

# Document Pack

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



1st May, 2013

## **MEETING OF DEVELOPMENT COMMITTEE**

Dear Alderman / Councillor,

The above-named Committee will meet in the Lavery Room (Room G05), City Hall on **Tuesday, 7th May, 2013 at 5.15 pm**, for the transaction of the business noted below.

You are requested to attend.

Yours faithfully

PETER McNANEY

Chief Executive

### **AGENDA:**

1. Routine Matters
  - (a) Apologies
  - (b) Minutes
  - (c) Declarations of Interest
2. New York New Belfast Conference (Pages 3 - 6)
3. Bursary Scheme - Prince's Trust (Pages 7 - 10)
4. Impact of Belfast Anchor Institutions (Pages 11 - 26)
5. Belfast Tourism Monitor (Pages 27 - 28)
6. Donegall Pass Community Centre - Management Arrangements (Pages 29 - 32)

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<b>Report to:</b>	Development Committee
<b>Subject:</b>	New York-New Belfast conference
<b>Date:</b>	7 May 2013
<b>Reporting Officer:</b>	John McGrillen, Director of Development, ext 3470
<b>Contact Officers:</b>	Shirley McCay, Head of Economic Initiatives and International Development, ext 3459

<b>1</b>	<b>Relevant Background Information</b>
1.1	The fourth annual New York New Belfast conference takes place in New York on 12 and 13 June 2013. The conference focuses on building bridges of mutual benefit between the two cities. The event is hosted by Belfast Media Group and the Irish Echo and takes place in Fordham University.
1.2	A number of issues are discussed over the two day period, involving speakers from both cities. Belfast City Council has been offered an opportunity to participate in the event and have a speaking slot on the programme.

<b>2</b>	<b>Key Issues</b>
2.1	Members will be aware of the annual New York: New Belfast conference that has taken place in New York over the last four years. These events attract delegates from both cities and the programme themes generally focus on promoting mutual linkages between both cities to support economic, social and cultural development.
2.2	The draft programme for the 2013 event has now been published and is attached as Appendix 1. The programme consists of a number of workshop sessions on themes such as: <ul style="list-style-type: none"> <li>- More than an add-on: art in our cities</li> <li>- Smart business strategies</li> <li>- Backin' Belfast: are we on the right path?</li> <li>- New York and Belfast: a partnership of talent and technology.</li> </ul>
2.3	In addition to the workshop session, there are a number of additional events as

	<p>part of the programme, including:</p> <ul style="list-style-type: none"> <li>- Visit to Brooklyn Navy Yards (part of Brooklyn’s “Tech Triangle”)</li> <li>- Lunch to celebrate top 50 Ireland-US companies with transatlantic operations.</li> </ul>
2.4	<p>There are a range of headline US-based speakers taking part in the programme including:</p> <ul style="list-style-type: none"> <li>- John Connorton – former Head Friend of Belfast in New York</li> <li>- John Fitzpatrick – Fitzpatrick Hotels and Chairman-elect of American Ireland Fund</li> <li>- Christine Quinn, Speaker, New York City Council</li> <li>- Daniel Libeskind, Architect</li> <li>- John Liu, Comptroller, New York City.</li> </ul>
2.5	<p>There is an opportunity for a Belfast City Council representative to have a speaking opportunity as part of one of the programme sessions.</p>

<b>3</b>	<b>Resource Implications</b>
	<p>The delegate fee for the event is \$250. Flights and accommodation (per participant) are likely to be in the region of £1200. Therefore the total cost per participant is estimated at £1500.</p>

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

<b>5</b>	<b>Recommendations</b>
5.1	<p>Members are asked to:</p> <ul style="list-style-type: none"> <li>- Note the invitation to participate in the New York-New Belfast event in New York on 12-13 June 2013</li> <li>- Agree to participation in the event by the incoming Chair of the Development Committee (or nominee) and Director of Development (or nominee)</li> <li>- Approve a budget of up to £3000 to cover participation of two representatives at the event.</li> </ul>

<b>6</b>	<b>Decision Tracking</b>
	<p>Shirley McCay, Head of Economic Initiatives and International Development to report on implementation of Committee decision by August 2013.</p>

<b>7</b>	<b>Documents Attached</b>
	<p>Appendix 1: New York: New Belfast – conference programme</p>

Community • Culture • Commerce

**NEW YORK - NEW BELFAST**

CONFERENCE 2013 &amp; US-Ireland Top Companies Luncheon

**June 12, 2013**

- 5:30pm Registration
- 6pm **A New York Welcome**  
with Fr Joseph McShane, President Fordham University and  
The Lord Mayor of Belfast (invited)
- 6:10pm **'Across the Broad Atlantic'**  
Geraldine Hughes and students of Fordham University Theatre  
Department with a specially prepared production 'My Lagan Love'  
by David O'Leary. (Irish music classic 'My Lagan Love' was  
composed by Joseph Campbell who also founded the School of  
Irish Studies at Fordham University in 1928)
- 6:30pm **More than an Add-On: Arts and our Cities**  
*How can we make sure that the beauty and inspiration of our arts  
activities and projects are core to the proposition of both New York  
and Belfast for their citizens and for visitors?*  
(With opening trailer of new TG4 documentary on Joseph  
Campbell by MacDara Vallely.)  
Chair: John Lee, Irish American Writers & Artists Inc.  
John Ahearn, sculptor, South Bronx  
MacDara Vallely, film-maker, Bronx/Co. Armagh  
Pauline Turley, Irish Arts Center  
Darrah Carr, Darrah Carr Dance
- 7pm **I AM NEW YORK**  
A presentation of a short film made by by New York film-maker  
Kevin Breslin in collaboration with Horst Hamann
- 7:15pm **A One-Way Ticket to Oliver Jeffers' World**  
With Belfast-born children's author, and artist Oliver Jeffers who is  
now based in Brooklyn
- 7:30pm **The Path to Peace**  
*As Belfast bounces back from a testing year, we give a platform for  
grassroots voices backing the peace.*

Introduced by Roy Adair, CEO Belfast Harbour, Chair Northern Irish  
Connections.

Chair: John Connorton, Partner Hawkins, Delafield and  
Wood LLP and Chair Friends of Belfast

Jackie McDonald, loyalist peace and community leader  
Cllr Jim McVeigh, Sinn Féin leader on Belfast City Council  
John Fitzpatrick, Fitzpatrick Hotels and Chairman elect of  
American Ireland Fund  
Geraldine McAteer, CEO West Belfast Partnership Board

- 8:30pm **Recognising Irish Echo Person of the Year Brian O'Dwyer**  
Introduced by Paul Maskey, MP for West Belfast.  
Presented by Christine Quinn, Speaker New York City Council.  
Response: Brian O'Dwyer

**Parting Shot: Lost Commandos.** A film short on the end of war  
by singer-songwriter Joby Fox.

**June 13, 2013**

- 8-9am **Business Breakfast**  
Alex Attwood MLA Minister for Environment Northern Ireland  
(Invited) Patrick Anderson, CEO Dalradian Resources.
- 9am **Plenary Official Opening with Rep. Mike Fitzpatrick**  
Mike Fitzpatrick is a Republican member of the New York  
State Assembly and a longstanding friend of Belfast.
- 9:10am **The Gathering 2013: Gaps, Gains and Goals for the Future**  
*The stats are in for the first half of the year and they show that the  
Gathering has been a success: visitor figures from the US are up.  
But what can be done to bring those visitors back again and to  
build enduring relationships between Ireland and the US.*  
Chair, John J. Reilly, Partner Squire, Sanders, Dempsey LLC  
Brian Stack, CEO CIE Tours  
Christopher Cahill, Exec. Director American-Irish Historical Society  
Brian Burke, Chair Odyssey Trust, Belfast  
Representative of Tourism Ireland  
Kevin Gamble, CEO Féile an Phobail

Honorary Chairs:



John Connorton,  
Partner Hawkins,  
Delafield and Wood LLP



Geraldine Hughes,  
Actor/Writer/Producer



Andrea Haughian, VP  
Business Development,  
Invest NI, New York



John J. Reilly,  
Partner Squire,  
Sanders Dempsey



Terry George,  
Director



Shaun Kelly, Vice-Chair  
of Operations KPMG

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**NEW YORK - NEW BELFAST**

CONFERENCE 2013 &amp; US-Ireland Top Companies Luncheon

9:50am **Backin' Belfast: Are we on the Right Path?**  
*A marketing campaign to boost Belfast, launched in the wake of the flag protests has taken on a life of its own. How can Belfast build on its new-found sense of unity?*

Introduced by a video on Titanic Belfast which enjoyed 800,000 visitors in its first year, twice its target number.

Chair: Louise Corrigan, President Irish Network NYC  
 John Keane, MD Ardmore Advertising and Marketing  
 Gerry Lennon, CEO Belfast Visitor and Convention Bureau  
 David Gavaghan, CEO Titanic Quarter  
 Todd Kelman, Manager Belfast Giants  
 New York City Council Member Daniel Dromm

10:40am **From Swords to Ploughshares**  
*Once a symbol of division and conflict, the Maze-Long Kesh prison site is being reborn as a place of unity pushing society from peace to prosperity.*

Introduction: Loretta Brennan Glucksman, Chair American Ireland Fund. Daniel Libeskind presents his plans for a peace transformation center on the Maze-Long Kesh former prisoner site. Response by Terence Brannigan, Chair Maze-Long Kesh Development Corporation and by John Liu, Comptroller New York City.

11:15am **New York and Belfast: A Partnership of Talent and Technology**  
*The economic recovery across the western world remains fragile but a growing range of high-tech companies are making Belfast their home.*

Chair: Andrea Haughian, VP Business Development Invest NI  
 Matt Bieber, Quantus  
 Ben Chrmelich, CFO NYSE Technologies  
 Representative of Citi  
 Danny Moore, COO Options, founder Wombat

11:45am **Boardroom Dialogue Sessions**  
**Smart Business Strategies**  
*What are the key areas for growth in business activity between New York and Belfast and who will fund the new businesses both Belfast and New York wish to attract?*

John O'Donoghue, Private Investor, Margaret Molloy, CMO Velocidi,

Mary Ann Pierce, President MAP Digital, John Toland, dot.Irish, Mark Barr, CEO Sisk NI, Conor Allen, Cowen & Co. (invited), Marty Glennon, Marty Glennon, Archer, Byington, Glennon & Levine

**Building Arts Bridges to Last**

*The arts traffic between Belfast and New York is intense but how can we harness this energy into annual strategic events?*

Michael Patrick MacDonald, author, Larry Kirwan, Black 47, Ciarán O'Reilly, Producing Director, Irish Repertory Theatre. Dan Gordon, actor, playwright, director The Boat Factory.

**Leveraging the Networks of Irish America**

*There are more Irish American networks today than at any time, courtesy of the internet and social media. But how do we ensure each plays to its strengths and avoid overlapping and duplication?*

Bill McLaughlin, Irish American Business Chamber and Network, Sheila Lynott, President Irish Business Organisation, Leo McGuire, Irish Business Association, Steve Lenox, Co-President Irish Network USA, Jim Lamb, CEO Ireland Institute of Pittsburgh, Honorary Consul General of Ireland in Pittsburgh, Peter Ryan, Deputy Consul General of Ireland in New York.

12:30 **Luncheon: Ireland-US Top Companies**  
**50 corporations with transatlantic operations**

Chair Shaun Kelly, Vice-Chair Operations KPMG  
 Guest Speaker: Alex Attwood, MLA Minister for Environment Northern Ireland (Invited)

3pm

**Visit to Brooklyn Navy Yards**

hosted by Brooklyn Navy Yards President Andrew H. Kimball and Commissioner of Small Business Services in New York City, Rob Walsh. *Spread out over 300 acres on the scenic Brooklyn waterfront, the Navy Yard encompasses 40 buildings, three fully functioning dry docks, four active piers, a mammoth TV studio and even a 40,000 sq ft roof farm. It is a key element of the Brooklyn Tech Triangle.*

6pm

**Conference Finale Farewell**

at the Residence of the Consul General of Ireland in New York, Noel and Hanora Kilkenny. A Song for Belfast: Jonny Nixon & Joby Fox. Special Honoree: Jonny Steele, New York Red Bulls. Fox. Vote of Thanks to New York: The Lord Mayor of Belfast.

## Honorary Chairs:



John Toland



John O'Donoghue



Speaker  
 Christine Quinn,  
 New York City Council



Rob Walsh,  
 Commissioner,  
 Department of Small  
 Business Services NYC



John Lee,  
 Irish American Writers  
 and Artists Inc.



<b>Report to:</b>	Development Committee
<b>Subject:</b>	Bursary Scheme – The Prince’s Trust
<b>Date:</b>	7 May 2013
<b>Reporting Officer:</b>	John McGrillen, Director of Development, ext 3470
<b>Contact Officers:</b>	Shirley McCay, Head of Economic Initiatives and International Development, ext 3459

<b>1</b>	<b>Relevant Background Information</b>
1.1	Members will be aware that the Council has invested £300,000 in a Student Bursary Fund supporting hundreds of young people in the city to take part in further education and training opportunities.
1.2	The ‘Achieve’ Bursary Fund which aims to improve the employment prospects of young people in the Belfast City Council area is currently being administered through Belfast Metropolitan College (Belfast Met) and The Prince’s Trust with the funding made available through the Council’s Investment Programme for 2012-2015.
1.3	Members are reminded that through Belfast Met, grants of up to £500 can be applied for by young people living in Belfast who must be preparing to study or currently studying on one of the college’s full-time further/higher or vocational education training courses at Levels 2-5. This includes 10 courses - among them, courses in IT, multimedia, science, tourism or hospitality.
1.4	The Prince’s Trust bursary (with funding allocated through the charity’s Development Awards programme) is open to young people aged 16-25 residing in the city who are not in education, training or employment. The scheme aims to help recipients overcome barriers which may prevent them from undertaking training and education or moving into employment.

<b>2</b>	<b>Key Issues</b>
2.1	Members will recall that a number of reports have of late been presented to the Strategic Policy and Resources and Development Committees in connection with development and implementation of the ‘Achieve’ Bursary Fund.
2.2	In particular the Committee is reminded that at its meeting on 25 January 2013 Members of the Strategic Policy and Resources Committee received a full update on delivery of the bursary scheme during year 1 (2012/13) and

	considered appropriate levels of assistance for year 2 (2013/14).								
2.3	Whilst an indicative split of £30,000 to the Prince's Trust and £70,000 to Belfast Met was the funding allocation in year 1, Members agreed to a 50/50 split in year 2 with £50,000 of the Council funding being allocated towards supporting further/higher education initiatives (through Belfast Met) and a further £50,000 of funding to help individuals access training or education (not at further or higher levels) or employment (administered through Prince's Trust).								
2.4	Since this agreement was reached the Council has worked with both partner organisations to ascertain what volume of bursaries might be feasible to deliver given the change in funding allocations. Whilst it is difficult to predict the exact number of student applications to be received in 2013/14, Belfast Met expects to be able to offer approx 240 awards of £500 to new first year students entering in September 2013 to undertake a further/higher/vocational education training course at levels 2-5 of one the 10 priority courses. Members are reminded that Belfast Met will administer £120,000 in the current financial year (£70,000 carried forward from year 1 plus £50,000 from year 2) and will cover all costs associated with the awards administration.								
2.5	In return for an investment of £50,000, The Prince's Trust will aim to support 202 young people during 2013/14 and help over 80% of those who receive a Development Award to achieve a positive outcome, progressing into education, training or employment.								
2.6	Whilst the Trust is delighted to secure additional Council funding of £20,000, increasing the number of awards to be provided in year 2 by 39% on the previous year does pose an issue for the charity around staffing, administration and general management of the programme.								
2.7	Members are reminded that the Prince's Trust is a youth charity which raises income from two main sources. Firstly, there is income received as a result of the charitable activities it undertakes, and secondly it raises voluntary income through corporate and individual donations as well as donations in kind. In the absence of any core funding and corporate administration and management support, all activities of the Prince's Trust are delivered on a project by project basis, each of which have their own dedicated management and administrative resources.								
2.8	To this end, the Prince's Trust has submitted a proposal to the Council indicating it would require a small percentage of financial support to help cover the costs associated with administering 202 awards in the 2013/14 financial year. The proposed management and administration costs are as follows:								
	<table border="1"> <thead> <tr> <th>Cost category</th> <th>Amount (£)</th> </tr> </thead> <tbody> <tr> <td>Programme Exe (46% time):</td> <td>11,205.60</td> </tr> <tr> <td>Administrator (9% time):</td> <td>2,241.12</td> </tr> <tr> <td><b>Total:</b></td> <td><b>13,446.72</b></td> </tr> </tbody> </table>	Cost category	Amount (£)	Programme Exe (46% time):	11,205.60	Administrator (9% time):	2,241.12	<b>Total:</b>	<b>13,446.72</b>
Cost category	Amount (£)								
Programme Exe (46% time):	11,205.60								
Administrator (9% time):	2,241.12								
<b>Total:</b>	<b>13,446.72</b>								
2.9	The organisation has indicated that it will use £3,962.28 of its own resources to contribute to the costs of delivering the Development Awards Programme in the Belfast City Council area in 2013/14. Therefore the net amount required for project administration costs is £9,484.44.								

2.10	<p>Members are advised that in assessing the needs of applicants for a Council bursary the Prince's Trust requires a range of people with different skills sets to be involved in the process. This includes:</p> <ul style="list-style-type: none"> <li>- Administrative staff who take the initial enquiry, check eligibility of the young person and confirm whether a positive outcome has been achieved at the end of the Award.</li> <li>- Programme staff or 'Volunteer Assessors' who meet young people face-to-face to complete their assessment and provide ongoing support.</li> <li>- Development Awards Executive who processes all programme paperwork; collects evidence of what the Award is for; pays the Award in terms of paying the supplier or purchasing goods and oversees funding in terms of allocating Awards in accordance with funding guidelines.</li> <li>- Head of Enterprise, Employment &amp; Awards who reviews each individual Award and signs off for payment.</li> </ul>
2.11	<p>For individual assessments to take place the Prince's Trust is also required to:</p> <ul style="list-style-type: none"> <li>- Train a number of Assessors including existing programme staff and external volunteers.</li> <li>- Carryout an Access NI Check for each new Assessor in line with the Prince's Trust child protection policies.</li> <li>- Complete an application which then has to be processed. This requires a member of staff doing further eligibility checks; assessing if the outcome of the award will be a progression; making sure that all of the evidence of what is actually needed has been enclosed which is then passed to a panel, approved and payment is processed.</li> </ul>
2.12	<p>Other roles involved in the process include creating new suppliers; negotiating discounts based on bulk purchases and charity status; promotion of the Awards in terms of marketing flyers &amp; other promotion and developing a range of paperwork for the awards scheme itself.</p>
2.13	<p>In view of the above Members are asked to consider the proposal for £9,484.44 of the £50,000 amount allocated to the Prince's Trust in year 2 to be used to cover programme management and administration costs.</p>

<b>3</b>	<b>Resource Implications</b>
3.1	An overall budget of £300,000 was allocated to the bursary scheme over a 3 year period 2012-2015.
3.2	The financial allocation required by the Prince's Trust to administer the scheme is £9,484.44.

<b>4</b>	<b>Equality and Good Relations Considerations</b>
4.1	No specific equality and good relations considerations at this stage.

<b>5</b>	<b>Recommendations</b>
5.1	Members are asked to consider the request for £9,484.44 of the £50,000 amount allocated to the Prince's Trust to be used to cover programme management and administration costs associated with delivery of the Council bursary scheme during 2013/14.

<b>6</b>	<b>Decision Tracking</b>
A final update on numbers, outcomes and budget spent during year 1 of the programme as well as progress with year 2 will be brought back to Committee at a later date.	

<b>7</b>	<b>Key to Abbreviations</b>
Belfast Met – Belfast Metropolitan College	



**Belfast City Council**

<b>Report to:</b>	Development Committee
<b>Subject:</b>	Impact of Belfast Anchor Institutions
<b>Date:</b>	7 May 2012
<b>Reporting Officer:</b>	John McGrillen, Director of Development, ext 3470
<b>Contact Officers:</b>	Claire Patterson, Business Research & Development Manager, ext 3379, Jelena Buick, Business Research & Development Officer, ext 3229

<b>1</b>	<b>Relevant Background Information</b>
1.1	<p>In June 2012 Committee agreed to commission research into the impact of the anchor institutions in Belfast which was completed by Centre for Local Economic Strategies (CLES), and Julian Dobson (Urban Pollinators). The main purpose of the research was to:</p> <ul style="list-style-type: none"> <li>– review the economic, social and environmental roles of anchor organisations elsewhere and their impacts;</li> <li>– identify the key anchor institutions within Belfast, as perceived by a range of stakeholders, and the benefits and impacts they are perceived as having within the city;</li> <li>– develop measures to assess the current and potential impacts of anchor institutions in Belfast;</li> <li>– identify how anchor institutions can more effectively achieve economic, social, and environmental benefits through partnership working;</li> <li>– develop recommendations for Belfast City Council and partner organisations to ensure that the impacts and multiplier effects of anchor institutions are realised; and</li> <li>– explore the challenges and factors potentially limiting the impacts and multiplier effects of anchor institutions, and how these may be overcome.</li> </ul>
1.2	<p>Anchor institutions were considered to be public and private sector organisations which have deep economic, social, cultural, and political roots within Belfast. They are sufficient in scale to make a significant contribution to the city's social and economic vitality; their fixed assets also mean that they are unlikely to relocate. As a result they represent a type of 'capital' around which</p>

<p>1.3</p> <p>1.4</p>	<p>local policies and interventions can be devised and put into effect.</p> <p>The research involved interviews with 19 key organisations in the city, some of which have been identified as anchors (e.g. health, education, culture and arts sectors) and some as enablers (e.g. central government departments, Belfast City Council). The Council is however, in a unique position, as it is considered to be both an anchor and enabler. An executive summary is attached as Appendix 1 and the full report is available on request.</p> <p>This research builds the Council's relations with the anchor institutes and supports the developing areas of work such as, Belfast Future City Conference, Masterplan, Integrated Economic Strategy, International Marketing Framework as well as Local Government Reform and Community Planning.</p>
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<p><b>2</b></p> <p>2.1</p> <p>2.2</p> <p>2.3</p> <p>2.4</p> <p>2.5</p>	<p><b>Key Issues</b></p> <p>Anchors play a crucial role in driving Belfast's development through innovation, private sector development, international connectivity, leveraging capital and foreign direct investment (often through joint working), and through their own significant economic impact. Their role in private sector development and encouraging investment is particularly critical in view of the small business base in Belfast and Northern Ireland and the lack of larger private sector businesses. They perform important functions in promoting local skills and employability and stimulating business development. Economic, social and environmental impacts have been identified through the research.</p> <p>The research summarised the economic impact of anchor institutions as follows:</p> <ul style="list-style-type: none"> <li>- Anchors employ approximately 62,900 employees, which represents 33% of the overall Belfast workforce</li> <li>- In total, anchors spend around £1,43 billion annually</li> <li>- The local economic impact is estimated at around £3billion a year</li> <li>- Belfast anchors are large landowners occupying approximately 40% of the land (Belfast Harbour and the Council own around 37% of Belfast land)</li> </ul> <p>In addition, anchors have a strong impact through skills development, investment attraction, land development and innovation.</p> <p>The social impact is also significant but more difficult to measure. Anchors contribute to Belfast's social development in terms of the provision of services, enabling employment, especially through addressing disadvantage, educators and skills developers, supporting apprenticeships and providing shared spaces.</p> <p>In terms of the environmental impact, anchors were identified as having a negative impact through energy use, commuting and using transport to deliver services and a positive impact through green procurement and contracting (environmental supply chain) and as environmental re-assurers.</p> <p>The research also considered the relationships between anchors, barriers and opportunities to maximising the impact. The main findings of the research are:</p> <ul style="list-style-type: none"> <li>- Agreeing a 'Belfast Anchor Charter' to provide a framework within which anchor institutions can coordinate their activities and maximise the benefits they bring to the city without adding new governance models that will demand new levels of political buy-in. Anchors will be linked through information sharing and developing a common vision for the city. The core principle is that organisations commit to work together towards a shared</li> </ul>
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	<p>vision of a prosperous Belfast.</p> <ul style="list-style-type: none"> <li>- To drive the Belfast Anchor Charter concept forward, a five-outcome approach is proposed which all stakeholders sign up to in order to effectively deliver strategies and change in the city:  Outcome commitment 1: A joined up vision for sustainable procurement  Outcome commitment 2: Create jobs and employment  Outcome commitment 3: Foster collaborative business development and supply chains  Outcome commitment 4: Create apprenticeships  Outcome commitment 5: Monitor local economic, social and environmental impact.</li> <li>- Suggested outcomes and associated indicators to determine and monitor impacts of anchor institutions in Belfast. The indicators, linked to the outcomes should measure different stages of change (short, medium and long-term) and measure the rate of progress in delivering each objective.</li> <li>- Prioritising recommendations categorises the recommendations based on level of priority, resource requirements and timescales. Strategic, operational and delivery-based recommendations are proposed. The Belfast Charter, information sharing and the strategic incorporation of anchors through key city development agendas and shared outcomes are some of the most important to progress.</li> </ul> <p>2.6 All stakeholders were extremely positive about working with the Council and viewed community planning as a great opportunity for fully utilising civic leadership and moving the city forward.</p> <p>2.7 <u>Next Steps</u>  This research contributes directly to the Future City conference on 22 May, informing the purpose and the discussions during the day. CLES and Julian Dobson will also participate at the event to stimulate discussion. This allows the Council to build on the existing positive relationships with the city's anchor institutes to recognise their roles in shaping the city for the future.</p> <p>2.8 Developing relationships with anchor institutions and working collaboratively will enable the effective delivery of a future community plan and local development plan that connects to key strategies and future collaborative opportunities that will shape the city.</p> <p>2.9 The Council has a key convening role in building these relationships with city anchors to connect them with the city and its development. Building on the willingness demonstrated by anchor institutions the city conference is a timely opportunity to take this forward by:</p> <ul style="list-style-type: none"> <li>- Developing a shared city vision and outcomes</li> <li>- Confirming commitment to engage in the city vision process and delivery of shared outcomes</li> <li>- Securing agreement to participate on city platforms that will emerge from the conference (i.e. digital city, low carbon city, centre city, neighbourhoods)</li> <li>- Supporting the effective, joint delivery of city wide strategies and plans e.g. Integrated Economic Strategy or International Marketing Framework to ensure effective city development.</li> </ul> <p>2.10 To maintain momentum and the positive city relationships it is proposed that a further engagement session should be organised with the anchor institutes, following the city conference in May 2013 to discuss their key contribution to city</p>
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	development, the city vision and outcomes.
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<b>3</b>	<b>Resource Implications</b>
3.1	None at this stage. However resources will be required to hold a further engagement session in Autumn 2013; these will be determined at a later stage.

<b>4</b>	<b>Equality and Good Relations Considerations</b>
4.1	There are no Equality and Good Relations considerations attached to this report.

<b>5</b>	<b>Recommendations</b>
5.1	Members are asked to note this report and agree to a follow-up engagement session with anchor institutes in autumn 2013.

<b>6</b>	<b>Decision Tracking</b>
6.1	Timeline: November 2013                      Reporting Officer: John McGrillen



**April 2013**

***THE IMPACT OF ANCHOR INSTITUTIONS IN BELFAST***

Executive Summary prepared by

**Centre for Local Economic Strategies**

Presented to

**Belfast City Council**

## EXECUTIVE SUMMARY

### Background

Belfast City Council commissioned The Centre for Local Economic Strategies (CLES) to undertake research exploring the economic, social, environmental, and reputational benefits of anchor institutions within the city.

### Anchor institutions in Belfast

Anchor institutions are public and private sector organisations which have deep economic, social, cultural, and political roots within Belfast. Their fixed assets mean that they are unlikely to relocate elsewhere. They are sufficient in scale to make a significant contribution to the city's social and economic vitality. As a result they represent a type of 'capital' around which local policies and interventions can be devised and put into effect.

These institutions have the connections and scale to act as a catalyst for the Belfast economy. By working within a cohesive network they can help to develop shared physical and economic spaces across the city, enhancing Belfast's economic and social development, building its reputation as a vibrant and welcoming city.

The full list of institutions identified for the purposes of this study is provided in the report, but principal anchors include the universities, Metropolitan College, the Port of Belfast, Titanic Quarter, Belfast City Council, and the City and International airports.

### The approach to this study

CLES reviewed a wide range of academic and policy literature together with local policy documents, to help shape this report and identify the local economic context in which the anchor institutions are operating. This included a 'call for best practice' amongst CLES' members to assess where comparable anchors have achieved a high impact elsewhere in the UK and beyond (identified in Appendix 1), and where they have worked together to maximise their effects. We then engaged in strategic interviews (mainly face to face) with both anchor institutions and 'enabling' organisations within government and beyond whose roles significantly influence the anchors' operations. This allowed us to identify their economic, social and environmental impacts and understand their interactions with other anchors and enablers, specifically with the city council. Perceived barriers to maximising their impact were also discussed. This work formed the basis for a series of recommendations.

### Anchors are central to Belfast's (and Northern Ireland's) economic recovery

The ability of Belfast (and therefore Northern Ireland) to recover to pre-recession levels depends primarily on its competitiveness – the scope for the economy to grow, change and develop. Anchors play a crucial role in achieving this through innovation, private sector development, international connectivity, leveraging in capital and foreign direct investment (FDI) (often through joint working), and through their own significant economic impact. Importantly, they can also ensure growth is inclusive, despite falls in external public funding and investment, through their role as major employers and their connections with deprived communities.

Their role in private sector development and encouraging investment is particularly critical in view of the small business base in Belfast and Northern Ireland and the lack of larger private sector businesses. They perform important functions in promoting local skills and employability and stimulating business development. By investing in Belfast's workforce and entrepreneurs through training and spin-out businesses, and improving connections between different sectors and organisations, anchors are central to the international competitiveness and long term prosperity of Belfast.

### The impacts of anchor institutions in Belfast

This section summarises some of the key economic, social and environmental impacts of anchor institutions in Belfast. These are outlined in greater detail within the report.

## Economic impacts

- ❑ **Employers** – Belfast’s anchor institutions are some of the biggest employers in Northern Ireland. The Belfast Health and Social Care Trust, for example, is the largest employer in Northern Ireland with 19,500 staff; the University of Ulster, Queens University, and Belfast Metropolitan College employ 8,200 staff between them; and aerospace engineers Bombardier employ some 5,000 staff.
- ❑ **Procurers** – Belfast’s anchor institutions are among the biggest spenders in Northern Ireland in terms of procuring goods and services, encompassing both capital and revenue spending, and therefore in the best position to ensure spending meets local priorities and achieves local benefits. Getting procurement right for the benefits of residents and businesses across the city is critical for future prosperity.
- ❑ **Innovators** – anchor institutions are leveraging their scale and scope to innovate and attract further investment into the Northern Ireland economy. This is particularly true in the health sector where the Belfast Health and Social Care Trust have set up an innovation hub, which at any one time may have over 1,000 research projects underway. Cascading innovation through the local economy is also about working in partnership with private businesses, which is detailed in the point below.
- ❑ **Economic value through working in partnership with the private sector** – this is something to be further developed across all anchors. The Knowledge Transfer Partnerships (KTP) within universities is a good example, creating added value for local businesses through expertise of those in placements. The universities also seek to broker graduates into other opportunities with private businesses. For example the reputation of QUB’s ICT graduates and research has influenced investment into Belfast by Seagate Technology, a global data storage firm, offering opportunities for graduates, and has resulted in collaborative research and funding by Seagate. These two examples, together with the extensive and ongoing links between public sector anchors and Bombardier outlined in this report, highlight that anchor-private sector partnership working can bring significant productivity benefits to the city and help in developing its global reputation.
- ❑ **Constructors and developers** – many of the anchors have invested significantly in construction projects in recent years. New developments associated with the University of Ulster’s campus move, for example, are expected to create 1,200 jobs in construction.
- ❑ **Landowners** – anchor institutions are major landowners and landlords. One fifth of the city’s acreage is owned and managed by the Belfast Harbour Commissioners for instance.
- ❑ **Investment attractors** – anchor institutions have a key economic impact in helping to attract investment. Belfast Metropolitan College is working with Invest Northern Ireland to provide prospective employees with the skills required in emerging sectors and by potential investors. Attracting investment helps to keep young people in the city. Queens University has identified the key role it plays in providing courses which are linked to the industrial and service demands of Northern Ireland.
- ❑ **Trade gateway** – infrastructure focused organisations provide an important gateway for trade and investment. The City and International Airports, whilst not necessarily working collaboratively, provide vital connections to the UK and the United States respectively.
- ❑ **Tourist attractors** – cultural anchor institutions draw in tourists and visitors, not only from overseas but also within Northern Ireland. The MAC, for example, attracted 126,000 visitors in its first 30 weeks; its target for its first year is 170,000. Titanic Belfast set an original target of 400,000 visitors in the first year; by the middle of September 2012 there had already been 600,000.

## Cumulative economic impacts

- ❑ It is difficult to be precise given the lack of uniformity and consistency and gaps in the data and intelligence provided, but some general indications of overall impact can be determined. When assessing spending per annum across the anchors, there is data available for the two universities, International Airport, the Harbour Estate, the NHS Trust (hospital and social and community care based procurement) and Belfast City Council. The combined yearly spend of these organisations is approximately **£720 million** (£450m of this comes from the NHS Trust alone). This is a significant figure but is likely to undervalue the total, as data was not available for other anchor organisations.

- ❑ In addition large sums are being spent through general investment in programmes and activities - for instance, the £7 billion on the Titanic Quarter and the £1.8 billion investment from Bombardier over the past two decades. While total figures need to be treated with caution because of the possibility of double-counting investments from different sources, they underline anchor institutions' key role in Belfast's economy.
- ❑ Approximately 60,000 staff work directly for Belfast's anchor institutions or are employed indirectly as a result of their activities. This constitutes around 30% of the total number of jobs in Belfast, which is estimated at around 199,000.
- ❑ There is not enough data to build a cumulative figure for total economic impact through multiplier effects and leveraged capital. However when considering just the two universities, the contribution to the Northern Ireland economy comes to £675 million.

### Social impacts

- ❑ **Provide needed services** – anchor institutions in Belfast provide a range of services which are demanded and needed by residents both within and beyond the city. Health inequalities are a key issue in Belfast, so the Belfast Health and Social Care Trust provides a social impact through the very nature of the services it delivers and commissions. Belfast Metropolitan College provides vocational training and further education for young people who do not progress to university, linking them with employment opportunities.
- ❑ **Enable employability** – a key social impact of many of the institutions engaged in this research is to link people living in Belfast's most deprived communities with opportunities to develop their skills and find work. Several anchor institutions have targeted priority neighbourhoods for intervention.
- ❑ **Educators and skills developers** – the educational institutions play a vital social role across Northern Ireland by enhancing learning and skills. The University of Ulster, Queens University and Belfast Metropolitan College are home to a total of 75,000 students across a wide range of disciplines.
- ❑ **Apprentice supporters** – anchors have an important role in creating apprenticeships and supporting apprentices towards sustainable employment. Several of them train apprentices and provide placements, building on historic partnerships between anchor institutions.
- ❑ **Shared spaces** – anchor institutions provide shared spaces linking local residents across the sectarian divide. For example Belfast Metropolitan College identified its key role as providing a space where people from different parts of the city and cultures can come together to learn.
- ❑ **Corporate Social Responsibility** – there is unsurprisingly a focus upon maximising community benefit through corporate social responsibility activities across most organisations. Both the City and International Airports have community funds and Bombardier has its own charitable trust.
- ❑ **A cultural base** – anchor institutions which are directly and indirectly focused upon culture and the arts provide essential physical spaces for cultural interaction. The Lyric Theatre has placed significant emphasis on engaging deprived communities with the arts and Queens University uses its physical assets and scale to host a range of events which promote and encourage culture and arts in the city.

### Environmental impacts

- ❑ **Negative environmental impacts** – anchor institutions have a number of negative environmental impacts. Their scale and role as major employers is also associated with high levels of energy use and traffic congestion, especially in and around the city centre. This significantly affects the city's CO2 emissions.
- ❑ **Construction contracts** – whilst the anchor institutions are investing heavily in construction, they are conscious of the need to do so within environmental limits, and to link physical space to green space.
- ❑ **Environmental re-assurers** – the reputations of some anchors, and especially the City and International airports, are linked to adverse environmental effects. The airports have both worked hard to mitigate this perception. The City Airport in particular is seeking to reassure local people that it is minimising noise and disturbance. It is represented on the City Airport Forum and environmental sub-group.

- **Physical hubs** – transport providers provide a physical hub to facilitate more sustainable transport uses and promote public transport. Translink owns a significant amount of land in Northern Ireland and is working on the Belfast Hub project, where bus and rail services will be co-located.

## Relationships between anchor institutions

It is important to understand how anchor institutions work collaboratively to create local benefit, and how they work with enablers. There are a good range of examples of working relationships in place across the city, but there is a lack of formalised coordination to these, which could generate scale and maximise local benefit. Some of the elements of these relationships are outlined below.

### Delivery relationships

Many of the relationships between different anchor institutions concern the direct or indirect delivery of programmes and services, many based around stimulating the private sector. For instance anchor institutions are **important facilitators of clusters** of organisations and businesses. The Harbour Commissioners, as significant landowners, ensure linkages between their various tenants – for example, by co-locating suppliers close to Bombardier's core base in East Belfast; and the universities ensure that dynamic, high value businesses are located in close proximity to one another through their location on the Northern Ireland Science Park, with the benefits of agglomeration that come with that. Other links to the private sector are exemplified by **health and higher education relationships** – these include taking advantage of research expertise to facilitating inward investment. For example, Belfast Health and Social Care Trust work in partnership with Queens University to attract pharmaceutical companies, bringing in £5million of investment from the Wellcome Trust to undertake clinical trials.

There are also examples of relationships between further education and private sector anchors. Many of these concern apprenticeships, with a key example being the partnership between Belfast Metropolitan College and Bombardier. Higher education institutions also have a range of delivery/research and development relationships with major companies. Then there are **infrastructure and business relationships**, for example between infrastructure providers such as the Airports and Translink, business representative bodies, and individual businesses. These help to facilitate trade and exports. The City Airport, for example, works closely with organisations such as Business in the Community, the CBI, and the Institute of Directors; it also has relationships with individual businesses such as BT, Allstate Northern Ireland, and Almac.

It is also important to note that for the two universities in particular, although they will compete for student demand, research grants, and engagement with private sector institutions for sponsorship, there are also examples of **complementary working**. The Northern Ireland Science Park is perhaps the strongest example, with their combined resource maximising impacts for the local economy. Finally there are **relationships between cultural institutions** where there is an ethos of collaboration and joint working within the cultural and arts sector. The Chair of the MAC is also the acting Chair of the Titanic Quarter and the MAC, Lyric Theatre and Grand Opera House are considering sharing services and collaborative marketing in the future.

### Strategic relationships between anchors and enablers

There are also a number of strategic relationships which are in place between anchor institutions and enabling organisations. A number of anchor institutions have a role in the delivering joint outcomes agreed by the devolved administration's strategic cross-departmental partnerships. The **Belfast Strategic Partnership (BSP)**, has a number of anchors as part of its structure, and is a strong model of partnership working across a range of projects – this is something which can become a template for bringing anchors together within a cohesive network. Some of the anchors, such as the city council, also have a central enabling role meaning they are important in cross sector strategic relationships, across devolved departments, other anchors and different agencies.

There are examples of **spatial relationships** between anchor institutions and enabling organisations, working together to facilitate the development of shared spaces, such as the University of Ulster's involvement in Belfast's cultural quarter. The Queens Quarter, named after QUB, is a focus for arts, architecture and attractions such as the Lyric Theatre. The council has proactively encouraged and supported the development of these shared spaces.

There are also **policy development** relationships between anchor institutions such as universities and enabling organisations such as the council and devolved departments. The University of Ulster, for example, works with government departments to provide data, intelligence and evidence which inform policy

development, and has a similar relationship with the council in terms of supporting evidence based policy. The University also develops health professional courses in conjunction with the Department of Health. Finally there is also an emerging **social to public to private relationship** – the Northern Ireland Council for Voluntary Action works well strategically with government departments and Belfast City Council and is seeking to become more embedded in private sector networks facilitated by the CBI and Chamber of Commerce.

### **Strong relations between anchors and Belfast City Council**

Anchor organisations see the value of engaging with Belfast City Council on joint projects, and in promoting Belfast as a place to invest and hosting hallmark events. Several anchors have highlighted the need for them to be able to influence emerging strategy. This can help to attract employment opportunities, international students, and new investment and create better connectivity between places. Anchor institutions have recognised that Belfast City Council is open to new development and is seeking to maximise local benefits. The emerging Masterplan and Investment Programme will help to facilitate this, using physical development to stimulate economic development and social outcomes. There is recognition that this culture of openness has led to significant physical investment in recent years.

There is also a clear desire among both anchor institutions and enablers to work to shared objectives, and a broad consensus around Belfast's key economic and social needs. But there is also a frustration among the city's leaders at the slow pace of change and the bureaucratic and institutional barriers that appear to stand in the way of progress. All the individuals we interviewed believed there should be greater cooperation between institutions in the city, although there was praise for the progress Belfast has made in recent years, and for the leadership shown by Belfast City Council in particular.

### **Barriers to maximising impact**

While the anchor institutions identified in this research clearly have important local impacts, and there is some evidence that they are collaborating to maximise these, there is room for progress. Legislative, policy and strategic change and more effective partnership working will all play their part. As well as identifying successes, the interviews sought to explore perspectives on the main barriers to maximum impact.

**Bureaucratic barriers** were centred on procurement and planning. EU procurement law has been perceived to frustrate efforts to embed targeted recruitment into construction activities and to use social enterprises to deliver services. Planning was identified by the majority of anchor institutions as a major barrier, affecting both anchors and a number of international investors.

There were a number of perceived barriers concerning **partnership working**. Many of the relationships between anchor institutions described have developed on an informal basis, often through the engagement of individuals. Any impacts may therefore be at the margins of activity rather than being mainstreamed in organisational culture. Linked to this, it was argued that a common formula is needed to bring anchors together to prevent the process becoming a victim of competing agendas. The limited communication and data sharing is a major barrier, undermining efficient co-working and coherent and effective partnerships.

Anchor institutions were also frustrated by the limited powers of Belfast City Council, as they felt policies were more effective when based on local understanding. They felt, too, that links between anchors and the private sector could still be stronger across the city to ensure gains in employment and productivity.

**Political barriers** included sectarianism and weaknesses in political capacity. Divisions between communities are still manifested in the physical barriers across the city. This can have a negative impact on the location of new developments and investments. There is also a need to change traditional outlooks in order to sustain the economy of the city as a whole. Many politicians in both the Northern Ireland Assembly and local authorities are perceived as standard-bearers for local community concerns. The challenge therefore is to use the political process to champion the city, not just particular parts of it, and connect local communities to the wider agenda of development and prosperity.

Finally there were **geographic and economic barriers**. Anchor institutions felt that enabling organisations were too inwardly focused. Economic strategy, particularly from a private sector perspective, needs to think beyond Belfast and internationally towards new and emerging markets. This is an area where the council has made great progress in recent years, but there is more to be done.

Perhaps the biggest barrier is the state of the economy, with reduced investment in key locations and sectors. Linked to that is the need to develop skills. Local companies are struggling to recruit staff with the

key skills needed to work in ICT, digital and creative industries. Academic and vocational education and career guidance needs to be geared towards building a skilled, adaptable and entrepreneurial workforce.

### Recommendations

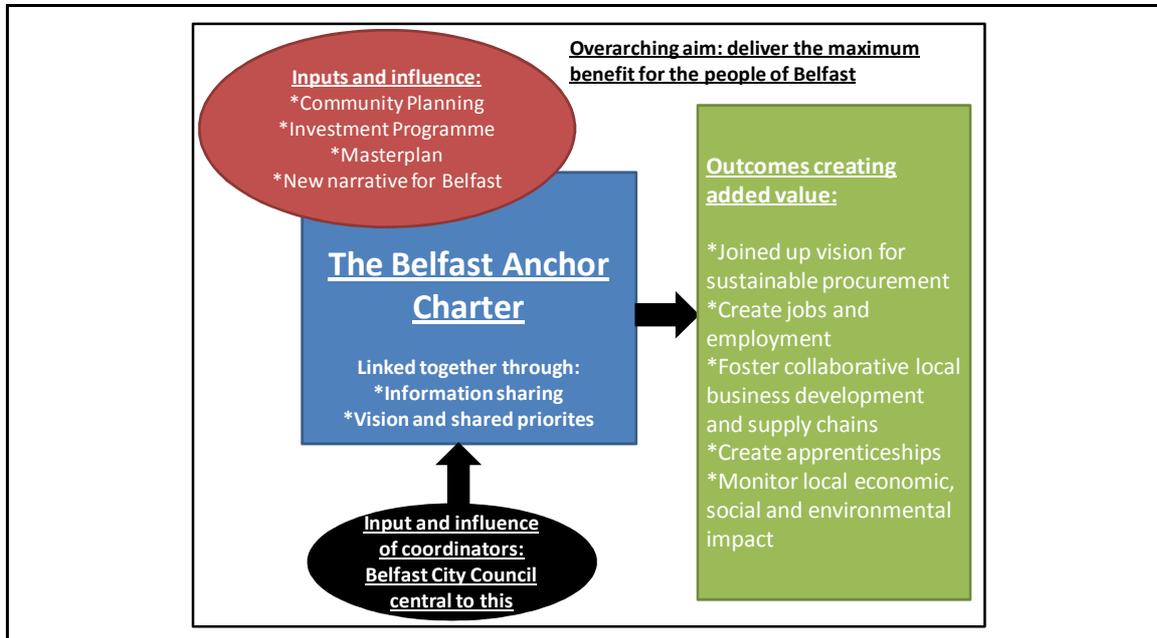
The recommendations (outlined in greater detail in Section 6) are bold but doable. We believe there is opportunity within the wider Belfast ‘family’ of organisations to create a unique and groundbreaking approach and that the economic and social times requires a fundamental shift. There is an opportunity, willingness and a desire across many organisations which could be grasped.

### The Belfast Anchor Charter

Belfast has a proliferation of networks, but coordination is limited and leadership is often unclear. Rather than impose yet another layer of governance and bureaucracy, the city needs a shared vision that drives and oils the wheels of the relationships that already exist. A ‘Belfast Charter’, illustrated below, is our principal recommendation, providing a framework within which anchor institutions can coordinate their activities and maximise the benefits they bring to the city without adding new governance models that will demand new levels of political buy-in. The Charter is not suggested as a panacea, but as a tool to facilitate the strategic alignment of anchor institutions within a voluntary framework that recognises that each institution’s objectives mesh with shared objectives for the city as a whole.

The purpose of a Belfast Charter is twofold. The first is to better coordinate and align actions in the city to maximise social, economic and environmental impacts. The second, flowing directly from that, is to position Belfast nationally and internationally as a city that knows where it is going, looks towards the future, and is confident about its place in the wider world.

The recommendation of a Belfast Charter signals a public commitment to shared priorities. Better health and skills, jobs and opportunities, community cohesion and new investment are objectives that are at the heart of the work of each institution covered in this research. Each one benefits when these outcomes are achieved. A Belfast Charter can inscribe these objectives into the DNA of each organisation, committing leaders and staff to work towards them and to align funding and work-streams accordingly.



The diagram of the Charter highlights that at its core, anchors will be linked through information sharing and developing a common vision for the city. The core principle is that by signing up to the Charter, organisations commit themselves to work together towards a shared vision of a prosperous Belfast. This commitment needs to be underpinned by common access to and understanding of data and information. If organisations wish to maximise local spend or employment opportunities, they need to collect and share information on the social and economic impacts of their employment practices, investment decisions and supply chain relationships. Such data is currently collected in different ways or not at all. Signing up to the Charter will mean working towards a number of outcomes or commitments, principally around the way organisations procure goods and services, maximising the value that can be added through the procurement

process. Together the outcomes in the diagram (described below) are designed to be a catalyst for future partnership working and closer formal relationships.

The diagram shows that there are a broad range of influences which will determine the success or otherwise of the Charter. The activities covered by the Charter will input into and be influenced by council strategy and activity, including Community Planning, the Investment Programme and the emerging Masterplan. The outcomes link closely to the aims and objectives of these. On a wider level, anchors need to be embedded into strategic thinking from an early stage if a shared vision and priorities is to be achieved. Enabling organisations will need to provide the brokerage roles which are key to successful translation of the Charter into practice. Belfast City Council will be the central organisation in this process.

#### ***Outcome commitment 1: A joined up vision for sustainable procurement***

The research has identified that whilst anchor institutions are individually achieving wider benefits through procurement in terms of employment, supply chains and apprenticeships, there is no coordinated approach to progressive and sustainable procurement. The first outcome commitment is therefore that all anchor institutions should adopt shared objectives for their procurement processes and practices. Agreed economic and social objectives should be factored into all service design, commissioning and procurement activities. It is particularly important that this is done at the very beginning of the procurement process and has top-level support within each organisation.

The shared vision can be created through direct engagement with the anchor institutions or form part of a city wide Sustainable Procurement Strategy.

#### ***Outcome commitment 2: Create jobs and employment***

The anchor institutions and enabling organisations engaged in this research are responsible for creating a significant number of jobs and employment opportunities for residents of Belfast and the surrounding area. However, the legacy of conflict creates an additional challenge in coordinating employment opportunity and targeting particular communities and deprived neighbourhoods. The second outcome commitment is therefore to create both direct and indirect job opportunities across anchors through procurement.

The creation of jobs and employment can be enabled through a cross-anchor employer engagement strategy and through relationships with Work Programme providers to broker unemployed Belfast residents into employment opportunity. It can also be undertaken by using social clauses as advocated in the Best Value (Northern Ireland Order) 2012. Anchors will commit through the Charter to including targeted recruitment in all procurement.

#### ***Outcome commitment 3: Foster collaborative business development and supply chains***

The research has identified that many anchor institutions understand where their procurement spend goes in terms of the geography of suppliers. Anchors and enablers often have their own means of making potential suppliers aware of opportunities through procurement portals and other methods. However, there is a lack of coordination of supply chains and advertising of opportunities. The third outcome commitment is therefore to foster collaborative business development and supply chains, particularly important due to the relatively limited business base in Belfast.

The fostering of collaborative business development and supply chains can be created through developing a procurement portal functioning across anchor institutions, where anchors can display forthcoming contracting opportunities and raise awareness with local business.

#### ***Outcome commitment 4: Create apprenticeships***

Each of the anchors engaged as part of this research is in the process of procuring new development or has recently done so. This is particularly evident in the university sector and by Bombardier. Construction procurement is however undertaken by individual organisations, which reduces the potential for wider benefits and the creation of apprenticeships. When apprenticeships are created they often relate only to one supplier or skills set. The fourth commitment is therefore to create apprenticeships across anchor institutions.

The joining up of construction procurement can be created by developing a cross-anchor construction hub or framework agreement. This would develop a framework of preferred organisations for construction contracts and an associated apprenticeship programme across all construction activity.

### **Outcome commitment 5: Monitor local economic, social and environmental impact**

Anchors have a range of means and methods of demonstrating impact, but they are not measured in the same way or with common outcome indicators. The fifth outcome commitment is therefore for anchors to monitor local economic, social and environmental impact.

This can be undertaken through developing a local outcomes framework or standard set of indicators through which the impact of anchors is continuously monitored. The framework could apply to both anchors directly and their suppliers. This goes beyond procurement and directly relates to the recommendation centred on the development of KPIs in Section 6.4.2 – it is designed to help anchors understand and monitor the full range of economic, social and environmental impacts.

The recommendations that follow are related to the Charter and its principles. As well as enabling the delivery of the outcomes and commitments described above, the Charter can provide a foundation for implementation of other recommendations and securing stronger partnership working across the city.

### **Strategic recommendations**

- ❑ **Community planning** – the community planning pilot showed that anchor institutions can be at the centre of this important process of developing a shared agenda for the city. It is essential that anchor are at the heart of community planning in the future.
- ❑ **The Investment Programme 2012-2015** – is an opportunity to further develop trust and principles of partnership working between anchors, and between anchors and the council. The more projects that they collaborate on, the better the synergy of working practices and collaborative leadership.
- ❑ **Masterplan** – in other cities a cross-cutting masterplan has enabled strategic partners to come together on a common footing. The Belfast Masterplan should provide an overarching narrative to bring together anchors across the city, together with businesses and community based stakeholders. The strategic objectives of the plan resonate strongly with many of the anchors' roles and activities.
- ❑ **The Integrated Economic Strategy** – for Belfast is currently being developed and this will complement the three strategic planks noted above. Anchors should be closely involved in its formation in order to guide economic development across the city. One outcome will be a city wide economic partnership, bringing together the city's key stakeholders to further the economic transformation of the city. This provides an excellent opportunity to link anchor institutions' agendas in pursuit of strategic objectives.
- ❑ **Spatial Planning** – planning was perhaps the most cited barrier to maximising impact. A joint planning forum is needed, bringing together Belfast City Council and devolved departments, including DSD, DETI and DoE, to ensure infrastructure and regeneration projects are designed and delivered to meet shared objectives. The forum should produce a focused Spatial Plan (in the line of Regional Development Strategy) for the city to coordinate development activity with major owners and developers of land and assets.
- ❑ **One Belfast approach** – the natural next step is to create an approach which is fully owned by all major stakeholders, with anchors playing a central role. The city could draw on 'One City, One Plan, One Voice', Derry-Londonderry's Regeneration Plan. If a similar 'One Belfast' approach is adopted, there is scope for significant transformational change because of the scale of economic influence the city's anchor institutions wield. Only by developing such an approach will it be possible to identify and fully utilise the key skills, technologies and assets that Belfast offers the wider world, and link the actions of anchor and enabling institutions to maximise and amplify this offer.

### **Operational recommendations**

- ❑ **Information sharing** – one of the central principles within the Charter should be to establish a protocol for sharing information and data between anchors and enabling institutions. The first stage is to map the networks and partnerships that exist across the city and the key personnel involved with each, so that each organisation has up to date knowledge of who is responsible for key social, economic and environmental priorities. This approach needs to be reflected both internally within each institution, and jointly so there is clarity across Belfast about how different networks operate and who is involved. The second element is to develop a common methodology for measuring anchors' economic and social impacts. Belfast City Council can play an important role as an information hub for all anchor institutions. With the council collecting, monitoring and analysing the data, the end result will be a

more coherent approach to projects across the city. An online resource, operated by the council and open to anchors, would allow intelligence to be updated and shared in real time.

- ❑ **Developing a set of Key Performance Indicators** – by developing and monitoring a set of agreed KPIs, it is possible to ensure anchor organisations buy in to projects and wider strategic objectives. Performance should be captured longitudinally to determine the extent and pace of progress in different areas of activity and parts of Belfast. By monitoring these KPIs it should be possible to find out whether increased collaborative working is having the desired social and economic impacts, and to set future priorities accordingly. The suggested KPIs are provided in the report in Section 6.4.2.
- ❑ **Lobbying to secure regional recognition of the role of anchors** – regional funders and authorities need to be persuaded of the value of anchors' efforts to bring economic and social benefits to the city, and encouraged to facilitate their actions by allowing greater flexibility and ensuring that monitoring and regulation procedures do not frustrate collaborative work.
- ❑ **Accessing funding through a more focused approach** – respondents commented a tendency to 'chase' money on an ad hoc basis. It is important to develop an approach to funding that is based on agreed, clear priorities and fully developed assessments of need. The Investment Programme is a step in this direction, and should be a precedent for future developments and bids.
- ❑ **More joined up working with other enablers** – some of the enabling organisations noted that although relations with Belfast City Council are strong, they could become even more effective. The need for better protocols on data sharing and more joined-up working practices in order to avoid duplication was frequently mentioned. Increased data sharing improves the efficiency of city wide working and will help to ensure effective monitoring and priority-setting.

### Delivery based recommendations

- ❑ **Identifying a small number of projects with tangible outcomes for partners** – if a few small or medium sized projects could be delivered relatively quickly this would build confidence in partnership working and the collective role of anchors. This could be a step towards larger scale collaboration such as joint budgeting for large capital programmes and projects.
- ❑ **Using events to enhance the role of anchors** – the State of the City events and forthcoming City Development Conference and similar events could be linked to the development of performance indicators and ongoing delivery of key plans (such as the Economic Strategy, Masterplan and Investment Programme). The events could be hosted by the proposed Economic Partnership Board and used as a forum in which organisations could assess their progress and communicate their work to a wide audience.
- ❑ **Deliver a Belfast Innovation Boardroom and Innovation Group** – an 'innovation boardroom' with representatives from the public/private/third sectors, including anchor organisations, could help to disseminate knowledge. Such a forum would be tasked with devising creative and practical solutions to challenges facing Belfast. Alongside this, the council, universities, and the Metropolitan College, could develop a network of 'innovation champions' to provide mentoring, share ideas, encourage cross-sector collaboration, promote the diffusion of technologies, and identify skills shortages.
- ❑ **Maximising Corporate Social Responsibility** – Belfast City Council could work with the community and voluntary sector to advise anchor institutions and businesses on corporate social responsibility – what kind of programmes are effective, the benefits for institutions, and the value practical CSR activities can deliver. This could ensure that over time common objectives are ingrained in all CSR activities.
- ❑ **Maximising employment opportunities through welfare to work** – linked to the above recommendation, there is scope for anchors to develop closer links with Work Programme providers, highlighting where local people can gain employment and work placements. Our research suggested anchors could do more to communicate opportunities to local people.
- ❑ **Develop growth sector agreements with the universities and college** – further and higher education institutions need to collaborate with local businesses and the council to better understand the skills required for growing sectors. This would involve collating research and intelligence on skills needs, and ensuring that educational institutions align their courses to help meet these needs and maximise

their local economic benefit. Queens University has undertaken similar work which could be used as a template.

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<b>Report to:</b>	Development Committee
<b>Subject:</b>	Belfast Tourism Monitor
<b>Date:</b>	7 May 2013
<b>Reporting Officer:</b>	John McGrillen, Director of Development, ext 3470
<b>Contact Officers:</b>	Shirley McCay, Head of Economic Initiatives, ext 3459

<b>1</b>	<b>Relevant Background Information</b>
1.1	Members will be aware that at the meeting of the Development Committee in February 2013, members agreed to approve the procurement of the Belfast Tourism Monitor 2013-2016, commit £80,000 per year over three years (£240,000) to undertake this research and grant the Director of Development delegated authority to appoint research consultants
1.2	The current three year contract with Millward Brown Ulster (MBU) will come to an end in July 2013
1.3	The objectives for the Tourism Monitor are; <ul style="list-style-type: none"> <li>- To measure the economic benefit of tourism to Belfast,</li> <li>- To analyse and profile visitors to the city,</li> <li>- To measure the impact of our investment into BVCB and Belfast City Council led product development and events initiatives,</li> <li>- To assess the visitor's experience of Belfast.</li> </ul>

<b>2</b>	<b>Key Issues</b>
2.1	In the period since the committee granted permission to approve the procurement of the Tourism Monitor, it has become necessary to carry out a review of research across the department.
2.2	As part of the Cultural Framework 2012-2015, the Integrated Strategic Framework for Belfast Tourism 2009-2014 and the Departmental Business Plan, there is the potential to include additional focused research as part of the overall Tourism Monitor. This would enable a joined-up research approach within Tourism, Culture, Arts and Events.

2.3	Advice from the procurement manager is that there would be no procurement difficulty in regard to a proposed extension of the current contract, whilst a review takes place.
2.4	An extension of the current contract until 31 December 2013 would allow a review of current research requirements whilst the Tourism Monitor will remain at the core of future research.
2.5	Any future research tender may require additional funding; however this will come from within current Development Department budgets.

<b>3</b>	<b>Resource Implications</b>
3.1	As agreed at Development Committee in February 2013, Belfast City Council is committed to £80,000 per year over three years (£240,000) to undertake the Belfast Tourism Monitor.(£80,000 per annum is currently available within Departmental budgets).
3.2	Any extension of the current Tourism Monitor contract or additional future research will be funded through current departmental budgets.

<b>4</b>	<b>Equality and Good Relations Considerations</b>
4.1	There are no Equality and Good Relations Considerations attached to this report.

<b>5</b>	<b>Recommendations</b>
5.1	Members are asked to: <ul style="list-style-type: none"> <li>- Approve the extension of the current Tourism Monitor contract until 31 December 2013 whilst a review of the current monitoring needs is undertaken.</li> </ul>

<b>6</b>	<b>Decision Tracking</b>
A report on the 2012 tourism figures will be brought back to Development Committee in June 2013.	
Time frame: June 2013	Reporting Officer Shirley McCay



**Belfast City Council**

<b>Report to</b>	Development Committee
<b>Subject:</b>	Donegall Pass Community Centre: management arrangements
<b>Date:</b>	21 May 2013
<b>Reporting Officer:</b>	John McGrillen, Director of Development, ext 3470
<b>Contact Officer:</b>	Cate Taggart, Community Development Manager, ext 3525

<b>1</b>	<b>Relevant Background Information</b>
1.1	Donegall Pass Community Centre (Apsley Street, Donegall Pass) was constructed in 2001. Council support for the community centre was approved by the Community & Leisure sub-committee at its meeting on 12th March 1996. Council provided part funding toward capital and running costs. The total capital cost being £244,500. 75% of which was funded by 'Making Belfast Work.'
1.2	Direct management of the centre by Council was viewed as a short term measure with the ultimate aim being to adopt the local community management model at the end of an agreed period (2 years). This was extended in 2003 and again in 2007 on the basis that both the local community and Council officers felt the capacity had not been adequately developed to support local independent management arrangements.
1.3	Donegall Pass Community Forum (DPCF) published a master plan for the area in 2009 and officers met with representatives of the DPCF in order to assess their potential to assume management responsibilities for the centre.
1.4	A full economic business plan (2010) was undertaken by DPCF in 2010 and this included stakeholder consultation, extensive desktop research and benchmarking analysis. The study considered a range of options for the management of the centre and associated risk.
1.5	The Development Committee (11 <sup>th</sup> May 2010) agreed to a request from the DPCF to 'seek to explore the possibility with Council of conducting a period of transition (1 year) which would allow it to fully examine the practicalities of assuming the management of the centre successfully'. Committee (14 <sup>th</sup> September 2011) authorised an extension of the transition period for a further six

	months.
1.6	Before entering into agreement to undertake management of the community centre DPCF felt that a number of outstanding issues needed to be addressed. These related to income and expenditure (current and potential), programming of local services, the current design of the building and possible adaption to meet the needs of DPCF. Development Committee agreed (26 <sup>th</sup> June 2012) that it would be necessary to provide some time to the DPCF (Autumn 2012) to allow them to consider fully all elements of this undertaking and to then provide a realistic, planned and robust approach to Council.

<b>2</b>	<b>Key Issues</b>
2.1	DPCF have expressed its preferred approach which involves transferring services, projects and staff to the community centre in advance of undertaking the formal management of the facility. This transfer of their business and related staff team to the community centre would facilitate the acquisition of 'hands on' experience of management responsibilities. It will also support the provision of specific training to the DPCF and its staff on all aspects related to community management of a Council facility.
2.2	This arrangement has merit for Council as it will enable a partnership approach to services and support provision for the local community delivered from one local facility. It provides opportunity for joint working with no competing interests. The move to the community centre also represents a saving to the Council revenue grant to DPCF for its premises at Grove House.
2.3	Officers suggest that at the end of a period of one year, and following a robust assessment of the Forums ability, the process to transfer management would commence.
2.4	DPCF have since informed Council (March 2013) that the organisation are experiencing significant internal issues which they are actively attempting to address. On the advice of officers, DPCF have engaged the professional expertise and support of an external agency to assist them in their efforts.
2.5	DPCF have agreed to provide details to Council of the measures employed to address the current internal issues of the organisation as well as evidence that all matters of concern have been fully resolved. This will be submitted to Council prior to any further progress of transfer arrangements. We will continue to work with DPCF to offer appropriate support.

<b>3</b>	<b>Resource Implications</b>
3.1	<u>Financial</u> The community centre will require some internal adaption to accommodate the range of projects/services to be delivered by DPCF from the centre. Officers will work with Property and Projects to identify costs which we propose should be met from grant savings.
3.2	<u>Human Resources</u> There are no immediate human resource implications.

3.3	<u>Asset and other implications</u> There are no asset implication at this time.
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<b>4</b>	<b>Equality and Good Relations Implications</b>
4.1	There are no equality and good relations implications attached to this report.

<b>5</b>	<b>Recommendations</b>
5.1	<p>Members are asked to:</p> <ol style="list-style-type: none"> <li>1. Note ongoing progress</li> <li>2. Endorse the proposal for transfer of DPCF services/projects and staff to Donegall Pass Community Centre.</li> <li>3. Agree the proposed timeline and conditions associated with DPCF assuming responsibility for the management responsibility of the community centre: <ul style="list-style-type: none"> <li>– submission of an evidenced based report indicating that DPCF have addressed their internal issues and that they are a competent, effective and cohesive organisation,.</li> <li>– Council staff to provide specific training and ‘hands on’ experience on all management responsibilities, standards, systems and procedures for 12 month period</li> <li>– Subject to an assessment of DPCF’s capability and the agreement of the Development Committee, the process to transfer management of the Donegall Pass Community Centre will commence.</li> </ul> </li> </ol>

<b>6</b>	<b>Decision Tracking</b>
	Yvonne Coyle to implement committee decision

<b>7</b>	<b>Key to Abbreviations</b>
	DPCF – Donegall Pass Community Forum

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