

Strategic Policy and Resources Committee

Friday, 21st March, 2014

MEETING OF STRATEGIC POLICY AND RESOURCES COMMITTEE

Members present: Alderman Robinson (Chairman);
Aldermen Browne, Campbell and Patterson;
Councillors Attwood, Carson, Clarke, Corr,
Haire, Hargey, Hendron, Jones, Kennedy,
M. E. Campbell, McCarthy, Mac Giolla Mhín,
McVeigh, Mullan, Newton and Reynolds.

In attendance: Mr. P. McNaney, Chief Executive;
Mr. R. Cregan, Director of Finance and Resources;
Mr. G. Millar, Director of Property and Projects;
Mrs. J. Minne, Assistant Chief Executive/
Head of Human Resources;
Mrs. S. Wylie, Director of Health and Environmental
Services;
Mr. S. McCrory, Democratic Services Manager; and
Mr. J. Hanna, Senior Democratic Services Officer.

Apologies

No apologies were received.

Declarations of Interest

The following declarations of interest were declared:

- Councillor Hargey in relation to Item 8a Minutes of Meeting of Good Relations Partnership – Good Relations Grants and Summer Intervention Fund in so far as she was employed by the Clonard Neighbourhood Development Partnership;
- Councillor Mullan, Item 2b Capital Programme Update
- Alderman Robinson, Items 2c and 9g in that he was Special Advisor in the Office of the First Minister and Deputy First Minister.

Investment Programme

Area Working Update – Including the Belfast Investment Fund and the Local Investment Fund

The Committee considered the undernoted report:

“1.0 Relevant Background Information

1.1 Members are aware that since their inception the AWGs have played an integral role in recommending investment decisions in terms of LIF and Local Interventions to the SP&R Committee. It was also previously agreed at SP&R in November 2012 that the AWGs would play a central part in recommending decisions related to the Belfast Investment Fund (BIF) given their knowledge of local areas and to date 19 of these have been recommended to progress to Stage 1 - Feasibility. However the final decisions on what projects to invest in under BIF lies with the SP&R Committee.

2.0 Current status – BIF projects

2.1 Members are aware that BIF was established to enable the Council to take a lead role and work in partnership to deliver key investment projects across the city. An overview of the objectives of BIF has been circulated. Members have previously agreed an approval process for all BIF projects. This process reflects the Stage Approval process that SP&R has previously agreed that all Council capital projects must go through whereby decisions on which projects progress are taken by SP&R Committee in its role as the Council's investment decision maker. The first stage of this process is the development of a Strategic Outline Case (SOC) which will test the four abilities of the projects – that is, feasibility, deliverability, affordability, sustainability.

2.2 Members will recall that they received a detailed report on area working at their meeting last month where it was highlighted that it is key that investment decisions on projects are not taken in isolation and it is important the links and inter-dependencies between projects and different funding streams are taken into consideration. This is particularly important in the case for BIF projects which Members are subject to securing match funding of at least 50% from other sources. Members will appreciate that the investment context is changing as under LGR the Council will become the regeneration authority for the city with a transferring regeneration budget. As a result of LGR Members will be aware that DSD funding will cease to exist in just over a year's time and this will have an impact on the potential match funding requirement. There are a number of projects where DSD are identified as a potential funder and where funding has in principle been profiled however DSD require a commitment to progress these projects in order to ensure that this funding is not lost – this is particularly relevant to projects which are in an advanced state of readiness.

- 2.3 Last month the SP&R Committee agreed to prioritise a number of BIF projects in the short-term due to their state of readiness, potential funding being available etc. A number of these projects have now completed their SOC's and Committee is asked to consider if they wish to move them onto the next stage and the completion of an Outline Business Case (OBC). The key components of an OBC have been circulated. It is also recommended that due to the levels of investment under BIF that projects are subject to an independent economic appraisal or if an EA has already been carried out that the Council tests this.
- 2.4 Members are asked to note that the projects listed below are being recommended for progression at this stage because they are more advanced than other BIF projects and they have a source of match funding either in place and/have 'in-principle' funding commitments or are have been prioritised for funding under other funding streams.

Project	Project overview	Overall Cost	BIF funding sought	Match funding
Stranmillis Gateway (part of the Lagan Corridor project)	The Stranmillis Gateway project proposes a number of structural improvements and development works at Stranmillis including the development of a cascade weir, a lock, an iconic footbridge, a commercial facility and high quality landscaping with associated paths which will see the development of a gateway for the Lagan and the Lagan Valley Regional Park.	£3.5m	£1.75m	Ulster Garden Villages DSD (in principle letter of commitment received)
St. Comgall's	The development of a major flagship urban regeneration project on the site of the old St Comgall's school, converting a former school, now B2 listed building to provide a community and economic project for the benefit of Belfast.	£7m	£3.5m	SIF – not yet approved. EA is currently with economists for review

Project	Project overview	Overall Cost	BIF funding sought	Match funding
	Proposed facilities include a Peace & Reconciliation interpretative centre , housing a series of exhibitions, interactive displays, archives and support services as well as a performing arts area, café and coffee shop, crèche area and a number of office units.			
St. Mary's CBS – Pitch development	Development of a community/school sports training facility including a 3G Pitch with changing pavilion, community gym and training room	£1.4m	£600k	DSD St. Mary's

2.5 **Stranmillis Gateway – Members are asked to note that this is part of the wider Lagan Corridor project. The Stranmillis Gateway will become the Council's asset in the longer term as part of the LGR. This project is also closely linked with and will complement a number of other key projects along the Lagan which will help reanimate and develop the wider river frontage including the Mary Peter's Track, the Mountain Bike Trail and the John Luke Bridge which the Council has recently invested in and is close to both the Lockkeepers Cottage and Barge and which will transfer to the Council from Castlereagh under LGR. Ulster Garden Villages have committed £1m to this project and DSD have indicated their willingness to support this project if it is progressed now. It is recommended that an Economic Appraisal is commissioned in relation to this project.**

2.6 **St. Comgall's – Members are asked to note that the St. Comgall's project has been prioritised as a project for SIF funding under the Belfast West zone. As this project was over £1million, it has been the subject of a full green book economic appraisal by DFP. As outlined in the SIF report which is also on the agenda for discussion today, the EA is currently with the economists for review and the project has not yet been approved. It is recommended that instead of commissioning another economic appraisal that the Council test the validity of the EA which has already been carried out. It is also recommended that the Council work with St. Comgall's and OFMDFM to produce a detailed business plan for the facility. It is anticipated that the Council will become the delivery agent for this project if it receives**

funding. This project is also linked with the Belfast Rapid Transit project.

- 2.7 St. Mary's CBS Pitch Development – DSD are currently in the final stages of completing an Economic Appraisal on this project. Planning permission is already in place and the school has funding of its own to contribute to the project. Members are asked to note that an integral part of this project will be ensuring that there is secured community access to the facility to ensure it is available to local residents. This will be more closely examined if the project is progressed to the next stage together with looking at the wider benefits of the project and the management/governance arrangements.
- 2.8 Members are asked to agree if they wish to move the projects as outlined above to the next stage (Stage 2) and the development of outline business cases. Members are asked to note that this does not constitute a decision to invest in a project and that further detail on these will be brought back to Committee in due course to inform a final investment decision. Any costs associated with the development of OBCs will come from the Feasibility Fund.
- 2.9 Members are asked to note that officers will continue to work with groups to progress the development of the remaining BIF projects to help bring these up to a state of readiness where Members can take informed investment decisions to a later stage.
- 3.0 Area Working Group Updates including LIF and Local Interventions
- 3.1 At the most recent round of AWGs, officers updated Members on the external meetings they have facilitated on the LIF proposals. In accordance with Council procedures, individual Members declared any conflicts of interest and this was noted in the minutes of the AWG. Members also had the opportunity to discuss potential reallocations of LIF monies for projects which are no longer progressing. On the basis of the information presented, the Shankill and North AWGs have made the following recommendations for the consideration of the Committee:

SHANKILL AWG - *Local Investment Fund*

- 3.2 The Shankill AWG has made the following recommendation for the consideration of the SP&R Committee in relation to their Local Investment Fund money. Members are asked to note that this contribution is a reallocation from :

Project	Ref No.	Up to £	AWG Comments
Springfield Star Blackmountain Highfield/Springmartin pitch	ShLIF009	An additional £10,000	Members are asked to note that this is in addition to the £150,000 which was previously awarded to this project.

NORTH AWG - Local Investment Fund

- 3.3 The North AWG has made the recommendations below for the consideration of the SP&R Committee in relation to their Local Investment Fund money. This is from reallocations from projects which are no longer progressing. A number of further projects are under consideration.

Project	Ref No.	Up to £	AWG Comments
Oh Yeah	NLIF058	£47,000	
Ardoyne Holy Cross Boxing Club	NLIF057	£66,000	

NORTH AWG - Local Investment Fund

- 3.4 Members will recall that the North AWG agreed in October 2013 to focus their intervention monies on a series of community safety focused initiatives including the installation of alleygates. Subsequently the North AWG has made the following recommendations for the consideration of the SP&R Committee in terms of a number of targeted interventions. Members are asked to note that this is out of the original budget allocation of £100,000

NORTH AWG recommendations
- £7,500 towards a study for the Cavehill/Antrim Road
- £1,400 to Benview Community Group to address anti-social behaviour in Ballysillan Park
- £700 to Midland Boxing Club to support a Department of Justice project
- £700 to Basement Youth Club to support a diversionary project
- £1,000 to the Upper Ardoyne Youth Centre for a youth intervention program

Local Investment Fund

3.5 Members are asked to note that the Local Investment Fund received the award for the '*Best Initiative by Councillors*' at the recent NILGA Awards at the end of March. This recognised the role of Councillors in directing investment towards smaller scale local projects which have helped to transform and regenerate neighbourhoods.

4.0 Equality Implications

Emerging equality implications to be considered as further details emerge of projects

5.0 Recommendations

Committee is asked to note the contents of this report and -

Belfast Investment Fund

- agree if the suggested BIF projects as outlined in 2.4 above (Stanmillis Gateway; St. Comgall's and St. Mary's CBS) are progressed to the next stage and completion of an Outline Business Case due to their state of readiness and potential of match funding. Members are asked to note that this does not constitute a final decision to invest in any BIF project and that further detail on these projects will be brought back to Committee in due course for Members to make the final investment decision
- note that officers are continuing to work with groups to progress the development of the remaining BIF projects to help bring these up to a state of readiness where Members can take informed investment decisions

Local Investment Fund and Local Intervention monies

- agree the Local Investment Fund and Local Intervention recommendations as proposed by the North and Shankill AWGs

- note the Local Investment Fund was awarded the 'Best Initiative by Councillors' at the recent NILGA Awards "

The Committee adopted the recommendations.

Capital Programme – Update

The Committee considered the undernoted report:

"1.0 Purpose of report

1.1 The Council's Capital Programme is a rolling programme of investment which either improves existing Council facilities or provides new facilities. This report provides –

- proposed recommendations for movement between the Capital Programme stages
- specific project updates on the Public Bike Share Scheme and Phase 1 of the Leisure Transformation Programme (Olympia and Andersonstown regenerations)

2.0 Relevant Background Information

Capital Programme

2.1 Members have agreed that all capital projects must go through a three Stage process where decisions on which projects progress are taken by SP&R. This provides assurance as to the level of financial control and will allow Members to properly consider the opportunity costs of approving one capital project over another capital project. Importantly it will also enable Members to focus on delivering the projects which can have maximum benefits and investment return for the city and local areas.

KEY ISSUES

Proposed movements from 'Stage 2 – Uncommitted' to 'Stage 3 – Committed'

2.2 Members are asked to consider if they wish to progress the project as outlined in Table 1 below from 'Stage 2- Uncommitted' to 'Stage 3- Committed under the Capital Programme.

Project	Project overview	Proposed Stage	Estimated Gross Cost	Estimated Net cost
City Hall works	The development of dedicated exhibition space on the ground floor East wing of the City Hall	Stage 3- Tier 0 (schemes at risk)	Up to a max of £1,300,000	Up to a max of £1,300,000

City Hall Works

- 2.3 Members will be aware an EQIA on Memorabilia in the City Hall was carried out in 2012 with the outcomes reported to Committee in Nov 12. The report set out 14 recommendations in relation to promoting a good and harmonious environment in the City Hall. Following this, an independent consultant was commissioned to undertake work in relation to the next steps for displays, the findings of which were presented to the Joint Diversity Group in March 13. The Joint Diversity Group subsequently requested that the displays & memorabilia element be referred to the SP&R Committee as an Emerging Project as part of the overall City Hall project and that a composite SOC for all elements of the City Hall works be developed. This was agreed by the SP&R Committee in Sept 2013.
- 2.4 The outcome of the Stage 1 SOC was reported back to Committee last month and Members agreed to advance the City Hall Works project from a 'Stage 1 – Emerging project' to 'Stage 2 – Uncommitted'. It was agreed at this time that further detail on the costs would be brought back to Committee in March. As part of the development for the SOC, the Council commissioned independent consultants to look at the creation of a memorabilia led visitor exhibition within the East Wing. A high level plan and designs were produced as part of this. The findings from this were presented to the Joint Diversity Group on 31st January and Party Group briefings were subsequently held w/c 3rd February.
- 2.5 Further work has now been carried out on the costs for this project which has estimated the cost at nearly £1.6million. These costs are based upon dividing the ground floor of the East side of the City Hall into a number of zones as previously highlighted to Members during the Party Group briefings and at the Joint Diversity Group. For each zone there are a number of internal building works (painting, electrical, joinery etc required) together with costs for refurbishment and fit-out of the rooms/zones including signage, graphics and IT equipment. A breakdown of the zones and the estimated costs is attached at Appendix A. Members are asked to note however that these costs could be significantly reduced as the internal building works can be carried out by the Council's Property Maintenance Unit.

2.6 In reviewing these costs, Members are also asked to consider a number of issues which are outlined below which have an overall impact on this project. Members are therefore asked to recognise that the costs cited are notional and that they will be more robustly challenged at the tender preparation stage and will be reviewed as the project progresses.

- **Content** - Members are asked to note that these are still indicative uses/names for the zones only and that this does not constitute agreement on the final content for each of the zones. It is acknowledged that issues around the content are very sensitive and will require time to develop and agree. All discussions around this will be brought forward via the Joint Diversity Group and will be taken in the context of the recommendations from the EQIA and the subsequently agreed guidelines around the City Hall memorabilia -
 - *Represent*: to represent all the people of Belfast through the prism of the City Hall and its history
 - *Re-present*: to ensure that all the interpretation presented to visitors within City Hall is balanced and inclusive
 - *Reach Out*: to attract new visitors to City Hall, and to re-engage and enthuse existing ones
 - *Re-vitalise*: to take the best of what is currently offered to visitors to City Hall and enhance the overall visitor experience.

Members are asked to note that the estimated budget contains costs for IT equipment, graphics, signage etc. for each zone. These are based upon best practice for equipment etc in similar sized zones/spaces elsewhere. The costs and numbers of IT/audio-visual equipment have been benchmarked against recent technology led-projects including the Welcome Centre

- **City Hall – Usage and accommodation** - Members are also asked to note that this project has a number of major inter-dependencies with other ongoing strategic initiatives including –
 - *Local Government Reform* – increase in the number of Elected Members from 51 to 60 which may impact the number and size of party groups. This may necessitate further space for party rooms within the City Hall which will have to be looked at within the context of the emerging proposals. The Council is also assuming increased roles and responsibilities through the transfer of functions and there will

be associated governance and organisational structural changes

- *Council accommodation* – a number of the proposed zones in the East Wing are currently used as office accommodation. Members agreed last month that work is progressed on securing a new building and this is currently a Stage 3 project on the Capital Programme
- *Overall use of the City Hall* i.e. should it become more customer facing with a ‘*One Stop Shop*’ approach to all services

Members are asked to note that any in decisions in relation to the East Wing also need to be taken in the context of the City Hall’s Grade ‘A’ listed status and resultant statutory obligations.

2.7 As there are a number of factors that may continue to influence the final cost of this project, the Director of Finance & Resources has recommended that a maximum of £1,300,000 be allocated to this project and has confirmed that this is within the affordability limits of the Council. This has been reduced from the *£1.6million notional costs* due to the fact that many of the internal building works can be carried out in-house by the Property Maintenance Team which significantly reduces project costs. It is also recommended that approval is given to engage independent consultants to help further develop proposals around the presentation of items and facilitate the discussions around content at the same time as giving consideration to the physical environment – the costs for the consultant will be met out of the £1.3m budget allocation. Setting a maximum budget will help to give the appointed consultants a parameter within which to work, will help to control the costs and prevent project creep and therefore eliminate the possibility of costs escalating. Importantly, it will also enable the Council to fulfil its equality obligations under Section 75 and implement the recommendations arising from the EQIA report, as agreed by SP&R Committee in November 2012 and ratified by the Council at its meeting in December 2012.

2.8 Given all of the above, it is recommended that this project is moved to ‘Stage 3 – Tier 0 (Schemes at risk)’. This will allow designs and specifications to be fully worked up whilst still allowing time for the outcome and impact of LGR to become clear and allowing time for more detailed discussions around the content to further inform the designs. Members are asked to note that if this is progressed to ‘Stage 3 – Tier 0’ that further updates will be provided to Committee as the project progresses including a detailed project plan and that NO construction contracts will be let until all outstanding issues have been resolved. Members are therefore asked to agree if they wish to progress this project to Stage 3 – Committed (Tier 0 – Schemes at risk).

3.0 Updates on capital projects

Public Bike Share Scheme

3.1 Phase 1 of the Public Bike Share scheme aims to create a network of 30 docking stations supporting 300 bikes with associated infrastructure in the city centre. It is anticipated that it will facilitate cheap and accessible transport, as well as benefits such as increased tourism, improved health, and reduced congestion. Bike share schemes have proved very popular in cities across the world including London, Dublin and New York.

3.2 Members agreed last month that an update on this project would be brought back to Committee this month following the outcome of the tender process. As background Members agreed in June 2013 to move the Public Bike Share Scheme from a 'Stage 2 – Uncommitted project' to a 'Stage 3 – Committed Project'. At this stage it was highlighted that external funding of £698,700 had been secured from DRD under the Active Travel Demonstration Projects for the capital costs for this project with all money to be spent by March 2015. However the Scheme was moved to 'Tier 0 – Schemes at risk' as the ongoing revenue implications for this scheme had not been agreed. This meant that the scheme could be advanced to tender stage but that no construction contracts would be let until all outstanding issues were satisfactorily resolved.

3.3 Since June 2013 officers have worked hard on progressing this project. An Invitation to Tender was advertised on the 4th November 2013 with the procurement was divided into two lots:

Lot 1 – Design, supply, maintain and operate the Public Bike Share Scheme and

Lot 2 – Sponsorship of the Public Bike Share Scheme

The tender assessment is now complete for Lot 1 and a preferred bidder (who submitted the most economically advantageous tender) has been selected. Assessment of the Lot 2 tender for sponsorship is still ongoing. It was agreed that following completion of the procurement process a further report would be brought back to SP&R to inform the Investment Decision on the implementation of the scheme and to seek approval for the contract award.

Capital Costs

- 3.4 Members are asked to note that the submission from the preferred bidder for Lot 1 to Design, Build, Operate and Maintain indicates that the capital cost for Phase 1 will be **£1,140,000**. The current Council grant award is **£698,700** therefore there is a deficit of **£441,300**.
- 3.5 The original Council bid was based on an OBC commissioned by SIB which was completed in July 2011. The estimate for the capital costs at that time was based on comparison with available cost data and was not a precise specification. The differential in the original bid and the result of the procurement is in part due to the fact that the bike share market was relatively young at that time and definitive data on costs were not widely available. The Council recently engaged consultants to review the capital costs provided as part of the tender process against the capital and operating costs projections set out in the 2011 OBC. The findings of the review show that the capital cost proposed by the preferred bidder for the Belfast scheme falls within a range of costs identified for other cities and is lower on a 'per bike' basis than the cost of recent similar schemes, including the proposed expansion of Dublin bikes. The review concludes that the submission from the preferred bidder for the Belfast scheme represents value for money.
- 3.6 A supplementary application has been made to DRD for an increase in grant support to cover the additional capital cost for Phase 1. This will be dependent on the Council ensuring the project is implemented, expenditure incurred and the grant claimed by March 2015. Members are asked to note that DRD have verbally indicated their willingness to consider funding for the full capital costs however the Council will require confirmation of the additional funding in writing.

Revenue (Operating) Costs

- 3.7 Members are asked to note that most cities fund the operating costs of Bike Share Schemes from a number of sources including income from subscriptions/usage and income from sponsorship or advertising revenue. However most schemes do not meet their full operating cost through these alone and some form of public sector subsidy is usually required until the scheme is established. The Council will be liable for meeting these costs as the DRD funding is only for the capital costs of the scheme.

3.8 The preferred bidder outlined the costs for the operation and maintenance of the scheme in the form of an annual comprehensive management fee. They state that it will cost £422,780 to operate and maintain the scheme annually. The contract will be for 6 years (with an option to extend) so the total cost for the basic contract duration will be £2,536,680. This will be partly offset by the income through fees and sponsorship as outlined below

- **Income through Usage fees** - The scale of income generated will depend on the level of fee charged and the number of users who subscribe or use the service. An update to the OBC estimates an initial subscription registration rate of 4% of the city population* (approximately 13,356) could be achieved for the scheme based on a comparison with other cities who have introduced similar schemes. The level for the annual subscription fee has yet to be finalised, however the OBC estimates that an annual fee of £20 would generate annual revenue subscription income of £267,120. This would be supplemented by revenue generated from casual usage such as non-subscription users/ user charges over the free allowance / visitors for which the revised OBC estimates an annual income in the region of £66,000. The Active Travel funding bid stated that the public bike share subscription charges would be affordable to encourage accessibility and usage. A comparison of charges for bike share schemes elsewhere is included in Appendix B. The projected operational income variation based on the percentage subscription take up and based on a £20 fee is set out in Table 2 below.
- **Income from sponsorship** - The initial results of the ongoing procurement for Lot 2 suggest an income of £100,000 for annual sponsorship and exclusive naming rights of the scheme. However this bid is conditional and would limit the potential for additional income from other sources. If accepted the bid would result in a maximum of £300,000 over the proposed 3 year sponsorship contract. The Council engaged a consultant to undertake communication activity associated with sponsorship of the scheme and carry out a review of the procurement process for Lot 2 sponsorship. The feedback concluded that the chosen procurement route whilst offering optimal levels of transparency, limited the potential for best communication of the benefit gained from being associated with the scheme to a prospective sponsor. The consultants highlighted that whilst companies were interested, they were unsure of the unique opportunity and the benefits of being linked to the naming rights /sponsorship of the Belfast Public Bike

Share scheme. Recent market research from elsewhere indicates that the bid submitted has undervalued the potential naming rights of the Belfast scheme, when benchmarked against other similar scheme sponsorships and has various conditions which would not be beneficial to the Council in the long term. In addition, interest has been shown from a number of organisations for the naming rights of docking stations and there is also potential for advertising revenue from panels on the bike baskets which is common in other bike share schemes in Europe. The opportunity also exists for the Council to use the bikes to advertise their own services or campaigns and make savings on our advertising costs. It is recommended to extend the assessment period of the Lot 2 return to negotiate a change in conditions with the current bidder and investigate other potential interested parties.

Nett Annual Running cost – Impact on the Council

3.9 The nett annual running cost to the Council can be calculated using the operating cost minus the income generated from subscriptions and usage of the Bike Share Scheme and the potential naming rights/sponsorship or advertising income as outlined in 3.8 above. It should be noted that depending on outcome of negotiations for Lot 2, this contribution from sponsorship could potentially increase.

	Income from subscriptions/ usage (@ £20pa)	Potential income from sponsorship/ advertising	Annual Running Cost	Deficit/ surplus per annum
Year 1	£266,340 (based on 3% uptake)	£100,000	£422,780	-£56,440
Year 2	£299,730 (based on 3.5% uptake)	£100,000	£422,780	-£23,050
Year 3	£333,120 (based on 4% uptake)	£100,000	£422,780	+£10,340
Years 4-6	£366,510 (based on 4.5% uptake)	£100,000	£422,780	+£43,730

* Population is based on the NISRA data for Belfast (LGD 2014) of 333,900

Lifetime costs of the Bike Share project		Deficit/ Surplus
The total operating cost over 6 years	£2,536,680	
The total income over 6 years operation	£2,598,720	+£62,040

3.10 Members are asked to note that the final revenue implications will not be known until after the outcome of Lot 2 and discussions around potential sponsorship are finalised however there is currently no provision for any recurring running costs associated with the operation and maintenance of the proposed Bike Share Scheme. This project, which delivers a range of potential benefits, extending from health and leisure to tourism and transportation, would need additional provision to be made within the future Council revenue budgets to support any deficit related to the operation and maintenance, although the projections indicate a deficit in years 1 and 2 with a surplus in following years. It is recommended that this revenue support is met centrally in recognition of the corporate nature of the initiative and the potential cross organisational benefits.

Phase 1 – Leisure Transformation Programme – Olympia and Andersonstown

3.11 Members will be recall that the SPR Committee, at its meeting in June, agreed a £105m capital expenditure affordability limit for the leisure transformation programme. This included £38m towards the Olympia and Andersonstown schemes under Phase 1.

Olympia Regeneration

3.12 The Olympia Regeneration proposal concerns land and assets that are currently owned and/or leased by three parties; the Council, Linfield FC and IFA, and is broken down into three phases:

- 1a: A new facility for leisure and community use, as part of the new stadium
- 1b: A new access boulevard plus two pitches and a play park to replace and re-orient existing facilities
- 2: Preparation of two sites on Boucher Road available for new commercial development

In June 2013 Members were made aware that there was a very tight timescale for the delivery of Olympia given the construction programme for the new Windsor stadium. Phase 1a is integral to this development because the project design involves sharing a new roof structure. In October 2013, approval was given to progress the Olympia project from Stage 2 to Stage 3 – Committed however it was highlighted that a number of outstanding issues remained to be resolved (as outlined below) and therefore it was moved to ‘Tier 0 – Scheme at risk’. This means the project can be advanced to the invitation of tenders however no construction contracts are to be let until letters of offer are received and/or other outstanding issues in relation to projects are satisfactorily resolved.

3.13 Members are asked to note that the Council has continued to work closely with DCAL, the IFA and Linfield in order to ensure successful development and delivery of the project in order to meet the tight programme timescale. An update on the outstanding issues is outlined below.

1. *Confirmation in writing from DCAL of its £2.75m contribution to the project* - Correspondence from DCAL in February 2014 confirms that their preferred option is for a Council led development at the new stadium. Several milestones are identified by DCAL that need to be met by 30 May 2014 to precipitate release of the £2.75m. This deadline allows IFA time to revise their project if agreement is not reached. DCAL plans to release a Funding Agreement in advance of this date for Council consideration. Members will be aware that there are no Committee meetings in May, so if the Council is to meet this deadline, a decision to proceed would be necessary now for ratification in April 2014. The majority of the pre-conditions closely reflect the conditions already placed on the project by Members, and include agreement with stakeholders on leasing, land and community benefits arrangements. One of DCAL's other pre-conditions relates to planning permission for the leisure facility. The Council has submitted designs for Phase 1 to Planning Service for approval. Members are asked to note that in order for this condition to be met in time, it would require consideration by the Town Planning Committee in April 2014, and that this is dependent on a decision from Planning Service prior to this date.

- 2. *Detailed land agreements with Linfield FC being resolved*** - Members are reminded that LFC is head landlord of the stadium where the Council proposes to lease a new facility, as well as land owners for Midgley Park which the Council proposes to relocate to allow for a new access boulevard. Heads of Agreement have been prepared in conjunction with Linfield FC based on a land swap between BCC and Linfield, provision of a 3G pitch to replace the existing pitch at Midgley Park, and a sum for LFC to provide a stand and changing facilities. The land swap involves the transfer of a portion of the Midgley Park site currently held by LFC to BCC and a simultaneous transfer of an area of BCC land to LFC. This swap will facilitate the realignment of both the Midgley Park site and the Council's new sport pitches and allow for the development of the central access boulevard. Officers have had the cost benefit analysis of this proposal independently verified and confirmed as fair and equitable by Land & Property Services (LPS). The Board of LFC met on 10 March and it has agreed to put the proposal before an EGM for LFC Members within two weeks to determine if they are in favour of the project.
- 3. *Maintenance and management agreements with Linfield being formally agreed*** - The proposal stipulates that LFC will own and manage the pitch and associated car parking which replaces the existing Midgley Park facility. LFC would also be responsible for the ongoing maintenance of the facility. As an additional step to maximise the impact of this investment once the project is up and running, LFC has agreed to develop a Sports Development Plan which would give consideration to non-footballing outcomes for the wider community.
- 4. *Subleases and licences with the IFA being agreed*** -The new leisure facility is to be built adjacent to the west stand of the stadium and within the site curtilage held by IFA from Linfield. The land is to be subleased from IFA who, in turn, lease the stadium from Linfield FC. This will be at a nil rental, for a period of 25 years with an option to extend up to 50 years. The appropriate Heads of Agreement have been prepared in conjunction with IFA, and are now being developed further by Legal Services and the IFA's legal representatives. They remain subject to IFA Board ratification. The IFA Board is due to meet on 20th March 2014 and Members will be updated at Committee of the outcome of this meeting. In addition, the SP&R Committee previously agreed in principle (22nd June 2012) for an access for the stadium construction traffic to the side of Olympia Leisure Centre onto Boucher Road subject to terms being brought back to Committee. It is proposed that a

construction licence is granted at nil cost, which will continue at nil cost if the new leisure centre development proceeds and the access is shared. In the event that the leisure centre proposal does not proceed, a licence fee of £30,000 per annum would become payable. Other terms including reinstatement will be agreed between the parties.

5. A mutually beneficial community benefits partnership with the IFA being agreed - A mutually beneficial community benefits partnership with the IFA being agreed – Over the last number of months, Council officers have been working with the IFA and DCAL to draft a partnership agreement to create the necessary conditions to deliver sustained city and community benefits. This is to ensure that the stadium, leisure facilities and public realm are shared, safe and welcoming spaces for all. It is proposed that both the Council and IFA would seek to reduce health inequalities in the city by encouraging and enabling more people to be more active, more often, whilst also contributing to government policy objectives, including the Department for Culture, Arts and Leisure's mission statement *to promote equality, and to tackle poverty and social exclusion*. The proposed partnership agreement includes draft objectives and priority themes for action which are: community engagement, good relations and local outreach; health and participation; and economic and environmental regeneration. In the first 5 years, the practical outcome sought from the implementation of the agreement is to realise 25,000 participation opportunities in the Belfast area, including at least 2,500 in the immediate (1 mile) vicinity of the stadium. Some of these activities would include:

- a) Annual programme of stadium and small-sided games area activities (sports, heritage, environmental and arts based activities e.g. midnight soccer, 'try-it' events, schools programmes) to encourage participation in sports
- b) Multi-sport initiatives with IRFU (Ulster Branch) and Ulster GAA including Game of 3 Halves; educational programmes; training events and workshops; and networking opportunities
- c) Youth programme focussed on inter-generational and inter-community relationship building with events on themes related to tolerance, heritage, community safety, contested space, volunteering and citizenship

Detailed scoping on activities and SMART targets will be undertaken in the first 3 months of the agreement, including consultation and engagement with the relevant stakeholders and local communities. The IFA is keen that the proposed partnership has a duration of 25 years, and the agreement itself would remain in effect for 10 years, followed by review in terms of programme delivery and contribution to costs. Subsequent reviews would be undertaken as necessary in five year cycles to coincide with the term of the lease. The IFA has written to the Council seeking a revenue contribution of up to £100k per annum over 10 years, for staff costs and programme costs. Council officers have indicated that this is an ambitious contribution to the partnership agreement and is dependent upon nil rental for leisure facility and match revenue contribution from IFA. Members are asked to determine a realistic financial contribution for the delivery of the community benefits partnership and authorise officers to develop and agree the appropriate delivery and partnership arrangements with the IFA, subject to legal advice. Members are asked to note the update in relation to community benefits with regard to Andersonstown at 3.16

Andersonstown Regeneration

- 3.14 The project at Andersonstown will provide new leisure facilities at the site of the existing Leisure Centre. It will also include regeneration of the wider site for uses such as recreation and commerce. Discussions are also ongoing with other key providers in the area including the health trust to maximise the overall use of site and provide a centre that delivers the best outcomes for the local area. Three proposed design schematics have been drawn up and a period of intensive public engagement is now underway, with drop-in sessions organised (see 4.1 below) in order to gain as much feedback as possible on the design for the centre, what should be included etc set within the context of the budget and delivery programme.

- 3.15** The West Area Working Group recently took part in a workshop on site issues such as planning, as well as a thorough exploration of comparative projects elsewhere. A number of key points were agreed including the need to ensure the full potential of the project is delivered while minimising the impact on residents where possible; that the new facility should have a frontage along the Andersonstown Road; the potential for a commercial element to the project and a desire for a family centre, retaining the community feel of the existing centre. As part of this it was agreed that a series of best practice visits by Members (up to 2 Members per party group) would be undertaken to leisure facilities elsewhere to help inform the design development. Options for site visits are being investigated and could include visits to similar centres in Northern Ireland (Magherafelt), the Republic of Ireland (Drogheda) and Scotland (Glasgow) or a combination of these.
- 3.16** Members are asked to note that the correspondence received from DCLA (Feb 2014) has highlighted that the Department is keen to explore further opportunities in and around the Casement Park site in conjunction with the Council but highlights that arrangements between DCAL and the Council with regard to the wider investment in community facilities around Casement Park will need to be similar to those progressed for Windsor. The pressing programme timeframe for Windsor required the Council to progress these discussions in advance however this will now be taken forward with DCAL and Members will be kept up to date in this regard.
- 3.17** Members are asked to note that the input received through the consultation process and any learning from best practice visits will be gathered and fed into the brief for the appointment of a design team in Spring 2014. Further engagement with Members and the public will then take place on the concept design in Summer 2014, with an indicative date for the new site opening in 2017.

4.0 Capital Programmes – Communications and Events updates

4.1 Members are asked to note that a number of key events in relation to schemes under the Capital Programme are being held over the coming weeks. Further details on these are in Appendix C.

- *Girdwood Hub* – ‘Cutting the sod’ ceremony marking the start of construction of the Hub, to which all Members will be invited, is planned for Thursday 10th April.
- *Connswater Community Greenway/East Belfast Flood Alleviation Scheme* – Official opening of the Sam Thompson Bridge in Victoria Park is scheduled for Friday 4th April.
- *Andersonstown Regeneration* – 5 information sessions/ drop-in sessions being held between 20th March – 12th April in Andersonstown Leisure Centre, Kennedy Centre and at CastleCourt
- *Annadale New MUGA*–information session on Monday 31st March in the Ormeau Park Bowling Pavilion (Park Avenue entrance) from 1.00pm-7.00pm
- *Pitches Investment* – event planned to mark the investment in pitches (Pitches strategy and other pitches projects) provisionally scheduled for end of March however date to be confirmed. Members will be updated on this.

5.0 Recommendations

5.1 Members are asked to note the contents of this report and

Movements

- **City Hall Works** - agree if the proposed City Hall Works project is progressed from ‘Stage 2 – Uncommitted’ to ‘Stage 3 – Committed’ and agree that this projects is advanced to the invitation of tenders, to be awarded on the basis of most economically advantageous tenders received and full commitment to deliver. It is proposed that this is moved to ‘Tier 0- Schemes at Risk’ as there are a number of outstanding issues to be resolved. Members are asked to note that the Director of Finance & Resources has recommended that up to £1.3million is the maximum amount available to this project given that some of the internal building works can be delivered in-house through the Property Maintenance Unit. It is also recommended that an independent consultant is engaged for this work. Members are asked to note that no construction contracts for this project will be let until all outstanding project issues have been resolved.

Project Updates

Public Bike Share Scheme

- agree to proceed to awarding the contract for Lot 1 of the Public Bike Share scheme, subject to the additional resources required for the capital construction being secured from DRD to allow the project to be implemented by March 2015
- note the continuation of negotiations for the sponsorship with interested parties with a view to securing the optimal outcome and further approve the award of a sponsorship to the party(ies) who offer(s) the most economically advantageous sponsorship proposals
- support the provision of revenue funding from central corporate budgets to meet the running cost deficits associated with the operation and maintenance of the Bike Share Scheme

Phase 1 – Leisure Transformation Programme – Olympia and Andersonstown

Olympia Regeneration - Land and licence issues

- approve the Council entering into a leasing arrangement with IFA in respect of the site of the proposed leisure facility, on the basis of a 25 year lease (with an option on the part of the Council to extend on the same terms for a period(s) up to a further 25 years) at nil rent subject to detailed terms being agreed by Estates Management and Legal Services.
- Approve any associated legal agreements as required in relation to access arrangements for the boulevard
- approve the grant of a construction access licence to IFA or their contractor at nil cost, which will continue at nil cost if the leisure centre proceeds and the access is shared. In the event that the leisure centre proposal does not proceed, a licence fee of £30,000 per annum would become payable. Other terms including reinstatement will be agreed between the parties.
- approve the land swap between Council/Linfield whereby a portion of the Midgley Parks land will be transferred to BCC at nil cost and simultaneously an area of adjoining BCC land will be transferred to LFC at nil cost
- approve the provision by the Council of a 3G pitch and associated parking to replace the existing Midgley Park pitch and a sum of £250,000 to provide a stand and changing facilities
- any additional agreements as required between BCC, LFC and IFA to facilitate the construction and

occupation of the leisure facility within the wider Olympia/Windsor Sports Village.

Olympia Regeneration and Andersonstown - Community benefit

- determine a realistic financial contribution for the delivery of the community benefits partnership and authorise officers to develop and agree the appropriate delivery and partnership arrangements with the IFA, subject to legal advice**
- note that the correspondence received from DCAL has highlighted that the Department is keen to explore a range of opportunities in and around the Casement Park site but highlights that any wider investment in community facilities around Casement Park would need to be similar to those drawn up for Windsor. Members are asked to agree that officers progress discussions in relation to this with DCAL**

Communication and Engagement – Capital Programme projects

- Note the events updates in relation to the ‘cutting the sod’ ceremony at Girdwood Hub and the official opening of the Sam Thompson Bridge as part of the Connswater Community Greenway and the details for the information/drop-in sessions for Andersonstown regeneration and the Annadale new MUGA**

5.0 Decision Tracking

The Director of Property and Projects and the Director of Finance and Resources will oversee the implementation of the recommendations within this report.

6.0 Equality

City Hall Works - it complies with the recommendations contained within the report entitled *Equality Impact Assessment on Belfast City Hall: Promoting a Good and Harmonious Environment*.

Public Bike Share Scheme - Equality screening was carried out and there are no specific equality or good relations implications

Phase 1 – Leisure Transformation Programme - A high level EQIA is currently being prepared for the LTP. This will include capital investments and will be presented to SP&R in due course for its consideration.”

Moved by Councillor Reynolds,
Seconded by Alderman Campbell,

That the Committee does not agree to progress the City Hall Works Project from Stage 2 – Uncommitted to Stage 3 – Committed in the Capital Programme.

On a vote by show of hands eight Members voted for the proposal and ten against and it was accordingly declared lost.

The Committee accordingly agreed that the City Hall Works Project be progressed to Stage 3 on the terms as set out in paragraph 5.1

The Committee adopted the remaining recommendations contained within the report, with the exception of that in relation to the Community benefit aspects of the Olympia Regeneration and Andersonstown Schemes to enable a deputation from the Committee to meet with representatives of the Department of Culture, Arts and Leisure to discuss the matter further.

(Councillor Hargey in the Chair.)

Social Investment Fund Update – Capital Projects

The Director of Property and Projects submitted for the Committee's consideration the undernoted report:

“1.0 Purpose of Report

- 1.1 **To provide Members with an update on the Social Investment Fund and the implications and emerging resource requirements for the Council in terms of delivery of capital projects. It should be noted that this paper focuses on capital projects – however there are also a range of revenue projects which are being funded which the Council will need to consider in the context of other programming taking place across the city.**

2.0 **Relevant Background Information**

2.1 Members will be aware the Council was informed before Christmas that Belfast had been allocated £37million out of the £80million Social Investment Fund broken down as below. When the draft area plans were submitted each zones was asked to rank their ten projects in terms of priority. This was used as the basis for determining which projects will receive funding.

Zone	Overall all	Priority projects to be funded
Belfast North Zone	£9million	2 capital projects (including 2 clusters) and 2 revenue projects
Belfast South Zone	£8million	4 capital projects (including 1 cluster) and 1 revenue project
Belfast East Zone	£8million	3 capital projects (including 2 clusters) and 2 revenue projects
Belfast West Zone	£12million	4 capital projects and 3 revenue projects

2.2 The first announcements in relation to approved SIF projects were made at the start of February. This included 9 projects in the Belfast area (4 capital and 5 revenue projects).

2.3 Members will recall that they noted last month that Chief Officers have now been formally nominated onto the SIF Steering Delivery Groups as below

North – G.Millar South – A.Hassard West – S.Wylie
East - J.McGrillen

Update on current position

2.4 Members will know that it was proposed that the Council would be the delivery agent for a number of the capital projects. A management fee of between 15%/20% has been built into project costs. However there has been no confirmation on the number of these and no agreement had been reached with OFMDFM over how the management fee for these would be allocated to the Council. Members are also asked to note that CPD are involved and OFMDFM are using part of the management fee to pay for their services.

2.5 A planning day for all Steering Group members and lead partners for SIF projects was held on Monday 10 March. This was attended by the Director of Property & Projects. This session was focused on was the delivery of projects and one of key issues emerging from the day was how much support and guidance some delivery agents were going to require in terms of project delivery (both on the capital and revenue sides).

2.6 The role of the Council as a civic leader and successful delivery agent of physical projects was recognised and highlighted at the session. The Council is playing a key and increasing role in the city in terms of regeneration and the emerging community planning and area planning roles through the AWGs. The Council is also already working closely with OFMDFM on a number of other key strategic city initiatives including TBUC and the Interface Strategy. In recognition of this role it is now proposed that the Council become the delivery agent for the capital projects outlined below.

BELFAST ZONES – CAPITAL PROJECTS – COUNCIL PROPOSED DELIVERY AGENT

	Project Name	Cost	Status	Lead organisation
North	Cluster – Increasing community services (new builds)	£2,684,087	Not approved - Economists signed off on 13/2. Case currently with the Consultants to address some o/s Finance issues	Various
	Cluster – Increasing community services (refurbishments) (10 projects across both)	£433,815	Not approved - Currently with the Consultants following the first review.	Various
South	Market Tunnels at Lanyon	£1,431,813	Not approved - Council currently undertaking a site contamination survey.	Markets Development Agency
	Capital cluster – Increasing community services (10 projects)	£1,749,886	Not approved - Appraisal being written by SIB Consultant.	Various
	Taughmonagh Healthy Business Centre	£933,500	APPROVED **	Taughmonagh Community Forum
	Sandy Row Resource Centre	£797,292	APPROVED**	Belfast South Community Resource
East	Capital cluster – Increasing community services (17 projects)	£1,588,490	Not approved - Appraisal being undertaken by SIB. SIB addressing the Economist and Finance comments from first review.	Various
West	St. Comgall's	£3,544,090	Not approved -EA issued for review to Finance and Economists on 14/2	Falls Community Council
TOTAL		£13,162,973	** the Council was previously not proposed to be the delivery agent for these but the Groups at the SIF day on 10 March expressed their willingness for the Council to be the delivery agent	
Number of projects (including cluster projects)		41		

Issues to consider

- 2.7 The Council is therefore currently proposed to be the delivery agent for over 40 projects worth over £13 million (this is including the two capital projects in the South at Taughmonagh and Sandy Row). It should be noted that many of these projects are also subject to and/or receiving funding from other sources including LIF/BIF from the Council, DSD funding so the real value of the projects is significantly higher than this.
- 2.8 A breakdown of the capital cluster projects for North, South and East has been circulated. It should be noted that these range in value from around £10,000 to nearly £1,000,000 so are vastly different in scope and scale (figures for individual projects are being checked with OFMDFM). It should also be noted that some of the projects in the East/South zones are currently outside the Council boundary
- 2.9 Members are asked to note that a number of these projects have already been approved and/or are nearing final approval and therefore there is pressure to now begin to move forward with delivery.
- 2.10 There are obviously associated resource implications and resources costs in delivering projects and the impact of delivering these also needs to be taken in the context of the Council's other project delivery commitments under the Capital Programme, Leisure Transformation, LIF and projects which may emerge through BIF. The Property & Projects Department currently do not have the resource capacity to deliver the SIF projects on top of its existing workload and therefore it will be necessary to recruit additional resources to deliver these. There is a lead-in time for recruitment and so this will have to start to be progressed now. The exact resource requirements will need to be quantified but it is envisaged it will require at least 1 project manager, 1 or 2 assistant project managers and a couple of project sponsors (given the range and scale of projects under the clusters). Members are asked to note that there are also a range of support and indirect resources that will be required internally to help support project delivery including finance, legal, estates and procurement. This will also have to be factored in against existing workload commitments including the LGR.
- 2.11 As outlined above a 15/20% management fee has been built into each project which includes project delivery costs. However as noted OFMDFM also has to pay for CPD costs out of this management fee so not all of this will be available to the Council. Further discussions need to be held with OFMDFM regarding how this money will be allocated to the Council and what proportion the Council can expect. At one stage OFMDFM were proposing a MOU to cover all the

projects however this approach was then changed to a letter of offer on a project by project basis and the final model of allocation will need to be agreed.

2.12 Members are asked to note that there are also a number of inherent risks associated with the Council taking on a project delivery role for external projects, particularly in the case where a third party has put together costs/plans for a project, including –

- potential lack of robustness in project costs which the Council have been unable to verify/ quality assure,
- lack of contingency built into budgets
- unrealistic project plans resulting in construction overruns etc.
- unforeseen issues including contamination, land issues etc
- the lack of capacity of the groups involved

Discussions also need to be progressed with OFMDFM in relation to the above and what happens if project construction/costs overrun etc. These discussions will be progressed with Legal Services.

Other Capital Projects – SIF

2.13 Members are asked to note that there are a number of other capital projects have been approved and/or have been identified as priority projects in the Belfast area which at this stage are due to be delivered by other bodies including

AREA	PROJECT	COST	STATUS	PROPOSED LEAD ORGANISATION
West	Argyle Extension	£1,100,000	Not approved	Argyle Business Centre
	Impact Training – New build	£1,200,000	Not approved	Impact Training
	Iontaobhas na Gaelscolaíochta – new build	£1,000,000	Not approved	InaG
East	Ballymac Friendship Centre	£1,265,000	Not approved	Ballymac Friendship Trust
	Bryson Street Surgery	£1,000,000	APPROVED	Landmark East
North	Childcare & Family Support cluster (Ashton Centre and Wishing Well)	£1,920,000	APPROVED	Ashton Centre

2.14 There are a number of issues where organisations are currently listed as the delivery agent however there are concerns over whether they have the capacity to deliver/also number of occasions where the delivery agent was also going to be the operator. OFMDFM are currently looking at this and Chief Officers are asked to note that there is a possibility that the Council may end up being the delivery agent for some of the projects above.

3.0 Next steps

3.1 The Director of Property & Projects and the Director of Finance & Resources have meet with OFMDFM officials to begin to agree the delivery process, the arrangements for management fee etc. These discussions will continue to be progressed over the coming weeks.

4.0 Recommendations

In terms of SIF capital projects, Members are asked note the contents of this report and

- note that a key issue emerging from the SIF planning day was the level of support and guidance that some organisations are going to require in terms of project delivery (both in terms of capital projects and revenue programmes). However the Council's key civic leadership role and successful role in delivering capital projects was recognised at this session – resulting in additional groups expressing their willingness for the Council to become the delivery agents for their projects. This is a sign of confidence in the Council and recognition of the Council's increasing role in terms of regeneration and emerging community planning role
- agree if the Council should act as the delivery agent for the proposed projects as outlined in 2.6 above and notes that the implications of SIF are still somewhat emerging and that the Council may end up becoming the delivery agent and/or involved in the delivery of some of the other capital projects
- note the associated resource implications in the context of other the Council's physical delivery requirements including the capital programme, leisure transformation programme, LIF and emerging BIF

- note that the Property & Projects Department currently does not have the resource capacity to deliver the proposed SIF projects as it is already over-stretched by existing workload
- note the inherent risks associated with the Council becoming the delivery agent for the proposed capital projects and the need to minimise the risk to the Council
- agree that the Director of Property & Projects, in conjunction with Legal Services, continues to progress discussions with OFMDFM to clarify governance, delivery and management fee arrangements
- agree that the Director of Property & Projects quantifies the resources required to deliver the above projects and progresses the recruitment of the necessary resources in conjunction with HR. These posts will be funded via the management fee associated with the projects and will be of no cost to the council.”

The Committee adopted the recommendations.

(The Chairman, Alderman Robinson, in the Chair.)

Departmental Plans

Chief Executive's; Finance and Resources; and Property and Projects

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

Chief Executive's

“2.0 Key actions for 2014/ 15

The activities and performance indicators outlined in the following two sections demonstrate what the Department will do to implement its value creation map and therefore how it will contribute to the Council's corporate value creation map.

Updates on project milestones and on performance indicators (Section 3) are reported to DMT on a quarterly basis and are used to inform Committee reports.

	2014-15 Action	LGR or Investment Programme
	City Leadership	
1	<p>Support the delivery of the Investment Programme</p> <p>We will support the year 3 delivery of the Council's 2012 – 2015 Investment Programme, providing information on the achievements of the first two years of the programme and what is being undertaken in year 3. This will include the provision of communications, HR, policy, legal and administrative support as required.</p>	IP
2	<p>Leisure Transformation Programme</p> <p>Lead on the development and implementation of the communications, HR and legal elements of the leisure transformation programme.</p>	IP
3	<p>Belfast Investment Fund</p> <p>Provide ongoing legal advice on large city wide projects, for example Royal Exchange, University of Ulster campus, Sprucefield, Girdwood Community Hub and Waterfront Hall extension.</p>	IP
4	<p>Capital Programme</p> <p>Provide appropriate legal advice to ensure the successful delivery of the capital programme.</p>	IP
5	<p>Transfer of Functions</p> <p>Oversee the Council's preparation for the transfer and integration of new central government functions, including legal, HR and policy support.</p>	LGR

	2014-15 Action	or LGR Investment Programme
6	<p>Governance</p> <p>Support the work of the Statutory Transition Committee (until June 2014) and shadow council (from June 2014) in preparing the organisation for the implementation of local government reforms. Some of the main strands of work are as follows:</p> <ul style="list-style-type: none"> • Prepare for and administer the local elections to the Shadow Council in May 2014 • Support and administer the Shadow Council and committees during the shadow period from June 2014 – March 2015 • Continue to review council governance arrangements, including a review of committee system, standing orders and the constitution during the shadow council year from June 2014. 	LGR
7	<p>Community Planning</p> <p>Prepare the council for the new duty of community planning to enable the council to have commenced the community planning process by April 2015. Key strands of this work include:</p> <ul style="list-style-type: none"> • Provide strategic policy and planning support to the creation of a city-wide community planning framework • Provide policy support as required (through NILGA or other regional structures) on the development of the statutory guidance for community planning. • Research and commence the development of a shared data hub that will allow the key partners in the community planning partnership to share data relevant to the development and monitoring of a community plan. 	LGR
8	<p>Members' Capacity</p> <p>Prepare the members through a capacity building programme to enable effective decision making in the new Council. This includes the agreement and implementation of the capacity building plan for members in preparation for the return of additional areas and functions (for example regeneration and spatial planning) to the Council under LGR.</p>	LGR

	2014-15 Action	LGR or Investment Programme
9	<p>Legislative Working Group (Regional)</p> <p>Shape and inform the regional primary and subordinate legislative programme, ensuring that the best interests of local government and Belfast City Council are pursued.</p>	LGR
10	<p>Regional HR Advice</p> <p>Engage and provide strategic advice and support to the Local Government Reform Joint Forum and regional HR Working Group.</p>	LGR
11	<p>Strategic Planning</p> <p>Develop an approach to creating a strategic framework (as part of the Council's organisational development strategy and in the context of creating a new corporate plan and community plan for Belfast) showing the way in which the processes of community planning; corporate planning; policy development; communications and engagement; and organisation development and design will be better integrated to support effective strategic management of the council and the city.</p> <p>This approach will seek to ensure alignment to/inclusion of departmental work on international marketing, anchor institutions, the review of the brand narrative, the review of marketing and identify short-term improvements.</p>	LGR

Economy		
12	As part of the investment programme commitment to provide 200 employment opportunities at no additional cost to the ratepayer, the department will work with other departments to create the final number of job opportunities required to reach this target.	IP
13	As part of the investment programme commitment to provide 400 work placement, internships and apprenticeship opportunities within BCC with a focus on graduates and young long-term unemployed and disabled people, the department will work with other departments to ensure the target of 400 opportunities is reached at the end of this year.	IP

14	Giro d'Italia 2014 In partnership with the NI Tourist Board, promote, market and provide legal advice for the city hosting the first 3 stages of the Giro d'Italia 2014.	
15	Tall Ships 2015 Develop and agree in-house communications, marketing and legal advice for the Tall Ships Challenge 2015.	
Improving Our Services		
16	Local Government Reform – Service Convergence Prepare the Department for LGR service convergence to reflect the changes required by boundary extension.	LGR
17	Efficiency Reviews Review organisation design and employee costs (overtime, agency and working arrangements) to support the delivery of corporate objectives; enhanced service delivery and the achievement of efficiency savings.	IP
18	Marketing Support the review of the strategic approach to marketing in the Council and help to implement the findings.	

	Financial Management	
19	<p>Local Government Reform</p> <p>Undertake the financial requirements of local government reform to ensure the successful transition to the new council in 2015. For the Chief Executive's Department, this includes the implementation of the severance scheme for members.</p>	LGR
	Human Resource Management	
20	<p>Local Government Reform</p> <p>Undertake the HR and OD requirements of local government reform to ensure the successful transition to the new council in 2015.</p>	LGR
21	<p>Organisational Development Strategy</p> <p>Continue to implement the OD programme of work associated with the organisation development strategy, focussing on:</p> <ul style="list-style-type: none"> • 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) • 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) 	

22	<p>Departmental Review</p> <p>Undertake a review of the department to ensure it has fit for purpose capacity, organisation structures, working practices and skills in the right place at the right time and that it is managing all resources effectively and efficiently. This review will have to be conducted within the context of strategic planning and organisation development priorities, new governance arrangements, organisation redesign and the efficiency programme.</p>	LGR
23	<p>Lord Mayor's Unit</p> <p>Undertake, implement and review a fit for purpose review of the Lord Mayor's Unit to ensure it is capable of fulfilling the requirements needed to support the responsibilities of the Lord Mayor.</p>	
Information Management		
24	<p>Website - online transactions</p> <p>Continue to develop our online transactions to improve the service availability to our customers</p>	
25	<p>Social Media</p> <p>Enhance our social media service, including the introduction of using social media for formal consultation and engagement</p>	
26	<p>Reduce paper usage</p> <p>Continue to look at ways of reducing the use of paper in the Council through improving the use of technology in the Chief Executive's Department.</p>	

27	<p>Corporate HR Payroll System</p> <p>Contribute to the development of the new corporate HR Payroll/ IT system as part of the ICT Strategy (<i>Purchase of system led by Finance and Resources</i>).</p>	
Policy, Planning & Performance		
28	<p>Local Government Reform</p> <p>Undertake the policy and planning requirements to ensure the successful delivery of local government reform. This will include:</p> <ul style="list-style-type: none"> • Develop a timeframe for public, councillor and staff consultation exercises that takes into consideration the imminent changes to the organisation • Develop a corporate plan for the shadow council and prepare a corporate plan for the new council. • Review of approach to planning in organisation to incorporate organisational changes and new powers. • Under take an audit of current council policies that will be relevant to agreements around service convergence and transfer of functions, including the transfer of staff 	LGR
Communications		
29	<p>Local Government Reform</p> <p>Oversee the communications plan for local government reform, including:</p> <ul style="list-style-type: none"> • updates through interlink, BCC web site, Intercom, City Matters and other channels • Extend City Matters into new areas • Full range of communications activity following election of new council • A-Z of council services for new residents 	LGR

	Asset Management	
30	<p>Local Government Reform</p> <p>Agree and implement service convergence, staff transfer and functional transfer arrangements, in relation to HR, policy, legal and communications activity. Some of the key strands of work here include:</p> <p>Undertake due diligence on contractual arrangements and the transfer of assets.</p>	
	Assurance, Governance & Risk	
31	<p>Local Government Reform Legislative Programme (Internal)</p> <p>Provide internal legal advice and guidance in preparation for local government reform.</p>	
32	<p>Information Governance</p> <p>Provide strategic support for the development of a corporate information management strategy and for the creation of a central intelligence repository.</p>	

3.0 Key performance indicators for 2014/15

3.1 Environment

Performance Indicator	Annual Target 2013/ 14	Annual Target 2014/ 15
% volume of colour print	30%	30%
% volume of duplex print	40%	40%

3.2 Economy

Annual Target	Annual Target 2013/ 14	Annual Target 2014/ 15
Number of employment opportunities created	60	30 (final year of a 3 year target of 200)
Number of work placement, apprenticeship and internship opportunities created	170	170 (final year of a 3 year target of 400)

3.3 Improving our Services

Performance Indicator	Annual Target 2013/ 14	Annual Target 2014/ 15
Overall satisfaction with Council services	78%	TBC
% complaints that met response target - departmental	100%	100%
Number of complaints received	0	0

3.4 Human Resources (Corporate)

Performance Indicator	Annual Target 2013/ 14	Annual Target 2014/ 15
Average number of working days per employee lost due to absence – Corporate target	10	10
Average number of working days per employee lost due to absence – departmental target	8.28	8.28
% Members with PDPs (corporate)	70%	70%
% staff across the department with a current PDP	90%	90%

3.5 Governance & Risk

Performance Indicator	Annual Target 2013/ 14	Annual Target 2014/ 15
Percentage of prosecutions successfully prosecuted	85%	85%
% health & safety recommendations implemented	80%	80%

3.6 Financial Planning

Performance Indicator	Annual Target 2013/ 14	Annual Target 2014/ 15
% revenue between actual net revenue expenditure and budgeted net revenue expenditure	+1 / -2%	+1 / -2%
% variance between forecast net expenditure and actual net revenue expenditure	+0.5 / -2%	+0.5 / -2%
% variance between forecast capital expenditure and actual expenditure	+ / - 10%	+ / - 10%
% compliance of purchase orders raised on time	90%	90%
% compliance for GRN against the supplier invoice	75%	75%

3.7 Policy, Planning & Performance

Performance Indicator	Annual Target 2013/ 14	Annual Target 2014/ 15
% PIs with valid data collected and reported upon	85%	85%
% PIs on target	70%	70%

3.8 Communications

Performance Indicator	Annual Target 2013/ 14	Annual Target 2014/ 15
Visits to Council website	1.5 million PA	135,000 pcm
Number of followers of Council's Twitter site	20,000	30,000
Number of fans of Council's Facebook site	15,000	20,000
Revenue from advertising in City Matters	£14,000	£14,0004
Society Of IT Managers (SOCITM) website ranking	3	4
Opening rate of email marketing material	New PI	20%
Twitter online influence score (Klout Score)	New PI	60%

Finance and Resources

2.0 Key actions for 2014/15

The activities and performance indicators outlined in the following two sections demonstrate what the Department will do to implement its value creation map and therefore how it will contribute to the Council's corporate value creation map.

Updates on project milestones and on performance indicators (Section 3) are reported to DMT on a quarterly basis and are used to inform Committee reports.

	2014-15 Action	LGR or Investment Program
	City Leadership	
1	Lead on the organisational change programme attached to the reform of local government.	LGR
2	Engage and provide strategic advice and technical support to the local government reform regional implementation structures (including the Regional Transition Committee, Regional Operational Board and technical implementation groups)	LGR
3	Establish and oversee implementation of the work plan for the regional Financial Planning Sub-Group and regional Financial Guidance and Audit Sub-Group	LGR
4	Support the Council's engagement and input to the work of the Regional Systems Convergence Working Group	LGR

6	Oversee the process of detailed due diligence and baseline verification of the resources (budget and staffing) and assets and liabilities attached to the functions and powers transferring from central to local government	LGR
5	Provide technical support and advice in relation to regional preparations for systems convergence linked to the transfer of functions and powers	LGR
7	Oversee the Council's preparation for the transfer and integration of new central government functions	LGR
8	Ensure that an integrated approach is taken to addressing the key organisational support issues and planning requirements for local government reform	LGR
9	Support the Council's performance and programme management infrastructure and prepare for the performance management of transferring functions (to include planning, regeneration, service standards)	LGR
10	Prepare for emerging legislative and governance changes including the review of BCC governance and political management arrangements (and review Audit Panel role/Committee arrangements in light of new governance arrangements)	LGR
	Economy	
11	Implement the non capital elements of the Super Connected Belfast project	IP
12	Sustain and enhance the rates base and manage the rate setting process including developing a programme of work on ongoing debt and vacant property	IP
13	Improve payment systems to ensure we pay 90% of our creditors within 28 days to support the local economy	IP
	Improving Our Services	
14	Prepare the Department 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.	LGR

15	Deliver the corporate Efficiency Programme in order to maintain the district rate increase at, or below, the rate of inflation	IP
	Financial Planning	
16	Manage financial planning for local government reform (to include the capital financing strategy and financial planning for new Council)	LGR
17	Prepare for the 2015/16 rate setting process (to include guidance to departments, medium term financial plan, funding allocation model for transfer of functions)	LGR
18	Develop a reporting framework for financial reporting to the Shadow Council in 2014/15	LGR
19	Develop a financial governance framework for the new Council (to include financial regulations and Account Manual)	LGR
20	Provide support and guidance on the finance stream of the Leisure Transformation Programme	
21	Implement the financial management arrangements for the Capital Programme including the Belfast Investment Fund and the Local Investment Fund	
22	Implement the City Financing Strategy	
23	Implement a financial improvement programme in relation to debtors	
	Information Management	
24	Undertake the necessary ICT preparations linked to the transfer of new functions and the extension to the Council boundary	LGR
25	Continue to improve information management processes in the Department	
26	Develop an ICT Strategy and Plan to support the delivery of the Council's priorities	

27	Develop a mobile and online programme of work in line with new ICT strategy	
28	Implement actions form the Information Governance Group	
29	Continue to integrate systems with the corporate common address database and Gazetteer	
30	Develop an approach and specification for the purchase of a replacement HR/Payroll system and implement the system	
31	Procure a corporate property information system	
	Planning & Performance	
32	Further enhance the performance and accountability framework in the Council in the context of community planning	LGR
	Communication and Engagement	
33	Improve internal communications across the department	
	Governance & Risk	
34	Plan for the implications of the transfer of functions and boundary changes on the Audit, Governance and Risk Management Service (including the Health and Safety Unit)	LGR
35	Provide assurance on the Council's approach to preparing for the transfer of new functions and powers and the extension to the Council boundary	LGR
36	Include provision for new functional areas and integrated reporting within the action tracking, risk management and audit management system	LGR
37	Provide support and guidance on the audit, assurance and risk requirements of the Leisure Transformation Programme	
38	Implement recommendations arising from the external review of the Council's Health and Safety service	

3.0 Key performance indicators for 2014/15

3.1 Environment

Performance Indicator	Annual Target 2013-14	Annual Target 2014-15
% Volume of Colour Print – Corporate Total	30%	30%
% Volume of Duplex Print – Corporate Total	40%	40%
% Volume of Colour Print – Dept Total	30%	30%
% Volume of Duplex Print – Dept Total	40%	40%

3.2 Improving our Services

Performance Indicator	Annual Target 2013-14	Annual Target 2014-15
Number of complaints received - All Corporate Total	0	0
% Complaints that met response target– All Corporate Total	100%	100%
Number of complaints received – Departmental	0	0
% Complaints that met response target – Departmental total	100%	100%
Value of efficiency savings captured as part of the estimating process	£2m	£2m
Variance between actual efficiencies against target	100%	100%
Number of transactional based activities which are enabled	No Target	TBA

3.3 Human Resources

Performance Indicator	Annual Target 2013-14	Annual Target 2014-15
Average number of working days lost due to absence – Dept Total	7.44 days	7.44 days
% staff across the department with an up to date PDP - Part 1 Process	90%	90%

3.4 Financial Planning

Performance Indicator	Annual Target 2013-14	Annual Target 2014-15
% Compliance of GRN's after invoicing – Corp Total	75%	75%
% Compliance of GRN's after invoicing – Dept Total	75%	75%
% Compliance of PO's raised on time – Corp Total	90%	90%
% Compliance of PO's raised on time – Dept Total	90%	90%
% Debt less than 90 days old	65%	65%
% Increase in the District Rate	0%	At or below inflation
% variance between actual net revenue expenditure and budgeted net revenue expenditure (in year) [Qlikview] (Corporate)	-2.00% to +1.00%	-2.00% to +1.00%
% variance between forecast net revenue expenditure and actual net revenue expenditure (in year) [Qlikview] (Corporate)	-2.00% to +1.00%	-2.00% to +1.00%
% creditors paid within 28 days [Qlikview] (Corporate)	90%	90%

3.5 Information Management

Performance Indicator	Annual Target 2013-14	Annual Target 2014-15
% Time Key Systems available (Uptime)	100%	100%
Number of systems aligned to the Gazetteer	No Target	TBA

3.6 Policy, Planning and Performance

Performance Indicator	Annual Target 2013-14	Annual Target 2014-15
% PIs updated – Corporate total	85%	85%
% PIs updated – Departmental total	85%	85%
% PIs on target – Corporate total	70%	70%
% PIs on target – Departmental total	70%	70%

3.7 Governance & Risk

Performance Indicator	Annual Target 2013-14	Annual Target 2014-15
% AGRS Plan completed annually	70%	70%
Number of RIDDOR accidents	48	Monitoring Indicator
% H&S recommendations fully implemented – Corporate Total	80%	80%
% H&S recommendations fully implemented – Department Total	80%	80%
% H&S Plan completed annually	75%	75%
Number of workplace accidents	380	Monitoring Indicator
% Workplace Health & Safety inspections	80%	80%

Property and Projects

“2.0 Key actions for 2014/ 15

The activities and performance indicators outlined in the following two sections demonstrate what the Department will do to implement its value creation map and therefore how it will contribute to the Council’s corporate value creation map.

Updates on project milestones and on performance indicators (Section 3) are reported to DMT on a quarterly basis and are used to inform Committee reports.

	2014-15 Action	LGR or Investment Programme
	City Leadership	
1	The Department will take the lead in driving the physical portfolio of the Investment Programme across the city working closely with Departments from across Council to ensure successful delivery of this portfolio. Over the coming year this will include progressing the projects under the funding streams as detailed in para.1.7. The Department provides an overview of progress, risks, issues and benefits of the programme. The Director of the department is responsible for the risk management of the programme as a whole.	IP
2	Ensure all Capital Programme projects follow the Stage Approval process for physical projects as agreed by SP&R Committee in March 2013 to enable member to take informed decisions and enable them to focus on delivering the projects which can have maximum benefits and investment return for the City and local areas - Stage 3 – Committed Projects – projects which have completed a Full Business Case (FBC) and where approval has been obtained by SP&R to proceed to tender - Stage 2 – Uncommitted Projects – project where an Outline Business Case (OBC) is being developed. If approved these progress to Stage 3 - Stage 1 – Emerging proposals – proposals which require completion of a Strategic Outline Case (SOC) before they could be considered further by SP&R Committee. If approved these progress to Stage 2.	IP
3	Ensure the successful delivery of projects under the Council’s Capital Programme including ensuring the monitoring and reporting of progress, risks and issues.	IP

	<p><i>Stage 3 – Tier 2 – Schemes currently underway (6 projects worth over £40million as at Feb 2014)</i></p> <ul style="list-style-type: none"> • Connswater Connswater Greenway • Alleygates - Phase 3 • Fleet Replacement Programme • Marrowbone Pitch • Community Gardens • ICT Programme <p><i>Stage 3 – Tier 1 – Schemes at tender preparation stage (22 projects worth over £33million as at Feb 2014)</i></p> <ul style="list-style-type: none"> • Pitches Strategy - 10 projects including 5 new pitches and pavilions and • 5 new pavilions at sites across the city • MUGA Programme – 3 new builds – Annadale, Clarendon and • Springfield Site A • Super-Connected Belfast • Roselawn - Site Development Section Z • Vehicle GPS • Route Optimisation • Suffolk Playing Fields - New Pavilion • Half Moon Lake • Drumglass Park • Belfast Zoo - Adventures Learning Centre • Commercial Waste Bin Weighing System <p><i>Stage 3 – Tier 0 – Schemes at Risk (9 projects worth nearly £90million as at Feb 2014)</i></p> <ul style="list-style-type: none"> • Public Bike Share Scheme • Belfast Waterfront Exhibition and Conference Centre • Girdwood Hub • North Foreshore - Green Economy Business Park Infrastructure • Innovation Centre • Creative Hub • Tropical Ravine refurbishment • Leisure Transformation Programme - Olympia Regeneration • Whiterock Community Corridor 	
4	<p>Complete and progress, in conjunction with client departments as appropriate, Outline Business Cases (OBCs) for projects which are at Stage 2 on the Capital Programme (8 projects as at Feb 2014) including the Andersonstown Regeneration</p>	

5	Complete and progress, in conjunction with client departments as appropriate, Strategic Outlines Cases (SOCs) for projects which are at Stage 1 on the Capital Programme (20 projects as at Feb 2014)																												
6	Ensure from April 2014 that any new capital projects complete a project proposal form before being considered by SP&R Committee to be added to the Capital Programme																												
7	<p>Ensure ERDF and other externally funded projects are administered correctly to guarantee successful grant compliance and drawdown. This includes key projects as outlined in the table below.</p> <table border="1"> <thead> <tr> <th><i>Scheme / Project</i></th> <th><i>External Funding</i></th> <th><i>Source</i></th> </tr> </thead> <tbody> <tr> <td>Connswater Community Greenway/East Belfast Flood Alleviation</td> <td></td> <td>DSD Big Lottery</td> </tr> <tr> <td>Belfast Waterfront Exhibition and Conference Centre</td> <td>18,500,000</td> <td>ERDF NITB</td> </tr> <tr> <td>Tropical Ravine Refurbishment</td> <td>2,232,000</td> <td>HLF</td> </tr> <tr> <td>Girdwood Hub</td> <td>10,000,000</td> <td>Peace III</td> </tr> <tr> <td>North Foreshore - Green Economy Business Park Infrastructure</td> <td>6,000,000</td> <td>ERDF</td> </tr> <tr> <td>Innovation Centre</td> <td>6,825,000</td> <td>ERDF</td> </tr> <tr> <td>Creative Hub</td> <td>3,700,000</td> <td>ERDF</td> </tr> <tr> <td>Olympia Regeneration</td> <td>2,600,000</td> <td>DCAL</td> </tr> </tbody> </table>	<i>Scheme / Project</i>	<i>External Funding</i>	<i>Source</i>	Connswater Community Greenway/East Belfast Flood Alleviation		DSD Big Lottery	Belfast Waterfront Exhibition and Conference Centre	18,500,000	ERDF NITB	Tropical Ravine Refurbishment	2,232,000	HLF	Girdwood Hub	10,000,000	Peace III	North Foreshore - Green Economy Business Park Infrastructure	6,000,000	ERDF	Innovation Centre	6,825,000	ERDF	Creative Hub	3,700,000	ERDF	Olympia Regeneration	2,600,000	DCAL	IP
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8	<p>Support the progression of the 19 emerging Belfast Investment Fund proposals through the Stage Approval process to enable Members to take informed decisions.</p> <p>Work, through project sponsors, with groups who are under consideration for BIF funding to help progress the development of business cases etc...identifying other funding sources.</p>	IP																											
9	<p>Work to ensure the successful delivery of the Local Investment Fund (LIF) projects which have been agreed by SP&R Committee</p> <p>Continue to lead on the due diligence process in relation to LIF.</p> <p>Work with Area Working Groups (AWGs) on the potential reallocation of LIF funding as necessary.</p>	IP																											
10	Manage the feasibility fund to enable work to be undertaken on proposed physical projects (either under the Capital Programme and/or BIF) to bring them to a point where Members can make informed investment decisions.																												

11	Support the assets/estates and construction related aspect in the review of Phase 1 projects of the Leisure Transformation Programme, including the redevelopments of Andersonstown (£19m) and Olympia leisure centres (£19m) and the construction of the Girdwood Community Hub (£9m). Work closely with Parks & Leisure on progressing the asset related strands of emerging Phases 2 and 3 of the Programme.	IP
12	Carry out planned maintenance in accordance with the maintenance plan	
13	Carry out the non-recurrent underspend programme as agreed by SP&R Committee.	
14	Manage the delivery of a number of physical projects which are being funded under OFMDFM's Social Investment Fund (SIF) as agreed by SP&R Committee. Manage the delivery of a range of economic appraisals and feasibility studies on behalf of DSD.	IP
	Environment	
9	Continue to capture landfill gas and convert to electricity and manage the ERDF grant application of the Eco Resource Recovery Park at the North Foreshore.	
10	Complete phase 2/ 3 of the policy position on contaminated land	
11	Complete the Energy Strategy for the Belfast City Council.	
	Economy	
12	Increase the amount of council expenditure with Belfast based suppliers through the quotation process and increased supplier information events.	IP
13	Support job creation within the city through the delivery of the Council physical projects and via the Council's Investment property portfolio at Gasworks, Balmoral and Duncrue Estates.	IP
14	Participate on externally led project boards (e.g. Ballysillan Masterplan, New Town Centre for Colin, Shaftesbury Square Development Framework, Royal Exchange, Streets Ahead 2, Student Accommodation etc...etc...	
15	Work in conjunction with contractors, to secure social and community benefit clauses in Council contracts where relevant and achievable.	
16	Help support the strategic development, in conjunction with relevant partners and internal departments, of major regeneration schemes across the city including University of Ulster, Student Housing and Belfast Rapid Transit.	

	People & Communities	
17	Work with local councillors, communities and end user groups to ensure sustainability of capital investment and benefits realisation	IP
18	Work with the Development Department in assisting the delivery of Renewing the Routes programme.	IP
	Improving Our Services	
19	Assets and Liabilities – Lead on the detailed due diligence process required on the transfer of assets & liabilities, contracts and projects from: <ul style="list-style-type: none"> • Lisburn City Council – 16 assets transferring • Castlereagh Borough Council – 33 assets transferring • DSD – over 275 assets, projects and contracts transferring • DRD – approx. 35 assets transferring Work is evolving on this as more detail is collected. Further actions will be required over the coming months.	LGR
20	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 off street car parking	LGR
21	Ensure links are made from a programming perspective in relation to the transfer of assets, projects and contracts with the other strands of work under the LGR via the Infrastructure Group.	
22	Undertake the work required to ensure the successful completion of the service convergence element of local government reform specifically assets and liabilities, contracts and projects.	LGR
23	Deliver collaborative opportunities which maximises value for money through participation in the local government led ICE Programme.	LGR
24	Implement the Procurement Improvement Plan	
25	Implement the security policy of the council	
	Human Resource Management	
26	Support the delivery of the Core Skills management development programme.	
	Financial Planning	
27	Work with Financial Services to help build a robust Capital Strategy in line with Local Government Reform	

28	Undertake Capital Assets valuation of the Council's property portfolio	
29	Carry out capital programme forecasting and costing	
30	Deliver efficient and effective procurement through directing and supporting procurement activities across the Council.	
	Information Management	
31	Agree and develop a corporate property information system.	
32	Further roll out the e-contract management information system.	
	Policy, Planning & Performance	
33	Carry out programme planning, monitoring of the department's portfolio, and reporting on performance in line with departmental and corporate timetables.	
	Asset Management	
34	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.	LGR
35	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.	LGR
36	Ensure the internal changes are undertaken to ready the Council for the transfer of assets and additional associated responsibilities	LGR
37	Assist in the development of a Community Transfer Framework.	
38	Proactively manage leases and rent reviews of the Council's Investment property portfolio at the Gasworks, Balmoral and Duncrue and other properties (including market shop units) to maximise the financial return to the Council	
39	Manage the acquisition of land and property assets to facilitate delivery of the Council's investment Programme or for other strategic purposes. Manage the disposal of surplus land and property within the Council's portfolio. Continue to manage the corporate landbank	
40	Implement the long term Office Accommodation Strategy for the provision of office accommodation on a cost effective basis	LGR
41	Implement the out workings of the council review of fleet management.	
	Assurance, Governance & Risk	
42	Undertake the requirements of the review of governance to ensure the new governance arrangements are ready for April 2015.	LGR

3.0 Key performance indicators for 2014/15

City Leadership

Performance Indicator	Annual Target 2013-14	Annual Target 2014-15
Amount of money leveraged through physical investment in the City from external funders	£45m	TBA
Amount of money contributed to Belfast Investment Fund through BCC rate	£6m	£2.75
Amount of monies available for investment through BIF by 2015/16	£20m	£20m
Construction capital programme spend against forecasted spend	£11,574,359	TBA
% Committed construction projects progressing in line with project milestones	85%	85%
Amount of monies committed through the BIF		TBA
Amount of monies paid / spent through BIF		TBA
% of Planned Maintenance project delivered on time		TBA

Environment

Performance Indicator	Annual Target 2013-14	Annual Target 2014-15
Income from sale of Electricity from land fill gas	£1m	£0.75m
Total tonnage of carbon dioxide emissions from Council premises		TBA
% volume colour print	30%	30%
% volume duplex print	40%	40%

Economy

Performance Indicator	Annual Target 2013-14	Annual Target 2014-15
% BCC spend with local suppliers in last complete financial year		

Improving our Services

Performance Indicator	Annual Target 2013-14	Annual Target 2014-15
Number of complaints received – Departmental		
% Complaints that met response target – Departmental Total		

Organisation fit to lead and serve

Human Resource Management	Annual Target 2013-14	Annual Target 2014-15
Average number of working days per employee lost due to absence	10	TBA
% staff across the department with an up to date PDP – Part 1 Process		

Financial Planning

Performance Indicator	Annual Target 2013-14	Annual Target 2014-15
% variance between actual net revenue expenditure and budgeted net revenue expenditure (in year)	-2/+1	-2/+1
% variance between forecast net expenditure and actual net revenue expenditure y/e	/ -2%/+0.5	-2%/+0.5
% variance between forecast capital expenditure and actual expenditure y/e	+/- 10%	+/- 10%
% Non compliance of Goods Received Notes after invoicing	90%	90%
% Non compliance of Purchase Orders raised on time	70%	75%

Planning & Performance

Performance Indicator	Annual Target 2013-14	Annual Target 2014-15
% PIs with valid data	85%	85%
% PIs on target	70%	70%

Assets

Performance Indicator	Annual Target 2013-14	Annual Target 2014-15
Rental from BCC estates	£5.5m	£7m

Corporate Governance and Risk

Performance Indicator	Annual Target 2013-14	Annual Target 2014-15
% agreed H&S recommendations implemented – Dept total	80%	80%

Democratic Services and Governance

Request for the Use of the Council Chamber

The Committee was advised that a request for the use of the Council Chamber had been received from the Development Department in connection with an event as part of the Council's Spring into Easter Festival. The event was a projection entitled "A Boy and his Box" which would tell the story about a boy and his imagination. The Chamber would be required on Easter Monday and Tuesday and host an audience of approximately 40 persons.

The Committee was advised that the use of the Council Chamber for events other than the monthly Council meetings required the approval of the Strategic Policy and Resources Committee.

The Committee approved the use of the Council Chamber for the event as outlined.

**Requests for the Use of the City Hall
and the Provision of Hospitality**

The Committee was advised that the undernoted requests for the use of the City Hall and the provision of hospitality had been received:

Appendix 1

Organisation/ Body	Event/Date - Number of Delegates/Guests	Request	Comments	Recommendation
University of Ulster	ICE/IEEE Conference Dinner 23rd June, 2015 Approximately 200 attending	The use of the City Hall and the provision of hospitality in the form of a pre- dinner drinks reception	Delegates at this Conference will be arriving from around the world and will be staying in accommodation in Belfast and the Conference will take place within the city. This event would contribute to the Council's Key Theme of 'City Leadership – Strong, Fair, Together'.	The use of the City Hall and the provision of hospitality in the form of wine and soft drinks Approximate cost £500
Association of Breast Surgery	Association of Breast Surgery Conference Dinner 15th May, 2017 Approximately 400 attending	The use of the City Hall and the provision of hospitality in the form of a pre- dinner drinks reception	Delegates at this Conference will be staying in accommodation in Belfast and the Conference will take place within the city. This event would contribute to the Council's Key Theme of 'City Leadership – Strong, Fair, Together' and 'Better Support for people and communities.	The use of the City Hall and the provision of hospitality in the form of wine and soft drinks Approximate cost £500
Newington Credit Union	Young People's Awards 12th May, 2014 Approximately 350 attending	The use of the City Hall and the provision of hospitality in the form of a pre- dinner drinks reception	This event will highlight the achievement of many young people from all communities in the City despite facing hardships in their daily lives. Recipients of the awards will range from individual awards to groups such as Clic Sargent. This event would contribute to the Council's Key Theme of 'City Leadership – Strong, Fair, Together' and 'Better Support for people and communities and in addition would contribute to the Council's thematic area of Children and Young People.	The use of the City Hall and the provision of hospitality in the form of wine and soft drinks Approximate cost £500

<p>Belfast Health and Social Care Trust Volunteer Services</p>	<p>Belfast Trust Volunteer Awards 6th June, 2011 Approximately 100 attending</p>	<p>The use of the City Hall</p>	<p>The Belfast Trust has approximately 300 volunteers who support existing services in a variety of roles.</p> <p>This event seeks to recognise the contribution made by the volunteers in supporting service delivery in both acute and community settings.</p> <p>This event would contribute to the Council's Key Themes of 'City Leadership, Strong, Fair and Together', 'Better support for people and communities' and 'Better services – listening and delivering'.</p>	<p>The use of the City Hall</p>
<p>Parenting Northern Ireland</p>	<p>Launch of Leaflet for Supporting Parents in Northern Ireland 5th June, 2014 Approximately 100 attending</p>	<p>The use of the City Hall and the provision of hospitality in the form of a drinks reception</p>	<p>This event aims to celebrate the contribution parents make in the lives of their children while providing understanding of the behaviour of teenagers.</p> <p>This event would contribute to the Council's Key Theme of 'City Leadership – Strong, Fair, Together' and 'Better Support for people and communities and in addition would contribute to the Council's thematic area of Children and Young People.</p>	<p>The use of the City Hall and the provision of hospitality in the form of wine and soft drinks Approximate cost £500</p>

<p>North Belfast Family Nurse Partnership</p>	<p>North Belfast Family Nurse Partnership Awards</p> <p>24th June, 2014</p> <p>Approximately 150 attending</p>	<p>The use of the City Hall and the provision of hospitality in the form of Tea, Coffee and Biscuits</p>	<p>This event will celebrate the achievements of both parents and children. It is hoped to raise the profile of Family Nurse Partnerships and acknowledge the importance of early intervention in improving outcomes for vulnerable children and their families</p> <p>This event would contribute to the Council's Key Theme of 'City Leadership – Strong, Fair, Together' and 'Better support for people and communities'.</p>	<p>The use of the City Hall and the provision of hospitality in the form of Tea, Coffee and Biscuits</p> <p>Approximate cost £375</p>
<p>Belfast Healthy Cities</p>	<p>Shaping Healthier Neighbourhoods</p> <p>16th June, 2014</p> <p>Approximately 350 attending</p>	<p>The use of the City Hall and the provision of hospitality in the form of tea, coffee and biscuits.</p>	<p>This event will bring together children from schools across the city and will showcase the work carried out by them and their ideas for making Belfast a better place to live in.</p> <p>Belfast City Council has been a partner of Belfast Healthy Cities since its inception in 1988.</p> <p>This event would contribute to the Council's Key Themes of 'City Leadership – Strong, Fair, Together', 'Better opportunities for success across the City', 'Better care for Belfast's environment' and 'Better support for people and communities'.</p>	<p>The use of the City Hall and the provision of hospitality in the form of tea, coffee and biscuits.</p> <p>Approximate cost £875</p>

<p>Rotary International</p>	<p>Frugal Lunch 10th April, 2015 Approximately 400 attending</p>	<p>The use of the City Hall</p>	<p>As part of the Rotary International Conference a frugal lunch is organised to which delegates are invited to attend. It should be noted that Rotary International have been granted use of the City Hall and civic hospitality for this conference on the evening of 10th April.</p> <p>This event would contribute to the Council's Key Themes of 'City Leadership, Strong, Fair and Together' and 'Better support for people and communities'.</p>	<p>The use of the City Hall</p>
<p>National Police Memorial Day</p>	<p>National Police Memorial Day Reception 27th September, 2014 Approximately 500 attending</p>	<p>The use of the City Hall and provision of hospitality in the form of a drinks reception</p>	<p>This event is held once a year, rotating in a four yearly basis. This event will seek to remember Police Officers who have been killed or died in duty, demonstrate to relatives, friends and colleagues that their sacrifice is not forgotten and recognise the dedication and courage displayed by officers.</p> <p>This event would contribute to the Council's Key Themes of 'City Leadership, Strong, Fair and Together' and 'Better support for people and communities'.</p>	<p>The use of the City Hall and provision of hospitality in the form of red/white wine and soft drinks</p> <p>Approximate cost £500</p>

<p>Downtown Radio/Cool FM Cash for Kids</p>	<p>Carols in the City 21st December, 2014 Approximately 600 attending</p>	<p>The use of the City Hall and the provision of hospitality in the form of tea/coffee and biscuits</p>	<p>This event will aim to bring together choirs and musical organisations from all areas of Belfast and will incorporate contributors from socially deprived communities in the City.</p> <p>This event would contribute to the Council's Key Theme of 'City Leadership – Strong, Fair, Together', 'Better support for people and communities' and 'Better opportunities for success across the city'.</p>	<p>The use of the City Hall and the provision of hospitality in the form of tea/coffee and biscuits</p> <p>Approximate cost £1,500</p>
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The Committee adopted the recommendations.

Additional Request – Raise Your Voice: Launch of Advocacy in the 3rd Sector Best Practice and Learning Guide

The Committee was advised that a request for the use of the City Hall and the provision of hospitality had been submitted by the University of Ulster for the above-mentioned event. The event would be taking place on 1st May and would involve organisations such as Mencap, Include Youth, Positive Futures, the RNIB, the Linenhall Library, Brook NI, Age NI and the East Belfast Mission. The event would contribute to the Council's Key Theme of 'Better Support for people and Communities'.

The Committee agreed to accede to the request and to the provision of hospitality in the form of tea, coffee and biscuits.

Proposed Hustings Event(s) in the City Hall

The Committee considered the undernoted report:

"1 Relevant Background Information

1.1 The Council has received a proposal from DCP Strategic Communication Ltd about the possibility of the Council hosting a hustings event or a series of such events in the run up to the Local Elections in May.

2 Key Issues

2.1 A hustings event is one where election candidates or parties debate politics and answer questions from an audience.

2.2 DCP organised a similar event in South Antrim in 2010 where it was very well received. The proposal is outlined in the attached Appendix and is for the holding of 4 events on a North, South, East and West Belfast split during the period from 5th till 16th May. The audience, of approximately 150-200 at each event, would be drawn from Schools and Further Education Colleges and would consist of young people who will be first-time voters at the elections in May. The stated aim of the events would be to encourage first-time voters to participate in the democratic process. The proposed dates of the events would fall within the exam period for students and DCP has indicated that there might be difficulty in securing the numbers to attend. If that were to prove to be the case, then it might be that only one event would be held to cover the whole of the City.

2.3 Members will be aware that the use of the City Hall for political events is generally not permitted under the existing policy but such an event where the aim is to raise voter participation is specifically permitted under the policy.

- 2.4 In discussion with DCP it has been stressed that, should the organisation of such an event or events be approved by the Council, there would have to be an understanding that each political party which has a candidate or candidates in the DEAs concerned would have to be invited to have a representative on the panel and that any independent candidates would also have to be invited. In this way the proposed events would not be in breach of the Electoral Commission's guidance on hustings events.
- 2.5 DCP has indicated that the cost, on a non-profit making basis, for them to organise the 4 events, including event management, administration, photography and PR would be approximately £1,500 each or £6,000 in total. If there were to be only one larger event then these costs would be reduced to approximately £2,500. The Council would not be able to pay an amount over £3,000 to DCP for the events as to do so would breach the procurement policy. If costs were to be greater than £3,000 then the Council would be obliged to ask for quotations from a few companies for the organisation of the events.
- 2.6 DCP are actively seeking sponsorship for the events and it might well be that the cost to the Council would be much less than that estimated currently. Both the Electoral Office for Northern Ireland and the Electoral Commission have been approached about sponsorship but have declined. The Council would also be asked to grant the use of the City Hall for the event(s) and to provide some tea, coffee and soft drinks hospitality.
- 2.7 At this point, the Committee is requested to consider whether it would wish to grant authority in principle for the use of the City Hall and the provision of hospitality on the understanding that:
- The direct costs to the Council would not exceed the quotation limit of £3,000;
 - All political parties and independent candidates at the local elections would be invited to participate on the appropriate panel(s); and
 - That efforts would continue to be made to seek sponsorship for the event(s) so as to reduce the Council's costs as far as possible.

3 Resource Implications

- 3.1 Not to exceed £3,000 direct costs and the costs of providing hospitality for the event(s). These costs can be met from within existing budgets.

4 Equality and Good Relations Implications

4.1 There are not any equality or good relations considerations connected with this report.

5 Recommendations

5.1 The Committee is requested to consider the proposal and to decide if it wishes to proceed on the basis set out at point 2.7 above.”

The Committee adopted the recommendations.

Notice of Motion – Robert James McMordie

The Committee was reminded that the Council had, at its meeting on 3rd April, referred the undernoted Notice of Motion, which had been moved by Councillor Kingston and seconded by Councillor Haire, to it for consideration:

“This Council notes that this month marks the centenary of the death of Robert James McMordie, Lord Mayor of Belfast 1910 – 1914, Freeman of the City, MP for East Belfast in the fifth year of his Mayoralty, which encompassed significant historic events, including the signing of Ulster’s Solemn League and Covenant and the formation of the Young Citizen Volunteers of Ireland and the Ulster Volunteers, whose statue, funded by public subscription, stands in the grounds of the City Hall and whose widow, Julia McMordie, subsequently entered politics and was elected as a Councillor, MP and the first female High Sheriff of Belfast, and agrees that this centenary be marked with a commemorative event in the City Hall.”

The Committee was advised that the contribution to the political life of Belfast which had been made by Robert McMordie (1849 till 1914) was significant and his achievements were well-documented within the Notice of Motion. Robert McMordie died on 25th March, 1914, during his fifth Mayoralty; his statue was located at the Donegall Square West entrance to the City Hall grounds, opposite to the gates of the Cenotaph. The Committee was advised that the actual centenary of his death would be on Tuesday, 25th March, therefore, time constraints would preclude the holding of an event on that date. Given that Robert James McMordie had served as Lord Mayor of Belfast from 1910 until 1914, the Committee was requested to consider if it was appropriate to recommend that the Lord Mayor (or the incoming Lord Mayor) consider hosting an appropriate reception to mark the centenary of his death.

The Committee agreed that the Lord Mayor (or the incoming Lord Mayor), be requested to host an appropriate reception and that the event include also a talk/lecture prior to the reception.

Notice of Motion – Mr. David Jeffrey

The Committee was reminded that the Council had, at its meeting on 3rd April, referred the undernoted Notice of Motion, which had been moved by Alderman Patterson and seconded by Alderman Rodgers, for its consideration:

“This Council wishes to give recognition to the significant contribution made to Irish League Football by Mr. David Jeffrey, in particular his remarkable achievement of winning, to date, 30 trophies over 17 years as Team Manager of Linfield Football Club, including a clean-sweep of domestic trophies in 2005-2006, six league and cup doubles in seven years and a Setanta Sports Cup, as well as the contribution made through his character and his enthusiasm for Irish League football.”

The Committee was reminded that the Council had considered a similar motion in 2010 to honour the former Linfield Captain, Noel Bailie, on his retirement. That matter had been referred to the Committee when it had recommended that the Lord Mayor be requested to host an appropriate reception for Mr. Bailie. The Democratic Services Manager suggested that a similar course of action might be appropriate for Mr. Jeffrey. He pointed out that, given the proximity of the Local Government Elections, together with the fact that Mr. Jeffrey would not be retiring until the end of the Irish League season in May, it was likely that the event would not take place until after the Local Elections at the end of May and could fall within the term of office of the new Lord Mayor commencing on 2nd June.

The Committee agreed that the Lord Mayor (or the incoming Lord Mayor) be requested to host a reception to mark the achievements of Mr. David Jeffrey.

Finance/Value-for-Money

Minutes of Meeting of Audit Panel

The Committee approved and adopted the minutes of the meeting of the Audit Panel of 11th March.

Minutes of Meeting of Budget and Transformation Panel

The Committee noted the minutes of the meeting of the Budget and Transformation Panel of 14th March.

Fuel Stamps Scheme

The Director of Health and Environmental Services reported that, following a successful pilot of the Fuel Stamps Scheme, the Strategic Policy and Resources Committee, at its meeting on 8th May, 2009, had agreed to the roll-out of the Scheme across the Belfast City Council area. Since then the Committee had approved contributions to the Scheme under the provisions of Section 115 of the Local Government Act (Northern Ireland) 1972, now known as Section 37 of the Local Government Finance Act (Northern Ireland) 2011.

She explained that a significant number of households in Belfast were currently in fuel poverty and as such the Scheme helped people, particularly older people, budget for expensive winter oil bills by way of purchasing £5 savings stamps from local shops, garages, credit unions and some local Council facilities. At the end of January, 2014, the number of stamps sold to the public through the Fuel Stamps Scheme was 207,362 which totalled £1,036,810.

The annual cost of the Scheme for 2013/14 and 2014/15 was £7,600 which included administration, printing and promotion costs. The cost of the Scheme could be met from the Environmental Health Services budget, however, given the nature of the expenditure it required approval from the Committee under Section 37 of the Local Government Finance Act (Northern Ireland) 2011 to incur the expenditure.

Resolved – That the Committee agrees to grant approval under Section 37 of the Local Government Finance Act (Northern Ireland) 2011 to incur the annual cost of £7,600 for the Fuel Stamps Scheme, it being the opinion of the Committee that the expenditure would be in the interest of, and would be of direct benefit to, the District and the inhabitants of the District, with the Committee being satisfied that the direct benefit so accrued would be commensurate with the payment to be made.

In response to a Member's question, the Director of Health and Environmental Services explained that the Scheme was being reviewed currently and other methods of purchasing the stamps, such as smart/top-up cards were being investigated.

Future Efficiency Programme

The Committee considered the undernoted report:

“1.0 Relevant Background Information

- 1.1 Members will be aware that Strategic Policy and Resources Committee approved the engagement of iESE to support the Council in the development of a 3-4 year transformation and efficiency programme which will identify the major areas of change; the approach to delivery and the business case for change.**
- 1.2 iESE have conducted a review of the current efficiency programme and approach to provide a baseline of findings and identify areas of improvement for development of the new programme.**
- 1.3 A workshop with the Budget Panel on 5 March 2014 explored the efficiency programme deliverables to date and considered the future drivers for change. The objective of the session was to develop a sense of direction for future opportunities for organisation wide transformation and further efficiencies. This paper reflects the decisions taken at the workshop.**

2.0 Key Issues

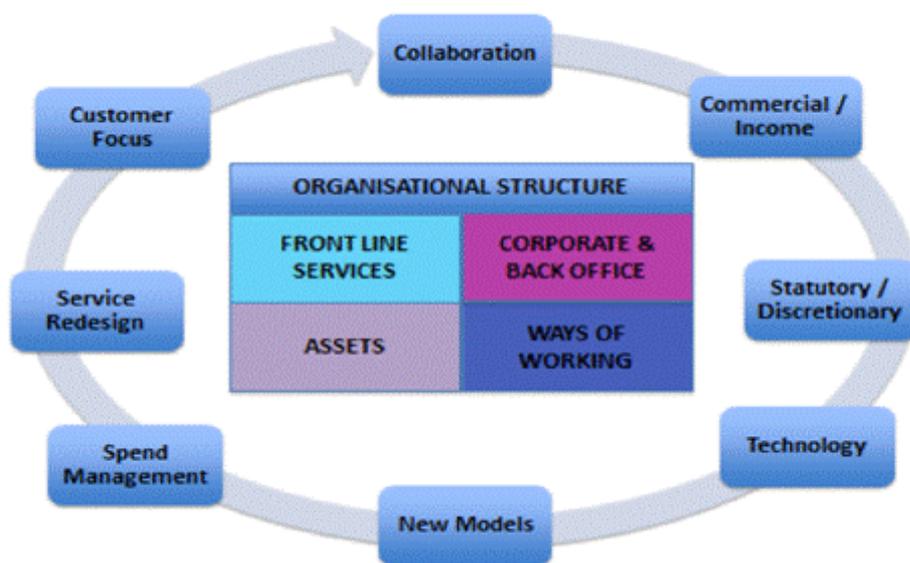
- 2.1 The efficiency programme 2010 to 2015 set a target of £20m savings by 2015/16 and has delivered £18m up to the 2014/15 rate-setting period as demonstrated in the table below.
- 2.2 As at March 2014, there remains £2m efficiencies to identify and deliver to achieve the £20m target, plus £2m from the new rates base and £2m for leisure transformation, the totality of which will be directed towards the leisure investment programme. All of this is to be achieved within the context of extending services to the new boundaries; the investment programme and keeping rates increases below inflation.
- 2.3 The quick wins have already been earmarked during the first 4 years of the programme focussing on the more transactional activities within departments.

Therefore to achieve these additional targets will be challenging and will require more radical thinking about the future shape of the organisation and how services should be delivered. This will mean a move away from transactional departmental efficiencies to an organisation wide approach to improving the way the council does business today and making more fundamental changes.

2.4 Approach

It is proposed that the Council develop a new 3-4 year efficiency programme aligned to the medium term financial plan which will set efficiency targets for 2015-16 and new targets for a further 3 years from 2016 onwards.

In line with the direction from the Budget Panel, the Council will work with iESE in reviewing corporate and operational activities to analyse and test the opportunities for efficiencies and improvement across all services.



The review will be based on the above model and will test the organisation and services against an agreed set of principles and criteria.

This will include

- Income and expenditure analysis by service area
- Identifying the range of options and scale of the opportunity for services
- Benefits and efficiencies, baselined against comparative data
- Risks and challenges to delivery of the outcomes
- Resources required and the timeline to deliver the change

The programme will operate within the rate setting programme and will be aligned to the service convergence and transfer of functions programmes to ensure cohesion and clarity of purpose. Members should note that in-depth opportunity assessments in the areas of Waste; Cleansing and Parks have been scoped.

The approach will involve engagement through workshops and discussion with the Budget Panel, Directors and staff.

iESE will work with team members from the Council to ensure the transfer of skills and knowledge to build sustainable capacity for the longer term programme

The outcome from this stage of work will be a draft programme of work, which will be delivered to the Committee at the end of June 2014. However early findings and scenarios will be tested with the Budget Panel during the process.

3.0 Resource Implications

3.1 None

4.0 Equality and Good Relations Implications

None

5.0 Recommendations

The Committee is requested to note the contents of the report and

(i) To agree the proposal and approach as set out in 2.4 above.”

The Committee adopted the recommendation.

Value-for-Money Review of Security

The Committee noted the contents of a report which provided an update in relation to the value-for-money review of security.

ICT Strategy

The Committee considered the undernoted report:

“1 Relevant Background Information

1.1 Digital Services has recently worked with Deloitte on a new ICT Strategy for Belfast City Council to assist with the delivery of the Council’s strategic goals. The attached strategy provides a new vision for ICT services outlining the key capabilities that will be required for the future.

2 Key Issues

2.1 Purpose of the Strategy

The ICT Strategy provides a framework, under the remit of the Strategic Policy and Resources Committee, to oversee the development of the Council’s ICT platforms and systems over a period of 3 years, based on the Council’s key business priorities.

2.2 Immediate Priorities

Local Government Reform (LGR)

Delivering the ICT requirements for LGR will be the main priority for Digital Services over the coming year. There will be major ICT implications that must be addressed to ensure secure access to systems, technology and information relating to the delivery of new functions, dealing with an extended Council boundary and preparing for changes to our governance and political management arrangements. Digital Services will also play a lead role in addressing the opportunities that may exist from a regional approach to the delivery of ICT services.

2.3 Super-connected Belfast

Over the coming year Digital Services will administer, procure and oversee the delivery of the 3 key strands of the Super-connected Belfast Project that will realise our plans to develop a city-wide digital infrastructure. This will see us administer the Belfast and Derry City Council voucher schemes, procure and implement the Metro Wireless strand and roll out public Wi-Fi across the public sector.

2.5 GPS and Route Optimisation

Another significant project will be the installation of GPS and route optimisation software on all Belfast City Council vehicles to maximise current fleet utilisation and minimise fuel cost.

2.4 Online and Mobile Transactions

The corporate plan includes a number of ICT-related objectives relating to the use of mobile computing, social media and online transactions, which act as enablers for service improvement and the delivery efficiencies. Where possible Digital Services will continue to make progress in these areas.

2.2 Key Challenges to be addressed

ICT is recognised as playing a key role in the delivery of the Council's Corporate plan, and will be required to enable each of its strategic themes. The strategy sets out a vision for a digital council and provides recommendations around the role of ICT and the key capabilities and projects that will be required to deliver a successful strategy.

2.4 The 2 diagrams below taken from the strategy provide:

1. a summary of the six digital capabilities that the council must develop, and
2. key projects mapped to the council's strategic themes.

Figure 1. Digital Capabilities

The Council's vision for ICT is one of a digital council which is equipped to take advantage of the latest technology developments to enable it to meet its business goals. The vision is based on the development of these six key digital capabilities.



Digital Information Management

Digital Information Management is the capability to design, build and maintain systems and policies that minimise duplication, protect the quality of the Council's data, help ensure compliance with relevant legislation and facilitate efficient case management.

Digital Insight

Digital Insight will be vital for councillors to support decision-making at both city wide and local levels. Better use of information will promote a more direct and connected form of representation, which will require members to continue to maximise the use of new technologies.

Digital Insight is the capability to conduct detailed analysis of a range of data including any of: organisational data (e.g. vehicle locations, leisure centre usage), sentiment data (e.g. public reaction to Council events expressed on social media), environmental data (e.g. footfall on shopping streets) and community data (e.g. metrics relating to citizen wellbeing) to measure the performance of the business, assist with decision making and inform community planning.

Digital citizen services

Digital Citizen Services is the capability to deliver day-to-day Council services (e.g. venue bookings, reporting missed bin collections) to citizens and local businesses through digital channels such as web or mobile apps, improving customer experience and generating internal efficiencies.

Digital field service delivery

Digital field service delivery is the capability to use mobile, location based and remote access technologies to increase the productivity of Council staff who are based outside of a main site Council site.

Digital partner engagement

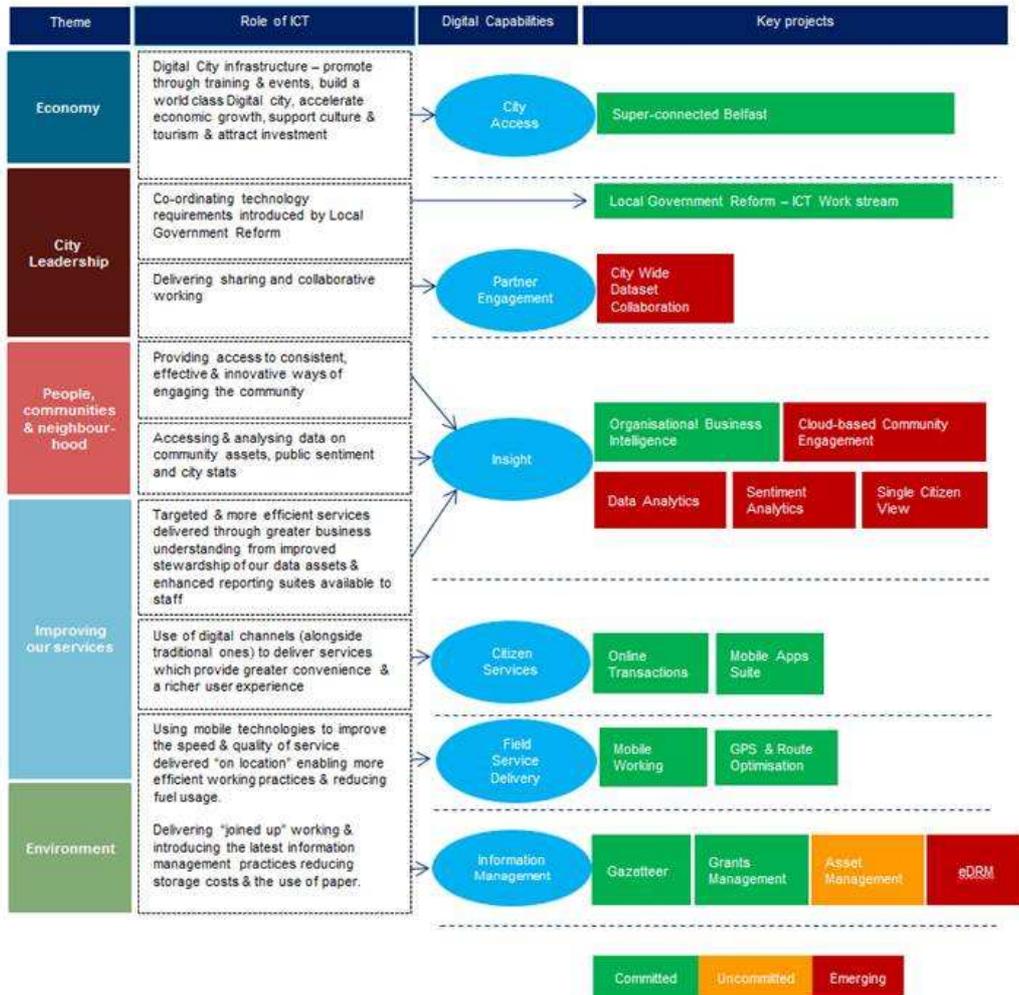
Digital partner engagement is the capability to work with external parties in a collaborative and/or integrated manner to deliver outcomes for customers or for the wider city.

Digital city access

Digital access is the capability to provide a digital infrastructure for Belfast and to promote social inclusion in the use of digital services through the delivery of training and demand stimulation activities for citizens and businesses.

Figure 2. Key Projects

The following diagram provides a summary of digital capabilities and key projects mapped to the Council's strategic themes.



3 Resource Implications

3.1 Projects emerging from the strategy that need capital funding will require business cases that will be taken through the Council's gate review process.

4 Equality and Good Relations Implications

N/A

5 Recommendations

Members are requested to endorse the new ICT Strategy."

The Committee adopted the recommendation.

Human Resources

Standing Order 55 – Employment of Relatives

It was reported that, in accordance with Standing Order 55 and the authority delegated to him, the Director of Finance and Resources had authorised the appointment of members of staff who were related to existing officers of the Council.

Asset Management

Use of Illuminate Facilities

The Committee was reminded that the governance arrangements for the Illuminate Project, which had been approved in February, 2013, had limited access to the new Illuminate LED lighting facilities to:

- (a) charities nominated by our Civic office-bearers;
- (b) events organised or supported by the Council; and
- (c) an agreed schedule of additional days.

Any requests which did not fall into those categories required the approval of the Committee.

Myalgic Encephalomyelitis (M.E.) Support Group NI

The Director of Property and Projects reported that a request had been received from the M.E. Support Group NI asking for the City Hall to be illuminated blue on 12th May to mark International M.E. Awareness Day.

The Committee agreed to accede to the request.

Community Relations Council

The Director reported further that a request had been received from the Chairperson of the Community Relations Council seeking to have the City Hall illuminated in rainbow colours to support this year's Community Relations Week. The request was to have the City Hall lit up at the beginning of the week on 16th June or throughout the full week itself.

The Committee agreed to approve the request for 1 day only, that is, 16th June.

Acquisition of land at Blacks Road

In accordance with Standing Orders 46 and 60, the Committee was advised that the Parks and Leisure Committee, at its meeting on 13th March, had agreed to acquire approximately 4.49 acres of land at Blacks Road for the purpose of developing a park.

The Committee approved the purchase of the land.

Local Government Reform: Department of Social Development Transfer of Assets and Liabilities; Projects and Contracts

The Committee considered the undernoted report:

“1 Relevant Background Information

- 1.1 Members will be aware that as part of the Local Government Reform, Belfast City Council will see the transfer of regeneration functions from DSD. This will result in the transfer of a significant number of assets and liabilities; capital projects under construction/procurement; masterplans and regeneration plans; contracts and non property assets.**
- 1.2 From a financial perspective, asset planning, project management, transfer of functions and implementation perspective it is essential to get clarity on what is to transfer to BCC and any associated conditions, liabilities or financial implications. A due diligence exercise is currently underway and whilst this is still at a early stage, given the quantum of transferring assets, liabilities and projects there are certain issues that need highlighting now in terms of the deliverability of certain projects and the associated financial implications. A number of these projects have major implications for the City particularly in terms of transport infrastructure.**
- 1.3 The DSD Transferring Functions cover 3 broad areas including:**
 - Physical Development – Comprehensive Development, Public Realm and Urban Development Grants**
 - Area Based Regeneration – including Neighbourhood Renewal (physical and revenue projects); Belfast Area Partnerships, Masterplans & Frameworks**
 - Community Development – Community Support Programmes & Community Investment Fund**
- 1.4 The DSD Minister published proposals on the allocation of resources to the 11 new Councils for consultation on 18 December 2013 and these were considered by the Belfast Statutory Transition Committee at its meeting on 15 January 2014. The proposed allocation is intended to cover the delivery of these functions including the delivery of any physical projects; the costs associated with managing and maintaining all transferring assets; contractual commitments; human resource and administrative costs. The proposed model indicates that £20.418M will be allocated to the new Belfast City Council.**

2 Key Issues

2.1 Baseline information has now been received from DSD although a significant amount of due diligence remains to be done. However, in broad terms this baseline information indicates the following:

(1) Assets:

- 203 no assets/liabilities transferring from DSD.
- Initial site inspections and information gathering is ongoing but a broad classification of asset types is indicated in the table below.
- The transferring assets include the former Laganside assets including the Lagan Weir, public realm, Queens Quay lands etc. The Lagan Weir represents a significant liability that will transfer to the Council. The latest information provided by DSD indicates that BCC will have significant annual costs for upkeep of the revetments (banks) and dredging estimated at £3.5m over 7 years for dredging and £150k pa for the revetments not to forget that the weir itself will require a refurbishment circa 2020. However, a further detailed assessment is to be undertaken by BCC officers in relation to the legal, financial, and resource implications associated with the transfer of the Lagan Weir.
- A more detailed report will be brought back to Committee in relation to all transferring assets and liabilities (including the Lagan Weir) when further detail is obtained and officers have progressed with the due diligence exercise.

Asset Type	Number of Assets
Development Assets /Vacant Sites (mostly vacant sites)	91
Event Space (Custom House Sq etc)	3
Buildings (Cathedral Quarter Managed Workspace Buildings, Paisley Park etc)	10
Key Development Sites (Queen's Quay, Girdwood, Northside etc)	10
Open Space (Colin Way, Bogtown Glen etc)	7
Public Realm (Lanyon Pl, Writer's Sq, Bank Sq etc)	8
Car Parks	6
DSD Head Landlord Properties (Four Corners, Mays Meadow, Greggs Quay etc)	23
River Related Assets (River Lagan, Weir, Lagan Lookout,	16

rib boat, pontoons etc)	
Public Art (includes former Laganside Art)	28
Motor Vehicle	1
Totals	203

2.3

(2) Physical Capital Regeneration Projects & Contractual Commitments

DSD have a number of capital projects either underway or proposed, with associated financial and contractual commitments for the Council. Based on the most recent information provided by DSD the total expenditure profile for all projects underway or proposed for the period from now to 2016/17 is £70,998,462 plus an estimated additional £30M for the Belfast Streets Ahead Phase 3 project.

It should be understood that some of these projects are currently aspirational and would only be delivered if financial resources are forthcoming. Generally DSD spend around £5-6m per year on physical projects with exceptions made for schemes such as Streets Ahead, or public realm. DSD also have access to monitoring round funding in year.

Projects which will extend beyond 31 March 2015 will require the agreement of the STC or Shadow Council before preparatory and/or contractual work can proceed prior to 1 April 2015. To do this will require a degree of prioritisation on the part of BCC.

The projects fall under 3 main headings:

(i) Environmental Improvement Schemes /Public Realm Schemes/Other:

Total Expenditure Profile for period from now to 2016/17 for Public Realm schemes is £43,575,000, a further estimated £30M for the Belfast Streets Ahead Phase 3 project and other regeneration projects at £6,831,452 (based on most recent DSD information). Whilst a number of these projects are not currently contractually committed, certain projects have appraisals in progress, consultation has been undertaken and detailed design proposals are being developed. There are also certain Environmental Improvement Schemes which impact upon the Belfast Rapid Transit proposals and there is the possibility of funding in part by DRD. In particular these latter schemes relate to East and West Belfast and there is a risk of sub optimal outcomes for BRT if decisions are not forthcoming.

(ii) Urban Development Grants

Total Expenditure Profile for period from now to 2016/17 is £4,245,548 (based on most recent DSD information).

However, the application process for Urban Development Grants (UDG's) remains open and DSD are continuing to deal with new applications. It is still unclear as to the quantum and level of commitment currently in place by DSD in respect of the UDG's. The nature of UDG's is such that the grants may not become payable until several years from the date of application, which could leave the Council with an unclear financial liability on an annual basis.

(iii) Neighbourhood Renewal Physical Projects

Total Expenditure Profile from now to 2016/17 is £16,346,462 (based on most recent DSD information).

Whilst a number of these are not currently contractually committed and many may be aspirational there are nonetheless expectations that many will be delivered. It should be noted that many of these are closely linked with Council projects which are emerging either under LIF or BIF or emerging SIF projects.

(3) Masterplans /Regeneration Schemes.

- 22 no Masterplans, Regeneration Schemes and Development Frameworks. Includes Royal Exchange; Streets Ahead; Colin Town Centre; Northside; Greater Ballysillan; Queens Quay etc. However, the Colin Town Centre project was designated recently as an Urban Village and it is unknown how this will impact on the transfer or otherwise to the Council. A separate report will be brought by the Director of Development in relation to the Masterplans & proposed regeneration schemes.

Issues for consideration:

- Whilst there have been a number of recent meetings between BCC and DSD officers with a view to establishing a definitive list of all projects and contractual commitments there remains gaps in the most recent schedules received. Officers are continuing to meet with DSD on the detail of this and it is intended to bring a report back to Committee /STC in April with the details of all such projects and commitments and recommendations for prioritisation of projects.
- Some general principles will need to be considered in the prioritisation and funding of the projects, which may include:
 - Prioritisation of those projects that overlap with emerging Council supported projects including potential BIF/LIF/SIF projects eg Girdwood
 - Prioritisation of those projects that overlap with the Belfast Rapid Transit Scheme.
 - Prioritisation of those projects where DSD monies can be spent in the period up to 2015 and hence a reduced liability for the Council post 2015.
 - Consideration to be given to DSD retaining responsibility for any projects that are contractually committed as at 2015, including UDG's
- Notwithstanding any prioritisation process it is clear that the transferring budget allocation from DSD does not fully account for the aspirational list of projects. There is a high risk that the proposed 'seamless' transition from DSD will not occur and there is the potential for loss of momentum. It is therefore recommended that a meeting is requested as soon as possible by the Council with the DSD, DFP, DCAL and DRD Ministers to consider any scope for potential transitional funding and delivery mechanisms for key city projects that have major impacts.

- **The current model of the Council becoming responsible for all DSD activity in April 2015 with a fixed budget allocation inevitably means that the city will need to focus on a number of key projects that will enhance quality of life, reanimate the city and attract investment and economic activity**
- **There are a number of emerging DSD projects that the Council will need to consider now to ensure that budget is not lost and to maximise links with other funding streams, particularly those where the Council has an interest or where they relate to citywide strategic projects. Whilst it is intended to bring a further detailed report back in April to the STC and to the Strategic Policy & Resources Committee there are certain projects that require Member's consideration now and should form the basis of the proposed Ministerial meeting:**
 - 1. Environmental Improvement Scheme at Divis Street Gateway (Junction of Divis Street /Millfield to junction of Falls Road /Grosvenor Road) and the Albertbridge Road/Templemore Avenue: Both of these proposed projects are closely linked to the Belfast Rapid Transit scheme. They also link to other Council schemes including the Lower Falls/Divis Intervention scheme and the emerging St Comgall's BIF /SIF project (see separate Area Working Group Update report) at Divis Street Gateway and the Connswater Community Greenway project where it crosses the Newtownards Road/Albertbridge Junction (Albertbridge Road scheme).**
 - 2. Girdwood: The construction work is due to commence on the Girdwood Community Hub in early April and the proposed DSD funded infrastructure and wider site works are integral to the overall project. The Hub has £1.5million of DSD funded external works associated with the building which cannot be completed until the building is up in June 2015. Therefore as things stand the Council would be expected to complete this. The wider Girdwood site development which is a key good relations scheme also has implications for Council, DSD and potentially DCAL.**

3. Other Environmental Improvement scheme – specifically those creating a gateway to city centre from Shankill and Crumlin Roads.

4. BRO projects – There quite a number of these in the system which is raising expectation levels and decisions need clarified.

3 Resource Implications

Officers from Property & Projects and Development are continuing to meet with DSD officials on the detail of transferring assets, liabilities, projects and contracts.

4 Recommendation

4.1 Members are asked to note the contents of report:

- note that detailed work is ongoing with DSD officials in relation to due-diligence on the assets, liabilities, projects and contracts which are transferring and note that a further detailed report will be brought back to SP&R and the STC in April
- to agree that an urgent meeting is sought with the DSD, DFP, DCAL and DRD Ministers to consider any scope for potential transitional funding for key city projects
- consider the emerging implications in light of other Council funding streams including LIF and BIF and in the context of emerging SIF priorities.”

After discussion, the Committee adopted recommendations 1 and 3 as set out in the report and agreed not to seek a meeting with the Ministers at this stage. The Committee noted further that the Chief Executive would be meeting with the Departmental Secretary of the Department for Social Development the following week and that a report on the outcomes of that meeting would be submitted to a future meeting of the Committee.

Review of Rents at Parks Houses

The Committee considered the undernoted report:

“1 Relevant Background Information

1.0 Parks houses are residential properties located on land for which the Parks and Leisure Department have operational responsibility. Parks and Leisure look after allocation of the dwellings to Council employees and have management responsibility for the properties. Property and Projects Department provide advice in relation to reviews of rents and content of Tenancy Agreements. The nature of the Tenancy

Agreements for these houses provides less protection for occupiers than equivalent Housing Executive or private rented sector lettings.

1.1 Legal Basis

Legal Advice obtained requires the Council to restrict these lettings to Council employees. Letting on the open market or to those on housing waiting lists, would fall outside the Council's functions and legal scope. Legal advice confirms that because the lettings are to employees and the wording contained in the 'Tenancy Agreement' states the occupancy is 'at the will and during the pleasure of the Council', the occupier has no legal interest in the property. This means the occupier's status is more akin to that of a Licensee rather than a tenant. In addition the Council has no duty to re-house any tenant whose tenancy is terminated. The combination of these factors offers less protection to the occupier than a Housing Executive or private rented sector tenancy.

1.2 This report provides a review of rent on six properties.

2 Key Issues

2.1 Since 1991 Parks Houses rents have been calculated using the Northern Housing Executive Rents Point Scheme. Points are allocated based on the number of rooms and facilities and have then been further adjusted by the Estate Management Unit to take into account the following factors:

1. Location of the dwelling
2. Access and surrounding environment
3. Condition of the dwelling
4. Security duty
5. Security of tenure

2.2 Rental Adjustment

Due to the unique situation of many of the Parks Houses it is considered appropriate to make adjustments for the factors listed above. The rents are adjusted where houses are situated in cemeteries or more out of the way locations. Adjustment is also made where the occupier has a duty, under the tenancy agreement, to investigate any disturbance or unlawful entry occurring at anytime on the adjoining Council property, and report the same immediately to the police. In many cases the tenant will also have the responsibility outside normal park opening hours (e.g. at night) to open, close and lock gates in order to gain access to, or egress from, the dwelling. Adjustments are also made for the absence of parking arrangements where appropriate.

Each time rents on these properties are reviewed the condition of each dwelling is considered and account taken of any renovations, improvements as well as any need for repairs.

2.3 Allocation of Property to Staff

A number of criteria are applied to allocate the houses including: that the individual must be permanently employed by Belfast City Council and has to be bound by a tenancy agreement which was linked to their continuing employment. The tenancy agreement requires the individual to take on certain responsibilities specific to the property but in general they pertain to opening and closing gate, reporting incidents of ASB to the police and some minor maintenance of the gardens.

2.4 Summary of Each Property

Information on the nature of each property as well as the existing and proposed rent has been circulated. A summary of existing and proposed rents is also provided below for Committee's consideration.

Over the two year period since the last review, Housing Executive rents have risen by approximately 6%. While the proposed revised rents take account of this increase the allowances applied to each house in terms of location and condition have also been reviewed. The resultant increased rents while remaining relatively modest, and in some cases nil increases are considered to reflect the relative advantages and disadvantages of their sites, surrounding locations and tenancy constraints.

3 Resource Implications

3.1 Financial

Subject to all the dwellings being let for the entire year, the proposed revised rents would increase the total annual rental income from the dwellings referred to in this report, from the current £17,784 to £18,512 per annum.

Address	Existing Weekly Rent	Proposed Weekly Rent	Equivalent Monthly Proposed Rent Including Rates
743 Upper Newtownards Road	£48	£50	£287
511 Falls Road	£56	£58	£339
62 Antrim Road	£78	£81	£473
125 Ballygowan Road	£45	£50	£278
2a Stranmillis Road	£60	£62	£350
2 Park Road, Mallusk	£55	£55	£293

3.2 Human Resources

No additional human resources required.

3.3 Asset and Other Implications

Ensures appropriate rental levels for dwellings.

4 Equality and Good Relation Considerations

4.1 No known equality or good relation issues associated with this report.

5 Recommendations

5.1 Committee is recommended to approve the revised rents set out in the body of this report.”

The Committee adopted the recommendations.

Grove Development Study – Update

The Director of Property and Projects submitted for the Committee’s consideration the undernoted report:

“1.0 Purpose of Report

1.1 To provide Members with an update on the recently completed Grove Development Study and to agree next steps.

2.0 Relevant Background Information

2.1 Members will be aware that the Council’s former leisure facility at Grove was recently demolished with the cleared site (1.27 acres) remaining in the ownership of the Council. In addition the Council recently acquired the site of the former Grove Primary School which was declared surplus by BELB in 2013 following SP&R Committee agreement in November 2012. This

is a 2.5 acres site on the opposite side of North Queen Street. A further 3.9 acres of adjacent land is owned by the NIHE which has also been declared surplus.

- 2.2 This therefore encompasses a sizeable site which presents a significant opportunity for development in an inner city area. The site is a strategically important gateway site on one of the main arterial routes into the city centre. The area falls within the Inner North Neighbourhood Renewal Area and its wards among those with the highest level of multiple deprivation in NI. The area has also been characterised by high levels of conflict and division. A number of previous planning assessments have been carried out on the sites.
 - 2.3 Members are asked to note that a number of previous studies and frameworks have identified needs in the area and/or proposed a number of uses for the site. DSD's previous draft Physical Regeneration Masterplan for York Road/Shore Road identified an opportunity to create a landmark mixed use building at the junction of York Road and North Queen Street at the site of the former leisure centre. Key needs and/or potential uses in the area which have been previously identified include economic development and creation of jobs and training opportunities through the provision for small business units.
 - 2.4 The Council, in conjunction with DSD and NIHE, recognised the potential for this site to make a contribution to the social, economic and physical regeneration of the area. Last year DSD, working jointly with the Council and NIHE, commissioned consultants to undertake a development study. The aim of the study was to explore the development potential of the land in and around the site of the former Grove Leisure Centre and identify a potentially viable model for its development in a way that benefited both the local and wider communities. Members are asked to note that whilst the Council supported the progression of the development study it was on the basis that the Council was not bound by the findings of the study and could progress development options as they materialised.
- 3.0 Key issues
- 3.1 A number of stakeholder consultation events were held to inform the development of the plan and a number of potential options for the future of the site were identified and appraised. The consultants have now delivered their report and the key recommendations emerging are outlined below for Members consideration

- short term, meanwhile uses on a portion of the NIHE land
- longer term business start up/youth training units developed on the former Grove Primary School site and former leisure centre site
- Midland Boxing Club to be relocated on a portion of the NIHE land
- The transfer of a small portion of NIHE land to Alexander Presbyterian Church for car parking
- An Environmental Improvement Scheme to include the closure of a portion of North Queen St

3.3 The consultants concluded that due to insufficient evidence of demand or need for an immediate large scale development the preferred option for the development of the site is to use part of the NIHE land to install ‘pods’ as a meanwhile use. They felt that this would test the market. The consultants did not however recommend any immediate uses for the Council’s lands and were of the view that if the meanwhile uses on the NIHE lands could provide sufficient evidence of demand for further developments, then the Council’s lands could potentially be developed into a youth training and business start up centre. They proposed that the Council could potentially market their lands by way of a Development Brief for the provision of an Innovation Centre/youth training facility or start up units.

3.4 It should be noted that no budget has currently been allocated to the Grove Development Plan. The recommendations outlined above are only emerging findings and have not been costed in detail.

Other issues for consideration

3.5 The Council has also been approached by various other stakeholders who have ideas for the development of the former Grove site which demonstrates a level of potential interest in the site. These include the potential development of a ‘city farm’ and business incubation units. However these are only initial proposals with no funding attached.

3.6 Members are asked to note that there are also a number of Masterplans and Development Frameworks which are transferring across from DSD and any future decisions on the Grove study should be considered in the context of the overall Masterplans and frameworks.

4.0 Next steps

4.1 In addition to the emergent findings/recommendations from the Grove Masterplan, a range of other uses for this site have been proposed by other stakeholders. Members are asked to continue to authorise officers to progress decisions with interested parties with a view to bringing a further report back to Committee.

5.0 Recommendations

Members are asked note the contents of this report and

- agree that officers continue to facilitate discussions with interested parties over the future use of the Grove site with further detail to be brought back to Committee in due course. This will need to be considered in the context of the range of asset, project, masterplans and frameworks which are transferring from DSD “

The Committee adopted the recommendations.

North Foreshore Plot 1 Site Disposal

The Committee considered the undernoted report:

“1 Relevant Background Information

- 1.1 Members gave approval on the 18th November 2011 to release a Marketing Prospectus for the disposal (by way of lease) of a site up to 1.5 acres at the North Foreshore for Anaerobic Digester renewable energy use.
- 1.2 Members will be aware that the Council has previously agreed that the North Foreshore should be developed for waste management, environmental businesses and recreational uses. The environmental business proposal comprises the development of an environmental resource park to create an innovative ‘Green Technology Business Cluster’ for Belfast. This would have the benefit of diversifying the economy to encourage investment and job creation.
- 1.3 The North Foreshore Members Steering Group was briefed on the 25 February about the proposed development of the proposed environmental resource park, and were provided with an update on the progress being made to encourage private sector development interest.

- 1.4 The development of a cleantech environmental resource park at the North Foreshore is included within the Investment Programme 2012 – 2015. The Members will also be aware that the Council has submitted a £8 million European Regional Development Fund Application to develop the infrastructure for this environmental resource park. Invest NI and DETI are currently assessing the application, and the Council expects a decision in April 2014.
- 1.5 The disposal of the site for potential anaerobic digester cleantech renewable energy facility would enable the development of a sustainable renewable energy hub. It would create a unique selling point for the development of a cleantech environmental technology cluster. In particular, the availability of renewable electricity would be attractive to potential cleantech companies locating in the environmental resource park. A renewable energy hub at the North Foreshore would demonstrate Council's leadership in promoting the development of the cleantech environmental technology sector to build the City's resilience in an era of growing energy insecurity, increasing energy cost and fuel poverty. The NI Executive is promoting the development of anaerobic digester facilities to generate renewable energy to reduce our dependence on imported fossil fuels and to improve our security of energy supply. It would also help contribute to the NI Executives' renewable energy target of 40% by 2020.
- 1.6 The disposal of a site for a commercial anaerobic digester renewable energy facility will form part of the renewable energy hub being created at the North Foreshore.

2 Key Issues

- 2.1 The Council identified and agreed a potential development opportunity, to release up to 1.5 acres to the market. The Marketing Prospectus was advertised in the local papers, the council website and in the European Official Journal in December 2011. Developers were invited to submit development proposals to acquire up 1.5 acres for a commercial anaerobic digester renewable energy facility. Developers were requested to offer an unconditional financial bid for the easement fee based on the amount of renewable electricity and heat produced. The closing date for the Development Submissions was the 13 February 2012.

2.2 The Marketing Prospectus stated that an independent due diligence exercise would be undertaken to assess the Development Submissions to determine the commercial viability of the project. The Council commissioned KPMG in March 2012 to undertake an independent evaluation of the submissions to test the financial capacity of the companies and their ability to secure the funding for the development of the site. The following assessment criteria which was outlined in the Marketing Prospectus was used to assess the development submissions:

- i. Financial offer for the electricity cable and heat pipe easement fees.
- ii. Company background, financial viability of the project and the financial capability of the operator to fund, deliver, and operate the facility.
- iii. Experience of the Developer and project Development Team to deliver and operate similar AD renewable energy facilities.
- iv. Quality of the design proposal and the socio economic benefits.
- v. Delivery of the project within a reasonable timescale.

2.3 Following this assessment it is recommended that the Council should enter into a Site Options Agreement with B9 Organics International Ltd, with the site options agreement containing appropriate terms and conditions requiring B9 to commit to an unconditional financial bid for the easement fee and site rent upon signing of the Agreement and a further precondition that requires confirmation of funding.

2.4 B9 Organic International Ltd is a local renewable energy company based in Larne. B9 Organic International Ltd is proposing to develop a commercial anaerobic digester facility that would process commercial organic waste to produce biogas to power up to 1Mw of renewable electricity and heat. This could be sufficient to power up to 1,000 homes. It will also contribute towards the 40% renewable energy target established by the NI Executive. Anaerobic Digestion (AD) is a cleantech technology that is a modern and clean facility that processes organic waste in the absence of oxygen, producing a biogas that can be used to generate electricity and heat. The AD operation takes place in an enclosed building under slight negative pressure and sealed containers to contain the odour. B9 Organic International Ltd has indicated that they will invest £5 million raised from private equity investors, via the Enterprise Investment Scheme designed to promote new business development.

- 2.5 B9 Organic International Ltd is proposing to create a number of permanent full time jobs, and there will also be additional construction jobs created by the project.
- 2.6 The NI Executive is promoting the development of AD facilities to generate renewable energy to reduce our dependence on imported fossil fuels and to improve our security of energy supply. The Executive has imposed targets that 40% of our energy production is to come from renewable sources by 2020. Currently, NI is producing c12% of its energy from renewable sources. It is worth highlighting that in 2009 the Council's landfill gas electricity generation power plant at the North Foreshore was producing 5mw which accounted for 1% of the 12% renewable target established by the Executive for 2012.
- 2.7 In addition, the NI Executive has also established targets to divert waste away from landfill and has established a recycling target of 60% by 2020. The B9 Organic International Ltd AD proposal will help to divert commercial organic waste away from landfill and contribute towards the 60% recycling target.

3 Resource Implications

3.1 Financial

The Council will receive a financial return for the site based on a ground rental (reviewable every 5 years) and a further return based on the amount of electricity generated from the facility and on the amount of any heat exported from the facility. The return from electricity and heat is based on an agreed (unconditional) price per mw hour. The total return will be dependent upon the amount of electricity and heat generated but setting aside any potential return from the export of heat (which is less certain given that there are currently no end users on this site), the estimated return to the Council is circa £77,500 per annum based on a 1mw AD renewable energy facility.

In order to enable development and comply with planning and NIEA requirements and for the protection of human health, the site will however require capping works (including an active gas abstraction system) to be undertaken. A report on the capping works as contained in the capital programme, was previously brought to the SP & R Committee in November 2012. It is worth noting however that in the absence of site development the Council will still have to provide a basic capping system.

The development of this facility is an important element of the sustainable energy hub, and will encourage other developers in the cleantech and renewable sectors to locate at the North Foreshore.

The proposed investment by B9 Organic International Ltd is £5 million. In addition to job creation for the City, this facility will also add to the City's rate base.

Assets

- 3.2 The development of this site represents an important regeneration opportunity for Belfast and has the potential to create significant economic, social and environmental benefits.

The development of this facility is important in firmly positioning the North Foreshore Environmental Resource Park as a cleantech business cluster and would help improve Belfast attractiveness as a competitive location for the renewable energy and cleantech sector.

3.3 Human Resources

Staff resource, primarily from Property & Projects Estates Unit and Legal Services.

4 Equality and Good Relations Screening

- 4.1 A screening form is not necessary because there is no equality or good relation issues

5 Recommendations

- 5.1 It is recommended that Members give approval to enter into negotiations to complete a Site Options Agreement and draft Lease with B9 Organic International Ltd, for the disposal of a site at the North Foreshore for a commercial AD renewable energy facility, as detailed above and subject to detailed terms to be agreed by the Estates Manager and Legal Services."

The Committee adopted the recommendation and agreed that a report on the overall development of the North Foreshore site be submitted to a future meeting of the Committee.

Good Relations and Equality

Minutes of Meeting of Good Relations Partnership

The Committee approved and adopted the minutes of the meeting of the Good Relations Partnership of 10th March.

Notice of Motion – Stained Glass Window.

The Committee was reminded that the Council, at its meeting on 3rd April had referred the undernoted notice of motion, which had been moved by Councillor McCarthy and seconded by Councillor Webb, to it for consideration:

“This Council agrees to the installation of a stained glass window in the City Hall to commemorate the sons of our City who fought in support of the democratically elected Government of Spain against the forces of Fascism.”

The Committee was advised that the Spanish Civil War had been fought from 1936-1939 and had involved a range of political factions but mainly fascist and socialist forces. Most of the Irish volunteers who had fought against Franco’s fascist forces were members of the Fifth International Brigade. Around 80 of those 320 Irishmen were from Northern Ireland, a significant proportion of whom were from Belfast.

The Democratic Services Manager explained that the installation of a Stained Glass Window would need to be considered within the overall context of City Hall Memorabilia. One of the Council’s primary objectives was to make the environment within the City Hall balanced and inclusive and to reflect the cultural backgrounds of all the citizens of the City. As a first step, it was recommended that the matter should be referred to the Joint Group of the Party Leaders’ Forum and Historic Centenaries Working Group for consideration and comment. Thereafter, it would be a matter for the Committee to determine.

He pointed out that that course of action would be in keeping with the methodology used by the Council in 2011, prior to the installation in the City Hall of the ‘Celtic Myths and Legends’ window, which had been referred to the former Memorabilia Working Group for initial comment.

The Committee agreed that the matter be referred initially to the Joint Group of Party Leaders’ Forum and Historic Centenaries Working Group for consideration and comment.

Cross-cutting Issues

Notice of Motion – New Psychoactive Substances

The Committee was reminded that the Council, at its meeting on 3rd February, had passed unanimously the undernoted notice of motion, which had been moved by Alderman Robinson and seconded by Councillor Hargey:

“This Council notes with concern that the sale and use of Novel Psychoactive Substances, so called ‘legal highs,’ is becoming increasingly problematic in the City;

- it commends the gallant efforts of many charities and voluntary organisations, such as Opportunity Youth, Ascertainment, FASA and the Falls Community Council, which are working hard to support those individuals affected, whilst shining a light on this recent scourge;
- it notes the good work being led by the South Belfast DPCSP, which convened recently a meeting of a multi-agency working group to examine this issue and its impact, with a follow-up meeting to take place later this month; and
- it agrees to write to the Health Minister with a view to supporting his engagement with the Home Office to review the legislative controls and potential classification.”

The Democratic Services Manager reported that a response had been received from the Minister for Health, Social Services and Public Safety, Minister Edwin Poots, MLA. In his correspondence, the Minister had acknowledged the ‘real harm’ which New Psychoactive Substances (NPS) – or so-called ‘legal highs’ – caused in terms of health and well-being, together with the associated issues of anti-social behaviour and criminal activity. The Minister had welcomed the work which the Council had undertaken, in conjunction with the Police Service of Northern Ireland, to address the availability of New Psychoactive Substances, and had requested that he be kept informed in that regard.

The Minister highlighted also that he had raised concerns regarding those substances with the Home Secretary, Ms Theresa May MP. At that meeting, he had requested that a more ‘robust’ approach be adopted to address the issue, and had pointed out that the Home Office had announced a review of the Misuse of Drugs Act 1971, which would examine if the legislation could be enhanced to introduce new measures which would address the problems of new psychoactive substances. The Minister concluded his response by welcoming the steps taken to highlight the issue and indicated that he looked forward to the Council’s continued support.

After discussion, during which the Members acknowledged the work which had been undertaken by Council staff in addressing the problems of New Psychoactive Substances, the Committee noted the response from the Minister.

Notice of Motion – Healthcare Provision in Belfast

The Democratic Services Manager reminded the Committee that the Council at its meeting on 3rd February, had passed unanimously the undernoted notice of motion, which had been moved by Councillor Convery and seconded by Councillor Groves:

“This Council expresses grave concern at the crisis conditions experienced recently by patients in many of the Accident and Emergency Departments across Northern Ireland; a problem which is symptomatic of a more general crisis in the National Health Service (NHS). The Council calls on the Minister of Health, Social Services and Public Safety to work actively for and with GPs and other health professionals to ensure service provision and to demonstrate the political will to deliver the best healthcare possible for patients. An effective strategy must be put in place to address the managerial problems which exist and to identify the structural change needed within the NHS. The future provision of Accident and Emergency services and improved facilities throughout Belfast hospitals to accommodate patients where admission is required must, going forward, be a key component in any strategic plan.”

He reported that a response had now been received from the Minister for Health, Social Services and Public Safety, Minister Edwin Poots, MLA. In his correspondence, the Minister had assured the Council that he was committed to protecting and improving the quality of services being delivered within the Health and Social Care system and acknowledged that vital work was being undertaken by staff in emergency departments. However, he had acknowledged also that concerns had been raised recently regarding some aspects of emergency departments and outlined the actions which he had initiated to address those concerns.

After discussion, the Committee noted the response from the Minister and that a report would be submitted in due course in relation to a closer working relationship with the Belfast Health and Social Care Trust and the ‘Member Information Clinics’ which the Trust had previously agreed to host.

Framework for Student Housing in the City

The Director of Health and Environmental Services submitted for the Committee’s consideration the undernoted report:

“1 Relevant Background Information

The Belfast Learning City context

- 1.1 The draft Belfast City Masterplan Review highlights development of the Learning City as a key theme aimed at harnessing the value of the higher education institutions across the city to maximise their impact on the economy, vibrancy and diversity of the city and the region.**
- 1.2 Higher Education Institutions (HEIs) as anchor institutions in the city contribute significantly to the economic, social and environmental prosperity of the city, as well as providing a knowledge hub in the city. This is also recognised in the emerging Integrated Economic Strategy for the city which highlights the role of the Higher Education sector in developing skills and access to employment.**
- 1.3 Research has shown that students studying and living within cities make a significant contribution to local and regional**

economies. Belfast currently has 5 Higher Education Institutions across the city and by 2018 will have 2 major University campuses close to the city centre. There is also a growing international student market which presents a significant opportunity for Belfast in terms of international marketing, tourism and knowledge research.

- 1.4 Attracting students to study and live in the city not only requires excellent education providers, high quality campuses and a wide choice of quality courses, but also the right city infrastructure including IT connections, transport and housing. Student housing of whatever nature needs to be attractive, high quality, safe, secure, accessible and affordable. It needs to be well planned and appropriately managed to ensure that there is positive integration with existing communities.
- 1.5 The *'Belfast: A Learning City - Strategic Study of the Holyland and wider university area'* report was presented to the Council on 2nd April 2012 and outlined a number of recommendations in relation to student housing, to make Belfast a learning city and destination of choice for students. Two of the recommendations were:
- a) Development of a coherent city wide strategy for student housing promoting choice and fit-for purpose accommodation; and
 - b) Identifying locations, innovative arrangements and measures to attract alternative funding for housing students in the city;
- 1.6 As agreed by the Strategic Policy and Resources Committee on 23 August 2013, a stakeholder engagement exercise on an initial 'discussion document' has been completed. This report seeks approval of the final framework document.

2 Key Issues

- 2.1 The Council has been leading a joint Inter agency team on the development of a student housing strategy involving DOE Planning, DSD, NIHE and SIB, DEL, DRD and the main HEIs).

- 2.2 The purpose of the Framework Document is to set the policy context for student housing in the city. The full document and summary is attached in the appendix.
- 2.3 Belfast is different to most other large university cities in that the proportion of available managed purpose built student accommodation (PBSA) is considerably lower than elsewhere in the UK. Local students also tend to live with others from their home towns and stay in their student accommodation during weekdays only. Also whilst there are also lower numbers of international students, the HEIs are keen to attract new students and grow their existing base and there is a DEL target to increase the numbers over the next few years. This means Belfast needs a fairly unique solution.
- 2.4 A stakeholder engagement exercise was completed between September/October 2014 on an initial 'discussion document' which presented proposals to address student housing requirements in the city. Following consideration of stakeholder responses, a final Framework document has been produced which presents evidence to address student housing requirements in the city and promote Belfast as a Learning City, including:
- The Learning City context (including the value of students within the city);
 - Evidence of market and demand for student accommodation;
 - The current policy context for Belfast and evidence of approaches in other large university cities,
 - New planning criteria for Purpose Built Student accommodation (PBSA) proposals.
- 2.5 The planning criteria proposed in the document could form the basis for a future revised planning policy for PBSA (HMO Subject Plan, Policy HMO7) after 2015, following transfer of planning powers under Local Government Reform. The criteria are:
- i. Proximity: the development is within 15 minutes walking distance of a university/college campus or on a high frequency public transport route.*
 - ii. Design: the nature, layout and design of the development are appropriate to its location and context and would not result in an unacceptable impact on local character, environmental quality or residential amenity. The development should be designed to deter crime and promote personal safety.*
 - iii. Management: an appropriate Management Plan is in place to minimise potential negative impacts from occupants and the development on surrounding properties and neighbourhoods and to create a positive and safe living environment for students. This may*

require an Article 40 Planning Agreement with the relevant authority prior to the issue of planning permission (or Article 76 of the 2011 Planning Act);

- iv. Impact: the development would not result in an unacceptable impact upon surrounding residential neighbourhoods in itself or when considered alongside existing and approved student housing provision.*
 - v. Need: the development meets an identified need for the type of accommodation proposed.*
- 2.6 The Planning Service has also confirmed that once the Council has endorsed its support for these criteria, they will consider them as material in their planning considerations.
- 2.7 The framework document sets out the policy context. However a number of other interventions will be needed to achieve a choice of high quality student accommodation in the city. These other interventions include policy, legislative, practical and financial interventions around which work is currently ongoing. This includes improved HMO regulation, an accreditation scheme for student accommodation, complementary regeneration schemes in areas around the HEIs, pre-application discussion guidance for planning applications; and further work on the financial viability and options for facilitating/ supporting private sector or partnership delivery of PBSA schemes.
- 2.8 As previously agreed by Committee on 23 August 2013, work is continuing with key partners, including SIB, to:
- Explore the feasibility of options for facilitation of purpose built student accommodation; and
 - Develop a Business Case in conjunction with SIB to be submitted to DFP to assess whether there is scope for public sector financial support for delivering the strategy.
- 2.9 A further report on the outcome and recommendations of this work (in para 2.7) will be brought to Committee later in 2014.
- 2.10 As the Council inherits the responsibility for the development of a local area plan, it is likely to consider how this plan can control inappropriate student accommodation and support more managed purpose built accommodation.

3 Resource Implications

- 3.1 Costs associated with publishing the framework have been allowed for within the revenue estimates.

4 Equality and Good Relations Implications

- 4.1 The Good Relations and Diversity Officer has been consulted and has advised that equality screening of the Framework is not required at this stage. The Framework document highlights the commitment of Belfast City Council and the Joint team partners to ensuring that equality and good relations matters are considered in delivery of all aspects of the Framework. As strategy proposals/interventions are progressed in more detail by the relevant agencies, these will be equality screened in line with corporate equality policy.

5 Recommendations

- 5.1 The Committee is requested to:
Adopt and publish the Framework document and the summary;
Note the further work on feasibility/support for PBSA; and
Support the planning criteria for PBSA schemes in consideration of future managed PBSA proposals.”

After discussion, the Committee adopted the recommendations.

Belfast Healthy Cities Phase VI

The Committee considered the undernoted report:

“1 Relevant Background Information

- 1.1 Belfast was first designated to the WHO European Healthy Cities Network in 1988; the city has been a key member of the five phases of the Network and recently celebrated its 25th anniversary with a key event, at which Dr Agis Tsouros, Head of WHO European Healthy Cities, presented WHO Healthy City Awards to a range of projects across Belfast.
- 1.2 Belfast Healthy Cities, which operates through a Board of Directors from various statutory and voluntary agencies and a small staff team, has worked over the five phases of the initiative to place health and wellbeing on the policy agenda of all agencies within the city; to create an intersectoral approach across sectors; and to promote understanding and action to address inequity in health throughout the city.

- 1.3 The current WHO Healthy Cities Network phase came to an end in December 2013 and Phase VI of the Network will operate from 2014 – 2019. There are two stages to the application process. As a first stage, an expression of interest letter was presented jointly on behalf of Belfast by Dr Eddie Rooney and the Lord Mayor to Dr Agis Tsouros, whilst he was in Belfast on 28 November 2013, following approval by the Strategic Policy and Resources Committee meeting in November 2013. The expression of interest letter was accepted by WHO and Belfast was invited to submit an application as a city that had been active in delivering on the Phase V themes. The second stage involved the Lord Mayor hosting a workshop on 10 January with key stakeholders in the city to identify the priorities in the Belfast Phase VI application.
- 1.4 Belfast Healthy Cities (BHC) complements the work of the Belfast Strategic Partnership and other organisations advocating the linkages between health, improving quality of life and inequalities. Given the changing role of local government with the review and new functions coming into Council during this new Phase VI (2014-2019) period may provide opportunities for BHC to support the Council in specific work programmes. BHC also supports specific work programmes within the Belfast Strategic Partnership, leading the work on Regeneration and Healthy Urban Environments and contributing to the Healthy Ageing Strategic Partnership and to the Active Belfast/Active Travel group.
- 1.5 It is important that the work of Healthy Cities moving forward continues to build more complementarity with the work of the Belfast Strategic Partnership and the future community planning process to be led by the Council.
- 1.6 A benefit of being a member of the World Health Organization European Healthy Cities Network is the promotion of Belfast on the international stage as a leading example of innovative practice in intersectoral working. BHC is very successful in bringing expert speakers to build knowledge within the city on key health and equity issues.
- 1.7 The World Health Organisation (WHO) European Healthy Cities Network was established in 1987, initially with just 11 cities committed to collaborating with WHO, focused on local action for health and health equity. Twenty five years on, the Network has a limit of 100 cities as designated members, alongside some 30 national members involving more than 1,400 cities and towns similarly committed to Healthy Cities values and ways of working.

1.8 The Head of Environmental Health is currently a member of the Belfast Healthy Cities Board of Directors. The Chair of the Health and Environmental Services Committee is considered to be the lead politician representing Belfast at the European business meetings. The Council is also one of the core funders of the organisation and its programmes. Other key funders are the Public Health Agency, the Northern Ireland Housing Executive and Belfast Health and Social Care Trust.

2 Key Issues

2.1 The two strategic goals of Phase VI are:

§ Improving health for all and reducing health inequalities

§ Improving leadership and participatory governance

2.2 There are four core themes to be addressed during the Phase VI period and the Phase VI workshop identified the following priorities:

- Theme 1: Life course and empowering people - the priorities will include early life; older people and health literacy
- Theme 2: Public health priorities - the priorities will be mental well-being; physical activity, obesity and transport
- Theme 3: Strengthening people city services and public health capacity – the priority will be to strengthen the capacity of officers and politicians across sectors
- Theme 4: Creating resilient communities and supportive environments - the priorities will be healthy urban planning and design; climate change and healthy transport

2.3 The detailed action plans will be finalised during the coming months with key stakeholders across the city.

2.4 WHO requires that the Phase VI application by the city is endorsed by the City Council through the Lord Mayor's office. The Committee is therefore asked to support the application for Belfast to apply for re-designation to the WHO healthy cities network Phase VI (2014-2019). A copy of the application to be submitted by the BHC office on behalf of the Lord Mayor has been circulated.

3 Resource Implications

- 3.1 Financial:** At the 5 September 2012 Health and Environmental Services Committee, it was approved that funding to Belfast Healthy Cities should be maintained for three years at £89,586 until March 2016. The approval of the provision of this funding within the Revenue Estimates for 2015/16 will, however, now need to be given by the Shadow Council. Healthy Cities also intends to make a further bid for funding for the full Phase VI project at a later date. However, further reports will need to be brought through the appropriate governance structures in this regard.
- 3.2 Human Resources:** These can be accommodated within current workloads.

4 Equality and Good Relations Implications

None

5 Recommendations

It is recommended that the Committee

- 1. Supports the application of Belfast to the World Health Organisation for re designation to Phase VI (2014-2019) of the European Healthy Cites Network.**
- 2. Recommends that the lord Mayor formally supports the application on behalf of the city”**

The Committee adopted the recommendations.

Progress on the delivery of individual flooding defences for householders in Northern Ireland

The Director of Health and Environmental Services reminded the Committee that many Belfast City Council residents had experienced or had been threatened by flooding from various sources over the last 6 years, with some properties being repeatedly flooded and householders suffering significant financial loss. By August 2012, the Scheme of Emergency Financial Assistance had provided £1,000 payments to 4,259 households in the city (10% had claimed on more than one occasion).

She explained that a number of independent reviews, most recently by the Department of Finance and Personnel's Performance Efficiency Delivery Unit report into the 2012 flooding, had called for individual property protection schemes, alongside other measures. However, there was still no scheme in place for householders who would not benefit from planned infrastructure improvements in the near future. While work had been progressed with a number of large scale alleviation investment schemes and improved alert systems for some areas, the only viable solution was individual property protection.

The Director stated that the Department of Agriculture and Rural Development Rivers Agency had developed a draft business case for the introduction of an individual property protection scheme. Feedback from that Department had indicated that the business case was currently progressing through its own and the Department for Finance and Personnel's approval mechanisms. It was also understood that there might be a role for Councils in terms of administering those schemes, although that had not yet been discussed in detail with councils.

Tailored individual property protection devices were far more effective and efficient than sandbags and such a scheme had significant potential to empower the public to help themselves, reduce the likelihood of their homes flooding and preventing financial hardship. Following the recent threat of tidal flooding in the city, a number of Members had called for a property protection scheme. Therefore, draft letters seeking clarity from the Department of Agriculture and Rural Development and the Department of Finance and Personnel on the proposals, timescales and operation of those schemes and requesting early discussions on the implications of the proposed scheme for councils had been prepared for the Committee's approval. The letters also referred to the Executive Ministers encouraging all organisations to take the necessary measures to protect critical infrastructures such as plumbing stations, electricity substations and to the issue of the need to establish a lead 'response' agency in defined flooding situations.

The Committee agreed that the draft letters be sent to the Department of Agriculture and Rural Development and the Department of Finance and Personnel Ministers.

A Member also raised an issue regarding a particular area of flooding and insurance implications. The Director stated that officers had been liaising with the Association of British Insurers and would speak to the individual Member about that.

IBM Smarter Cities Challenge: Final Report

The Committee considered the undernoted report:

“1.0 Purpose

- 1.1 To update Members on the final draft of IBM's 'Belfast Smarter Cities challenge' report who are seeking for approval for its publication. Members are asked to consider the report's recommendations for the city and the Council. Following approval IBM will publish the report on their website.**
- 1.2 Officers are currently considering the implications of the recommendations, particularly in relation to how they might inform the design and implementation of Community Planning. IBM are offering some limited follow-up support to facilitate this work.**

2.0 Background

- 2.1. Belfast was one of 31 cities to be awarded a Smart Cities Challenge grant in 2013. A team of six IBM experts travelled to the city to do the following:**
- (i) To propose a smarter and more effective approach to planning and decision making and provide a single view of activity based on multiple data sources from several agencies.**
 - (ii) To do this in a manner that allowed for greater engagement and awareness of services by the public.**
 - (iii) To do this in the context of health inequalities and the inter-connections with segregation and persistent disadvantage (while focusing on parts of west and east Belfast to gather their evidence.)**
- 2.2. Whilst the researchers focused on particular issues in west and east Belfast, their findings and recommendations were intended from the outset to address the wider context (ie, how to tackle long term problems in a city with complex governance arrangements involving many organisations with no shared accountability for citywide impact or performance).**
- 2.3. IBM presented their initial findings at a conference hosted by the Lord Mayor in October 2013 and subsequently prepared a draft report. Following a number of minor edits which were based on feedback from council officers, they are now seeking approval from the council to make their independent report publicly available on the Smarter Cities Challenge website: smartercitieschallenge.org/smarter-cities.html**

3.0 Key issues

- 3.1 The final report is structured as follows:**
- The terms of the challenge the council presented to them**
 - Their findings (based on a literature review and interviews with stakeholders including those working in east and west Belfast)**
 - Their thirteen recommendations for the city**
 - An outline roadmap for implementation**
- 3.2 The recommendations describe the following:**
- A process to put in place a Community Planning model for the city which encourages partnership working and engagement with the resident;**
 - An approach to establishing shared measures of impact and performance across the city;**
 - The ICT infrastructure for managing decision-making data.**

3.3 Each of these three phases are considered in more detail below:

(1) People: Create a collaborative planning environment (Community Planning)

3.4 This phase sketches out an approach to Community Planning, community engagement and the structures they might require. It assumes the active involvement of community planning partners (particularly in terms of shared decision-making and data collection). The Council has already been calling for stronger outcomes-based accountability and performance management arrangements with our CP partners and this report offers independent credibility to this argument.

(2) Process: Define an evidence-based decision-making

3.5 This phase is about building on the community planning structure to create a shared performance management and outcomes-focused culture that allows partners to make decisions based on clear data.

3.6 To measure such shared outcomes the authors make the case for common metrics (such as a 'Locus of Control' or 'Wellbeing') that make it possible for many organisations to jointly measure if their interventions are actually making a difference to people's lives.

3.7 The 'common metric' idea was warmly received when raised at the IBM conference and OFMdfM are currently testing Locus of Control/Wellbeing alongside a second measure proposed by QUB ('Self Efficacy') as project and programme evaluation measures for Delivering Social Change across NI. The council is also looking at opportunities to try out such common metrics in preparation for measuring performance of a future Community Plan.

(3) Technology: Management system for providing services and consolidating information

- 3.8 At the heart of the report is a recommendation for suitable software infrastructure to manage the necessary data associated with future Community Planning. The authors identify three key pieces of technology:
- A web-based portal (which Community, Provider and City hubs to capture and share results between partners and with citizens)
 - Analytics capabilities within the system to analyse the data to support decision making
 - A database to capture and manage the data
- 3.9 There are no indicative costs given against these technology proposals but this element is likely to prove expensive to deliver. Some aspects of the technology solution (such as cloud-based technologies) would have significant capital and ongoing revenue costs.
- 3.10 Future Council decisions around technology solutions will need to be in the broader context of our new ICT strategy and our future approach to managing data under Community Planning. There are a number of strands of work within the draft ICT strategy that may have particular significance including a future approach to cloud-based community engagement; the development of social media-based sentiment analysis; and collaboration on the development of a citywide data set.
- 3.11 Given the likely cost, and the need to involve Government departments in the creation and management of the data, it would also be important to involve departments such as OFMdFM who may be considering a regional approach to managing outcome and performance data in relation to Delivering Social Change and other social programmes.

Broader issues for council

- 3.12 The final IBM report makes an important independent contribution to the council's thinking about the design of a Community Planning process for the city. A number of the recommendations, particularly those regarding testing common metrics and new approaches to using shared data for joint decision-making, are likely to prove influential.
- 3.13 In terms of the recommendations relating to technology and city data management, issues of appropriate scale are important. For example, Government Departments, who will contribute to community planning in the city, are unlikely to enter into separate data and performance management arrangements with each of the new eleven Community Planning partnerships across Northern Ireland. They are more likely to support a single regional approach. However, this

might provide an opportunity for Belfast City Council to act as a pathfinder for such a solution.

Next steps

- 3.14 IBM have offered some limited follow-up support to the Council to help us determine the change management challenges that the recommendations represent for the organisation. This work will consider how we can use the recommendations to support the design of the infrastructure required to deliver community planning over the longer term.
- 3.15 Over the medium term officers will look to test individual aspects of the recommendations. This is likely to include finding opportunities to work with partners to measure our impact using a common metrics and exploring how we can effectively manage this data.
- 3.16 In the short term, following Committee approval, IBM will make the report publicly available. Officers will then contact organisations and individuals who contributed to the research to share with them the recommendations.
- 4.0 **Resource Implications**
- 4.1 None at present.
- 5.0 **Equality and Good Relations Implications**
- 5.1 There are no equality or good relations implications at this stage.
- 6.0 **Recommendations**
- 6.1 **Members are asked to note the contents of the final Smarter Cities report and give approval for IBM to now make it publicly available.”**

During discussion, several members expressed disappointment at the recommendations contained in the report and suggested that its publication be deferred.

The Director of Health and Environmental Services pointed out that the report was in the ownership of IBM and that officers would speak to Party Groups about their concerns and bring back to the Committee a report on how the recommendations could be taken forward before publication of the IBM report.

The Committee agreed to this course of action.

(Councillor Hendron in the Chair.)

Response to 'Delivering Social Change for Children and Young People' Consultation

The Committee considered the undernoted report:

"1 Relevant Background Information

1.1 The purpose of this report is to:

- **Inform Members of the consultation exercise by OFMDFM on Delivering Social Change for Children and Young People (DSC CYP); and**
- **Seek approval subject to committee amendments or additions and retrospective Council ratification on the draft officer response due for submission on 31 March 2014 (Originally 5 February 2014).**

1.2 The stated purpose of the DSC CYP document is to provide 'an integrated policy framework encompassing policy on children and young people, including child poverty and children's rights' bringing together the Executive's commitment to reducing child poverty and delivering improved outcomes for all children and young people and:

- **Represents the Executive's child poverty strategy as required under the Child Poverty Act 2010;**
- **Providing the required annual Child poverty report to the Assembly;**
- **Delivers its commitments under the Our children and young people – our pledge, the Executive's ten year strategy for children 2006-16; and**
- **Further implements its obligations under the UNCRC rights of the child.**

1.3 The Strategy proposes a broad remit in that the 'Delivering Social change for Children and Young People' following consultation will be 'laid in the assembly, providing the annual progress report on the measures under the Child Poverty Act and a strategy which brings together all the policies and strategies dealing with child poverty and improving children's lives' for those that need it most.

- 1.4 The consultation exercise was circulated by Council policy officers to form departmental responses and the Young Person's version was shared with members of the youth forum.**
- 1.5 The document has four main areas to be considered which are the vision and outcomes; report on progress for the Child Poverty Act; a proposed way forward using an outcome based approach and proposals for governance.**
- 1.6 The draft response generally welcomes the desire and direction to provide a clear focus on child poverty and the attempt to integrate a joined up approach across the Executive departments. However, there are instances where further clarity and involvement from the council would benefit the framework; these have been outlined in this report.**
- 1.7 Council has an agreed position and vision for children and young people and tackling poverty and disadvantage reflected throughout the response and summarised below:**
 - Children and Young People (CYP) are a corporate priority and an outcomes framework is being embedded in the development of the council's CYP services, refining implementation for transition through local government reform (LGR) and transformation corporately towards community planning in 2017. In so doing, the council's approach is aligned with the global and regional direction for promoting the rights of the child;**
 - The Investment Programme for Belfast sets out the council's commitment to deliver for the city, through a prospectus for partnership, to help its citizens realise their potential and focus on reducing inequalities and tackling disadvantage;**
 - As part of the IBM Smarter Cities Challenge which focused on the issue of persistent deprivation and poverty, the council is committed to creating a collaborative environment (and management system) with clear accountability and leadership to implement an evidence-based decision-making model;**

- Council is an active partner in addressing poverty and disadvantage through the Belfast Strategic Partnership and the delivery of the Framework for Tackling Life Inequalities. The Council is a key partner in the development of an action plan to tackle health inequalities and promote an active Belfast;
 - Council recognises that a strategic and inclusive approach is essential to maximise the level of impact and resources required to tackle elements of poverty. This was endorsed at a Civic Forum on Poverty hosted by The Lord Mayor in January 2014. Key themes discussed included: employment & jobs, fuel poverty, food poverty and finance. The feedback from this event is currently being analysed to inform the way forward and provides the opportunity to revisit the Council's existing Framework on Tackling Poverty and Social Inequalities.
 - As part of its Leisure Transformation Programme, the council is committed to investing £105 million over the next ten years, to transform the leisure centres across the city to ensure that they are modern fit for purpose, attractive and welcoming. The transformation programme marks the biggest change to the council's leisure provision since the 1970s and is a unique opportunity to provide services that will help drive health, social and economic outcomes for the city. The Leisure Transformation Programme will therefore contribute greatly to the strategy's third outcome, 'Children and families thrive and have a healthy future' and further collaboration is welcomed in this area.
 - Council is a key delivery agent within the Together; Building a United Community strategy where an Action Plan for 2014-15 is in development;
 - Council is the lead partner with Policing and Community Safety Partnerships for a safer city;
 - Member led local area working has been implemented within the council in the last year and focuses on collaborative working to address all issues, primarily in areas of disadvantage and deprivation.
- 1.8 The draft response reflects council's desire to work in partnership at every opportunity and to integrate our resources in order to ensure effective and collaborative delivery across Belfast. However there are areas we would welcome greater detail on to provide further clarity and inform how best we can become involved.

2 Key Issues

2.1 Vision and outcomes

The document proposes a new vision which is '*that all children have the support and nurturing required to allow them to have a healthy, safe and active childhood and have access to quality education, which will provide them with the skills to gain employment and fulfil their potential as active engaged citizens*'. The Council response recommends a reference to the rights of the child is included in the vision is added (this is already in the 10 year pledge). This is a fundamental tenet in the Council's approach to support children and young people in Belfast.

2.2 Council is a fully committed member of the current CYPSP Belfast outcomes group set up to deliver on 'Our children Our People Our Pledge 10 year strategy for children' (2006-16) and its 6 regionally agreed children and young people outcomes. We welcome further detail on the future status and governance hierarchy on this.

2.3 Given the broad remit proposed we welcome clarification on the level of accountability, roles and responsibilities and level of capacity being resourced to support the roll out of the approach across 11 new council districts in order to develop local government ownership of the outcomes and approach.

2.4 Council generally welcomes the outcomes in the document which can be traced back to the 6 regional outcomes in the CYPSP 10 year strategy however would note there is no hierarchy and some of the proposed outcomes suggest targeted benefit for all (Children and families thrive and have a healthy future) whilst others target those most in need (Children in poverty achieve good educational outcomes).

2.5 In the absence of any identified resources during the time of local government reform it may be useful to have a staged and resourced approach to developing the agreed outcomes.

2.6 Report on progress for the Child Poverty Act

The feedback on performance progress on child poverty identifies that absolute poverty continues to increase in spite of the interventions listed to date. The Council welcomes the opportunity for further involvement for greater alignment of efforts in Belfast to make a measurable difference especially in closing the gap for children and young people.

2.7 Members are aware of the DSC 6 signature projects and the additional 7 signature project which is the play and leisure plan (£1.6 million). Our response welcomes the play and leisure project and hopes to be able to influence how it is defined to shape its impact to meet the needs of Belfast. Officers have requested an update on the current position of this resource.

2.8 A proposed way forward using an outcomes based approach

An Outcomes approach is welcomed in principle however further involvement and information on whether or not the model meets the needs of all children and young people and also whether or not it is most suitable for the sections of the community in greatest need e.g. traveller community is invited through a robust equality screening process.

2.9 Governance, monitoring and reporting.

Whilst a fully co-ordinated approach to managing the outcomes is welcomed there is no detail on how the council and other partners will be supported to effectively capture, record and report the data to measure differences and performance at both a population and project level consistently.

2.10 Further commitment is encouraged on sharing data and making it publicly available and disaggregated to a local government district level (LGD2014). As a result of the IBM Smarter Cities Challenge, the Council is working with OFMDFM on developing a shared common metric around wellbeing which may be appropriate to incorporate as part of the strategy.

2.11 It is unclear how the strategy can practically be implemented into mainstream service delivery and the impact and resources involved. There is a heavy referencing of signature projects and other DSC initiatives which does not present how planning or accountability of all partners will be achieved.

2.12 The Council will support the delivery locally of OFMDFM's Together: Building A United Community Strategy which incorporates a series of targets relating to children and young people. This example and the various other CYP strategies or initiatives named in the progress report section of the document would benefit from a greater balance in the level of comment in the document to reflect the likely impact the proposals have on it and we would see this as an important gap to highlight in our response.

3 Resource Implications

3.1 There are no resource implications to report.

4 Equality and Good Relations Implications

4.1 OFMDFM have carried out a strategic level equality screening as part of the framework development; no relevant equality and good relations implications have been identified

5 Recommendations

5.1 Members are requested:

- i. To note the contents of the report and;**
- ii. Following discussion agree any amendments or additions to finalise the Council's response and;**
- iii. Agree for it to be submitted subject to retrospective Council ratification on the draft officer response by the submission date of 31 March 2014."**

During discussion a Member referred to the Integrated Services for Children and Young People schemes which operated in West Belfast and the Greater Shankill areas. Those schemes, which helped deliver social change, were no longer to be funded and were being closed down. He pointed out that Members had previously referred to the success of the projects and had requested that they be rolled out to other areas of the city. He suggested that the response to the consultation should include a comment in this regard. In addition, a letter should be forwarded to the appropriate Minister expressing the Council's concern on funding for the project being withdrawn.

The Committee agreed to this course of action and approved the draft response.

Chairman.