRECTOR OF DEVELOPMENT

For **East Belfast Partnership**

.....

CHIEF EXECUTIVE

For **Titanic Quarter Ltd**

.....

CHIEF EXECUTIVE



Report to:	Strategic Policy and Resources (Transition) Committee
Subject:	RPA: Local Government Response on Efficiency & Collaboration
Date:	Friday 5 March 2010
Reporting Officer:	Peter McNaney
Contact Officer:	Kevin Heaney, RPA Project Coordinator (ext. 6202)

1.0	<u>Relevant Background Information</u>
1.1	Members will recall that as part of the PriceWaterhouseCoopers Economic Appraisal which identified potential options as to how the RPA reform programme could be funded, was the proposal to establish a centralised Business Support Organisation (BSO) to deliver a number of core functions on a shared services basis. PwC reported that the RPA reform programme (including the establishment of the proposed BSO) would require £118m funding with a return of £438million over 25years.
1.2	In responding to the PwC proposals, the local government sector challenged the financial assumptions and projections contained within the PwC report and stated its consensual opposition to the proposed establishment of a BSO.
1.3	At the Strategic Leadership Board meeting in December 2009 and recently at the NILGA Annual Conference, the Environment Minister, Edwin Poots set the challenge for local government to provide an alternative solution to establishing a BSO and delivering in the order of £438million efficiency savings.
2.0	<u>Key Issues</u>
2.1	Work has been ongoing over recent weeks (with BCC engaged) on preparing an initial response to the Minister's challenge. The premise of the emerging local government response (refer to Annex 1 for copy of initial position paper) is that local government is set an efficiency target which is linked to the draw down of an up-front seed funding to enable the RPA reform. This will provide Transition Committees and councils the autonomy to deliver their own efficiency programme to meet the agreed targets for a specified period. Local government recognises that delivering value for money to the ratepayer is one of its key objectives.
2.2	Members will note that underlying the £438m savings projected by PwC are two types of ongoing annual savings i.e. transition and transformation savings. <ul style="list-style-type: none"> a) Transition Savings: PwC reports that transition savings of £10.7m can be secured mainly from the reductions in the senior management teams and councillors in the new councils and. These are fully accepted by local government and a target will need to be set by the DoE for each council to achieve their element of the overall £10.7m target, based on the extent of the merger of councils. b) Transformation Savings: The ongoing transformation savings identified under the preferred PwC Option 5 amount to £52.9m (approx.) profiled on the basis of 20% being achieved in 2012/2013, a further 40% in 2013/1014, and the remaining 40% in 2014/2015.

2.3 In the initial response submitted for the consideration of the Environment Minister at a meeting of SLB on 25th February 2010, local government stated its commitment to meeting the £52.9m efficiency figure. It is proposed that each council/cluster of councils (i.e. Statutory Transition Committee) agree a target with the DoE and enter into an efficiency agreement.

2.4 While detailed financial modelling is required to establish the breakdown of the efficiency targets across the councils, based on an average split across the 11 new councils, indicative targets are set out in the table below.

Year	Annual Efficiency Target per council	Cumulative Target per council	Cumulative Target per sector
	£m	£m	£m
2012/13	0.96	0.96	10.58
2013/14	1.92	2.88	31.74
2014/15	1.92	4.80	52.90

A more detailed and sophisticated analysis needs to be undertaken to identify the exact efficiency target for each council.

2.5 A range of key principles which it is proposed should underpin the target based approach recommended by Local Government are set out in Appendix 1 attached.

2.6 At the SLB meeting on 25th February 2010, the Environment Minister welcomed the approach being put forward by Local Government and agreed that further work needed to be undertaken between local government and DoE officials to:

- i) develop further work on the figures;
- ii) engage with Transition Committees to seek agreement on the strategic direction of the local government proposals (i.e. target based approach).

A joint NILGA/SOLACE workshop has been arranged for 12th March (refer to Appendix 2) for political representatives of Transition Committees and Chief Executives to discuss the emerging local government counter proposal to the BSO (as set out within this report) and the potential implications for councils. **It would be the intention that a detailed report will be submitted for the consideration of the Committee at its next meeting.**

3.0 Resource Implications

There are no financial or Human Resource implications contained within this report.

4.0 Recommendations

Members are asked to:

- a) note the contents of this report;
- b) consider and agree, in principle, to the proposed target based approach to securing efficiencies within local government subject to a further detailed report being submitted to the Committee setting out the possible implications for the Council; and
- c) agree that the Chairman and Deputy Chairman (or nominees) attend the NILGA/SOLACE workshop on 12th March 2010.

5.0 Appendices

- **Appendix 1:** Local Government initial position Paper
- **Appendix 2:** Invite letter from Cllr Mathews, President of NILGA

**Local Government Response on Efficiency & Collaboration
25th February 2010**

1. Introduction

The purpose of this paper is to outline local government's response to the efficiency challenge set by Minister Poots to deliver in the order of £438m efficiency savings. The model proposed is in line with best practice across the wider local government sector and presents a workable and flexible solution.

It should however be noted that there is significant doubt across the sector concerning the accuracy of the figures presented in the PWC report. Therefore this paper is presented for illustrative purposes as a basis to negotiate efficiency targets with each council, which are significantly in excess of option 4 and which mirror the order of savings presented in option 5.

Furthermore, while there has been significant engagement across the sector and there is broad agreement with the principles, due to time constraints the paper has not been endorsed by individual councils.

2. £438m Efficiency Target - what it means for councils

Local government recognises that delivering value for money to the ratepayer is one of its key objectives. While local government has already stated its concerns with the regards to the PWC financial projections, it recognises the importance of delivering the £438m efficiency target over 25 years, as identified in the PWC economic appraisal under option 5. Underlying the £438m savings are two types of ongoing annual savings – i.e. transition and transformation savings (Appendix 1).

(a) Transition Savings

The transition savings of £10.7m are derived mainly from reductions in the senior management teams and councillors in the new councils and apply in options 2 to 5. These are fully accepted by local government and a target will need to be given to each local authority by the DOE to achieve their element of the overall £10.7m target, based on the extent of mergers within each new cluster.

(b) Transformation Savings

The ongoing transformation savings under option 5 amount to some £52.9m. Local government is committed to meeting this £52.9m target through increased efficiency and collaboration. This £52.9m target was profiled by PWC based on 20% being achieved in 2012/13, a further 40% in 2013/14 and the final 40% in 2014/15. It is proposed that an annual efficiency target should be set for each council by DOE. Based on an average split across the 11 councils, indicative targets are set out in the table below. In reality, a more sophisticated approach to agreeing the exact efficiency target for each council will need to be developed.

**Local Government Response on Efficiency & Collaboration
25th February 2010**

Year	Annual Efficiency Target per council	Cumulative Target per council	Cumulative Target per sector
	£m	£m	£m
2012/13	0.96	0.96	10.58
2013/14	1.92	2.88	31.74
2014/15	1.92	4.80	52.90

3. Key Principles (Local Government)

The following are the key principles for local government under which the reform programme would be delivered:

- Decisions about how efficiency savings should be delivered need to be made by the people who are responsible for delivering them.
- Each local authority will agree its annual contribution to the overall sector efficiency target with DOE.
- An assurance on the delivery of each council's efficiency savings against its target will be provided by the NIAO as part of the final accounts process
- Efficiency savings will be initially used to repay any pump-priming loan finance provided by central government unless otherwise agreed.
- Each local authority will then decide on how best to use the efficiency savings following repayment of central government finance.
- Where feasible, existing delivery mechanisms at regional and sub-regional levels should be used in order to avoid burdening the sector with additional overheads.

4. Key principles (Central Government)

The following are the key principles for central government under which the reform programme would be delivered:

- The reform of local government needs to be rates neutral to the ratepayer at the point of transfer and therefore central government should provide financing mechanisms to meet upfront implementation costs and any upfront costs of rates equalisation.
- Where efficiency savings targets are not achieved, central government may wish to consider appropriate sanctions e.g. penalty interest payments, withdrawal of loans or the introduction of a statutory BSO.

Local Government Response on Efficiency & Collaboration 25th February 2010

- There will be no impact on the ratepayer for the transfer of central government services to local government so needs to be fully funded at the point of transfer
- Central government will implement an improvement plan to maximise collectable rate income to ensure NI collection rates compare more favourably with collection rates across the rest of the UK.
- Urgent confirmation of final boundary changes so that the reform process of reducing 26 councils to 11 can be delivered by May 2011 assuming that is still a feasible target.

5. Delivery Framework

Figure 1 below proposes a framework which will give the best possible chance for the savings to be delivered and at the same time provide assurance to the Minister that the savings are actually being delivered and captured.

Figure 1: Efficiency Delivery Framework



In summary, the framework proposes that the key role for central government is to set efficiency targets and to provide pump-prime financing. Local government will take on responsibility for achieving the efficiency targets and

Local Government Response on Efficiency & Collaboration 25th February 2010

decide on how they can best be achieved. The Minister will have audit assurance that the savings have actually been delivered and grant/ loan sanctions against individual councils can be applied if they are not delivered.

6. Approach to Efficiency

It is proposed that councils can secure the efficiency targets set out within this paper on three levels as illustrated below. These are:

(a) Convergence - in the first instance local authorities will need to concentrate on the convergence from 26 to 11 councils. The key areas for efficiencies in this process will be around reduced staff costs and asset rationalisation. The early phase of transition will also start to allow councils to build the foundations which will be required to deliver further efficiencies. It should be noted that the £52.9m transformation savings target excludes the basic savings from transition of senior management teams.

(b) Post Convergence Efficiencies - will be delivered through:

- Converged local authorities transforming how they do business. This will require organisations to deliver efficiencies in areas such as:
 - Back office functions
 - Procurement
 - Asset Management
 - ICT

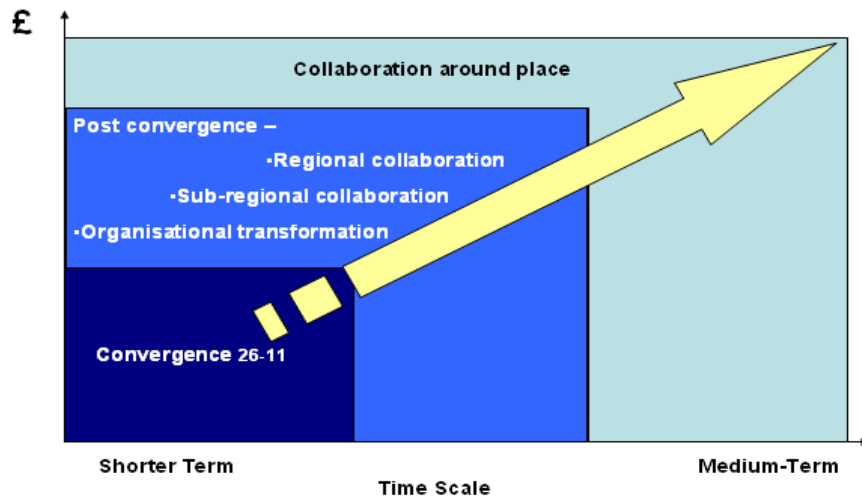
HM Treasury has recently published their operational efficiency programme which also identifies these same areas as the strategic drivers for efficiency. The advice provided in this report will be used by local authorities in NI.

- As part of the drive to deliver on the efficiency targets, local authorities will need to collaborate at regional and sub-regional levels. This has been the experience of local authorities in the rest of the UK where the work done to meet the government efficiency targets has shown that there is a limit to which local authorities can deliver efficiencies on their own. For this reason Regional Improvement and Efficiency Partnerships have been established to identify collaborative efficiency opportunities. In NI a number of sub-regional delivery vehicles already exist. (e.g. waste disposal bodies).

(c) Total Place - in the longer term, collaboration around place has the greatest potential to maximise the effective use of all public resources and assets. This area will be closely linked to community planning and consideration could be given to funding pilots to explore the potential of this form of collaboration in more detail.

Local Government Response on Efficiency & Collaboration 25th February 2010

Approach to Efficiency



Local government recognises that progress on these three levels of efficiency can proceed in tandem or consecutively, depending on the circumstances within each council. Chief Executives are committed to assigning officers to develop work streams for each efficiency area for Members consideration and approval. Work has already been on-going on the processes and mechanisms to support this and can be provided to the Minister once the principles of the approach are agreed.

7. Next Steps

Local government is keen to work with the department and the Minister to progress the implementation of the proposed efficiency framework and delivery of the efficiency savings in the context of the overall local government reform process.

Local Government Response on Efficiency & Collaboration
25th February 2010

Appendix 1

Excerpt from PWC Financial Appraisal

Table 5.19 – Summary of Financial Analysis

<i>Annual Operating Costs (Steady State)</i>	Option 1 £'m	Option 2 £'m	Option 3 £'m	Option 4 £'m	Option 5 £'m
Local Government Costs	£623.2	£763.4	£763.4	£763.4	£763.4
Central Government Costs	£138.5	£5.1	£5.1	£5.1	£5.1
Regional organisations	£1.2	£3.5	£3.5	£3.5	£3.5
Transition Costs	-	£8.8	£8.8	£8.8	£8.8
Additional ICT Costs	-	£2.6	£2.4	£6.1	£4.0
Transition Benefits	-	(£10.7)	(£10.7)	(£10.7)	(£10.7)
Transformation Benefits	-	-	(£17.5)	(£35.1)	(£52.9)
Total Annual Costs	£762.9	£772.2	£754.4	£740.5	£721.6
<i>Implementation Costs (One-off)</i>	Option 1 £'m	Option 2 £'m	Option 3 £'m	Option 4 £'m	Option 5 £'m
Transition Costs	-	£38.9	£36.1	£36.1	£36.1
Additional ICT Costs	-	£14.2	£21.3	£42.7	£30.8
Transformation Costs	-	-	£21.0	£49.1	£59.7
Total One-off Costs	£0	£53.3	£78.4	£127.9	£126.6

Note:

- i. Costs are shown as positives with benefits shown as negatives;
- ii. Figures are rounded, and there may be slight differences in column totals.
- iii. Implementation (one-off) costs will be incurred over period of transition and transformation within reform programme;
- iv. Additional ICT Costs relate to the costs over and above those already incurred in 'Do Nothing' steady state delivery;
- v. On-going Additional ICT Costs exclude cost of hardware refresh (which is built into NPC model at periods of 5 or 7 years as appropriate); and
- vi. Regional bodies include NIAO, LGSC, NILGA (LGA) and NIO.

25th February 2010

Dear Transition Committee Chairs and Chief Executives,

**Local Government Proposals to Support Efficiency and Collaboration
Voluntary Transition Committee
Engagement Event**

10.30am – 12.30pm, Friday 12 March 2010, – Venue to be confirmed

I am writing to invite Transition Committee members and Chief Executives to an engagement event to discuss proposals to support efficiency and collaboration across the sector.

As you will no doubt be aware, Minister Poots considers that proposals in the PwC report to create a Business Services Organisation provide the best option for councils to drive efficiencies and contribute to the cost of local government reform. While the concept of collaboration is strongly supported, Local Government agrees that this should be voluntary and driven by councils. The Minister was advised at the December SLB meeting that the sector unanimously rejected the statutory collaboration model. In response, he requested that Local Government produce alternative proposals to deliver similar levels of projected savings.

Since December, significant work to develop an alternative model of voluntary collaboration has been undertaken across the sector through meetings, consultations with SOLACE, NILGA members and officers from other regions. The high level principles for this alternative model are attached at Annex A and were presented to the Minister at the SLB meeting today, 25th February, with the **caveats** that more work was required to agree detailed figures and targets, and to further engage with Transition Committees / Councils. The paper was presented for illustrative purposes only.

Members were therefore delighted that the Minister agreed the paper in principle, subject to further detailed work between his and local government officials.

Following the SLB meeting, NILGA Office Bearers and SOLACE representatives agreed that it was imperative to urgently engage directly with Transition Committees on the principles. To facilitate this, we would like to invite all Transition Committee members and Chief Executives to a seminar to ensure they have the opportunity to hear firsthand the detail of the principles, the ongoing work on financial models, and to debate the key issues and concerns.

The seminar will take place on Friday 12 March 2010, venue to be confirmed, commencing at 10.30am and we would encourage everyone to attend this important event. We look forward to seeing you there and would be grateful if you would confirm the approximate number of Transition Committee members attending **by 5 March 2010**. Please contact Lesley-Ann Black via email at l.black@nilga.org or via telephone at 028 90 798972 with details of attendees.

Yours sincerely



Councillor JOHN MATHEWS
President Northern Ireland Local Government Association

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Belfast City Council

Report to:	Strategic Policy and Resources Committee
Subject:	Standing Order 55 – Employment of Relatives
Date:	19 February 2010
Reporting Officer:	Julie Thompson, Director of Finance and Resources, ext 6083
Contact Officer:	Jill Minne, Head of Human Resources, ext 3220

Relevant Background Information

To inform the Committee of delegated authority exercised by the Director of Finance and Resources to the employment of individuals who are related to existing officers of the Council.

The Director of Finance and Resources has authorised the appointment of the following individuals who are related to existing officers of the Council in accordance with the authority delegated to her by the Policy and Resources (Personnel) Sub-Committee on 27 June, 2005. The Committee is asked to note the appointments authorised by the Director under Standing Order 55.

NAME OF NEW EMPLOYEE	POST APPOINTED TO	RELATIONSHIP TO EXISTING OFFICER	NAME OF EXISTING OFFICER	DEPARTMENT
Paul Cleary	Community Safety Warden (Temporary) (Scale 5)	Brother	Edele Cleary	Health and Environmental Services
Jonathan Wheeldon	Security Team Leader (Scale 5)	Brother-in-law	Mark Loudon	Health and Environmental Services

Resource Implications

Financial

Provision for these posts exist within the revenue budgets of the relevant departments.

Human Resources

There are no Human Resource considerations. All appointments have been made on the basis of merit in accordance with the Council's Recruitment Policies.

Asset and Other Implications

There are no other implications.

Recommendations

Committee is asked to note the appointments authorised by the Director of Finance and Resources in accordance with Standing Order 55.

Key to Abbreviations

n/a

Documents Attached

n/a

STRATEGIC POLICY AND RESOURCES COMMITTEE



Belfast City Council

Report to:	Strategic Policy and Resources Committee
Subject:	Beechvale Farm – Letting of part to the Agri-Food and Biosciences Institute
Date:	5 March 2010
Reporting Officer:	Gerry Millar, Director of Property and Projects Department, Ext. 6217
Contact Officer:	Cathy Reynolds, Estates Manager, Ext. 3493

Relevant Background Information

At its meeting on 11 February 2010 the Parks and Leisure Committee agreed to renew the letting agreement with the Agri-Food and Biosciences Institute by way of a 5 year lease commencing on 1 December 2009. The rent under the new lease has been agreed at £8,000 pa and the lease will contain provisions which allow the Council to terminate the lease on six months notice.

The 45.81 acre site had been let to DARD (role now with AFBI) by way of conacre agreements since February 1994. The current rent is £7,869 pa. These agreements typically cover a period of 11 months and require the tenant to remove crops from the land outside this period. It is however felt that these agreements are not ideally suitable for AFBI purposes.

The extent of the premises to be leased is shown outlined in red on the map attached as Appendix 1 to this report.

Key Issues

- Site area, rent, length of lease and proposed use have been agreed with the tenant, subject to Committee approval.

Resource Implications

Financial

- A yearly rent of £8000 from 1 December 2009 would become payable on completion of the new lease between the Council and the AFBI.

- The AFBI will continue to be responsible for maintaining all existing hedges, ditches, fencing, gates etc.

Human Resources

- Legal Services and Estates Management resources required during lease finalisation.

Asset and Other Implications

- While retaining rental income the Council's medium term interests are protected by reserving the right to terminate this agreement at any time subject to giving six months written notice.

Recommendations

In accordance with Council Standing Orders, Committee is recommended to agree to renew the expired conacre agreement with a new lease between the Council and the AFBI from 1 December 2009 for a 5 year term at a rent of £8000 pa, subject to detailed terms being included in an appropriate legal agreement (to be drafted by the Director of Legal Services).

Decision Tracking

The Director of the Department of Property and Projects to ensure that the letting renewal is implemented by the end of April 2010.

Key to Abbreviations

DARD – Department of Agriculture and Rural Development

AFBI – Agri-Food and Biosciences Institute

RPI – Retail Prices Index all items

Documents Attached

Appendix 1 – Map showing (outlined red) lands to be included in the proposed letting renewal.



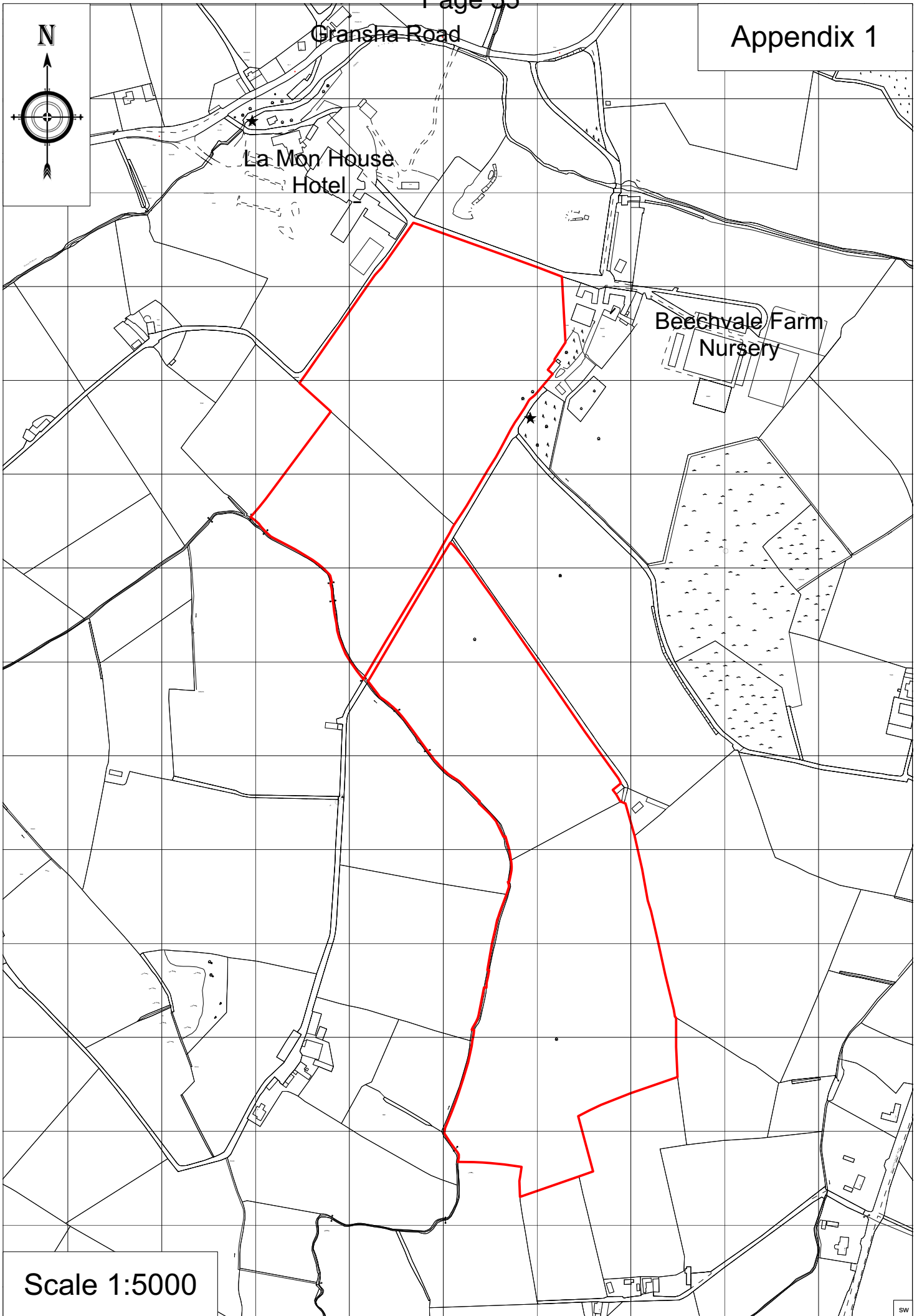
Gransha Road

La Mon House
Hotel

Beechvale Farm
Nursery

Scale 1:5000

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STRATEGIC POLICY AND RESOURCES COMMITTEE



Belfast City Council

Report to:	Strategic Policy and Resources Committee
Subject:	Glen Road – Sport and Leisure FC Rent Review
Date:	5 March 2010
Reporting Officer:	Gerry Millar, Director of Property and Projects Department, Ext. 6217
Contact Officer:	Cathy Reynolds, Estates Manager Ext 3493

Background Information:

At its meeting on the 10 August 1992 the former Community Services Committee agreed to provide Sport and Leisure FC with a 50 year lease for 6.1 acres of land on the Glen Road to be used as a sports pitch. The land is shown outlined in red and the access route shaded yellow on the map attached as Appendix 1 to this report. The lease provided for an annual rent reviewable every 5 years. The current rent of £1,850 pa is due for review from 1 April 2009 and a revised rent of £2,250 pa has now been agreed with Sport & Leisure FC.

Key Issues:

- A proposed rental figure of £2,250 has been negotiated and agreed with the Club due from the review date of 1 April 2009.
- It should be noted that Sport and Leisure FC undertook all required works at these lands to develop as a sports pitch.
- The proposed rental figure is in-line with other similar comparable properties. This figure has also been adjusted to allow for difficulty with site access and the total usable area available given the steep site gradient.

Resource Implications:

- Financial

Revised rent of £2,250, an increase from the passing rent of £1,850 which was last reviewed on 1 April 2004.

- Human Resources

None

- Asset and Other Implications

None

Recommendation:

Committee is recommended to grant approval to the proposed revised rent of £2,250 from the review date of 1 April 2009.

Decision Tracking:

The Director of the Department of Property and Projects to ensure that the increased rent is processed for invoicing before 1 April 2010.

Key to Abbreviations

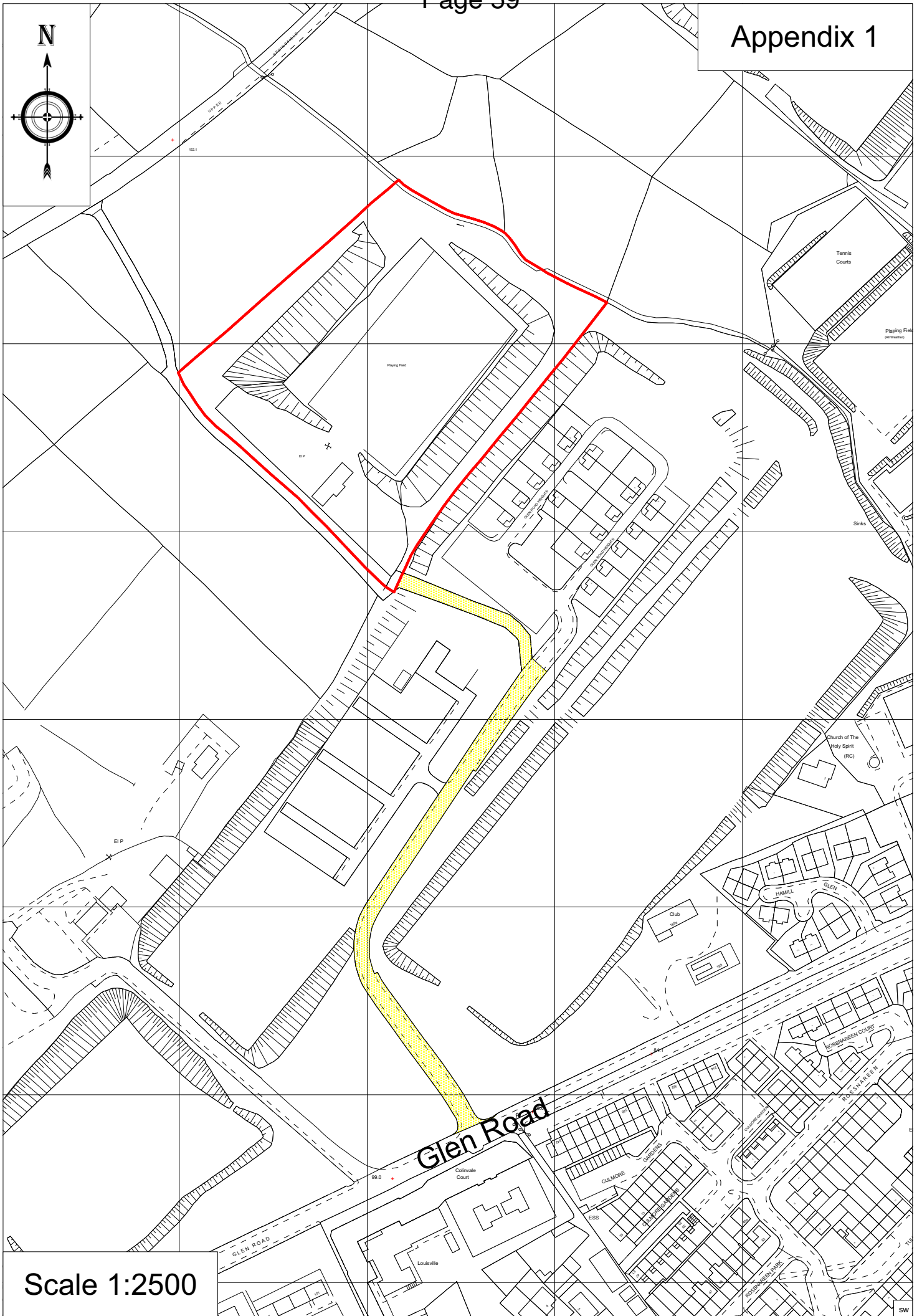
None

Documents Attached

None

Documents Attached

Appendix 1 – Map showing (outlined red) the portion of land leased to Sport and Leisure FC on the Glen Road and the access route shaded yellow.



Scale 1:2500

SW

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Belfast City Council

Report to:	Strategic Projects and Resources Committee.
Subject:	Appropriation of Clara Street Civic Amenity Site.
Date:	5 March 2010
Reporting Officer:	Gerry Millar Property & Projects Director Ext 6217
Contact Officer:	Colin Nesbitt Estates Surveyor Ext 3495

Relevant Background Information

At its meeting of 4th November 2009 the Health & Environmental Services Committee declared Clara Street Civic Amenity Site surplus to their operational requirements and agreed to its transfer to the Corporate Landbank, held by the Strategic Policy & Resources Committee, and managed by the Estates Management Unit. A location map attached at Appendix 1.

Key Issues

- The subject site is to be appropriated from the Health & Environmental Services Committee to the Strategic Policy & Resources Committee to form part of the Corporate Landbank managed by the Estates Management Unit.
- Future use options for the site will be considered and a further report brought back to Committee in due course.

Resource Implications

Financial

Some expenditure will be incurred to cover any site management issues that may arise, as well as any costs involved in taking forward options appraisals or any subsequent marketing of the site if a future decision is made to dispose.

Human Resources

Staff resource in Estates Management Unit required to manage the site and take forward option appraisals.

Asset and Other Implications

The appropriation of this site to the Strategic Policy & Resources Committee as part of the Corporate Landbank will allow the Council to consider the most appropriate future use options for disposal of the site, including potential disposal.

Recommendations

The Committee is recommended to approve the appropriation of this site to the Strategic Policy and Resources Committee and note that additional reports will be provided in due course.

Decision Tracking

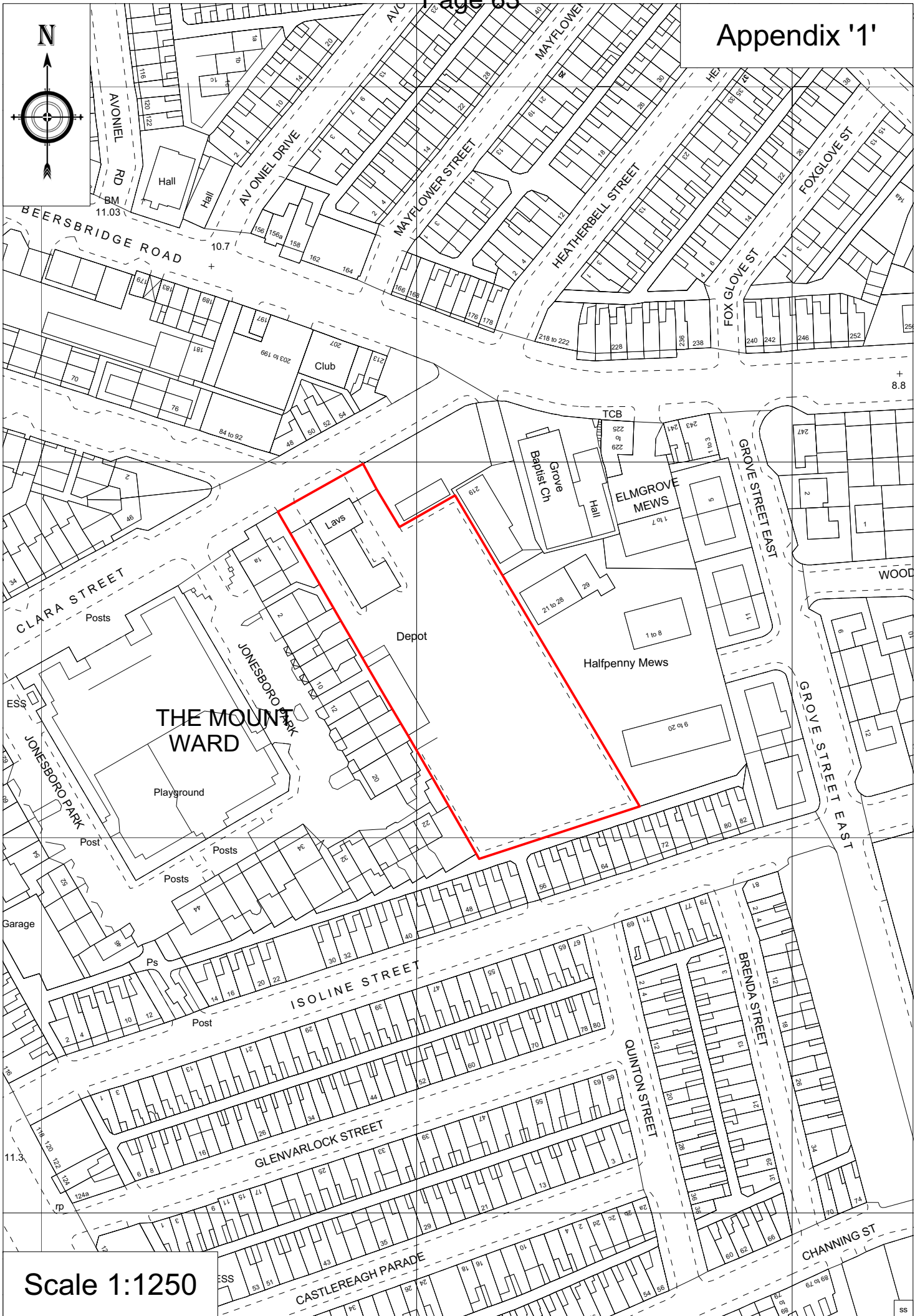
The Director of Property & Projects to ensure that the site is managed accordingly as part of the Corporate Landbank and a future report brought back to Committee in due course.

Key to Abbreviations

n/a

Documents Attached

Appendix 1: Site plan



Scale 1:1250

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**Belfast City Council**

Report to:	Strategic Policy and Resources Committee
Subject:	Emergency Repairs to Bay Walls at Waste Transfer
Date:	5 th March 2010
Reporting Officer:	Tim Walker, Head of Waste Management, ext 3311
Contact Officer:	Laurence McQuoid, Waste Manager, ext 3342

Relevant Background Information

The waste transfer station (WTS) opened at Dargan Road in November 2007, following the closure of the Council's landfill site in March 2007. The WTS receives almost 110,000 tonnes of waste each year from the city which is hauled to arc21 procured landfill sites at Mullaghglass and Cottonmount. The WTS removes the need for the Council's vehicles to direct haul to these landfill sites and provides savings for the Council due to the reduction in the time spent by these vehicles travelling to and from the sites, and the associated savings in fuel costs.

Key Issues

A number of problems have arisen at the WTS, with the push walls experiencing damage due to the wear and tear involved in storage and loading operations.

In order to test the most promising solution to prevent further damage to the push walls in Bay 1, a quotation exercise was undertaken to replace these damaged walls and to fill them with a special lightweight concrete in November 2009. This concrete had to be used due to the limited load-bearing capacity of the floor of the WTS. The works were completed at a cost of £29,000 and the push walls have since been inspected by RPS Consulting Engineers to assess the effectiveness of these steps. The Engineers have confirmed that the process has significantly reduced the damage being caused to the push walls.

An inspection of the push walls in Bay 2 of the WTS has determined that 22 of the 30 no. push walls need to be replaced. Following the success of the earlier works, the Service now proposes to apply the same process in this bay. The estimated cost of

completing these works is in the region of £35,000.

Under the Council's Financial Regulations this would require a tendering exercise. If, however, a tender exercise was to be undertaken the timescale would mean that work could not commence in Bay 2 until August 2010. There are a number of issues which would mean that this delay would not be feasible for the Council:

- Collapse of push walls in Bay 2 could result in serious injury to personnel working in the WTS and could also damage machinery
- Failure of the push walls in Bay 2 could result in this bay having to be closed. This would (i) reduce the operating capacity of the WTS by 50%, and (ii) mean that Cleansing Service vehicles would have to direct haul to landfill which would disrupt the collection services across the City.
- Not all Cleansing Service vehicles would be able to deposit their waste at landfill as single axle vehicles are not allowed onto the sites due to their lack of traction. This would further disrupt the collection services across the City.
- The haulage contractor could seek recompense from the Council for loss of income as the problem would not be of the contractor's making.

Under Section A.5 of the Council's Financial regulations permission is sought from the Strategic Policy and Resources Committee to waive the requirement to undertake a tender exercise for the works required to bay two and grant permission for this work to be completed through a quotation exercise. This approach would allow the Council to limit the risk of danger to personnel and equipment while still ensuring that competition is applied to the award of the contract to complete the work.

Resource Implications

Financial

The estimated cost of completing the Bay 2 repairs is £35,000 which can be funded from the 2009/10 WTS revenue estimates through savings that have been generated during the 2009/10 year.

Recommendations

It is recommended that the Committee:

- Exercises its authority under paragraph A.5 of the Financial Regulations to waive the requirement for a tender exercise to be undertaken to complete the works to Bay 2 of the WTS.
- That a quotation exercise is completed prior to the award of the contract for completion of these works.

Abbreviations

WTS – Waste Transfer Station

Decision Tracking

The Head of Waste Management will ensure that a quotation exercise is completed for the works required.

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Belfast City Council

Report to:	Strategic Policy & Resources
Subject:	City Centre Beat Initiative
Date:	5 th March 2010
Reporting Officer:	Suzanne Wylie, Head of Environmental Health, ext. 3281
Contact Officer:	Eve Bremner, Safer City Manager, ext. 3275

Relevant Background Information

It is recognised that the image of the city centre is of vital importance in continuing to attract investors, shoppers and tourists alike. This means that the streets making up the city centre need to be clean, attractive and as free from antisocial behaviour, crime and illegal street trading as is possible.

The Committee will be aware that a number of years ago Belfast city centre experienced prolific illegal street trading which absorbed considerable PSNI and BCC resources to support ongoing joint enforcement operations. After a targeted approach to the problem in the area, illegal traders were largely removed from the streets. However there was a concern as to how this standard could be maintained.

In addition to controls on street trading, there were concerns about low level nuisance and antisocial behaviour such as on street drinking, littering, rough sleepers, graffiti, youths causing annoyance, traffic management, etc.

In response to this ongoing problem Belfast Chamber of Trade and Commerce (BCTC) and Belfast City Centre Management (BCCM) entered into discussions with a range of partners and secured funding from its members to provide two dedicated Police Officers for the city centre area. These Officers were provided at a subsidised cost from the PSNI, and were additional to the existing PSNI resource in the city centre, meaning that their work could be directed by partners to deal with the types of issues mentioned above. This arrangement was formalised through a Service Level Agreement with the PSNI which is managed and reviewed through BCCM. In line with this service level agreement the City Centre Beat (CCB) scheme operates concurrently with retail trading hours, i.e. 63 hours per week.

As a result of this approach illegal street trading has continued to be well managed in the city centre and the Council has been able to develop a more strategic approach to licensed street stalls in line with its commitment to the regeneration of the city centre area. The CCB scheme has also undertaken a number of successful operations which have resulted in a strategic approach to the number of beggars and Big Issue sellers on the streets of Belfast City Centre. The officers also deal with a large proportion of the

low level nuisance and antisocial behaviour issues mentioned above and make regular referrals to BCC officers who follow up with the appropriate action.

Since 2005, the Chamber has secured the additional funding needed for the CCB scheme from its members year on year; with the SLA now focusing on anti-social behaviour, environmental management and traffic issues which have changed over time because of the Streets Ahead Project. As part of their undertaking to tackle anti-social behaviour, the CCB scheme has been responsible for managing and alleviating the problem of on street drinking, rough sleeping and begging within the city centre for a number of years.

Key Issues

In 2009, the Chamber has determined that in the current economic climate, and with the increasing focus of the scheme on social issues such as on-street drinking and begging, the contributing members were unable to maintain the existing level of funding for this scheme beyond 31st December 2009. A small amount of additional funding has been secured from PSNI and the Community Safety Partnership to maintain the service at its current level until the end of March 2010. However, the Chamber is of the view that it will be unable to continue its funding commitment to the scheme post March 2010 unless other partners contribute to meet any shortfall of funding.

As noted the CCB scheme is increasingly used to address issues of antisocial behaviour and traffic management and thus it is the Chamber's view that other statutory partners have a role to play in funding this scheme. In particular due to increasing issues with rough sleepers and the disruption caused through regeneration of the city centre the Chamber is keen to engage with partners such as Belfast City Council, DSD and the Health and Social Care Board.

The Department for Social Development, for example, is currently rolling out a £28million investment in new streetscape and furniture under the "Belfast Streets Ahead" project and Belfast City Council is a key partner in this scheme. Belfast City Council is spending £1.5m per annum on cleaning the streets in the central area (incorporating the city centre) to make Belfast as clean and attractive as possible. Moreover, the Council takes a leading role in Belfast Community Safety Partnership and the District Policing Partnership; both of which have identified the city centre as a priority. As such it is the Chamber's view that Belfast City Council, and / or the Community Safety Partnership it leads, should have a role to play in, and would benefit from, the City Centre Beat Scheme being maintained.

The Chamber believes that the cessation of the CCB scheme would result in an immediate increase in anti-social behaviour throughout the city centre through the increase and spread of on street drinking; resultant intoxicated behaviour; rough sleeping and begging.

As noted the PSNI has committed to meeting the financial shortfall for the remainder of 2009-2010 to ensure the present level of service is not diminished. Belfast Community Safety Partnership has also committed funding in the 2009/2010 financial year using slippage monies. The Chamber however has approached Belfast City Council to request that it contributes or helps to secure funding into the scheme to support its continuation beyond March 2010 and also its continued extension into the Castle Street area. Funding from other partners has not yet been secured, but the Chamber would suggest that a commitment from BCC or its Community Safety Partnership would help to lever such contributions.

This issue was raised at the Strategic Policy and Resources meeting of 11th December 2009 and the Committee requested that a report be brought back to it in due course. Members should be aware therefore that Belfast Community Safety Partnership has been working on this issue since it was first brought to its attention and has initial indications that it has secured £15,000, non-recurrent funding, as a contribution from one of its partner agencies to this scheme in 2010/2011.

It is intended that this funding would support the continuation of the scheme in 2010/2011, helping to lever in the additional support needed to deliver a dedicated approach to the city centre area, including Castle Street, during which period BCTC would be able to consider alternative options should there be a similar shortfall in funding at the end of 2010/2011.

Resource Implications

Financial

In 2010/2011, the City Beat Scheme will cost £150,000 to run. In previous years the total cost was made up with a £40,000 subsidy from the PSNI and approximately £80,000 from the BCTC along with other in kind contributions. However the Chamber is proposing to reduce its contribution to £45,000 per annum (see Appendix 1 for current financial statement).

Therefore the shortfall in funding needed for 2010/2011 is £65,000. It is proposed by the BCTC that this shortfall would be met through contributions from other statutory partners.

The Belfast Community Safety Partnership is likely to be able to secure £15,000 non-recurrent funding as a contribution from one of its partner agencies to this scheme in 2010/2011. No allowance for contributing financially to this scheme has been included in the Council's 2010/2011 Revenue Estimates. Any contribution directly from BCC would need to be agreed under section 115 of the Local Government Act (Northern Ireland) 1972 or by making a contribution to the Community Safety Partnership. However, the contribution of £15,000 from the Community Safety Partnership may be sufficient to help the Chamber lever in the remaining £50,000 needed from other agencies.

Recommendations

It is recommended that the Committee agrees to:

- Write to the BCTC in support of the continuation of the scheme during 2010/2011; noting that the Belfast Community Safety Partnership, which is led by the Council, is likely to secure a total contribution of £15,000 non-recurrent funding.
- Authorise its officers to participate in any emerging discussions, led by BCTC, with regard to identifying sustainable resources to support this scheme.

Decision Tracking

The Head of Environmental Health will report back to the Committee on progress with securing the full funding package required.

Key to Abbreviations

BCC - Belfast City Council DCU – District Command Unit DSD – Department for Social Development PSNI – Police Service of Northern Ireland BCTC – Belfast Chamber of Trade and Commerce

Documents Attached

City Centre Beat - Current Financial Statement
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City Centre Beat – Current Financial Statement

June 2005 – May 2009				
June 2005 – May 2009 (4 years)	Total Cost	BCTC Financial Commitment	PSNI Financial Commitment	BCCM Commitment in kind
CCB- 63 hours per week	£ 490,000	£330,000	£160,000	-
Project Management of Scheme				£ 160,000

June 2009 - May 2010					
June 2009-May 2010	Total Cost	BCTC Financial Commitment	PSNI Financial Commitment	Deficit £	BCCM Commitment in kind
CCB- 63 hours per week	£ 130,000	£45,000	£40,000	£ 45,000	-
Project Management of Scheme					£40,000

June 2010 - May 2011					
June 2010-May 2011	Total Cost	BCTC Financial Commitment	PSNI Financial Commitment	Deficit £	BCCM Commitment in kind
CCB- 63 hours per week	£ 150,000	£45,000	£40,000	£ 65,000	-
Project Management of Scheme					£40,000

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**Belfast City Council**

Report to:	Strategic Policy and Resources Committee
Subject:	Fuel Stamps Scheme
Date:	5 th March 2010
Reporting Officer:	Suzanne Wylie, Head of Environmental Health, extension 3281
Contact Officer:	John Corkey, Environmental Health Manager, extension 3289

Relevant Background Information

At its meeting of 8th May 2009 the Strategic Policy and Resources Committee considered a report on the Fuel Stamps scheme that had been operating as a pilot in an area of North Belfast since 8th January 2009. The scheme forms part of the Action Plan developed by the officer group that facilitates the All Party Reference Group on Older People. Whilst the focus of the fuel stamps scheme is primarily on older people it is, in fact, available to all. It is designed to be of particular benefit to those who are in, or who are close to, fuel poverty. A household is in fuel poverty if, in order to maintain an acceptable level of temperature throughout the home, the occupants would have to spend more than 10% of their income on all household fuel use. In 2006 38% of households in Belfast were in fuel poverty (2006 HCS), however, increasing fuel costs and continuing economic difficulties would suggest that this figure is now significantly higher.

The principle of the scheme is a relatively simple procedure whereby members of the public are given a card, on request, by a participating retailer or other outlet and they can buy stamps, at £5 each, which they then place on the card and are able to build up credit that will be accepted by specific participating oil companies towards their fuel bills.

An evaluation of the pilot was presented to the Committee in May 2009 and it was duly recommended that the scheme should be rolled out across the city and that the Head of Environmental Health should bring a further report to the Strategic Policy and Resources Committee once the scheme had been operating for a number of months.

The subsequent development of the scheme has involved engaging with potential outlets throughout the city, encouraging buy-in from both retailers and oil companies and facilitating the administrative arrangements for its effective delivery. Also, a project officer was appointed on a temporary basis in November 2009 to lead in the delivery of the scheme. Already there are 48 separate outlets across the city supplying stamps. Most of these are retailers and credit unions but council premises, such as leisure

centres, the Cecil Ward Building and the Bobbin restaurant, also sell the stamps. In addition, 22 oil companies have signed up to the scheme. At the end of January 2010 a total of 10,551 stamps had been sold amounting to £51,250 worth of stamps. To date there has been £30,235 worth of stamps redeemed by members of the public averaging £121 per card. Users of the scheme have provided very positive feedback. Comments have included the following:-

"It allows me to save for my oil before I have to order my next delivery".

"I think the scheme is fantastic, I have been saying for years that people should be able to save for their heating with stamps. I have already redeemed one card and I continue to buy the stamps".

"It's fantastic I would be lost without the stamps. It's the only way I can save for oil heating. I hope the council continue to sell the stamps".

Retailers and participating oil companies have also expressed support. The manager of one of the Credit Unions stated:-

"To be honest the success of the scheme within our Credit Union hasn't necessarily been down to us pro-actively promoting the oil stamps. We have found that our customers have found out about the scheme through the City Matters magazine and posters in our premises. We just happen to be in the right place where there seems to be a real demand for the stamps".

This scheme is different to any 'top-up' schemes operated by individual oil companies, as it still enables consumers to shop around and obtain the best price when ordering their fuel. One oil company indicated that it was very popular with young parents and older people. Another oil company stated:-

"We love the scheme here, we have signed up to similar schemes with other councils but we have found Belfast City Council are the fastest at processing the cards and getting payment to us. We have had a great response to the oil stamps from our customers we have found people of all ages are saving for oil heating in this way".

The positive reaction from the various stakeholders suggests that this type of scheme is a very attractive savings option for people of limited means who wish to spread their heating costs across the year.

The scheme has been funded this year out of the thematic budget for People and Communities and it will require commitment from the Council to ensure it is expanded in 2010-2011.

Key Issues

- The scheme demonstrates that the Council is prepared to take a leading role in seeking to help those people, particularly the elderly, who are likely to suffer the consequences of being fuel poor.
- According to the 2006 House Condition Survey (HCS), 38% of households in Belfast are in fuel poverty but, with rising fuel costs and continuing economic problems, the 2009 figure, due in the summer or autumn of this year, is likely to be significantly higher.

- 70% of homes in Northern Ireland use fuel oil as their heating energy source.
- The fuel stamps scheme allows people to plan ahead and save to help meet their heating costs through a simple and effective year round budgeting arrangement.
- During the recent cold weather in January of this year when temperatures dropped to as low as -11°C the average price of 900 litres of oil rose by around £25. This demonstrates how exposed vulnerable people are to oil price fluctuations and how important it is that they are able to maintain a continuity of supply during periods of high usage. The fuel stamps scheme gives these people a vehicle to manage their fuel costs and heat their homes during these periods of extreme cold.
- The fuel stamps scheme is particularly targeted at older people but is available to anyone.
- The scheme has been very well received by the users, the oil companies and the retail outlets.
- £51,250 worth of stamps have been sold to the public between January 2009 and January 2010. However, it must be noted that the citywide roll out of the scheme only began in November 2009 so it is expected that the annual sales figure will increase significantly.
- The sales have increased each month since the scheme was rolled out across the city. The highest monthly sales figure was in January 2010 at £11,445. If that rate of sales was to continue throughout the year, an estimated £132,000 of stamps would be sold annually.
- The average amount of money redeemed per card is £121.
- The scheme is self targeting in that people who feel they will benefit from it are the ones who will use it.
- A total of £45,000 is required to fund the scheme from the Corporate Strategy Thematic Budget for People and Communities to continue the scheme in 2010-2011 as part of the Council's thematic approach to improving the health and wellbeing of older people. The Strategic Policy and Resources Committee has already approved the thematic budget for 2010 / 2011, with a total of £82,000 being allocated to work on older people's projects.
- The option of a national Fuel Stamps Scheme will be included as a proposal for consideration in a DSD public consultation on the current Fuel Poverty strategy due out in the spring of this year. This will provide the Council with an opportunity to inform the debate from a position of continuing experience of this approach to managing fuel poverty. A further report will be brought back to the Committee at this time as this approach will obviously impact on the Belfast scheme.
- Expenditure for the scheme must be approved under section 115 of the Local Government Act (Northern Ireland) 1972
- The costs of the scheme will reduce over time as the systems and procedures become bedded in.

Resource Implications

Financial

Projected costs for 2010 -2011

- Salary costs £35,000

• Promotional Costs	£5,000
• Running costs	£5,000
• Total	£45,000

Human Resources

The scheme is managed within the Public Health Unit of the Environmental Health Service. It is delivered on the ground by a full time project officer and the administrative functions are incorporated into the work of the Health and Environmental Services Department's Directorate Support. A steering group of officers, chaired by the Environmental Health Manager (Public Health), meet monthly to review progress and to provide direction for the project.

As the project develops and the outlets become established the work of the project officer will focus more on managing the delivery of the scheme and less on the expansion of the scheme across the city. The consolidation of the scheme will therefore provide an opportunity to review the priorities of the project with a view to rationalising the operational and administrative functions.

Recommendations

It is recommended that the Committee:

- Approves the continuation of the city wide oil fuel stamps saving scheme for a further year;
- Agrees to support a project officer post for the continuation of the scheme for a further year;
- Agrees to allocate £45,000 from the thematic budget for older people to the fuel stamps scheme using its authority under Section 115 of the Local Government Act (Northern Ireland) 1972.

Decision Tracking

- The Head of Environmental Health will keep the Strategic Policy and Resources Committee apprised of developments in respect of a national scheme and will bring a further report to the Strategic Policy and Resources Committee in March 2011 regarding the progress of the Belfast scheme.

Key to Abbreviations

- HCS - House Condition Survey
- DSD - Department for Social Development