



Belfast City Council CORPORATE PLAN

**2012 – 2015
Year 3 Update**



www.belfastcity.gov.uk

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Contents

Introduction	3
About the Council	5
Governance – how the Council makes decisions	6
Our Services	7
Our Vision and Strategic Themes	8
Key Strategic Programmes 2014-15	9
Our Values	13
City Leadership	14
Environment	17
Economy	19
People, communities and neighbourhoods	22
Value for money services	26
Belfast - Facts and Figures	29
Our Finances – what we spend	31
Our Councillors	32
Our Departments	35

Introduction

From Chair of Strategic and Policy Resources Committee and the Chief Executive

Welcome to the third and final update of Belfast City Council's Corporate Plan for 2012-2015. Not only is this the final year of the corporate plan, it is the final year of the current Council before the biggest changes in local government since 1972 come into force in April 2015.

In Belfast, we are increasing in size and will be welcoming in new residents from areas that were previously parts of Castlereagh Borough Council, Lisburn City Council and North Down Borough Council. In total, it is estimated that there will be 53,000 additional residents and 21,000 more households. There will also be an increase in the number of councillors from 51 to 60 and they will have increased responsibilities.

The Council will become the regeneration and planning authority for Belfast and will have a more enhanced ability to shape the city and improve quality of life for local people. We will work with local people and with organisations in the city to make sure that we use these powers to support economic growth and improve quality of life across Belfast.

As this Council, and our current Corporate Plan, draws to a close, it is useful to reflect on what has been achieved as this will create strong foundations for the future.

The focus of our civic leadership role over the last three years has been on shaping, developing and managing the city. To drive this we established an Investment Programme to deliver key economic infrastructure projects, strengthen the city's digital connectivity, invest in community assets, create job opportunities and improve services. As our current Corporate Plan draws to a close the Investment Programme stands at a total value of **£364million**, which includes not just Council spend but funding levered in from the EU and other sources.

In the past year alone, delivery has included:

- Phase 1 of the £35million Connswater Community Greenway project, including the installation of the Sam Thompson bridge linking Victoria Park to Airport Road;
- £4m of upgrade works at Dunville & Woodvale Parks;
- A new £1.8m state-of-the-art Visit Belfast Welcome Centre;
- Getting started on the £11.7million Girdwood Community Hub;
- Re-opening Mary Peters Athletics Track, following a £3 million refurbishment, complete with an international standard eight-lane track and seated spectator stand;
- Successfully removed or improved 61 ruinous or derelict buildings throughout the city;
- Constructing new 3G pitches at Marrowbone Millennium Park on Oldpark Road, and the Hammer Complex in the Shankill area;
- Increasing the amount of household recycling to over 40%; across Belfast;
- Securing funding for a £3.8 million upgrade of the Tropical Ravine in Botanic Gardens;
- Creating 136 job opportunities and 234 work placement opportunities in the Council;
- Supporting 481 16 to 24 year-olds into further education, training or employment through the "Achieve Bursary Fund", working with Belfast Met and the Prince's Trust;
- Allocating almost £2.8 million to 40 community groups through the Local Investment Fund – funding projects such as training and sports facilities for young people and refurbishing community buildings; and

- Increasing the amount of our expenditure with local suppliers to 60% to help boost the local economy.

We achieved all of this while also, for the first time, maintaining a 0% rate increase over 2 consecutive years and generating £2.1million of efficiencies during 2013-14. During this time we have continued to deliver high quality Council services including leisure, parks, street cleansing, refuse collection and health protection on a daily basis.

Looking forward, our Year 3 update maintains our commitment to the types of investment that will drive Belfast and its communities forward. Over the next year, we will make significant strides with some of our key economic infrastructure projects including the £29.5 million conference centre expansion at the Waterfront, a £9 million Innovation Centre, a £4 million Creative Hub, a new active learning centre at the Zoo and infrastructure to support a green economy business park at the North Foreshore.

Our business programmes already support 1,185 companies and entrepreneurs throughout the city. In the year ahead, we will continue our work to create a vibrant, sustainable and inclusive economy. Our city centre is an engine for growth for the whole of Belfast and the region, generating the resources needed to deliver vital neighbourhood services and assets and providing employment opportunities. In the next year we will create a regeneration strategy and investment plan for the city centre and ensure that this is connected to plans for regeneration and growth in all parts of the city.

We will also maintain our focus on attracting the types of major events that bring millions into our local economy and during 2014 we look forward to the benefits that the Giro D'Italia will bring to Belfast and the wider region.

Excellent service delivery will always be our priority and we will continue to look at new ways of improving our services for the people of Belfast. We are committed to transforming our leisure provision through a capital programme of approximately £105 million to bring our leisure estate up to the best possible standards. .

Throughout this Plan you will also see our continued commitment to creating efficiencies and keeping rates increases to a minimum. We have set an efficiency target of £2million for 2014-15 and will continue our work to secure an additional £14 million in external funding to allow key investments to happen.

In the year ahead we will work across all Council services, all areas of the city and with our citizens and our partners to ensure the continuing growth and revitalisation of our city and our communities. We are proud of what we have achieved and look forward to a new Council working with partners and local communities to make Belfast an even more successful city.

Alderman Gavin Robinson
Chair, Strategic Policy and

Peter McNaney
Chief Executive

Suzanne Wylie
Chief Executive Designate

About the Council

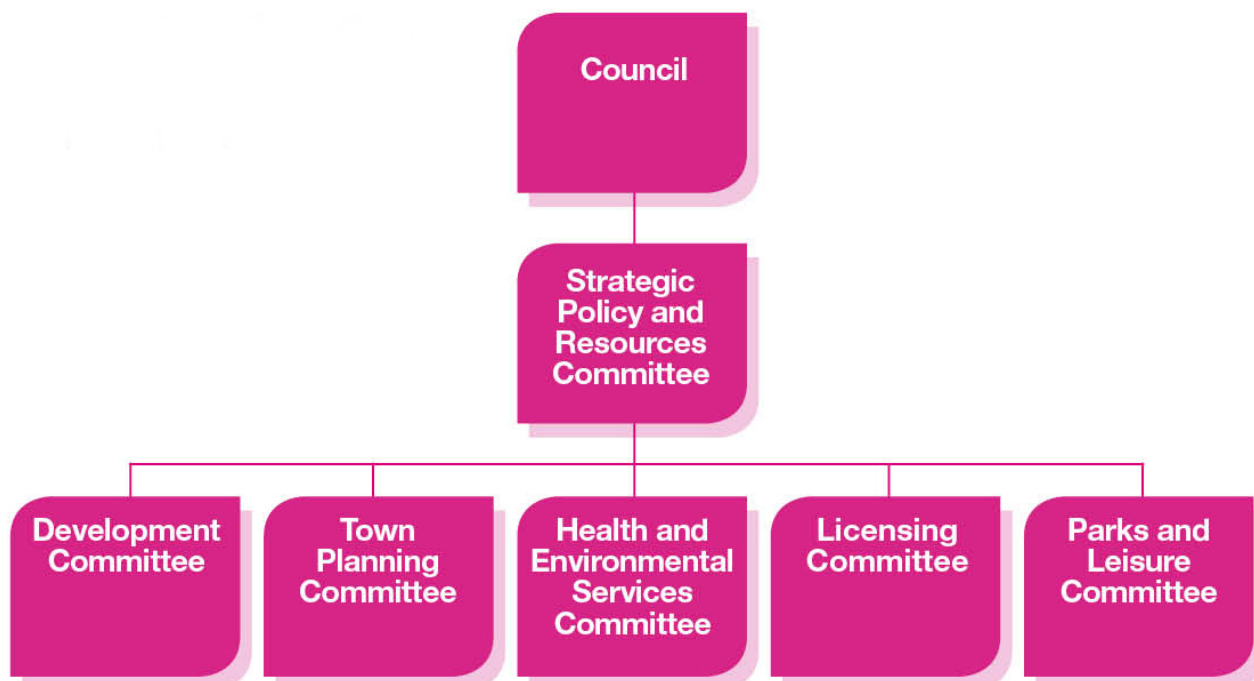
Belfast City Council is responsible for the city of Belfast, the capital and largest city of Northern Ireland. The Council is the largest of the current 26 councils in Northern Ireland with a gross estimated expenditure of £178.5 million in 2014-15 and over 2,300 employees.

The Council performs six principal roles within its local area and district:

- a civic leadership role in providing a vision for Belfast and its people, working in partnership with others and investing for the future to ensure a better quality of life for our citizens;
- the direct provision of a number of services and facilities;
- the promotion of the arts, tourism, community and economic development;
- the regulation and licensing of certain activities relating to environmental health, consumer protection, building regulations, and public safety;
- a representative role on a number of bodies and Boards including Education and Health Boards; and
- a consultative role in relation to functions conducted by other Government bodies and agencies on issues such as planning, water, roads and housing.

Governance – how the Council makes decisions

Committee structure



The work of Belfast City Council is overseen by a committee structure, which is based on the full council and six standing committees, as illustrated above.

The operational activity is carried out by our six departments each of which reports performance back to the relevant Committee. Our departments are:

- Chief Executive's;
- Development;
- Finance and Resources;
- Health and Environmental Services;
- Parks and Leisure; and
- Property and Projects.

The Chief Executive's, Finance and Resources and Property and Projects departments all report directly to Strategic Policy and Resources Committee.

Our Services

The Council is committed to providing high quality and cost-effective services on a daily basis to everyone across the city, ensuring that Belfast is an attractive place in which to live, work or visit. You can find details about the range of services we provide online at www.belfastcity.gov.uk and in our [Annual Report](#). Our daily services include:

- Operating 10 leisure centres and 22 community centres across the city, providing a service for almost 1.8million leisure and half a million community centre visits.
- Managing 2 city parks, 9 district parks, 5 country parks, 36 local parks, 8 playing field sites, 75 playgrounds and 4 allotment sites across the city covering an area of approximately 3,000 acres
- Carrying out all aspects of waste collection and disposal including operating 4 recycling centres, 2 civic amenity sites and 40 'bring' sites across the city. We also provide a free bulky household waste collection service
- Promoting culture, arts and tourism in Belfast
- Managing the Gasworks Business Park, St. George's Market, Smithfield Market, Duncrue and Balmoral Industrial Estates and various other sites in the city
- Providing a range of development programmes for communities in the city
- Operating a Consumer Advice Centre and Neighbourhood Development Office
- Looking after 12,000 trees on streets across the city
- Enforcing regulatory and licensing responsibilities, in areas such as environmental health, building control, public health, pollution, street trading, shop opening hours, tattooing and ear piercing, health and safety at work and public entertainment licensing
- Considering planning applications within the city council area and submitting views to the Planning Service
- Providing funding to the Belfast Visitor and Convention Bureau (BVCB) and Belfast City Centre Management (BCCM)



in conjunction with private and public sector partners

- Organising various sporting events including the Belfast City Marathon which takes place annually in May
- Organising major events in the city including Halloween and Christmas celebrations, as well as the Giro D'Italia 2014 and preparing for the Tall Ships 2015.
- Providing grant aid to community groups, sports groups and community relations projects across Belfast
- Registering births, deaths, marriages and civil partnerships in the city
- Providing a range of business support interventions to improve competitiveness and productivity and generate business efficiencies.
- Managing the City Hall, Waterfront Hall, Ulster Hall, Belfast Castle, Malone House and Belfast Zoo
- Cleaning over 444,000km of streets every year
- Providing administrative support for the Belfast District Policing Partnership and its 4 area sub-groups
- Facilitating the Belfast City Council Youth Forum
- Working in partnership with many agencies on joint initiatives including leading the Policing and Community Safety Partnership, ARC21 Waste Management Partnership, Belfast Strategic Partnership, Good Relations

Partnership and the four Area
Partnerships Boards

- Managing and maintaining 9 cemeteries and the City of Belfast Crematorium at Roselawn Cemetery.

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Our Values

Our corporate values are integral to the way in which we work. These values underpin everything that our Councillors and employees do and the way we will deliver our objectives. We will:

- **Focus on the needs of customers, foster a 'can-do' attitude and be problem solvers** - providing first class services which are responsive to citizens needs and continuing to ensure that the council is a place where things happen;
- **Provide value for money and improve services** –delivering high quality, value for money services at all times and continually improving our services;
- **Work together** – working with our partners across Belfast to ensure that our combined efforts contribute to the continued success of our city;
- **Respect each other, be fair, promote equality and good relations** – improving access to our services; valuing diversity, ensuring that everyone shares in the city's success and tackling discrimination in all its forms by treating all communities and people equally;
- **Act sustainably** – using our resources effectively and efficiently and promoting the principle of sustainability in all our activities;
- **Ensure the highest standards of health and safety** –maintaining the highest possible standards of health and safety at all times to ensure we protect our employees and all those who use our services; and
- **Value our employees** –continuing to support our employees to help them fulfill their potential and provide excellent services to our citizens.

Key strategic programmes 2014-15

This corporate plan outlines the range of activities we undertake to improve quality of life across Belfast. For 2014-15, four key strategic programmes have particular significance in driving change and transformation across the council. These are also instrumental in contributing towards our vision and strategic themes identified on page 16 and are as follows:

- Local Government Reform;
- Investment Programme – Year 3;
- Leisure Transformation Programme; and
- Organisation Design and good governance.

Local Government Reform

Next year, the number of councils in Northern Ireland will be reduced from 26 to 11, under plans to make local government stronger and more citizen-focused. The changes take effect from 1 April 2015, and we're already working hard to prepare for the opportunities ahead.

Bigger council

Belfast will take in around 53,000 additional residents and 21,000 households from parts of Lisburn and Castlereagh, plus a small area of North Down. The map below shows how our new boundary will look.



More councillors

A Statutory Transition Committee (STC) has taken the lead on our preparations, with representatives from Belfast, Lisburn and Castlereagh councils. On 22 May 2014, elections will take place and 60 councillors (compared to our current 51) will be elected to a 'shadow' council. This shadow council will serve until 31 March 2015, before officially becoming the new Belfast council. Our current council, which remains in place until then, will cease to exist at this point.

Delivering services

We anticipate that our population will increase from around 281,000 to 334,000 and we're determined that all residents will receive the highest standards of public services during the changes. But, with more people and extra duties to cater for, there may be some adjustments in terms of how we go about providing some of these services. Keeping local people informed will be a priority but, for the time being, it's business as usual for all our services.

Transferring functions

We will deliver some duties which will transfer from central to local government as part of the reform programme. This will include the transfer and integration of key place-shaping functions including spatial planning, urban regeneration, local economic development and local tourism. The integration of these functions, combined with councils' existing functions, will allow for a more productive, joined-up approach to shape our communities. It will change the way we plan our city and will allow local people to influence and make decisions on local business development, infrastructure provision, job creation and economic competitiveness. The transfer of local economic development functions in particular offers the opportunity for councils, the private sector and the third sectors to work together to improve the local economy.

New responsibilities

The council will also take on the new duties of community planning and the general power of competence. Through effective community engagement and an understanding of local issues, delivery of services will be more responsive to the needs of citizens. The community planning process will provide a framework for councils, central government departments, statutory bodies, the third sector, the business sector and other relevant agencies to engage with communities to influence how and where services are provided. This will allow for a more flexible approach to meet local needs without duplication. Effective partnership working will enable the public sector as a whole to maximise the impact of public spend and improve the quality of life for people, communities and neighbourhoods.

The general power of competence will enable us, in broad terms, to act with similar freedom to an individual, unless there is a law to prevent us from doing so. It will give us the ability to act in our own interest and develop innovative approaches to addressing issues within our area.

Investment Programme –Year 3

In 2012, we launched our three-year Investment Programme, an ambitious £150 million programme aimed at supporting businesses, creating job opportunities and growing our local economy. Two years on we've made significant progress and achieved or exceeded many of our targets. Some of our headline figures include:

- ✓ **£364million** - Current value of the Investment Programme including the additional £105 million that we are investing in our Leisure Transformation Programme
- ✓ **Over £300million** - What we'll spend on capital projects in a decade
- ✓ **8,500** – Number of construction jobs created (based on figures from the Construction Employers Federation)

Some of our key commitments for 2014-15 are outlined below. Our investment is at no additional cost to the ratepayers as a result of efficiency savings and funding levered in from other sources:

- ✓ continue to progress projects under our Capital Programme including
 - finishing **Phase 1 of the Connswater Community Greenway** project in Victoria and Orangefield Parks at a cost of £4 million and progressing the development of Phase 2 which is due to commence in the summer;
 - starting work in the Autumn on a **£29.5million** extension to the **Belfast Waterfront** to create world class conference and exhibition facilities which has secured funding from ERDF and NITB
 - developing an **£11.7million new community hub at Girdwood Park** which has secured funding through Peace III
 - starting work in the Autumn on a **£3.7million refurbishment of the Tropical Ravine in Botanic Gardens** which has secured £2.32m of funding from the Heritage Lottery Fund
 - developing a **new Adventures' Learning Centre at Belfast Zoo** which has secured ERDF funding
 - continuing to work to progress a number of other key projects designed to enhance the city's economic infrastructure including a new **Innovation Centre at Springvale, a Creative Hub** and **infrastructure to support a Green Economy Business Park** at the North Foreshore
 - progressing the development of the **Belfast Public Bike Share Scheme** which has received funding from DRD and will create a network of 30 docking stations supporting 300 bikes with associated infrastructure in the city centre
 - continuing the rollout of our **£15million playing pitches strategy** which will see new pitches and pavilions at sites across the city
 - implementing the metro wireless and public wi-fi strands of our **Super-Connected Belfast** which has secured £13.7 of funding from the Department for Culture, Media and Sport
 - completing Phase 3 of the **Alleygating** programme and working up Phase 4
 - progressing a range of improvements in our parks and open spaces including a £400,000 upgrade to **Drumglass Park** and a £200,000 investment in **Half Moon Lake**
 - progressing the development of **3 new Multiple Use Games Arenas (MUGAs)** across the city at Annadale, Clarendon and Springfield Avenue Site A and developing a rolling programme of refurbishments for our existing MUGAs

- start work on Phase 1 of the **Leisure Transformation Programme**, including Olympia and Andersonstown Leisure Centres
- Commence construction of the Girdwood Community Hub, funded through the EUs Peace III Programme;
- ✓ continue to work with local community groups to progress the 60 projects which have received in principle funding under our **£5million Local Investment Fund**;
- ✓ work with partner groups to progress the development of projects under our £20million **Belfast Investment Fund**; and
- ✓ continue our proactive programme of regeneration through **removing or upgrading derelict or ruinous properties** throughout the city.

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Leisure Transformation Programme

Belfast City Council is planning a major renewal of its leisure facilities with a £105 million investment during the next 10 years – the largest investment of its kind in the UK and Europe. This is at no additional cost to the ratepayer. The plan includes a target of reducing its current £8 million annual subsidy of leisure services by £2 million to plan for next phase of new facilities.

We want to consistently deliver a high quality, value-for-money, 'best-in-class' leisure service for Belfast. Most importantly, we want to enable and attract more people to be more active, more often.

We must invest in services to improve the health and quality of life of our citizens – in some parts of Belfast life expectancy is 10 years less than the NI average and children starting primary school are twice as likely to be obese in deprived areas. We believe everyone in the city should be able to enjoy the many benefits of a healthy and active lifestyle.

The transformed service will enable us to deliver the required efficiencies, invest in our facilities and sustain the business to protect existing jobs, provide opportunities for career progression and create new jobs and apprenticeships.

The first phase of investment in our facilities begins this year with the building of a new Olympia Leisure Centre adjoined to the redeveloped Windsor Park stadium starting in late 2014. At the same time we will also have agreed plans for the development of Andersonstown Leisure Centre and wider site, with construction starting in 2015. In the coming year we will also secure agreement for the next phases of investment across the city and the new areas joining us through Local Government Reform.

Organisational Development and good governance

We cannot deliver on our commitments without a first class organisation with the right decision making structures and capacity in terms of people, finance and assets. Therefore in the year ahead we will review our governance and decision making processes in order to prepare for our new responsibilities under local government reform.

We will build the capacity of elected members and officers to take on the challenges and opportunities these new roles will bring and we will examine new ways of delivering the best services to local people. We will also maintain our relentless focus on efficiency, delivering a further £2million in savings in the year ahead and seeking new and innovative ways of securing investment in the city to ensure financial sustainability in the years ahead by supporting and building the city's rates base.

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Our Vision and Strategic Themes

Our vision is to ensure that ‘The Council will take a lead role in improving quality of life now and for future generations for the people of Belfast by making the city and its neighbourhoods better places to live in, work in, invest in, study in and visit’.

To deliver on this vision our Corporate Plan comprises 5 strategic themes (illustrated below in figure 1) that focus on the outcomes and benefits the Council wants to create for the city. Everything we do within the Council is aimed at helping achieve these outcomes. This Plan sets out the key strategic actions we plan to take to achieve our Vision and the key performance indicators that will help us measure how successful we have been.

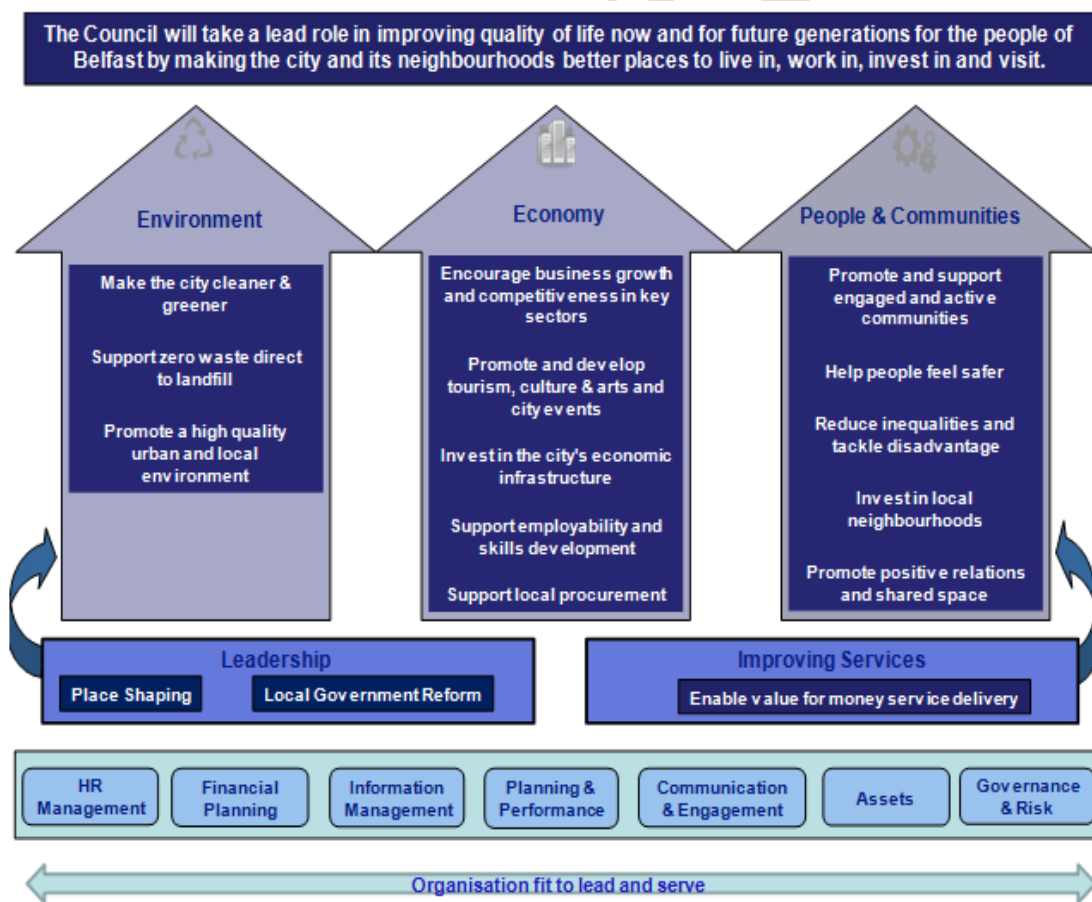


Figure 1

City Leadership

Contributing to the leadership and strategic direction of Belfast by shaping, developing and managing the city

Why is City Leadership a priority?

Strong City Leadership is fundamental to city competitiveness and improved quality of life. Our research and experience show that an ambitious vision, good governance and strong community relations are needed to attract investment and talent to the city. Over the next year our priorities will continue to be:

- Supporting and preparing for the reform of local government;
- Investing in Belfast and maximising our place-shaping role; and
- Promoting good relations and equality.

Supporting and preparing for the reform of local government

Over the next year we will:

- ✓ Prepare for the new duty of community planning to enable the council to have commenced the community planning process by April 2015 and have a community plan in place by 2017;
- ✓ Prepare for and administer the local elections to the Shadow Council in May 2014 and through the newly elected Shadow Council, ensure we are fully ready for the transfer of responsibilities to the new Belfast District Council on 1st April 2015;
- ✓ Oversee the Council's preparation for the transfer and integration of new central government functions. This includes spatial planning, regeneration, off-street car parking and Houses of Multiple Occupation (HMOs);
- ✓ Work with our neighbouring councils to prepare for the successful convergence of our services into the new areas that are transferring from Castlereagh, Lisburn and North Down; and
- ✓ Continue to review council governance arrangements, including a review of decision making structures, standing orders and the constitution during the shadow council year, to ensure it is fit for purpose for the administration of our duties under the new legislation.

Investing in Belfast and maximising our 'place-shaping' role

Over the next year we will:

- ✓ Drive the physical portfolio of the Investment Programme across the city, working closely with our partners. This will include the progression of 19 emerging Belfast Investment Fund proposals;
- ✓ ,Continue to use our Area Working Groups to successfully delivery further Local Investment Fund (LIF) projects as a continuation of the £2.8 million to 40 groups across Belfast that has already been committed to;
- ✓ Produce a vision, development strategy and investment framework for Belfast's City Centre along with our key stakeholders;

Investing in Belfast and maximising our place-shaping role

Over the next year we will:

- ✓ Ensure the successful delivery of projects under the Council's Capital Programme, including the £35m Connswater Community Greenway project, Fleet Replacement Programme and Community Gardens;
- ✓ Progress a programme of new pitches and pavilions as well as Multiple Use Games Areas (MUGAs) at Annadale, Clarendon and Springfield sites. and a £750k school programme;
- ✓ Continue to develop Roselawn Cemetery, the Half Moon Lake project, Drumglass Park and the Active Learning Centre at Belfast Zoo;
- ✓ Implement the Leisure Transformation Programme and continue to move towards the physical transformation of our leisure estate, progressing the £38 million regeneration of Andersonstown and Olympia Leisure Centres;
- ✓ Help support the strategic development (in conjunction with relevant partners) of major regeneration schemes across the city including the new York Street University of Ulster Campus, Student Housing and Belfast Rapid Transit;
- ✓ Progress longer term co-funded projects worth nearly £90 million including the Public Bike Share Scheme, the development of the Belfast Waterfront Exhibition & Conference Centre, Girdwood Community Hub, the Green Economy Business Park at the North Foreshore, the Innovation Centre, Creative Hub, and the Tropical Ravine refurbishment at Botanic Park;
- ✓ Develop a programme of activities and events for the recently refurbished Dunville and Woodvale Parks to attract users from all over the city and enhance the user experience; and Develop a strategic plan for the future provision of cemeteries and crematorium facilities to ensure they are fit for purpose for a growing city.

Promoting good relations and equality

Over the next year we will:

- ✓ Develop and deliver integrated initiatives established in our Good Relations plan and through the NI Executive's Together Building a United Community strategy as we strive to make our city a better place to live, work, socialise and do business; and
- ✓ Develop Belfast's PEACE IV Plan, building positive relations within communities and tackling sectarian and racist attitudes, with a focus on conflict resolutions and mediation at a local level.

How we will measure our success

Performance Indicator	Target
Amount of money contributed to the Belfast Investment Fund through BCC rate	£2.75 million
Amount of money leveraged for physical investment in the city through external funders	£ TBA

Environment

Caring for Belfast's environment and helping to create a sustainable, clean and green place to live for everyone

Why is the environment a priority?

Our residents have consistently told us that making Belfast a clean city and a green city is one of their main concerns. Over the next year we will continue to work on our key priorities:

- Making the city cleaner and greener;
- Supporting zero waste direct to landfill; and
- Promoting a high quality urban and local environment.

Make the city cleaner and greener

Over the next year we will:

- Continue to capture landfill gas, convert to electricity and manage the ERDF grant application of the Eco City at the North Foreshore;
- ✓ Support, develop and implement actions identified in the review of the Belfast City Council Transport Policy to provide us with an inclusive and consistent approach to transport development in the city;
- ✓ Review the Council's Sustainable Development Action Plan and apply OFMdfM's new Sustainable Development Duty to ensure that all Council decisions have given due consideration to social, environmental, and economic issues; and
- ✓ Ensure the city's streets are clean; effectively tackle issues of litter, graffiti, fly-posting and dog control while leading campaigns to change behaviours.

Supporting Zero Waste Direct to Landfill

Over the next year we will:

- ✓ Continue to implement the city's Zero Waste Action Plan with the aim of improving the recycling rates in the city;
- ✓ Enhance the zero waste action plan plan by developing a strategy for the future collection and recycling of glass;
- ✓ Review our commercial waste service to maximise the potential of meeting recycling targets and improving the overall performance of the Commercial Waste Service; and
- ✓ Dispose of the city's waste in the best way by sending less direct to landfill to meet our waste targets.

Promoting a high quality urban and local environment

Over the next year we will:

- ✓ Support the regeneration of our neighbourhoods with a proactive programme to remove or upgrade derelict or ruinous properties throughout the city;
- ✓ Continue to ensure the city's streets are kept clean; effectively tackle issues of litter, graffiti, fly-posting and dog control while leading campaigns to change behaviours;
- ✓ Work to increase the number of our parks with Green Flag status by applying for the award in Knocknagoney Linear Park and Dunville Park and retain existing accreditations in 12 of our other parks;
- ✓ Implement the Belfast public bike share scheme which will provide up to 300 bikes and 30 docking stations in city centre locations, available from March 2015;
- ✓ Make sure that new buildings are safe and energy efficient.

How we will measure our success

Performance Indicator	Target
• Street cleanliness index	73
• % bins collected on designated day	99%
• % Household recycling rate	45%
• Tonnes of waste sent to landfill	66,193 tonnes
• Income from sale of electricity from landfill gas	£0.75 million
• % of residents living within 1000m of a green flag rated park	TBA
• Number of Green Flags	TBA

Economy

Creating a vibrant, sustainable and inclusive economy

Why is the economy a priority?

The challenges facing the Northern Ireland economy are significant. The Programme for Government makes clear that the potential for recovery and growth will depend upon effective partnership working between the public sector and the private, community and voluntary sectors. The NI Economic Strategy identifies Belfast as the key driver for economic growth in the region. We will work with government departments, agencies and the private sector to contribute towards the targets set out in these key regional strategies. Our key priorities continue to be:

- Investing in Belfast's economic infrastructure;
- Supporting employability and skills development;
- Encouraging business growth and competitiveness in key sectors;
- Supporting local procurement and maximising the potential of our procurement spend; and
- Promoting and developing tourism, culture and arts and hosting and supporting city events.

Invest in Belfast's economic infrastructure

Over the next year we will:

- ✓ Continue to implement the Super-Connected Cities ultra-fast broadband project, which by 2015, aims to enable citywide broadband Internet access (with speeds of at least 80Mbps) to drive growth, particularly within small and medium-sized enterprises;
- ✓ Implement the wi-fi project for the city centre and key public buildings;
- ✓ Continue to manage the development of increased convention centre and exhibition centre space at the Waterfront Hall following the announcement of a £29.5 million expansion plan. The planned extension will offer an additional 4,000m² of conference, exhibition and banqueting space;
- ✓ Lead on the £9.1m proposal to build an Innovation Centre at Springvale in West Belfast;
- ✓ Work with Invest NI to develop a £4m creative/digital hub for digital technology-based enterprises;
- ✓ Continue to lead the NI European Regional Forum with OFMDFM in order to maximise EU funding opportunities, shape EU policy to the benefit of the region and influence future funding calls to the benefit of regional stakeholders;
- ✓ Continue to implement, with our partners Invest NI, the Belfast Integrated Economic Strategy and associated action plan; and
- ✓ Sustain and enhance the rates base and manage the rate setting process including developing a programme of work on ongoing debt and vacant property.

Employability and skills development

Over the next year we will:

- ✓ Continue to provide employment opportunities as part of our Investment Programme commitments;
- ✓ Provide 170 work placement, internship and apprenticeship opportunities within BCC with a focus on graduates, young long-term unemployed and disabled people; and
- ✓ Provide a leading role in the city to deliver a city-wide employability and skills strategy and action plan with our key partners.

Encouraging business growth and competitiveness in key sectors

Over the next year we will:

- ✓ Directly create jobs across the city by working with local partners to deliver targeted employability initiatives including HARTE and the Belfast Enterprise Academy;
- ✓ Provide targeted business support interventions through a series of workshops and 1-2-1 mentoring sessions, to improve business competitiveness and productivity and to generate business efficiencies;
- ✓ Review the city wide retail support plan; and
- ✓ Work with interested stakeholder to support the introduction of Business Improvement Districts (BIDs).

Supporting local procurement and maximising the potential of our procurement spend

Over the next year we will:

- ✓ Aim to increase the amount of council expenditure with Belfast based suppliers through the quotation process and increased supplier information events;
- ✓ Support initiatives to increase awareness of Council tendering opportunities and build capacity among Belfast companies to tender for public procurement opportunities; and
- ✓ Develop a social clause policy and support implementation through council contracts.

Promoting and developing tourism, culture and arts and hosting and supporting city events

Over the next year we will:

- ✓ In partnership with the NI Tourist Board, promote, market and help to deliver the city's hosting of the first 2 stages of the Giro d'Italia 2014;
- ✓ Organise, market and promote the upcoming the Tall Ships Challenge in 2015;
- ✓ Improve and develop the city markets at St. George's and Smithfield in the context of supporting tourism and small businesses;
- ✓ Develop culture and arts across the city by investing approximately £2M in cultural and artistic activities such as the 'City of Festivals' and Creative Legacies;
- ✓ Continue to deliver the rolling programme of high class annual events across the city;
- ✓ Expand our tourism product and develop the Integrated Tourism Strategy and action plan;
- ✓ Market Belfast by supporting the marketing and visitor servicing activities of the new Visit Belfast Welcome Centre;
- ✓ Develop culture and arts across Belfast and deliver actions within the Integrated Cultural strategy and action plan;
- ✓ Secure World Host status for Belfast, to give businesses in the tourism, hospitality, leisure and passenger transport sectors a competitive edge by providing a warm welcome and impeccable customer service; and
- ✓ Work with our key partners to agree an integrated city marketing strategy.

How we will measure our success

Performance Indicator	Target
• Added economic benefit from city events	£7 million
• Number of people 'skilled up' in business growth through Council run initiatives	1,200
• Number of businesses supported through training, business events and grants	1,800
• Tourism visitor numbers	7.8 million
• Added economic benefit from tourists in the city	£450m
• Number of employment opportunities created in the Council	30
• Number of work placement, apprenticeship and internship opportunities created	170
• % Council spend on local suppliers as proportion of total spend	60%

People, communities and neighbourhoods

Improving quality of life across all neighbourhoods

Why are people, communities and neighbourhoods a priority?

Quality of life in Belfast is vital to the well-being of citizens and attracting visitors, investors and students and is the bedrock of economic growth. Our priorities continue to be:

- Investing in local neighbourhoods;
- Promoting positive relations and shared space;
- Reducing inequalities and tackling disadvantage;
- Tackling health inequalities;
- Helping people feel safer; and
- Promoting and supporting engaged and active communities.

Investing in local neighbourhoods

Over the next year we will:

- ✓ Deliver year 3 of the Renewing the Routes Programme 2012-16, a regeneration initiative to bring out the best in our arterial routes and neighbourhoods;
- ✓ Support plans to restore and revitalise the Lagan Canal Corridor within the Belfast boundary allowing the city and its people to once again make full use of this valuable resource;
- ✓ Provide resource support (through the management of an outcomes based £1.75m grant programme) for Community Development activities in local neighbourhoods;
- ✓ Through our Area Working Groups develop effective local approaches to community planning;
- ✓ Invest approximately £860,000 in community-based advice services, who provide help to the people of Belfast with benefits, consumer, debt, employment and housing issues;
- ✓ Build on the success of the pilot Area Intervention Programme in Lower Falls/Divis to identify and develop opportunities to inform future approaches to area and thematic working to ensure more effective public service delivery for local communities across Belfast;
- ✓ Take forward opportunities to trial shared performance and impact metrics with partner organisations as proposed by the IBM Smarter Cities Challenge; and
- ✓ Continue to deliver and monitor community growing activities outlined within the Growing Communities Strategy (2012 – 2022).

Promoting Positive relations and shared space

Over the next year we will:

- ✓ Develop a strategy and accompanying action plans for addressing issues associated with the city's interfaces; and complete our Peace III initiatives (Phase 2 of the Peace & Reconciliation Plan);
- ✓ Organise and run a city events programme that seeks to promote Good Relations;
- ✓ Develop and deliver integrated initiatives established in our Good Relations plan and through OFMdFM's Together Building a United Community strategy;
- ✓ Organise and run a city events programme that seeks to promote Good Relations and to commemorate the Decade of Centenaries;
- ✓ Develop Belfast City Council's Peace IV action plan. Provide leadership in the promotion of equality and good relations through our leading contribution to the Belfast Good Relations Partnership;
- ✓ Deliver a coherent inter agency and inter departmental approach to working with the Traveller community;
- ✓ Develop a new Disability Strategy in addition to implementing the Council's duties under Section 75 of the Northern Ireland Act 1998 and the Disability Discrimination (NI) Order 2006;
- ✓ Ensure equality of opportunity in the delivery of our services by implementing the Council's Equality Scheme and its Equality and Diversity action plans; and
- ✓ Develop a new Equality scheme in advance of the new council as part of preparations for Local Government Reform.

Reducing inequalities and tackling disadvantage

Over the next year we will:

- ✓ Develop an integrated approach to dealing with elements of poverty , including a mechanism to bring together key players from across the city as identified at the civic forum on poverty;
- ✓ Implement the framework for children and young people and align to emerging opportunities for young people through programmes such as OFMdFM's Together Building a United Community and Delivering Social Change strategies;
- ✓ Provide a city-wide play service targeting need and developing new approaches for delivering play;
- ✓ Build the capacity of Youth Forum members to increase the participation of children and young people in the city and neighbourhood life;
- ✓ Complete the delivery of our Peace III funded Youth Engagement Programme and develop a sustainability model for future working;
- ✓ Support the Council's Older People's All Party Reference Group and implement the Age Friendly City action plan;
- ✓ Deliver a range of health and wellbeing programmes for all parts of the city, including parent and toddler swim classes Children's holiday schemes Teenage Kicks School and club cross country competition Cycle events and training Community rowing programme School sports 'try it' programmes.

Tackling health inequalities

Over the next year we will:

- ✓ Provide leadership in tackling issues of inequality and social cohesion through our contribution to the Belfast Strategic Partnership for Tackling Health Inequalities;
- ✓ Coordinate and support the delivery of an integrated council programme to improve health and wellbeing and reduce disadvantage in local areas by:
 - Focusing on emotional resilience, poor diet, smoking, and alcohol misuse;
 - Contributing to the Active Belfast and Growing Communities strategies;
 - Advocating the use of wellbeing measures in planning to maximise health gain from capital and social investment; and
- ✓ Ensuring better health outcomes through our Leisure Transformation Programme.

Helping people feel safer

Over the next year we will:

- ✓ Ensure safer and more secure residents and communities by supporting and driving the Belfast Policing and Community Safety Partnership and its four District PCSPs;
- ✓ Move into the delivery stage of Phase 4 of the Alleygates programme which aims to make neighbourhoods feel safer by reducing antisocial behaviour, burglaries and fear of crime;
- ✓ Respond to emergencies and, working as a key partner of the Belfast Resilience Forum, lead and coordinate local integrated emergency planning across the council and the wider city;
- ✓ Continue to support the Councillor Forum for Emergency Planning; the work emerging from the Belfast Flood Alleviation Significant Issues Report; the PEDU recommendations; and the development of the Rivers Agency Flood Risk Management Plan; and
- ✓ Work in partnership to develop and deliver the Parks & Leisure Antisocial Behaviour programme.

Engaged and active communities

Over the next year we will:

- ✓ Provide support for community engagement within Council e.g. training, skill development, raising confidence and access;
- ✓ Develop and introduce a new volunteering framework to support over 70,000 volunteering hours per annum in community facilities;
- ✓ Deliver year 2 actions of the Amateur Boxing Strategy;
- ✓ Deliver strategic sports development initiatives including the Active Communities Programme, Sports Development Conference, Belfast Sports Award and Forum Legacy programme – Giro D'Italia;
- ✓ Deliver the Active Belfast vision, strategy and plan of work, including an active travel action plan for the city; and
- ✓ Continue to maintain and facilitate community growing workshops across our community growing facilities i.e. allotments and community gardens across the city.

How we will measure our success

Performance Indicator	Target
• Percentage of parks and green spaces that have attained green flag accreditation	TBA
• Number of people who visit our leisure facilities (indoor and outdoor)	TBA
• Number of volunteer hours in community centres / programmes	75,000
• Community centre attendance	550,000
• Amount of community grants distributed	£2.6 million
• Number of community safety grants	370

Improving our services and ensuring the organisation is fit to lead & serve

Enabling value for money services and minimising the cost to the rate payer

Why is it important to improve our services and ensure it is fit to lead & serve?

We are committed to providing high quality, value for money services that focus on the needs of the people using them. Our priorities are:

- Enabling value for money service delivery by ensuring efficient use of resources to achieve council priorities;
- Making best use of technology to deliver services when and where they are needed;
- Attracting and developing people who will work together to deliver our services and develop the organisation for the future; and
- Facilitating the effective planning, management and reporting of council activities.

Human Resources & Organisational Development

Over the next year we will:

- ✓ Undertake the HR and OD requirements of local government reform to ensure the successful transition to the new council in 2015. This includes the agreement and implementation of the capacity building plan for members and officers in preparation for the return of additional functions and responsibilities to the Council under LGR;
- ✓ Continue to implement the programme of work associated with the organisation development strategy, focussing on:
 - Organisation (service delivery models; governance; and organisation structure);
 - Leadership (capacity building; diversity; managing change; managing performance; effective communications and engagement);
 - Management (building managers' capacity to ensure value for money service delivery; customer focus; meeting efficiency targets; and effective management of staff); and
 - Skills (build skills in relation to new powers, changing needs and priority areas such as community planning, regeneration, planning, commercial focus, managing programmes and projects).

Asset Management

Over the next year we will:

- ✓ Develop and implement a programme of work for the transfer of assets and liabilities, projects and contracts from Lisburn City Council, Castlereagh Borough Council and central government departments specifically DSD and DRD.;
- ✓ Ensure appropriate consideration of due diligence of any transfer of assets and liabilities from central government into the control of the new council in 2015;
- ✓ Ensure appropriate consideration of due diligence of any transfer of assets and liabilities from Lisburn City Council and Castlereagh Borough Council into the control of the new council in 2015; and
- ✓ Implement the long term Office Accommodation Strategy for the provision of office accommodation on a cost effective basis.

Governance

Over the next year we will:

- ✓ Undertake the requirements of the review of governance to ensure the new decision making arrangements are ready for the new Belfast council in April 2015.

Policy, Planning & Performance

Over the next year we will:

- ✓ Undertake the policy and planning requirements to ensure the successful delivery of local government reform.

Financial Management

Over the next year we will:

- ✓ Deliver the corporate Efficiency Programme in order to maintain the district rate increase at, or below, the rate of inflation;
- ✓ Prepare for the 2015-16 rate setting process in the context of providing efficient and effective services across the new district and the transfer of functions from central government;
- ✓ Implement the City Financing Strategy; and
- ✓ Prepare the organisation for the LGR boundary extension by designing and delivering a budget and transition plan for services and resources merging across the new council area on 1st April 2015.

Information Technology

Over the next year we will:

- ✓ Undertake the necessary ICT preparations linked to the transfer of new functions and the extension to the Council boundary; and
- ✓ Implement an ICT Strategy and Plan to support the delivery of the Council's priorities.

Communications

Over the next year we will:

- ✓ Oversee the communications plan for local government reform, including:
 - updates through interlink, Belfast City Council web site, Intercom, City Matters and other channels;
 - Extend City Matters into new areas;
 - Full range of communications activity following election of new council; and
 - A-Z of council services for new residents.

How we will measure our success

Performance Indicator	Target
• Number of visitors to Council website	135,000 per month
• Number of fans of Council's Facebook site	20,000
• Number of followers of Council's Twitter	30,000
• Average number of working days lost due to absence	10
• Efficiency savings	£2m
• % debt less than 90 days old	65%
• % creditors paid within 28 days	90%
• % complaints meeting response target	100%
• % variance between actual net revenue expenditure and budgeted net revenue expenditure	+1 / -2%

Belfast – Facts and Figures

Economy

- 118,754 residents of Belfast are in employment
- The employment rate for people aged 16 – 64 is 62.3%.
- The youth unemployment rate (people aged 16-24) for Belfast is 25%.
- In 2012, the birth rate for businesses in Belfast was 7.9%, as compared to a birth rate of 7% for NI.

Education

- There are 223 schools in Belfast (90 nursery, 85 primary, 18 secondary, 16 grammar and 14 special)
- In 2011 there were 2,961 school leavers in Belfast. 38% went on to higher education, 29% went on to further education, 10% went straight into employment and 14% went into training
- Belfast has the lowest proportion (55%) of school leavers in Northern Ireland achieving 5GCSE's (Grades A*-C or equivalent) compared with other district council areas
- 9 out of 10 of the most deprived wards in NI, in terms of education, skills and training are in

Tourism

- The value of direct tourism spend in Belfast City during 2012 was an estimated at £416 million, of which out of state tourists contributed £262 million or 63% of these revenues.
- In 2012, 1.33 million out of state overnight tourists visited Belfast and spent one or more nights in the City. Of this number 583,000 were business visitors (including 88,000 conference delegates).
- The three most popular attractions for overnight visitors were Belfast shopping area, Belfast City Hall and Titanic Belfast.

People

- 280,537 people live in Belfast while over 670,000 live in the greater Belfast area.
- 19% of the population in Belfast is under the age of 16
- 66% of the population is of working age (18 – 64)
- 5% of the population do not have English as their first language
- 3.5% are from an ethnic minority population
- 24% of people had a long term health problem or disability

Connectivity

- There are 2 modern airports within 20 minutes of the city centre with regular flights to national, European and international destinations
- The port of Belfast handles 60% of Northern Ireland's seaborne trade and 20% of the entire islands.
- There have been major upgrades over the past decade in the road network including the £100 million Westlink upgrade.

Health & Deprivation

- Life expectancy in Belfast is 73.9 for males (compared to 77.07 for N Ireland) and 79.8 for females (Compared to 81.52 in N Ireland)
- Considering active travel as a mode of transport, 21% of people in Belfast travel to work or school on foot
- 7 of the 10 most deprived wards in NI, in terms of multiple deprivation, are in Belfast
- 7 of the 10 most deprived wards in NI, in terms of health deprivation, are in Belfast
- In 2011, 21% of people in Northern Ireland were in poverty. Within NI, the proportion of people living in poverty is highest in Belfast.

Environment

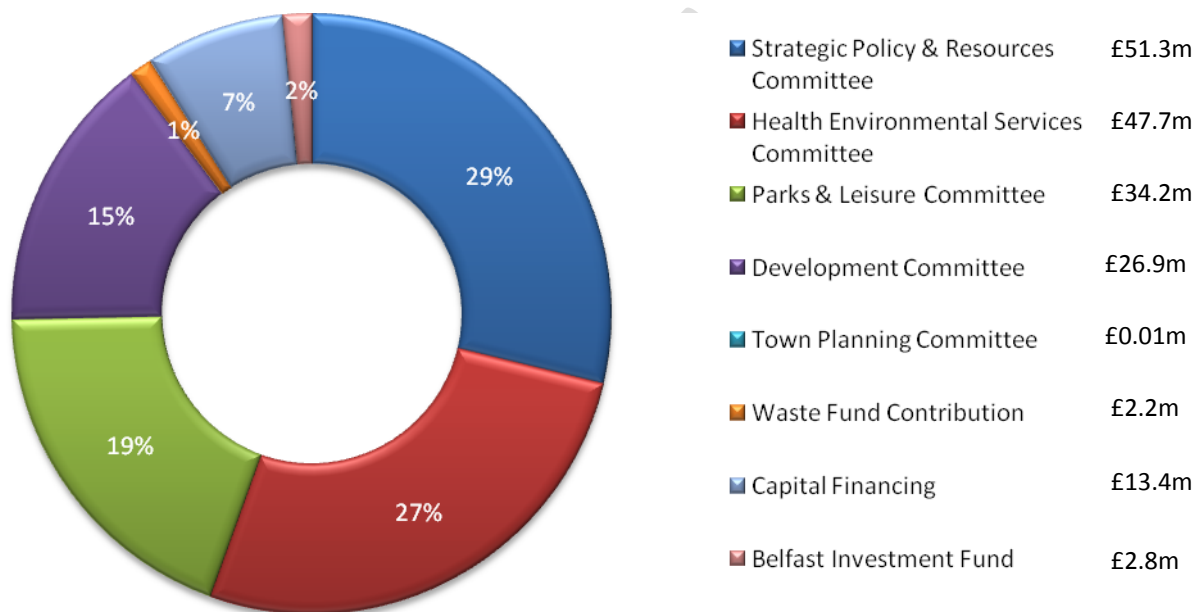
- In 2013-14, our household recycling rate was 40%*
- In 2013-14, we removed or improved 61 ruinous or dilapidated properties
- 12 of our parks and open spaces have achieved Green Flag status, a nationally recognised indicator of high quality parks and open spaces
- In 2013-14, we issued over 1,900 fixed penalty notices for littering
- In 2012, 26% of all Anti-Social Behaviour Incidents in Northern Ireland were reported in Belfast

* Subject to verification by the Department of the Environment

Sources include: Northern Ireland Statistics and Research Agency (NISRA), Noble Multiple Deprivation Indicators, Department of Enterprise, Trade and Investment (DETI), Department of Education (DE), Department of Employment and Learning (DEL), Department for Health, Social Services and Public Safety (DHSSPS), Department for Regional Development (DRD), Belfast Tourism Monitor, NI Census Data 2011

Our Finances – what we spend

This Corporate Plan update for 2014-15 is based on a total planned annual investment of £178.5m. This includes a projection of £129.7m from the district rates, £19.8m from fees and charges, £17.6m from other income and £11.3m from grant funding. A summary of the Council expenditure for 2014-15, broken down by Committee is displayed below. The services that each Committee are responsible for overseeing are also provided.



Strategic Policy & Resources Committee

The Strategic Policy & Resources Committee is responsible for setting the Council’s overall strategic policy, direction and priorities through the development of the Corporate Plan. It is responsible also for allocating the Council’s resources (financial, employees and assets) and performance management. The Committee is responsible for the Council’s human resources, corporate communications, procurement and IT functions.

Development Committee

The Development Committee is responsible for the Council’s role, remit, relationships and profile in the development and regeneration of the City and considers initiatives and issues which impact on the future development of the City. The Committee is responsible also for the Waterfront & Ulster Halls, Community Services, tourism, arts & cultural issues and European matters.

Parks & Leisure Committee

The Parks and Leisure Committee is responsible for the planning and delivery of the Council’s Leisure, Parks and Cemeteries functions. Its specific responsibilities include the control and management of the Council’s leisure facilities, Belfast Castle, Malone House and Belfast Zoo.

Health & Environmental Services Committee

The Health and Environmental Services Committee is responsible for the promotion of equality, diversity and good relations and all public health, community safety, waste management, building and environmental control functions, except for those matters which have been expressly assigned to the Licensing Committee.

Our Councillors

(Showing political affiliation as at April 2014)

Belfast has 51 democratically elected members, commonly known as councillors, representing the nine District Electoral Areas across the city. They play a key role in representing the interests of their constituents and electoral areas and ensuring that the views of the people of Belfast are reflected in the decisions that the council takes and in the way services are delivered. Our 51 councillors also represent the council on a range of other organisations dealing with health, education, housing, policing, community safety, transportation, urban regeneration, tourism and arts issues.

Balmoral



[Alderman Tom Ekin](#)

Balmoral
Alliance Party



[Councillor Claire Hanna](#)

Balmoral
SDLP



[Councillor Bernie Kelly](#)

Balmoral
SDLP



[The Right Honourable The Lord Mayor Councillor Máirtín Ó Muilleoir](#)

Balmoral
Sinn Féin



[Alderman Ruth Patterson](#)

Balmoral
Democratic Unionist Party



[Alderman Bob Stoker](#)

Balmoral
Ulster Unionist Party

Castle



[Alderman David Browne](#)

Castle
Ulster Unionist Party



[Councillor Mary Ellen Campbell](#)

Castle
Sinn Féin



[Councillor Patrick Convery](#)

Castle
SDLP



[Councillor Tierna Cunningham](#)

Castle
Sinn Féin



[The High Sheriff of Belfast Councillor Lydia Patterson](#)

Castle
Democratic Unionist Party



[Councillor Guy Spence](#)

Castle
Democratic Unionist Party

Court



[Councillor Billy Hutchinson](#)

Court
Progressive Unionist Party



[Councillor Brian Kingston](#)

Court
Democratic Unionist Party



[Alderman Frank McCoubrey](#)

Court
Democratic Unionist Party



[Councillor Naomi Thompson](#)

Court
Democratic Unionist Party



[Councillor Nicola Verner](#)

Court
Democratic Unionist Party

Laganbank



Councillor Catherine Curran

Laganbank
Alliance Party



Councillor Deirdre Hargey

Laganbank
Sinn Féin



Councillor Patrick McCarthy

Laganbank
SDLP



Councillor Kate Mullan

Laganbank
SDLP



The Deputy Lord Mayor Alderman Christopher Stalford

Laganbank
Democratic
Unionist Party

Lower Falls



Councillor Janice Austin

Lower Falls
Sinn Féin



Councillor Ciaran Beattie

Lower Falls
Sinn Féin



Councillor Steven Corr

Lower Falls
Sinn Féin



Councillor Colin Keenan

Lower Falls
SDLP



Councillor Jim McVeigh

Lower Falls
Sinn Féin

Oldpark



Councillor Mary Clarke

Oldpark
Sinn Féin



Councillor JJ Magee

Oldpark
Sinn Féin



Councillor Nichola Mallon

Oldpark
SDLP



Councillor Gerard McCabe

Oldpark
Sinn Féin



Councillor Gareth McKee

Oldpark
Democratic
Unionist Party



Councillor Lee Reynolds

Oldpark
Democratic
Unionist Party

Pottinger



Alderman May Campbell

Pottinger
Democratic
Unionist Party



Councillor Niall Ó Donnghaile

Pottinger
Sinn Féin



Councillor Máire Hendron

Pottinger
Alliance Party



Councillor John Kyle

Pottinger
Progressive
Unionist Party



Councillor Adam Newton

Pottinger
Democratic
Unionist Party



Alderman Gavin Robinson

Pottinger
Democratic
Unionist Party

Upper Falls



[Councillor Tim Attwood](#)

Upper Falls
SDLP



[Councillor Arder Carson](#)

Upper Falls
Sinn Féin



[Councillor Matt Garrett](#)

Upper Falls
Sinn Féin



[Councillor Emma Groves](#)

Upper Falls
Sinn Féin



[Councillor Caoimhín Mac Giolla Mhín](#)

Upper Falls
Sinn Féin

Victoria



[Councillor Tom Haire](#)

Victoria
Democratic
Unionist Party



[Councillor John Hussey](#)

Victoria
Democratic
Unionist Party



[Councillor Mervyn Jones](#)

Victoria
Alliance Party



[Councillor Brian Kennedy](#)

Victoria
Democratic
Unionist Party



[Councillor Laura McNamee](#)

Victoria
Alliance Party



[Alderman Jim Rodgers](#)

Victoria
Ulster Unionist
Party



[Councillor Andrew Webb](#)

Victoria
Alliance Party



Our Departments

Chief Executive - Peter McNaney

The Chief Executive is principal policy advisor to the political process in the council, and supports councillors in developing effective relationships and partnerships with other organisations. He has primary responsibility, at officer level, for the development and implementation of the council's corporate policy and strategy, resources and building organisational capacity to deliver the council's plans.

Chief Executive Designate: Suzanne Wylie

Suzanne Wylie has been appointed as the Chief Executive of the new council that will come into operation on 1 April 2015 and will play a pivotal role in helping elected representatives shape the new council.

Chief Executive's Department

Assistant Chief Executive: Jill Minne

Town Solicitor: John Walsh

The Chief Executive's Department is responsible for legal services, human resources, policy and planning, corporate communications, democratic services and the registration of births, deaths, marriages and civil partnerships.

Development Department

Director of Development: John McGrillen

The Development Department plays a leading role in the social and economic regeneration of Belfast. It does this by promoting economic development, tourism, culture and arts and major events and supporting physical regeneration projects. It also promotes European affairs and manages major venues like St George's and Smithfield markets, Belfast Waterfront and the Ulster Hall, as well as our 22 community centres and six play centres.

Finance and Resources Department

Director of Finance and Resources: Ronan Cregan

The Finance and Resources Department is responsible for all aspects of corporate financial management, capital financing, treasury management, information technology and strategic information. It is also responsible for audit, governance, assurance, risk management and health and safety.

Health and Environmental Services Department

Director: Vacant

The Health and Environmental Services Department is responsible for helping to keep the city clean, safe and healthy. It cleans the streets, collects the bins and disposes of waste. It protects the safety and health of people through building control, entertainment licensing and environmental health services. It is also responsible for increasing our recycling rate and reducing the amount of waste sent to landfill. The department is also responsible for good relations and equality, community safety services and youth outreach programmes and supports the Policing and Community Safety Partnerships.

Parks and Leisure Department

Director of Parks and Leisure: Andrew Hassard

The Parks and Leisure Department is responsible for looking after our 10 leisure centres as well as managing and maintaining over 50 parks, eight playing field sites, 75 playgrounds, four allotment sites and nine cemeteries across the city and the City of Belfast Crematorium. The department is responsible for popular visitor attractions like Belfast Zoo, Malone House and Belfast Castle and also helps to promote health and wellbeing in Belfast through sports development and promoting the use of open space in the city.

Property and Projects Department

Director of Property and Projects: Gerry Millar

The Property and Projects Department looks after capital projects and manages the Gasworks Business Park, the Duncrue and Balmoral Industrial Estates and various other sites in the city. The department is also

responsible for the management, security and maintenance of all our properties and vehicles, as well as the procurement of new services and goods for all council departments.

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