

Document Pack

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



30TH November, 2010

MEETING OF DEVELOPMENT COMMITTEE

Dear Councillor,

The above-named Committee will meet in the Lavery Room (Room G05), City Hall on Monday, 6th December, 2010 at 4.30 pm, for the transaction of the business noted below.

You are requested to attend.

Yours faithfully

PETER McNANEY

Chief Executive

AGENDA:

1. Routine Matters
 - (a) Apologies
 - (b) Minutes
2. Presentation - Belfast Civic Trust

To receive a presentation from representatives of the Belfast Civic Trust in relation to proposals for a Belfast History Centre
3. Departmental Plan - Quarterly Update (Pages 1 - 40)
4. Financial Reporting - Quarter 2 2010-11 (Pages 41 - 48)
5. Neighbourhood Renewal Update (Pages 49 - 78)
6. European Unit - Update (Pages 79 - 88)
7. Cathedral Quarter Development Plan (Pages 89 - 154)

8. Development and Outreach Initiative (Pages 155 - 156)
9. Consultation - Belfast on the Move Response and Strategic Planning Policy Consultations (Pages 157 - 164)
10. Community Services Grant Aid Programme 2011-12 (Pages 165 - 172)
11. Community Services Grant Aid Programme 2011-12 - Support for Advice Services (Pages 173 - 176)
12. Creative Industries - South by Southwest 2011 (Pages 177 - 180)
13. Arts and Business Northern Ireland Awards (Pages 181 - 182)
14. European Social Fund - Match Funding Requests (Pages 183 - 188)
15. Consultation Ulster-Scots Agency - Funding for Music and Dance Tuition Services to Communities (Pages 189 - 210)
16. Consultation - NI Commissioner for Children and Young People's Draft Corporate Strategy 2001-14 (Pages 211 - 240)
17. St. George's Market Update (Pages 241 - 242)



Belfast City Council

Report to:	Development Committee
Subject:	Quarterly update of the Departmental Plan (Q2)
Date:	6 December 2010
Reporting Officer:	John McGrillen, Director of Development, ext 3470
Contact Officer:	Barbary Cook, Policy and Business Development Manager, ext. 3620

1	Relevant Background Information
1.1	The Development Departmental Plan 2010-2011 was approved by the Development Committee on the 9th June 2010 with agreement that quarterly update reports would be presented to Committee at later dates. This update is for the second quarter of 2010-2011 (for the period 1 July – 30 September 2010).

2	Key Issues
2.1	<p><u>Method and key to coding</u></p> <p>Service and unit managers were asked to provide updates on the status of their unit's projects and initiatives under each of the strategic aims of the departmental plan, providing commentary if necessary. The classifications used to provide updates are outlined below and progress is monitored using the flagging system:</p> <p>Complete – the action is complete and deadlines/targets met.</p> <p>On target – action has begun but is not yet complete.</p> <p>Ongoing – the action is day-to-day activity that continues through the year and there are no unexpected delays or issues.</p> <p>Deferred – the action has been deferred due to changing circumstance or priorities.</p> <p>Externally Delayed – the action has been delayed due to circumstances outside of our control e.g. planning permission not received, waiting on a partner, etc.</p> <p>Delayed - project is delayed.</p> <p>Cancelled – the project has been cancelled with committee approval.</p>

3	Resource Implications
	There are no additional resource implications.

4	Equality Implications
	None.

5	Recommendations
5.1	The Committee is asked to note: <ul style="list-style-type: none">- The update of Development Department's plan for the period 1 July – 30 September 2010

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

7	Documents Attached
	Appendix 1: Quarterly update of the 2010/11 Departmental Plan for the period 1 July – 30 September 2010



Development Department Action Plan

Quarter 2 update 1st July 2010 – 30th September 2010

01 City Leadership - Strong, Fair, Together				
01 Realign the organisation and taken advantage of opportunities presented by the RPA				
EI01 Lead and influence the development of the city - RPA				
		Commentary	Target Date	Status
<i>Lead private sector contribution to Community Planning</i>	Head of Economic Initiatives	This activity is now linked to the ongoing work on the Belfast Masterplan to ensure the private sector are engaged. We have started to identify key players and stakeholders to support the Integrated Economic Strategy, Masterplan and wider Community Planning.	31-Mar-11	On going
EI27 Prepare for the transfer of RPA powers in local economic development, tourism, culture and arts, urban regeneration and planning.				
<i>Complete a gap analysis between the requirements for service provision within the final RPA recommendations and the services we currently provide.</i>	Head of Economic Initiatives		31-Mar-11	Completed
PB03 Develop and deliver, in partnership with communities and key stakeholders, a community planning framework and shared vision for the city and its neighbourhoods				
<i>Contribute to development and implementation of Community Planning</i>	PBDU		31-Mar-11	On target



02 Establish our place shaping role by better use and planning of the city's assets

CS01 Maximise government funding CS05 Agree and implement the Community Support Plan CS21 Secure DSD grant leverage for the Community Support Plan in 2010/11				
		Commentary	Target Date	Status
<i>Produce a four year action plan for Community Services section, which can be submitted to DSD's Community Support Programme.</i>	Community Development Manager	Much of the groundwork for the Community Support Plan is being prepared as part of the design and development of the community development strategy for the council which remains on schedule. The Community Services Management Team has also begun preparing outline service plans as part of the Service's re-structuring programme. This work will also inform the content of the emerging plan. The Community Services Manager remains in discussion with the Department for Social Development regarding the nature of DSD's Community Support Programme for 2011 onwards. Once established this will greatly inform the content of the work on the plan.	28-Feb-11	On target
CS02 Support internal and external partnerships and initiatives CS22 Ensure representation on key internal and external partnerships to inform key policy decisions with a community development perspective CS22b Ensure Community Services expertise and resources are leveraged into internal and external partnership projects				
<i>Agree nominations as appropriate on internal and external partnerships</i>	Facilities Management	Community Services officers continue to support internal and external partnerships. Representation is changing to reflect now roles and responsibilities with the structural changes.	31-Mar-11	On target
<i>Community Services input to DSD Urban Regeneration and Community Development policy framework review</i>	Community Development Manager		30-Sep-10	On target



<i>Ensure Community Services expertise, resources and programming enhance the work of other council services and the five thematic working groups (regular meetings through the year)</i>	Community Development Manager	Recruitment process is nearing completion and we expect to have all staff in post by January 2011.	31-Mar-11	On target
EI02 Lead and influence the development of the city - city assets				
EI03 Develop effective partnerships				
<i>Participation at key events e.g. MIPIM, MAPIC and development of appropriate promotional material, in conjunction with partner organisations. - Liaise with SIB and other partners to agree the format and content for 2011 presentation.</i>	Economic Development	Report approved at Sep 10 committee, which agreed a collaborative stand at the event.	30-Mar-10	On target
<i>Continue to expand structured engagement with private developers.</i>	Head of Economic Initiatives	We arranged an all-party delegation to meet with the Minister for DSD to discuss the Royal Exchange scheme and ensure they were aware of our position and the needs of private developers. We provided support to the Belfast in Venice event due in late October by providing information on Belfast's current and upcoming developments. We attended the Bteam event.	31-Mar-11	On going
EI29 Lead on BCC engagement for development of the Titanic quarter				
<i>Engagement in ongoing formal strategic planning processes for Titanic Quarter.</i>	Planning & Transport	Support for Town Planning Committee to attend Planning Service Management Board meeting in September 2010.	31-Mar-11	On target
EI30 Developing and delivering a city Masterplan, to inform and influence other regeneration activities				
<i>Review the Belfast Masterplan to ensure the document reflects the current economic, social and physical environments within the city.</i>	Planning & Transport	Report due to be presented to November Committee on commissioning a review of the Masterplan.	31-Mar-11	On target
<i>Undertake research and consultation with key stakeholders to determine issues and priorities - Masterplan</i>	Head of Economic Initiatives	Oxford Economics have been appointed and have started to benchmark the competitiveness of Belfast City. This will support the wider work of the Masterplan, the City Investment	31-Mar-11	On target



		Framework and the Integrated Economic Strategy.		
EI31 Influence the establishment of the development plan and future development of Sprucefield				
<i>Work with legal services on the adoption and publication of BMAP and future development of Sprucefield</i>	Planning & Transport	Inquiry further delayed by Legal Challenge and procedural issues. Work to support engagement in the inquiry process on target.	31-Mar-11	On target
EI35 Influence development of relevant government [transport and infrastructure] policies				
<i>Completing external research relating to BMAP and the Regional Development Strategy 10 Year Review</i>	Planning & Transport	The publication is anticipated Quarter 3.	31-Mar-11	Delayed
EU02 Maximise investment/funding streams for Belfast				
<i>Support the Interreg Northwest Europe Project.</i>	European unit	This project was cancelled due to the other partners deciding they could no longer financially continue with the project.	31-Mar-11	Cancelled
<i>Secure Leonardo placements based on a review of council needs</i>	European unit		31-Mar-11	On target
<i>Assist in the development of the Interreg Carbon Footprinting Project</i>	European unit	This project has been rejected for funding by the funding body. It was appealed but unsuccessfully.	31-Mar-11	Cancelled
<i>Respond to the EU Public Health Call</i>	European unit	The call for project applications opens in February 2011.	31-Mar-11	On target
<i>Interreg IVA - Biodiversity project</i>	European unit	This project was rejected by the Steering Committee. Following the debriefing and references to issues at steering committee the decision has been taken to rework the application, under the collaboration call of the funding. The collaboration call will open in April 2011.	31-Mar-11	Delayed
<i>The Grundtvig Seniors Project</i>	European unit	£60,000 has been secured for a 2 way exchange.	31-Mar-10	On target
<i>Peace III applications</i>	European unit	Awaiting PAP of final 2.1 application.	31-Mar-11	On target



<i>Assist in the development of a PEACE III community planning application form</i>	European unit	This project is now not being developed due to the set back in RPA.	31-Mar-11	Cancelled
EU03 Influence, interpret & disseminate EU policy				
<i>Review EU Environment law and policy</i>	European unit		31-Mar-11	On target
<i>Attend Belfast City Council's Sustainable Development working group</i>	European unit		31-Mar-11	On target
<i>Attend the Health and Wellbeing Thematic Working Group</i>	European unit		31-Mar-11	On target
<i>EU Review</i>	European unit	1 produced in this period.	31-Mar-11	On target
<i>EU website/Communication group</i>	European unit		31-Mar-11	On target
<i>Manage Belfast in Europe</i>	European unit	A review and future planning session was held with Belfast in Europe members. Members have reviewed their role and level of participation in the group and two key objectives have been agreed to guide future work.	31-Mar-11	On target
EU04 Engage in European projects and networks				
<i>Maximise participation in EUROCITIES</i>	European unit	We have been contributing to the EuroCities position on regional policy and the European structural funds post 2013. Work continues on other projects as per last quarter including the Social Affairs Forums; leading on Clean Cities and the Economic Migration working group; planning the climate change conference; engaging in the Knowledge Society Forum; the EU Green Digital Charter for cities; Mixcities; year of the Anti-Poverty Initiative and feeding into the BCC Strategy from an EU policy context. The Transnational conference in Belfast now has a date fixed to the 20/3/11. BCC will continue to be proactive in the cities policy lobby re post 2013.	31-Mar-11	On target
<i>Lead COMET Partnership and Develop new Strategic Plan</i>	European unit	Currently on target. There may be some delay due to coordinating with other Councils to develop a new plan.	31-Mar-11	On target



<i>To develop the Irish Sea Platform</i>	European unit	Work has been undertaken to inform and engage the Northern Ireland Environment Agency, (NIEA) Department of Environment (DOE) and the University of Ulster (UUJ) in the work of the ISP. The ISB work will be reignited early in 2011 as Dublin, as lead partner, has delayed the project.	31-Mar-11	Delayed (due to External Factors)
EU07 Exchange Best Practice with European partners				
<i>To host 2 inward visits</i>	European unit	This target was met in quarter 1; however an additional visit from the Commercial attaché from the Slovak Republic was supported in quarter 2.	31-Mar-11	On target
PB01 Influence the public conversation on the city's future				
<i>State of the City 1: research topics & develop brief</i>	PBDU	The first State of the City event has been arranged for the 25th November in the City Hall with Prof Kirkwood as the keynote speaker.	30-Sep-10	Delayed
<i>State of the City communications</i>	PBDU	The first State of The City briefing has been arranged for the 25th November so Development Brief will follow the seminar.	30-Sep-11	Delayed
PB02 Effectively communicate to influence stakeholder behaviour				
PB05 Ensure effective decision making based on quality research, best practice & stakeholder needs				
<i>Ensure use of research protocol following re-launch</i>	PBDU	The research database is being updated and the staff is being reminded to use the protocol.	31-Mar-11	On target
03 Improve the image and reputation of the city at home and abroad				
CE01 Ensure maximum exposure of the physical assets and 'know how' available to the Council				
<i>Identify key partnership opportunities with BVCB and NITB</i>	Waterfront Hall and Ulster Hall	To date we have participated in the following events. BVCB Ambassador evening (2 June 2010) Qtr 1 BVCB Edinburgh meet the buyer road show (17 June 2010) Qtr 1 BVCB London road show (22 June 2010) Qtr 1 BVCB Ambassador Conference Clinic at UUJ (20 October 2010) Qtr 3	31-Mar-11	On going



		BVCB Manchester road show (11 November 2010) Qtr 3 BVCB partnered our recent customer evening on 22 October 2010 (Qtr 3). To date, this event has generated three association sales leads for BW/UH.		
<i>Secure client testimonials</i>	Waterfront Hall and Ulster Hall		31-Mar-11	On target
<i>Enter relevant industry awards</i>	Waterfront Hall and Ulster Hall	Shortlisted for AIPC Apex Award. Waterfront results – venue achieved above average scores across all areas. Valencia won 2010 Award.	31-Mar-11	On going
CE08 Review, enhance and deliver an ongoing programme of cultural and tourist events (activities aimed at young people)				
<i>Feed into BW/UH marketing and communications strategy and action plan and help progress digital marketing strategy</i>	Waterfront Hall and Ulster Hall	Ensure marketing activity supports entertainment hire and business sales achievement. Increase in conference sales visibility required.	31-Mar-11	On going
CE09 Implement a customer services framework				
<i>Enhance customer loyalty; develop CRM systems</i>	Waterfront Hall and Ulster Hall	Sessions were held with CE&V managers and the PBDU to discuss sources of good practice including the Customer Service Excellence model and Charter Mark. It was agreed that a 'Customer experience' mapping process would be undertaken to more fully assess the strengths and weaknesses of the current approaches.	31-Mar-11	On going
<i>Complete customer care, service/ product check</i>	Waterfront Hall and Ulster Hall		31-Mar-11	On going
CE19 Enhance BW/UH position as premier conferencing venues in local and national marketplace				
<i>Feed into BW/UH marketing and communications strategy and action plan and help progress digital marketing strategy</i>	Waterfront Hall and Ulster Hall		31-Mar-11	On going
<i>Review promotional calendar and industry event schedule</i>	Waterfront Hall and Ulster Hall		31-Mar-11	On going
<i>Complete customer care, service/ product check</i>	Waterfront Hall and Ulster Hall		31-Mar-11	On going



<i>Review staff training requirements</i>	Waterfront Hall and Ulster Hall	Staff PDPs are scheduled for Qr 3.	31-Mar-11	On going
EI34 Develop corporate responses for the Department and Council on strategic planning and transport policies / issues including the RTS & PPS's				
<i>To co-ordinate responses for the Department and Council on strategic planning and transport policies / issues including the RTS & PPS's</i>	Planning & Transport	Response to Changes to Listed building consultation on criteria, Cttee July 2010. Response to Draft Public Transport Bill, Cttee August 2010. Response to Future of Bus Operator Licensing in Northern Ireland, Cttee August 2010.	31-Mar-11	On going
<i>Co-ordinate liaison within the Council to formulate Planning & Transportation responses</i>	Planning & Transport	Work initiated on the response to the Belfast on the Move proposals for the city centre and the potential for the development of a Bike Hire Scheme for Belfast.	31-Mar-11	On target
EU01 Promote Belfast in Europe				
<i>Opportunity Europe</i>	European unit	The seventh annual event will be held in October 2010.	31-Mar-11	On target
<i>Support economic development initiatives to deliver a successful small business event with EU information for local businesses</i>	European unit	This target was met in quarter one and a further 2 business events have been supported in West Belfast and North Belfast.	31-Mar-11	On target
<i>To host a transnational conference in Belfast</i>	European unit	The date has now been fixed to the 20/3/11.	31-Mar-11	On target
02 Better care for Belfast's environment - a clean, green city now and for the future				
04 Reduced the city's impact on climate change and improve air quality				
CE02 Review current approaches and identify new ways to contribute to a reduced carbon footprint				
CE20 Use opportunities to use public transport to better support events and programmes				
CE20b All units to identify and act on opportunities for environmental improvement				
		Commentary	Target Date	Status
<i>Utilise public transport where and when appropriate for the Council's public events programme</i>	City Events	To date all BCC events have promoted the use of public transport. A similar system, to the Council maritime festival free transport, will be used for the Council's Halloween event.	31-Mar-11	On target



<i>Develop with key internal and external stakeholders guidelines on delivering a 'greener' event</i>	City Events	Taste NI Garden Party event saw 70% of plastic bottles and cans being recycled. Awaiting additional info regarding other recyclable items.	31-Mar-11	On target
<i>Incorporate a 'greener' events proposal as part of proposed events strategy</i>	City Events	Pilot results of Taste NI will be used to develop processes for all events.	31-Mar-11	On target
<i>To Develop an environmental strategy</i>	Waterfront Hall and Ulster Hall	Work has commenced in relation to the development of a joint venue environmental policy. Benchmarking has still to take place and although the work will be completed by March this is a project that will continue to evolve due to technical and industry advancement.	31-Mar-11	On target
<i>Target a long term reduction in print material produced.</i>	Waterfront Hall and Ulster Hall	The recent launch of the Council's in-house e-mail marketing system will allow for increased e-mail communications with customers and reduce printing and stationery costs.	31-Mar-11	On going
<i>Work with Operations and Venue Events managers to progress environmental policy</i>	Waterfront Hall and Ulster Hall		31-Mar-11	On going
EI05 Support and influence the creation of a modern transportation and electronic infrastructure				
<i>Co-ordinate activity in relation to engagement in Transportation Strategy and strategic infrastructure. Implementation of council transport Policy.</i>	Planning & Transport	Ongoing work in relation to Belfast on the Move and policy responses as part of the targeted influencing role. Publication of the strategic transportation documents is still awaited by DRD. Terms of Reference have been finalised for the commission to produce the report on the potential for an internal transport plan. Tender to be issued in Quarter 3.	31-Mar-11	On target
<i>Develop an action plan and engage consultants to implement actions. Establishment of internal group to coordinate the development of Travel Plan.</i>	Planning & Transport	Terms of Reference finalised for the commission to produce the report on the potential for an internal transport plan. Tender to be issued in Quarter 3.	31-Mar-11	Delayed
05 Protect, promote and enhance the city's natural & built heritage and open spaces				
CE03 Publicise and encourage access to the Council's heritage assets				
CE21 Promote the city's heritage through city events				



CE21b Increase public access to the heritage of the Ulster Hall				
<i>Through the Titanic and maritime events inform and educate visitors of the city's maritime heritage</i>	City Events		31-Mar-11	Completed
<i>To develop and maintain an education out reach strategy for the Ulster Hall</i>	Waterfront Hall and Ulster Hall	Although the officer responsible for the delivery of this strategy is currently off on maternity leave, the Venue Manager is working with the Outreach Assistant to continue this project.	31-Mar-11	On target
03 Better opportunities for success across the city				
06 Stimulate growth and competitiveness in key sectors				
CE04 Grow the revenue opportunities at the Waterfront and Ulster Hall				
		Commentary	Target Date	Status
CE25 Promote the Waterfront and Ulster Hall position as a premier conference, exhibition and meetings venues				
<i>Develop and implement comprehensive marketing plans covering arts, entertainment, education and conferences and meetings</i>	Waterfront Hall and Ulster Hall	The Head of City Events and Venues submitted a report to Committee on 11th August. This explained that, in order to optimise the available marketing resources for the venues, a thorough review of marketing activity had been conducted which had looked at trends in the market place as well as internal issues affecting the overall 'product'. A number of opportunities and challenges have been identified. These include the ongoing economic crisis; the increased levels of competition; digital technology; opportunities to attract new entertainment audiences; and new market sectors such as education and tourism. The new marketing audience development strategy approved by committee aims to address these.	31-Mar-11	On going
<i>Design promotional activities highlight the venues as key Belfast City Council properties</i>	Waterfront Hall and Ulster Hall	Work is currently ongoing with Corporate Communications to ensure high profile coverage in City Matters, Intercom, Interlink and also via Facebook and Twitter postings.	31-Mar-11	On going



<i>Target and develop key media relations on a one to one basis.</i>	Waterfront Hall and Ulster Hall	A series to one-to-one meetings with key Press contacts is underway.	31-Mar-11	On going
CE25b Maximise business and entertainment hire income achievement				
<i>Generate meet the buyer opportunities</i>	Waterfront Hall and Ulster Hall	An Executive Briefing for potential clients and ambassadors was hosted on 22 October 2010.	31-Mar-11	On going
CE25c Develop the venues' digital and web marketing strategy				
<i>To develop Enta in-house ticketing and Marketing database</i>	Waterfront Hall and Ulster Hall		31-Mar-11	On going
<i>Liaise with Corp Comms / ISB to ensure web presence is maximised.</i>	Waterfront Hall and Ulster Hall	The Waterfront and Ulster Hall Facebook page is now operational. Work is ongoing with Corporate Communications to further develop the Ulster Hall website.	31-Mar-11	On going
<i>Utilise the venues' box office database system to maximise customer relationship management opportunities.</i>	Waterfront Hall and Ulster Hall	A database cleansing and de-duplicating exercise is being carried out by the Box Office team.	31-Mar-11	On going
<i>Work with the sales team to ensure optimum use of the Maximiser database system for promotional purposes</i>	Waterfront Hall and Ulster Hall	A planned upgrade to the Maximiser system will facilitate improved communications, has been scheduled for early 2011.	31-Mar-11	On going
CE25d Ensure positive media coverage for Waterfront & Ulster Hall				
<i>Work closely with corporate communications to develop media relations</i>	Waterfront Hall and Ulster Hall		31-Mar-11	On going
CE25e Develop retail and merchandising activities at Waterfront & Ulster Hall				
<i>Review merchandise sales procedures at the Ulster Hall</i>	Waterfront Hall and Ulster Hall	No changes to procedures are considered necessary at this stage.	31-Mar-11	Completed
<i>Continually review the range of products sold at the Waterfront gift shop</i>	Waterfront Hall and Ulster Hall	On-line research is carried out into new product ranges on an ongoing basis.	31-Mar-11	On going
EI07 Grow competitive sectors				
<i>Develop World Trade Centre support activities</i>	Economic Development	The Buy-Make-Sell programme will complete in November 2010.	30-Oct-10	On target



<i>Develop export support activity for local businesses. Research opportunities</i>	Economic Development		30-May-11	Completed
<i>Develop export support activity for local businesses. Submit application to DETI</i>	Economic Development		30-Jun-10	Completed
<i>Develop export support activity for local businesses. Deliver programme activity</i>	Economic Development		31-Mar-11	On target
<i>Quarterly economic information report developed and circulated</i>	Economic Development	The full year-end evaluation will be ready on October 2010.	31-Dec-10	On target
<i>Enterprise plan including workshops and mentoring support</i>	Economic Development	The success of the Enterprise plan has been recognised externally and short listed as one of the top 6 projects as part of the Enterprising Britain competition.	31-Mar-11	On target
EI08 Increase innovation, enterprise levels, skill levels and employment levels				
<i>Identify and implement project-based activity from Belfast Employment and Skills Board</i>	Economic Development	Preparatory work underway for potential European Social Fund collaborative projects to deliver on Belfast Employment and Skills plan.	30-Sep-10	On target
<i>Ongoing delivery of HARTE programme</i>	Economic Development	Two programmes completed in first two quarters.	31-Mar-11	On target
<i>Belfast Entrepreneurs' Network events</i>	Economic Development	One networking event; one workshop per month to date.	30-Mar-11	On target
<i>Student graduate development initiatives</i>	Economic Development	Tendering for phase 2 scheduled of September 2010.	30-May-11	On target
<i>Develop and deliver Sales Growth programme</i>	Economic Development	Recruitment took place during September.	30-Jun-11	On target
<i>Develop and deliver Strategy in Business programme</i>	Economic Development	Recruitment planned for October 2010.	30-Jun-11	On target
<i>Develop finance initiative for small business - Research and identify format of support initiative</i>	Economic Development	Start date delayed pending new staff resources being in place.	31-Oct-10	Delayed
<i>Deliver procurement programme. Programme Recruitment</i>	Economic Development		30-Jun-10	Completed
<i>Deliver procurement programme. Next</i>	Economic		30-Jun-11	Completed



<i>recruitment event</i>	Development			
<i>Deliver procurement programme. Programme will be operational</i>	Economic Development	Some initial progress noted by participating companies.	30-Sep-10	On target
<i>Deliver procurement programme. Buyers' event to take place</i>	Economic Development		30-Sep-10	Completed
<i>Deliver procurement programme. Start Stage II procurement</i>	Economic Development		31-Mar-11	On target
<i>Deliver procurement programme. Liaison with Procurement Unit re: simplification of internal systems/ targeted support initiatives for small businesses</i>	Economic Development		31-Mar-11	On target
<i>Creative industries action plan: support for companies in digital media; film and television and fashion design sectors</i>	Economic Development		31-Mar-11	On target
<i>Digital Media Product Development. Programme of recruitment</i>	Economic Development		30-Jun-10	On target
<i>Music Entrepreneurship and Leadership Training</i>	Economic Development	Some preliminary work has been undertaken at Belfast Music week, the opportunity for which was not originally identified in the action.	31-Dec-10	On target
<i>Creative Industries Funding guide produced</i>	Economic Development		31-Dec-11	On target
<i>Fashion and Design Development Initiative for existing businesses</i>	Economic Development	Some preliminary work is being undertaken as part of Fall for Fashion event in October 2010.	11-Apr-11	On target
<i>Fashion and Design development initiative for students</i>	Economic Development	Student event has been organised as part of the Fall for Fashion event in October 2010.	31-Jan-11	On target
<i>Deliver business advice service</i>	Economic Development		30-Jun-11	On target
<i>Business development programme for independent retail sector</i>	Economic Development		31-Mar-11	On target



<i>Undertake research on new sectors to ensure that activities are relevant</i>	Economic Development	Research to contribute to new Integrated Economic Strategy.	31-Mar-11	On target
<i>Support Young Enterprise Initiative in local primary schools</i>	Economic Development		30-Jul-12	On target
<i>Pre-enterprise social economy development initiatives</i>	Economic Development	October 2010 start date for second wave of programme.	30-Apr-11	On target
<i>Enterprise Skills for youth initiatives</i>	Economic Development		28-Feb-11	On target
<i>Develop and deliver Business Awards</i>	Economic Development		30-Apr-11	On target
EI26 Review and grow city's markets				
<i>Maintain Smithfield rental - Advertise vacant units internal/external</i>	Markets	Tenancy is currently at 100% with all Units fully let. Internal and External advertising for vacant units continues to be utilised when required.	31-Mar-11	On going
<i>Maintain St George's Unit occupancy - Advertise vacant units internal/external</i>	Markets	St George's is currently 100% regarding tenancy of its Units and restaurant. These businesses continue to strengthen their partnership within the indoor Market days.	31-Mar-11	On going
<i>Maintain St George's Friday stall occupancy - Use waiting list to fill empty stalls and add to this list</i>	Markets	St George's Friday Market continues to operate at 100% capacity with an average of 12 casual traders each week from the waiting list utilising temporary stalls when permanent traders are on leave, sickness absence etc.	31-Mar-11	On going
<i>Maintain St George's Saturday stall occupancy - Use waiting lists to fill empty stalls and add to these lists</i>	Markets	St George's Saturday Market continues to operate at 100% capacity with an average of 15 casual traders each week from the waiting list utilising temporary stalls when permanent traders are on leave, sickness absence etc.	31-Mar-11	On going
<i>Promote Friday Market - Advertising internal/External</i>	Markets	Markets Unit continue to work closely with internal (Corporate Communications) and external contractors advertising the awareness of St George's Friday Market. The advertisements attract new customers every week and to keep regular customers informed of what the Friday market has to offer.	31-Mar-11	On going



<i>Promote Saturday Market - Advertising internal/External</i>	Markets	Sunday markets started on July 10th. To promote them, we are working with NITB, Corporate Comms and BVCB. They have been very successful so far.	31-Mar-11	On going
<i>Promote Continental Markets x 2 May and Christmas - Advertising internal/External</i>	Markets	The current tender for the Continental Market ends December 2010 and Council are in the process of going out to tender for a Continental Market for a further 3 years, this will run from May 2011 to December 2013.	31-Mar-11	On going
<i>Attend NABMA conference and promote Belfast Markets</i>	Markets	We attended the NABMA event in September. We are investigating opportunities for benchmarking with other NABMA members. The markets have been nominated for the 'Best Food market' on BBC Radio 4 programme.	30-Oct-10	On going
EI29 Lead on BCC engagement for development of the Titanic quarter				
<i>Oversee management and implementation of Titanic Quarter MoU</i>	Economic Development	Lead Officer appointed. All groups now operational.	31-Mar-11	On target
<i>Develop supplier model initiative to increase sub-contracting opportunities for local businesses from Titanic Quarter</i>	Economic Development	Plans to expand the supplier model to incorporate other developments in addition to Titanic Quarter, taking account of downturn in the construction sector.	30-Jul-11	On target
EI39 Design and implement new Local Economic Development Plan for the city				
<i>Design and implement new Local Economic Development Plan for the city</i>	Economic Development	Special Committee in August 2010 endorsed a one-year LED plan. Approval was also given for preparatory work on the integrated economic strategy from April 2011.	30-Aug-10	Completed
07 Develop a strong cultural and tourism experience				
CE22 Develop and Implement a City Events Strategy				
<i>Prepare an Integrated City Events strategy for consultation</i>	City Events	On target and will complete this process by 31/1/11. The strategy will be taken to Committee for approval followed by a period of public consultation.	31-Jan-11	On target
<i>Implement finalised City Events strategy</i>	City Events	Public consultation to start on the strategy with the aim that the strategy will be online by 1st April 2011.	31-Mar-11	On target



<i>Deliver a high quality annual events programme on behalf of the Council</i>	City Events	All events to date delivered on time and on budget. Total estimated return to date is £4 per £1 invested.	31-Mar-11	On target
CE23 Deliver a vibrant programme of entertainment, arts and community events at BW and UH to support income achievement and audience development				
<i>Build comprehensive entertainment event programme</i>	Waterfront Hall and Ulster Hall	Management have held a number of creative programming workshops with staff to develop additional programming activities. As a result, a number of potentially new income generation streams have been identified, e.g., Christmas Film Nights at the Waterfront; Lecture Series and Roller Disco (Ulster Hall); and a Schools Talent Competition (Qualifying at the Ulster Hall and Grand Finale at the Waterfront).	31-Mar-11	On going
<i>Work with Arts and Tourism and City Events units to support arts and entertainment development in Belfast</i>	Waterfront Hall and Ulster Hall	The unit is continuing to look for programming opportunities that broaden our traditional their audience demographic. In quarter 3 a new film product to the Ulster Hall (the Movie Bar), will be introduced.	31-Mar-11	On going
<i>Enhance venue /promoter relations to support future revenue growth</i>	Waterfront Hall and Ulster Hall	Communications and meetings with arts and entertainment promoters are ongoing, whilst meetings have been planned with key festival organisers in Qr 3.	31-Mar-11	On going
CE23b Introduce audience development initiatives for Waterfront & Ulster Hall				
<i>Work with arts, tourism and other industry bodies to introduce key initiatives - e.g. Test Drive (ANI)</i>	Waterfront Hall and Ulster Hall	Regular meetings are held with industry partners to ensure involvement and representation in promotional activities.	31-Mar-11	On going
<i>Working with programming, education and outreach staff, promote new initiatives - e.g. Ulster Hall ECHO programme</i>	Waterfront Hall and Ulster Hall	The Unit is currently working with the Ulster Hall ECHO Team to develop and promote a number of education packages.	31-Mar-11	On going
CE23c Ensure community and arts policies and programming delivers on CSR and RBG strategic objectives				
<i>Arts and community policy and activity programme review</i>	Waterfront Hall and Ulster Hall		31-Mar-11	On going
CE24 Maximise the relationship with the Ulster Orchestra as a tenant of the Ulster Hall				



<i>To maintain operational working groups and develop joint outreach activities</i>	Waterfront Hall and Ulster Hall			On going
CE24b Work with key public bodies with regard to managing large scale events				
<i>Develop and maintain a positive working relationships with key public bodies to help manage events</i>	City Events	On going process of consultation with key public bodies in order to deliver annual events programme.	31-Mar-11	On target
CE24c Increase overall external funding/ sponsorship income				
<i>Review sponsorship strategy and action plan</i>	Waterfront Hall and Ulster Hall	Currently reviewing the Corporate Club offering at the Waterfront Hall.	31-Mar-11	On target
<i>Identify partnership and new funding opportunities</i>	Waterfront Hall and Ulster Hall	A number of proposals have been submitted to potential and centre stage sponsors.	31-Mar-11	On going
<i>Complete marketplace review</i>	Waterfront Hall and Ulster Hall		31-Mar-11	On going
EI09 Develop a strong cultural and tourism experience				
<i>Co-ordinate and deliver a city planner</i>	Tourism, Culture and Arts		30-Apr-10	On going
<i>Deliver Multi and Annual Cultural and Arts Funding programmes</i>	Tourism, Culture and Arts	£1.30m of culture and arts grants distributed to 112 organisations by end of second quarter.	31-Mar-11	On going
<i>Support delivery of the Titanic / Maritime Heritage Signature Project and Nomadic</i>	Tourism, Culture and Arts	The draft Maritime Heritage study has been completed. It includes a list of actions to be completed by 2012 to improve connectivity between sites. The Tourism Culture and Arts Manager (TCAM) took part on a learning journey to Bilbao to see how they have developed their maritime related tourism. The TCAM continues to represent BCC on the Titanic 2012 product development group.	31-Mar-11	On going
<i>Develop a wider Maritime Heritage plan to further benefit from the Titanic tourism affect</i>	Tourism, Culture and Arts	The draft Maritime Heritage study has been completed. It includes a list of actions to be completed by 2012 to improve connectivity between sites.	31-Mar-11	Completed
<i>Continue to interpret Belfast's key sites via signage scheme</i>	Tourism, Culture and Arts		31-Mar-11	On going



<i>Deliver the Community Festivals Fund</i>	Tourism, Culture and Arts		31-Mar-11	On going
<i>Agree and deliver City Presentation (banners) framework with key partners</i>	Tourism, Culture and Arts		31-Mar-11	On going
EI15 Review the integrated culture and arts strategy				
<i>Develop new Integrated Cultural Strategy for Belfast</i>	Tourism, Culture and Arts	The project is ongoing. FGS McClure waters have been appointed to undertake an evaluation of our Culture and Arts funding. Workshops with the Culture and Arts sector are ongoing and will continue over the next quarter. Committee were updated in September and a new timescale for the Culture and Arts Strategy was agreed. The new completion date is June 2011.	30-Nov-10	On going
<i>Multi Annual Fund evaluated and criteria reviewed for delivery in 2011 / 2012</i>	Tourism, Culture and Arts	An external independent evaluation is being undertaken over the next quarter. This will determine the full impact of the annual and multi annual funding to Culture & Arts organisations during 2008-2010.	30-Nov-10	On going
<i>Develop an action plan to remove barriers to participation in Culture and Arts</i>	Tourism, Culture and Arts		30-Sep-10	On going
EI16 Develop and implement the integrated Tourism Strategy				
<i>Deliver the Belfast Integrated Tourism strategy</i>	Tourism, Culture and Arts	The strategy framework has been revised to take account of the consultation responses and direction from party briefings. The revised draft will be presented to committee in November 2010. The draft Maritime Heritage study has been completed.	30-Sep-10	Delayed
EI17 Coordinate production of Belfast Tourism Monitor				
<i>Communicate timely and relevant tourism performance indicators from the Belfast Tourism Monitor</i>	Tourism, Culture and Arts		31-Mar-11	On going
EI21 Develop a new conference subvention scheme				



<i>Deliver agreed actions within Northern Ireland Business Tourism Action Plan</i>	Tourism, Culture and Arts	Committee approved the new Conference Subvention Scheme in September 2010. The scheme will be delivered by BVCB and part funded by NITB.	31-Mar-11	On going
EI26 Review and grow city's markets				
<i>Promote St George's as a venue for hire - Advertising internal/External</i>	Markets	So far this year we have held several successful events in the markets. These include: the Indian Festival (with approximately 5000 people), a Concert (2000), Young at Heart exhibition (1500), Friends of St George's (2000), Community amateur Boxing event (500) and Community Festival (600).	31-Mar-11	On going
08 Supporting regeneration activity and growing the city's rate base in line with the Council's objectives				
EI10 Enhance the physical regeneration of the city				
<i>Submission of Gasworks Northern Fringe Planning application</i>	Estates	A consultant is being appointed to address the contaminations issues that have affected this project. Tenders will be returned on 22/10/10.	31-Mar-11	On target
<i>City Centre Regeneration</i>	Estates	We arranged an all-party delegation to meet with the Minister for DSD to discuss the Royal Exchange scheme and ensure they were aware of our position and the needs of private developers.	31-Mar-11	On going
<i>Lagan Navigation Project</i>	Estates		31-Mar-11	On going
<i>Deliver Public Art programme across the city</i>	Tourism, Culture and Arts	5 new pieces of public art have been approved for funding via the Creative Legacies Programme.	30-Jun-10	On going
<i>Review the current Economic Downturn Action Plan to ensure corporate buy-in and support the Councillors on the cross-party Economic Downturn Working Group</i>	Head of Economic Initiatives	The Economic recession action plan is reviewed quarterly by the steering group. The majority of short term actions have been completed. We are planning to review the role of this group as the work has evolved into specific projects such as the Belfast Masterplan and the Integrated Economic Strategy.	31-Mar-11	On target
EI71 Continue implementation of the Renewing the Routes Programme				
EI72 Complete an attitudinal survey of the renewing the routes activity				



<i>Carry out local consultation. Implement the physical works across the four PEACE III pilot area</i>	Planning & Transport	Revised profile for activity developed and project designs being finalised for continuation of implementation activity commenced in Quarter 2.	31-Dec-10	Delayed
<i>Evaluation of ongoing regeneration activity to maintain effectiveness.</i>	Planning & Transport		30-Jun-10	Completed
EI73 Coordinate development of the Lagan Canal				
<i>Lagan Navigation Project</i>	Estates		31-Mar-11	On going
<i>Secure funding to deliver the Lagan Corridor project</i>	Tourism, Culture and Arts	Dialogue continues with DCAL to establish if there will be any capital funding as part of CSR. At present this looks unlikely. A meeting is scheduled with Ulster Garden Villages to assess whether the £1M funding secured for the Lagan Project is still viable due to match funding requirements.	31-Mar-11	On going
EI74 Lead the BTeam regeneration of derelict urban sites project				
<i>Establishment of BTEAM Interreg IVC project to secure the continuation of the BERI activity.</i>	Planning & Transport	EU final approval and initial project plan established with timetable of activity for 2010 agreed.	31-Mar-11	Completed
<i>B-Team Audit and Evaluation mechanisms established for claims and management</i>	Planning & Transport	SEUPB established as external auditor and initial system processes agreed.	31-Mar-11	Completed
04 Better support for people and communities				
09 People enjoy living in a vibrant, shared and diverse city				
		Commentary	Target Date	Status
CS04 Develop a Community Development Strategy for Belfast				
<i>Contribute to council's Community Development strategy</i>	PBDU		30-Oct-10	On target



<p><i>Develop a Community Development Strategy for Belfast - engagement programme including Equality Impact Assessment</i></p>	<p>Community Development Manager</p>	<p>Stage one of the project has been completed. The work included initial discussions with key council staff; best practice research; and the drafting of a community development statement as a basis for wider discussion.</p> <p>A touchstone group, which was established to ensure alignment with the corporate strategy, has agreed the approach to wider engagement. The group is represented by senior officers from across council.</p> <p>Stage 2 of the project is underway. We have held a number of pre-consultation workshops including 2 successful sessions with 70+ reps from Community & Voluntary Sectors. The All-Party Community Planning Reference Group has agreed to explore the CD Strategy as part of its ongoing work programme. To ensure early and ongoing opportunities for Members to inform the strategy, it is hoped to secure agreement for a pre-consultative Members workshop in December.</p> <p>The Equality Impact Assessment has been deferred until stage 3.</p>	<p>31-Aug-10</p>	<p>On target</p>
<p><i>Develop a Community Development Strategy for Belfast - An agreed community development statement for the council</i></p>	<p>Community Development Manager</p>	<p>Pending approval of Stage 2 of the project, a draft statement will be considered by COMT, Development Committee and SP&R committee.</p>	<p>31-Aug-10</p>	<p>On target</p>
<p><i>Publish a community development strategy and a three year implementation plan</i></p>	<p>Community Development Manager</p>	<p>This is stage 3 of an on-going project and is subject to the successful completion of the pre-consultation panels and subsequent committee decisions.</p>	<p>31-Jan-11</p>	<p>Deferred</p>
<p><i>Develop a Community Development Strategy for Belfast - Community development approaches integrated into the work of council particularly the corporate planning process</i></p>	<p>Community Development Manager</p>		<p>31-Mar-11</p>	<p>On target</p>



CS05 Agree and implement the Community Support Plan				
<i>Contribute to the Community Support Plan 2010 2014</i>	PBDU		31-Mar-11	On target
<i>Agree and implement the Community Support Plan - An engagement programme - including a full Equality Impact Assessment</i>	Community Development Manager	Much of the groundwork for the Community Support Plan is being prepared as part of the design and development of the community development strategy for the council which remains is on schedule. The Community Services Management Team has also begun preparing outline service plans as part of the Service's re-structuring programme. This work will also inform the content of the emerging plan. The Community Services Manager remains in discussion with the Department for Social Development regarding the nature of DSD's Community Support Programme for 2011 onwards. Once established this will greatly inform the content of the work on the plan.	31-Jan-11	On target
CS07 Develop network support within and between communities				
<i>Agree nominations as appropriate for geographical and thematic networks</i>	Facilities Management	Ongoing in line with implementation of new structure and induction of CDO's to new roles.	31-Mar-11	On target
<i>In conjunction with development team support and deliver the SNAP initiative to ensure service fits individual circumstances of neighbourhood</i>	Facilities Management		31-Mar-11	On target
<i>Investigate role with relevant partners</i>	Area Support	Contributing to SNAP's audit of engagement activity.	31-Dec-10	On going
CS08 Maximise neighbourhood outreach to support the delivery of the corporate thematic priorities				
<i>Provide community venues for the delivery of environmental projects at neighbourhood level</i>	Facilities Management	Ongoing – centre delivering on waste week initiative.	31-Mar-11	On target
<i>Ensure the delivery of actions as appropriate at community centre venues</i>	Facilities Management	Community Centre Programmes relevant to corporate themes.	31-Mar-11	On target
<i>Link with area support team to ensure delivery of environmental initiatives at Community centres</i>	Facilities Management		31-Mar-11	On target



<i>Link with area support team ref community safety programmes</i>	Facilities Management	Linkages include representation on the community safety grants allocation panel.	31-Mar-11	On target
<i>Deliver good relations/ cultural diversity programmes with C&YP & Older People in directly managed Centres - agree spec & plan with CDOs</i>	Area Support	50% of projects completed.	31-Dec-10	On target
<i>Continue current support (Bonfire initiative)</i>	Area Support	Worked with Good Relations on four site-specific programmes (Inverary, Finaghy, Dee Street and Divis).	30-Sep-10	Completed
CS10 Provide venues for people to gather, meet, participate, share information and celebrate				
<i>Ensure compliance with all relevant policies</i>	Facilities Management	On target with Wires audit to commence in January 2010.	31-Mar-11	On target
<i>Ensure throughput targets are met</i>	Facilities Management	Currently achieving a 64% throughput across the city.	31-Mar-11	On target
CS11 Encourage and support voluntary activity				
CS29 Continue implementation of a volunteer policy and related support programme				
CS29b Support citywide and area volunteer celebration events				
<i>Deliver events to mark contribution of volunteers & provide information & networking opportunities - plan with CDOs</i>	Area Support	Post summer scheme volunteer events completed.	31-Dec-10	On target
<i>Contribute to the creation of a measure for the value of volunteering</i>	PBDU		30-Aug-10	Completed
<i>Research volunteer training needs at directly managed centres</i>	Area Support	Volunteer impact assessment complete.	31-Dec-10	Completed
CS24b Review the structure of the Inter-departmental Traveller Liaison Group and make recommendations				
<i>Agreement on process CT and TLO</i>	Travellers Liaison	A revised structure for the inter departmental group has been agreed.	31-Jan-11	Completed
<i>Consultant to interview key officers</i>	Travellers Liaison	Key officers identified; but Interview process has been delayed due to time constraints.	30-Aug-10	Deferred



CS24c Explore options for the Council to facilitate the formation of an Inter-agency Traveller Liaison Group				
<i>Consultant interviews with all key stakeholders</i>	Travellers Liaison	Interviews with main stakeholders including OFMDFM, NIHE, DSD, DENI, PSNI, An Munia Tober, etc.	30-Jun-10	Completed
<i>Assessment process</i>	Travellers Liaison		31-Aug-10	Completed
<i>Seminar to agree TOR and arrangements</i>	Travellers Liaison	External partners have agreed a Spring 2011 seminar.	30-Sep-10	Delayed
CS24d Provide an in-house and external advice service on matters related to the Traveller community				
<i>Develop a flexible progressive community development programme with the Traveller community</i>	Travellers Liaison	A programme has been agreed and is ongoing.	31-Mar-11	On target
<i>To maintain up to date information streams re the Traveller / Gypsy communities and share as and when requested</i>	Travellers Liaison	The Traveller Liaison Officer continues to update database and respond to internal and external information requests. Currently, working with PSNI on Peace III submission.	31-Mar-11	On target
<i>Caravan Bill 2010</i>	Travellers Liaison	Corporate response to the Bill has been completed. The Officer will continue to monitor the progress of the Bill and advise on implications for travellers and for council.	30-Jun-10	Completed
CS24e Provide and develop a Traveller outreach office to assist both the Traveller community and relevant stakeholders				
<i>To encourage key service providers to buy into the concept of direct outreach work with the Traveller community from the Council's traveller Unit Office</i>	Travellers Liaison	Continued promotion of the outreach concept from the traveller unit site office, Glen Road. Recent work with PSNI, NIHE, Belfast Trust, AMT, CRJ, Clanmill Housing Assoc., and Equality Commission.	31-Mar-11	On target
CS24f Deliver a Traveller Awareness /Anti Racism training programme and promote the 'Think Traveller' DVD training resource				
<i>Provide joint training sessions with AMT on request</i>	Travellers Liaison	Responding to requests re traveller awareness training sessions and traveller DVDs. Currently providing training to senior PSNI management teams.	31-Mar-11	On target
<i>Provide tailored in-house training programmes</i>	Travellers Liaison	Training provided to all department management teams; and responses continue to in-house training requests.	31-Mar-11	On target



CS24g Review the legislative 'Caravan sites' licence requirements and work with other departments to ensure the Council's compliance				
<i>Seek advise from Legal Services</i>	Travellers Liaison		31-Mar-11	On target
<i>Assist LGP Sub Group</i>	Travellers Liaison	The group continues its work. Responses to the Caravan Bill 2010 and advised NILGA.	31-Mar-11	On target
<i>Liaising with NILGA</i>	Travellers Liaison	On-going meetings with NIGLA re advice on traveller matters that have an impact on local government.	31-Mar-11	On target
CS25b Represent the Council on the city's key geographical and thematic networks				
<i>Audit current commitments & agree continued involvement</i>	Area Support	As part of the CDO exit reports under the service restructuring programme, commitments examined and reallocated.	30-Sep-10	Completed
CS26e Support delivery of Health & Well Being Action Plan				
<i>Support the delivery of the officer group on older people action plan and other partnerships as allocated</i>	Facilities Management	Older People Action Plan – agreed and partially delivered.	31-Mar-11	On target
CS27 Continue to implement the current framework for community centre management plans				
<i>Allocation as per current structure</i>	Facilities Management	Complete	30-Sep-10	Complete
CS27b Deliver grant programmes to community organisations				
<i>Deliver revenue grant programme</i>	Facilities Management		31-Mar-11	On target
<i>Grant support and associated monitoring/evaluation delivered to six facilities</i>	Facilities Management	Report on Ballymacarrett community centre going to November Development Committee.	31-Mar-11	On target
<i>Monitoring of grants x 5 grant types (200 grants approximately) – Revenue Grants 2009/10</i>	Area Support	Ongoing with current grant aid cycles.	31-Dec-10	On target
<i>Capacity Grants 2009/10 monitoring</i>	Area Support	94% completed.	30-Dec-10	On target
CS28 Provide 22 high quality and accessible venues and to develop and deliver city wide programmes and services				
<i>Use of community venues to stage and promote</i>	Facilities Management	Ongoing with further activity subject to marketing and	31-Mar-11	On target



<i>internal/external initiatives</i>		Communication plan.		
<i>New Community facilities Unit established</i>	Facilities Management	1 st December implementation.	30-Sep-10	On target
CS28b Deliver grant programme and support to community-managed centres				
<i>Monitoring of grant programme</i>	Area Support	Five of the six centres have completed their monitoring processes.	30-Sep-10	On target
EU06 Develop and deliver the OPEN Cities project				
<i>Lead, manage deliver transnational project</i>	European unit	Budget Reprogramme & Urbact claim including progress report submitted, awaiting acceptance of reprogramme. LAP on target – consultation 11th Nov. Pilot project may be being developed by NILGA meeting planned to discuss this – Autumn. Hope to present LAP to committee Nov/Dec 2010. Thematic meeting held in Sofia September. Thematic Pole Meeting attended Paris September. Attended PRESAGE training Paris September.	30-Sep-11	On target
<i>Maximise participation in OPENCities project</i>	European unit	Peer Review planned for Nov 2010.	30-Sep-11	On target
<i>Maximise participation in OPENCities project (b)</i>	European unit	Majority of partners match funding paid or in process of being paid, only Sofia outstanding. Work continues to get them to meet their financial commitments.	31-Mar-11	On target
SN07 Implementation of the My Neighbourhood Engagement programme across the city				
<i>Development of area based engagement programme and matrix</i>	SNAP	The Survey is due for completion in October and the engagement activity will roll out between September and December. The results of this programme will help to inform and shape the development of the Corporate Plan.	31-Mar-11	On target
<i>Analysis of key neighbourhood issues.</i>	SNAP	Citizen issues will be analysed following completion of the survey and engagement programme.	31-Mar-11	On target
<i>Development of a neighbourhood engagement toolkit for future application</i>	SNAP		31-Mar-11	On target



10 Health and social inequalities are reduced				
CS12 Provision of a capacity building and practical skills programme to community sector organisations				
<i>Deliver governance/ planning/ mentoring support to community groups - 'helping hand'. Based on Social Assets Model. Agree work specification of with CDO team</i>	Area Support	Transfer to new structure required for this activity & scheduled for December 2010. Activity to commence quarter 4	31-Dec-10	On going
PB06 Develop and implement a corporate Anti-Poverty Strategy				
<i>Complete Poverty & Inequality strategy and action plan</i>	PBDU	Initial consultation with internal and external stakeholders has been completed. We are now working with COMT on the final draft. It is due to go to committee in November 2010.	30-Nov-10	On target
<i>Launch (publicise) Poverty & Inequality strategy</i>	PBDU	Delayed in order to obtain full council's endorsement and instigate a full public consultation.	31-Jan-11	Delayed
SN01 Coordinate the Council's contribution to the 12 Neighbourhood Renewal Action Plans				
<i>Co-ordination of Council's Neighbourhood Renewal activity</i>	SNAP		31-Mar-11	On target
<i>Implementation of internal Neighbourhood Renewal action plan</i>	SNAP		31-Mar-11	On target
<i>Liaison with PSNI, BRO, NRAP and APBs</i>	SNAP	The Lenadoon pilot programme is progressing well with a number of key activities including an environmental improvement project on the Woodbourne site. This project has secured buy-in from the PSNI, NIHE and BRO.	31-Mar-11	On target
<i>Development of neighbourhood resource directories</i>	SNAP		31-Mar-11	On target
11 People have, and avail of, opportunities to improve their well-being with a focus on Children and Young People and Older People				
CE26 Deliver a programme of events and related activities aimed at children and young people in conjunction with partners and sponsors				



<i>Deliver a programme of events and related activities aimed at children and young people in conjunction with partners and sponsors (e.g. Trans/UAA project).</i>	City Events		31-Mar-11	On target
CS13 Children and young people				
CS30c Implement a strategy for Children and Young People				
<i>Develop a position paper on the council's role with children and young people</i>	Children and Young People		31-Mar-11	On target
<i>Based on engagement work prepare a draft strategy (CYP Strategy)</i>	Children and Young People	Emphasis currently on internal stakeholders within BCC. External process is planned for first quarter of 2011.	31-Mar-11	On target
<i>Deliver an implementation plan</i>	Children and Young People		31-Mar-11	On target
CS31 Lead the Council's Children & Young People thematic priority				
<i>Lead the council's Children & Young People thematic priority</i>	Children and Young People	Programmes funded under the 'Ur City2', in conjunction with Neighbourhood Renewal Partnerships, have been assessed, funded and are due for completion by 31st October 2010. Grant aid totals via NRP are £44k. £25K funding delivered under city centre programme.	31-Mar-11	On target
CS32 Lead the implementation recommendations across the Council regarding the Child Protection Policy and Procedure to ensure best practice in statutory compliance and customer focus				
<i>Lead the implementation recommendations across the council regarding the Child Protection Policy and Procedure to ensure best practice in statutory compliance and customer focus</i>	Children and Young People		31-Mar-11	On target
CS32b Develop and coordinate an inter-agency group for provision of services to children and young people				
<i>Develop and coordinate an inter-agency group for provision of services to children and young people (Community Planning)</i>	Children and Young People	Ongoing emphasis on internal co-ordination has led to a necessary delay in convening an external group.	31-Mar-11	Delayed



CS32c Continue to improve consultation and engagement with youth by supporting the work of the Youth Forum and coordination of the Youth Champions Group				
<i>Continue to improve consultation and engagement through the Youth Forum and coordination of the Youth Champions Group</i>	Children and Young People	Induction programme ongoing.	31-Mar-11	On target
CS32d Develop and deliver a branded Council citywide children and young people's summer programme				
<i>Develop and deliver a branded council citywide children and young people's summer programme</i>	Children and Young People	Internal evaluation of 2010 programmes is being completed.	30-Sep-10	Completed
CS32e Provide high quality and inclusive children & young people programmes in directly managed facilities				
<i>Deliver after school and youth projects</i>	Area Support	Contributed to the 'URCity2' project with the Children and Young Peoples unit; Application process for this project is complete and programmes agreed.	31-Mar-11	On target
<i>Provide a high quality and inclusive play service through a flexible model of intervention</i>	Children and Young People		31-Mar-10	On target
CS32f Deliver and support high quality summer scheme programmes across the city				
<i>Plan, brand & advertise programme. Induct volunteer teams</i>	Area Support	Programmes delivered across 22 centres.	30-Jun-10	Completed
<i>Evaluate schemes</i>	Area Support	Evaluation now underway with results due in Quarter 3.	30-Sep-10	On target
05 Better Services - listening and delivering				
12 Implement a strategic approach to customer focus that supports all aspects of how we work and what we want to achieve				
CE09 Implement a customer services framework				
		Commentary	Target Date	Status
CE10 Continually improve the service and value offered to our customers (at our major venues and events)				



<i>Utilise information gleaned from customer feedback questionnaires, focus groups and exit surveys</i>	Waterfront Hall and Ulster Hall	The unit are currently assessing the following opportunities: <ul style="list-style-type: none"> • Conference business sales package pricing • BW/UH screening opportunities – Movie Bar and linking in with Belfast Film Festival • Venue lecture series – Ulster Hall • May family weekend at Belfast Waterfront/Ulster Hall • Children’s theatre – Waterfront Studio 	31-Mar-11	On going
<i>Identify product and service development opportunities and liaise with BW/UH internal teams to agree action and development plan</i>	Waterfront Hall and Ulster Hall		31-Mar-11	On going
<i>Catering product/ service checks - work with Mount Charles and Grand Dame Catering</i>	Waterfront Hall and Ulster Hall	A new Waterfront ‘Meal Deal’ package for Arc Brasserie has been developed in partnership with Mount Charles Catering.	31-Mar-11	On going
<i>Work with Venue Events team to ensure that customer expectations are met</i>	Waterfront Hall and Ulster Hall		31-Mar-11	On going
CE28 Develop and implement a customer service framework				
<i>Introduce structured customer feedback via questionnaire surveys and customer focus groups.</i>	Waterfront Hall and Ulster Hall	Initial planning and assessment of requirements is underway in partnership with the Development Department Policy Unit.	31-Mar-11	On going
<i>Ensure consistency in handling of customer feedback.</i>	Waterfront Hall and Ulster Hall	All customer feedback is co-ordinated centrally and in line with the council’s policies and procedures.	31-Mar-11	On going
CE28b Ensure BW/UH specification meets customer expectations and market demand				
<i>Continue to benchmark with leading UK venues</i>	Waterfront Hall and Ulster Hall	This is an ongoing project which will continue into 2011/2012. At present the venues’ benchmark on key operational issues, formally, twice a year with other leading UK venues. They also benchmark on an <i>ad hoc</i> basis on service specific items. On an ongoing basis the venues’ get feedback from other venues that have already facilitated touring productions which are planned for our venues. Conference Business Sales staff will attend the International	31-Mar-11	On going



		Confex exhibition in London in quarter 4 (1-3 March 2011).		
<i>Catering product/ service checks - work with Mount Charles and Grand Dame Catering</i>	Waterfront Hall and Ulster Hall		31-Mar-11	On going
CE28c Improve customer care and enhance service delivery				
<i>Utilise information from event surveys</i>	City Events		31-Mar-11	On target
<i>Measure quality of existing service provision for entertainment and business events</i>	Waterfront Hall and Ulster Hall	The Unit is preparing a Customer Focus Strategy.	31-Mar-11	On going
<i>Work with the MMCR Mgr to develop an online questionnaire and improve feedback mechanisms</i>	Waterfront Hall and Ulster Hall		31-Mar-11	On going
<i>Develop exit survey</i>	Waterfront Hall and Ulster Hall		31-Mar-11	On going
13 Demonstrating that the Council provides a value for money approach to service delivery				
CE10 Continually improve the service and value offered to our customers (at our major venues and events)				
<i>Carry out surveys, focus groups to obtain customer feedback.</i>	Waterfront Hall and Ulster Hall		31-Mar-11	On going
<i>To monitor customer complaints procedure</i>	Waterfront Hall and Ulster Hall		31-Mar-11	On going
CE11 Ensure that the activities provided at the Waterfront and Ulster Hall are fully accessible to all sections of the Community				
<i>In conjunction with the Business & Revenue generation department continue to review room hire and technical packages to support the pricing policy.</i>	Waterfront Hall and Ulster Hall	Customer/client feedback is being reviewed in order to further enhance product offerings.	31-Mar-11	On going
14 Improving the accessibility and flexibility of our services				
CE11 Ensure that the activities provided at the Waterfront and Ulster Hall are fully accessible to all sections of the Community				
CE29 Monitor the physical environment and the services at both the Waterfront & Ulster Hall to ensure they are fully accessible				



<i>To consult with user groups and with the Waterfront & Ulster Hall Access Group</i>	Waterfront Hall and Ulster Hall	A formal meeting of the Belfast Waterfront & Ulster Hall Access Group meets twice a year and discusses all areas of venue operation, facilities and services. The unit also have direct contact throughout the year with its disability partners as issues arise.	31-Mar-11	On going
<i>To continue to audit the Waterfront & Ulster Hall in terms of DDA compliancy</i>	Waterfront Hall and Ulster Hall	Disability auditing is carried out on a daily basis as the unit plans both its services and facilities. All findings from auditing our buildings are discussed through our monthly facilities meeting.	31-Mar-11	On going
25 The city and its neighbourhoods are well served and connected				
EI77 Manage and maintain business database				
<i>Manage and maintain business database</i>	Economic Development		31-Mar-11	On target
SN05 Deliver a local information management system which informs our Neighbourhood and Local Working model				
<i>Dissemination of Area Profiles to help inform future business planning.</i>	SNAP		31-Mar-11	On target
<i>Neighbourhood Intelligence updated</i>	SNAP		31-Mar-11	On target
<i>Development of Citystats portal and associated key software</i>	SNAP		31-Mar-11	On target
06 Human Resource Management				
16 Develop appropriate HR strategies, policies and procedures to ensure people are effectively recruited, recognised, trained and supported				
ALL Adhere to absence management procedures.				
		Commentary	Target Date	Status



<i>Communication, training, implementation and application of Corporate Attendance policy and guidelines.</i>	Business Support		31-Mar-11	On going
CE12 Encourage and help staff to fulfil their potential				
<i>Programme of continuous PDP</i>	City Events		31-Mar-11	Completed
<i>Maintain Monthly Operations Meeting and to encourage Team Meetings</i>	Waterfront Hall and Ulster Hall	Monthly Operations Meetings continue as do individual line management one-to-one meetings, all on a monthly basis or more frequently when the requirement arises.	31-Mar-11	On going
<i>Ensure PDPs are implemented</i>	Waterfront Hall and Ulster Hall	The next series of individual staff meetings is scheduled to take place during November 2010.	31-Mar-11	On going
<i>Review staff training requirements and avail of appropriate industry training programmes</i>	Waterfront Hall and Ulster Hall		31-Mar-11	On going
17 Align our structures to deliver our organisational priorities				
BS03 Implement Phase II of the Business Support Restructuring				
<i>To participate in and implement the recommendations of the BIS structural review moving from full consultation to the categorisation process and ultimately recruitment. To agree the Operational Implementation Plan; agree resource allocations and implement</i>	Business Support	The categorisation process that had been held now complete. Recruitment of key posts held, which has serious implications with regard to the implementation of the new structure which was agreed by Committee in October 2008.	31-Mar-11	Delayed
CE29 Continue to encourage greater integration across the Department following the recommended re-organisations				
<i>Utilise new organisational structure within the City Events and Venues Section that provides for greater integration across the Development Department.</i>	City Events	Units within section working together to create joint sponsorship approach.	31-Mar-11	On target
<i>Develop and implement an internal communications policy</i>	Waterfront Hall and Ulster Hall		31-Mar-11	On going



CS33 Present community centre think piece to Chief Officers and Councillors for consideration				
<i>Review of think piece document with facilities unit staff</i>	Community Development Manager		31-Dec-10	On target
<i>Presentation to chief officers (community centre think piece & responsibilities of community centre committees)</i>	Community Development Manager		31-Mar-11	On target
CS33b Review the roles and responsibilities of community centre committees				
<i>Draft action plan/time frame on community centre committee review</i>	Facilities Management	We have drafted new financial procedures in conjunction with BCC AGRS. Governing documents subject to review and legal services advice. Draft action to CSMT February 2011.	31-Mar-11	On target
CS34 Finalise the new Community Services structures				
<i>CDO handover period (Seminar 2), Centre Committees Briefing 2, audit of Networks, (new structure)</i>	Area Support	All completed with exception of seminar 2 (quarter 3).	31-Dec-10	On target
<i>Members - review local meeting (new structure)</i>	Area Support	Local Members have been updated as part of Neighbourhood Renewal and community centre briefings.	30-Sep-10	Completed
<i>Audit of networks, presentations to internal & external stakeholders, information leaflet re new structure (new structure)</i>	Area Support	Transfer to new structure 1/12/10. All activities on target and to be completed quarter 3.	31-Dec-10	On going
18 Build a connected workforce with the right values, behaviours, skills and competence to deliver what the organisation requires				
BS02 Implement the corporate approach to IIP				



<i>Implement improvements and recognised good practice throughout Department. Preparation for Departmental and Corporate assessment under new standards</i>	Business Support	Continuing with the roll out of PDP process to all staff within the department. The Chief Officers IPM and PDP scheme was rolled out to DDMT and Senior Managers by the 30th September deadline. A mock IIP assessment was undertaken and the improvements action plan continues to be delivered. A further corporate assessment is planned for October 2010.	31-Mar-11	On going
19 Provide support and advice in relation to staffing issues to realise efficiencies and achieve more for less				
ALL Comply with corporate policies and processes for managing overtime and agency staff				
<i>Comply with corporate policies and processes for managing overtime and agency staff</i>	Business Support		31-Mar-11	On going
07 Financial planning				
20 Effectively plan and manage our finances				
ALL Comply with corporate policies and processes on financial matters				
		Commentary	Target Date	Status
<i>Timetable, complete and communicate estimates in conjunction with Unit Managers and Corporate timetables for completion.</i>	Business Support	First draft of departmental review estimates completed and submitted within agreed timescale.	31-Mar-11	On going
ALL Comply with the timeframes for completing budgets, quarterly outturns, variance analysis, etc				
<i>Comply with the timeframes for completing budgets, quarterly outturns, variance analysis, etc</i>	Business Support	Quarter 1 financial report 2011/11 successfully submitted to committee within agreed corporate timetable.	31-Mar-11	On going
BS04 Implement the findings of the departmental grant review				
<i>To partake, review and implement recommendations from the Departmental Grant Review which aims to maximise the impact of our support packages in achieving the outcomes of the revised Departmental Strategy, to gain</i>	Business Support	All issues re categorisation of community grants resolved. Recruitment of grants posts ongoing but delays may have adverse effect on Central Grants Team implementation timetable.	31-Mar-11	On going



<i>consistency to departmental processes and</i>				
CE31 Ensure effective maintenance systems for the mechanical & electrical systems and fabric of the Waterfront and Ulster Hall				
<i>To set up new contracts with individual service suppliers.</i>	Waterfront Hall and Ulster Hall	This is now complete as part of the review the unit carried out of pre-planned and preventative maintenance at both the venues. Work is currently being carried out to produce condition and recommendation reports on many of the Waterfront's key pieces of equipment. In particular, reports are being developed around life cycle replacement of the Waterfront's Emergency Lighting, UPS & Batteries and the Public Address Voice Announcement system.	31-Mar-11	On going
<i>To increase the amount of maintenance carried out in-house</i>	Waterfront Hall and Ulster Hall	Committee approved in August for the provision of maintenance of mechanical and electrical systems and fabric at the Waterfront and Ulster Halls, and the associated budget for 2010/11, to be provided for through a combination of BCC Property Services, and the in house Maintenance Team at the venues.	31-Mar-11	On target
CE31b Implement the approved pricing policy for BW and UH				
<i>Complete entertainment and business hire benchmarking exercise to inform policy decision</i>	Waterfront Hall and Ulster Hall	Benchmarking assessment of competitor venues is ongoing.	30-Apr-10	On going
<i>Review 2009/2010 pricing policy, buyer trends, sales performance and customer feedback</i>	Waterfront Hall and Ulster Hall		30-Apr-10	Completed
<i>Working with the Venue Events team feedback on technical pricing schedule</i>	Waterfront Hall and Ulster Hall		30-Apr-10	Completed
EI26 Review and grow city's markets				



<i>Manage the markets unit, stallage and rental collections</i>	Markets		31-Mar-11	On going
<i>Markets</i>	Estates	We have 100% occupancy of shop units.	31-Mar-11	On going

08 Information Management

21 Make best use of technology to deliver our priorities and support the delivery of increasingly effective and 'Value for Money' services

BS01 ERP/SAP Implementation

		Commentary	Target Date	Status
<i>Business Support will continuously review, monitor update, support and train departmental staff. Roll out and support SRM Implementation to Economic Initiatives, Directorate, Community Services and Belfast Waterfront.</i>	Business Support	Business Support are continually reviewing, monitoring, updating, supporting and training staff with regard to implementation. SRM has been rolled out to Economic Initiatives and Directorate and work is ongoing to improve compliance levels. Preparations are ongoing for future roll outs.	31-Mar-11	On going

CE32 Ensure information systems meet work requirements

<i>Monitor and review 'Maximiser' capability</i>	Waterfront Hall and Ulster Hall		31-Mar-11	On going
<i>Participate in Artifax working group</i>	Waterfront Hall and Ulster Hall		31-Mar-11	On going

09 Planning & Performance

22 Support the delivery of corporate objectives through the provision of an efficient policy and research service

PB03 Develop and deliver, in partnership with communities and key stakeholders, a community planning framework and shared vision for the city and its neighbourhoods

		Commentary	Target Date	Status
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<i>Review and develop New KPIs to match new VCMs</i>	PBDU	First set on new indicators from Economic Initiatives are now on the CorVu system.	31-Dec-10	On target
PB05 Ensure effective decision making based on quality research, best practice & stakeholder needs				
<i>Add a decisions/ implementation section to improve the research protocol</i>	PBDU	The new section has been added and DDMT has been informed.	30-Aug-10	Completed
<i>Determine Research needs for Masterplan and City Investment Framework</i>	PBDU	Report due to be presented to November Committee on commissioning a review of the Masterplan.	30-Jul-10	On going
<i>Workshop to develop guidelines for a strategy protocol</i>	PBDU	Corporate Planning timescales have been brought forward. This work has been postponed until after the first stage Corporate Planning commitments are complete.	01-Sep-10	Delayed
<i>Embed new strategy protocol via business planning</i>	PBDU	Corporate Planning timescales have been brought forward. This work has been postponed until after the first stage Corporate Planning commitments are complete.	31-Mar-11	Delayed
<i>Research into best practice use of KPIs and benchmarking to support management decision making</i>	PBDU		30-Jun-10	Completed
<i>Develop and confirm department's research plan</i>	PBDU		30-Jun-10	
<i>Commission research outlined in Research Plan</i>	PBDU	Research on competitiveness commissioned.	31-Jan-11	Delayed
PB07 Ensure strategic alignment of the department, to support improvement of its performance				
<i>Produce 'Summary of Issues' report</i>	PBDU		30-May-10	Completed
<i>Initial workshops to review priorities</i>	PBDU		30-Jun-10	Completed
<i>Facilitate detailed planning workshops</i>	PBDU	First planning sessions for Community Services, Economic Initiatives, Tourism, Culture and Arts, Policy and Business Development, and European Unit are booked for October.	31-Dec-10	On target



Belfast City Council

Report to:	Development Committee
Subject:	Financial Reporting - Quarter 2 2010-2011
Date:	6 December 2010
Reporting Officer:	John McGrillen Director of Development ext 3470
Contact Officer:	John McGrillen Director of Development ext 3470

1	Relevant Background Information
1.1	<p>The Strategic Policy and Resources Committee agreed at on 18 June 2010 that:</p> <ul style="list-style-type: none"> - the Council would produce financial reporting packs for the Strategic Policy and Resources Committee and each Standing Committee on a quarterly basis - the Budget and Transformation Panel would also receive monthly financial updates if there were any significant issues to report. <p>The reporting pack (Appendix 1) contains a summary dashboard of the financial indicators and an executive summary explaining the financial performance of the Development Committee in the context of the financial performance of the overall council. It also provides a more detailed explanation of each of the relevant indicators covering the year to date and forecast financial position.</p> <p>As we previously advised the committee, we will continue to develop the style and contents of the reports in liaison with members. In particular, the members' financial training at the end of September 2010 provided a good opportunity for discussion and feedback on the reports. It is therefore intended to make some amendments to style and layout for the quarter 3 financial reports.</p> <p>Central finance and our departmental management team have worked together to develop the information within this financial reporting pack.</p>

2	Key Issues
2.1	<p>Current and forecast financial position 2010/11</p> <p>Net expenditure for the Development Department was £0.2m (quarter 1: £0.3m) below budget for the quarter representing 2% of estimated net expenditure. The forecast year end position for the department is estimated to be £0.5m (quarter 1: £0.5m) which is 2% below budget.</p> <p>The 3 key reasons for the current under spend within the department are in line with quarter 1 and relate to vacant posts, delays or non activation in projects and work programmes caused by delays in structural reviews and other external factors and additional In year efficiencies.</p> <p>The department will continue to monitor the variance between actual and budgeted expenditure during quarter 3, especially those areas highlighted during the quarter 2 budget review process.</p> <p>In line with quarter 1, we recommend that the Strategic Policy and Resources Committee continues to consider how best to use this forecast under-spend along with those arising from other departments, as was discussed at the Strategic Policy and Resources Committee on 22 October 2010.</p> <p>The financial reporting pack contains more detail on both the overall council position and the financial performance in each of the Services within the Department.</p> <p>We would like to emphasise that the end of the financial year is still several months away and that there are significant uncertainties which could impact on the forecast. Nevertheless, a half-year forecast is helpful to members in making financial decisions for the remainder of 2010/11 and to inform the 2011/12 rates setting exercise.</p>

3	Resource Implications
3.1	There is a year to date under spend of £0.2m and a forecast under spend of some £0.5m.

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

5	Recommendations
5.1	The Committee is recommended to note the above report and associated financial reporting pack.

	Decision Tracking
There is no decision tracking attached to this report.	

	Documents Attached
Appendix 1: Financial Reporting Pack	



Development Committee

Quarterly Finance Report













Report Period: Quarter 2 2010/11

Dashboard: Quarter 2, 2010/11













Strategic Element: Financial Planning

£'000
(under)/overIndicator
%Page
no

Year to date % variance

BCC	(3,633)	(6%)			3
• Development Committee	(222)	(2%)			
○ Community Services	(126)	(4%)			
○ City Events and Venues	26	1%			
○ Economic Initiatives	(37)	(1%)			
○ Directorate	(86)	(5%)			

Forecasted % variance

BCC	(2,348)	(2%)			4
• Development Committee	(490)	(2%)			
○ Community Services	(230)	(4%)			
○ City Events and Venues	0	0%			
○ Economic Initiatives	(20)	0%			
○ Directorate	(240)	(6%)			

Note: Negative variances represent an under spend

Executive Summary

Year to Date % Variance

Net expenditure for the Development Department was £222,000 below budget for the year to date representing 2% of estimated net expenditure. There are two services which fall outside the target threshold and these are:

- Community Services is under spent by £126,000 (4%)
- Directorate is under spent by £86,000 (5%)

There are 3 key reasons for the current under spend within the department:

- Vacant Posts (£60,000), relates to delays in implementing the structural reviews following the Council's organisational restructuring in April 2007 and Committee Approval in October 2008. Extensive consultation in Community Services and Business Support between Management and Trade Unions to agree structures, associated job descriptions and allocation processes were followed by the implementation of normal council procedures i.e. categorisation and recruitment vetting. With the completion of the voluntary redundancy / supernumerary exercises, recruitment is currently ongoing in Community Services but there have been difficulties in securing an internal recruitment for Business Support.
- Delays or non activation in projects and work programmes caused by delays in structural reviews and other external factors (£136,000). The initiation of recruitment in Community Services and the implementation of the new structure will, in time, remove both the delays and non-activation of work programmes e.g Community Facilities, Community Development and Volunteering Strategies.
- In year efficiencies (£30,000) – a number of areas were identified within Directorate at the end of the 2009/2010 financial year and these have been implemented with immediate effect.

In addition to specific actions referred to above, the department will continue to monitor actual / budgeted expenditure variances during quarter 3, especially those areas highlighted during the quarter 2 budget review process.

Forecasted % Variance

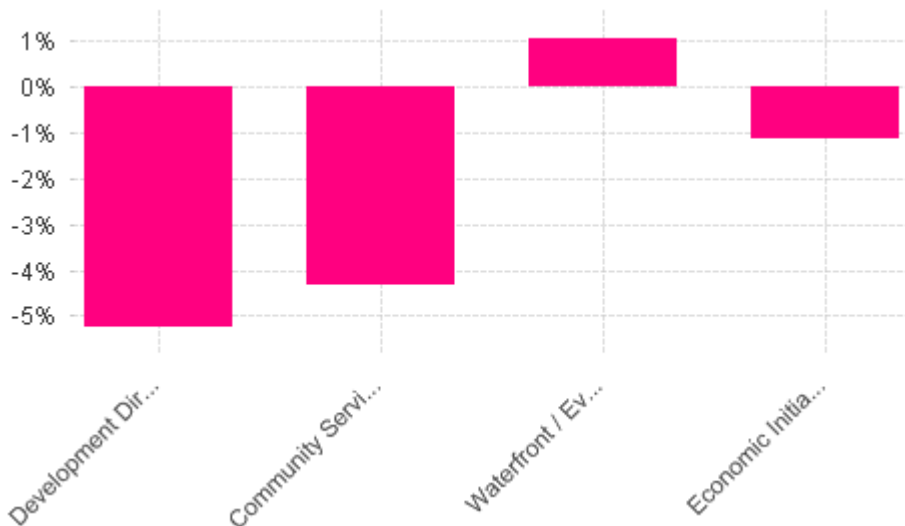
The forecast year end position for the department is estimated to be £490,000 which is 2% below budget. The only services which are forecast to be above the 3% target is Community Services with a 4% underspend (£230,000) and Directorate with a 6% underspend (£240,000). It was agreed at the Development Committee in September 2010 that the potential use of this forecast under spend is determined by the Strategic Policy and Resources Committee.

Development - Year to Date % variance

Source: SAP

PI definition:

This indicator calculates the difference between the budgeted net expenditure and the actual net expenditure as a percentage. It is reported for the year to date.



Commentary and action required

Community Services are currently under spent by £126,000 (4%) at the end of Quarter 2. The underspend is caused by delays in implementing the structural review following the Council's organisational restructuring in April 2007 and relates to a number of vacant posts which in turn has resulted in work programmes not being activated or delayed.

City Events and Venues are on budget at the end of Quarter 2.

Economic Initiatives are on budget at the end of Quarter 2.

Directorate is underspent by £86,000 (5%) at the end of Quarter 2. The underspend can be attributed to the following :

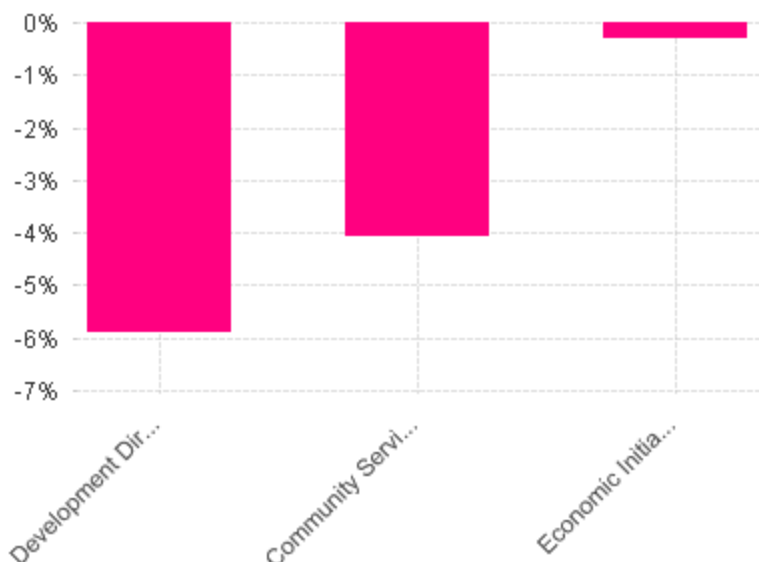
- a number of vacant posts mainly in Business Support following organisational restructuring in April 2007;
- a result of implementing in year efficiency plans.

Forecast % variance

Source: SAP

PI definition:

This indicator calculates the difference between the planned net expenditure and the forecasted net expenditure as a percentage. It is reported as a forecast for the end of the financial year.



Note: City events and venues is not showing on the graph because the forecast variance is 0.

Commentary and action required

It is forecast that the Development Department will be under spent by £490,000 (2%) at year end.

- Community Services by £230,000 (4%) as a result of the vacant posts and the resultant delays and non-activation of work programmes.
- Economic Initiatives are forecast to be very slightly underspent by £20,000 (3%) at year end.
- Directorate by £240,000 (6%) which reflects vacant posts and a number of efficiency plans implemented in the year. This forecast has been revised from the quarter 1 position of an underspend of £125,000, due to delays in filling posts which were previously anticipated to have been filled in quarter 2.
- City Events and Venues are forecast to be on budget at year end

The department will continue to monitor actual / budgeted income and expenditure variances during quarter 3, especially those areas highlighted during the quarter 1 and quarter 2 budget review process.

Development Committee - Main Items of Expenditure

	Variance YTD £'000	% Variance	Plan 10/11 £'000	Forecast for Y/E at P6 £'000	Forecast Variance £'000	% Variance
Development Committee	(222)	(2%)	20,351	19,861	(490)	(2%)
Community Services	(126)	(4%)	5,642	5,412	(230)	(4%)
City Events and Venues	26	1%	4,182	4,182	0	0%
Waterfront/Ulster Hall	(116)	(9%)	2,480			
City Events	142	13%	1,702			
Economic Initiatives Section	(37)	(1%)	6,458	6,438	(20)	(0%)
Tourism Unit	(16)	(1%)	4,229			
Economic Development	11	2%	1,195			
Planning and Transport	(1)	(0%)	887			
Planning and Development	(30)	(41%)	148			
Directorate	(86)	(5%)	4,069	3,829	(240)	(6%)
City Development	4	2%	905			
Development Business Support	(56)	(6%)	1,886			
European Unit	(14)	(11%)	286			
Policy and Research	(14)	(7%)	588			
SNAP	(6)	(3%)	404			

Note: Negative variances represent an under spend



Belfast City Council

Report to:	Development Committee
Subject:	Neighbourhood Renewal Update
Date:	6 December 2010
Reporting Officer:	John McGrillen, Director of Development ext 3570
Contact Officer:	Siobhan Watson, SNAP Manager ext 3579

1	Relevant Background Information												
1.1	<p>Members will be aware that, there are 12 Neighbourhood Renewal Partnerships within the BCC area. Each Partnership was tasked with producing a Vision Framework (7-10 years) and Action Plan (3 years) for the Neighbourhood Renewal area. The 12 Partnerships are:</p> <table border="0"> <tr> <td>- Inner East Belfast</td> <td>- Inner South Belfast</td> </tr> <tr> <td>- South West Belfast</td> <td>- Greater Shankill</td> </tr> <tr> <td>- Greater Falls</td> <td>- Lenadoon</td> </tr> <tr> <td>- Upper Springfield</td> <td>- Crumlin/Ardoyne</td> </tr> <tr> <td>- Inner North Belfast</td> <td>- Andersonstown</td> </tr> <tr> <td>- Ligoniel</td> <td>- Upper Ardoyne/Ballysillan</td> </tr> </table> <p>The actions plans were completed for each area and submitted to DSD for consideration and funding support. These Plans proposed thousands of actions that would need to be delivered by a range of organisations in key areas such as housing, health, education, community safety, good relations, employability, community development, culture, tourism, leisure, children and young people, older people and environmental and physical improvement.</p>	- Inner East Belfast	- Inner South Belfast	- South West Belfast	- Greater Shankill	- Greater Falls	- Lenadoon	- Upper Springfield	- Crumlin/Ardoyne	- Inner North Belfast	- Andersonstown	- Ligoniel	- Upper Ardoyne/Ballysillan
- Inner East Belfast	- Inner South Belfast												
- South West Belfast	- Greater Shankill												
- Greater Falls	- Lenadoon												
- Upper Springfield	- Crumlin/Ardoyne												
- Inner North Belfast	- Andersonstown												
- Ligoniel	- Upper Ardoyne/Ballysillan												

2	Key Issues
2.1	<p>The Council has become a key participant in the neighbourhood renewal process and to date a wide range of support has been provided including:-</p> <ul style="list-style-type: none"> - Overall coordination of council's response to neighbourhood renewal facilitated through SNAP. - Officer participation and representation provided on all 12 Neighbourhood Renewal Partnerships through Community Services. - Action Plan responses prepared for each of the 12 Neighbourhood Renewal Partnerships Action Plans. - Implementation of a number of key actions pertaining to the Neighbourhood Renewal Plans. A full breakdown of progress is contained within Appendix 1. - Provision of area-based intelligence to support the neighbourhood renewal process. - Neighbourhood renewal resource directories prepared for the Partnerships detailing Council services and key staff working in the local area. - Implementation of the Lenadoon Neighbourhood Renewal Pilot in partnership with BRO. See below for further details. - On-going work with BRO regarding the development of partnership approaches to the implementation of the Neighbourhood Renewal Action Plans including the Service Delivery Model.
2.2	<p><u>Lenadoon Neighbourhood Renewal Pilot</u></p> <p>At the Development Committee meeting of 10th December 2008, council agreed to work with BRO in an exploratory neighbourhood renewal partnership project. Piloted in the Lenadoon Neighbourhood Renewal area, the project would enable both organisations to deliver on their commitment to the NR action plan in a more integrated manner and then apply any lessons learned to other neighbourhood action plans.</p> <p>A two phase pilot programme has been designed for the Lenadoon area. Phase 1 was completed between January and March 2010. Phase 2 projects have been developed and an application for funding to implement these projects has been submitted to BRO.</p> <p>An overview of the Lenadoon pilot and its associated projects and activities is contained within Appendix 2. Given the success of this partnership approach to delivery, it is recommend that further discussions should now take place with BRO regarding the potential to develop additional projects and activities in other Neighbourhood Renewal areas. Updates on such discussions or proposals will be brought to Committee in due course.</p>
2.3	<p><u>Next steps</u></p> <p>Whilst work is on-going with regard to the implementation of the Council's response to the Neighbourhood Renewal Action plans there are a number of pieces of work that are on-going that may have implications for future service delivery.</p> <p>These include the following:-</p>

2.3	<ul style="list-style-type: none"> - BRO is in the process of completing an implementation review of the Belfast Neighbourhood Renewal Action Plans. This review has considered each priority within the plans and measured and identified if they have been either fully, partially or not met at all. The review has also identified future priorities for each Partnership. This review can be made available in due course. - BRO is in the process of developing its Service Delivery Model, a process which focuses on rationalizing services funded through the NR fund. This again will have an impact on organisations which are focused on delivering services relating to; Community Development, Training and Community Education and Drugs/Alcohol. - DSD is also in the process of developing a policy framework on Urban Regeneration and Community Development. The role of Neighbourhood Renewal will be considered within this. - Following the development of the Lenadoon Pilot it is recommended that engagement with BRO takes place regarding the future roll out of addition pilots across the city.
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3	Resource Implications
3.1	Co-ordinated by the SNAP Unit

4	Equality and Good Relations Considerations
4.1	There are no adverse implications in terms of equality of opportunity and good relations

5	Recommendations
5.1	<p>It is recommended that the Committee:-</p> <ul style="list-style-type: none"> - Notes the contents of the report. - Agrees that discussions should be held with BRO regarding pilot approaches in other Neighbourhood Renewal areas with updates brought back to Committee in due course.

6	Decision Tracking
<p>Time Line: March 2011 Reporting Officer: Siobhan Watson , SNAP Manager</p>	

7	Key to Abbreviations
NR – Neighbourhood Renewal NRA – Neighbourhood Renewal Area NRAP- Neighbourhood Renewal Action Plan BRO – Belfast Regeneration Office DSD – Department for Social Development SNAP – Strategic Neighbourhood Action Programme	

8	Documents Attached
Appendix 1 – Neighbourhood Renewal Update Appendix 2 – Lenadoon pilot update	

Neighbourhood Renewal: BCC progress towards implementation

Progress is underway to deliver the key actions linked to Belfast City Council within the Neighbourhood Renewal Action Plans and is detailed as follows:

1. West Belfast

1. Andersonstown
2. Lenadoon
3. Upper Springfield
4. Greater Falls

2. South Belfast

1. Inner South
2. South West Belfast

3. North Belfast

1. Ligoniel
2. Ballysillan/Upper Ardyone
3. Crumlin/Ardoyne
4. Inner North

4. Greater Shankill

1. Greater Shankill

5. East Belfast

1. Inner East

1. West Belfast Neighbourhood Renewal Partnerships

1. Andersonstown Neighbourhood Renewal Partnership

Andersonstown Neighbourhood Partnership recently completed a review of their action plan, six new priorities have been identified and are included in the revised plan. Andersonstown and Lenadoon Neighbourhood Partnership have recently amalgamated Economic, Education and Health sub-groups and, as a result, some actions have been revised. This activity did not affect any actions relating to the council.

Priority areas: Based on the current Action Plan the priority areas are: community safety, young people, older people, physical environment, cleansing and waste management, skills & employment, children and families, health and wellbeing, public realm projects, community facilities, community development, information and advice services, culture, arts and tourism.

Council involvement to date: In addition to the statutory functions that the council carries out in the Neighbourhood Renewal Area (NRA), a number of specific actions have contributed to the delivery of NR:

- A formal response has been made to the action plan and a proposed plan to deliver council actions has been drafted for council.
- A council officer is currently represented on the Partnership.
- A Neighbourhood Development Officer in the SNAP Team is working with the BCC Neighbourhood Renewal representative and the Partnership to help co-ordinate delivery of NR actions pertaining to council.
- All NR actions have been coded on our database and categorised by relevant council theme and aligned with relevant council services
- A resource directory has been produced for the Partnership, which provides a breakdown of council services, local staff and initiatives.

- A detailed statistical breakdown and audit of services within the area has been completed. This information will contribute directly to the Partnership's action in relation to the audit of service provision in the area
- Community Services have provided grant funding for each of the Neighbourhood partnerships to deliver the 'Ur City 2' programme for young people in 2009 & 2010. In 2009, funding was used to deliver the following activities: training in mental health; a health awareness day; portable gym training sessions; a youth conference; sports coaching; a sports and fun day for young children; a community facelift project; a community garden project; and a community relations project.
- The award of £310.00 funding from council's Health and Wellbeing Thematic Working Group towards the delivery of Andersonstown Health Day and specifically the hire of interactive sports equipment for young people activities.
- A short term action plan setting out a series of proposed BCC 'quick wins' has been presented to and agreed by the Partnership. In late 2009 was circulated around the Working Groups for progression.
- Joint organisation and delivery of a Health Day Andersonstown Leisure Centre in January 2010 by council and Andersonstown NRP. The event aimed to help local people improve their health and wellbeing and successfully brought health professionals, holistic therapists, as well as representatives an range of local organisations (including a number of council services) on hand to offer expert advice and support to local people. The Health Day was split into three sessions focusing on advice and activities for seniors; mothers and pre-school children; and young people.
- The completion of the cosmetic enhancement of over 65 shop frontages on the Andersonstown Road from Casement Park down to Finaghy Road North in March 2010. This was part of a commercial improvement scheme under the Renewing the Routes initiative.
- Officers from the council's Dog Warden team attended an Environmental subgroup meeting in June 2009.
- Council assisted with a hanging basket project developed with Riverdale Residents Association.
- The Partnership has been provided with technical information on council initiatives and maps of the NRP area.
- Security barriers have been fitted at the car park of Andersonstown leisure centre. The car park is now secured at night to help reduce incidents of anti-social behaviour.
- Resources have been provided for some community clean-up events.
- An environmental walkabout targeting hotspots in the area took place with officers from Cleansing Services.
- As part of our 'Renewing the Routes' programme in partnership with our Cleansing Team, Andersonstown has benefited from a pilot 'zero tolerance' graffiti removal programme has been completed.
- The Environmental sub-group have been provided with supplies of leaflets on dog fouling and waste bags.
- Schools in the NRA have participated in the council's Young Enterprise economic development programme.
- Member groups represented by the partnership have accessed a number of council grant aid programmes.
- Council officers from Parks have been working with residents groups to address issues in North Link playground and playing fields. The park has benefited from small improvements as part of the council's Safer Neighbourhoods ASB project.

At the last NRP meeting on 22 October 2010 a short-medium term action plan pertaining to council was presented to the partnership. A further meeting has been scheduled to agree a series of actions that council can help deliver on. Some of the actions already agreed and are currently being progressed include:

- Officers from a range of council services will be participating in a schools programme as part of the 'Healthy Choices' pilot initiative being rolled out across the NRP area and

Lenadoon/Suffolk NRP area. Officers from Cleansing, Waste Management, Dog Wardens and Parks will be delivering a series of workshops in schools between January-June 2011. Details have yet to be finalised.

- A meeting took place with Community Safety officers to discuss community safety issues and concerns and relevant action. Further meetings are to be held to look at co-ordinating a more joined up approach to tackling issues in the community. The first multi agency meeting is scheduled for 25 November 2010.
- An officer from Economic Initiatives recently attended the economic subgroup meeting. Following this, the subgroup requested a range of information including current BCC programmes and activities, breakdown of participants accessing economic initiatives programmes by area etc. The possibility of regular subgroup representation was also discussed.
- Our Youth Forum co-ordinator is scheduled to meet with members of the NRP to talk about the council Youth Forum and possible support for setting up a similar structure in the NRP area.
- For the 2nd year running, the partnership received a grant of £5,000 from our 'Ur City 2' programme which is co-ordinated by our Children and Young People's unit in Community Services. The grant will be used to fund a series of activities including an environmental programme, a community safety project, an art project and the development of a youth forum.
- Our Cleansing Enforcement officer responded to a request from the partnership to investigate cleansing issues at Shaws road shops. Contact has been made with landowners and efforts will be made to encourage landowners to take greater responsibility for cleansing the area.

2. Lenadoon Neighbourhood Renewal Partnership

The partnership is working very well and the review of the NR action plan demonstrates the extent of progress that has been made in recent years. It has a close working relationship with the Andersonstown Partnership with which they have recently amalgamated their Economic subgroups and Health sub-groups.

Lenadoon NRP is currently working with the council and BRO on the delivery of a pilot project to explore joint-working between statutory agencies in the delivery of the action plan. The Housing, Environment and Community Safety subgroup of the partnership is very strong and has been extremely successful in addressing a number of local issues and progressing a host of actions within the NR action plan. An update on the Lenadoon pilot is contained within Appendix 2.

Priority areas: The partnership continues to work well and have detailed within the revised NR action plan, a number of flagship projects including:

- 1) Development of a community facility and safe play area at Glencolin,
- 2) Guaranteed funding to support BRO funded posts and services beyond 2011
- 3) Development of a multi purpose sports facility for all ages
- 4) Suffolk community plan in relation to Suffolk Primary School site to be developed to reinstate/create a shared educational facility
- 5) Funding to create a major Environmental Improvement scheme at Woodbourne Cottages and surrounding area.

Other **priority areas** include community safety and ASB, lack of community facilities, education and employment, mental health and well being, children and young people, older people, cleansing and waste management, housing and the physical environment.

Council involvement to date: In addition to the statutory functions that the council carries out in the NRA, a number of specific actions have contributed to the delivery of NR:

- A formal response has been made to the action plan and a proposed plan to deliver council actions has been drafted for council.
- A council officer is currently represented on the Partnership.
- A Neighbourhood Development Officer in the SNAP Team is working with the BCC Neighbourhood Renewal representative and the Partnership to help co-ordinate delivery of NR actions pertaining to council.
- All NR actions have been coded on our database and categorised by relevant council theme and aligned with relevant council services
- A resource directory has been produced for the Partnership, which provides a breakdown of council services, local staff and initiatives.
- A detailed statistical breakdown and audit of services within the area has been completed. This information will contribute directly to the Partnership's action in relation to the audit of service provision in the area.
- Community Services have provided grant funding to each Neighbourhood Renewal Partnership to deliver the 'Ur City 2' programme for children and young people. In 2009, the grant was used to fund the following activities: a youth achievement awards and celebration event; a 'Glencolin' residential; mental health training; highland and cultural dancing; the purchase of sports equipment; an anti-sectarian and anti-community behaviour course; and a youth providers planning and development day.
- Council officers are currently represented on the Partnership and on the Housing, Environment and Community Safety subgroups
- Through the 'Re-imaging Communities Project' BCC has been working with the Suffolk Community on the proposed removal of flags.
- An officer from Parks and Leisure Department is engaged on a steering committee focusing on an obesity related physical activity and health programmes for young people within the NRA.
- BCC Community Safety Wardens were deployed in February 2010 to work throughout the NRA for a number of months following a comprehensive public and community consultation and engagement process with local people.
- Assistant Area Cleansing Manager has recently undertaken a number of environmental walkabouts of area.
- Throughout 2009 resources were provided for a series of six community clean-ups and environmental schemes.
- The Partnership has reported increased community usage of council-owned community facilities. The community centres host community-wide events including events for older people.
- New recycling facilities have been installed.
- The ASB officer for West Belfast has been in contact with the Partnership and with local vintners to discuss issues around underage drinking.
- Schools in the area participated in the council's Young Enterprise programme.
- Council officers are represented on a number of local forums.
- Council officers are represented on a newly established working group set up to help regenerate Woodbourne Village.
- In Spring 2009 Horn Drive community centre facilitated an information event for older people. Council officers from different departments attended the event and hosted information stands.
- The council's local community centres continue to host events and activities linked to the work of the Partnership
- In summer 2010 the council, through our Safer Neighbourhoods Programme, funded a week long, IFA soccer skills camp in Lenadoon Millennium Park.
- Through our Park's and Leisure department council have funded a series of improvement works at the Half Moon Lake, these include:
 - Repair and made good all interior pathways
 - Replaced vandalised wooded Jetties and railings with new steel structures
 - Trimming of trees and hedge rows

- Provision of new council signage and commissioning of additional historical signage
- Removal of Fly Tipping Rubbish
- Repairing of perimeter fencing
- Commissioning of rubbish bins and seating
- Collaboration with Forum and Local Residents / User groups
-
- The Millennium Park playground facility in Lenadoon is included in the council's playground refurbishment scheme for 2010/2011 and will benefit from council investment.
- Council is formally represented on SLIG steering group (Suffolk/Lenadoon Interface Group).
- Council is also represented on the Suffolk Primary School working group.
- BCC officers are represented and involved in the 'Healthy Choices' obesity pilot currently being rolled out across the NR area.
- With funding secured through Peace III, a community garden initiative has been supported, '**Growing Together**' – involving the creation of two community gardens in Lenadoon Community Centre and Suffolk Community Centre. The gardens have been established as shared community spaces and cross-generation learning environments.
- Member groups represented by the partnership have accessed a number of council grant aid programmes.
- For the 2nd year running, the partnership recently secured a small grant through our 'Ur City 2' programme. The funding will be used for a range of activities including a residential, purchase of sports equipment, workshops and the delivery of 'Youth Achievement Awards'.

Please see Appendix 2 for an update on the Lenadoon Neighbourhood Renewal Pilot

3. Upper Springfield and Whiterock Neighbourhood Renewal Partnership

Upper Springfield NRP revised their action plan in 2008. In November 2009 the NRP held an action plan review day and held discussions about their governance structure and specifically the role of their subgroups. In April 2010 the partnership agreed a new, more focused Neighbourhood Renewal action plan which details a series of priority actions for the year ahead.

Some months back the NRP recruited a new Neighbourhood Renewal Officer and they will be dedicated to ensuring the delivery of their action plan. The partnership continues to work to deliver NR actions.

Priority areas: The new priorities agreed for the year ahead include supporting the development of progressive community development and community safety within the USWNRNRP, implementing a communications and marketing strategy, strengthening existing support to families through the various support groups and initiatives in the area to enable them to access opportunities to improve life chances and employability in the present economic climate, support the development of a capital build project within the NRA which addresses the key themes of economic, social, physical and community, continue to develop the 'Mol an Ogie' and 'Mature for Sure' subgroups to promote the joined-up work of area youth providers (ages 0-25); and to ensure the health, safety and well being of older residents in the area, build on success of the community events of the past year and use these opportunities to promote and extend the work of the partnership leading to greater benefit for everyone in the area, continue to implement the agreed priorities of the health subgroup to improve health in the NRA by focusing on issues of mental health, physical health and disability and management of transition to RPA.

Council involvement to date: In addition to the statutory functions that the council carries out in the NRA, a number of specific actions have contributed to the delivery of NR:

- A formal response has been made to the action plan and a proposed plan to deliver council actions has been drafted for council.
- A council officer is currently represented on the Partnership.
- A Neighbourhood Development Officer in the SNAP Team is working with the BCC Neighbourhood Renewal representative and the Partnership to help co-ordinate delivery of NR actions pertaining to council.
- All NR actions have been coded on our database and categorised by relevant council theme and aligned with relevant council services
- A resource directory has been produced for the Partnership, which provides a breakdown of council services, local staff and initiatives.
- A detailed statistical breakdown and audit of services within the area has been completed. This information will contribute directly to the Partnership's action in relation to the audit of service provision in the area.
- A short term BCC action plan setting out a series of BCC 'quick wins' has been presented to the Partnership and has in Winter 2009 was circulated for consideration.
- Community Services have provided grant funding for each Neighbourhood Renewal Partnership to deliver the 'Ur City 2' programme in 2009 & 2010. In 2009, with the funding the partnership provided the following: a cleanup of senior citizens property; the creation of a mosaic based on the history of turf lodge; and health and wellbeing seminar evenings.
- BCC Community Safety Officer has recently engaged with the Community Safety subgroup.
- Council have invested in the refurbishment of a local playground
- Schools in the area participated in the council's Young Enterprise programme
- Council manage and maintain the new playground and Multi Use Games Area (MUGA) at Britton's Parade – Mc Crory playground.
- A number of projects have been completed under the Greencare III programme and the Renewing the Routes scheme. In 2009 new improvement schemes implemented as part of the Renewing the Routes included a colourful new mosaic at the entrance to the Sliabh Dubh housing estate, a new garden of reflection at Springfield Park which has transformed an anti-social behaviour hotspot; and the recent approval for the installation of a large art piece at the green area at the top of the Whiterock/Springfield Road junction with the theme of the 'protection of the Black Mountain'. In the past the area has also benefited from a range of environmental improvement schemes, public art projects, commercial improvement schemes, tree planting and public realm projects.
- In September 2009 Work West started delivery of a new BCC programme for groups/individual at pre start stage of development of social enterprise ideas.
- The delivery of anti-litter workshops in schools, youth groups, community groups by Cleansing Services' Community Awareness Team.
- Council's official NR rep also sits on a number of NR subgroups.
- The council's local community centre continues to host events and activities linked to the work of the Partnership.
- The Partnership has developed strong links with officers from the Community Safety team and both the Community Safety manager for West Belfast and the ASB officer, regularly attend residents meetings and the Upper Springfield Community Safety forum.
- The partnership secured council funding to deliver diversionary programmes for children and young people during the summer months.
- The Partnership worked with the council's Dog Warden team on the co-ordination of targeted services in the area.
- BCC Assistant Area Cleansing Manager participated in an ASB focused environmental walkabout of the area.
- Provision of additional promotional information on blue bin collections for area by BCC Waste Management and Promotions Team.

- The council is formally represented on the Black Mountain Shared Spaces project which has been set-up to progress an innovative cross community, shared spaces initiative. One of the key projects is the development of a capital build project.
- Council officers have attended a number of meetings including attendance at a planning residential for the Black Mountain Shared Spaces project. Technical advice was provided at the planning day.
- Through the council's 'Ur City 2' funding programme, for the 2nd year running, the partnership recently secured a grant of approximately £5,000 to deliver a Halloween Feile event. The event was also delivered in partnership with other local agencies, officers from BCC's Parks and Leisure and Community Services unit.
- Springhill Millennium Park has been included in the council's proposed playground refurbishment scheme for 2010-2011.
- Member groups represented by the partnership have accessed a number of council grant aid programmes.

4. Greater Falls Neighbourhood Renewal Partnership

Consultants were appointed by the Partnership to carry out a review of their action plan in January 2010. The Economic subgroup reviewed and revised NR actions earlier this year under 'Training, job creation and economic development' and prioritised eight actions. The Partnership continues to meet monthly to progress their action plan.

Priority areas: The existing action plan priorities are: Education, training, job creation and economic development, environmental improvements, children and family support, young people, health and well-being, culture, sport and leisure and community planning.

Council involvement to date: In addition to the statutory functions that the council carries out in the NRA, a number of specific actions have contributed to the delivery of NR.

- A formal response has been made to the action plan and a proposed plan to deliver council actions has been drafted for council.
- A council officer from Community Services is currently represented on the Partnership.
- A Neighbourhood Development Officer in the SNAP Team is working with the BCC Neighbourhood Renewal representative and the Partnership to help co-ordinate delivery of NR actions pertaining to council.
- All NR actions have been coded on our database and categorised by relevant council theme and aligned with relevant council services
- A resource directory has been produced for the Partnership, which provides a breakdown of council services, local staff and initiatives.
- A detailed statistical breakdown and audit of services within the area has been completed. This information will contribute directly to the Partnership's action in relation to the audit of service provision in the area.
- A short term action plan of proposed BCC 'quick wins' has been drafted and presented to the Partnership for their consideration.
- Community Services have provided grant funding to each Neighbourhood Renewal Partnership to deliver the 'Ur City 2' programme for children and young people in 2009 & 2010. In 2009 with funding received, the partnership provided the following: a 12 week health and wellbeing project; a drama and DVD project; and a programme for 8-13 year olds looking at a variety of issues including drug and alcohol misuse, physical activity and sexual health.
- In February 2010 work commenced to cosmetically enhance 32 shop frontages at Donegall Road Junction, the final phase of a commercial improvement scheme under the Renewing the Routes initiative (which has seen more than 200 properties on the Falls Road get new shop fronts since 2008). The NR area has benefited from a number of projects completed under the Greencare III programme and the Renewing the Routes scheme including:
 - environmental improvement schemes

- public realm projects
 - extensive commercial improvement schemes
 - graffiti removal projects
 - exterior lighting to local landmarks
 - installation of alley gates
 - public art projects
-
- In 2009 a new 'third generation' floodlit pitch at Grosvenor recreation centre was developed and opened. Council have been instrumental in the provision of support and funding.
 - As part of council's involvement in the re-development of Dunville Park an economic appraisal was completed in early 2010.
 - In Summer 2009 officers from BCC Community Services engaged with Falls Youth Providers regarding youth issues in the area.
 - BCC is represented through Leisure Services on the Partnership's recently established Leisure and Sports Subgroup.
 - In early 2009 officers from Cleansing Services' Community Awareness Team worked with traders from the Clonard area to organise a community clean-up event. The council provided resources for the event. At the meeting local traders were also encouraged to sign up to the council's 'No Smoke without Litter' campaign. Working with Clonard Residents Association, over 30 local businesses signed up and received a free information pack.
 - Council officers from various BCC services have presented at NRP meetings.
 - Dunville Park is included in the council's Safer Neighborhoods ASB pilot.
 - The Beechmount area, was included in the council's pilot 'Alley-gates' project, benefiting from the installation of 39 alley gates.
 - Local schools participated in the council's YENI programme.
 - Grosvenor recreation centre has been leased from council to Roden Street Community Development Group under a facilities management lease agreement.
 - Willowbank multi-sport facility has been leased by the council under a facilities management agreement.
 - The council's Roaming Wardens carried out patrols in the Beechmount area from September 2008 to November 2008.
 - Our Community Services Area manager for West Belfast represents council on the Dunville Park working group and is also the official council rep on other working groups linked to the partnership.
 - Our Community Development Worker in Divis Community Centre sits on the Youth Providers forum, a subgroup of the NRP and has assisted with the delivery of a number of projects and initiatives including a recent Halloween festival.
 - The council's local community centre continues to host events and activities linked to the work of the Partnership.
 - The partnership secured council funding to deliver diversionary programmes for children and young people during the summer months.
 - Council officers from Cleansing community education and awareness and Waste Management education teams are working with Clonard Residents Association on the delivery of an anti-litter and waste management project. Targeting young people attending local training colleges, workshops will be delivered and clean-up events organised.
 - Groups from the NR area are involved in the council's 'Respect through Sport' programme. The Peace III funded initiative is being delivered in the council's Indoor Tennis and Ozone Complex.
 - SITE A, a new playground in Springfield Avenue is nearing completion. Funded by BRO, once completed, the facility will be handed over to council to manage and maintain.
 - For the 2nd year running, the partnership was recently awarded a grant under the council's 'Ur City 2' funding programme to deliver programmes and activities to

children and young people, these include a mural project, a youth residential linked to the setting up of a new forum for the area.

- Officers from Park's are currently working with the local Irish language school in Iveagh on the development of a learning garden in Willowbank Park.
- Willowbank Park has also been included in the council's playground refurbishment programme for 2010/2011.
- Member groups represented by the partnership have accessed a number of council grant aid programmes.

2. South Belfast Neighbourhood Renewal Partnerships

1. Inner South Neighbourhood Renewal Partnership

A new Urban Regeneration officer has recently been recruited by the South Belfast Partnership Board and will be responsible for co-ordinating partnership meetings including subgroup meetings. The officer is currently setting up 6 new subgroups for the Inner South NRP. There will also be an analysis of the partnerships reviewed action plan with a view to helping prioritise a series of new actions for the year ahead. It is envisaged that these will be the focus of new sub groups in the future (Previously there were no subgroups operating under the NRP). The partnership also elected a new chair at the beginning of the year.

The Partnership has not met very regularly due to the recent absence of the Partnership's Neighbourhood Renewal Coordinator. The date for the publication of the outcomes of their review process is yet to be confirmed.

Priority areas: The current action plan's priorities are: Housing, community safety, family support, economic development and employment services, community engagement, children and young people, education & children's services, health & well being, promoting good relations.

Council involvement to date: In addition to the statutory functions that the council carries out in the NRA, a number of specific actions have contributed to the delivery of NR:

- A formal response has been made to the action plan and a proposed plan to deliver council actions has been drafted for council.
- A council officer from Community Services is currently represented on the Partnership.
- A Neighbourhood Development Officer in the SNAP Team is working with the BCC Neighbourhood Renewal representative and the Partnership to help co-ordinate delivery of NR actions pertaining to council.
- All NR actions have been coded on our database and categorised by relevant council theme and aligned with relevant council services
- A resource directory has been produced for the Partnership, which provides a breakdown of council services, local staff and initiatives.
- A detailed statistical breakdown and audit of services within the area has been completed. This information will contribute directly to the Partnership's action plan in relation to the audit of service provision in the area.
- In autumn 2009 a short term action plan setting out a series of proposed BCC 'quick wins' in relation to their overall action plan has been drafted and presented to the Partnership for their consideration. It was advised by the NRP that this could be revisited after the outworkings of their 09/10 review process were known.
- Community Services have provided grant funding to each Neighbourhood Renewal Partnership to deliver the 'Ur City 2' programme for children and young people in 2009 & 2010. With the funding received the partnership provided the following: an urban art forms and civic involvement project based on learning through skills workshops; a capacity development programme based on detached youth work; and an Inner South's Got Talent programme to develop performance, music, skills in children and young people.

- An officer from the Economic Development unit presented to the partnership on the employability plans for Titanic Quarter.
- For the 2nd year running, the partnership has recently been awarded a grant under the council's 'Ur City 2' funding programme to deliver programmes and activities to children and young people. The grant will fund a series of dance and drama workshops that will culminate in a joint performance showcased by children and young people from all areas represented by the partnership.
- Council officers will be represented on the newly established subgroups. Officers from SNAP, Community Services, Good Relations, Economic and Leisure Development will be offering advice and support.
- The partnership is participating in a Community Cohesion initiative, a Peace III funded programme with NIHE as lead delivery partner. Council is represented on the steering group.
- Council officers from Good Relations, Community Safety and Community Services regularly attend meetings in the partnership area to deal with specific issues.
- Groups from the NR area are involved in the council's 'Respect through Sport' programme. The Peace III funded initiative is being delivered in the council's Indoor Tennis and Ozone Complex.
- Member groups represented by the partnership have accessed a number of council grant aid programmes.

2. South West Neighbourhood Renewal Partnership

The NRP held their action plan review day in January 2010, however, the date for the publication of the outcomes of the process are yet to be confirmed. The NRP are planning to establish new subgroups in the coming months. (There are currently no sub groups operating under the NRP). The Partnership continues to meet regularly to progress their action plan.

Priority areas: Based on its existing action plan identified priorities are: public space and the environment, community safety, cleansing and waste management, economic development, community engagement, children and young people, good relations and cultural diversity, health & well being, advice and support services, older people, leisure and recreation provision.

Council involvement to date: In addition to the statutory functions that the council carries out in the NRA, a number of specific actions have contributed to the delivery of NR:

- A formal response has been made to the action plan and a proposed plan to deliver council actions has been drafted for council.
- A council officer is currently represented on the Partnership.
- A Neighbourhood Development Officer in the SNAP Team is working with the BCC Neighbourhood Renewal representative and the Partnership to help co-ordinate delivery of NR actions pertaining to council.
- All NR actions have been coded on our database and categorised by relevant council theme and aligned with relevant council services
- A resource directory has been produced for the Partnership, which provides a breakdown of council services, local staff and initiatives.
- A detailed statistical breakdown and audit of services within the area has been completed. This information will contribute directly to the Partnership's action in relation to the audit of service provision in the area.
- A short term action plan setting out a series of BCC 'quick wins' has been agreed with the Partnership and is being progressed.
- Community Services have provided grant funding to each Neighbourhood Renewal Partnership to deliver the 'Ur City 2' programme for children and young people in 2009 & 2010. In 2009, with the funding received the partnership provided the following: an urban art forms and civic involvement project based

on learning through skills workshops; a youth outreach and civic involvement programme based on community based activities and a capacity development programme; a youth performing arts development programme focusing on acting, drama and verse; and a youth football programme to build community relations with the wider multi-cultural community.

- The area has benefited from a number of initiatives as part of the Greencare III programme, this included the construction of a new playground and MUGA at Nubia street, public art projects and environmental improvement projects.
- Council manage and maintain the MUGA and playground at Nubia Street, both were funded through the Greencare III programme.
- The council invested in Blythfield playground which benefited from a complete refurbishment programme in 2007/2008 with additional investment again 2008/2009.
- Council officers from Cleansing Services responded to complaints about illegal fly-tipping at the back of shops on Sandy Row which resolved the problem.
- A number of community cleanups in the Greater Village and Sandy Row areas were organised by BCC Cleansing Services in Autumn 2009 as well as in January 2010. BCC Cleansing staff also participated in an environmental walkabout of the Greater Village area in early November 2009.
- The engagement of BCC Good Relations Unit regarding a community relations strategy is ongoing.
- In 2009 Community Safety Roaming Wardens carried out patrols over three months in the Greater Village area and before that in the Sandy Row area.
- Council officers from a number of services have attended and presented at NRP meetings.
- A council officer from Building Control was nominated as a point of contact for matters concerning the LOTS (Living Over The Shops) initiative. Agreement was granted for the officer's details to be published in marketing material related to the LOTS scheme.
- BCC's Economic Development Unit's engagement with the community and local businesses has been ongoing through a number of programmes such as the HARTE project.
- BCC Heritage Officer has met with a local youth group in the area.
- Additional information has been provided to the Partnership including Good Relations Welcome Guides, the council's A-Z directories and map of the NR area.
- The partnership has recently been awarded a grant under the council's 'Ur City 2' funding programme to deliver an Olympic fun camp for children and young people.
- Member groups represented by the partnership have accessed a number council grant aid programmes.
- Council recently funded a 'Halloween' programme of activities at Blythfield multi sport facility.
- Council officers are in discussions with members of the partnership and plan to work together to develop a proposal that will seek to make council assets in the area more accessible to the local communities. The partnership is developing a proposal for the installation of a proposed outdoor gym in Sandy Row (this will be subject to securing funding).

3. North Belfast Neighbourhood Renewal Partnerships

1. Ligoniel Village Neighbourhood Renewal Partnership

- The partnership meets on a bi-monthly basis and is actively progressing its action plan via 4 sub-groups which meet on a monthly basis. The four sub-groups are;
 - Learning, Health and Recreation;
 - Community Cohesion and Events;

- Economic, Employability and Regeneration; and
- Environment and Heritage

Priority areas: The current action plan has identified the following priority areas:

Quick wins: Organise summer events, host a volunteer celebration event, community garden at Glenbank, development of Tir Na nOg park, deliver a range of health and education related programmes, delivery of advice services, delivery of physical activity programme in schools, development of playing fields, Environment/heritage projects (physical builds and educational programmes),

Strategic Actions: tackling under achievement in schools, development of the poly tunnels education programme, increase youth provision, development of the dams infrastructure, tourism development, building an outdoor activity centre, development of community greenway.

Council involvement to date: In addition to the statutory functions that the council carries out in the NRA, a number of specific actions have contributed to the delivery of NR:

- A council officer is currently represented on the Partnership.
- A formal response has been made to the action plan and a proposed plan to deliver council actions has been drafted for council.
- A Neighbourhood Development Officer has been working with the NR representative and the Partnership to help co-ordinate delivery of NR actions pertaining to council. The NDO has met with and continues to meet with members of the Partnership to deliver the action plan.
- A resource directory has been produced for the Partnership, which provides a breakdown of council services, local staff and initiatives.
- All NR actions have been coded on our database and categorised by relevant council theme and aligned with relevant council services.
- A detailed statistical breakdown and audit of services within the area has been completed.
- Council officers from parks, tourism and culture are working closely with the partnership's environmental sub-group in relation to the proposed development of an urban greenway which links Glenbank park, Ligoniel park, land owned by Ligoniel Improvement Association and land secured from private owners to the Belfast Hills. A detailed plan has been produced and launched detailing the greenway proposal.
- The Ligoniel Environmental Heritage Project made a presentation to Parks Committee in June. The committee agreed to make a financial contribution of £5,116.14 to support the group's application to the Biffaward (Landfill Communities Fund Scheme).
- The Parks manager is a member of the Partnership's Environment sub-group and works closely with the group in relation to the implementation of environmental actions.
- Community services provided grant aid through the "URCity2" programme in 2009 and 2010. The partnership received a grant of approximately £5,000 to deliver a programme of activities for young people between September and October 2010. With the funding received via "URCity2" the partnership provided the following: Good relations and activity programme for 4-11 year olds, intervention activities at the interface, mini-soccer programme, building good relations through the fishing club and refurbishment of the dams.
- The council has been instrumental in promoting volunteering opportunities via centre-based activities, involvement in user-groups and via the centre management committee.
- The Parks and Cemeteries section's Outreach Manager is working with groups in the Glenbank and Ligoniel areas to develop a community garden.

- The Ballysillan / Upper Ardoyne and Ligoniel Village Neighbourhood Renewal Partnerships have re-established their Joint Forum- active participation with the Council's two Neighbourhood Renewal Representatives
- Officers from Parks have been working with the partnership in relation to the open space landscaping and the Growing Together project in Glenbank park.
- Inter-generational activities are planned for the Community Centre, including a 'Make Do and Mend' talk between older people and local mothers during Waste Week, and a new digital media project involving older people working with local youth.
- A new Community Education Forum has been established (with Council representation) to coordinate / improve / promote educational opportunities within the community. Ligoniel Community Centre was the venue for education classes.
- Officers from Community Safety have been regularly with representatives to progress community safety actions
- The council fund advices services via the North Belfast Advice Partnership and CAB.

2. Ballysillan Upper Ardoyne Neighbourhood Renewal Partnership

- The partnership meets on a bi-monthly basis and is actively progressing its action plan via 4 sub-groups which meet on a monthly basis. The four sub-groups are;
 - Economic
 - Education
 - Health
 - Children and Young People

Priority areas: The current plan has identified the following priority areas;

Quick wins: small/local business development, promote social business, delivery advice services, deliver health development programmes, conduct a audit of service provision within the area, establish a youth providers forum, volunteer development, closer working relationships developed between service providers, deliver a good relations programme for young people.

Strategic Actions: Mapping education provision, research best practices to increase educational attainment, development of social enterprise centre and childcare facilities, re-training programmes for unemployed, physical/environmental improvement of the area (arterial routes), increase levels of literacy and numeracy, assess adult educational need, lobbying for resources/services

Council involvement to date: In addition to the statutory functions that the council carries out in the NRA, a number of specific actions have contributed to the delivery of NR:

- A council officer is currently represented on the Partnership. The representative is also a member of the Youth sub-group.
- A formal response has been made to the action plan and a proposed plan to deliver council actions has been drafted for council.
- A Neighbourhood Development Officer is working with the NR representative and the Partnership to help co-ordinate delivery of NR actions pertaining to council. All NR actions have been coded on our database and categorised by relevant council theme and aligned with relevant council services
- A resource directory has been produced for the Partnership, which provides a breakdown of council services, local staff and initiatives.
- A detailed statistical breakdown and audit of services within the area has been completed. This information will contribute directly to the Partnership's action in relation to the audit of service provision in the area
- A summer programme for People aged 50+ was organised via Concorde Community Centre: this involved a range of social and recreational activities, workshops and taster sessions, discussions and talks.. A winter activity programme is currently being delivered providing range of social, recreational and educational activities, focusing on health and well-being
- Community Services provided grant funding of £5,000 to the Partnership in 2009, via the URCity 2 Programme to deliver a range of activities for young people between August and October. With the funding received via "URCity2" the partnership provided the following: Health awareness roadshows, production of health education materials and publications.
- After school, youth activities, summer schemes and other seasonal events are provided for young people in Concorde community centre.
- Ballysillan playing fields and leisure centre are part of the Anti-social Behaviour programme. An action plan was produced for the area in consultation with the local community.

- A week-long community clean-up and environmental education programme was organised for the Ballysillan area called the 'Embrace Project' in August 2010 which included participation from Community Services, SNAP, Cleansing Services, Waste Management, the Dog Warden service, Community Safety, and Parks and Leisure working in partnership with local organisations, churches and young people.
- The Dog Warden service held information sessions in Ballysillan leisure centre.
- SNAP have provided some initial analysis of service provision in the area to the partnership.
- The council fund advises services via the North Belfast Advice Partnership and CAB.
- The Parks and Cemeteries section's Outreach Manager is working with groups in the Glenbank and Ligoniel areas to develop a community garden.
- The Ballysillan / Upper Ardoyne and Ligoniel Village Neighbourhood Renewal Partnerships have re-established their Joint Forum- active participation with the Council's two Neighbourhood Renewal Representatives
- Officers from Parks have been working with the partnership in relation to the open space landscaping and the Growing Together project in Glenbank park.
- The council has been instrumental in promoting volunteering opportunities via centre-based activities, involvement in user-groups and via the centre management committee

3. Crumlin Ardoyne Neighbourhood Renewal Partnership

- The partnership meets on a monthly basis and is actively progressing its action plan via 4 sub-groups which also meet on a monthly basis. The four sub-groups are;
 - Community Life,
 - Economic, Education and Employment,
 - Youth and
 - Health and Wellbeing.

Priority areas: Based on its current plan the partnership has identified the following priority areas:

Quick Wins: Delivery of pre-employment programme, Provision of allotments and community gardens at interfaces, Audit of health service provision, audit of community provision, Sports coaching, Intergenerational activity programme, Mapping out where young people congregate in order to target resources, Volunteer development, Community art at interfaces, Delivery of advice services.

Strategic Actions: To establish a Development Trust for Girdwood/Gaol sites, Develop social enterprises, Extension of Good neighbourhood Scheme, Development of a range of health improvement programmes, Development of a Youth Empowerment and Participative Structure, Extend Arterial Routes Programme, Business Plan for Marrowbone Football Pitch.

Council involvement to date: In addition to the statutory functions that the council carries out in the NRA, a number of specific actions have contributed to the delivery of NR:

- A council officer is currently represented on the Partnership.
- A formal response has been made to the action plan and a proposed plan to deliver council actions has been drafted for council.
- A Neighbourhood Development Officer is working with the NR representative and the Partnership to help co-ordinate delivery of NR actions pertaining to council.
- All NR actions have been coded on our database and categorised by relevant council theme and aligned with relevant council services

- A resource directory has been produced for the Partnership, which provides a breakdown of council services, local staff and initiatives.
- A detailed statistical breakdown and audit of services within the area has been completed. This information will contribute directly to the Partnership's action in relation to the audit of service provision in the area
- Community Services has provided a grant of approximately £5,000 through the URCity2 programme in 2009, to deliver a programme of activities for young people between August and October. With the funding received via "URCity2" the partnership provided the following: A youth governance and participation programme for 72 young people; development and teambuilding residential for young people.
- Ardoyne Community Centre hosted a council information road-show, with stalls and information from a range the council service providers
- Groups in the Partnership area received grant aid support from Community Services and Economic Development.
- Thirty-seven alley gates have been installed in the 'Little Americas' and Cavehill areas.
- Staff at Ardoyne community centre delivered a summer intervention programme in the greater Ardoyne area in partnership with fellow youth providers.
- Cleansing Services and Community Services staff took part in a graffiti removal project at Cliftonpark Avenue and on the Crumlin road.
- The Renewing the Routes programme has contributed to the revitalisation of the Crumlin Road with work such as: the refurbishment of the shop frontage at Ardoyne and the landscaping of green space and general planting.
- The council fund the delivery of advice services via the North Belfast Advice Partnership and CAB
- The community safety wardens were deployed in the Neighbourhood Renewal Area November 2009- January 2010.
- Ardoyne Community Centre hosted a celebration event of the Partnership's services and achievements in October 2010 which was attended by DSD Minister Alex Attwood.
- The Community Development Officer from Ardoyne Community Centre produced the business plan for the development of a Multiuse sports facility in the Marrowbone Area.
- Officers from Parks are involved in the development of proposals for allotments and community gardens in several interface areas within the neighbourhood.

4. Inner North Belfast Neighbourhood Renewal Partnership:

- The partnership meets on a bi-monthly basis and is actively progressing its action plan via 4 sub-groups which meet on a monthly basis. The four sub-groups are;
 - Social and Community ,
 - Physical and Economic,
 - Children and Young People and
 - Health and Wellbeing.

Based on its current plan the partnership has identified the following priority areas:

Quick wins: physical environmental improvements, training peer educators to promote environmental and waste management awareness, promote the development of green/environmental businesses, conduct a health needs analysis, development of poly tunnels and allotments, physical activity programme for young people, consult communities on shared space, promote better use of sports facilities and open space, celebrate different cultures.

Strategic Actions: develop and deliver and Eco-Education programme, lobby for extension of arterial routes, development of Alexander Park, development of social enterprises,

develop an older person's plan, improve access to health related services, develop a physical activity strategy, provision of affordable childcare, improve educational attainment, supporting cultural awareness.

Priority areas: physical and economic development, health and wellbeing, children and young people, community infrastructure and capacity building, educational attainment, arterial routes, graffiti and vandalism, , creating shared space, high level of antisocial behaviour.

Council involvement to date: In addition to the statutory functions that the council carries out in the NRA, a number of specific actions have contributed to the delivery of NR:

- A council officer is currently represented on the Partnership.
- A formal response has been made to the action plan and a proposed plan to deliver council actions has been drafted for council.
- A Neighbourhood Development Officer is working with the NR representative and the Partnership to help co-ordinate delivery of NR actions pertaining to council.
- All NR actions have been coded on our database and categorised by relevant council theme and aligned with relevant council services
- A resource directory has been produced for the Partnership, which provides a breakdown of council services, local staff and initiatives.
- A detailed statistical breakdown and audit of services within the area has been completed. This information will contribute directly to the Partnership's action in relation to the audit of service provision in the area
- Community Services provided grant funding of approximately £5,000 in 2009 and 2010 through the URCity2 programme. With the funding received the partnership provided a range of art workshops and joint activities which promoted good relations within the area.
- Community Services is currently delivering a pilot capacity building programme in Carrickhill .It is anticipated that similar programmes will be provided in other areas pending the implementation of the Community Development Strategy.
- In 2008-09 the Renewing the Routes programme contributed to the revitalisation of Clifton Street, Carlisle Circus and Antrim Roads. Shop frontage has been refurbished, churches, schools and an Orange hall have had extensive exterior work carried out, and there have been improvements to the landscaping and street furniture.
- In 2009 The Art for Arterial Routes programme has created public pieces in the Carlisle Circus area.
- The Waterworks is part of the ongoing Anti-social Behaviour programme. An ASB action plan was produced for the area in consultation with the local community and is currently being implemented by the council and partner organisations including the local community, Friends of the Waterworks and PSNI..
- Cleansing Services have responded to a number of requests for graffiti removal from local organisations in the area
- Several community clean-ups have been organised in the NRA
- Organisations in the area have received funding through Peace III to develop shared space projects.
- The community safety wardens were deployed in the Neighbourhood Renewal Area November 2009- January 2010
- Officers from Parks have been involved in the development of a community garden in the waterworks.
- The SNAP team hosted a series of meetings between the Partnership's Economic, and Physical Regeneration sub-group and officers from: economic initiatives, waste management, creative industries, cleansing.

- Officers from SNAP and waste education have hosted meetings to discuss potential social enterprise initiatives relating to green businesses. The Waste Education and Business Development manager arranged site visits for partnership members to recycling businesses throughout the city.
- Direct links have been established between employment schemes and Titanic Quarter via Economic Development Officer
- SNAP officers have actively been involved in the development of the Mt. Vernon Integrated Service Delivery Model.
- The Waste Management Education team will be delivering the Waste Awareness Certificate which is recognised by CIWM (chartered institute for waste management) to 15 participants from North Belfast.
- Council has funded North Belfast Sports Forum to provide activity and coaching programmes.
- Friends of Alexandra Park has been set-up. A consultation exercise has been conducted with the local community regarding the future use of the Park

4. Greater Shankill Neighbourhood Renewal Partnerships

1. Greater Shankill Neighbourhood Renewal Partnership:

- The Neighbourhood Renewal Partnership is a sub-group of the Greater Shankill Area Partnership. The Neighbourhood Renewal Partnership meetings are irregular with the majority of work being delegated to the 9 sub-groups. The sub-groups have operational responsibility for the implementation of the actions based on relevant thematic work areas including:
 - Education
 - Young People
 - Employability, Jobs and Business
 - Training
 - Health and Wellbeing
 - Arts and Culture
 - Crime and Community Safety
 - Sports and Leisure
 - Arterial Routes and Environment

The Neighbourhood Renewal Partnership has recently formed a new steering group to oversee the planning and implementation of the Greater Shankill Community Greenway

Priority areas: Based on the current plan the priority areas include: educational attainment, early years provision, youth provision, volunteer recruitment and development, develop tourism, health related services, older and vulnerable people, addressing the legacy of the Shankill feud, drug and alcohol misuse, antisocial behaviour, development of cultural tourism, strategic regeneration, and development of the arterial routes.

Council involvement to date: In addition to the statutory functions that the council carries out in the NRA, a number of specific actions have contributed to the delivery of NR:

- In November 2008 a council representative was selected onto the Partnership and attends meetings regularly.
- A formal response has been made to the action plan and a proposed plan to deliver council actions has been drafted for council.
- A Neighbourhood Development Officer is working with the NR representative and the Partnership to help co-ordinate delivery of NR actions pertaining to council.
- All NR actions have been coded on our database and categorised by relevant council theme and aligned with relevant council services
- A resource directory has been produced for the Partnership, which provides a breakdown of council services, local staff and initiatives.
- A detailed statistical breakdown and audit of services within the area has been completed. This information will contribute directly to the Partnership's action in relation to the audit of service provision in the area
- Community Services provided grant aid of approximately £5,000 via the URCity2 Programme in 2009 and 2010. This year the partnership used the £5,000 funding to deliver a Children and Young People's Community Convention.
- The community centres provide facilities to support early years development.
- The Renewing the Routes programme has contributed to the revitalisation of business premises along the Lower Shankill, Shankill and Woodvale Roads.
- The Renewing the Routes programmes has also contributed to the development of the area's tourism potential through the production and placing of signage and via public realm improvement works at four key junctions on the route: Agnes Street, Lanark Way, Woodvale Park and Peter's Hill, The work included resurfacing,

- emphasising pedestrian-priority areas, planting and street furniture. Associated work includes hanging baskets and street lighting embellishments at the main junctions.
- The Renewing the Routes programme has contributed significantly to the physical regeneration of the greater Shankill area including: Shankill Road Gateways, West Belfast Orange Hall, Woodvale Presbyterian Church, West Kirk Presbyterian Church, Shankill Rest Garden, and Shankill Library.
 - A 'Family Tree' sculpture has been erected in Woodvale Park.
 - A bronze sculpture has been erected in Brown Square.
 - Officers from Community Safety are actively involved in progressing the work of the Greater Shankill Community Safety Partnership (GSCSP). The Officers are instrumental in both the strategic and operational tiers of the partnership. In addition to the active Officer support the partnership has received grantaid. A Neighbourhood Development Officer from the SNAP team was involved in facilitating the development of the GSCSP new strategy.
 - Woodvale Park was selected as part of the Safer Neighbourhood Antisocial Behaviour Pilot programme. The council worked with community groups and members of the public to create an action plan for the park.
 - Plans have been progressing steadily on the development of the Woodvale Park. The SNAP team has provided relevant statistical data about the park's catchment area and explored neighbourhood development and engagement opportunities with officers from Parks.
 - Officers from Parks are actively involved with the Neighbourhood Renewal Partnership in the development of plans to create a Community Greenway on the Shankill. The plans for the proposed Greenway were presented to the Parks and Leisure Committee in June, by the steering group tasked with managing the Project. The steering group has a officer input.
 - Three Community Development Officers from Highfield, Woodvale and Hammer Community Centres are actively involved in the Children and Young people's sub-group.

4. East Belfast Neighbourhood Renewal Partnerships

1. Inner East Belfast Neighbourhood Renewal Partnership

The partnership meets on a bi-monthly basis. It has no structured sub-groups but will, as the need arises, form issue-based or thematic working groups which are timebound. The Neighbourhood Renewal Partnerships works closely with the East Belfast Area Partnership. Many of the members sit on both partnerships

Priority areas: development of Templemore Avenue, Holywood Arches, Newtownards Road, link with Titanic Quarter, transportation, housing, Connswater Community Greenway, educational achievement, lack of youth facilities, weak and ad hoc community infrastructure, support for community organisations, interface tension and crime.

Council involvement to date: In addition to the statutory functions that the council carries out in the area, a number of specific actions have contributed to the delivery of NR:

- A formal response has been made to the NR action plan
- A formal response has been made to the action plan and a proposed plan to deliver council actions has been drafted for council.
- A council officer is currently represented on the Partnership.
- A Neighbourhood Development Officer has been working with the NR representative and the Partnership to help co-ordinate delivery of NR actions pertaining to council.
- All NR actions have been coded on our database and categorised by relevant council theme and aligned with relevant council services

- A resource directory has been produced for the Partnership, which provides a breakdown of council services, local staff and initiatives.
- A detailed statistical breakdown and audit of services within the area has been completed. This information will contribute directly to the Partnership's action in relation to the audit of service provision in the area
- It was agreed by the partnership that the seven actions, within the NR Action Plan relating to physical regeneration and transportation would be best placed in the East Belfast Strategic Regeneration Framework. The Council has provided a full response to the East Belfast SRF.
- The Council is working with the DSD and the Area Partnership to ensure that the SRFs can inform the Comprehensive Spending Review.
- The council has been an active partner in the planning and project management of the Connswater Greenway Project and will contribute over £4.2 million to its development.
- Another key priority and action for the Inner East Neighbourhood Renewal Partnership is to gain benefits from the development of the Titanic Quarter. The Council has facilitated access to employment opportunities via the Titanic Signature Project and City Investment Framework.
- The Community Safety roaming warden scheme has worked in east Belfast areas over the past year in The Mount, Newtownards Road and Short Strand.
- Avoniel Park, Avoniel Leisure Centre, Orangefield Park and Dixon Playing Fields are part of the Safer Neighbourhood Antisocial Behaviour Programme. An action plan has been produced and is currently being implemented in partnership with the local community and PSNI
- A key action for the partnership is to support community organisations and develop the community infrastructure. Community Services have just completed its restructuring process. Community Development Officers will have responsibility for promoting community development, supporting community groups, building capacity and infrastructure at local area level. The Community Services Area Manager for East Belfast is Council's Representative on the Inner East Partnership and has been actively involved in working with local groups in preparation for the delivery of the services.

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Appendix 2

Pilot with BRO in the Lenadoon NRA

At the Development Committee meeting of 10th December 2008, council agreed to work with BRO in an exploratory neighbourhood renewal partnership project. Piloted in the Lenadoon Neighbourhood Renewal area, the project would enable both organisations to deliver on their commitment to the NR action plan in a more integrated manner and then apply any lessons learned to other neighbourhood action plans.

Council involvement in the Neighbourhood Renewal pilot

In order to take forward the pilot approach with BRO, the following activities were undertaken:-

- A steering group was established in 2009 with participation from BRO/BCC (Snap unit) and representatives from the Lenadoon Neighbourhood Renewal Partnership. This was extended to include participation from other organisations for Phase 2.
- Analysis of the NR Action Plan was undertaken to identify priority areas and potential short/medium and long term actions for the area.
- Project proposals were developed, costed and agreed by the steering group for implementation in 2010.
- Development of objectives and performance indicators to both measure the impact of the projects, and the 'added value' of the BCC/ BRO partnership approach to the delivery of Neighbourhood Renewal at a local level. The purpose of this is to ensure that both good practice and lessons learned can be applied in the delivery of other neighbourhood renewal action plans in the future.

The Lenadoon Pilot has been developed and delivered in two phases.

Phase 1 implementation

- Phase 1 of the action plan was based on the delivery of four short-term community-led projects that were within the remit of BCC. This occurred through a process of 'cross departmental working' with key Council officers from the Development Department, the Department of Health and Environmental Services, and the Department of Parks and Leisure and the drafting of their collated information into four internal project plans. These included:
 1. An **Environmental event** on 15 March 2010 which focused on the delivery of an environmental awareness event, environmental clean-ups, and a targeted dog warden initiative.
 2. A **Community Safety project** involving the deployment of Roaming Wardens in the area from February-March 2010, a **Community Safety Information Day** on 8 March 2010, and the training of local youth workers.
 3. A **'Men Only' project** focusing on the delivery of an advice seminar on BCC sports grants which took place on January 2010, a 'Men's only' Health Day, and a mapping exercise of service provision in the area.
 4. An **Older Persons Project** focusing on the delivery of an information and advice day which took place on 23 March 2010.
- These projects were delivered within the council services own existing budgets, and through co-ordination, the services were aligned to the area. The initial estimation for project design, development and delivery of these four projects had been estimated to be a contribution of £20,000 in kind. This exercise was completed at the request of BRO to inform their decision making regarding their contribution to the overall initiative.

Phase 2

- BRO did not contribute financially to phase 1 of the pilot. Following the success of phase 1, BRO requested that BCC takes the lead in the submission of a funding application to access additional monies to roll out a 2nd phase of the pilot. BCC were asked to take lead responsibility for the administration of funding.
- Prompted by the on-going issues in the area, the steering group expanded its membership to include representatives from, NIHE, PSNI, HELM Housing, local councillors, local business community, local residents, local community representatives, SLIG and other BCC units/departments. This purpose was to talk about the key issues locally and to bring forward recommendations to address local problems.
- The potential funding available from BRO and the co-ordinating role and support of the council acted as a catalyst to enable other agencies to contribute to the pilot. To this end, a number of new initiatives were identified and agreed by the steering group. These include:-
 1. **An Environmental Project**- which will involve a series of community clean-up events and an environmental improvement project at Glencolin community house.
 2. **An Older Person's Project**- which will include a senior's advice day and delivery of a silver surfers training course.
 3. **A Men's Only project** and **Young People's Art Project**
 4. **An Environmental & Physical Improvement Scheme at Woodbourne Police Station and surrounding area**
- An application for funding of **£9,415** has been submitted to BRO for projects 1-3. A decision on funding is imminent and when the funding is secured the projects will commence their roll-out. These projects will be delivered by the NR Partnership.

Woodbourne Physical Improvement Scheme

- The largest project requiring additional funding and support is the **Woodbourne Physical Improvement scheme**. The physical improvement project aims to regenerate the area and enable the community to 'reclaim' an area that has been blighted by on-going ASB and serious degradation of the physical landscape.
- An application has been submitted to BRO for **£14, 585** to undertake physical development works to the Woodbourne site. The application is seeking funding to undertake the following works:-
 - Removal of boulders at the back of the police station
 - Removal of concrete plinths
 - Purchase of anti-ram bollards
 - Resurfacing of existing pathways
 - Intense clean-up of an area to the front of shops at Woodbourne Crescent which will include the removal of broken bollards and flower beds and some resurfacing works.
- An application has been submitted to BRO for funding of **£14, 585** towards the Woodbourne Improvement scheme.
- In addition to this, funding of **£8,000** has been secured through Community Safety for alley-gates to secure the area to the back of Woodbourne shops.
- A further **£5,000** has been made available through the Belfast Community Safety Partnership 'Tasking monies' which is administered through the Community Safety Unit and will contribute to the environmental improvements at Woodbourne...

- The PSNI are very supportive of the project and have agreed to complete a series of physical improvement works through their own budget. They have costed the works at approximately **£22,000**. The improvement works will be carried out on land at the back of Woodbourne Police Station which includes re-rendering of the wall, upgrade of CCTV and lighting and land-scaping.
- NIHE are also heavily involved and have agreed to complete work through their own budgets (costed at **£4,500**) to undertake land-scaping and tree-planting on their land.
- Helm Housing will be replacing a stretch of fencing at a cost of approximately **£3,000**; this will have an immediate impact on the improvement of the physical environment.

BCC project management unit have worked closely with the SNAP team on the Woodbourne scheme and costed the full scheme of works. Subject to funding approval from BRO, a total of **£57,085** will have been secured towards the implementation of the Woodbourne Physical Improvement Scheme.

Next steps

- The implementation of Phase 2 will commence as soon as BRO approves the funding application.
- The 'added value' of this partnership working approach and the success of the individual projects, and lessons learned will be evaluated at the end of the process.
- It is recommended that discussions should now take place with BRO regarding the roll-out of additional pilot approaches in other Neighbourhood Renewal areas.

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Belfast City Council

Report to:	Development Committee
Subject:	European Unit Issues
Date:	6 December 2010
Reporting Officer:	John McGrillen, Director of Development Ext 3509
Contact Officer:	Laura Leonard, European Manager Ext 3577

1	Relevant Background Information
1.1	Members will be aware that they receive regular EU unit updates with respect to the work of the EU unit. The following report outlines progress to date during the first eight months of the current financial year.

2	Key Issues
2.1	<p>Members will recall that the objectives of the European unit are as follows;</p> <ol style="list-style-type: none"> 1. Maximise EU funding 2. Interpret, influence and disseminate EU policy 3. Promote best practice in Europe 4. Maximise participation in EU networks 5. Raise awareness of EU affairs in the region <p>The following areas of activity have been delivered with respect to each of the above objectives.</p>
2.2	<p><u>Maximise European Funding</u></p> <p>Since the 1 April 2010, the EU unit has pursued the following EU funds;</p> <p>Interreg IVA</p> <p>Developed and submitted a second budget for the unit costs including staff and promotion of the Comet partnership and board costs. Amount: Total £303,805.59 Status: Awaiting decision by SEUPB</p>

	<p>Supporting the development of five bids for Interreg IVA funding under the enterprise call which closes 21 January 2011 Amount: TBC Status: Submissions due January 2011</p>
2.3	<p>Continued work with the Comet Interreg projects submitted in December 2007 Status: Bio-recorders conservation project received letter of offer but project promoter has rejected this as the organisation cannot absorb overhead costs. Status: Executive Leadership project led by UJJ rejected by SEUPB Steering Committee. Status: Carbon Footprint led by BCC rejected and rejected at appeal by SEUPB Steering Committee. Status: Three centre Incubation led by Belfast, North Down and Sligo Councils. Rejected by SEUPB Steering Committee. Status: QUB NI Technology Centre Project still within SEUPB system. Status: Cultural Tourism led by An Droichead being redirected to Interreg collaboration call April 2011. Status: Chamber capacity building led by NI Chamber of Commerce rejected and will be redeveloped for the April 2011 call. Status: Biodiversity bid submitted, led by all NI and border council biodiversity officers. Await SEUPB decision. Status: A business clustering project has been submitted and awaits SEUPB decision.</p>
2.4	<p><u>Grundtvig</u></p> <p>£60,000 secured to undertake a two way exchange between twelve retired seniors in the cities of Madrid and Belfast to engage in a six week volunteering programme.</p> <p>Opportunity Europe Belfast City Council's contribution of £15000, levered a further £50,000 from the EU Commission for a sixth annual opportunity Europe two day programme on St Georges Market 19-20 October which drew in 5000 post primary students and general public. Note: A detailed report will be made on the impact and value of this following an external evaluation which will be presented in the next Member's brief.</p>
2.5	<p><u>ESF</u></p> <p>Produced a council led ESF bid with the Economic Development unit to deliver a second Harte employment programme this time involving two of the other five Comet councils, Lisburn and Castlereagh. Funding decision by DEL awaited.</p> <p>Supported the implementation of the DEL led ESF "European Learning Network on Empowerment and Inclusion". This is 3 a year 495,000 euro project. Belfast City Council can benefit from this project by piloting tools that enable it to measure how attractive it is as a workplace for those who at some distance from employment and described as 'hard to reach'. HR staff are involved in this project.</p>
2.6	<p><u>Leonardo</u></p> <p>The EU Unit has secured one student for Building Control, worth approximately £10k.</p>

	<p>Note: Belfast City Council will make a bid for 2 – 3 more Leonardo placements in the February 2011 call.</p> <p>2.7 <u>Interreg IVB</u></p> <p>Belfast City Council through ISB was invited to join a Dublin led Interreg IVB bid. After consideration a decision was made not to proceed as a partner. However, ISB can still benefit from the outcomes and learning resulting from the project.</p> <p>2.8 <u>Interreg IVB</u></p> <p>Belfast City Council through the Property and Projects Department has been asked to engage with Manchester City on a project looking at attracting low carbon investment through a trans national framework. The purpose of this project is to design a new way of attracting private investment into energy saving technologies by developing a Procurement Model that will enable investors to get a significant rate of return.</p> <p>This will be achieved by harnessing the purchasing power of a network of European cities to create a procurement framework that will enable cities to retrofit their public buildings with low carbon technologies more costly effective. This new and innovative partnership approach will increase the scale of the market of these technologies enabling the suppliers of these products and services to respond with the set of price signals that would increase investment decisions.</p> <p>The model will also help cities to reduce its carbon emissions and to save millions of buildings energy bills as well as stimulating the local supply chain.</p> <p>Cost and gain for Belfast City Council yet to be confirmed.</p> <p>2.9 <u>Integration Fund</u></p> <p>Belfast City Council has had the opportunity to take part in a 625,000 euro 18 month project called “Healthy and Wealthy Together”. Through this project the health needs of migrants are being mapped and the capacity of professionals working with migrants is developed. The Council’s Health and Wellbeing Co-ordinator sits on this group. By participating in this project the Council’s work relating to its corporate theme of health and wellbeing is accelerated.</p> <p>2.10 <u>Future calls</u></p> <p>The EU unit is planning to host a COMT workshop in January 2010 to undertake a planning exercise around future EU funding. Over the summer months, the unit undertook a detailed scanning exercise to examine what remains in all EU programmes to 2013, how these may be relevant to Belfast City Council, when the calls are and what the match funding implications will be.</p> <p>This information has equipped the EU unit to work with Chief Officers in the context of the new Corporate Plan, to plan EU funding applications from now to 2013.</p> <p>In the meantime work is ongoing in a number of funding areas;</p>
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2.11	<p><u>Micro finance fund</u></p> <p>The European Union through a programme known as 'Progress' has set aside 100 million euros to support the unemployed, soon to be unemployed entrepreneurs, would be entrepreneurs, small businesses with less than 10 employees (micro) and the social economy.</p> <p>This 100 million euros has been enhanced to 500 million euros by the European Investment Fund and will be made available to the above stakeholders through intermediary funding bodies. These bodies can be banks or credit unions or organisations such as the Ulster Community Investment Fund or the Prince's Trust.</p> <p>A meeting was held in Stormont with the two Junior Ministers on 11 November 2010 and the EU Manager will be in a position to provide further information early in 2011 on the practicalities of accessing the loan funding. At this time, there will be more clarity on who will act as intermediaries for NI and how the loans can be accessed.</p>
2.12	<p><u>Interreg IVA</u></p> <p>In April 2011, the Special EU programmes Body will issue a call for collaboration projects. This is an opportunity for Belfast City Council and its stakeholders to apply for 100% funding to deliver cross border projects for local authority collaboration on social, economic or environmental issues.</p> <p>The EU unit will be holding a number of information workshops directly after Christmas to ensure that stakeholders are aware of and supported with respect to applying for this funding.</p>
2.13	<p><u>Seventh Framework Programme</u></p> <p>This is a 50 billion euro fund that provides support between industry and academia for research and innovation. Recently the EU Commissioner for research and innovation, Marie Geoghegan-Quinn, visited Belfast. Her aim was to promote the programme and the fact that NI has a poor track record in securing the funding. The local contact point for the programme is Invest NI.</p> <p>The EU unit is currently working with Invest NI, INI Brussels office and CBI to plan two information and support events in the new year, one for high growth companies and one for smaller SMEs. The EU unit is also following the Commission's development of the successor programme the Eighth Framework programme and will ensure that opportunities within it are relevant to Belfast and available to Belfast Stakeholders when the programme opens in 2012.</p>
2.14	<p><u>Open Cities</u></p> <p>Following a consultation meeting with key government departments on 19 November, the EU unit is working to develop funding bids to support the projects within the OPENCities local action plan. This project seeks to address barriers to the integration of economic migrants within Belfast. It is an Urbact II funded project involving the British Council and eight other EU cities. Belfast City Council's EU unit leads the project and has been working with key city stakeholders including migrants, employers and government bodies to identify and subsequently address the barriers to integration and to promote the positive aspects of economic migration.</p> <p>A detailed report will be presented to members in January 2011.</p>

2.15	<p><u>EU Public Health Call</u></p> <p>The EU unit is currently supporting the Belfast Health Development Agency and Belfast City Council to prepare a bid for the February 2011 EU Public Health Call. Further details will be provided as this develops.</p>
2.16	<p><u>Interpret, influence and disseminate EU policy</u></p> <p>On a daily basis, the EU unit examines the policies and legislation emanating from the EU Commission and EU Parliament that are relevant to Belfast City Council departments. Each of the EU officers provide a policy update on a regular basis to the respective department management teams that they support.</p> <p>This is an under promoted and undervalued aspect of the EU unit and in reality is critical for guiding Belfast City Council to be compliant with new EU law and in turn ensure Belfast City Council avoids any fines or negative attention.</p>
2.17	<p>An example of how important this work is the recent Buildings Directive, whereby the legislation was to enforce public authorities to energy certify buildings under 250 m2. This would have cost the Council a substantial amount of money to be compliant. The EU Unit lobbied the European Commission and this legislation was postponed from being ratified in the European Parliament.</p>
2.18	<p>A further example is where the EU unit helped a Belfast City Council working group set up to implement the new EU Services Directive. This meant that Belfast City Council had to have any external contracts and supplies opportunities available online compliant with EU law by December 2009. This is to ensure that any business across the EU could compete for BCC business. Failure to reach the December 2009 target would have led to hefty fines for Belfast City Council.</p>
2.19	<p>The EU unit held a policy information workshop in partnership with OFMDFM in the Ulster Hall on 19 October 2010. The purpose was to provide stakeholders with an overview of Europe's new Digital Agenda and the forthcoming opportunities and relevance to stakeholders of this new policy area. The unit invited Belfast City Council's ISB section and interested ICT companies and academia from across the Comet region. The unit will follow the policy area and hold further workshops as the agenda and funding opportunities emerge. It is anticipated that Belfast City Council will soon sign the Eurocities Green Digital Charter as our sign of commitment to the new EU Digital Agenda.</p>
2.20	<p>Belfast City Council signed the Eurocities Climate Change Declaration, committing the city council for the first time to climate change targets. On the back of this, council will hold the first ever climate change conference in Belfast on 10 March 2011. The EU unit will lead on this and has already secured world renowned speakers.</p>
2.21	<p>As members will be aware, since the November 2010 committee meeting, the EU unit is proactively developing a strong lobby with regard to EU funding for Belfast Post 2013. The unit is currently developing an evidence base to show good use of EU funding to date in Belfast and will push for a strong role for local authorities and a strong urban dimension to future EU funds in NI post 2013. Conversations around this have already begun with government departments here and the NI Assembly and a parallel process is well underway involving Belfast City Council through the Eurocities network.</p>

2.22	<u>Promote Best practice in Europe</u>
2.23	<p><u>HR project</u> During this year, the EU unit provided Belfast City Council's HR department with an opportunity to engage in a two-way exchange study visit with the city of Lyon. This project sought to examine each of the city's gender equality approaches. Belfast City Council's approach was viewed as very innovative and as best practice and the detail will be promoted in a published booklet to be promoted across the EU at local government level.</p>
2.24	<p><u>Tourism</u> In January 2010, the EU unit in partnership with the Belfast Visitor and Convention Bureau held a Belfast Tourism showcase in Brussels. This was the first ever showcase held in the new NI Executive Bureau Office and attracted over 100 interested parties from business journalists to conference organisers and EU Institutions.</p>
2.25	<p><u>Eurocities AGM</u> In November 2010, the EU unit profiled the work of the city on economic migrants at the 2010 AGM. The unit had a formal slot in the programme and generated interest from 15 other cities in Europe.</p>
2.26	<p><u>Development Department Away Day</u> The unit profiled the purpose and work of the unit at the recent Belfast City Council Development Department away day in City Hall, held on 1 November 2010.</p>
2.27	<p><u>Brussels Open Days, October 2010</u> Each year all the regional offices and institutions in Brussels engage in a week long programme known as Open Days. 2010 marked the eighth year and the EU unit had a three pronged role within the programme.</p> <ol style="list-style-type: none"> <li data-bbox="295 1272 1361 1473">1. Through Quartiers en Crise, the Chair of Development spoke at a high level EU Parliament and Commission seminar held in the NI Office in Brussels. The Chair spoke on Belfast approaches to working at a neighbourhood level and gave examples of Belfast City Council's best practice in this field. The Chair also spoke at an informal public debating event on the evening previous to the seminar on the role of youth and leadership. <li data-bbox="295 1507 1361 1641">2. The EU unit facilitated an opportunity for the Chair of the Good Relations Partnership to speak at a seminar around diversity and integration in cities and promoted the work of the council's Good Relations Partnership, the Peace Plan and the Migrants Forum. <li data-bbox="295 1675 1361 1877">3. The EU unit delivered a seminar on behalf of all NI local government delegates at the Open Days. This event held in the NI Office in Brussels involved speakers from all the key Brussels departments providing an overview of policies and funding opportunities relevant to councils in NI and the border from regional policy to economic development, agriculture, the digital agenda and research and innovation. <li data-bbox="295 1910 1361 2101">4. The EU unit facilitated a meeting of all NI local authority delegates in Brussels with the MEPs North and South of Ireland. The purpose was to brief MEPs on obstacles in NI to EU funding and seek their support in lobbying to ease these. In addition, the purpose of the meeting was to begin the EU lobbying post 2013 for an enhanced role for local authorities and a continued Interreg programme. Belfast City Council and other players have

	<p>been invited back to Brussels in the new year when the MEPs will facilitate a direct lobbying meeting with the commissioner responsible for EU funding and regional policy, commissioner Johanne Hahn.</p> <p>This was followed by a promotional reception for the key players in Brussels. A full report and presentations are now available within the EU unit.</p> <p>2.28 <u>NI Executive Office official opening</u> The EU unit along with the Lord Mayor and nominees of the Chair of Development and Deputy Chair will attend the official opening in Brussels on 9 December and will ensure that the work and priorities of council both now and in the future are communicated at EU level.</p> <p>The EU unit made several informal presentations to the NI Assembly this year and last year including the DFP Committee, DETI Committee, NI Assembly Committee and OFMDFM Committee.</p> <p>The purpose of each engagement was to promote the work and impact of the council's EU unit as the only dedicated local government resource on the island of Ireland.</p> <p>2.29 At the request of Derry City Council the EU unit presented its work to Derry City Council, Derry Chamber and others and continues to advise the city of Derry on EU funding, policy and networking opportunities. Members should note that Derry City Council is currently in the process of establishing a European unit and of joining the Eurocities network as an associate member.</p> <p>Each year, the European units hosts inward study visits. These are requested by other municipal or national authorities and other stakeholders from throughout Europe. Interested players like to examine Belfast City Council's and others best practise in a number of areas ranging from community and youth, to brownfield development and regeneration, to conflict resolution and use of EU funding. To date the EU unit has facilitated nine inward study visits and attended all of the Lord Mayors civic/ambassadorial briefings.</p> <p>2.30 <u>Maximise participation in EU Networks</u></p> <p>2.31 <u>Quartiers En Crise</u> Since 1989, Belfast City Council has been a member of the QEC network of cities working on integrated local urban development. As members will be aware, in a bid to rationalise networking activity and to concentrate on Eurocities engagement, the council withdrew from this network and resigned as Treasurer at the AGM in June 2010.</p> <p>Despite this, Belfast City Council and its local partners still had to honour 2010 work commitments within the network. To this end, the unit engaged in a high level EU policy discussion event during the Open Days programme in Brussels in October 2010 as detailed earlier.</p> <p>2.32 <u>Eurocities</u> The EU unit engages at every level in this critical network. Each department within council is currently reviewing the value of engagement in 2010 and agreeing on the 2011 work plan. A detailed report will be presented to members in January 2011.</p>
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2.33	<p><u>Belfast in Europe</u></p> <p>The EU unit in September 2009 launched the Belfast in Europe network in the Waterfront Hall. This local stakeholders network has replaced Quartiers en Crise and involves the following players; NI Housing Executive, Belfast Area, Partnership Boards, Belfast Health Trust, Proteus, Healthy Cities, PSNI, DEL, OFMDFM and the Belfast Metropolitan College.</p> <p>The group has recently agreed a terms of reference and work plan and will meet bi-monthly to coordinate and promote EU work in Belfast and ensure that EU funding and information opportunities are widely communicated and embraced within the city region.</p>
2.34	<p><u>Comet Partnership</u></p> <p>The unit continues to act as Secretariat to the six council Comet partnership. A recent review and agreed way forward has taken place and is detailed as a separate report to members this month.</p> <p>Members will also be aware of the unit's role in facilitating an official Comet Interreg launch and transnational conference held in City Hall on 10 November 2010 following a facilitated visit by the four local authorities of the Dublin region and the North South Ministerial Council. The purpose of this visit was to explore future potential collaboration along the Belfast to Dublin corridor.</p>
2.35	<p><u>Raise awareness of EU affairs in the region</u></p>
2.36	<p>This year to date, the EU unit has supported four small business EU information events, two city centre, one in west Belfast and one in North Belfast. The purpose of these was to provide current EU policy and funding information relevant to Belfast businesses. These annual events are delivered in partnership with the council's economic development and procurement units.</p>
2.36	<p>The unit facilitated a meeting with the Dublin Regional Authority, the DOE of NI and the NI Environment Agency. The purpose of this was to try to engage NI stakeholders in the coastal zone management work aspect of the Irish Sea Partnership that Belfast City Council signed up to in 2008. The ISR initiative will begin to take off in 2011 and members will be regularly updated.</p>
2.37	<p>The EU unit in partnership with the EU Commission Office in NI, OFMDFM and others held the seventh annual Opportunity Europe two day festival in St George's Market on 19-20 October 2010. Supported and attended by the two Junior Ministers, the event attracted every single post primary school in NI and delivered a re-vamped and exciting programme including one for senior citizens of Belfast. A detailed report with media coverage will be presented to members in January 2011.</p>
2.38	<p>This year the unit held an EU briefing session for the Belfast Metropolitan College and has engaged in an ongoing support service to encourage and assist the college in EU activity. The unit provides regular support to other stakeholders including Cinemagic, University of Ulster Jordanstown, NI Chamber of Commerce, Belfast Visitor and Convention Bureau, NI Consuls Association, MLAs and NILGA.</p>
2.39	<p>The EU unit provides regular briefing and support to all the councils thematic work officers and the policy officers forum and on request to any council officers requiring help on EU matters on ongoing EU project delivery e.g. Urban Skatepark.</p>

3	Resource Implications
3.1	All costs relating to EU activities undertaken in the last eight months have been either agreed within the Development Department plan or agreed individually by the Development Committee.

4	Equality and Good Relations Considerations
4.1	All EU unit activity adheres to the council's equality and good relations considerations.

5	Recommendations
5.1	Members are asked to note the work of the European unit over the last eight months.

6	Decision Tracking
There is no decision tracking attached to this report	

7	Key to Abbreviations
<p>EU – European SEUPB – Special EU Programmes Body UUJ – University of Ulster Jordanstown QUB – Queens University Belfast NI – Northern Ireland ESF – EU Social Fund DEL – Department of Education and Learning OFMDFM – Office of the First and Deputy First Minister HR – Human Resources AGM – Annual General Meeting DFP – Department of Finance and Personnel DETI – Department of Enterprise, Trade and Investment QEC – Quartiers En Crise PSNI – Policing Service of NI DOE – Department of the Environment INI – Invest NI CBI – Confederation of British Industry MLAs – Members of the Local Authority BVCB – Belfast Visitor and Convention Bureau NILGA – NI Local Government</p>	

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Belfast City Council

Report to:	Development Committee
Subject:	Cathedral Quarter Development Plan
Date:	6 December 2010
Reporting Officer:	John McGrillen, Director of Development, ext 3470
Contact Officer:	Shirley McCay, Head of Economic Initiatives, ext 3459

1	Relevant Background Information
1.1	Members will be aware that Laganside Corporation dissolved in July 2007. In 2008, the Department for Social Development (DSD), working closely with Belfast City Council (BCC), Belfast City Centre Management (BCCM) and key stakeholders, set up a Steering Group to develop and implement a 5 year Strategic Vision and Development Plan for the area. DSD committed funding to enable the Steering group to produce the Strategy and promote the area including the employment of a Cathedral Quarter Development Manager. The Cathedral Quarter Steering Group (CQSG) has representation from the arts, business, leisure, public sector and other stakeholders.
1.2	A report regarding the Cathedral Quarter Development Plan was tabled on 10 November 2010 and asked Members to comment on the 5 year draft Strategic Vision and Development Plan (Appendix 1). The plan has been opened up for consultation across BCC and recommendations are captured in the final response included with this report (appendix 2).

2	Key Issues
2.1	CQSG are keen to publish the strategy once all key stakeholders comments have been considered.

3	Resource Implications
3.1	<u>Human Resources</u> Staff resources will be minimal at this stage in the draft. Additional staff resource implications will be captured in the draft response.

3.2	<u>Asset and Other Implications</u> Asset and or other implications are captured in the draft response.
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4	Equality and Good Relations Considerations
	N/a

5	Recommendations
5.1	It is recommended that the: <ol style="list-style-type: none"> 1. Development Committee approves the release of this response to the CQSG to help them progress their strategy.

6	Decision Tracking
Members will be updated on any changes to the project before final plan is launched.	
Time Frame: February 2011	Reporting Officer: Kerrie Sweeney

7	Key to Abbreviations
BCC – Belfast City Council BCCM – Belfast City Centre Management CQSG – Cathedral Quarter Steering Group DSD – Department for Social Development	

8	Documents Attached
Appendix 1 - Cathedral Quarter Draft Development Plan Appendix 2 - Belfast City Council Response	

(Draft) Cathedral Quarter Vision and Framework for Strategic Development

26 October 2010

Creativity has come to be the most highly prized commodity in our economy—and yet it is not a “commodity.” Creativity comes from people. And while people can be hired and fired, their creative capacity cannot be bought or sold, or turned on or off at will. . . . Creativity must be motivated and nurtured in a multitude of ways, by employers, by people themselves and by the communities where they locate.

(Rise of the Creative Class: and how it's transforming work, leisure, community and everyday life, Richard L. Florida, Basic Books, 2002)

Culture is created and sustained by people. A cultural quarter is a complex cluster of activities and people – networks embedded in a particular place. People make cultural quarters successful.

(Cultural Quarters: principles and practice, Simon Roodhouse, Bristol: Intellect Books, 2006)

The Cathedral Quarter Steering Group (CQSG)

CQSG is a unique, stakeholder-led undertaking, which brings together key local participants to take stock of progress, analyse successes and failures, and seek solutions to achieve the best outcomes for the Cathedral Quarter and the city. CQSG, which includes representation from a mix of sectors and interests, including business, leisure, the public sector, and the arts, puts into practice the principles of place-shaping by engaging local people and harnessing their expertise to develop this important resource for the city. CQSG's mission is to make the Cathedral Quarter the thriving hub of Belfast's cultural life

Since its inception, CQSG has included representatives from:

Barnabas Ventures, Mark Finlay,
Belfast Cathedral, Ken Patterson,
Belfast Circus School / Festival of Fools, Will Chamberlain,
Belfast City Council, Carolyn Mathers, Shirley McCay,
Community Arts Forum, Heather Floyd
Department for Social Development, Carol Ramsey,
Kabosh Theatre Productions
The MAC, Anne McReynolds
MCE Public Relations/Royal Exchange Ltd., Paul McErlean, CQSG Chair
The Merchant Hotel, Sorcha Wolsey,
New Belfast Community Arts Initiative, Conor Shields
Ulster Architectural Heritage Society, Rita Harkin,
University of Ulster, Kerstin Mey, Peter Walker,
Belfast City Centre Management, Andrew Irvine, (advisory)
Cathedral Quarter Development Manager, Belfast City Centre Management,
Patricia Freedman,

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List of Abbreviations

DRD, Department for Regional Development (DRD)
 BMTP, Belfast Metropolitan Transport Plan 2015 (2004) and 2025 Strategy
 DoE, Department of the Environment
 BMAP, Belfast Metropolitan Area Plan 2015 (2004)
 DSD, Department for Social Development
 DETI, Department of Enterprise, Trade and Investment
 NITB, Northern Ireland Tourist Board
 DCAL, Department of Culture Arts and Leisure (DCAL)
 ACNI, Arts Council of Northern Ireland
 BCC, Belfast City Council
 LOTS, Living Over the Shops

The MAC, Metropolitan Arts Centre
CQSG, Cathedral Quarter Steering Group

Ministerial Forward

DRAFT



Executive Summary

The Cathedral Quarter Steering Group (CQSG) was formed in 2008 to analyse issues and opportunities and create a plan for the development of the Cathedral Quarter. CQSG includes a unique mix of local and government stakeholders. The group's mission is to develop the Cathedral Quarter as the thriving hub of Belfast's cultural life.

Vision for the Future

Belfast's historic Cathedral Quarter is a focal point and leading destination for culture, enterprise and learning

CQSG examined the many ways the Cathedral Quarter brings vitality to the city through creativity, innovation, enterprise and tourism. These activities combined with an historic setting and exciting new developments, provide the ingredients for a world class cultural quarter.

CQSG proposes the establishment of a Management Trust which will work in partnership with and on behalf of statutory stakeholders and the Cathedral Quarter community to manage all aspects of strategic need and implement the development plan.

The Management Trust will:

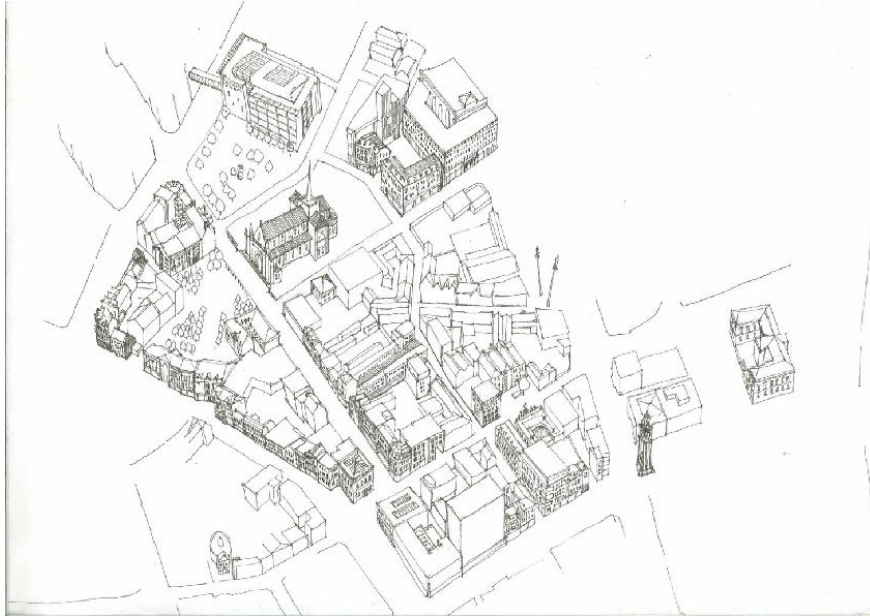
- Provide a forum for all stakeholders to work together
- Work with disparate government agencies and departments to focus on the unique needs of the area
- Leverage funding, including external resources not available to government
- Manage the Cathedral Quarter's managed workspaces and event funding with appropriate government oversight
- Facilitate the effective and efficient delivery of services
- Implement the Cathedral Quarter Development Strategy

The Cathedral Quarter Development Plan

In guiding the future development of the Cathedral Quarter the four key priorities of the Management Trust will be:

- To support the Cathedral Quarter as a centre for the arts and creative industries
- To support the growth of the mixed-use economy in Cathedral Quarter
- To generate high levels of public participation

- To build and maintain a supportive Infrastructure



The Cultural Heartbeat

Priority 1: To support the Cathedral Quarter as a centre for the arts and creative industries

The Cathedral Quarter can become a major driver of economic, social and cultural change in the city and the region. From the creation of new artistic work to the running of a successful creative business, these activities are crucial to the knowledge economy which will foster growth in the future.

A renewed and focused commitment to creativity and excellence is needed to enable our community of artists and creative practitioners to produce outstanding work. Developing the Cathedral Quarter as Belfast's cultural hub will require public and private investment to support a full calendar of events, appropriate venues, the development of creative industries and adequate managed workspace.

Objective 1.1:
Secure long-term strategic commitment from funders and investors for the development of a

Key Targets include:

- DSD funding for the Laganside Events Fund in the short term
- A larger Cathedral Quarter events fund with support from multiple funders at increased levels
- The development of additional high-profile events such as Culture Night Belfast

full calendar of events and activities
(p.18)

- Distribution of funding by the Management Trust to meet the strategic priorities of the area

Objective 1.2:
Stimulate public and private investment for venues (p.18)

Key Targets include:

- Sustained operation of the Black Box as a crucial cultural venue
- Support for The MAC commensurate with the shared aspiration for a world-class home for the arts in the Cathedral Quarter.
- Civic and cultural use of the Assembly Buildings (Northern Bank)
- On-going development of the Oh Yeah Music Centre

Objective 1.3:
Promote the clustering of creative and cultural industries
(p.19)

Key Targets include:

- A 15% increase in the number of creative and cultural organisations and businesses located in Cathedral Quarter
- Funding for creative industries development to include a programme of business incubation, mentoring and support
- Government recognition of the importance of creative industries in the Cathedral Quarter

Objective 1.4:
Expand and renew the Managed Workspace provision (p.20)

Key Targets include:

- New selection criteria and tenancy agreements for a sustainable balance of non-profit organisations and creative business incubation
- Full occupancy of existing buildings
- Ownership in trust of the existing Cathedral Quarter managed workspace buildings
- Purchase of additional managed workspace to meet the needs of the cultural quarter
- Long-term, effective management of the workspaces

A Quarter for all Reasons

Priority 2: To support the growth of the mixed-use economy in Cathedral Quarter

The dynamic mix of uses with cultural activity at the core sets the Cathedral Quarter apart as one of Belfast's most exciting places to work, visit and live. The

interaction of diverse and sometimes competitive interests creates opportunities and challenges. Finding the balance that will enable the mix while enhancing its distinctive character will take strong management and collaborative partnerships. The key challenge will be to ensure that arts, business, education and community interests maintain a presence and have opportunities to add value.

Objective 2.1:

Attract investment
(p.22)

Key Targets include:

- Capital investment for expansion of the managed workspace provision
- Incentives for independent retail and active ground-floor use
- A presence in local and regional economic deliberations
- A high-profile economic conference in the MAC in 2012

Objective 2.2:

Balance public and private land use to meet the needs of the cultural quarter (p.22)

Key Targets include:

- Full support for the objectives of the North East Quarter Masterplan (Appendix B, p. XX)
- Zoning for the Cathedral Quarter to include requirements for active ground floor use, servicing hours, ratio of public to private and arts to non-arts use
- Cathedral Quarter (Business Improvement District) BID designation to facilitate zoning implementation
- Town Centre Living Initiative Area designation to be eligible for LOTS grants

Going Public

Priority 3: To generate high levels of public participation

The Cathedral Quarter offers a variety of opportunities to develop a greater sense of shared culture and shared space in the heart of Belfast. Our aim is to exceed the expectations of both residents and visitors for pleasant and welcoming experiences through effective management of information, appropriate marketing and pro-active engagement with local communities.

Objective 3.1:

Provide the public with news and information about the

Key Targets include:

- A high profile in tourism marketing
- An interactive Cathedral Quarter website
- Strong media presence featuring Cathedral

Cathedral Quarter
(p.25)

Quarter organisations, events and activities

Objective 3.2:

Involve local communities community groups in Cathedral Quarter activities (p.26)

Key Targets include:

- Increased awareness of work of Cathedral Quarter organisations in local communities
- Increased community showcasing in Cathedral Quarter events
- Greater community access to activities and events

Objective 3.3:

Improve people's experience of working, visiting and living in the Cathedral Quarter (p.27)

Key Targets include:

- Active forums for discussing and resolving issues of shared concern
- Adoption of visitor servicing goals by Cathedral Quarter stakeholders
- Visitor information point(s) in the Cathedral Quarter

Objective 3.4:

Promote best practice to ensure maximum accessibility to Cathedral Quarter premises, public spaces, services and activities (p.27)

Key Targets include:

- Accessibility as a priority in all development initiatives
- Readily available accessibility information
- Raised awareness of accessibility issues specific to the Cathedral Quarter

Shaping the Space

Priority 4: To build and maintain a supportive Infrastructure

A re-purposed, modernised and well-maintained infrastructure will firmly establish the Cathedral Quarter as an inviting, sustainable and productive environment. Traffic and parking must be managed to meet the city's strategic objectives and to ensure access for everyone.

The Cathedral Quarter's built environment, including its historic buildings, squares and public spaces, narrow streets and laneways, not only add character and authenticity to many public activities, but also function as part of the working cultural quarter. The public realm must be designed and maintained to a standard consistent with its role as meeting place, venue and historic cultural space.

Objective 4.1:
Ensure a clean, safe and well-functioning public realm through effective local management (p.28)

Key Targets include:

- Reduced crime and vandalism and greater safety
- Improved procedures for:
 - policing, security and dealing with anti-social behaviour
 - street cleansing and rubbish collection
 - maintenance of lighting, signage, street furniture and underground services
- Servicing policy for goods delivery vehicles
- Traffic regulation order to manage vehicular access

Objective 4.2:
Develop and enhance public space and streetscapes (p.29)

Key Targets include:

- Distinctive signage, street lighting and street furniture to reinforce the identity of the area
- Information points and other public amenities
- Recognisable gateways to the Cathedral Quarter
- A streetscape plan for Donegall Street
- Appropriate public space to enhance the Cathedral setting and the new Belfast Campus of the University of Ulster, and the Four Corners
- A programme of seasonal enhancements

Objective 4.3:
Improve access for pedestrians and cyclists and calm the traffic (p.30)

Key Targets include:

- The introduction of controlled junctions at major pedestrian and cycle access points
- Installation of cycling lanes and bike racks
- The introduction of a right turn from Talbot Street to Dunbar Link
- Designation of adequate taxi stands and tour bus parking
- The re-routing of long-range commuter buses and through traffic from Donegall Street to Dunbar Link
- The redevelopment of Dunbar Link as a 'boulevard' in line with BMAP

Objective 4.4:
Improve access by public transport (p.31)

Key Targets include:

- Cathedral Quarter / University of Ulster train station at Gamble Street
- Re-instatement of the Centrelink Shuttle Bus between Glengall Street and Laganside Bus

Stations

Objective 4.5:

Implement best practice in heritage-led regeneration (p.32)

Key Targets include:

- Increased public awareness and celebration of the area's historic buildings and streetscapes
- Creative re-use of historic buildings
- "Living Over the Shops" in the empty upper floors of historic buildings
- High quality new developments where the opportunity exists, which respect the existing form and scale

Conclusion

Political will and joint efforts in the face of intense economic and political pressure will be required to deliver the strategic benefits that the Cathedral Quarter can bring to the city. These efforts need to be underpinned by a strong belief in the importance of culture to our quality of life and the contribution of creative and cultural activity to our economy.

Only dedicated local management can sustain the momentum of Cathedral Quarter development over the next five years. A Cathedral Quarter Management Trust will bring a focused approach to Cathedral Quarter development. It will have access to opportunities and resources not available to government. And as a presence in Cathedral Quarter it will have particular opportunities to strengthen relationships and promote new ways of working. CQSG is mindful of the complexity of establishing a Management Trust and proposes to work towards this goal in step with key stakeholders.

Introduction - From There to Here

In cities around the world cultural quarters are sources of shared identity, creativity, innovation, and entrepreneurship. They serve as the focal point for civic and cultural life and a destination for visitors. The benefits to tourism and economic development can be seen in cities such as Leeds, Dublin, St. Louis, Brooklyn Leipzig and many others where the cultural quarter throbs as the beating heart of the new "smart city".

The idea of developing the oldest part of Belfast as a cultural quarter has been around since at least the 1970's. At the height of the Troubles a few visionary thinkers within the arts, community, business and government sectors recognised

the area's potential and began putting the building blocks in place. Northside, as it was called back then, had history and hidden charm but was characterised by derelict warehouses, dilapidated buildings and deserted streets.

The transformation has not happened overnight. From the late 1980's, a playwright, a chef and an architect, who believed passionately in the potential of the area, persuaded others to share that belief. Momentum gathered slowly, spurred on by regeneration along the river. In 1997 the Laganside Corporation adopted part of Northside as a strategic link to the city centre and, with the stroke of a pen, the Cathedral Quarter was born.

A period of focused activity and close management followed, which included the creation of managed workspaces for artists and small creative businesses, extensive streetscape work and the development of public space. Culture and leisure were the economic drivers supported at times by infusions of public funds followed by private investment.

Cathedral Quarter Today

The Cathedral Quarter in 2010 is a very different place. From the barren wasteland of the mid '90s, it now offers cultural and leisure activity on a whole new scale for Belfast. Publicly-funded projects such as the managed workspaces, festivals and events have served as catalysts for private investment such as the opening of new restaurants and cafes, and major new developments such as Saint Anne's Square and the development of The Merchant Hotel and its current expansion. The start of construction on The MAC at the end of 2009 secured the arts centre project. The Cathedral Quarter can finally look ahead to serving the city as its cultural hub.

Today, choices for a visit range from performances and exhibitions to fine dining all within a five minute walk. Thousands of visitors attend festivals, eat out, go for a pint or spend the weekend in one of Cathedral Quarter's hotels. Approximately 50,000 tourists call in each year to the Belfast Cathedral (St. Anne's Cathedral) which gives the area its name. Many continue their exploration through the city's oldest streets, taking in the historic character and buildings. Or they discover the area through tours and initiatives such as Summer Sundays, Late Night Art, Music Tours, and the Christian Heritage Trail.

The Cathedral Quarter comes alive through the work of artists and creative people from across the city and around the world during festivals and special events such as the award winning Cathedral Quarter Arts Festival, Open House Festival, Festival of Fools, Belfast Film Festival, the Out To Lunch Festival and

Culture Night. The University of Ulster, Oh Yeah Music Centre, Belfast Circus School and others offer opportunities for hands-on learning and creating.

This only scratches the surface of what you can find today in Cathedral Quarter. With culture at the core, Cathedral Quarter has become one of the most distinctive and diverse mixed use areas in the city and is home to over a dozen established and emerging creative businesses, more than 50 arts organisations ranging from leading theatre companies to community filmmakers and a youth orchestra, and state of the art office facilities.

The Potential

The same passionate belief which gave rise to the Cathedral Quarter is driving further progress. New arrivals and public and private investment continue to materialise in the conviction that the cultural quarter's attractiveness, vitality and spirit represent the city's future and make it an excellent place to do business. There is increasing interest in the Cathedral Quarter's potential as a leading visitor destination and a magnet for major national and international events.

Enthusiasm for continued development comes from arts, business, leisure, public sector and other stakeholders. DSD has continued the Laganside Events Fund and, as the lead agency for regeneration of the city-centre, is pursuing retail-led regeneration through the North East Quarter Masterplan and DSD's adoption of the Royal Exchange development plan. Belfast City Council has been actively developing the area as a cultural tourism destination, and the Arts Council (ACNI) and DCAL are making a significant investment in cultural infrastructure through the building of The MAC.

A Work in Progress

However, there is still a long way to go. The overlapping and sometimes conflicting remits and strategies of various government departments and agencies undermine the efficiency of services and initiatives, and cause confusion and uncertainty.

The Cathedral Quarter does not yet have the critical mass of footfall and activity needed to offer a consistent visitor experience. Unlucky timing can leave tourists wandering aimlessly through deserted streets wondering what all the fuss is about. Active use of ground floor spaces, including residential and retail, and more cultural programming are needed to contribute to the area's vibrancy.

Some historic buildings have been restored and given 21st century roles, but many others are at risk of demolition or lie vacant and derelict. There is also an

urgent requirement for better management of the overlapping servicing needs of the daytime and evening economies.

And the Cathedral Quarter is vulnerable to the most common criticism of cultural quarters – short-sightedness in allowing their creative people to be pushed out as the area becomes more popular and rents start to go up.

Approximately half of the creative and cultural organisations and businesses which contribute to the area's vibrancy, including The Black Box, dance and theatre companies, galleries, festivals and small creative businesses, are dependent on commercial space which could quickly go beyond the reach of arts organisations if owners raise rents or decide to develop their properties for other uses.

One of the biggest challenges over the next five years will be to sustain vital cultural resources such as the Black Box, in the context of fully supporting The MAC as it establishes itself. The Cathedral Quarter will require accessible and affordable space for everything from gigs to artistic experimentation to world-class performances and exhibitions to develop its characteristic variety of cultural activity and offerings for everyone.

Time for Action

In the current economic climate it is critically important to uphold stakeholder and investor confidence and concentrate decision making on the Cathedral Quarter's prospects for making significant contributions to the economy.

Future development must take greater account of the economic, social and environmental influences that have shaped the area's character. We need to develop a better understanding of how the area functions, aspects that are stable, those that will change, and those that need to be managed and nurtured. Maintaining an appropriate balance between public and private use of the space will be vital to its identity and future success.

When Laganside wound down its operation in 2007, responsibility for the completion of key projects, the management of assets and event funding reverted to DSD with plans for a future handover of the assets to Belfast City Council at some time in the future under RPA (Appendix B). Within the Quarter there was a feeling that the focus was drifting due to uncertainty about management and decision-making during the transition. Local organisations and individuals, together with MP for the area Nigel Dodds, approached the Minister for the DSD to propose the establishment of a steering group to ensure that the Cathedral Quarter would continue to develop to its full potential.

The Cathedral Quarter Steering Group (CQSG) was established in 2008 with funding from DSD and input from a committed core of local stakeholders, Belfast City Council and Belfast City Centre Management. The group was charged with developing a 5-Year Strategic Vision and Development Plan for the area. The Plan builds on the physical regeneration work carried out by Laganside Corporation and the Department for Social development (DSD), and the on-going efforts of the Cathedral Quarter community.

CQSG has been bringing together local stakeholders to identify the strengths and weaknesses of the area and the best ways to maintain momentum and promote long-term growth. The next critical step is to establish a Management Trust with the capacity to deliver the Plan

Dedicated area management is consistent with Laganside's Cathedral Quarter Regeneration Strategy (1998) and the Cathedral Quarter Interim Review (2002), and the subsequent Position Statement (2003) prepared for DSD by DTZ Piedad Consulting. It has also been a principle theme in stakeholder consultations held in the Cathedral Quarter from 2008 to 2010 in preparation of this Plan.

The proposed trust will be structured to enable broad participation from statutory and local stakeholders. It will require a base in the Cathedral Quarter and the capacity to: represent Cathedral Quarter interests; engage the Cathedral Quarter community, investors and the public; manage Cathedral Quarter workspace properties and other assets; and develop new programmes, events and initiatives. Once in place, progress can begin towards the priorities outlined in this Plan.

Excellent working models exist in other cities for cultural quarter and cluster management. Initiatives such as Dublin's Temple Bar, Sheffield's Creative Industries Quarter, Manchester's Northern Quarter and many others will provide templates and invaluable lessons as we work in partnership with DSD and BCC, ACNI, DETI and others to create the strongest management structure for the Cathedral Quarter.

The implementation of this strategy is essential to securing the cultural future of the Cathedral Quarter. A thriving cultural quarter in the city centre, which is a shared place for all its citizens while at the same time providing a unique and exceptional cultural experiences is no less than Belfast deserves. And it is within our reach if we recognise what the Cathedral Quarter has to offer and make it a priority.

Vision – A Place Like No Other – Unlike Any Other Place

To Make the Cathedral Quarter Belfast's Thriving Cultural Hub

The Cathedral Quarter is often cited as an example of Belfast's renewed vitality and magnetism. As such it has the potential to deliver a distinctive and potent model of urban regeneration for others to follow. Its laneways and narrow streets, architecturally significant buildings, public spaces and venues set the stage. Artists and cultural organisations animate the space. Behind the scenes, extraordinary partnerships are at work linking business, government and local communities through the medium of creativity.

Vision

Belfast's historic Cathedral Quarter is a focal point and leading destination for culture, enterprise and learning

Picture This

Looking ahead we see a pulsating and unique cultural quarter, where commerce and creativity, tourism and day-to-day living comfortably co-exist. With the ancient core preserved and the Cathedral sitting proudly in landscaped grounds at its centre, the Cathedral Quarter of the future presents an irresistible blend of people and place.

By day, reconfigured streetscapes, full of interesting public art, draw shoppers, business people, tourists and residents through streets that buzz with energy. The boldly-designed arts centre is hosting a major exhibition in its gallery space, while a few steps further up the street, commuters make their way from the local train halt, through throngs of students on their way to class at the university. Tour buses park in discreet bays and visitors are directed by finely-crafted street signs pointing out an array of attractions. Delegates chat before heading into one of the local hotels for their national conference. Parents collect their children from dance and theatre workshops and steer pushchairs back towards the underground parking to unload their bags of shopping before heading to one of the cafes for lunch. Music from a concert drifts through the air.

By evening, shoppers in the boutiques make their last purchases as residents return to their apartments above. Outside, whilst some are heading in to performances, others are parking their bikes and deciding where to grab a bite, watching an outdoor event or browsing the shop fronts. In restaurants and bars the art work changes weekly thanks to collaborations the various arts and cultural organisations in the area – over 120 of them at last count.

And later still lorries slip down into the underground loading area, ready to restock the stores before morning, when it starts all over again.

This can become the reality for Cathedral Quarter. The elements are already in place. Over the next 5 years we see the Cathedral Quarter thriving economically, culturally and socially, known worldwide as an excellent and authentic cultural quarter that reflects the depth of Belfast's past and points to a hopeful future inspired by innovation and creativity.

Ethos

The Cathedral Quarter contributes significantly and measurably to the economic, social and environmental well-being of its stakeholders, citizens, residents and visitors. The Cathedral Quarter upholds a sustainable balance between commercial and cultural, private and public interests.

Development Principles

Three crucial inter-related aspects – the 'triple bottom line of sustainability' serve as the guiding principles which underpin this strategy:

Economic sustainability: building and nurturing a dynamic local economy clustered around specialised creative and cultural enterprises and promoting the development of innovation, skills and knowledge.

Social sustainability: building community cohesion, civic engagement and a celebration of diverse identities; promoting a sense of belonging and connectedness and reducing social alienation and exclusion in our city through participation in cultural life.

Environmental sustainability: promoting sustainable and human-scale forms of development; respecting global inter-dependence; promoting green forms of transport; reducing waste and energy use; preserving the historic nature of the area; re-using buildings.

The Cultural Heartbeat

Priority 1: To support the Cathedral Quarter as a centre for the arts and creative industries

Creative and cultural industries have been identified as a leading growth sector for Northern Ireland and the UK, with the potential to contribute new ideas, products and ways of working to the local and regional economy and offer opportunities for new jobs and skills training. Since 1997 the Cathedral Quarter has developed as both a cultural quarter for tourism, and a real engine of creative production.

[Creative & Cultural Use Map]

The Cathedral Quarter is currently home to over 60 creative and cultural entities (see Appendix XX). The creative and cultural cluster includes SME's (small and medium-sized enterprises) covering film & digital media, photography, graphic design and architecture, and a host of creative and cultural organisations ranging from history and heritage to community arts. Organisations include theatre companies, festivals, galleries and exhibitions, small museums, dance studios, community television, and artists' workshops.

Venue-based organisations such as the Black Box, the Oh Yeah Music Centre and Belfast Circus School bring thousands to Cathedral Quarter for performances and festival events. Oh Yeah, Circus School, Northern Visions, Belfast Exposed, the Belfast Print Workshop and others offer opportunities for skills development and life-long learning. The University of Ulster's Belfast Campus has been named a 'creative industries hotspot.'

Many of these businesses and organisations work together, share resources and skills, and offer opportunities for employment, mentoring, and life-long learning. The University of Ulster increasingly engages with the Cathedral Quarter as an extended campus and incubator for projects, innovative collaborations and work experience.

The Cathedral Quarter's five public squares include over 5000 m² of public space. Much of it is equipped with power and lighting and can double as outdoor venue space for cultural events. Custom House Square is Belfast's largest outdoor venue. Cotton Court, Writer's Square, Cathedral Gardens (or Buoy's Park) and the recently launched Saint Anne's Square provide more intimate outdoor space.

The use of its outdoor public spaces and indoor venues, as well as historic churches, hotels, pubs and restaurants for events during festivals and peak periods, transforms the Cathedral Quarter into a magical place of inspiration and memorable experiences. The streets and laneways connecting the public spaces themselves serve as venues for processions, parades and street theatre during festivals, such as the Festival of Fools.

Public art, whether permanent, temporary, commissioned or community-generated, creates a focal point and sets the tone throughout. No other area of the city serves as such a focal point for cultural activity. Its city-centre location makes it an important shared space, accessible to and from all communities and creates opportunities to function as a hub. The opening of The MAC (Metropolitan Arts Centre) in 2012 will further reinforce this role and introduce the Cathedral Quarter to new audiences.

The MAC

Planned in 1997 as a key initiative to anchor the cultural quarter, The MAC, is under construction adjacent to Saint Anne's Square. At £17.5ml it is one of the largest public sector cultural investments in Northern Ireland. The MAC will include two theatres, three visual art galleries, a dance studio, education, workshop and rehearsal spaces, offices as well as a residency space for artists and a café and bar.

The MAC is planning a world-class programme ranging from blockbuster events and exhibitions to experimental new works. Across all its spaces The MAC will showcase the best in local, arts and culture as well as bringing internationally renowned work to Belfast. The projected total for audiences and visitors is 177,000 per year.

However, projected funding levels for arts and culture - already considerably lower in Northern Ireland than in the rest of the UK or the Republic of Ireland - will decrease in the current economic climate. The Cathedral Quarter has demonstrated its potential but has not yet achieved the level and variety of spaces and activity needed to sustain either a consistent tourism offering or a creative and cultural cluster.

Detailed analysis is needed to develop accurate planning and marketing which will leverage the economic benefits of cultural and creative activity and promote investment opportunities.

Objective 1.1: Secure long-term strategic commitment from funders and investors for the development of a full calendar of events and activities

Key Targets to include:

- DSD funding for the Laganside Events Fund in the short term
- A larger Cathedral Quarter events fund with support from multiple funders at increased levels
- The development of additional high-profile events such as Culture Night Belfast

Steps

- Identify opportunities for cultural investment in the Quarter
- Detail the benefits of cultural activities
- Develop sponsorships and funding opportunities for events and activities
- Establish an accountable framework for distributing funds
- Contribute significantly to the growth of the city's cultural tourism offering

Objective 1.2: Stimulate public and private investment for venuesKey Targets to include:

- Sustained operation of the Black Box as a crucial cultural venue
- Support for The MAC commensurate with the shared aspiration for a world-class home for the arts in the Cathedral Quarter.
- Civic and cultural use of the Assembly Buildings
- On-going development of the Oh Yeah Music Centre

Steps

- Promote the sustainability and development of both existing and new venues
- Lobby government and the public on behalf of existing and new venues
- Contribute to feasibility studies, economic appraisals, consultations and research

A Dynamic Cluster

Artists and entrepreneurs are drawn to the Cathedral Quarter by the proximity to other artists, access to venues and creative services and opportunities to share ideas and resources. Their sustainability in the area depends on the availability of affordable, flexible spaces, a supportive environment for innovation and creativity and real opportunities to produce and present work.

Much more can be done to develop the cluster in the Cathedral Quarter through the managed workspaces, the university and other means. Opportunities available through DETI and other agencies are not being taken up.

Objective 1.3: Promote the clustering of creative and cultural industries

Key Targets to include:

- A 15% increase in the number of creative and cultural organisations and businesses located in Cathedral Quarter
- Funding for creative industries development to include a programme of business incubation, mentoring and support
- Government recognition of the importance of creative industries in the Cathedral Quarter

Steps

- Raise the profile of creative and cultural industries in the Cathedral Quarter
- Support existing and attract new creative businesses, cultural organisations and artists
- Encourage networking and the sharing of ideas
- Encourage cultural stakeholders in the area to contribute to Cathedral Quarter development
- Work with DETI and the University of Ulster
- Develop a skills database
- Coordinate a series of consultation, mentoring and networking workshops
- Develop, coordinate and facilitate a mentoring package for new businesses and organisations

Affordable Space

Approximately half of the creative and cultural organisations and businesses in the Cathedral Quarter, including The Black Box, galleries, dance and theatre companies, festivals and small creative businesses, rent space at or below market rates from private landlords. This space could quickly disappear, pushing many organisations, SME's, artists and entrepreneurs out, if owners raise rents beyond affordable levels or decide to develop their properties for other uses.

The Cathedral Quarter's three managed workspaces, the Cotton Court building on Waring Street, Exchange Place on Donegall Street and The Cathedral Quarter Managed Workspace on Royal Avenue offers up to 27 units incorporating approximately 3,120m² for creative and cultural use. The Clanmil Housing Association offers another nine units in the Clanmil Arts & Business Centre on Bridge Street.

DSD is currently conducting a review of its managed workspace buildings to look at costs, tenant criteria, management and terms of lease. It is generally agreed that their management, which has been handled for the past 10 years

by commercial property companies, has not fully served the interests of the cultural quarter.

The managed workspaces are a significant asset and resource within the Cathedral Quarter. Their success must be measured by their ability to create real opportunities for cultural development rather than by rental income. The review is looking at successful workplace models in other cities and changes are anticipated to re-align the workspace provision .

Objective 1.4: Expand and renew the Managed Workspace provision

Key Targets to include:

- New selection criteria and tenancy agreements for a sustainable balance of non-profit organisations and creative business incubation
- Full occupancy of existing buildings
- Ownership in trust of the existing Cathedral Quarter managed workspace buildings
- Purchase of additional managed workspace to meet the needs of the cultural quarter
- Long-term, effective management of the workspaces

Steps

- Play a leading role in establishing and developing a Managed Workspace Steering Group
- Develop organisational capacity to own and manage the workspace buildings
- Identify potential sites for additional workspace and promote their acquisition OR Acquire additional workspace
- Raise the profile of the managed workspace initiative as the cornerstone of the cultural quarter
- Develop a branding and communication strategy for the managed workspaces

A Quarter For All Reasons

Priority 2: To support balanced growth of the mixed-use economy in Cathedral Quarter

The Cathedral Quarter's variety and mix of activity extends beyond cultural production and performance to hospitality, leisure, offices, and some housing and retail. Twenty restaurants, cafes, pubs and clubs, and three new hotels opened since 2006, form the basis for the daytime and evening economy.

Mixed-Use Developments

Opened in 2008, the mixed-use development on Talbot Street between Donegall Street and Hill Street, restored a 19th Century listed textiles warehouse and developed three additional buildings in a contemporary 'warehouse' architectural style. The scheme includes 33 Social housing units, the NI War Memorial and Homefront Exhibition, two restaurants, the President's Club, and offices for a number of other organisations and businesses.

[\[Land-Use Map\]](#)

[\[Daytime, Evening and Weekend Use Maps\]](#)

Saint Anne's Square at Talbot Street and Edward Street, opened in 2009, includes 103 apartments and the 169-room Ramada Encore hotel. When fully occupied it will include 2800m² of bar and restaurant space and 1800m² of office space on the first two floors. The focal point of the development is a 1300m² square - a new public space which has already been embraced as an outdoor venue for performing arts and events.

The proposed Royal Exchange development, the largest regeneration scheme under development in Ireland at over 82,000 m² covering 12 acres, is intended to bring commercial growth to the city-centre and the Cathedral Quarter. Royal Exchange includes 39,000m² of retail and leisure space, 8,600m² of office space, 930m² for arts and cultural use, 240 apartments and over 700 underground car park spaces. Based on open-street patterns, Royal Exchange aims to meet the North East Quarter Masterplan objectives of improving linkages with the river and the city-centre, and respecting the built fabric and character of the Cathedral Quarter.

[\[Royal Exchange Map\]](#), [Artist's Impression of Garfield Street\]](#)

The private sector expansion of the Merchant Hotel and accompanying proposed improvements will transform Skipper Street as a gateway into the Cathedral Quarter.

[Artist's Impression of Skipper Street]

The University of Ulster's plan to build facilities for an additional 10,000 students at its York Street campus will bring the total number of students to over 12,000 by 2013. This large student population – a feature of successful cities around the world – is expected to bring vitality, growth, and learning opportunities to the area and stimulate demand for improved public transport, public space, accommodation and amenities.

More People Living in the Cathedral Quarter

Changes in lifestyles with an emphasis on health and well-being are focusing attention on the benefits of living in the city-centre. Greater density and more intense mix of uses produce efficiencies by concentrating services, reducing dependence on private cars and encouraging walking and cycling.

Recent residential development, including new construction at Saint Anne's Square, Talbot Street and Custom House Square and loft conversions in an old warehouse on Donegall Street, are beginning to contribute to 24-hour use of the area. Once fully-occupied, these developments will bring the number of residences to over 200, and Royal Exchange, when complete, will add another 200 or more.

Objective 2.1: Attract investment

Bringing It All Together - Mix of Uses and Vitality

Richly textured environments which, like the Cathedral Quarter, have visible mixes of function and activity at ground level, make cities attractive. The Cathedral Quarter's continued and growing reputation as a lively cultural quarter and a thriving business and leisure environment is key to attracting further investment.

Key Targets to include:

- Capital investment for expansion of the managed workspace provision
- Incentives for independent retail and active ground-floor use
- A presence in local and regional economic deliberations
- A high-profile economic conference in the MAC in 2012

Steps:

- Champion the cross-cutting contributions the Cathedral Quarter makes to the city and region
- Represent Cathedral Quarter in local, regional and national debates
- Showcase Cathedral Quarter in local and international conferences and events

- Market Cathedral Quarter to potential public and private investors
- Create a strong investment profile

Objective 2.2: Balance public and private land use to meet the needs of the cultural quarter

A seminal study of mixed-use development in towns and cities across the UK, (ODPM 2002) identified local commitment to managing and enabling the mix of uses and activities over time as more important in achieving a vibrant environment than the development of mixed-use schemes on individual sites.

The success of the Cathedral Quarter will depend on dedicated management of its unique mix-use community, and the development of strong working relationships amongst local stakeholders based on an enlightened understanding of mutual benefits. Some of the issues are already known and we can anticipate others.

- Not all regeneration in the area made active ground-floor use a priority. Consequently, extended stretches of Hill Street and Gordon Street are inactive during both the day and evening hours. Active ground-floor use is a key objective of the North East Quarter Masterplan, but there is no policy in place as yet to cover all of the Cathedral Quarter. This needs to be addressed retroactively and for future development through incentives and zoning.
- The Cathedral Quarter has unique servicing needs due to its active day and evening economies, which require coordination between city and government departments. Residents and late-night businesses have to accommodate one another.
- The influx of 12,000 students to the Belfast Campus and the potential for tension between students and other stakeholders will require planning and management.
- The expected orientation of the Royal Exchange scheme toward the main shopping thoroughfares of Royal Avenue and Cornmarket risks turning Donegall Street into a back door and a busy goods delivery route and a service yard. The scale of the development could overwhelm the

Cathedral Quarter during construction and undermine its existing vibrant network of small-scale enterprises.

- Proposals to develop all of Royal Exchange at one time, and the protracted timescale for planning decisions and start construction leaves dilapidated areas of North Street, Garfield Street and Donegall Street in limbo. Listed buildings such as the North Street Arcade, the Assembly Rooms, and buildings on Garfield Street, will remain derelict for years to come and at risk of further deterioration unless an interim plan can be agreed.
- The impact of the current global economic downturn is being felt in the Cathedral Quarter as elsewhere. Reduced revenue and funding is affecting the plans of businesses and organisations, leaving businesses and the creative and culture core of activity particularly vulnerable.

Key Targets to include:

- Full support for the objectives of the North East Quarter Masterplan (Appendix B p. XX)
- Zoning for the Cathedral Quarter to include requirements for active ground floor use, servicing hours, ratio of public to private and arts to non-arts use
- A Cathedral Quarter BID designation (Business Improvement District) to facilitate zoning implementation

Steps:

- Identify and support a balance of:
 - Distinctive daytime and evening activity including arts and culture, independent retail, hospitality and tourism
 - Residential
 - Re-use of existing buildings
 - Complementary new development
 - Pedestrian and cyclist access
- Partner with government on planning, large-scale development and marketing initiatives
- Engage with the developers of Royal Exchange
- Establish a project board to include government and local stakeholders to draft zoning proposal

Going Public

Priority 3: To generate high levels of public participation

Gateway to Civic Engagement and Tourism

A growing number of people are choosing the Cathedral Quarter as a favourite destination, whether to live and work, for coffee, a night out or a weekend visit. Its city-centre location makes it an ideal place to start exploring local history and culture.

[\[Social Inclusion Map\]](#), [\[Educational Map\]](#)

As a shared city centre space, the Cathedral Quarter offers numerous opportunities to participate in civic and cultural life. It provides young people in particular with the means to explore and discover their creative potential. The creative, technical, performance, production and organisational elements of cultural activities enable people from a wide range of backgrounds to learn new skills for personal or professional development, build self-confidence and develop supportive relationships. Participation in city centre activities can help marginalized communities and individuals feel connected and included.

Welcoming Visitors

All visitors, whether local, national or international, anticipate an enjoyable and memorable experience. They need information about where to go and what to do, and clear and attractive signage to direct them. They require pleasant places in which to walk and sit down, access to refreshments, food, services, and toilets.

Objective 3.1: Provide the public with news and information about the Cathedral Quarter

We do not yet have a way of calculating the total number of visitors to the area, but we are working on a model to capture data so we can plan accordingly and ensure that visitor's needs and expectations are met.

The Northern Ireland Tourist Board (NITB) and BCC have identified gaps in the range of activities available to tourists, and are supporting additional festivals, tours and markets, particularly on Sundays when other options may not be available. The Cathedral Quarter participates fully in these initiatives and is piloting a number of projects.

At present, marketing of events and activities and of the Cathedral Quarter as a whole is fragmented and information is difficult to find. Organisations must navigate a bewildering array of marketing campaigns and publications to reach new audiences.

Key Targets to include:

- A high profile in tourism marketing
- An interactive Cathedral Quarter website
- Strong media presence featuring Cathedral Quarter organisations, events and activities

Steps

- Launch and maintain the Cathedral Quarter website with links to information and tourism outlets and appropriate social networking sites
- Contribute to research on tourism and visitor participation and promote consistency in data collection and evaluation amongst the Cathedral Quarter businesses and organisations
- Develop a marketing plan for the Cathedral Quarter
- Liaise with BCC, NITB, BVCB and others on tourism strategies and initiatives

Objective 3.2: Involve local community groups in Cathedral Quarter activities

Many people are more comfortable participating in activities in their local communities than in the city centre. Culture is still regarded as elitist by some.

A number of leading community and community arts organisations are based in Cathedral Quarter such as Northern Visions, New Belfast Community Arts Initiative, Community Arts Forum, and Opportunity Youth. These organisations work in diverse communities across Belfast and the region to deliver services and advance social well-being through a wide variety of programmes. This creative and cultural engagement builds ties between local communities and the city centre and can contribute to a sense of civic pride and identity.

Key Targets to include:

- Increased awareness of work of Cathedral Quarter organisations in local communities
- Increased community showcasing in Cathedral Quarter events

Steps

- Provide promotional support to organisations based in the Cathedral Quarter to raise the profile of their work in communities

- Greater community access to activities and events
 - Encourage community and community arts organisations to include a Cathedral Quarter component in projects and initiatives
 - Encourage venues and festivals to give community groups opportunities to perform.
 - Partner with communities on joint initiatives and projects such as Culture Night
 - Partner with Translink, DSD and others to offer community transportation to activities and events

Objective 3.3: Improve people's experience of working, visiting and living in the Cathedral Quarter

Key Targets to include:

- Active forums for discussing and resolving issues of shared concern
- Adoption of visitor servicing goals (agreements?) by Cathedral Quarter stakeholders
- Visitor information point(s) in the Cathedral Quarter

Steps

- Facilitate regular Cathedral Quarter Focus Groups and keep public sector bodies informed of issues that arise
- Liaise with relevant agencies on visitor servicing initiatives
- Facilitate public participation in the decision-making processes for Cathedral Quarter development

Objective 3.4: Promote best practice to ensure maximum accessibility to Cathedral Quarter premises, public spaces, services and activities

Key Targets to include:

- Accessibility as a priority in all development initiatives
- Readily available accessibility information
- Raise awareness of accessibility issues specific to the Cathedral Quarter

Steps:

- Conduct an accessibility audit of streets, public spaces and buildings in partnership with Adapt NI and others and develop guidelines
- Propose improvements to existing problems with public space and

historic buildings

DRAFT

Shaping the Space

Priority 4: To build and maintain a supportive Infrastructure

Historic buildings and streetscapes

Original street patterns and historic buildings invite us to experience the intimate scale of 18th and 19th century Belfast. The Cathedral Quarter incorporates over 25 listed buildings and facades, including the city's oldest civic building - the Assembly Rooms or Northern Bank Building at the Four Corners at Bridge Street and Waring Street - the commercial and civic heart of the old city and the point from which all distances were measured (Appendix A). Other historically significant buildings line the streets recalling important periods in Belfast's development as a centre for trade and commerce.

[\[Listed Buildings & Historic Streetscapes Map\]](#)

A Pedestrian and Cycle-Friendly Environment

Cathedral Quarter's narrow streets lend themselves to exploration on foot and bicycle and are not suited to through traffic. 'Ease of movement,' as described in BMAP, means that 'development should be well-connected, accessible and put the needs of pedestrians over those of vehicular traffic.'

The Cathedral Quarter's role as a key link to the city centre will grow as major development proposals move forward. Royal Exchange, the expansion of the University of Ulster, City Quays and Clarendon, the new Rapid Transit System and the re-development of the York Street interchange on the M1 will change the way we navigate the city. Our challenge is to maintain and enhance the character and intimacy of the Cathedral Quarter while improving accessibility, way-finding, safety and enjoyment.

Objective 4.1: Ensure a clean, safe and well-functioning public realm through effective local management

Clean and Safe

People and activity at street level - the same factors which deliver 'attractiveness,' are also the greatest deterrents to crime and vandalism. A well-managed public realm with well-designed and maintained lighting enhances the perception of safety and encourages greater appreciation of the Cathedral Quarter's historic and cultural buildings, spaces and activities.

Maintenance of the public realm such as timely collection of bins and regular cleansing and upkeep of streets, footpaths and other surfaces must be coordinated to meet the needs of weekday, weekend and evening economic

activity. Lighting must be maintained throughout the area to a standard that safeguards and enhances public safety. The additional lighting and electrical systems provided in the public spaces must also be maintained to meet the needs and expectations of a range of high profile events.

Key Targets to include:

- Reduced crime and vandalism and greater safety
- Improved procedures for
 - policing, security and dealing with anti-social behaviour
 - street cleansing and rubbish collection
 - maintenance of lighting, signage, street furniture and underground services
- Servicing policy for goods delivery vehicles
- Traffic regulation order to manage vehicular access

Steps:

- Convene Cathedral Quarter focus groups including the Vintners' Group and residents' forum
- Alert Cathedral Quarter stakeholders to impending infrastructure initiatives
- Facilitate communication between Cathedral Quarter stakeholders and relevant agencies to ensure day-to-day attention to the area's needs
- Explore options for increased patrolling, surveillance and lighting

Objective 4.2: Develop and enhance public space and streetscapes

A Setting for the Cathedral

Cathedral Park (or Buoy's Park), Writer's Square and the car park surrounding the Cathedral together should form an impressive setting for the Cathedral and provide links between Saint Anne's Square, The MAC, the Belfast Campus and other parts of the Cathedral Quarter. This last great opportunity for significant public space in the city centre has been identified in the current Public Realm Masterplan for Belfast. However fractured ownership and control of the three sites, financial considerations and competing interests from developers, put the prospect at risk. Creative thinking and leadership are called for to balance interests and find solutions.

[Map of proposed public spaces with pedestrian linkages]

The Four Corners and Donegall Street

The unusual width of Bridge Street offers an opportunity to re-create public space at the Four Corners, the heart of the old city, and provide an attractive gateway to the Cathedral Quarter from Cornmarket, Castle Junction and High Street. Sensitive development of Donegall Street will re-forge a grand avenue

from the Four Corners to the Cathedral and on to St. Patrick's Church and Clifton House. A series of smaller public spaces proposed as part of the Royal Exchange development will potentially provide inviting pedestrian links to Royal Avenue.

Key Targets to include:

- Distinctive signage, street lighting and street furniture to reinforce the identity of the area
- Information points and other public amenities
- Recognisable gateways to the Cathedral Quarter
- A streetscape plan for Donegall Street
- Appropriate public space to enhance the Cathedral setting and the new Belfast Campus of the University of Ulster, and the Four Corners
- A programme of seasonal enhancements

Steps:

- Coordinate public consultation on infrastructure improvements and public art
- Organise design workshops to develop a proposal for signage, lighting and street furniture
- Propose locations for information points and public amenities
- Develop plans to restore Donegall Street as the historic spine of the old city linking the Cathedral (St. Anne's) and the Four Corners
- Engage with government and appropriate stakeholders to design integrated and coordinated public space:
 - around the Cathedral, including Buoy's Park, Writer's Square, and the Cathedral precincts;
 - at Bridge Street and the Four Corners
 - throughout the Royal Exchange development
- Encourage adoption of and participation in a Cathedral Quarter BID

Objective 4.3: Improve access for pedestrians and cyclists and calm vehicular traffic

High levels of through traffic, a lack of safe crossing points on major roads and the absence of cycle lanes impede pedestrian and cycle access to and through the Cathedral Quarter. The current level of surface car parking - over 500 spaces including on-street, public and private provision - encourages traffic to enter the area and contributes to pollution and congestion. Backstreets serve

as shortcuts for taxis and other vehicles seeking to avoid the one-way system in the city centre while cruising for parking or heading for High Street.

[\[Surface Car Parking Map\]](#)

Over 300 commuter buses per day, one every one to two minutes during peak hours, cut through the heart of the Cathedral Quarter along Bridge Street and Donegall Street. Traveling between the Laganside Bus Centre and points north, these buses pick up and discharge commuters on High Street and Bridge Street and use Donegall Street as the quickest route in and out of the city-centre.

[\[Map of Proposed Traffic Calming Measures\]](#)

New Development and Parking

Multi-storey car parking at Saint Anne's Square demonstrates one of the key objectives of the BMTP by directing traffic around the Cathedral Quarter via the Dunbar Link and into the car park, thereby reducing the number of vehicles on the streets. Other development sites around the periphery of the Cathedral Quarter and Royal Exchange offer similar opportunities

[\[Map of proposed pedestrian and cycle routes\]](#)

Key Targets to include:

- The introduction of controlled junctions at major pedestrian and cycle access points
- Installation of cycling lanes and bike racks
- The introduction of a right turn from Talbot Street onto Dunbar Link
- Designation of adequate taxi stands and tour bus parking
- The re-routing of long-range commuter buses and through traffic from Donegall Street to Dunbar Link
- The redevelopment of Dunbar Link as a 'boulevard' in line with BMAP

Steps:

- Lobby relevant agencies and departments for the adoption of the **Cathedral Quarter Transportation Plan** (See Appendix XX)
- Develop proposals for controlled on-street parking
- Coordinate signage from arterial routes into multi-storey or underground car parking

Objective 4.4: Improve access by public transport

The Belfast Metropolitan Transport Plan (BMTP) and the Public Realm Masterplan identify the opportunity to improve public transportation service to the north side of the city-centre and discourage the use of private cars by creating a train station at Gamble Street. Public and private investment will be required to meet the cost, which includes increasing capacity on the existing rail line and bridge. The investment will reap benefits for the Cathedral Quarter, the University of Ulster's Belfast Campus, Royal Exchange, the retail core along Royal Avenue, Clarendon and City Quays, and future development to the north of the city centre.

In the short term, a shuttle bus service linking the Glengall Street and Laganside Bus Centres would eliminate the need for pick-up points in the Cathedral Quarter and would enable commuter buses to exit the city centre via Dunbar Link.

[Map showing links to proposed train station and pedestrian routes to the new Rapid Transit]

Key Targets to include:

- A new Cathedral Quarter / University of Ulster train station at Gamble Street
- Re-instatement of the Centrelink Shuttle Bus between Glengall Street and Laganside Bus Stations

Steps:

- Contribute the Cathedral Quarter perspective to long-range plans for improved access to the city centre
- Partner with UU, Harbour Commissioners and others to lobby relevant agencies for the Cathedral Quarter / University of Ulster Train Station with access to the Cathedral Quarter through the DSD Social Security site

Objective 4.5: Implement best practice in heritage-led regeneration

Large sites and a number of historic and listed buildings have been lying derelict for years, blighting the area and risking further decline or even demolition while developers negotiate favourable terms, seek planning permissions and await improved market conditions.

Living Over the Shops is a Housing Executive town centre living initiative which assists landlords to adapt upper floors for residential use. A pilot scheme in the Cathedral Quarter similar to ones adopted in Lisburn and Derry would contribute vitality and help retain the historic character of the area.

Key Targets to include:

- Increased public awareness and celebration of the area's historic buildings and streetscapes
- Creative re-use of historic buildings
- "Living Over the Shops" in the empty upper floors of historic buildings
- High quality new developments where the opportunity exists, which respect the existing form and scale

Steps:

- Convene forums on design issues relevant to the Cathedral Quarter
- Seek Townscape Heritage Initiative funding from the Heritage Lottery Fund
- Propose the adoption of a "Living Over the Shops" policy for Cathedral Quarter

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APPENDIX A

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HISTORIC CONTEXT

A.1. Birthplace of Belfast

The Cathedral Quarter is the heart of the old city of Belfast. Its streets and buildings tell the story of the origins of the city and mark out the early stages of its development. Situated at the confluence of the Farset and Lagan rivers, Belfast came to prominence as a market town and trading port for the export of cattle, oats, hides, timber, yarn and other agricultural products, surpassing Carrickfergus in importance by the second half of the 17th century. The town prospered and grew throughout the 18th and 19th centuries from booming cotton, linen and shipbuilding industries, becoming the hub of Irish linen trade and manufacture.

In the early days Front Street, now High Street, ran along either side of the Farset giving access to the quays. Skipper Street was where the captains of the vessels lived, and Bridge Street led to the principal bridge over the river Farset, with other bridges at Skipper Street and Church Lane. Goose Lane, along which fowl were driven to the fields beyond the Corporation boundary, later became North Street.

The port rapidly developed along the more accessible Lagan, and the shallower Farset was covered over sometime around 1770 allowing High Street and Bridge Street to develop as main thoroughfares with fine shops and houses. Broad Street, later named Waring Street after a local businessman, was a main trading hub with access from markets in the town down to the Lagan. The area's narrow back lanes combined goods manufacturing and warehousing with the more humble dwellings of labourers and seamen.

A.2. Flourishing Centre of Culture and Commerce

Archaeological digs in the Cathedral Quarter reveal evidence of 17th and 18th century activity including significant cattle yards, tanneries and the manufacture of delft-like pottery close to the quay. Belfast's earliest churches were clustered here including the 1776 parish church of St. Anne on Donegall Street and St George's on High Street, completed in 1816 - both built on the sites of earlier churches - and the First Presbyterian Church on Rosemary Street. All distances were measured from Waring Street at North Street, Bridge Street and Rosemary Lane and the area became known as the "The Four Corners."

Belfast's oldest civic building, the Assembly Rooms at The Four Corners, was originally built as a single storey market with arcade in 1769 and rebuilt with a second storey and a new civic function room in 1776. Properties along Donegall

Street were improved to link the Four Corners with the new St. Anne's Church. The Assembly Rooms became a social focus for the growing city, staging county balls, the famous Harpers Festival of 1792 and other events. In the aftermath of the 1798 rebellion, the Assembly Rooms were pressed into service as courtrooms for the trial of Henry Joy McCracken, a leader of the United Irishmen, who was subsequently hanged in public close by. In 1845 the building was converted to the headquarters of The Belfast Banking Company, which later became the Northern Bank, and remained a branch until 2000.

New Assembly Rooms were created across the square in the Commercial Buildings, also known as the Exchange Building and Northern Whig House, which opened in 1820 and defined the southeast corner of the Four Corners. Further down Waring Street a magnificent Italianate building was constructed in 1857 for the Ulster Bank and would serve as its headquarters for the next 140 years. Other banks sprung up in and around Waring Street in the latter part of the 19th century, reflecting the economic importance of the rapidly expanding city.

The area was also the hub of Belfast's newspaper industry. The Belfast News Letter, the world's oldest continuously published newspaper founded nearby in 1737, moved to ornate new premises in Donegall Street in 1872. The Northern Whig, Irish News and Belfast Telegraph were published nearby. Many architecturally significant buildings were added throughout the 19th century, frequently replacing the original thatched premises, and designed in accordance with Belfast's status as a leading commercial centre.

A.3. Decline and New Beginnings

During the first half of the 20th century, the North Street Arcade and faience buildings on North Street and Donegall Street added important character and style. St. Anne's Cathedral officially replaced the Church of St. Anne's in 1904 on the same site. Construction of the Cathedral continued from the laying of the foundation stone in 1899 to the erection of the Spire of Hope in 2007.

The area was badly hit during the blitz in April 1941 leaving huge gaps at the northern end around Donegall Street, North Street and Royal Avenue, and at the southern end on Bridge Street and High Street. Transport House on High Street, built in the International Style in 1959 as the Belfast headquarters of the Amalgamated Transport and General Workers' Union, is an example of post-war architecture and one of Belfast's youngest listed buildings.

Like much of the city centre, the area known as Northside languished during the Troubles. In amongst the backstreets and derelict warehouses were the

remnants of Belfast's once-thriving Little Italy and Half Bap neighbourhoods and a few businesses hanging on from more prosperous times.

By the 1980's there was talk of regeneration in Belfast. Businesses and government agencies had taken advantage of government incentives to populate derelict areas of the city centre through a programme of urban development grants. In 1984 the Belfast College of Art & Design, in operation since 1849, merged with the University of Ulster at the York Street Campus. In this period also, the North Street Arcade began to serve as a focal point for bohemian creative activity - its cheap rents and a central location attracting a core of arts and community organisations and small, independent businesses to the area. In 1989 Todd Architects built new premises on Hill Street and Nick's Warehouse, a restaurant and wine bar, opened next door.

A.4. Laganside

As early as 1986 the Department of the Environment (DoE) began looking at ways to regenerate large areas on either side of the Lagan waterfront, which had once been part of the city's thriving port infrastructure and were now lying derelict. The Laganside Corporation was established by the Northern Ireland government in 1989 as an Urban Development Corporation (UDC) with powers to promote and market development opportunities, undertake infrastructure works, acquire land, enter into agreements for the development of land, and manage the amenities of the River Lagan.

Laganside Corporation's remit was 'to bring into use land and buildings, encourage public and private investment and the development of new industry and commerce, create an attractive environment and ensure that housing, social, recreational and cultural facilities were available to encourage people to live and work in the Designated Areas.'

Northside's strategic importance as a link between the Laganside developments along the river and the city centre was recognised as well as its historic significance as the oldest part of the city. The area was designated a Conservation Area in 1990 and the DoE published the Cathedral Conservation Area Design Guide which stated that the Department's overall objectives for the regeneration of Northside would be to:

- Protect and enhance the essential character of the Cathedral Conservation Area and encourage the retention, rehabilitation and re-use of existing buildings wherever possible;
- Encourage growth and change which is in sympathy with the character and appearance of the Conservation Area;
- Promote the commercial benefits of investing in the area.

A.4.1. From Northside to The Cathedral Quarter

Local playwright Martin Lynch and other artists and activists lobbied for the development of the area as Belfast's cultural quarter. In 1997 the Laganside boundary was extended from 140 to 200 hectares (345 to 493 acres) to include Northside, and the area was renamed the Cathedral Quarter.

Within Laganside's Cathedral Quarter Regeneration Strategy, issued in 1998, the Cathedral Quarter was envisaged as a dynamic and distinctive, mixed use, historical and cultural quarter which would contribute to the economic performance of the city and the region by creating an attractive environment for investment. This would be accomplished by promoting the area as a cultural and entrepreneurial quarter, a specialist retail area for creative design, an urban residential community and a key tourist attraction. The strategy called for sensitive long term management of both the urban fabric and the economic role of the area, supported by a wide-ranging partnership of departments and agencies.

The strategy outlined 15 key development projects, including a quality arts and cultural venue, public space, streetscape improvements, managed workspaces and studio complexes, opportunities for residential and business development, some of which would be led by Laganside and others by public/private partnerships. In 1996 the Old Museum Arts Centre (OMAC) began the process of collaboration with artistic partners and statutory funders including Laganside, the Arts Council of Northern Ireland, Belfast City Council (and later the Department of Culture Arts and Leisure) to build a flagship home for the arts in the Cathedral Quarter.

An interim review carried out in 2002 for DoE reflected Laganside's disappointment that it was taking longer than expected to move the strategy forward. Only 3 of the original 15 projects had been completed with another 3 in process. A Community Unit was established in 2004 but had little time to address the social goals of the strategy.

Custom House Square, Laganside's £4.2 million public realm project to create Belfast's largest public space, was completed in 2006 to international acclaim. While not originally part of the Cathedral Quarter designated area, the square's proximity boosted the Cathedral Quarter's identity as the city's cultural quarter by offering unprecedented opportunities for public events and performances in the city centre. Laganside also initiated a funding programme known as the Laganside Events Fund to support events and encourage use of the square. In

2006 the DCAL Minister announced its commitment to fund the building of The MAC.

A.4.2. Wind-down of Laganside

By the time the Laganside Corporation wound down in 2007, it had invested substantial public funds into the Cathedral Quarter and leveraged additional private investment at a ratio of 4 to 1. The completed projects were: the Managed Workspaces on Royal Avenue, Donegall Street and Cotton Court; public space in Cotton Court and Writer's Square; and streetscape improvements on Waring Street, Hill Street, Gordon Street and Commercial Court. Laganside also commissioned and installed over 30 pieces of public art creating a number of Public Art Trails.

Laganside's regeneration efforts in the Cathedral Quarter served as a catalyst for a number of other initiatives, some with government support. The Potthouse building, housing a pub, club and offices, opened on the site of a 19th century pottery at the corner of Hill and Waring Streets. The Commercial Buildings at the Four Corners were refurbished to house the Northern Whig pub and restaurant, Clanmil Housing offices and the Clanmil Arts and Business Centre offering office space for a dozen cultural organisations and businesses. The Black Box opened on Hill Street as a temporary cultural venue in 2006. The Ulster Bank building and adjacent Ulster Buildings on Waring Street were re-opened in 2006 as the Merchant Hotel and the Cloth Ear bar.

However, in spite of visible progress, the consensus across the city was that the Cathedral Quarter was taking much longer than anticipated to reach its potential. As Laganside was being wound-up with much of its work done in its riverfront areas, it was clear that the Cathedral Quarter still needed further attention and priority given to it. The arts centre, subsequently named The MAC (Metropolitan Arts Centre) experienced delays following a request from its funders to include Northern Ireland's flagship contemporary arts gallery. These delays caused an unfortunate loss of available land, as well as a loss of momentum for the Quarter. But in 2007 OMAC succeeded in securing cross departmental support and appointed an integrated design team. Excitement was re-kindled through a high-profile fundraising campaign launched by Meryl Streep, and extensive consultation with the public and across all sectors.

A.4.3. Handover to Department for Social Development (DSD)

Post-Laganside, the Belfast City Centre Regeneration Directorate within DSD assumed responsibility for the management of the Laganside assets including Custom House Square, Writer's Square, Cotton Court and the Managed

Workspaces. It also continued the Laganside Events Fund, which contributed financial and venue support to many of the cultural events in the Cathedral Quarter. In accordance with the Review of Public Administration (RPA), a far-reaching plan under development to restructure local government across Northern Ireland, it was envisaged that DSD would be a temporary custodian of these and other Laganside assets, and would hand all or most of them over to Belfast City Council (BCC) by May 2011.

Without focused and dedicated management or any further initiatives to complete what Laganside had begun, a range of stakeholders were concerned that the impetus for development of the Cathedral Quarter was being lost. Leading arts organisations based in the Cathedral Quarter lobbied local MP, MLA and former DSD Minister Nigel Dodds, who subsequently organised a meeting with the then direct rule DSD minister David Hanson and three representatives of the Cathedral Quarter arts groups. Arising from that meeting, it was agreed that a steering group would be established, a development manager employed and a new strategy developed for the Cathedral Quarter. DSD agreed to fund the initiative and, after lengthy discussion between BCC and DSD, Belfast City Centre Management (BCCM) was agreed as the host body for the new role.

Laganside's 1998 Cathedral Quarter Regeneration Strategy identified 15 key projects for the Cathedral Quarter including sites controlled by Laganside and others in public and private ownership. To date, and with on-going involvement on the part of DSD, the Laganside-controlled projects at Cotton Court, the Four Corners and Saint Anne's Square have been completed as well as environmental enhancement schemes at Writer's Square and the Cathedral and streetscape improvements.

Further public and private investment in the Cathedral Quarter has delivered a mixed-use scheme on Talbot Street between Hill Street and Donegall Street featuring commercial, residential and cultural facilities, which opened in 2008. In 2009 the University of Ulster announced a major expansion plan for its York Street site and, most significantly for the cultural quarter, The MAC broke ground in Saint Anne's Square in December 2009 with an anticipated completion in late 2011.

A.5. DSD and City Centre Development

At the same time that the Cathedral Quarter was moving slowly forward, DSD was looking at ways to regenerate core areas of the city centre with major retail-led regeneration schemes. Following the submission of four private-sector

led proposals for different parts of the city centre, DSD decided that the Victoria Square scheme in the south east quadrant would be built first.

When the Victoria Square decision was announced in 2002, DSD Minister Nigel Dodds stated that a smaller retail-led scheme could potentially move forward in the North East Quarter, which overlaps into the Cathedral Quarter, as long as it did not conflict with plans for Victoria Square. Subsequently, a closed shopping mall proposal, Cathedral Way, was submitted to Planning Service for the area between Royal Avenue and Donegall Street. Concerned groups in the Cathedral Quarter and elsewhere in the city expressed strong reservations about the plans. These groups formed around a "Let's Get It Right" (LGIR) campaign which put forward a grassroots stakeholder vision for new development in the area. Culminating in the publication of demands in November 2004, signed by 50 groups, LGIR called for pedestrian priority, active frontages, increased residential provision, revitalisation of historic buildings, support for the evening economy and the removal of cars.

Planning permission for the original Cathedral Way scheme was subsequently denied. With Victoria Square moving towards a scheduled opening in 2008, DSD confirmed that the North-East Quarter would be the next priority area for retail-led regeneration. Leaside, a joint venture between two local companies, Snoddons and William Ewart Properties, and the Netherlands-headquartered ING Real Estate, was designated as the preferred developer for the area.

Leaside's Royal Exchange Proposals, unveiled in 2009, is a mixed-use retail scheme which includes 39,000m² of retail and leisure space, 8,600m² of office space, 240 apartments and over 700 car park spaces. The proposal also includes 930m² for arts and cultural use. Based on open-street patterns, the Royal Exchange proposals aim to improve linkages with the Laganside area and respect the built fabric and character of the Cathedral Quarter.

In November 2009 a development agreement was signed between DSD and Leaside, which commits to the submission of a planning application for the scheme by October 2010. In March and September 2010 the Royal Exchange design team engaged with local stakeholders in a participation process to give them an opportunity to comment on early designs for the scheme.

APPENDIX B

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THE POLICY CONTEXT

Summary

A.6. *The following policies and strategies were considered in the preparation of the Cathedral Quarter Development Plan:*

Northern Ireland Executive

- Sustainability Development Plan (2006)
- Programme for Government 2008-2011, (February 2008)
- Investment Strategy for Northern Ireland 2008-2018 (2008)
- Review of Public Administration (to take effect by May 2011)

Department of Finance and Personnel (DFP)

- Regional Economic Strategy (2007)

Department for Regional Development (DRD)

- Shaping Our Future : Regional Development Strategy (RDS), for Northern Ireland 2025 (2001)
- Adjustments to the Regional Development Strategy (RDS) 2025, June 2008
- Regional Transportation Strategy (RTS) for Northern Ireland (NI) 2002-2012
- Belfast Metropolitan Transport Plan 2015 (2004) and 2025 Strategy

Department of the Environment (DoE)

- Belfast Metropolitan Area Plan 2015 (2004)
- Planning Policies: Planning Policy Statements (PPS), Supplemental Planning Guidelines,

Department for Social Development (DSD)

- North East Quarter Masterplan (Feb 2005)
- People & Place: Public Realm Strategy for Belfast City Centre 2005
- Belfast City Centre Public Realm Masterplan 2006
- Belfast City Centre Regeneration Policy Statement 2006
- Belfast Physical Regeneration Conceptual Masterplans (Renewing Communities) – (Published in draft for public consultation in October 2009)
- Inquiry Into Town Centre Regeneration, DSD Committee Report (November 2009)

Department of Enterprise, Trade and Investment (DETI)

- Think, Create, Innovate – Regional Innovation Strategy for Northern Ireland (2003)
- Northern Ireland Regional Innovation Action Plan 2008 – 2011 (2008)

Northern Ireland Tourist Board (NITB) - reports to DETI

- Planning our Route to Success: Northern Ireland Tourist Board Corporate Plan 2008-2011

Invest NI - reports to DETI

- The Northern Ireland Digital Content Strategy (2008)

Department of Culture Arts and Leisure (DCAL)

- Architecture and the Built Environment for Northern Ireland (2006)
- Corporate Plan (2008)

Arts Council of Northern Ireland (ACNI) - reports to DCAL

- Creative Connections: a 5 year plan for developing the Arts 2007 – 2012 (2007)
- Strategic Action Plan: Creative Industries in Northern Ireland (2008) with DETI and others
- Creative Blueprint Northern Ireland: Creative and Cultural Skills (2008) with DETI and others

Belfast City Council (BCC)

- Belfast Capital City II 2006-2010
- Staying Competitive (Local Economic Development Plan) 2006 - 2010
- An Integrated Cultural Strategy for Belfast (2007)
- Public Space for a Shared Belfast (2008)- A research report for BCC Good Relations Unit
- Draft BCC NITB Integrated Cultural Tourism Strategy 2010-2014 (draft – March 2010)
- BCC Draft Transportation Strategy

A.7. The Cathedral Quarter's Strategic Role

The Cathedral Quarter is a key part of today's city centre and a link to the retail core, a thriving mixed-use quarter, a hot spot of creativity and innovation, shared cultural space in a still-divided city, and an increasingly popular destination for citizens and visitors. There are direct and indirect references to the Cathedral Quarter throughout the body of current policies, plans and strategies which guide decision-making in Northern Ireland. The area is referred to as a physical link, a gateway, an economic engine, a social network, a catalyst, an inspiration, a showcase and a brand, and, as such, is integral to achieving many of the region's policy goals. A more detailed analysis of the policies and how they are shaping the Cathedral Quarter follows:

A.8. Regional Policies

In 2006 the newly-devolved government of Northern Ireland published the Northern Ireland Executive's (NIE) **Sustainability Development Plan**, which is about balancing economic, social and environmental goals. In 2008 the **Programme for Government (PfG)** led with the goal of growing a dynamic economy. **PfG** and the earlier **Economic Vision for Northern Ireland (2005)** set the strategic context for the **Investment Strategy for Northern Ireland 2008-2018 (ISNI)**, which addresses 'infrastructure investment in support of economic, societal and environmental sustainability' through six investment pillars and 23 sub-pillars. The **Budget 2008-11** and other departmental plans and policies are broadly in alignment with these plans.

Many of the measures supported through the six investment pillars of the Investment Strategy and related departmental policies are directly relevant to the development of the Cathedral Quarter including productivity, skills development, employment, tourism, equality, healthy lifestyles, access to culture, sustainable development, urban regeneration, improved transport infrastructure and protecting the environment.

A.9. Spatial Strategies

Spatial strategies and plans such as the **Regional Development Strategy (RDS)**, **Regional Transport Strategy (RTS)**, **Belfast Metropolitan Area Plan (BMAP)** and **Belfast Metropolitan Transportation Plan (BMTP)** reinforce the role of Belfast as the regional capital and main transportation hub. BMAP and BMTP further reinforce the importance of a cohesive and efficient city centre to the economic growth of Belfast and the region. The historic character of Belfast is protected under **Planning Policy Statement 6: Planning, Archaeology and the Built Heritage**, and supplementary planning guidance through the **Cathedral and Belfast City Centre Conservation Area Guides**.

The Department for Social Development (DSD) sets out regeneration objectives for Belfast City Centre in its **Regeneration Policy Statement (RPS)**. The objectives are implemented through a series of strategies and master plans including the **North East Quarter Masterplan**, the **Public Realm Strategy**, and **Belfast City Centre Public Realm Masterplan**. The North East Quarter Master plan will guide the development of the Royal Exchange scheme, which overlaps the Cathedral Quarter.

The **North East Quarter Masterplan** provides guidance for the major retail development scheme, Royal Exchange, which will overlap the Cathedral

Quarter. Key objectives relevant to the Cathedral Quarter require the scheme to:

- be outward-facing;
- demonstrate its potential to pump prime the wider regeneration of the Cathedral Quarter.

This is a function of external appearance, pedestrian connectivity and mix of uses;

- provide a mix of uses other than retail;
- respect the fine urban grain of the area;
- respect the built fabric, character and historic street form of the Cathedral Quarter Conservation Area character and policy with particular attention to bringing the listed buildings back into productive use;
- bring about the regeneration of the tertiary retail sector of the City centre;
- not prejudice plans for the wider regeneration of Cathedral Quarter through inappropriate form and scale;
- put in place appropriate connections to the Cathedral Quarter, Laganside and the Victoria Square area;

There are several recurring priorities and proposals in these spatial strategies to address connectivity and permeability in the city centre, which directly relate to the Cathedral Quarter. These include proposals for a public transportation hub and train station at Gamble Street; a re-design of Dunbar Link to create an urban boulevard and reduce severance; the creation of a series of small, interconnected public spaces in the city centre; and the development of strong links to surrounding communities.

The transportation hub and train station were deemed too expensive to be justified within BMAP's initial timeframe, however DRD reserves the option to reconsider the proposal as development plans for the University of Ulster Belfast Campus, Clarendon and Royal Exchange move forward.

A.10. Arts & Culture

The need for investment in arts and cultural infrastructure is addressed through the Department of Culture, Arts and Leisure (DCAL) **Investment Strategy for Northern Ireland 2008-2018**.

In 2008, an inter-departmental group including DCAL, the Arts Council of Northern Ireland (ACNI), Department for Employment and Learning (DEL), Department for Enterprise, Trade and Investment (DETI) and Invest NI jointly published the **Strategic Action Plan: Creative Industries in Northern Ireland 2008**. ACNI served as lead partner for NI and worked closely with DEL, DETI and Invest

NI to develop an action plan for skills development in creative industries, **Creative Blueprint Northern Ireland: Creative and Cultural Skills, June 2008**. These current plans for the development of the creative industries are based on earlier policies developed by DCAL in partnership with other agencies, including **Unlocking Creativity – A Strategy for Development (2000); Unlocking Creativity – Making it Happen (2001); Unlocking Creativity – A Creative Region (2004)** – all of which were developed with extensive participation from a broad range of stakeholders, including Cathedral Quarter arts groups.

A.11. Innovation & Business Development

DETI policy **Think, Create, Innovate – Regional Innovation Strategy for Northern Ireland (RIS)** and the **Northern Ireland Regional Innovation Action Plan 2008 – 2011** guide the strategies and plans of NITB and INVEST NI: **Planning our Route to Success: Northern Ireland Tourist Board (NITB) Corporate Plan 2008-2011; INVEST NI Corporate Plan 2008;** and the **Northern Ireland Digital Content Strategy**.

A.12. Review of Public Administration

The **Review of Public Administration (RPA)**, the first major examination in over thirty years of how public services in Northern Ireland are organised and delivered, was formally launched by the Northern Ireland Executive in June 2002. The RPA, which is scheduled to take effect by May 2011, will reduce the number of councils in Northern Ireland from 26 to 11. A number of responsibilities will move from central government to councils including: planning functions; urban regeneration and community development delivery functions; some housing functions; and a number of functions associated with driving forward local economic development, local tourism and local arts, sports and leisure. The RPA will also affect areas of funding currently controlled by the Arts Council of Northern Ireland, moving responsibility for community and social cohesion into local council control.

The migration of these responsibilities from government departments to BCC will have far-reaching implications for the strategic development and stewardship of the Cathedral Quarter. The transition, somewhat delayed from its original timescale, will result in more local control, and represents a real opportunity to integrate planning, funding, and the delivery of services in the Cathedral Quarter.

A.13. Belfast City Council & Local Control under RPA

The BCC Local Economic Development Plan, **Staying Competitive 2006 – 2010**, currently under review, deals with business competitiveness, the nurturing of

local talent, and community economic regeneration. Objectives include the development of key growth sectors; business incubation and the growth of small to medium enterprises (SME's); stronger links between education and industry; and support for area-based economic activity.

In 2007 Belfast City Council developed **An Integrated Cultural Strategy for Belfast – Culture at the heart of our city's development** in partnership with DCAL and ACNI. BCC has recently published a **Draft BCC NITB Integrated Cultural Tourism Strategy 2010-2014**, an integrated framework between Belfast City Council and the Northern Ireland Tourist Board.

Analysis

In 2006 the newly-devolved government of Northern Ireland published The **Sustainability Development Plan**, which is about balancing economic, social and environmental goals. In 2008 the **Programme for Government (PfG)** outlined five broad goals, leading with the goal of growing a dynamic economy. **PfG** and the earlier **Economic Vision for Northern Ireland (2005)** set the strategic context for the **Investment Strategy for Northern Ireland 2008-2018 (ISNI)**, which addresses 'infrastructure investment in support of economic, societal and environmental sustainability' through six investment pillars and 23 sub-pillars. The budget and other departmental plans and policies have been published and existing policies reviewed to bring them into alignment with these plans.

Many of the measures supported through the six investment pillars of the Investment Strategy and related departmental policies have a direct impact on the development of the Cathedral Quarter including productivity, skills development, employment, tourism, equality, healthy lifestyles, access to culture, sustainable development, urban regeneration, improved transport infrastructure and protecting the environment.

The Investment Strategy calls for improved access to urban centres, enhanced public transportation networks and aims to 'encourage a shift away from private cars particularly in urban areas.' It supports: increased connectivity through broadband; capital development projects and the purchasing of assets to strengthen voluntary and community organisations; improved attractiveness for residents and tourists; arts and cultural infrastructure investment; strategic re-development in Belfast including major mixed-use schemes; high-quality cultural tourism product; and the development of industry sectors that introduce new technologies, processes and associated skills.

A Shared Future and Cohesion, Sharing and Integration

March 2005 saw the publication by the Office of the First Minister and Deputy First Minister (OFMDFM) of **A Shared Future – Policy and Strategic Framework for Good Relations in Northern Ireland**. This was a cross departmental strategy. A Triennial Action Plan was produced which gave government departments responsibility for actions under eleven priority areas including: tackling the visible manifestations of sectarianism and racism; reclaiming shared space and reducing tensions at interface areas.

When devolution was resorted in 2007, OFMDFM initiated the development of a new strategy **Cohesion, Sharing and Integration** to integrate the race and community relations strategies. This new strategy will:

“...develop a Programme that will take into account our PfG commitments on Cohesion, Sharing and Integration as well as those on Racial Equality and Social Inclusion in order to reflect the changing context we are facing as a community” (Programme for Cohesion, Sharing and Integration: Update report to Assembly Committee for the Office of the First and Deputy First Minister, 9 April 2009)

A Shared Future was led by objectives and actions for government departments. The new cohesion, sharing and integration strategy is focused much more at local and community levels. This strategy has now been agreed by the first minister and deputy first minister and will be put out for public consultation soon.

Spatial Strategies

DRD's **Regional Development Strategy (RDS)**, first published in 2001 and currently under review, supports sustainable patterns of development and emphasises social cohesion and economic development. It states that 'a strong and vibrant metropolitan area is fundamental to the continuing social and economic development of the region' and calls for a reinforced role for Belfast as regional capital and a stronger role as an international city.

The RDS provides a strategic policy context for urban environment proposals set out in the **Draft Belfast Metropolitan Plan 2015 (BMAP)**, published by DoE in 2004, and lays the groundwork for 'an urban renaissance throughout the Belfast Metropolitan Area'. The **Spatial Strategy** in the RDS focuses on growth poles to act as centre-magnets to the Belfast Metropolitan Area, providing a framework for balanced growth. One of the aims of the **Spatial Development Framework** within RDS is 'to develop the Cathedral Quarter as a dynamic and distinctive mixed use, historical and cultural quarter.'

DRD's **Regional Transportation Strategy (RTS)**, closely related to and aligned with the RDS, acknowledges decades of under-investment in roads and public transport. In addition to investment in roads infrastructure, RTS calls for upgraded rail networks and increased rail capacity, improved buses and a rapid transit system for Belfast. While the RTS aims for a 'publicly acceptable shift from private car to bus and rail', recent consultation highlights the need to 'address a bias of spend on Roads v Public Transport'. In the Belfast Metropolitan Area, the RTS is being implemented through the **Belfast Metropolitan Transport Plan 2015 and 2025 Strategy**, both of which support development proposals contained in BMAP. Together BMAP and BMTTP seek to provide an integrated approach to future development in the Belfast Metropolitan Area.

Just as the RDS and RTS emphasise the strategic importance of Belfast as a strong regional capital, BMAP and BMTTP outline the significance of a strong city-centre to the future of Belfast.

The BMTTP is organised through four modal themes, all highly relevant to plans for the Cathedral Quarter: provision for walking and cycling – such as walking corridors and cycle routes; public transport measures – such as bus and rail schemes; highway measures – such as road schemes; and management measures – such as parking controls or traffic management used to control traffic and influence travel demands and patterns.

The Cathedral Quarter is adjacent to the Belfast Cross Concept within the BMTTP and at the centre of the High Accessibility Zone, both of which support high levels of pedestrian priority. The Plan proposes an urban boulevard for Dunbar Link. It also retains options 'to provide new and improved rail stations and major public transport interchanges within Belfast city centre as part of the potential redevelopment of sites at Great Victoria Street and Gamble Street', further stating that 'these schemes are subject to developer contributions and their implementation is expected to be outside the 2015 Plan period.'

BMAP seeks 'to create a thriving metropolitan area with Belfast city centre as the focus. Its strategic objectives are to: enhance the role of the City of Belfast, develop the metropolitan area, and improve transport. BMAP includes a **Belfast City Centre Strategy (BCCS)**.

Conservation and Design

The Cathedral Quarter is a designated conservation area, supported by the **Cathedral Conservation Area Design Guide**, and one of three parts of the city centre which together form Character Area 4 – The Scotch and Cathedral Quarters. DoE's objectives for the regeneration of the Cathedral Quarter, as outlined in the Design Guide, are to: protect and enhance the essential character of the Cathedral Conservation Area and encourage the retention,

rehabilitation and re-use of existing buildings wherever possible; encourage growth and change which is in sympathy with the character and appearance of the Conservation Area; and promote the commercial benefits of investing in the Area.

Policies CC 103 –CC 105 contain additional design criteria to be applied within conservation areas in the city centre, stating that development proposals within City Centre Conservation Areas will be assessed in accordance with prevailing regional planning policy **PPS 6 – Archaeology and the Built Heritage, Policy UE2** (Urban Environment) and other relevant design guidance.

The design criteria governing development in are extensive and comprehensive, and include consideration of

The Cathedral Quarter falls within an Area of Parking Restraint as designated by **CC 102 Area of Parking Restraint** and subject to standards contained in Policy **TRAN 4** which calls for 1 parking space per dwelling and a non-residential standard of 1 space per 300 square metres of non-operational and 1 space per 930 square metres for operational space.

City Centre Regeneration

In 2004, the Department for Social Development (DSD) published its **Belfast City Centre Regeneration Policy Statement for Belfast City Centre (RPS)** to promote and implement a comprehensive approach to tackling social, economic and physical regeneration. RPS includes a broad range of objectives and includes the Department's immediate plans and priorities under five themes: retail; office/business; tourism/leisure; connectivity/public realm; and reinforcing city communities. The main shopping area of the city centre is divided into four shopping quarters, with the North East Quarter extending east from Royal Avenue and overlapping the Cathedral Quarter and the Cathedral Conservation Area. The Victoria Square Development Scheme in the South East Quarter, to be developed in partnership with Laganside Corporation, is identified as the priority, with consideration of support for a subsequent and complementary scheme in the North East Quarter, which could contribute to Laganside's Cathedral Quarter initiative.

The **Northeast Quarter Masterplan** (2005) will guide the developers of the Royal Exchange retail scheme. The Masterplan objectives are to: contribute to the wider regeneration of the Cathedral Quarter through external appearance, pedestrian connectivity and mix of uses; to respect its built fabric, character and historic street form and Conservation Area character with particular attention to bringing listed buildings back into use; and to guard against compromising its regeneration through inappropriate form and scale. The guiding principles

include: character preservation; destination creation; retention where possible of historic buildings and facades; commercial attractiveness; traffic calming; quality public spaces; encouraging a 24 hour environment; and promoting sustainable economic and social regeneration of the North East Quarter.

In 2005 DSD also published **People & Place: Public Realm Strategy for Belfast City Centre** which includes the strategic aims of identifying and revealing the city's assets and enabling the pedestrian, and the specific aim of defining City Quarters to exploit Belfast's historic roots. The Strategy proposed a Civic Spine running north/south through the city centre to link its disparate areas including the Cathedral Quarter. The Strategy examined how existing design in the public realm either enhances or hinders connectivity and outlines proposals. The setting of St. Anne's Cathedral (now Belfast Cathedral), the University of Ulster campus and adjoining public space at the northern end of the Cathedral Quarter, and Bridge Street and The Four Corners at the southern end are identified as areas which needed improvement. The North East Quarter Masterplan is included as a Catalyst Project in the Strategy.

In 2006 the Department for Culture, Arts and Leisure (DCAL) published a built environment policy, **Architecture and the Built Environment for Northern Ireland (2006)** to promote innovation and creative thinking as drivers of both good design and economic sustainability, and to stimulate public appreciation of the architectural, cultural and natural heritage.

Citing lack of cultural infrastructure as the reason for Belfast's failed bid to be the EU Capital of Culture in 2008, DCAL has secured significant investment for arts projects through its **Investment Strategy for Northern Ireland 2008-2018**, including £17.7 million for The MAC in the Cathedral Quarter. The Investment Strategy aims to 'ensure the widest possible audience is able to experience and appreciate our cultural assets'. The spend will increase access to the arts and audiences, tourism potential and employment opportunities for artists and in the creative industries.

Arts and Culture

In 2007, the Arts Council **Creative Connections: a 5 year plan for developing the Arts 2007 – 2012 (2007)** 'to place arts at the heart of our social, economic and creative life'. The vision of the strategy is to keep pace with the artistic and cultural expectations of a modern society, to make a real contribution to the social, economic and cultural regeneration of Northern Ireland. Organised around four themes: promoting the value of the arts; strengthening the arts; growing audiences and increasing participation; and improving internal performance, the Strategy is integral to the 'Social' pillar as defined in the ISNI Investment Framework.

The Department for Culture, Arts and Leisure (DCAL) is the Government lead on the creative industries and works closely with the Department of Enterprise, Trade and Industry (DETI), the Department for Employment and Learning (DEL), Invest NI, the Arts Council (ACNI), the local Universities, Sectoral Skills Councils and other bodies to map out how to support and develop the creative industries in Northern Ireland.

DCAL, ACNI, DEL, DETI and Invest NI jointly published **Strategic Action Plan: Creative Industries in Northern Ireland 2008**. The Action Plan analyses existing provision and gaps and identifies priorities for action under three broad themes: innovation in business; innovation through people; and innovation through sectoral infrastructure and knowledge. The Plan's goal is to develop and/or exploit 'new creative content, products, services & experiences which can underpin sustainable creative businesses capable of serving local, national & international markets.' Priorities for business innovation include: the development of new content, products, services and experiences; support for risk-taking and the creation of new businesses. Priorities for innovation through people include skills development and support for entrepreneurial activity and talent. Priorities for innovation through sectoral infrastructure and knowledge include understanding linkages to wider policies, developing partnerships, and creative branding for Northern Ireland.

The Arts Council acted as lead partner to develop an action plan for ... **Creative Blueprint Northern Ireland: Creative and Cultural Skills, June 2008**. The Blueprint includes people working in: advertising; craft; cultural heritage; design; literature; music; performing arts; and visual arts. Five key challenges are identified: technical and specialist skills gaps; higher skills needed in business and enterprise; confusion about what training is available and what qualifications are needed; workforce diversity – there should be opportunities for everyone; Employers and practitioners need to commit to training and development. The programme for action includes: creative apprenticeships; creative and cultural leadership programme; Northern Ireland careers strategy; continuing professional development; Northern Ireland links to the National Skills Academy UK Design Skills Alliance; business in creative courses; qualification reform; diversity; and a research agenda.

Innovation and Business Development

Think, Create, Innovate – Regional Innovation Strategy for Northern Ireland (RIS) published by DETI in 2003, and the subsequent **Northern Ireland Regional Innovation Action Plan 2008 – 2011** identify four key economic drivers: innovation, enterprise, skills and infrastructure. The four key priorities of the RIS are to: create a coherent R&D and innovation infrastructure; enhance the use of

R&D and innovation by the business sector; develop a culture of innovation and enterprise; and sustain the regional innovation system.

Planning our Route to Success: Northern Ireland Tourist Board (NITB) Corporate Plan 2008-2011. The Plan analyses existing provision and gaps. It concludes that , in terms of product development, the cities' product needs: new events and festivals that enhance visitor experience; investment in high quality public realm and urban spaces; evening and weekend economy; interpretation and development of the existing built environment; providing insight into the history and life of our communities; and development of the food and drink offering. NITB's **Culture and Heritage Plan** focuses on signature projects, but also identifies three key areas for development in addition to these projects: living culture, heritage; and arts and crafts.

In these areas, additional product development is required: to enhance interpretation and develop culture & animation programmes that bring the stories to life; to ensure that opening times and access are in line with visitor needs; to provide better interpretation, suitable touring routes and product translated into packages easily purchased by visitors; to offer events programmes that grow regional spread.

The **INVEST NI Corporate Plan 2008** aims to increase business productivity, the means by which wealth can be created for the benefit of the whole community. The main short-term priority is to realise the potential of existing businesses across all sectors. In 2008, INVEST NI also published the **Northern Ireland Digital Content Strategy** in consultation with industry stakeholders. The Strategy targets digital animation, mobile and web content, and e-learning/serious gaming. Five key issues that need to be addressed if the sector is to grow and flourish are; leadership; investment; skills and training; research, development & innovation; and internationalisation.

Review of Public Administration

Under the Northern Ireland Executive's **Review of Public Administration** the number of councils in Northern Ireland will be reduced from 26 to 11. A number of responsibilities will move from central government to councils including: planning functions; urban regeneration and community development delivery functions; some housing functions; and a number of functions associated with driving forward local economic development, local tourism and local arts, sports and leisure.

Belfast City Council

A number of Belfast City Council's policies are currently under review. These include:

Belfast Capital City II 2006-2010, which pursued the following goals across departments:

- Providing civic leadership
- Working with others to ensure that coordinated solutions are developed in response to the challenges facing the city
- Improving quality of life now and for future generations
- Creating a cleaner, more attractive, safer and healthier city, with a strong economy
- Promoting good relations
- Promoting fair treatment, understanding and respect for people of all cultures
- Delivering best services
- Providing the high quality, value-for money services that people need, when and where they need them.

Staying Competitive, the Local Economic Development Plan for 2006 – 2010, published by the BCC Development Department seeks to promote business competitiveness by stimulating business growth; to promote talent by establishing links between education and industry and by promoting Belfast as a knowledge city; and to promote community economic regeneration by supporting area-based economic development activity and employment.

In 2007, working in partnership with DCAL, ACNI and others, Belfast City Council published **An Integrated Cultural Strategy for Belfast - Culture at the heart of our city's development**. The vision of the strategy is to create a vibrant, cultural capital where arts and culture are placed firmly at the centre of economic, social and environmental regeneration in a way which inspires, empowers and elevates those who live, work in and visit the city. In anticipation of the changes to be implemented under the RPA, the strategy sets out a framework to create a joined-up approach to the development of Belfast's cultural sectors. The strategy is organised around the themes of strategic leadership, creating wealth, and quality of life. The theme of creating wealth includes aims and objectives to promote the economic potential of creative clusters in the city by: developing the potential of cultural quarters such as the Cathedral Quarter, Queen's Quarter, Titanic Quarter and Gaeltacht Quarter; and supporting creative clusters as drivers for creative industries.

In 2009 the Development Department within Belfast City Council was reorganised reflecting a shift in emphasis from culture and arts to cultural tourism. In March 2010, the Development Department published the **Draft BCC NITB Integrated Cultural Tourism Strategy 2010-2014**, an integrated framework between Belfast City Council and the Northern Ireland Tourist Board. Underpinned by a commitment to sustainability, the strategy seeks to 'deliver

the authentic Capital City experience by developing and coordinating cultural, natural and commercial assets to attract a greater number of visitors to the city and maximise the economic benefits for Belfast and Northern Ireland.' The aims include to: develop a strong positive reputation as a welcoming gateway and business tourism destination, spread the economic benefit of tourism, offer a broad range of access services, stage a consistent annual programme of events and festivals; and improve services and facilities.

DRAFT

BELFAST CITY COUNCIL RESPONSE TO CATHEDRAL QUARTER STEERING GROUP DRAFT DEVELOPMENT PLAN

Cathedral Quarter Draft Strategy BCC response

1. Background & Discussion

The draft Cathedral Quarter (CQ) Strategy 2010-2015 proposes to establish a Management Trust which will:

- Provide a forum for all stakeholders to work together
- Work with disparate government agencies and departments to focus on the unique needs of the area
- Leverage funding, including external resources not available to government
- Manage the Cathedral Quarter's managed workspaces and event funding with appropriate government oversight
- Facilitate the effective and efficient delivery of services
- Implement the Cathedral Quarter Development Strategy

Whilst the Management Trust would provide a focus for the CQ, Belfast City Council would have concerns that other areas across the city would want to adopt a similar approach and Council would need to consider this carefully within a city wide context, before any precedent is set. It is difficult to determine the power of a Trust within the current constraints of government departments.

Private / public sector financial models to support the development of Cathedral Quarter must be fully explored.

2. The CQ Development Plan

In guiding the future development of the Cathedral Quarter the four key priorities of the Management Trust will be:

- To support the Cathedral Quarter as a centre for the arts and creative industries
- To support the growth of the mixed-use economy in Cathedral Quarter
- To generate high levels of public participation
- To build and maintain a supportive Infrastructure

Belfast City Council (BCC) broadly supports the 4 Priorities identified in the strategy

BCC notes that the draft strategy contains highly ambitious aspirations for the area in a relatively short period of time. These aspirations are commendable however need to be strengthened by a short, medium and long term implementation plan where the **Key Targets should be SMART - specific, measurable, achievable and timebound.**

CONSULTATION

BCC recommends that the Development Plan is open to consultation with a wider stakeholder network and not only those with direct interest in the Cathedral Quarter.

MARKETING, COMMUNICATION & VISITOR SERVICING

BCC would recommend that marketing and communication plans are strengthened in the implementation plan and that the proposed management trust works closely in partnership with the Belfast Visitor and Convention Bureau (BVCB).

It is also noted that the key target under Objective 3.3. to include “*Visitor information point(s) in the Cathedral Quarter*” must be done in partnership with the Belfast Welcome Centre and in consideration government departments that have the legislative powers over public land.

STREET TRADING & MARKET DEVELOPMENT

The CQ Draft Strategy does not allude to the development of on street trading or market development in the area. BCC has worked closely with representatives from the CQSG on designating locations in the CQ realm and seeks clarification on whether this remains an aspiration for the CQSC.

DEVELOPMENTS

Objective 2.2: Balance public and private land use to meet the needs of the cultural quarter (page 22) has a Key target to include: establish CQ as a Business Improvement District (BID) to facilitate zoning implementation. The plan should note that Northern Ireland at present does not have the legislative authority to establish a BID and the new Management Trust must factor into their plan that any change in legislation will take a number of years.

The role of DSD should be emphasised in bringing forward Royal Exchange and any other improvements in the adjoining NW quarter of the City.

The potential impact of the redevelopment of Central Library should be noted in the plan as LibrariesNI, through funding from Department of Culture and Leisure, plan to develop a mediatech facility and a £30m refurbishment completed in 2014. This development of arts infrastructure should be maximised in the CQ Development Plan.

OPERATIONAL

Within Objective 4.1 of the Consultation, (***Ensure a clean, safe and well-functioning public realm through effective local management***), it does mention that maintenance of the public realm such as timely collection of bins and regular cleansing and upkeep of streets, footpaths and other surfaces must be coordinated to meet the needs of weekday, weekend and evening economic activity. BCC recommends that there is a need to ensure that any development within the area takes into account waste storage facilities and access to these.

This would also be recommended in a number of other objectives including:

- Objective 1.4:** *Expand and renew the Managed Workspace provision*
Objective 3.4: *Promote best practice to ensure maximum accessibility to Cathedral Quarter premises, public spaces, services and activities*
Objective 4.3: *Improve access for pedestrians and cyclists and calm the traffic*

CQSG should access the following link for full guidance:

<http://www.belfastcity.gov.uk/buildingcontrol/wastestorage.asp>

FUNDING

BCC supports the plan but at this stage will not commit to any funding packages referred to in the plan.

3. Summary:

1. Members ask that the CQSG note that this plan necessitates wider consultation with all stakeholders and not just those with a direct interest in the Cathedral Quarter.
2. Council is minded to support the Plan however there would be no commitment at this stage to any of the funding packages referred to in the Plan.
3. The Cathedral Quarter Vision and Framework is top line and reflects the council's own strategies in relation to tourism, culture and arts; Cathedral Quarter is listed as one of the 9 tourism place destinations in the Belfast Integrated Strategic Framework.
4. BCC recommends that there is a need to ensure that any development within the area takes into account waste storage facilities and access to these.
5. The role of DSD should be emphasised in bringing forward Royal Exchange and any other improvements in the adjoining NW quarter of the City.
6. The potential of the impact of the redevelopment of Central Library should be developed as they plan a mediatech facility and hope to have a £30m refurbish completed in 2014.
7. BCC currently supports the work of the CQSG and will support their work along with all stakeholders and partners by sitting on the steering group at senior officer level.
8. Any emerging management structure should be considered on a city wide basis and innovative financing models should be explored.
9. Cathedral Quarter will include the MAC which when opened in 2012 will play a key role in supporting the culture and arts sector across the city.
10. Cathedral Quarter and its public spaces including Custom House Square provide the City with exciting event potential. Development and outreach initiatives similar to that explored as part of Culture Night should be developed further.
11. It is important that the CQ is not seen in isolation and is connected to other parts of the city including Titanic Quarter and North Belfast via the North Belfast Cultural Corridor both physically and through public transport.

12. The development of the University and Royal Exchange are critical to the success of CQ and BCC should continue to work with all stakeholders to ensure the maximum opportunities are exploited with both of these significant developments for not only CQ but for the city.
13. The strategy requires an action plan for implementation.



Belfast City Council

Report to:	Development Committee
Subject:	Development and Outreach Initiative
Date:	6 December 2010
Reporting Officer:	John McGrillen, Director of Development, ext 3470
Contact Officer:	Shirley McCay, Head of Economic Initiatives, ext 3459

1	Relevant Background Information
1.1	Members will be aware that the Council distributes a range of funding to culture and arts organisations. Due to the need for organisations to plan their programmes, the Council endeavours to award funding as early in the financial year as possible. Therefore, the Development and Outreach Programme will reopen in early January and close in February.
1.2	No funding applications will be approved prior to ratification of the 2011–12 budget estimates.

2	Key Issues
2.1	The Development and Outreach Initiative aims to build capacity and boost cultural activity in communities with weak cultural infrastructure. Applications must be made on behalf of consortia of arts, heritage and community organisations. Beneficiaries must be from the top 50 per cent most deprived areas in Belfast (according to the Multiple Deprivation ranks for Northern Ireland) or have a disability.
2.2	The projects may run from May 2011 to May 2012. It is anticipated approximately 13 partnerships will receive support and the maximum level of funding available per project is £20,000.

3	Resource Implications
3.1	<u>Financial</u> £165,000 has been included in the Tourism, Culture and Arts Unit budget estimates for the Development and Outreach Initiative.

3.2	<u>Human</u> This will be covered within the work programme of the Tourism, Culture and Arts Unit.
3.3	<u>Asset and Other Implications</u> None

4	Equality and Good Relations Considerations
4.1	None

5	Recommendations
5.1	It is recommended that the Committee notes the contents of this report and agree to the opening of the Development and Outreach Initiative in January 2011.

6	Decision Tracking
Timeframe: March 2011	Reporting Officer: Kerrie Sweeney



Belfast City Council

Report to:	Development Committee
Subject:	Updated - 'Belfast On The Move' Response and Strategic Planning Policy Consultations
Date:	6 December 2010
Reporting Officer:	John McGrillen Director of Development ext 3470
Contact Officer:	Keith Sutherland Planning and Transport Policy Manager ext 3578

1	Relevant Background Information
1.1	' Belfast on the Move ' was launched by the Minister for Regional Development in City Hall on the 30 th September 2010 and a public consultation process was initiated, requesting for comments to be submitted by the 30 November 2010. Representatives from the Department attended a Special Committee on the 24 th November 2010 and outlined the proposed changes to the traffic management in the city centre.
1.2	Proposals for Strategic Planning Policy Guidance in the form of the draft review of the Regional Development Strategy (RDS) and guidance in respect of the weight of economic issues in the consideration of planning applications were recently announced.
1.3	This report provides an update of the draft response to "Belfast on the Move" taking account of the consideration and comments from the Special Development Committee and seeks approval for the appointment of technical support to develop responses to forthcoming strategic planning policy consultations.

2	Key Issues
2.1	' Belfast on the Move ' During the Special Development Committee on the 24 th November 2010, Members had the opportunity to explore the detail of the proposals with the Department for Regional Development staff.

2.2 The Draft Response attached in **Appendix 1** takes account of the issues and comments raised during the consideration by Committee along with responses from internal consultation with Council departments.

In response to the queries and comments from the Committee, the members of the DRD deputation provided clarification in relation to an number of elements including:

- The proportion of through traffic using the city centre;
- enforcement in relation to the use of junctions and moving traffic offences;
- the strategic approach to traffic management in the city;
- the use of bus lanes by cleansing vehicles;
- improving access to Donegall Square East and West and the relocation of bus stops from Donegall Square West to Queen Street;
- funding bids for these proposals and the Rapid Transport project;
- car parking for persons with disabilities;
- the relationship between Rapid Transit Lanes and public taxi hire ranks;
- potential transport proposals for the north of the city centre;
- parking of tour buses and coach parking bays; and
- the objective of reducing longer-stay car parking.

The draft response to the consultation has been updated to reflect the comments made by the Members. The final draft response is appended to this report for consideration by the Committee.

2.3 The Potential for new **Strategic Planning Policy Guidance** was highlighted in the Departmental Plan approved by Committee in 2010. The development of corporate responses on strategic planning policies, including Planning Policy Statements, and the Regional Development Strategy with external specialist support were highlighted as specific actions within the Departmental Plan.

2.4 The draft review of the Regional Development Strategy is being considered by the Regional Development Committee and is likely to be issued for formal consultation in December 2010.

2.5 The RDS should play a critical role in setting the context for the continued development of the city as the driver of growth for the region. It is essential that the RDS maintains the balance of future growth in favour of the city as the driver of growth and provides formal linkages to any linked Investment Strategy proposals such as the transportation plan, infrastructure proposals and the emphasis on public transport provision / connectivity.

	<p>Focussed work is required to support the translation of the work on the city region into the strategy and influence the final RDS and ensure the potential for the continued development of Belfast.</p>
2.5	<p>The Minister for the Environment recently announced proposals for the development of new PPS guidance to address the issue of the weight to be attached to economic considerations in the consideration of planning applications.</p>
2.6	<p>The introduction of economic considerations to the decision making process through PPS guidance could have significant implications for the assessment of development proposals both within the city and the wider region. The consideration at the High Court of earlier attempts to introduce these provisions suggested that the proposals amounted to a material change in the way planning applications were to be determined and could directly influence the outcome.</p>
2.7	<p>The development of the responses would necessarily draw on previous research and responses to both development plan proposals and Planning Policy Statements. Due to the differences in the proposed consultations subjects it is proposed that the technical support is provided by two separate focussed consultancy commissions with budgets of £7,000 for the RDS Review and £5,000 for the proposed PPS.</p>

3	Resource Implications
	<p>Amounts were included in the approved Departmental Plan subject to further clarification through a proposal paper.</p>

4	Equality and Good Relations Considerations
	<p>There are no equality and Good Relations Considerations attached to this report</p>

5	Recommendations
	<p>Members are requested to:</p>
5.1	<p>Consider and if appropriate endorse the content of the suggested response to the proposed 'Belfast On The Move' consultation as set out in Appendix 1</p>
5.2	<p>Agree the commission of external consultancy support with budgets of £7,000 for the RDS Review and £5,000 for the proposed PPS.</p>

6	Decision Tracking
	<p>Further to agreement, that if appropriate, a response be submitted to the Department for Regional Development Timeline: December 2010 Reporting Officer: John McGrillen</p> <p>Draft responses to the RDS Review and the PPS to be brought back to the Committee for consideration. Timeline: March 2011 Reporting Officer: John McGrillen</p>

7	Key to Abbreviations
DRD – Department for Regional Development PSNI – Police Service Northern Ireland RDS – Regional Development Strategy PPS- Planning Policy Statement	

8	Documents Attached
Appendix 1 – Draft Response	

Appendix 1

Draft Response

The Council generally supports the 'Belfast on the Move' proposals to promote sustainable transport options for the city centre. The proposal to reduce the amount of unnecessary through traffic in the city centre is welcomed, however, the measures must ensure the city centre remains accessible for leisure, shopping and business use. The increased priority for pedestrians and public transport in the city centre is supported along with the need to provide sufficient dedicated parking spaces for disabled people.

The Council considers a strategic approach to traffic management in Belfast is necessary to integrate the 'Belfast on the Move' city centre transport proposals with the rest of the city. The potential for displaced traffic from city centre streets to cause congestion elsewhere or create adverse impacts on residential communities should be continually monitored and managed.

In the consideration of this response to the specific 'Belfast On the Move' proposals it should be noted that the Council does not endorse the longer-term proposal for the completion of the southern section of the City Centre Ring (Bankmore Link). The Council in previous responses highlighted design concerns and the need to consider sustainable transport options such as the implementation of Rapid Transit, Park & Ride and expansion of Quality Bus Corridors prior to building new road infrastructure.

Parking and moving traffic offences in the city centre

The Council considers that enforcement of moving traffic offences will be critical for effective traffic management in the city centre. The enforcement of general traffic using bus lanes is needed to ensure the benefits of dedicated bus lane provision and changed priority are realised. Also the issue of traffic congestion at box junctions and illegal parking of taxis, tour buses and coaches should be enforced.

The current arrangements whereby the Police Service for Northern Ireland has responsibility for enforcing moving traffic offences with DRD responsible for parking offences may undermine the potential for coordinated action and effective management. The decriminalisation of moving traffic offences with single responsibility could ensure more effective enforcement of moving traffic offences in order to contribute to improvements in traffic management and road safety. The Council would strongly recommend that parallel actions are taken by DRD and PSNI to address this issue.

Cycling provision

The Council supports measures for dedicated off road cycle lanes and the use of bus lanes for cyclist. However, the introduction of one way traffic to a number of city centre streets may result in longer journeys in some circumstances for cyclist to reach city centre destinations. The Council would request consideration is given to the introduction of contra flow cycle lanes in proposed one way streets such as Donegall Place. In addition, the potential for cyclists to share pedestrian areas should be considered through the changing of regulations to facilitate appropriate opportunities.

Bus Routes

The Council would support measures to increase the number of through bus routes in the city and the reduction of bus layover in the city centre. These changes should be accompanied by further improvement to the Metro Bus Service along the arterial

routes and further development of Park & Ride to provide attractive alternatives to the private car.

Barrack Street area

The Council would support measures to restrict 'rat running' in the Barrack Street residential area.

Waste Collection and Street Cleansing issues

The Council's waste collection vehicles need to stop frequently along the carriageway the city centre in order to empty bins and collect waste. The refuse vehicles require full access in close proximity to where the bins or waste facilities are located as it not feasible, or safe to move large bins across roads in busy city centre traffic locations. Provision for waste collection vehicles to stop in the bus lanes for short periods to allow Council operatives to undertake statutory waste management functions should be included within design and enforcement regimes.

Council operations in the City Centre also require vehicular movements in all streets and any proposals to pedestrianise areas or restrict traffic should ensure access is maintained for Council vehicles including mechanical street sweeping vehicles.

St Georges Market

The traffic management proposals should ensure that market traders retain access to St George's Market to allow for unloading and loading of produce.

Disabled Access

The sustainable transport measures must be linked to the implementation plan of the Department for Social Development, Access and Mobility Study to ensure that the disabled community is not disadvantaged in accessing city centre services. Sufficient dedicated parking spaces for disabled people should be provided throughout the city centre.

Air Quality

The Council recognises that technical solutions to improving poor air quality are achievable through the reduction of the amount of traffic in the city centre, combined with measures to remove the most polluting vehicles from our roads and/or to keep them out of the city centre. Measures that promote the use of (clean) public transport, together with those that support low impact transportation such as cycling and walking assist in the improvement of the city centre environment. In relation to air quality, the Council would support the scheme to introduce 'Sustainable Transport Enabling Measures' in the city centre and it considers that there is the potential for positive outcomes in relation to air quality should this proposal be implemented. The Council would request that air quality issues are considered at all stages as part of the detailed planning process for this proposal and that the Council is kept informed on predicted impacts, particularly in relation to ambient levels of nitrogen dioxide and particulate matter at relevant monitoring locations.

Longer Term proposals

The longer term measures include the proposal for the Bankmore link between Cromac Street and Hope Street. The Streets Ahead Phase 2 proposals link the full pedestrianisation of Donegall Place and the creation of an iconic square in the setting of the City Hall, to the development of the Bankmore Link.

Whilst the Council would support the further pedestrianisation of Donegall Place and an improved public realm setting for City Hall as suggested in the Streets Ahead Phase 2, there would be concerns in relation to the proposed link to the Bankmore

Inner-ring Road as the only mechanism to facilitate such future action. Further consideration should be given to sustainable transport options such as the implementation of Rapid Transit, park & ride schemes and expansion of Quality Bus Corridors prior to building new road infrastructure

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Belfast City Council

Report to:	Development Committee
Subject:	Community Services Grant Aid Programme 2011/12
Date:	6 December 2010
Reporting Officer:	Cate Taggart, Community Development Manager, ext 3525
Contact Officer:	Cate Taggart, Community Development Manager, ext 3525

1	Relevant Background Information
1.1	<p>The Grant Aid Policy 'A Guide to Grant Aid for Community Organisations' was agreed by Council January 2004. One of the six grant types within the Policy is a Community Development Project Grant which allows an award of up to £500 for small scale community development projects that contribute to the overarching aim of building the capacity of local people. Specifically projects which</p> <ul style="list-style-type: none"> - Develop the programme of a community building - Enable new community groups to become established - Contribute to the organisational costs of community projects - Support training for committees/ volunteers
1.2	<p>There are two open calls in each financial year these being 1 March and 1 October. If recommendations in terms of 1 October call exceed budget then priority is given to those applications from organisations not in receipt of award 1 March.</p>

2	Key Issues
2.1	<p>A total of 60 applications have been received by the submission date of 1 October 2010 of which 21 are from organisations who successfully completed in the first grant opened in March 2010.</p>

2.2	As the potential grant allocation would exceed budget only recommendations for those 39 applications received from organisations who have not yet received a Community Development Project Grant are being brought to Committee for consideration at this time.
2.3	An end of year review of all grant budgets will indicate if funding might be available for the remaining 21 applications. If funds permit, further recommendations in relation to these will be brought to February 2011 Committee.
2.4	Grants have been assessed within current agreed eligibility criteria and there are no environmental implications.
2.5	Where possible it is intended that development staff will offer support to those groups not recommended for funding (Appendix 2) in order to assist them to improve practice and reapply for grant aid support at a later stage.

3	Resource Implications
3.1	The total available budget for the CDPG category for this financial year is £56,822.
3.2	The first open call in March resulted in commitments totalling £37,975 leaving a balance of £18,847 available for allocation to successful applications in this second call.
3.3	The cumulative total of the recommendations presented in Appendix 1 is £14,879 leaving a balance of £3,968
3.4	There is no additional staff resource required other than those normally deployed in the administration and assessment of this grant category.

4	Equality and Good Relations Considerations
4.1	There are no equality or good relations considerations

5	Recommendations
5.1	The Committee is requested to approve the recommendations in respect of Community Development Project Grants as attached at appendix 1 and 2.

6	Decision Tracking
Recommended action to be completed by 14 January 2011 by Catherine Taggart.	

7	Key to Abbreviations
CDPG Community Development Project Grant	

8	Documents Attached
Appendix 1: Projects recommended for Grant Funding Appendix 2: Applications recommended for Refusal	

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APPENDIX 1: Recommendations for Grant Approval

GROUP NAME	APP NO	REQUESTED	RECOMMENDED
NORTH			
Asbestos Support N.I. (ASNI)	1730	£500.00	£500.00
Basement Youth Club	1756	£625.00	£500.00
Belfast Beginning Experience	1781	£2000.00	£500.00
Carrickhill Residents Association	1736	£500.00	£500.00
Ligoniel Improvement Association	1762	£500.00	£500.00
Wishing Well Family Centre	1734	£429.00	£429.00
Sub Total		£4,554.00	£2,929.00
SOUTH			
Ellis Court Residents Ass.	1748	£500.00	£500.00
Greater Village Regeneration Trust	1758	£500.00	£500.00
Lower Ormeau & Botanic Environmental Association	1750	£500.00	£500.00
Men Utd.	1753	£1,000.00	£500.00
St. John Vianne Senior Citizens Club	1749	£500.00	£500.00
Sub Total		3,000.00	£2,500.00
EAST			
Avoniel Over 50's Club	1747	£500.00	£500.00
Belfast East Seniors Forum	1768	£500.00	£500.00
Bellwood Seniors	1744	£500.00	£500.00
Medway Court Residents Assoc.	1779	£500.00	£500.00
Romanians in N.I.	1789	£500.00	£450.00
Sydenham Cross Community Support	1770	£500.00	£500.00
Sub Total		£3,000.00	£2,950.00
WEST			
Caird Cheathru na Gaeltachta	1780	£500.00	£500.00
Centre For Health and Wellbeing	1731	£500.00	£500.00
Divis Tower Gardening Assoc.	1783	£500.00	£500.00
Divis Youth Project	1760	£600.00	£500.00
Falls Residents Association	1761	£600.00	£500.00
Glór Na Móna	1788	£500.00	£500.00
Greater Shankill Senior Citizens	1738	£500.00	£500.00

Highfield Mother & Toddlers	1755	£500.00	£500.00
Lenadoon Community Forum	1757	£500.00	£500.00
Lenadoon Women's Group	1735	£500.00	£500.00
Roden Street CDA	1776	£500.00	£500.00
West Belfast Senior Citizen Forum	1737	£500.00	£500.00
Women In Safe Hands (WISH)	1751	£500.00	£500.00
Sub Total		£6,700.00	£6,500.00
GRAND TOTAL		£17,254.00	£14,879.00

APPENDIX 2: Recommendations for Grant Refusal

GROUP NAME	APP NO	Comment
Clonard Association	1752	Not a Community Development Organisation
Conservation Volunteers	1782	Application Incomplete: No Annual Accounts No evidence of AGM No list of Committee Members
Polish Saturday School	1769	Not a Community Development Organisation
Romanian Community Centre	1786	No Annual Accounts No Bank Account
South Belfast Friendship House	1785	Application Withdrawn
South Belfast Community Lifestyle Forum	1787	Directly Managed Community Centre User Group (ineligible)
Village Focus Group	1759	No Annual Accounts No evidence of AGM
Ballysillan Youth Football Club	1741	Not a Community Development Organisation No Annual Accounts
Looking Ahead Group	1784	Application Withdrawn

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Belfast City Council

Report to:	Development Committee
Subject:	Community Services Grant Aid Programme 2011/12
Date:	6 December 2010
Reporting Officer:	John McGrillen Director of Development ext 3470
Contact Officer:	Cate Taggart, Community Development Manager, ext 3525

1	Relevant Background Information
1.1	Belfast City Council is a major funder of Advice & Information Services via a consortium model based on geographical providers. This approach to funding and advice delivery was established in 2005/06 and involves over 20 organisations which include both Citizens' Advice Bureau and Independent Advice providers. Essential criteria for receiving BCC Advice funding are that organisations need to give generalist advice and be associated to Citizens Advice or Advice N.I. Any requests for BCC funding from specialist advice providers are signposted to the relevant Government Department.
1.2	The current ongoing economic downturn and resultant uncertainty facing many households has resulted in an increase in the numbers of people accessing the services of advice agencies particularly, but not exclusively, in relation to debt and money advice services. The advice sector is experiencing difficulties in responding to this increased demand.
1.3	Following considerable lobbying from both the Advice providers and local government the Department for Social Development agreed an additional £500,000 for local advice services across Northern Ireland, of which £157k was taken up by Belfast providers.
1.4	The BCC administered total financial support for Advice Services in Belfast last year was £997,836. This allowed the sector to process 112,693 enquiries of which over 18,000 were debt related. Monitoring returns demonstrate the funds levered an additional £12,175,133 in claimed benefits.

1.5	Officers have requested a BCC budget of £369,610 in support of advice services in the 2011/12 revenue estimates. If approved, this may lever a further £469,902 from DSD: an indicative figure based on last year's grant. No formal notice of the level of DSD funding for 2011/12 has yet been received.
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2	Key Issues
2.1	In recent correspondence, Ards Borough Council have outlined their intent to write to the Minister for Social Development asking him to review and increase his Department's contribution to the Citizen's Advice Bureau in light of present socio-economic climate and the Bureau's continually increasing workload. A copy of the letter is attached as Appendix 1.
2.2	They further resolved to draw this resolution to the attention of all other Councils in Northern Ireland and to ask them also to write to the Minister in support of it.
2.3	If supportive, committee may wish to amend any correspondence to the Minister to reflect the consortia approach to advice provision in Belfast.

3	Resource Implications
	None

4	Equality and Good Relations Considerations
	There are no related equality or Good Relations considerations

5	Recommendations
	Committee are asked to consider the request from Ards Borough Council.

6	Decision Tracking
	Time line: January 2011. Reporting Officer: Cate Taggart

	Documents Attached
	Appendix 1: Letter from Ards Borough Council



**ARDS
BOROUGH
COUNCIL**

Burgh Council o' the Airds Newton an' Blathewick

Chief Executive's Office		
Date	15 NOV 2010	
Seen by	CX	
Referred to		
ACX	Corp Comms	Dem Serv
GR	SPP	Bus Supp.
Dev	F&R	H&ES
P&L	P&P	Other
Ref	M4 6611	

2 Church Street
Newtownards
BT23 4AP
Northern Ireland

Tel: 028 9182 4000
Fax: 028 9181 9628
Email: ards@ards-council.gov.uk
Website: www.ards-council.gov.uk

Ashley Boreland, LLB (Hons) FCIS
Chief Executive

Our Ref.

Your Ref.

Date

CG 1368 PtlI

John McGillis

12 November 2010

Mr Peter McNaney
Town Clerk & Chief Executive
Belfast City Council
Donegal Square
City Hall
Belfast
BT1 5GS

DIRECTOR OF DEVELOPMENT		
DATE	12/11/2010	
REF.	D629/10	
EVENTS	ECO INIT	COMM
POLICY	BUS SUPP	EU
LIBRARY	SNAP	OTHER
<i>C. Taggart</i>		

Dear Mr McNaney,

At a recent meeting of the Council's External Affairs & Planning Committee, members considered the current financial and workload related challenges facing the Citizens' Advice Bureau (CAB) generally and the Newtownards office in particular.

It was highlighted that the demand for the high quality advice and advocacy services provided by the CAB had never been higher and was likely to increase further given the current economic climate in Northern Ireland. Members acknowledged that the CAB's well trained, knowledgeable and dedicated staff, many of whom were voluntary, were equipped to deal with a wide range of issues and that every effort was made to use resources as creatively and effectively as possible.

The Committee resolved to write to the Minister for Social Development asking him to review and increase his Department's contribution to the Citizens' Advice Bureau in light of the present socio-economic climate and the Bureau's continually increasing workload.



It was further resolved to draw this resolution to the attention of all other Councils in Northern Ireland and to ask them also to write to the Minister in support of it.

I would be grateful if you could raise this matter with your elected members and look forward to any comments your Council might have on this issue.

Yours sincerely

A handwritten signature in cursive script that reads "Amanda Martin".

Amanda Martin
Principal Administrative Officer



Belfast City Council

Report to:	Development Committee
Subject:	Creative Industries – South by Southwest 2011
Date:	6 December 2010
Reporting Officer:	John McGrillen, Director of Development, ext 3470
Contact Officer:	Shirley McCay, Head of Economic initiatives, ext 3459

1	Relevant Background Information
1.1	Members will be aware that at the Development Committee of 12 May 2010, Members agreed to support Council participation at the South by Southwest (SXSW) Media Conference and Festival for 2011.
1.2	<p>SXSW is the premier global event focusing on the creative side of the music and entertainment business which takes place in Austin Texas from the 14–19 March 2011. The aim of attending SXSW was to further enhance Belfast City Council's support for the creative industries by promoting Belfast musicians and music related businesses to an international audience and showcasing the investment and purchasing opportunities offered by Belfast's music industry. Participation aimed:</p> <ul style="list-style-type: none"> – To provide networking opportunities for those working in Belfast's music sector and potential buyers and distributors in the world music industry – To attract up to 5 Belfast based musicians to participate – To recruit 15 creative businesses to participate – To identify new sales opportunities – To promote Belfast as a city for tourism, business development and inward investment – To identify new investment and partnership opportunities – To increase the profile of Belfast's creative sector in the international marketplace – To increase the number of Belfast companies doing business internationally.

2	Key Issues
2.1	Belfast City Council plays a key role in the strategic development of the creative sector through a number of initiatives and actions, in conjunction with other

	partners.
2.2	The creative industries sector is one of major significance for Belfast as it is one of the most rapidly growing sectors in the city, even in the current climate. Participation at events such as South by Southwest is key to further developing the City's creative sector and promoting Belfast as a city for investment to an international audience. Currently there are over 1000 creative enterprises in the Belfast area employing over 17,000 staff. 67% of these enterprises are micro businesses and employ less than 10 employees.
2.3	The Council currently delivers a Creative Industries Plan which has focused on the key areas of business development, capability development and space and South by Southwest is a key initiative in supporting the priority sectors of Film, Television, Digital Media, Music and Design.
2.4	2011 will be the 25 th Year of South by Southwest and Belfast City Council has been working with Invest Northern Ireland, Department of Culture, Arts and Leisure, Arts Council NI, Digital Circle and Fast Forward NI (FFWDNI), to ensure local creative businesses are well represented for 2011.
2.5	To date, we have secured additional funding from DCAL to enable up to 15 music businesses to attend and Invest NI will be providing financial support for up to 15 interactive/digital companies to attend the event.
2.6	At present, over 20 bands/musicians have applied to showcase at SXSW 2011 and decisions on the successful acts will be made by representatives from the international music industry before the end of January 2011.
2.7	Following a call for applications for attendance from music businesses, over 30 applications from music businesses have been received. These applications are currently being assessed.
2.8	At the 2011 event, Belfast City Council will have a presence on the UK Trade and Investment exhibition stand. We will also support one Belfast Showcase – profiling the best of Belfast's music industry – and will organise one international networking event.

3	Resource Implications
3.1	<u>Financial</u> A budget of £40,000 was approved at Development Committee of 12 May 2010. In addition, £15,000 has been secured from the Department of Culture, Arts and Leisure (DCAL).
3.2	Invest Northern Ireland and FFWDNI are providing up to an additional £25,000 towards the total cost of the project.
3.3	<u>Human Resources</u> It is proposed that the Chair and Deputy Chair of Committee, along with one officer, participate in the event.

4	Equality and Good Relations Considerations
	N/A

5	Recommendations
5.1	To approve attendance of Chair and Deputy Chair and one officer at South by Southwest 2011.

6	Decision Tracking
Feedback on the event will be presented to the June 2011 meeting of the Development Committee.	

7	Key to Abbreviations
DCAL – Department of Culture, Arts and Leisure SXSW – South by Southwest FFWDNI – Fast Forward Northern Ireland	

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Belfast City Council

Report to:	Development Committee
Subject:	Arts and Business NI Awards – 20 January 2011
Date:	6 December 2010
Reporting Officer:	John McGrillen, Director of Development, ext 3470
Contact Officer:	Tim Husbands, Head of City Events and Venues, ext 1400

1	Relevant Background Information
1.1	<p>Members may be aware that the Arts & Business NI awards ceremony is an annual celebration of the partnerships between Northern Ireland's arts organisations and private businesses</p> <p>Last year, Members may recall, Belfast City Council / Waterfront was presented with the overall Arts Award for its innovative approach to its corporate partnerships and sponsorships. This year, the Waterfront and Ulster Hall have been nominated in a number of categories</p> <p>Many of the major arts and cultural organisations from across Northern Ireland are nominated and submissions judged by a panel comprised of local artists and business leaders, as shown below:</p> <p>Allianz Arts & Business NI Awards 2011: Judging Panel</p>
1.2	<ul style="list-style-type: none"> - David Beck, Green Inc Marketing Services - Jackie Entwistle, Allianz Representative - Dan Gordon, Actor (Chair) - Professor Jackie McCoy, Director of The Business Institute and Distinguished Fellow of the University of Ulster - Symon Ross, Editor, Ulster Business - Joanne Stuart, Director, Institute of Directors - <p>The 2010 Awards will take place in the BBC Blackstaff Studios on 20 January 2011.</p>

2	Key Issues
2.1	<p>Belfast Waterfront and the Ulster Hall have been shortlisted in a number of categories.</p> <p>Invitations have been extended by Arts and Business to Mr Tim Husbands (Head of City Events and Venues) Adam Turkington (Waterfront Arts & Community Co-ordinator) and John Kivlahan (Commercial Development Executive)</p> <p>Further invitations have been issued by the organisers to the Chair and Deputy Chair (or their nominees) of the Development Committee.</p>
2.2	<p>A list of the categories where the Waterfront and Ulster Hall has been shortlisted is shown as below:-</p> <ul style="list-style-type: none"> - Allianz Arts & Business Community Award - Stratagem & TUA & Ulster Hall - Allianz Arts & Business Branding Award - Magners Irish Cider (Brand led) & Belfast Waterfront - Allianz Arts & Business Sustained Partnership Award - AU Magazine & Belfast Waterfront & TUA - Allianz Arts & Business Young People Award - Stratagem & TUA & Ulster Hall - Arts and Business Main Award - 1 Belfast Waterfront - 2 Ulster Hall

3	Resource Implications
	<p>This event is a free to attend event with no resource implications for Members or Officers.</p>

4	Equality and Good Relations Considerations
	<p>There are no equality and good relations considerations attached to this report</p>

5	Recommendations
	<p>That Committee approves the attendance at the 2010 Arts and Business Awards event of the Chair and Deputy Chair (or their nominees), and designated Officers</p>

6	Decision Tracking
	<p>There is no decision tracking attached to this report.</p>



Belfast City Council

Report to:	Development Committee
Subject:	European Social Fund – Match Funding Requests
Date:	6 December 2010
Reporting Officer:	John McGrillen, Director of Development, ext 3470
Contact Officer:	Shirley McCay, Head of Economic Initiatives ext 3459

1	Relevant Background Information
1.1	Members will be aware that, at the August 2010 meeting of the Development Committee, details of an upcoming call for projects under Priority 1 of the European Social Fund (ESF) were provided. Priority 1 focuses on “helping people into sustainable employment.”
1.2	At the August meeting, Members agreed a set of criteria to be used to guide the development of any potential applications under ESF. It was also agreed that these criteria would be used to assess any requests for match funding from potential partners.
1.3	The call for projects was launched in late August 2010 and the deadline for submissions was 5 November 2010. The ESF programme is managed locally by the Department for Employment and Learning (DEL).

2	Key Issues
2.1	If successful in their applications, projects requesting ESF support are awarded funding of up to 65% of the total project value. They have to seek match funding from another public sector partner(s) for the remaining 35%. ESF projects have a three year duration but match funding requests have to be endorsed on an annual basis.
2.2	At present, Belfast City Council is match funding one project – HARTE (Hospitality and Retail Training for Employment). Our financial commitment to the project in the current year is £40,000. To date, 70 long-term unemployed people have found work as a result of their participation in the programme.
2.3	In view of the success of this project, an application has been made to develop

	and expand the HARTE programme under this new round of ESF. This project will engage 250 long-term unemployed with a view to helping them find jobs in the tourism, hospitality and wider service industry. Lisburn City Council has also agreed to be a partner in the project.
2.4	Given the significant opportunities available in this sector in 2012-2013, with the opening of new facilities and major events, it is proposed that the programme will be front-loaded in years 1 and 2 to ensure that those participating can avail of these opportunities.
2.5	In the estimates submitted as part of the budget planning process for the financial year 2011-2012, an allocation of up to £75,000 has been set aside to support employability initiatives under the Economic Development budget. It was envisaged that this could include some element of match funding for ESF schemes. However consideration was also given to using some of that amount for non-ESF activities, in line with the skills development needs identified as part of the Belfast Employability and Skills plan work. An amount of £45,000 had nominally been identified to support two skills development programmes in the creative industries and business services sectors. This means that around £30,000 had been set aside to match fund other ESF initiatives.
2.6	Applications for match funding have been received from 7 projects. The total match funding requested exceeds £230,000.
2.7	Details of all projects that have made match funding requests are attached as Appendix 1. The table provides some assessment of the projects against the criteria previously established by this Committee and includes details of the level of match funding requested for this coming financial year.
2.8	Members should also be aware that, in addition to the projects identified in Appendix 1, correspondence has also been received from Training for Women Network (TWN) and Women In Business. Both organisations have asked for meetings with officers to discuss ESF funding applications. Both organisations received some funding from Belfast City Council under the previous ESF funding round. Women in Business was supported in years 1 and 2 and Training for Women Network was supported in Year 2.
2.9	Members are reminded that, as part of their decision at the August 2010 Development Committee regarding priority criteria for Council's contribution to ESF projects, it was agreed that requests for match funding received after the application process closed would not be considered. The letter from Women in Business was received on 5 November – the closing date for submissions (applications closed at 12pm that day). Subsequent correspondence with DEL suggests that Training for Women Network has not listed Belfast City Council as a potential match funder. As such, we do not have details of both projects and they have not been listed in Appendix 1.
2.10	In addition to the match funding requests, our HR section has indicated that it would be willing to support an additional ESF application which focuses on providing work placements for young people. This scheme is being proposed by North City Training and builds on a pilot initiative supported by DEL last year. This project will not require any match funding from Belfast City Council as the project promoters are seeking the match funding from other partners. Belfast City Council is being asked only to facilitate work placements as part of this programme.

2.11	Members are advised that all projects are currently being assessed by DEL and a decision on successful projects is likely to be made before Christmas. As such, all projects listed will have to meet the DEL eligibility criteria and exceed the scoring threshold established. If this is the case, any decision taken by this Committee to match fund a project will be subject to a positive decision by DEL in the first instance.
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3	Resource Implications
3.1	The match funding requests received total in excess of £230,000. At present, a maximum of £75,000 has been set aside within EDU's budget estimates for the incoming financial year for employability initiatives. £30,000 of this amount had been identified to match fund ESF applications.
3.2	The HARTE application will require up to £50,000 in match funding from BCC in year 1.

4	Equality and Good Relations Considerations
	All applications will be equality impact assessed by DEL as part of their decision-making process.

5	Recommendations
	<p>The Committee is asked to:</p> <ul style="list-style-type: none"> – Note the match funding requests received by ESF project applicants – Consider prioritisation of the match funding requests within available budget estimates, subject to DEL's decision to support the relevant project (s). – Note the proposal to extend the HARTE programme and agree to match fund this up to a maximum of £50,000 in year 1.

6	Decision Tracking
	Subject to the Committee decision, a report will be brought back to the February meeting of the Development Committee to confirm the DEL decision on all projects that have requested funding from Belfast City Council.

7	Key to Abbreviations
	<p>ESF – European Social Fund DEL – Department for Employment and Learning</p>

8	Documents Attached
	Appendix 1 – Overview of match funding requests received

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Proposer	Project Title	Brief description of activity	Total project cost	Match funding requested from BCC (year 1)	Fit Belfast Employability and Skills Strategy?	City Wide / strategic impact?	Duplicating other services?	Focus on target sector?	Number participants (3 years)	Expected outputs - jobs (3 years)	Notes
East Belfast Enterprise Agency	Lipstick & Money	Lipstick and Money promotes self employment to unemployed and economically inactive women.	£246,000	£28,700	Not identified as a priority	Propose to work with LEMIS network	Potentially, according to Invest NI	Focus on entrepreneurship	150	No job target set	Focus is on helping women move onto other support (e.g. Enterprise Development Programme) with a view to starting up in business. High percentage of project costs related to staffing (70% of total budget)
East Belfast Enterprise Agency	Health 2 Wealth	Delivers enterprise training and leads to self employment in field of fitness training.	£389,462	£45,440	Not identified as a priority sector	Unclear from submission	No specific provision for this within mainstream	Not identified as a target sector	108	50	Based on a previous project with high success in self employment rates. Staff costs are 85% of total project costs.
East Belfast Enterprise Agency	Megabytes	Project to help 16-19 year old NEETs (not in education, employment or training) to find employment or become self-employed in new media sector.	£226,000	£26,366	Target group is identified as a priority	Yes - linking with local community contacts	Programme appears to be additional to mainstream offering	Yes - creative industries	90	18	While the target group is a priority, this project appears focused on personal development, hence employment ratios are relatively low. 70% of budget towards staff costs
East Belfast Mission	Stepping Stone	Continuation of previous ESF project (work4u). Focus is on building employability skills of unemployed individuals. Council support is sought towards costs of an Employment Mentor.	£570,763	£10,181	Yes	Focus on east Belfast but will link to partners across the city	Suggest that they will complement other DEL provision and refer candidates to mainstream programmes	Not sector-specific	660	165	They are seeking additional match funding from other sources including LEMIS and DEL. Target percentage into employment ratios are 25%.
Greater Village Regeneration Trust (GVRT)	Tools for Life	Employability programme concentrating on young people not in education, employment or training (NEETS). Project aims to increase employability of 90 young people p.a. through series of personal and vocational courses.	£599,367	£20,000	Target group is identified as a priority	Focus on South Belfast area - plan to maximise benefit of regeneration in the area	Strong links with other providers	Many incorporate some manufacturing	270	180	Participants gain good mix of personal development and vocationally-relevant skills. Strong link to the regeneration of the local area. Other match funders also being sought, in addition to BCC
North Belfast Partnership	Public Employment Partnership	Based on previous ESF project that trains and matches LTU with public sector employment opportunities, supported through short work placements.	£590,000	£35,000	Yes - identified need for public sector to play leadership role in employment solutions	Based in north Belfast but have suggested that they will seek to build in city-wide outreach	No specific provision for this within mainstream	Yes - public services identified	150	70	Belfast City Council identified as one potential employer and discussions with HR suggest that they could meet some of these requests. Other public sector partners sought but no match funding requested from those partners. Some additional match funding to come from Steps to Work programme. Staffing costs +70% of project budget
Time Associates & Belfast Metropolitan College (BMC)	Learn 2 Earn	Focus on hospitality, leisure, travel and tourism industry. Provision of entry level training, professional accreditation and enterprise support.	£269,100	£14,442	Yes - target group and sector identified as priority	Yes - linking with city-wide delivery agents and contacts	Suggesting that this will complement mainstream offering	Yes - hospitality identified	90	45	Strong links with sector skills council, vocationally-focused programme. Some elements similar to HARTE programme but does include self-employment activity

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Belfast City Council

Report to:	Development Committee
Subject:	Consultation: Ulster-Scots Agency - Funding for Music and Dance Tuition Services to Communities
Date:	6 December 2010
Reporting Officer:	John McGrillen, Director of Development, ext 3470
Contact Officer:	Barbary Cook, Policy and Business Development Manager, ext. 3620

1	Relevant Background Information
1.1	We have been asked to respond to the Ulster-Scots Agency's proposed review of grant programmes operated under its Financial Assistance Scheme. This review aims to refine processes to reduce the complexity of their current system and to improve transparency in decision making while minimising the administrative burden on organisations in receipt of grant. Affordability and value for money are also important in the current climate of reduced funding.
1.2	The provision of Musical and Dance tuition in communities is the first element of the Ulster-Scots Agency's Financial Assistance Scheme to be reviewed. Their new funding arrangements will take account of this consultation from 2012.
1.3	There are specific questions for the consultation: <ul style="list-style-type: none"> - Question 1: What sort of help should we offer new groups? - Question 2: What steps should we take to help established groups? - Question 3: How do you think the programme should be split between music and dance? - Question 4: Is tuition needed in other musical or dance disciplines or in other areas of Ulster-Scots cultural activity? - Question 5: Do you think tutors are best placed to organise tuition classes? - Question 6: How far would students travel to take part in tuition classes?

	<ul style="list-style-type: none"> - Question 7: Do you agree that funding should be targeted at a smaller number of quality projects? - Question 8: How would you choose projects for support? - Question 9: Do you agree that a proportion of the budget should be ring-fenced for new groups or disciplines under-represented across the programme? If so, what proportion? - Question 10: What might the Ulster-Scots elements of the programme include? - Question 11: Are your organisation's member groups likely to work in partnership to deliver tuition? - Question 12: Do you agree with the proposed changes to the payment process? Are there other improvements that you would suggest for 2012? - Question 13: Are there other issues that we should consider to improve tuition services in communities? <p>1.4 The Full proposal is available online: http://www.ulsterscotsagency.com/news/article/44/review-of-financial-assistance-scheme-for-music-and-dance-tuition-in-2012/, and a summary attached as Appendix 2.</p> <p>1.5 Members are asked to note the return date for consultation responses has been extended to the 14 December 2010 rather than the earlier date specified in the online report.</p>
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2	Key Issues
2.1	A suggested response to the consultation is attached to this paper.

3	Resource Implications
3.1	There are no additional resource implications.

4	Equality and Good Relations Considerations
4.1	Although this is not a Council policy, the Council has a duty to promote equality of opportunity and good relations. There may be implications from the funding review as the organisation's activities primarily affect a particular part of the community. Advice has been sought from the Equality Unit who have suggested we say 'Council is fully committed to the promotion of Ulster-Scots as an expression of cultural heritage and identity, as Ulster-Scots is recognised under Part II of the European Charter for Regional or Minority Languages'.

5	Recommendations
5.1	The Committee is asked to :
5.2	1. Approve the suggested response; or
	2. To suggest additional comments or changes that they feel need to be made.

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

8	Documents Attached
Appendix 1: Ulster Scots Draft Consultation response	
Appendix 2: Summary of Consultation Document	

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Development Department

Your reference:

Our reference: #112931

Being dealt with by: David Purchase

Date: 9th December 2010

Tel: 02890 320202 ext 3792

Jim Millar
Director of Education and Language
Ulster-Scots Agency
68/72 Great Victoria Street
BELFAST
BT2 7BB
TEL: 028 9023 1113
JMillar@ulsterscotsagency.org.uk

Dear Mr Millar,

RE: Consultation Funding for Music & Dance Tuition Services to Communities

Please find attached our Committee's response to this consultation document. Though please note it is subject to final approval at our next full Council meeting.

General Comment

The general aim and ethos of the revisions appear to be sound, especially in relation to openness and transparency. However, it is not always clear how the programme links with the overall strategic aims of the Agency itself. Section 6.1 also refers to the need to reflect diversity, which does not appear to be accounted for within the main body of the consultation paper.

Within any new framework, we suggest that the application process should be proportional to the level of grant and the capacity of the communities, while endeavouring to further develop their capacity.

More interaction with other funding bodies, as well as between community groups, is encouraged to ensure synergies.

The Council is currently undergoing a review of its community and arts funding approach with a view to developing a new culture and arts strategy. Some of the findings from the Council's review may be of interest to the Ulster-Scots Agency and we would be happy to discuss these.

Specific Questions

Question 1: What sort of help should we offer new groups?

In addition to financial assistance, in-kind advice is invaluable to new organisations. This should include signposting to other relevant funding schemes through Council, Arts Council and other bodies. However, it may be more effective to concentrate on developing existing groups and strengthening ties with other cultural providers working in this area e.g. Royal Scottish Pipe Band Association Northern Ireland and the Highland Dance Association.



Question 2: What steps should we take to help established groups?

Sustainable viability is very difficult for arts and community groups to achieve and is likely to become more difficult in the current financial climate and so it is to be hoped that existing groups will respond to this consultation request and so answer the question directly. Additionally there may be some benefit in facilitating increased dialogue and cooperation between groups. This might help identifying opportunities to share resources, transport, venues, equipment etc. This dialogue might also help to avoid timetable clashes for events and training, potentially increasing the availability of volunteers and teachers.

Question 3: How do you think the programme should be split?

We have no specific preference. However, unless there are other agencies that could help with one activity more than another and thus release the pressure on the USA, it would seem sensible to split the programme based on demand for funding actually received.

Question 4: Is tuition needed in other musical or dance disciplines or in other areas of Ulster-Scots cultural activity?

Yes and some of this could be delivered by RSPBA and Highland Dance Association.

Question 5: Do you think tutors are best placed to organise tuition classes?

No because it may become purely monetary. The need and demand should come from the communities to maximise impact. Again umbrella bodies such as RSPBA and Highland Dance Association might be better placed.

Question 6: How far would students travel to take part in tuition classes?

Nil response

Question 7: Do you agree that funding should be targeted at a smaller number of quality projects?

Generally yes and perhaps funds could be filtered via groups like RSPBA and Highland Dance Association.

Question 8: How would you choose projects for support?

Clear criteria based on USA goals and objectives. Perhaps using a combination of option 3 and 4 might be effective. Consideration could also be given to providing assistance to groups to develop project planning and management skills, which would build capacity among new and established organisations. Projects should ensure a good fit with the Agency's overall strategy.

Under option 3, consideration should be given to whether the need for an increased contribution from established groups will create a financial barrier for participants, e.g. through increased class costs.

Working in partnership should be a criterion for support, rather than a model.

Question 9: Do you agree that a proportion of the budget should be ring-fenced for new groups or disciplines under-represented across the programme? If so, what proportion?

Applications from new groups should be selected on merit.

See Q1 response.

Question 10: What might the Ulster-Scots elements of the programme include?

Dance, drumming, pipes and musical/dance history.



Question 11: Are your organisation's member groups likely to work in partnership to deliver tuition?

There may be possibilities to link into programmes we support such as the European Pipe Band championships and any attached festival.

Question 12: Do you agree with the proposed changes to the payment process? Are there other improvements that you would suggest for 2012?

Nil response

Question 13: Are there other issues that we should consider to improve tuition services in communities?

Nil response

Thank you for asking us to respond to the proposals.

Yours sincerely

David

Dr David Purchase
Policy & Business Development
Development Dept.
Belfast City Council
The Cecil Ward Building
4-10 Linenhall Street
Belfast. BT2 8BP
Tel: 02890 320202 ext 3792

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The Ulster-Scots Agency

The funding and organisation of Ulster-Scots Music & Dance for 2012

Community Consultation Paper

1. Introduction

- 1.1 The Ulster-Scots Agency wishes to consult with key stakeholders on the music and dance tuition programme funded under the Financial Assistance Scheme. The purpose of the consultation is to review the operation of the scheme to meet the needs of communities whilst taking account of the future budgetary constraints and accountability in the management and distribution of public funds. **Interim arrangements for funding music and dance tuition have been put in place for 2011, however we will be implementing new funding arrangements in 2012 that will take account of this consultation process.**
- 1.2 Up to 2010, the scheme operated as follows: Tuition funding was provided over the calendar year and community groups were able to apply for a maximum of 40 weeks tuition, either for 1 or 2 nights per week. This **did not** include band practice sessions. In terms of teacher training for dance it was recognised that these may be held monthly. Some other special provisions did relate to the delivery of dance tuition, however no tuition award by the Agency under the Financial Assistance Scheme will exceed 75% of total project costs.
- 1.3 The tuition period was usually 2 hours or 4 hours per week if held over two nights. Dance tuition was usually provided in 4 hours sessions up

to twice a week. Additional tuition time was not supported by the Agency **unless** tuition was being offered towards a recognised musical qualification.

- 1.4 The Agency tried to respond to groups needs and allowed up to two accredited or experienced tutors where appropriate e.g. piping and drumming, accordion and drumming or flute and drum. Groups receiving Highland or Scottish Country dance tuition did so from one tutor.
- 1.5 The Agency provided an award of up to £25 per hour for a skilled (a minimum of three years teaching experience) musical tutor. Costs of up to £15 per hour were awarded to anyone with less experience. Dance awards were £25 per hour for qualified tutors (accredited by the appropriate dance bodies) and up to £15 per hour for non or semi-qualified tutors. Under the scheme, tutors can be members of the group applying funding. Applications for teacher training could also be advanced separately under the tranche funding scheme.
- 1.6 Demand for highland dance tutors outstrips supply and, travel expenses for highland dance tutors were eligible for funding under the scheme. Funding was also available for hall rental for tuition at £30 per session. This rental fee includes cleaning, hall preparation and hall restoration. Groups with their own premises were not eligible for funding for hall rental.

2. Current Challenges

- 2.1 The Ulster-Scots Agency is charged with the promotion of Ulster-Scots language, culture and heritage in both Northern Ireland and the Republic of Ireland. More recently the Agency has also worked in partnership to raise awareness about Ulster-Scots communities and their traditions outside of Ireland. There is a lot to do and there are many opportunities through which awareness, acceptance and interest in Ulster-Scots can be increased.

- 2.2 There is a very limited resource available and we will not be able to do everything that needs to be done. We will have to make difficult choices about how we support communities and be smarter about how we use precious resources. In particular, we should be encouraging and strengthening musical and dance ability by improving the quality of tuition and raising standards.
- 2.3 We have worked very hard, through our publications and through the work of our five development officers, to reach out to communities interested in promoting Ulster-Scots culture and to encourage applications to the Agency's Financial Assistance Scheme. It is a testament to the Agency's staff's energy, enthusiasm and effectiveness that this approach has yielded tremendous results.
- 2.4 Applications across all funding streams have increased year on year which has resulted in more, smaller awards. While this has enabled new groups to get help; it has also placed greater pressure on the funds – awards in many cases do not meet the projected short-fall of funding. This means organising groups can face possible debts or reductions in their proposed programme of activity. The limited funding available has also hampered the development of established groups as it has not been possible to fully support their plans for growth.
- 2.5 In practical terms, the current system for determining grant awards does not balance the demand on the fund with the needs of the community. All eligible projects are offered some help but sometimes not enough to make their proposal viable, this places undue stress on organisers and does not serve the community or the Agency's interests well.
- 2.6 We need to be much smarter about what we do with the limited money that we now have available. We will need to review everything we do and this paper, which sets out ideas about how music and dance tuition

in communities might work in the future, begins that process. **We need your help and throughout the paper a number of questions are asked to help us understand your views on how best we can target support in the future.**

3. Music and Dance Tuition Programme - Progress

3.1 We introduced support for music and dance tuition programmes to be delivered within communities to try to:

1. Stimulate new Ulster-Scots activity;
2. Support established organisations to secure a viable future; and,
3. Improve the standard of provision.

3.2 So far we have been relatively successful in delivering on the first objective. There has been a massive increase in applications to the Music and Dance Tuition Programme from 10 in 2000 to 365 in 2010. The high level of repeat applicants suggests that progress towards the second objective has been slower.

3.3 We know that all groups depend on volunteers and members to organise the projects, often juggling the project with work and family commitments, and that different groups need help with different things.

Question 1: What sort of help should we offer new groups?

Question 2: What steps should we take to help established groups?

3.4 The focus of tuition services has been on the promotion of Ulster-Scots music and song, including:

- Bagpipes,
- Drumming,
- Flute,
- Fife,

- Fiddle,
- Accordion, and,
- Tin whistle.

3.5 Tuition in dance is also provided through the programme, including:

- Highland,
- Scottish country,
- Traditional square dancing, and,
- Traditional set dancing e.g. Quadrilles, Lancers and Caledonians.

There has been interest in all of the courses across the Ulster-Scots community and in an average year 75% of the programme goes towards music tuition and 25% towards dance tuition.

Question 3: How do you think the programme should be split? between music and dance?

Question 4: Is tuition needed in other musical or dance disciplines or in other areas of Ulster-Scots cultural activity?

3.6 Our policy that all projects eligible for funding are supported has resulted in a large number of smaller grants. This often creates a short-fall that groups have to meet if they wish to continue, many groups have to withdraw.

3.7 We also know some groups have problems managing all of the steps needed to qualify for grant and we want to make sure that changes to the programme make getting music or dance tuition easier. There are a number of ways tuition could be delivered and some options are set out below. **There may be other ideas and we would like to hear about them, we ask some more questions about our ideas and yours below.**

4. OPTIONS

4.1 Option 1: Peripatetic Tutor Service for Communities

4.1.1 Tutors would develop proposals for tuition in communities and submit them to the Agency. This might be organised on a geographical basis or in respect of specific instruments or dance styles.

Question 5: Do you think tutors are best placed to organise tuition classes?

4.2 Option 2: Establish Sub-regional Centres of Excellence

4.2.1 This approach would identify suitable accessible locations for sub-regional hubs from which tuition services would be delivered to surrounding communities.

Question 6: How far would students travel to take part in tuition classes?

4.3 Option 3: Targeted Grant Scheme for Community & Voluntary Groups

4.3.1 This approach would build on the existing scheme. It would target funding at those applications that best meet the Agency's objectives of supporting new groups and helping existing groups to become sustainable. Selection would be decided on the basis of the following tests:

- Does the group provide tuition for all levels?
- Are students progressing towards a recognised qualification?
- Is the participation in the programme growing?
- Does public performance form part of the programme?
- Is this a new group or a new programme within an existing group?
- Is the group making a contribution greater than 25% towards the costs? If it is an existing group – is it making a larger contribution than before?

- Does the programme promote other Ulster-Scots cultural activities?

4.3.2 Applications would be scored against the criteria and funding awarded in merit order. This would restrict the number of grants awarded but it would ensure that projects would be offered enough grant to meet their needs.

4.4 Option 4: Enhanced Existing Scheme

4.4.1 The existing scheme requirements would be supplemented to require a minimum group size of fifteen members. Groups would require Tutors to submit a “scheme of work” for each 10 week tuition period; detailed lesson plans and learning materials for the Agency’s approval. Plans would be required to demonstrate Ulster-Scots content. Existing criteria would apply and funding would be awarded on the basis of merit.

4.4.2 The approach would allow the Agency to assure itself that the tuition provided in communities is of a good standard and is providing opportunities for development and progression. In summary, it would assure the Agency that the service is meeting the community’s needs. An additional advantage would be that groups are already familiar with the process so implementation of new requirements should be straightforward. The submission of a programme of work and lesson plans should present no problems for a competent and experienced tutor.

4.5 Option 5: Working in Partnership

4.5.1 This option would require groups to work in partnership and achieve a minimum group size of fifteen to avail of funding. Groups from a specific locality might find it more cost-effective to pool resources. Likewise groups that wish to engage a tutor to develop specialised skills perhaps in a specific type of drumming or musical style may find this approach beneficial. It would allow a few members from each group to develop very specialised skills which they could

take back to their own group to share thus raising the quality of all of the groups where members participated.

- 4.6 For Options 3 – 5 we would need to ensure that there are opportunities for all musicians and dancers seeking to develop their skills. Eligibility criteria could be adjusted to provide support to new groups or disciplines currently under-represented across the programme by ring-fencing a proportion of the grant available.

Question 7: Do you agree that funding should be targeted at a smaller number of quality projects?

Question 8: How would you choose projects for support?

Question 9: Do you agree that a proportion of the budget should be ring-fenced for new groups or disciplines under-represented across the programme? If so, what proportion?

Question 10: What might the Ulster-Scots elements of the programme include?

Question 11: Are your organisation's member groups likely to work in partnership to deliver tuition?

5. Other Proposed Changes to the Programme

- 5.1 Whichever way tuition is provided there are changes which we could make that might make managing the grant easier.
- 5.2 The current payment model allows groups to draw-down grant in four tranches. A new system whereby grant recipients would access grant in two payments might be easier to manage.
- 5.3 Under this proposal groups would be allowed to draw-down a percentage of grant, in advance of payment, on presentation of

contracts and invoices from the tutor and from the venue provider for the provision of the services for the period of the grant claim. The remainder of the grant would be retained by the Agency until the tuition is complete, evidence of payment of all of the submitted invoices, a full income and expenditure report verified by an officer of the group and the post-project evaluation would be required.

Question 12: Do you agree with the proposed changes to the payment process? Are there other improvements that you would suggest for 2012?

Question 13: Are there other issues that we should consider to improve tuition services in communities?

6. Conclusion

6.1 Regardless of which changes are made to the programme, the new system will have to:

- Be easy for applicants to manage;
- Be open about how grant is awarded;
- Support new and existing groups;
- Reflect the diversity of the community;
- Encourage sustainability and improve quality;
- Be consistent with the Agency's objectives.

**Response to the Ulster Scots Agency
Consultation on Music and Dance.
[Closing date 31 October 2010]**

Organisation _____

Contact name _____

Telephone number _____

Email address _____

Consultation Questions

1: *What sort of help should we offer new groups?*

2: *What steps should we take to help established groups?*

3: How do you think the programme should be split between music and dance?

4: Is tuition needed in other musical or dance disciplines or in other areas of Ulster-Scots cultural activity?

5: Do you think tutors are best placed to organise tuition classes?

6: Would you travel to take part in tuition classes?

7: Do you agree that funding should be targeted at a smaller number of groups?

8: How would you choose projects for support?

9: Do you agree that a proportion of the budget should be ring-fenced for new groups or disciplines under-represented across the programme?

10: What might the Ulster-Scots elements of the programme include?

11: Are your organisation's member groups likely to work in partnership to deliver tuition?

12: Do you agree with the proposed changes to the payment process? Are there other improvements that you would suggest for 2012?

13: Are there other issues we should consider to improve tuition services in communities?

Thank you for responding to this consultation. Completed responses [pages 10 – 14] should be returned to :-

*The Ulster Scots Agency
68/72 Great Victoria Street,
Belfast
BT2 7BB*

Electronic responses should be sent to :-

Info@Ulsterscotsagency.org.uk

***The closing date for responses is
31st October 2010***



Belfast City Council

Report to:	Development Committee
Subject:	Consultation: NICCY DRAFT CORPORATE PLAN 2011-14
Date:	6 December 2010
Reporting Officer:	John McGrillen, Director of Development, ext 3470
Contact Officer:	Barbary Cook, Policy and Business Development Manager, ext. 3620

1	Relevant Background Information
1.1	We have been asked to respond to the Northern Ireland Commissioner for Children and Young People's (NICCY) draft Corporate Strategy for 2011-14. NICCY's principal aim is: "To safeguard and promote the rights and best interests of children and young persons".
1.2	<u>SUMMARY of the proposed options</u>
1.3	Objective 1: Promote a better understanding of children's rights They will do this through: <ul style="list-style-type: none"> - Promoting an understanding of children's rights to children and young people, parents, carers and stakeholders - Raising awareness of the United Nations Convention for Rights of the Child (UNCRC) through education, facilitation and training - Developing resources to enable a better understanding of children's rights
1.4	Objective 2: Review the adequacy and effectiveness of law, practice and services relating to children and young people They will do this through: <ul style="list-style-type: none"> - Conducting or commissioning research, consultations and/or investigations - Intervening in legal cases

<p>1.5</p> <p>1.6</p> <p>1.7</p> <p>1.8</p>	<ul style="list-style-type: none"> - Taking or funding legal proceedings as appropriate - Dealing with complaints regarding relevant authorities <p>Objective 3: Advise Government and relevant authorities on the rights and best interests of children and young people</p> <p>They will do this through:</p> <ul style="list-style-type: none"> - Producing reports to Government on matters affecting children and young people - Providing responses to Government consultations in areas that impact upon children and young people - Presenting evidence to NI Assembly Committees - Promoting children and young people's participation in decision-making <p>Objective 4: Communicate the functions of the Commissioner among children, their parents or carers and our stakeholders</p> <p>They will do this through:</p> <ul style="list-style-type: none"> - Developing effective and innovative ways to communicate with children, their parents or carers and our stakeholders - Providing advice and information <p>Objective 5: Ascertain the views of children and young people in relation to issues which affect their lives</p> <p>They will do this through:</p> <ul style="list-style-type: none"> - Seeking the views of children in gathering information on issues affecting them and in formulating advice to government - Developing creative and accessible mechanisms to ensure children and young people can contact the Commissioner <p>Objective 6: Maintain and further develop effective governance arrangements in line with best practice to maximise efficient, effective and economical use of our resources</p> <p>They will do this through</p> <ul style="list-style-type: none"> - Monitoring and evaluating the impact of their work - Reviewing and revising key organisational strategies (Human Resources, Financial, and Accommodation). - Producing annual business plans throughout the 2011 -14 period - Maintaining and further developing their organisational strategies and policies that support the achievement of our corporate objectives <p>The Full proposal is available online, and attached as Appendix 2.</p> <p>http://www.niccy.org/uploaded_docs/2010/NICCY%20Consultation/NICCY%20draft%20Corporate%20Plan%202011%2014%20final.pdf</p>
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2	Key Issues
2.1	<p>NICCY have already spoken to members of our Children and Young People unit and Play Team in the initial stages of developing this strategy. NICCY have provided a specific set of questions for the consultation response. We have used this template and added some general points that have been raised by Community Services, Parks and Leisure and Community Safety.</p> <p>The proposed draft response is attached to this paper.</p>

3	Resource Implications
3.1	There are no additional resource implications.

4	Equality Implications
4.1	None.

5	Recommendations
	The Committee is asked to :
5.1	1. Approve the suggested response; or
5.2	2. To suggest additional comments or changes that they feel need to be made.

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

7	Documents Attached
	<p>Appendix 1: Draft Response Document</p> <p>Appendix 2: NICCY Draft Corporate Strategy</p>

8	Key to Abbreviations
	<p>NICCY - Northern Ireland Commissioner for Children and Young People's</p> <p>UNCRC - United Nations Convention for Rights of the Child</p>

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Development Department

Your reference:

Our reference: #112881

Being dealt with by: David Purchase

Date: 8th December 2010

Tel: 02890 320202 ext 3792

NICCY,
Millennium House,
7-25 Great Victoria Street,
Belfast,
BT2 7BA
siobhan@niccy.org

Dear NICCY,

RE: Consultation: Draft Corporate Plan 2011–14

Please find attached our Committee's response to this consultation document. Though please note it is subject to final approval at our next full Council meeting.

Our Committee has raised several points about the document and I have set these out below:

General Comments

Thank you for asking us to comment on this strategy. One of the Council's priorities is to create opportunities to improve the well-being of Children and Young People and we provide significant support for children particularly through our Parks & Leisure department and our Community Services function including the Children and Young People unit and 18 staff in the Play Team. Our support includes play schemes, the CYP Forum, summer schemes; swimming tuition; multiple sports development programmes; parks events; educational visits; Zoo schools and toddler programmes; to name but a few. Most of these events are hosted in our own facilities including parks; leisure facilities, which include outdoor pitches, open spaces and playgrounds; and Community Centres, which are often located in areas of highest need. As such we welcome further discussion on ways in which our activities may complement each others efforts.

Of course, we appreciate that members of our CYP Unit have already been in discussion with you about this strategy and more generally about the work you do. As such you will already be aware that we think the strategy is sound and that there are areas where we may be able to work together.

Specific Questions

Q1. Do you broadly agree with our vision, mission and values? Yes

Q2. Do you broadly agree with our analysis of the external factors affecting our Corporate Planning 2011-14? Yes



Q3. Do you broadly agree with our key assumptions? Yes

What other assumptions could be made in developing this Corporate Plan?

The second assumption that NICCY will receive adequate financial support through the difficult economic situation may be optimistic. It might be worth considering contingencies or clarifying priorities in the event that there is not sufficient funding to achieve all of the objectives within the strategy.

Q4. Do you broadly agree with the approach that NICCY has taken, in aligning our Corporate Objectives with our statutory duties? Yes

Q5. Do you consider the general activities listed after each objective to be appropriate ways for NICCY to deliver on its objectives? Yes/No

What other things could NICCY do to deliver on these objectives?

We have suggested some minor changes (in *italics*) to the activities, which we feel may better reflect the full scope of NICCY's work.

Objective 1: Promote a better understanding of children's rights

We will do this through:

- Promoting an understanding of children's rights *and responsibilities* to children and young people, parents, carers and our stakeholders.

Objective 2: Review the adequacy and effectiveness of law, practice and services relating to children and young people

We will do this through:

- Conducting or commissioning research, consultations and/or investigations *providing guidance and training alongside the safeguarding children work particularly in relation to anti-social behaviour.*

Objective 3: Advise Government and relevant authorities on the rights and best interests of children and young people

We will do this through:

- Producing reports to Government on matters affecting children and young people, *including lobbying for joined up working across government to be able to support young people to stop engaging in antisocial behaviour and reintegrate with their communities.*

Q6. What issues do you think NICCY should work on during this Corporate Plan period?

As highlighted in the 'Context' section of the strategy, the next few years will see an increasingly challenging financial climate and potentially new Ministers and Elected Members. Consequently, we feel that the priority for NICCY will be on lobbying at a strategic level to ensure there is a proper appreciation of the needs of children and young people at the highest level. In turn this will ensure that appropriate resources are made available to all agencies that support children and young people.



INFORMATION ABOUT YOU

We need to ask for some information about you and/or your organisation to allow us to assess the range of respondents when analysing submissions.

At the end of the consultation we shall publish a paper summarising the outcomes of the consultation. Information you provide in your response to this consultation, including your name, may be included in this document, or published or disclosed in accordance with the Freedom of Information Act 2000 (FOIA).

If you would prefer your name to be treated as confidential, please tell us, and we will not use it in our feedback document. However, you should be aware that, under the FOIA, we cannot guarantee confidentiality.

PLEASE COMPLETE:

I am responding on behalf of an organisation.

Please provide the name of your organisation: Belfast City Council

ALL TO COMPLETE: Contact details (either postal or email address):

Dr David Purchase
Policy & Business Development
Development Dept.
Belfast City Council
The Cecil Ward Building
4-10 Linenhall Street
Belfast. BT2 8BP
purchased@belfastcity.gov.uk

We will not publish your contact details – these will be used solely to feed back to you on the outcomes of the consultation.

Do not use my name in relation to consultation feedback documents

Thank you for asking us to respond to this consultation and we hope this response is useful.

Yours sincerely

David

Dr David Purchase
Policy & Business Development
Development Dept.
Belfast City Council
The Cecil Ward Building
4-10 Linenhall Street
Belfast. BT2 8BP
Tel: 02890 320202 ext 3792

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northern ireland commissioner
for children and young people

Draft Corporate Plan 2011 – 14 and Consultation October 2010



The Commissioner for Children and Young People (NICCY) is currently preparing a Corporate Plan for 2011 – 14 and as part of this process, we have developed this draft Corporate Plan for consultation.

We are keen to hear from you and have your views on this plan and would ask that you consider this and feed back your views. We are particularly keen to hear from children and young people and have developed a downloadable package which includes a facilitators' guide and associated resources to enable children and young people to feedback to the Commissioner. Further details can be found on our website www.niccy.org/consultation

Please use the 'Response pages' (found on pages 18 - 23) to make your responses and send to NICCY, Millennium House, 17-25 Great Victoria Street, Belfast, BT2 7BA or by email to siobhan@niccy.org.

Responses can also be made online on our website www.niccy.org/consultation

The deadline for receipt of consultation responses is **Friday 7 January 2011**.

We look forward to hearing your views.

**Please contact the Communications team
(communications@niccy.org) at NICCY if you require
alternative formats of this material.**



MESSAGE FROM THE COMMISSIONER

This Corporate Plan for the period 2011 – 14 is a framework document which will guide NICCY's work for the next three years. It builds on the successes of NICCY to date and the corporate objectives are designed to achieve real and measurable success in delivering outcomes for our children and young people.

This plan outlines the broad direction our work will take over the next three years, and is written both to provide focus as well as to allow NICCY to be flexible, dynamic and responsive to emerging issues. The plan will also shape the annual business plans throughout the 2011 – 14 period, in which we will plan in more detail the actions we will take to deliver on our objectives.

The previous Corporate Plan for 2008 – 11 highlighted 5 key priority areas that we focussed upon over this period. This Corporate Plan will link more closely to the legislative remit of my office and specifically, my duties and powers as enshrined within the Commissioner for Children and Young People (Northern Ireland) Order 2003.

In practice much of our work requires us to be responsive to the work of the Northern Ireland Executive and Departments. While an aspect of NICCY's work must remain proactive, allowing us to investigate issues as we determine, much of our work involves the scrutiny of how government is delivering for children and, as such, must be reactive to political developments.

Over the next three years, we will focus our powers and duties on improving and making children and young people's lives better with the resources available to us. We will work towards ensuring that the rights children and young people have, as contained within the United Nations Convention on the Rights of the Child (UNCRC), are realised and respected.

It is clear that the context in which we will be working over the next three years will be challenging, not least due to the economic recession. There will be many threats to services, and too often children's services can be the easiest to cut. Now more than ever it is important that there is a strong voice for children, who will hold government to account on how it delivers for children. I am committed to being that strong voice and to using our resources effectively to champion children's rights and best interests with government.



NICCY will strategically focus the work outlined in this plan within the resources with which we are provided. As we develop our annual business plans, we will identify the areas that we will work on according to the following criteria:

- Where there are significant political developments – new policy proposals and draft legislation that will have a significant impact on the rights and/or best interests of children in Northern Ireland;
- Where we have evidence of significant violations of children’s rights, particularly in relation to groups of marginalised and vulnerable children; and
- Where structures and mechanisms are not in place to ensure the voices of children and young people are heard.

In determining these priorities each year for the business plan we will take account of the views of children and young people, as well as other individuals and organisations. We will also consider what other agencies are working on and ensure that we are adding value.

I remain committed to working with those public policy makers and others in the voluntary and community sectors to ensure that children and young people can be happy, valued and respected in society.

This document is the beginning of a fourteen week consultation period on our draft Corporate Plan. The closing date for comments is **Friday 7 January 2011**.

The draft Corporate Plan will be revised in light of this consultation and shall be submitted to our sponsor Department, the Office of the First Minister and Deputy First Minister, for approval in the New Year.

I look forward to hearing your views.



Patricia Lewsley
Commissioner for Children and Young People
4 October 2010





WHO WE ARE

The Commissioner for Children and Young People for Northern Ireland (NICCY) was established under the Commissioner for Children and Young People (Northern Ireland) Order 2003 (hereafter 'the 2003 Order').

The Commissioner was established in recognition that, among the new devolved political structures, there needed to be both structures to coordinate delivery for children across government as well as an oversight body, able to hold the devolved government to account in its delivery for children.

In 2002 the United Nations Committee on the Rights of the Child had produced a General Comment on the role of Independent Human Rights Institutions for children, noting that it 'considers the establishment of such bodies to fall within the commitment made by States parties upon ratification to ensure the implementation of the Convention and advance the universal realisation of children's rights'.

A number of NGOs formed an alliance, 'Putting Children First', which lobbied political parties to support the establishment of a Children's Commissioner, and a subsequent private members bill received broad support across the Assembly.

NICCY was established as an executive non-departmental public body (NDPB) sponsored by the Office of the First Minister and Deputy First Minister (OFMDFM). The Commissioner's full designated powers took effect from 1 October 2003. Commissioners with similar roles have also been established in England, Scotland and Wales, whilst an Ombudsman for Children exists in the Republic of Ireland.

The Commissioner is Patricia Lewsley, and she is guided in her work by the United Nations Convention on the Rights of the Child (UNCRC). She is supported by a Senior Management Team (SMT). This team is comprised of the Commissioner, Chief Executive, Head of Communications and Participation, Head of Legal and Casework and Head of Policy and Research. The Commissioner is also supported by a NICCY Youth Panel (NYP) made up of young people who share and contribute their experiences and thoughts to the organisation in order to help NICCY make decisions about issues that affect children and young people in Northern Ireland.



AIM

Article 6(1) of the 2003 Order established the Commissioner's principal aim as:

“To safeguard and promote the rights and best interests of children and young persons”.

STATUTORY DUTIES AND POWERS OF THE COMMISSIONER

Article 7 of the 2003 Order outlines the duties of the Commissioner as:

- To promote an awareness and understanding of the rights and best interests of children and young persons.
- To keep under review the adequacy and effectiveness of law and practice relating to the rights and welfare of children and young persons.
- To keep under review the adequacy and effectiveness of services provided for children and young persons by relevant authorities.
- To advise government and relevant authorities on matters concerning the rights or best interests of children and young persons.
- To communicate effectively with children and young persons and their parents and raise awareness of the function and location of the Commissioner and how they can contact her.
- To seek the views of children and young persons in exercising her functions.

Articles 8-15 outline the Commissioner's general powers where she can:

- Undertake, commission or provide financial or other assistance for, research or educational activities concerning the rights or best interests of children and young persons or the exercise of her functions.
- Issue guidance in relation to any matter concerning the rights or best interests of children or young persons.
- Conduct investigations as she considers necessary or expedient to meet her duties listed above.
- Compile information, provide advice and publish any matter (including research, educational activities, investigations and advice) concerning the rights and best interests of children and young persons.
- Make representations or recommendations to any body or person relating to the rights and best interests of children and young persons.
- Assist with complaints to relevant authorities.
- Bring, intervene in or assist in legal proceedings.





VISION

Our vision is for a society in Northern Ireland where all children and young people flourish, are valued and their views are respected.

MISSION

To safeguard and promote the rights and best interests of children and young people.

VALUES

All of our work is underpinned by a number of core values. We use these in our day to day work and we seek outcomes based on the fulfilment of these values.

They are:

- | | |
|------------------|--|
| Child centred - | Children are at the centre of all we do and we will encourage and value their participation. |
| Rights focused – | Our work is underpinned by the United Nations Convention on the Rights of the Child (UNCRC). |
| Independent - | We will challenge Government and relevant authorities and hold them to account. |
| Dynamic - | We are a forward thinking organisation, innovative and open to change. |
| Transparent - | We are open, honest, accountable and responsive in all our work. |
| Collaborative - | We will work together with others, while maintaining our independence, to deliver more effectively for children. |
| Enabling - | We will work to build support and capacity to help children, young people and others to act and promote children’s rights. |



Discussion:

Our vision outlines the long term aspirations of the office, the ultimate goal towards which we are working. The mission reflects our specific role in delivering on the vision, and replicates our aim as laid out in the 2003 Order.

Questions:

(NB. This is for reference only – please use response pages on page 18 for your actual responses)

Q1. Do you broadly agree with our vision, mission and values? Please provide details of any changes you would suggest.



THE CONTEXT IN WHICH NICCY OPERATES

A. Legislative and policy context

NICCY was established on 1 October 2003 under the Commissioner for Children and Young People (Northern Ireland) Order 2003 and is an executive non-departmental public body sponsored by the Office of the First Minister and Deputy First Minister. NICCY's detailed powers and duties are set out in this legislation. The Commissioner is guided by the United Nations Convention on the Rights of the Child (UNCRC), an international agreement setting out how children should be treated and the rights that they have. The Commissioner's duties and powers may be grouped under 3 main areas as follows:

- Promoting children's rights – In promoting children's rights the Commissioner must communicate effectively with children and young people, and their parents, and must raise awareness of her function, location of her office and how she can be contacted. She is also required to seek the views of children and young people in her work.
- Advising Government on children's rights and best interests - both in response to requests from Government and proactively as the Commissioner determines. The Commissioner will base all her work on thorough research and evidence. The Commissioner has the power to undertake general inquiries, research or investigations into issues where she believes children and young people are being adversely affected.
- Supporting children's complaints and legal action – the Commissioner can deal with individual complaints from children and young people, or their parents/guardians about any services from relevant authorities that impact on those under 18 years of age (or under the age of 21 for those with a disability or leaving care); and

B. Political and Administrative

We anticipate that this Corporate Plan will be delivered in a period of considerable political and administrative change.

The forthcoming elections to the NI Assembly in May 2011 will result in a new Northern Ireland Executive. Any new directions established by Ministers will need to be incorporated into NICCY's business planning processes to ensure that NICCY maintains its role of monitoring Government's actions and commitments to children and young people. In addition, NICCY will take cognisance of the local government elections, which also take place in 2011





The outcomes of the review of administrative arrangements for Northern Ireland including education and local councils, which have faced delays, will also have a bearing on our work.

NICCY continues to advise the Northern Ireland Executive and NI Assembly to promote the rights and best interests of children and young people and to ensure that any legislative and/or policy changes do not lead to children and young people being disadvantaged.

NICCY's relationship with individual Committees of the NI Assembly is ongoing and positive. We aim to maintain a high level of mutual understanding in relation to the key issues that affect children and young people.

We will continue to build on the excellent working relationships that we have with our fellow Commissioners and Ombudsman in England, Scotland, Wales and the Republic of Ireland. Together, we constitute the British and Irish Network of Ombudsman and Children's Commissioners (BINOCC). In addition, we will continue to play a leading role as a member of the European Network of Ombudspersons for Children (ENOC).

NICCY will build on the positive working relationship with the children's organisations within the non-government sector (NGO) and will work closely with other statutory organisations in the public sector, particularly the Northern Ireland Human Rights Commission (NIHRC) and the Equality Commission for Northern Ireland (ECNI) with whom we have a shared services arrangement for Information and Communication Technology (ICT) services and support. We will also continue to seek opportunities with other organisations to share services in order to reduce cost and maximise service resilience (for example with the Older People's Advocate Office, with whom we share office accommodation and some shared facilities).

NICCY continues to develop and review Memoranda of Understanding with statutory, inspectoral and monitoring bodies. We will continue to undertake shared work on matters of mutual interest with a range of statutory, community and voluntary organisations.

C. Economic and Social Context

Social exclusion arising from sectarianism, racism, homophobia, and discrimination against those with a disability, remain significant factors in children's and young people's lives in Northern Ireland. Our 2009 Children's Rights Review outlined that, while many children in Northern Ireland have a positive experience of growing up, for too many the experience is considerably different. We want to ensure that a consistent





and co-ordinated effort is made across the statutory, public, voluntary and private sectors to improve the lives and well-being of children and young people.

We are concerned at the demonising and negative stereotyping of children and young people in Northern Ireland, and at the way too often children's views are not sought, or not considered. We are also aware of the limited support for children's rights within society and are committed to working to explain their importance and how a rights based approach can deliver effectively for children and society.

Plans to reduce public sector expenditure will undoubtedly have an effect on frontline children's services. This will require NICCY to monitor very closely how the potential impact of these cuts affect individual children, groups of children and their families. We will particularly seek to ensure that provision to the most vulnerable groups of children in Northern Ireland is protected.

NICCY will continue to advise and where appropriate, challenge government and other statutory organisations when policy, legislation and services are ineffective or inadequate.

D. Finance

There are a number of financial considerations to be taken into account which will impact upon how much progress we will be able to make in taking forward the corporate objectives as set out in this corporate plan 2011-14. The United Kingdom economy has faced severe economic pressures which have, in turn, had an impact upon public expenditure in Northern Ireland. This is likely to have consequent implications for the resources that we receive from Government. NICCY will be required to make efficiency savings in line with the targets which will be set out in the forthcoming Comprehensive Spending Review (CSR) period.

Currently, we receive in the region of £1.7 million in grant-in-aid from OFMDFM. The current staffing structure comprises 28 full time staff including the Commissioner. We will continue to work closely with OFMDFM to ensure that the level of resources is fit for purpose and enables us to deliver on our objectives as outlined in this Corporate Plan.

NICCY remains committed to being accountable for, and demonstrating value for money, in our work on behalf of all children and young people in Northern Ireland. We will coordinate our activities with other agencies to prevent duplication.





We have consolidated and strengthened our governance processes and structures in line with best practice and will ensure that we maximise our limited resources over the period of this plan in pursuit of our corporate and business objectives.

E. Review of the Commissioner

OFMDFM is required, as detailed within NICCY's management statement and financial memorandum, to commission a comprehensive review of the Commissioner for Children and Young People for Northern Ireland every three years. The current review commenced in 2010 and its main purpose is to determine the efficiency and effectiveness of NICCY's operations and to examine the delivery and validity of its functions in relation to Government policy objectives.

At the time of this Corporate Plan going out to consultation, NICCY is in the process of reviewing its response to the findings within the draft report.

Questions:

(NB. This is for reference only – please use response pages on page 18 for your actual responses)

Q2. Do you broadly agree with our analysis of the external factors affecting our Corporate Plan? Please provide details of any other factors we should take into account.



OUR KEY ASSUMPTIONS

NICCY has developed this plan and its corporate objectives based on the following key assumptions:

1. We will continue to receive the political commitment to carry out the functions of the Commissioner for Children and Young People by the Northern Ireland Assembly.
2. Recognising the difficult economic situation in the UK at present, we will receive adequate financial support through the Office of the First Minister and Deputy First Minister to effectively deliver on this Corporate Plan and acknowledge that we will be required to deliver greater efficiencies over the period of this plan.
3. We recognise that over the period of this plan, without the full implementation of the UNCRC into domestic legislation, there will be a continued need to promote and safeguard the rights and best interests of children and young people.

Questions:

(NB. This is for reference only – please use response pages on page 18 for your actual responses)

Q3. Do you broadly agree with our key assumptions? What other assumptions could be made in developing this Corporate Plan?



CORPORATE OBJECTIVES

These objectives have been developed from our statutory duties as contained within the legislation that established the Commissioner for Children and Young People for Northern Ireland.

Objective 1: Promote a better understanding of children's rights

We will do this through:

- Promote an understanding of children's rights to children and young people, r parents, carers and our stakeholders
- Raising awareness of the UNCRC through education, facilitation and training
- Developing resources to enable a better understanding of children's rights

Objective 2: Review the adequacy and effectiveness of law, practice and services relating to children and young people

We will do this through:

- Conducting or commissioning research, consultations and/or investigations
- Intervening in legal cases
- Taking or funding legal proceedings as appropriate
- Dealing with complaints regarding relevant authorities

Objective 3: Advise Government and relevant authorities on the rights and best interests of children and young people

We will do this through:

- Producing reports to Government on matters affecting children and young people
- Providing responses to Government consultations in areas that impact upon children and young people
- Presenting evidence to NI Assembly Committees
- Promoting children and young people's participation in decision-making



Objective 4: Communicate the functions of the Commissioner among children, their parents or carers and our stakeholders

We will do this through:

- Developing effective and innovative ways to communicate with children, their parents or carers and our stakeholders
- Providing advice and information

Objective 5: Ascertain the views of children and young people in relation to issues which affect their lives

We will do this through:

- Seeking the views of children in gathering information on issues affecting them and in formulating advice to government
- Developing creative and accessible mechanisms to ensure children and young people can contact the Commissioner

Objective 6: Maintain and further develop effective governance arrangements in line with best practice to maximise efficient, effective and economical use of our resources

We will do this through

- Monitoring and evaluating the impact of our work
- Reviewing and revising key organisational strategies (Human Resources, Financial, and Accommodation).
- Producing annual business plans throughout the 2011 -14 period
- Maintaining and further developing other organisational strategies and policies that support the achievement of our corporate objectives



Discussion:

In previous years, NICCY's objectives focussed on specific issues affecting children's lives in Northern Ireland. The first Corporate Plan listed 15 priorities and, in an attempt to provide more focus to our work, we identified five priority areas for our work in 2008-11.

In this Corporate Plan NICCY is taking a different approach by linking more closely to the legislative remit of the office and specifically, the Commissioner's duties and powers as enshrined within the Commissioner for Children and Young People (Northern Ireland) Order 2003. This will ensure that all of our work is focussed on meeting our duties and will enable us to communicate clearly our remit and how we are delivering on it to stakeholders.

In practice much of our work requires us to be responsive to the work of the Northern Ireland Executive and Departments. While an aspect of NICCY's work must remain proactive, allowing us to investigate issues as we determine, much of our work involves the scrutiny of how government is delivering for children and, as such, must be reactive to political developments.

NICCY will strategically focus our work within the resources we are provided with. As we develop our annual Business Plans, we will identify the areas that we will work on according to the following criteria:

- Where there are significant political developments – new policy proposals and draft legislation that will have a significant impact on the rights and/or best interests of children in Northern Ireland;
- Where we have evidence of significant violations of children's rights, particularly in relation to groups of marginalised and vulnerable children; and
- Where structures and mechanisms are not in place to ensure the voices of children and young people are heard.

In determining these priorities each year for the business plan we will take account of the views of children and young people, as well as other individuals and organisations. We will also consider what other agencies are working on the issues and ensure that we are adding value, rather than duplicating the work of other agencies.



Questions:

(NB. This is for reference only – please use response pages on page 18 for your actual responses)

Q4. Do you broadly agree with the approach that NICCY has taken, in aligning our Corporate Objectives with our statutory duties? What changes, if any, would you suggest to the Objectives?

Q5. Do you consider the general activities listed after each objective to be appropriate ways for NICCY to deliver on its objectives? What other things could NICCY do to deliver on these objectives?

Q6. What issues do you think NICCY should work on during this Corporate Plan period?



RESPONDING TO THIS CONSULTATION

We would welcome any comments on our draft Corporate Plan, and will take these into account when finalising this document. We have devised a number of questions, and where possible, we would encourage you to structure your feedback around these questions. This will allow us to consider the range of opinions together and make appropriate changes to our Corporate Plan. However, we are aware that individuals or organisations may wish to make comments on the document that go beyond the questions asked, and we will take into account all comments.

We are also keen to hear from children and young people and have developed a downloadable young person's package which includes a facilitators' guide and associated resources to enable children and young people to feedback to the Commissioner. Further details can be found on our website www.niccy.org/consultation.

It would be helpful if you would provide information as to your role in responding to the consultation – as an individual (parent, child, professional etc) or on behalf of an organisation.

The deadline for responses to this consultation is **Friday 7 January 2011**. Please send submissions to NICCY, Millennium House, 17 - 25 Great Victoria Street, Belfast, BT2 7BA or by email to siobhan@niccy.org. You can also provide feedback on the questions through an online form at www.niccy.org/consultation



Response pages

Q1. Do you broadly agree with our vision, mission and values? Yes / No

Please provide details of any changes you would suggest.

Q2. Do you broadly agree with our analysis of the external factors affecting our Corporate Planning 2011-14? Yes / No

Please provide details of any other factors we should take into account.



Q3. Do you broadly agree with our key assumptions? Yes / No

What other assumptions could be made in developing this Corporate Plan?

Q4. Do you broadly agree with the approach that NICCY has taken, in aligning our Corporate Objectives with our statutory duties? Yes / No

What changes, if any, would you suggest to the Objectives?



Q5. Do you consider the general activities listed after each objective to be appropriate ways for NICCY to deliver on its objectives? Yes/No

What other things could NICCY do to deliver on these objectives?

Q6. What issues do you think NICCY should work on during this Corporate Plan period?



INFORMATION ABOUT YOU

We need to ask for some information about you and/or your organisation to allow us to assess the range of respondents when analysing submissions.

At the end of the consultation we shall publish a paper summarising the outcomes of the consultation. Information you provide in your response to this consultation, including your name, may be included in this document, or published or disclosed in accordance with the Freedom of Information Act 2000 (FOIA).

If you would prefer your name to be treated as confidential, please tell us, and we will not use it in our feedback document. However, you should be aware that, under the FOIA, we cannot guarantee confidentiality.

PLEASE COMPLETE:

I am responding as an individual.

Please provide your name _____

- If you are a child or young person, please tell us what age you are: _____
- If you are an adult, please indicate in what capacity you are completing this response: ie as a parent / professional / other _____

I am responding on behalf of an organisation.

Please provide the name of your organisation _____

ALL TO COMPLETE: Contact details (either postal or email address):

We will not publish your contact details – these will be used solely to feed back to you on the outcomes of the consultation.

Do not use my name in relation to consultation feedback documents





Belfast City Council

Report to:	Development Committee
Subject:	St Georges Market Update
Date:	6 December 2010
Reporting Officer:	John McGrillen, Director of Development ext 3470
Contact Officer:	Shirley McCay, Head of Economic Initiatives ext 3459

1	Relevant Background Information
1.1	Members agreed to hold a Members Information Session to discuss the Markets Policy prior to the policy being discussed at Committee. The policy still requires further work and the information session date is with Members' Services.
1.2	The St George's Market traders were visited by the Chair of the Development Committee on Friday 26 November 2010. During his visit the traders advised the Chair that they would be keen to make a presentation to Members to update them on their views surrounding the Sunday market.

2	Key Issues
	Officers are continuing to work with those interested in establishing markets in other parts of the city and a cross departmental group is finalising the policy.
2.1	Representatives of the St George's traders attended a workshop on 25 November 2010 with officers to prepare an action plan for the market. The purpose of the plan was to agree a set of priorities for the next year and consider what can be achieved within current budgets. The workshop sought to improve communication between traders and officers and find better ways of working to improve the success and profile of the three weekend markets.
2.2	Traders consider that before the extended trial period for the Sunday market ends on 31 January 2011, Members should have the opportunity to hear from the traders their experience of this pilot and their views on its future.

3	Resource Implications
	None currently.

4	Equality and Good Relations Considerations
	None.

5	Recommendations
5.1	The Committee is asked to note that the information session will be held on the Markets Policy before it is brought back to Committee.
5.2	The Committee is asked to receive a presentation from the representatives of the traders at St George's Market on their experiences of the Sunday market.

6	Decision Tracking
If agreed Members to receive a presentation from the St George's traders at January 2011's Development Committee.	
Time line: January 2011	
Reporting Officer: Shirley McCay	