

Strategic Policy and Resources Committee

Friday, 22nd June, 2012

MEETING OF STRATEGIC POLICY AND RESOURCES COMMITTEE

Members present: Councillor Hargey (Chairman);
the High Sheriff (Alderman M. Campbell);
Alderman Browne and Newton; and
Councillors Attwood, Convery, Corr, Haire, Hanna,
Hendron, Jones, Lavery, Maskey, McKee, McCarthy,
McVeigh, Mac Giolla Mhín, Ó Muilleoir, A. Newton and
Reynolds

In attendance: Mr. P. McNaney, Chief Executive;
Mr. C. Quigley, Assistant Chief Executive/Town Solicitor;
Mr. R. Cregan, Director of Finance and Resources;
Mr. G. Millar, Director of Property and Projects;
Mr. S. McCrory, Democratic Services Manager; and
Mr. J. Hanna, Senior Democratic Services Officer.

Declarations of Interest

No declarations of interest were reported.

The Irish News Workplace and Employment Awards 2012

Councillor Hendron advised the Committee that she had the previous evening attended the Irish News Workplace and Employment Awards 2012. She reported that the Council had been awarded joint first place in the Disability Best Practice Employer.

The Committee extended its congratulations to those staff in the Human Resources Section involved in helping the Council achieve the award.

Review of Public Administration

Local Government Reform – Ensuring Effective Implementation

The Chief Executive submitted for the Committee's consideration the undernoted report:

“1.0 Relevant Background Information

- 1.1 The local government reform process is now entering a critical stage whereby primary legislation is being drafted and implementation structures put in place to support the delivery**

of the reform programme and the effective transfer of functions from central to local government.

- 1.2 The proposed transfer of key functions such as planning and regeneration present a real opportunity for the Council to make a real and lasting difference in stimulating the local economy and improving the quality of people's lives across the city.
- 1.3 Whilst the Council will be less affected by the convergence issues which will be experienced by the other merging councils, the Council now need to restore its focus on planning for reform and shaping the approach taken by the wider local government sector.
- 1.4 The purpose of this paper is to set out for Members consideration the Council's delivery and resource plan for the implementation of reform and the role of the Committee and Members in taking the process forward.

2.0 Key Issues

- 2.1 Members will appreciate both the significance and scale of the reform programme and the need for the Council to ensure that it has the capacity in place to ensure effective delivery in addition to other substantial work programmes such as the Investment Programme, efficiency programme as well as delivering business as usual. In-line with a previous decision taken by the Committee, a dedicated corporate support resource has been put in place to provide strategic support to the Committee, Members and senior officers in taking forward Review of Public Administration (RPA) related work.
- 2.2 A copy of the Council's draft delivery and resource plan for reform has been circulated for Members' consideration. Examples of some of the immediate critical issues which the Council will need to address in moving forward include:
 - (i) to influence key strands of emerging legislation (e.g. draft Local Government Reorganisation Bill) which may affect the future governance and operational arrangements of the Council;
 - (ii) to establish a professional evidence base to inform the political engagement with Lisburn and Castlereagh on important transitional issues;
 - (iii) to identify and plan for the financial and operational implications of extending council services to those geographical areas coming within the new Belfast boundary;

- (iv) to identify and manage potential rating issues resulting from the extension of the Belfast boundary;
- (v) to take a progressive approach to preparing for the transfer of functions through the early initiation of integrated pilots initiatives linking planning, roads and regeneration activity
- (vi) to identify and plan for HR related matters associated with the potential transfer of new staff from neighbouring councils or transferring function departments; and
- (vii) to ensure the effective and continued communication with all key stakeholders

2.3 Now that the draft Boundary Order has been cleared through the NI Assembly, work will commence with Land and Property Services (LPS) to undertake a detailed analysis of the impact of the boundary change on the Belfast rates base. This analysis will facilitate early modelling of the Estimated Penny Product (EPP) scenarios and enable the Council to start to plan for any financial implications resulting from the extension to the Belfast boundary. There are a number of rating issues which need to be addressed as part of the RPA transition process as outlined below.

- (i) **Rates Convergence** - One of the key issues that needs to be addressed is how the convergence of District Rates within each new Council area will be managed. Based on work previously undertaken by Department of Finance and Personnel and the Department of the Environment in 2009, some of the differences between the estimated rates of the new councils versus the rates of the legacy councils varied greatly. Much work is needed to ensure that the overarching principle of the rates neutrality of the reform process is maintained. There is a requirement to review and refresh this work and provide options for how rates convergence can be achieved.
- (ii) **Legacy Issues** - Legacy rating policy decisions will be required to determine the management of legacy debt write-offs and rating appeals.
- (iii) **Data sharing** - The successful management of rates transition will be underpinned by the availability of information about the new councils' rates base. At present, all rates information is held by LPS. It is recommended that a protocol for sharing data between LPS and councils is developed as a matter of urgency.
- (iv) **LPS Accountability** - Currently, LPS is accountable to the Minister of Finance and Personnel for its rates

collection performance. It is recommended that consideration is given to how LPS accountability to local government in the context of 11 district councils can be enhanced.

- 2.4 Members will note that the Council's delivery plan is aligned with the DoE's current reform timetable and seeks to ensure the appropriate sequencing of activities. The delivery plan will be a live document and will be continually reviewed with regular progress updates submitted for the consideration of the Committee including any necessary changes to take account of potential external drivers.

Members role in driving delivery

- 2.5 It is important to restate the important and strategic role of the Committee and elected Members in driving forward the delivery of local government reform. The Strategic Policy and Resources Committee, acting in its capacity as the Belfast voluntary Transition Committee, will be the decision maker in relation to the reform process within the Council and all issues will be reported by officers for decision.
- 2.6 Members will also lead on the critical conversation with the Castlereagh/Lisburn Transition Committee in relation to assets that may transfer and arrangements for the new Council.
- 2.7 Members will also have to be active on the Northern Ireland Local Government Association (NILGA) and the National Association of Councillors as they engage with the Minister in relation to reform issues. Officers will of course be happy to support them in these conversations.
- 2.8 Members have a critical role in engaging with central government departments and Ministers to ensure the effective and timely implementation of the reform programme and the creation of a strong and effective local government sector within Northern Ireland. Some of the key roles of Members in supporting the delivery process are outlined below:
- 2.9
- (i) Leading - reform and ensuring a 'one Council' approach to delivery
 - (ii) Shaping - legislation and policy proposals in pursuit of Belfast's interests
 - (iii) Challenging - internal processes and approaches to ensure effective delivery
 - (iv) Enlisting - key stakeholders (including citizens) in process and securing ownership

- (v) Influencing - NI Executive, Ministers, government departments for better outcomes
- (vi) Balancing - corporate priorities' and ensuring adequate resources to deliver

2.10 Set out below is a proposed draft high-level Forward Work Plan for the Committee over the next year setting out the key reform related issues which Members will need to consider. Detailed projects briefs on each of the workstreams have been circulated.

COMMITTEE FORWARD WORK PLAN	Timescale
<i>Legislation – engage and influence</i>	
1. Committee report on the emerging Local Government Reorganisation Bill proposals, the associated implications for the Council and a draft corporate response. Proposals for a Member led lobby campaign on critical issues.	Sept /Oct. 2012
<i>Boundary Changes and Convergence</i>	
2. Submit independent report examining the potential rating issues for the Council and setting out potential options for addressing these.	Oct. 2012
3. Findings report on an initial high-level review of the potential assets and liabilities which may transfer from Lisburn and Castlereagh and the associated financial implications including potential capital and/or maintenance requirements.	Aug. 2012
4. Submit for the consideration of Committee a set of draft guiding principles which should underpin any negotiations regarding the potential transfer assets and liabilities from Lisburn and Castlereagh	Aug. 2012
5. Submit for the consideration of Committee a 1 st cut draft transition plan setting out key workstreams which need to be jointly progressed with Lisburn and Castlereagh	Aug. 2012
6. Commence political engagement with Lisburn and Castlereagh	Aug. 2012 ongoing
7. Options paper on possible composition of the Belfast Statutory Transition Committee, taking account of the requirement for representation from Lisburn and Castlereagh.	Sept. 2012
8. Detailed due diligence report on the potential transferring assets and liabilities including consideration given to key issues such as condition, potential investment requirements, restriction issues etc.	Feb/Mar 2013

COMMITTEE FORWARD WORK PLAN	Timescale
9. Detailed due diligence scoping report outlining the key service convergence issues which need to be addressed by the Council and a implementation and resource plan for taking these forward.	Feb/Mar 2013
<i>Finance</i>	
10. Submit for the consideration of Committee a local government reform benefit realisation paper which sets out the key funding issues and benefits attached to the funding of the local government reform programme	Aug. 2013
11. Submit for the consideration of Committee a report setting out potential collaborative opportunities linked to the local government Improvement, Collaboration and Efficiency (ICE) Programme and the Council's own efficiency programme for period 2013/2014 and beyond.	Dec. 2013
12. Member engagement with DoE, DFP and NI Executive to discuss and negotiate future funding models for those functions to transfer to the Council.	
<i>Transfer of Functions</i>	
13. Options paper outlining potential 'Belfast integrated Pilots' with DoE Planning, DSD and DRD including associated implementation and resource plan for taking pilots forward.	Aug. 2012
14. Update report to Committee outlining the current position in regards to the proposed package of transferring functions.	Sept. 2012
15. Progress update report on implementation of Belfast pilot initiatives	Nov. 2012
16. Detailed due diligence review of the functions proposed to transfer of BCC and any associated financial, HR, operational and/or system implications for the council.	Jan./Feb. 2013
17. Co-design workshop with Members to examine and map out the potential OD implications and synergies between key transferring functions, community planning and existing Council functions.	Feb/Mar 13
18. Submit for the consideration of Committee, an initial scoping paper setting out potential options regarding future organisation design and service delivery models taking account of the transferring functions.	Mar/April 2013

COMMITTEE FORWARD WORK PLAN	Timescale
<i>Human Resources and OD</i>	
19. Submit for the consideration of Committee a scoping paper outlining the potential HR transitional issues which need to be considered by the Council e.g. vacancy control, staff transfer, appointment of senior team, severance etc.	Oct. 2012
20. Submit for the consideration of Committee a draft delivery and resource plan for taking forward the HR transitional issues.	Nov /Dec 2012
21. Implement BCC Capacity Building Programme for elected Members and officers as part on BCC ongoing Organisational Development work. Ensure effective internal communications on these matters.	Jan. 2013 ongoing
<i>Communications and Engagement</i>	
22. Engagement programme with NI Executive's Ministers on critical issues facing the city including local government reform.	June /Sept 12 ongoing

4.0 Resource Implications

There will clearly be significant HR and some financial implications attached to the delivery of the reform programme and in supporting the Committee and Members in their important role in leading the process.

Human Resources – In terms of supporting delivery, it is proposed that this will be through realignment of resources with no additional costs to the ratepayer.

Financial - Whilst there are likely to be resource implications for the Council emerging from the local government reform programme, the scope and scale of these are still to be determined, it is proposed that an initial budget of £100k be allocated from the existing invest to save budget to support RPA related activity such as delivery of capacity and training, commissioning of independent due diligence reviews etc.

5.0 Recommendations

Members are asked to:

- (i) consider the contents of this report, including the detailed delivery plan, a copy of which has been circulated;

- (ii) consider and agree the proposed Committee Forward Work Plan as set out above; and
- (iii) consider and agree that an initial £100k RPA budget be allocated from invest to save.”

After discussion, the Committee adopted the recommendations.

Investment Programme

Consultation Update Report

The Committee considered the undernoted report:

“1.0 Purpose

- 1.1 To update Members on the outcome of the recent consultation on the Council’s Draft Investment Programme 2012-2015, to highlight key issues and any implications for the revising the document and to present proposals for how the Council should publicly feedback the results of the consultation.

2.0 Background

- 2.1 The Draft Investment Programme was formally launched on 2nd February 2012, followed by a number of local community launches across Belfast. As Members were keen that local people, communities and partners had an opportunity to influence the strategic thinking of Council and its investment decisions, the draft Programme was opened to public consultation to enable local people and organisations an opportunity to comment on it and influence its content before being formally agreed by Council. The consultation also sought views on how the Council could work partnership to deliver the Programme.
- 2.2 The consultation ran for a period of 12 weeks, closing on 27th April 2012. A number of mechanisms were used to ensure that people had an opportunity to submit their views, including:
 - 5 local community launches in each geographical area of the city (and additional events as requested)
 - An on-line questionnaire was available on the Council’s website for download. Respondents could either email the completed document or post in using

a freepost service. Respondents could also choose to submit general comments electronically or by post.

- An article was published in City Matters with a pull-out feedback slip and freepost address
- A focused consultation event held with young people

- 2.3 The Programme was also presented to the council's Section 75 Consultative Forum and a briefing session held for Council employees. A total of 107 individual responses were received representing a broad mix of organisations, sectors and geographies. Comments were also posted on the Council's social media pages.

<i>Type of Response:</i>	<i>Numbers</i>
Survey Responses	33
Written Responses (non survey)	20
Public comments by City Matters	50
Public comments by email	1
Employee Comments	3

- 2.4 This report provides a summary of the key findings from the consultation responses and highlights the key issues and implications for the Investment Programme and Council generally. The report also outlines options for how the Council should feedback the findings from the consultation process, which includes a draft 'Consultation Feedback Report, a copy of which has been circulated,' which it is recommended should be published on the Council's website.

3.0 Summary of the Consultation Responses

- 3.1 This section provides a summary of the responses generated by each of the key consultation methods; namely through the questionnaire, City Matters, written and email responses, community launches and workshop with young people. It should be noted that, across all responses, feedback relating to specific issues has been fed into the relevant processes for developing the work-streams and projects related to the Investment programme. For example, ideas and proposals for projects relating to the Local Investment Fund have been fed into the discussion of the Area Working Groups. Comments made about process and communication have also been part of the consideration around the process for prioritising projects and ensuring the effectiveness of the programme moving forward.

Questionnaire Responses:

3.2 A total of 33 questionnaires were returned. The overwhelming majority of those responding to the survey were supportive of the Council's plans and approach, with many commending the council for its leadership and vision, particularly in this time of economic uncertainty. Table 1 below sets out the quantitative analysis of the 'yes/no' responses to the questionnaire and shows that the majority of people were supportive of the Programme and agreed with the commitments, principles and approach:

Table 1.	Yes		No	
	Count	%	Count	%
Do you agree with the key commitments, projects and programmes outlined in our Investment Programme 2012-2015?	30.5	92%	2.5	8%
Do you agree with the principles which underpin the Investment Programme?	31	94%	2	6%
Do you think this Programme will help address the challenges that Belfast faces over the coming years?	29	90%	3	10%
Do you think the commitments, projects and programmes will help promote equality of opportunity and/or promote good relations?	28	93%	2	7%

(Note % figures are based on the no. of responses to individual questions as some respondents did not answer all questions)

3.3 Encouragingly, even the small number who indicated disagreement, were generally in support of the Investment Programme and 'welcomed' its publication. The reasons for recording disagreement seem to stem from concerns about the difficulty of affecting change in deprived communities or the perceived lack of emphasis in some areas (such as the environment) rather than objections to the Programme per se.

3.4 The questionnaire provided space for respondents to offer detailed comment which generated significant comment, ideas and suggestions – these have been collated, along with comments and ideas from the other response mechanisms, by thematic area and by group and have been forwarded to the relevant Council Department for information and action as required.

General Written and Email Responses:

- 3.5 Twenty-one respondents chose to submit general responses rather than complete the questionnaire. These tended to be from public bodies or community and voluntary organisations and were in the form of detailed written documents with additional supplementary information or evidence also provided to demonstrate key points. For example; the correlation between health and deprivation; the impact of division on society or how community engagement can support better outcomes. The detailed responses and summaries have been forwarded to the relevant council Department for further consideration as appropriate; the key themes and suggestions are also reflected in the overall analysis.
- 3.6 All but one of the non-survey responses were supportive of the Investment Programme, with the majority of those offering to work in further partnership with the Council to help deliver the ambitions set out within the Investment Programme. The only exception was an email comment received from a resident who disagreed with any Council investment unless it 'will be at a nil cost to the ratepayer'.

City Matters Responses

- 3.7 A feature article on the draft Investment Programme was included in City Matters (April – June 2012) – the council's resident magazine that is circulated to all households in Belfast. Readers were given the opportunity to return comments using a tear-out slip and freepost service. A total of 50 comments were received and provide a snapshot of what ordinary local residents think (whereas the questionnaire and written responses tend to reflect the views of organisations and community groups/representatives).
- 3.8 As with the questionnaire responses, the majority of comments via City Matters were positive and supportive:

I think the Investment Programme is wonderful. Bringing Belfast to life and making me proud to reside here.

Am happy with the priorities identified in this ever increasingly harsh environment, it is good to see 'value for money' & priority/target so we know as rates money is being well spent.

I am extremely happy with the efforts of the city Council.

I feel that money is being spent in the right areas attracting both business and tourism which is essential in NI staying afloat in these times.

Over-all it looks like money well spent very commendable.

- 3.9 Of the 50 comments received via City Matters, only one respondent openly questioned the Investment Programme, with 4 other respondents raising concerns about the cost of rates. However, conversely, another respondent stated that they would be 'Happy to pay the increase in rates if it is put back into the city and offers everyone a better quality of community life.'
- 3.10 A number of respondents specifically welcomed the focus on young people; whilst others singled out the importance of parks, playgrounds and community gardens or the focus on the economy, arts, culture and tourism. Others used the opportunity to comment on other Council services – this included praise and commendations especially in relation to recent events such as Titanic Belfast as well as raising individual matters of concern e.g. dog fouling. These have been collated and have been forwarded to the relevant Department / Service for information.

Community Launches:

- 3.11 Following the public launch of the Draft Investment Programme at the Waterfront Hall, five local community launches were held in each of the key geographical areas of the city (North, South, East, West and Greater Shankill). Additional local events were also facilitated as requested. Representatives from each of the political parties and senior Council officers attended each event which consisted of an informative presentation followed by an open question and answer session. A note was taken of the questions and answers from each session. The key issues emerging from these open feedback sessions can be summarised as follows:
- Generally, the document was well received and welcomed by many of those who spoke or asked questions. Many of those who spoke expressed their commitment to work with the Council or be involved in ongoing engagement. The desire and importance for ongoing engagement with communities was a recurring theme.
 - Other key themes that emerged related to how the Programme could support young people and socially

deprived communities. There was interest in the use of social clauses and a strong focus on using the Programme to generate positive messages to provide a hopeful future for young people.

- There was significant interest in a the type of jobs, apprentices and work placement opportunities – specifically how they will be developed, whether they will be low skilled / low paid jobs and whether they will benefit / target local people living in social deprived areas and how they could lead to meaningful long term employment.
- Area specific issues featured in the feedback questions, including the desire for more support for local independent business and retailers. Many of those voicing opinions also felt it was critical that the physical projects actually lead to improved quality of life and delivered local community benefits.

3.12 Members communicated the opportunity presented by the Local Investment Fund at the area launches, outlining that groups should get in touch with their local elected representatives with any ideas and proposals. Any specific project proposals made to Members subsequent to the launch have been fed into the Area Working Groups for consideration. Members are considering the process for moving forward the local Investment Fund as part of the agenda for their meeting on 22 June and feedback from the consultation has informed recommendations about process and communication relating to the Fund.

Focus Group with Young People:

3.12 A focused consultation was held with the Council's Youth Forum and other youth groups from across the city people – this included creating a young people's version of the plan to facilitate discussion with young people. The findings from this focus group, and a pre-focus Group with a cross section of the Council's Youth Forum, illustrated how important these issues were to young people. Key issues emerging from the focus group work with young people were:

- Young people are interested and want to be kept informed – but messages need to be simple, clear and relevant. Also need to ensure that information reaches young people. They want to know what is available (events, festivals and funding etc)
- They have major concerns about access to training and employment and how to ensure skills are accessible and relevant. The focus on formal

qualifications presents difficulties for many young people, therefore the bursaries and placement opportunities must be accessible to young people at all levels. Incentives for young people to stay at school or further education was also a key issue.

- Young people were particularly interested in their local amenities – suggesting that more engagement with young people was needed to ensure facilities were interesting, relevant and affordable. The importance of young leadership programmes was noted and how youth volunteering could be better supported and lead to employment opportunities.
- Mental wellbeing and safety were also highlighted as important with young people suggesting that more imaginative and long term support was needed.
- A number of practical suggestions and comments were made – which have been incorporated within the feedback analysis and passed to council services as relevant.

Briefing Session for Council Employees:

- 3.13 An information session was held with Council employees as part of the communication and consultation process. It followed a similar format to the community launches and was very well attended. Representatives of the Council's trade unions attended, highlighting the desirability of investment and job creation. Feedback on the session with a comprehensive list of questions and answers has been communicated to employees. The views of council employees broadly reflected those of local communities – many expressions of support, particularly in terms of how it could help support and improve the quality of life for young people, older people and other vulnerable members of the community. Employees also acknowledged the challenges ahead in terms of implementation.

4.0 Key Findings from the Consultation

- 4.1 The overwhelming response to the consultation on the draft Investment Programme was positive – with numerous respondents commending the council for its leadership and vision. Throughout all methods of feedback, the overwhelming majority of respondents were supportive of the Programme – the commitments, projects and programmes and the underlying principles. Whilst there were a number of requests for clarification as well as a wide range of ideas and suggestions offered, they did not detract from the overall support for the Programme. The Council should therefore

view the consultation responses as an endorsement of the draft Investment Programme and move to finalise it.

It is great to see an ambitious plan for the city.

We get a sense of energy, excitement and commitment from this Investment

Overall, we commend BCC for compiling this Investment Programme and feel it offers a detailed framework for supporting economic growth in the foreseeable future.

We believe the Investment Programme represents a very real and exciting opportunity for key stakeholders to come together to improve the economic, social and environmental wellbeing of individuals, communities and the city as a whole.

We commend the City Council for this visionary programme to enhance the economic, social, educational, cultural and sporting opportunities for the benefit of all of the citizens of Belfast and the wider region which it serves.

An ambitious plan that is to be welcomed in this difficult economic climate.

I think the Investment Programme is wonderful. Bringing Belfast to life and making me proud to reside here.

- 4.2 The consultation generated a high level of interest, with many respondents providing detailed comments and suggestions. A list of all the ideas and suggestions has been forwarded to the relevant Service or Department. Any ideas relating to local projects or the Local Investment Fund have been forwarded to the appropriate Area Working Group.
- 4.3 Many respondents indicated that they would be keen to work in partnership with the Council, and highlighted the projects, skills, knowledge and experience they had which would help council to deliver the Programme. These 'expressions of interest' have been collated and circulated to the relevant council Departments.
- 4.4 There were also a number of requests for clarification. A significant portion of these related to queries about how the programme will be prioritised, implemented and monitored, and how the Council will continue to engage and involve local

people, communities and partners. It is important, that in keeping with the commitments made at the community launches, the finalised Programme explains the processes which the Council is currently developing to ensure it can effectively deliver the Investment Programme commitments and that steps are taken to regularly communicate progress and keep people informed.

4.5 An analysis of all the consultation responses indicates that respondents generally placed strong emphasis on the importance /need for:

- Leadership, vision and ambition
- Genuine collaboration to deliver the programme
- Early and ongoing engagement and involvement of local communities and partner organisations
- Clarity around the prioritisation of physical projects and the allocation of resources

4.3 Based on the feedback received, some changes to the document's current format are recommended. These are outlined under 'Recommendations and Next Steps' below.

5.0 Recommendations and Next Steps

Investment Programme – Revisions

5.1 It is recommended that Council should view the consultation responses in the round as an endorsement of the draft Investment Programme and move to finalise the Programme, taking on board the feedback received and using this to guide the continuing development of projects and programmes. Amendments to the document are recommended as follows:

- i. Explain and elaborate the Council's approach to environmental issues – demonstrating the Council's commitment to the environment and sustainable development and how it underpins much of our work and strategic decisions needs to be more clearly articulated within a revised document. It will also be possible to give more visibility to the council's work in this area through the corporate plan.
- ii. Include more detail on the monitoring and evaluation, including specifying how we will report and feedback and the mechanisms we will use. Proposals on how this should be done will be developed and brought back to Committee. These will be developed in line

with the continuing development and implementation of the communications plan.

- iii. Include or signpost an explanation of the process for prioritisation and community engagement, as currently being progressed through the Area Working Groups and SP&R Committee

Investment Programme – Public Feedback

- 5.2 In keeping with good practice and our commitment to keep people informed, Council will be expected to publish the findings from the consultation on the Investment Programme and, in due course, also provide a formal response to the consultation – i.e. setting out what it has done or will do in as a result of the issues raised by those responding to the consultation.
- 5.3 A draft feedback report, a copy of which has been circulated, which provides a summary of the consultation process and submissions received. It is recommended that this is published on the council website as soon as possible – Members are asked to approve the attached draft for publication.
- 5.4 The consultation generated a high level of interest, with many respondents providing detailed comments, issues, ideas and suggestions which have been forwarded to the relevant Department. It is recommended that an update on the Council's response to these – perhaps using a 'Question and Answer' format – should be developed and placed on the Council website at a later date once we have had an opportunity to consider and respond to the detailed comments and finalise the draft plan. This will provide the Council with an opportunity to clarify and respond to various issues and suggestions in more detail.

6.0 Equality & Resource Implications

- 6.1 A separate Equality Impact Assessment (EQIA) consultation exercise was undertaken in tandem with the public consultation on the draft Investment Programme. Key issues emerging from the responses relate to:
 - Demonstrating that we have based decisions on good evidence
 - Effective consultation with local people
 - Ensuring that the needs of specific Section 75 groups are effectively taken into consideration and pro-active steps taken to ensure outreach and secure measurable impact in delivering the Programme. Specific examples about the impact on people with disabilities

were noted and will be fed into the on-going development of programmes and projects.

- 6.2 A question relating to equality of opportunity was included within the consultation questionnaire, which generally elicited a positive response with the view being that the Programme would help promote good relations and equality of opportunity. Some respondents did acknowledge that good relations and addressing the legacy of the past was a complex and challenging area; others pointed out the linkages between deprivation and a divided society. However, it was clear that the Investment Programme was a step in the right direction. In moving forward, it will be important to ensure that equality and good relations are systematically addressed within the Investment Programme implementation processes, including the work of the Areas Working Groups.

7.0 Decisions Required

Members are asked to:

- i. Note the key findings from the consultation process;
- ii. Approve the publication of the Draft Consultation Feedback Report on the Council's website;
- iii. Endorse the recommended approach to revising the Investment Programme, with full revised document to be brought back for approval in August."

The Committee adopted the recommendations.

Implementation Plan

The Committee considered the undernoted report:

"1.0 Relevant Background Information

- 1.1 The purpose of this report is to present to Members the implementation plan for the Investment Programme. The plan has identified 36 key projects. A project brief has been developed each of these 36 projects. This means that for each project:

- A project manager has been allocated.
- There is a clear description of the project.
- Milestones and deliverables have been identified and time lined.
- Required resources have been assessed.
- Anticipated outcomes and targets to be achieved.

- 1.2 A full listing of the 36 projects is provided at Appendix One. A high level plan for the delivery of the physical capital projects is provided at Appendix Two. An update on the progress each physical project is provided at Appendix Three. The Director of Property and Projects will present the individual physical project briefs at the meeting.
- 1.3 The key milestones and timeline for all revenue projects are provided at Appendix 4a. Year 1 project activity sheets and project briefs for all revenue projects are provided at Appendix 4b. The Chief Executive and Chief Officers will present the details of delivery for each project at the meeting.

2.0 **Key Issues**

Resources to Deliver

- 2.1 Failure to deliver the Investment Programme has been added as a key risk in the Corporate Risk Register. The main potential cause of this risk is a failure to provide adequate resources and the appropriate mix of skills and competencies. For this reason attention has been focussed on identifying the resources required to deliver the projects which are the most complex and have the highest city profile. In line with direction from Members, the Council has partnered with the Strategic Investment Board to advertise for Infrastructure Project Managers who will provide the additional capacity needed to deliver the Convention and Exhibition Centre at the Waterfront Hall, the Springvale Innovation Centre and the North Foreshore.
- 2.2 Work is also being undertaken within the organisation to realign existing resources to increase the level of programme and project management capacity that exists within the organisation.

Reporting and Monitoring

- 2.3 The delivery of the Investment Programme is dependent on robust programme and project management. A key element of this work will be the monitoring and reporting on progress and the adjustment of plans to deal with changing circumstances. Officers are currently developing an Investment Programme reporting framework for Members and the draft framework will be brought to the SP&R Committee in August for consideration and the first half year reports will be presented at the October meeting.

Immediate Implementation Issues

Urban Broadband Fund

- 2.4 Members are aware that the Council has been guaranteed £6m of UBF funding to deliver the Super-Connected City project. We are now working to turn our initial proposal into a detailed business case to secure up to a total of £13.6m. DCMS has agreed to extend the deadline for final submission of the business case to 3 August 2012. The final draft will not be ready in time for the 22 June SP&R meeting and permission is being sought to submit the business case to DCMS on 3 August and then present it to the SP&R Committee at its first meeting in August for retrospective approval.

Employment Opportunities

- 2.5 The Head of Human Resources proposes the following main ways to ensure the Council delivers 200 job opportunities:

- Examining vacancies as they arise with a view to ensuring they represent the maximum benefit to both service delivery and Investment Programme priorities – i.e. could the vacancy be reconfigured to create one or more jobs to ensure delivery of the Investment Programme and better service delivery.
- reducing dependency on agency workers and creating permanent directly employed established posts
- turning temporary jobs (temporary roles currently above the organisation's agreed establishment) into permanent established posts
- creating new posts as a result of organisation restructuring
- reducing dependency on overtime working of existing staff and creating more permanent established posts.

HR is therefore examining each vacancy as it arises across the organisation; undertaking a detailed analysis of where and how agency workers are being used; examining the type and number of existing temporary posts; and exploring how organisational restructuring could result in job creation. Work to date in these areas indicates the potential to create substantial job opportunities in the earlier stages of the three year Investment Programme, while job the opportunities anticipated from the reduction in overtime working, will take longer to achieve. This will be a complex piece of work and will have staffing implications.

Based on the analysis completed to date it is proposed that the following targets should be set for job opportunities:

- 110 externally advertised jobs in year 1
- 60 externally advertised jobs in year 2
- 30 in year 3.

Proposed Bursary Scheme

Appendix 5 sets out in detail proposals for taking forward the Bursary Scheme, one of the key projects within the economy section of the Investment Programme. The Appendix sets out a number of issues relating to the bursary scheme, highlighting:

- its potential to have both a social inclusion focus and a focus on supporting greater alignment between economic growth and skills provision;
- The need to agree on the level of assistance;
- Proposed arrangements for programme management and administration ,
- The potential role of the private sector and
- Arrangements for monitoring and review.

Members are asked to consider a pilot approach in Year 1 of the programme to focus on support channelled through Belfast Metropolitan College for Further and Higher Education Support and the Prince's Trust for other support to access education, training and employment.

International Marketing

- 2.8 In response to the Elected Members' decision to develop the Council's role in the international marketing of the city, a number of work streams are being taken forward.
- 2.9 The initial work stream has been to identify the international linkages which already exist within the city's major institutions including the Universities, Invest NI, the NI Tourist Board, Belfast Metropolitan College, Belfast Harbour and the Arts Council amongst others. This work is nearing completion and will identify those areas of the globe where the Council can potentially add value through civic relationships with other cities / regions.
- 2.10 A second work stream will involve the development of a narrative for the city which will set out exactly what the city has to offer as a location to invest, visit, live and study in. This will in effect set out the 'sales message' to the international market place.

- 2.11 Following completion of the Masterplan we intend to identify a number of discrete investment opportunities which will be of interest to potential investors.
- 2.12 The third work stream will involve identifying suitable opportunities to promote those projects identified ,for example, City of London, Dublin, MIPIM. Suitable marketing materials and channels both for the city and the projects will also be formulated.
- 2.13 In parallel to the work set out above the Council will need to consider, in line with other stakeholders, the future governance arrangements of the city marketing function as it moves to a more holistic marketing approach rather than being concentrated solely on a tourism destination.

Masterplan

- 2.14 The purpose of the Masterplan is to create a 10-20 year vision for the City, in terms of physical infrastructure and economic, social and environmental aspirations. A two phased approach on the consultation around the draft Masterplan which was presented to the Development Committee on 17th April 2012 has now commenced.
- 2.15 Consultation meetings have been arranged with Ministers from the Department for Social Development, the Department of the Environment, the Department for Regional Development and the Department for Culture, Arts and Leisure. Further meetings are to be arranged with the Department for Enterprise, Trade and Investment and the Department for Finance and Personnel Ministers in early summer. Following input from the various Government Ministers, a final draft version of the Masterplan will be completed by September 2012.
- 2.16 It is proposed that the wider consultation process will commence with a major conference in early October. It is planned that the Masterplan and an associated implementation plan will be completed for approval by the end of November 2012.

Communication

- 2.17 It is vital that Members remain at the forefront of communicating progress in implementing the plan and highlighting where key milestones have been reached. A full communication plan has been created which sits along-side the implementation plan and sets out how the Council will continue to get key information about projects to local people and allow members to lead this process. Members will be

presented at the meeting with the outline of the communication plan covering the next six months.

3.0 Recommendations

Strategic Policy and Resources Committee is asked to agree:

1. The implementation plans set out in the report and to consider a draft monitoring and reporting framework in August.
2. The targets for job opportunities as follows:
 - 110 externally advertised jobs in year 1
 - 60 externally advertised jobs in year 2
 - 30 in year 3.
3. Note the information in respect of the proposed Bursary Scheme at Appendix 5 and consider a pilot approach in Year 1 of the programme to focus on support channelled through Belfast Metropolitan College for Further and Higher Education Support and the Prince's Trust for other support to access education, training and employment.
4. To consider the Urban Broadband Fund submission to the Department for Culture, Media and Sport on a retrospective basis at the first Strategic Policy and Resources meeting in August.
5. To hold a major conference on the Autumn to launch the Masterplan and initiate the City vision process.”

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Strategic Policy and Resources Committee,
Friday, 22nd June, 2012

(Appendix 1 can be viewed on Modern.gov)

Appendix 2

“1 Relevant Background Information

- 1.1** Belfast City Council’s Investment Programme contains a commitment to ‘contribute £300,000 towards bursaries to help those aged 16-24 into further education, training and employment’. This is one of the key elements of the Investment Programme’s support towards employability and skills development.
- 1.2** Taking account of this commitment, some initial research has been carried out into existing bursary initiatives and the opportunities for alignment with these. The research has also flagged up a number of potential ways forward and agreement will need to be reached on the preferred approach, particularly if members wish to see the scheme implemented in time for the new academic year in September 2012.
- 1.3** A number of recent research pieces have identified that the Belfast economy will require higher skills levels in the future – with only 1 in 7 jobs likely to require no qualifications. While the number of Belfast’s citizens participating in third level education is comparable with other UK cities, the number of people with low or no qualifications is higher than in other locations. Moreover, those with low skills levels tend to be focused around certain geographies – particularly those neighbourhoods on the edge of the city centre
- 1.4** Research also suggests that, the higher the skills level of an individual, the greater their prospects of finding a job. Indeed a person with a degree was found to be almost twice as likely to be in employment as a person with no qualifications. The level of the job and the potential to earn more are also significantly enhanced for those who have undertaken further or higher education s opposed to those with little low level or no qualifications.
- 1.5** At the same time, colleges and universities are focusing on a policy of “widening participation”, encouraging more people – and particularly those from disadvantaged backgrounds – to take part in further and higher education. In order to do this, they are considering a range of incentives e.g. bursaries; foundation degrees and the government has, to date, been supportive of these.
- 1.6** In addition, there are a number of privately-financed schemes or philanthropic schemes which operate – each with their own criteria and objectives – but generally with a focus on the

most disadvantaged groups or on 'high achievers' within a defined geographical area or a particular area of study. A list of some of these awards is included with this report.

- 1.7 Given the need to act quickly in order to ensure that the scheme is in place for the coming academic year, it may be appropriate to consider a pilot approach that can deliver within the agreed timeframe, while complying with all our auditing requirements. While the project is operating, the impact of the investment could be monitored and other potential approaches explored for future years.

2 Key Issues

Focus of the bursary

- 2.1 There are a number of issues that should be considered in agreeing the proposed focus of the bursaries. The examples of existing schemes demonstrate that these generally have either a social inclusion or a targeted sector approach. While there are merits in both, the outputs and impact measurements for these can be considerably different.
- 2.2 A social inclusion approach could mean providing an additional subvention or incentive to those young people wishing to enhance their life prospects by investing in their education and training. In collating the responses to the Investment Programme on the issue of bursaries, the responses received noted that young people have major concerns about access to training and employment opportunities. While they wanted to ensure that their skills were accessible and relevant to the labour market, there were also concerns that a focus on formal qualifications only presents difficulties for many young people. As such, they were supportive of a bursary scheme that would be accessible to young people at all levels.
- 2.3 This approach could work alongside existing support initiatives such as the Prince's Trust Development Awards. These Awards are used to help young people access education, training and employment. They are open to those aged 16-25 who are not in education, training or employment and are aimed at helping the young person overcome a certain barrier preventing them from undertaking training or education, or moving into employment. Awards of up to £500 are available and last year the Trust provided awards to 222 unemployed young people which included 169 young people with little or no qualifications; 24 care leavers and 40 young offenders. Of those people supported, 83% achieved a

positive outcome, progressing into education, training or employment.

- 2.4 On the other hand, a key sector focus could incentivise young people to choose a specific field of study – particularly those identified in the recent economic strategy as being central to the future economic growth and competitiveness of the region.
- 2.5 There is an opportunity to use the bursary initiative to incentivise individuals to take a particular course of study which will lead them towards employments in the key growth sectors, particularly in STEM subjects (Science, Technology, Engineering and Maths).
- 2.6 Some small incentives are already in place. For example, Belfast Metropolitan College has discounted some part-time STEM courses by 25% off the standard enrolment fee. Meanwhile, Queen's offers 50 scholarships to a value of £1,000 for academic high achievers applying to STEM courses (see spreadsheet attached to this report).
- 2.7 Members may wish to consider whether this approach could be piloted (for the first year) on those undertaking further or higher education courses at Belfast Metropolitan College (BMC) in the key growth sectors (including computing, IT and multimedia; science; and tourism and hospitality). The College has a high retention rate of those attending from disadvantaged backgrounds and has a significant community outreach programme across the city.

Level of assistance

- 2.8 Assuming an annual budget of £100,000, it will be important to consider the level/s of funding available through the bursary scheme. For example, for the smaller support amounts – aligned to the Prince's Trust Awards in this proposal – it may be appropriate to set an upper limit of £500. However for the FE/HE study awards – as proposed above – it may be appropriate to consider a higher upper limit – possibly up to £1,000.
- 2.9 Should members agree to the proposal to have two different types of bursaries – as identified above – it may be appropriate to consider an indicative split e.g. £70,000 annual budget for further/higher education support initiatives; £30,000 for other initiatives helping individuals into training or education (not at further or higher level) or helping them access employment.

Programme management and administration

- 2.10 Consideration will need to be given to programme management and administration issues. This relates, in particular, to the vouching of spend and the auditing requirements associated with this scheme.
- 2.11 One way to address this would be to stipulate that the bursary relates to a particular item/items of expenditure e.g. contribution towards fees, and arrange to make a direct payment to the university/college for this item.
- 2.12 In the case of the proposal to work with Belfast Metropolitan College, they have confirmed that they would be prepared to administer the bursary within their existing resources. In the case of the proposal to work with Prince's Trust, they would use their income from fundraising activities to cover the costs associated with the awards administration. All of the Council funding could therefore be aimed directly towards the bursary recipient. The Prince's Trust would also make direct payments for the agreed items e.g. clothing for a job interview; course fees to gain a certain qualification required for a job etc. This would facilitate our auditing requirements.
- 2.13 Given that this is a new initiative, it is difficult to predict the uptake levels of the scheme. However it will be important to consider an application process (as used in the case of the Ilex scheme) and to establish agreed criteria for the awards. In the case of the Prince's Trust awards, these already exist. However the Belfast Metropolitan College Awards are currently based on income levels only and therefore members may wish to consider whether the awards use this criterion alongside a focus on those courses relating to the key growth sectors.

Role of the private sector

- 2.14 The Council commitment within the Investment Programme does not require any match funding from the private sector or other funders. Other bursary schemes have been predicated on private sector funding, with public funding used only to undertake the project administration/promotion activity. The Ilex model assumes a sliding scale of public support while the Aisling bursaries are funded from private donations (the largest private donor is Whitemountain (£4,000 p.a.) while Bombardier provide £2,000 each year for a total of four bursaries (4 x £500)). Some of the Aisling bursaries are also funded by individuals e.g. in memory of a family member.

- 2.15 It may be appropriate to consider whether the private sector should contribute to a Belfast bursary scheme and, if so, how this engagement from the sector can be best achieved. While it will be difficult to secure private sector buy-in for the programme launch, members may consider developing a targeted approach to engaging the private sector and other key organisations in the city to supplement the bursary fund and maximise its impact. It may also be appropriate to pursue additional funding from other government agencies, particularly DEL (Department for Employment and Learning).

Monitoring and Evaluation

- 2.16 One of the essential criteria for supporting individuals applying to the scheme should be the net impact in terms of access to employment or enhanced skills levels. Whichever approach members agree to take on this scheme, it will be important to ensure that that information is collated and that the added value of the Council intervention is visible, as measured by jobs outputs or skills improvements.
- 2.17 If the pilot approach for year one is considered, information on programme participants –including employment/training outcome – will be gathered and assessed to ensure value for money. This information will be used to consider the appropriate approach for years 2 and 3 of the scheme. Our potential project partners have committed to working with us to ensure that this data is made available.

Community engagement and promotion

- 2.18 In order to ensure the success of this bursary scheme, it will be important to consider a targeted promotion and awareness campaign across the city. As part of this, members may wish to consider whether a launch event for the bursary scheme is appropriate. This could also serve to demonstrate the potential impact of the scheme to other public and private sector funders and may help in increasing the size of the fund for future years. The promotional campaign is likely to involve council communication channels (press releases; facebook; twitter etc.) as well as targeted promotion through our facilities in the communities (principally leisure and community centres) and engagement with partner organisations e.g. schools; colleges; training organisations across the city.

3 Resource Implications

3.1 Financial

A budget of £100,000 annually over the period of the Investment Programme has been set aside for this activity.

4 Key to Abbreviations

BMC – Belfast Metropolitan College
DEL – Department for Employment and Learning
STEM – (Science, Technology, Engineering and Maths)

5 Recommendations

Members are asked to:

- Note the background issues relating to the potential bursary scheme
- Consider a pilot approach in year 1 of the programme to focus on support channelled through Belfast Metropolitan College for further and higher education support and Prince's Trust for other support to access education, training and employment.
- Consider the level of assistance to be awarded under the bursary programme
- Consider and approve the proposed arrangements for programme management and administration
- Agree to engage the private sector and the Department of Employment and Learning to seek support for a citywide scheme
- Note that an event will be arranged in September, to announce the launch of the Bursary Scheme and the first deliverables of the Investment Programme such as Dunville, Woodvale and Mary Peters Track
- Note the proposed arrangements for monitoring and review
- Consider the proposals for a community engagement and promotion campaign.

After further discussion, the Committee agreed:

1. to approve the publication of the draft Consultation Feedback Report on the Council's website;
2. to endorse the recommended approach to revise the Investment Programme, with a fully revised document to be submitted to the Committee for approval in August;
3. to approve the Implementation Plans for the major capital projects as outlined by the Chief Officers;

4. to approve the Urban Broadband Fund submission to the Department of Culture, Media and Sport by the closing date of 3rd August, with a copy of the final submission being submitted to the first meeting of the Committee in August for retrospective approval;
5. to the targets for job opportunities as follows:
 - 110 externally advertised jobs in year 1;
 - 60 externally advertised jobs in year 2; and
 - 30 in year 3.
6. to note the information in respect of the proposed Bursary Scheme and approve a pilot approach in year 1 of the programme to focus on support channelled through the Belfast Metropolitan College for Further and Higher Education support and the Princes' Trust for other support to access education, training and employment;
7. that the Lord Mayor, in conjunction with the Chairman of the Committee, be requested to host an event for the key business and community and other relevant sectors to promote the Bursary Scheme;
8. that a report in relation to community involvement in the development of the single student housing strategy be submitted to the Committee in due course.

In addition, it was agreed, given the importance of the ongoing Review of Leisure Services, that Members would be involved in the process at the earliest opportunity.

Capital Programme for 2012-13

The Committee considered the undernoted report:

"1 Relevant Background Information

1.1 The council incurs capital expenditure and capital financing costs in the delivery of its capital programme.

Capital Expenditure is the expenditure incurred in the actual delivery of contracts, for example, the actual payments to the contractor for a construction contract.

Capital Financing is the method the council uses to fund the capital expenditure. The capital financing costs include loan repayments (principle and interest) and revenue contributions (cash payments to repay or avoid taking out loans).

- 1.2 At its meeting on 20 January 2012, the Strategic Policy and Resources Committee (SP&R) approved a capital financing budget of £10.14m for inclusion in the 2012/13 revenue estimates.
- 1.3 The £10.14m budget was set at a level which would meet the financing costs arising from the capital programme in 2012/13 - 2014/15, as part of investment programme, without the requirement for an increase in the District Rate.
- 1.4 The delivery of the capital programme element of the investment programme will be matched by a phased increase in capital financing charges up to the £10.14m budget over the life of the programme as all schemes within the programme are financed.
- 1.5 The phased impact of the capital programme on the capital financing budget provides the opportunity for the council to allocate an element of the 2012/13 capital financing budget to finance feasibility works and non recurring schemes.
- 1.6 This report presents the proposed 2012/13 capital programme together with a list of other emerging projects which it is recommended should be progressed to outline business case stage for further consideration.

2 Key Issues

2.1 The capital programme is structured in two parts as follows:-

- **Committed Projects (List circulated) -** These are projects where approval has already been obtained by SP&R to proceed to tender. These projects will therefore be at the tender award, contract or construction stage.
- **Uncommitted Projects (List circulated) -** These are projects where initial proposals have been considered by Committee and work on the project is being progressed, but they have not yet been developed to a stage where permission could be sought from SP&R to proceed to tender. (Approval to move to tender stage is sought for each scheme on an individual basis during the year, at which stage the projects moves into the 'Committed' section of the capital programme.)

In addition to the committed and uncommitted projects, other 'emerging projects' have been proposed through the investment programme consultation process and through the area working groups.

- **Emerging Projects (Appendix C)** - These are proposals which could become uncommitted projects within the capital programme, but which require completion of a Strategic Outline Case (SOC) before they could be considered further. Approval of this list of proposed projects by SP&R is required before work on the SOC's to commence.

The three SP&R approval stages for the progression of projects from initial proposals to committed projects is summarised in table 1 below.

Table 1
SP&R Approval Stages for Projects

Stage	Description
1.	<u>Emerging Projects</u> : Approval of SP&R is required to enable a Strategic Outline Case (SOC) to be prepared for a project proposal.
2.	<u>Uncommitted Projects</u> : Once an SOC has been prepared, SP&R approval is required to commence work on progressing the project to tender ready stage.
3.	<u>Committed Projects</u> : Once the design phase of a project has been completed and the tender documentation has been prepared, approval of SP&R is required to enable the tender process to commence after which the contract will be awarded under delegated authority.

- 2.2 Given the complexity of this process it is recommended that a 2 hour briefing session be arranged for Party Group Leaders and the Chairs of the Standing Committees to further discuss the detail of the capital programme and capital financing arrangements.
- 2.3 As referred to in the background information, the incremental nature of the investment programme means that there is the opportunity for the council to ring fence part of the capital financing budget to provide a Feasibility Fund.
- 2.4 The Feasibility Fund would enable initial feasibility work to be undertaken on proposed projects to bring them to a point where Members can decide if they should be progressed as Capital Schemes, Local Investment Fund (LIF) schemes or

City Investment Fund (CIF) schemes. It is recommended that the contribution to the feasibility fund for 2012/13 be capped at £500k.

- 2.5 The incremental nature of capital expenditure arising from the investment programme also provides the opportunity, during 2012/13, to finance a programme of Non Recurring Projects. The amount of funding available to fund the completion of non recurring projects during 2012/13 is approximately £1.8m, although in year slippage in capital programme could free up additional finance for non recurring projects.
- 2.6 Table 2 below summarised the proposed allocation of the capital financing budget for 2012/13, including the allocation for feasibility work and the amount available for non recurring projects.

Table 2
Potential Allocation of Capital Financing Budget for 2012/13

Recurring Financing Costs of Existing Loans (City Hall Works, Ulster Hall and Waste Transfer Station)	£2,051,600
Financing Cost of Committed Schemes (List circulated)	£3,031,200
Financing Costs of Uncommitted Schemes (List circulated))	£2,719,600
Feasibility Work (maximum expenditure)	£500,000
Funding Available for Non Recurring Schemes	£1,837,600
Total Capital Financing Budget	£10,140,000

The following sections in this report provide information on the capital programme, emerging projects and non recurring projects for 2012/13.

3 Capital Programme 2012/13

3.1 Committed Projects (List circulated)

This provides the detail of committed projects already included in the capital programme.

3.2 Uncommitted Projects (List circulated)

This provides the details of uncommitted projects already included in the capital programme. It is proposed that the

following three projects are also included in the uncommitted section of the programme:-

- Urban Broadband
- ICT Projects: These are priority projects which will improve information management, security of data, our mobile infrastructure as well as support service improvements and the efficiency programme.
- Vehicles (2012/13): This is the capital expenditure on replacement vehicles for the council's fleet in line with the recommendations of the Value for Money review of the management and operation of the council's fleet.

3.3 Emerging Projects (Appendix C)

This list details the potential capital projects raised through the political process for which it is recommended that a Strategic Outline Case (SOC) be completed. Completion of the SOC, including the estimated costs of the project, will enable the prioritisation of these emerging projects and recommendations as to which projects should be moved to the uncommitted stage.

3.4 Non Recurring Projects (Appendix D)

This funding will facilitate a programme of works, including improvements to council facilities. It would be a condition of any funded scheme that there will be no recurring expenditure associated with the works.

4.0 Recommendations

4.1 Members are asked to approve the following recommendations:

- That the following projects are added to the uncommitted schemes within the 2012/13 capital programme:-
 - Urban Broadband
 - ICT Projects
 - Vehicles
- That an amount of up to £500,000 from the capital financing budget be allocated to a Feasibility Fund for the completion of initial feasibility work for proposed Capital Programme, Local Investment Fund (LIF) or City Investment Fund (CIF) projects to bring them to a point where members can decide if they should be progressed as a Capital, LIF or CIF project within either of these programmes.

- That the emerging projects listed on Appendix C be progressed to Strategic Outline Case stage.
- That the balance of capital financing budget for 2012/13 be allocated for the funding of non recurring projects, with initial funding provided for the non recurring works included in appendix D.
- That a briefing be arranged for Party Group Leaders and Chairs of Standing Committees to enable detailed discussion of the capital programme and the capital financing arrangements.

5.0 Decision Tracking

- The Director of Property and Projects will oversee the advance of the emerging projects listed in Appendix C to SOC stage.
- The Director of Property and Projects will progress the non-recurring works based on the initial list outlined in Appendix D.
- The Director of Finance and Resources will arrange the briefing for Party Group Leaders and Chairs of Standing Committees.

6.0 Key to Abbreviations

SP&R – Strategic Policy and Resources Committee
SOC – Strategic Outline Case
LIF – Local Investment Fund
CIF – City Investment Fund

7.0 Documents Attached

Appendix C - Emerging Projects for which a Strategic Outline Case (SOC) is to be Developed
Appendix D - Initial Phase of Non Recurring Projects

Appendix C: Emerging Projects for which a Strategic Outline Case (SOC) is to be Developed

- Windsor stadium / Olympia Development
- Leisure Estate
- Falls Park Masterplan projects
- City Hall East (Event space, parenting room etc.)
- Alleygating Phase 4
- Whiterock Community Corridor
- Half Moon lake Jetties
- Drumglass Park Entrance
- Orangefield Cycle track
- New MUGA's
- MUGA Refurbishment

Appendix D: Initial Phase of Non Recurring Projects

LOCATION	Work needed	By Location
Andersontown Leisure Centre	Replace floor coverings to changing & shower areas and roof lights and roof covering	£145,000
Avoniel Leisure Centre	Pool repairs	£146,500
Avoniel Play Centre	Toilet refurbishments	£9,000
Ballymacarrett RC	Refurbish toilets, roof and main hall floor and floors and ceilings	£102,500
Ballysillan Leisure Centre	Renew floor covering in changing areas and pool repairs	£80,000
Belfast Zoo	Café refurbishment Zoo improvements	£ 171,975
Blanchflower Playing Fields -Changing Pavillion	Floodlighting and pitch refurbishment	£30,000
Botanic Gardens - Bandstand 1	Additional electrical supply	£1,975
Cecil Ward Building	Toilets and Kitchen refurbishments	£90,200
Cherryvale Playing Fields - Changing Pavillion	Small Fence at playground	£5,000
City Hall	Cenotaph re-grouting and ramp, Function Rooms - Audio Visual Screens	£105,000
Clarendon Park Playing Fields - Changing Pavillion	Installing BEMS	£10,000
COBFP - Changing Pavillion	Installing BEMS	£10,000
Concorde Community Centre	Path Improvements	£3,000
Duncrue Complex	Building improvements	£79,000
Grosvenor Road Community Centre	Upgrade external lighting	£17,755
Grove Wellbeing Centre	Close off room multipurpose room 3	£2,000
Grove Playing Fields -	Ball stop fence	£10,000
Inverary Community Centre	Roof lights repairs and main hall window replacements.	£5,000
ISB Main Building	Air Condition installation (2nd floor)	£25,000

LOCATION	Work needed	By Location
King George V Playing Fields - Changing Pavillion	Replacement of fence along river and Entrance	£30,000
Knocknagoney Community Centre	Install lighting at top end of park	£28,500
Lagan Islands	New fence & gates for cattle to graze	£5,500
Markets Community Centre	Front entrance resurface steps including tactile strip & visual contrasting (DDA)	£1,000
Maysfield Learning & Development Centre	Redecorate internal and external	£15,000
Morton Community Centre	Kitchen extension	£12,450
Musgrave Park - Bothy	Additional lighting / CCTV around car park	£37,500
Ormeau Bowling Pavilion	Install lighting, disabled ramp and railings	£126,150
Olympia Leisure Centre	Boiler and PH Pool system replacement	£31,500
O-Zone/Tennis Centre	Roof replacement	£95,000
Percy Street Community Centre	Provide porch at entrance	£16,750
Roselawn Crematorium	Install handrails to Garden of Remembrance	£3,000
Shaftesbury Community Centre	Office & toilets conversion	£18,750
Shankill Leisure Centre	New flooring for dry and wet changing and sauna corridor.	£90,000
Smithfield Market	External paving and roof refurbishment	£34,000
ST&LD Park - Conservation/Education Centre	Office space for outreach staff and repairs to ramp and toilet floors	£62,500
St. George's Market	Refurbish toilets, baby room and installation of hot running water in fish areas.	£75,000
Strangford Avenue Changing Accom – Building 2	Convert store to attendants office, skim walls, ceiling and fixing heating	£5,500
Waterfront Hall	Replace emergency lighting uninterruptible power supply units (UPS's) and batteries	£85,000
Whiterock Leisure Centre - Changing Pavillion	Renew rubber flooring except kitchen and lobby	£15,000
		£1,837,005"

After discussion, the Committee adopted the recommendations.

Local Investment Fund

The Committee considered the undernoted report:

“1.0 Relevant Background Information

- 1.1 **Members will be aware that the newly established Local Investment Fund (LIF) has been developed to support the delivery of key regeneration projects in neighbourhoods and also as a means for Members to connect with local communities, in preparation for their formal role in community planning under RPA.**
- 1.2 **SP&R Committee agreed on 23rd March, there will be a minimum level of investment through the LIF of no less than £15,000 and support for any one project is unlikely to exceed £250,000 to ensure a spread of investment across the city. At present, North, South, East and West have been allocated £1,127,500 each, with a proportionate amount of £490,000 for the Shankill area.**
- 1.3 **Members have stressed the need to test robustly the feasibility, deliverability, affordability and sustainability of any investments made under LIF, as well as their capacity to contribute to ‘quality of life’ outcomes as described in the Council’s corporate objectives.**

2.0 Key Issues

2.1 Area Working Groups (AWGs) meetings

Each AWG has now met twice to be briefed on the capital development/implementation process and the prioritisation approach, as well as having preliminary discussion on the long-list of potential project proposals.

Arising from this first phase of engagement, Members in the AWGs have already begun to highlight the issues and tensions in seeking to balance community expectations for swift delivery, with the good governance required by SP&R in terms of legal vires (powers) financial accountability and the underpinning principles articulated in the Investment Programme.

The issues of vires and accountability are important elements and the role of the Strategic Policy and Resources (SP&R) Committee is critical in ensuring that an appropriate framework is in place to guide the work of the AWGs and ensure that the overarching principles of the Investment Programme are complied with.

As Members will be aware, the Local Investment Fund is to be administered on a rolling basis and there will be a number of phases of consideration of projects throughout the life of the fund. This is largely due to the length of time which can be involved in bringing such a project to completion; the fact that potential projects will already have progressed to different stages, with some much closer to delivery than others; and the fact that external factors may make expeditious delivery more pressing for some projects than others. The AWGs are presently involved in consideration of projects at the first phase. Further applications may be received in later phases and some first phase applications which are not prioritised in this phase may have a greater chance of success at a later stage when they have been more fully explored or have progressed further.

2.2 Preparation for Community Planning

The AWGs have enthusiastically embraced the outward-facing nature of the Local Investment Fund, as a mechanism to proactively and directly engaging with their local areas, partly in preparation for the community planning powers anticipated under the reform of local government. This is in line with the interim terms of reference for the AWGs, as agreed by SP&R, to act as community advocates to identify local priorities, support effective 'place-shaping' and to facilitate community engagement and communications activities with a wide range of groups regarding investment in local areas.

Similar to elected representatives on local area committees in England, such as Sunderland City Council, the role of the Members on the AWGs is to identify key priorities for their areas, in the context of supporting the delivery of the Council's Corporate Plan and Investment Programme at a local level and ensure maximum impact through utilising its own resources.

As the work of the AWGs continues to develop the scope of the activity will evolve as further issues emerge. As part of this process regular update reports will be brought to SP&R for their consideration and determination, particularly in the context of the reform of local government. Whilst allowing for an iterative development approach, it is however imperative that recommendations emerging from the AWGs are considered in a transparent, robust and consistent fashion, in line with the Council's legal, financial/audit and equality obligations.

2.3 Local Investment Fund long-list – Phase 1

As described in a separate SP&R report (entitled: Update on Investment Programme Consultation: 22 June 12), each of the 5 community launches across the city were well-attended by a broad range of locally-based groups who expressed interest in the Local Investment Fund. At these events, it was stressed that the list in the consultation document was not a definitive list and further proposals were welcome. Consequent to this, and reinforced by the ongoing engagement of Members with constituent groups, over 200 project proposals have already been forwarded to the Area Working Groups (AWGs), for this first phase of the Local Investment Fund (LIF).

Two AWGs have recommended that there is a cut-off date for this phase at 22 June 2012. It is suggested that SP&R might consider applying this across all 5 AWGs, given the significant officer resource required to obtain further information on the existing long-list of project proposals.

As noted above, the introduction of a cut-off at this stage does not mean that further proposals for local areas cannot be introduced by individual AWG members; there will be further phases of prioritisation for the existing resource allocations and the potential for a continued programme, dependent on additional funds and capacity being made available by SP&R.

The first full round of proposal clarifications and prioritisation will take place over the summer, with recommendations from AWGs being presented to SP&R in August. A number of proposals which need further concept development will be supported under the proposed Feasibility Fund.

It is proposed that the next phase of LIF project prioritisation, dependent on funds remaining, will occur in October/November 2012. AWGs will facilitate a further round of community engagement in advance of that. This will also allow the Council to consider the potential for support and alignment with any proposals for implementation arising from the OFMDFM Social Investment Fund (SIF) plans. Further information on SIF is contained at paragraph 2.14 of this report.

2.4 Council-owned property and/or assets

In the guidance issued to Members, it was stated that the LIF was to 'only fund capital projects which are not owned by the Council'. In general terms, the view has been taken to date

that projects which fall within this category are likely to be funded through the Council's own capital development scheme and should therefore be sifted out as ineligible for funding through the LIF. However, in terms of the proposals on the current long-list, a number are either located on Council property or in/attached to a Council-owned building, including amongst others:

- Cairn Lodge Boxing Club at Hammer
- Suffolk Playing Pitch (managed through a Facilities Management Agreement)
- Carrick Hill Community Centre (own part of the site but not building; land leased for 99 years)
- Midland Boxing Club (leased to 3rd party for 25 years)
- Malachians/Grove United (located on Council-owned land)

There are a number of other proposals which do not specify the exact location of the proposed capital investment and may be located on Council property e.g. Lower Oldpark/Clifton Park Avenue community facilities; and various 'meanwhile' projects.

In addition, there also are a number of projects which are located on Department for Social Development-owned land which are likely to transfer to the Council as part of the reform of local government.

Many of these proposals will potentially deliver significant community benefit and it may therefore be useful to consider:

1. A proposal is eligible in respect of an asset which is subject to a lease of reasonable duration from Council to a 3rd party.
2. A proposal is eligible in relation to a structure or building of a temporary nature which is not Council-owned but located on Council land. The presence of the structure/building owned by the 3rd party on Council land may be governed by a Licence Agreement, Facility Management Agreement or similar.
3. A proposal is ineligible if it is located in or on an asset which is Council-owned and operated. In accountancy terms these assets will appear on the Council's balance sheet and therefore would need to be funded from the Capital programme or City Investment Fund.

4. A proposal is ineligible where the terms of the lease (or similar) are such that the Council still retain a large degree of control, autonomy or responsibility in relation to either the asset itself (maintenance etc.) or the services provided therein (for example, community services programmes). Again funding from the capital programme or City Investment fund would be the appropriate route for such proposals.
5. A proposal is ineligible where it directly impacts a leasing arrangement already in place with a 3rd party, who is not the proposal sponsor.

It is recommended therefore that those proposals which involve Council land or property assets remain on the long-list for the moment to seek further information from proposal sponsors, before going forward for prioritisation.

Officers will undertake further work to determine the appropriate performance management/claw back arrangements for inclusion in the form of legal agreement that will need to be drawn up between the Council and the proposer (for example, funding agreement/Lease/schedule of operation), to ensure that the Council is able to both sustain and monitor the ongoing community benefit of its investment.

2.5 Prioritisation matrix

At its meeting on 25 April, SP&R Committee considered a draft version of the prioritisation matrix and project proposal form. It was agreed that this would be discussed at the AWGs and further tested and refined, in advance of any decisions to invest.

An amended prioritisation matrix has been included in the appendix utilising a red/amber/green (RAG) system, for Members' consideration. This has been developed from the information to be gathered by officers using the project proposal form and will form the basis for determining the assessment of the project. The weighting previously agreed by SP&R has been retained, namely:

1. Affordability 10%
2. Sustainability 35%
3. Deliverability 20%
4. Feasibility 35%

It is also suggested that the scoring matrix is used as an informative to guide AWGs consideration and recommendations, rather than as a strict measure. In other

words, use of the scoring matrix will provide Members with a helpful tool by which they can compare projects on a like-for-like and consistent basis and establish a general view of how projects should be prioritised – but without prejudice to their discretion to depart from the strict order of priority which the scoring matrix might produce where particular circumstances are considered sufficient to justify this.

The RAG rating will also allow Members to identify the areas for improvement and discuss potential collaborative measures to strengthen and enhance proposals which they consider to be local area priorities but which may need further development to move forward.

Once agreed, it is proposed that the prioritisation matrix will be made available to organisations seeking funding, so that they are aware of the matters which will be considered by Council and be better able to provide the information necessary to allow a fully informed consideration of their project to be undertaken.

2.6 Guidance notes and proposal form

Each project will require a project proposal form to be completed to ensure that there is a consistent level of information upon which Members can make informed recommendations. It should be noted that the project proposal form is not an application form and is in most, if not all cases, likely to be followed up by further investigation and enquiry on the part of the Council. In the spirit of the principles of the Investment Programme, the proposal form will be completed by a Council officer with the proposal sponsor at a meeting. This is intended as a support to those groups with less experience in capital or less well-developed proposals.

In light of the various issues highlighted above and the ongoing engagement, the guidance notes will be clarified and updated. The proposal form will not be available on the website as it is important that a Council officer meets with the group to complete this; however, the guidance notes will give a full indication of the information that will be required for that meeting to complete the proposal form.

2.7 Capital funding regulations

The local government public accounting rules governing capital expenditure are complex and each AWG has been briefed on the Code of Practice for Local Authority Accounting, as part of the Local Government Accounts and Audit Regulations (Northern Ireland) 2006.

The Local Investment Fund is a capital funding stream and the type of expenditure which can be financed through that stream is determined by the Code. The Code defines capital expenditure as “money spent on the acquisition of a tangible asset or expenditure which adds to, and not merely maintains, the value of an existing asset, provided that it yields benefits for more than one year”. In addition, the Code does not list every item of eligible expenditure but included examples that highlight the complexity such as:-

- The replacement of single-glazed windows was revenue expenditure but replacement with double glazing was capital;
- Painting a building was revenue but painting of a new building to bring it into service could be counted as capital; and
- Additional rooms to increase the service potential of the property could be counted as capital.

It is therefore not possible to provide a definitive list of eligible capital expenditure. Each project proposal would be tested on a case-by-case basis against the Code of Practice of Local Authority Accounting to determine whether it could be considered as capital expenditure and therefore eligible to be funded.

2.8 Non-eligible projects and groups

Arising from the capital expenditure rules, a number of non-eligible projects have been identified and highlighted to AWGs. However, further work is required in order to provide confirmation to SP&R that the preliminary assessment is correct. In addition, legal advice is being sought on the eligibility of certain organisations to seek funding from the LIF, for example, traders’ associations, credit unions and housing associations.

A final list of non-eligible projects/organisations will be presented to the AWGs at their meetings over the summer, to be sifted out at that stage.

2.9 Time-critical match-funding opportunities in Phase 1

Amongst the long-list of projects, there are a limited number which have secured offers of match-funding which are time-critical. It is important to note that failure to take a decision on these projects at this stage could put the projects in significant jeopardy and risk losing the offers of funding from other funders. This is not true of the vast majority of LIF projects, particularly those at early concept stage.

Given their time-critical status, these particular projects have been treated as priorities; officers have met with the relevant organisations and completed the project proposal forms. The projects have already been independently assessed, as they are seeking funding from other public bodies, namely Sports NI and NI Tourist Board. Scored against the proposed matrix in the appendix, these proposals have more than met the standards required by SP&R.

Consequently, in order to deliver the benefits of these projects and secure the match funding, the relevant AWGs have asked that SP&R approve these projects for investment, in principle. Although this would be in advance of the final agreements on the matrix, it would be consistent with the developing and responsive nature of the fund and Members' concerns that external funding (which offers potential for additional value for money in terms of the LIF funding proposed) should not be lost through an inability to apply the prioritisation matrix flexibly. All AWGs would be required thereafter to ensure that projects are assessed against the revised prioritisation matrix, appended to this report.

In addition there are also smaller scale projects that are sufficiently developed to enable appropriate assessment in accordance with the matrix as outlined in paragraph 2.5 above.

The relevant projects which have been assessed and forwarded to SP&R for approval are:

Proposal	Reference Number	Up to £ Value
CS Lewis Tourism Centre at Connswater Square	ELIF016	£250,000
Fraser Pass/Westbourne Church Trail	ELIF010	£30,852
Belfast Harlequins	SLIF002	£30,000
St. Malachy's Youth Club	SLIF0055	£30,000
Cairn Lodge boxing club	SHLIF008	£100,000
Malachians FC/Grove	NLIF031	£100,000
Coláiste Feirste Handball facility	WLIF0054	£250,000

The RAG scoring matrix for these 7 projects is included in Appendix 2. SP&R Committee is being asked to agree in

principle to support these project proposals, which are spread across the 5 AWG areas.

Two of these projects are on Council land i.e. Cairn Lodge Boxing Club at the Hammer and Malachians /Grove United at Shore Road and SP&R approval will also be required to agree the terms of any leasing arrangements in respect of both of these.

2.10 Member development workshops

Members have expressed the need for continued capacity-building on the complex governance and place-shaping issues that the Local Investment Fund raises. In the coming months, a series of workshops have been proposed on the following themes:

1. Understanding the local area: its assets, issues and existing investments
2. Place-shaping for real change – examining practice and case studies from elsewhere
3. Vision for change – priority outcomes and community engagement

This series will enable Members to make further progress with prioritisation, consider the desired outcomes and reflect on the process to date to ensure the most effective approach.

One AWG has suggested that as part of the process of prioritisation, that proposals are grouped together to identify synergies, complementarity and overlap in terms of the potential outcomes. This work will be carried out in parallel with the next stage of the individual project proposal prioritisation and fed into the process for consideration by the AWGs and the workshop process.

It is suggested that to support this work, Jon Huish is engaged as an independent facilitator to the process, supporting Members to engage effectively with the organisational development issues, such as community engagement capacity, which will continue to emerge. This is based on his previous work with the Council and his relationship with Members, and therefore would be a proprietary basis. This will also dovetail with the work being undertaken as part of the Members Development Charter and the personal development planning for each Member.

2.11 Next stages of community engagement

As there is no traditional 'open call' for proposals e.g. newspaper advert, sustained community engagement is

critical to the success of the Local Investment Fund. This also means that there is an obligation on Members to ensure that their local area engagement is widespread and inclusive.

The revised guidance will be circulated to the AWGs as well as placed on the Council's website to allow further access to interested groups. Further information on the next phase of the LIF prioritisation will also be placed on the website and, as per the initial phase of community engagement, groups will be asked to register their interest for notification. It will also be highlighted that the elected Members play a central role in the proposal identification process and groups will be directed to contact their local elected representatives.

Community engagement has been extremely successful to date (as evidenced by the high number of proposals received), and it is planned to enhance this further in the following respects:

- Further public communications activity e.g. website information;
- Engagement in line with the overall communications plan supporting the Investment Programme; and
- Full proposals on the next stages of community engagement will be brought to Members for consideration at the Area Working Group workshops in August, where Members can explore best practice in ensuring the maximum appropriate level of involvement by stakeholders in the roll-out of the Local Investment Fund.

Officers will continue to work with AWGs to plan the next stages of community engagement.

2.12 Alignment with other corporate strategies and outcomes

There is a real opportunity to enhance the stated objectives of those existing strategies and deliver improved outcomes for local people, particularly in terms of the Playing Pitches Strategy and the Alley-gates Strategy. In early discussions with the AWGs, a number of issues related to the prioritisation matrices have emerged. Over the summer months, officers will work to align these corporate strategies and bring further recommendations to the relevant Committees.

2.13 Alignment with other external strategies

As agreed by Committee, officers have continued to work with the relevant government officials in relation to potential capital programmes, notably the Belfast Regeneration Office and OFMDFM Social Investment Fund (see below for SIF update). A meeting is also planned with representatives from the Health and Social Care Board to discuss potential collaborations.

A list of potential capital projects will be shared with the AWGs at future meetings.

2.14 Social Investment Fund

The Social Investment Fund, administered by OFMDFM, is being delivered in partnership with communities across nine social investment zones: the 4 in the Greater Belfast area are based on Northern Ireland Assembly constituencies.

It has now been agreed by OFMDFM that each investment zone will have a steering group with a maximum of 14 members representing the business, political, statutory and voluntary and community sectors. Their role will be to develop and manage area-based plans for each of the nine social investment zones. The membership will be:

- Political x 4 representatives (Political parties, in proportion determined by the D'Hondt method, will be invited to nominate MLAs or councillors to the steering groups.)
- Statutory x 4 representatives (senior level and have the authority to make decisions. It is intended that the Council will be invited to nominate an officer for each group)
- Voluntary and Community x 4 representatives (Nominations will be sought from the voluntary and community sector by 29 June 2012.)
- Business x 2 representatives (Key business organisations will be invited to nominate representatives.)

It is anticipated that OFMDFM Ministers will write to the Council to seek officer nominations over the summer period. It is recommended that the Committee authorises the Chief Executive to nominate a Director to sit on each steering group. Regular update reports will be provided to SP&R Committee. Political representation is to be determined by Political Parties.

2.15 City Investment Fund

Members will note that the concentration to date has been on the Local Investment Fund. A parallel development process for the City Investment Fund is being undertaken and a report will be brought to SP&R in September/October.

3.0 Equality Implications

As part of the prioritisation process, the proposals being forwarded to SP&R will be screened for equality implications. The overall programme of LIF investments will also be screened at regular intervals to ensure that the Council is fulfilling its obligations as part of the Equality Scheme, as well as ensuring that it is in line with the Investment Programme's underpinning principles related to good relations and balanced investment.

4.0 Resource Implications

Human: None at present

Financial: £790,852 from the total allocation for the Local Investment Fund of £5million

Assets: Further work to be completed. Will be presented to Committee for agreement in due course.

5.0 Recommendations

The Committee is asked to:

1. Agree the amended prioritisation matrix as circulated;
2. Agree the proposals forwarded from the AWGs as set out above 2.9, subject to future reports being brought back to SP&R Committee for approval in relation to the terms of any necessary leasing arrangements;
3. Commission Jon Huish to support the organisational/Member development elements of the Area Working Groups; and
4. Authorise the Chief Executive to nominate a Director to sit on each steering group for the implementation of the Social Investment Fund in Belfast

6.0 Abbreviations

AWGs – Area Working Groups

DSD – Department for Social Development
LIF – Local Investment Fund
OFMDFM – Office of First Minister and Deputy First Minister
RAG – red/amber/green”

The Committee adopted the recommendations.

Corporate Plan 2012/15 Year 1

The Committee considered the undernoted report:

“1. Purpose of the report

1.1 The purpose of this report is to seek Committee approval for Year 1 of the Corporate Plan 2012-15.

2. Relevant Background Information

2.1 The development of the Corporate Plan has been carried out in parallel with the drafting of the Investment Programme for Belfast, the individual departmental plans and the City Masterplan.

2.2 Members will be aware that departmental estimates were considered on 6 January 2012 by Strategic Policy and Resources Committee alongside key actions for 2012/13 for each department. These estimates were subsequently agreed by Council at its meeting in February. At that meeting Members agreed key projects and priorities for 2012/13.

2.3 Since then, Chief Officers have been finalising their departmental plans based on these approved estimates and actions, and the commitments outlined in Investment Programme. The Corporate Plan therefore aims to reflect the high level key priorities of the Council as identified within the Investment Programme, and the individual Departmental Plans. This includes key front-line service commitments in relation to waste, refuse collection, parks, leisure services and regulatory services.

3. Key Issues

3.1 The Corporate Plan has been drafted around the corporate themes (City Leadership, Environment, Economy, People, Communities and Neighbourhoods and Improving our Services). Members had previously agreed that these themes should continue to be used for planning purposes to deliver on the Council’s strategy of improving quality of life across the city. Obviously these complement the key themes of the Investment Programme. City Leadership encompasses the city investment and place-shaping role set out within the

Investment programme, and building capacity for the functions of planning and regeneration which will transfer to the Council under the Review of Public Administration.

3.2 In addition the Council is developing a City Masterplan which is presently in draft form and Council has agreed that the Chairs of SP&R and Development together with the Party Group Leaders engage with relevant Government Ministers to discuss the document before the document goes out to public consultation in the Autumn. The purpose of the Masterplan is to create a 10-20 year vision for the City, in terms of physical infrastructure and economic, social and environmental aspirations.

3.3 The draft Corporate Plan for 2012-2015, Year 1, contains the following information:

- Introduction
- Our vision and strategic themes
- Our values
- Strategic Themes (actions and indicators)
- Our city
- Our Councillors
- Our Council
- Our Departments
- Our Services

3.4 Departmental Plans

3.4.1 Separate items on the Committee's agenda relate to the Departmental plans of those services which report directly to the SP&R Committee. Departmental Plans for all the other committees will also be brought to these committees this month and all will then be drawn together in the Corporate Plan.

4. Next Steps

4.1 The corporate plan is a living document and subject to review and update by Members, as with the investment Programme, regular updates will be brought to Committee on progressing its implementation. The update process for the Corporate Plan for 2013/14 will commence in September, in line with the process for setting the rate. Members will have an opportunity to review content and refine priorities in light of emerging issues and priorities and the impact of implementing the Investment Programme and agreeing the Masterplan.

4.2 Members have also asked that a comprehensive review of the Council's outcomes framework is undertaken in order to measure effectively the implementation of the Investment Programme. This work will also inform the update of the corporate plan and engagement with Members on this will commence in the summer with a view to a revised framework being agreed by Members in the autumn.

5. **Resource Implications**

Resource implications for delivering the corporate plan have already been agreed by Members as part of the financial planning process for 2012/13 and as part of the discussions on the Investment programme.

6. **Equality and Good Relations Implications**

Equality and good relations remain key to underpinning values of the corporate plan, corporate values and have specific work strands within both the City Leadership and People Communities and Neighbourhoods themes. All aspects of the corporate plan are subject to the Council's policies on equality and good relations.

7. **Recommendation**

Members are asked to note and agree the draft Corporate Plan 2012-15, Year 1, attached at appendix 1."

The Committee approved the draft Corporate Plan 2012/15, Year 1.

Departmental Plans

The Committee approved the Departmental Plans for the Chief Executive's, Finance and Resources and Property and Projects Departments. A copy of the key actions and performance indicators for 2012/13 as detailed in the Plans for each of the Departments is set out hereunder:

Chief Executive's

"5.0 Key actions for 2012/ 13

The Department's key actions have been defined against the background of the value creation map. Each key task has a relationship with one or more of the themes described in the departmental VCM. Key Performance Indicators (KPIs) for the main outcomes expected are included at section 7. More comprehensive details of tasks, performance indicators and targets which contribute to the outcomes sought are contained in supporting Service Plans.

5.1 City Leadership

Key actions contributing to the Investment Programme

The department will play a major role in the delivery of the investment programme, including supporting the Area Working Groups, monitoring and communicating the investment programme, developing the legal contracts and working arrangements with our partners in the Investment Programme. These actions are listed below and also under each of the appropriate themes of the Corporate Plan.

City Vision

Leading on the development of an overarching vision for the city through the creation of a Belfast Masterplan which will help to guide discussion on the future development and investment in the city.

Local Government Reform

Support Members preparation for the reform of local government and the return of powers such as planning and regeneration to Council.

Community Planning

Support and develop robust community planning approaches by championing, testing and further refining the draft Belfast model for community planning, which was developed as a result of the BIG Lottery Funded Community Planning pilot. Influence the development of the community planning guidance/legislation being developed by the DoE.

External Relations Strategy

Develop and implement an external relations strategy, including the utilisation of the Party Leaders Forum to promote the work of the Council and the city at a local, national and international level.

Belfast City Forum

Establishing and supporting the work of a Belfast City Forum which will develop the Belfast Masterplan and oversee the implementation of the delivery plan for the Investment Programme.

North Foreshore

Provide ongoing advice on the redevelopment proposals for the North Foreshore site in the north of the city, the largest development site in Belfast, comprising over 340 acres. This will include the anticipated development of the Green Economy Business Park, currently the subject of an £8 million bid for the development of a green business park on the North Foreshore.

Girdwood Community Hub

Continue to develop the proposed bid for the Girdwood Community Hub.

Area Working Groups

Support the newly established Area Working Groups and promote engagement with local communities.

Supporting City Regeneration

Taking forward work in relation to the regeneration of the city including reviewing, providing legal advice and carrying out due diligence on significant projects listed within the Investment Programme as appropriate.

Civic Events

Support the civic dignitaries in relation to the Council's programme of events in 2012, including the Titanic Anniversary, Diamond Jubilee and all other civic events in the city.

Connswater

Provide legal advice on the contractual issues in the Connswater Community Greenway project, an innovative and exciting project that will reconnect the communities of east Belfast and restore the rivers as community assets. It will create a vibrant, attractive, safe and accessible park for leisure, recreation and community events.

Key departmental actions

Planning Reform

Develop and deliver area based pilots which integrates proposed transferring functions (eg planning and regeneration) at the local level.

5.2 Environment

Key departmental actions

Arc 21

Provide advice and support to the ongoing arc21 waste contractual issues to help the 11 Authorities in the Arc21 partnership arrangement meet the stringent EU targets in relation to landfill allowance and recycling levels, at an economic rate.

5.3 Economy

Key actions contributing to the Investment Programme

Support employability and skills development through:

- **Work Placement & Apprentice Opportunities**

Provide over 400 work placement, apprenticeship and internship opportunities within Belfast City Council with a focus on graduates, long term unemployed and disabled people.

Employment Opportunities

Deliver 200 employment opportunities at no additional cost to the ratepayer

5.4 People, Communities & Neighbourhoods

Key actions contributing to the Investment Programme

- **Decade of Centenaries Programme**

Develop the decade of centenaries programme for the city.

Interface Programme

Create an interfaces regeneration strategy to support and advocate for affected communities to regenerate those neighbourhoods whilst safely and sensitively working towards reducing barriers.

Good Relations Plan

Continue to implement the actions in the good relations plan to secure shared city space, transform contested space, develop shared cultural space, build shared organisational

space, and continue to assess all our activity in terms of its contribution to our equality and good relations objectives.

Peace III

Roll out £4 million EU PEACE III funding to support local community programmes to reinforce our ongoing work to build positive relations in the city with a focus on tackling sectarianism and racism.

Key departmental actions

Bonfire Management Programme

Continue to deliver the Cultural Networks Programme under Peace III.

City Hall Memorabilia

Continue the review of the future use and management of the City Hall, including the conclusions of the 2 EQIAs on the City Hall (flags & memorabilia)

Equality

Implement revised Equality action plan

Disability Action Plan

Review the Council's disability action plan

Development of Good Relations Grants

There will be at least 3 funding rounds as part of the Good Relations grants programme to promote good relations activity across the city, reaching at least 5,000 people.

Diversity Group

The Diversity group will keep key diversity and equality considerations under review and develop a framework and a programme of events and initiatives around relevant issues.

5.5 **Better Services**

Key actions contributing to the Investment Programme

- **Efficiencies**

Work with the Efficiency Unit to design and implement continues savings through the reduction of staff costs as well as potential new efficiency streams such as marketing and income generation through service provision of local government modernisation and RPA.

5.6 **An Organisation Fit to Lead and Serve**

Human Resource Management

Key actions contributing to the Investment Programme

- **Organisational Development**

Develop and implement an organisational development strategy to support the delivery of the Investment Programme.

Organisational Design

- **Design and implement structures, job roles and resources to deliver the Investment Programme**
- **Recruit jobs linked to the Investment Programme and support, develop and implement employability initiatives**

Key departmental actions not in the Investment Programme

Organisational Development

Continue the development and implementation of the OD programme for the Council.

Organisational Design

Support prioritised organisational design, including developing structures, job roles, grading and implementation to best meet the corporate objectives of the Council

Industrial Relations

Lead a significant industrial relations and organisation design agenda to support Council objectives e.g. Waterfront Hall review, security review, community safety, employability initiatives etc.

Capacity Building

Continue to deliver the capacity building action plan, for members and officers including a Member Development Programme, IPM for Chief Officers and senior managers, PDPs, Competency Framework, Core Skills Programme, Frontline Development Programme and OD Practitioners.

Employee Communication and Engagement

Develop and continue methods of employee communication and engagement, including the development of an Employee Engagement Framework, organising the Making A Difference (MAD) Awards, reviewing and relaunching the staff suggestion scheme (Brainwave), establishing and supporting the Senior Managers Group and providing regular updates to all staff through Workforce Matters, Interlink, team briefs and meetings.

Corporate Responsibility

Research and develop, agree and implement a Council approach to corporate social responsibility

Diversity

- Develop, agree and implement revised gender, disability, LGB&T action plans.
- Develop an equality and diversity module for the core skills programme
- Undertake the Council's third Equal Pay Review.

liP Assessment

Conduct a corporate liP assessment and continue to implement the liP framework to measure our progress on people improvement activity.

Policies, Procedures and Practices

Review a number of policies, procedures and practices including the Protection of Staff from Workplace Violence and Abuse from the Public Policy, Domestic Violence Policy,

Learning & Development Policy, Overtime Policy, Categorisation Procedures, Disciplinary and Grievance Procedures and Working Hours & Leave Arrangements.

Community Outreach

Align the continued delivery of the community outreach programme with the delivery of the jobs and placements strand of the Investment Programme commitments

Recruitment and selection

Analyse priority resource recruitments for delivery of Investment programme and continue 'business as usual' recruitment and selection.

Develop and implement a recruitment plan and review recruitment and selection policies, procedures and practices to meet the needs of the Council, particularly in light of outreach work required as part of the Investment programme.

Financial Management

Key departmental actions

- **Budget Scrutiny**

Increase budget scrutiny and profiling at DMT to ensure budgets are managed throughout the year and financial resources are reallocated as appropriate

Financial Processes

Improve discipline around raising purchase orders and invoices to ensure we comply with corporate targets through more hands on management at DMT.

Information Management

Key departmental actions

- **Web Streaming**

Following the successful launch of live web streaming of Council meetings in December 2011, the department will now embed live web streaming into the Council and investigate rolling out the web streaming to Committee meetings.

Information Management Review

Undertake a review of information management in the Council, incorporating Freedom of Information, Data Protection and a publications policy to ensure the Council holds information robustly and efficiently to ensure that the appropriate information is accessible to the public, Members, partners and officers.

Policy, Planning & Performance

Key departmental actions

Strategic Planning

Following the introduction of the Investment Programme, the Community Planning model, the Belfast Masterplan, the new Corporate Plan 2012 – 2015 and departmental plans, review the strategic planning framework to ensure that it is relevant to the new planning streams.

Local Government Modernisation

Continue to engage and shape the local government lead Improvement, Collaboration & Efficiency (ICE) Programme, through the Regional Governance Group (RGG) to explore and maximise potential collaborative opportunities for the Council aligned with our own efficiency programme.

Review of Public Administration

Continue to provide support to the Council and local government bodies in the ongoing review of public administration, including preparation for the transition to a new Council in 2015, the timely and efficient transfer and integration of key place shaping functions such as planning, regeneration and community planning.

Corporate Legislative Review Panel

Review emerging pieces of legislation from the NI Assembly, Westminster and the European Union that will have a direct impact on the activities and/ or functions administered by the Council, giving consideration to the operational and resource implications. Recent examples of this include the High Hedges Act (NI) 2011, Clean Neighbourhoods and the Environment (NI) Act 2011 and The Welfare of Animals Act (NI) 2011.

Communication & Engagement

Key departmental actions

Public Survey

Undertake a public survey during 2012/13

Internal Survey

Undertake a Member and departmental survey to establish the satisfaction with the services provided by the department.

Consultation & Engagement Strategy

Finalise and publish the Council's consultation & engagement strategy. Develop and implement key actions and ensure its alignment with community development and community planning

Marketing Strategy

Review the current marketing arrangements of the Council and propose a new marketing strategy.

Communications Plan

Develop a Communications Plan for the Investment Programme

Review Communications

Review the communications and marketing function across the Council with a view to establishing a one Council approach to communications and making efficiency savings.

Council Website

Review the Council's website and improve accessibility for all sections of society.

Governance & Risk

Key departmental actions not in the Investment Programme

Constitution

Develop and oversee the implementation the Council Constitution and associated pieces of work, including

**Standing Orders, Conflict of Interest, Scheme of Delegation
and Financial Regulations**

Review of Governance

Undertake a review of Governance arrangements for the Council, including the Committee system through the Governance Review Group to ensure they are fit for purpose and enable the appropriate decisions to be made and an open, accountable and expedient manner.

Protocols

Review protocols around Member/ officer relationships and ensure they are appropriate for the new governance arrangements of the Council and the new Council in 2015.

Lexcel Standard

Achieve the new Lexcel (version 5) standard for our Legal Services team.

Risk Register

Ensure all actions identified in the departmental risk register are undertaken.

6.0 Key performance indicators for 2012/13

6.1 City Leadership

Performance Indicator	Annual Target
Percentage of Investment Programme initiatives implemented	TBA

6.2 Economy

Performance Indicator	Annual Target
Number of employment opportunities created	110
Additional cost of new employment opportunities created	£0
Number of work placement, apprenticeship and internship opportunities created	TBA

6.3 People, Communities & Neighbourhoods

Performance Indicator	Annual Target
Number of people participating in Good Relations projects	5,000
Number of organisations involved in Good Relations projects	100
Number of new community groups availing of the Council Good Relations Fund	10

6.4 Better Services

Performance Indicator	Annual Target
Overall satisfaction with Council services	TBA
Number of equality complaints	0
% complaints responded to within corporate target	100%

6.5 Organisation fit to lead and serve

Human Resource Management	
Performance Indicator	Annual Target
Average number of working days per employee lost due to absence (measured against agreed targets)	TBA
Variance between actual direct employee costs and budget	TBA
Variance between actual staff number and agreed establishment	TBA
% senior managers who receive (at least) annual feedback on their individual performance	100%
% Members with PDPs	80%
% organisation with Investors in People accreditation	100%

Governance & Risk	
Performance Indicator	Annual Target
Percentage of legal cases settled with a positive outcome for the Council	TBA
Percentage of prosecutions successfully prosecuted	TBA
Percentage of Members satisfied with Democratic Services	TBA
Percentage of Committee Chairs satisfied with Democratic Services	TBA
Percentage of Directors and Heads of Service satisfied with Corporate Communications, Policy & Planning, Democratic Services, Good Relations, Legal Services and Human Resources	TBA

Financial Planning	
Performance Indicator	Annual Target
Percentage compliance of purchase orders raised on time	85%
Percentage compliance of Goods Received Notices (GRNs) against the supplier invoice	70%
% Variance between actual net expenditure and budgeted net revenue (in year)	+ 1 / -2%
% Variation between forecast net revenue expenditure and actual net revenue expenditure (year end)	+ 0.5 / -2%

Planning & Performance	
Performance Indicator	Annual Target
% PIs with valid data collected and reported upon	TBA
% pls on target	TBA

Communication & Engagement	
Performance Indicator	Annual Target
Visits to Council website	1 million
% media releases used	80%-90%
Number of followers of Council's Twitter site	10,000
Number of fans of Council's Facebook site	10,000
Revenue from advertising in City Matters	£10,000
Percentage of graphic design jobs undertaken internally	TBA
Percentage of advertising campaigns undertaken internally	TBA
Society of IT Managers (SOCITM) website ranking	TBA
% increase in advertising revenue through City Matters	TBA

7.0 Financial information

7.1 The approved net revenue expenditure for the Department for 2012/13 is £7,940,180. A breakdown of the revenue estimates by the main Services of the Department and Directorate Support is provided in Table 1.

Table 1
Estimated net revenue expenditure 2012/13

	Net Expenditure 2011/12	Net Estimated Expenditure 2012/13
Human Resources	2,049,517	2,093,018
Democratic Services	2,067,803	2,151,056
Corporate Communications	903,222	888,597
Good Relations	408,208	413,662
Central Support	1,465,161	1,414,467
Legal Services	577,636	525,720
Strategic Policy	469,722	453,660
Chief Executive's Department	7,941,269	7,940,180

Town Planning Committee budget for 2012/13 is £10,000, a reduction from £26K in 2011/12

8.0 Monitoring and review arrangements

The Council has introduced an integrated performance management system that enables regular, up to date reporting

to be undertaken at corporate, departmental and service level.

Key performance indicators have been identified for all services within the Chief Executive's Department and are contained within section 7 of this plan.

A number of PIs and tasks have been identified as corporately significant and are contained in the corporate plan. They will be reported on a quarterly basis to CMT to ensure ongoing management of the key priorities."

Finance and Resources

5.0 Key actions for 2012/2013

The Department's key actions have been defined against the background of the corporate plan and provide detail on its contribution to the delivery of the Investment Programme and additional key corporate priorities. Each key task has a relationship with one or more of the themes described in the departmental VCM. Key Performance Indicators (KPIs) for the main outcomes expected are included at section 6. More comprehensive details of tasks, performance indicators and targets which contribute to the outcomes sought are contained in supporting Service Plans. In addition the department has identified a number of key internal actions to help develop and improve capacity across the services.

5.1 Investment Programme

The following actions represent the department's direct contribution to the delivery of the Council's Investment Programme

Implement a capital financing strategy which will include

- The financial management of the capital programme, city investment fund and the local investment fund
- The clarification of roles and responsibilities
- The implementation of financial controls
- Regular financial reporting on the programme
- The development of an External Resources Strategy

Financial Management - Efficiency

Improve payment systems to ensure payment of 90% of our creditors within 28 days

Sustain and enhance the rate base through tackling issues such as vacant office accommodation and business premises

Develop and deliver a corporate Efficiency Programme in collaboration with the other departments to ensure the achievement of the £20m efficiency target by 2015 including an ICT efficiency plan for the Council

Information Management

Identify and deliver efficiency savings within the Finance and Resources Department including an ICT departmental efficiency programme which will involve carrying out an application review to ensure ICT is aligned to council priorities and provides value for money and continued implementation of the print management strategy

Implement the super connected cities project

Create an Information Management Strategy to support the corporate plan and investment programme including delivering key projects as identified by the Corporate Governance Panel – likely to include Fleet IT tracking system, P2Net, City Hall WiFi, Qlikview.

Planning and Performance Management

Align the performance framework to support the monitoring requirements for the delivery of the Investment Programme

Reporting on the outcomes and performance indicators identified in the programme

Develop and report on the implementation plan for the delivery of the Investment Programme

Develop and implement the appropriate infrastructure to support the delivery of the Investment Programme

Governance & Risk

Prepare an audit strategy and plan that addresses the assurance and advisory implications of implementing the Council's Investment Programme

5.2 Additional corporate priorities

The following actions detail the additional tasks the department will carry out in support of the delivery of the corporate plan

Review of Public Administration

- Coordinate and programme manage the Council's approach to implementing the local government reform (i.e. Review of Public Administration) process including the transfer and integration on new place-shaping functions such as planning and regeneration.
- Develop and implement a programme of work (transition plan) to ensure that the Council effectively prepares for, and takes full advantage of, local government reform.
- Provide strategic support to the Belfast Voluntary Transition Committee in undertaking its important role in providing political oversight and direction to the Council's implementation of local government reform.
- Support the Council's engagement and input into the work of the governance and implementation structures for local government reform. This will include: the Regional Transition Committee, Regional Joint Reform Programme Board, Society of Local Authority Chief Executives (SOLACE) and the Northern Ireland Local Government Association (NILGA).

Performance

Continue to implement a value for money and performance framework including;

- Implementation of the improvement plans for Procurement, Fleet Management, Overtime and Agency costs and Building Maintenance

Review core corporate systems including asset management, financial, payroll and HR systems to ensure they are fit for purpose and future proofed.

Support the role out of the Council's Core Skills Management Development Programme by providing training on two of the key modules – Performance Management and Audit and Governance

Continue to implement the corporate performance framework including

- Analysis and reporting of key corporate performance information
- Supporting departments and thematic boards in the monitoring and reporting of performance information

Financial Management

Implement a financial improvement programme in relation to debtors, creditors, payroll and treasury management.

Implement and mainstream a medium term financial plan including a capital financing strategy and treasury management strategy in line with the implementation of the Finance Bill and the development and implementation a corporate pricing policy.

Implement a corporate programme of improvement in relation to compliance with procurement processes.

Establish a programme of work around the development of financial management information including improving the financial reporting process for Members and Officers

Information Management

Create an open data portal for the publication of council data sets

Implement a corporate address Gazetteer to ensure consistency of addresses across all IT systems

Develop a programme to increase e-enabled transactions

Implement corporate wide IT system for recording and monitoring the implementation of audit and health and safety recommendations (to report to CMT, Assurance Board and Audit Panel)

Governance and Risk

Prepare an audit strategy and plan that addresses the assurance and advisory implications of implementing the Council's Investment Programme

Implement recommendations from the Freedom of Information and Data protection Audit reviews.

Roll out revised risk management framework

Manage and maintain the departmental risk register

Ensure sufficient coverage of the Audit Plan so that the annual assurance statement can be provided.

5.3 Departmental Management Improvements

In order to deliver the key actions in the plan and prepare for future challenges the department will establish a number of cross cutting project teams to help build capacity, develop staff skills and knowledge and improve the way we work together.

Key Projects in year 1 will focus on:

- *Staff training and development* – to use the PDP process to align departmental activity with goals and priorities and to develop our people to build capacity and improve.
- *Departmental Efficiencies* – as the lead department in the Council it is important that we lead the way by developing and implementing efficiency savings across the department.
- *Improve Information Management* – to help increase the reliability and ease of access of information held in the department to support decision making, planning and performance, and to increase the information that can be made externally available.
- *Communication* – Build upon relationships and team work across services to help identify and disseminate key messages and improve communication channels within the Department and across the Council.

6.0 Key performance indicators for 2012/2013

6.1 Better services – listening and delivering

	Annual Target
• Variance between actual efficiencies captured as part of the estimating process versus target	0
• Number of transactional based activities which are e-enabled	TBA
• Average time taken to resolve operational calls reported to the ISB Service Desk	2.25 days
• Customer Satisfaction with Service Desk response	90%

6.2 Better value for money – an organisation fit to lead and serve

Corporate Human Resources

	Annual Target
• Average number of working days per employee lost due to absence (measured against agreed targets)	TBA
• % Staff with a PDP	100%

Corporate Financial Planning

	Annual Target
• % Variance between actual net revenue expenditure and budgeted net revenue expenditure (in year)	+1 / -2
• % Variance between forecast net revenue expenditure and actual net revenue expenditure (y/e (Qlikview) (C)	+0.5/ -2%
• % Variance between actual capital expenditure and budgeted capital expenditure	???
• % Variance between forecast capital expenditure and actual expenditure y/e (Qlikview (C)	+ / -10%
• % Increase in the District rate	At / below inflation
• % Debt less than 90 days old	65%
• % Compliance of purchase orders raise on time	85%
• % Compliance for GRN against the Supplier invoice	70%
• % Creditors paid within 28 days	75%

Corporate Information Management

	Annual Target
• % Time key systems are available uptime	100%
• Number of systems linked to Pointer System	4

Corporate Policy, Planning and Performance

	Annual Target
• % PIs with valid data collected and reported upon	85%
• % PIs on target	70%

Corporate Governance and Risk

	Annual Target
• % AGRS plan completed annually	70%
• Reduce the number of workplace accidents	Reduce by 5%
• Reduce the number of RIDDOR accidents	Reduce by 5%
• % Agreed Health and Safety recommendations implemented	80%
• % Health and Safety plan completed annually	70%
• % Critical service business continuity plans tested annually	100%

7.0 Financial information

7.1 The approved net revenue expenditure for the Department for 2012/13 is £11,299,816. A breakdown of the revenue estimates by the main Services of the Department and Directorate Support is provided in Table 1.

	Net Expenditure 2011/12	Net Estimated Expenditure 2012/13
	£	£
Finance and Performance	2,571,531	2,671,014
I.S.B.	4,887,997	5,029,061
Audit Governance and Risk Services and Health and Safety	868,757	900,010
Project and Corporate Systems	284,835	0
Pensions	1,825,000	1,825,000
Directorate	547,402	624,635
Occupational Health	234,554	250,096
Total	11,220,078	11,299,816

8.0 Monitoring and review arrangements

The Council has introduced an integrated performance management system that enables regular, up to date reporting to be undertaken at corporate, departmental and service level.

Key performance indicators have been identified for all services within the Finance and Resources Department and are contained within section 7 of this Plan.

A number of PIs and tasks have been identified as corporately significant and are contained in the corporate plan. They will be reported on a quarterly basis to CMT to ensure ongoing management of the key priorities.

Property and Projects

5.0 Key actions for 2012/ 13

The Department's key actions have been defined in the context of the Council's Investment Programme and against the background of the Value Creation Map (VCM)

Key Performance Indicators (KPI's) for most outcomes are included at Section 7. More comprehensive details of task performance indicators and targets which contribute to the outcomes sought are contained in supporting Service Plans.

All physical projects have supporting project plans for each of the five stages summarised from the RIBA plan of work

5.1 Investment Programme

The following actions represent the Department's direct contribution to the delivery of the Council's Investment Programme.

City Leadership

We will

- Manage and maintain a portfolio, programme and project office so that we can provide an overview of progress and benefits of all physical projects contained within the investment programme.
- Further develop, maintain and apply appropriate systems such as Gates so that we can ensure sufficient challenge and

appropriate delivery to proposed projects and that ensure agreed outcomes.

- Deliver the physical investment and asset related commitments as set out within the Council's Investment Programme including capital, city and local investment (see attached programme at appendix 1) so that we can ensure cross departmental working in accordance with the BCC programme and project management standards and policies.
- Maintain a watching brief and provide necessary technical support over emerging projects including undertaking design, appraisal and feasibility work so that we have sufficient projects ready to optimise available expenditure.
- Work with all other Council departments to develop an integrated approach to neighbourhood and area working so that we maximise impact in the community.
- Undertake additional maintenance and property upgrade works as dictated by under spend and none recurrent capital availability so that we optimise financial resources.
- Recruitment of up to 8 apprentices in the craft area of Facilities Management so that we assist in meeting the Investment Package job targets.
- Work with Financial Services to help build a robust capital financial strategy so that BCC maximises its leverage.
- Work with others in the Council to identify viable alternative funding mechanisms so that the City investment becomes continuous.
- Work with the RPA teams on issues related to the transfer of functions, assets, liabilities and ICE programme so that the new Belfast City Council is prepared for the next challenges.
- Work with the EDU and Construction Skills Growth programme to support job creation in Belfast so that we can support job creation.
- Work with the Area Working Groups (AWG) in the identification and prioritisation of projects in the Local Investment Fund so that we can deliver schemes and build confidence in the Area approach.
- Deliver efficient and effective procurement through directing and supporting procurement activities across the Council so that we remain legally compliant, maintain Value for Money for

the Council in balance with supporting the local supplier base.

5.2 Additional Corporate Priorities

The following actions detail the additional tasks the Department will carry out in support of the delivery of the corporate plan.

City Leadership

We will

- Manage the CIF including all capital receipts, asset disposals, contributions from the rates and all payments for projects funded via the fund e.g. CCG.
- To secure the physical, economic and social regeneration of the NFS Giant's Park site through securing ERDF led funding to deliver the physical infrastructure.
- Promote the North Foreshore Environmental Resource Park development opportunity.
- Progress the physical build of the Connswater Community Greenway.
- Development of the planned maintenance of council properties for 2012/2013.
- Explore and pursue alternative funding mechanisms for capital/infrastructure investment as part of a Council Resourcing Strategy.
- Complete and implement the policy on the use and management of the City Hall.
- Work with DCAL, DOE and DSD for better design in the built environment and to enhance standards.
- Work with other departments in the delivery and implementation of the recommendations of the strategic study of the Holy lands; the recommendations from the Windsor and Casement Park Stadia reports and strategic development of UU North City Campus.
- Work with other departments in progressing the 'One Public Estate' initiative and develop agreed working arrangements between the Department of Education, Belfast Educations and

Library Board, CCMS and the Council in relation to respective assets.

Environment

We will

- Promote environmentally efficient design.
- Conduct Energy Audits of selected properties and secure funding for related energy projects.
- Working with other departments to develop an Energy Strategy for the Council in order to reduce the Council's energy consumption and 'carbon footprint, reviewing energy targets and assess proposals to establish an energy management unit.
- Deliver procurement strand of the Sustainable Development Action Plan.
- Completion of policy position on contaminated land.
- Promote Cleantec environmental technology development on NFS.
- Ensure that the Council's new built and fleet assets are environmentally efficient and endeavour that new build meet BREAM and 'Excellent' Ceequal standards.

Economy

We will

- Deliver potential collaborative procurement opportunities linked to the local government Improvement, Collaboration and Efficiency programme (ICE).
- Support job creation within the city through the delivery of the Council Investment Programme and associated capital investment in the city and via the Councils Investment Property Portfolio at Gasworks, Balmoral and Duncrue Estates.
- Support local businesses and social enterprises to take advantage of emerging procurement opportunities and to exploit potential supply chain opportunities.

- **Introduce the use of social clauses in council tenders on a trial basis in conjunction with the Economic Development Unit**

People and Communities

We will

- **Working with local councillors, communities and end user groups to ensure that the projects delivered are the right projects and that these are delivered on time and budget ensuring sustainability and benefits realisation.**
- **Work with the Development Department in assisting the delivery of the Renewing the Routes Programme**

Better Services

We will

- **Continue to provide Value for Money services which achieve high customer standards whilst contributing towards delivering the Council's annual efficiency target.**
- **Complete the implementation of the Strategic Review of sectional service and departmental business support functions.**
- **Progress the implementation of the Strategic Review of Procurement.**
- **Progress the implementation of the Strategic Review of the Property Maintenance Unit.**
- **Progress the implementation of the review of the Fleet Management Unit.**
- **Undertake a review of the council's fleet provision.**
- **Obtain the second phase of the full Operators Licence for the council's fleet and heavy goods vehicles.**
- **Undertake a review of the provision of Council Security and Security Services.**
- **Develop and implement a comprehensive Security Strategy.**
- **Develop a security policy for the council.**
- **Undertake a review of the departmental structure to align with the Council's Investment Package and the recommendations**

as detailed in the independent review of energy and carbon management in the Council.

- Continue to explore the possibility of applying for Centre of Procurement Excellence(COPE)
- Maintain the ISO Standards in the Project Management, Fleet Management and Procurement Units.
- Develop and implement a procurement framework for integrated Design Consultants.

An Organisation Fit to Lead and Serve

Human Resource Management

We will

- Support the delivery of the Council's Core Skills Management Development Programme by providing training on relevant modules.
- Have consistent PDP processes and participate in the process of obtaining corporate IIP status.

Financial Planning

We will

- Carry out effective capital programme forecasting, costing, profiling and spend.
- Lead the Council in conjunction with Financial Services in economic appraisal and whole life costing.
- Continue with the disposal of surplus land and property assets as part of the ongoing Asset Realisation Programme taking into account the down turn in the property market and the timing of any disposal.
- Undertake proactive property management of the Council's investment property portfolio at the Gasworks, Balmoral and Duncrue and at other properties (including market shop units); to maximise the financial return to the Council.
- Acquire strategic surplus public sector assets aligned to Council priorities and objectives.
- Undertake capital assets valuations of the Council's property portfolio.

- **Undertake an Office Accommodation Strategy and Options Report for the provision of office accommodation on a cost effective basis.**
- **Efficiency Savings**
 - **Identify procurement efficiency savings**
 - **Implement the findings of the VFM review of the Council's fleet**
 - **Develop a strategic plan for procurement spend**
 - **Produce Analysis of Spend for 2011/12 to identify expenditure efficiencies**
 - **Increase SRM catalogue use to achieve process savings.**

Information Management

We will

- **Further develop the project management information system (P2Net) which will underpin the delivery of the key projects emerging from the Council's Capital Investment Programme.**
- **Agree on and develop a Corporate Property Information system.**
- **Implement and roll out E-Contract Management.**
- **Investigate the linking of systems and production of comprehensive reports.**

Planning & Performance

We will

- **Support SP&R and CMT in managing the Physical Investment Package portfolio through dashboard reporting.**
- **Reinforce the Gate review process in the Council.**
- **Carryout Gate Reviews in line with project milestones.**
- **Implement the Portfolio Management Framework for the Council.**

Communication & Engagement

We will

- **Develop Branding and delivery calendar for projects in conjunction with Corporate Communications.**

Assets

We will

- **Complete the implementation of the recommendations in the Asset Management Strategy.**
- **Administer the Asset Management Board (AMB) and optimise effectiveness.**
- **Produce a Corporate Asset Disposal Policy and devise the assets disposal plan.**
- **Undertake a long term Council accommodation strategy.**
- **Continue with the Assets Realisation Programme subject to consideration of the timing of disposals and the downturn of the property market.**
- **Produce and agree framework for roles and responsibilities for the Council Assets.**
- **Develop a Community Asset Transfer Framework in conjunction with other departments.**
- **In conjunction with other departments progress the 'One Public Estate' initiative and develop agreed working arrangement between the Department of Education, Belfast Education and Library Board, CCMS and the Council in relation of respective assets.**
- **Carryout planned maintenance in accordance with the maintenance plan.**
- **Produce a schedule for renewals and improvement work of council properties.**
- **Deliver the Illuminate project within the projected completion date of December 2012.**

Governance & Risk

We will

- **Implement Health and Safety recommendations as identified**
- **Work with AGRS in the development of a Risk Management System.**

- Complete and sign of quarterly assurance statements to support quarterly reporting on the management of key risks to CMT, Assurance Board and Audit Panel.

6.0 Key Performance indicators for 2012/13

6.1 City Leadership

Performance Indicator	Annual Target
Amount of money leveraged through the City Investment Strategy	TBA
%Money contributed to City Investment Fund through BCC	TBA
%Construction Capital Programme spend against forecasted spend	90%
%Non-Construction Capital Programme spend against forecasted spend	90%

6.2 Environment

Performance Indicator	Annual Target
Net Income from sale of Electricity from land fill gas	£1,300,000
Total tonnage of carbon dioxide (CO2) emissions from Council premises	TBA

6.3 Economy

Performance Indicator	Annual Target
Number of City Hall Tours	TBA
Number of visitors on City Hall Tours	TBA

6.4 Better Services

Performance Indicator	Annual Target
% Complaints that made response target	TBA
Number of complaints received	TBA

6.5 Organisation fit to lead and serve

Human Resource Management

Performance Indicator	Annual Target
%PDP's completed	90%
Average number of working days per employee lost due to absence	TBA
Variance between actual direct employee costs and budget	TBA
Variance between actual staff number and agree establishment	TBA

Financial Planning

Performance Indicator	Annual Target
% Non compliance of Goods Received Notes (GRN) after invoicing	TBA
% Non compliance of Purchase Order raised on time	TBA
% of BCC spend with local suppliers	TBA
% Variance between net expenditure and budget	+1 / -3%
% Variance between planned net expenditure and forecasted net expenditure	+1 / -3%
% Variation between forecasted outturn at period 6 and actual outturn at period 12	+1 / -3%

Planning & Performance

Performance Indicator	Annual Target
% PI's with valid data	TBA
% PI's on target	TBA
% Committed construction capital projects progressing in line with project milestones	85%
% Committed non-construction capital projects progressing in line with project milestones	85%

Assets

Performance Indicator	Annual Target
Rental from industrial estates	TBA

7.0 Financial information

- 7.1 The approved net revenue expenditure for the Department for 2012/13 is £12,105,439. A breakdown of the revenue estimates by the main Services of the Department and Directorate Support is provided in Table 1.

Table 1
Estimated net revenue expenditure 2012/13

	Net Expenditure 2011/12	Net Estimated Expenditure 2012/13
North Foreshore	326,846	279,801
Procurement	402,566	474,580
Project Management Unit	20,566	17,208
Estates Management Unit	4,117,429	4,222,557
	Net Expenditure 2011/12	Net Estimated Expenditure 2012/13
Directorate Support	640,003	1,088,874
Facilities Management Unit Initiatives	15,035,532	14,452,104
	17,589	15,429
Total	12,325,673	12,105,439.38

8.0 Monitoring and review arrangements

The Council has introduced an integrated performance management system that enables regular, up to date reporting to be undertaken at corporate, departmental and service level.

Key performance indicators have been identified for all services within the Property and Projects Department and are contained within section 7 of this plan.

A number of PIs and tasks have been identified as corporately significant and are contained in the corporate plan. They will be reported on a quarterly basis to CMT to ensure ongoing management of the key priorities.”

Finance/Value-for-Money

Efficiency Programme 2012/13

The Committee considered the undernoted report:

“1.0 Relevant Background Information

- 1.1 The purpose of this report is to provide an update on the status of the 2013/14 Efficiency Programme and to provide an overview of the projects included on the Programme to realise a minimum £2m of cash savings, the agreed corporate target.
- 1.2 To date the Corporate Efficiency Programme has delivered savings of some £14m across the Council since 2006. The Strategic Policy and Resources Committee (SP&R) on 15 April 2011 agreed an indicative efficiency target of £2m per year for 2012/13, 13/14 and 14/15 to ensure that a total of £20m of efficiencies are realised in line with the Corporate Investment Programme agreed by SP&R on 20 January 2012.
- 1.3 As significant savings have already been secured over the past 6 years cash savings for 2013/14 have become more difficult to identify and take longer to realise as most of the more immediately identifiable cash saving projects have already been delivered. For these reasons work commenced in early January 2012 with departments to identify projects to be included on the 2013/14 Efficiency Programme. The structure of the Corporate Efficiency Programme will follow the previously agreed thematic headings suggested by the HM Treasury as the fundamental key drivers for developing successful efficiency programmes.

These themes are:

- Procurement
- Assets & Land
- Budgetary Challenge
- ICT
- Income Generation
- Service Reviews/Employee Costs

2.0 Key Issues

Approach

- 2.1 To support of the 2013/14 Efficiency Programme corporate/thematic projects/activities have been identified under the agreed thematic headings including:

Service Review

- 2.2 A corporate review of our use of agency staff, overtime and the management of vacancies commenced in February 2012 which will aim to identify the scope for employee efficiencies across Belfast City Council (BCC) in terms of both cash savings and to identify how we will fund the creation of an additional 200 posts identified as a target in the Investment Programme within existing budgets.

A review of the council's internal marketing arrangements / resources during 2012/13 to assess the Value-for-Money (VFM) of our current marketing arrangements across BCC which should rationalise and ensure better economies of scale resulting in efficiency savings in support of the corporate efficiency programme.

SP&R Committee (18 May 2012) approved a Review of Security for BCC with an emphasis on efficiency and VFM. The Efficiency Unit will be working closely with the Head of Facilities Management to deliver the review.

Asset Management

- 2.3 A VFM Review of Fleet Management has been completed and an improvement plan has been developed which when implemented should identify areas where significant capital savings (in the region of £1.5m) will be realised from a more efficient management and procurement approach to fleet provision. In relation to the implementation of this improvement programme the Property and Projects Department will be supported by the Efficiency Unit and this commenced in April 2012. A detailed report on the implementation of the fleet improvement plan has been circulated.

Further development of the Asset Management theme will continue under the direction of the Corporate Asset Management Board which has now been established. It has identified a series of key work streams in areas such as, office accommodation, property maintenance and estates management which will be focussing on maximising the utilisation of the council's assets to demonstrate VFM and potentially realise significant efficiencies over the next 3 years.

Procurement

- 2.4 The Efficiency Unit is currently working alongside the recently appointed Head of Contracts to facilitate the implementation of the improvement plan and recommendations emanating from the independent VFM review of procurement completed in 2011 by Brian Farrington Ltd. An improvement plan has

been developed for this area which will support the Investment Programme and RPA. The recommendations from this review are considerable and once implemented will ensure that the council moves from being an operationally driven procurement function to one that ensures that a more strategic approach to procurement is taken and this should result in significant cash savings over the coming years, with a targeted saving of £700k by 2015, details of which have been circulated.

ICT

- 2.5 The Committee has already agreed to the development of a business case for the future use of mobile technology and it is anticipated that this work will provide substantial savings in areas such as printing and stationery costs. Further work is being done to support the delivery of further ICT procurement savings.

Income Generation

- 2.6 To date departments have been asked to identify innovative ways to generate additional income to contribute to achievement of the efficiency targets and this has included some initial collaboration work with other councils, for example on the advertising of local government sector vacancies. The growth of collaboration work will become a key feature of the efficiency programme in future years.

Budgetary Challenge

- 2.7 The financial performance of all services and departments for the year 2011/12 is currently being reviewed and this work will form the foundation for the annual review of all budgets.

What next for the Efficiency Programme 14/15 & 15/16?

- 2.8 The approach to developing the programme further for 2014/15 and 2015/16 will continue under the same 6 thematic areas as suggested by the HM Treasury, but will become more corporate in nature and VFM review led. The programme will also seek to increase the efficiency opportunities through collaboration with other councils as part of the ICE programme stream of RPA. Priority areas identified for potential collaboration are:-

- ICT
- Procurement
- Back Office Services
- Transaction Services

- Residual Waste
- Legal Services Provision

There will also be an internal focus on:-

- Energy and Utilities
- Asset Management
- Procurement
- Service Reviews

3.0 Resource Implications

3.1 Conclusions

An Efficiency Programme for 2013/14 has now been developed in collaboration with the departments and Trade Unions facilitated by the Corporate Efficiency Unit which will realise cash savings of £2m.

A summary of how these savings will be realised per thematic area has been outlined in table one:

Table 1: 2013/14 Efficiency Programme

Savings by Theme	
Theme	Efficiency
Assets and Land	£50,000
Budgetary Challenge	£632,000
ICT	£254,000
Income Generation	£230,000
Procurement	£594,000
Service Reviews	£240,000
Total	£2,000,000

4.0 Recommendations

- 4.1 Members are asked to approve the efficiency savings total of £2.m across the thematic areas included in table 1 for 2013/14.
- 4.2 Members are asked to agree the improvement plan for the recommendations arising from the review of the council's fleet provision, a copy of which has been circulated.
- 4.3 Members are asked to note the update on the implementation of the procurement improvement plan, a copy of which has been circulated.

5.0 Decision Tracking

The Head of Finance and Resources will ensure the implementation of the programme inclusion of the efficiency savings with 2013/14 revenue estimates.

6.0 Key to Abbreviations

SP&R – Strategic Policy and Resources Committee
VFM – Value for Money
BCC – Belfast City Council
AMB – Asset Management Board
CMT – Corporate Management Team
RPA – Review of Public Administration
ICE – Improvement Collaboration and Efficiency.”

The Committee adopted the recommendations.

Financial Reporting – Quarter 4 2012

The Committee considered the Quarterly Financial Report for the Strategic Policy and Resources Committee. The Director of Finance and Resources drew the Committee’s attention to the key issues which were as follows:

Financial Outturn 2011/12

The year-end financial position for the council was an under-spend of £1.87 million. As in Quarter 3, the key elements of the under-spend related to savings in employee costs through unfilled posts and restructuring, significant reductions in landfill costs through reduced tonnages and gate fee costs. Those reduced costs/savings were somewhat offset by the tri-annual review of the Gas Pension Fund, which indicated a shortfall of £829,000. The year-end position also reflected the claw back by the Land and Property Services agency of £259,000. As reported also to the Committee in Quarter 3, the slippage in the Capital Programme had resulted in an under-spend in the financing budget. That under-spend had, as agreed by the Committee, been applied to redeem existing loans in order to support the sustainability of the Investment Programme. Consequently, the capital financing budget was balanced for the year.

The Director pointed out that efficiency savings of £2.38 million and budget reductions of £1.70 million in landfill dispersal costs had been included in the 2012/13 estimates and that would assist in addressing many of the areas where under-spends had occurred in the current year.

Reserves Position

The general reserves at the end of 2011/12 sat at £11.36 million after accounting for specified reserves of £2.55 million and transferring £2.50 million to the capital fund to be used for local investment projects. That compared favourably with the position at the commencement of the year when the balance had been £10.43 million. The Committee had agreed previously that an acceptable level of general reserves was £10 million.

At this stage, it was proposed that general reserves remained at £11.36 million, which would provide additional protection against any further reductions in the rate base and economic conditions generally.

Other Financial Indicators

The average number of creditors paid within 30 days was 63%, which was down from 66% at the end of 2010/11. A working group had been established and would commence a programme of work in June in order to meet the new target identified in the Investment Package of 90% paid within 28 days by 2014/15.

The Director indicated that the overall Council debt had risen to £5.7 million compared to last year's position of £3.96 million. The increase in debt had arisen due to the fact that in the last week of the financial year £2.1 million of invoices had been raised compared to £739,000 for the same period in the previous year. By the beginning of May, 2012, the level of debt had realigned itself to £3.71 million. Adjusting for the end of year anomaly, the average percentage of debt under 90 days old was 51%, which was down from 54% from Quarter 4 2010/11.

The Committee noted the information which had been provided and approved the transfer of £2.5 million to the Local Investment Fund in order to bring the balance of the fund to the agreed level of £5 million.

Belfast City Council Financial Accounts 2011/12

The Director of Finance and Resources submitted for the Committee's consideration the undernoted report:

"Relevant Background Information

The purpose of this report is to present to the Strategic Policy and Resources Committee the Financial Accounts of the council for 2011/12.

The Financial Accounts are an important element of the council's overall corporate governance framework as they provide assurance to Members and ratepayers on the stewardship of the council's finances and its financial position.

The Financial Report and accounts for the year ended 31 March 2012, as attached, have been prepared in line with the Code of Practice on Local Authority Accounting in the United Kingdom 2011/12 based on International Financial Reporting Standards and the Department of the Environment Accounts Direction, Circular LG 03/12 dated 23 April 2012.

I can confirm that the Statement of Accounts for the year ended 31 March 2012 has been prepared in the form directed by the Department of the Environment and in my opinion the Statement of Accounts give a true and fair view of the income and expenditure

and cash flows for the financial year and the financial position as at the end of the financial year.

Key Issues

Reserves

The credit balance on the District Fund Reserves has increased to £13,904,696 (of which £2,547,206 relates to specified reserves). The movement on the reserves balance is summarised in Table 1 below:

Table 1: Summary of Reserves Position

Opening Balance		£10.4m
Prior Year Adjustments		<u>£ 1.4m</u>
Revised Opening Balance		£11.8m
In year movement on reserves	£ 4.3 m	
2010/11 Finalisation	£ 0.3 m	
Contribution to Capital Fund	£(2.5)m	
Increase in Reserves		£ <u>2.1m</u>
Closing Balance		£13.9m
Specified Reserves at year end		<u>£ 2.5m</u>
Balance Available		<u>£11.4m</u>

District Fund £13,904,696

The District Fund Reserves can be used to supplement income and unexpected expenditure in future years. Of the £13,904,696, £2,547,206 relates to expenditure committed at year-end.

Capital Fund £13,043,663

The capital fund is made up of the City Investment Fund (£8,043,663). The fund has been created to support key partnership projects to regenerate Belfast and help lever substantial funds from other sources, and the Local Investment Fund (£5m) to fund smaller local regeneration projects.

Capital Receipts Reserve £950,040

These are capital receipts which have originated primarily from the sale of assets and which have not yet been used to finance capital expenditure. This amount relates mainly to the sale of land & buildings at Loop River (£860,000) which has been ring-fenced for the development of the capital scheme "Loop River – New Facilities".

Other Fund Balances and Reserves £6,356,409

This relates to the Election Reserve (£424,424) which has been set up to smooth the cost of running council elections and a Sinking Fund (£5,931,985) which has been set up to repay the Council's interest only mortgages.

Capital Programme

In 2011/12 the council committed to a programme to invest £150m in capital projects including £75m in council facilities for local communities, £20m in partnership projects which will contribute to city regeneration, £50m levered from Europe and other sources to provide key economic infrastructure projects and £5m in smaller local regeneration projects.

Debt

The overall level of trade debtors had decreased steadily over the previous 3 years, reducing from £10m at 31 March 2008 to £4m at 31 March 2011. However, the figure at the 31 March 2012 shows an increase to £5.7m. This is a result of £2.1m of invoices being raised in the last week of the financial year, compared to £739k in the same period in the previous year. The majority of this money was paid by the end of April 2012, with the total debt down to £3.7m. An analysis of trade debtors, inclusive of VAT, for the last two years is shown below:

	31 March 2012	31 March 2011
Less than three months	£4,260,233	£2,111,911
Three to six months	£137,235	£142,744
Six months to one year	£191,602	£188,270
More than one year	£1,110,712	£1,519,553
Total	£5,699,782	£3,962,478

Creditors

The council has a target of paying invoices within 30 days. During the year the council paid 52,318 invoices totalling £100,848,638

The average time taken to pay creditor invoices was 25 days for the year ended 31 March 2012.

Whilst the Minister at the Department of Finance and Personnel has reduced the target for the payment of invoice for central government departments to 10 working days this target is not mandatory for local government. However, the council endeavours to process invoices as quickly as possible and monitors these figures on a regular basis.

Resource Implications

Financial

None

Human Resources

None

Asset and Other Implications

None

Recommendations

The committee is requested to approve the Council's financial accounts and report for the year ended 31 March 2012."

The Committee adopted the recommendation.

Minutes of Meeting of Audit Panel

The Committee approved and adopted the minutes of the meeting of the Audit Panel of 12th June.

Minutes of Budget and Transformation Panel

The Committee approved the minutes of the meeting of the Budget and Transformation Panel of 14th June.

Democratic Services and Governance

Armed Forces Day

The Committee noted that the report in relation to the Armed Forces Day had been withdrawn from the Agenda as it had been dealt with at the Special Meeting of the Council held on 21st June.

Association of Municipal Authorities of Ireland – Centenary Conference

The Committee was advised that the Association of Municipal Authorities of Ireland was holding its Centenary Conference in Ballinasloe, County Galway from 13th till 15th September. The main focus of the conference would be to examine the mechanisms by which Local Government and local development could be more closely aligned in order to maximise outcomes for citizens. There would also be conference sessions relating to Local Government Reform and Local Government Finance. Keynote speakers at the conference would include Dr. Vincent Cunnane, Chief Executive of

Shannon Development, and Dr. Bríd Quinn, a lecturer in Public Administration, who specialised in Governance models. The approximate cost of attendance per delegate would be £836.

The Committee authorised the attendance at the Association of Municipal Authorities of Ireland Centenary Conference of the Chairman, the Deputy Chairman, the Council's representatives on the National Association of Councillors, Northern Ireland Region, the Democratic Services Manager (or their nominees) and a representative of each of the Parties on the Council not represented by the aforementioned Members.

Asset Management

Hammer and Marrowbone 3G Pitches Mountain Bike Trail

The Committee considered the undernoted report:

"1 Relevant Background Information

- 1.1 At its meeting on 14 June 2012 the Parks and Leisure Committee received a report on three schemes on Council owned sites which are being funded via Sport NI's Community Capital Programme). The three schemes relate to the provision of new 3G pitch facilities at Hammer Open Space and Marrowbone Millennium Park, plus a Mountain Bike Trail at Mary Peter's Track and Barnett Demesne. The maximum grant payable by Sport NI for each scheme is £245,000 and the Strategic Policy and Resources Committee at its meeting on 9 December 2011 approved the schemes for inclusion in the Capital Programme and agreed to contribute a total of £375,000 of Council funding across the three schemes.
- 1.2 Each of the grant applicants and Sport NI will enter into a Delivery Agreement with the Council to allow the grant monies to be channelled directly to the Council. In return the Council will undertake to procure and deliver the projects which will be managed through the Council's Project Management Unit.
- 1.3 It is a requirement of Sport NI's grant conditions that the landowner (in this case the Council) enters into a Deed of Dedication at each site. The aim of the Deed is to provide assurance to Sport NI that the scheme they are grant aiding will continue to operate during the whole of the 10 year 'Grant Period'. In addition Sport NI require legal arrangements to be put in place between the landowner and the Grant Applicant which will provide the Grant Applicant with sufficient security of tenure to allow them to deliver on Sport NI's key performance indicators at each site. These legal arrangements may vary from site to site depending on the

capacity of the grant applicant and the intended operational arrangements. The arrangements envisaged at each of the three sites are as follows.

1.4 Hammer Open Space – Shankill United Football Club

The existing floodlit grass pitch at Hammer Open Space is currently operated under a Facilities Management Agreement, by Lower Shankill Football Club who are a sister club of Shankill United Football Club (the grant applicant). Shankill United FC also currently use the grass pitch. As part of the arrangements for the development and future use of the new 3G facility the existing Facilities Management Agreement with Lower Shankill FC will be terminated.

- 1.5** Based on projected income from use of the proposed 3G pitch, representatives of Shankill United Football Club believe they will be able to operate and sustain the new 3G facility over the 10 year 'Grant Period'. The Club has therefore sought a 10 year lease from the Council and will take full responsibility for the site, including maintenance, potential pitch replacement (if required during the 10 years) and all outgoings. A rent of £1,125 per annum (subject to review after five years) has been agreed with the Club for the site area of approximately 2.80 acres. Use of the site will be restricted to playing pitches and associated sport and recreational purposes. There is nothing in the Council's title to the site which would preclude the Council from granting the proposed lease or require the Council to seek consents from any third party in relation to the scheme.

1.6 Marrowbone Millennium Park – Ardoyne Youth Providers Forum

The existing grass pitch at Marrowbone Millennium Park is currently operated and maintained by the Council.

- 1.7** Based on projected income from use of the proposed 3G pitch, representatives of Shankill United Football Club believe they will be able to operate and sustain the new 3G facility over the 10 year 'Grant Period'. The Club has therefore sought a 10 year lease from the Council and will take full responsibility for the site, including maintenance, potential pitch replacement (if required during the 10 years) and all outgoings. A rent of £700 per annum (subject to review after five years) has been agreed with the Club for the site area of approximately 1.71 acres). Use of the site will be restricted to playing pitches and associated sport and recreational purposes.

1.8 There is nothing in the Council's title to the site which would preclude the Council from granting the proposed lease however by a Deed of Dedication for 99 years from 24 August 1999, between the Council and the Millennium Commission (now administered by the Big Lottery) the Council is required to seek the consent of the Millennium Commission to any lease or similar arrangement. Indications from the Big Lottery are that they would be agreeable to granting consent provided the membership of the relevant community group was open to all. The Constitution of the Ardoyne Youth Providers Forum appears to satisfy this criterion, and the formal consent of the Big Lottery in relation to any lease and Deed of Dedication (see 1.3 above) will now be sought.

1.9 **Mary Peters Track/Barnett Demesne – Outdoor Recreation NI**

The site of the proposed Mountain Bike Trail is mostly through wooded portions of land held and maintained by the Council at Mary Peter's Track and Barnett Demesne. The trail will comprise (very approximately) 10 kilometres of rough track with associated mountain bike features.

1.10 Outdoor Recreation NI (the grant applicant) does not have the capacity to maintain and sustain the physical elements of the proposed facility and is agreeable to being granted use of the land by way of a Licence Agreement from the Council for a period of 10 years. The Licence would require Outdoor Recreation NI to take responsibility for public liability insurance in respect of any events held by them on the site, although the Council would retain insurance responsibilities outside such events. Sport NI is agreeable to this arrangement provided Outdoor Recreation NI remain responsible for delivery of the Key Performance Indicators for the scheme. The Council will thus remain responsible for annual maintenance costs. It is expected the facility will be open to the public at large, with no booking required and no charges will be levied by the Council for public use.

1.11 The Council's title to the Mary Peters Track site requires certain consents to be obtained from Queen's University Belfast. The proposals have been communicated to the University and consents have been sought. In relation to the Barnett Demesne site (which was gifted to the Council) the approval of DSD Charities Branch is being sought in respect of the proposed Deed of Dedication.

2 **Key Issues**

2.1 These three projects are being supported as part of the Council's Investment Programme.

- 2.2 All three developments are being carried forward on the basis of a Deed of Dedication at each site which will be between the Council, the Grant Applicant and Sport NI. The Deeds are aimed at preserving the Grant Purposes for 10 years, with repayment of a proportion of grant aid (on a reducing scale) if the purposes are not continued. If the Grant Applicants are unable to fulfil their obligations the Council could become liable for either continuing the Grant Purposes or such repayments to Sport NI as may be required.
- 2.3 The proposed 10 year leases to Shankill United Football Club and Ardoyne Youth Providers Forum will place responsibility for managing the site upon the Club/Forum, including all outgoing costs. The Club and Forum respectively will have the benefit of income from pitch use.
- 2.4 The proposed Licence Agreement for operation of a Mountain Bike Trail at Mary Peters Track and Barnett Demesne will provide Countryside Recreation NI with access to hold events at the site and the Council will retain operational responsibility for the site including maintenance costs which are estimated by Parks and Leisure Department at £10,000 per annum.
- 2.5 Council officers are continuing to work towards legal documentation which would place responsibilities upon Shankill United FC and Ardoyne Youth Providers Forum to draw up sports development plans, to set up capital replacement funds for the pitches and to maintain appropriate accounts and bookings records.
- 2.6 Members may wish to note that tight deadlines apply in order satisfy Sport NI's funding timetable.
- 2.7 The report presented to the Parks and Leisure Committee on 14 June recommended, from a service perspective, that the three projects be advanced to tender and delivery subject to the approval of the Strategic Policy and Resources Committee, from a corporate financial perspective.
- 2.8 Following the decision and commendation from the Parks and Leisure Committee (a verbal update will be provided) the Strategic Policy and Resources Committee is asked to consider the proposals from a corporate financial perspective and decide whether to approve the advancement of the proposals to full commitment to invest with tender invitation and award of contracts.
- 2.9 Award of contracts for capital projects is made to the firms submitting the most economically advantageous tenders on

the basis of a cost/quality evaluation in accordance with BCC procurement guidelines.

3 Resource Implications

Financial

- 3.1 The 10 year lease at Hammer Open Space will yield an income of £1,125 per annum for the Council. No other income or expenditure envisaged for the Council over the 10 year lease period unless the Council are required to step in to operate the facility if Shankill United FC are unable to do so. If this occurs there could be a potential liability placed on the Council for replacement of the pitch or for repayment of a proportion of grant aid. The cost of pitch replacement is currently estimated at £175,000. An appraisal of this cost set against potential repayment of a proportion of the Sport NI grant monies and taking into account any income which might be generated from pitch hire, would be provided to Committee should this circumstance arise.
- 3.2 The same issues apply at Marrowbone Millennium Park as apply to Hammer Open Space and the financial impact would be broadly similar at both sites (although the estimated rental income at Marrowbone is marginally lower, at £700 per annum).
- 3.3 The Director of Finance and Resources has previously indicated that there was sufficient finance available to allocate the required funding for these asset-enhancing schemes using revenue contributions.

Human Resources

- 3.4 Resources in Parks and Leisure, Legal Services and Estates Management Unit will be involved in developing and agreeing legal arrangements at each site. No additional human resources required in relation to the lease at Hammer Open Space, indeed some existing maintenance resource will be freed up. Similar would apply at Marrowbone Millennium Park if a lease is to be provided there.
- 3.5 The cost of project management resource required in the procurement and management of the construction projects, together with external construction related consultancy services and statutory charges will be capitalised as part of the overall project cost.

Asset and Other Implications

- 3.6 The provision of external grant aid at all three sites will add value to the physical assets. The Council will lose an element of control at each site on account of the grant conditions. In the case of the Hammer Open Space responsibility and control will pass to Shankill United FC although the Council are seeking to build-in sports development objectives and elements of public use into the legal documentation. Similar would apply at the Marrowbone site. The asset at Mary Peters Track/Barnett Demesne will remain largely available for free public use subject to the regulated 'events' uses by Countryside Recreation NI.

4 Recommendations

4.1 Committee is recommended:

1. To authorise the Council to enter into a Deed of Dedication, for 10 years, with each of the grant applicants (Shankill United Football Club; Ardoyne Youth Providers Forum; and Countryside Recreation NI) at the three locations referred to in this report.
2. To authorise the grant of a 10 year lease (commencing on completion of the 3G pitch development) to the Trustees of Shankill United Football Club at a rent of £1,125 per annum.
3. To authorise the grant of a 10 year lease (commencing on completion of the 3G pitch development) to the Trustees of Ardoyne Youth Providers Forum at a rent of £700 per annum.
4. To approve acceptance of maintenance responsibility plus the grant of a Licence Agreement to Countryside Recreation NI for a period of 10 years (commencing on completion of the Mountain Bike Trail) for the holding of periodic events.
5. To approve the advancement of the three projects to tender and delivery including award of contracts, subject to maximum total capital financial support of £375,000.

5 Decision Tracking

Director of Property and Projects to ensure completion of relevant legal documentation within Sport NI time limits and to proceed with issue of tender documents in due course.”

The Committee noted that the Parks and Leisure Committee had approved the three projects as outlined and accordingly adopted the recommendations.

Stadia Upgrades - Windsor and Casement Parks

The Committee considered the undernoted report:

“1.0 Background and relevant information

- 1.1 **Members will be aware that last year the NI Executive committed significant investment towards local sports facilities including - £61.4m to the IFA (of which £25.2m will go towards the redevelopment of Windsor Park), £61.4m to the GAA for the redevelopment of Casement Park and £15million to the IRFU towards the upgrade of Ravenhill. The respective sporting governing bodies are also expected to provide additional substantial funding of their own towards facilities upgrades. The governing bodies are now in the process of developing full business cases for their respective projects.**
- 1.2 **The Council owns a number of leisure assets in the immediate vicinity and surrounding areas of both Windsor Park and Casement Park. These include –**
 - ***Windsor Park* – Olympia Leisure Centre/ Community Centre, Boucher Road Playing Fields, head landlord for majority of Boucher Road Estate**
 - ***Casement Park* – Andersonstown Leisure Centre, North Link Playing Fields**
- 1.3 **Council related projects aligned to the stadia upgrades are highlighted as emerging projects in the Council’s Investment Programme 2012-2015. In addition, a comprehensive review of the Council’s leisure estate is also a key project under the Investment Programme.**
- 1.4 **The Council therefore regarded it as important that these stadia developments and investments were not viewed in isolation but rather that the full regeneration impacts, added value of and synergies between the developments was examined. This will have the potential to help build critical mass, lever further infrastructure investment, engender greater public interest and potentially generate greater economic, social and physical regeneration outcomes for the city.**
- 1.5 **It was therefore agreed last year that the Council would commission consultants to –**

- examine the potential added value and regeneration impact of the proposed stadia upgrades; and
- identify practical opportunities where it might add value to the developments, and to explore how its future investments, resources and assets might be configured to align with the construction of the new stadia and secure optimum social outcomes and community benefits.

The scope of this work was limited to the investment in Casement Park and Windsor Park given the proximity of the Council's leisure assets to these stadia. Following a competitive tendering process Deloitte were appointed to progress this work.

- 1.6 It should be noted that this work is being undertaken in parallel to the work which is being progressed by the sport's governing bodies (IFA and GAA) on the development of their business case proposals and the work on the development and design of the stadia themselves. Sport NI, as part of the of the consultation for the Deloitte report, highlighted that the funding for the redevelopments of the stadia is committed under this CSR round and there is a very finite 'window of opportunity' in which the Council can input into the design process – in terms of, for example, the integration into the surrounding area and provision of services etc. DCAL highlighted their support for the wider regeneration of the stadia areas but it was made clear that the stadia projects have fixed budgets and fixed timescales under which the money has to be spent.

2.0 Key issues

- 2.1 Deloitte have now produced their report which considers –

- the strategic context of the stadia developments;
- future potential in terms of the surrounding areas;
- an economic assessment of the recommended way forward for each stadium site in conjunction with Council assets;
- the potential social impact and benefits which the redevelopment of the stadia could have on the local areas; and
- the potential for partnership working.

- 2.2 A Summary of the report in terms of the potential positive outcomes of the stadia and wider regeneration, together with main recommendations has been circulated.

Strategic Context

- 2.3 In their report, Deloitte have highlighted that as at the 2001 Census both areas were within the top 30% of most deprived areas of N. Ireland and have low levels of economic activity. The major investment in the redevelopment of the major sports stadia in Belfast should therefore provide a much needed boost to the local construction industry and create new jobs, training and employment opportunities. The projects link directly to the Programme for Government 2011-2015 and will contribute to national strategies relating to sport and physical recreation as well as the Council's own priorities on playing pitches and enhancement of open spaces. The wider regeneration benefits of the projects will impact positively on the health and well being of surrounding communities and provide economic regeneration through new employment, training and skills development opportunities.

Future Potential

- 2.4 The proposed stadia upgrades provide a one-off opportunity to consider how the surrounding council assets could be best utilised to facilitate a more comprehensive regeneration of both sites. The report highlights that leisure services are a vital aspect of both the Windsor and Casement Park areas. User numbers at both Olympia and Andersonstown Leisure Centres have been increasing with swimming a key feature at both sites. The 3G pitch is very well used at Olympia. However they feel that there is a lot of poorly utilised space within both leisure centres and their exteriors are not well configured to maximise the potential of both sites.

The Way Forward

Windsor Park

- 2.5 The Deloitte report highlights that Windsor Park site offers significant potential and it was felt that there is a specific need to improve the access and welcome to the stadium itself from Boucher Road which requires the use of land at Linfield's Midgley Park and the Council's Olympia Leisure Centre. At present, the area is poorly utilised from both an operational and financial perspective. It was also felt that Olympia presents a poor frontage to the site and in combination with Midgley Park and the children's play area, serves as a physical and psychological barrier to those approaching Windsor Park from the west. Exploring a comprehensively refreshed approach to Windsor Park offers a number of potential benefits. Access to the site could be improved, helping to create a shared and inclusive

environment. Sporting uses could be consolidated deeper into the site, releasing the frontage for commercial development, taking advantage of the strong retail and showroom market along Boucher Road. The current downturn in the property market may however adversely impact on demand. Planning will also be key.

- 2.6 The report notes that the both the pitches at Olympia and Boucher Road playing fields are well utilised, particularly at weekends. With regards to the Boucher Road playing fields however, a significant element of the site is currently laid out with a cinder service and changing facilities are poor. The site also offers no synthetic turf surfaces. This also opens up the potential of looking at the future use of this site.

Recommendations

- 2.7 Given the close proximity of Council assets to Windsor Stadium, Deloitte consider that the Windsor Park site offers significant development potential with a suggested option for the wider Windsor Park to create a Sports Village incorporating Windsor Park, Midgley Park, Olympia LC and Boucher Road Playing Fields. The key features of this could potentially include:

- Windsor Park development as planned by the IFA
- Replacement/realignment of Midgley Park pitch to facilitate longer term access from Windsor Park to Boucher Road
- Replacement Olympia LC – with reconfigured foot print and facilities
- Provision of a mini-stand back to back with West Stand of Windsor Park
- Development of commercial, floodlit 5 a side pitches
- Removal and relocation of 3G pitch to Boucher Playing Fields
- NEAP quality play facilities targeting younger people
- Frontage on Boucher Road freed up to be developed for commercial/hospitality use

- 2.8 Deloitte highlight that a comprehensive approach would offer a number of potential benefits. However in order to realise such a vision a number of issues would require further detailed consideration by the Council in terms of–

- The structure of any development between the Council and Linfield
- Funding for a replacement leisure centre
- Funding for spectator facilities associated with a replacement pitch at Midgley

- Capacity of the site to include a commercial 5 a side (which would help generate revenue)
- Quantum of commercial development
- Would the scheme be promoted by the Council or a third party development partner
- Longer term management options for the centre/site

Immediate issues – Windsor Park

- 2.9 The current access to Windsor Park is either through side streets in the Village area or via the caged walkway at the side of Olympia. An important requirement for the new stadium development is improved access from the Boucher Road in the construction phase and IFA have approached the Council for approval in principle to have an access for construction traffic to the side of Olympia Leisure Centre onto Boucher Road. The construction access will not be required until later next year but IFA wish to include it as part of their planning application process in terms of a construction access. A report is being brought to the Parks & Leisure Committee on 14 June seeking approval in principle to the construction access.
- 2.10 In the longer term a permanent access to the stadium onto Boucher Road may present opportunities to properly enhance the access and aesthetics of the approach to the stadium, provide additional economic and regenerative benefits, and it may also improve the perceptions of the stadium, making it more neutral. In this scenario a comprehensive approach would be required which took in Midgley Park, the Olympia Leisure Centre site, and Windsor Park. Initial discussions have been held with Linfield re this and were positive however this will need to be formalised. Current IFA proposals and the preparation of their Business Case does not however provide for this permanent access and the future funding and deliverability of such an access are unknown.

Casement Park

- 2.11 The Deloitte report highlights the close proximity of Andersonstown Leisure Centre and the North Link playing fields to Casement Park and although the opportunity to collaborate leisure services with the stadium is reduced given the physical separation of the sites, there is a suggested option for the wider Casement Park development as a GAA hub.
- 2.12 The report also highlights that the rear of Andersonstown Leisure Centre is currently unused and suggests that this could potentially be redeveloped as an outdoor park for urban

sports (for example skate boarding / BMX – similar to the Bridge Urban Sports Park). It further suggests that consideration be given to the North Link Playing Fields being potentially redeveloped with new 3G pitch and changing rooms together with enhanced children's play facilities.

- 2.13 There are various other recommendations in the report around wider opportunities to extend the time people spend in the Andersonstown area on match days. It highlights the fact that if Casement's profile is raised as a big match venue there is greater potential for spectators to extend their stay in Belfast overnight which will further help the area develop as a tourism location with links to the Gaeltacht Quarter, Culturlann, West Belfast Festival and Belfast Hills. Parking was also highlighted as a major concern.

Economic Assessment

- 2.14 The report highlights that even if the Council does nothing to influence the stadium developments at both Windsor Park and Casement Park or does not instigate wider regeneration, the projects will still deliver a definite economic impact to the local areas, through for example short-term temporary employment or occasional spin off match-day expenditure. However, the economic impact of the stadium projects on surrounding neighbourhoods is likely to be minimal without the Council utilising its civic leadership role to prioritise wider investment and to work with local communities to determine positive outcomes that will have long-term, sustainable effect.
- 2.15 It is estimated that over 950 temporary jobs (person years) will be supported through the construction of the stadiums themselves and this can increase where there is additional capital build elements of regeneration as is recommended at Olympia / Midgley Park. The inclusion of social clauses where possible across both developments will help enable local people to have access to these jobs and other skills and training initiatives.
- 2.16 The report provides some recommendations in relation to establishing community stadium working groups to influence issues such as parking and match-day experience.

Social Impact Assessment

- 2.17 The report notes that the high levels of social and economic deprivation associated with the surrounding neighbourhoods of both stadium areas means that there is great potential for the capital investments, delivered alongside wider regeneration initiatives, to increase opportunities of economic activity. Unless local people have access to jobs and training, it will be very difficult for the stadium projects to have any impact on reducing poverty or making positive impacts on social issues such as health or welfare.
- 2.18 Economy is a critical element of 'quality of life' and it is recommended that Community Benefit Agreements be established for both the Windsor Park and Casement Park projects to ensure local people benefit from new jobs and opportunities for training, as well as access to facilities and opportunities for participation.
- 2.19 Any new facilities should be of modern and high quality specification and include the wider public realm which will help improve the sense of civic pride and place amongst the local community. Improving accessibility will make it easier for people to feel part of the developments and opportunities for community ownership of elements of the regeneration schemes should be explored.

Community Consultation

- 2.20 Community consultation is a key element of the planning process for both stadia developments and Planning Service will require evidence of a robust community engagement process. Whilst some initial community consultation has commenced, both the IFA and the GAA are currently working up proposals for future community engagement. Council officers have requested a meeting with the GAA and IFA in the near future to assist in taking forward the community engagement process and in engaging with Members. This issue of community engagement and consultation is something that the Area Working Groups may wish to consider and officers can bring forward more details on this following an initial meeting with the GAA and IFA.

Main Recommendations

- 2.21 A report is being taken to the Parks and Leisure Committee on 14 June seeking approval in principle to a temporary construction access; progressing discussions with the IFA, Linfield and the GAA regarding the potential projects which might add value to and improve the regeneration impacts of

the stadia developments; undertaking a feasibility study in relation to the Windsor, Olympia and Midgley Park options in the context of the wider strategic review of leisure and to also consider the future development of leisure facilities on the Andersonstown site including the lands to the rear in the context of this review.

- 2.22 A cross-party delegation comprising Party Group Leaders and chair of Strategic Policy and Resources and Development Committee is to meet with the DCAL Minister on 25th June to discuss a range of issues facing the city and to explore potential areas in which the Council and the N. Ireland Executive and Government Departments can work together to achieve mutual aims. One of the key areas for discussion includes the stadia developments and exploring the recommendations emerging from the Deloitte report. A follow-up meeting with DCAL officials has also been scheduled for 4 July to discuss how the Council can work more closely with the Department to maximise the potential impact of the stadia investment, and any associated activity by the Council, for the citizens of Belfast.

3 Resource Implications

3.1 Financial

Not known at this stage. Financial implications can be assessed following the completion of the recommendations below.

Human Resources

Staff resource, primarily from Parks & Leisure and Property and Projects in taking forward the proposed recommendations.

Asset and Other Implications

Depending on the outcome of any of the recommendations the proposals should lead to enhanced regenerative, economic and social outcomes

4 Equality and Good Relations Considerations

- 4.1 None at this stage.

5 Recommendations

- 5.1 Members are asked to note that a report on the stadia upgrades was taken to the Parks and Leisure Committee on 14th June 2012 seeking approval to the following:

- 1. Approval in principle for an access for construction traffic to the side of Olympia Leisure Centre onto Boucher Road. A further report will be brought back in due course for approval to the detailed terms of the construction access.**
- 2. The Director of Property and Projects and the Director of Parks and Leisure progressing discussions with the IFA, Linfield and the GAA regarding the potential projects which might add value to and improve the regeneration impacts of the stadia developments with a report to be brought back to Committee in due course.**
- 3. Undertake a feasibility study in relation to the Windsor, Olympia and Midgley Park options in the context of the wider strategic review of leisure.**
- 4. In the context of the wider strategic review of leisure, to consider the future development of leisure facilities on the Andersonstown site including the lands to the rear.**

The Director of Property & Projects will provide a verbal update on the outcome of the Parks & Leisure Committee.

Members are also asked to note the forthcoming DCAL Ministerial and officer meetings in relation to the stadia developments, together with the proposed officer meetings with the IFA and GAA. Further reports will be brought back to Committee regarding proposals arising from these meetings and the recommendations as contained in the Deloitte report.”

The Committee noted that the Parks and Leisure Committee, on 14th June, had granted the approval sought and accordingly agreed to endorse the recommendations as set out.

Wilmont House

The Committee was reminded that Wilmont House lay within Sir Thomas and Lady Dixon Park and was currently vacant and unused by the Council. It was a Listed Building and preserving the structure from the effects of wind and rain continued to be a draw on the Council's resources. Following responses to an Expressions of Interest advertisement, the Parks and Leisure Committee had approved the preparation and public advertisement of a Development Brief for the regeneration and refurbishment of Wilmont House.

Noted.

Belfast Streets Ahead Phase 2 Consultation

The Committee was advised that a request to hold a Belfast Streets Ahead Phase 2 Consultation Day in the City Hall on 29th June had been received from the Belfast City Centre Regeneration Directorate of the Department for Social Development. The Phase 2 Project was part of a 10 – 15 year Public Realm Improvement Strategy for Belfast City centre and focused on the area directly around the City Hall, Donegall Square East, West and North. The initial works for the project involved consulting with key stakeholders, including members of the public, on a range of design options which would be refined to a preferred option for which the Department for Social Development would be seeking planning approval.

The Committee approved the use of the City Hall for the consultation event.

Good Relations and Equality

(Mrs. H. Francey, Good Relations Manager, attended in connection with these items.)

Minutes of Meeting of Good Relations Partnership

The Committee approved and adopted the minutes of the meeting of the Good Relations Partnership of 11th June.

Decade of Centenaries – Presentation on Exhibition 1912/14 period

The Committee was reminded that, at its meeting on 21st October, 2011, it had approved a Council Programme to mark the forthcoming Decade of Centenaries. That included dividing the decade into three distinct periods and organising an exhibition and a programme of events within each period. A set of principles to be used in the events to be marked, decisions around the inclusive nature of any civic hospitality and supporting budget had also been agreed.

The Good Relations Manager reminded the Committee that it had granted approval for a major exhibition covering the first period, that is, 1912 – 1914 to be commissioned, in partnership with appropriate external agencies. The Office of the First Minister and Deputy First Minister had offered to provide funding in the region of £45,000 towards the exhibition and a specification had been drawn up in line with the principles, ethos and content which had been agreed by the Council. Following a standard Council procurement exercise, tenders had been invited in January, 2012 and, after evaluation of documentation and references, Redhead Conference and Exhibition had been appointed in March, 2012. The company had liaised regularly with the Good Relations Unit and progress had been monitored by a working group at officer level, comprised of staff from the Council, the Linen Hall Library and Public Record Office of Northern Ireland. Work was progressing well and a large amount of research had been completed.

She reported that a request had been received from one of the Political Parties within the Council for more information about the exhibition. Therefore, it was proposed to invite the exhibition designers to make a presentation to the Committee outlining the proposed content, layout and structure for the information of all Members. In view of the fact that the exhibition was to be on display in the East Entrance from early August, it was important that the presentation be made as quickly as possible. Following liaison with the Democratic Services Section regarding an already busy Committee schedule, it appeared that the presentation could be accommodated on the afternoon of Wednesday, 27th June.

The Committee agreed that a special meeting of the Committee, to which all Members of the Council would be invited, would be held on Wednesday, 27th June at 6.00 p.m.

Local Authority Members' Association Executive Meeting

A Member advised the Committee that the Local Authority Members' Association was seeking to hold its Executive Meeting in the City Hall on 22nd September and had requested that the Committee give consideration to granting the use of a room for the event.

The Committee agreed to accede to the request and granted the use of the Council Chamber, together with appropriate hospitality, for the event.

Chairman