



Development Department Action Plan

Quarter 3 update 1st October 2010 – 31st December 2010

Corporate theme, Service Objective & Action	Unit Responsible	Commentary	Estimated End Date	Status
01 City Leadership - Strong, Fair, Together				
EI01 Lead and influence the development of the city – RPA				
EI27 Prepare for the transfer of RPA powers in local economic development, tourism, culture and arts, urban regeneration and planning				
EI28 Lead private sector contribution to Community Planning				
<i>Lead private sector contribution to Community Planning</i>	Head of EI	This activity is now linked to the ongoing work on the Belfast Masterplan to ensure the private sectors are engaged.	31/3/11	On going
<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 EI		31/3/11	Completed
PB01 Influence the public conversation on the city's future				
<i>Attend and contribute to conferences, consultation and research</i>	Policy & Business Development		31/3/11	On Going
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>	Policy & Business Development	Staff are contributing to the Big Lottery Community Planning Pilot which includes work on health prioritisation; support for cross party reference groups	31/3/11	On target



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		and membership of steering groups. Also supporting Council's internal community planning working group.		
EI02 Lead and influence the development of the city - city assets EI29 Lead on BCC engagement for development of the Titanic quarter EI30 Developing and delivering a city Masterplan, to inform and influence other regeneration activities EI31 Influence the establishment of the development plan and future development of Sprucefield EI35 Influence development of relevant government [transport and infrastructure] policies				
<i>Engagement in ongoing formal strategic planning processes for Titanic Quarter.</i>	Planning & Transport	Provided support to Members of Town planning Committee in relation to representation at the Management Board and revised formal submission to Planning Service.	31/3/11	On target
<i>Work with legal services on the adoption and publication of BMAP and future development of Sprucefield</i>	Planning & Transport	Inquiry delayed by Legal Challenge and procedural issues. Work continuing to support future engagement in the inquiry process and on target. Additional work proposed in relation to the proposed Planning Policy Guidance in relation to economic considerations within the planning system.	31/3/11	On target
<i>Review the Belfast Masterplan to ensure the document reflects the current economic, social and physical environments within the city.</i>	Planning & Transport	Masterplan Consultants appointed to commence the review of the Masterplan and provide the strategic link to the proposed Review of the Regional Development Strategy.	31/3/11	Delayed



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<i>Completing external research relating to BMAP and the Regional Development Strategy 10 Year Review</i>	Planning & Transport	Additional work proposed in relation to potential implications of new regional planning policy guidance.	31/3/11	Delayed
<i>Undertake research and consultation with key stakeholders to determine issues and priorities – Masterplan</i>	Head of EI	We re-examined the terms of reference for the Masterplan and agreed them through COMT including approval for political party participation. We connected BCC's response to the Regional Development Strategy to the Masterplan analysis. We are also aligning the Masterplan to the BCC study on Alternative Financing. Planned external consultation sessions.	31/3/11	On target
<i>Support development of Economic Masterplan and City Investment Framework</i>	Policy & Business Development	Supported re-examining the terms of reference for the Masterplan.	31/12/10	On target
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.	31/3/11	Cancelled
<i>Secure Leonardo placements based on a review of council needs</i>	European unit	One further Leonardo student secured for Belfast City Council.	31/3/11	On going
<i>Assist in the development of the Interreg Carbon Footprinting Project</i>	European unit	This project was delayed, it has now been cancelled due to a final rejection at appeal by SEUPB, funding body.	31/3/11	Cancelled
<i>Respond to the EU Public Health Call</i>	European unit	The call for project applications opens in February 2011.	31/3/11	On target



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<i>Interreg IVA - Biodiversity project</i>	European unit	The collaboration call will open in April 2011.	31/3/11	Delayed (due to External Factors)
<i>The Grundtvig Seniors Project</i>	European unit	The first Spanish Volunteers will be arriving in March. Belfast will send out Volunteers in April.	31/3/10	On target
<i>Peace III applications</i>	European unit	Advised PAP on their Peace III 2.1 application.	31/3/11	On going
<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.	31/3/11	Cancelled
EU03 Influence, interpret & disseminate EU policy				
<i>Review EU Environment law and policy</i>	European unit	Ongoing monthly	31/3/11	On going
<i>Attend Belfast City Council's Sustainable Development working group</i>	European unit	Ongoing	31/3/11	On going
<i>Attend the Health and Wellbeing Thematic Working Group</i>	European unit	The Public Health Call will open early 2011 and Belfast City Council is ready to go with an application.	31/3/11	On target
<i>EU Review</i>	European unit	Delayed until PBDU communications unit undertakes a review to survey and assess the value of the newsletter.	31/3/11	Delayed
<i>EU website/Communication group</i>	European unit	Ongoing	31/3/11	On going



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<i>Manage Belfast in Europe</i>	European unit	Belfast Health and Social Care Trust launched its EU funded report 'Barriers to health', which provides a comprehensive profile of migrant health. This will inform a local action plan which will be taken forward by the newly formed public health agency. BCC HR staff attended a meeting in Madrid where they worked on a definition of the terms 'empowerment' and 'inclusion.' These definitions will be used to support the development of tools to measure progress made by those seeking employment and the attractiveness of companies wishing to recruit and retain those who are regarded as 'hard to reach.' BCC and the Belfast in Europe group have provided support for a Peace III bid focusing on the needs of travellers. BIE members attended an information session on the background to the EU.	31/3/11	On target
EU04 Engage in European projects and networks				
<i>Maximise participation in EUROCITIES</i>	European unit	The unit contributed to the final Eurocities response to the future EU Cohesion Policy as well as the UK position on this. The unit completed the work as chair of the Economic Migration working group and provided a final report to Eurocities. The final output was to facilitate a peer review of three	31/3/11	On going



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		cities to examine Dublin's international student policy. Belfast City Council agreed to sign the Green Digital Charter and the Integrating Cities Charter. Belfast City Council attended the Eurocities AGM and held two speed-networking sessions to promote the council's work on migrants. Belfast City Council also submitted two awards proposals.		
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 an ambassador from Finland, with responsibility for economic affairs, was hosted in Quarter 3.	31/3/11	Completed
PB01 Influence the public conversation on the city's future				
<i>State of the City</i>	Policy & Business Development	First State of the City: Development Debate with Professor Kirkwood, HSD, successfully completed in November 2010. Planning underway for March events.	30/9/10	On target
<i>State of the City communications</i>	Policy & Business Development	Communications underway for the two State of the City events taking place in March 2011.	30/9/11	On target
PB05 Ensure effective decision making based on quality research, best practice & stakeholder needs				
<i>Ensure use of research protocol following re-launch</i>	Policy & Business Development		31/3/11	Completed



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<i>Improve and update the department research database</i>	Policy & Business Development		30/9/10	Completed
CS02 Support internal and external partnerships and initiatives				
<i>Agree nominations as appropriate on internal and external partnerships</i>	Facilities Management		31/3/11	Completed
CS07 Develop network support within and between communities				
CS22 Ensure representation on key internal and external partnerships to inform key policy decisions with a community development perspective				
<i>Full membership of 12 NRPs & relevant sub groups. Support delivery of all sub group action plans.</i>	Area Support		31/3/11	On going
<i>Liaise with SNAP & other services as required in delivery of BCC agreed actions</i>	Area Support		31/3/11	On going
<i>Community Services input to DSD Urban Regeneration and Community Development policy framework review</i>	Community Development Manager		30/9/10	Completed
CS22b Ensure Community Services expertise and resources are leveraged into internal and external partnership projects				
<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 complete and all staff in post.	31/3/11	On target
<i>Ensure Community Services expertise, resources and programming contribute to the work of external partnerships (regular meetings throughout the year)</i>	Community Development Manager		31/3/11	On going
EI03 Develop effective partnerships				
EI32 Continue to expand structured engagement with private developers				
EI33 Participation at key events e.g. MIPIM, MAPIC and development of appropriate promotional material, in conjunction				



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with partner organisations				
<i>Continue to expand structured engagement with private developers.</i>	Head of EI	Ongoing discussions with developers including Royal Exchange, Carvilles at Sirocco, and Deramore. We have been preparing for the MIPIM event; undertaking discussions on site options for the convention/exhibition facilities; completing a business survey of SMEs; and coordinating consultation responses for PPS23+24, and BIDs.	31/3/11	On going
<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	Four private sector and six public sector partners secured.	30/3/10	On target
EU04 Engage in European projects and networks				
<i>Lead COMET Partnership and Develop new Strategic Plan</i>	European unit	The Comet Action Plan is still under development and will be presented to the six Comet councils in January – March 2011.	31/3/11	On target
<i>To develop the Irish Sea Platform</i>	European unit	In quarter 3 partners focused on marine spatial planning within the Irish Sea and have been successful in obtaining Economic and Social Research Council funding to bring together key stakeholders to stimulate a joined up working approach to the Irish Sea.	31/3/11	On target
EI04 Promote and enhance Belfast's unique proposition and experience				



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EI04b Promote Belfast's position as the capital city and an engine of regional growth EI134 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	Work initiated on PPS 16 (Tourism) and engagement with NILGA in relation to strategic infrastructure proposals and the proposed operation of local public transport plans under the provisions of the proposed Transport Bill.	31/3/11	On target
<i>Co-ordinate liaison within the Council to formulate Planning & Transportation responses</i>	Planning & Transport	Response completed in relation to the Belfast on the Move and Titanic Quarter Access proposals arising from the Memorandum of Understanding.	31/3/11	On target
EU01 Promote Belfast in Europe				
<i>Opportunity Europe</i>	European unit	The Opportunity Europe Event was held in October 2010 and for the first time included a special afternoon for Older People. The event was supported by our colleagues in Environmental Services and the Belfast Health Development Unit. The importance of the event was highlighted when it was officially opened by Junior Ministers Robin Newton MLA and Gerry Kelly MLA. It is the only event of its kind in the north that promotes cultural and linguistic diversity. Over 30 exhibition stands and a wide range of interactive workshops, provided information on	31/3/11	Completed



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		studying, working, travelling and volunteering worldwide and the opportunity to explore the importance of language learning for business, employment, travel and building links with our neighbours.		
<i>Support economic development initiatives to deliver a successful small business event with EU information for local businesses</i>	European unit	An Economic Development breakfast seminar was attended by over 90 local organisations who received an update on EU funding.	31/3/11	Completed
<i>Manage Comet's Interreg IVA Programme - Receive 8 LoO from SEUPB</i>	European unit	Since the last quarter this project pulled out of the funding. Five enterprise project bids have now been submitted by Comet and a tourism bid development is underway.	30/6/10	Delayed (due to External Factors)
<i>Manage Comet's Interreg IVA Programme - Submit quarterly progress reports on 8 projects</i>	European unit	The Secretariat submitted 2009 and 2010 claims for admin and drew down £118,000.	31/12/13	Delayed
<i>Manage Comet's Interreg IVA Programme - Meet with each Project Lead to advise of procedural issues and information exchanged between Lead Partner and Managing Authority</i>	European unit	The Comet Secretariat still awaits project letter of offer.	31/12/13	Delayed (due to External Factors)
<i>Manage Comet's Interreg IVA Programme - LoO to be reviewed and agreed by each Lead Partner.</i>	European unit	Comet has received a second admin letter of offer to the value of £269,271. The one live project has since pulled out of the Interreg programme.	30/6/10	Delayed
<i>Manage Comet's Interreg IVA Programme - 8 LoO to be reviewed by Legal Services, signed by Comet Chairperson and BCC Chief Executive.</i>	European unit	This will happen when Comet receives project letters of offer	30/6/10	On going



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<i>Manage Comet's Interreg IVA Programme - Hold AGM</i>	European unit	Comet AGM held on 13 November 2010.	31/12/13	Completed
<i>Manage Comet's Interreg IVA Programme - workshops</i>	European unit	1 tourism workshop held in this period and 2 further workshops planned for JAN 2011	31/12/13	On going
<i>Manage Comet's Interreg IVA Programme - Provide monthly updates to Comet Interreg Board</i>	European unit	Ongoing	30/6/10	On going
<i>Manage Comet's Interreg IVA Programme - financial monitoring</i>	European unit	Ongoing	31/3/13	On target
<i>Manage Comet's Interreg IVA Programme - Reporting measures - Eligibility Claims</i>	European unit	Comet claims for 2009 and 2010 were submitted in this period and £118,000 secured.	31/12/13	On going
<i>Joint Partnership Working with 4 other Cross Border Partnerships - Lobbying - MEP contacts</i>	European unit	Lobbying undertaken at Brussels Open Days in Oct 2010 and planned MEP lobbying for Jan 2011	31/10/10	On going
<i>Joint Partnership Working with 4 other Cross Border Partnerships - Research, prepare and deliver cross border event</i>	European unit	Comet hosted a transnational workshop on 10 November 2010 in partnership with the Greater Dublin Councils.	30/11/10	On going
CE01 Ensure maximum exposure of the physical assets and 'know how' available to the Council				
<i>Review promotional calendar and industry event schedule</i>	Waterfront Hall and Ulster Hall	Attending a number of key industry events: NITB Tourism 3 March 2011, Confex 1-3 March 2011, ILMC March 2011, Audience NI Conference 15 March 2011, and NITB Funding Opportunities Workshop 11 February 2011.	31/3/11	On going



Corporate theme, Service Objective & Action	Unit Responsible	Commentary	Estimated End Date	Status
<i>Identify key partnership opportunities with BVCB and NITB</i>	Waterfront Hall and Ulster Hall	Partnering BVCB Belfast Stand at Confex 1-3 March 2011. Association Diner 1 March 2011 in partnership with BVCB. Partnering BVCB Ambassador event at Ulster Hall on 10 March 2011.	31/3/11	On going
<i>Enhance customer loyalty; develop CRM systems</i>	Waterfront Hall and Ulster Hall	Reprioritised to Autumn 2011.	31/3/11	On going
<i>Secure client testimonials</i>	Waterfront Hall and Ulster Hall	Developing sample client testing on website.	31/3/11	On going
<i>Enter relevant industry awards</i>	Waterfront Hall and Ulster Hall	No relevant opportunities at this time. To monitor relevant industry award opportunities.	31/3/11	On going
<i>Complete customer care, service/ product check</i>	Waterfront Hall and Ulster Hall	Ongoing part of planning and delivery of events.	31/3/11	On going
<i>Review staff training requirements</i>	Waterfront Hall and Ulster Hall	Relates to change in Corporate and Departmental directive in PDP's.	31/3/11	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	Regular marketing meetings taking place to ensure co-ordination of activities to sales requirements.	31/3/11	On going
CE09 Implement a customer services framework				
<i>Enhance customer loyalty; develop CRM systems</i>	Waterfront Hall and Ulster Hall	Reprioritised to Autumn 2011.	31/3/11	On going
<i>Complete customer care, service/ product check</i>	Waterfront Hall and Ulster Hall	Ongoing part of planning and delivery of events.	31/3/11	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	Regular marketing meetings taking place to ensure co-ordination of	31/3/11	On going



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<i>strategy</i>		activities to sales requirements.		
<i>Review promotional calendar and industry event schedule</i>	Waterfront Hall and Ulster Hall	Attending a number of key industry events: NITB Tourism 3 March 2011, Confex 1-3 March 2011, ILMC March 2011, Audience NI Conference 15 March 2011, and NITB Funding Opportunities Workshop 11 February 2011.	31/3/11	On going
<i>Identify key partnership opportunities with BVCB and NITB</i>	Waterfront Hall and Ulster Hall	Partnering BVCB Belfast Stand at Confex 1-3 March 2011. Association Diner 1 March 2011 in partnership with BVCB. Partnering BVCB Ambassador event at Ulster Hall on 10 March 2011.	31/3/11	On going
<i>Secure client testimonials</i>	Waterfront Hall and Ulster Hall	Developing sample client testing on website.	31/3/11	On going
<i>Enter relevant industry awards</i>	Waterfront Hall and Ulster Hall	No relevant opportunities at this time. To monitor relevant industry award opportunities.	31/3/11	On going
<i>Review staff training requirements</i>	Waterfront Hall and Ulster Hall	Relates to change in Corporate and Departmental directive in PDP's.	31/3/11	On going

02 Better care for Belfast's environment - a clean, green city now and for the future

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	Department has continued the work with DRD on the potential for the development of a Bike Hire Scheme for Belfast. Publication of the strategic transportation documents is still awaited	31/3/11	On target
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		by DRD. Corporate response to Bus Operator licensing coordinated and submitted to DRD. Evidence presented to DRD Committee in October on the Transport Reform Bill.		
<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	Consultants have been appointed to develop a draft internal travel plan for the Council. Internal cross-departmental group has been established to oversee the development of the draft strategy.	31/3/11	Delayed
EU08 Eurocities Declaration on Climate Change				
<i>Eurocities Declaration on Climate Change - Report on the activities of BCC on the targets in the declaration. Organise a press call on the declaration</i>	European unit	Conference to be held on 10 March 2011	31/3/11	On target
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				
<i>Utilise public transport where and when appropriate for the Council's public events programme</i>	City Events		31/3/11	On target
<i>Develop with key internal and external stakeholders guidelines on delivering a 'greener' event</i>	City Events		31/3/11	On target
<i>Incorporate a 'greener' events proposal as part of proposed events strategy</i>	City Events		31/3/11	On target
<i>To develop a strategy for the Waterfront's CHP unit which will allow it to operate 356 days per year</i>	Waterfront Hall and Ulster Hall		31/3/11	On going
<i>To Develop an environmental strategy</i>	Waterfront Hall and Ulster Hall		31/3/11	On going



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<i>Target a long term reduction in print material produced.</i>	Waterfront Hall and Ulster Hall	Ongoing long term initiative 2-3 years.	31/3/11	On going
<i>Work with Operations and Venue Events managers to progress environmental policy</i>	Waterfront Hall and Ulster Hall		31/3/11	On going
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		31/3/11	Completed
<i>To develop and maintain an education out reach strategy for the Ulster Hall</i>	Waterfront Hall and Ulster Hall	The venue has developed a series of education workshops based on the theme of Victorians in Belfast. The workshops are presently in partnership with the palm house at Botanic Gardens, Ormeau Baths Gallery and the QFT. This project will be launch to education and library boards and to the general press in March of this year with the aim of attracting school visits in the summer term, April-June 2011 and the next academic year, 2011-12. The Ulster Hall team have also hosted a very successful day of organ workshops hosted by Colm Carey, Belfast City Organist and The Ulster Society of Organists and Choirmasters.	31/3/11	On target



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03 Better opportunities for success across the city				
CE01 Ensure maximum exposure of the physical assets and 'know how' available to the Council				
CE25 Promote the Waterfront and Ulster Hall position as a premier conference, exhibition and meetings venues				
CE25d Ensure positive media coverage for Waterfront & Ulster Hall				
<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.	31/3/11	On going
<i>Work closely with corporate communications to develop media relations</i>	Waterfront Hall and Ulster Hall	Ongoing working with Corporate Communications on introduction of new media monitoring system across Belfast City Council.	31/3/11	On going
<i>Target and develop key media relations on a one to one basis.</i>	Waterfront Hall and Ulster Hall	Ongoing with one-to-one meetings with key Press contacts.	31/3/11	On going
CE04 Grow the revenue opportunities at the Waterfront and Ulster Hall				
CE25c Develop the venues' digital and web marketing strategy				
CE25e Develop retail and merchandising activities at Waterfront & Ulster Hall				
<i>To develop Enta in-house ticketing and Marketing database</i>	Waterfront Hall and Ulster Hall		31/3/11	On going
<i>Develop and implement comprehensive marketing plans covering arts, entertainment, education and conferences and meetings</i>	Waterfront Hall and Ulster Hall	Waterfront/Ulster Hall marketing strategy approved at August 2011 Development Committee.	31/3/11	On target



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<i>Liaise with Corp Comms / ISB to ensure web presence is maximised.</i>	Waterfront Hall and Ulster Hall	Ongoing Waterfront and Ulster Hall Facebook had now 800 followers and providing an effective means of promotion and communications with our customers. Other web initiatives progressing in Quarter 4.	31/3/11	On going
<i>Utilise the venues' box office database system to maximise customer relationship management opportunities.</i>	Waterfront Hall and Ulster Hall	Database cleansing and de-duplicating exercise being carried out using external support company.	31/3/11	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	System upgrade took place week commencing 7 February 2011 which will increase functionality of Maximiser System in relation to customer communications re emails.	31/3/11	On going
<i>Review merchandise sales procedures at the Ulster Hall</i>	Waterfront Hall and Ulster Hall		31/3/11	Completed
<i>Continually review the range of products sold at the Waterfront gift shop</i>	Waterfront Hall and Ulster Hall	Attendance at Trade Fairs curtailed due to staff resource issues.	31/3/11	On going
<i>Generate meet the buyer opportunities</i>	Waterfront Hall and Ulster Hall	Key client customer event 15 December 2010 UH. Attending Confex 2011 Quarter 4. Hosting with BVCB Association Diner 1 March 2011. Partnering BVCB Ambassador event 10 March 2011 at Ulster Hall. ILMC in Quarter 4. Executive Briefing 22 October 2010 at Belfast Waterfront.	31/3/11	On going
EI07 Grow competitive sectors				



Corporate theme, Service Objective & Action	Unit Responsible	Commentary	Estimated End Date	Status
EI26 Review and grow city's markets EI37 Develop WTC support activities EI38 Develop export support activity for local businesses EI39 Design and implement new Local Economic Development Plan for the city EI44 Enterprise workshops and mentoring support				
<i>Maintain Smithfield rental - Advertise vacant units internal/external</i>	Markets	Smithfield is currently 96.5% occupancy; we have 1 unit vacant with 2 interested enquiries who have arranged to view.	31/3/11	On going
<i>Maintain St George's Unit occupancy - Advertise vacant units internal/external</i>	Markets		31/3/11	On going
<i>Maintain St George's Friday stall occupancy - Use waiting list to fill empty stalls and add to this list</i>	Markets		31/3/11	On going
<i>Maintain St George's Saturday stall occupancy - Use waiting lists to fill empty stalls and add to these lists</i>	Markets	We held a ST George Market Planning day with the traders and agreed an action plan including the establishment of a Strategic Working Group to improve coordination and cooperation between traders and BCC.	31/3/11	On going
<i>Promote Friday Market - Advertising internal/External</i>	Markets		31/3/11	On going
<i>Promote Saturday Market - Advertising internal/External</i>	Markets		31/3/11	On going
<i>Promote Continental Markets x 2 May and Christmas - Advertising internal/External</i>	Markets	Discussions with Dublin City Council included a visit to the Belfast Continental Market as a similar market is run over shorter period in Dublin. We are investigating options for an extension on the existing contract to include the May Market due to current	31/3/11	On going



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		ongoing discussions on the new tender.		
<i>Attend NABMA conference and promote Belfast Markets</i>	Markets		30/10/10	On going
<i>Develop World Trade Centre support activities</i>	Economic Development		30/10/10	Completed
<i>Develop export support activity for local businesses. Research opportunities</i>	Economic Development		30/5/11	Completed
<i>Develop export support activity for local businesses. Submit application to DETI</i>	Economic Development		30/6/10	Completed
<i>Develop export support activity for local businesses. Deliver programme activity</i>	Economic Development	Tender issued December – company to be appointed February 2011.	31/3/11	On target
<i>Quarterly economic information report developed and circulated</i>	Economic Development		31/12/10	Completed
<i>Design and implement new Local Economic Development Plan for the city</i>	Economic Development	Interim plan approved in August 2010 for year 10-11, in anticipation of a Regional Economic Strategy, which will be produced in January 2011. A Belfast Integrated Economic strategy for the city will then be developed, linking to the regional strategy. Timescale for this work - financial year 2011/2012.	30/8/10	On target
<i>Enterprise plan including workshops and mentoring support</i>	Economic Development		31/3/11	On target
EI08 Increase innovation, enterprise levels, skill levels and employment levels				
<i>Support Young Enterprise Initiative in local primary schools</i>	Economic Development		30/7/12	On target
<i>Pre-enterprise social economy development initiatives</i>	Economic Development	17 participants recruited and programme under way.	30/4/11	On target
<i>Enterprise Skills for youth initiatives</i>	Economic Development		28/2/11	On target



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<i>Continue to deliver the HARTE programme</i>	Tourism, Culture and Arts	In period October –Dec 2010 the final core HARTE programmes were delivered. For the year 2010, 99 long term unemployed people underwent training, with 31 obtaining employment, 16 progressing to further training. On average each participant gained 5 level 2 qualifications and 83% of participants participated in Next Steps training. Council are awaiting final approval from DEL to run the programme for a further 3 years. We will know in February.	31/3/11	On target
<i>Ongoing delivery of HARTE programme</i>	Economic Development	HARTE programme achieved an additional 30 posts in this quarter. Letter of offer from DEL under ESF programme for phase 2.	31/3/11	On target
<i>Belfast Entrepreneurs' Network events</i>	Economic Development	At least one monthly networking event in last three months.	30/3/11	On target
<i>Student graduate development initiatives</i>	Economic Development	20 students taking part in phase 2 of programme.	30/5/11	On target
<i>Creative industries action plan: support for companies in digital media; film and television and fashion design sectors</i>	Economic Development		31/3/11	On target
<i>Music Entrepreneurship and Leadership Training</i>	Economic Development		31/12/10	On target
<i>Fashion and Design development initiative for students</i>	Economic Development	Commitment from House of Fraser to provide two internships for local students.	31/1/11	On target
<i>Deliver business advice service</i>	Economic Development		30/6/11	On target



Corporate theme, Service Objective & Action	Unit Responsible	Commentary	Estimated End Date	Status
<i>Develop and deliver Sales Growth programme</i>	Economic Development	16 companies recruited and programme commenced in January 2011.	30/6/11	On target
<i>Develop and deliver Strategy in Business programme</i>	Economic Development	15 companies recruited and programme commenced November 2010.	30/6/11	On target
<i>Develop finance initiative for small business - Research and identify format of support initiative</i>	Economic Development	22 small businesses attend a Funding Opportunities workshop in the City Hall in September.	31/10/10	Completed
<i>Develop finance initiative for small business - Develop and manage finance programme for small businesses</i>	Economic Development		31/3/11	On target
<i>Deliver procurement programme. Programme Recruitment</i>	Economic Development	The Smarter Procurement Programme has helped participating businesses create two new jobs and win an additional £250,000 of business - with more expected to come in the coming months.	30/6/10	Completed
<i>Deliver procurement programme. Next recruitment event</i>	Economic Development		30/6/11	Completed
<i>Deliver procurement programme. Programme will be operational</i>	Economic Development	Wave 2 completed January 2011. Evaluation currently under way.	30/9/10	On target
<i>Deliver procurement programme. Buyers' event to take place</i>	Economic Development		30/9/10	Completed
<i>Deliver procurement programme. Start Stage II procurement</i>	Economic Development		31/3/11	On target
<i>Deliver procurement programme. Liaison with Procurement Unit re: simplification of internal systems/targeted support initiatives for small businesses</i>	Economic Development	Engaging in wider review of procurement across council.	31/3/11	On target
<i>Digital Media Product Development. Programme of recruitment</i>	Economic Development		30/6/10	On target



Corporate theme, Service Objective & Action	Unit Responsible	Commentary	Estimated End Date	Status
<i>Digital Media Product Development. 10 companies developing new product ideas</i>	Economic Development	Now being integrated into a wider programme, for which additional funding has been drawn down.	28/2/11	Delayed (due to External Factors)
<i>Creative Industries Funding guide produced</i>	Economic Development		31/12/11	On target
<i>Fashion and Design Development Initiative for existing businesses</i>	Economic Development		11/4/11	Completed
<i>Undertake research on new sectors to ensure that activities are relevant</i>	Economic Development		31/3/11	On target
<i>Business development programme for independent retail sector</i>	Economic Development		31/3/11	On target
EI29 Lead on BCC engagement for development of the Titanic quarter				
<i>Oversee management and implementation of Titanic Quarter MoU</i>	Economic Development		31/3/11	On target
<i>Develop supplier model initiative to increase sub-contracting opportunities for local businesses from Titanic Quarter</i>	Economic Development	Tender issued December 2010- to be awarded Feb 11.	30/7/11	On target
EI40 Identify and implement project-based activity from Belfast Employment and Skills Board (ESB)				
<i>Identify and implement project-based activity from Belfast Employment and Skills Board</i>	Economic Development	Working with DEL to consider possible collaborative activity, as identified in Employability and Skills plan.	30/9/10	On target
EI67 Develop and deliver Business Awards 2011				
<i>Develop and deliver Business Awards</i>	Economic Development	Due for completion in February 2010.	30/4/11	On target
CE04 Grow the revenue opportunities at the Waterfront and Ulster Hall				
CE23b Introduce audience development initiatives for Waterfront & Ulster Hall				
CE24c Increase overall external funding/ sponsorship income				



Corporate theme, Service Objective & Action	Unit Responsible	Commentary	Estimated End Date	Status
<i>Work with arts, tourism and other industry bodies to introduce key initiatives - e.g. Test Drive (ANI)</i>	Waterfront Hall and Ulster Hall	Ongoing as reported in Quarter 2. Waterfront and Ulster Halls joined marketing group made up of Belfast's 6 main cultural organisations to progress joint marketing initiatives and benchmarking projects.	31/3/11	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	A range of materials in various media for the promotion of the new education workshops base on Victorian Belfast has been developed. The team has also supported the Ulster Hall in the programming and marketing of the Group space as an exhibition facility and has publicised and the first complete year of monthly exhibitions. The team has promoted the use of the Mullholland Grand organ to provide the musical accompaniment to a silent movie in the Grand Hall. This successfully targeted a new audience across a diverse range of customer groups for this sold out event.	31/3/11	On target
<i>Review sponsorship strategy and action plan</i>	Waterfront Hall and Ulster Hall	On target for Quarter 4.	31/3/11	On target
<i>Identify partnership and new funding opportunities</i>	Waterfront Hall and Ulster Hall		31/3/11	On going
<i>Complete marketplace review</i>	Waterfront Hall and Ulster Hall		31/3/11	On going
CE05 Develop a portfolio of city events CE22 Develop and Implement a City Events Strategy				



Corporate theme, Service Objective & Action	Unit Responsible	Commentary	Estimated End Date	Status
<i>Prepare an Integrated City Events strategy for consultation</i>	City Events	Delayed and awaiting COMT sign-off before going to Council. It is now anticipated that the finalised City Events strategy will be ready by 31/3/11. The strategy will be taken to Committee for approval followed by a period of public consultation with the aim that the strategy will be online by the end of June 2011.	31/1/11	Delayed
<i>Implement finalised City Events strategy</i>	City Events	Awaiting input from COMT.	31/3/11	Delayed
<i>Deliver a high quality annual events programme on behalf of the Council</i>	City Events	All events to date for this year's programme have been delivered on time and on budget. Total estimated return to date is £4 per £1 invested.	31/3/11	On target
CE06 Review, enhance and deliver an ongoing programme of cultural and tourist events [WF & UH]				
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	Programming of film screenings for Belfast Waterfront and Ulster halls. 2011-12 developing Quarter 1 Family Open Weekend. Developing Opera and Ballet for Autumn 2011-12.	31/3/11	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		31/3/11	On going
<i>Enhance venue /promoter relations to support future revenue growth</i>	Waterfront Hall and Ulster Hall		31/3/11	On going
CE07 Support key partners in the delivery of programmes and events				



Corporate theme, Service Objective & Action	Unit Responsible	Commentary	Estimated End Date	Status
CE24 Maximise the relationship with the Ulster Orchestra as a tenant of the Ulster Hall				
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		31/3/11	On target
<i>To maintain operational working groups and develop joint outreach activities</i>	Waterfront Hall and Ulster Hall			On target
CE08 Review, enhance and deliver an ongoing programme of cultural and tourist events (activities aimed at young people)				
<i>Enhance venue /promoter relations to support future revenue growth</i>	Waterfront Hall and Ulster Hall		31/3/11	On going
CE10 Continually improve the service and value offered to our customers (at our major venues and events)				
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		31/3/11	On going
EI09 Develop a strong cultural and tourism experience				
<i>Promote St George's as a venue for hire - Advertising internal/External</i>	Markets	We are planning 1 major event for May/June 2011 - World SEED Congress, (representatives from all over the world would be attending). The 1st cultural event (Chinese New Year) of 2011 will happen in Feb. Over 7,000 visitors are expected during the event.	31/3/11	On going
<i>Deliver £1.3 million Multi and Annual Cultural and Arts Funding programmes</i>	Tourism, Culture and Arts	This investment has helped to support an audience of 5.8m; 100,000 participants in culture and arts projects; 263 full-time jobs; 102 part-time jobs; 1,396 freelance contracts; and 777 volunteering opportunities.	31/3/11	On target



Corporate theme, Service Objective & Action	Unit Responsible	Commentary	Estimated End Date	Status
<i>Develop new Integrated Cultural Strategy for Belfast</i>	Tourism, Culture and Arts	The project remains ongoing. FGS McClure Waters is in the process of concluding their report on the evaluation of Culture and arts grants since 2008. Workshops with the Culture and Arts sector commenced in December 2010 and questionnaires were circulated across the sector. Response in general has been high. End date has been extended to reflect current priorities and resources within Unit and a short-term action plan is on target.	30/11/10	On target
<i>Multi Annual Fund evaluated and criteria reviewed for delivery in 2011 / 2012</i>	Tourism, Culture and Arts	FGS McClure waters have been appointed to undertake an evaluation of our Culture and Arts funding and a mid-term report has been received. Due for completion March 2011.	30/11/10	On target
<i>Develop an action plan to remove barriers to participation in Culture and Arts</i>	Tourism, Culture and Arts	Almost £65,000 worth of tickets to more than 470 performances resulted in attendance of over 4000 people who had never experienced live theatre or performing arts events before.	30/9/10	On target
<i>Communicate timely and relevant tourism performance indicators from the Belfast Tourism Monitor</i>	Tourism, Culture and Arts	Tourism Monitor 2009 reported to Committee in June 2010. On target for delivery of 2010 monitor.	31/3/11	On going
<i>Support delivery of the Titanic / Maritime Heritage Signature Project and Nomadic</i>	Tourism, Culture and Arts	The Tourism, Culture and Arts unit continue to influence the Storyline of the built attraction to ensure it adequately reflects Belfast – present and past. NITB and BCC have agreed	31/3/11	On going



Corporate theme, Service Objective & Action	Unit Responsible	Commentary	Estimated End Date	Status
		a product development plan for 2012 to maximise opportunities from Titanic centenary. SS Nomadic successful stage 1 application to Heritage Lottery fund.		
<i>Develop a wider Maritime Heritage plan to further benefit from the Titanic tourism affect</i>	Tourism, Culture and Arts	The Maritime Heritage Study details a range of actions to be implemented before 2012 and these will be presented through appropriate structures for agreement and sign off from accountable agencies.	31/3/11	On target
<i>Continue to interpret Belfast's key sites via signage scheme</i>	Tourism, Culture and Arts		31/3/11	On target
<i>Deliver the Community Festivals Fund</i>	Tourism, Culture and Arts	All funding has been allocated. Funded festivals will continue to run until 31 March 2011.	31/3/11	Complete
<i>Agree and deliver City Presentation (banners) framework with key partners</i>	Tourism, Culture and Arts		31/3/11	On target
<i>Co-ordinate and deliver a city planner</i>	Tourism, Culture and Arts	Project put on hold as it was queried by Corporate Comms. Will be revisited in 2011/2012 period.	30/4/10	Deferred
E116 Develop and implement the integrated Tourism Strategy				
<i>Deliver the Belfast Integrated Tourism strategy</i>	Tourism, Culture and Arts	The strategy framework is completed and will be launched on 31st March 2011. Action Plan Delivery is underway with NITB, BVCB and BCC. Belfast Music Week and MTV Presents generated income of £1,518,566.13, reached coverage of 7.72m people and	30/9/10	On target



Corporate theme, Service Objective & Action	Unit Responsible	Commentary	Estimated End Date	Status
		media advertising equivalent equated to £1.4m.		
EI21 Develop a new conference subvention scheme				
<i>Deliver agreed actions within Northern Ireland Business Tourism Action Plan</i>	Tourism, Culture and Arts	Legal Agreement drafted for BVCB to administer new subvention fund.	31/3/11	On target
EI10 Enhance the physical regeneration of the city				
<i>Deliver Public Art programme across the city</i>	Tourism, Culture and Arts		30/6/10	On target
<i>Establishment of BTEAM Interreg IVC project to secure the continuation of the BERI activity.</i>	Planning & Transport		31/3/11	Completed
<i>B-Team Audit and Evaluation mechanisms established for claims and management</i>	Planning & Transport		31/3/11	Completed
<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 EI	The Economic Recession plan is still under review.	31/3/11	On going
EI25 Coordinate development of the Northern Fringe at Gasworks				
<i>Submission Gasworks Northern Fringe Planning application</i>	Estates	Consultants appointed and undertaking work to provide remediation strategy for discussion with NIEA. Legal review to follow.	31/3/11	On target
EI32 Continue to expand structured engagement with private developers				
<i>City Centre Regeneration</i>	Estates	A further meeting with DSD Minister Attwood on the Royal Exchange Scheme has been arranged for Feb 2011. Assistance has been given to Building control as they assess the	31/3/11	On going



Corporate theme, Service Objective & Action	Unit Responsible	Commentary	Estimated End Date	Status
		impact of vacant premises and the reduction of rates income to Council. We have also started reviewing the opportunities and implications of Business Improvement Districts (BIDS) for consultation and preparation work with DSD.		
E171 Continue implementation of the Renewing the Routes Programme				
E172 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	Work ongoing at Bridge End/ Short Strand and Lower Ormeau. Consultations continuing on final designs are being developed for Northumberland Street and Carlisle Circus. Revised final completion date of June 2011.	31/12/10	Delayed
<i>Evaluation of ongoing regeneration activity to maintain effectiveness.</i>	Planning & Transport	Survey and evaluation of the previous schemes have been completed.	30/6/10	Completed
E173 Coordinate development of the Lagan Canal				
<i>Lagan Navigation Project</i>	Estates	Future of project dependent on securing and retaining funding from both BCC and external bodies. Additional studies to be undertaken on the Lagan to Craigavon. Funding for lagan canal restoration trust beyond March 2011 to be confirmed.	31/3/11	On going
<i>Secure funding to deliver the Lagan Corridor project</i>	Tourism, Culture and Arts		31/3/11	On going



Corporate theme, Service Objective & Action	Unit Responsible	Commentary	Estimated End Date	Status
04 Better support for people and communities				
CS01 Maximise government funding CS04 Develop a Community Development Strategy for Belfast CS05 Agree and implement the Community Support Plan CS21 Secure DSD grant leverage for the Community Support Plan in 2010/11				
<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, which remains on schedule. The Community Services Management Team has been involved in planning workshops that will also inform the content of the emerging plan. The Community Development Manager remains in discussion with DSD regarding the nature of their Community Support Programme for 2011 onwards, which will greatly inform the content of our plan.	28/2/11	On target
<i>Develop a Community Development Strategy for Belfast - An agreed community development statement for the council</i>	Community Development Manager	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. A touchstone group, which was established to offer corporate alignment on the strategy, held its first meeting and agreed on the	31/8/10	Deferred



Corporate theme, Service Objective & Action	Unit Responsible	Commentary	Estimated End Date	Status
		<p>approach to wider engagement. The group is represented by senior officers from across council. Pre-consultation workshops have been held with Community Services' community development officers; members of the corporate Policy Officers Group and the Thematic Co-ordinators. Initial discussions have been held with performance management officers to determine an approach to measuring the impact of community development work that can inform corporate measures. A first external workshop was held on 6 October at Malone House with key partner organisations. Thirty representatives from voluntary, community and statutory partner organisations examined ideas on the development of the strategy. A second similar workshop was delivered on 3 November. Plans are also underway for a number of intensive workshops with Members.</p>		
<p><i>Develop a Community Development Strategy for Belfast - engagement programme including Equality Impact Assessment</i></p>	<p>Community Development Manager</p>	<p>See above due for implementation in 2011-12.</p>	<p>31/8/10</p>	<p>Deferred</p>
<p><i>Publish a community development strategy and an implementation plan</i></p>	<p>Community Development Manager</p>	<p>See above due for implementation in 2011-12.</p>	<p>30/5/11</p>	<p>Deferred</p>
<p><i>Develop a Community Development Strategy for Belfast - Community development approaches integrated into the</i></p>	<p>Community Development Manager</p>	<p>See above due for implementation in</p>	<p>31/1/11</p>	<p>Deferred</p>



Corporate theme, Service Objective & Action	Unit Responsible	Commentary	Estimated End Date	Status
<i>work of council particularly the corporate planning process</i>		2011-12.		
<i>Agree and implement the Community Support Plan - A series of agreed performance indicators for Community Services</i>	Community Development Manager	We remain in discussion with the Department for Social Development regarding the nature of DSD's reporting requirements.	28/2/11	Delayed (due to External Factors)
<i>Contribute to council's Community Development strategy</i>	Policy & Business Development	Stage one of the project has been completed. Information session held for Members and a draft strategy is now in preparation	30/10/10	Deferred
CS06 Traveller community liaison				
<i>To influence DSD that the proposed transfer of Transit sites re RPA may be in breach of the Race Relations Order and Councils' requirements under Section 75 of the NI Order.</i>	Travellers Liaison		31/3/11	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		31/1/11	Completed
<i>Consultant to interview key officers</i>	Travellers Liaison	Seminar and workshop arranged for 15/3/11.	30/8/10	Delayed
CS24c Explore options for the Council to facilitate the formation of an Inter-agency Traveller Liaison Group				
<i>Agree process with CT & TLO</i>	Travellers Liaison		30/4/10	Completed
<i>Consultant interviews with all key stakeholders</i>	Travellers Liaison		30/6/10	Completed
<i>Assessment process</i>	Travellers Liaison		31/8/10	Completed
<i>Seminar to agree TOR and arrangements</i>	Travellers Liaison	The Consultant and Community Development Manager are reviewing the response from key stakeholders and outside influences that may impact on	30/9/10	Delayed



Corporate theme, Service Objective & Action	Unit Responsible	Commentary	Estimated End Date	Status
		this project.		
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	The programme is in place.	31/3/11	On target
<i>To maintain up to date information streams re the Traveller / Gypsy communities and share as and when requested</i>	Travellers Liaison	Travellers Liaison Officers continues to review information streams and responds to internal and external requests. PSNI/BCC Peace III application submitted. Caravan bill 2010 activated Feb 2011.	31/3/11	On target
<i>Assessment of PSI Report on Travellers</i>	Travellers Liaison		31/3/11	Completed
<i>Caravan Bill 2010</i>	Travellers Liaison	The Bill has now been enacted. There may be a knock effect for BCC re Site Licensing.	30/6/10	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	Key piece of work and is ongoing on a day to day basis.	31/3/11	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	Provided services as requested.	31/3/11	On going
<i>Provide tailored in-house training programmes</i>	Travellers Liaison	Providing services as requested. Currently reviewing in-house training.	31/3/11	On going
<i>Produce and distribute a training DVD 'Think Traveller' and supporting material</i>	Travellers Liaison		31/3/11	Completed



Corporate theme, Service Objective & Action	Unit Responsible	Commentary	Estimated End Date	Status
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	Work on-going.	31/3/11	On going
<i>Assist LGP Sub Group</i>	Travellers Liaison	As Caravan Bill now activated, LGP sub-group will assess implications for local government.	31/3/11	On going
<i>Liaising with NILGA</i>	Travellers Liaison	This work is ongoing.	31/3/11	On going
EU06 Develop and deliver the OPEN Cities project				
<i>Lead, manage deliver transnational project</i>	European unit	Dec 2010 reprogramme accepted. 4th Thematic Workshop held Sofia, 5th and final being held in Nitra Feb 2011 and Closing Conference planning under way. Claim 4 in process. Belfast Local Action Plan drafted, consulted on publicly and completed. All progressing in line with work plan.	30/9/11	On target
<i>Maximise participation in OPENCities project</i>	European unit	The Local Action Plan has been publicly consulted on and was completed on 17 Dec 10. Planning for the final full partners meeting in February in Nitra is complete and details for the closing conference are being finalised. The Chair of Development will be a key note speaker at this event. All project outputs have been achieved to date. We also participated in a very successful peer review process, between Eurocities and OPENCities partners, facilitated by Dublin. This enables participating cities	30/9/11	On target



Corporate theme, Service Objective & Action	Unit Responsible	Commentary	Estimated End Date	Status
		to learn from best practice and for host cities to consider ways to strengthen their activities with regard to attracting international students.		
CS02 Support internal and external partnerships and initiatives CS07 Develop network support within and between communities CS25 Provide Council representation on all Belfast Neighbourhood Renewal partnerships CS25b Represent the Council on the city's key geographical and thematic networks CS25c Contribute to robust citizen engagement				
<i>Audit current commitments & agree continued involvement</i>	Area Support		30/9/10	Completed
<i>Agree nominations as appropriate for geographical and thematic networks</i>	Facilities Management		31/3/11	Completed
<i>In conjunction with development team support and deliver the SNAP initiative to ensure service fits individual circumstances of neighbourhood</i>	Facilities Management		31/3/11	On target
<i>Investigate role with relevant partners</i>	Area Support		31/12/10	On target
CS08 Maximise neighbourhood outreach to support the delivery of the corporate thematic priorities CS26 Support environmental projects at neighbourhood level (such as recycling, community clean ups, art and waste week) CS26b Support the delivery of local community safety programmes CS27b Deliver grant programmes to community organisations CS28b Deliver grant programme and support to community-managed centres				
<i>Provide community venues for the delivery of environmental projects at neighbourhood level</i>	Facilities Management		31/3/11	Completed
<i>Link with area support team to ensure delivery of environmental initiatives at Community centres</i>	Facilities Management		31/3/11	Completed



Corporate theme, Service Objective & Action	Unit Responsible	Commentary	Estimated End Date	Status
<i>Link with area support team ref community safety programmes</i>	Facilities Management		31/3/11	Completed
<i>Deliver revenue grant programme</i>	Facilities Management		31/3/11	Completed
<i>Grant support and associated monitoring/evaluation delivered to six facilities</i>	Facilities Management	Ballymacarrett community centre now has direct officer support for the next six months.	31/3/11	On target
<i>Assessment of grants grant types (200 grants approximately)</i>	Area Support		30/5/10	Completed
<i>Summer Scheme (Deliver grant programmes)</i>	Area Support		30/5/10	Completed
<i>CDPGs (Deliver grant programmes)</i>	Area Support		30/6/10	Completed
<i>Revenue Grants (Deliver grant programmes)</i>	Area Support		30/5/10	Completed
<i>Ensure transfer to revised grant policy & procedures - systems & communications strategy</i>	Area Support		31/3/11	Completed
<i>Monitoring of 2009-10 grant programme (200 grants approximately)</i>	Area Support	Nearing completion, residual to be completed in quarter 4.	30/9/10	On target
CS10 Provide venues for people to gather, meet, participate, share information and celebrate				
CS28 Provide 22 high quality and accessible venues and to develop and deliver city wide programmes and services				
<i>Ensure compliance with all relevant policies</i>	Facilities Management		31/3/11	On target
<i>Ensure throughput targets are met</i>	Facilities Management	The throughput figure is slightly below target (412,206 visits) but within tolerance for the second quarter. We had expected the severe weather to have had a greater detrimental effect but staff efforts have mitigated this. We expect to see improvements next quarter as the effect of finally having all staff posts filled begins to tell.	31/3/11	On target



Corporate theme, Service Objective & Action	Unit Responsible	Commentary	Estimated End Date	Status
<i>Use of community venues to stage and promote internal/external initiatives</i>	Facilities Management		31/3/11	On target
<i>New Community facilities Unit established</i>	Facilities Management		30/9/10	Completed
CS09 Increase the participation of communities 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>Research volunteer training needs at directly managed centres</i>	Area Support		31/12/10	Completed
<i>Deliver events to mark contribution of volunteers & provide information & networking opportunities - plan with CDOs</i>	Area Support	Post summer scheme volunteer events completed.	31/12/10	On going
<i>Contribute to the creation of a measure for the value of volunteering</i>	Policy & Business Development	Project passed to the new Community Resource unit	30/8/10	Completed
CS26c Deliver a series of cross community programmes linked to the Council's Good Relations and cultural diversity strategies				
<i>Deliver good relations/ cultural diversity programmes with C&YP & Older People in directly managed Centres - agree spec & plan with CDOs</i>	Area Support	75% of projects completed.	31/12/10	On target
<i>Support BCC Bonfire initiative - agree revised spec with Good Relations</i>	Area Support		30/6/10	Completed
<i>Continue current support (Bonfire initiative)</i>	Area Support		30/9/10	On going
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		31/3/11	Completed
<i>Ensure the delivery of actions as appropriate at</i>	Facilities Management	All centres deliver projects to meet	31/3/11	On going



Corporate theme, Service Objective & Action	Unit Responsible	Commentary	Estimated End Date	Status
<i>community centre venues</i>		corporate thematic work		
CS27 Continue to implement the current framework for community centre management plans				
<i>Allocation as per current structure</i>	Facilities Management		30/9/10	Completed
SN07 Implementation of the My Neighbourhood Engagement programme across the city				
<i>Development of area based engagement programme and matrix</i>	SNAP	Over 2000 responses were made to the My Neighbourhood survey which looked at neighbourhood issues and council priorities. Analysis is complete and has been used to inform the next stage in the process which is to roll out engagement in communities. This will be completed in Feb/March. All of this information will be used to inform the development of the new Corporate Plan.	31/3/11	On target
<i>Analysis of key neighbourhood issues.</i>	SNAP	All analysis is complete with regard to the My Neighbourhood Survey and this information has been included in the Area profiles.	31/3/11	Completed
<i>Development of a neighbourhood engagement toolkit for future application</i>	SNAP		31/3/11	On target
SN01 Coordinate the Council's contribution to the 12 Neighbourhood Renewal Action Plans				
<i>Co-ordination of Council's Neighbourhood Renewal activity</i>	SNAP	Work is progressing with regard to the implementation of Council's commitment to Neighbourhood Renewal. This includes the co-ordination and implementation of the Lenadoon NR pilot.	31/3/11	On target
<i>Implementation of internal Neighbourhood Renewal action</i>	SNAP	Area Officer working groups have been	31/3/11	On target



Corporate theme, Service Objective & Action	Unit Responsible	Commentary	Estimated End Date	Status
<i>plan</i>		established to support the implementation of area and neighbourhood renewal activity within the council.		
<i>Liaison with PSNI, BRO, NRAP and APBs</i>	SNAP	We have secured additional funding from PSNI/NIHE and BCC towards the Woodbourne scheme as part of the Lenadoon NR pilot.	31/3/11	On going
<i>Development of neighbourhood resource directories</i>	SNAP		31/3/11	On target
PB06 Develop and implement a corporate Anti-Poverty Strategy				
<i>Complete Poverty & Inequality strategy and action plan</i>	Policy & Business Development	The draft Framework was presented to Committee in November 2010. Committee asked that Dr Mike Morrissey be asked to present to Committee on the draft Framework and that party briefings be held on the Framework. Dr Morrissey is returning from being abroad on the 15th January and a date for the session will be confirmed for late January, followed by party briefings. There is some pressure as to dates for party briefings and so it is expected that the Framework will be brought back to March Committee rather than February.	30/11/10	Delayed
<i>Launch (publicise) Poverty & Inequality strategy</i>	Policy & Business Development	See above.	31/1/11	Delayed
CS12 Provision of a capacity building and practical skills programme to community sector organisations				
CS23 Deliver capacity building programmes to the community sector				



Corporate theme, Service Objective & Action	Unit Responsible	Commentary	Estimated End Date	Status
<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	Will now commence in January 2011.	31/12/10	Deferred
CS13 Children and young people				
<i>Lead the council's Children & Young People thematic priority</i>	Children and Young People	Ongoing thematic work includes programmes funded under the 'UrCity2' project in conjunction with the Neighbourhood Renewal Partnership. These have been assessed, funded and completed in October 2010. Grant aid totals £44k. A second phase of funding will be initiated in Feb 2011; ensuring £60k allocation under the URCity2 programme.	31/3/11	On target
<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		31/3/11	On target
<i>Develop and coordinate an inter-agency group for provision of services to children and young people (Community Planning)</i>	Children and Young People		31/3/11	On target
<i>Continue to improve consultation and engagement through the Youth Forum and coordination of the Youth Champions Group</i>	Children and Young People	A new programme of activities will commence in Jan 2011. Work through the Political Champions group is ongoing.	31/3/11	On target
<i>Deliver after school and youth projects</i>	Area Support	Ongoing key activity.	31/3/11	On target
<i>Provide a high quality and inclusive play service through a flexible model of intervention</i>	Children and Young People		31/3/10	On target



Corporate theme, Service Objective & Action	Unit Responsible	Commentary	Estimated End Date	Status
CS30c Implement a strategy for Children and Young People				
CS30 Develop and deliver a full Equality Impact Assessment for the Council-approved Children & Young People strategy process				
<i>Develop a position paper on the council's role with children and young people</i>	Children and Young People		31/3/11	Completed
<i>Engage widely, both internally and externally, including an EQIA, on the CYP strategy</i>	Children and Young People	Emphasis currently on internal stakeholders within BCC. External process is planned for first quarter of 2011.	31/3/11	On target
<i>Based on engagement work prepare a draft strategy (CYP Strategy)</i>	Children and Young People	See above.	31/3/11	On target
<i>Deliver an implementation plan</i>	Children and Young People		31/3/11	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		31/3/11	On target
CS32f Deliver and support high quality summer scheme programmes across the city				
<i>Develop and deliver a branded council citywide children and young people's summer programme</i>	Children and Young People		30/9/10	Completed
<i>Plan, brand & advertise programme. Induct volunteer teams</i>	Area Support		30/6/10	Completed
<i>Induct summer scheme staff. Deliver programme</i>	Area Support		30/6/10	Completed
<i>Evaluate [Summer] schemes</i>	Children and Young People	The CYP unit is now undertaking this	30/9/10	Deferred



Corporate theme, Service Objective & Action	Unit Responsible	Commentary	Estimated End Date	Status
		review.		
CE08 Review, enhance and deliver an ongoing programme of cultural and tourist events (activities aimed at young people)				
<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		31/3/11	On target
05 Better Services - listening and delivering				
CE10 Continually improve the service and value offered to our customers (at our major venues and events)				
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	Deferred until Autumn 2011 due to staff resource issues.	31/3/11	Deferred
<i>Ensure consistency in handling of customer feedback.</i>	Waterfront Hall and Ulster Hall		31/3/11	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	Next group meeting schedule for May 2011.	31/3/11	On going
<i>Utilise information gleaned from customer feedback questionnaires, focus groups and exit surveys</i>	Waterfront Hall and Ulster Hall	Deferred to Autumn 2011.	31/3/11	Deferred
<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		31/3/11	On going
<i>Catering product/ service checks - work with Mount Charles and Grand Dame Catering</i>	Waterfront Hall and Ulster Hall		31/3/11	On going
<i>To monitor customer complaints procedure</i>	Waterfront Hall and Ulster Hall		31/3/11	On going
CE28c Improve customer care and enhance service delivery				



Corporate theme, Service Objective & Action	Unit Responsible	Commentary	Estimated End Date	Status
<i>Utilise information from event surveys</i>	City Events		31/3/11	On target
<i>Work with Venue Events team to ensure that customer expectations are met</i>	Waterfront Hall and Ulster Hall		31/3/11	On going
<i>Measure quality of existing service provision for entertainment and business events</i>	Waterfront Hall and Ulster Hall		31/3/11	On going
<i>Work with the MMCR Mgr to develop an online questionnaire and improve feedback mechanisms</i>	Waterfront Hall and Ulster Hall		31/3/11	On going
<i>Develop exit survey</i>	Waterfront Hall and Ulster Hall	Deferred to Autumn 2011.	31/3/11	Deferred
CS14 Research, recommend and adopt facilities service quality standards				
<i>Liaise with the resource team/policy unit to research quality standards</i>	Community Resources	This project is ongoing but the move to the new structure will lead to a delay of 3 months.	30/3/11	Delayed
<p>CE11 Ensure that the activities provided at the Waterfront and Ulster Hall are fully accessible to all sections of the Community</p> <p>CE27 Exceed internal and external client expectations in relation to operational service delivery of Waterfront and Ulster Hall</p> <p>CE29 Monitor the physical environment and the services at both the Waterfront & Ulster Hall to ensure they are fully accessible</p>				
<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		31/3/11	On going
<i>To consult with user groups and with the Waterfront & Ulster Hall Access Group</i>	Waterfront Hall and Ulster Hall	Applied for Northern Ireland Arts and Disability Charter for both venues. Currently working with Mencap to facilitate work placements for those with	31/3/11	On going



Corporate theme, Service Objective & Action	Unit Responsible	Commentary	Estimated End Date	Status
		disabilities.		
<i>To continue to audit the Waterfront & Ulster Hall in terms of DDA compliancy</i>	Waterfront Hall and Ulster Hall		31/3/11	On going
EI77 Manage and maintain business database				
<i>Manage and maintain business database</i>	Economic Development		31/3/11	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	Draft profiles have been prepared for N/S/E/W.	31/3/11	On target
<i>Neighbourhood Intelligence updated</i>	SNAP		31/3/11	On target
<i>Development of Citystats portal and associated key software</i>	SNAP	Work is progressing with Citystats and we are liaising with ISB regarding its future development and roll-out across the organisation.	31/3/11	On target
SN06 Agree an approach to Neighbourhood and Local Working				
<i>Development of the three core strands of work: neighbourhood engagement, neighbourhood renewal, neighbourhood information</i>	SNAP	Work is underway to identify proposals on a N/S/E/W basis for the 100,000 under spend that was agreed by Strategic Policy & Resources. This learning from this approach will be used to develop an approach to local area working for 2011/12.	31/3/11	On going
06 Human Resource Management				
BS03 Implement Phase II of the Business Support Restructuring				



Corporate theme, Service Objective & Action	Unit Responsible	Commentary	Estimated End Date	Status
<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	Although recruitment to 1 key post within the structure has been held, recruitment to other levels has been continuing in a bid to implement the structure which was agreed by the Development Committee in October 2008.	31/3/11	On going
CE12 Encourage and help staff to fulfil their potential				
CE30 Ensure all staff have a programme of continuous PDP in line with Council standards				
<i>Maintain Monthly Operations Meeting and to encourage Team Meetings</i>	Waterfront Hall and Ulster Hall		31/3/11	On going
<i>Programme of continuous PDP</i>	City Events		31/3/11	Completed
<i>Ensure PDPs are implemented</i>	Waterfront Hall and Ulster Hall	Preparing new processes in line with Corporate and Departmental approach.	31/3/11	On going
<i>Review staff training requirements and avail of appropriate industry training programmes</i>	Waterfront Hall and Ulster Hall		31/3/11	On going
CE13 Review and improve systems for increased value and effectiveness (integration between units)				
<i>Utilise new organisational structure within the City Events and Venues Section that provides for greater integration across the Development Department.</i>	City Events		31/3/11	On target
<i>Develop and implement an internal communications policy</i>	Waterfront Hall and Ulster Hall	Developing in line with recent Departmental activities. Quarterly Belfast Waterfront and Ulster Hall staff briefings and monthly individual team meetings taking place.	31/3/11	On going
CS15 Review community centre management roles and responsibilities				
<i>Draft action plan/time frame on community centre</i>	Facilities Management	The financial procedures are subject to	31/3/11	Delayed (due to



Corporate theme, Service Objective & Action	Unit Responsible	Commentary	Estimated End Date	Status
<i>committee review</i>		Legal Services sign off with delivery on in April. Governance document amendments under review by Legal Services.		External Factors)
CS16 Community services re-structuring				
<i>Implement new structure change management process as required - CDO allocation process (Seminar 1)</i>	Area Support		30/6/10	Completed
<i>Centre Committees (briefing 1) (new structure)</i>	Area Support		30/4/10	Completed
<i>CDA briefing following CDO seminar. (new structure)</i>	Area Support		30/6/10	Completed
<i>CDO handover period (Seminar 2), Centre Committees Briefing 2, audit of Networks, (new structure)</i>	Area Support		31/12/10	Completed
<i>Members - review local meeting (new structure)</i>	Area Support		30/9/10	Completed
<i>Audit of networks, presentations to internal & external stakeholders, information leaflet re new structure (new structure)</i>	Area Support		31/12/10	Completed
<i>Community Services restructuring communications support</i>	Policy & Business Development		30/9/10	Completed
CS33 Present community centre think piece to Chief Officers and Councillors for consideration				
<i>Presentation to chief officers (community centre think piece & responsibilities of community centre committees)</i>	Community Development Manager		31/3/11	On going
ALL Adhere to absence management procedures.				
<i>Communication, training, implementation and application of Corporate Attendance policy and guidelines.</i>	Business Support	New attendance policy has been in operation for 12 months. During that period communication has continued on an individual basis on the transfer from the old to the new policy. Corporate transfer arrangements are in place for	31/3/11	On going



Corporate theme, Service Objective & Action	Unit Responsible	Commentary	Estimated End Date	Status
		the first year and transition period.		
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	We are continuing with the roll out of the PDP process to all staff within the Department. The Chief Officers' IPM and PDP Scheme has been rolled out to DDMT and Senior Managers by the 30th Sept. deadline. A mock IIP assessment was undertaken and an improvement action plan continues to be delivered. A further corporate assessment was carried out in October 2010 - currently awaiting feedback.	31/3/11	On going
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		31/3/11	On going
07 Financial planning				
ALL Comply with corporate policies and processes on financial matters				
<i>Timetable, complete and communicate estimates in conjunction with Unit Mangers and Corporate timetables for completion.</i>	Business Support	Departmental review estimates completed and submitted within agreed timescale. Proposal on Departmental spending limit to Committee in January 2011.	31/3/11	On going



Corporate theme, Service Objective & Action	Unit Responsible	Commentary	Estimated End Date	Status
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 and 2 financial reports for 2010-11 were successfully submitted to Committee within the agreed Corporate timetable. Quarter 3 financial reports will go to Committee in March 2011.	31/3/11	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 consistency to departmental processes and</i>	Business Support	All issues re the categorisation of community grants have been resolved. The recruitment of Grants posts have been completed but the delay will have an adverse effect on the central grants team's implementation timetable. Analysis of 2009/2010 funding has been completed and an implementation plan developed and these will be reported to Director of Finance and Resources and the Strategic Finance Group in January 2011.	31/3/11	On going
EI13 Use financial resources in the most effective way				
EI26 Review and grow city's markets				
<i>Manage the markets unit, stallage and rental collections</i>	Markets		31/3/11	On going
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		31/3/11	Completed



Corporate theme, Service Objective & Action	Unit Responsible	Commentary	Estimated End Date	Status
<i>To increase the amount of maintenance carried out in-house</i>	Waterfront Hall and Ulster Hall	A rationalisation of our approach to maintenance was carried out and resulted in our own team working in conjunction with Facilities Management and specialised contractors to cover services.	31/3/11	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	Next Benchmarking group meeting May 2011. Attending Ambassador meeting March 2011, Quarter 4. Working with other venues to develop an Enta Marketing Group. Partner in benchmarking group with 6 larger arts organisation.	30/4/10	On going
<i>Review 2009/2010 pricing policy, buyer trends, sales performance and customer feedback</i>	Waterfront Hall and Ulster Hall		30/4/10	Completed
<i>Working with the Venue Events team feedback on technical pricing schedule</i>	Waterfront Hall and Ulster Hall		30/4/10	Completed
08 Information Management				
BS01 ERP/SAP Implementation				
<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 with the	31/3/11	On going



Corporate theme, Service Objective & Action	Unit Responsible	Commentary	Estimated End Date	Status
		department acting as Corporate Pilot for the CRM database to resolve queries with CTU much quicker. Approvals and project plan is in place to roll out SRM to Community Centres. The planned 'go live' is February 2011.		
CE32 Ensure information systems meet work requirements				
<i>Monitor and review 'Maximiser' capability</i>	Waterfront Hall and Ulster Hall	Upgrade schedule for 7-10 February 2011.	31/3/11	On going
<i>Participate in Artifax working group</i>	Waterfront Hall and Ulster Hall		31/3/11	On going
09 Planning & Performance				
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>Review and develop New KPIs to match new VCMs</i>	Policy & Business Development	Changes to corporate planning timetable mean this work will now be completed in Q4.	31/12/10	Delayed
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>	Policy & Business Development		30/8/10	Completed
<i>Determine Research needs for Masterplan and City Investment Framework</i>	Policy & Business Development	Consultants have been appointed to carry out the review.	30/7/10	Completed



Corporate theme, Service Objective & Action	Unit Responsible	Commentary	Estimated End Date	Status
<i>Workshop to develop guidelines for a strategy protocol</i>	Policy & Business Development	Replaced by POG policy framework.	1/9/10	Cancelled
<i>Embed new strategy protocol via business planning</i>	Policy & Business Development	Replaced by POG policy framework.	31/3/11	Cancelled
<i>Research into best practice use of KPIs and benchmarking to support management decision making</i>	Policy & Business Development		30/6/10	Completed
<i>Develop and confirm department's research plan</i>	Policy & Business Development		30/6/10	Completed
<i>Commission research outlined in Research Plan</i>	PBDU		31-Jan-11	On target
PB07 Ensure strategic alignment of the department, to support improvement of its performance				
<i>Produce 'Summary of Issues' report</i>	Policy & Business Development		30/5/10	Completed
<i>Initial workshops to review priorities</i>	Policy & Business Development		30/6/10	Completed
<i>Facilitate detailed planning workshops</i>	Policy & Business Development	All requests for support have been met. Due to the revised corporate planning timetable, some sessions will be completed in Q4.	31/12/10	Delayed